

# ECONOMIC OUTREACH COMMITTEE

C.J. Hurgin Municipal Center  
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## MINUTES OF SPECIAL MEETING

TUESDAY, JANUARY 25, 2011  
7 p.m.  
CJH Municipal Center -Meeting Room "A"

RECEIVED

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TOWN OF BETHEL  
TOWN CLERK

**Present:** Chairman, Mike Boyle, Roy Steiner, Paul Rinaldi, Anthony Rubino, Robert Stosser, Bonnie Brown, Mike Struna, Pat Smithwick, and Sandi Forman.

**Also Present:** Don Dempsey, Chamber Member

Chairman Boyle called the meeting to order at 7:00 p.m. followed by the pledge of allegiance.

**Approval of Minutes:** Roy Steiner made a motion to approve the minutes of the last meeting dated November 23, 2010. Motion seconded by Pat Smithwick. Vote, all in favor, motion unanimously approved. Mike Struna abstained.

**Establish 2011 Meeting Dates/Election of Officers:** Bonnie Brown made a motion to establish the fourth Tuesday of each month at 7:00 PM the meeting schedule for 2011. Motion was seconded by Tony Rubino. Vote, all in favor, motion unanimously approved.

Bonnie Brown made a motion to re-appoint Mike Boyle as Chairman. Motion was seconded by Roy Steiner. Vote, all in favor, motion unanimously approved. Mike Boyle elected Chairman.

Pat Smithwick made a motion to re-elect all officers from prior year. Motion seconded by Bob Stosser. Vote, all in favor, motion unanimously approved. Sandi Forman elected Vice-Chair, and Pat Smithwick elected Secretary.

**Updates on Sub-Committees:** Chairman Boyle reported that he has received a request from the Board of Selectman for the committee to come up with a budget for expenses such as the signage that has been discussed. Bob Stosser

asked the Chairman if the committee will be coming up with a list of items that may need funding. Chairman Boyle confirmed this and relayed that time is of the essence due to the Town being in the midst of budget season. Roy Steiner and Paul Rinaldi will have signage estimates by next week (February 1st).

Roy Steiner informed the committee of his conversations with the State and Town Officials regarding signage throughout Bethel.

Roy spoke with Steve Palmer, Town Planner and Matt Knickerbocker, First Selectman they are both enthusiastic about the plan to place signs promoting Bethel. Steve has had requests from landscaping firms to essentially adopt an area and place their business signs at the location.

At one point in the past Steve had created a map of the areas where signage should go. Steve had not located this as of this evenings meeting. When asked by Roy regarding the permitting process, Steve felt that as long as the Board of Selectmen, the Planning and Zoning Commission and the Police were OK with the signs then we should be exempt from some of the other requirements that usually follow sign placements.

Roy also contacted Jim Laplan with the State D.O.T. Jim had mentioned the so-called "adopt a road" signage program. Towns are allowed to place signs on state corridors , but there are size restrictions.

The ideal time for placement of these signs would be spring. Paul Rinaldi reminded the committee of the repaving project and that may affect some sign placement.

Paul Rinaldi stated that he had met with Karen Fildes from the High School regarding the design of the signs. He suggested to her that we keep a consistent theme with possibly the Town Seal as a focal point.

She hopes to have some markups within the next three weeks. In order for the process to begin, the committee should decide by the next meeting for design, content and locations.

Mike Struna expressed the need for signage at the Francis J. Clarke Industrial Park.

Bonnie Brown suggested a directory of stores and attractions should be located in front of the Municipal Center.

Chairman Boyle discussed the very detailed signage that Toll Brothers has located at the condo complex "Bethel Meadows" on Reservoir Street.

Sandi Forman reported on the marketing aspect of the committee, stating that due to the snow closures, and holiday recess the kids have some ground to make up. Mike Struna will be meeting with Karen Fildes on Thursday, 1/27 at 10 AM weather permitting to go over web content. A request was made for the survey to be sent to committee members for review, Sandi to relay this to Karen Fildes. A letter from Matt Knickerbocker will preface the survey, this

letter will be approved prior to launch by our First Selectman. The survey will be followed up by the students with phone calls.

According to Sandi the students have been reaching out and actively pursuing information that will be utilized within the brochure and website. The CD will follow the first two.

The membership in CERC was discussed. According to information obtained during the meeting in the recent past that included Chairman Boyle, Bob Stosser and Mike Struna, the cost for the Town would be \$250 enrollment and \$250 for the site finder link. \$500.00 annual cost was discussed, and found to be a necessary expenditure.

Bonnie Brown suggested the purchase of a reward/plaque, or lunch with our First Selectman. Chairman Boyle relayed that the school is happy to be able to complete community outreach that has been one of its goals. By assisting this committee we have actually helped them further their goals.

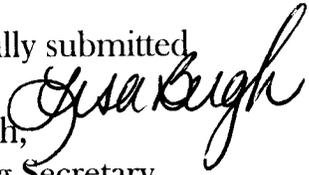
Tony Rubino reported that he, Paul and Pat met with the Chamber of Commerce and explained what we as a committee are trying to accomplish. Don Dempsey from the Chamber shared with the committee the fact that their website is under development at the current time. The Chamber is going through some changes currently. Don feels that it would be advantageous for our websites to coordinate. Don suggested he attend a future meeting to discuss the possible roadblocks that businesses encounter with the town, hopefully coming up with possible solutions.

Pat Smithwick reported on her regional meeting at which the "CEDDS" was discussed, she handed out a copy of the draft of the minimum research requirements for the Greater Danbury "CEDDS", (see attached). Chairman Boyle expressed his belief that keeping active with not just the Town in economic growth, but on a larger level is productive for the committee's mission. Regional cooperation is important.

Bonnie Brown made a motion to adjourn; the motion was seconded by Sandi Forman. Vote, all in favor, motion unanimously approved

Meeting adjourned at 8:40 PM

Respectfully submitted

  
Lisa Bergh,  
Recording Secretary

# **MINIMUM RESEARCH REQUIREMENTS FOR THE GREATER DANBURY CEDS**

DRAFT OF 12/09/2010

The purpose of this document is to serve as a supplement to the "Request for Proposals for Preparation of a Comprehensive Economic Development Strategy" (CEDS).

The CEDS is by its nature a data rich document, full of perspective and insight on the regional economy, statistical comparisons with the state and nation, etc. To facilitate proposal preparation the text below provides a summary of current data availability and minimum data development expectations. These are to be used for structuring proposals and for determining staff time for data tasks during the CEDS preparation process.

The data content expectations below are minimums as set by the technical committee. Consultants with their specialized skills will have additional ideas and are urged to include them in their proposals. It is expected that consultants will be familiar with the best data and informational features of numerous model CEDS.

Note that a forerunner to the upcoming 2011 CEDS was completed some years ago, known as the 1994 Regional Economic Strategy Report. The value of that earlier work to this effort will be in terms of base data and contrast; identify what direction a contrast between 1994 and 2011 reveals, etc.

The actual organization of the 2011 CEDS will be determined by the technical committee in consultation with the selected consultant, this step after a contract is signed. The organization shown below is only an administrative convenience at this early point to identify data needs, it is not mandatory upon CEDS development or organization.

## **1. INTRODUCTION**

- 1A. OVERVIEW OF THE ECONOMY, GEOGRAPHY AND ENVIRONMENT
- 1B. SUMMARY OF MUNICIPAL ECONOMIC DEVELOPMENT POLICIES
- 1C. 2010 "BRANDING WESTERN CT" FOCUS GROUP SUMMARIES

## **2. DEMOGRAPHIC BASE**

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- 2B. HOUSING SUPPLY TO SERVE ECONOMIC DEVELOPMENT
- 2C. EVALUATION OF LABOR FORCE
- 2D. EDUCATIONAL AND JOB TRAINING RESOURCES
- 2E. INSTITUTIONAL CAPACITY FOR ECONOMIC DEVELOPMENT

- 3. EMPLOYMENT**
  - 3A. OVERVIEW
  - 3B. MANUFACTURING EMPLOYMENT
  - 3C. RETAIL EMPLOYMENT AND MARKET
  - 3D. CORPORATE OFFICE EMPLOYMENT
  - 3E. SERVICE SECTOR EMPLOYMENT
  - 3F. TOURISM SECTOR EMPLOYMENT
  - 3G. HEALTH CARE DELIVERY SECTOR
  - 3H. OTHER EMPLOYMENT SECTORS
- 4. INFRASTRUCTURE**
  - 4A. TRANSPORTATION
  - 4B. SEWER AND WATER SERVICES
  - 4C. ELECTRICITY AND NATURAL GAS
  - 4D. FIBER OPTICS AND TELECOMMUNICATIONS
  - 4E. INFRASTRUCTURE NEEDS BY MUNICIPALITY
- 5. BUILDING REUSE AND DEVELOPMENT SITES**
  - A. OVERVIEW
  - 5B. BROWNFIELD REMEDIATION
  - 5C. REUSE OF EXISTING BUSINESS PROPERTIES
  - 5D. OPEN LAND AVAILABLE FOR BUSINESS
- 6. COMPETITIVE POSITION OF REGION**
  - 6A. STRENGTHS AND WEAKNESSES
  - 6B. NJ/NY/CT ASSESSMENT OF COMPETITION
- 7. REGIONAL ECONOMIC DEVELOPMENT STRATEGY**

## **1. INTRODUCTION**

### **1A. OVERVIEW OF THE ECONOMY, GEOGRAPHY AND ENVIRONMENT**

Data content of this section to be determined. But also include:

#### **SMART GROWTH PLANNING POLICY**

A basic discussion of economic development within Smart Growth planning policies should be featured early on in the CEDS. As CT OPM has approved the 2009 HVCEO Regional Plan as in full compliance with legislatively required Smart Growth principles, this needed section can be drawn from the HVCEO Plan by HVCEO staff.

#### **REVIEW TWO REPORTS BY ECONOMIST MICHAEL GALLIS**

As projected by noted economist Michael Gallis, the New York Metro area is expected to retain a strong position in the new global economy. He recommended that the Housatonic Valley benefit by positioning itself as a distinct submarket of that area, refreshing its marketing image of the past.

Review the two ten year old reports by economist Michael Gallis relevant to Greater Danbury's prospects and economic position. Assess validity. Determine relevance for quotation or summation in the 2011 CEDS.

#### **REGIONAL MAPS**

Regional maps previously prepared by HVCEO are available for use in the CEDS report. At the request of the CEDS technical committee HVCEO may produce additional topical maps for use in the CEDS.

Currently available are in 11 X 17 inch foldout format include: 1. TRANSPORTATION SYSTEMS: Functional Classification of Roads, Policy for Road Expansion from 2 to 4 lanes, Roadway Volume to Capacity Ratios, Roadways Designated as Scenic, Western New England Rail Lines, Commuter Orientation to Region Map, HART Bus Route Expansion Plan. 2. LAND AND POPULATION: 2009 Regional Plan Future Growth Map, Sewer Lines and Future Growth Map, 2008 Zoning Patterns Map, Land Use by Satellite, Median Family Income by Neighborhood, Median Value of Owner Occupied Units. 3. ENVIRONMENT: Topographic Overview, Constraints on Development Map.

#### CERC RESOURCES

The Connecticut Economic Resource Center makes many data sets and maps available. The consultant should gleam this resource for all items of value to the Greater Danbury CEDS.

#### METRO AREA BENCHMARKS

Locate and utilize available indicators of industrial competitiveness, quality of life, etc. that are available to the consultant. For example, it should be noted in the CEDS that the August 1988 issue of Money Magazine ranked the Danbury, CT metro area as number one for quality of life in the US.

To coordinate with the CT DECD 2009 Statewide Economic Strategic Plan, note that Plan's use in that plan of the resource documents listed below. Determine if it is possible to draw out of these resources any valid statistical comparisons between the Greater Danbury Area and the State as a whole or other trend information relative to Greater Danbury:

-- The 2008 State New Economy Index, Kauffman Foundation and the Information Technology and Innovation Foundation, November 2008.

-- 2009 State Business Tax Climate Index, Tax Foundation, October 2008.

-- Benchmarking Connecticut 2006: Determinants of Economic Growth, Connecticut Economic Resource Center (CERC), 2006.

-- Eighth Annual State Competitiveness Report, the Beacon Hill Institute, 2008.

-- Grading Places: What Do the Business Climate Rankings Really Tell Us?, Peter Fisher, Economic Policy Institute, 2005.

-- Small Business Survival Index 2007, Small Business and Entrepreneurship Council, November 2007.

-- State Technology and Science Index: Enduring Lessons for the Intangible Economy, the Milken Institute, June 2008.

-- A Talent-Based Strategy to Keep Connecticut Competitive in the 21st Century, Connecticut Office for Workforce Competitiveness, February 2007.

-- Total State and Local Business Taxes: 50-State Estimates for Fiscal Year 2008, Ernst & Young LLP, January 2009.

In addition examine the 2009 DECD Plan for data sets that may have breakdowns allowing Greater Danbury to be viewed separately and contrasted with the State.

Review the DECD Industry Cluster Initiative for relevance to this CEDS.

#### METRO NEW YORK OUTER RING LOCATIONAL ADVANTAGE

Past economic development efforts have characterized Greater Danbury as part of a vast ring of fast growing outer suburbs surrounding New York City. Examine municipal and county growth rates to determine if this favorable characterization retains validity today. The straight line distance from Ridgefield Town Hall to Manhattan's Central Park is only 41 miles, to Danbury's City Hall 48, to Newtown's Town Hall 54 miles away from that Park and New Milford Town Hall 61.

#### CHARACTERIZATION OF AREA BUSINESS

As noted in the 2010 edition of the Greater Danbury Chamber publication "The Greater Danbury Difference", this "area ranked 12<sup>th</sup> out of 25 'high tech gorillas' in the nation." Provide an update and additional context as feasible.

The 2008 Fairfield County Coastal CEDS included results of interviews with seven site selection consultants located throughout the country that had knowledge of or have recently conducted searches in the Northeastern United States. Consultants were polled on their opinions and impressions of the Coastal Fairfield County region's strengths, weaknesses, opportunities and threats, and asked to rank the regions key decision factors compared to the North East region, including New York and New Jersey.

Consultants were also asked to provide opinions on which industries the region is presently best suited to pursue. Review this geographically nearby evaluation for relevance to and use within this Greater Danbury Area CEDS.

**EXAMINE THE EXTENT TO WHICH THE NEW YORK  
STATE LINE LIMITS REGIONAL MARKET DEFINITION**

The City of Danbury is adjacent to the New York State Line. Social and economic statistics for Greater Danbury do not account for its economically tributary area in New York State to the west and adjacent to the Region. The challenge is to accurately estimate what portion of adjacent New York State has a strong economic relationship with the Greater Danbury market area.

Data variables for evaluation may include retail sales trade area, regional mall trade area, CERC map of News Times circulation dominance area, Danbury and New Milford Hospital service areas (identified on the 2010 DHS / DOPS Family Campaign EMS Outreach brochure as including the 10 HVCEO municipalities plus Washington and Southbury in Connecticut and Brewster and Patterson in New York State), 2010 census urbanized area map, latest census journey to work data, and other factors.

**CHARACTERIZE THE CULTURAL BASE**

The HVCA (Housatonic Valley Cultural Alliance) is a regional arts organization that connects and strengthens the arts to enrich the Greater Danbury community. Its serves the same ten town areas as this CEDS. Assess the HVCA and related cultural resource base.

**1B. SUMMARY OF MUNICIPAL  
ECONOMIC DEVELOPMENT POLICIES**

**MUNICIPAL ECONOMIC DEVELOPMENT  
STRATEGIES AS CURRENTLY ADOPTED**

An important task will be to locate and summarize each municipal economic development strategy. This information is needed as a base for determining a regional economic development strategy. Position of this element within the CEDS to be determined.

The adopted text may be found as a section of the municipal plan of conservation and development, or anchored to the local government policy structure elsewhere. The work task will focus on contrast and comparison between towns. A key here is significant summation rather than cut and paste.

Note that in 2008 a consultant to HVCEO identified the factors that allowed the City of Danbury to avoid the significant economic decline characteristic of similar cities in the Northeast. Evaluate the results for inclusion in the CEDS.

Also note that the 2009 HVCEO Regional Plan recommended "marketing New Milford as the main regional subcenter." Summarize and review this recommendation, and assess the validity of the factors used to designate New Milford as the main regional subcenter.

**1C. 2010 and 2011 "BRANDING WESTERN  
CONNECTICUT" FOCUS GROUP SUMMARIES**

These recent focus group summaries will be made available to the consultant.

## 2. DEMOGRAPHIC BASE

Start with the 2009 demographic overview prepared by HVCEO. Revise and update from the economic development perspective.

### 2A. DEMOGRAPHIC OVERVIEW

Data content of this section to be determined. But also include:

### 2B. HOUSING SUPPLY TO SERVE ECONOMIC DEVELOPMENT

Data content of this section to be determined.

To coordinate with the CT DECD 2009 Statewide Economic Strategic Plan, note that Plan's finding that "Housing is another key issue because it directly impacts Connecticut's economy and affects the state's ability to attract and retain a skilled labor force — correlating to the state's quality of life and overall vitality.

The relationship between the availability and affordability of housing and economic growth may be less obvious. But business leaders continue to beat the drum for affordable housing because their employees need homes they can afford. Key findings:

-- Connecticut's existing supply of housing is constrained, but the cost of producing a unit is high. That's why new developments of large homes are now the norm, instead of new single-family, starter homes being built across the state.

-- Increasingly, the market is unable or unwilling to produce housing for those earning between 80 and 120% of area median income, and up to 140 to 150% in high cost areas.

-- If housing in this income bracket is not being produced, then the laws of supply and demand dictate that the housing supply diminishes and the scarcity increases prices.

-- This brings us to the situation facing Connecticut today. Housing prices and rents have increased faster than wages and the overall supply of housing units has not increased sufficiently to meet the need, especially for those households with income at or below 120% of area median income.

-- Without the availability of affordable housing, homeowners will bear a greater burden of taxes in Connecticut and the flight of young adults out-of-state, as well as the retirements of older residents, will continue to adversely affect the labor market.

-- Connecticut still has a sizeable special needs population — the elderly, those with disabilities and health issues and abuse victims — which requires affordable and adequate housing throughout the state. This echoes the need for affordable housing, based on the number of low-income families; while renting is becoming a more common option among young adults."

The consultant will note any differences between the Greater Danbury housing market and the statewide description above, using the 2009 HVCEO Housing Market Assessment and other resources.

### HOUSING MARKET DATA

Area housing market information as of late 2008 is available within an HVCEO housing report. This assessment also specifies affordable units needed by municipality.

It is not anticipated that the consultant will make a significant investment in updating the 2008 information, unless some relevant 2010 census data becomes available and can be readily summarized.

### RELATIVE MUNICIPAL TAX YIELD BY HOUSING TYPE

For many years in Connecticut there has been dialogue over the relationship between economic development and housing in terms of their relative values for tax collection. A summary of technical studies on this topic was completed by a consultant as part of the regional housing study dated 2009. The key economic relationships identified should be included in the CEDS.

#### JOURNEY TO WORK CENSUS DATA

Data as to the interaction of the housing market with employment location is fundamental to understand the dynamics of the regional economy. HVCEO has extensive summaries of this information and will make them available to the consultant.

#### EXTENT OF HOME BASED BUSINESS

Determine if this Region relative to other areas has a higher or lower percentage of home based business. Categorize trends in this sector. Use as a base HVCEO statistics and recommendation for liberalization of zoning policy for home based business found in Regional Plan section 6-2:5.

#### 2C. EVALUATION OF LABOR FORCE

Data content of this section to be determined.

But the consultant will make use of data available from the Northwest Regional Workforce Investment Board, which is this area's non profit organization funded through the CT Department of Labor to provide employment services to underemployed, unemployed and dislocated workers. The consultant will also make use of various state data sets including those located on hvceo.org.

#### 2D. EDUCATIONAL AND JOB TRAINING RESOURCES

Data content of this section to be determined.

Review the data resources of the Northwest Regional Workforce Development Board.

And to coordinate with the CT DECD 2009 Statewide Economic Strategic Plan, note that Plan's finding that "Connecticut is renowned for its highly productive workforce, which is largely a result of workers' high level of educational attainment.

But maintaining this productivity will be a challenge because researchers point to a marked decline in the level of education for new workers, a trend they expect to continue.

As across the country, labor markets in Connecticut presently are not faring well. In March 2008, Connecticut's nonfarm employment rose by 1%, less growth than a year ago and less than the nation's 1.1% nonfarm employment growth. This chronic problem makes hiring skilled labor more difficult and costly. This is clearly an unfavorable trend, especially given Connecticut's higher and recently raised minimum wage.

Evidenced by census data, it would appear Connecticut isn't a top destination for younger people, which will likely create a shortage of future workers in the state." The quote continuing:

"-- Connecticut boasts one of the most highly educated workforces in the nation. The state ranks 23rd in educational and health care establishments, 16th in employment, and 13th in annual payroll among the states in this sector.

-- Connecticut has witnessed significant productivity growth in all industrial sectors between 2000 and 2007, particularly in the utility, real estate, information, and management industrial sectors.

-- In 2006, Connecticut ranked 3<sup>rd</sup> nationally for the percentage of its population 25 and older with a bachelor's degree or higher.

-- But Connecticut is among the nation's 10 oldest states, ranking 8th in median age (39). The state's future workforce growth may be stunted unless we can import the labor we need to fill positions being vacated by the aging workforce and the significant outmigration of the 25- to 44-year-old cohort."

The consultant will note any statistical differences between Greater Danbury workforce adequacy and the statewide description above. Demonstrate to what extent this CEDS area shares these perceived statewide problems.

Compare and contrast with text on pages 3-40 thru 3-58 of the 1994 regional report.

#### **PRIVATE SECONDARY SCHOOLS AS AN ECONOMIC CLUSTER**

Western Connecticut is known for its cluster of secondary schools that draw students from a national market. The cluster is partly located within the Housatonic Valley Region and extends outside the region to the north. Provide an inventory, then evaluate their impact upon and value to the regional economy.

### **2E. INSTITUTIONAL CAPACITY FOR ECONOMIC DEVELOPMENT**

Begin by comparing and contrasting with text on pages 3-59 thru 3-68 of the 1994 Regional Economic Report.

## **3. EMPLOYMENT**

### **3A. OVERVIEW**

Data content of this section to be determined. But also include:

#### **ADJACENT CEDS**

As was done within the 2009 Coastal Fairfield County CEDS, made use of employment sector data that may be available from Moody's Economy.com. Review this adjacent CEDS and its appendices for data sources the Greater Danbury CEDS might also tap.

#### **COUNTY BUSINESS PATTERNS**

The US Census Bureau periodically publishes a report entitled County Business Patterns. As feasible, extract data relevant to this CEDS.

#### **CT MAGAZINE COMPILATION OF LARGEST INDUSTRIAL AND SERVICE COMPANIES**

As noted in the 2010 edition of the Greater Danbury Chamber publication The Greater Danbury Difference, some of the top 100 companies are in this area. Document and categorize.

#### **UPDATE LIST OF MAJOR EMPLOYERS**

This list is current from HART as of 2008. It is limited to employers with 75 or more employees, organized by municipality. The consultant is requested to update this key data to the current year. Include minimum descriptions built into current list, including employee access bus route. Include any standard industry or business codes if available.

#### DOCUMENT CONCENTRATION OF CUTTING EDGE TECHNOLOGY COMPANIES

As noted in the 2010 edition of the Greater Danbury Chamber publication The Greater Danbury Difference, cutting edge technologies have become a regional trademark. A significant work item will be to document and categorize this crucial economic asset. Document in this CEDS to what extent these firms are concentrated in Greater Danbury relative to the remainder of the state.

And towards this end consult the Consult the Deloitte & Touche data base cited by The Greater Danbury Difference report. Also provide perspective on cutting edge employment and a percentage of total regional employment.

Review the table entitled "High Tech Companies in Housatonic Valley" within the 1994 Regional Economic Strategy Report to determine growth, shifts and trends in this economic sector. Also consult other resources.

#### ANALYSIS OF GROWING AND DECLINING INDUSTRIES

An "Industry Analysis of Connecticut's Housatonic Valley Planning Region" was completed for HVCEO by the CT Economic Resource Center in 2007. A limited shift-share statistical analysis was utilized.

While the above is useful as comparative base data, a key work element will be for the consultant to significantly expand upon the methodology of this report, update key information and provide greater depth. The CEDS will need a data analysis process to assist in defining "target industries" for marketing.

### **3B. MANUFACTURING EMPLOYMENT**

#### DOCUMENT OTHER INDUSTRIAL CONCENTRATIONS

In so doing make use of the documentation of industrial concentrations contained in the 1994 Regional Economic Strategy Report. Use 1994 data as a base to evaluate trends and changes.

### **3C. RETAIL EMPLOYMENT AND MARKET**

#### CHARACTERIZE ASPECTS OF THE RETAIL MARKET

The consultant may have access to commercial data bases for completing this section. Special features of area retail, such as upscale automobile dealerships, are to be noted.

Provide a statistical indication as to the extent the area retail market is "saturated."

#### UPDATE TABLE L3

HVCEO table L3 lists 78 retail centers in the ten town area as of 2000. For each municipality, retail centers are ranked by estimated square footage in descending order. This basic list is to be updated by the consultant, with assistance from technical committee members.

#### **REVISE COMMERCIAL ZONING TO BETTER REFLECT MARKET**

The CEDS may recommend that to the extent possible, professional market research be utilized as a key input to local zoning changes affecting business potential. The model community that may be cited is the Town of Bethel, where 2008 market data was used for revising zoning along the busy Route 6 commercial corridor.

#### **DOCUMENT RELATIVE SIZE OF DANBURY FAIR MALL**

The City of Danbury generates more than 10 percent of all sales tax revenues in the State of Connecticut. This statistic reflects the powerful presence of the Danbury Fair Mall. This facility is a special economic asset for this area and deserves stand alone documentation.

As noted in the 2010 edition of the Greater Danbury Chamber publication *The Greater Danbury Difference* the "Danbury Fair Mall is the largest enclosed shopping mall in New England." Include this statement and its supporting documentation in the CEDS. If possible from both the perspective of square footage of retail space and total sales volumes.

#### **GEOGRAPHIC EXTENT OF DANBURY FAIR MALL TRADE AREA**

The 1.2 million square foot Danbury Fair super-regional mall is located just south of I-84 Exit 3 on the west side of Connecticut's seventh largest City 6.3 miles from the New York State Line. It was deliberately sited there and sized to serve the retail needs of population in adjacent New York State.

It is generally believed that the current trade area draw includes the eastern half of New York State's Putnam County as well as much of northern Westchester County, reaching southwesterly along I-684 as far as the New York State Towns of Bedford and Yorktown.

As a top regional asset, the CEDS should document this trade area to insure our assumptions are correct. In conjunction with representatives of the Danbury Fair Mall and other data sources, summarized and document information as to the geographic extent of this trade area as of 2011.

### **3D. CORPORATE OFFICE EMPLOYMENT**

#### **UPDATE LIST OF CORPORATE OFFICES**

A list of 34 corporate offices by municipality in the Region as of 2000 is available from HVCEO as Table L2. Update this list and add whatever details and categorization are available.

#### **MATRIX CORPORATE CENTER**

It has long been assumed that this 1.3 million square foot office building on the west side of Danbury is the largest office building in Connecticut. Attempt to confirm this fact, placing documentation in the CEDS.

### **3E. SERVICE SECTOR EMPLOYMENT**

Data content of this section to be determined.

### **3F. TOURISM SECTOR EMPLOYMENT**

To coordinate with the CT DECD 2009 Statewide Economic Strategic Plan, note that Plan's finding that "Underscoring the economic impact of the culture and tourism industry, analysis performed in 2004 found the total direct, indirect and induced economic benefits of Connecticut's culture and tourism operations generated \$14.06 billion in gross state product, or 7.6% of the state's total.

They contributed \$9.1 billion in personal income (5.74% of state total), 171,023 jobs (10% of state total) and \$1.715 billion in state and local revenue — monetary receipts from state and local taxes and fees — representing 6.9% of the state and local total.

Connecticut invested \$27.7 million in culture and tourism in 2004-05 to leverage \$258 million in net state and local revenue. Another way to consider the impact of culture and tourism state budget allocations is to view each dollar invested and track its rate of return. In this case, for every \$1 invested, the state garnered \$9.30 in state and local revenue, \$507 in gross state product and \$328 in personal income.

With 4.13% of total employment falling in the cultural enterprise category, Connecticut ranks second only to Rhode Island among the New England states.

Connecticut's tourism industry is negatively affected by more than dwindling budgets and increased costs: high volume of traffic on interstates, general lack of awareness of what Connecticut offers, and lack of public transportation to and around the state hinder the growth potential of tourism in Connecticut."

The consultant will note any differences between the Greater Danbury tourism industry and the statewide description above.

#### **FURTHER CATEGORIZE TOURISM IN THE REGION**

According to the 1994 Regional Economic Strategy Report "tourism in the Region generated approximately 3,100 jobs and paid approximately \$54 million in wages. Categorize trends in the Region's tourism industry between then and now. Use 1991 revenues cited in the 1994 report to help establish trends.

#### **SPECIAL FEATURE: CANDLEWOOD**

##### **LAKE AS AN ECONOMIC ASSET**

Candlewood Lake is the largest water body in Connecticut. Users are drawn from a considerable distance. To the extent data and assumptions allow, characterize Candlewood Lake as an economic asset.

This evaluation should involve extrapolation from other water recreation based economic impact studies known to the consultant. See also the 2001 report entitled "Economic Evaluation of Candlewood Lake."

### **3G. HEALTH CARE DELIVERY SECTOR**

To coordinate with the CT DECD 2009 Statewide Economic Strategic Plan, note that Plan's finding that "Connecticut's healthcare industry is a significant economic driver, consisting of 9,818 establishments, employing 245,242 persons and contributing \$9.8 billion in payroll in 2006. And this sector's employment will likely grow as the population ages. However, the high cost of healthcare in Connecticut and the nation is a burden for workers and businesses alike and is of significant concern."

**SPECIAL FEATURE: TWO HOSPITALS  
AS ECONOMIC DEVELOPMENT ASSETS**

Assess the recently affiliated Danbury and New Milford Hospitals as an economic development driver and asset. Consult with the Hospitals on this task.

**3H. OTHER EMPLOYMENT SECTORS**

Data content of this section to be determined.

## **4. INFRASTRUCTURE**

### **4A. TRANSPORTATION**

To coordinate with the CT DECD 2009 Statewide Economic Strategic Plan, note that Plan's finding that "Transportation systems are critical to the overall health of economies. People need access when traveling to and throughout the state and ease of travel is essential to the productivity of businesses.

Eighty percent of commuters in Connecticut are single-riders in an automobile. They are looking for better options to get to work in the major urban areas, as well as to areas outside of the state."

**TRAFFIC IMPROVEMENT NEEDS BY MUNICIPALITY**

HVCEO staff will excerpt descriptive materials from regional publications and forward them to the consultant. The CEDS review process may formulate proposals or priorities differing from those of HVCEO.

**CITE SPECIAL ISSUE: I-84 TOLL PLAZA IMPACT STUDY**

Potential installation of expressway tolls in the area is considered by many to be a significant to the area economy. This issue should be summarized for the CEDS. Resource data is available within a 2009 HVCEO report entitled "I-84 Toll Plaza Impact Study."

**EXISTING AND PROPOSED**

**PUBLIC BUS SERVICE IN REGION**

HVCEO staff will excerpt descriptive materials from regional publications concerning the Housatonic Area Regional Transit District. These will then be forwarded to the consultant. Summaries of private sector bus transit operating in the area will also be forwarded.

**SPECIAL FEATURE: HART ECONOMIC IMPACT STUDY**

A 1997 Housatonic Area Regional Transit District consultant report calculated the economic impact of HART. The report noted that "For every dollar provided by local government for HART

services, there is a benefit of more than nine dollars to the Region." Extract a brief summary of this economic impact report for use in the CEDS.

**EXISTING AND PROPOSED RAIL  
PASSENGER SERVICE IN REGION**

HVCEO staff will excerpt descriptive materials from regional publications and forward them to the consultant. The CEDS review process should be free to formulate proposals or priorities differing from those of HVCEO.

**EXISTING AND PROPOSED RAIL  
FREIGHT SERVICE IN REGION**

A survey of rail freight in the Region will be completed by HVCEO during 2011. Materials will be excerpted by HVCEO staff for the consultant's use.

**ASSESS AVIATION ASSETS**

Assess Danbury Airport in terms of its current and future economic impact. For completeness of this section also see also the Regional Transportation Plan texts on future services from Stewart Airport in New York State and the very small Candlelite Farms Airport in New Milford.

**TRANSPORTATION PRIORITIES FROM THE  
ECONOMIC DEVELOPMENT PERSPECTIVE**

The consultant will work with the technical committee and the public to prepare a short list of such improvements. Priorities and projects may be at variance with current Regional Transportation Plan priorities.

**4B. SEWER AND WATER SERVICES**

The CEDS study budget does not allow for a comprehensive review of water and sewer availability based on significant data collection. Rather, technical committee members will provide information by municipality for this section.

**4C. ELECTRICITY AND NATURAL GAS**

To coordinate with the CT DECD 2009 Statewide Economic Strategic Plan, note that Plan's finding that "Connecticut is a critical region in terms of the need for increased electricity supply resources to meet long-term needs.

Without the timely addition of new resources, The International Organization for Standardization warns the state and the region will fail to meet established reliability criteria, increasing the need for emergency procedures to operate the system during peak periods, and the possibility of disconnecting customers at peak."

The consultant will note any differences between electricity supply for Greater Danbury and the statewide description above. Demonstrate to what extent this CEDS area shares this perceived statewide problem.

Compare and contrast with text starting on page 3-30 of the 1994 regional report. In addition, compare and contrast with text on competitive power cost analysis starting on page 4-4 of the 1994 regional report.

#### **SPECIAL FEATURE: GENERATION BY HYDROPOWER FACILITIES**

The Region is a significant source of renewable energy thru the operation of the Lake Zoar, Lake Lillinonah, Lake Candlewood and Bulls Bridge hydro power facilities. All are tied to the Housatonic River. Include power generation statistics of impoundments. Assess this economic resource in the CEDS.

#### **4D. FIBER OPTICS AND TELECOMMUNICATIONS**

##### **ELECTRIC, NATURAL GAS, FIBER OPTIC AND TELECOMMUNICATION INFRASTRUCTURE**

To coordinate with the CT DECD 2009 Statewide Economic Strategic Plan, note that Plan's finding that "The cost of electricity is of considerable concern to Connecticut, as several reports rank Connecticut near the bottom in this particular sector.

The energy sector represents a competitive disadvantage for Connecticut. Energy is a component of the cost of doing business in a state, as it factors into the equation of where to locate or expand a business. Therefore, to compensate for high energy costs, a state must offer other assets of high value, such as a highly skilled workforce.

Describe the extent of these utility services. Compare with descriptions and assessment made on page 3-30 of the 1994 Regional Economic Strategy Report. Determine availability and relevance of any mapping for CEDS inclusion.

Review the statewide map entitled "Connecticut Broadband Maximum Advertised Download Speed" by Applied Geographics, Inc. and describe the relative advantages in Greater Danbury.

#### **4E. INFRASTRUCTURE NEEDS BY MUNICIPALITY**

The development of this prioritized list will be a central task of the CEDS. Scoring matrices will be evaluated from other leading CEDS.

### **5. BUILDING REUSE AND DEVELOPMENT SITES**

#### **5A. OVERVIEW**

The CEDS is not the place to include a detailed list of parcels and properties on the market. Data content of this section to be determined.

But when developing text, include contrast with text beginning on page 4-1 of the 1994 Regional Economic Strategy Report.

Note that the Region's state recognized regional planning organization, the HVCEO, adopted a Future Growth Map for the area in 2009. Unanimously approved by the ten municipal leaders, this map is to be referenced as to appropriate development intensity and environmental sensitivity when evaluating the economic development potential of specific tracts and buildings. However, evaluations that vary from the HVCEO policy map may also be included in this CEDS.

## **5B. BROWNFIELD REMEDIATION**

To coordinate with the CT DECD 2009 Statewide Economic Strategic Plan, note that Plan's finding that "Brownfield remediation is an important element of economic development and in implementing the state's responsible growth strategies because using these sites allows communities to revitalize their inventory of developable land as job generators, housing, community facilities and open space."

In developing this text, reference the brownfield summary referenced in the 1994 Regional Economic Strategy Report.

Poll municipalities and technical committee members to create a description of successful or planned brownfield remediation, 1994 to 2011.

Contact US EPA, CT DECD and CT DEP to obtain lists of environmentally contaminated business sites in the Region.

## **5C. REUSE OF EXISTING BUSINESS PROPERTIES**

Contrast with text on pages 3-33 to 3-39 of the 1994 Regional Economic Strategy Report.

## **5D. OPEN LAND AVAILABLE FOR BUSINESS**

Contrast with text on pages 3-33 to 3-39 of the 1994 Regional Economic Strategy Report.

# **6. COMPETITIVE POSITION OF REGION**

Data content of this section to be determined. But also include:

## **6A. STRENGTHS AND WEAKNESSES**

In developing this text, to the extent possible contrast with what the 1994 Regional Economic Strategy Report documented as the strengths and weakness of that time.

## **6B. NJ/NY/CT ASSESSMENT OF COMPETITION**

Contrast with similar text in the 1994 Regional Economic Strategy Report.

# **7. REGIONAL ECONOMIC DEVELOPMENT STRATEGY**

Compare and contrast with pages 5-1 thru 6-3 of the of the 1994 Regional Economic Strategy Report.

## **EVALUATION PLAN**

To create on-going measures of economic performance, consider as a starting point the model "Evaluation Plan" proposed by the 2006 Metro Hartford Alliance CEDS.

**US EDA TECHNICAL REQUIREMENTS FOR THE  
PREPARATION OF THE GREATER DANBURY, CT  
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY**

**TO ACCOMPANY CEDS REQUEST FOR PROPOSALS**

**EDA TECHNICAL REQUIREMENT 1: BACKGROUND**

THE CEDS MUST CONTAIN A BACKGROUND OF THE ECONOMIC DEVELOPMENT SITUATION OF THE REGION THAT PAINTS A REALISTIC PICTURE OF THE CURRENT CONDITION OF THE REGION. THIS BACKGROUND MUST INCLUDE A DISCUSSION OF THE ECONOMY, POPULATION, GEOGRAPHY, WORKFORCE DEVELOPMENT AND USE, TRANSPORTATION ACCESS, RESOURCES, ENVIRONMENT, AND OTHER PERTINENT INFORMATION.

**EDA TECHNICAL REQUIREMENT 2: ANALYSIS OF  
ECONOMIC DEVELOPMENT PROBLEMS AND OPPORTUNITIES**

THE CEDS MUST INCLUDE AN IN-DEPTH ANALYSIS OF THE ECONOMIC DEVELOPMENT PROBLEMS AND OPPORTUNITIES THAT IDENTIFIES STRENGTHS AND WEAKNESSES IN THE REGIONAL MAKEUP OF HUMAN AND ECONOMIC ASSETS, AND PROBLEMS AND OPPORTUNITIES POSED BY EXTERNAL AND INTERNAL FORCES AFFECTING THE REGIONAL ECONOMY.

THIS ANALYSIS MUST:

- INCORPORATE RELEVANT MATERIAL FROM OTHER GOVERNMENT-SPONSORED OR SUPPORTED PLANS AND DEMONSTRATE CONSISTENCY WITH APPLICABLE STATE AND LOCAL WORKFORCE INVESTMENT STRATEGIES.
- IDENTIFY PAST, PRESENT, AND PROJECTED FUTURE ECONOMIC DEVELOPMENT INVESTMENTS IN THE REGION.
- IDENTIFY AND ANALYZE ECONOMIC CLUSTERS WITHIN THE REGION.

**EDA TECHNICAL REQUIREMENT 3:  
CEDS GOALS AND OBJECTIVES AND  
DEFINING REGIONAL EXPECTATIONS**

THE CEDS MUST CONTAIN A SECTION SETTING FORTH GOALS AND OBJECTIVES NECESSARY TO SOLVE THE ECONOMIC PROBLEMS, OR CAPITALIZE ON THE RESOURCES, OF THE REGION. ANY STRATEGIC PROJECT, PROGRAM, OR ACTIVITY IDENTIFIED IN THE CEDS SHOULD WORK TO FULFILL THESE GOALS AND OBJECTIVES.

- GOALS ARE BROAD, PRIMARY REGIONAL EXPECTATIONS.
- OBJECTIVES ARE MORE SPECIFIC THAN GOALS, CLEARLY MEASURABLE, AND STATED IN REALISTIC TERMS CONSIDERING WHAT CAN BE ACCOMPLISHED OVER THE FIVE YEAR TIME FRAME OF THE CEDS.

**EDA TECHNICAL REQUIREMENT 4: COMMUNITY  
AND PRIVATE SECTOR PARTICIPATION**

THE CEDS MUST INCLUDE A SECTION DISCUSSING THE RELATIONSHIP BETWEEN THE COMMUNITY IN GENERAL AND THE PRIVATE SECTOR IN THE DEVELOPMENT AND IMPLEMENTATION OF THE CEDS. PUBLIC AND PRIVATE SECTOR PARTNERSHIPS ARE CRITICAL TO THE IMPLEMENTATION OF THE CEDS.

**EDA TECHNICAL REQUIREMENT 5: STRATEGIC  
PROJECTS, PROGRAMS AND ACTIVITIES**

THE CEDS MUST CONTAIN A SECTION WHICH IDENTIFIES REGIONAL PROJECTS, PROGRAMS AND ACTIVITIES DESIGNED TO IMPLEMENT THE GOALS AND OBJECTIVES OF THE CEDS. THIS SECTION SHOULD IDENTIFY AND DESCRIBE:

SUGGESTED PROJECTS-

- ALL SUGGESTED PROJECTS, PROGRAMS AND ACTIVITIES AND THE PROJECTED NUMBER OF JOBS TO BE CREATED AS A RESULT.

- LEAD ORGANIZATIONS RESPONSIBILITIES FOR EXECUTION OF THE PROJECTS.

**VITAL PROJECTS-**

A PRIORITIZATION OF VITAL PROJECTS, PROGRAMS, AND ACTIVITIES THAT ADDRESS THE REGION'S GREATEST NEEDS OR THAT WILL BEST ENHANCE THE REGION'S COMPETITIVENESS, INCLUDING SOURCES OF FUNDING FOR PAST AND POTENTIAL FUTURE INVESTMENTS. THESE CAN BE OVERARCHING "THEMES" FOR REGIONAL ECONOMIC DEVELOPMENT SUCCESS AND IS EXPECTED TO INCLUDE COMPONENTS. FUNDING SOURCES SHOULD NOT BE LIMITED TO EDA PROGRAMS.

**EDA TECHNICAL REQUIREMENT 6: CEDS PLAN OF ACTION**

THE PLAN OF ACTION, AS DESCRIBED IN THE CEDS, IMPLEMENTS THE GOALS AND OBJECTIVES OF THE CEDS IN A MANNER THAT-

- PROMOTES ECONOMIC DEVELOPMENT AND OPPORTUNITY;
- FOSTERS EFFECTIVE TRANSPORTATION ACCESS;
- ENHANCES AND PROTECTS THE ENVIRONMENT;
- MAXIMIZES EFFECTIVE DEVELOPMENT AND USE OF THE WORKFORCE CONSISTENT WITH ANY APPLICABLE STATE OR LOCAL WORKFORCE INVESTMENT STRATEGY;
- PROMOTES THE USE OF TECHNOLOGY IN ECONOMIC DEVELOPMENT, INCLUDING ACCESS TO HIGH-SPEED TELECOMMUNICATIONS;
- BALANCES RESOURCES THROUGH SOUND MANAGEMENT OF PHYSICAL DEVELOPMENT; AND
- OBTAINS AND UTILIZES ADEQUATE FUNDS AND OTHER RESOURCES.

THE CEDS MUST ALSO CONTAIN A SECTION THAT DISCUSSES THE METHODOLOGY FOR COOPERATING AND INTEGRATING THE CEDS WITH A STATE'S ECONOMIC DEVELOPMENT PRIORITIES.

**EDA TECHNICAL REQUIREMENT 7:**

**PERFORMANCE MEASURES:**

THE CEDS MUST CONTAIN A SECTION THAT LISTS THE PERFORMANCE MEASURES USED TO EVALUATE THE PLANNING ORGANIZATION'S SUCCESSFUL DEVELOPMENT AND IMPLEMENTATION OF THE CEDS, INCLUDING BUT NOT LIMITED TO THE:

- NUMBER OF JOBS CREATED AFTER IMPLEMENTATION OF THE CEDS;
  - NUMBER AND TYPES OF INVESTMENTS UNDERTAKEN IN THE REGION;
  - NUMBER OF JOBS RETAINED IN THE REGION;
  - AMOUNT OF PRIVATE SECTOR INVESTMENT IN THE REGION AFTER IMPLEMENTATION OF THE CEDS; AND
  - CHANGES IN THE ECONOMIC ENVIRONMENT OF THE REGION.
- THESE ARE NOT MEANT TO BE THE ONLY PERFORMANCE MEASURES FOR THE CEDS.
- ADDITIONAL QUALITATIVE AND QUANTITATIVE MEASURES

