Northwest Connecticut Comprehensive Economic Development Strategy and Action Agenda

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Final Report

April 2013

Litchfield Hills Council of Elected Officials

Northwestern Connecticut Council of Governments

Northwest Connecticut Economic Development Corporation

The Chamber of Commerce of Northwest Connecticut

Northwest Connecticut
Comprehensive Economic Development Strategy
and Action Agenda

PROJECT TEAM

With the assistance of many other individuals and organizations from the Northwest Connecticut region, the primary project team responsible for the preparation of this Comprehensive Economic Development Strategy (CEDS) and Action Agenda included:

The Litchfield Hills Council of Elected Officials

The Northwestern Connecticut Council of Governments

The Northwest Connecticut Economic Development Corporation

The Chamber of Commerce of Northwest Connecticut

Garnet Consulting Services, Inc.

The Connecticut Economic Resource Center

ACKNOWLEDGEMENTS

The Northwest Connecticut region would like to thank the following organizations for financially supporting the development of this Comprehensive Economic Development Strategy (CEDS) and Action Agenda:

The U.S. Economic Development Administration

Connecticut Light and Power Company

Bicron Electronics Company

Borghesi Building and Engineering Company, Inc.

Connecticut Economic Development Association

Parker Productions, LLC

William Baxter

Winvian

Preparation of this CEDS and Action Agenda would not have been possible without the extensive participation of numerous volunteers, partner organizations, and elected leadership from the region's twenty communities throughout the entire CEDS development process.

An electronic copy of this CEDS can be downloaded from:
http://www.nwctedc.com/nw_ct_ceds_2013.htm

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Abbreviations Found in this Document

CEDS	Comprehensive Economic Development Strategy
CERC	Connecticut Economic Resource Center
ConnDOT	Connecticut Department of Transportation
DECD	Connecticut Department of Economic & Community Development
DEEP	Connecticut Department of Energy & Environmental Protection
EDA	U.S. Economic Development Administration
EDD	Economic Development District
FHWA	Federal Highway Administration
Garnet	Garnet Consulting Services, Inc.
LHCEO	Litchfield Hills Council of Elected Officials
LoCIP	Connecticut Local Capital Improvement Program
NWCCC	Northwest Connecticut Community College
NWCCOG	Northwestern Connecticut Council of Governments
NWCT	Northwest Connecticut
NWCTChamber	The Chamber of Commerce of Northwest Connecticut (Northwest Connecticut Chamber of Commerce)
NWCTEDC	Northwest Connecticut Economic Development Corporation
NWCTEDC BOD	Northwest Connecticut Economic Development Corporation Board
POCD	Plan of Conservation and Development
RPO	Regional Planning Organization
RRIF	Railroad Rehabilitation & Improvement Financing
STEAP	Small Town Economic Assistance Program
US DOT	United States Department of Transportation

Northwest Connecticut
Comprehensive Economic Development Strategy
and Action Agenda

Executive Summary

This document constitutes a Comprehensive Economic Development Strategy (CEDS) and regional Economic Development Action Agenda for the 20-community Northwest Connecticut region. Its purpose is to:

- ☑ Provide a CEDS that meets the requirements of the U.S. Economic Development Administration
- ☑ Provide an economic development strategic plan and Action Agenda for the region
- ☑ Position the region for obtaining Federal and State recognition as an Economic Development District

History

In May 2004, a Comprehensive Economic Development Strategy (CEDS) was prepared for the Litchfield Hills Council of Elected Officials (LHCEO). Nine towns in the Litchfield Hills Region and one town in the neighboring Northwestern Connecticut Planning Region participated in the CEDS planning process. These towns were Barkhamsted, Colebrook, Goshen, Litchfield, Morris, New Hartford, Norfolk, North Canaan, Torrington, and Winchester. This CEDS was approved by the U.S Economic Development Administration (EDA). As a result of this effort, the Northwest Connecticut Economic Development Corporation (NWCTEDC) was established.

In 2010, LHCEO, in collaboration with the Northwestern Connecticut Council of Governments (NWCCOG), agreed to update the CEDS as a 20-town economic development region. The ten (10) participating towns included in the 2004 CEDS plus an additional 10: Canaan, Cornwall, Hartland, Harwinton, Kent, Roxbury, Salisbury, Sharon, Warren and Washington.

In May 2010, LHCEO, on behalf of the entire 20-community region, applied to EDA for a grant to support preparation of this new CEDS. EDA subsequently approved the grant in the amount of $25,000 with an equal matching share provided by the region in both cash and in-kind contributions.

Process and Public Input

A competitive Request for Proposal process was used to obtain proposals from qualified economic development consultants to assist in the preparation of this CEDS. As a result of this process the firm Garnet Consulting Services, Inc. was selected and a contract was signed in September 2011. Garnet is based in the Northwest Connecticut region, and has 27 years experience in national economic development consulting work including extensive experience in both economic development strategies and CEDS. Garnet was assisted in the preparation of this

CEDS by the Connecticut Economic Resource Center (CERC) which prepared the charts in the Regional Analysis contained in the CEDS.

A broadly representative CEDS (Strategy) Committee was established, using the Board of Directors of the NWCTEDC as the nucleus, and augmenting it with many additional individuals to meet EDA requirements for a majority private sector composition and participation from a broad cross-section of the community including public officials, other community leaders, labor groups, the workforce development board for the region, higher education, minorities, and others to assure diverse experience and representation. Attention was paid to achieving reasonable balance on the basis of gender and age. The final CEDS Committee included 26 individuals, 14 from the private sector.

A smaller CEDS Steering Committee was also established to carry out work in between meetings of the full CEDS Committee. Members of the Steering Committee were also part of the CEDS Committee.

A major portion of the public input process was establishment of eight topic-oriented Focus Groups. All CEDS Committee members were encouraged to be part of a Focus Group, but many other individuals were asked to participate, and the process was open for any volunteers from the community. All told, 79 people participated in the Focus Group portion of this project. The Focus Group topics were selected by the CEDS committee based on prior research, in particular Scenario Planning that was carried out by the NWCTEDC, as being the topics of most importance to the region's future economy. These topics were:

- Agriculture/Conservation
- Brownfields/Commercial Real Estate/Construction
- Culture, Tourism & Film
- Infrastructure (transportation [roads & rail], energy, water, sewer, telecommunications, broadband, etc.)
- Manufacturing
- Service Sector (personal or business services – e.g., health-care, financial, automotive, etc.)
- Small Businesses (home-based, retail, housing construction, etc.)
- Workforce Development (education, higher education, training, etc.)

The solicitation and ranking of projects from communities and organizations was a topic of several CEDS and Steering Committee Meetings. The Northwest Connecticut CEDS Strategy Committee developed and officially adopted a set of evaluation criteria and scoring system for use in identifying those projects that the region currently considers its top priorities. Both the criteria and scoring system were developed prior to soliciting project nominations so that there would be broad agreement on the criteria before any projects were discussed. The criteria and scoring system reflect both those of importance to EDA as well as to the region's leadership. The decision was made by the Strategy Committee to segment projects into two groups – Capital Projects and Non-capital projects.

The criteria were then incorporated into a "Northwest Connecticut CEDS Project Solicitation Form" which was approved by the Strategy Committee for dissemination. This form also showed the scoring system so that respondents would be aware of how their submissions would be scored. This Project Solicitation Form, along with a "Project Solicitation Instruction Sheet" were then provided to the region's two Council of Elected Officials/Council of Governments; each of the region's 20 communities; and other organizations involved in the region's economic development. Two months were allowed for submission of projects so that communities would have adequate time for any required meetings.

All final decisions for items to be included in this CEDS were made by the CEDS (Strategy) Committee.

Regional Analysis

CERC prepared a detailed set of charts and tables analyzing the region's demographics and major economic sectors. These charts were further interpreted by Garnet with a list of implications for the region indentified. The topics included in the Regional Analysis were:

- Population and Age
- Race and Ethnicity
- Housing, Households and Families
- Educational Attainment
- Employment Information
- Income
- Industry Employment and Wages
- Municipal Fiscal Data

Implications of each section of the data were noted in those sections. A summary of the implications was also provided and totaled 37 items, which are found in the body of the CEDS document.

Strengths, Weaknesses, Issues and Opportunities Assessment

Based on all the research conducted during the preparation of this CEDS and Action Agenda, a summary listing of Northwest Connecticut's primary strengths and weaknesses as a location for business was prepared.

The strengths and opportunities help to identify attributes that support business attraction, creation, retention, expansion and transition. The weaknesses and issues help to identify community and regional attributes that may require attention in order to improve Northwestern Connecticut's competitiveness. Both provide a foundation for important Goals/Objectives/ Initiatives contained in the CEDS/Action Agenda.

Most commonly noted strengths and opportunities of the region are:

- Location near New York, Boston and Springfield markets and amenities

- Good north-south highways (Routes 7 and 8)
- UConn-Torrington and Northwest Connecticut Community College
- Very supportive Chamber of Commerce
- Active and cooperative local banks
- Beautiful area/natural beauty/nice environment/character
- New England Village Centers/Main Streets
- Arts, culture and entertainment opportunities

Most commonly noted weaknesses and issues of the region are:

- Lack of good east-west highways
- Lack of broadband access in some areas
- Aging population
- Lack of awareness of institutions of higher education
- High cost of doing business in Connecticut
- Over-reliance on property taxes
- Lack of amenities sought by younger residents
- Inadequate affordable housing
- Lack of coordinated/integrated regional approach to marketing
- Lack of clear identity and brand
- Resistance to land use and other changes (the NIMBY syndrome)

Regional Vision Statement

The following vision statement was developed for the region:

> Northwest Connecticut, a place of exceptional scenic beauty with an ideal balance of open space, development, vibrant and quaint community centers, diverse historic and cultural amenities, life-long learning for 21st century skills, and a healthy and diversified economy, is a special place for all people to live, work, play, visit, relax, and operate successful businesses.

Regional Goal Statements

The following Goals were adopted as the foundation for this CEDS and Action Agenda:

1. Agriculture and Conservation: Keep Northwest Connecticut's farmers farming by supporting sustainable, economically viable agribusiness, while simultaneously protecting environmentally sensitive areas, and maintaining the scenic beauty and open space of our region as essential parts of the region's economy, tourism, recreation, and quality of life.

2. Brownfields, Commercial Real Estate and Construction: Assure the Northwest Connecticut region has an adequate supply of fully serviced and cost-effective real estate for business growth through a program of infill development, selective demolition and redevelopment, brownfield reuse, and new development.

3. Culture, Tourism and Film: Support the region's multitude of cultural, historical and tourism opportunities and make Northwest Connecticut a recognized destination by improving awareness of the region through effective packaging, promotions and place-making.

4. Education and Workforce: Assure that Northwest Connecticut's education and workforce delivery system and programs (including workforce housing) provide an exemplary level of life-long learning opportunities for all residents and continually deliver the 21st century skills to meet current and future needs of our businesses and those we would like to locate or start here.

5. Infrastructure: Provide the infrastructure necessary to support economic growth in Northwest Connecticut by preparing and implementing a comprehensive regional infrastructure planning process and plan for the region's transportation, utility and telecommunication resources.

6. Manufacturing: Retain and actively pursue the expansion of the region's manufacturing base and identify niches for which Northwest Connecticut is best suited.

7. Small Businesses, Services and Retail Sector: Assure that Northwest Connecticut's personal, business and services needs are adequately met by supporting and growing the region's small business, services, and retail sector to meet current and future needs of the region's residents and businesses; reducing the failure rate of small, service and retail businesses; and assuring that residents and businesses are well-informed about available personal, business and social services.

8. Cross-cutting Goal: Cutting across these seven specific Goals is the cross-cutting Goal of improving and enhancing the economic vitality and quality of place of the downtown and neighborhood centers in the region's many cities, towns, and villages.

Regional Projects

Twenty-one (21) projects were submitted; two were subsequently combined because they were portions of the same project in two adjacent communities. As shown below, these projects were segmented as Vital (Priority) and Other Projects based on the evaluation criteria and scoring system previously discussed. These evaluation criteria were:

- Status of the proposed project (Ready-to-go or Planning Stage)
- Clarity of the vision, scope and details of the project
- Feasibility of the project within market, budgetary, regulatory or other measures
- Project budget and supporting documentation (Firm, Estimated or Unknown)
- Status of project funding (Already committed, Expected to be committed, or Uncommitted; percentage of non-EDA funding Significant, Moderate or Small/none)
- Status of environmental reviews (Completed, In-process, Planned, Not considered yet, Not

applicable)
- Control of the project area (All, Some, None, Not applicable)
- Status of land use approvals
- Regional economic impact
- Number of jobs either saved or created
- Community/organizational ranking of project

The submitted projects were:

Capital Projects	Non-capital Projects
Vital (Priority) Projects (in declining order of scoring)	
Short-Term Projects ▪ Torrington Downtown Municipal Development Plan ▪ Torrington South Main Street/Thomaston Road Sewers and Water ▪ Northwest Transit Maintenance Facility ▪ New Hartford Cottage Street Area Sewer Line Extension ▪ Colebrook Historical Society Museum External Renovations ▪ Norfolk Village Sidewalks ▪ Winchester Main Street Reconfiguration ▪ Winsted Market ▪ Barkhamsted RRDD Industrial Park **Long-Term Project** ▪ Housatonic Railroad/Berkshire Rail Line Passenger Project	▪ Northwest Connecticut Village Center Initiative
Other Projects (in declining order of scoring)	
▪ Norfolk City Meadows ▪ Colebrook Town Hall Exterior Preservation ▪ Riverton-New Hartford Multi-purpose Trail ▪ Torrington Fat-Oil-Grease Facility ▪ Barkhamsted Route 44 Sewers	▪ Harwinton Business Incubator ▪ Harwinton Town Brochure and Directory ▪ Harwinton Economic Development Website Development ▪ Torrington Industrial Park Planning

Regional Objectives/Initiatives and Action Agenda

Because this document is intended to serve not only as a CEDS meeting EDA requirements, but also as the Action Agenda that will drive the region's economic development agenda for the

next five years, the following set of Objectives/Initiatives was identified as the topics on which attention would be focused first:

1. Agriculture

   A. Develop and maintain a regional marketing plan and network to provide year-round markets for local growers and producers.
   B. Inventory, assess and improve the infrastructure needs for local growers and producers including the creation of greenhouses to allow for an extended growing season.

2. Brownfields/Commercial Real Estate/Construction

   A. Analyze existing and available commercial/industrial sites for potential reuse or potential deconstruction and assure that available properties are listed on the CERC SiteFinder Inventory and other appropriate locations.

3. Culture/Tourism/Film

   A. Develop and maintain a regional Culture/Tourism/Film marketing plan for Northwestern Connecticut.

4. Education and Workforce

   A. Encourage and promote education and training by trade schools, Northwest Connecticut Community College (NWCCC) and UConn-Torrington.
   B. Maintain and expand current programs engaged in workforce training at area high schools, trade schools, NWCCC and UConn-Torrington.
   C. Evaluate and document workforce needs of regional employers.
   D. Support Fit Together: the Northwest CT Healthy Eating & Active Living Initiative

5. Infrastructure

   A. Develop a regional infrastructure plan for Northwest Connecticut that capitalizes on prior transportation and other infrastructure planning carried out by LHCEO and NWCCOG.

6. Manufacturing

   A. Develop a long range plan for supporting and expanding manufacturing in Northwest Connecticut.

7. Small Businesses, Services and Retail Sector

   A. Adopt the "Complete Street" concept throughout the region to integrate infrastructure plans and improvements to allow for pedestrian and bicycle-friendly town, city and village centers that support small businesses of all types.

For each Objective/Initiative, a template providing details to guide implementation was prepared and is included in the CEDS/Action Agenda.

Implementation, Evaluation and Cooperation

A section is provided discussing how the implementation of this CEDS/Action Agenda will be monitored and its progress measured. A critical issue will be providing adequate funding and staffing to support implementation. This issue is summarized in the following statement:

> Economic development rarely occurs for free. There are too many other communities and regions competing for a limited amount of business investment. In order to have a chance at attracting any of that investment, the Northwest Connecticut region – in particular its municipalities, but also its businesses – must invest in its economic development program. The return on investment will not occur without the investment itself.

Relationship of the CEDS to Other Documents Including Consistency with the State's Economic Development Priorities

The CEDS/Action Agenda was evaluated in relationship to two important state-level plans – the 2009 Connecticut Economic Strategic Plan and the draft update of the Connecticut Plan of Conservation and Development (POCD) – and found to be consistent with both. The CEDS/Action Agenda was also considered in relationship to the two regional POCDs and those of the municipalities in the region and found to be consistent and supportive.

Northwest Connecticut
Comprehensive Economic Development Strategy
and Action Agenda

Introduction

In May 2004, a Comprehensive Economic Development Strategy (CEDS) was prepared for the Litchfield Hills Council of Elected Officials (LHCEO). Nine towns in the Litchfield Hills Region and one town in the neighboring Northwestern Connecticut Planning Region participated in the CEDS planning process. These towns were Barkhamsted, Colebrook, Goshen, Litchfield, Morris, New Hartford, Norfolk, North Canaan, Torrington, and Winchester. This CEDS was approved by the U.S Economic Development Administration (EDA).

In 2010, LHCEO, in collaboration with the Northwestern Connecticut Council of Governments (NWCCOG), agreed to update the CEDS as a 20-town economic development region. The ten (10) participating towns included in the 2004 CEDS plus an additional 10: Canaan, Cornwall, Hartland, Harwinton, Kent, Roxbury, Salisbury, Sharon, Warren and Washington. Figure 1 presents a map of the planning regions in Connecticut and Figure 2 presents a map of the two planning regions working in collaboration through their Council of Governments.

Figure 1

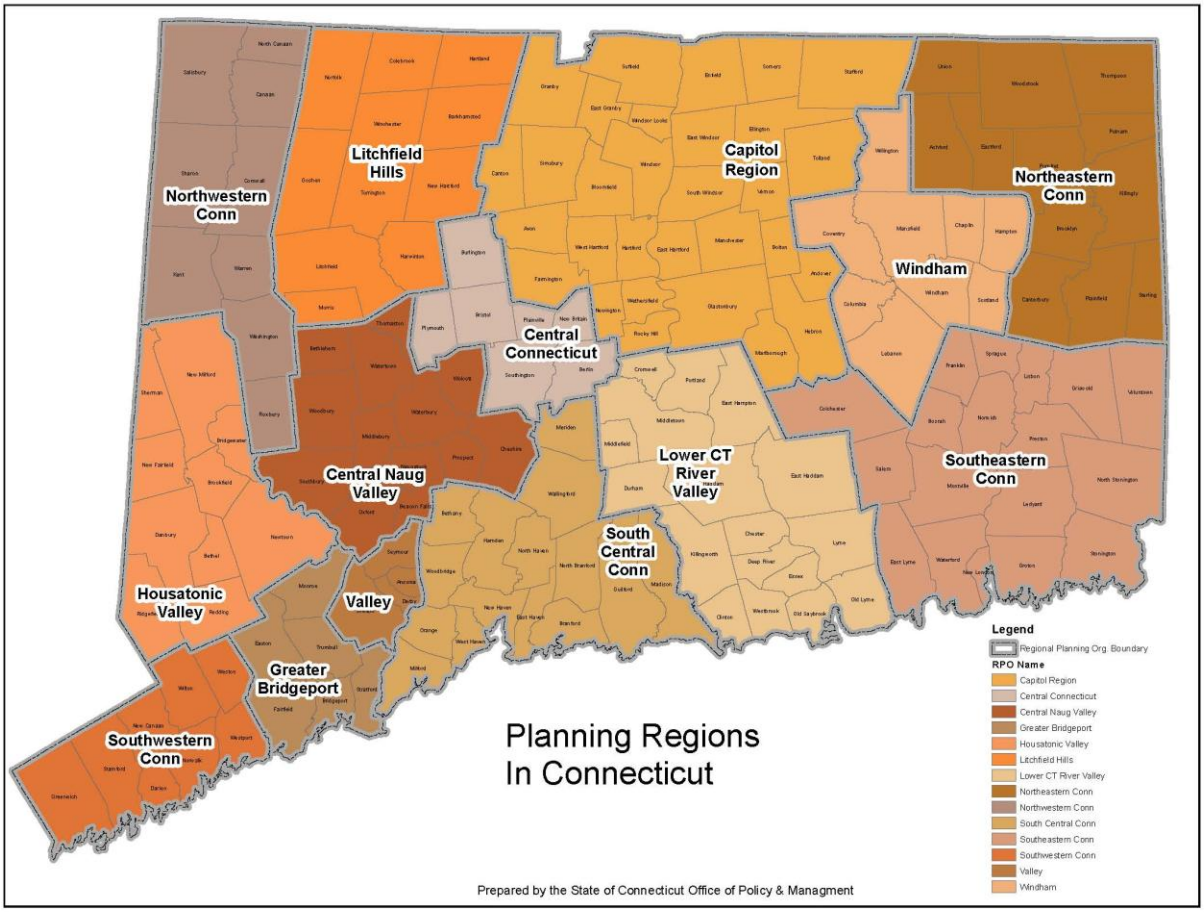
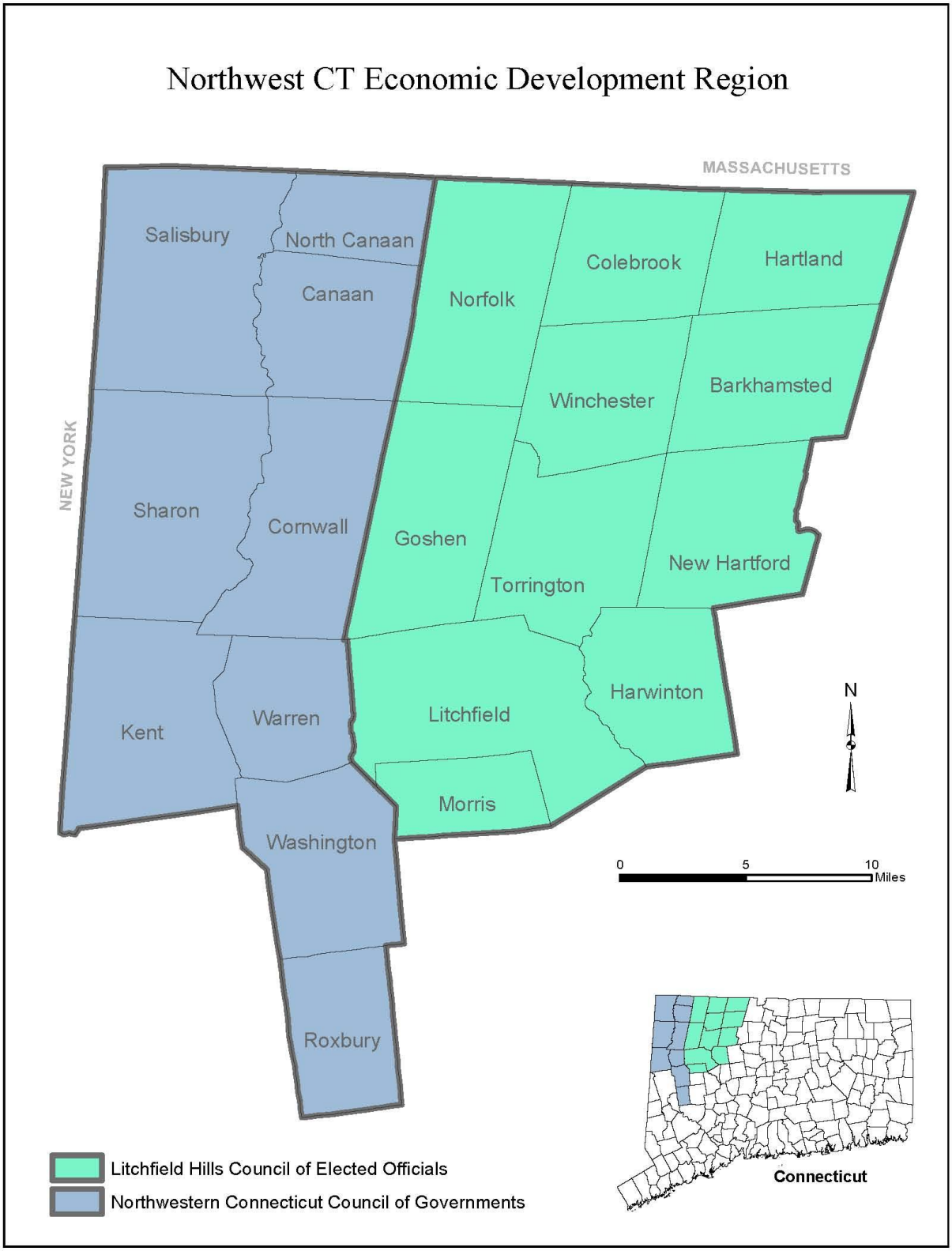


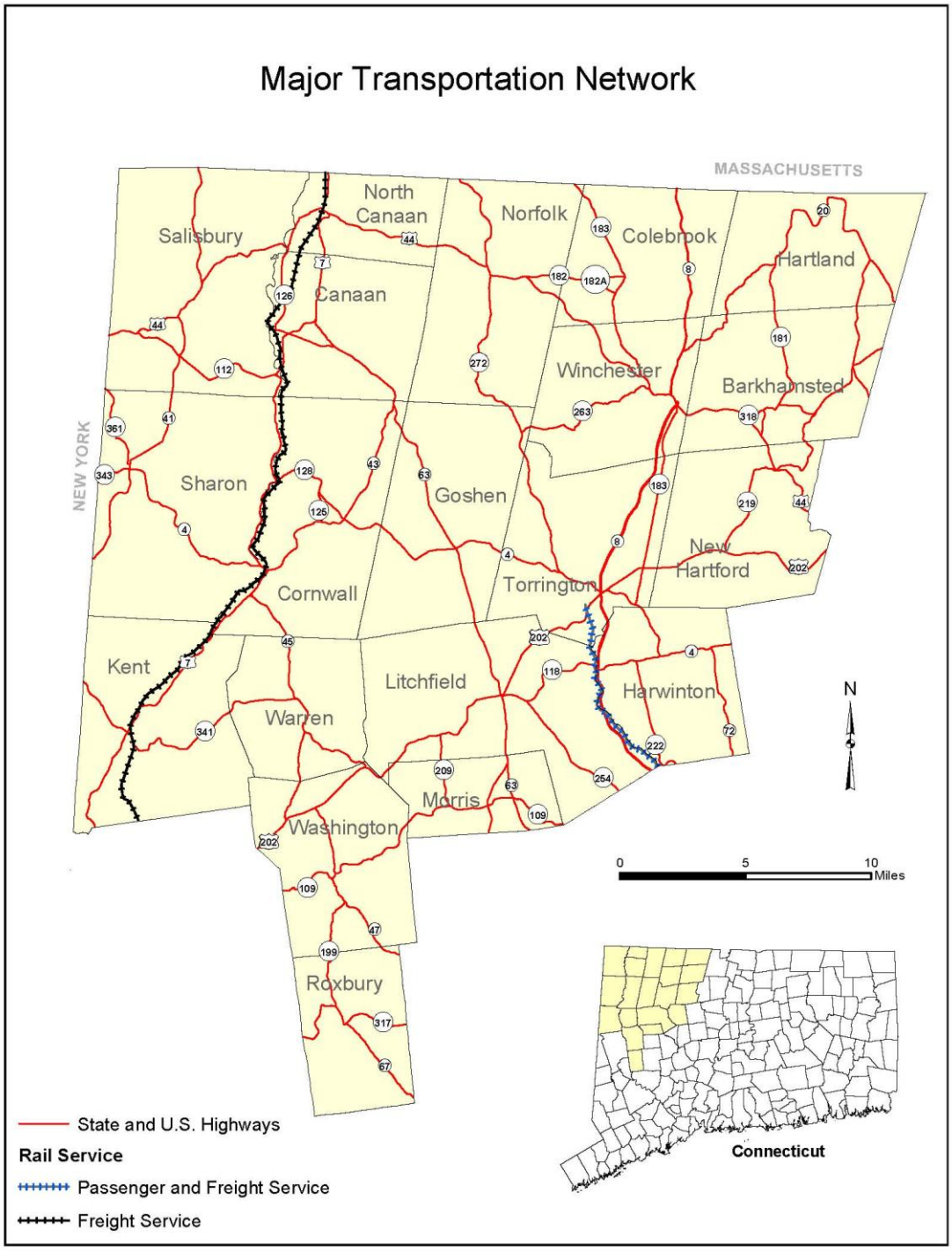
Figure 2


Northwest CT Economic Development Region
MASSACHUSETTS
NEW YORK
Salisbury
North Canaan
Canaan
Norfolk
Colebrook
Hartland
Winchester
Barkhamsted
Sharon
Cornwall
Goshen
Torrington
New Hartford
Kent
Warren
Litchfield
Harwinton
Morris
Washington
Roxbury
N
0
5
10
Miles
Connecticut
Litchfield Hills Council of Elected Officials
Northwestern Connecticut Council of Governments

The state of Massachusetts is located to the north of the region and the state of New York to the west.

Figure 3 shows the major transportation network in the region.

Figure 3



As recommended in the 2004 CEDS, the Northwest Connecticut Economic Development Corporation (NWCTEDC) was created to pursue implementation of the economic development strategies presented in the CEDS. As a 501(c)(6) organization, NWCEDC has the following mission: *The Northwest Connecticut Economic Development Corporation is organized in order to develop a vehicle for the public and private sectors to channel their resources for the purpose of achieving job creation, strengthening the tax base and improving the economic well being of the region.* NWCTEDC is a separate organization from, but uses the facilities of the Northwest Connecticut Chamber of Commerce, an indication of the region's multi-organizational commitment to economic development. NWCTEDC is a duly recognized 501(c)(6) not-for-profit organization.

In March and April 2008 NWCTEDC conducted two full day "Scenario Planning" sessions to identify the major issues affecting the economy of Northwest Connecticut. The highest ranked issues in both importance and uncertainty were then used to direct NWCTEDC efforts to create specific regional strategies to address these economic issues.

In 2009 the decision was made to prepare a new regional economic development strategy that would serve both to meet the requirements of EDA, as well as to provide a blueprint for the region's future economic development efforts. This decision was made at the time the State of Connecticut was preparing a new state-level economic development plan and passing enabling legislation that, for the first time, supported the creation of Economic Development Districts (EDDs) in the state that would meet EDA requirements.

In May 2010, LHCEO, on behalf of the entire 20-community region, applied to EDA for a grant to support preparation of this new CEDS. EDA subsequently approved a grant in the amount of $25,000 with an equal matching share provided by the region in both cash and in-kind contributions.

A competitive Request for Proposal process was used to obtain proposals from qualified economic development consultants to assist in the preparation of this CEDS. As a result of this process the firm Garnet Consulting Services, Inc. was selected and a contract was signed in September 2011. Garnet is based in the Northwest Connecticut region, and has 27 years experience in national economic development consulting work including extensive experience in both economic development strategies and CEDS.

Project Management and Public Participation Process

CEDS Committee Composition and Participation

A broadly representative CEDS (Strategy) Committee was established, using the Board of Directors of the NWCTEDC as the nucleus, and augmenting it with many additional individuals to meet EDA requirements for a majority private sector composition and participation from a broad cross-section of the community including public officials, other community leaders, labor groups and the workforce development board for the region, higher education, minorities, and

others to assure diverse experience and representation. Attention was paid to achieving reasonable balance on the basis of gender and age. The final CEDS Committee included 26 individuals, 14 from the private sector.

A smaller CEDS Steering Committee was also established to carry out work in between meetings of the full CEDS Committee. Members of the Steering Committee were also part of the CEDS Committee. Table 1 provides a listing of the CEDS Committee membership and their primary representation categories.

Table 1
Northwest Connecticut CEDS Committee Membership and Representation

Name ***Title***	**Affiliation**	**Representation Category**
1. Tim Abbott *Director*	Litchfield Hills Greenprint	Private sector – Services
2. Bill Baxter *Executive Director*	Torrington Development Corporation	Non-profit sector – Economic Development
3. William Burgess *President/Executive Director*	Litchfield Hills Food Systems, Inc.	Private non-profit sector – Food Services
4. Susie Clayton *Businessperson & Selectman*	Robin Hood Radio Town of North Canaan	Private sector – media Local Government
5. David Dean *President*	Litchfield County Real Estate	Private sector – Real Estate & Development
6. Celeste Echlin *President*	Railroad Museum of New England	Private sector - Tourism
7. Lourena Helt *Market Manager*	Union Savings Bank	Private sector - Financial
8. Dan Jerram *First Selectman*	Town of New Hartford	Local Government
9. Michael Keilty *Sustainable Agriculture Educator*	Maple Spring Farm UConn Agriculture	Private sector - Agriculture Public sector - Education
10. Rick Lynn *Planning Director*	Litchfield Hills Council of Elected Officials	Public sector – Government Steering Committee
11. Dale Martin *Town Manager*	Town of Winchester	Public sector – Government Steering Committee
12. Dan McGuinness *Executive Director*	Northwest Connecticut Council of Governments	Public sector – Government Steering Committee
13. Patricia Mechare *First Selectman*	Falls Village	Local Government Steering Committee
14. John Morici *Owner*	BizNuzz IT Winsted EDC	Private sector – Communications Public sector -Economic Develop.
15. Judy Palmer *Superintendent*	Region 7 – Northwestern Regional High School	Public sector - Education
16. Doug Parker *Owner* *President/Executive Director*	Parker Productions, LLC NWCT Economic Develop. Corp	Private sector – Media Non-profit sector – Econ. Devel. Steering Committee
17. Leo Paul, Jr. *First Selectman*	Town of Litchfield	Local Government Steering Committee
18. Colin Pease *Vice President – Special Projects*	Housatonic Railroad	Private sector - transportation

Name *Title*	Affiliation	Representation Category
19. Rose Ponte *Economic Development Director*	Torrington Economic Development Department	Public sector – Economic Devel. Minority
20. Pat Power *Attorney*	Howd, Lavieri & Finch, LLP	Private sector - law
21. JoAnn Ryan *President & CEO*	NWCT Chamber Northwest Regional Workforce Investment Board, Inc.	Non-profit sector – Chamber Workforce Investment Board Steering Committee
22. Dwain Snow *Operations Manager*	Alcoa	Private sector - Manufacturing
23. Don Stein *First Selectman*	Town of Barkhamsted	Local Government Steering Committee
24. Tim Sullivan *Organizer*	New England Regional Council of Carpenters	Private sector - construction Organized Labor
25. Amy Wynn *Executive Director*	NW CT Arts Council	Non-profit sector – Arts
26. Steven Zarrella *Vice President*	Northwest Community Bank	Private sector - Finance

Focus Groups

A major portion of the public input process was establishment of eight topic-oriented Focus Groups. All CEDS Committee members were encouraged to be part of a Focus Group, but many other individuals were asked to participate, and the process was open for any volunteers from the community. All told, 79 people participated in the Focus Group portion of this project. The Focus Group topics were selected by the CEDS committee based on prior research, in particular the previously noted Scenario Planning, as being the topics of most importance to the region's future economy. These topics were:

- Agriculture/Conservation
- Brownfields/Commercial Real Estate/Construction
- Culture, Tourism & Film
- Infrastructure (transportation [roads & rail], energy, water, sewer, telecommunications, broadband, etc.)
- Manufacturing
- Service Sector (personal or business services – e.g., health-care, financial, automotive, etc.)
- Small Businesses (home-based, retail, housing construction, etc.)
- Workforce Development (education, higher education, training, etc.)

These Focus Groups, along with the CEDS Committee, met for a project kickoff briefing and work session in March 2012. Exhibit 1 provides the kickoff briefing presentation. Exhibit 2 provides the "Focus Group Discussion Agenda and Meeting Notes" form provided to each Focus Group. Exhibit 3 provides the "Focus Group Facilitator and Recorder Guidelines" provided to those facilitating each Focus Group and recording key elements of their discussions. All these documents were provided by the project consultant, Garnet Consulting Services, Inc.

Subsequent to the initial Focus Group meeting, each group continued consideration of its assigned topic in its own way, generally through Internet correspondence. Garnet provided a master set of instructions for the groups; this "Guidelines for Focus Group Discussions" document is not provided herein because of its length (41 pages). The contents of this document were:

- Focus Group Topic
- Purpose of the Focus Groups
- End Product of the Focus Group Process
- Timeframe for Discussions
- Cross-cutting Issue to be Considered by All Focus Groups
- Instructions Specific to This Focus Group
- Focus Group Membership
- Continuation of Discussions from March 7th
  - In developing recommendations for the CEDS related to your Focus Group topic, what key questions need to be addressed or areas explored?
  - With regard to your Focus Group topic, what are the major strengths and weaknesses of the Northwest CT CEDS region?
  - Are there other issues (for example, the general need for something, or general lack of something) impacting your Focus Group topic that need to be recognized?
  - What are the major regional opportunities related to your Focus Group topic and how can we capitalize on these opportunities?
- New topics for discussion
  - Building on the discussions on March 7th or as you have answered the questions above, what other topics should be added to your discussion list and how are you going to address these topics?
  - How does your topic relate to the need for revitalizing our region's town, village, city and neighborhood centers?
- Wrap-up Discussions
  - Based on the analysis in questions 1 – 6 above, what does your group see as the biggest opportunities or needs related to your Focus Group topic that should be addressed as a new program, project or initiative that will be an important element of the Northwest Connecticut CEDS?
  - If you have identified more than three suggested programs, projects or initiatives, how would you prioritize them?
  - What other information, suggestions, or guidance would you like to provide to the oversight CEDS Committee and the consulting team?

To assist the Focus groups in completing their work, many of these questions were built into an online (using SurveyMonkey) which was widely distributed to all Focus Group participants, NWCTEDC Board Members, CEDS Committee members and other regional business organizations and their members. Seventy-nine responses were received to the survey. Exhibit 4 provides a summary of the responses.

The voluminous results of this Focus Group process were a primary information source that assisted the CEDS Committee in the selection of Goals and Objectives/Initiatives for this CEDS. Garnet distilled the Focus Group input into a briefing paper for the Steering and CEDS Committees outlining major themes and providing potential Goals and Initiatives (Objectives). This briefing paper is presented in Exhibit 5.

Community and Private Sector Participation

In accordance with EDA guidelines, the CEDS Committee and Focus Group process was specifically constructed and managed to be broadly representative and inclusive of the Northwestern Connecticut Community and in particular, its substantial and important private sector. This process not only took advantage of existing public – private partnerships, but was intended to facilitate the development of additional partnerships for future implementation of the CEDS.

Data Input from CERC

In May 2012, a set of data slides about the demographic composition and primary economic condition and trends in the region was received by CERC. This document was subsequently analyzed by Garnet with a set of "Implications" for the region developed from the data. This draft document was submitted to the CEDS Steering Committee for review and comment, and modified accordingly. This analysis was then submitted to the CEDS Committee and is presented in the Data Profile section of this CEDS.

Project Midpoint Briefing and Work Session

On June 27, 2012, a project mid-point briefing and work session meeting was conducted to which all those participating in the CEDS process, as well as the general public were invited. Exhibit 6 provides the briefing presentation used by Garnet at this session, which covered the following topics:

- Major Process Elements So Far
- The Focus Group Process
- Examples of the Data Profile provided by CERC
- The Survey Process and Results
- Focus Group Recurring Themes, Draft Goal Statement, and Suggested Initiatives
- Cross-cutting Themes
- Discussion and Prioritization of the Suggested Initiatives (using a "dot" voting exercise
- A "Postcard from the Future" Vision Statement Exercise
- Remaining Steps in the Process
- Group Discussion

Exhibit 7 provides the results of the Initiative Prioritization Exercise held on June 27, 2012. Exhibit 8 provides the input from the "Postcard from the Future" Vision Statement Exercise held the same date. This exercise resulted in the first draft of a Vision Statement. That Vision Statement was subsequently modified by the Steering and CEDS Committee resulting in the

final Vision Statement provided later in this CEDS. The Steering and CEDS Committee also agreed on the final set of Objectives/Initiatives presented late in this CEDS.

Project Website

Throughout the course of the project, the NWCTEDC maintained a robust website dedicated to the project (http://www.nwctedc.com/nw_ct_ceds_2012.htm). This website, available to the public, provided minutes of all meetings associated with preparation of the CEDS and draft and final versions of all relevant documents.

Project Solicitation and Prioritization

The solicitation and ranking of projects from communities and organizations was also a topic of several CEDS and Steering Committee Meetings. More detail on that part of the process is provided in the section of this document on Regional Projects. At its meeting of October 18, 2012, the Steering Committee created a recommended prioritization of the 21 projects that were submitted for consideration.

Final Decision Making Meetings

At its meeting of September 20, 2012, the CEDS Committee adopted the final Vision and Goal Statements presented later in this document. At the October 18, 2012 meeting of the Steering Committee, the CEDS project submissions were reviewed and prioritized for recommendation to the CEDS Committee. Other work included reviewing the strengths and weaknesses and the CERC data profile. At the November 30, 2012 and January 15, 2012 meetings of the NWCT BOD, the role of the organization was discussed in implementing the CEDS and initiative leaders were identified.

At the January 22, 2013 meeting of the CEDS Committee, the draft CEDS Economic Development Strategy and Action Agenda including the regional projects and suggested edits was approved for distribution for public comment and two minor changes were incorporated into the document. The public review period was made available online and commenced on February 1, 2013.

The Litchfield Hills Council of Elected Officials endorsed the document on March 15, 2013 and the Northwest Connecticut Council of Governments endorsed the CEDS on April 4, 2013.

The CEDS Committee approved the final draft of the CEDS by e-mail response submitted to NWCTEDC Executive Director, Douglass Parker in March and April 2013 and directed that it be submitted to EDA.

Summary List of Meetings Devoted to Creation of this CEDS

Table 2 provides a summary list of meetings of the Northwest Connecticut Economic Development Corporation – Board of Directors (NWCTEDC BOD), CEDS Committee, Steering Committee, and Focus Groups devoted to preparation of this CEDS.

Table 2
Northwest Connecticut CEDS Meetings

Date	Activity/Event	Location
9/29/2011	NWCTEDC BOD	NW CT Chamber of Commerce
11/15/2011	CEDS Steering Committee	Goshen Town Hall
11/17/2011	NWCTEDC BOD	NW CT Chamber of Commerce
12/13/2011	CEDS Committee	NW CT Chamber of Commerce
1/17/2012	CEDS Committee	NW CT Chamber of Commerce
2/15/2012	CEDS Steering Committee	NW CT Chamber of Commerce
3/7/2012	CEDS Committee and Focus Groups Meeting	The Litchfield Inn
3/15/2012	NWCTEDC BOD	NW CT Chamber of Commerce
4/19/2012	CEDS Steering Committee	NW CT Chamber of Commerce
5/17/2012	NWCTEDC BOD	NW CT Chamber of Commerce
6/12/2012	CEDS Steering Committee	NW CT Chamber of Commerce
6/27/2012	CEDS Committee and Focus Groups	U-Conn-Torrington Extension Center
7/19/2012	CEDS Committee & NWCTEDC BOD	NW CT Chamber of Commerce
9/20/2012	CEDS Committee & NWCTEDC BOD	NW CT Chamber of Commerce
10/18/2012	CEDS Steering Committee	NW CT Chamber of Commerce
11/30/2012	NWCTEDC BOD	NW CT Chamber of Commerce
12/05/2012	CEDS Core Committee	NW CT Chamber of Commerce
1/15/2012	NWCTEDC BOD	NW CT Chamber of Commerce
1/22/2013	CEDS Committee	NW CT Chamber of Commerce
04/24/13	CEDS Committee	Online

Regional Analysis

Data Profile - Introduction

The Northwest Connecticut region is comprised of the following 20 communities:

Barkhamsted	Hartland	New Hartford	Sharon
Canaan	Harwinton	Norfolk	Torrington
Colebrook	Kent	North Canaan	Warren
Cornwall	Litchfield	Roxbury	Washington
Goshen	Morris	Salisbury	Winchester

This portion of the CEDS provides an economic and demographic profile of the region and its communities.

A review of data relating to a local or regional economy is usually an early step in the consideration and evaluation of a location by companies looking for a new location or comparing their current location with alternatives. A detailed Economic Base Analysis is also a required element of a Comprehensive Economic Development Strategy (CEDS).

The International Economic Development Council (IEDC) maintains a recommended standardized data base (referred to as the Site Selection Data Standards) providing a set of 25 spreadsheets that captures the data points most frequently sought by companies and site location consultants; this set of spreadsheets and an accompanying article about the importance of the Site Selection Data Standards can be found at http://www.iedconline.org/?p=data_standards.

The Connecticut Economic Resource Center (CERC) is the primary agency for collecting and presenting available data for Connecticut and Western Massachusetts. It is important to note the word "available"; while the IEDC Data Standards present an ideal world, not all data is available for every location, particularly smaller communities such as many of those in the Northwest Connecticut region.

This document provides a data profile of the Northwest Connecticut region, and of the regions 20 communities where available, prepared by CERC in May 2012 based on the best available information at that time, with some additional information gathered from other sources by Garnet Consulting Services, Inc. Relevant commentary about the meaning of the data is provided.

Northwest Connecticut CEDS Region

Demographic & Economic Analyses

May 2012

This Demographic and Economic Analysis covers the following topics, for the Northwest Connecticut region, its individual communities (where meaningful data is available), the State of Connecticut, and the United States. Comparisons between the years 2000 and 2010, the points for which the most data are available, are presented.

Dimensions

- Population
- Age
- Race and ethnicity
- Households
- Housing
- Educational attainment
- Labor force and employment
- Incomes and net worth
- Wages
- Jobs by industry
- Fiscal

- United States
- Connecticut
- Northwest Connecticut Region
- Municipalities in Region

Population and Age

The first section of this Demographic and Economic Analysis provides information on population and age.

Figure 4 presents the populations of the communities comprising the Northwest Connecticut region. In 2010 the total population of the region was 105,946, ranging from Canaan, at 1,234 to Torrington at 36,383. In 2000, the regional population was 101,842, or a growth of 4,104 over the decade.

Figure 4

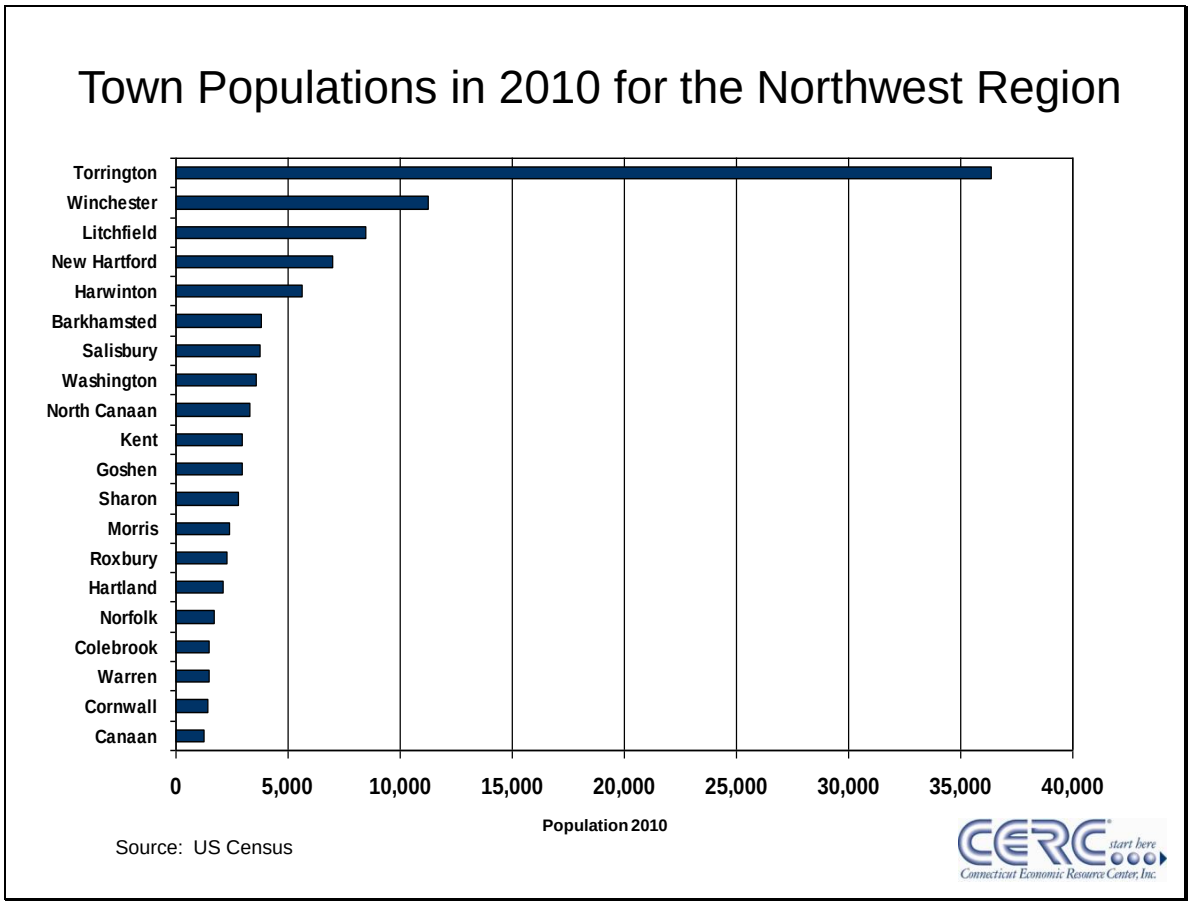


Figure 4 clearly shows the region is comprised of smaller communities. Fifteen of the region's 20 communities are less than 5,000 population. The 36,383 population of Torrington, the region's largest community, is equal to the combined populations of the 5 next largest municipalities in the region: Winchester, Litchfield, New Hartford, Harwinton and Barkhamsted.

Implication

- Because all of the communities in the region are relatively small, none (with the possible exceptions of Torrington, Winchester and Litchfield) can be expected to provide the

complete mixture of retail, service, or employment opportunities needed by residents. Rather, these needs must be met on a regional basis.

The region's 20 communities range in size from 17 (Morris) to 59 (Sharon) square miles with a total of 755 square miles. Figure 5 compares the region's total population density with that of the State. While the state's density is nearly 738 people per square mile, the region's density is only 140 people per square mile.

Figure 5

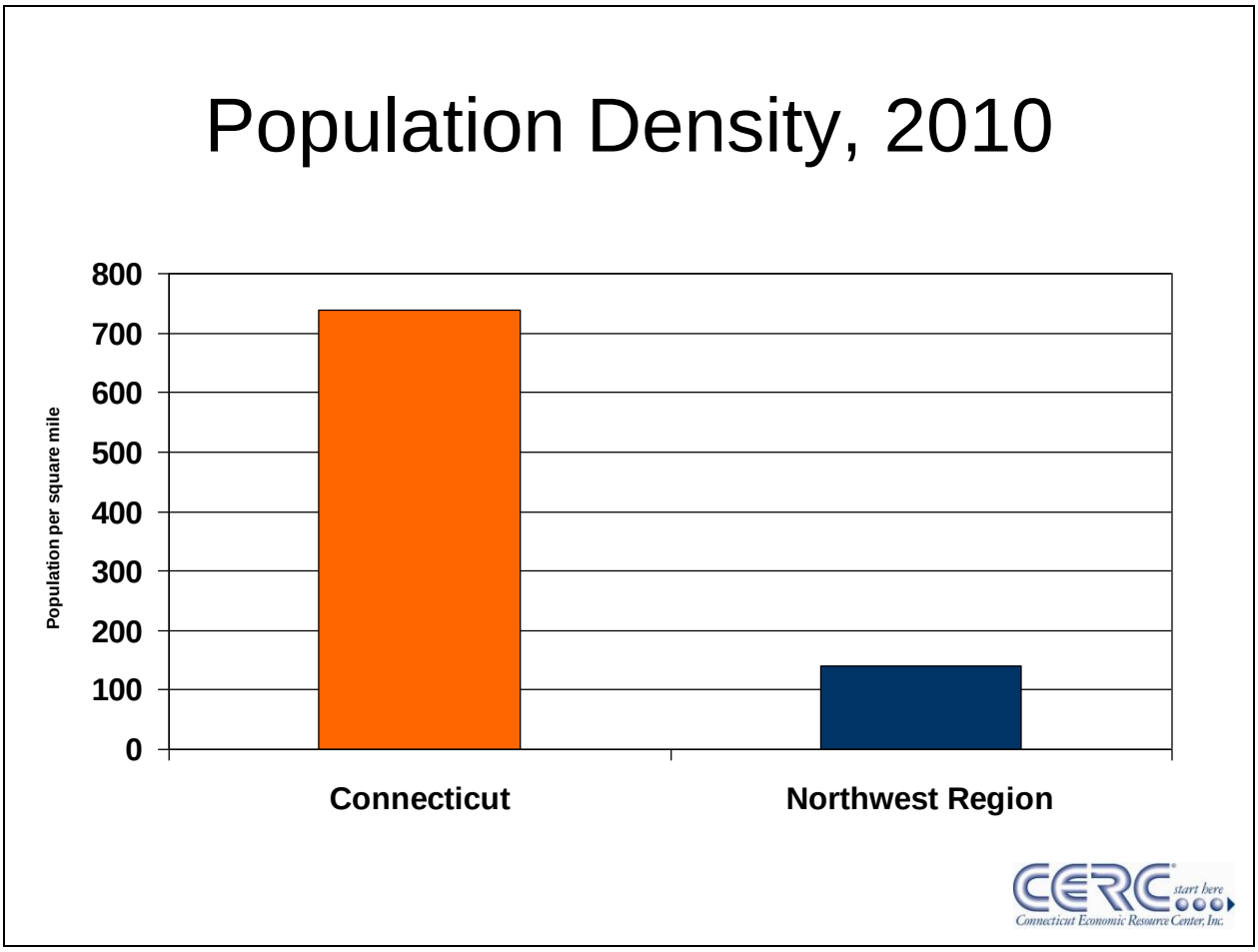
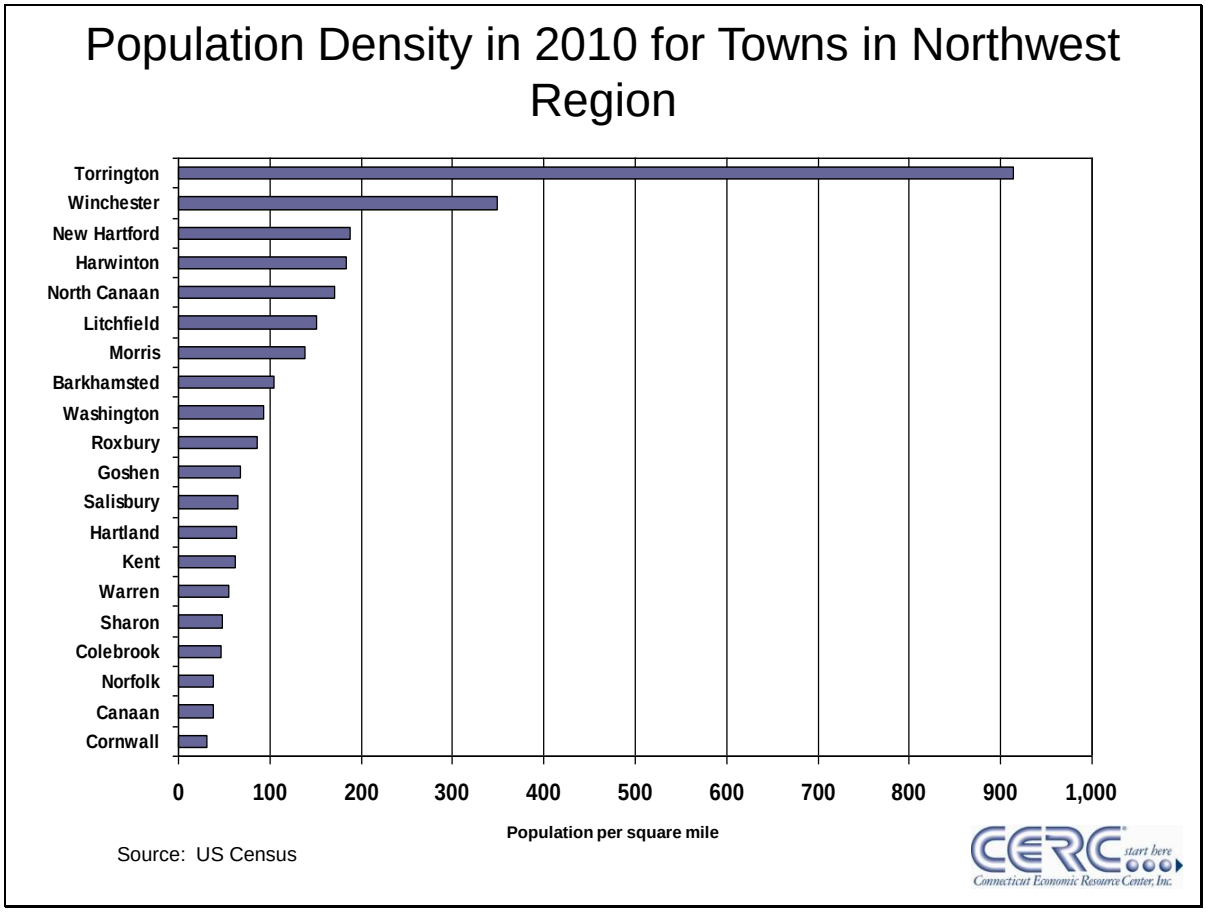


Figure 3 shows the population density for the region's 20 communities. Torrington and Winchester are the only communities with a density of more than 300 people per square mile, with Torrington far more dense than Winchester. Twelve of the region's 20 communities have a density of less than 100 people per square mile.

Figure 6



Implications

- The region's lack of population density makes it difficult to justify locating retail and service businesses in many of the smaller communities.
- Larger communities such as Torrington, Winchester and Litchfield have historically been the centers of economic activity, a situation that is likely to continue in the future.
- Good road networks are necessary to provide convenient commuting between places of residence and work, and convenient access to necessary goods and services.

Figure 7 compares the percentage growth in population between 2000 and 2010 for the Northwest Connecticut Region, the State, and the United States. While there has been population growth in each, the region lags the State, which in turn had a far slower growth rate than the United States.

Figure 7

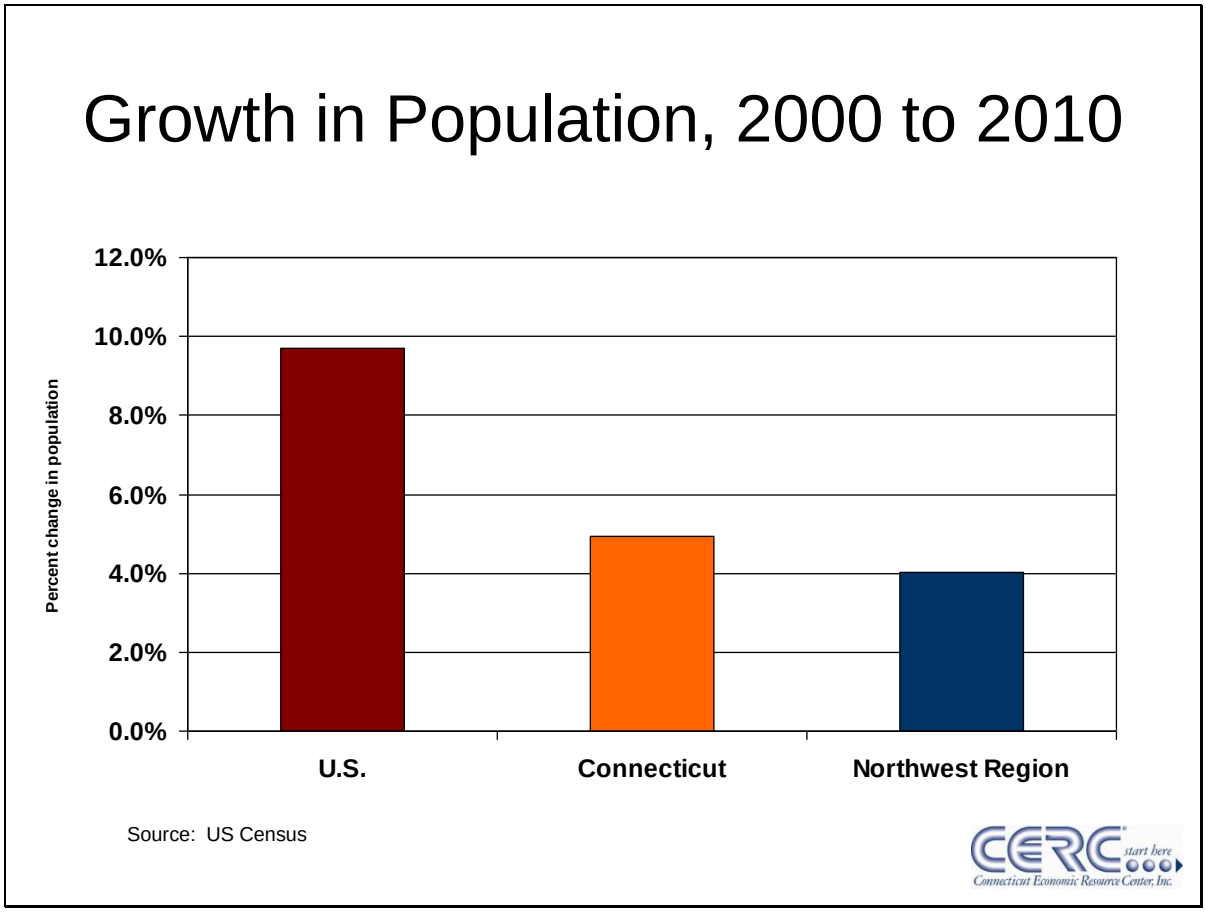
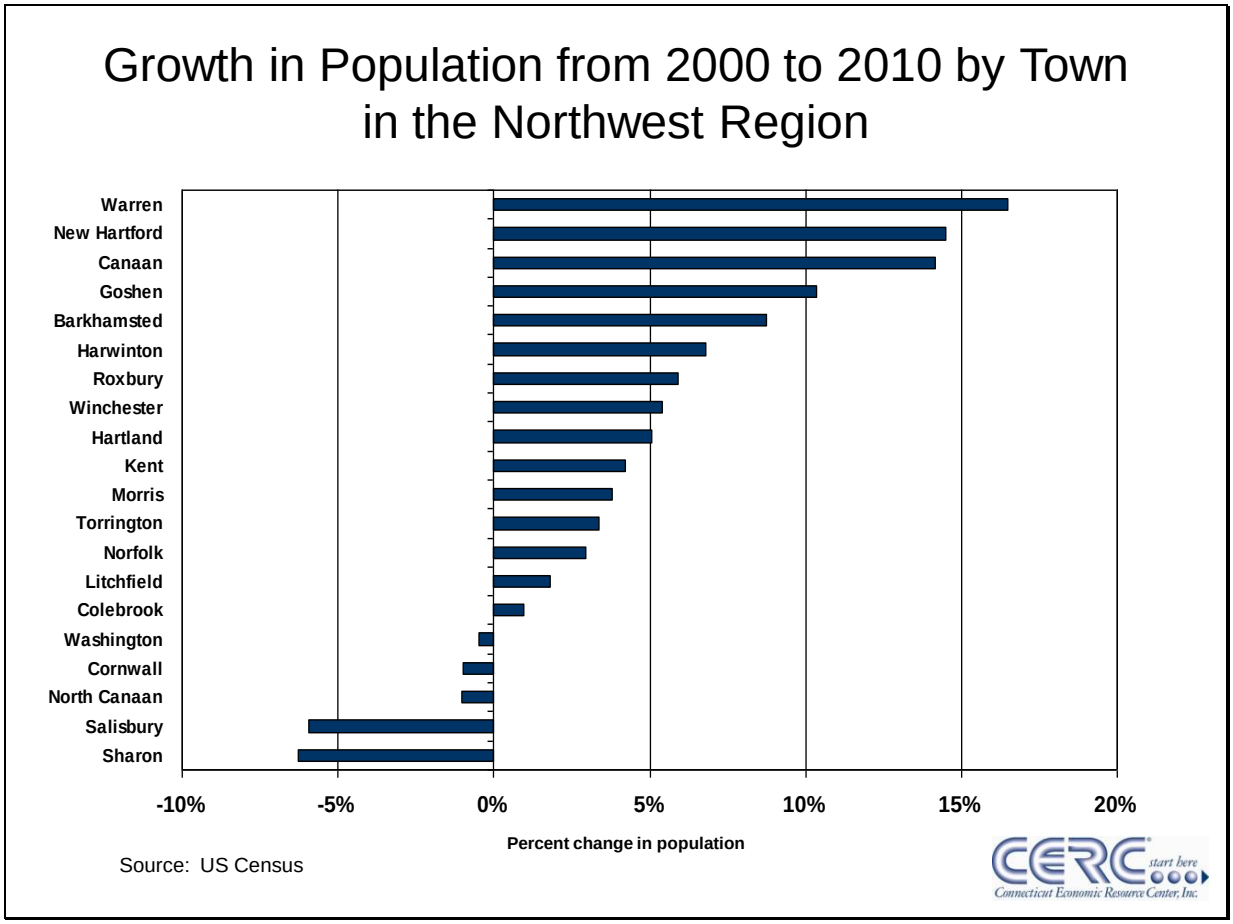


Figure 8 shows the 2000 – 2010 population growth rate for the region's communities. While 15 of the region's 20 communities grew during the decade, and 4 (Warren, New Hartford, Canaan, and Goshen grew more than 10 percent, 5 of the communities (Washington, Cornwall, North Canaan, Salisbury, and Sharon) actually lost population.

CERC estimates of population in 2011 show a regional growth to 106,349, with 13 communities growing between 2010 – 2011, but Colerook, Hartland, Harwinton, New Hartford, Roxbury, Torrington, and Warren losing small numbers of residents.

CERC estimates of population in 2016 show a small regional increase to 108,123, an annual growth rate of 0.33 percent. Only Colebrook was shown to lose population during this 5-year period, with New Hartford and Torrington staying essentially the same.

Figure 8

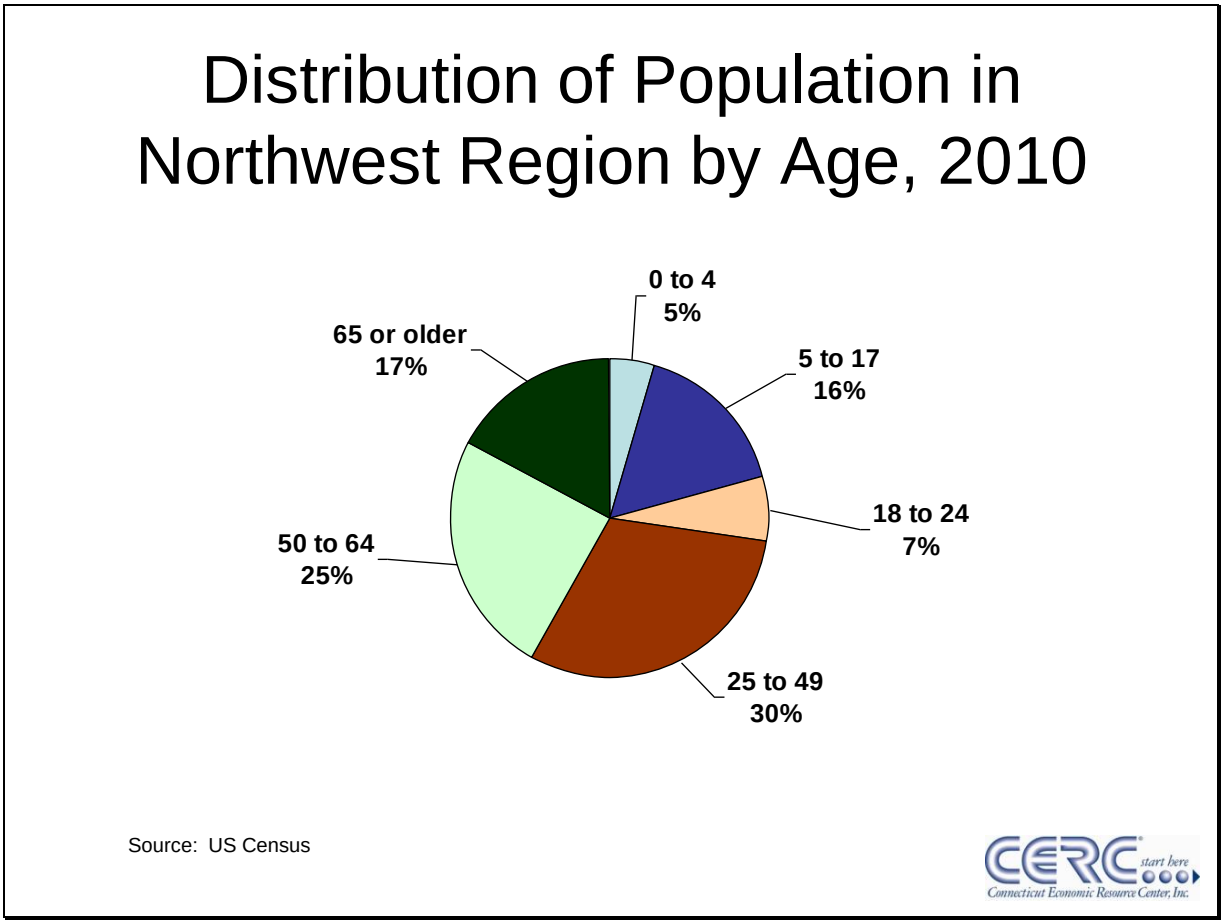


Implications

- Population growth in the region through 2016 will not justify the establishment of many new businesses that are dependent on serving just regional residents.
- Businesses that serve both the resident population and tourists will have a better chance of succeeding.
- Retail and service businesses that can combine in-shop sales with phone-in order fulfillment and/or Internet sales will have the best chance of succeeding.
- Adequate telecommunications and data transmission services are necessary to support the region's merchants.
- Population growth through 2016 will not markedly increase the region's labor pool.
- Adequate road networks are necessary to provide the largest labor pool for the region's employers, particularly those that do not have close proximity to Route 8.

Age of population has a bearing on many aspects of economic development including current and future labor force, shopping preferences, types of services needed, and preferred forms of recreation and culture. Figure 9 shows the region's age breakdown.

Figure 9



Northwest Connecticut is an older and aging area. Because the region is not an official area recognized by the U.S. Bureau of the Census, no official calculation of median age exists. Estimates provided by CERC from Applied Geographic Solutions indicate the region's 2011 median age was 43.76, up from 40.27 in 2000. A May 11, 2011 article in the *Middletown Press* stated that Connecticut's median age in 2010 was 40, while Litchfield County was the oldest in the state at 44.

As shown in Figure 9, 42 percent of its 2010 population was 50 years of age or older, with another 30 percent between 25 and 49. Stated differently, 42 percent of the population are already of retirement age or approaching it. While current economic conditions may keep many of these residents in the workforce longer than they anticipated, this is likely to change rapidly if the economy strengthens.

Thirty percent of the region's population is in the primary working age population of 25 to 49. The region's small cohort in the 18 to 24 year-old age group – only 7 percent of the population – does not provide a large pool of entry level or younger workers. This may be partially offset by potential commuters into the region from the adjacent regions.

Figure 10 shows the change in the region's age makeup between 2000 and 2010. The "soon-to-be-retired" cohort was the fastest growing group. The primary workforce cohort (age 25 – 49) declined in number, but the entry-level or younger workforce cohort (age 18 – 24) grew by more than 25 percent in the decade.

Figure 10

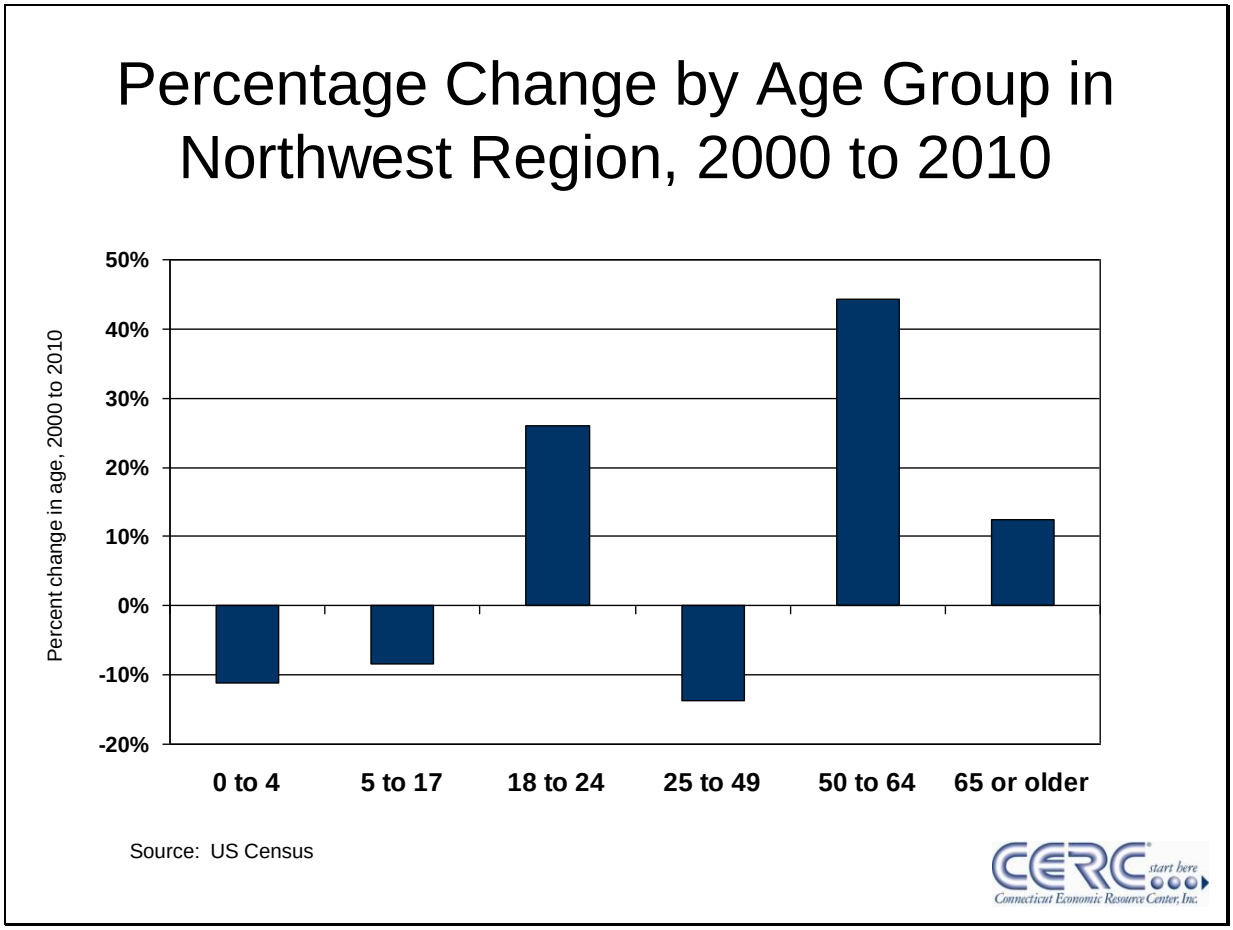


Figure 11 compares the age breakdown of the population for both Connecticut and the region with the national breakdown (which is the 0% baseline). Figure 11 shows that both Connecticut and the region have a higher percentage of their population in the two older age cohorts (50 – 64 and 65 and older), with the region having a substantially higher percentage than the State. Conversely, Connecticut has a lower percentage of its population than the country in the four age cohorts from 0 to 49 years of age, and the Northwest Connecticut region has even fewer residents in these age groups than the State.

Figure 11

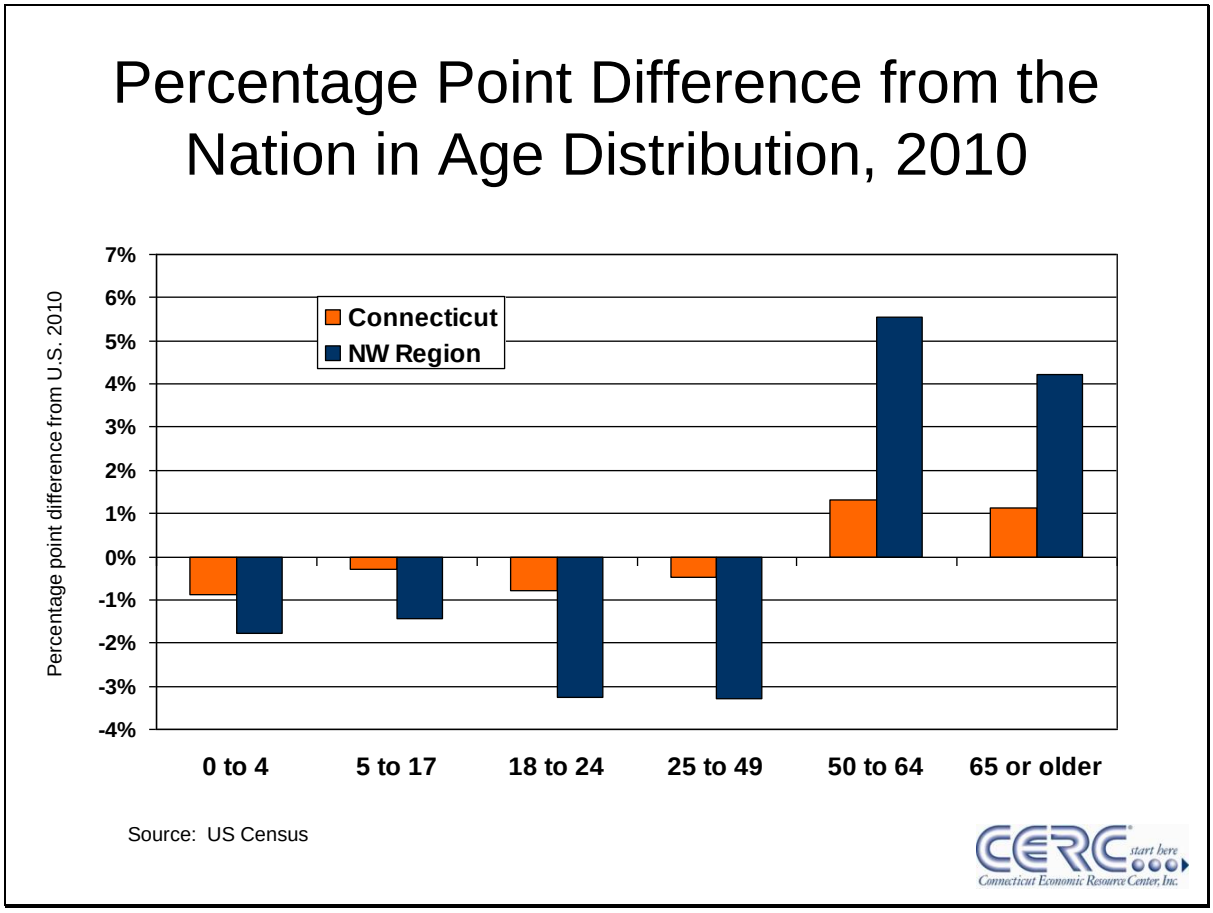
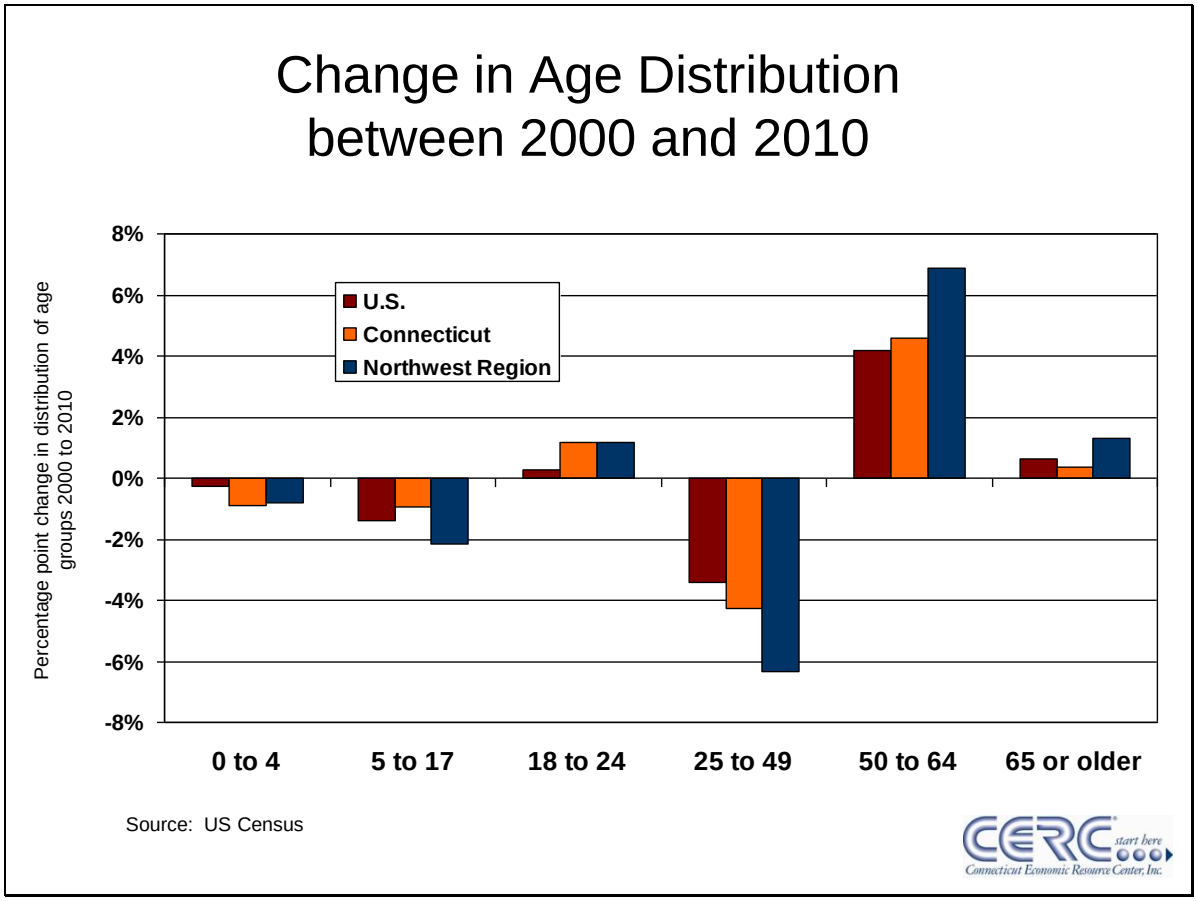


Figure 12 shows the change in age distribution for the nation, state and region between 2000 and 2010. While all have been aging, the Northwest Connecticut region has been aging at a faster rate than Connecticut or the United States as a whole. A small bright spot is a slight growth in the "young worker" age group of 18 – 24. However, the "primary worker" age group of 25 to 49 years declined in the region by more than 6 percent.

Figure 12



Implications

- The region's aging population and workforce could become a problem in the future for jobs requiring physical labor, and for maintaining an adequate number of people in the workforce.
- An increased focus on incumbent worker training may be necessary to assist older workers in obtaining new skills.
- Appropriate employment opportunities and quality of life factors will be necessary to keep the slightly growing "young worker" group in the region.
- There will be an increasing demand for goods and services desired or needed by older residents.

Race and Ethnicity

This section provides and analyzes data related to the racial and ethnic mix of the region. While such data may not be particularly significant from an economic development perspective, it is presented here as a part of understanding the current and changing makeup of the region.

As shown in Figure 13, the Northwest Connecticut region is less ethnically diverse than either Connecticut or the nation, comprised predominantly of White residents.

Figure 13

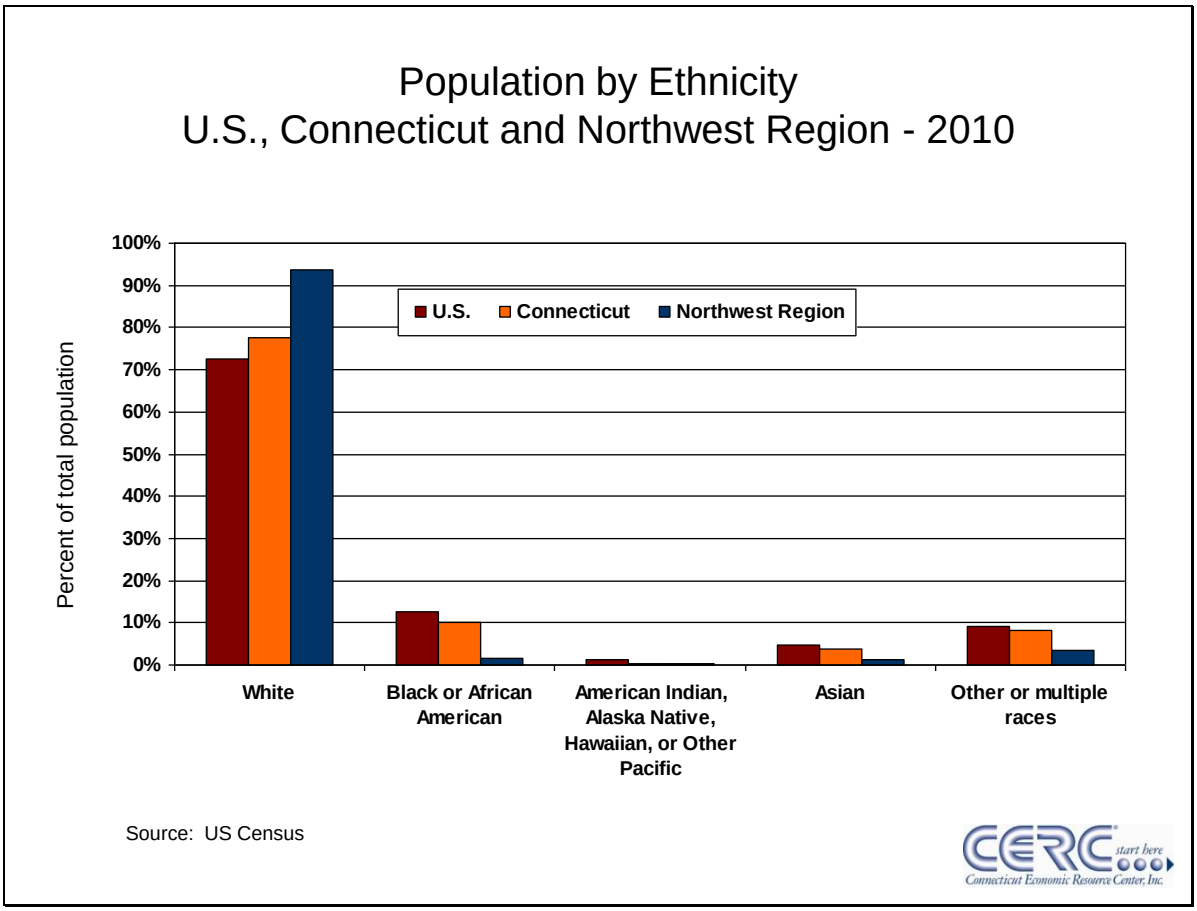


Figure 14 shows the change in the region's racial makeup between 2000 and 2010. During this timeframe, the primary component of population growth was in White residents, but there was a noticeable growth in the Other or Multiple Races group. There were also small gains in the Black/African American and Asian groups.

Figure 14

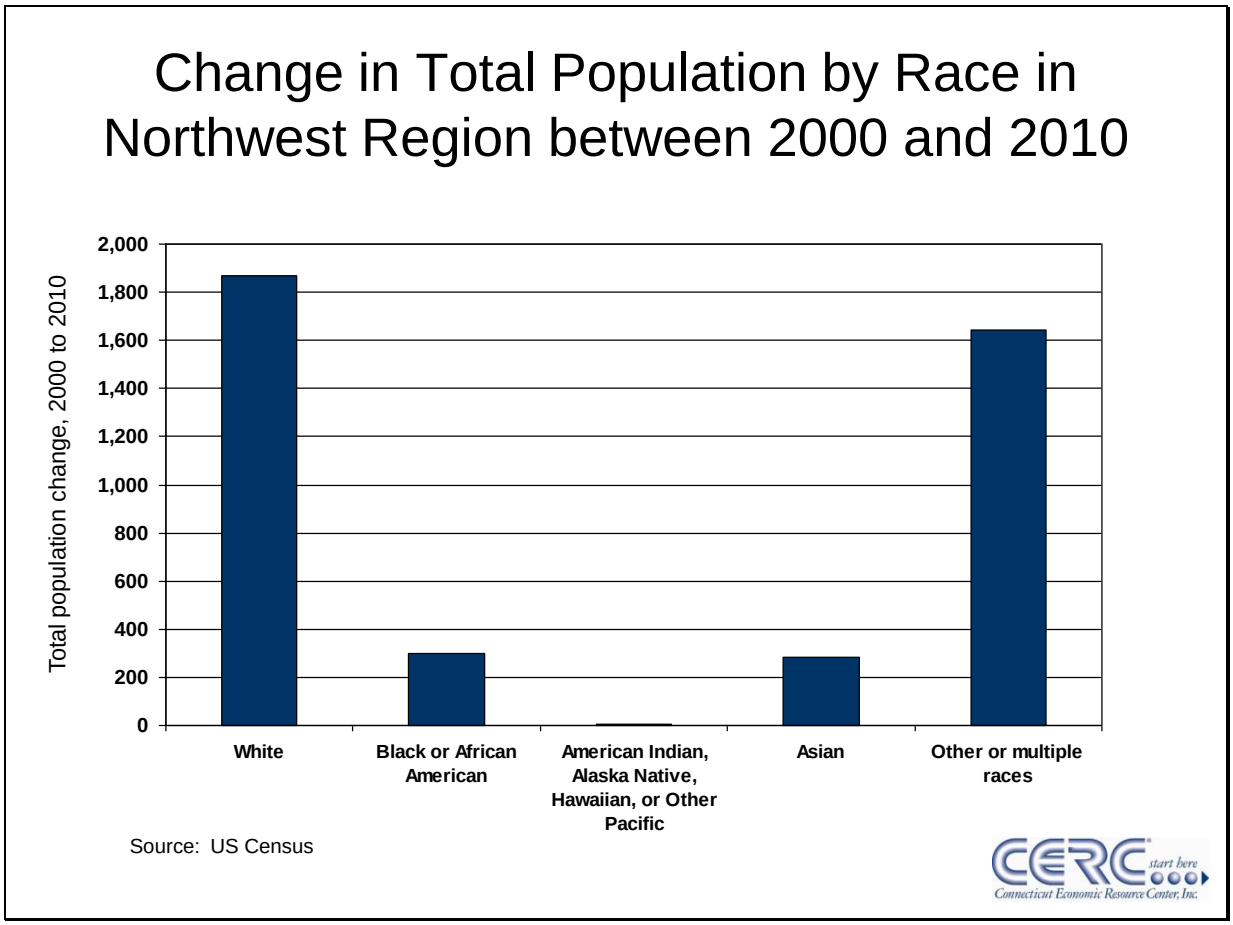


Figure 15 shows that the growth in racial and ethnic groups shown in Figure 14 resulted in the region slightly increasing in diversity between 2000 and 2010. This was due primarily, but not entirely to the growth in the Other or Multiple Race group shown in Figure 14.

Figure 15

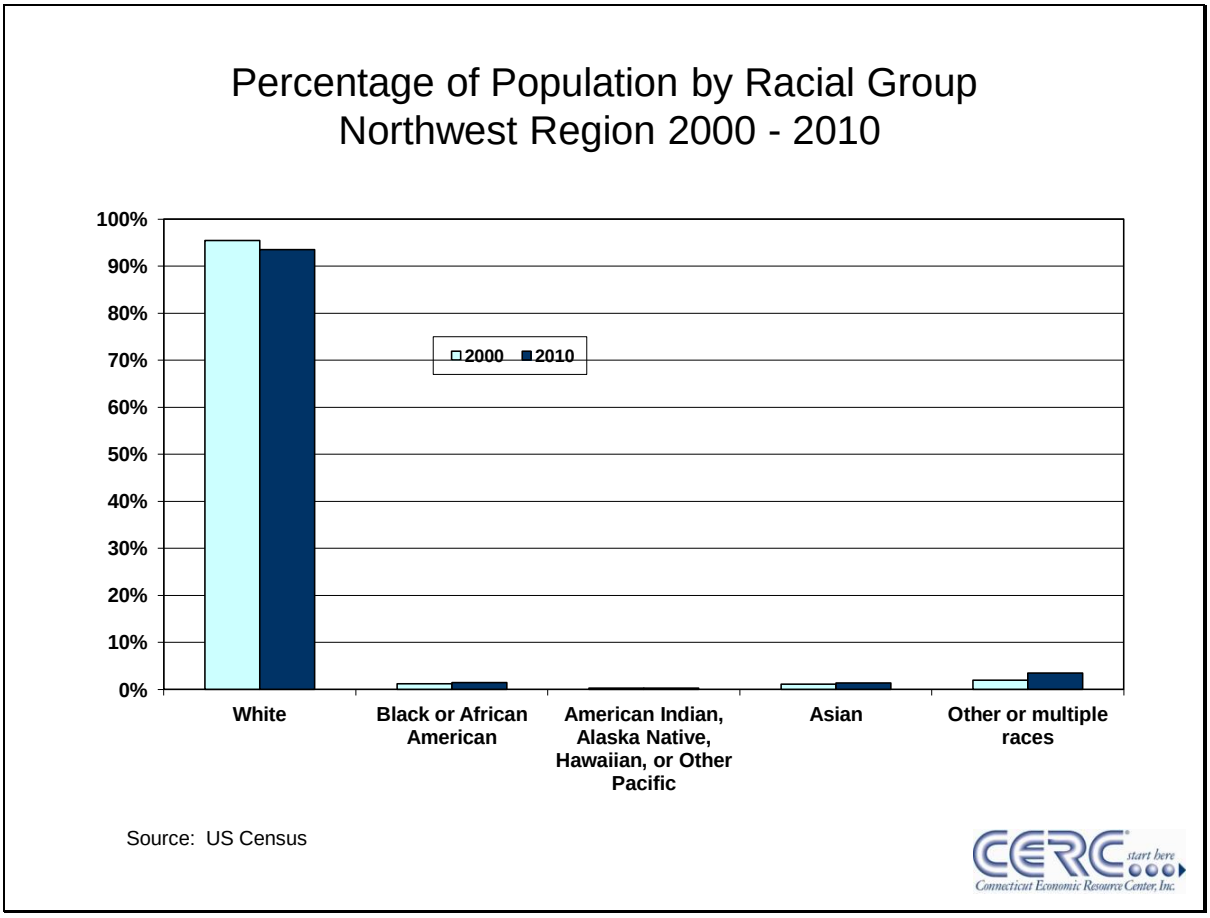


Figure 16 shows the distribution of the region's Non-White population by community in 2010. As might be expected, the two largest population centers – Torrington and Winchester – have the greatest proportion of Non-White residents.

Figure 16

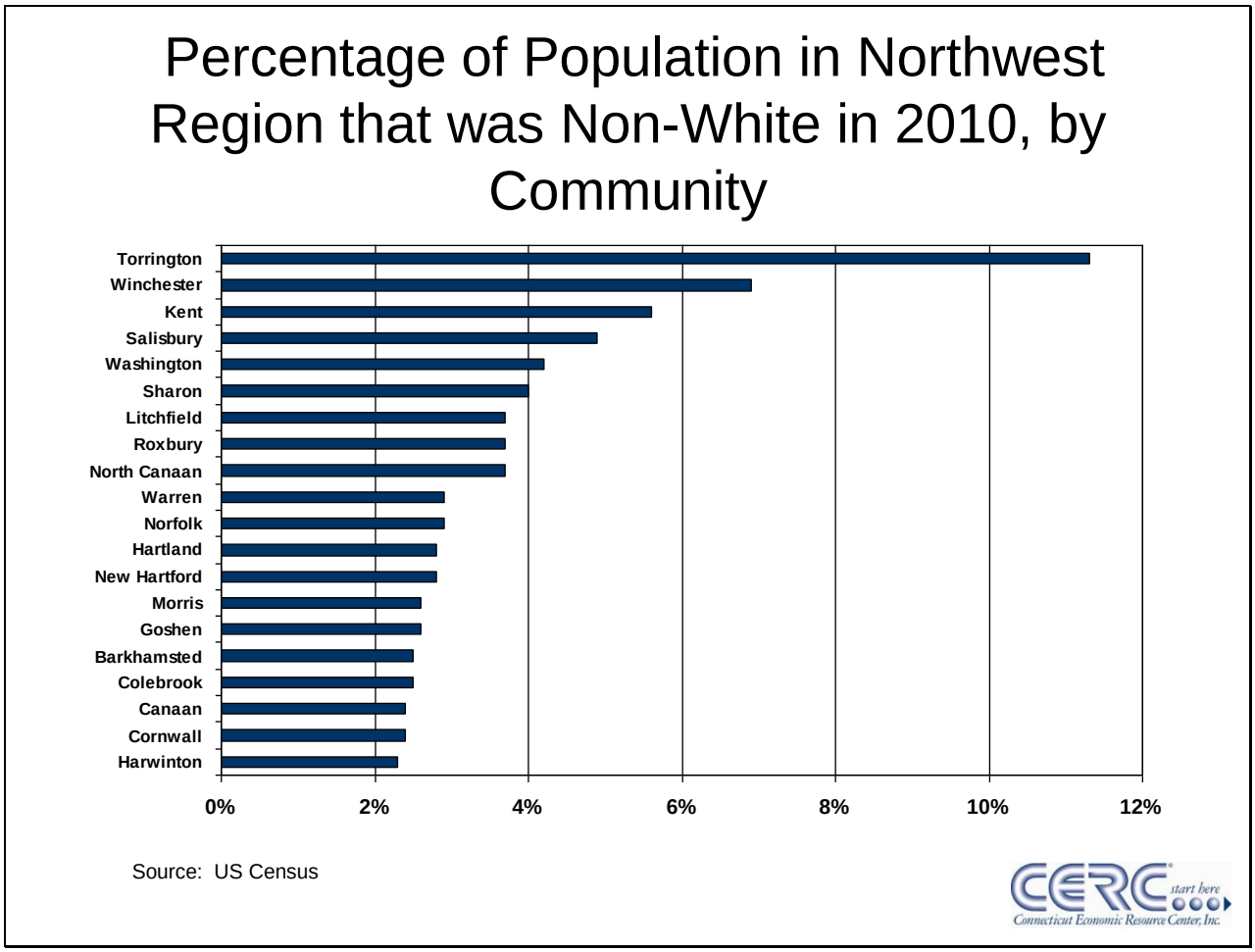
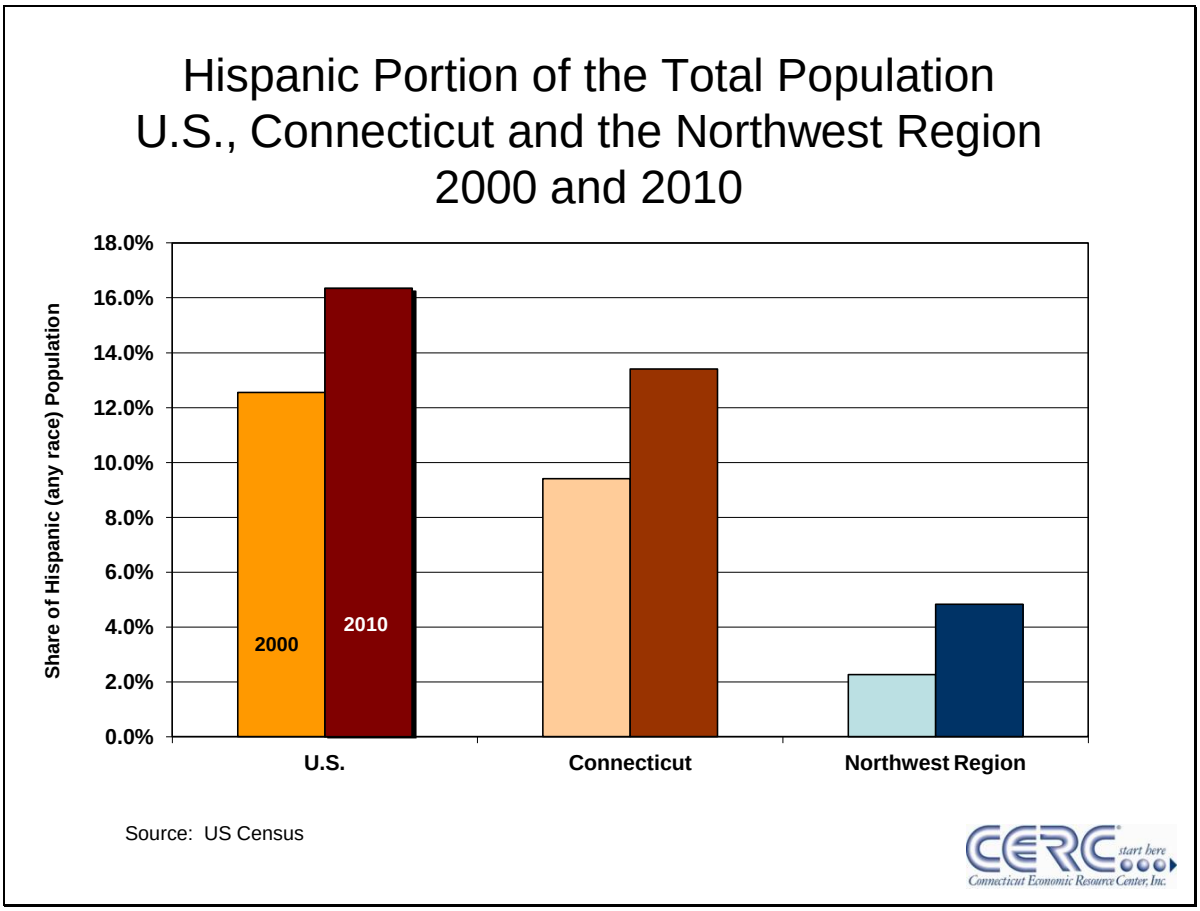


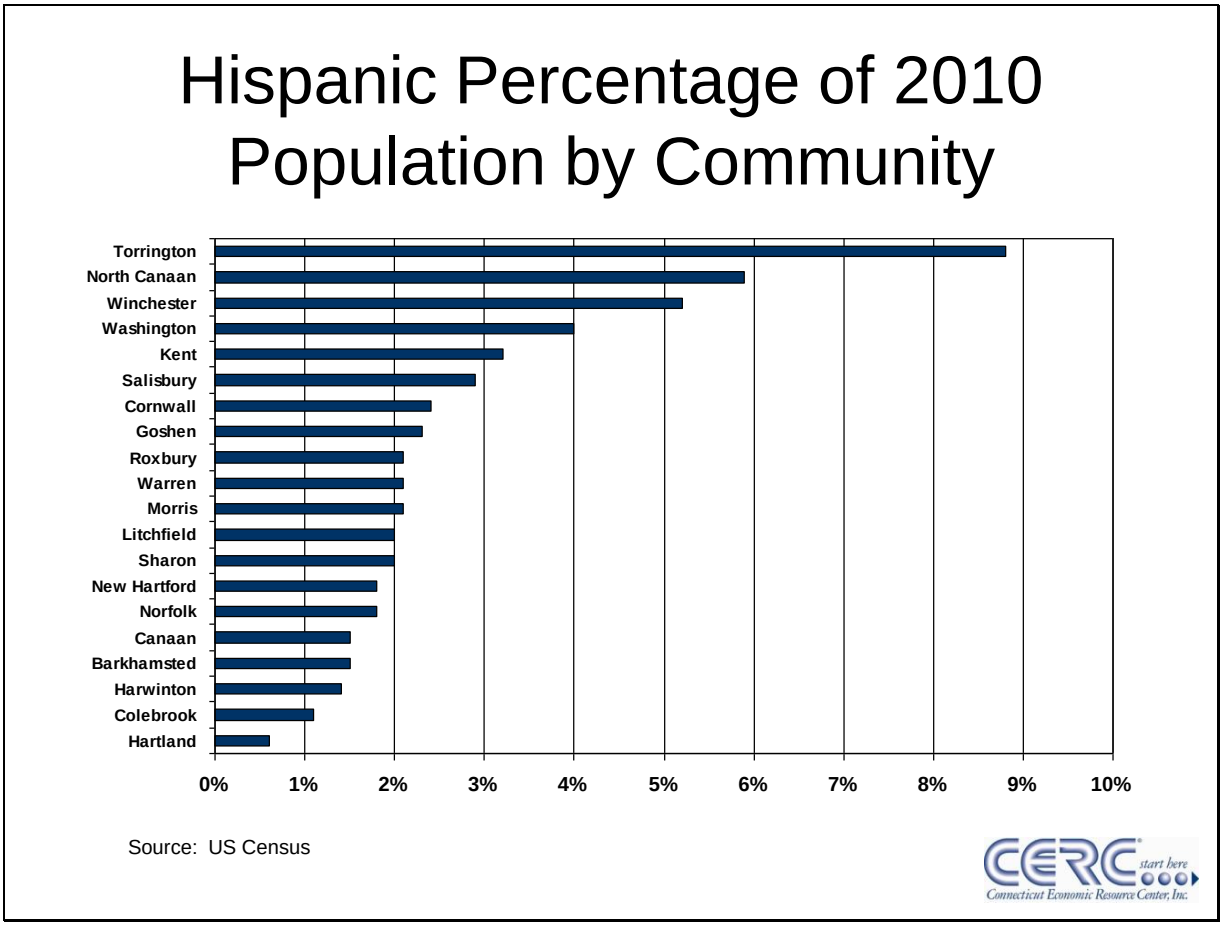
Figure 17 shows that the region's Hispanic population more than doubled between 2000 and 2010 (from 2,310 to 5,112), but remains a very small portion of the population, and is significantly less than either Connecticut or the nation.

Figure 17



As shown in Figure 18, the region's Hispanic population is scattered across the 20 communities of the region, but approximately 20 percent reside in Torrington, North Canaan and Winchester.

Figure 18



Torrington's Hispanic population grew by 5.5% percent from 2000 to 2010, the greatest growth in the Northwest region.

Implications

- The region's small, widely mixed, and broadly distributed ethnic population provides limited support for development of any ethnically-focused, niche markets.

Torrington and Winchester have the greatest potential of developing such an ethnically-focused, niche market over time if the region's minority population continues to grow.

Housing, Households and Families

This section of the Economic and Demographic Analysis of the Northwestern Connecticut Region focuses on Housing, Households and Families. Available housing can be an important factor related to attracting and retaining workers in a region.

According to the U.S. Bureau of the Census:

> A **household** includes all the persons who occupy a housing unit. One person in the household is designated as the householder. A **housing unit** is a house, an apartment, a mobile home, a group of rooms, or a single room that is occupied (or if vacant, is intended for occupancy) as separate living quarters. **Separate living quarters** are those in which the occupants live and eat separately from any other persons in the building and which have direct access from the outside of the building or through a common hall. The occupants may be a single family, one person living alone, two or more families living together, or any other group of related or unrelated persons who share living arrangements. (People not living in households are classified as living in group quarters.)
>
> A **family** consists of a householder and one or more other people living in the same household who are related to the householder by birth, marriage, or adoption.
>
> A **family household** may also contain people not related to the householder. A **nonfamily household** consists of a householder living alone or with nonrelatives only, for example, with roommates or an unmarried partner.
>
> A **group quarters** is a place where people live or stay, in a group living arrangement, that is owned or managed by an entity or organization providing housing and/or services for the residents. This is not a typical household-type living arrangement. These services may include custodial or medical care as well as other types of assistance, and residency is commonly restricted to those receiving these services. People living in group quarters are usually not related to each other. Group quarters include such places as college residence halls, residential treatment centers, skilled nursing facilities, group homes, military barracks, correctional facilities, and workers' dormitories.

As shown in Figure 19, the Northwest Connecticut region has a very high share of its population living in households (as opposed to group quarters) and that share remained essentially the same (98 percent) between 2000 and 2010. The remainder of the population lives in group quarters. The region's household population slightly exceeds that of the State and nation.

Figure 19

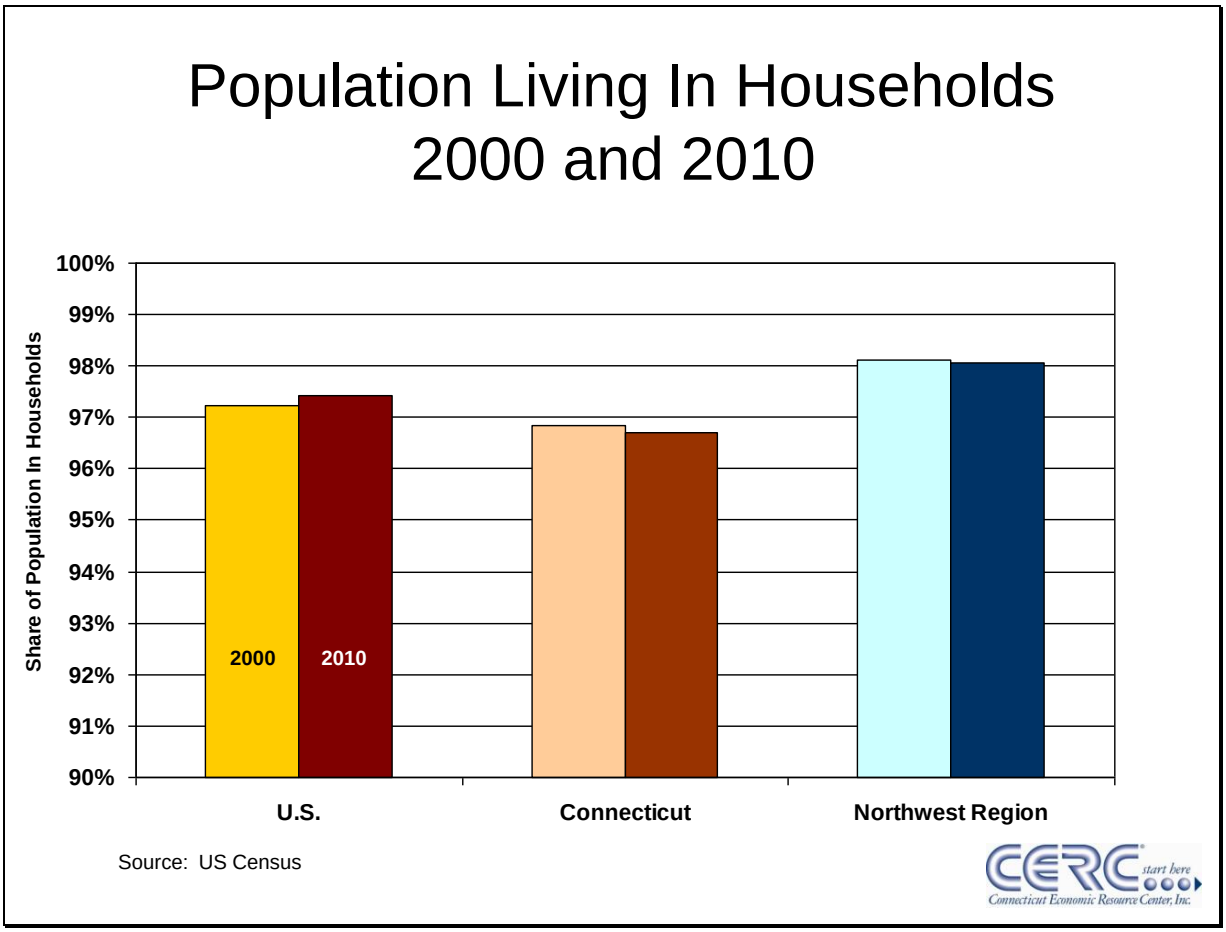


Figure 20 shows that, overall, the percent of the region's residents living in households increased more than 6 percent between 2000 and 2010, a greater growth than the State, but less than the nation.

Figure 20

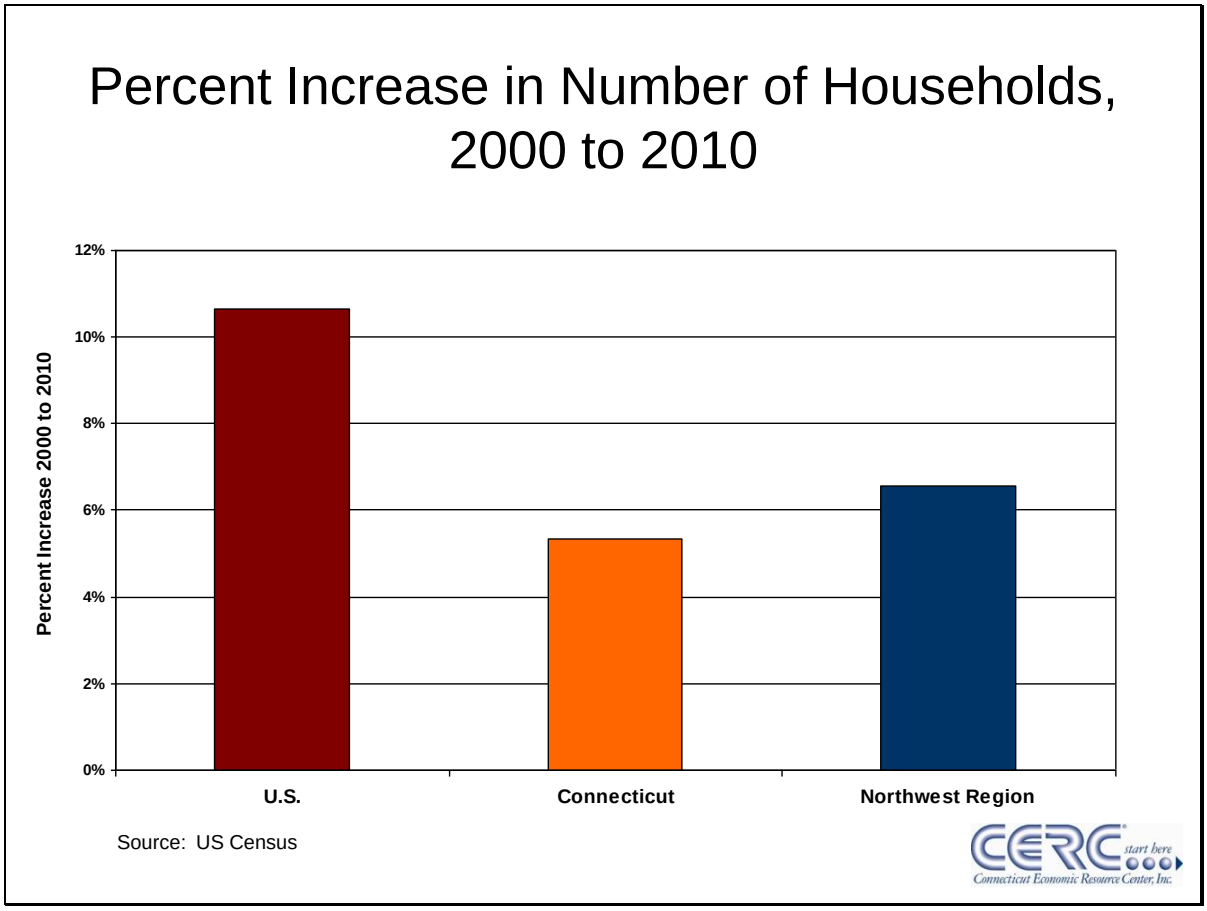


Figure 21 shows how the Region's population in households differs by community and has changed during the 2000 – 2010 decade. While all communities in the region have 93 percent or more of their residents in households, many are at or near 100 percent. North Canaan, Sharon and Norfolk had the most noticeable increase in the share of population in households, while Kent, Salisbury and Colebrook had the most noticeable declines. Figure 22 shows the changes in population living in households by community during the 2000 – 2010 decade.

Figure 21

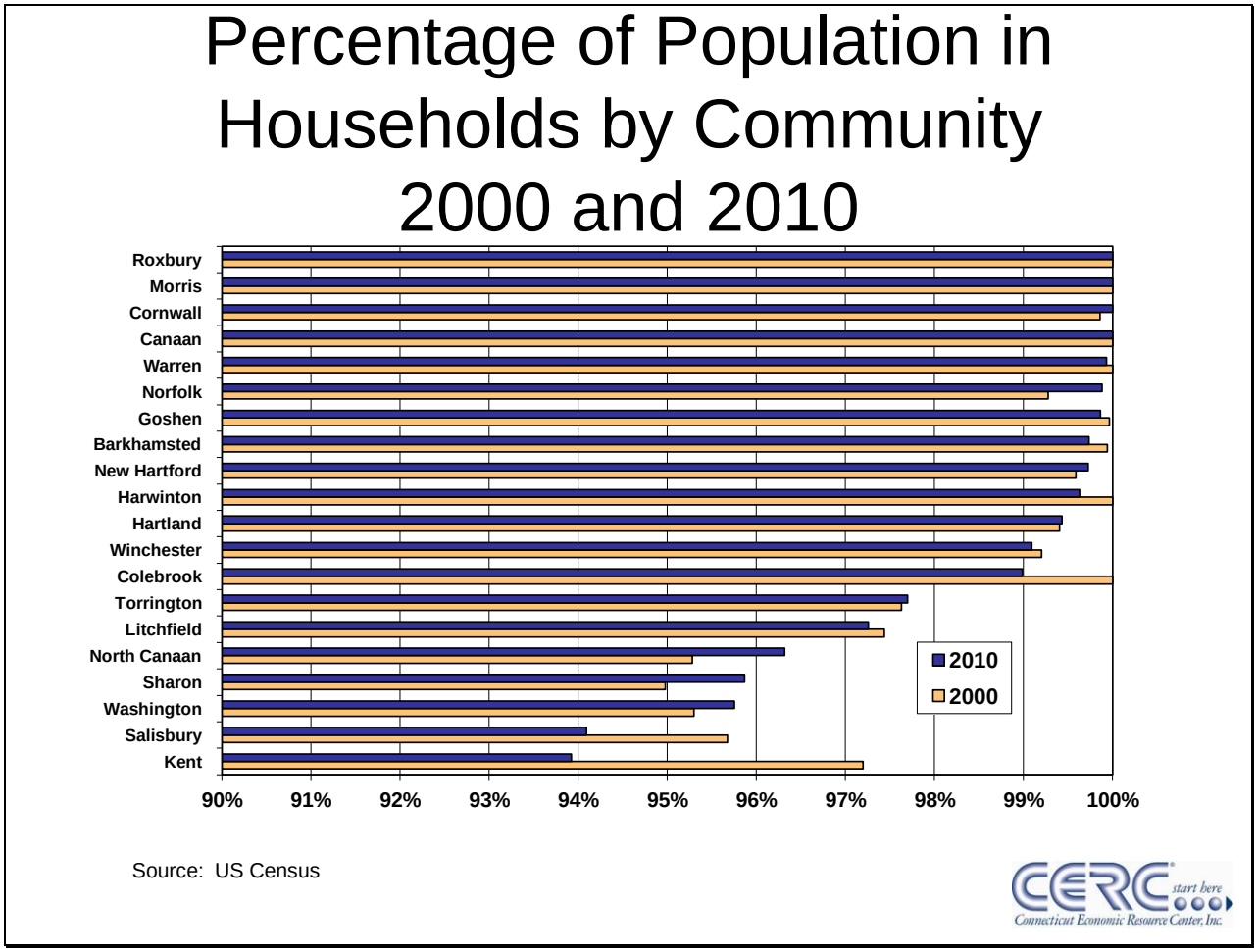


Figure 22 shows the percentage change in the number of households, by community in the region, between 2000 and 2010. (Prior Figures dealt with the percentage of the population living in households.) The only community in the region that had a decline in the number of households was Salisbury; Canaan, Warren, and New Hartford had the most noticeable growth in the number of households. Even communities with little or no population growth (see Figure 8) experienced an increase in the number of households because of the decline in average household size (see Figure 28).

Figure 22

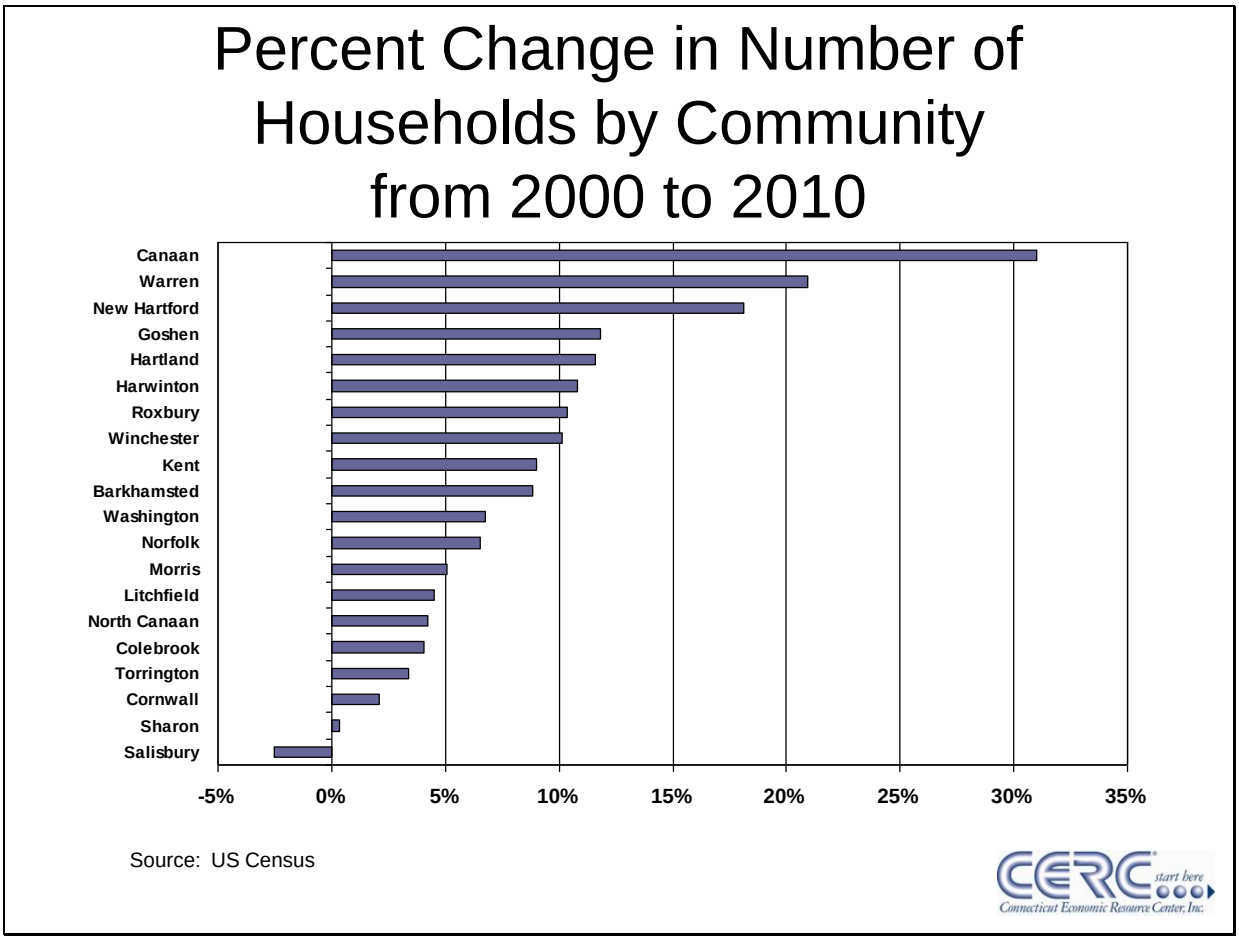


Figure 23 provides data on the non-family (or single person) households in the region, and how the region compares with the State and nation in that category. Single person households increased from about 32% to 33.5% nationally, from 32.3% to 33.7% in Connecticut, and from nearly 33% to 34.8% in the Northwest region. The region has been growing in its proportion of single person households, at about the same rate as the State and nation.

Figure 23

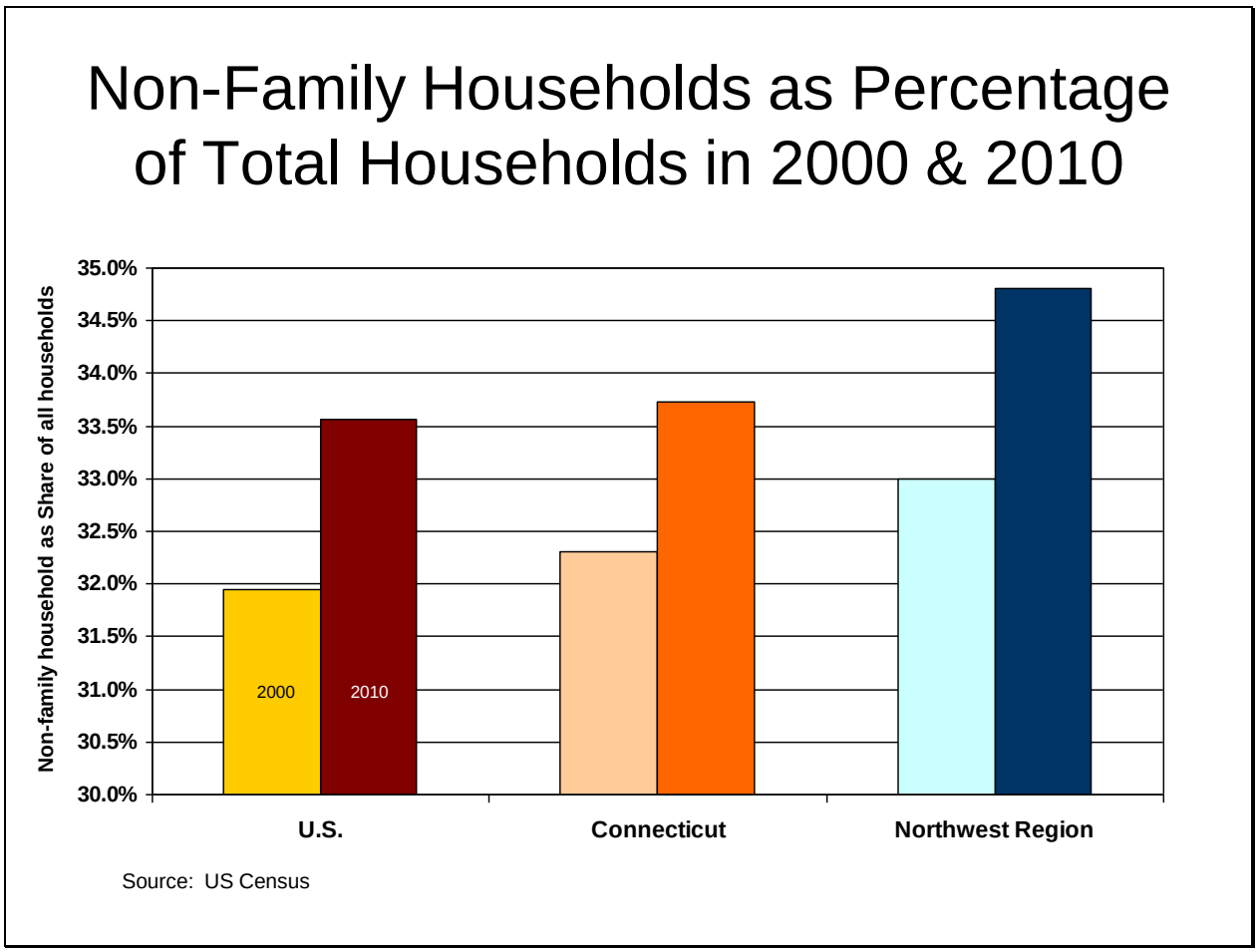


Figure 24 shows how non-family (single person) households (as a percentage of all households) has changed between 2000 and 2010 by community. Figure 25 on the following page quantifies the size of the change during that period. Most communities had a growth in single person households over the decade, with Canaan and North Canaan experiencing the greatest increases (13.1 percent and 5.6 percent respectively). Warren, Cornwall and Colebrook experienced declines in their share of single person households, albeit small declines (2.3 percent or less).

Figure 24

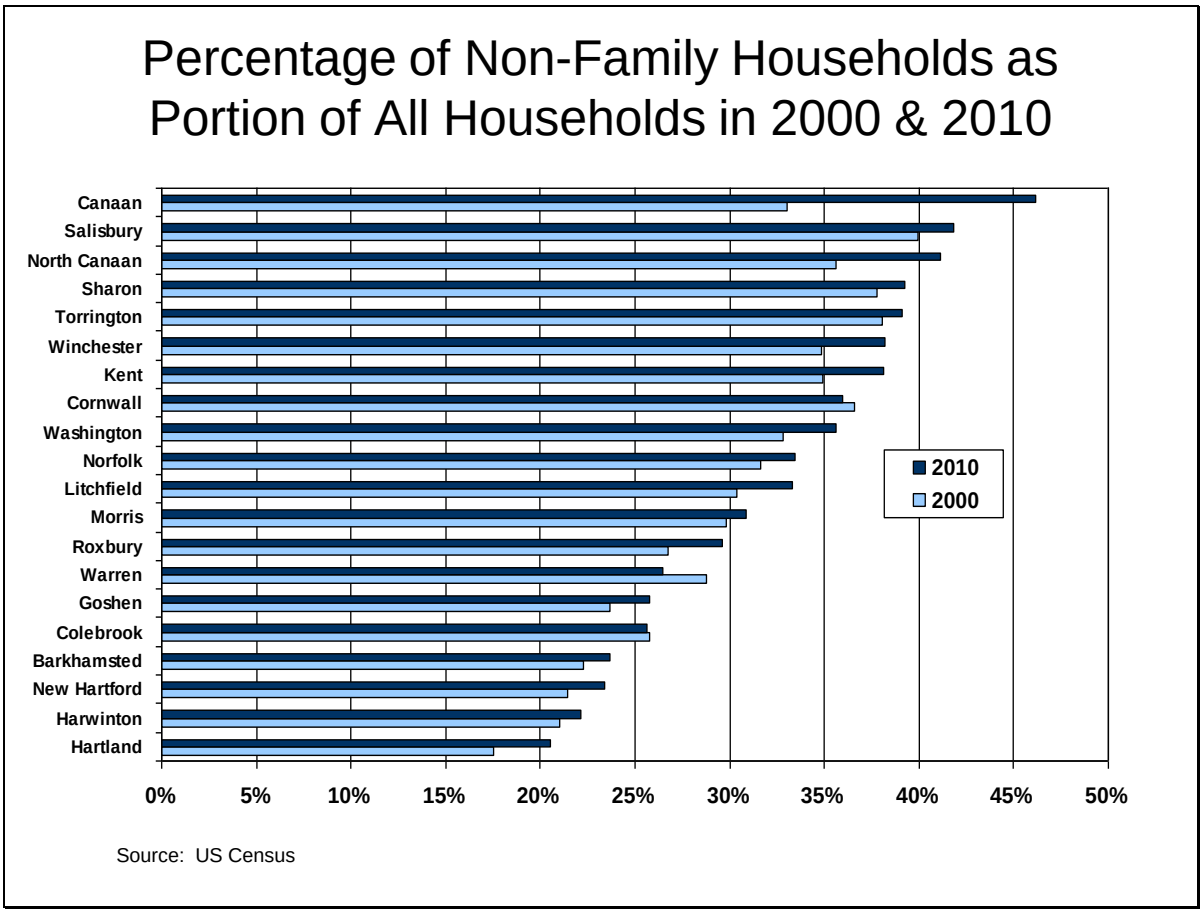


Figure 25 shows clearly that the region has a significant portion of its residents living in households comprised of husband-wife families, although that portion has declined between 2000 and 2010. While the region's share of this type of household was higher than the State and nation in both 2000 and 2010, the region lost a slightly higher percentage (3.6 percent) over the decade than the nation (3.3 percent) or State (3.0 percent).

Figure 25

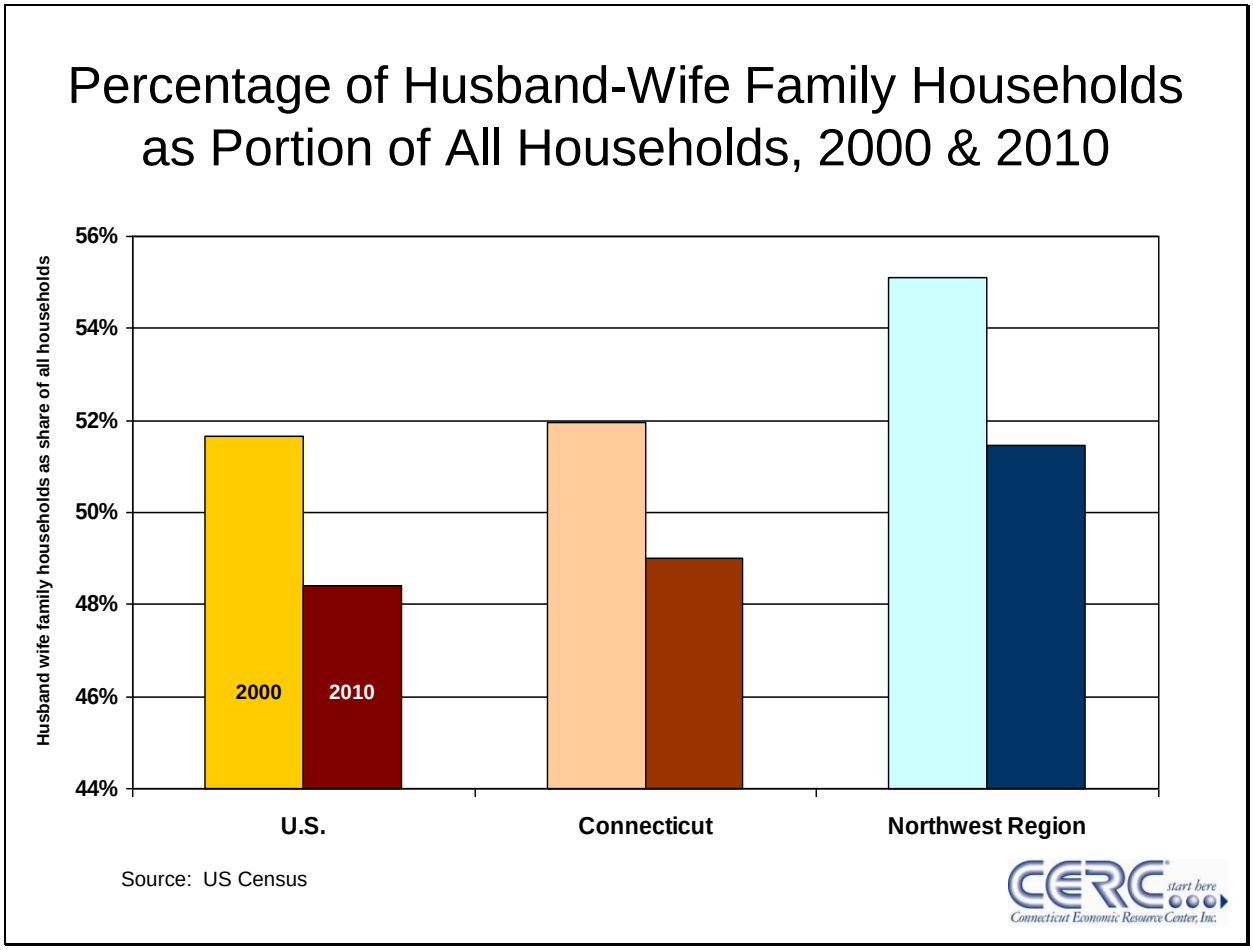


Figure 26 shows how the share of husband-wife households (as a percentage of all households) has changed between 2000 and 2010 by community. Figure 28 quantifies what the size of the change was during that period. Most communities had a decline in husband-wife households over the decade, with Canaan and North Canaan experiencing the greatest decreases (13.5 percent and 8.8 percent respectively). Warren and Cornwall experienced increases in their share of single person households, albeit small ones (2.3 percent or less).

Figure 26

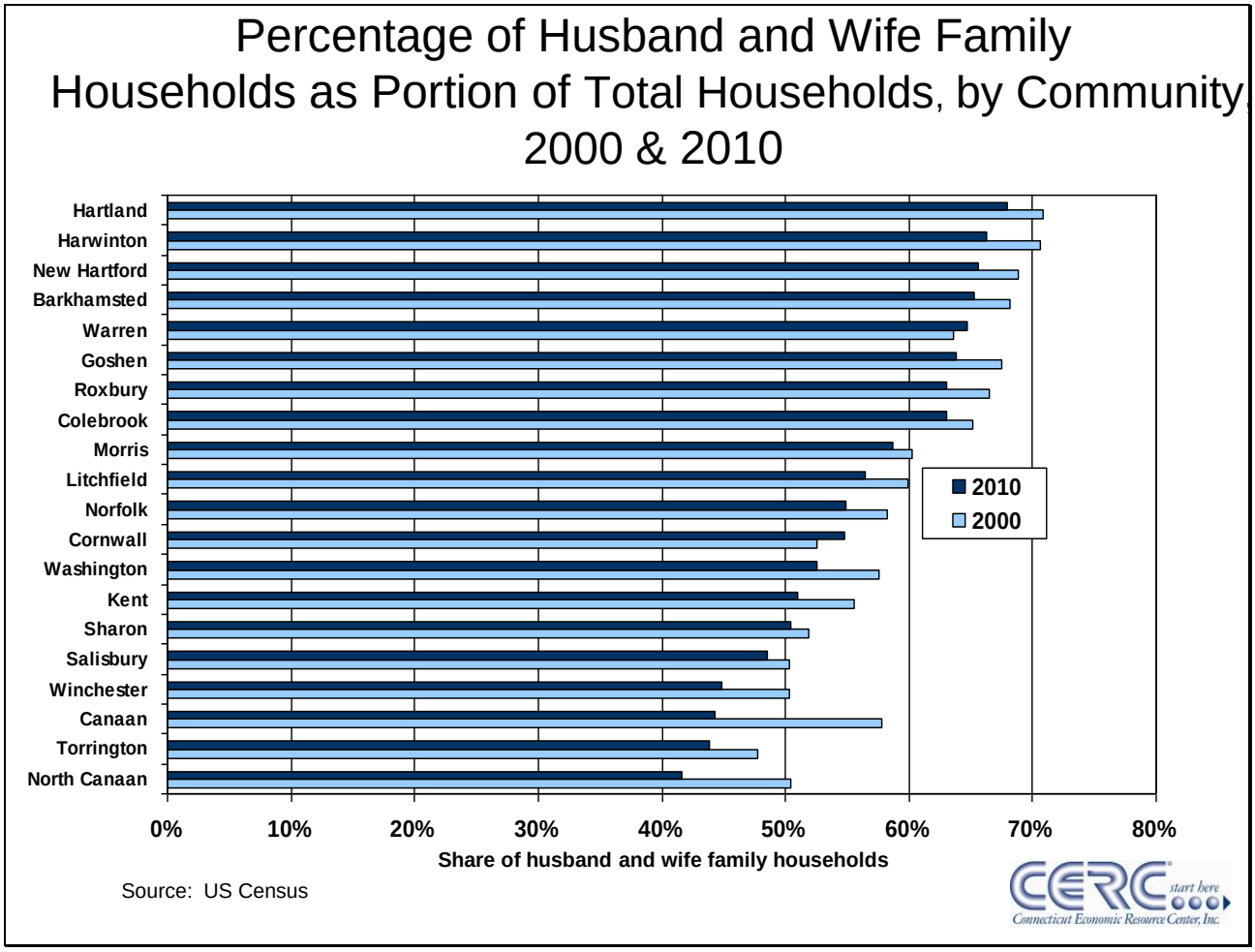
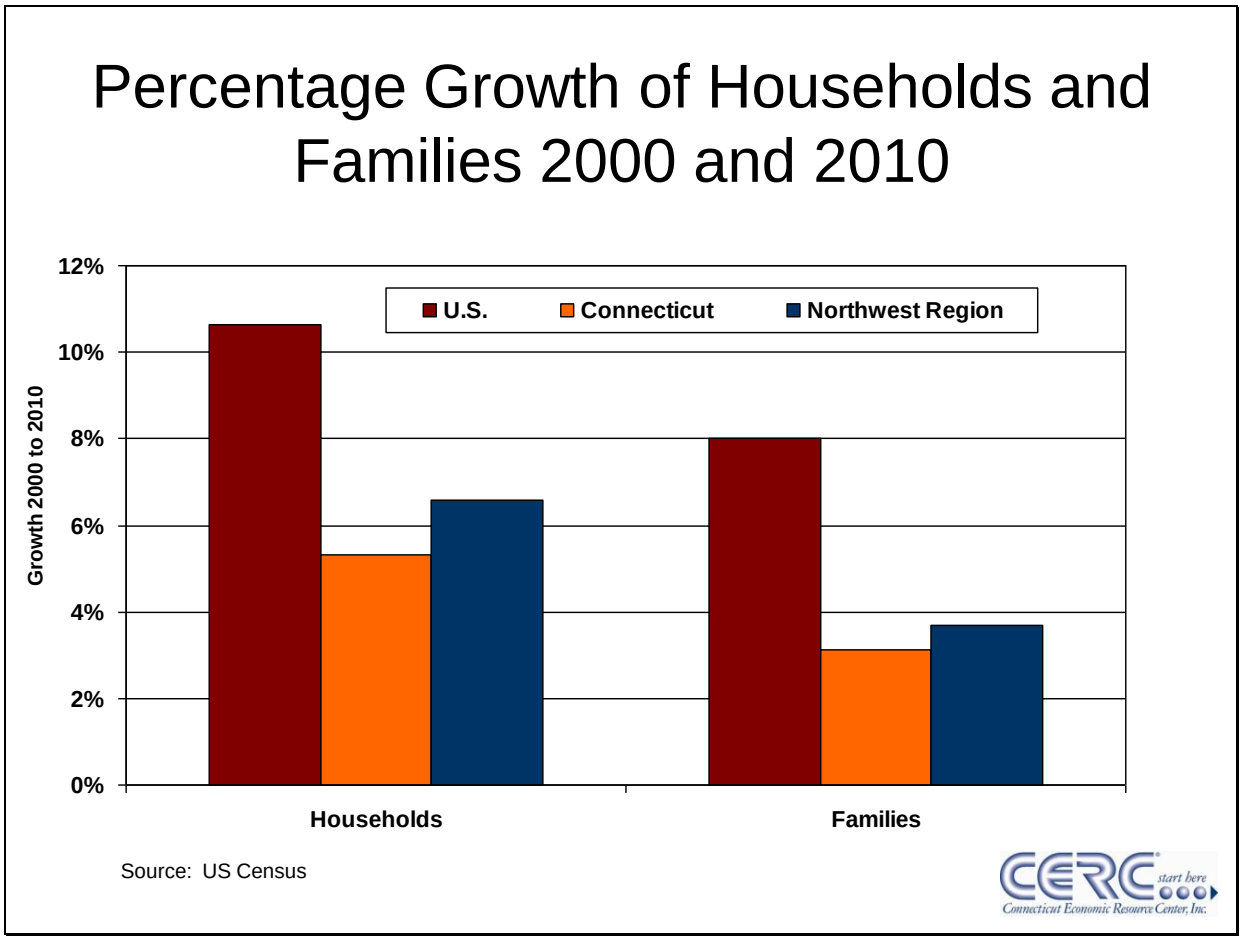


Figure 27 shows the percentage growth between 2000 and 2010 in both households and families in the region, compared with the State and nation. While all experienced growth in both categories, both Connecticut and the region lagged the country in both categories. This reflects the State's slow rate of population growth, although the region has had a slightly higher rate of household and family formation than the State.

Figure 27



Reflecting the increase in single-person households shown in Figure 28 and the decline in husband-wife households shown Figure 26, the region's average household size dropped between 2000 and 2010, which is consistent with the occurrence of both the State and nation. The region had a smaller average household size than that either the State or nation in both 2000 and 2010. The region's 2010 average household size was 2.48. However, the region's drop of 0.10 between 2000 and 2010 was greater than the State and nation, which both had a drop of 0.01.

Figure 28

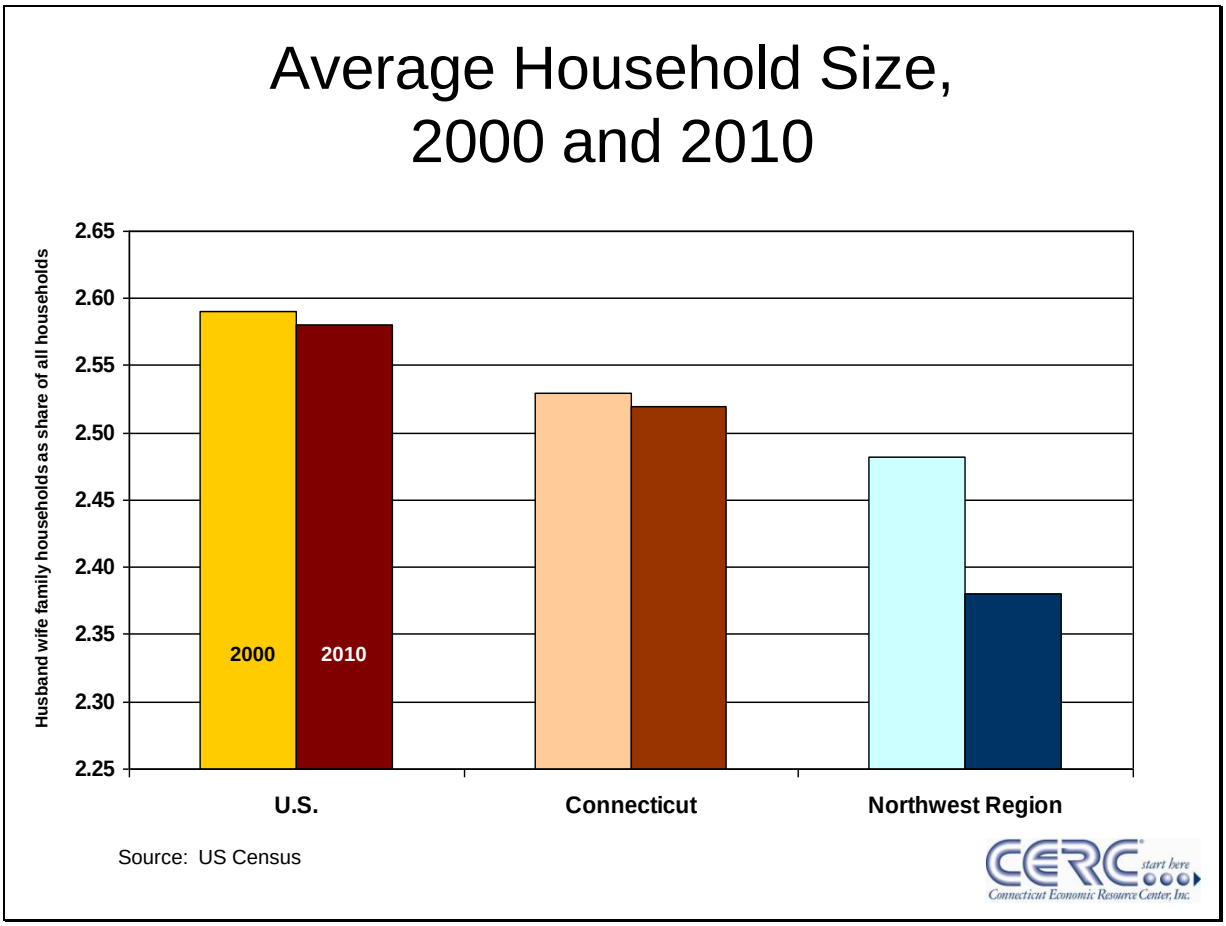


Figure 29 shows the region's 2010 household size by community. Four communities – Hartland, New Hartford, Barkhamsted, and Harwinton – had larger household sizes than the regional average of 2.48. Salisbury, Canaan and Sharon had average household sizes well below the regional average.

Figure 29

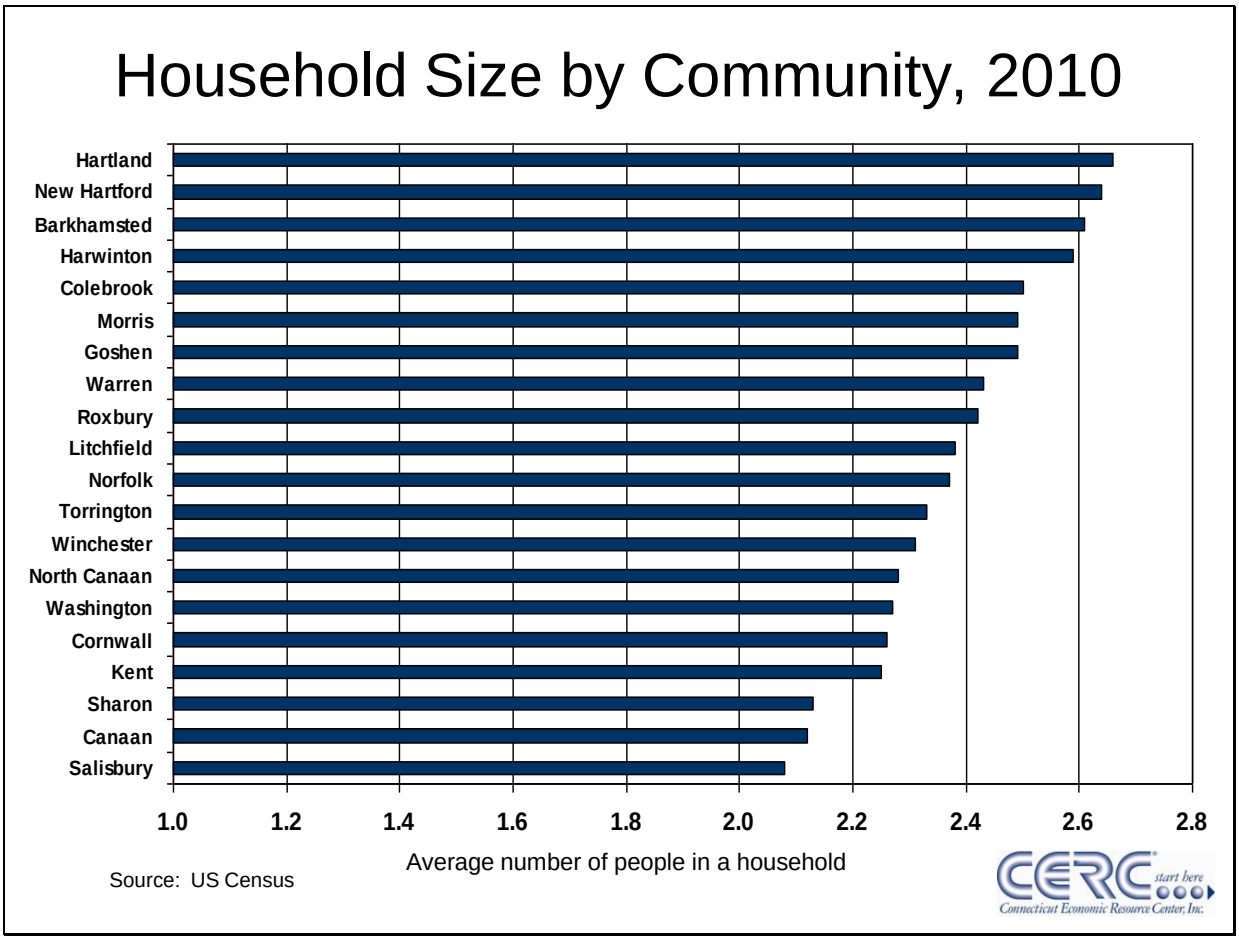
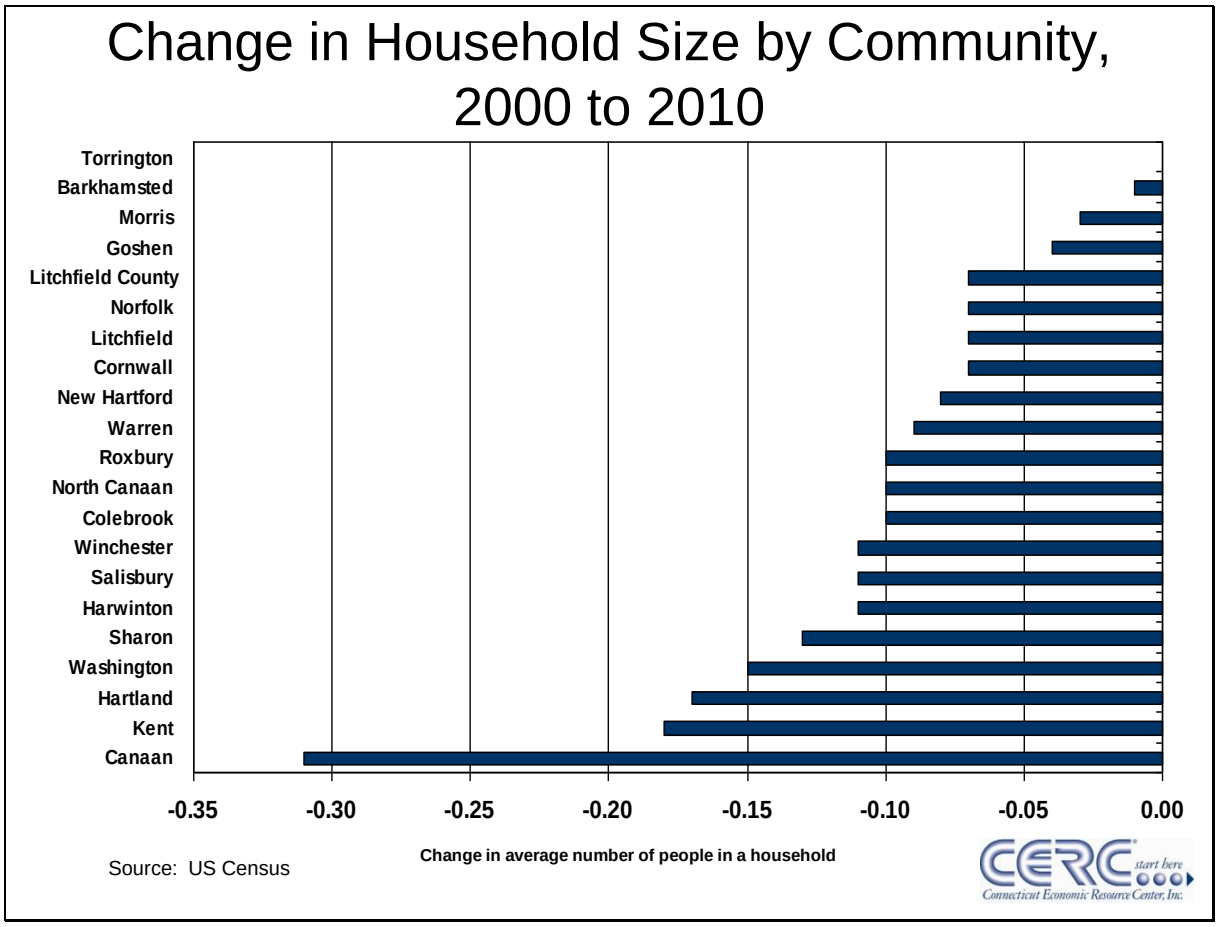


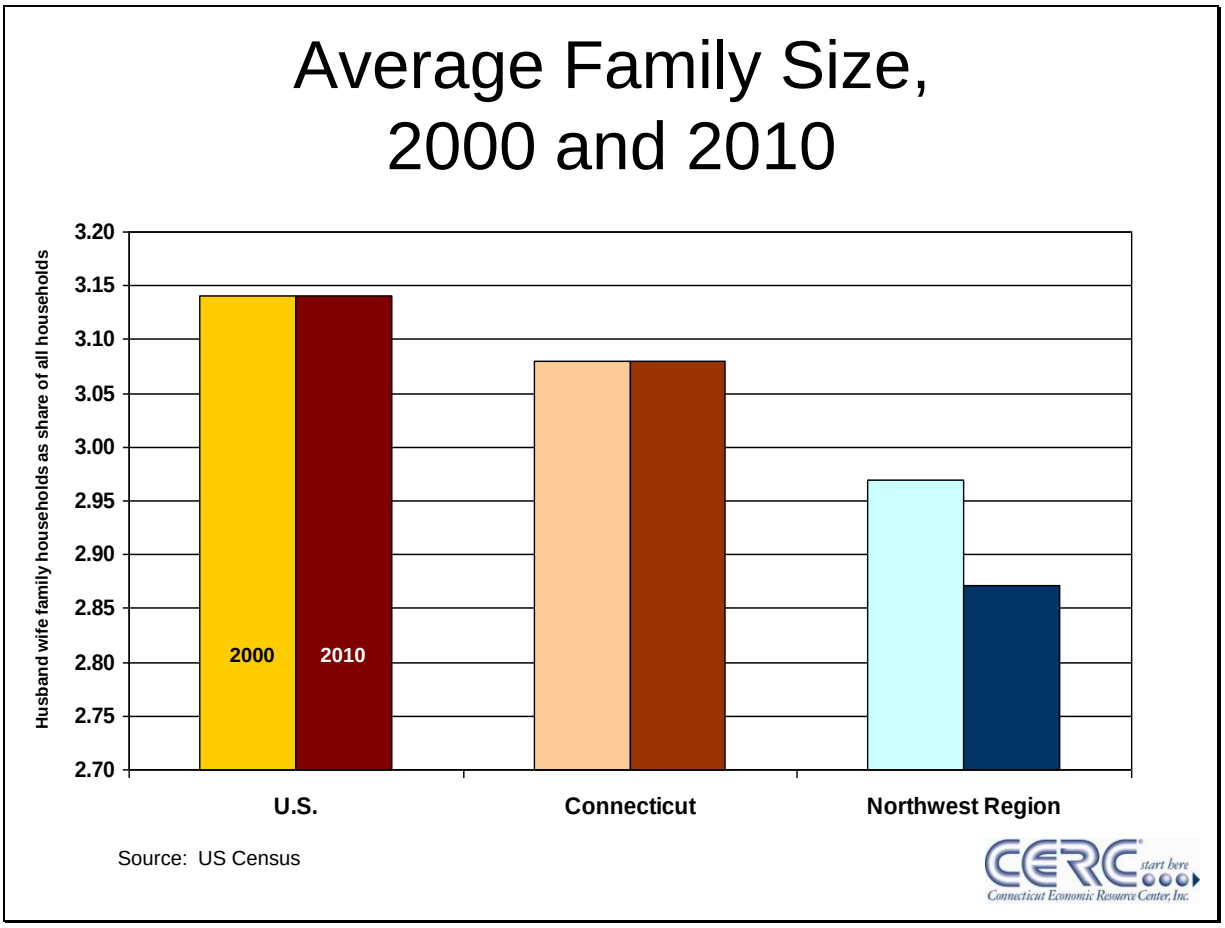
Figure 30 shows the change in average household size between 2000 and 2010 by number of people per household in each community. None of the region's communities grew in household size; Torrington stayed the same between 2000 and 2010. Canaan had the most noticeable drop in household size, far greater than any other community in the region.

Figure 30



While Figures 28 – 30 provided data on households in the region, slide 31 shows the average family size. (See the beginning of this section for U.S. Census definitions of households and families.) As with household size, the average size of families in the region declined between 2000 and 2010, while according the Census Bureau's American Fact Finder, the U.S. and Connecticut average family size stayed the same.

Figure 31



Because of the declining household size, but increasing population in the region, the percent of occupied housing increased by more than 6 percent between 2000 – 2010, as shown in Figure 32. This growth was slightly higher than that of the state's but less than that of the nation. However, as shown in Figure 33, the region still had a higher vacancy rate in 2010 than either the state or nation.

Figure 32

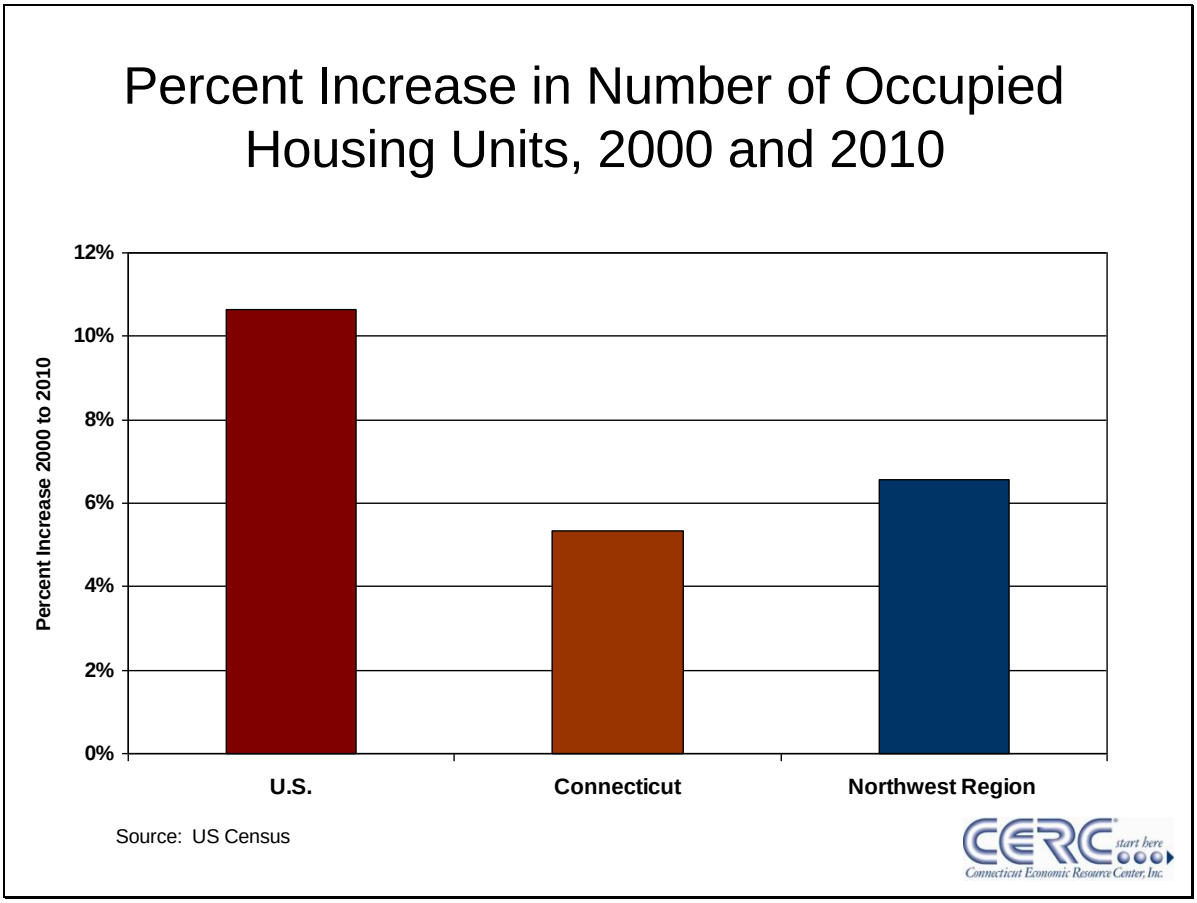


Figure 33

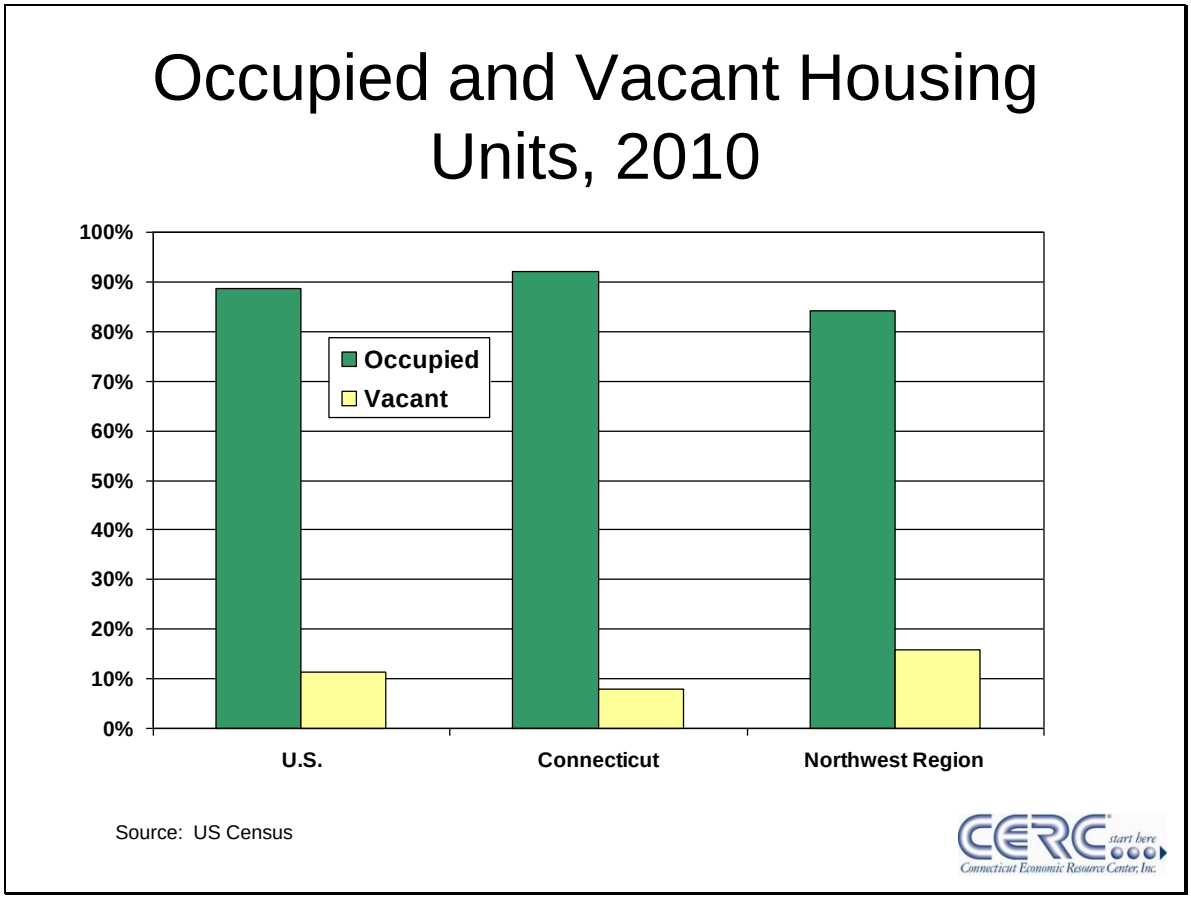

Occupied and Vacant Housing Units, 2010
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Occupied
Vacant
U.S.
Connecticut
Northwest Region
Source: US Census
CERC start here
Connecticut Economic Resource Center, Inc.

Figure 34 compares the region's breakdown of owner and renter occupied housing units with Connecticut and the United States and shows that the region is more heavily owner occupied. The lack of rental housing can be an obstacle for attracting and retaining younger workers or others who are unable to cover the down-payment or occupancy costs of owning a house.

Figure 34

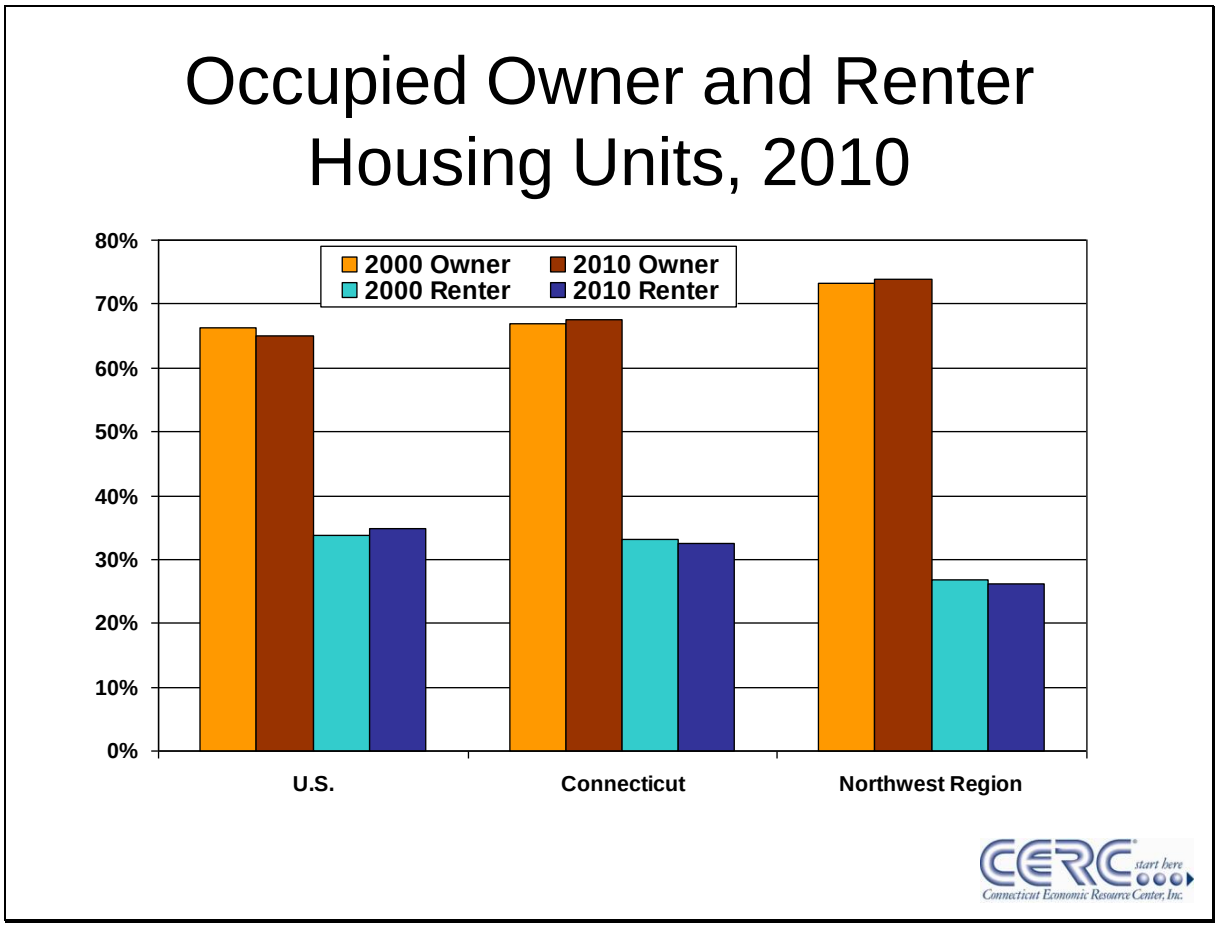


Figure 35 shows that rental occupancy is not evenly distributed throughout the region, nor is it correlated with community populations shown in Figure 4.

Figure 35

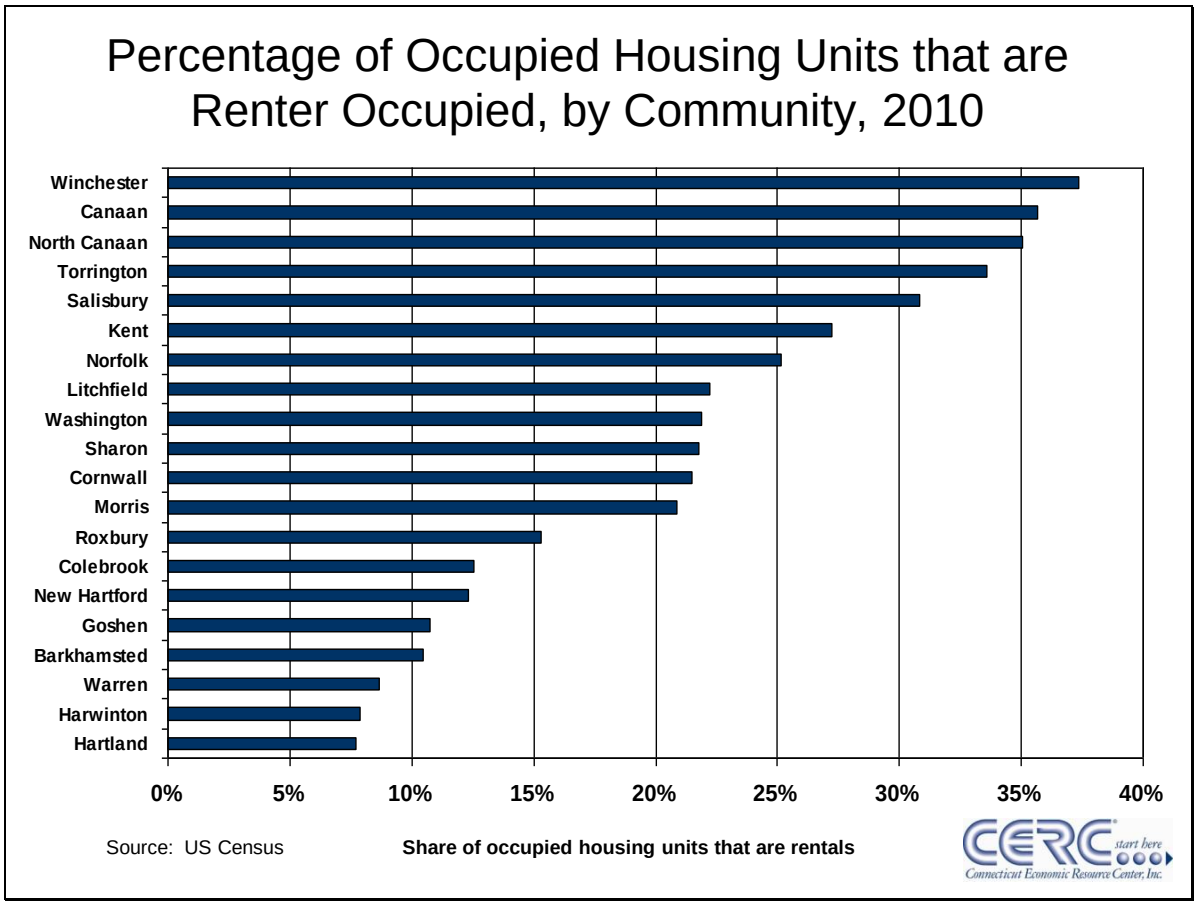


Figure 36 compares the median housing value of the region's housing in 2010 by community and with the State and nation. All of the region's communities have a median housing value higher than that of the country as a whole and 14 exceed the state's median housing value. Five of the six communities with a median housing value less than the state average are in the LHCEO planning district. The relatively high cost of housing in a high cost state has important implications for the region in being able to provide affordable housing for the region's workforce.

Figure 36

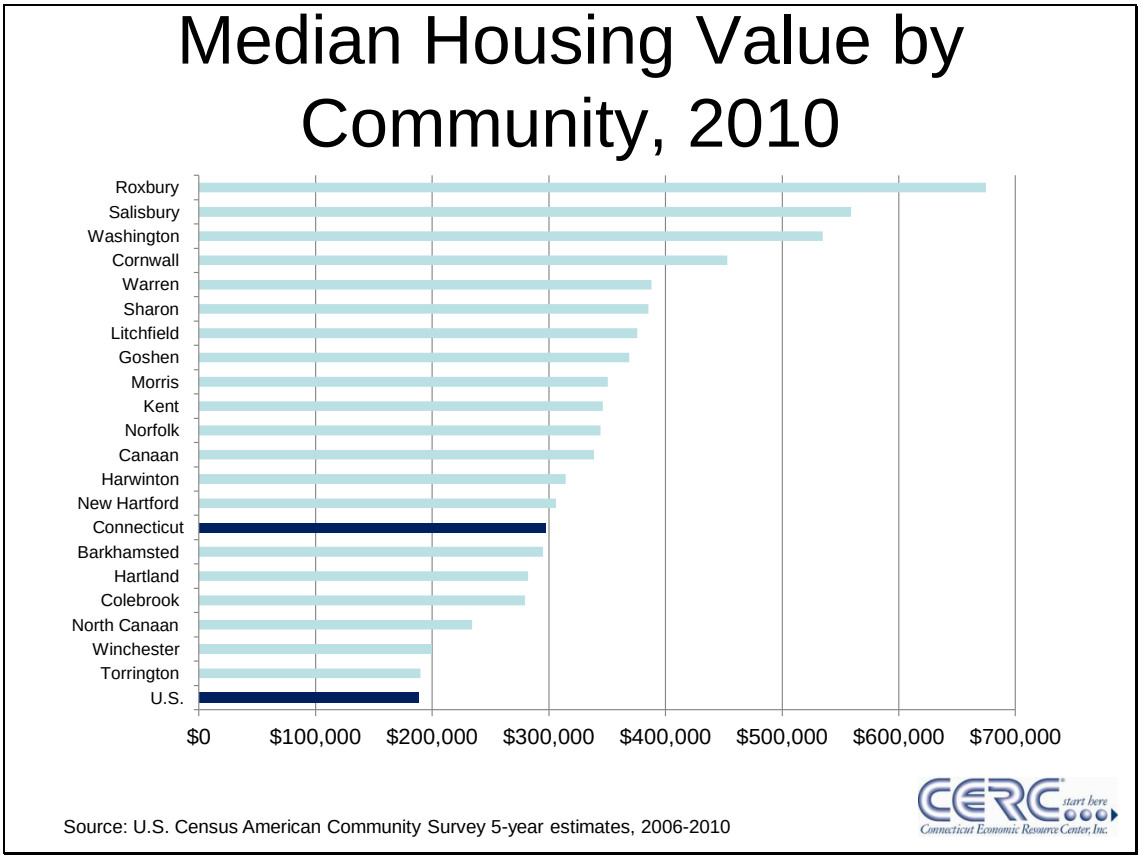
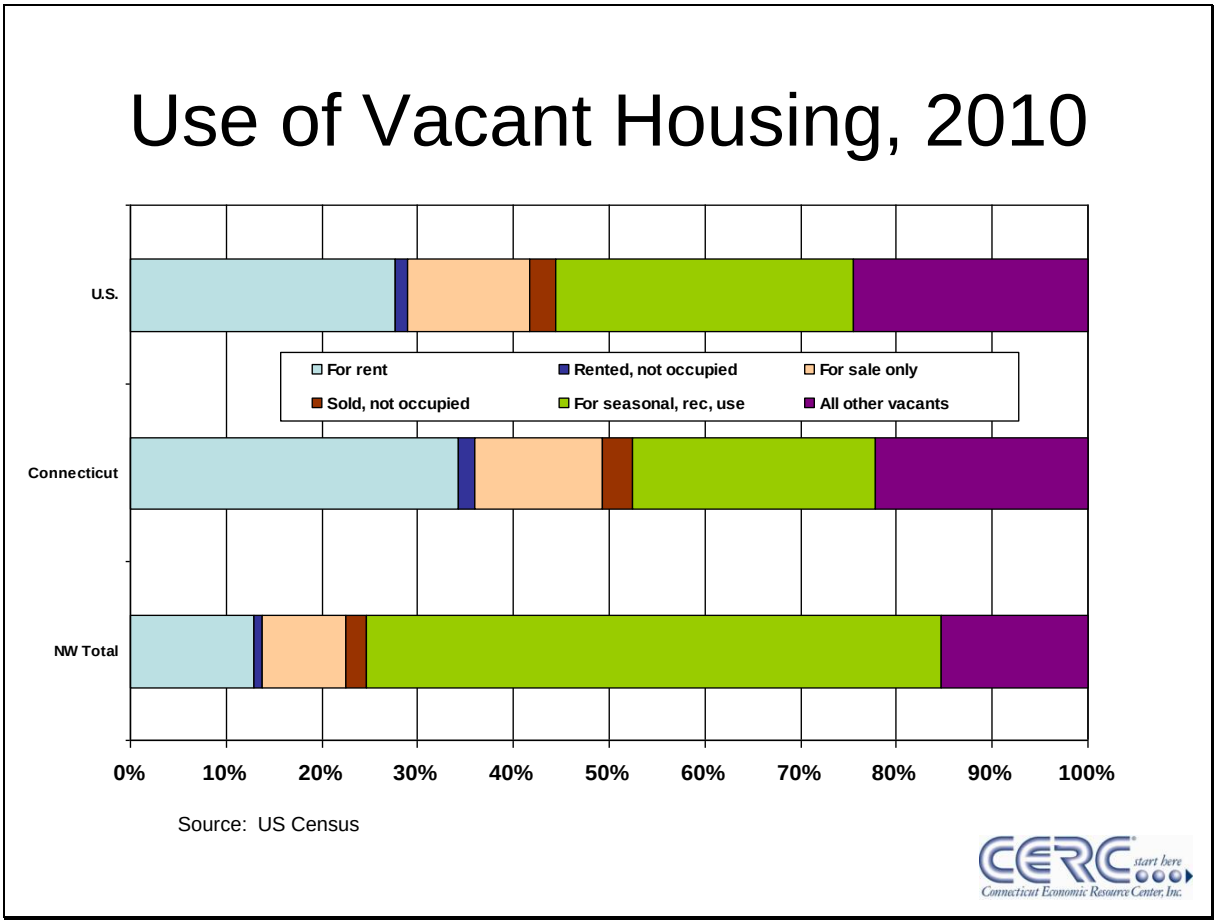


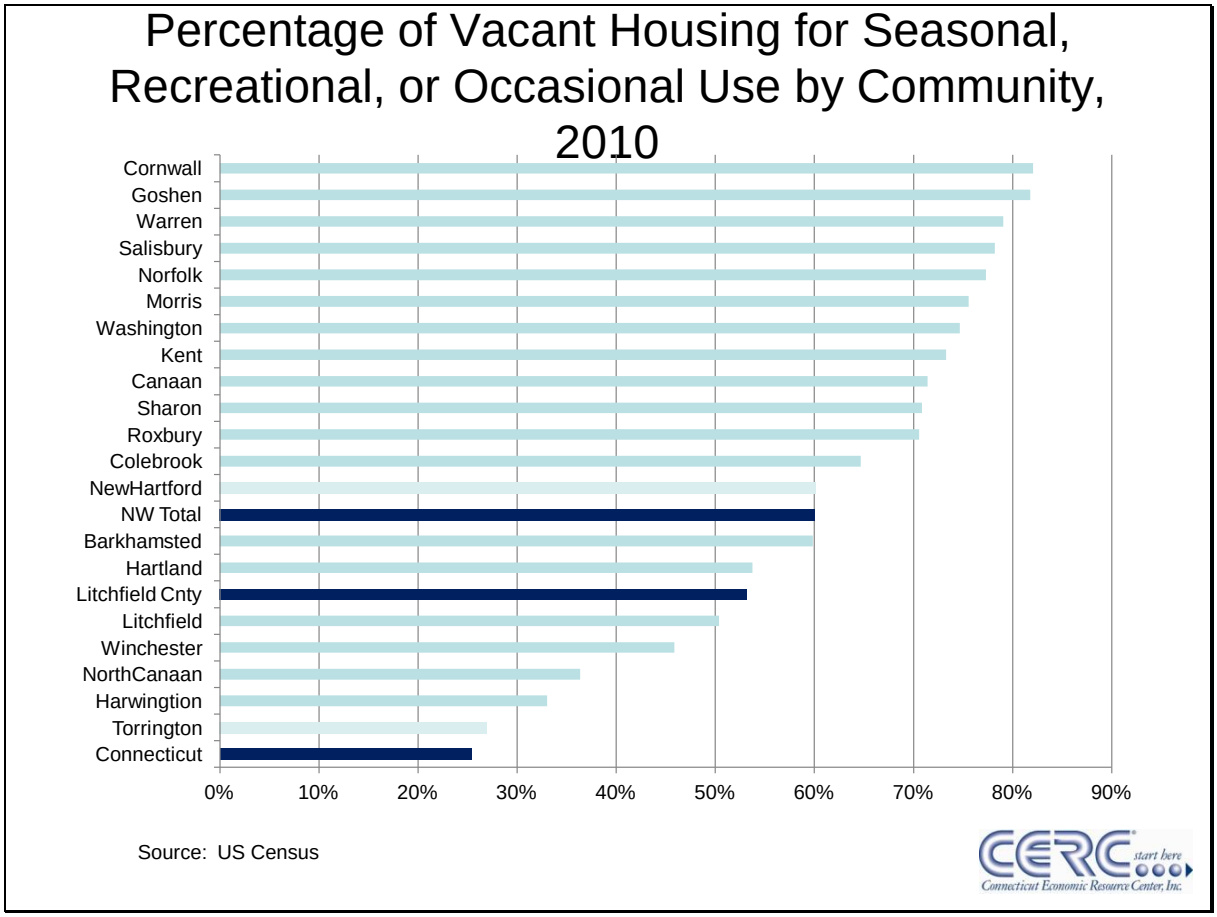
Figure 37 compares regional data with that of the State and nation on the intended use of vacant housing units in 2010. Figure 37 clearly demonstrates both that the region has a smaller portion of its housing stock available as rental units and that it has a significantly higher portion of its vacant units intended for seasonal or recreational use – the region's part-time, second home residents.

Figure 37



While there are significant differences among the region's communities in the percentage of vacant housing units being held for seasonal, recreational, or occasional use, the entire region exceeds the statewide average for this category and the majority of communities exceed the Litchfield County average as shown in Figure 38. There is also a difference between the communities of the LHCEO and NWCCOG planning regions with 8 of the 9 communities of the NWCCOG region in the top 10 communities with the highest proportion of units vacant because they are for seasonal, recreational or occasional use.

Figure 38



Implications

- Growth in the number of households and/or families can indicate a growing need for locally based retail or service establishments and the opportunity to create those types of businesses in growing communities.
- Growth in the number of single-person households would suggest a different market than for family households, with the type of products or services needed varying by age group.

- The region's abundance of vacant dwelling units for seasonal or recreational use hides a small inventory of available rental units.
- The region's lack of rental housing can be an obstacle for attracting and retaining younger workers or others who are unable to cover the down-payment or occupancy costs of owning a house.
- Information on Household and Family composition can be important data in identifying retail or service needs and opportunities. As recognized in ESRI's Tapestry Segmentation Manual (see http://www.esri.com/data/esri_data/tapestry for an interactive "poster" summarizing ESRI's 65 market segments), different consumer or lifestyle groups have different characteristics and purchasing preferences and patterns. This type of market segmentation is frequently used by merchants – particularly major chains) in selecting new store locations. Without taking income into account (see the section on Income later in this analysis), but factoring in the age and housing occupancy breakdowns discussed above, a majority of the Northwestern Connecticut population may fall into a combination of three Tapestry Lifestyle Groups in the ESRI Tapestry Manual: Traditional Living, Factories and Farms, and Senior Styles.

  The Traditional Living group is described in the manual as follows:

  > The four segments in *Traditional Living* convey the perception of real middle America—hardworking, settled families. The group's higher median age of 38 years also conveys their lifestage—a number of older residents who are completing their child-rearing responsibilities and anticipating retirement. Even though they're older, many still work hard to earn a modest living. They typically own single-family homes in established, slow-growing neighborhoods. They buy standard, four-door American cars, belong to veterans' clubs and fraternal organizations, take care of their homes and gardens, and rely on traditional media such as newspapers for their news.

  The Factories and Farms group is described in the manual as follows:

  > The segments in the *Factories and Farms* summary group represent rural life—from small towns and villages to farms. Employment in manufacturing and agricultural industries is typical in these small, settled communities across America's breadbasket. Population change is nominal, and the profile is classic. Most households are families, either married couples or married couples with children. By age, the residents of *Factories and Farms* mirror the U.S. distribution, with slightly more retirees. Median household income is a bit lower, almost $40,524, but so is the home value of $92,572. Most own their homes. Their lifestyle reflects their locale, emphasizing home and garden care, fishing and hunting, pets, and membership in local clubs.

The Senior Styles group is described as follows:

> More than 14.4 million households in the nine *Senior Styles* segments comprise one of the largest LifeMode summary groups. As the U.S. population ages, two of the fastest growing American markets are found among *The Elders* and the *Silver and Gold* segments. *Senior Styles* segments illustrate the diversity among today's senior markets. Although incomes within this group cover a wide range, the median is $45,396, attributable mostly to retirement income or Social Security payments. Younger, more affluent seniors, freed of their child-rearing responsibilities, are traveling and relocating to warmer climates. Settled seniors are looking forward to retirement and remaining in their homes. Residents in some of the older, less privileged segments live alone and collect Social Security and other benefits. Their choice of housing depends on their income. This group may reside in single-family homes, retirement homes, or highrises. Their lifestyles can be as diverse as their circumstances, but senior markets do have common traits among their preferences. Golf is their favorite sport; they play and watch golf on TV. They read the newspaper daily and prefer to watch news shows on television. Although their use of the Internet is nearly average, they are more likely to shop through QVC than online.
>
> These descriptions should be useful to the Northwest Connecticut region in identifying the types of retailers or service providers that would have the most patronage from residents.

- The relatively high cost of housing in a high cost state, has important implications for the region in being able to provide affordable housing for the region's workforce.
- The high proportion of vacant dwelling units in the region because they are used for seasonal, recreational, or occasional occupancy has a bearing on tourism, retail and affordable housing opportunities. There is a noticeable difference between the LHCEO and NWCCOG planning regions in this type of housing.

Educational Attainment

Figures 39 – 43 present information on the educational attainment of Northwest Connecticut's residents compared with those of Connecticut and the nation. Educational attainment is a major evaluation characteristic of companies assessing the skills level of a potential location.

Figure 39 shows that in 2010, 58 percent of the region's residents (25 years of age or older – the age group by which most education is completed) had some level of education beyond high school, with 19 percent with some college but no degree, 9 percent with Associate's Degrees, 18 percent with Bachelor's Degrees, and 12 percent with an advanced degree of some type.

Figure 39

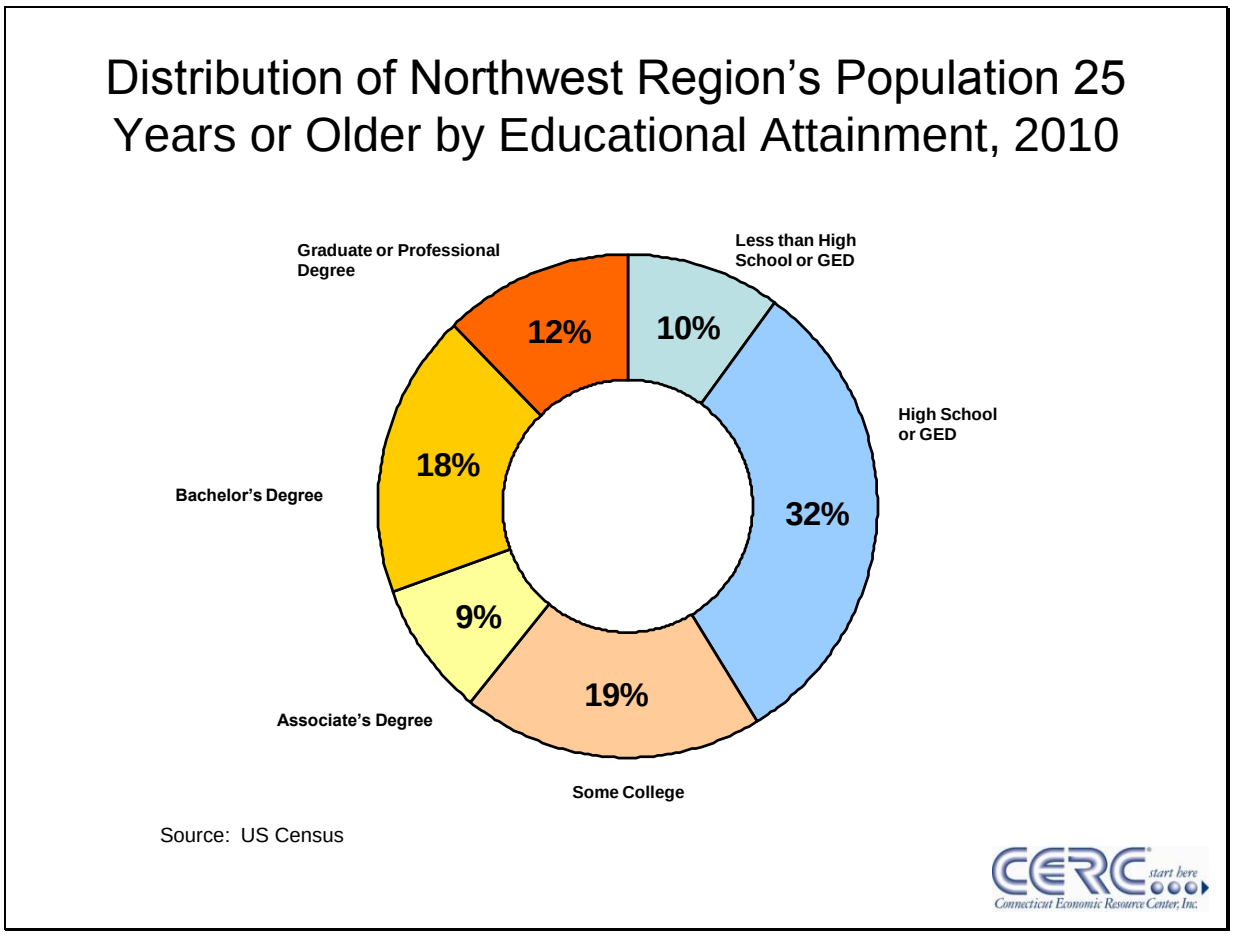


Figure 40 shows the portion of the region's population age 25 and older with a Bachelor's or higher degree broken down by community, and compared with the regional average. The two largest communities in the region – Torrington and Winchester – have the least and third least portion of their residents with a completed college or graduate level education. However, companies locating in these communities can draw from a regional labor pool with a higher level of education.

Figure 40

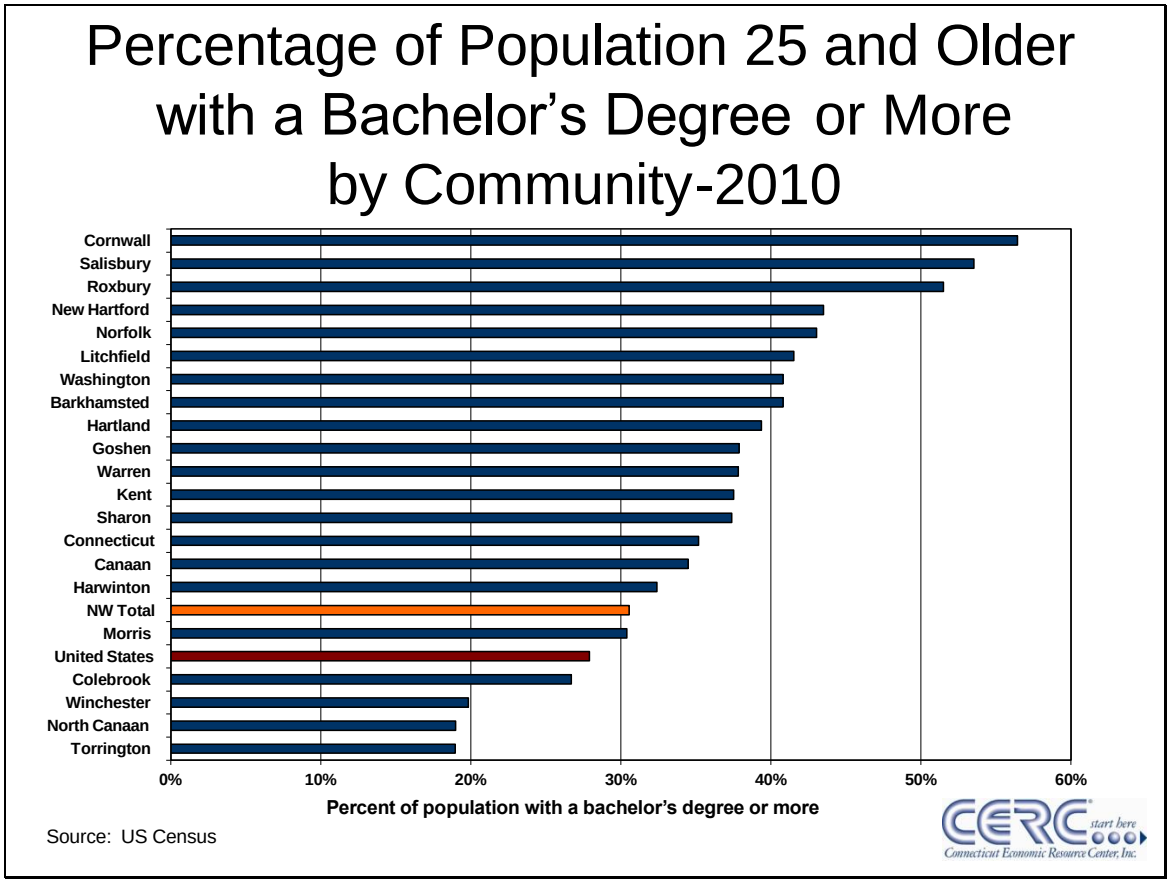


Figure 41 shows that the region's educational attainment lags that of Connecticut as a whole for Bachelor's and Graduate/Professional Degrees, but is equal to or better than national statistics in these areas. The region has a higher portion of its residents with an Associate's Degree compared to the State and nation. Conversely, the region has a higher number of residents with only a high school diploma or GED (31 percent of the population) than either the State or nation. These differences may negatively impact the perception of the region's ability to provide an adequate number of workers for companies seeking a high level of education.

Figure 41

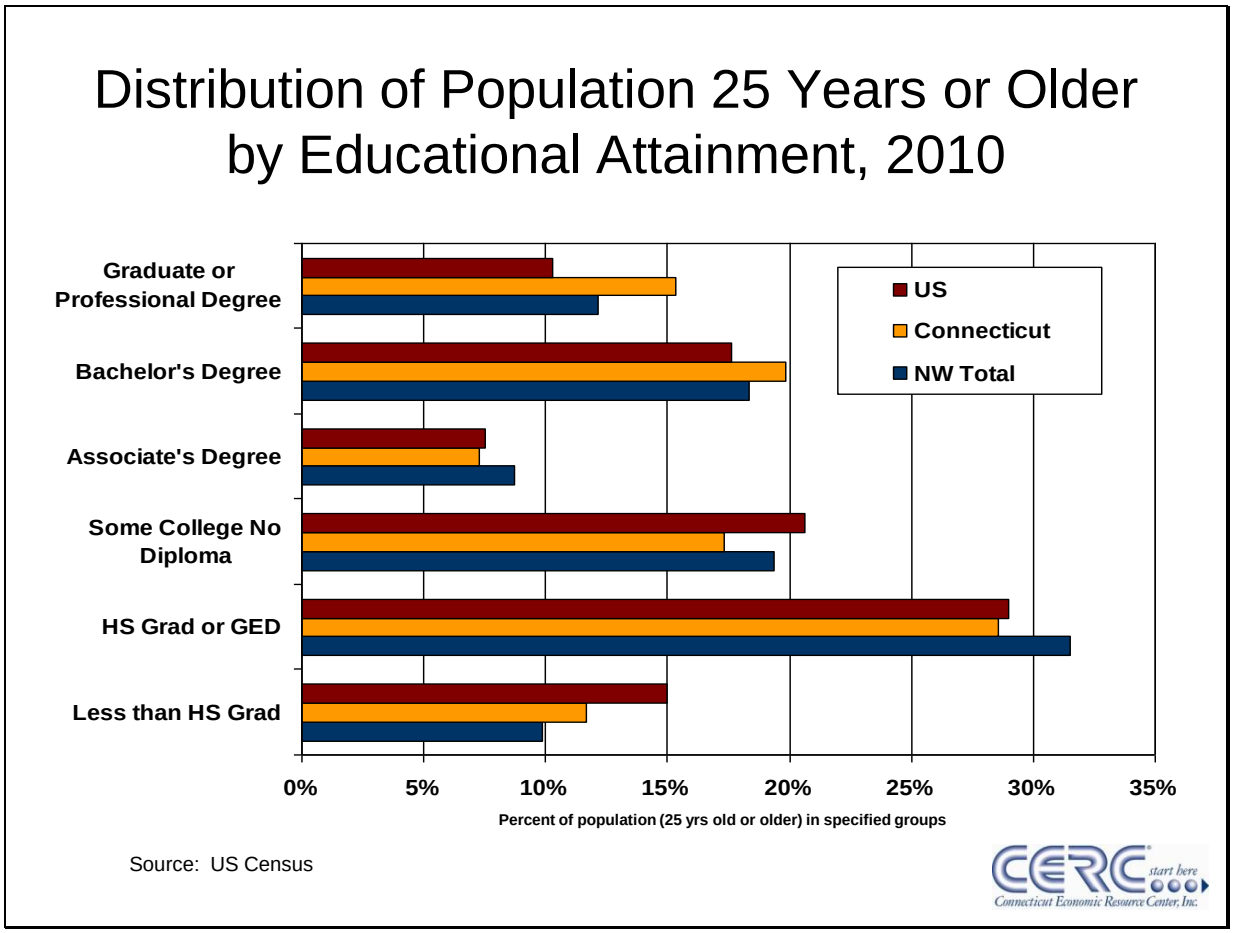


Figure 42 shows that the region has been improving its level of educational attainment during the 2000 – 2010 decade, particularly in the portion of its 25 and older cohort with Bachelor's degrees, as compared with State and national figures. Specifically, Figure 42 shows the percentage growth or decline between 2000 and 2010 in the various educational attainment categories for the Northwest Connecticut region as compared with Connecticut and the nation. The category where the region has differed most from the State and nation is in the percent of the population with some college but no diploma, most likely reflecting the presence of both Northwest Connecticut Community College and the Torrington branch of the University of Connecticut.

Figure 42

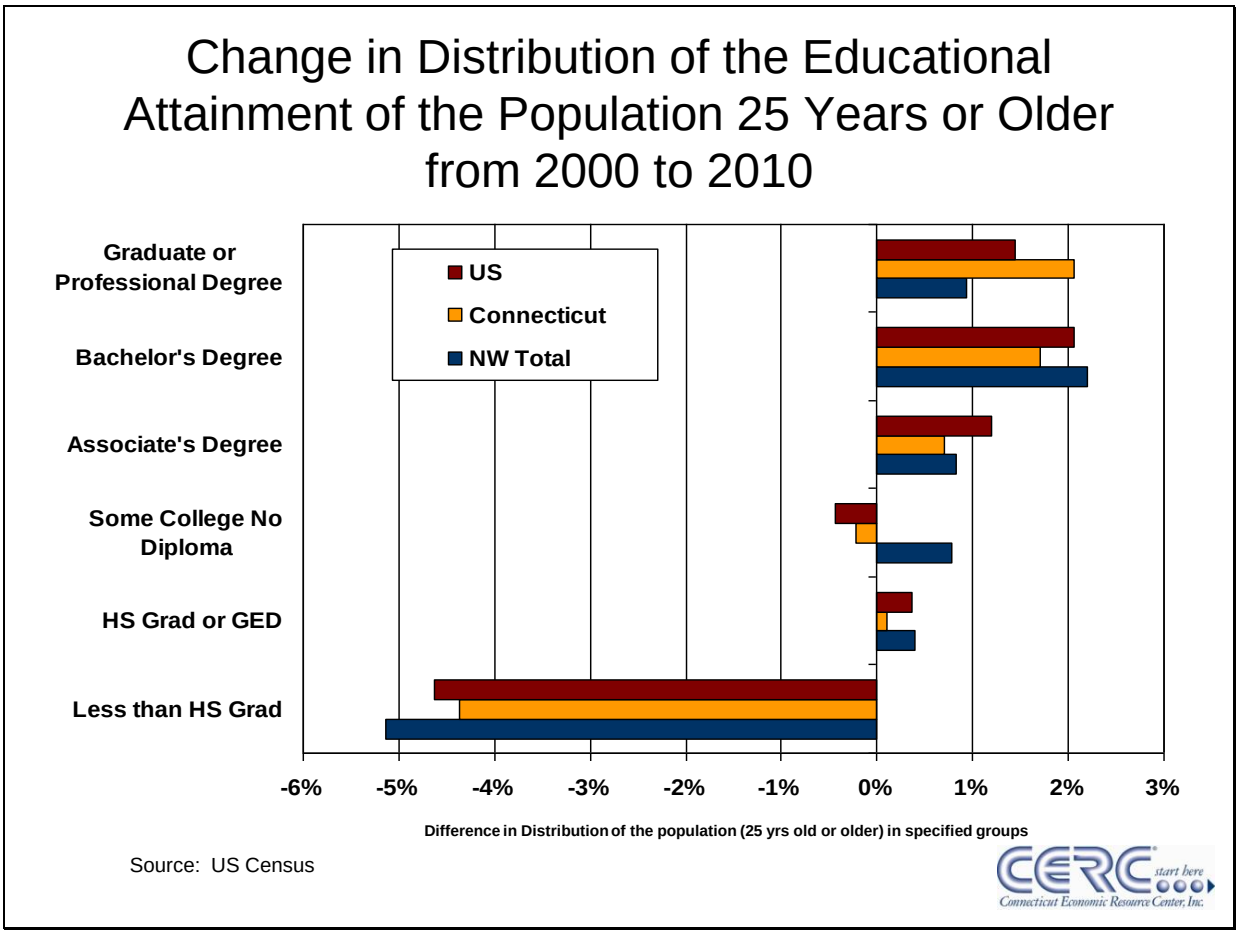
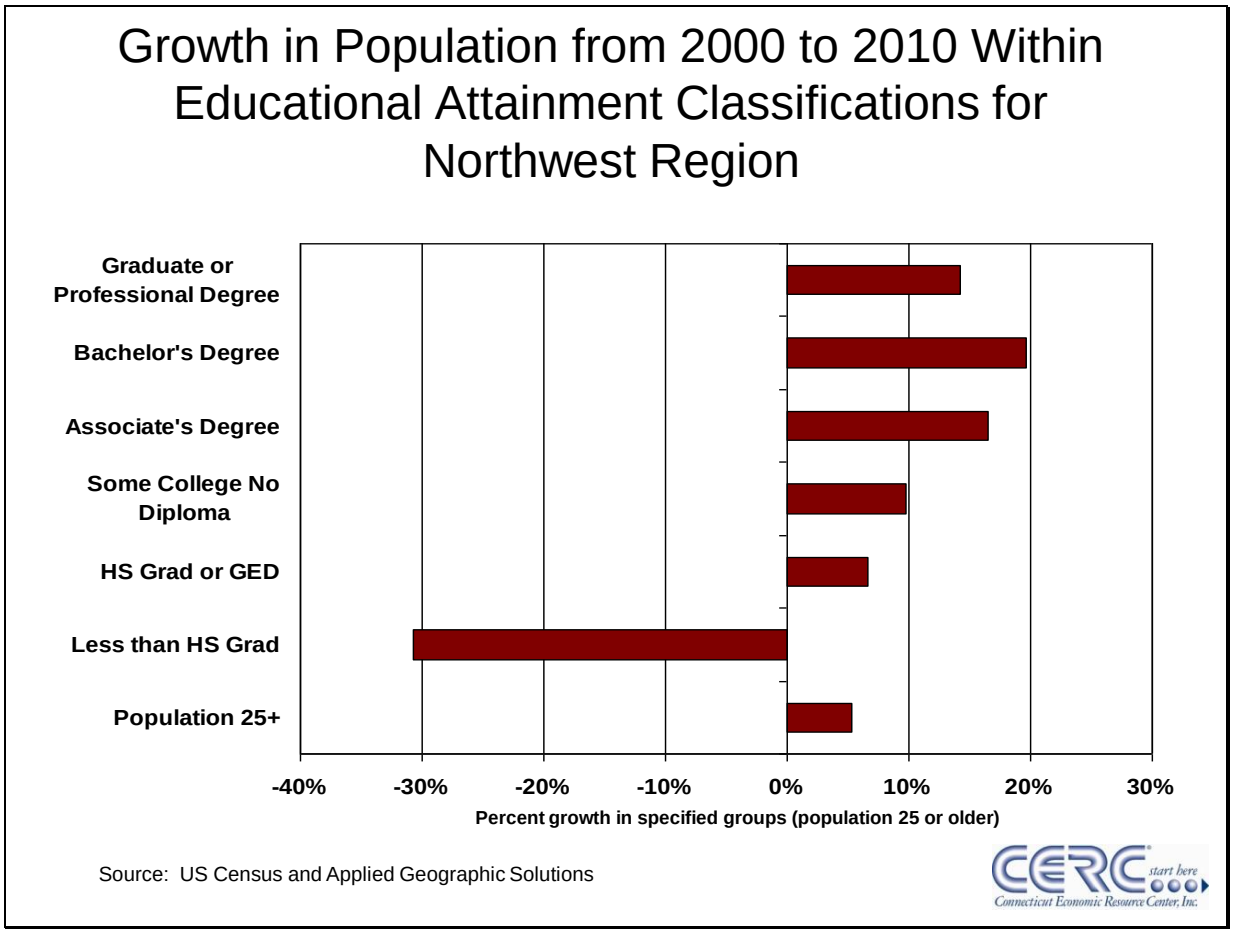


Figure 43 shows the increase in percentage of the regional population in the 25 and older age cohort in educational attainment between 2000 and 2010, a positive trend related to both employment and purchasing power potential. (The 25 or older cohort is used because most of the younger groups are still in school with an undetermined final level of educational attainment.) The 34 percent increase in those with a Bachelor, Graduate or Professional Degree and the 31 percent decline in those with less than a full high school education are particularly noteworthy when assessing the region's resident workforce.

Figure 43



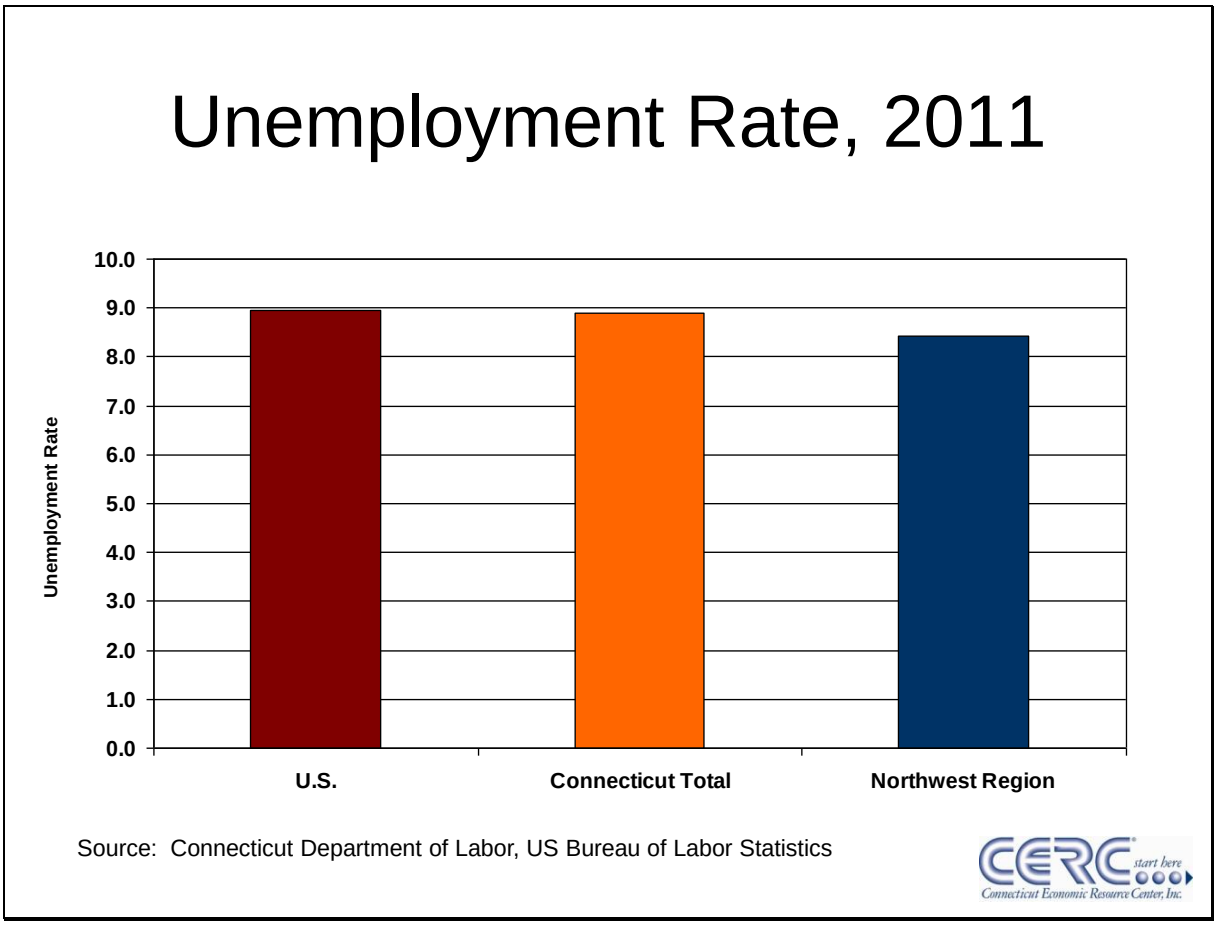
Implications

- The region's lower portion of residents with advanced degrees, and its high percentage of residents with only a high school diploma or GED, may be a weakness in recruiting companies looking for a highly educated workforce.
- In particular, Torrington and Winchester are weak in these educational attainment areas. However, companies locating in these communities can draw from a regional labor pool with a higher level of education.
- An adequate road network is needed to facilitate commuting from place of residence to educational facilities.

Employment Information

Figure 44 compares the region's average unemployment rate for 2011 with the State and nation, and shows that the region was doing somewhat better at that time.

Figure 44



As this Economic and Demographic Profile was prepared, July 2012 was the most recent employment data available. Table 3 provides comparative Labor Force Data (from the Connecticut Department of Labor's monthly "Labor Force Data for Labor Market Areas & Towns" report.

Table 3

July 2012 Labor Force Information – Not Seasonally Adjusted				
Area	**Labor Force**	**Employed**	**Unemployed**	**Unemployment Rate (%)**
Barkhamsted	2,329	2,132	197	8.5
Canaan	696	658	38	5.5
Colebrook	839	786	53	6.3
Cornwall	820	773	47	5.7
Goshen	1,602	1,481	121	7.6
Hartland	1,214	1,147	67	5.5
Harwinton	3,251	2,990	261	8.0
Kent	1,666	1,560	106	6.4
Litchfield	4,465	4,136	329	7.4
Morris	1,366	1,261	105	7.7
New Hartford	3,972	3,669	303	7.6
Norfolk	1,000	942	58	5.8
North Canaan	1,797	1,640	157	8.7
Roxbury	1,375	1,301	74	5.4
Salisbury	1,907	1,783	124	6.5
Sharon	1,484	1,397	87	5.9
Torrington	20,642	18,614	2,028	9.8
Warren	826	763	63	7.6
Washington	1,970	1,830	140	7.1
Winchester	5,873	5,471	402	6.8
Northwest CT Region	59,094	54,334	4,760	8.1
Torrington LMA	57,014	52,297	4,717	8.3
Connecticut	2,329	1,758,900	179,400	9.3

Table 3 shows the region currently has a labor force of slightly more than 59,000, with 4,760 unemployed, or a regional unemployment rate of 8.1 percent. While the region is doing somewhat better than the Torrington Labor Market Area (16 of the region's 20 communities are in this LMA), there is a wide variation from Roxbury's unemployment rate of 5.4 percent to Torrington's 9.8 percent. Recognizing that official unemployment statistics underreport the actual unemployment and underemployment situation, there is an obvious need for additional employment opportunities in the region.

Figure 45 provides comparative unemployment statistics for the region, State and nation for the 2000 – 2010 decade. This Figure demonstrates that the region's unemployment rate has consistently been lower than the State and nation. This reflects the region's educated and mature labor pool, factors that would be advantageous in staffing up new companies in Northwest Connecticut, particularly given the high level of out-commuting by the region's residents mentioned elsewhere in this report. (While CERC's community profiles do not include information on commuting patterns from the 2010 Census, information from the 2000 Census showed nearly 10,000 regional residents commuting out of the region including more than 600 to New York City.)

Figure 45

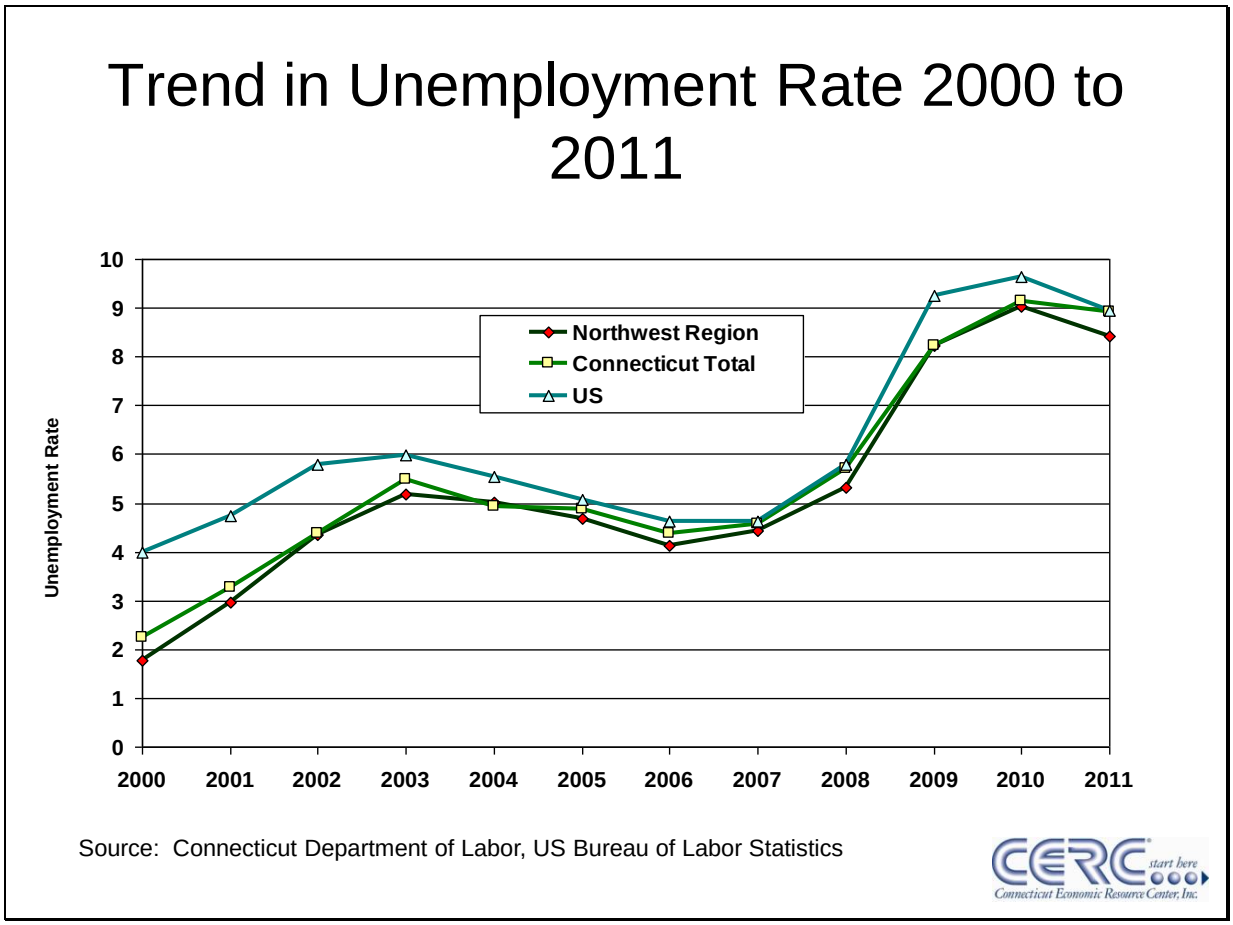


Figure 46 compares employment in the region, State and nation over the 2000 – 2010 decade, using 2000 as the base year for calculating an employment index; this index shows a percent change by year from the base year of 2000 which has an index value of 1.00. While all three areas are below their 2000 number as of 2010, the Northwest Connecticut region has had the largest drop, which is largely coincidental with the recent recession and very slow recovery.

Figure 46

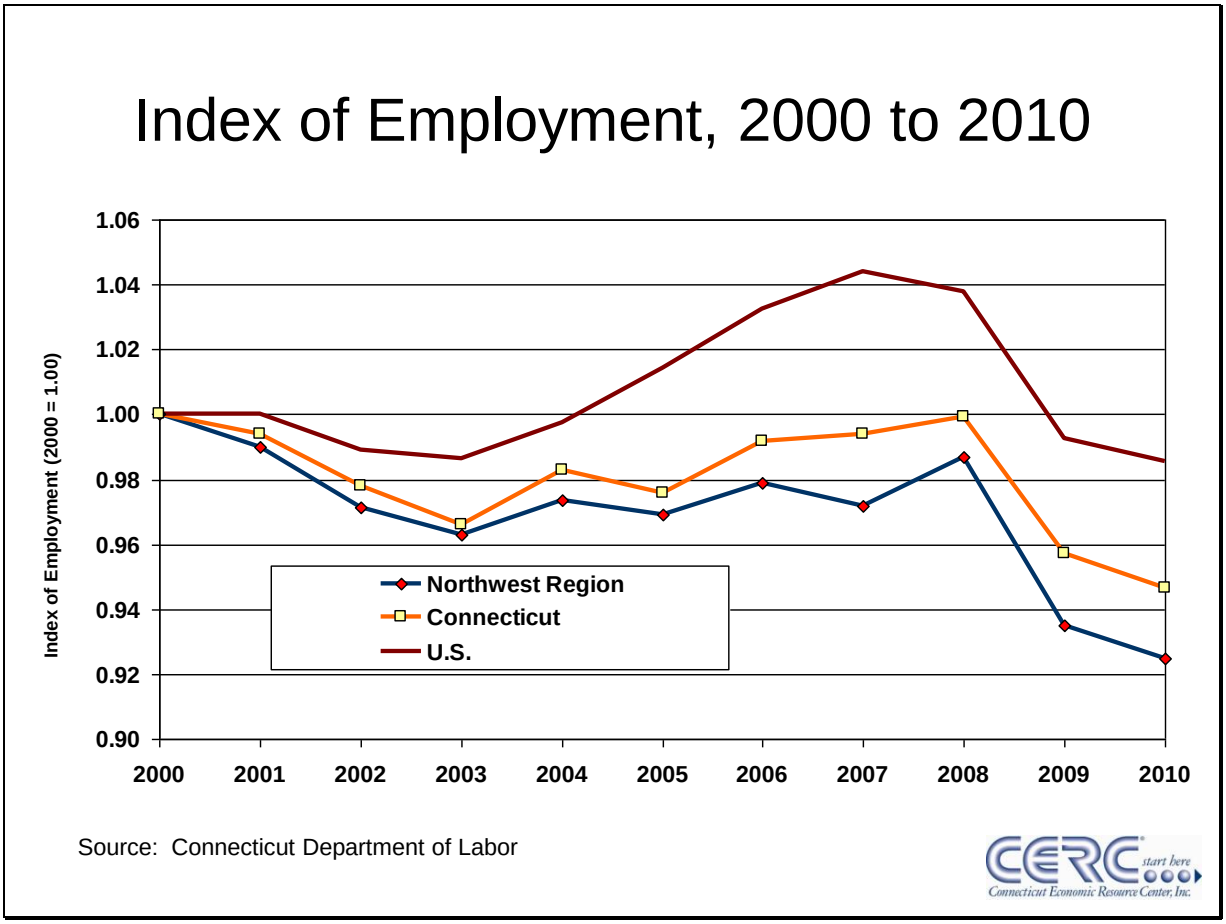


Figure 47 compares the growth in the region's labor force with that of the State and nation between 2000 and 2011. While Connecticut and the nation have grown by more than 7 percent, the region has grown only slightly more than 1 percent, reflecting an even smaller labor force growth than the region's population growth would predict.

Figure 47

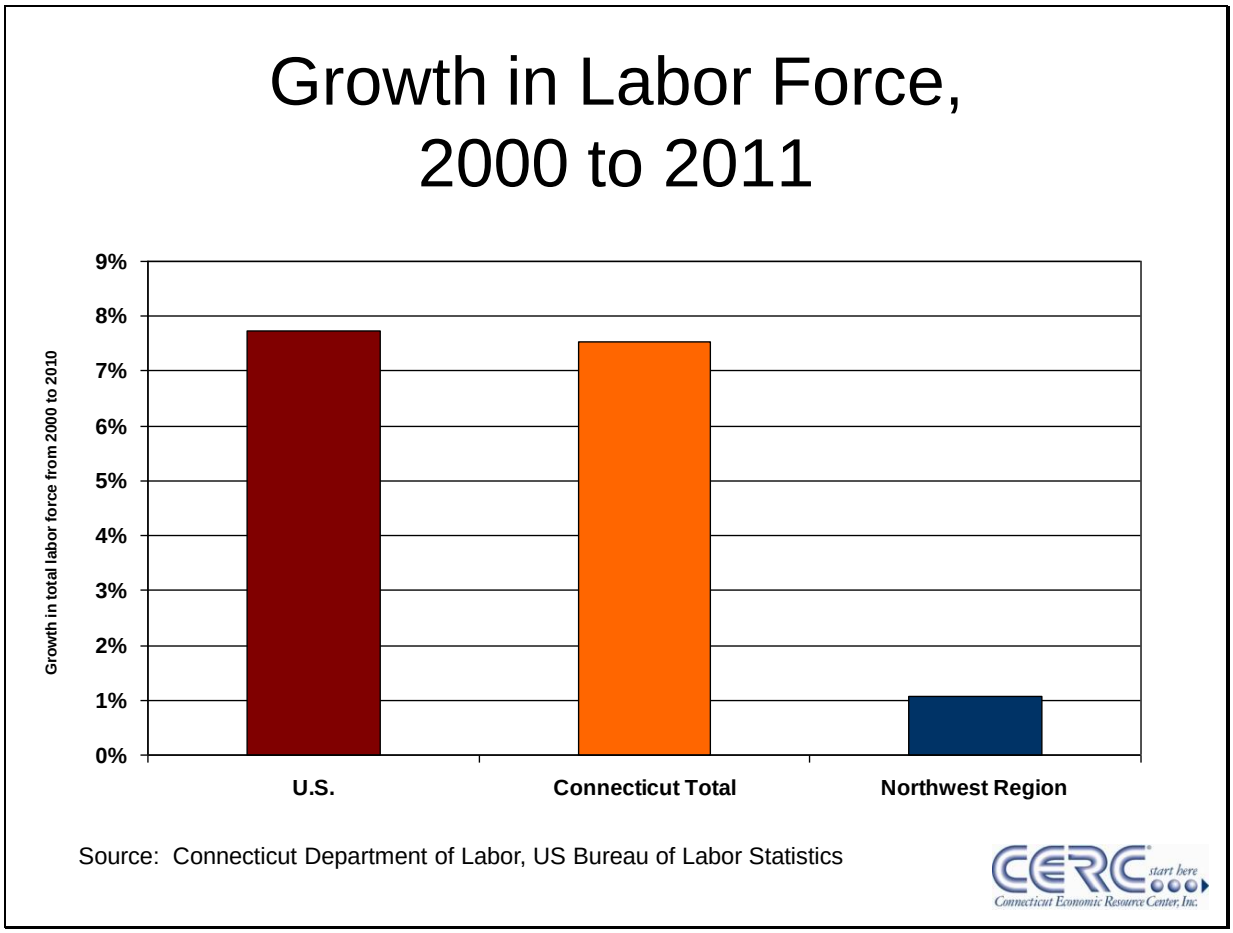


Figure 48 shows how the region's labor force changed between 2000 and 2011 by community. Half of the region's communities experienced a decline in labor force during that timeframe. Half of these (Cornwall, North Canaan, Salisbury, Sharon, and Washington) were also the five communities in the region that experienced population declines between 2000 – 2010 (see Figure 8).

Figure 48

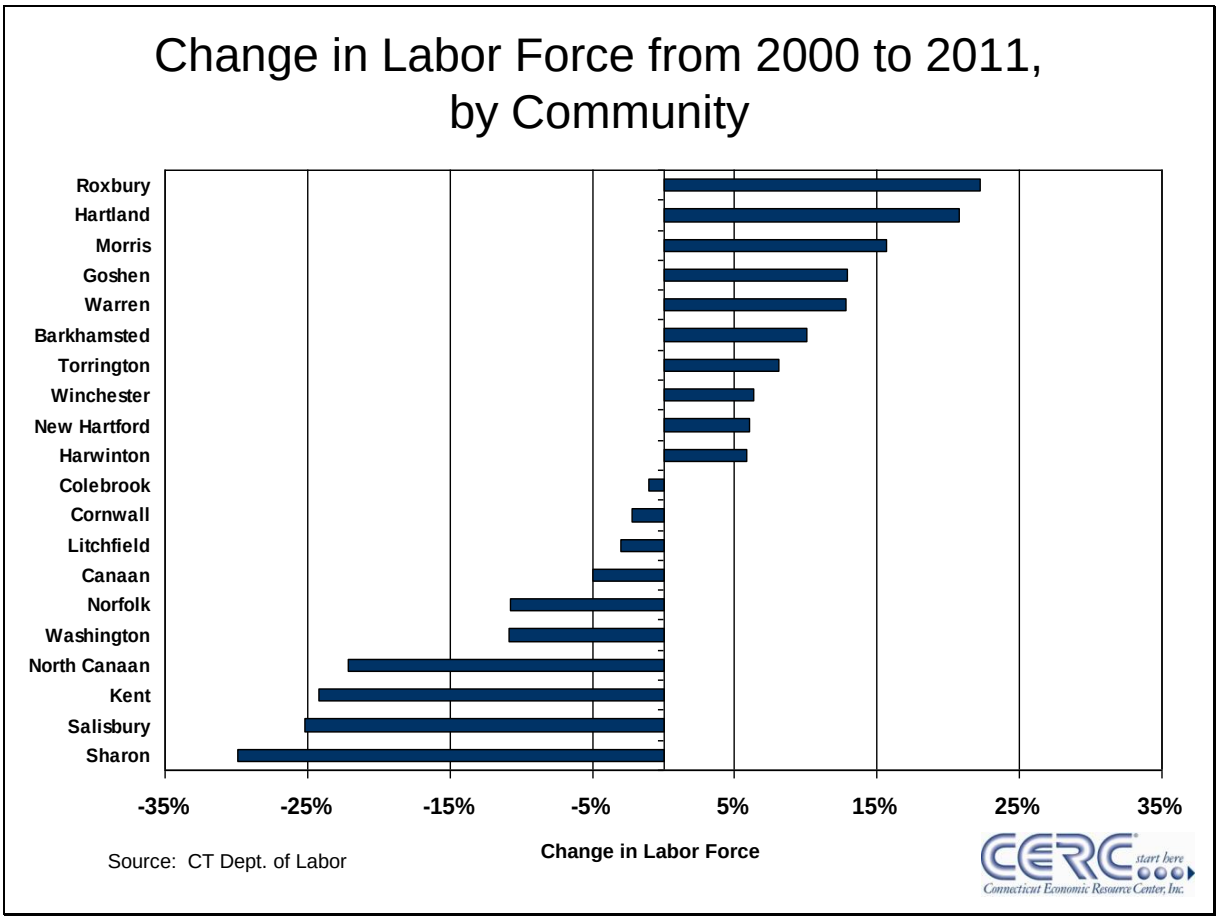


Figure 49 shows the distribution of the region's employment by community (the number of jobs available in each community, not the number of residents in the labor force). The three largest population communities, Torrington, Winchester and Litchfield, had the greatest number of jobs.

Figure 49

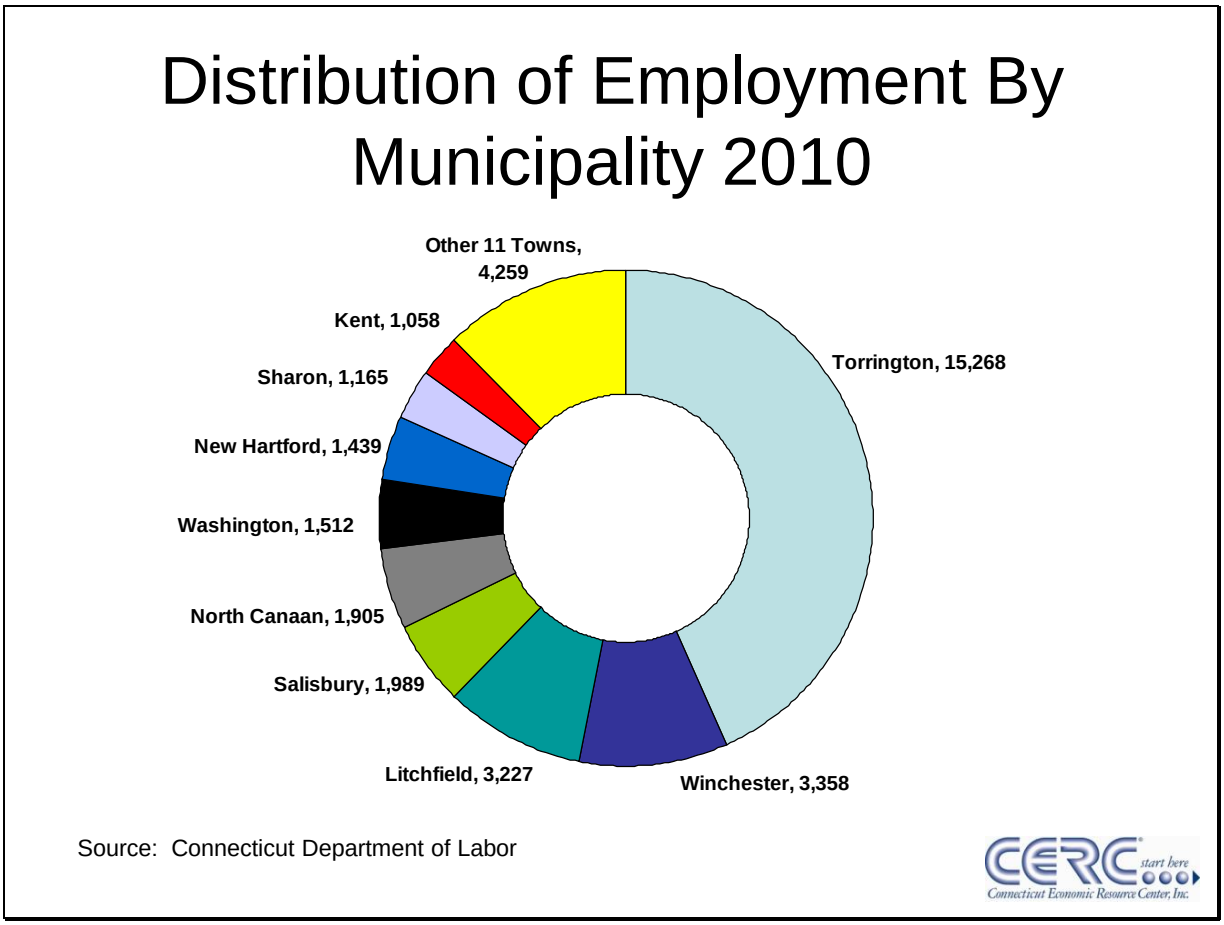
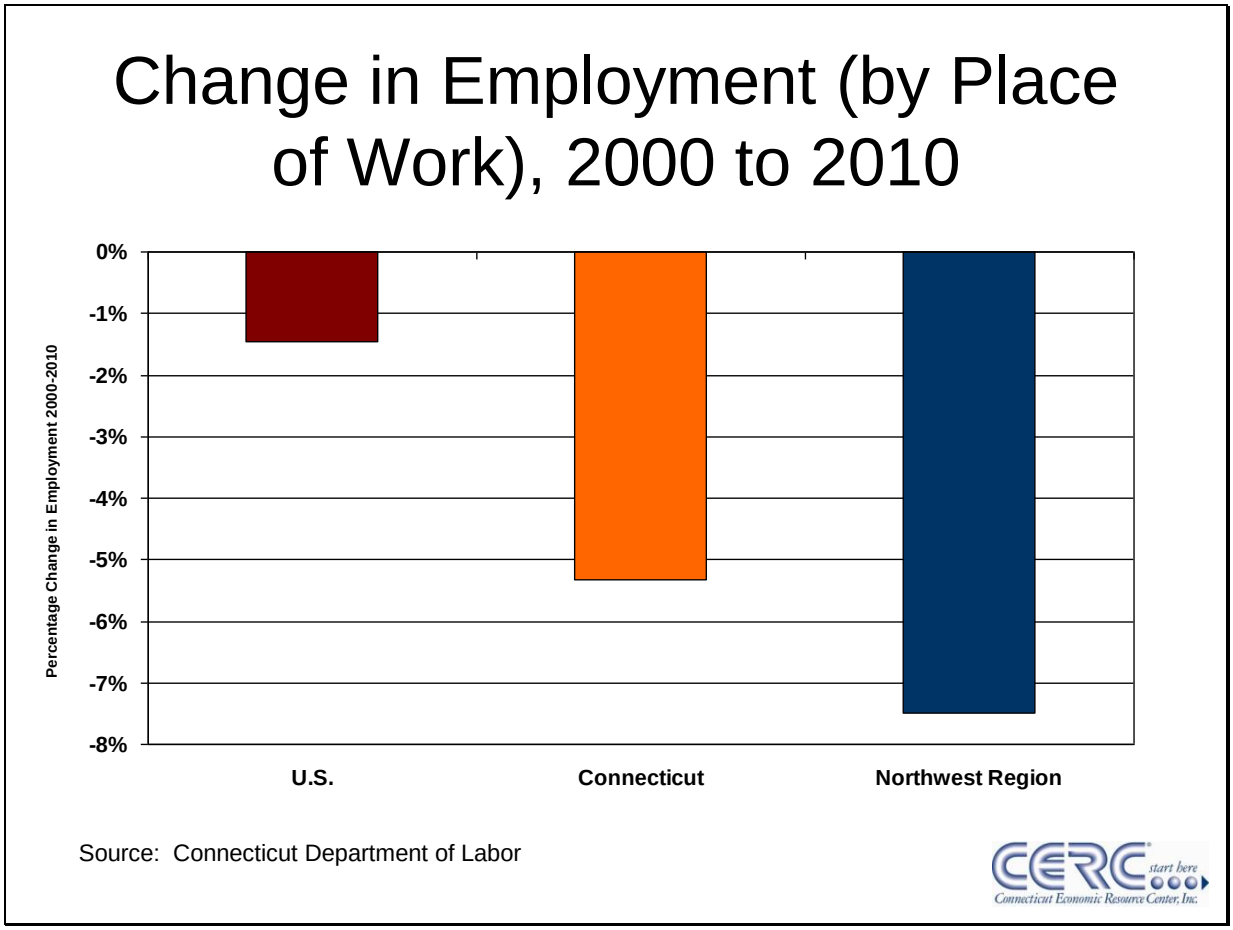


Figure 50 shows that a decline in the number of available jobs occurred in the region, State and nation between 2000 and 2010, reflecting the impacts of the recession and slow recovery. The region had the largest reduction in jobs at more than 7 percent.

Figure 50



Implications

- Recognizing that official unemployment statistics underreport the actual unemployment and underemployment situation, there is an obvious need for additional employment opportunities in the region.
- The region's very small growth (just over 1 percent) in labor force between 2000 and 2011 does not suggest that the region can support significant economic growth. However, the region's more than 4,700 unemployed, as well as discouraged workers and underemployed workers, must also be taken into account. Efforts to document the actual availability of workers in the region would be worthwhile.

Income

Connecticut is recognized as a wealthy state, but with significant pockets of poverty, particularly in its larger cities. Figure 48 shows that the region's median household income (nearly $67,000), while somewhat below the State (nearly $71,000), is significantly higher than the median household income of the nation ($53,600).

Figure 51

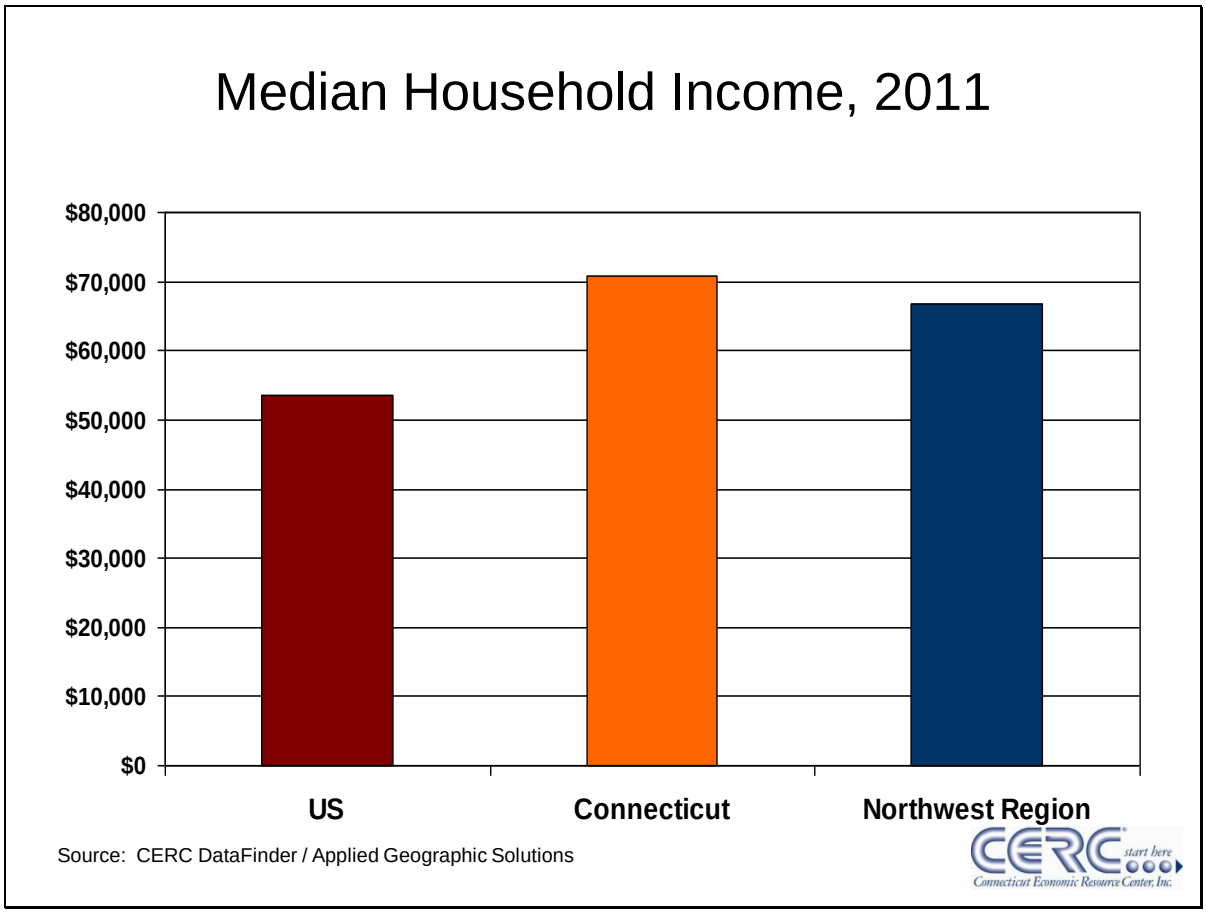


Figure 52 shows that the region's median household income is not equally distributed by community. Four communities (North Canaan, Torrington, Canaan, and Winchester) have median household incomes more than 10 percent below the regional average. This includes the region's two most populous communities. On the other hand, Northwest Connecticut, as a whole, is a relatively affluent region with 16 of its 20 communities having a median household income that exceeds the state average and only two communities with median household incomes below the national average.

Conversely, Roxbury has a median household image that far exceeds the regional average, and 10 other communities in the region exceed $80,000.

Figure 52

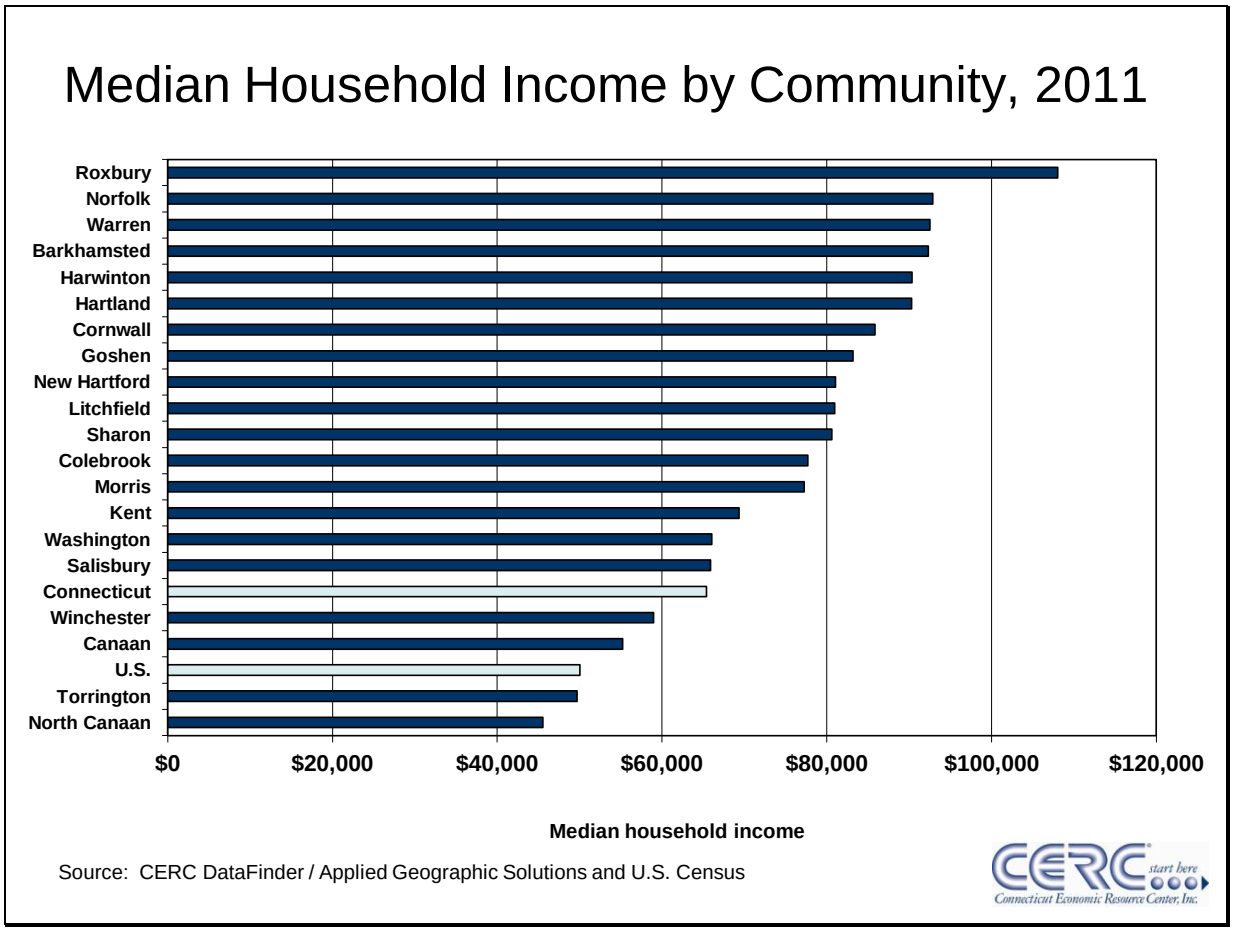


Figure 53 compares the 2000 – 2010 change in median household income of the region with the State and nation. The region's growth of more than $14,000 exceeded the national increase of $11,400, but was less than the state's $16,415.

Figure 53

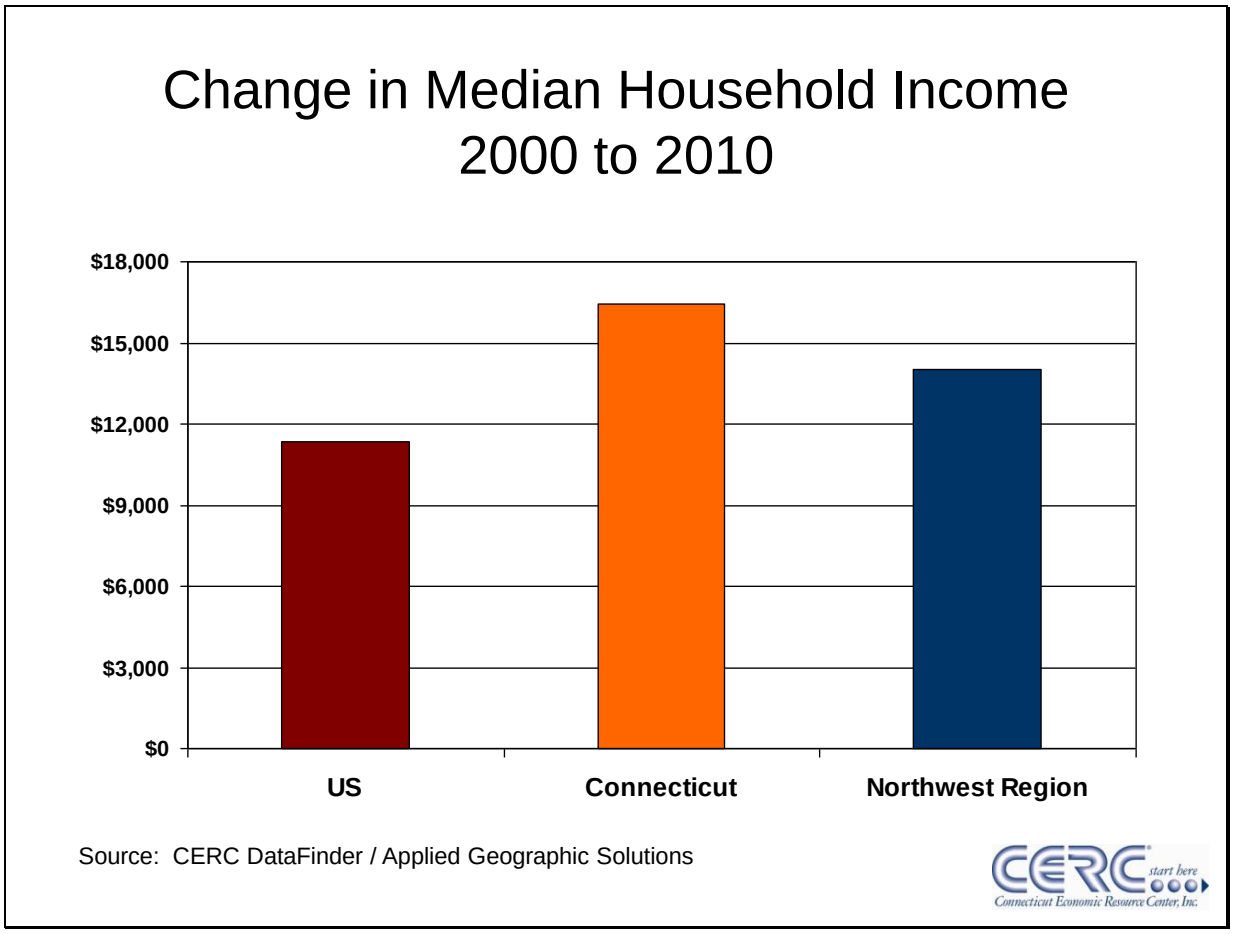
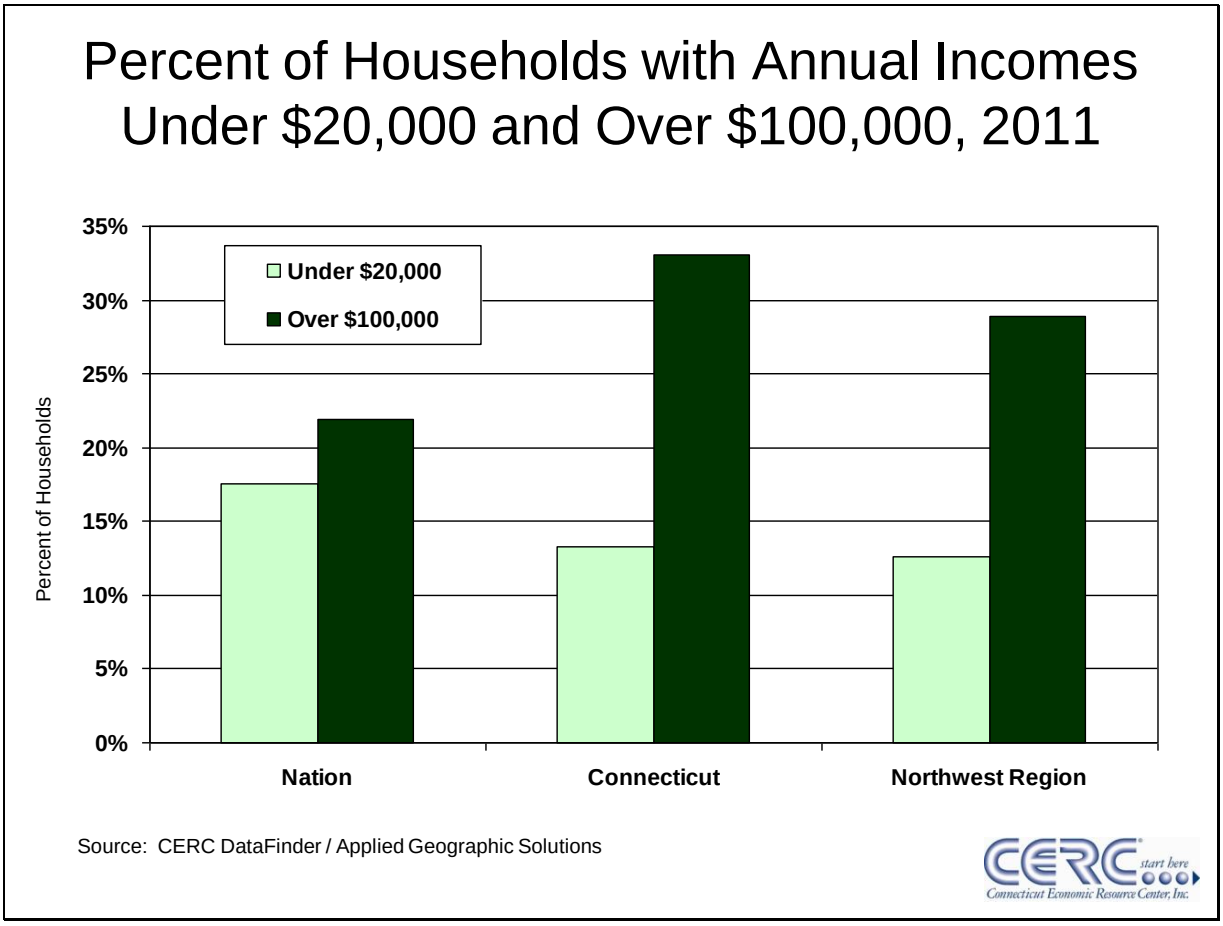


Figure 54 shows the upper (more than $100,000) and lower (under $20,000) ends of the income spectrum for the region, State and nation. The region is fortunate to have a smaller percentage of its households with less than $20,000 income than Connecticut or the nation. The region also has a significant portion (nearly 29 percent) of its households with incomes in excess of $100,000. While this is not as high as the State as a whole, it still indicates a high level of disposable income.

Figure 54



Implications

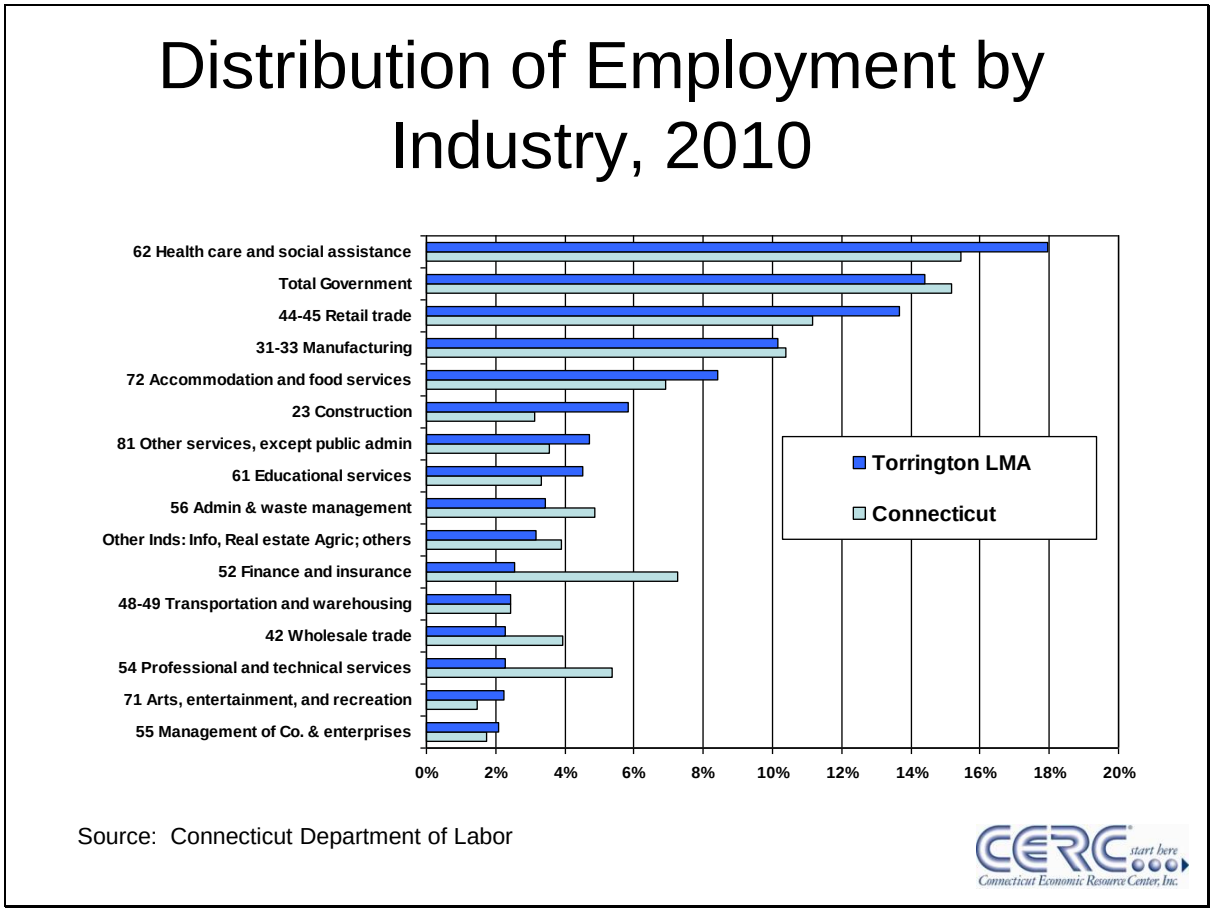
- The Northwest Connecticut region has a high median household income indicating a significant level of disposable income. However, this must be viewed in the context of the cost of living in Connecticut and the region.
- Retail or personal service businesses seeking locations within the region have a wide range of options given the favorable distribution of high income households and supporting road network linking the region's communities.

Industry Employment and Wages

The Northwest Connecticut region is comprised of 16 communities from the Torrington Labor Market Area (LMA) and 4 communities from the Hartford LMA. Therefore, while not a completely perfect match, the Torrington LMA provides the best regional information from Connecticut Department of Labor data. The regional communities not included in the Torrington LMA data are Barkhamsted, Hartland, Harwinton, and New Hartford. These four communities represent 16.6 percent of the region's population and 16.8 percent of the region's labor force.

Figure 55 shows the breakdown of employment in the LMA in 2010 for the region and State. (It should be noted that many of the jobs in the LMA are filled by people who do not live in the region. Conversely, many of the region's residents are employed outside the region). The largest employment sector for both the region and State was healthcare and social assistance, with government employment the second largest, retail trade third largest, and manufacturing fourth largest in both areas. The region significantly lags the state in employment in the finance and insurance and professional and technical services sectors, but has a noticeably higher portion of its residents employed in construction.

Figure 55



Figures 56—58 look at the potential of various industries for the Northwest Connecticut region. These sectors are segmented by those already a major sector in the State with current local growth (Figure 56); those in the State with strong recent performance (Figure 57); and those identified by CERC as having potential for development and growth (Figures 58).

In all, 16 sectors are identified as having good potential from expansion or development in the region.

Figure 56

Connecticut Wide Industry Segmentation, 2005-2010

Major Industry Sectors in Connecticut

	Historical Strength	Job Gains in Connecticut	Locally Competitive Relative to Nation
Historical strength and current local growth			
Management of Companies	YES	YES	YES
Historical strength with relatively weak local growth			
Educational Services	YES	YES	No
Health Care and Social Assistance	YES	YES	No
Historical strength with structural challenges limiting employment growth			
Manufacturing	YES	No	YES
Finance and Insurance	YES	No	YES
Emerging strength with observed local growth			
Accommodation and Food Service	No	YES	YES

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Figure 57

Connecticut Wide Industry Segmentation, 2005-2010

Specific Industries in Connecticut with Strong Performance

	Historical Strength	Job Gains in Connecticut	Locally Competitive Relative to Nation
Historical strength and current local growth			
Broadcasting except Internet	YES	YES	YES
Securities, commodity contracts, investments	YES	YES	YES
Management of companies and enterprises	YES	YES	YES
Social assistance	YES	YES	YES
Historical strength with relatively weak local growth			
Transit and ground passenger transportation	YES	YES	No
Info services (news syndicates, independent artists)	YES	YES	No
Educational services	YES	YES	No
Nursing and residential care facilities	YES	YES	No

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Figure 58 – Part A

Connecticut Wide Industry Segmentation, 2005-2010

Specific Industries in Connecticut with Potential for Development and Growth

(1 of 2)

	Historical Strength	Job Gains in Connecticut	Locally Competitive Relative to Nation
Historical strength but with structural challenges for employment growth			
Electrical equipment and appliance mfg.	YES	No	YES
Transportation and equipment manufacturing	YES	No	YES
Retail clothing and accessory stores	YES	No	YES
Water transportation	YES	No	YES
Historical strength with potential for growth			
Chemical mfg.	YES	YES	No
Fabricated metal product mfg.	YES	YES	No
Machinery mfg.	YES	YES	No
Insurance carriers	YES	YES	No
Waste management and remediation services	YES	YES	No

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Figure 58 – Part B

Connecticut Wide Industry Segmentation, 2005-2010

Specific Industries in Connecticut with Potential for Development and Growth

(2 of 2)

	Historical Strength	Job Gains in Connecticut	Locally Competitive Relative to Nation
Emerging strength due to observed local growth in employment			
Motion pictures and recording studios	No	YES	YES
Hospitals	No	YES	YES
Amusements gambling and recreation	No	YES	YES
Food services and drinking establishments	No	YES	YES
Ambulatory health care services	No	YES	No

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Implication

- The Northwest Connecticut region has the potential to diversify its economy across a wide cross-section of industry sectors, many of which offer wages that will help improve the region's economy and standard of living.

Figure 59 (Parts A – D) shows the 2010 employment by industry in each of the region's communities (in other words, jobs by place of work). Because of the small number of establishments in many of the region's communities, the Department of Labor suppresses the data so that company-specific data, or data that would identify individuals, is not publicly available.

Aside from government employment, which is a major sector for residents of most communities but not included in Table 4 which shows only private sector employment categories, there are noticeable differences among the communities. Table 4 shows the two largest employment sectors for residents of the region's 20 communities based on the data from CTDOL shown in Figure 59 (Parts A – D).

Table 4
Largest Employment Sectors by Community, 2010

Community	Largest Employment Sector	2nd Largest Employment Sector
Barkhamsted	Manufacturing	Retail Trade
Canaan	Retail Trade	Finance & Insurance
Colebrook	Not available	Not available
Cornwall	Other Services (except Admin)	Retail Trade
Goshen	Construction	Retail Trade
Hartland	Construction	Admin & Waste management & Remediation Services
Harwinton	Construction	Professional, Scientific & Technical Services
Kent	Education	Health Care & Social Assistance
Litchfield	Retail Trade	Health Care & Social Assistance
Morris	Manufacturing	Construction
New Hartford	Manufacturing	Retail Trade
Norfolk	Admin & Waste management & Remediation Services	Professional, Scientific & Technical Services
North Canaan	Manufacturing	Health Care & Social Assistance
Roxbury	Construction	Other Services (except Admin)
Salisbury	Education	Accommodation & Food Services
Sharon	Health Care & Social Assistance	Other Services (except Admin)
Torrington	Health Care & Social Assistance	Retail Trade
Warren	Admin & Waste management & Remediation Services	Manufacturing
Washington	Accommodation & Food Services	Education
Winchester	Manufacturing	Health Care & Social Assistance

Figure 59 – Part A

Employment by Industry in the Region, 2010 (1 of 4)

Ind Name	Barkhamsted	Canaan	Colebrook	Cornwall	Goshen	Hartland
Total - All Industries	*	697	*	455	348	139
Agriculture, Forestry, Fishing & Hunting		*		8	*	
Utilities		*				
Mining						
Construction	34	29	*	32	41	19
Manufacturing	155	*	*	*	11	
Transportation & Warehousing	*			*	*	*
Wholesale Trade	7	14		4	10	*
Retail Trade	74	180		40	28	
Information	*	*		7	*	
Finance & Insurance	*	46	*	*	*	
Real Estate & Rental & Leasing	*	5		*	9	*
Professional, Scientific, & Technical srvcs	*	*	*	13	9	
Admin & Waste Mngmnt & Remediation srvcs	*	20	*	14	14	12
Management of Companies & Enterprises						
Health Care & Social Assistance	5	35	*	*	*	
Educational srvcs	*	*	*	*		*
Accommodation & Food srvcs	62	*		*	*	*
Arts, Entertainment, & Recreation	*	*		*	*	
Other srvcs (except Public Administration)	13	23	*	71	*	3
Unclassifiable/unknown industry						
Total Government	149	195	53	83	70	86
Federal Government	4	11	4	12	7	4
State Government	18		1	12		13
Local/Municipal Government	127	185	48	58	63	69

* Industry employment suppressed by CT Dept. of Labor

Source: CT Dept. of Labor

Figure 59 – Part B

Employment by Industry in the Region, 2010 (2 of 4)

Ind Name	Harwinton	Kent	Litchfield	Morris	New Hartford
Total - All Industries	560	1,058	3,227	403	1,439
Agriculture, Forestry, Fishing & Hunting		*	29	*	*
Utilities					
Mining	*				
Construction	142	36	122	27	58
Manufacturing	15	23	54	52	433
Transportation & Warehousing	11		*	*	58
Wholesale Trade	*	*	42	*	56
Retail Trade	24	115	494	21	201
Information	*	*	54	*	*
Finance & Insurance	*	19	143	*	10
Real Estate & Rental & Leasing	*	16	21	*	*
Professional, Scientific, & Technical srvcs	35	16	105		21
Admin & Waste Mngmnt & Remediation srvcs	28	*	111	12	42
Management of Companies & Enterprises		*	*		
Health Care & Social Assistance	25	184	384	*	57
Educational srvcs	*	249	*	*	12
Accommodation & Food srvcs	20	*	351	*	106
Arts, Entertainment, & Recreation	*	*	111		*
Other srvcs (except Public Administration)	22	35	130	14	39
Unclassifiable/unknown industry					
Total Government	129	98	687	83	168
Federal Government		10	77	5	13
State Government	13	13	246		2
Local/Municipal Government	116	76	365	78	153

* Industry employment suppressed by CT Dept. of Labor

Source: CT Dept. of Labor

Figure 59 – Part C

Employment by Industry in the Region, 2010 (3 of 4)

Ind Name	Norfolk	North Canaan	Roxbury	Salisbury	Sharon
Total - All Industries	406	1,905	304	1,989	1,165
Agriculture, Forestry, Fishing & Hunting	*	41	18	13	*
Utilities					*
Mining		34			
Construction	17	79	48	49	60
Manufacturing	*	607	*	*	*
Transportation & Warehousing	*	*	*	11	
Wholesale Trade	*	*	14	*	17
Retail Trade	16	235	*	106	44
Information	*	*	8	85	*
Finance & Insurance	24	15	7	54	25
Real Estate & Rental & Leasing	*	*	*	8	3
Professional, Scientific, & Technical srvcs	30	16	14	45	13
Admin & Waste Mngmnt & Remediation srvcs	51	65	33	42	65
Management of Companies & Enterprises		*	*	*	
Health Care & Social Assistance	*	359	18	222	667
Educational srvcs	*		*	634	*
Accommodation & Food srvcs	*	118	*	300	*
Arts, Entertainment, & Recreation	*	*	*	*	60
Other srvcs (except Public Administration)	22	28	43	93	110
Unclassifiable/unknown industry					*
Total Government	57	153	64	106	82
Federal Government	6	2	8	11	6
State Government	1	62	1	1	
Local/Municipal Government	50	89	55	94	76

* Industry employment suppressed by CT Dept. of Labor

Source: CT Dept. of Labor

Figure 59 – Part D

Employment by Industry in the Region, 2010 (4 of 4)

Ind Name	Torrington	Warren	Washington	Winchester
Total - All Industries	15,268	154	1,512	3,358
Agriculture, Forestry, Fishing & Hunting	*		*	
Utilities	88			
Mining				
Construction	1,141	4	53	71
Manufacturing	1,825	11	29	762
Transportation & Warehousing	*			68
Wholesale Trade	339	*	9	130
Retail Trade	2,578	*	117	387
Information	104	7	20	55
Finance & Insurance	369		48	52
Real Estate & Rental & Leasing	89		21	*
Professional, Scientific, & Technical srvcs	213	7	62	60
Admin & Waste Mngmnt & Remediation srvcs	540	22	55	23
Management of Companies & Enterprises	*			68
Health Care & Social Assistance	3,468		*	401
Educational srvcs	*		264	122
Accommodation & Food srvcs	880	*	277	224
Arts, Entertainment, & Recreation	143		105	*
Other srvcs (except Public Administration)	680	10	61	119
Unclassifiable/unknown industry				
Total Government	1,781	26	228	782
Federal Government	106		16	31
State Government	492		1	278
Local/Municipal Government	1,184	26	211	474

* Industry employment suppressed by CT Dept. of Labor

Source: CT Dept. of Labor

Figure 60 compares the change in wages per employee between 2000 and 2010 for Connecticut and the Torrington LMA across all industry sectors. Figure 61 shows the dollar value change from 2000 to 2010 for the wages in all industries in the State of Connecticut as compared to those in the Torrington Labor Market Area. While both areas saw an increase in wages, the LMA's growth (approximately $7,400) was about half that of the State (approximately $14,000), and the average wages in the LMA in 2010 were nearly $20,000 less than that in the state as a whole. Wages in the LMA have fallen farther behind statewide wages between 2000 and 2010 – from a difference of about $13,000 per employee in 2000 to about $19,500 in 2010.

Figure 60

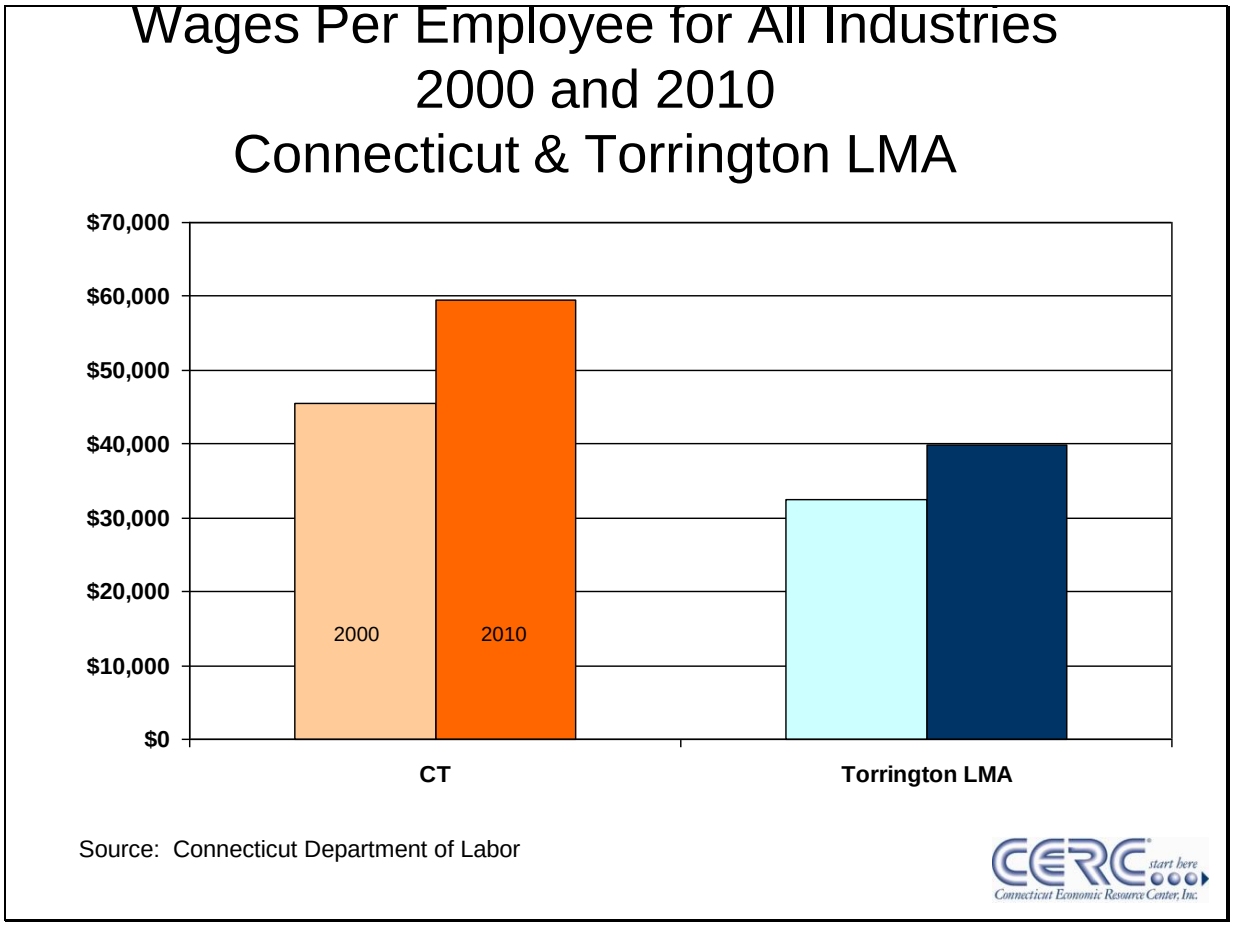

Figure 61

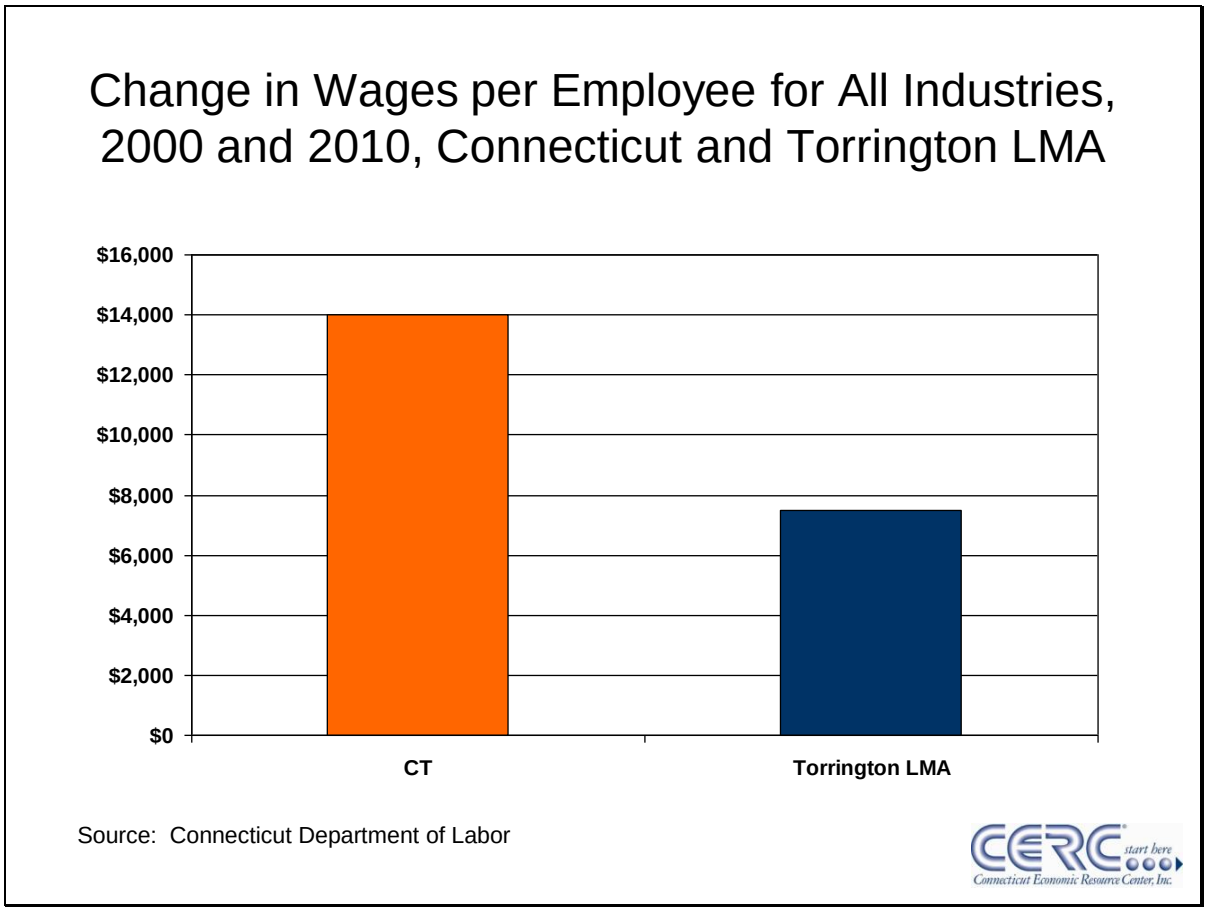
Change in Wages per Employee for All Industries, 2000 and 2010, Connecticut and Torrington LMA
$16,000
$14,000
$12,000
$10,000
$8,000
$6,000
$4,000
$2,000
$0
CT
Torrington LMA
Source: Connecticut Department of Labor
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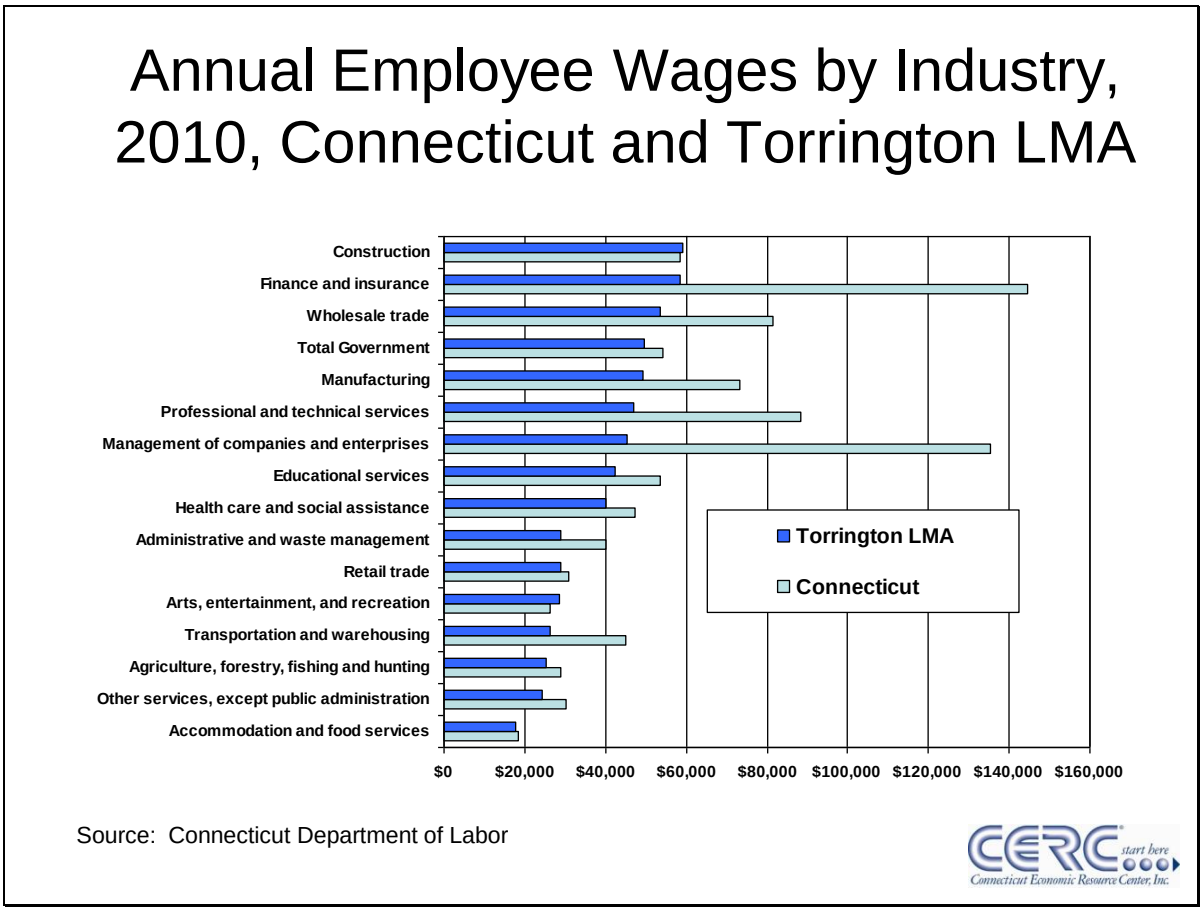
Figure 62 compares the annual wages by industry in 2010 for the Torrington LMA and Connecticut. Other than in the construction and arts, entertainment and recreation sectors, wages in the region are below those in the state for each sector. Wages for residents of the region particularly lag similar positions statewide in finance and insurance, professional and technical services, and management of companies and enterprises.

Figure 62



Implications

- There is a need to increase the annual earnings of the residents of the region to keep pace with earnings across the state. The region's lower average annual earnings are in part a reflection of the significant level of employment in the region in retail trade and accommodations and food services, both frequently lower wage jobs.
- Increasing the annual earnings of the region's residents will depend on the region's ability to recruit or create jobs in higher paying sectors such as finance and insurance, manufacturing, professional and technical services, and management of companies and enterprises.

Figure 63 Parts A - D compare 2010 earnings by industry for the region's 20 communities. As with some earlier Figures, some data has been suppressed by the CT Department of Labor where there are a limited number of establishments in a community and the display of the data would allow identification of specific employers.

Table 5 shows both the highest and lowest wage private sector jobs held by residents of the region by their place of residence in 2011. Jobs in government either at the municipal, state or federal level are not included. Of particular note, jobs in the Accommodation & Food Services sector – one of the major employment sectors in the region – are the most common lowest wage job category.

Table 5
Highest and Lowest Wage Jobs by Community, 2011

Community	Highest Wage Jobs	Lowest Wage Jobs
Barkhamsted	Wholesale Trade	Accommodation & Food Services
Canaan	Wholesale Trade	Real Estate & Rental & Leasing
Colebrook	Not Available	Not Available
Cornwall	Admin & Waste management & Remediation Services	Retail Trade
Goshen	Admin & Waste management & Remediation Services	Real Estate & Rental & Leasing
Hartland	Construction	Other Services (except Public Admin)
Harwinton	Professional, Scientific & Technical Services	Accommodation & Food Services
Kent	Wholesale Trade	Retail Trade
Litchfield	Finance & Insurance	Accommodation & Food Services
Morris	Other Services (except Admin)	Retail Trade
New Hartford	Wholesale Trade	Accommodation & Food Services
Norfolk	Retail Trade	Other Services (except Admin)
North Canaan	Manufacturing	Accommodation & Food Services
Roxbury	Finance & Insurance	Agriculture, Forestry, Fishing & Hunting
Salisbury	Finance & Insurance	Accommodation & Food Services
Sharon	Professional, Scientific & Technical Services	Accommodation & Food Services
Torrington	Utilities	Accommodation & Food Services
Warren	Professional, Scientific & Technical Services	Retail Trade
Washington	Real Estate & Rental & Leasing	Manufacturing
Winchester	Information	Accommodation & Food Services

Figure 63 – Part A

Employee Wages by Industry in the Region, 2010 (1 of 4)

Ind Name	Barkhamsted	Canaan	Colebrook	Cornwall	Goshen	Hartland
Total - All Industries	*	39,486	*	29,748	30,154	32,446
Agriculture, Forestry, Fishing & Hunting		*		26,766	*	
Utilities		*				
Mining						
Construction	36,383	44,657	*	32,612	48,621	38,757
Manufacturing	53,837	*	*	*	32,968	
Transportation & Warehousing	*			*	*	*
Wholesale Trade	74,215	56,502		87,341	41,123	*
Retail Trade	31,843	31,716		33,748	31,935	
Information	*	*		91,126	*	
Finance & Insurance	*	49,703	*	*	*	
Real Estate & Rental & Leasing	*	16,332		*	23,810	*
Professional, Scientific, & Technical srvcs	*	*	*	53,211	30,209	
Admin & Waste Mngmnt & Remediation srvcs	*	27,366	*	64,132	30,033	43,422
Management of Companies & Enterprises						
Health Care & Social Assistance	14,176	23,254	*	*	*	
Educational srvcs	*	*	*	*		*
Accommodation & Food srvcs	11,013	*		*	*	*
Arts, Entertainment, & Recreation	*	*		*	*	
Other srvcs (except Public Administration)	26,797	20,559	*	31,287	*	28,473
Unclassifiable/unknown industry						
Total Government	51,195	54,106	33,341	34,951	41,946	31,071
Federal Government	38,419	48,083	49,477	42,086	47,882	34,172
State Government	54,420	#VALUE!	22,268	45,861		31,863
Local/Municipal Government	51,124	54,448	32,076	31,167	41,255	30,761

* Industry employment suppressed by CT Dept. of Labor

Source: CT Dept. of Labor

Figure 63 – Part B

Employee Wages by Industry in the Region, 2010 (2 of 4)

Ind Name	Harwinton	Kent	Litchfield	Morris	New Hartford
Total - All Industries	46,598	33,916	37,984	28,664	36,536
Agriculture, Forestry, Fishing & Hunting		*	33,046	*	*
Utilities					
Mining	*				
Construction	55,775	35,151	43,222	25,566	37,929
Manufacturing	40,808	57,427	22,714	35,570	47,032
Transportation & Warehousing	39,178		*	*	28,268
Wholesale Trade	*	*	64,124	*	124,479
Retail Trade	15,275	20,740	32,937	18,223	30,601
Information	*	*	31,339	*	*
Finance & Insurance	*	38,287	63,257	*	56,966
Real Estate & Rental & Leasing	*	42,986	79,662	*	*
Professional, Scientific, & Technical srvcs	66,479	28,888	49,688		62,131
Admin & Waste Mngmnt & Remediation srvcs	39,645	*	30,205	25,466	21,312
Management of Companies & Enterprises		*	*		
Health Care & Social Assistance	26,838	36,325	32,784	*	21,095
Educational srvcs	*	33,486	*	*	17,410
Accommodation & Food srvcs	12,818	*	16,825	*	11,749
Arts, Entertainment, & Recreation	*	*	23,257		*
Other srvcs (except Public Administration)	27,163	28,975	21,322	38,264	20,876
Unclassifiable/unknown industry					
Total Government	41,502	42,790	55,743	33,924	42,467
Federal Government		43,764	30,196	48,988	45,429
State Government	43,844	59,058	68,370		101,935
Local/Municipal Government	41,242	39,972	52,634	32,952	41,461

* Industry employment suppressed by CT Dept. of Labor

Source: CT Dept. of Labor

Figure 63 – Part C

Employee Wages by Industry in the Region, 2010 (3 of 4)

Ind Name	Norfolk	North Canaan	Roxbury	Salisbury	Sharon
Total - All Industries	31,483	43,231	36,908	43,806	43,863
Agriculture, Forestry, Fishing & Hunting	*	25,879	16,322	28,750	*
Utilities					*
Mining		42,990			
Construction	29,936	49,414	47,105	41,769	41,216
Manufacturing	*	60,068	*	*	*
Transportation & Warehousing	*	*	*	20,861	
Wholesale Trade	*	*	63,409	*	65,068
Retail Trade	42,054	31,744	*	30,317	41,126
Information	*	*	31,606	52,749	*
Finance & Insurance	83,449	48,848	115,867	104,641	38,621
Real Estate & Rental & Leasing	*	*	*	31,101	49,963
Professional, Scientific, & Technical srvcs	47,026	40,120	32,033	76,380	87,676
Admin & Waste Mngmnt & Remediation srvcs	24,315	32,387	31,466	35,674	38,894
Management of Companies & Enterprises		*	*	*	
Health Care & Social Assistance	*	34,433	27,101	36,011	44,955
Educational srvcs	*		*	50,583	*
Accommodation & Food srvcs	*	14,430	*	20,168	*
Arts, Entertainment, & Recreation	*	*	*	*	38,749
Other srvcs (except Public Administration)	21,050	34,444	34,638	30,170	41,776
Unclassifiable/unknown industry					*
Total Government	39,633	47,024	35,747	48,716	37,760
Federal Government	33,323	31,517	39,454	47,204	42,611
State Government	79,971	67,416	79,971	79,971	
Local/Municipal Government	39,583	33,076	34,444	48,562	37,376

* Industry employment suppressed by CT Dept. of Labor

Source: CT Dept. of Labor

Figure 63 – Part D

Employee Wages by Industry in the Region, 2010 (4 of 4)

Ind Name	Torrington	Warren	Washington	Winchester
Total - All Industries	41,302	37,782	41,868	39,748
Agriculture, Forestry, Fishing & Hunting	*		*	
Utilities	100,404			
Mining				
Construction	72,611	34,154	39,583	32,080
Manufacturing	48,491	38,810	31,124	50,068
Transportation & Warehousing	*			28,566
Wholesale Trade	56,074	*	35,469	39,350
Retail Trade	27,798	*	29,716	30,166
Information	67,187	48,931	34,446	66,813
Finance & Insurance	58,022		56,670	31,560
Real Estate & Rental & Leasing	34,159		155,034	*
Professional, Scientific, & Technical srvcs	47,587	69,466	44,849	40,166
Admin & Waste Mngmnt & Remediation srvcs	22,283	28,237	56,640	26,532
Management of Companies & Enterprises	*			57,309
Health Care & Social Assistance	42,527		*	34,859
Educational srvcs	*		45,115	45,601
Accommodation & Food srvcs	15,082	*	25,416	12,646
Arts, Entertainment, & Recreation	16,600		38,374	*
Other srvcs (except Public Administration)	19,495	58,962	33,358	16,951
Unclassifiable/unknown industry				
Total Government	52,880	50,069	52,538	47,144
Federal Government	61,695		46,745	67,490
State Government	58,353		79,971	36,278
Local/Municipal Government	49,818	50,069	52,845	52,195

* Industry employment suppressed by CT Dept. of Labor

Source: CT Dept. of Labor

Connecticut Economic Resource Center, Inc.

Implication

- A focus of the region's economic development efforts should be on adding more businesses in higher wage occupational sectors to improve the standard of living of the region's residents and offer employment that would attract or retain residents with higher job skills and wage expectations.

Municipal Fiscal Data

Figure 64 – 67 provide data related to the fiscal situation of the region's communities.

Figure 64 shows the per capita Grand List per Capita for each community, the Northwest Connecticut region, and Connecticut. Figure 64 shows that while the region as a whole has a higher Grand List than the State, there is great disparity among the region's 20 communities. Five communities (Washington, Roxbury, Salisbury, Cornwall, and Sharon) have a Grand List per Capita in excess of $300,000. Conversely, six communities (Torrington, Winchester, Hartland, Barkhamsted, Harwinton, and New Hartford) have a Grand List per Capita less than $100,000. This includes the two largest population communities who could be expected to have the highest service demands.

Figure 64

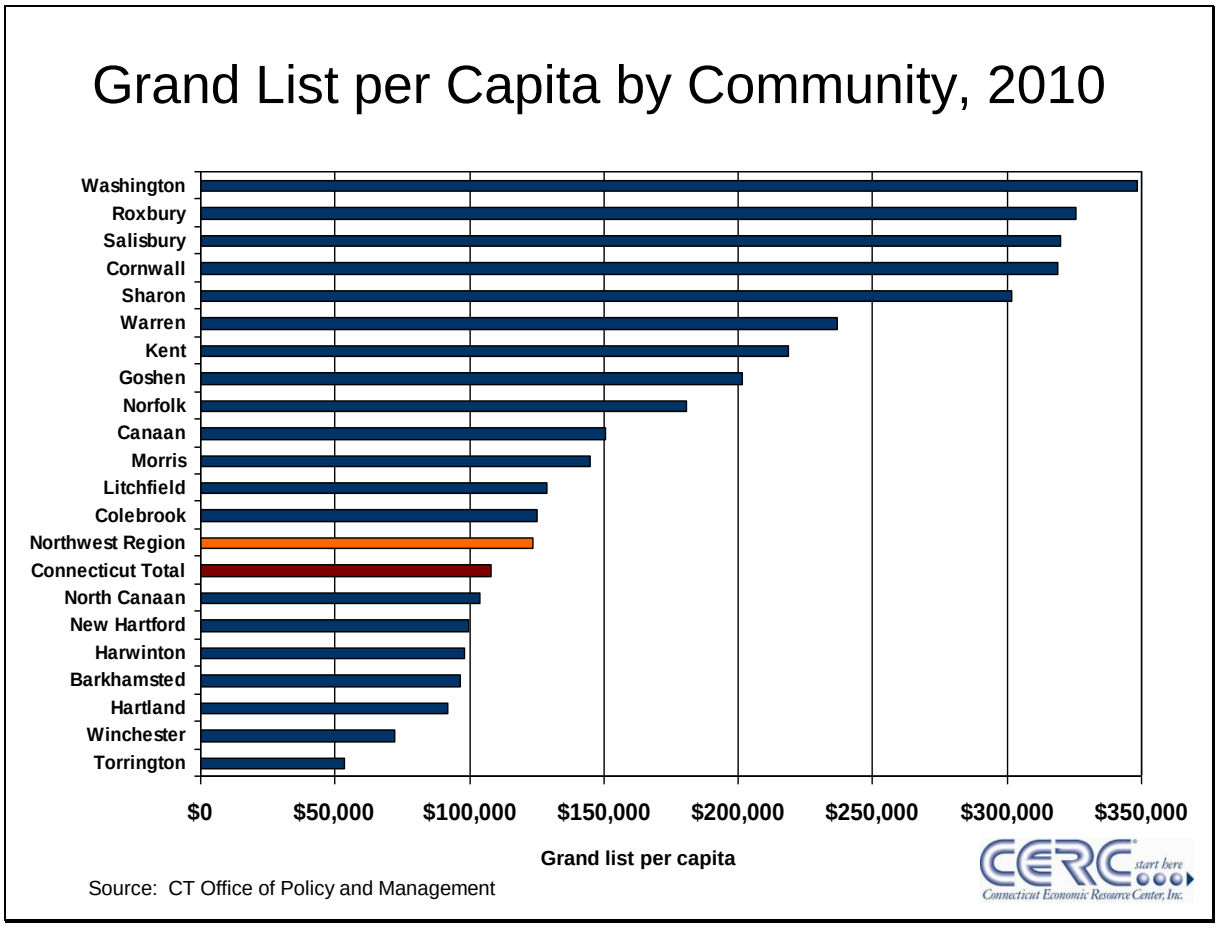


Figure 65 shows how municipal Grand Lists have grown in the 2000 – 2010 decade and compares that with the region and State's Grand List growth. As with the prior Figure 61, great disparities among the region's communities are evident, particularly for Torrington, whose Grand List grew by less than 10 percent during the decade, compared with five communities (Warren, Goshen, Sharon, Roxbury, and Cornwall) that had Grand List Growth of 150 percent or more. In general, Grand List growth in the region has lagged that of the State during the 2000 - 2010 decade.

Figure 65

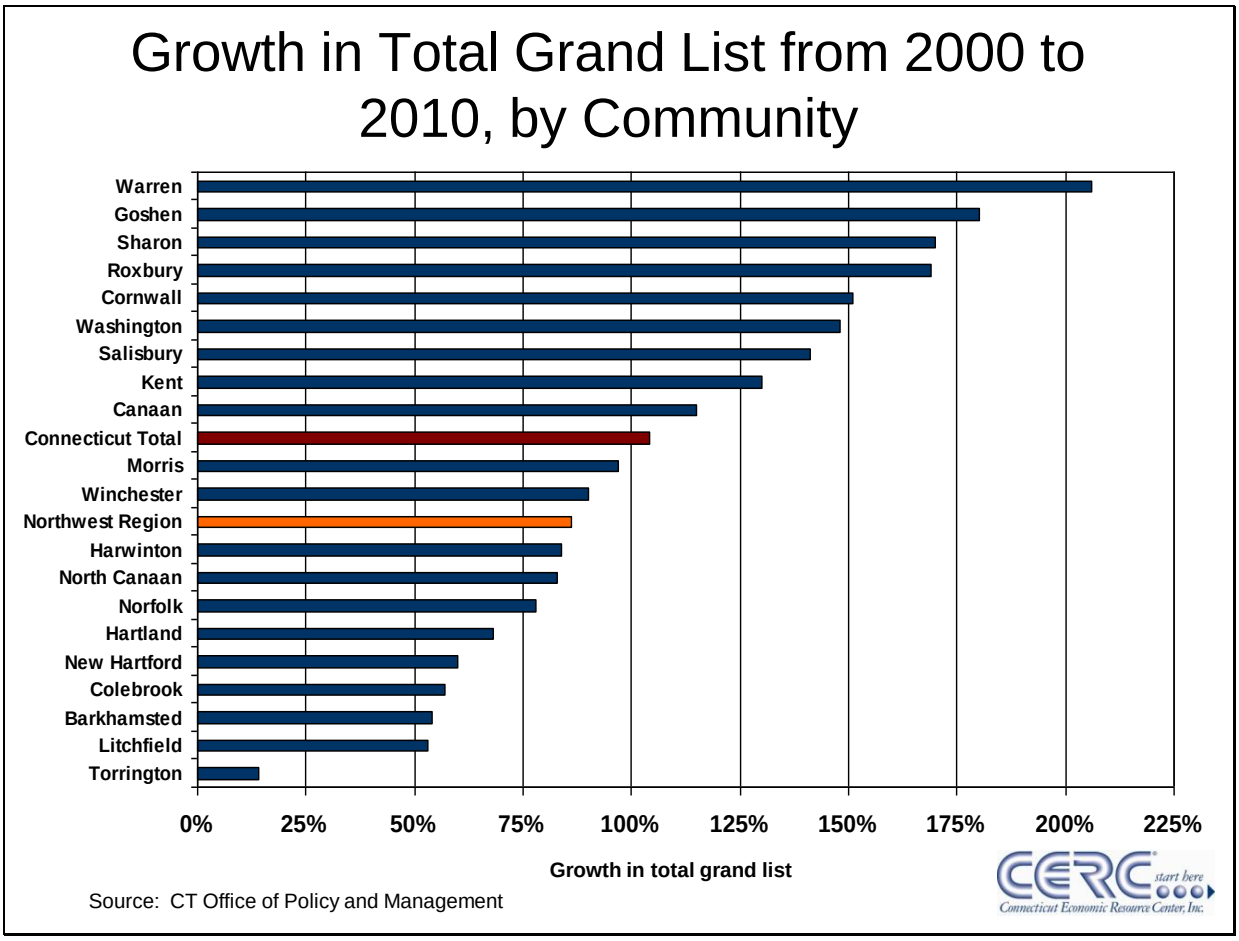


Figure 66 shows the commercial and industrial portion of each community's total Grand List in both 2000 and 2009 and how the region compares with the State. For most communities in the region (as well as the State), the commercial and industrial portion of the total Grand List declined between 2000 and 2009, reflecting the run-up in housing values experienced by much of the country. North Canaan, Torrington, and Canaan were the only exceptions.

Figure 66

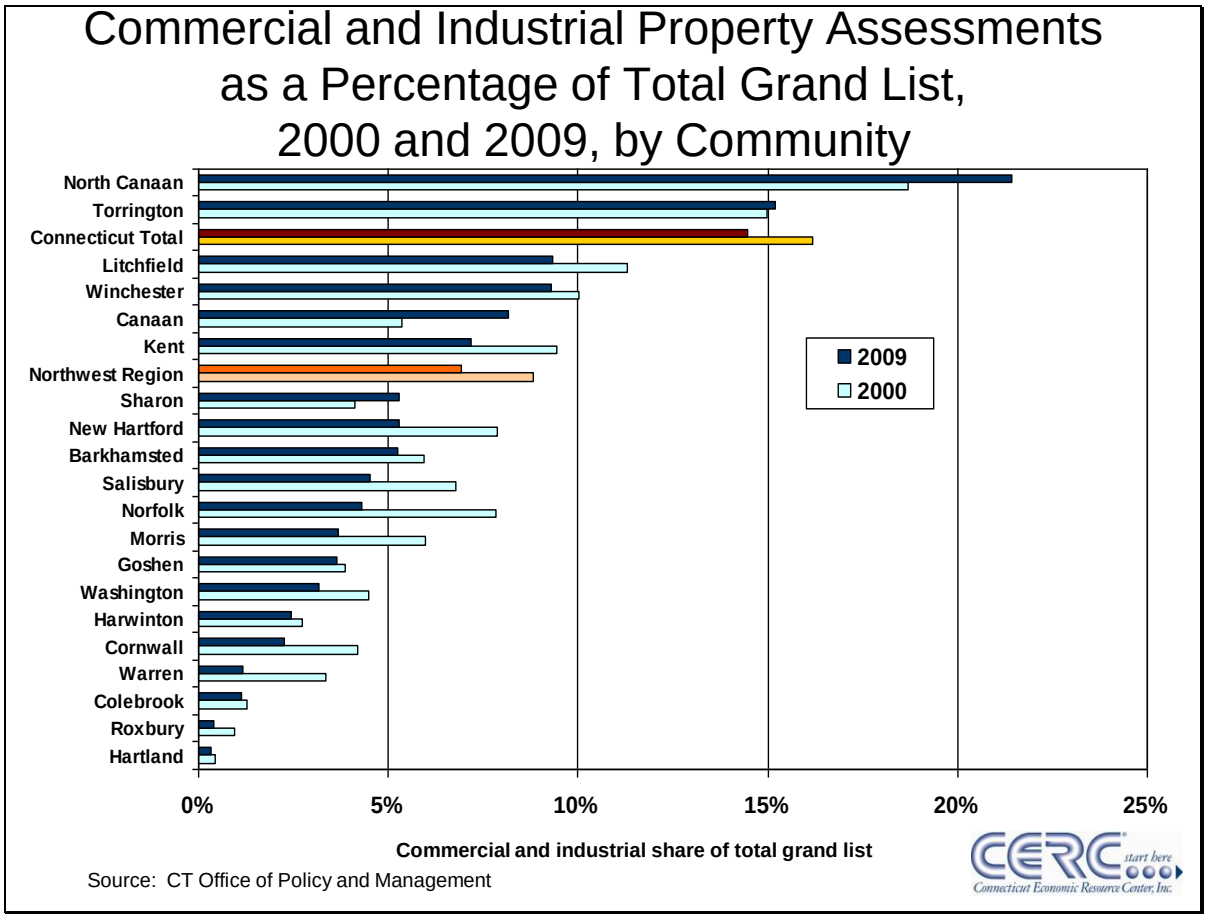


Figure 67 shows the percentage growth between 2000 – 2009 in the commercial and industrial portion of each community's Grand List as well as for the region and State. Only 4 communities in the region (Canaan, Goshen, Sharon, and North Canaan) experienced a higher percentage growth in their Grand Lists than the State as a whole.

Figure 67

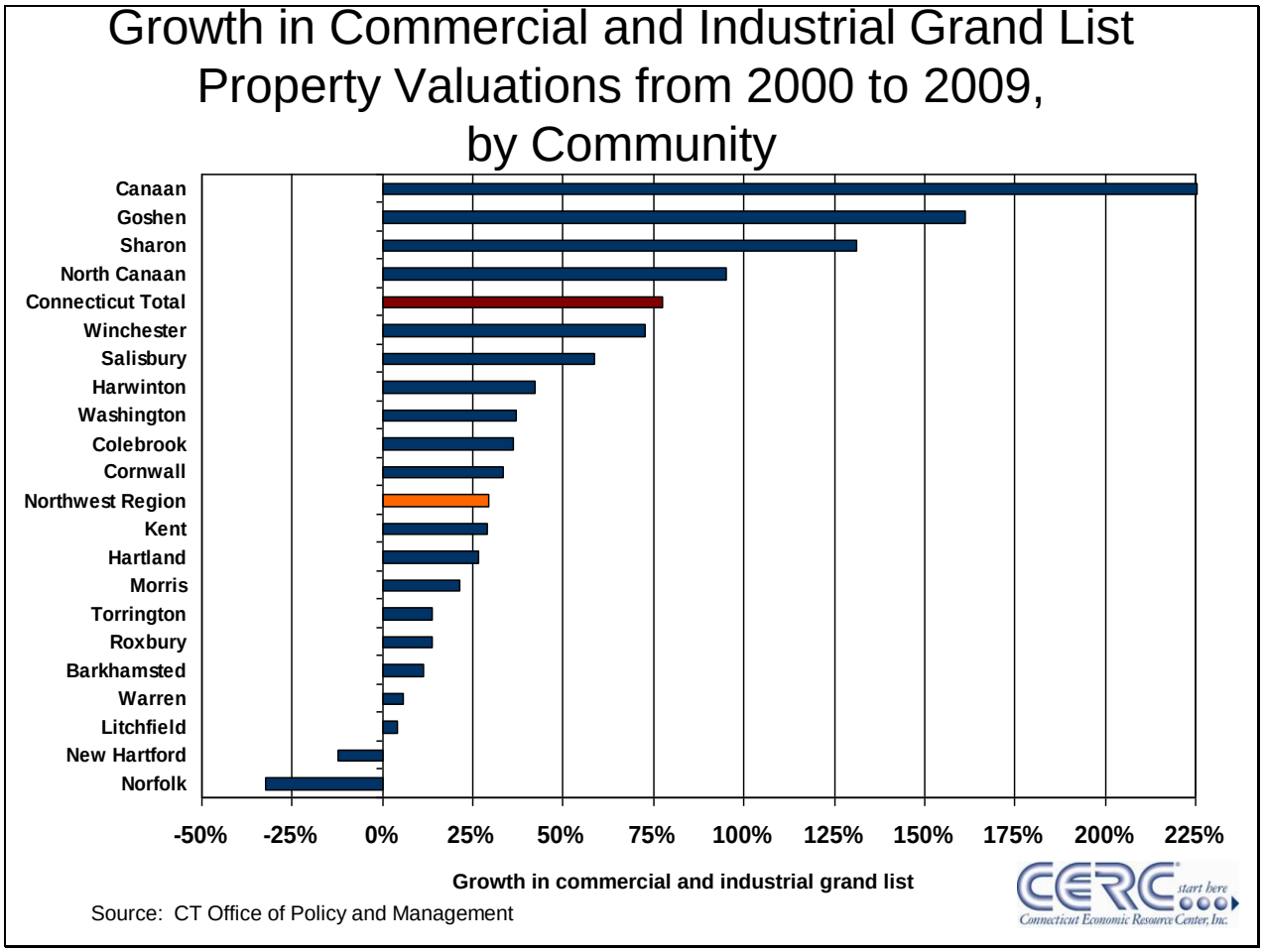


Table 6 shows how the total Grand Lists and business commercial and industrial portion of those Grand Lists for region, State, and regional communities have changed between 2000 and 2009. While Grand Lists grew in all communities, there was a wide range from 202.4 percent in Warren to only 12.0 percent in Torrington. Perhaps more importantly, the great disparities among the region's communities can be seen again in the growth in the business portion of the Grand Lists, which ranged from 225.6 percent in Canaan to an actual decline of 12.2 percent in New Hartford and 32.5 percent in Norfolk.

Table 6

Percentage Growth in Grand List and Commercial & Industrial Portion, 2000-20009

Area	% Growth in Total Grand List – 2000 - 2009	% Growth in Commercial & Industrial Portion of the Grand List – 2000 - 2009
Connecticut	98.9	77.6
Northwest Region	65.7	29.6
Barkhamsted	25.5	11.1
Canaan	113.9	225.6
Colebrook	55.7	36.1
Cornwall	147.8	33.4
Goshen	178.6	161.4
Hartland	67.1	26.7
Harwinton	59.2	42.2
Kent	69.6	29.0
Litchfield	26.3	4.1
Morris	97.3	21.4
New Hartford	31.1	-12.2
Norfolk	22.9	-32.5
North Canaan	70.4	95.2
Roxbury	168.2	13.6
Salisbury	136.7	58.5
Sharon	79.4	131.3
Torrington	12.0	13.8
Warren	202.4	5.7
Washington	94.1	37.0
Winchester	86.2	72.8

Implications

- In a state like Connecticut where municipal budgets are highly dependent on real estate property taxes, growth in the Grand List is necessary to allow for the provision of services at reasonable cost, while accounting for inflation.

- An adequate business portion of the Grand List is often (but not always) desirable to reduce the local tax burden on homeowners. The region's communities show great variations in Grand List per capita and growth in the business portion of their Grand Lists, that may make it increasingly difficult for some to maintain reasonable tax rates, particularly in view of the lingering effects of the most recent recession.
- Additional economic development is necessary in many of the region's communities to maintain a reasonable tax rate.

Summary of the Implications of this Economic & Demographic Analysis

- Because all of the communities in the region are relatively small, none (with the possible exceptions of Torrington, Winchester and Litchfield) can be expected to provide the complete mixture of retail, service, or employment opportunities needed by residents. Rather, these needs must be met on a regional basis.
- The region's lack of population density makes it difficult to justify locating retail and service businesses in many of the smaller communities.
- Larger communities such as Torrington, Winchester and Litchfield have historically been the centers of economic activity and will continue in that role.
- Good road networks are necessary to provide convenient commuting between places of residence and work, and convenient access to necessary goods and services.
- Population growth in the region through 2016 will not justify the establishment of many new businesses that are dependent on serving just regional residents.
- Businesses that serve both the resident population and tourists will have a better chance of succeeding.
- Retail and service businesses that can combine in-shop sales with phone-in order fulfillment and/or Internet sales will have the best chance of succeeding.
- Adequate telecommunications and data transmission services are necessary to support the region's merchants.
- Population growth through 2016 will not markedly increase the region's labor pool.
- Adequate road networks are necessary to provide the largest labor pool for the region's employers, particularly those that do not have close proximity to Route 8.
- The region's aging population and workforce could become a problem in the future for jobs requiring physical labor and for maintaining an adequate number of people in the workforce.
- An increased focus on incumbent worker training may be necessary to assist older workers in obtaining new skills.
- Appropriate employment opportunities and quality of life factors will be critical in retaining the slightly growing "young worker" group in the region.
- There will be an increasing demand for goods and services desired or needed by older residents.
- The region's small, widely mixed, and broadly distributed ethnic population provides limited support for development of any ethnically-focused, niche markets.

- Torrington and Winchester have the greatest potential of developing such an ethnically-focused, niche market over time if the region's minority population continues to grow.
- Growth in the number of households and/or families can indicate a growing need for locally based retail or service establishments and the opportunity to create those types of businesses in growing communities.
- Growth in the number of single-person households would suggest a different market than for family households, with the type of products or services needed varying by age group.
- The region's abundance of vacant dwelling units for seasonal or recreational use hides a small inventory of available rental units.
- The region's lack of rental housing can be an obstacle for attracting and retaining younger workers or others who are unable to cover the down-payment and/or occupancy costs of owning a house.
- Information on Household and Family composition can be important data in identifying retail or service needs and opportunities. As recognized in ESRI's Tapestry Segmentation Manual (see http://www.esri.com/data/esri_data/tapestry for an interactive "poster" summarizing ESRI's 65 market segments), different consumer or lifestyle groups have different characteristics and purchasing preferences and patterns. This type of market segmentation is frequently used by merchants and particularly those in the major chains) in selecting new store locations. Without taking income into account (see the section on Income later in this analysis), but factoring in the age and housing occupancy breakdowns discussed above, a majority of the Northwestern Connecticut population may fall into a combination of three Tapestry Lifestyle Groups in the ESRI Tapestry Manual: Traditional Living, Factories and Farms, and Senior Styles.

  The Traditional Living group is described in the manual as follows:

  > The four segments in *Traditional Living* convey the perception of real middle America—hardworking, settled families. The group's higher median age of 38 years also conveys their lifestage—a number of older residents who are completing their child-rearing responsibilities and anticipating retirement. Even though they're older, many still work hard to earn a modest living. They typically own single-family homes in established, slow-growing neighborhoods. They buy standard, four-door American cars, belong to veterans' clubs and fraternal organizations, take care of their homes and gardens, and rely on traditional media such as newspapers for their news.

  The Factories and Farms group is described in the manual as follows:

  > The segments in the *Factories and Farms* summary group represent rural life—from small towns and villages to farms. Employment in manufacturing and agricultural industries is typical in these small, settled communities across America's breadbasket. Population change is nominal, and the profile is classic. Most households are families, either married couples or married couples with children. By age, the residents of *Factories and Farms* mirror the U.S. distribution, with slightly more retirees. Median

household income is a bit lower, almost $40,524, but so is the home value of $92,572. Most own their homes. Their lifestyle reflects their locale, emphasizing home and garden care, fishing and hunting, pets, and membership in local clubs.

The Senior Styles group is described as follows:

More than 14.4 million households in the nine *Senior Styles* segments comprise one of the largest LifeMode summary groups. As the U.S. population ages, two of the fastest growing American markets are found among *The Elders* and the *Silver and Gold* segments. *Senior Styles* segments illustrate the diversity among today's senior markets. Although incomes within this group cover a wide range, the median is $45,396, attributable mostly to retirement income or Social Security payments. Younger, more affluent seniors, freed of their child-rearing responsibilities, are traveling and relocating to warmer climates. Settled seniors are looking forward to retirement and remaining in their homes. Residents in some of the older, less privileged segments live alone and collect Social Security and other benefits. Their choice of housing depends on their income. This group may reside in single-family homes, retirement homes, or highrises. Their lifestyles can be as diverse as their circumstances, but senior markets do have common traits among their preferences. Golf is their favorite sport; they play and watch golf on TV. They read the newspaper daily and prefer to watch news shows on television. Although their use of the Internet is nearly average, they are more likely to shop through QVC than online.

These descriptions should be useful to the Northwest Connecticut region in identifying the types of retailers or service providers that would have the most patronage from residents.

- The relatively high cost of housing in a high cost state has important implications for the region in being able to provide affordable housing for the region's workforce.
- The high proportion of vacant dwelling units in the region, because they are used for seasonal, recreational, or occasional occupancy, has a bearing on tourism, retail and affordable housing opportunities. There is a noticeable difference between the LHCEO and NWCCOG planning regions in this type of housing.
- The region's lower portion of residents with advanced degrees, and its high percentage of residents with only a high school diploma or GED, may be a weakness in recruiting companies looking for a highly educated workforce.
- In particular, Torrington and Winchester are weak in these educational attainment areas. However, companies locating in these communities can draw from a regional labor pool with a higher level of education.
- An adequate road network is needed to facilitate commuting from place of residence to educational institutions.

- Recognizing that official unemployment statistics underreport the actual unemployment and underemployment situation, there is an obvious need for additional employment opportunities in the region.
- The region's very small growth (just over 1 percent) in labor force between 2000 and 2011 does not suggest that the region can support significant economic growth. However, the region's more than 4,700 unemployed, as well as discouraged workers and underemployed workers, must also be taken into account. Efforts to document the actual availability of workers in the region would be worthwhile.
- The Northwest Connecticut region has a high median household income, indicating a significant level of disposable income. However, this must be viewed in the context of the cost of living in Connecticut and the region.
- Retail or personal service businesses seeking locations within the region have a wide range of options given the favorable distribution of high income households and supporting road network lining the region's communities.
- There is a need to increase the annual earnings of the residents of the region to keep pace with earnings across the state. The region's lower average annual earnings are in part a reflection of the significant level of employment in the region in retail trade and accommodations and food services, both frequently lower wage jobs.
- The Northwest Connecticut region has the potential to diversify its economy across a wide cross-section of industry sectors, many of which offer wages that will help improve the region's economy and standard of living.
- Increasing the annual earnings of the region's residents will depend on the region's ability to recruit or create jobs in higher paying sectors such as finance and insurance, manufacturing, professional and technical services, and management of companies and enterprises.
- A focus of the region's economic development efforts should be on adding more businesses in higher wage occupational sectors to improve the standard of living of the region's residents and offer employment that would attract or retain residents with higher job skills and wage expectations.
- In a state like Connecticut where municipal budgets are highly dependent on real estate property taxes, growth in the Grand List is necessary to provide municipal services at reasonable cost while accounting for inflation.
- An adequate business portion of the Grand List is often (but not always) desirable to reduce the local tax burden on homeowners. The region's communities show great variations in Grand List per capita and growth in the business portion of their Grand Lists; that may make it increasingly difficult for some to maintain reasonable tax rates, particularly in view of the lingering effects of the most recent recession.
- Additional economic development is necessary in many of the region's communities to maintain a reasonable tax rate.

Economic Development Strengths, Weaknesses, Issues and Opportunities

Table 7 provides a summary listing of Northwest Connecticut's primary strengths and weaknesses as a location for business, as accumulated from the variety of input and research methodologies used in preparing this CEDS and Action Agenda. Items noted in bold were cited by numerous sources.

The strengths and opportunities listed in Table 7 help to identify attributes that support business attraction, creation, retention, expansion and transition. The weaknesses and issues help to identify community and regional attributes that may require attention in order to improve Northwestern Connecticut's competitiveness. The Initiatives set forth later in this CEDS were selected, in part, to capitalize on strengths and opportunities, address issues, and correct weaknesses.

Table 7
Northwest Connecticut Strengths/Opportunities and Weaknesses/Issues Summary

Strengths/Opportunities	Weaknesses/Issues
Location and Access to Markets	
▪ **Location near NYC, Boston, Springfield markets and amenities** ▪ Access to Bradley International Airport ▪ Western section of state attracts more people with disposable income	▪ Economic isolation needs to be overcome ▪ Perceived isolation ▪ Lack of awareness of region ▪ Not enough markets for all the small, new farmers ▪ Lack of delivery system for small farmers' products
Transportation	
▪ **Good north-south routes (7 and 8)** ▪ Lack of traffic congestion on Route 8 and other state highways ▪ Proximity to Bradley International Airport and Stewart International Airport (Newburgh, NY)	▪ **Lack of good east-west highways** ▪ Lack of public transportation options ▪ Limited railroad services in NW CT ▪ Limited pedestrian and bicycle infrastructure
Utilities and Telecommunications	
▪ Areas with access to major water supply ▪ Quality water supply ▪ Reliable public utilities	▪ **Lack of broadband access in some areas** ▪ Cost of electricity ▪ Lack of, or limited capacity of, public sewer service in certain growth areas
Infrastructure (Other)	
▪ Potential for infrastructure growth in urban centers ▪ Wind generation potential ▪ Agricultural – locally grown & made – fairs ▪ Growth of local farmers' markets	▪ Pockets of limited capacity in areas with development potential ▪ Opposition to wind generation ▪ Poor condition of rail trackage ▪ Agricultural and manufacturing infrastructure is fragile, dependent on a few large operations

Strengths/Opportunities	Weaknesses/Issues
Workforce	
▪ Availability of diverse skills in region ▪ Socio-economic diversity provides opportunity ▪ Interested youth ▪ Many potential new employees ▪ Increased interest in small farming, new farmers	▪ **Aging population** ▪ Availability of jobs ▪ Lack of workforce for manufacturers ▪ Lack of opportunities with higher salaries ▪ Demographic changes present major challenges—school population ▪ New farmers need training and assistance with new types of agribusiness
Education	
▪ **UConn-Torrington and NW CT Community College** ▪ Opportunities for vocational-technical and vocational-agriculture education ▪ Trade Schools ▪ Local education systems	▪ **Lack of awareness of Institutes of Higher Education** ▪ Efficiency of educational programs ▪ Lack of certifications – training/education ▪ Funding for programs of choice, disparity of impact on "sending" & "host" schools
Business Climate	
▪ **Very supportive Chamber of Commerce** ▪ Business friendly climate throughout region	▪ **High cost of doing business in state** ▪ Depressed economy ▪ Economic base has eroded ▪ Burdensome state regulations
Taxes	
Tax abatements in some towns (enterprise zone)	▪ **Over reliance on property taxes** ▪ Fiscal pressures on municipalities ▪ Fiscal limitations
Support Services	
▪ **Active banks in the region** ▪ Regional cooperation is strong ▪ Long-standing service institutions ▪ Chamber of Commerce ▪ Good concentration of local business ▪ Network of support companies ▪ Agricultural infrastructure, such as large animal vets and milk pick up	▪ Housing limitations in rural areas ▪ No city-like services ▪ Lack of food processing facilities – community kitchens, freezers ▪ Mismatch between place of residence and need for volunteer emergency service workers ▪ Lack of a slaughterhouse
Available Sites and Buildings	
▪ Sites in region are listed in CERC's database ▪ Land for farming available	▪ Rental land for farming dependent on large producers ▪ Brownfields requiring clean-up
Financing & Incentives	
▪ **Cooperative local banks - Community Banks** ▪ Available programs for land and buildings, machinery & equipment.	▪ Lack of consistent regional funding from the state
Public Services/Facilities	
▪ Ability to regionalize ▪ History of LHCEO & NWCCOG working	

Strengths/Opportunities	Weaknesses/Issues
together ▪ Schools	
Quality of Life	
▪ **Beautiful area/natural beauty/nice environment/character** ▪ **New England Village Centers/Main Streets** ▪ **Arts, culture and entertainment** – myriad opportunities of all types ▪ Peaceful, serene ▪ National wild & scenic Farmington River ▪ National Heritage Area ▪ Appalachian Trail ▪ Rivers and related recreation ▪ Significant network of protected open space ▪ Quality of life is regional strength ▪ Sports and Recreation ▪ Self-sustaining community ▪ Longevity of residents ▪ Volunteerism ▪ Significant events ▪ No casino in the region ▪ Authentic New England Experience ▪ Community based – intimate scale ▪ Access to good doctors in region ▪ Great place to live and bring up a family ▪ A cluster of many small farms and farmers' markets ▪ Affordable housing - relative	▪ **Lack of amenities sought by younger residents** ▪ **Inadequate affordable housing** ▪ Sector not equal to cultural diversity
Image and Visibility	
▪ Safety of local communities in most areas, some areas of concern ▪ Small enough region that leaders are visible and active ▪ Region enjoys a positive image ▪ Importance of Arts is recognized	▪ **Lack of an coordinated/integrated regional approach to marketing** ▪ **Lack of clear identity/brand** – NW CT - Litchfield Hills – Litchfield County ▪ Erosion of value of culture ▪ Poor signage (lack of uniqueness)
Other Topics	
▪ Interested business community: creativity and support for new ideas and collaborations ▪ Good concentration of mfg. businesses	▪ **Resistance to land use and other changes (the NIMBY Syndrome)** ▪ Need for stronger state-based tourism office ▪ Small farmers are not organized into a co-op, collaborative marketing group ▪ Large dairy farms are biggest meat producers

Visioning and Action Planning

Regional Vision Statement

Northwest Connecticut, a place of exceptional scenic beauty with an ideal balance of open space, development, vibrant and quaint community centers, diverse historic and cultural amenities, life-long learning for 21st century skills, and a healthy and diversified economy, is a special place for all people to live, work, play, visit, relax, and operate successful businesses.

Regional Goals

The following Goals were adopted by the Strategy Committee as the foundation for this CEDS and Action Agenda:

1. **Agriculture and Conservation**: Keep Northwest Connecticut's farmers farming by supporting sustainable, economically viable agribusiness, while simultaneously protecting environmentally sensitive areas, and maintaining the scenic beauty and open space of our region as essential parts of the region's economy, tourism, recreation, and quality of life.

2. **Brownfields, Commercial Real Estate and Construction**: Assure the Northwest Connecticut region has an adequate supply of fully serviced and cost-effective real estate for business growth through a program of infill development, selective demolition and redevelopment, brownfield reuse, and new development.

3. **Culture, Tourism and Film**: Support the region's multitude of cultural, historical and tourism opportunities and make Northwest Connecticut a recognized destination by improving awareness of the region through effective packaging, promotions and place-making.

4. **Education and Workforce**: Assure that Northwest Connecticut's education and workforce delivery system and programs (including workforce housing) provide an exemplary level of life-long learning opportunities for all residents and continually deliver the 21st century skills to meet current and future needs of our businesses and those we would like to locate or start here.

5. **Infrastructure**: Provide the infrastructure necessary to support economic growth in Northwest Connecticut by preparing and implementing a comprehensive regional infrastructure planning process and plan for the region's transportation, utility and telecommunication resources.

6. **Manufacturing**: Retain and actively pursue the expansion of the region's manufacturing base and identify niches for which Northwest Connecticut is best suited.

7. **Small Businesses, Services and Retail Sector**: Assure that Northwest Connecticut's personal, business and services needs are adequately met by supporting and growing the

region's small business, services, and retail sector to meet current and future needs of the region's residents and businesses; reducing the failure rate of small, service and retail businesses; and assuring that residents and businesses are well-informed about available personal, business and social services.

8. **Cross-cutting Goal:** Cutting across these seven specific Goals is the cross-cutting Goal of improving and enhancing the economic vitality and quality of place of the downtown and neighborhood centers in the region's many cities, towns, and villages.

Regional Projects

Prioritization Criteria

As part of the preparation of this CEDS, the Northwest Connecticut CEDS Strategy Committee developed and officially adopted a set of evaluation criteria and a scoring system for use in identifying those projects that the region currently considers its top priorities. The criteria and scoring system were developed prior to soliciting project nominations so there would be broad agreement on the criteria before any projects were discussed. The criteria and scoring system reflect both those of importance to the U.S. Economic Development Administration (EDA) as well as to the region's leadership. The decision was made by the Steering Committee to segment projects into two groups – Capital Projects and Non-capital projects.

Solicitation Process

The criteria were then incorporated into a "Northwest Connecticut CEDS Project Solicitation Form" which was approved by the Strategy Committee for dissemination. This form also showed the scoring system so that respondents would be aware of how their submissions would be scored. This Project Solicitation Form, along with a "Project Solicitation Instruction Sheet" (see Exhibits 9 and 10), were then provided to the region's two regional planning organizations (LHCEO and NWCCOG); each of the region's 20 communities; and other organizations involved in the region's economic development. Two months were allowed for submission of projects so that communities would have adequate time for any required meetings.

Master List of Suggested Projects

Twenty-one (21) projects were submitted; these are segmented in Table 8 below as Vital (Priority) and Other Projects. The project consultant prepared a preliminary scoring of the projects using the previously established criteria and scoring system incorporated into an Excel spreadsheet format. These evaluation criteria were:

- Status of the proposed project (Ready-to-go or Planning Stage)
- Clarity of the vision, scope and details of the project
- Feasibility of the project within market, budgetary, regulatory or other measures
- Project budget and supporting documentation (Firm, Estimated or Unknown)
- Status of project funding (Already committed, Expected to be committed, or Uncommitted;

percentage of non-EDA funding Significant, Moderate or Small/none)
- Status of environmental reviews (Completed, In-process, Planned, Not considered yet, Not applicable)
- Control of the project area (All, Some, None, Not applicable)
- Status of land use approvals
- Regional economic impact
- Number of jobs either saved or created
- Community/organizational ranking of project

This preliminary scoring was then reviewed and refined by the CEDS Steering Committee at a meeting held on October 18, 2012. The Steering Committee established a threshold of 60% of possible points (60 points for Capital Projects and 51 points for Non-capital projects) for listing as a Priority Project. Two projects were combined because they were elements of the same sewer line construction in adjacent communities, resulting in a total of 20 projects.

Vital (Priority) and Other Projects

As a result of the scoring review, the list of Priority and Other Projects shown in Table 8 was developed by the Steering Committee for submission to the full Strategy Committee, which was endorsed at its meeting of January 23, 2013.

Table 8

Northwest Connecticut CEDS Priority and Other Projects

Capital Projects	Non-capital Projects
Vital (Priority) Projects (in declining order of scoring)	
Short-Term Projects ▪ Torrington Downtown Municipal Development Plan ▪ Torrington South Main Street/Litchfield Thompson Road Sewers and Water ▪ Northwest Transit Maintenance Facility ▪ New Hartford Cottage Street Area Sewer Line Extension ▪ Colebrook Historical Society Museum External Renovations ▪ Norfolk Village Sidewalks ▪ Winchester Main Street Reconfiguration ▪ Winsted Market ▪ Barkhamsted RRDD Industrial Park **Long-Term Project** ▪ Housatonic Railroad/Berkshire Rail Line Passenger Project	▪ Northwest Connecticut Village Center Initiative

Table 8 - continued Northwest Connecticut CEDS Priority and Other Projects	
Capital Projects	**Non-capital Projects**
Other Projects (in declining order of scoring)	
▪ Norfolk City Meadows ▪ Colebrook Town Hall Exterior Preservation ▪ Riverton-New Hartford Multi-purpose Trail ▪ Torrington Fat-Oil-Grease Facility ▪ Barkhamsted Route 44 Sewers	▪ Harwinton Business Incubator ▪ Harwinton Town Brochure and Directory ▪ Harwinton Economic Development Website Development ▪ Torrington Industrial Park Planning

Table 9 on the following page provides additional detail on the 11 projects ranked as Vital (Priority) for the Northwest Connecticut Region as well as the Other 9 projects submitted.

Table 9
Details of Regional Vital (Priority) and Other Projects (in declining order of scoring)

Vital (Priority) Projects – Short Term							
Project Name	**Relates to Goal #**	**Project Location**	**Lead Organization**	**Project Description**	**Jobs**	**Estimated Total Cost**	**Non-EDA Funding Sources**
Torrington Downtown Municipal Development Plan	2 Cross-cutting	Torrington	Torrington Development Corporation	Implementation of Downtown Torrington Revitalization Plan	100 Construction 100 Full-time 250 Part-time	$14,000,000	ConnDOT City Private Investment
Torrington South Main Street/ Thomaston Road Sewers and Water	5	Torrington and Litchfield	Torrington and Litchfield	Extension of water and sewer to serve a primary business route in two adjacent communities	Unknown	Torrington Phase 1 $1.2 million 2 $1 million 3 $1 million	$200,000 private City/Town, DEEP Grant/Loan STEAP Grant DECD
Northwest Connecticut Village Center Initiative	Cross-cutting	Kent, Cornwall, Sharon, Salisbury, Canaan, Norfolk, Goshen	Northwestern Connecticut Regional Planning Collaborative	Implementation of plan for revitalization of small village centers throughout the region	358 Full-time	$610,500	Foundations Private Investment Towns STEAP DECD CT Main Street
Northwest Transit Maintenance Facility	5	Located in Torrington Serves Region	NW CT Transit District	Creation of centralized bus storage, maintenance and dispatch center for the NW CT Transit District	10 Construction 12 Permanent	$8,000,000	FHWA ConnDOT
New Hartford Cottage Street Area Sewer Line Extension	5	New Hartford	New Hartford	Sewer line extension supporting 20 acres of undeveloped commercial land and adjacent residential area	Unknown	$2,000,000	DEEP Grant/Loan STEAP Grant
Colebrook Historical Society Museum External Renovations	3	Colebrook	Colebrook	Renovation of Colebrook Historical Museum Exterior	4 Construction 4 Permanent	$77,500	DECD Town Other Grants
Norfolk Village Sidewalks	3	Norfolk	Norfolk	Downtown sidewalk repair to make the village more pedestrian and visitor friendly	6 Construction	$250,000	Town LoCIP Grant
Winchester Main Street	5, 7	Winchester	Winchester	Continued implementation of	50	$4,000,000	Town

Reconfiguration	Cross-cutting			improvements to Main Street in Downtown Winsted business district	Construction 30 Full-time 30 Part-time		US DOT State
Project Name	**Relates to Goal #**	**Project Location**	**Lead Organization**	**Project Description**	**Jobs**	**Estimated Total Cost**	**Non-EDA Funding Sources**
Winsted Market	2, 7	Winchester	Winchester	Conversion of vacant mill into multi-purpose, downtown business center	20 Construction 20 Full-time 10 Part-time	$2,000,000	DECD Property owner Business owners
Barkhamsted RRDD Industrial Park	2	Barkhamsted	Barkhamsted	Development of an Industrial Park at the Regional Refuse Disposal District #1	15 Construction 35 Full-time	$600,000	DECD Town Other Grants
Vital (Priority) Projects – Long Term							
Housatonic Railroad/ Berkshire Rail Line Passenger Project	5	Regional	Housatonic Railroad	Restoration of rail service between Danbury, CT through the towns of Brookfield, New Milford, Kent, Cornwall Bridge, Cornwall, and North Canaan, CT to the MA border	733 Construction 610 Permanent	$165,000,000	State supported RRIF Loan
Other Projects							
Norfolk City Meadows	3	Norfolk	Norfolk	Conversion of man-made wetlands into stormwater park and learning center	Unknown at this time	$700,000	Unknown at this time
Colebrook Town Hall Exterior Preservation	Cross-cutting	Colebrook	Colebrook	Prevention of deterioration of Town Hall exterior	Unknown at this time	$27,500	Unknown at this time
Riverton-New Hartford Multi-purpose Trail	3	Barkhamsted and New Hartford	Barkhamsted and New Hartford	Development of multi-purpose trail connecting two communities	5 – 10	$100,000 - $200,000	Unknown at this time
Torrington Fat-Oil-Grease Facility	5	Torrington	Torrington	Development of facility to convert fat-oil-grease to biodiesel	Unknown at this time	Unknown at this time	Unknown at this time
Harwinton Business Incubator	6, 7	Harwinton	Harwinton	Creation of Harwinton business incubator	10	$10,000	Town budget State grants
Barkhamsted Route 44 Sewers	5	Barkhamsted	Barkhamsted	Installation of sewers to serve Route 44 corridor	Unknown at this time	$2,000,000 - $4,000,000	Unknown at this time
Harwinton Town Brochure and Directory		Harwinton	Harwinton EDC	Develop and publish a Town brochure and directory	0	$2,000	Town budget
Harwinton Economic Development Website Development		Harwinton	Harwinton EDC	Develop economic development section of the Town's website	0	$10,000	Town budget
Torrington Industrial Park Planning	2	Torrington	Torrington	Begin planning of new industrial park	Unknown at this time	Unknown at this time	Unknown at this time

Regional Objectives/Initiatives and Action Agenda

As noted earlier in this document, many potential objectives/initiatives emerged during the Focus Group process that was part of the preparation of this CEDS. At a community workshop held June 27, 2012, the set of possible objectives/initiatives was the subject of a prioritization exercise that asked each of those in attendance to vote on his/her preferred initiatives by allocating a limited number of "dots". This resulted in the selection of the following list of Objectives/Initiatives that would comprise the Northwest Connecticut Economic Development Action Agenda.

1. Agriculture

A. Develop and maintain a regional marketing plan and network to provide year-round markets for local growers and producers.
B. Inventory, assess and improve the infrastructure needs for local growers and producers including the creation of greenhouses to allow for an extended growing season.

2. Brownfields/Commercial Real Estate/Construction

A. Analyze existing and available commercial/industrial sites for potential reuse or potential deconstruction and assure that available properties are listed on the CERC SiteFinder Inventory and other appropriate locations.

3. Culture/Tourism/Film

A. Develop and maintain a regional Culture/Tourism/Film marketing plan for Northwestern Connecticut.

4. Education and Workforce

A. Encourage and promote education and training by trade schools, Northwest Connecticut Community College (NWCCC) and UConn-Torrington.
B. Maintain and expand current programs engaged in workforce training at area high schools, trade schools, NWCCC and UConn-Torrington.
C. Evaluate and document workforce needs of regional employers.
D. Support Fit Together: the Northwest CT Healthy Eating & Active Living Initiative

5. Infrastructure

A. Develop a regional infrastructure plan for Northwest Connecticut that capitalizes on prior transportation and other infrastructure planning carried out by LHCEO and NWCCOG.

6. Manufacturing

A. Develop a long range plan for supporting and expanding manufacturing in Northwest Connecticut.

7. Small Businesses, Services and Retail Sector

A. Adopt the "Complete Street" concept throughout the region to integrate infrastructure plans and improvements to allow for pedestrian and bicycle-friendly town, city and village centers that support small businesses of all types.

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Objective/Initiative #1A: Regional agriculture marketing plan and network

And

Objective/Initiative #1B: Agricultural infrastructure

Objective/Initiative Description:

1A - Develop and maintain a regional marketing plan and network to provide year-round markets for local growers and producers.

1B - Inventory, assess and improve the infrastructure needs for local growers and producers including the creation of greenhouses to allow for an extended growing season.

This Initiative Supports Goal 1 - Agriculture

Background Information

Agriculture has always played an important role in the economy of Northwest Connecticut. This remains true today, despite the fact that the amount of land in the region used for agricultural production has declined significantly, resulting in large areas of second growth forest where farms once were located. The Connecticut Department of Agriculture's website includes a map showing 31 agriculture-related businesses in Litchfield County. The Connecticut Department of Labor's most recent employment reports show 260 people in the Torrington Labor Market Area employed in Agriculture, Forestry, Fishing and Hunting, with 222 of those engaged in Crop and Animal Production.

The agricultural or agribusiness sector factors into the regional economy and quality of place in many ways: as part of the diversity of the regional economy; as part of the heritage and character of this largely rural region; as part of the region's tourism program; and as part of the state's and nation's increasing emphasis on healthy living and wellness. The growing "Farm to Plate" movement nationally is complemented by the state's "Farm to School" and "Farm to Chef" programs.

The Connecticut Department of Agriculture has a number of programs to assist persons in entering, diversifying and expanding agricultural businesses and the Bureau of Agricultural Development & Resource Preservation is the primary Bureau to contact for agriculture business development.

Agriculture is an important sector of the state and regional economy, but it is at risk. An Objective of this CEDS and action is to support the region's agricultural sector through both the development of a regional marketing plan and network to improve agricultural sales and business development opportunities, and improving the infrastructure (for example, processing facilities) needed for support of the sector.

The Vermont Agency of Agriculture was cited as a state government that is aggressive with its mission and programs to assist Vermont entrepreneurs and businesses. In particular, the Divison of Agricultural Development was cited for its leadership role in developing local, regional, national and international markets for Vermont products.

Objective/Initiative #1 Major Action Steps and Schedule

Action Steps	Schedule
1. Establish a Northwest Connecticut Agriculture Task Force.	3rd Qtr 2013
2. Invite all interested parties to participate on the Task Force.	3rd Qtr 2013
3. Establish two Task Force subcommittees focused on: 1) creation of an Agriculture Marketing Plan and Network; and 2) creation of an Agriculture Infrastructure Plan.	3rd Qtr 2013
4. Each subcommittee creates an outline of their work program and a schedule for completion.	4th Qtr 2013
5. Each subcommittee carries out necessary research.	1st & 2nd Qtrs 2014
6. Each subcommittee writes a draft plan focused on their topic and including specific recommendations for implementation, and metrics for measuring performance and success.	3rd Qtr 2014
7. Entire Task Force reviews and comments on draft reports.	3rd & 4th Qtrs 2014
8. Necessary revisions made and final report issued.	1st Qtr 2015
9. Implementation of recommendations.	2nd Qtr 2015

Responsibility

Primary:	Support:
▪ NWCTEDC ▪ Northwest Connecticut Agriculture Task Force	▪ Litchfield Hills Food System Inc. ▪ Maple Spring Farm ▪ Connecticut Cooperative Extension ▪ UConn Extension Center ▪ Local Growers/Producers ▪ Local Agriculture Commissions

Resources Needed

	Item	Amount	Possible Sources
Funding:	▪ Task Force Support ▪ Implementation Support ▪ State wide agriculture funding programs	$1,000 Unknown	▪ NWCTEDC Budget ▪ CT Dept. of Agriculture
Other:	▪ Staff and volunteer time		

Performance Measures

- Regional Agricultural Marketing, Network and Infrastructure Plan completed by March 2015
- Metrics for performance and success measurement used and met in accordance with the Plan

Timeframe

This Initiative is:

☒ Short-term (1-2 years) Planning	☒ Intermediate-term (3-5 years) Planning Completed	☐ Long-term (5+ years)	☒ Continuing Implementation

	Begun	Implementation Begun			

Additional Information

To see information on Connecticut's agriculture section, see:
http://www.ct.gov/doag/cwp/view.asp?a=3260&q=400380&doagNav=|
For samples of agriculture oriented marketing plans, see:
http://www.mplans.com/agriculture_produce_farm_marketing_plan/executive_summary_fc.php
http://www.bplans.com/agriculture_fruit_farm_business_plan/executive_summary_fc.php#.ULjRNWdj5AM
For a website dedicated to agricultural marketing, see: http://agmarketing.umd.edu/
To see information on Vermont's agriculture section, see:
http://www.vermontagriculture.com/agdev/develop.htm
http://www.ct.gov/doag/cwp/view.asp?a=3260&q=431076
http://www.vermontagriculture.com/ARMES/index.html
http://www.vermontbeefproducers.org/

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Objective/Initiative #2: Commercial/industrial property analysis and marketing

Objective/Initiative Description: Analyze existing and available commercial/industrial sites for potential reuse or potential deconstruction and assure that available properties are listed on the CERC SiteFinder Inventory and other appropriate locations.

This Initiative Supports Goal 2 - Brownfields/Commercial Real Estate/Construction

Background Information

In most business recruitment efforts, the availability of suitable real estate ranks as one of the critical elements. Frequently, this can be an important component of business retention and expansion as well. For Northwestern Connecticut, reuse of brownfield sites is also important.

A review of listings in CERC's SiteFinder inventory for the 20 communities in the region found 66 available buildings totaling more than 1.1 million square feet (of which nearly 783,000 is in Torrington), but only 26 sites totaling 485 acres (of which 20 totaling 100 acres are in Winchester, 2 sites totaling 275 acres are in New Hartford, and 1 site of 95 acres is in Litchfield). While 15 of the region's 20 communities have at least one available building, only 5 of the communities have an available site for business development.

Several important points are obvious from even a cursory look at these listings:

- First, the list is incomplete because it depends on a voluntary listing of properties with CERC; therefore, this information understates the region's commercial and industrial real estate resources. Many brownfield properties are probably not included at all.
- Second, those resources must be effectively marketed to maximize the region's competitiveness for obtaining and retaining businesses.
- Third, not all of the available real estate is of equal utility in the competitive marketplace; some buildings do not meet the needs of modern industry, and some sites are not "shovel-ready".
- Fourth, many vacant brownfield sites are not listed with CERC. These sites, which usually have existing utilities, need particular attention. Their abandonment and/or underutilization often create significant obstacles to local revitalization efforts.

Real estate available for commercial development can be an important regional asset. This Objective/Initiative aims at better quantifying that asset by preparing an objective evaluation of properties that are usable as is, those that require improvement, and those where older development should be removed and replaced with new construction. Emphasis will be placed on returning brownfield sites to productive use. In addition, the Objective seeks to increase property marketing efforts by having more available properties listed in the SiteFinder Inventory or marketed more effectively by other means. If/when DECD establishes a Certified Sites program, suitable sites should be included on the list.

Objective/Initiative #2 Major Action Steps and Schedule

Action Steps	Schedule
1. Appoint a person or group to be responsible for this Objective.	2nd Qtr 2014
2. Create an outline of factors to be evaluated in assessing the region's commercial real estate inventory.	2nd Qtr 2014
3. Design a Site and Building Information Template for collection of information needed to complete an assessment.	2nd Qtr 2014
4. Select a process through which sites and buildings will be evaluated, and identify specific outcomes of this evaluation process.	2nd Qtr 2014
5. Working with community representatives, prepare a master list of properties to be evaluated.	3rd Qtr 2014
6. Assure that all appropriate properties are included in the CERC SiteFinder Inventory.	4th Qtr 2014 and Ongoing
7. Carry out the evaluation process.	3rd & 4th Qtrs 2014
8. Prepare a Site and Building Evaluation Report on the results of the evaluation process and recommended next steps.	1st Qtr 2015
9. If/when DECD establishes a Certified Sites program, take action to have suitable sites included on the list.	As appropriate
10. Identify other methods for marketing the region's available commercial and industrial properties.	Ongoing
11. Implement other recommendations from the Site and Building Evaluation Report.	As appropriate

Responsibility

Primary:	Support:
▪ NWCTEDEC	▪ Municipal Economic Development Commissions ▪ Litchfield County Commercial Real Estate Agencies

Resources Needed

	Item	Amount	Possible Sources
Funding:	▪ Project support ▪ SiteFinder Annual Membership ▪ Implementation Support	$1,000 $550 per year Unknown	▪ NWCTEDC Budget ▪ Real estate brokers ▪ Property owners
Other:	▪ Staff and volunteer time		

Performance Measures

- Master list of properties developed by September 2014
- Site and Building Evaluation Report issued by March 2015
- Occupancy or development of property evaluated in this initiative occurs by July 2016

Timeframe

This Initiative is:

☒ Short-term (1-2 years)	☐ Intermediate-term (3-5 years)	☐ Long-term (5+ years)	☒ Continuing Implementation

Additional Information

To access CERC's SiteFinder Inventory, go to: http://cerc.zoomprospector.com/

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Objective/Initiative #3: Regional culture/tourism/film marketing plan

Objective/Initiative Description: Develop and maintain a regional Culture/Tourism/Film marketing plan for Northwestern Connecticut.

This Initiative Supports Goal 3 - Culture/Tourism/Film

Background Information

At one time, Connecticut had quite a number of agencies promoting tourism and related cultural amenities, the State is now down to three. The Northwest Connecticut region is part of the Western Connecticut Convention and Visitors Bureau, which is bifurcated into the Fairfield County and Litchfield Hills (Northwest CT) sub-regions. However, this Northwest sub-region is comprised of 51 communities and villages, many of which are distantly removed and very different from the region covered by this CEDS and Action Agenda.

Connecticut's film industry is centrally run out of the Office of Film, Television and Digital Media of the state's Department of Economic and Community Development. While a few portions of the State (Farmington Valley, New London and New Milford) have more localized Film Commissions, the Northwest Connecticut region lacks such a resource.

Northwest Connecticut is blessed with an extensive array of tourism, historic, and cultural resources, as well as locations ideal as the setting for many types of film. This Objective/ Initiative seeks to more effectively market the Northwest Connecticut region for cultural, tourism, and film purposes.

Objective/Initiative #3 Major Action Steps and Schedule

Action Steps	Schedule
1. Establish a Northwest Connecticut Culture, Tourism and Film Marketing Task Force.	2nd Qtr 2013
2. Affiliate this Task Force with the Western Connecticut Convention and Visitors Bureau and Northwest Connecticut Arts Council.	2nd Qtr 2013
3. Conduct research on other, similar regional marketing programs across the country or in other countries.	3rd Qtr 2013
4. Create an outline of desired elements of a regional marketing plan devoted to culture, tourism and film.	4th Qtr 2013
5. Create three Task Force subcommittees focused on the region's: 1) cultural attributes; 2) tourism attributes; and 3) film attributes.	4th Qtr 2013
6. Each subcommittee creates an outline of their program of work and a schedule for completion.	4th Qtr 2013
7. Each subcommittee carries out necessary research for their portion of the overall plan.	1st Qtr 2014
8. Each subcommittee writes a draft plan focused on their topic and including specific recommendations for implementation.	2nd Qtr 2014
9. Entire Task Force reviews and comments on draft reports.	3rd Qtr 2014
10. Necessary revisions made and final report issued.	3rd Qtr 2014
11. Implementation of recommendations.	4th Qtr 2014

Responsibility

Primary:	Support:
▪ NWCTEDC ▪ Northwest Connecticut Culture, Tourism and Film Marketing Task Force ▪ Western CT CVB ▪ NW CT Arts Council	▪ Arts, culture & tourism venues in the region ▪ Art Culture Torrington Commission (ACT) ▪ CT Humanities

Resources Needed

	Item	Amount	Possible Sources
Funding:	▪ Project support ▪ Implementation Support	$1,000 Unknown	▪ NWCTEDC Budget ▪ CT DECD ▪ Western CT CVB ▪ NW CT Arts Council
Other:	▪ Staff and volunteer time		

Performance Measures

- Northwest Connecticut Culture, Tourism and Film Marketing Plan issued and implementation begun by October 2014
- Track visitor numbers and expenditures with demonstrated increases
- First film project attributable to the Marketing Plan occurs by 2016

Timeframe

This Initiative is:

☒ Short-term (1-2 years) Planning	☐ Intermediate-term (3-5 years)	☐ Long-term (5+ years)	☒ Continuing Implementation

Additional Information

For information on tourism opportunities in the Litchfield Hills sub-region of the Western Connecticut Convention and Visitors Bureau, go to:
http://www.litchfieldhills.com/about/index.jsp
http://discovernwct.com/

For information on regional culture, tourism and film marketing plans, see:
http://archive.tourism.nsw.gov.au/Regional_Tourism_Plans_p701.aspx
http://travelmontana.mt.gov/marketingplan/
http://www.tourism.vic.gov.au/strategies-and-plans/strategies-and-plans/regional-tourism-action-plan/
and
http://www.agnewbeck.com/pdf/statewide/DCCED_Tourism/CRC_Regional_Branding_Marketing_Plan_appendices_FINAL.pdf

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Objective/Initiative #4A: Career oriented education

And

Objective/Initiative #4B: Workforce training

Objective/Initiative Description:

4A - Encourage and promote education and training by trade schools, Northwest Connecticut Community College (NWCCC) and UConn-Torrington.

4B - Maintain and expand current programs engaged in workforce training at area high schools, trade schools, NWCCC and UConn-Torrington.

This Initiative Supports Goal 4 - Education and Workforce

Background Information

The interrelationship between lifelong education and quality workforce is inescapable. The spectrum of life is not divided into two separate phases of schooling and employment – rather, it is a continuum from Pre-K through work and beyond. Northwest Connecticut is blessed with a number of quality educational facilities that seek to provide the workforce skills its residents need, including vocational programs at high schools, Oliver Wolcott Technical High School, Northwest Connecticut Community College, and the Torrington campus of The University of Connecticut.

This Objective/Initiative seeks to continue and enhance the region's workforce training system and programs, both by improving the services aimed at preparing new generations of workers (Objective/Initiative 4A), and by assuring that educational opportunities for incumbent workers and the unemployed are those required to maintain the region's workforce quality (Objective/Initiative 4B).

Objective/Initiative #4 Major Action Steps and Schedule

Action Steps	Schedule
1. Establish a Northwest Connecticut Career and Workforce Training Coalition representative of the business, education and government sectors.	4th Qtr 2013
2. Invite representatives of all workforce training institutions and organizations in the region, and selected representatives of the region's business and government sectors, to participate in the Coalition.	4th Qtr 2013
3. At the first meeting of the Coalition, identify primary areas for a program of work, and if necessary, create a subcommittee structure to carry out that work most effectively.	4th Qtr 2013
4. Develop a work program and schedule for carrying out necessary work.	1st Qtr 2014
5. Perform the necessary tasks and issue a Northwest Connecticut Career and Workforce Training Plan providing specific findings and recommendations.	1st & 2nd Qtrs 2014

6. Identify methods and necessary resources for implementing recommendations. 7. Continue the process to identify and address additional challenges as needed.	2nd & 3rd Qtrs 2014 Ongoing

Responsibility

Primary:	Support:
▪ NWCTEDC ▪ Northwest Connecticut Career and Workforce Training Coalition ▪ NW Chamber of Commerce ▪ NW CT Manufacturers' Coalition	▪ Northwest CT Community College ▪ UConn Torrington ▪ Regional K-12 Success Plan ▪ Local Boards of Education ▪ Northwest Regional Workforce Investment Board ▪ Junior Achievement

Resources Needed

	Item	Amount	Possible Sources
Funding:	▪ Project support ▪ Implementation support	$1,000 Unknown	▪ NWCTEDC Budget ▪ Northwest Regional Workforce Investment Board ▪ CT Dept. of Labor
Other:	▪ Staff and volunteer time		

Performance Measures

- Northwest Connecticut Career and Workforce Training Coalition established by October 2013
- Northwest Connecticut Career and Workforce Training Plan issued by June 2014
- Funding plan created and sources identified by August 2014
- First funding commitments secured by October 2014

Timeframe

This Initiative is:

☒ Short-term (1-2 years) Planning	☐ Intermediate-term (3-5 years)	☐ Long-term (5+ years)	☒ Continuing Implementation

Additional Information

To see current capabilities of the region's primary workforce training providers, see:

Oliver Wolcott Technical High School: http://www.cttech.org/WOLCOTT/
Northwestern CT Community College: http://www.nwctc.commnet.edu/
University of Connecticut – Torrington Campus: http://www.torrington.uconn.edu/

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Objective/Initiative #5: Employer workforce needs

Objective/Initiative Description: Evaluate and document workforce needs of regional employers.

This Initiative Supports Goal 4 - Education and Workforce, Goal 6 - Manufacturing, and Goal 7 - Small Businesses, Services and Retail Sector

Background Information

A common problem for workforce educators around the country is developing a clear understanding of skills local employers will need in the future, early enough so that programs can be developed to teach those skills in preparation for when they are needed. This applies to both new workers entering the labor force and incumbent workers whose skills requirements are changing.

The problem is compounded in areas such as Northwest Connecticut that have a diverse economy, and therefore a wide range of skill needs that may be constantly changing.

This Objective/Initiative addresses that problem by building on past collaborative efforts and establishing a business-education-government consortium to continually monitor the workforce needs of employers, in particular entry level and incumbent worker training, and nimbly responding to those needs through effective workforce training and related programs. The future needs of the region's employers should drive this Objective/Initiative – not the current capabilities of the educational system.

Objective/Initiative #5 Major Action Steps and Schedule

Action Steps	Schedule
1. Identify or establish a group to be responsible for this Objective/ Initiative.	1st Qtr 2014
2. Enlist necessary participants.	1st Qtr 2014
3. Develop a draft Employer Workforce Needs Survey. The survey form should allow segmentation of responses by business type and size.	1st Qtr 2014
4. Select a method for survey distribution and response. The survey response system should allow segmentation of responses by business type and size.	1st Qtr 2014
5. Develop a master list of regional employers.	1st Qtr 2014
6. Select a representative sample of employers to test the survey form and response system.	1st Qtr 2014
7. Make any necessary modifications to the survey and response system.	2nd Qtr 2014
8. Distribute the survey to the master list of regional employers.	2nd Qtr 2014
9. Analyze survey results to identify common problems and areas of need.	3rd Qtr 2014
10. Identify necessary responses to areas identified as requiring attention.	3rd Qtr 2014
11. Take action as appropriate.	Ongoing
12. Continue the process as needed.	Ongoing

Responsibility

Primary:	Support:
▪ NWCTEDC ▪ NWCT Chamber	▪ Local Economic Development Commissions ▪ Northwest Regional Workforce Investment Board

Resources Needed

	Item	Amount	Possible Sources
Funding:	▪ Project support ▪ Project implementation	$1,000 Unknown	▪ NWCTEDC Budget ▪ Northwest Regional Workforce Investment Board ▪ CT DECD
Other:	▪ Staff and volunteer time		

Performance Measures

- Initial Employer Workforce Needs Survey completed by June 2014
- Survey results analyzed by August 2014
- Response Action Plan developed by September 2014
- Initial employers identified for assistance of this initiative will receive it by January 2015

Timeframe

This Initiative is:

☒ Short-term	☐ Intermediate-term	☐ Long-term	☒ Continuing
(1-2 years) Initial Research and Analysis	(3-5 years)	(5+ years)	Response and Updated Research & Analysis

Additional Information

For examples of Employer Workforce Needs Surveys, see:
Washington: http://www.wtb.wa.gov/Documents/2010_Employer_Needs_Summary.pdf

Hampton Roads, VA region: https://docs.google.com/gview?url=http://www.opp-inc.org/UserFiles/Opportunity+Inc-Employer+Survey-Report-NEW%282%29.pdf

Hidalgo/Starr/Willacy Counties, TX:
http://www.surveymonkey.com/s.aspx?sm=tLPEDz3_2fXp33p2bJ1qYtxg_3d_3d

Iowa: http://www.iowaworkforce.org/lmi/labsur/statewideneedsassessmentsurveyweb.pdf

Northwest Connecticut Comprehensive Economic Development Strategy and Action Agenda

Objective/Initiative #6: Fit Together

Objective/Initiative Description: Support Fit Together: the Northwest CT Healthy Eating & Active Living Initiative to improve the health of the region's workforce and reduce employer health care costs.

This Initiative Supports Goal 4 - Education and Workforce

Background Information

Fit Together was formed in December 2010 to identify policy and system changes, and environmental improvements in the cities of Torrington and Winsted that will help make the healthy choice the easy choice for all residents. While Torrington and Winsted are the two largest population and employment centers, the program can be expanded region-wide to have a positive impact on the health of the region's workforce and their families, thereby reducing employer health-care costs, absenteeism, and other consequences of an unhealthy lifestyle.

According to a recently conducted health assessment (2012) of Litchfield County, the leading health issues, mirroring the state and nation, result from many underlying factors which can be controlled or modified. Key findings relevant to Fit Together include:

- Litchfield County is the state's oldest county with the median age continuing to rise due to advancing age in baby boomers and declining birth rates
- Rates of obesity and current smoking in county residents exceed state averages
- Overweight and obesity are most common in Hispanic or Latino, followed by Black or African American children and adults
- Less than 35% of students in Torrington and Winsted met the standardized physical fitness tests, well below the state average
- Litchfield County residents were below national benchmarks for poor physical and mental health days, adult smoking, and excessive drinking
- Nearly one in four county residents has hypertension and nearly 40% have been told they have high cholesterol
- Opportunities for physical activity appear to be available in most communities, however there is limited accessibility due to public transportation limitations
- According to Infoline 211 data, there are no healthy eating or nutrition education programs presently available in the area

Experts agree that the places where people live, learn, work, and play profoundly shape their opportunities to make healthy choices. However, developing a community action plan for health improvement involves collective action and leveraging of expertise and resources across agencies and organizations from many different sectors. The planning process must necessarily involve the careful identification of priority health issues and evaluating the best opportunities for action and results by engaging all stakeholders. This particularly becomes the case when a program such as Fit Together is expanded from two communities to an entire region.

Objective/Initiative #6 Major Action Steps and Schedule

Action Steps	Schedule
1. Strategically broaden our Steering Committee in light of the findings of work to date	1st Qtr 2013
2. Identify broader Stakeholder groups and design engagement approach (who are we, what are we finding, what are we focused on, where we need your help?)	1st Qtr 2013
3. Engage in Change Tool process across key constituencies	2nd Qtr 2013
4. Establish a regional Fit Together website	2nd Qtr 2013
5. Develop more precise plans of action in key areas identified by the health assessment	3rd & 4th Qtrs 2013
6. Continue efforts as necessary on an ongoing basis	Ongoing

Responsibility

Primary:	Support:
▪ Fit Together Steering Committee	▪ Northwest CT YMCA ▪ NWCT Chamber ▪ United Way of NW CT ▪ Charlotte Hungerford Hospital ▪ Torrington Area Health District ▪ Municipal Recreation Departments ▪ Change Tool participants

Resources Needed

	Item	Amount	Possible Sources
Funding:	▪ Project support ▪ Program implementation	$10,000	▪ United Way of NW CT ▪ NWCTEDC Budget ▪ NWCT Chamber Budget ▪ Charlotte Hungerford Hospital ▪ Torrington Area Health District
Other:	▪		

Performance Measures

- Northwest Connecticut Fit Together website established by June 2013
- Endorsement of Fit Together program received from all regional communities, LHCEO and NWCCOG by September 2013

Timeframe

This Initiative is:

☒ Short-term (1-2 years)	☐ Intermediate-term (3-5 years)	☐ Long-term (5+ years)	☒ Continuing Implementation

Additional Information

For general information on the Fit Together program, see: http://www.fittogether.com/

For an example of a state Fit Together program, see: http://fittogethernc.org/

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Objective/Initiative #7: Regional infrastructure plan

Objective/Initiative Description: Develop a regional infrastructure plan for Northwest Connecticut that capitalizes on prior transportation and other infrastructure planning carried out by LHCEO and NWCCOG.

This Initiative Supports Goal 5 - Infrastructure

Background Information

The term Infrastructure, as used here, means the region's transportation, utility, telecommunications, and stormwater management facilities and services.

As recognized Regional Planning Organizations (RPOs) in Connecticut, both LHCEO and NWCCOG maintain detailed regional transportation plans. Communities in the region include some level of transportation, utility and stormwater management planning in their POCDs, and often in municipal Capital Improvement Plans. Connecticut Light & Power and a number of telecommunications firms are constantly identifying necessary system improvements. The Housatonic Railroad is planning major improvements in rail facilities and services.

Despite all this planning, the region lacks a comprehensive, region-wide infrastructure plan that blends all ongoing planning efforts regarding roads, rail, electric service, natural gas service, public water and sewer services, telecommunications, and stormwater management into a cohesive plan, and identifies current and future infrastructure needs that require cost-effective planning and response. This Objective/Initiative is aimed at providing that comprehensive regional infrastructure plan.

Objective/Initiative #7 Major Action Steps and Schedule

Action Steps	Schedule
1. Establish a joint LHCEO/NWCCOG Regional Infrastructure Plan Work Group and enlist necessary participants.	3rd Qtr 2014
2. Develop a detailed outline of the Regional Infrastructure Plan contents.	3rd Qtr 2014
3. Establish a work program and schedule for preparing the plan.	3rd Qtr 2014
4. Carry out any necessary research on similar plans from other areas.	4th Qtr 2014
5. Carry out any necessary research on regional conditions, plans, challenges, and related matters.	1st & 2nd Qtrs 2015
6. Develop a preliminary list of infrastructure needs requiring immediate attention and those that are less urgent but desirable.	2nd Qtr 2015
7. Develop a Regional Infrastructure Capital Improvement Plan and Budget.	3rd Qtr 2015
8. Begin identification of funding resources for highest priority infrastructure needs.	4th Qtr 2015
9. Apply for or arrange funding as necessary and available.	1st Qtr 2016/Ongoing

10. Implement priority infrastructure improvements. 11. Continue the process as necessary with annual Regional Infrastructure Capital Improvement Plans and Budgets.	2nd Qtr 2016/Ongoing Ongoing

Responsibility

Primary:	Support:
▪ LHCEO/NWCCOG Regional Infrastructure Plan Work Group	▪ Local Departments of Public Works and Highways ▪ Utility providers ▪ ConnDOT ▪ Housatonic Railroad

Resources Needed

	Item	Amount	Possible Sources
Funding:	▪ Project support ▪ Plan implementation	Unknown	▪ LHCEO & NWCCOG Budgets ▪ ConnDOT
Other:	▪ Staff and volunteer time		

Performance Measures

- Northwest Connecticut Regional Infrastructure Capital Improvement Plan and Budget issued by September 2015
- First infrastructure improvements included in the Northwest Connecticut Regional Infrastructure Capital Improvement Plan completed by June 2016

Timeframe

This Initiative is:

☒ Short-term	☒ Intermediate-term	☐ Long-term	☒ Continuing
(1-2 years) Initial Planning	(3-5 years) Initial Plan Released and Implementation Begun	(5+ years)	As needed

Additional Information

For examples of Regional Infrastructure Plans, see:
Richmond, VA region: http://www.richmondregional.org/planning/green%20infrastructure.htm

Southern Africa: http://ridmp-gis.org/

Queensland, Australia: http://www.dsdip.qld.gov.au/local-area-planning/priority-infrastructure-plans.html

Northwest Connecticut Comprehensive Economic Development Strategy and Action Agenda

Objective/Initiative #8: Long range manufacturing support plan

Objective/Initiative Description: Develop a long-range plan for supporting and expanding manufacturing in Northwest Connecticut.

This Initiative Supports Goal 6 - Manufacturing

Background Information

Despite the continuing decline of manufacturing employment nationwide, the manufacturing sector remains strong with increasing value-added production. Manufacturing is a major component of the Northwest Connecticut economy and is the fourth largest employment sector in the region, representing slightly more than 10 percent of the region's jobs. The region's manufacturers are also some of the major taxpayers to the communities in which they are located.

Retaining and expanding the manufacturing sector is critical to the region's future economic health. This Objective/Initiative is intended to develop a long-range regional plan for attaining that goal.

Objective/Initiative #8 Major Action Steps and Schedule

Action Steps	Schedule
1. Support the ongoing efforts of the Northwest Connecticut Manufacturers' Coalition (comprised of representatives from manufacturers in the region, educational institutions providing manufacturing training, the NWCTEDC, NWCTChamber, and any other organizations and individuals considered appropriate).	1st Qtr 2013
2. Prepare a master list of issues confronting NWCT manufacturers. If deemed necessary, use a survey tool to collect input from as many manufacturers in the region as possible.	2nd & 3rd Qtrs 2013
3. Identify the top 5 issues impacting the region's manufacturers.	3rd Qtr 2013
4. Research how other areas have confronted similar manufacturing issues.	4th Qtr 2013
5. For each issue, prepare a response and identify resources necessary to implement the response.	1st Qtr 2014
6. Obtain or create necessary resources.	2nd Qtr 2014/Ongoing
7. Implement responses to issues.	2nd Qtr 2014/Ongoing
8. Continue the process by selecting and responding to the next five issues deemed most important.	2nd Qtr 2015/Ongoing
9. Regularly survey regional manufacturers on their satisfaction with efforts of the Northwest Connecticut Manufacturing Coalition and identify newly emerging issues.	Annually
10. Continue the process as necessary.	Ongoing

Responsibility

Primary:	Support:
▪ Northwest Connecticut Manufacturers' Coalition ▪ NWCT Chamber	▪ Northwest Regional Workforce Investment Board ▪ Regional manufacturers ▪ Oliver Wolcott Technical High School ▪ Northwestern CT Community College

Resources Needed

	Item	Amount	Possible Sources
Funding:	▪ Project support ▪ SurveyMonkey subscription ▪ Constant Contact subscription	$1,000 $204-$780/ year $180-$360/ year	▪ NWCTEDC Budget ▪ Northwest Regional Workforce Investment Board ▪ Regional manufacturers ▪ CT DECD
Other:	▪ Staff and volunteer time		

Performance Measures

- Initial survey of manufacturers completed and top five issues identified by September 2013
- Issue responses identified by March 2014
- Initial responses funded and implementation begun by June 2014
- Initial manufacturers identified for assistance of this initiative will receive it by January 2015

Timeframe

This Initiative is:

☒ Short-term	☐ Intermediate-term	☐ Long-term	☒ Continuing
(1-2 years) Initial Research and Responses	(3-5 years)	(5+ years)	Continuing Research and Responses

Additional Information

For information on Manufacturing Support Plans and elements of them, see:

Maryland: http://www.slideshare.net/Annie05/maryland-manufacturing-strategic-plan-presentation

San Francisco, CA: http://www.sfmayor.org/index.aspx?page=807

South Australia: http://www.abc.net.au/news/2012-10-25/sa-unveils-manufacturing-support-plan/4333622

India: http://www.outsource2india.com/eso/mechanical/cost-estimation.asp

Northwest Connecticut Comprehensive Economic Development Strategy and Action Agenda

Objective/Initiative #9: Regional Complete Streets program

Objective/Initiative Description: Adopt the "Complete Street" concept throughout the region to integrate infrastructure plans and improvements to allow for pedestrian and bicycle-friendly town, city and village centers that support small businesses of all types.

This Initiative Supports Goal 5 - Infrastructure, Goal 7 - Small Businesses, Services and Retail sector, and Goal 8 - Cross-cutting Downtown and Neighborhood Vitality

Background Information

The Complete Streets program, an initiative of Smart Growth America and the National Complete Streets Coalition, is intended to make roadways safely usable not only for motor vehicles, but also for pedestrians, bicyclists, and public transportation. As described on the Complete Streets website, the program makes it easy to cross the street, walk to shops or other destinations, bicycle to work, and have buses that run on time.

Legislation (Public Act 09-154) applicable to state and municipal projects passed in Connecticut allows for accommodating all users of roads and Connecticut's complete streets law is viewed as the second strongest state complete streets law in the country.

Some communities in the region (Winchester/Winsted and Torrington) have adopted Complete Streets principles in their roadway improvement planning. This Objective/Initiative seeks to take the Complete Streets concept and principles region-wide to better meet resident needs, make the region more tourist-friendly, and support walkable downtown and neighborhood commercial centers.

Objective/Initiative #9 Major Action Steps and Schedule

Action Steps	Schedule
1. Establish a Northwest Connecticut Complete Streets Coalition and ask all communities in the region to participate.	1st Qtr 2013
2. Design and conduct a Complete Streets Workshop in the region. Invite the Chief Elected Officials, local official responsible for highways, and other appropriate people to attend. Have someone from the Connecticut Main Street Center or other organization familiar with the Complete Street program lead the workshop.	2nd Qtr 2013 Design Workshop 3rd Qtr 2013 Conduct Workshop
3. Obtain commitments from all communities in the region to incorporate Complete Street principles in local roadway planning.	4th Qtr 2013
4. Support local efforts to create the Covered Bridge Trail as part of a Western New England Greenway stretching from southern Connecticut to the Canadian border.	Ongoing
5. Identify other necessary related efforts on an ongoing basis	Ongoing

Responsibility

Primary:	Support:
▪ NWCTEDC ▪ Northwest Connecticut Complete Streets Coalition ▪ LHCEO and NWCCOG	▪ Municipal Managers/Chief Elected Officials/Planning Officials and Boards ▪ CT Main Street Program ▪ Fit Together Steering Committee ▪ Torrington Development Corporation

Resources Needed

	Item	Amount	Possible Sources
Funding:	▪ Project support ▪ Complete Streets Workshop support ▪ Other implementation	$1,000 $1,500 Unknown	▪ NWCTEDC Budget ▪ Torrington & Winchester ▪ CT Main Street ▪ ConnDOT
Other:	▪ Staff and volunteer time		

Performance Measures

- Northwest Connecticut Complete Streets Coalition established by March 2013
- Northwest Connecticut Complete Streets Workshop conducted by June 2013
- Ten of the region's 20 communities adopt the Complete Streets program by October 2013
- All of the region's communities adopt the Complete Streets program by October 2014

Timeframe

This Initiative is:

☒ Short-term	☐ Intermediate-term	☐ Long-term	☒ Continuing
(1-2 years)	(3-5 years)	(5+ years)	As needed

Additional Information

For information on the Complete Streets program, see:
http://www.smartgrowthamerica.org/complete-streets?key=28455713

Implementation, Evaluation and Cooperation

Implementing the CEDS

Strategic planning is relatively easy and inexpensive; implementation requires much more effort and resources. Nonetheless, nothing will happen as a result of this CEDS unless the Northwest Connecticut region transitions from strategic planning to strategic doing.

The success of this Comprehensive Economic Development Strategy will ultimately depend upon the broad coalition of businesses, local governments, non-profit organizations, and individuals who have worked for more than a year to create the plan, continuing to work together to implement it. Usually, no single entity has the statutory power, political influence, staff capacity, or other necessary resources to singlehandedly implement the objectives, initiatives and projects included in this CEDS. In this regard, economic development is definitely a team sport. For this reason, each proposed objective/initiative identifies both primary and supporting organizations that can serve as partners and resources to achieve these goals and objectives.

A critical component of any implementation effort will be leveraging the resources and influence of both the public and private sectors – and often through public-private partnerships – in pursuit of the region's goals. Developing the political support and obtaining the funding necessary for these investments will require the business community and general public to voice their support for these key projects. Likewise, initiatives spearheaded by non-profit and for-profit organizations may require the support of elected officials and perhaps legislative changes at the local or state level. Only by working together can these groups achieve the goals the region has selected.

As the most likely organization to oversee implementation of this CEDS, the Northwestern Connecticut Economic Development Corporation requires substantial support. Currently the organization operates with a part-time, volunteer, Executive Director and nearly no annual budget. If economic development is important to the region, a broad commitment must be made to provide the management resources necessary for implementation. The Litchfield Hills Council of Elected Officials and Northwest Connecticut Council of Governments will be two key organizations in generating widespread municipal support for moving forward.

Economic development rarely occurs for free. There are too many other communities and regions competing for a limited amount of business investment. In order to have a chance at attracting any of that investment, the Northwest Connecticut region – in particular its municipalities, but also its businesses – must invest in its economic development program. The return on investment will not occur without the investment itself.

While the Northwest Connecticut Chamber of Commerce provides substantial in-kind support to NWCTEDC, and it may be possible to obtain funding support from EDA once an Economic Development District (EDD) is officially established, the region's communities must also be willing to invest in the regional economic development effort if they expect to see results.

Evaluation and Performance Measures

The success of this CEDS will be evaluated on two levels.

- First, each objective/initiative will be monitored and evaluated to determine whether or not it was successful or is making progress in achieving its desired outcome in a timely fashion.
- Second, the entire strategy will be evaluated to determine if the collective impact of the objectives/initiatives has produced meaningful changes in the region's economy and well-being.

Each objective/initiative proposed in the CEDS contains a timeframe and performance measures that will be used to gauge the objective's success. The performance measures establish reasonable and objective benchmarks by which to determine if the intended outcomes of the objective are being met or have been achieved. In recognition of the region's resource limitations, performance measures are purposely conservative. The performance measures will be useful as a guide to the agencies implementing these objectives to help them make reasonable and meaningful progress.

The success of the CEDS as a whole will be measured by whether the sum of the actions undertaken has produced important change in the region's economic climate, making the region more competitive, its businesses more successful, its residents better employed, and its communities more fiscally healthy.

Key indicators of employment, wages, capital investment, number of businesses gained/lost, Grand List growth, and other measures will be tracked each year to evaluate the state of the region's economy and help measure the effectiveness of the CEDS initiatives. These indicators will also serve as an alert to emerging problems that should be addressed and require an adjustment to the region's CEDS during its annual updating.

Examples of Performance Indicators are shown below. These are subject to refinement by the NWCTEDC during implementation.

Table 10A
Economic Performance Evaluation Metrics

Metric	Annual Goal	This Quarter	Year-to-Date
Number of New Businesses Businesses Attracted Businesses Created			
Number of Business Expansions			
New Jobs Created			
Jobs Retained			
New Capital Investment			
Annual Increase in Grand List			
Number of Businesses Lost			
Jobs Lost			
Net Jobs Created/Retained			

Table 10B
Business Gains and Losses

Business Gains						
Location	**Firm Name**	**Business Type**	**Year Established or Expanded**	**Square Footage Added**	**Capital Investment Added**	**Jobs Created**
Business Losses						
Location	**Firm Name**	**Business Type**	**Year Closed or Downsized**	**Square Footage Vacated**	**Capital Investment Lost**	**Jobs Lost**

In addition to growing the region's economy, a purpose of this CEDS process was to establish a stronger economic development team. The gains made during the CEDS process will be lost if NWCTEDC does not maintain continual communications with its constituents and stakeholders. NWCTEDC will develop and utilize a quarterly performance assessment questionnaire using SurveyMonkey or a similar tool. Quarterly surveys will focus on NWCTEDC's overall performance, as well as on any specific programs undertaken during the quarter.

Annually, NWCTEDC will devote a Board Meeting to consideration of its performance, evaluation of CEDS implementation, and related matters. This will be part of the preparation of the Annual Progress Report submitted to EDA on the CEDS.

Relationship of CEDS to other documents including consistency with the State's economic development priorities

The following state or regional documents were part of the foundation for creating this CEDS:

State of Connecticut Economic Development Plan

As this CEDS was prepared, the Connecticut Department of Economic and Community Development was in the process of preparing a new state-level economic development plan. The fundamentals of this new strategy, as outlined in a recent presentation by DECD Commissioner Catherine Smith are:

- **Build on our established strengths and emerging sectors; differentiate based on our key assets to achieve these goals:**
  - Retain and grow our existing base of jobs
  - Foster innovation and new business development
  - Grow and enrich our talent pool
  - Build vibrant neighborhoods and communities
  - Ensure quality housing at a broad range of prices
  - Build a brand for a the state which drives economic growth
  - Motivate and engage our employees and partners

The Northwest Connecticut leadership, as represented by the CEDS Committee and NWCTEDC Board, are confident that this CEDS will be closely related to the new, state economic development vision, goals, and objectives when it is completed and released.

This new plan will replace one adopted in 2009 that contained the following Vision Statement:

> Connecticut will be a vibrant, diverse, and safe community that offers a sustainable quality of life and access to economic opportunity for all. The state will promote transit oriented growth, balancing the conservation of existing assets and natural resources with innovative economic development. Connecticut will be identified as a place where families, students, workers, entrepreneurs, companies, NGOs, and government come together to enhance its competitive advantage, distinguishing the state as a dynamic environment in which to live, work, and play.

The Connecticut Economic Strategic Plan 2009 contained Goals related to housing, transportation, education and workforce development, government, business, culture and tourism, and energy. The Vision and Goals contained in this CEDS and Action Agenda for the Northwest Connecticut region are fully consistent with the existing state economic development plan.

State of Connecticut, Regional, and Municipal Plans of Conservation and Development

Overall development in the State of Connecticut is guided by a state-level Plan of Conservation and Development (POCD). At the time this CEDS was prepared, a new draft, state-level POCD was available for review. This draft POCD articulates the following Growth Management Principles:

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

Each community in Connecticut is required to have their own POCD as well. In addition, both LHCEO and NWCCOG have regional POCDs. All of these municipal and regional POCDs are supposed to be consistent with the State plan.

Because the Northwest Connecticut CEDS Committee included representation from both LHCEO and NWCCOG, as well as a number of the region's communities, the regional Vision, Goals and Objectives are closely aligned with those of the State.

Exhibits

Exhibit Number	Subject
1	Orientation and Focus Groups Meeting Presentation
2	Focus Group Discussion Agenda and Meeting Notes
3	Focus Group Facilitator and Recorder Guidelines
4	Summary of NW CT CEDS Online Survey
5	NWCT CEDS Survey Results – Themes, Draft Goals and Initiatives
6	Project Mid-Point Briefing and Work Session Agenda
7	Results of Initiative Prioritization Dot Exercise – June 27, 2012
8	Postcards from the Future Summary
9	Project Solicitation Form – Instructions
10	Project Solicitation Form

Appendices

A. Agendas and minutes of meetings
B. Copies of relevant news articles
C. Letters of Endorsement and Support