



Lamont-Bysiewicz Transition Policy Committee Reporting Template

Committee Name: Jobs/Economy
Co-Chairs: Fran Pastore & Joe Gianni
Date: December 12, 2018 (FN)

Summary

The Committee, based on the detailed work of its sub-committees, offers recommendations in three strategic areas for the incoming administration, organized around (1) **accountability in economic development**, (2) **development of talent and the workforce** to meet the needs of Connecticut’s business community, and (3) **encouraging an urban renaissance**. We arrived at these recommendations in part based on the research of three subcommittees; their more detailed reports are attached as appendices to this document. To implement these strategic directions and, in turn, create jobs, the Committee further stresses that we must also work toward lifting people out of poverty with a focus on equity; investing in infrastructure, which supports places where growth is most likely to occur; and achieving fiscal stability in cities, which are the state’s key centers of innovation.

Responses to Questions

1. How do you propose the Lamont Administration prioritize policy goals in this area, and on what timeframe?

The Committee strongly believes that the Governor-elect must seize the opportunity to take bold steps to prioritize economic development moving from transactional activities and toward a more transformational structure. The following policy goals reflect the highest priorities of the subcommittees and are endorsed by the full Committee:

Accountability & Economic Development Strategy Recommendations:

- **Create an Innovative Delivery System + Strategy for Growth.** This new structure starts with the appointment of a Secretary-level position (“Secretary of Commerce”) that is empowered to oversee all economic development. This action promotes the prominence that Economic Development occupies in the new administration. Accountabilities to the Governor, constituents, and stakeholders include, but are not limited to:
 - Developing a comprehensive, innovation-based, and long-game economic development plan.
 - Evaluating the public/private model structure for all agencies engaged in economic development.
 - Coordinating an interagency “Grow CT Team” (i.e. Housing, Transportation, Education, Environment, and Planning) to work on economic development initiatives when there is overlap.
 - Creating the position of Chief Marketing/Communications Officer under the new Secretary to elevate importance of the CT brand, internal/external communications, and other state initiatives.
- **Bring the Border States to the Table.** Governor-elect Lamont should host a summit with Governors Baker, Cuomo, and Raimondo to raise awareness of our interdependence and commitment to a coordinated collaboration of our collective economic assets and capabilities. Areas for discussion could include, but are not limited to: transportation (high speed rail, freight, tolling); high tech infrastructure (5G); international trade partnerships; regional marketing/promotion; and workforce training/education.

Talent/Workforce Development Recommendations:

- **Expand What Works to Other Regions and Industry Needs.** Expand the nationally-recognized regional sector partnership entitled the Eastern CT Manufacturing Pipeline Initiative built by 30 regional partners in

collaboration with General Dynamics Electric Boat (EB) and Eastern Connecticut Advanced Manufacturing Alliance (EAMA). This partnership, highlighted in the Yale Workforce Study, demonstrates how to improve economic development outcomes and transform communities. The project successfully placed 1,200 unemployed and underemployed applicants through a workforce intermediary (Eastern CT Workforce Investment Board) to bridge the communication gap and create cohesion between the employers, technical high schools, comprehensive high schools, CSCU, and training/workforce programs. A limited expansion of the program is underway; the Committee recommends a full, statewide roll-out in manufacturing and other sectors.

- **Fully Commit to Computer Science.** Following code.org’s recommendations, the State should embrace a broad policy framework to provide all students with access to computer and data science education. This measure would require both a new pathway to certify instructors and unlock the backlog of capacity as well as to require computer science to count as a core graduation requirement. Parallel efforts would support certification-based programs, recognizing the viability of non-college pathways to code skill training and workforce development. Additional focus on computer science along with incentives (i.e. loan forgiveness, free transportation) should also be used as talent attraction for professionals, including the recruitment of 18-45 year-olds to settle in Connecticut (deploying the Connecticut Comeback campaign).

Urban Revitalization Recommendations:

- **Invest in the Metropolitan Markets.** Leverage the effectiveness of the Capital Region Development Authority (CRDA)’s structure, process, and expertise to consider replication of a “CRDA-type” agency (or regional level agencies) to support targeted development. The work of the CRDA to stimulate economic development and new investment, develop and redevelop property to attract and retain businesses, and expand housing development to enhance the economic and cultural vitality in the Hartford area is viewed as a successful model.
- **It’s High Time for the High Speed Rail.** Following through on the prior work of the Federal Rail Administration and the Northeast Corridor Commission, the administration should commence discussions with our border states and advance implementation of high-speed New Haven to New York City service, together with high speed links from New Haven to Boston, via Hartford, Storrs and Providence.

2. Which goals are achievable in the first 100 days of the Administration?

The most vital action the Governor-elect can take in his first 100 days to create/retain/develop jobs is to be **BOLD** on structural reform in economic development and transportation. Businesses want to remain/grow in Connecticut; they just need to be given a reason to believe that structural change is underway creating stability, predictability, and competitiveness. Below are some of the key steps associated with the re-launch of the economic development program.

- Announce structural changes including specific work flow through Secretary, service-delivery mechanisms and “Grow CT Team” (ED/CD, Housing, Planning, OPM, DEEP and Transportation).
- Visit top employers in Connecticut and top recipients of venture capital, in a collaborative approach with local and regional economic developers.
- Kick off economic development strategy with regional economic development workshop events with elected officials, economic development, planning and related professionals, as well as chambers and affiliated organizations. Consolidate recommendations to inform strategy.
- Pause the current update to the DECD website and launch discovery/marketing effort.
- Develop a database of economic development public spending at state, regional and municipal levels and, from there, assess the need to re-allocate and/or raise additional funding.
- Announce micro-, MBE-, small- and women-owned business entrepreneurial assistance “bootcamps” in each region, leveraging the many existing high-quality programs or launching new programs as needed. Use the same model to amplify Skill Up for manufacturing and focus on underserved or disadvantaged populations.

- Make a public commitment to Computer Science (CS) with every K-12 school offering CS programming within two years and increase visibility / promotion of CS workforce training and code camps.

3. Which goals will require legislation to move forward? Which items can be advanced through the actions of the Administration alone? What is the fiscal impact of these legislative or executive actions?

For recommendations concerning accountability, the Governor-elect is encouraged to use the budget process and administrative mechanisms to re-structure work flow. This would be the case with, for example, creation of the "Grow CT Team". For recommendations concerning workforce development and talent attraction, the existing regional boards provide a model to improve service delivery. Investment in computer science programs will require extensive (and needed) efforts to change core curriculum, amend teacher certification requirements and identify funding for certificate programs. For recommendations concerning urban revitalization, regional cooperation and regional models are essential. Creation of CRDA-like entities would entail assessment of existing structures in each region and/or state enabling legislation. High-speed intercity passenger rail will entail budget authority as well as permissions from the MTA, FRA and other passenger rail entities. The extension of service east of Hartford to Providence, through Storrs, will require extensive environmental review as well.

4. Are there specific challenges you can identify with regard to achieving the Lamont Administration's goals, and how would you suggest to address those?

Cities need to have funds for their budgets and must not be penalized for housing the people and institutions that make them dynamic and useful. Fiscal stability will require a bold effort on the part of the next administration. To address these issues, many conversations have focused on consolidations, shared services and even regional property tax equity zones comprised of the center city, inner ring cities and first ring suburbs, and work to create a balance where the effective mill rates would be about the same. As further described in Appendix 3, some of the key steps that would help equalize and stabilize the fiscal health of center cities include fully-funding the existing PILOT to enable sustainable growth of colleges/universities and other non-profits; a new State PILOT fund to enable the creation of much-needed affordable housing; and funding for brownfield remediation.

5. Are there any other issues/considerations you would like to highlight with regard to this policy area?

Connecticut is well-positioned between two of the largest innovation centers in the world. Attracting talent, including the surge of millennials as they reach middle age, includes a wide-variety of strategies. The Committee understands that economic development will be focused in key sectors and in strategic places, such as center cities. These cities also have far higher poverty rates and other socio-economic challenges related to supporting the region's social service needs. Breaking down barriers, by connecting residents to employment, providing supports to low-income families, and collaborating to regionalize service delivery, will help lift people out of poverty and make for a more integrated place that grows together.

In addition to the EAMA, the Committee reviewed highly successful programs which should be considered as part of the broader strategy. The subcommittee reports include a number of these strategies including small business programs as well as specific support to increase the number and capacity of women-owned business.

The Committee endorsed the proposed Infrastructure Bank for transportation and economic development.

The Committee wishes to amplify and restate the need for accountability and strategy together with deeper efforts within state agencies and local communities such that a "ground game" is established whereby the economic development team is well-versed by leadership and organized for success.



Jobs/Economy Policy Committee

APPENDIX 1: Report of the Economic Development Accountability Sub-Committee

Membership:

Glendowlyn Thames, Chair; Joe Brennan; Juan Hernandez; Matt Nemerson; Mickey Herbet; Ron Angelo; Thad Gray; Joe Gianni; and Fran Pastore

Stated Purpose - Group Mission:

The Subcommittee was tasked with looking at the State's current economic development approach and strategy and provide recommendations to ensure we have a delivery system and structure in place that supports and incentivizes an environment for a pro-growth agenda.

Introduction/Analysis and Observations of Current Structure:

The change in administration presents Connecticut with an opportunity to revitalize its economic development approach and initiatives to make them more flexible and responsive to a fast-paced, quickly changing economic development environment. It is well documented and researched that innovation is what drives value creation, competitive advantage, and ultimately job creation in the 21st century global economy. The same is true for businesses competing in the marketplace, and it is true for states and communities competing for new jobs and private investment.

Given the current fiscal pressures and environment in Connecticut, an economic development and a pro-growth platform must have the full attention and laser-like focus of the new Administration focused on targeted strategies, efficient use of resources, and measurable return on investment. States that are economically outperforming Connecticut and ranked higher in the national surveys of best states to do business utilize one of three models for their economic development operations on a much more consistent and formal manner than we do: public-private partnership; quasi and/or semi-public; or a private business trade organization. In addition, Connecticut needs a unified delivery system where Education, Transportation, Housing, Talent Retention, Development and Attraction should be viewed as one single delivery system where strategies are aligned toward a common vision and shared goals. With that said, based on the sub-committee's initial discussion, research, and analysis, below represents a set of preliminary recommendations for further vetting and discussion.

They are as follows:

Strategy

- 1.) Recommendation:** Develop a Comprehensive 5-10-year Innovation-Based Economic Development Strategy that should be asset-based vs. needs-based and driven by Connecticut's competitive advantages and value creation within the Northeast corridor and globally. The state's approach to economic development needs to be modernized and move away from traditional models of economic development to reflect today's economic environment cultivating the next generation of entrepreneurs and growth stage companies.

See page 5 for additional details and suggested launch approach.

- 2.) Recommendation:** Develop a strategic Marketing and Communications Plan and new "CT Brand" in order to promote Connecticut's advantages for companies to stay, relocate and grow in the state.
- 3.) Recommendation:** Implement a comprehensive business retention program. Existing businesses are our best resources for attracting new jobs and investment and advocates for their community. An effective strategy could include hosting roundtable discussions and one-on-one meetings for key employers and municipal leaders. Develop a process where there is a network of regular feedback and face time. In addition, this strategy should be further leveraged to serve to groom for local business community for employer interviews, which help site selectors understand how companies deal with local and state laws or restrictions, infrastructure and labor issues, and costs of business. Also, develop business liaisons with specific sector expertise to interface with public officials.
- 4.) Recommendation:** Design a public-private sector strategy and process for Connecticut to identify emerging technologies and advanced industries (ie. blockchain, nanotechnology, etc.) in order to leverage a public policy environment that supports such opportunities and keeps Connecticut at the forefront of these technological developments.
- 5.) Recommendation:** Utilize our higher education institutions, business community, and entrepreneurs to develop campuses of expertise around technical skills in three to four metro areas to ensure we can keep up and keep pace with the demands of the technical talent needed.

Organization Structure and Delivery System

- 6.) Recommendation:** Design and executive an organization structure that is a bottom-up approach based on regional economic strengths – mapping clear roles and responsibilities for how state leaders, regional partners, and local communities will work together seamlessly to execute strategy and programs. In addition, consider a regional economic development model (similar to Hartford's Capital Region Development Authority) statewide focused on three to four metro areas.
- 7.) Recommendation:** Develop the capability and structure to conduct regional planning and partner with border states such as New York, Massachusetts, and Rhode Island.

- 8.) Recommendation:** Create the Governor’s Council for Strategic Inter-agency Collaboration to create an environment for a unified delivery system, in regards to Education, Transportation, Housing, Economic Development etc.
- 9.) Recommendation:** Appoint a high-level secretary/czar to oversee all economic development operations of Governor-Elect Lamont’s administration. Although many details must be worked out, this position should have extraordinary powers, so the economic development head can help steer all administrative and regulatory agencies in the same direction as much as possible. A successful economic development strategy must have a primary “change agent” and coordinator. This should be a commissioner-level position that key business and municipal leaders can call to cut through the red tape and get around obstacles – effectively a Secretary of Commerce and top “Brand Ambassador” along with the Governor for the state.
- 10.) Recommendation:** Connecticut adopt a quasi-public structure for economic development modeled on the economic development corporations/partnerships used in states such as Virginia, North Carolina, New Jersey, Massachusetts, and Michigan. The leadership of the new organization should include both public and private sector representatives. The entity should be broad enough to encompass all aspects of economic development, including strategic planning, marketing, business development, incentives etc.
- 11.) Recommendation:** Charge the new quasi-public economic development agency mentioned above to develop a more robust one-stop experience for those looking to create or expand a business, such as the Pennsylvania Business One-Stop Shop – website that provides useful information on planning, registering, operating and growing a business in the state. It pulls together all relevant aspects of starting and operating and growing a business on one convenient site.
- 12.) Recommendation:** Better coordinate job-training programs housing them in one agency as much as possible, rather than across many agencies as is currently the case.

Assessment and Engagement

- 13.) Recommendation:** Executive a 360 Operational Assessment on economic development agencies to assess operational weaknesses, capacity issues, skill sets and bandwidth. In addition, conduct full assessment of economic development deployment – where is money currently flowing and to what initiatives and programs. Also, conduct full assessment of all Economic Development analysis and plans produced within the last two years.
- 14.) Recommendation:** Meet with all economic development service providers with current state contracts to assess capabilities, value add, and duplication.
- 15.) Recommendation:** Hold policy forum with all economic development officials from all of the Connecticut municipalities to better understand pain points and inform how the state should partner and work with them in the most productive and coordinated way. In addition, do the same for all the Chamber of Commerce leadership.

Detailed Background and Approach for a Comprehensive Economic Development Strategy

1.0 Recommendation: Develop a Comprehensive 5-10-year Innovation-Based Economic Development Strategy

Develop a near (5-10 year) and long term (20-30 year) comprehensive sustainability and innovation-based economic development strategy that should be asset based vs. needs based driven by Connecticut's competitive advantages and value creation within the Northeast corridor and globally. The state's approach to economic development needs to be modernized and moved away from being transactional to transformative to reflect today's economic environment cultivating the next generation of talent, entrepreneurs, and growth stage companies. The plan should include, but not limited to, the following guiding framework:

- Kick-Off plan development and convene the Governors of our boarder states i.e. Governor Baker, Governor Cuomo, and Governor Raimondo inviting them to an Economic Summit to send the message that we are interconnected and interdependent of each other and that the aggregation of our collective economic assets and capability would rival the combined Silicon Valley/San Francisco region. In addition, MA, RI, CT, and NY are all competing against companies and talent moving to the south to lower cost states. We need to compete together.
- The development of the plan should be a bottom up high interactive approach engaging municipal leaders and regional partners and communities at large in a in a robust way for buy-in and input toward a collective vision. For example, you could conduct a statewide competition for students to submitted ideas/plans on how they envision their respective communities to be in 2030.
- The plan should be accompanied by a tactical implementation/roadmap that lays out how stated goals will be achieved with clear benchmarks, key performance indicators, and measures of success and accountability. The plan should express sequential wins 0-2 year, 2-5, 5-10 year and beyond toward long term goals and objectives.
- The plan should consist of a unified strategy that includes: Education, Transportation, Housing, Infrastructure, etc.
- The strategy should align with a policy agenda that supports and leverages innovation and the 21st century economy. There needs to be a mechanism that identifies emerging technologies and industries and aligns Connecticut with higher education institutions whereby we develop campuses of expertise around technical skills in three to four metros to ensure we can keep up and keep pace with the demands of the digital economy. For example, Louisiana is the first state to launch a digital driver's license app to be fully implemented in the United States. It was developed by a Louisiana-based software firm where the entire develop team is made up of graduates from Louisiana universities.



Jobs / Economy Policy Committee

APPENDIX 2: Report of the Workforce / Talent Subcommittee

Membership: David Salinas & David Roche Co- Chairs; John Beauregard; Joe Carbone; Mike Handler; Tony Walter; Melissa Mason, Juan Hernandez; Maura Dunn, Ron Angelo; Joe Gianni; and Fran Pastore

Stated Purpose - Group Mission:

The Sub-Committee was tasked with looking at the State’s current workforce development and retention strategies and initiatives-both, public, private, quasi-governmental and nonprofit and provide recommendations to address the immediate and long term needs of employers and job seekers to ensure a 21st Century workforce.

Introduction/Analysis and Observations of Current Structure:

The committee was asked to react to a series of thought starter questions derived from the white papers the team received as well as conversations in the larger committee. The committee acknowledges that there is no single solution but rather a both-and strategy that must take place. We need to evaluate and invest in our k-12, adult and 55+ talent pipelines in order to fulfil the demand across, the service industry needs and up to the more advanced skilled jobs. The state should ensure that adequate training is available to prepare the workforce for manufacturing and other “middle-skill” jobs while at the same time ensuring access to college to fill the need for talent in science, engineering, and other technical fields. This approach will help residents find jobs, retain employers, and make Connecticut more attractive to high-value firms at the forefront of innovation in medicine, tech, and insurance/finance.

The Lamont Administration should conduct an introspective scan of what approaches have worked within the state, what doesn’t, what’s missing or needs optimization (further funding or attention), while uncovering areas where there must be a paradigm shift that is bold, innovative and immediate in its approach.

Based on the sub-committee’s initial discussion, research, and analysis below represent a set of preliminary recommendations for further vetting and discussion.

Recommendation: Develop a regional sector partnership that bridge the communication gap and create cohesive between the employers and the technical high schools, community colleges, training/workforce programs, and the state university systems. Regional sector partnerships have also proven to produce a high return on investment (ROI). Eastern Connecticut Manufacturing Pipeline is a great model already existing in the state. A state-funded regional sector partnership program in

Maryland (EARN), for example, yielded an ROI almost three times that of typical workforce programs. Regional approaches and the depth of inter-organizational relationships that drive them is often the key to maximizing efficiencies in the talent development system.

Recommendation: The States and local school districts should take note of code.org’s recommendations and adopt a broad policy framework to provide **all** students with access to computer science. This includes:

- The recognizing a clear path for teaching certifications - The expansion of K-12 computer science education is hampered by the lack of qualified computer science teachers.
- Require higher education institutions to provide computer science training to preservice teachers.
- Allocate funding for rigorous computer science professional development or course support. Connecticut does not directly allocate any funding dollars toward computer science while 20 States currently do.
 - Ex. Arizona \$15M from 2016-2021, Idaho \$6M from 2017-2019, Mass 2.35M over 2 years, Maryland \$7M 2019-2021, Pennsylvania \$20M for 2019.
- Require that all secondary schools provide rigorous computer science courses
- Allow computer science to count for a core graduation requirement. States that count computer science as a core graduation requirement see 50% more enrollment in their AP Computer Science courses and increased participation from underrepresented minorities.
- Allow computer science to count as a core admission requirement at institutions of higher education. Admission policies that do not include rigorous computer science courses as meeting a core entrance requirement, such as in mathematics or science, discourage students from taking such courses in secondary education.

Recommendation: Incentivize higher education institutions that teach Secondary Education Program to provide teacher Licenses based on what regional employers are seeking.

Recommendation: Bolster funding for additional areas of workforce training and bootcamps that align to industry needs. Look toward successful partnerships and programs such as Connecticut Center for Arts and Technology in New Haven’s Culinary Arts Program helping fulfill the market demand for trained culinarians in the food service industry or their Phlebotomy or Medical billing programs.

Recommendation: Convene employers, colleges, and universities to expand the number of high-quality internships in order to increase Connecticut’s retention of recent college graduates.

Recommendation: Develop stronger cross-cutting relationships between DECD / Workforce / Education and Transportation to create subsidies, waivers for state/city transportation, including buses, trains, and even bike & scooter shares (Lime or Bird) to remove the barrier of transportation from a prospective students/trainee. Create a simple solution for secondary training programs such as bootcamps to provide this subsidy to students as well as certain perspective employer/employee (i.e post-graduation – first 6 months for specific sectors or job types).

- Alternative recommendations would be to use comprehensive transportation brokers to create deals with Uber or Lyft OR develop a statewide incentive plan (reduction in registration fees or car taxes) for citizens using carpooling applications like Waze or Tripbuddy to give rides to students/trainees - all measurable/trackable and safe.

Recommendation: Double down on Innovation Places and Continued investment in Connecticut Innovations. We need more placemaking investments in our cities to retain employees as well as incubation and accelerator programs that bet on innovation and experimentation in our bread and butter sectors.

Recommendation: Restore funding (reduced by 40%+) for the **Roberta Willis Scholarship Program** and ensure that students have the choice of attending a public or independent, nonprofit college or university.

Recommendation: As an additional measure to retain and attract talent, offer loan forgiveness to recent college graduates who are hired into science, technology, engineering, art, or mathematics positions.

Recommendations: Connecticut touts one of the most highly educated workforces in America, great school systems and the like. With many of those educated young people leaving between the ages of 18-25, is there a time to invite them back as a strategy to bolster our workforce in STEM? Connecticut Comeback. Direct incentives to people that grew up and were educated in Connecticut.

Recommendation: Concerning internal communications, it has become apparent that half the battle is the lack of knowledge and awareness that each of us has with regards to successful programs and existing partnerships happening throughout the state in various regions and sectors. Developing a specific marketing and communication plan that focuses on cross region, broader penetration and awareness campaigns is critical. This should expand passed the menial press and extend into influencer and key opinion leaders, guerilla and word of mouth/promoters.



Jobs / Economy Policy Committee

APPENDIX 3: Report of the Urban Revitalization Subcommittee

Membership: Matthew Nemerson, Arunan Arulampalam, Eric Clemons, Robert Early, Joe Suggs, Glen Thames, and Vic Zimmerman

Stated Purpose - Group Mission:

To identify the bold steps that could be taken to help our key cities be financially sustainable, more competitive where people have choice in attracting talent, residents and investors and more equitable in providing opportunity and a high-quality environment to people who have no choice but to live there.

Introduction/Analysis and Observations of Current Structure:

Cities are the engines of growth for the state, attracting new residents and new investments and producing the majority of new jobs.

Our state contains many smaller cities, each unique in ways geographically, politically, culturally and financially. These urban centers are legacies of what was once a dense but diffused network of self-sustaining centers of innovation and one of the most successful manufacturing regions in the world. Today Connecticut is seeking to emulate states that have one or two major modern innovation-based centers, often combining a university region with a financial and capital city. With nearly a dozen substantial urban centers spread throughout the entire state in regular intervals, we have a complicated task to build a competitive urban oriented model that will compete in the Northeast.

But we have great potential with success coming in many of our cities, some growing dramatically due to proximity to New York, or by innovation economies driven by defense technology, finance, universities, and hospitals. Still others are trying hard to be the center of smaller regions. All these cities are challenged by having to absorb much of the blight and economic dislocation within their regions, regardless of their relative sizes.

The Urban group recommends two major themes: one around fiscal fairness to provide a pathway for cities to have adequate budgets and competitive mill rates and the other around a collaborative strategic frame work for placing cities within a metropolitan context for working with key state agencies.

A “bonus” recommendation is that the state should endorse the inland (New Haven – Hartford – Storrs – Providence) pathway for highspeed rail, as well as an enhanced Metro-North connection between Stamford and Penn Station.

Financial Sustainability: Cities need to have funds for their budgets and must not be penalized for housing the people and growth institutions (even if they do not contribute full or any property taxes) that make them dynamic and useful.

- 1.) **Recommendation:** Increase PILOT funding for College, Hospital, and State PILOT programs and add new PILOT funds for certain affordable housing projects that do not pay full taxes (such that cities with mill rates higher than the regional average would receive these new funds in higher percentages than other locations). This bold effort will contribute towards making cities financially sustainable and able to provide the platform for innovation-based institutions. The goal would be to provide all cities with about 70 percent of the potential property taxes of these categories of assets.
- 2.) **Recommendation:** Create a new State PILOT fund that will allocate to all towns and cities full property taxes for any housing that is restricted for affordability at 80% of AMI. This is only fair as today cities charge their own taxpayers for the benefit of allowing suburban towns to avoid affordable housing and higher taxes. This could be reduced once parity had been reached within the zone.

Competitive Centers of Growth: Our cities must be seen as having the brand, connections, and amenities to be among the most competitive and attractive smaller urban locations in the Northeast as centers of innovation, immigration and investment.

- 3.) **Recommendation:** Create a dedicated fund of \$100m through a state-wide agency similar to Hartford's Capital Region Development Authority, in order to support about four annual metropolitan plans (including a potential mix of commercial, retail, market and affordable housing, entertainment projects, place making, transit, job training, etc.)
- 4.) **Recommendation:** To support these annual exercises, the state should create an **urban coordination office(r)** at OPM that can bridge the goals of each major city with the various departments such as DECD, CHFA, Dep Housing, ConnDOT, CT Innovations, DEEP, Dept. of Labor, etc. This office should provide for monthly coordinated plans in two dimensions, 1) bi-laterally with the state and 2) within the context of their natural metropolitan economic regions (which may include multiple or overlap with Councils of Government) with the power to expedite and coordinate rulings and approve pilot programs for job creating plans prioritized by the "Metropolitan Councils."

Another function of this **urban coordination office** would be the creation and oversight of a focused, social media and event-oriented marketing/branding theme that seeks to remind millennials and baby-boomers in Boston, Brooklyn and New York that Connecticut has fun, innovative and relatively inexpensive cities that people should always be considering moving to, either to move their business here or to commute to NYC while raising a family in CT. Sampler weekends and special "try us out" housing and life-style packages should be sponsored and offered through developers and arts organizations.

Transportation Connection

- 5.) **Recommendation:** Even though it will take billions of federal dollars and perhaps the better part of a decade to build, the Governor should endorse beginning the planning process for the Northeast Corridor optional inland path for a very high-speed rail link from New Haven to Hartford, Storrs and Providence NE Corridor route. This decision should be done in conjunction with the other New England Governors. In addition, the Governor should seek to meet soon with Governor Cuomo of New York to solidify the addition of Metro-North trains from Stamford to Penn Station through the Bronx to enhance the state's connections to the West Side of Manhattan and for reverse commuting from New York.



Jobs / Economy Committee

APPENDIX 4: Jobs & Economy Committee Resources

Members of the Jobs and Economy Committee contributed research reports, marketing collateral and other economic development resources and received correspondence which are available to the Governor-elect and the Transition Committee. The following is a summary of materials and web site links where applicable:

Research Reports and Letters

- A Gender Lens on Job Creation; Investing in Women Owned Businesses (Letter from the Women's Business Development Council)
- Proposals for your consideration concerning Manufacturing (Letter from the Connecticut Manufacturer's Collaborative, December 2018)
- The State of Working Connecticut, Wages Stagnant for Working Families (CT Voices for Children Policy Report, August 2018)
<http://www.ctvoices.org/publications/state-working-connecticut-wages-stagnant-working-families>
- Proposal: Establish a Connecticut State and Northeast Regional Infrastructure Bank to Accelerate Investment, Create Jobs and Fuel Economic Activity
- Waterbury STEM expo stokes interest in industry (New Haven Biz, December 2018)
- Solving Connecticut's Economic Crisis: A Call To Action (Regional Plan Association, September 2018)
<http://library.rpa.org/pdf/RPA-Factsheet-CT-20180925.pdf>
- Planning for Economic Development and Job Growth: Focus on Place & Talent Attraction (CCAPA, March 2018)
- Commission on Fiscal Stability and Economic Growth Report 2.0 (November 2018)
- Connecticut's Advanced Industries (Metropolitan Policy Program at Brookings, 2016)
<https://www.brookings.edu/research/americas-advanced-industries-new-trends/>

- Connecticut Strategic Economic Framework: A report of the Connecticut Regional Institute for the 21st Century (1999)
- Northeast Megaregion (FHWA, July 2017)
- Economic Update: Battling Powerful Headwinds (FDIC Connecticut Community Investment Roundtable, October 2017)
- Made in Place: Small-scale manufacturing and neighborhood revitalization (Smart Growth America, November 2017)
<https://smartgrowthamerica.org/resources/made-in-place/>
- Start with Planning (American Planning Association Connecticut Chapter, Winter 2018)
<http://www.ccapa.org/wp-content/uploads/2018/03/CT-Planning-W18.pdf>
- GE Whiz What Happened? Lessons for Connecticut's Economic Growth (Yale School of Management, February 2017)
- Charting a New Course: A Vision for a Successful Region (Regional Plan Association, May 2016)
<http://library.rpa.org/pdf/RPA-Charting-a-New-Course.pdf>
- What is Ailing Connecticut's Economy? Is it a City Problem? Is it a Sector Problem? (Manisha Srivastava, CT OPM, July 2018)
<http://www1.ctdol.state.ct.us/lmi/digest/articles/WhatisAilingConnecticutsEconomy.asp>
- The Geography of Jobs: NYC Metro Region Economic Snapshot (NYC Planning, July 2018)
<https://www1.nyc.gov/assets/planning/download/pdf/about/dcp-priorities/data-expertise/nyc-geography-jobs-0718.pdf>
- The Fourth Regional Plan (Presentation at December 2017 Regional Leaders Meeting of Regional Plan Association)
- Connecticut Economic Competitiveness Diagnostic (Business Council of Fairfield County, April 2016)
<https://www.businessfairfield.com/portfolio/connecticut-economic-competitiveness-diagnostic/>
- Public-Private Marketing Working Group Report to the Legislature Executive Summary and Recommendations (Alexander Pachkovsky, March 2018)
- Connecticut Economic Review, 2017 edition
<https://www.cerc.com/cteconomicreview/>
- Connecticut Business Profile, June 2018
https://www.metrohartford.com/docs/default-source/pdfs/ct-business-profile-jun2018-final.pdf?sfvrsn=9286841b_2
- Connecticut Commission on Fiscal Stability and Economic Growth, Final Report (March 2018)
https://www.cga.ct.gov/fin/tfs/20171205_Commission%20on%20Fiscal%20Stability%20and%20Economic%20Growth/20180301/Final%20Report%20with%20Appendix.pdf

- Economic Development Strategy and Outcomes (Connecticut Department of Economic and Community Development, November 2018)

Workforce-Specific Information

- AARP Longevity Economy Report for Connecticut (2017)
https://www.aarp.org/content/dam/aarp/research/surveys_statistics/econ/2017/Longevity%20Economy/Connecticut.doi.10.26419%252fres.00172.010.pdf
- Memo on Statewide Manufacturing Advancement (Beauregard)
- Memo on Community Colleges and Workforce Development (Winokur)
- “Realizing Gov. Lamont’s K-12 Computer Science Education Plank” (Norman Sondheimer)
- New Haven Digital Tech Industry Profile (April 2018)
- Entrepreneurship & Innovation in Connecticut’s Higher Education System (CT Next, 2017)
<http://ctnext.com/wp-content/uploads/2017/09/Final-Report-Higher-Ed-2.pdf>
- Connecticut State Colleges & Universities Employment & Wages Summary Report (P20-WIN, 2018)
<http://www.ct.edu/files/pdfs/P20%20WIN%200014%20SumRpt%2020180921-Final.pdf>
- Building Connecticut’s Workforce, Integrating Career Education with Employer Needs (The Connecticut Policy Institute, 2013)

State Economic Development Websites

New York

- *Empire State Development*
<https://esd.ny.gov/>
- *START-UP NY Program*
START-UP NY helps new and expanding businesses through tax-based incentives and innovative academic partnerships. START-UP NY offers new and expanding businesses the opportunity to operate tax-free for 10 years on or near eligible university or college campuses in New York State. Partnering with these schools gives businesses direct access to advanced research laboratories, development resources and experts in key industries.
<https://esd.ny.gov/startup-ny-program>

Massachusetts

- *MassEcon* champions Massachusetts as the best place to start, grow, or locate a business. Bringing the public and private sectors together, we work to create a supportive culture for business, enhance job growth, promote investment in communities, and spread prosperity throughout the state.
<https://massecon.com/>
- *Economic Development Incentive Program (EDIP)*
<https://www.mass.gov/service-details/economic-development-incentive-program-edip>

Rhode Island

- *Rhode Island Commerce Corporation*
<https://commerceri.com/>

Vermont

- Vermont Economic Development Authority
<https://www.veda.org/>
- State of Vermont 2020 Comprehensive Economic Development Strategy (CEDs)
<https://accd.vermont.gov/economic-development/major-initiatives/ceds>

Maine

- Maine Department of Economic and Community Development
<https://www.maine.gov/decd/>

New Hampshire

- New Hampshire Economic Development
<https://www.nheconomy.com/>

Economic Development Websites for Metropolitan Areas and Cities

- New York, NY
<https://www.nycedc.com/>
- Philadelphia, PA

<http://www.pidcphila.com/>

- Boston, MA

<https://www.boston.gov/departments/economic-development>

- Charlotte, NC

<https://charlottenc.gov/ED/Pages/default.aspx>

- Providence, RI

<http://www.providenceeconomicdevelopment.net/>

Documents from Other States (Basecamp)

- Start Up NY GE Pitch Document 2016
- Place-Based Strategies to Leverage Anchor Districts (University Circle Inc, Cleveland)
- Destination Medical Center: Strengthening Minnesota's Economy (DMC EDA)
- The MassWorks Infrastructure Program & Bond Financing Tools in Massachusetts (Massachusetts Executive Office on Housing and Economic Development)