What Can We Do Differently? A Look at Progress and Promise in Our Communities

Sobering Report on Local Economy: Aggressive, Regional Approach Called Key to Revival

FEB 27, 1992 • HARTFORD COURANT

Thinking Like a Town, Working Like a Region; From Economic Development to Traffic Flow, Municipalities Learn to Join Their Neighbors

MAR 26, 2000 • NEW YORK TIMES

Budget Pressure Pushes Schools to Regional Cooperation

JAN 22, 2003 • HARTFORD COURANT

Budget Cuts Prompt More Layoffs, Open Positions

JUN 7, 2016 • HARTFORD COURANT

Future of Greater Hartford Regionalism to Be Revisited This Week

NOV 13, 1994 • HARTFORD COURANT

Lower Tax Revenues = Grimmer Connecticut Budget Picture

NOV 10, 2015 • HARTFORD COURANT

MetroHartford Millennium Project: A Vision to Spur Regional Growth

SEP 7, 1997 • HARTFORD COURANT

Supported by Hartford Foundation for Public Giving
What is Metro Hartford?

The Metro Hartford region consists of 1 million people living in Hartford, New Britain and the 36 surrounding towns and communities. While there is no perfect definition for “Metro Hartford,” the Capitol Region Council of Governments brings together municipal leaders from these 38 towns to coordinate on shared issues, planning and economic development for the region.

Meaningful change in 2016?

Last year’s report focused on access to schools, jobs, neighborhoods and the ongoing challenge of creating access to opportunity. In this year’s report, we focus on five related themes consistent with those priorities. With ongoing declines in state and local resources, how can we support meaningful change consistent with these priorities?

The Next Generation
attracting and retaining millennials

Mobility
connecting people to opportunity in the region

Job Growth
aligning workforce and economic development
Education
ensuring a quality education for all despite scarce resources

Leadership + Civic Engagement
for deliberate long-term progress

Full source references available at MetroHartfordProgressPoints.org
What has worked? What can we do differently?

Regional thinking is not new to Metro Hartford, even if the effectiveness of our actions has been inconsistent. In the absence of regional government, we must rely on informal, voluntary collaboration among regional leaders to address regional challenges. Here are a few examples:

1960
- County government abolished in Connecticut

1958 - 1964
- Deconstruction of the Front Street neighborhood makes way for Constitution Plaza

1968
- Hartford City charter changed to ‘weak mayor’ format; reverts to ‘strong mayor’ in 2004
- CRCOG founded

1973
- CRCOG designated as Transportation Planning Prioritizing Agency for the region

1978
- Capital Workforce Partners established from Private Industry Council
- Hispanic Health Council founded

1912
- Hartford city plan envisions expansion to present-day Windsor and Rocky Hill

1924
- United Way of Central and Northeastern Connecticut founded

1925
- Hartford leaders propose annexation of West Hartford
- Newington seeks annexation by Hartford and New Britain
- Hartford Foundation for Public Giving founded

1929
- Metropolitan District Commission (MDC) founded to ‘provide quality potable water and sewer systems’ for the Hartford region

1965
- Harvard research calls for “metropolitan solution” to Hartford’s education challenges

1964
- Greater Hartford Chamber of Commerce holds “Town Meeting for Tomorrow” which led to the formation of the Capitol Region Council of Elected Officials

1972
- Greater Hartford Process releases regional plan and development proposal for 20,000 person ‘new town’ to be located in Coventry

1975
- City of Hartford vs. Hills lawsuit against HUD and 7 suburban towns challenges failure to plan for inclusion of integrated housing

“The Bishops Era”
The ‘Bishops’ were business leaders who informally shaped many development projects and policies in Hartford and the region
How do we learn from our region’s past to shape a more successful future? We can start by building awareness and a shared understanding of the evidence.

1994
Regional group studies improving and diversifying area schools
Community Forum on Regional Initiatives brings together business and community leaders to discuss regional solutions

1999
Elizabeth Horton Sheff and other parents file lawsuit against Gov. William A. O'Neill
Regional Fair Housing Compact sets voluntary targets for affordable housing for towns in the region

1989

2003
Connecticut Metropatterns report released by the CenterEdge Coalition

2002
Regional forums organized through Connecticut Policy & Economic Council, other partners
Regionalism: A Commitment to Place and A Town Meeting broadcasts air on CPTV, via Hartford Foundation support

2005
Citizen’s Network of the Capital Region launches study on local education financing

2007
Hartford Mayor Eddie Perez calls for single regional school district
Trinity College Center for Urban and Global Studies founded

2001
Hartford ‘Primer & Field Guide’ released by Cities Data Center at Trinity College

Metro Hartford Alliance founded

1998
Connecticut Center for School Change produces ‘Unexamined Remedy’ proposals for regional school district

1997
The Legislature passes 3-part response to Sheff v. O’Neill, including basic structure of current, voluntary two-way integration
Metro-Hartford Millennium Project develops regional plan

1996
State Supreme Court rules racial and socioeconomic isolation of Hartford schoolchildren unconstitutional, but proposes no resolutions
Charter Oak Terrace razed and rebuilt
Adriaen’s Landing developed as part of ‘Six Pillars’ plan

2014
Metro Hartford Progress Points partners release series of reports, articles and organized forums based on key regional challenges

2011
MORE Commission created to find opportunities for regional efficiencies


Full source references available at MetroHartfordProgressPoints.org
What can we do to ensure our region retains and attracts a sufficient supply of skilled workers?

By 2025, millennials are projected to be the largest workforce segment in the Metro Hartford region.

Many of the region’s millennials are not high-mobility college-educated individuals.

Population numbers by opportunity level show that 45% of the 18- to 34-year-olds in our region live in low or very low opportunity neighborhoods, and most of the inflows from out of state are to the same neighborhoods.

43% of millennials in the region live in households that don’t earn family-sustaining wages*

45% of young children in the region (birth - 3) are in households that don’t earn family-sustaining wages*


Sources: Opportunity Index + 2014 5-Year ACS results via iPUMS-USA, University of Minnesota, www.ipums.org.

For more information on Opportunity Levels, please visit our website.
The Metro Hartford region retains the fewest four-year graduates of any metro region in the country with 60% of recent graduates citing ‘jobs’ as their primary reason for leaving.

College graduates, individuals with advanced degrees and older residents are moving out of our state, while younger and less educated people are moving in.

This out-migration increases budget challenges as taxpayers leave the region and businesses lose customers.

FROM 2012 – 2014 THE NET MIGRATION OF TAXPAYER INCOME OUT OF THE REGION WAS $912,360,000

Source: IRS SOI Tax Stats migration data
How can new transit options and amenities improve access and spur growth for our communities?

Many of our region’s residents of all ages would like to live where they can walk to shops, restaurants and other amenities, compared to where they live today.

![Graph showing the percentage of the population in different age groups that would like to live in walkable areas compared to where they currently live.]

Source: ‘Housing Report,’ 2015. Legislative Commission on Aging, CCAPA and CRCOG

Many in the region face long commutes, especially low-income Hartford residents who spend time and money traveling to jobs in suburbs not well served by public transportation.

### Percent of Population with Commute Times Longer Than 30 Minutes

![Bar chart showing the percentage of the population with commute times longer than 30 minutes in Hartford and suburbs.]

- **Hartford:**
  - Under $30K: 30%
  - $30K - $75K: 20%
  - $75K +: 10%

- **Suburbs:**
  - Under $30K: 20%
  - $30K - $75K: 15%
  - $75K +: 5%

**21%** OF HARTFORD RESIDENTS NEVER OR ALMOST NEVER HAVE ACCESS TO A CAR

**5%** OF SUBURBAN RESIDENTS NEVER OR ALMOST NEVER HAVE ACCESS TO A CAR

Source: 2015 DataHaven Community Wellbeing Survey
New and proposed rail, bus and highway projects aim to increase access by linking towns and communities within and outside the region.

A regional bus loop, expanded bus service, improvements to highway infrastructure and new train stations all work toward improving access to amenities, housing and jobs in order to spur growth and generate vibrant communities.

“We are poised to become a thriving hub between Hartford and Springfield ... offering a charming community with an accessible town center, jobs, housing ... capturing boomers and young professionals who otherwise may flee out of state.”

--Jennifer Rodriguez, Town Planner / Windsor Locks

Full source references available at MetroHartfordProgressPoints.org
How can we better align workforce and economic development strategies for the region?

- The Metro Hartford region has not produced meaningful job growth in the past 25 years, despite having advanced industries that offer a family-sustaining wage and having residents eager to work.

![Bottom Four Metro Regions for Job Growth](chart)


- Advanced industries, such as aerospace manufacturing and computer systems designs, are a vital part of the region’s economy, but growth has been slow and our competitive advantage may be eroding.

![Out of the 100 Largest Metro Areas, Metro Hartford Ranks](chart)


- The net zero regional job growth masks an employment decline by large and non-resident firms, but employment growth by smaller and locally-owned businesses and nonprofits.

![Larger and Non-Resident Employers](chart)

Source: YourEconomy.org
Most future job openings will be high-wage jobs that require advanced degrees or low-skill jobs with high turnover and wages that cannot sustain a family of four.

### Projected Number of Job Openings 2016 – 2022

<table>
<thead>
<tr>
<th>Skill Level</th>
<th>Job Openings</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Skill Jobs</td>
<td>20,909</td>
<td>Managers, Personal Financial Advisors</td>
</tr>
<tr>
<td>Middle Skill Jobs</td>
<td>19,047</td>
<td>Computer Support, Medical Assistants</td>
</tr>
<tr>
<td>Low Skill Jobs</td>
<td>30,884</td>
<td>Home Health Aides</td>
</tr>
</tbody>
</table>

*Wages can support 1 person*

*Wages can support one person, but not a family*

*Wages can sustain family of four*


38,000 men and women in our region who are unemployed, not in school, and ready to work fall into one or more categories with traditionally high unemployment levels.

### Number of Unemployed / Looking for Work

- **Opportunity Youth (16-24)**: Not at work, not in school
- **Low Skill Adults (25-64)**
- **Middle Skill Adults (25-64)**
- **High Skill Adults (25-64)**
- **Disabled**
- **Veterans**
- **Limited English Proficiency**

How can we ensure a quality education for all students in the region despite increasingly scarce resources?

While there has been progress in Hartford school integration, we know little about the academic impact of that effort.

Almost half of Hartford residents in public schools are now in integrated settings. The majority of the remaining students attend traditional schools.

Although magnet schools are accessible to all students in the region, 62% of applicants to these schools were not offered seats in 2015.

Less than 4% of Hartford resident students who attend traditional public schools score above 10th grade goals for math and science.

What do these results mean for the future of advanced industries in our region?

Source: Sheff Movement, State Department of Education, Office of Program Review and Investigations
Our neighborhood schools continue to experience declining enrollment, but our region continues to spend millions annually on new school construction.

- **7%** ↓ SCHOOL ENROLLMENT SINCE 2001
- **25%** ↑ EDUCATION EXPENDITURES BY TOWNS SINCE 2001
- **29K** ↑ EMPTY SEATS IN OUR REGION’S SCHOOLS OVER PAST 10 YEARS

**INCREASE IN NUMBER OF EMPTY SEATS 2003 – 2013**

Prior to 2010, towns in the Hartford region received in excess of $100 million/year for new school construction, renovations and remodeling. That figure has since dropped to around $80 million/year since 2010 and was further reduced in 2016.

**$1.4 Billion**

IN CONSTRUCTION GRANTS WERE AWARDED TO MAGNET SCHOOLS AND OTHER CONSTRUCTION PROJECTS RELATED TO THE SHEFF VS. O’NEILL CASE (2003 – 2012)

**$1.2 Billion**

IN LOCAL SCHOOL CONSTRUCTION GRANTS WERE AWARDED TO SINGLE SCHOOL DISTRICTS (2004 – 2012)

“...The planning and zoning commission and town council should really be talking with boards of ed and sharing that our schools are half empty ... We have a resource and an asset that is not being fully utilized.”

- Michael Zuba,
  Director of Planning, Milone and MacBroom
  2015 Metro Hartford Progress Points Forum Panelist

Source: State Department of Education school capacity data,
Office of Fiscal Analysis data via CTdata.org

Full source references available at MetroHartfordProgressPoints.org
Where will we see meaningful change in our region?

In the absence of regional government, we must look to collaborative leadership and civic engagement as the drivers that will move us toward deliberate long-term progress.

A number of public and private initiatives that have the potential for positive change for schools, jobs and neighborhoods are underway. These are a great start. But more is needed.

The Next Generation
attracting and retaining millennials

- Towns are creating walkable areas near transportation through transit-oriented development along the CT Fastrak corridor and the New Haven-Hartford-Springfield rail line.
- Colleges and universities, including Trinity College, UConn and University of Saint Joseph, are expanding their presence in downtown Hartford.
- Groups like the Metro Hartford Alliance’s Hartford Young Professionals and Entrepreneurs (HYPE), United Way’s Emerging Leaders and the Urban League’s Young Professionals continue to engage and connect millennials with each other and the region.

Mobility
connecting people to opportunity in the region

- Regional, state and federal efforts are expanding transportation options and redesigning existing infrastructure to better meet the needs of today’s population and employers.

Job Growth
aligning workforce and economic development

- Innovation hubs like reSET, Make Hartford and Axis 901, and entrepreneur support centers like Innovation Destination Hartford, offer business advisory services and other supports to help small businesses thrive.
- Several regional collaboratives are creating career pathways and bridging middle schools, high schools, higher education, adult education, employers and workforce development.
- The federally-designated North Hartford Promise Zone and the Working Cities Challenge are opportunities to bring in new local and federal sources of funding.

Education
ensuring a quality education for all

- Local funders and nonprofits are creating new connections between superintendents and administrators in underperforming districts.
- Our state and region will be called upon to address educational disparities through Sheff vs. O’Neill and — potentially — financial disparities through Connecticut Coalition for Justice in Education Funding vs. Rell.
Why will the future be different than the past?

The need for systemic change implied by this report requires leadership and more regional coordination and integration.

There are various models of transformational change - one possible path forward is to use John Kotter’s eight-step Model for Transformational Change as a roadmap to addressing our shared regional challenges. We hope this report creates the sense of urgency necessary to address these issues.

MODEL FOR TRANSFORMATIONAL CHANGE*

1 CREATE URGENCY
2 BUILD A TEAM
3 CREATE A VISION FOR CHANGE
4 REMOVE OBSTACLES / COMMUNICATE
5 EMPOWER ACTION
6 CREATE SHORT-TERM WINS
7 DON’T LET UP
8 MAKE CHANGE STICK

FORM MORE INFORMATION VISIT
MetroHartfordProgressPoints.org

JAN 1, 1965
HARVARD UNIVERSITY
GRADUATE SCHOOL FOR
EDUCATION, CENTER FOR
FIELD STUDIES

Schools for Hartford:
A Long-Range Plan

* JAN 1925
HARTFORD CHAMBER OF
COMMERCE

Formal Steps for
Bringing West Hartford
‘Back Home’

SEP 13, 1964
HARTFORD COURANT

Regional Town Meeting
in November Will Plot
Future of Hartford Area

Legislators from Seven
Towns Affected to Talk
of Metropolitan Plan

FEB 25, 1929
HARTFORD COURANT