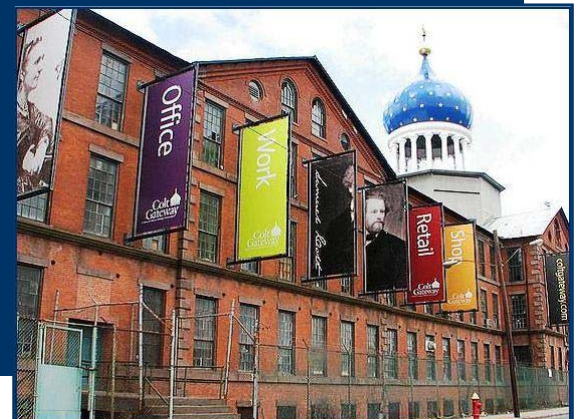


Economic Development



KEY TOPICS

- Historic Overview
- Regional and National Context
- Hartford's Economic Base
- Journey To Work
- Educational
- Fiscal Indicators
- Recent Economic Development Activity
- Projects Approved or Under Construction
- Proposed Development Plans
- Goals and Objectives



DRAFT 11/5/09

FOR DISCUSSION ONLY

SUBJECT TO PUBLIC PARTICIPATION PROCESS

Introduction

This chapter addresses the following topics:

- Describe the existing conditions and characteristics of Hartford's economy relative to the regional and State economies
- Discuss the changes in the City's economic base since the preparation of the previous Plan of Conservation and Development
- Describe Hartford's future economic development potential
- Discuss recommended goals and strategies

Hartford's economy, like all economies, exists as a means to allocate resources. The City of Hartford is part of a larger economy. This economy is a vital part of the larger regional economy. An important goal is to ensure that City residents receive an appropriate share of the larger economy's resources. Unfortunately, larger economic forces are limiting the capacity of many urban centers to control their economic health, forcing them to redefine their roles in the nation's economic life.

As the central city in the Capitol Region, Hartford is the major employment center in the region, providing jobs to thousands of residents in the surrounding suburban communities. Approximately 115,000 people work in the City of Hartford; fewer than 20,000 are City residents. Hartford is also home to the majority of the region's poor and has a much higher unemployment rate

than the region as a whole. The average unemployment rate in Hartford for 2009 to date is 13.7%, while the average unemployment rate for the Hartford Labor Market Area is 7.9%. The disparities between Hartford and its suburbs are great.

The City of Hartford is small in size relative to the rest of the Metropolitan area. As of 2007, it is estimated that only 16.8% of the Capitol Region's population lives in Hartford. Hartford, while having only 16.8% of the region's population, has nearly 70% of all the families living below the poverty level in the region.

The region is dependent on the City for employment, culture, entertainment, health services and government. It is an honor for the City to be a leader in the region; Hartford lends its name and character to the region. While the responsibility to solve the region's economic problems should be a regional one, the City must address its problems directly while looking at ways to build mutual cooperation in the region.

Historic Overview

The City of Hartford was established in 1635. Originally, the Connecticut River was the major transportation artery for the City, carrying goods to and from Hartford. The insurance industry was started to insure merchants carrying their products on ships on the river. Railroad construction, which occurred in the 1830's and



Mayor Perez utilizes a Hartford Wireless Hotspot.



Approximately 115,000 people work in the City of Hartford

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Colt Redevelopment



Greater Hartford Classical Magnet

1840's, assisted in the expansion of Hartford into an industrial center. Hartford's base in manufacturing grew through the nineteenth and into the twentieth century. Some of the better known products produced in Hartford were firearms (Colt), typewriters (Royal, Underwood), bicycles (Columbia), and even early automobiles (Pope Hartford). Columbia bicycles were the first commercially produced bicycles in America; today, none of these products are produced in Hartford.

The insurance industry became more formalized over time; by the early eighteenth century insurance companies were chartered. The Aetna Insurance Company was incorporated in 1819 and by 1881 was the largest insurance company in the country. Many of the insurance companies in Hartford today were incorporated by the middle of the nineteenth century. Hartford soon became known as the Insurance Capital of the World. By 1981, 39 companies had home offices in the Hartford region.

From its days as a small settlement, the City of Hartford grew over time to a population of 53,000 in 1890 and then up to 99,000 in 1910. The City continued to grow until its peak of 177,000 in 1950. The City's population then declined over the next three decades to 136,000 in 1980. It experienced a slight increase to 139,739 in 1990.

However, because of the severe recession, the City experienced a major drop in its population

by the mid 1990s. The 2000 Census initially had Hartford's population as 121,578, its lowest level since the 1910 Census. However, an error by the U.S. Census Bureau placed part of the University of Hartford's campus in the Town of West Hartford rather than in the City of Hartford. As a result of the correction of this error, Hartford's 2000 Census population was officially revised to 124,121. The most recent 2007 population estimate from the Census Bureau shows Hartford's population at 124,563.

The City's long-term population decline has been fueled by a variety of factors. The expanding post-World War II economy and the accompanying baby-boom led to suburban development, assisted by the construction of the interstate highway system and government-backed mortgages. As the suburbs continued to grow, retail and industry began to follow. With an expanding economy and population, there was plenty of room for growth. The increasing crime rates and disinvestment in Hartford's core areas that occurred during the 1970s and 1980s accelerated the shifting of Hartford's population out to the surrounding suburbs. At the present time, Hartford's population has apparently stabilized, and may actually be growing slightly.

Historically, Hartford has been the first home to many waves of immigrants. Irish, Italians, Poles, Eastern European Jews and Portuguese have all settled in Hartford's neighborhoods, working in local factories and running their own businesses.

African Americans from the south moved north to Hartford, followed by a large influx of Puerto Ricans. West Indians, mainly from Jamaica, have also immigrated to Hartford. These various ethnic and racial groups had one thing in common: they found work in Hartford's industries or in the shade tobacco fields in the Connecticut Valley.

During the 1960s and into the 1970s, Hartford lost much of its manufacturing base, while its population declined and the middle class accelerated its exodus to the suburbs. More subsidized housing was built during this time in Hartford. Like many other cities during this period, Hartford experienced riots, mostly confined to the North End during the summer months of the late 1960s.

While the manufacturing base continued to erode through the 1970s, there was a major downtown building boom. Old buildings were demolished to make way for office towers. The Civic Center, financed by City bonds and Aetna Life and Casualty, opened in 1975 with its coliseum, exhibition space, retail, and offices. Office space downtown tripled between 1972 and 1983. Many of the early projects had tax abatements or tax-fixing agreements. The City declared a moratorium on new construction downtown in order to control this development. Later that year, the Council passed the Downtown Zoning Bonus Ordinance which allowed developers to increase a project's size if certain amenities (retail, housing, pedestrian amenities, arts

space) were added. This was passed as many residents felt the office development was turning Hartford's downtown into a sterile office park.

Over the last decade, development has continued in Hartford with a somewhat different emphasis. The redevelopment of the Adriaen's Landing area has resulted in the new Connecticut Convention Center, the Connecticut Science Center and the Hartford Marriott hotel. Considerable residential development has occurred in Downtown, and large-scale public housing complexes have been reconfigured to be less dense and more attractive. The on-going school construction initiative in the City has resulted in numerous new and renovated public schools and the creation of several magnet schools. Finally, retail and service businesses have been brought back into Hartford's neighborhoods in new commercial developments in places such as Albany Avenue and Frog Hollow.

Hartford, having only 17.3 square miles of land area, has few large vacant tracts of land that could be used for industrial development. Most of the land which is zoned for industry is located in the North Meadows, which was designated as an Industrial Business District by the Redevelopment Agency in the early 1970s. Transportation improvements improved the accessibility of North Meadows and spurred its desirability for development. However, while this area has seen a substantial construction boom over the



Dessert at Mozzicato De Pasquale's Bakery, established by Italian immigrants in 1873.



Pope Hartford Automobile

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The Hartford Civic Center



Adriaen's Landing

past 20 years, most of this has not been industrial. Public uses include the Police Station and Public Works Yard. There is also a jail, the main post office, and the bus garage for CT Transit. Numerous car dealerships have also opened in the Meadows, including several that relocated from Hartford's neighborhoods.

Hartford was also once the retail center of the region. However, downtown retail has fallen off drastically in the past few decades. First, suburban strip development and then the large suburban malls drew customers from downtown. The convenience of free parking and numerous choices at one location closer to suburban homes made downtown shopping less attractive. The City has made attempts to revitalize the retail core, with mixed results. However, with fewer office workers downtown, stiff competition from suburban malls, a small downtown residential base and a declining population overall, these projects have not been able to stimulate downtown as a retail center. The closing of G. Fox and Sage Allen in the early 1990s marked the last department stores in Hartford.

Commercial strips in the neighborhoods, by contrast, have experienced a resurgence in recent years. Active merchant organizations, with City assistance, have marketed their respective neighborhoods' unique ethnic character. Park Street has become the region's Latino retail district, while Franklin Avenue with its numerous restaurants, has effectively marketed itself as

"Little Italy". Albany Avenue, with its mix of West Indian and African-American businesses, is also experiencing a revival. The City supports the neighborhood retail districts through façade improvements and streetscape improvements.

Increased reliance on smaller, neighborhood-based enterprises is illustrative of the decline of large employers as the source of job growth and income. Employment fluctuations in manufacturing and at the big insurance companies and banks indicate that Hartford is no longer a "company town". Future growth will come from multiple sources, including small firms and neighborhood economies.

Regional and National Context

The economies of the City of Hartford and the Capitol region do not exist in isolation. Hartford's economy depends on the state's economy, as well as the Northeast region's economy and the national economy. With the evolving global economy, what occurs on other continents can also affect Hartford in profound ways.

During the past ten years, the Connecticut economy has provided most state residents with a high economic standard of living, enabled by one of the highest per capita income levels in the United States.

Several large, national trends have had, and continue to have, important ramifications for Con-

necticut. Analysis of recent economic indicators and information provided by the federal government show that the national economy remains in a deep recession. Preliminary data from the federal Bureau of Labor Statistics (BLS) indicates that 216,000 jobs were lost nationwide in the month of August 2009, capping a loss of approximately 3.85 million jobs since the beginning of the year. Since December 2007, the official beginning of the current recession, roughly 6.93 million jobs have been lost from the nation's economic base. Real GDP continues to decline, registering a loss of -1.0% for the second quarter of 2009, and the national unemployment rate has jumped to 9.7%. Productivity in the non-farm business sector registered substantial growth in the second quarter of 2009 (+6.6%), while employee total compensation continues to grow at a slow pace. In addition, the recession has brought inflation under control, after the strong inflationary pressures from rapidly rising energy and food prices that occurred during the spring and summer of 2008.

The housing market, which until last year was the bulwark sector of the national economy, has effectively collapsed, with home prices and housing starts declining substantially around the nation. Between August 2007 and August 2009, new housing starts in the United States fell from 1,330,000 to 598,000, a decrease of 55.0%. High foreclosure rates, an increasing unemployment rate and a very tight credit and lending environ-

ment have combined with these other factors to create a potent force detrimental to the housing market. The retail and office space markets, which had also been significant contributors to the national economic rebound from the end of the last recession in 2003, have also been severely impacted by the same negative factors that have affected the housing market.

The State of Connecticut, while faring better than many other areas of the nation, is currently facing a difficult recessionary period. According to the State of Connecticut's Department of Economic and Community Development (DECD) and Department of Labor (DOL), the State's nonfarm employment declined by -3.9% from July 2008 to July 2009. Personal income is projected to decrease by -2.5% from the fourth quarter of 2008 to the fourth quarter of 2009, and unemployment claims have increased by 45.4% as compared to a year ago. The housing market is in the middle of a substantial contraction, as indicated by a year-to-date decrease of -39.8% in new housing permits. Connecticut continues to lose manufacturing jobs at a fairly brisk pace, but is also experiencing employment losses in most other economic sectors as well; the construction industry has been particularly hard hit. The only economic sectors that are experiencing any job growth at the present time are the leisure and hospitality services sector (1.2% increase, year-to-year) and the educational and health services sector (1.0% increase, year-to-



G. Fox and Sage Allen Department Store



Albany Avenue

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	2001	2002	2003	2004	2005	2006	2007	2008
Connecticut								
Population	3,428,208	3,448,261	3,467,932	3,475,351	3,478,714	3,487,896	3,489,868	3,501,252
Labor Force	1,754,839	1,778,994	1,795,000	1,793,878	1,812,217	1,836,010	1,850,345	1,876,125
Employed	1,700,046	1,700,949	1,696,857	1,705,628	1,723,930	1,755,610	1,765,835	1,769,223
Unemployed	54,793	78,045	98,143	88,250	88,287	80,400	84,510	106,902
% Unemployed	3.1	4.4	5.5	4.9	4.9	4.4	4.6	5.7
Hartford LMA								
Population	1,067,791	1,075,907	1,083,452	1,085,755	1,088,872	1,093,040	1,095,768	1,099,370
Labor Force	551,600	556,361	560,261	560,233	570,875	575,620	581,065	591,376
Employed	534,077	531,344	528,102	531,291	542,131	549,509	553,608	557,202
Unemployed	17,523	25,017	32,159	28,942	28,744	26,111	27,457	34,174
% Unemployed	3.2	4.5	5.7	5.2	5.0	4.5	4.7	5.8
Hartford								
Population	124,215	124,101	124,035	123,815	123,673	124,185	124,218	124,062
Labor Force	46,800	47,343	47,933	47,400	47,552	48,101	48,527	49,898
Employed	43,803	43,186	42,569	42,652	42,973	43,849	44,183	44,470
Unemployed	2,997	4,157	5,364	4,748	4,579	4,252	4,344	5,428
% Unemployed	6.4	8.8	11.2	10.0	9.6	8.8	9.0	10.9
Sources:	Population Information - U.S. Census Bureau (July 1st reporting period)							
	Labor Information- Connecticut Dept. of Labor (By Place of Residence - Not Seasonally							

Trends in Population, Labor Force, Employment and Unemployment by placed of residence

year). In summary, Connecticut’s economy, while not in as poor shape as other parts of the country, is showing many signs and indications of a prolonged recession.

Hartford’s Economic Base

Economic base analysis is a widely-used form of economic analysis that divides the economic activity of a given area into two categories: basic and non-basic. Industries categorized as “basic” industries are those that export economic activity outside of the selected geographic area of

study, while “non-basic” industries are supportive of the basic industries in a given area. Thus, basic industries are the industries that form the core of the economic activity in a given area or region.

To determine which industries are basic and non-basic, current employment data for the given region is utilized. The percentage of total employment in each industry sector is compared to the corresponding employment percentage for a larger geographic area, such as the nation as a whole. The larger geographic area’s percentage of employment in each industry sector is applied to the total employment figure for the smaller region being analyzed to determine what level of employment is needed in each industry category to fill “local” needs. In cases where the subject geographic area’s employment in a given industry sector exceeds this “local” need calculation, it is assumed this sector exports some of its economic activity from the region, thus classifying it as a “basic” industry. Industry sectors that fall short of the “local” need calculation are considered “non-basic” industries.

The accompanying table illustrates these calculations for the Hartford LMA. Employment data from November 2008 was utilized for this analysis, both at the LMA and national level.

As this table indicates, the “basic” industries in the greater Hartford region are financial activi-

ties (FIRE); education and healthcare; manufacturing; state and local government; and information. These figures reflect the presence and importance of the large insurance companies, hospitals and colleges and state government offices that are found in the greater Hartford area. While the fact that manufacturing appears as a basic industry in the Hartford area might come as a surprise, it should be noted that United Technologies, Barnes Group, Stanley Works, Henkel Loctite and many small to medium-sized manufacturing firms are still a strong component of Hartford's regional economy.

The next table illustrates these same calculations in comparing the City of Hartford with the larger Hartford LMA. In this instance, the percentage employment by industry sector for the LMA has been used to determine whether industry sectors in the City of Hartford are "basic" or "non-basic". In the City of Hartford, the basic industries are financial activities (FIRE); education and healthcare; professional services; state and local government; and federal government.

On a percentage basis, Connecticut experienced the greatest employment declines in the sectors of management of companies (-10.4%), manufacturing (-9.4%) and utilities (-8.9%). However, significant gains in employment were experienced in other economic sectors, such as education (18.3%), accommodation and food services (11.7%) and transportation and warehousing (10.5%). These changes in employment are con-

sistent with the identified trend of Connecticut shifting from a goods-producing economy to a service-sector economy.

Hartford experienced a decline in employment of over 1,500 jobs or roughly 1.3% of the total employment in 2002. The largest percentage decrease in employment over this five-year period was in the information industry sector (-25.9%). Other industry sectors experiencing substantial percentage declines in employment included utilities (-18.9%); arts, entertainment and recreation (-18.5%); manufacturing (-14.5%); and transportation and warehousing (-10.9%). However, the two industry sectors which experienced the largest jobs losses in terms of raw numbers were the financial activities sector (FIRE) and the government sector. Combined, these two industry sectors shed a total of 3,617 jobs in Hartford between 2002 and 2007.

One of the biggest challenges facing Hartford's economic recovery is the fact that significant job losses have been experienced by two of the industry sectors previously identified in Table VII-3 as being "basic" industries for Hartford's economy: financial activities and government. Strengthening these economic sectors will be an important step in the process of improving Hartford's economy.

However, there is also positive information about Hartford's economy. The three other in-



The Hartford is part of Hartford's Basic FIRE industry.



Government is another Basic industry for Hartford.

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Industry Category	National, 11/2008		Hartford LMA, 11/2008		Local	Export	Category
	# (in 000s)	%	#	%			
Manufacturing	13,189	9.62%	64,500	11.31%	54,853	9,647	Basic
Construction/Nat. Res./Mining	7,842	5.72%	23,000	4.03%	32,615	0	Non-Basic
Wholesale	5,957.5	4.35%	20,000	3.51%	24,777	0	Non-Basic
Retail	15,397	11.23%	56,000	9.82%	64,036	0	Non-Basic
Trans./Ware./Util.	5,016.1	3.66%	15,100	2.65%	20,862	0	Non-Basic
Information	2,953	2.15%	12,600	2.21%	12,282	318	Basic
FIRE	8,087	5.90%	65,700	11.52%	33,634	32,066	Basic
Professional Services	17,662	12.88%	62,300	10.93%	73,457	0	Non-Basic
Education/Healthcare	19,299	14.08%	95,200	16.70%	80,265	14,935	Basic
Leisure/Hospitality	13,189	9.62%	41,800	7.33%	54,853	0	Non-Basic
Other Services	5,485	4.00%	21,100	3.70%	22,812	0	Non-Basic
Federal Government	2,765	2.02%	5,900	1.03%	11,500	0	Non-Basic
State/Local Government	20,258	14.78%	87,000	15.26%	84,253	2,747	Basic
TOTAL	137,099.6		570,200			59,713	

Basic versus Non-Basic Employment in the Hartford LMA, 2008

Industry Category	Hartford LMA, 11/2008		City of Hartford, 2008		Local	Export	Category
	#	%	#	%			
Manufacturing	64,500	11.31%	1,458	1.26%	15,896	0	Non-Basic
Construction/Nat. Res./Mining	23,000	4.03%	2,002	1.73%	4,986	0	Non-Basic
Wholesale	20,000	3.51%	2,071	1.79%	4,334	0	Non-Basic
Retail	56,000	9.82%	3,854	3.34%	11,927	0	Non-Basic
Trans./Ware./Util.	15,100	2.65%	3,159	2.73%	3,364	0	Non-Basic
Information	12,600	2.21%	2,244	1.94%	2,713	0	Non-Basic
FIRE	65,700	11.52%	28,904	25.01%	14,645	14,259	Basic
Professional Services	62,300	10.93%	16,746	14.49%	12,704	4,042	Basic
Education/Healthcare	95,200	16.70%	25,184	21.79%	16,298	8,886	Basic
Leisure/Hospitality	41,800	7.33%	5,518	4.78%	7,738	0	Non-Basic
Other Services	21,100	3.70%	3,296	2.85%	3,687	0	Non-Basic
Federal Government	5,900	1.03%	2,402	2.08%	1,526	876	Basic
State/Local Government	87,000	15.26%	18,700	16.18%	15,716	2,984	Basic
TOTAL	570,200		115,538				

Basic versus Non-Basic Employment in the City of Hartford, 2008

dustry sectors identified as “basic” to Hartford’s economy (professional services, healthcare and education) all experienced net gains in employment between 2002 and 2007. These gains helped offset some of the losses experienced in other economic sectors. A situation where job gains are experienced in a few core economic sectors while job losses are occurring in other core economic sectors is generally indicative of an economy that is shifting from one employment base to another.

In Hartford’s case, changes in employment reflect a shift from finance and government to healthcare, education and a variety of professional and technical services. Such employment shifts occur periodically, and are a normal part of the economic life cycle of a city. However, steps should be taken to strengthen the finance and government sectors since they continue to play a critical role in both the City and regional economy.

Labor Force Characteristics

The accompanying table shows the breakdown of Hartford’s resident labor force by the industry sector in which each worker is employed, as of the 2000 Census. As this table shows, Hartford’s resident labor force is heavily concentrated in the education, health, social services and manufacturing industries. FIRE, professional services, and arts/entertainment/recreation industries also account for a substantial number of the jobs

filled by Hartford residents.

Industry Sectors

Finance, Insurance and Real Estate

Long known as the “Insurance Capitol of the World” and a regional center for banking and financial services, the City of Hartford’s finance, insurance and real estate sector (FIRE) continues to evolve. Global macroeconomic forces have shifted financial resources and power away from traditional locations such as Hartford, yet the finance and insurance industries remain critical components of both Hartford’s and the region’s economy.

The last two decades have seen a dramatic decrease in the number of finance, insurance and real estate jobs in Hartford. According to the 1996 Plan of Conservation and Development, there were 47,000 jobs in the FIRE sector in 1987 as compared to 36,630 in 1994. By 2000, the number of FIRE sector jobs in the City had declined to 32,876, while data from 2007 now shows a total of 28,904 FIRE sector jobs in Hartford.

Retail

During the 1950s and 1960s, Hartford was the center for retail trade in the metropolitan region. Strip commercial development outside of the City and suburban shopping malls were still in their infancy, and Downtown Hartford had

landmark retail establishments such as G. Fox and Sage-Allen that attracted shoppers from across the region. As the suburban landscape of the region changed to include large amounts of retail space, Hartford rapidly began to lose retail jobs to the surrounding communities. According to the 1996 Plan of Conservation and Development, the City of Hartford had an average of over 15,000 retail jobs annually during the 1960s; by 1994, the number of retail jobs in the City had declined to 7,160. More recent data displayed in the previous charts indicate the number of retail jobs in Hartford continued to decline after 1994, reaching 4,482 in 2000 and 3,854 in 2007.

Manufacturing

No industry sector in the City of Hartford has been more heavily impacted by economic shifts than the manufacturing sector. According to the 1996 Plan of Conservation and Development, the City of Hartford had nearly 25,000 manufacturing jobs in 1963; approximately 45 years later, this figure had dropped to 1,458 jobs, a decline of over 94%. Although a large percentage of these jobs were lost during the period between 1963 and 1994, the manufacturing sector has continued to decline during the past decade. From a total of approximately 5,000 jobs in the early to mid 1990s, the number of manufacturing jobs continued to decline to 1,946 in 2000 and 1,458 in 2007.

Economic Development



Healthcare has experienced employment gains.



The education industry employs many of Hartford’s residents.

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Industry Sector	Resident Workers	%
Agriculture, forestry, fishing, hunting & mining	227	0.5%
Construction	1,867	4.4%
Manufacturing	4,895	11.5%
Wholesale trade	1,096	2.6%
Retail trade	4,194	9.9%
Transportation, warehousing and utilities	2,113	5.0%
Information	1,090	2.6%
FIRE	4,345	10.2%
Professional services	4,305	10.2%
Educational, health & social services	9,352	22.1%
Arts, entertainment, recreation, accommodation & food service	4,241	10.0%
Other services	2,404	5.7%
Public administration	2,273	5.4%
TOTAL	42,402	100.0%

Source: U.S. Census Bureau, 2000.

City of Hartford Labor Force by Industry Sector 2000

Government/Public Administration

Along with the service sector, the government and public administration sector is one of the few areas where employment has increased in the City of Hartford over the long-term. However, while the number of government jobs increased from a total of 12,181 jobs in 1963 to 25,130 in 1994, the following 13 years saw a decrease in government employment in Hartford. The number of government jobs dropped to 22,988 in 2000 and 21,102 in 2007.

Services

The service sector now constitutes the majority of jobs in the City of Hartford. This sector includes a wide range of industries, including healthcare, social assistance, education, professional services, personal services, accommodation and food service, and arts and entertainment. Over 56,000 jobs are encompassed under this category. While service sector jobs have always played an important role in Hartford's economy, they have never been so critical to the economic functioning of the City as they are at the present time. During the 25-year period from 1963 to 1988, the service sector in Hartford expanded from 24,559 jobs to 50,190 jobs. Between 1988 and 2000, the service sector added an additional 6,300 jobs and since that point employment in the sector has remained stable.

Unemployment Rate

One of the primary economic challenges for the City of Hartford is its chronically high unemployment rate. Based upon an analysis of the unemployment rate for both the City of Hartford and the State of Connecticut dating back to 1996, at any given point in time the unemployment rate for the City of Hartford is generally twice the unemployment rate of the state as a whole. Chronic unemployment is a double-edged issue, due to the various reasons that can cause unemployment. High unemployment can be symptomatic of an economy that does not have enough jobs for the number of local residents in the labor force. It can also be a sign that the resident labor force does not have the educational requirements for the jobs that do exist in the economy. A mismatch between the types of jobs available and the skill sets of the local labor force can also cause high unemployment (e.g., residents have a background in manufacturing, but the only jobs available are in healthcare). Finally, high unemployment can be caused by underlying social issues that prevent local residents from searching for, maintaining and succeeding at a job. In Hartford's case, most if not all of these factors are applicable.

Journey to Work

The aggregated journey to work data for workers residing in the City of Hartford. Residents of the City of Hartford are very reliant upon jobs

within the City itself for employment, as well as in the metropolitan area in general.

A more detailed breakdown of 2000 Census journey to work data, as shown in the accompanying tables and charts= highlights several important elements of the Hartford economy. First, although Hartford residents are highly dependent upon jobs located within the City itself, businesses located in Hartford are primarily staffed by a workforce that is based in the surrounding suburbs. While 44.5% of workers residing in Hartford remain in the City for employment, only 17.1% of the jobs in the City of Hartford are filled by City residents. This situation results in a disconnect between the businesses and residents of Hartford; the City residents rely upon certain businesses in Hartford for their economic means, but these same businesses are more closely related to their predominantly suburban workforce. Since most of Hartford's jobs are filled by non-City residents, the economic clout that Hartford resident workers have with businesses located in the City is significantly limited.

Second, Hartford resident workers do not venture very far for employment, even when traveling outside the City limits to work. Only 6.8% of resident Hartford workers travel beyond Hartford County for employment. Surprisingly, only 164 (0.4%) resident Hartford workers commuted to Massachusetts to work, despite its relatively close proximity. In contrast, almost 3,300 workers commuted from Massachusetts to work in

the City of Hartford.

Educational Attainment

Given the close relationship between educational attainment and socio-economic status, educational attainment levels and academic achievement indicators of a community provide important information on the current state of and future projections for the local economy.

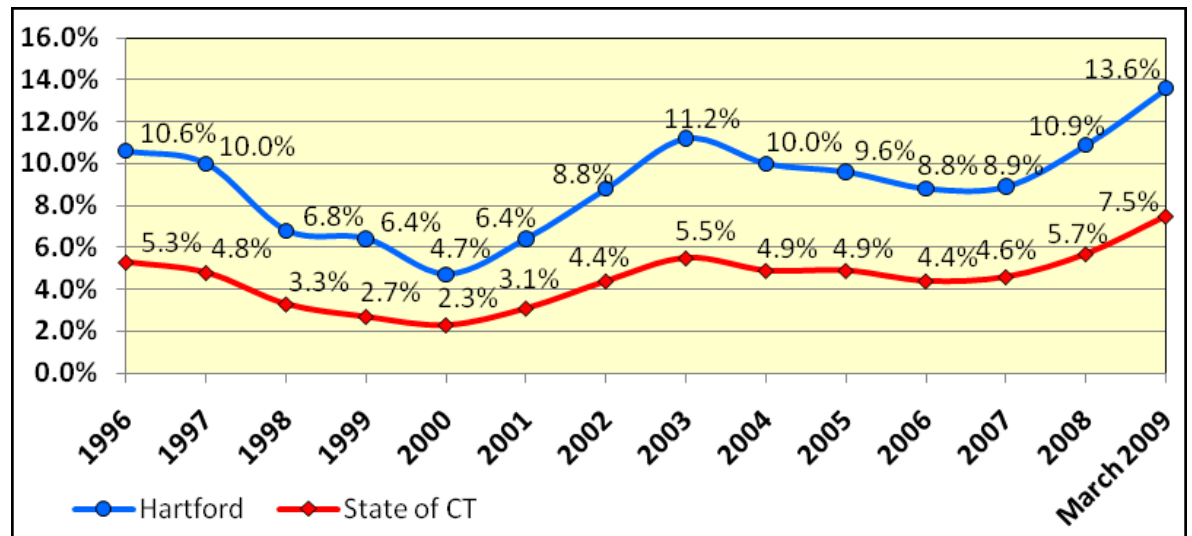
The accompanying chart shows the 2000 Census data for educational attainment in Hartford and the seven surrounding communities. This chart graphically displays the disparity in educational attainment between Hartford and the surrounding communities.

As this chart illustrates, only 12.4% of Hartford's

Economic Development



While still strong, government employment in Hartford has declined recently.



Unemployment Rates 1996-2009

One City, One Plan– POCD 2020



Hartford residents work both inside and outside of the City



Trinity College is located in Frog Hollow

population age 25 and older has a bachelor's degree or higher. Conversely, over 39% of Hartford's population age 25 and older has less than a high school diploma or GED. These educational attainment figures are in stark contrast to those of the surrounding communities.

The disparity in educational attainment figures also fuels the disconnect between Hartford residents and the City's economic base. Because of the significant corporate presence in Hartford, many of the jobs in the City are white-collar jobs that require at least a bachelor's degree. With such a small percentage of Hartford's residents possessing a bachelor's or advanced degree, white-collar companies have a very limited pool of potential employees in the City to draw upon, and therefore rely heavily upon suburban communities for their labor pool. These suburban communities tend to have much higher percentages of their respective populations comprised of college graduates and holders of professional degrees. Due to a lack of education credentials, many Hartford residents form the employment base for the service-sector jobs in the City, such as retail and personal services. Although some residents are employed in the construction and manufacturing sectors, which generally pay good wages, many residents of Hartford fill the lowest-paying jobs in the City's economy.

Household Income – 2008

A breakdown of 2008 household income levels,

based upon data provided by Claritas, Inc., illustrates the level of income disparity in the greater Hartford region.

While the municipalities of Hartford, New Britain, Bristol and East Hartford have just over 34% of the total households in Hartford County, 63% of the households in the County earning less than \$15,000 per year reside in these four communities. In addition, 52.9% of the households in the County earning \$15,000 to \$25,000 per year, 47.5% of the households in the County earning \$25,000 to \$35,000 per year, and 41.4% of the households in the County earning \$35,000 to \$50,000 per year reside in these municipalities.

School District Dropout Rate and Connecticut Mastery Test Scores

Hartford Public Schools has had considerable success in reducing the annual dropout rate over the past decade. From its peak in the 1998-1999 academic year of 12.1%, Hartford's dropout rate had declined to 2.6% by the 2006-2007 academic year. Maintaining a low school dropout rate is critical for improving the educational attainment characteristics of a community's population.

While Hartford Public Schools has made strides in improving academic performance at its elementary and middle schools, Connecticut Mastery Test scores in all subject areas and for all applicable elementary and middle school grades

continue to lag significantly behind the state-wide average. The following four charts illustrate the 2008 test scores for all tested grades in the mathematics, reading, writing and science subject areas.

Continuing to improve these tests scores will be vital to increasing the levels of educational attainment in Hartford. If children experience academic success in the elementary and middle school years, they are more likely to remain engaged in academics as they progress through high school, are less likely to drop out, and are more likely to continue on to higher education programs after high school.

Recent Economic Development Activity

In 2009, Hartford was deemed to be one of the best places in the Nation to launch a small business, according to CNN Money. The magazine also ranked the Hartford MSA #5 among large metro areas due to its low cost of doing business and abundance of low-cost workers available for hire. Specialty manufacturing and technology firms do well in Hartford -- it's one of the most-wired cities in the U.S. thanks to programs like "Wireless Hartford," which brings free Wi-Fi to zones targeted for development. Also, manufacturers that relocate to or expand in Hartford may be eligible for a property tax abatements and corporate tax credits.

Despite a host of difficult economic challenges facing the City, a substantial number of significant economic development projects have either been completed in the past several years, are in the development or construction phase, or are planned for implementation.

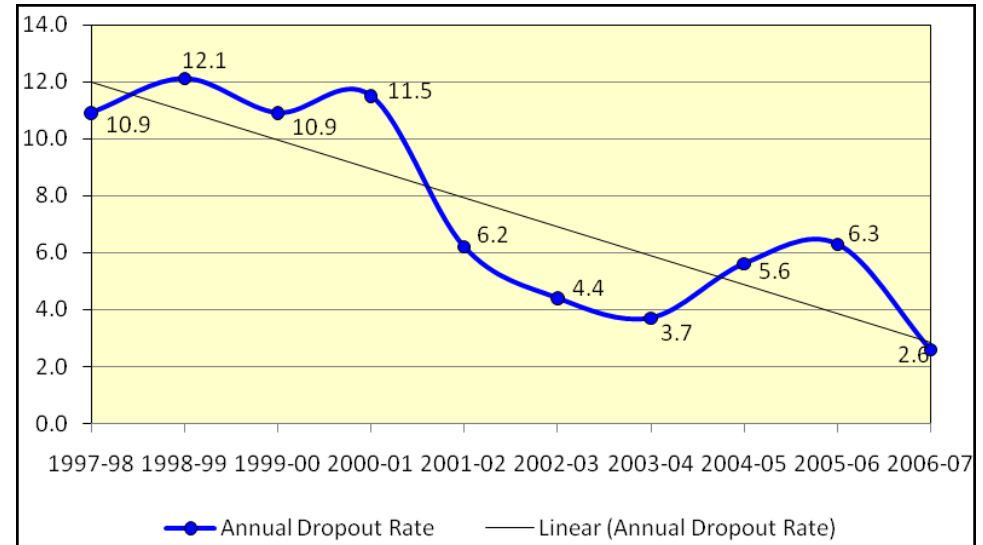
Recently Completed Projects

- Connecticut Convention Center-** The anchor component of the larger Adriaen's Landing economic development project. The 540,000-square-foot Connecticut Convention Center is situated on a 33-acre parcel adjacent to I-91 and the Connecticut River, and has 140,000 square feet of exhibit space; a 40,000 square foot ballroom; 25,000 square feet of meeting space; and 2,339 attached parking spaces. The Convention Center is already connected to the new Hartford Marriott Downtown hotel, and will eventually be connected via a pedestrian bridge to the new Connecti-

Economic Development



Hartford Elementary schools have made great improvements.



Annual dropout rate in Hartford 1997-2007

One City, One Plan– POCD 2020

	FY06-07	FY07-08	FY08-09	FY09-10	% Change
REVENUES	Actual	Revised	Adopted	Projected	
Taxes	\$234,269,121	\$236,574,946	\$254,239,282	\$261,000,000	11.4%
Intergovernmental Transfers	\$232,266,954	\$239,541,632	\$247,334,898	\$250,000,000	7.6%
Revenue Money & Property	\$12,334,903	\$19,600,810	\$15,589,336	\$14,989,336	21.5%
Other Revenues	\$7,421,457	\$11,191,484	\$10,239,901	\$10,000,000	34.7%
Licenses & Permits	\$5,634,129	\$7,877,532	\$8,910,092	\$6,910,090	22.6%
Charges for Services	\$3,542,766	\$5,652,800	\$5,685,595	\$5,700,000	60.9%
Reimbursements	\$2,567,572	\$4,969,600	\$5,358,868	\$4,258,868	65.9%
Fines, Forfeits & Penalties	\$342,666	\$231,310	\$231,310	\$252,150	-26.4%
TOTAL	\$498,379,568	\$525,640,114	\$547,589,282	\$553,110,444	11.0%
	FY06-07	FY07-08	FY08-09	FY09-10	% Change
EXPENDITURES	Actual	Revised	Adopted	Projected	
Education	\$261,000,000	\$271,631,688	\$284,554,001	\$301,751,388	15.6%
Sundry	\$114,767,729	\$124,688,294	\$135,655,060	\$153,054,491	33.4%
Public Safety	\$69,454,727	\$72,595,339	\$71,728,361	\$78,054,617	12.4%
General Government	\$17,698,318	\$21,470,124	\$21,316,928	\$22,382,774	26.5%
Infrastructure	\$14,158,201	\$14,205,771	\$13,415,583	\$14,086,362	-0.5%
Hartford Public Library	\$7,818,853	\$8,441,580	\$8,191,580	\$8,707,117	11.4%
Health and Human Services	\$7,739,939	\$7,994,853	\$7,881,311	\$8,275,376	6.9%
Development Services	\$4,245,922	\$4,612,465	\$4,846,458	\$5,088,780	19.9%
TOTAL	\$496,883,689	\$525,640,114	\$547,589,282	\$591,400,905	19.0%

Source: City of Hartford, 2008-2009 Budget.

General Fund Revenues and Expenditures City of Hartford 2006-2010

cut Science Center and the Riverfront Walk.

- The Learning Corridor- A unified 16 acre campus comprising four inter-district magnet schools (Montessori Magnet School; Hartford Magnet Middle School; the Greater Hartford Academy of the Arts; and the Greater Hartford Academy of Math and Science), the \$110.8 million development was initiated in 1996 and completed in 2000. Funded and devel-

oped through the collaboration of Trinity College, the City of Hartford, the State of Connecticut and a variety of non-profit community stakeholder organizations, the Learning Corridor was the centerpiece of a broader revitalization strategy for the southern end of the City of Hartford.

- Connecticut Center for Science and Exploration- Begun in 2006, the recently completed Connecticut Science Center encompasses 144,000 square feet of floor space, including 40,000 square feet of exhibit space; a 200 seat theater; four specially designed learning laboratories; conference and multi-purpose space; interactive sculpture; an observation deck; and parking facilities for up to 460 vehicles. The facility will be an integral part of the adjacent Adriaen's Landing development.
- Charter Oak Marketplace Retail- Commercial redevelopment of the former Charter Oak Terrace low-income housing development site for 500,000 square feet of retail space
- Capital Community College- Creation of unified Downtown campus in the former G. Fox & Co. building on the corner of Market Street and Talcott Street. Renovation of 300,000 square feet of space at a cost of \$70 million.
- Hartford Marriot Downtown Hotel—The 22-story, \$77 million hotel includes 409

guest rooms and suites, 13,500 square feet of banquet and conference space, a signature restaurant, cocktail lounge, business center, gift shop, Starbucks Café and concierge services along with recreational amenities like a rooftop swimming pool, fitness center and luxury spa.

- Hilton Hotel Renovation- Reopened in 2005 after a \$34 million renovation, the Hilton Hartford is connected to the Hartford Civic Center and has 393 rooms, 11 suites, 15,000 square feet of meeting space, a full-service restaurant, and guest amenities such as a pool, fitness center, sauna and wireless internet service.
- Central Library Renovations- Completed in 2006, the renovation and expansion of the Hartford Public library added 44,000 square feet of space to the facility, a 9,000 square foot children's library wing, and updated electrical and mechanical systems at a cost of \$42 million.
- Kelvin Anderson Recreation Center—The approximately \$17 million reconstruction of this recreation center in the northeast section of Hartford includes a new building with a pool, weight room, basketball court, a 2,000 square foot community center and a small branch library.
- University of Hartford Performing Arts Center—This \$21 million renovation of three buildings at the former Thomas Cadillac site created 82,500 square feet

of space for classrooms, rehearsal and performance space. Additional on-site environmental remediation work was also completed as part of the project.

- Morgan Street Garage- The Morgan Street Garage was completed in 2002 at a cost of \$25.9 million, and contains 2,290 vehicle spaces and 13,000 square feet of ground floor retail space.
- Mark Twain Visitor's Center – A \$19.5 million visitors center was completed in 2003, containing space for meetings, education and training programs, and additional retail space and restroom facilities.
- Sports and Medical Sciences Academy – A new 155,000 square feet, \$71 million facility for the Sports and Medical Sciences Academy on Huyshope Avenue was recently completed.
- The Artists Collective – New facility built at 1200 Albany Avenue to provide extensive training for students in the performing arts. Serves over 1,200 students per year through the various programs offered at the facility.
- Connecticut Public Television Relocation Redevelopment of the 62,000 square foot vacant building located at 1049 Asylum Avenue for reuse as the home of Connecticut Public Television. New development at the site includes two new TV studios in a new 5,600 square foot



Connecticut Convention Center



The Marriott Hotel was completed as part of the Adriaen's Landing complex

One City, One Plan– POCD 2020



The Connecticut Center for Science and Exploration

- building located on the site.
- Greater Hartford Classical Magnet School – The results of a \$36 million renovation of the 85 Woodland Street facility completed in 2006 include computer labs, a black box theater, a new gymnasium, a television studio, a dance studio and a fitness room.
- Breakthrough Magnet High School – Completed in 2006 at a cost of \$29.5 million, the new Breakthrough Magnet High School facility on Brookfield Street includes a media center, a math lab and an outdoor amphitheater.
- Gateway Plaza – Completed in 2008 and located on Albany Avenue, Gateway Plaza contains 14,200 square feet of retail space and represents an important reinvestment in one of Hartford’s core neighborhoods.
- University of Hartford Magnet School – Located on the grounds of the University of Hartford, the \$21.5 million school facility opened in 2001 as part of the Capitol Region Education Council’s (CREC) network of regional magnet schools, with an educational focus centered around the “theory of multiple intelligences” approach to educational instruction.
- South Arsenal Neighborhood Development (SAND) Elementary School – The completion of the new \$17.5 million SAND facility in 1998 included technology upgrades and the inclusion of the Ropkins Branch of the Hartford Public Library.
- Trinity College Ice Rink – The \$16 million, 46,157 sq. ft. facility includes a 200x90-foot ice rink with bleachers, offices and meeting rooms.
- St. Francis Hospital Parking Garage – Completion in 2006 of a new parking garage with 700 vehicle spaces at a cost of \$12 million.
- Main and Pavilion Retail – A former brownfield site, the Main and Pavilion retail center (Metro Center) was remediated and redeveloped with the help of a \$160,000 EPA Revolving Loan Fund loan given to the non-profit group Public Housing Residents Going Places, Inc. (PHRGP). The \$5.2 million redevelopment project was completed in 2005, adding 40,000 square feet of retail space in the core of the City of Hartford.
- Metzner Recreation Center Renovations – Renovations completed in 2007 and totaling almost \$4 million provided a new game room, arts and crafts area, classroom space, a community room and a daycare center.
- Hartford Public Library: Camp Field Avenue Branch – Library branch was reopened in 2001 after significant renovations were completed.
- Hartford Public Library: Goodwin Branch – Significant renovations and an expansion of the branch library, including additional

program space, updated electrical and mechanical systems, new equipment and furnishings and additional parking, were completed in 2004.

- **North Hartford YMCA** – The YMCA is constructing a new 42,000 square foot facility that will serve as a community center for the Clay/Arsenal and Upper Albany Avenue neighborhoods. The facility is scheduled to open in the fall of 2009.

Projects Approved or Under Construction

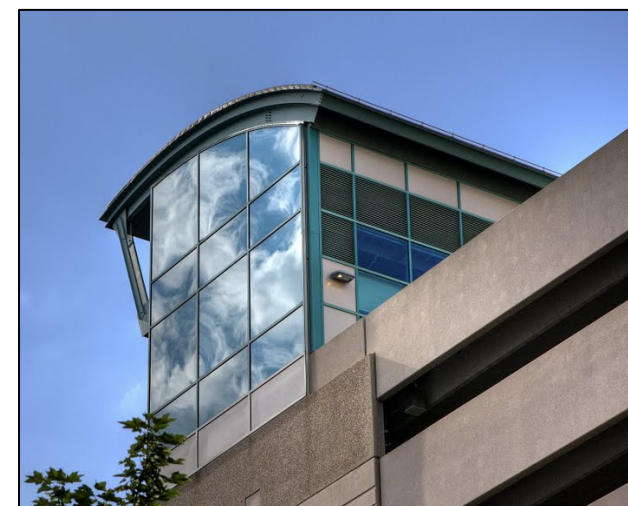
- **Front Street/Adriaen’s Landing** – Hartford’s most intensive and longest-duration development project, Adriaen’s Landing will ultimately encompass 30 acres of Downtown Hartford with a total development cost of \$874 million. Three major components of the overall development plan have either been completed or are nearing completion; these are the Connecticut Convention Center, the Hartford Marriot Downtown Hotel, and the Connecticut Center for Science and Exploration. The Capitol City Economic Development Authority (CCEDA) is continuing to pursue the completion of the Front Street project, which is planned to include retail, entertainment and residential development.
- **The Hartford Insurance Campus Expansion**– The Hartford is currently construct-

ing a new seventy-five million dollar technology building as part of its corporate campus. In addition, The Hartford has purchased the former Mass Mutual campus for future expansion.

- **Aetna-Asylum Hill Campus Consolidation** Aetna is in the process of a \$220 million corporate campus renovation and consolidation project that includes the \$40 million reconstruction and expansion of an existing parking garage; a new \$27 million, 1,150 space parking garage; and extensive renovations to parts of its main headquarters building.
- **Colt Gateway Preservation Project** – The \$120 million renovation of the former Colt Armory complex and its conversion into 300 residential units, 300,000 square feet of commercial space, a museum and visitors center is on-going. The Coltsville complex was recently named a National Historic Landmark, and the process of obtaining designation as a National Park facility is moving forward.
- **St. Francis Hospital Expansion** – Planned expansion of cancer care, cardiology, women's health, orthopedics and neurology programs. A new \$102 million, 10-story building encompassing 318,000 square feet is under construction and will include a new emergency room, several operating rooms, roughly 90 inpatient rooms, additional ambulance bays and a



Hartford Public Library at 500 Main Street



The Morgan Street Garage

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SAND Elementary School



University of Hartford Magnet School

rooftop helipad.

- Riverfront Recapture – Initiated in 1981, Riverfront Recapture is a non-profit organization dedicated to improving public access to the Connecticut River. As a result of this organization’s nearly three decades of work, more than \$60 million has been obtained from a variety of sources to fund riverwalks, open space and recreation improvements, public art, docks, boat launches and a boathouse. Riverfront Recapture has also helped to bring a long list of recreational and cultural events to the Connecticut River.
- Public Safety Complex – The new unified Public Safety Complex, which is under construction at High Street and Atlantic Street, will include 135,000 square feet of space for Fire Department administration, fire marshals, central dispatch and the Police Department. The \$85 million complex will also include sheltered and gated parking, as well as new streetscape and urban design amenities.
- Sims Metal Management Aerospace – Renovation and expansion of the former ADVO facility in the North Meadows section of Hartford is underway to enable Sims to move its operations there from their current location on Flatbush Avenue. The \$25 million in renovations to the 279,000 square foot AVDO building and construction of a 145,000 square

foot addition are scheduled for completion in fall 2010.

- A.I. Prince Tech High School – The \$54.5 million expansion and renovation of A.I. Prince Tech High School is nearing completion, and the construction work includes mechanical, electrical and fire prevention systems upgrades; a new 240 seat lecture hall; new athletic facilities; traffic circulation improvements; and expansions for academic and trade areas.
- Annie Fisher Magnet School – Scheduled for completion in 2009, the \$38 million renovation of Annie Fisher Magnet School will expand the facility as well as updating mechanical systems, and adding a new library and cafeteria.
- Kinsella Magnet School of Performing Arts – Scheduled for completion in 2009.
- Hooker Environmental Studies Magnet School – Scheduled for completion in 2009
- University of Hartford Magnet School of Science and Engineering – Begun in 2007 with an expected completion date of early 2009, the new facility for this magnet school being constructed on the University of Hartford campus will encompass 55,000 square feet of space at a cost of approximately \$32 million.

Proposed Development Plans

- Downtown North Redevelopment Project

Proposed redevelopment of 123 acres north of I-84 and adjacent to Downtown Hartford for a variety of uses, including commercial, office and retail space; residential development; historic preservation; hospitality; entertainment and recreation; education; and research and development. The redevelopment effort would include the demolition of the building located at 1161-1179 Main Street, which is severely blighted.

- Constitution Plaza East Redevelopment Project – Proposed redevelopment of 3 Constitution Plaza (Broadcast House site) and 5 Constitution Plaza (former Sonesta Hotel) for a signature, mixed use development containing commercial space, residential units and ground floor retail.
- AI Tech Center – Located within the Constitution Plaza East redevelopment area, the AI Tech Center is a proposed 12 story, \$40 million office tower that will replace the former Broadcast House building at 3 Constitution Plaza. The development is expected to begin in 2011, and will include 12,000 square feet of retail space and 200,000 square feet of office, flex and laboratory space.
- Downtown West II Redevelopment Project – Proposed redevelopment of 16.7 acres west and northwest of I-84 and adjacent to Downtown Hartford, including the vacant Capitol West office

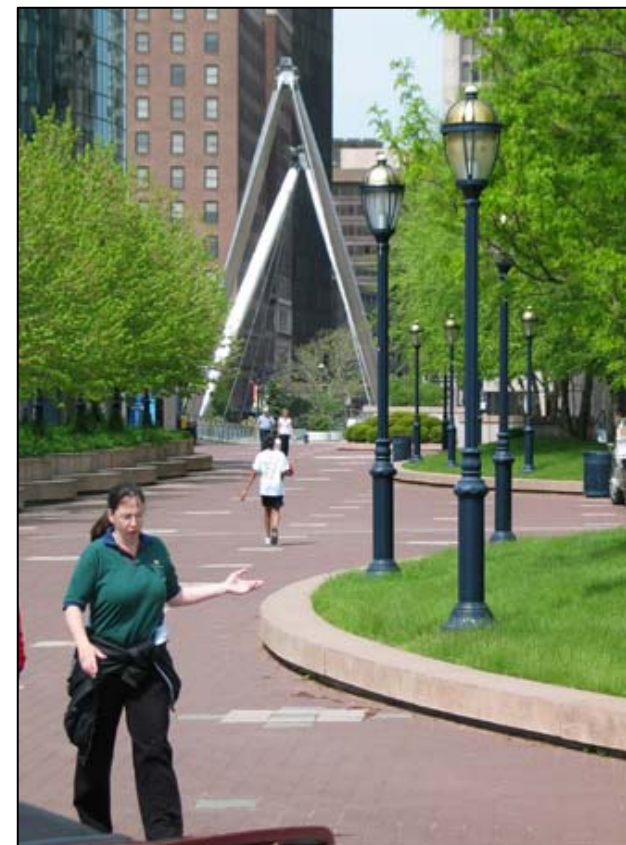
building. The area is envisioned for transit-oriented development, parking and uses that are supportive of Union Station and the nearby insurance industry campuses.

- Parkville Municipal Development Plan – Selected redevelopment of a portion of the Parkville neighborhood, including infrastructure and streetscape improvements, selective demolition, site remediation and the development of the Bartholomew Avenue Business Park by private developers. Total costs associated with the project are approximately \$24.6 million.
- Albany and Woodland Redevelopment Site – Site assemblage of four properties to be cleared and environmentally remediated before the issuance of an RFP for development proposals. The ultimate vision for the site is a town center-style retail development.
- Terry Square Development Area – Identified potential for 170,000 square feet of residential, retail and office space in the North End.

Goals and Objectives

Goal: Develop the “Creative Economy” in Hartford

- Strengthen the portion of Hartford’s economy centered around arts, culture, education, the non-profit sector and entrepreneurship.
- Promote the continued development and



Riverfront Recapture



Public Safety Complex

One City, One Plan– POCD 2020



Sims Metal Management Aerospace expansion



Prince Technical High School

expansion of community assets such as the Capitol Community College.

- Encourage the development of gallery and studio space in Hartford, particularly in the Downtown and around Trinity College and the University of Hartford, to promote the growth of the arts community.
- Encourage new residential development in these areas that is attractive to artists and young business professionals, such as loft-style apartments, garden apartments and townhomes.
- Work with local arts, music, cultural and philanthropic organizations to coordinate the existing assets and needs of the creative community and to develop a framework for action for expanding the creative community and economy in Hartford.

Goal: Increase the Employability of Hartford Residents

- Work with Regional Workforce Development Board to assure Hartford businesses and residents access to job-funding programs.
- Encourage development of comprehensive youth employment placement programs between Hartford schools and the Regional Workforce Development Board.
- Develop initiatives that strengthen school to career transition in conjunction with State and Federal efforts.
- Create apprenticeship programs in local

businesses and cultural institutions for Hartford high school students as part of curriculum.

- Address transportation and child care related problems of trainees and job seekers.
- Actively market Hartford residents to regional employers via direct placement, job training and employer-based training.
- Pursue Federal and State grants to expand job training and basic skills training (ESL, GED) opportunities.
- Promote the expansion of day care and supervised after-school opportunities.

Goal: Assist Present Businesses to Remain and Expand in Hartford

- Increase access to capital financing to support Hartford business development, retention and expansion.
- Continue to provide technical assistance to encourage the expansion and retention of Hartford businesses through real estate referral, financial and incentive counseling, Business Plan development and resolution of operation problems.

Goal: Place Emphasis on Developing a Skilled Workforce

- Attract skilled workers to Hartford and, via the Hartford school system, produce future workers with the skill sets needed to flourish in the 21st century global economy.

- Utilize Hartford's relatively affordable housing stock, access to regional transportation networks, proximity to prestigious colleges and universities and central geographic location as salient points for marketing Hartford as an attractive place for hi-tech businesses.
- Work with other cities and towns in the Greater Hartford region to further strengthen a regional market for high-tech firms.

Goal: Identify, Market and Assist the Private Sector to Redevelop Vacant and Underutilized Industrial and Commercial Properties

- Work with individual property owners to identify and overcome land use or other issues which may impede the development of vacant parcels. Issues of focus should be those the City may impact through the change of municipal policies or through the use of public programs and subsidies to spur development.
- Investigate properties that may become available for development and explore any brownfields-related issues. If existing, the City should assist owners and developers in using public programs for remediation.
- Assist developers in conducting site assembly of smaller vacant and underutilized parcels to create larger, more marketable development sites.

Goal: Strengthen and Enhance Neighborhood Commercial Corridors

- Work with neighborhood groups on asset-based strategies to promote development.
- Support entrepreneurial efforts to start new businesses and expand smaller businesses.
- Assist merchants to purchase and rehabilitate their buildings where they are presently located, thereby making it an owner-occupied business and stabilizing the area.
- Assist community development corporations to enter into employment-generating enterprises by providing technical assistance, financial support, and market research with the goal of making them self-sufficient.
- Provide technical assistance to merchant associations regarding business support services, and business community planning including design standards, improved parking and circulation.
- Continue the Façade Improvement Program in selected neighborhood retail areas.
- Seek funding for streetscape improvements in neighborhood retail and cultural areas.
- Pursue policies and planning strategies that will create critical densities of economic development in established corri-



Albany & Woodland Redevelopment Site



Capitol West Office Building

One City, One Plan– POCD 2020



The Aetna



Ribbon cutting for new Maple Avenue business

dors.

- Build the City's Grand List by continuing to aggressively promote and encourage commercial infill development in the following corridors:
 - ◆ Main Street
 - ◆ Barbour Street
 - ◆ Blue Hills Avenue
 - ◆ Albany Avenue
 - ◆ Homestead Avenue
 - ◆ Farmington Avenue
 - ◆ Park Street
 - ◆ Broad Street
 - ◆ New Britain Avenue
 - ◆ Maple Avenue
 - ◆ Franklin Avenue
 - ◆ Wethersfield Avenue
- Coordinate design and access management for infill development along commercial corridors. Ensure that quality development occurs in these areas.

Goal: Aggressively Market the City for New Business

- Develop a recruitment plan that identifies target areas and industries.
- Promote a coordinated effort among City Departments to facilitate recruitment of new businesses.
- Work with regional bodies (CRCOG, Metro Hartford Alliance) to market the region, especially the City, as a location for labor-intensive manufacturing and high growth industries.

Goal: Place Emphasis on Developing a Skilled

Workforce

- Attract skilled workers to Hartford and, via the Hartford school system, produce future workers with the skill sets needed to flourish in the 21st century global economy.
- Utilize Hartford's relatively affordable housing stock, access to regional transportation networks, proximity to prestigious colleges and universities and central geographic location as salient points for marketing Hartford as an attractive place for hi-tech businesses.
- Work with other cities and towns in the Greater Hartford region to further strengthen a regional market for high-tech firms.

Goal: Pursue Already Identified Economic Development Initiatives and Existing Economic Objectives for Potential Development Sites

- Encourage the creation of sustainable, high-quality development that is designed in a manner that maximizes tax revenue while being sensitive to surrounding neighborhoods and environmental assets.
- Continue supporting the Adriaen's Landing development and its on-going evolution.
- Implement redevelopment initiatives in keeping with the three recently completed redevelopment plans for Down-

town North, Downtown West II and Constitution Plaza East.

- Continue to pursue high-profile entertainment uses for the XL Center (Hartford Civic Center), including a potential National Hockey League franchise.

Goal: Facilitate Commercial and Industrial Development Projects

- Site acquisition and sale of economic development parcels in key areas.
- Pursue funding for environmental remediation.

Goal: Revitalize Downtown

- Complete development of Riverfront with pedestrian access to the River. Support the various uses of the river and activities along the Riverfront Park system.
- Improve pedestrian circulation from Union Stations to the Riverfront. Promote and support major events Downtown.
- Emphasize historic and cultural richness of Hartford using renovated, expanded Old State House and other historic sites for the development of a historic walking tour.
- Develop and implement innovative programs and initiatives to spur growth in Downtown Hartford's residential and retail markets.

Goal: Support a More Equitable State Tax Structure to Alleviate Inequalities

- Through the City's state legislative delegation, advocate for state-wide property tax reform to reduce the burden on homeowners and to encourage private investment in businesses and neighborhoods.