



JULY 2016 •
**What Can We Do Differently?
A Look at Progress and
Promise in Our Communities**

NOV 13, 1994 •
HARTFORD COURANT
**Future of
Greater Hartford
Regionalism to Be
Revisited This Week**

JAN 22, 2003 •
HARTFORD COURANT
**Sheff vs O'Neill
Lawsuit Settled**

NOV 9, 2010 •
CT MIRROR
**Budget Pressure
Pushes Schools
to Regional
Cooperation**

JUN 7, 2016 •
HARTFORD COURANT
**Budget Cuts Prompt
More Layoffs, Open
Positions**

**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

**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

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.

■ City ■ Inner Suburbs* ■ Outer Suburbs

** Inner suburbs have higher population density and poverty than outer suburbs*

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



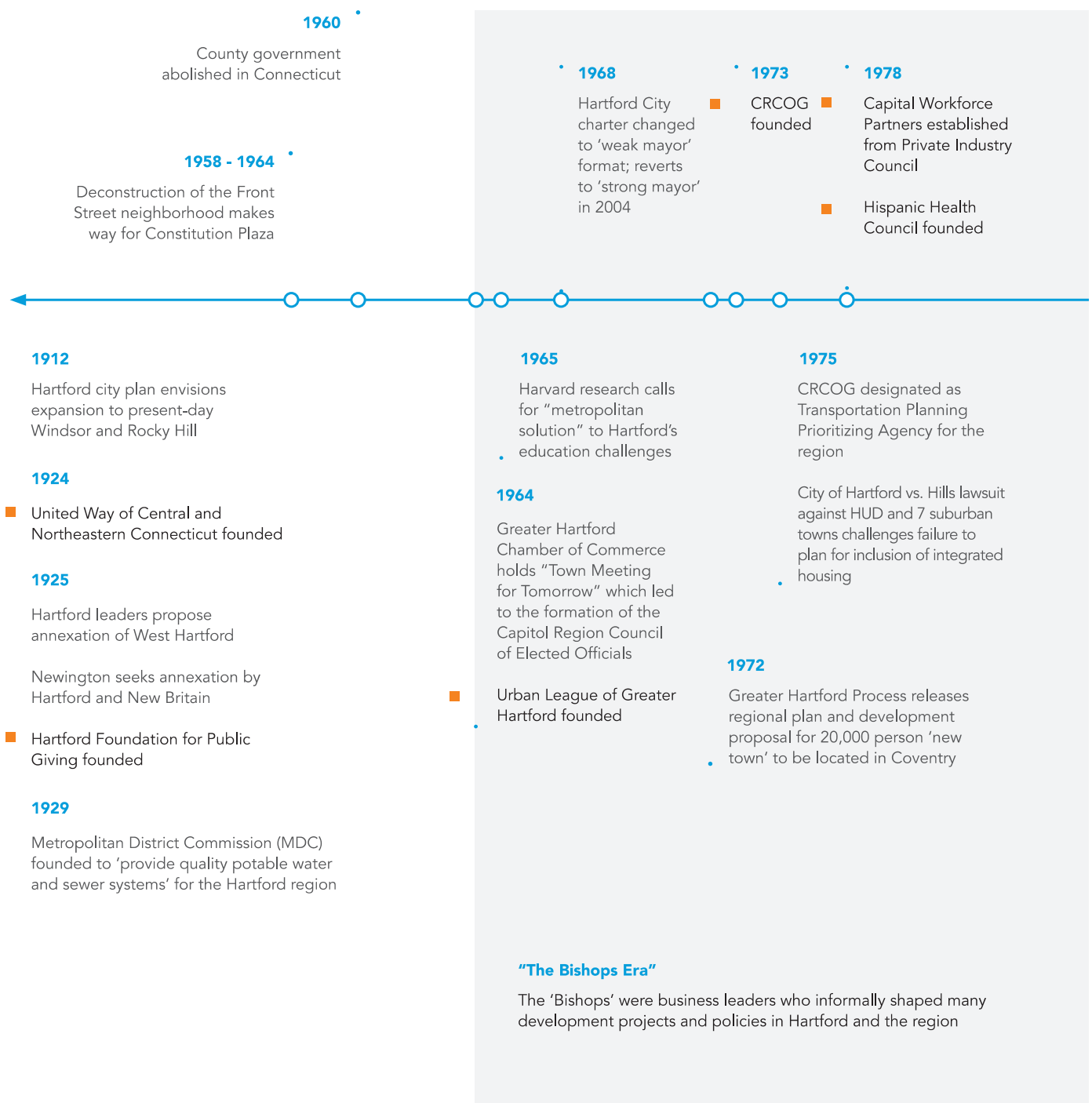
Education
ensuring a quality
education for all despite
scarce resources



**Leadership +
Civic Engagement**
for deliberate
long-term progress

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:



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.



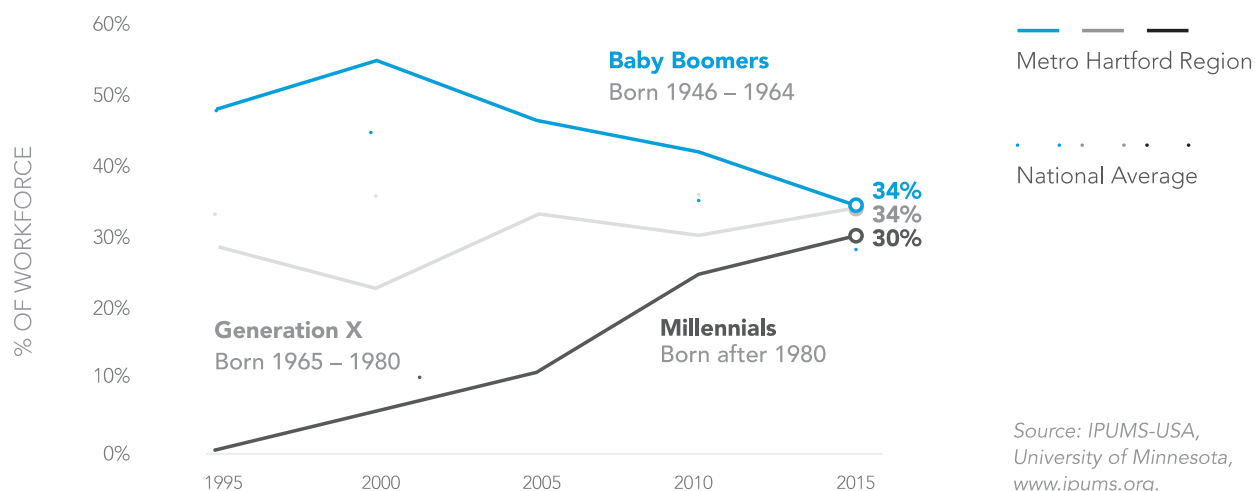
Sources: Hartford Courant archives, Jack Dougherty et. al. 'On the Line' book-in-progress, Connecticut Fair Housing Center 'Major Events Affecting Hartford.'

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.

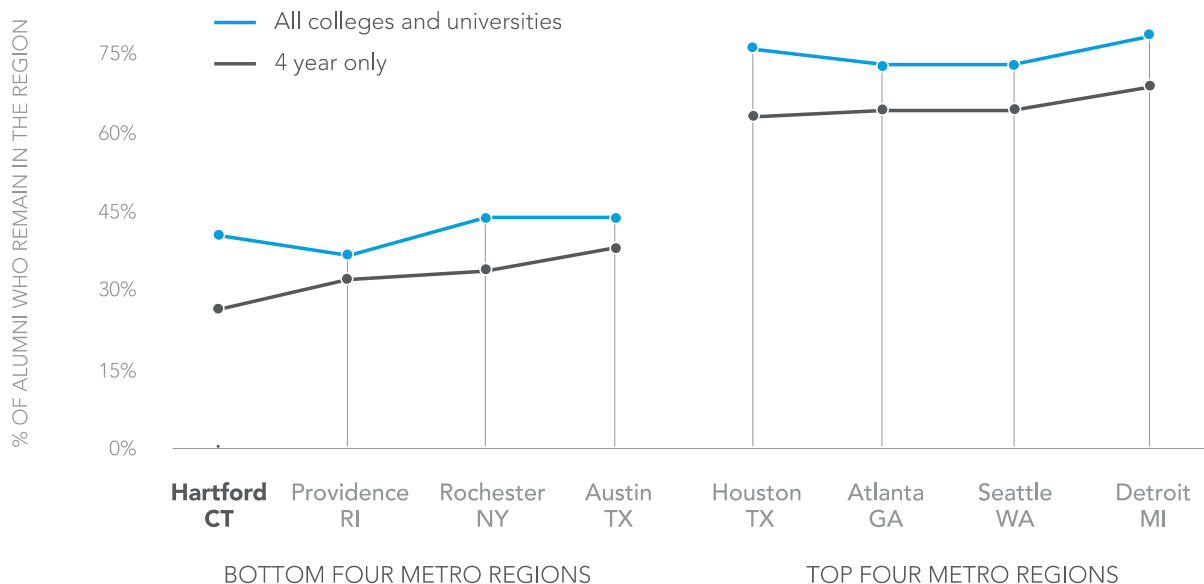
43% OF MILLENNIALS IN THE REGION LIVE IN HOUSEHOLDS THAT DON'T EARN FAMILY-SUSTAINING WAGES*

45% OF YOUNG CHILDREN IN THE REGION (BIRTH - 3) ARE IN HOUSEHOLDS THAT DON'T EARN FAMILY-SUSTAINING WAGES*

*Based on ALICE household budgets. ALICE means "Asset Limited, Income Constrained, Employed," a shorthand for working poor. Alice.CTUnitedWay.org.

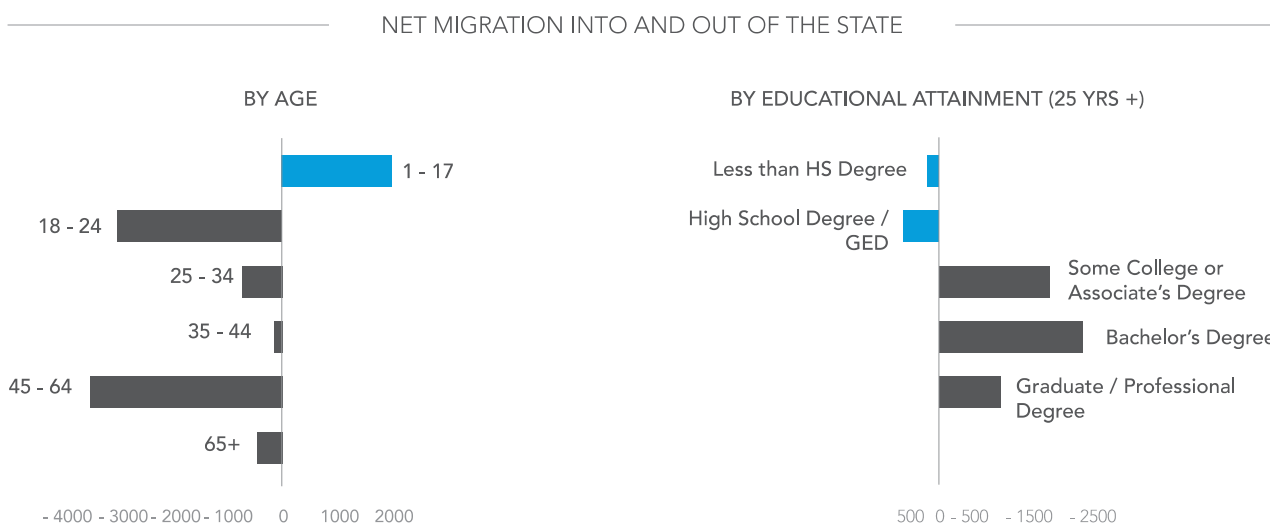


- **The Metro Hartford region retains the fewest four-year graduates of any metro region in the country with 60% of recent graduates citing 'jobs' as their primary reason for leaving.**



Source: Brookings Institution, Metropolitan Policy Program, 2014.

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



MOVING OUT OF STATE

MOVING INTO THE REGION FROM ANOTHER STATE

MOVING OUT OF STATE

Source: American Community Survey, 2014.

- **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

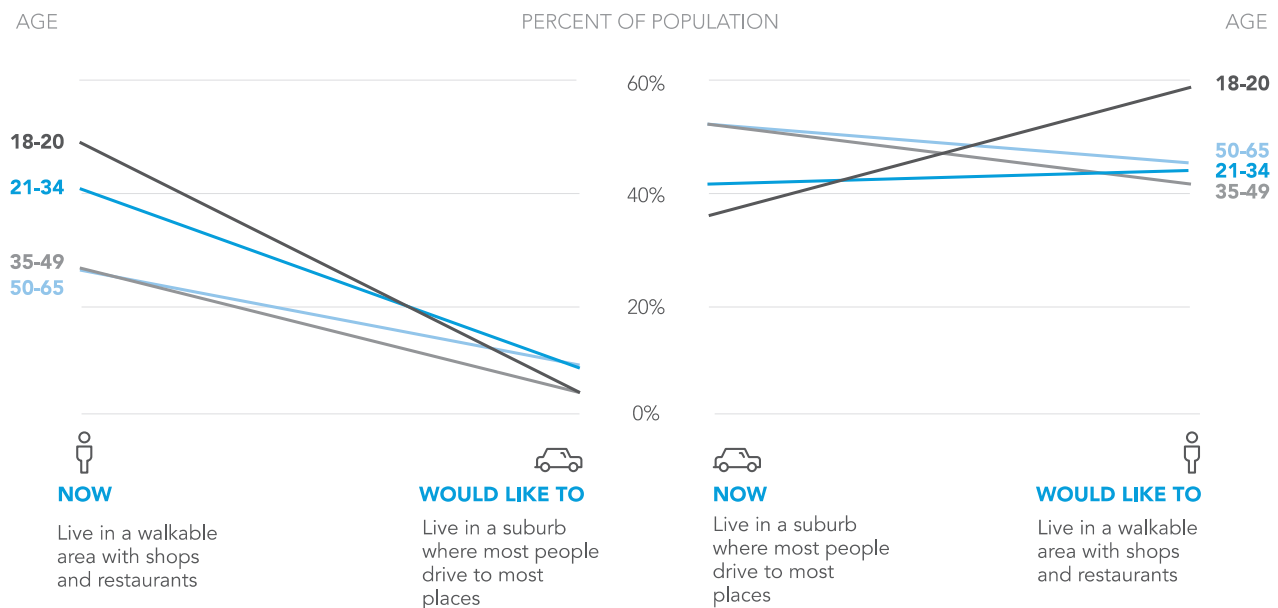
\$912,360,000 →

Source: IRS SOI Tax Stats migration data

How can new transit options and amenities improve access and spur growth for our communities?

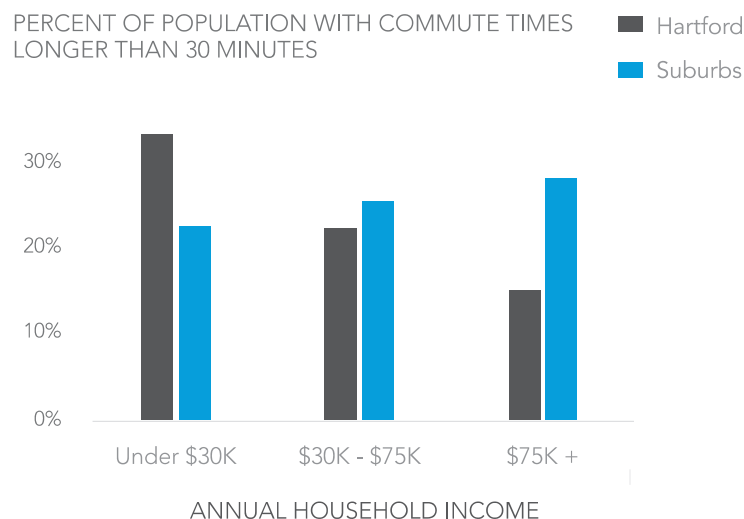


- Many of our region's residents of all ages would like to live where they can walk to shops, restaurants and other amenities, compared to where they live today.



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.



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.



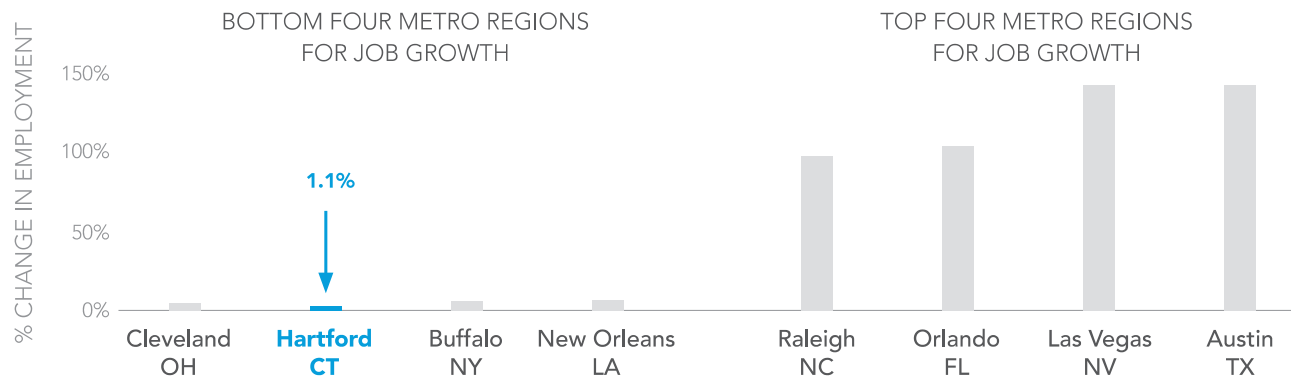
- Proposed Station
- Existing Station
- I-84 Highway Project

- CT Fastrak - Hartford - New Britain **COMPLETED**
- CT Fastrak Expansion (Buckland Hills) **PENDING FUNDING**
- CT Fastrak Expansion (UCONN / Tolland) **LONG TERM**
- Regional Bus Service Loop (CRCOG Proposal)

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.



Source: Bureau of Labor Statistics, 1991 - 2016

- 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



21ST

SHARE OF JOBS IN
ADVANCED INDUSTRIES

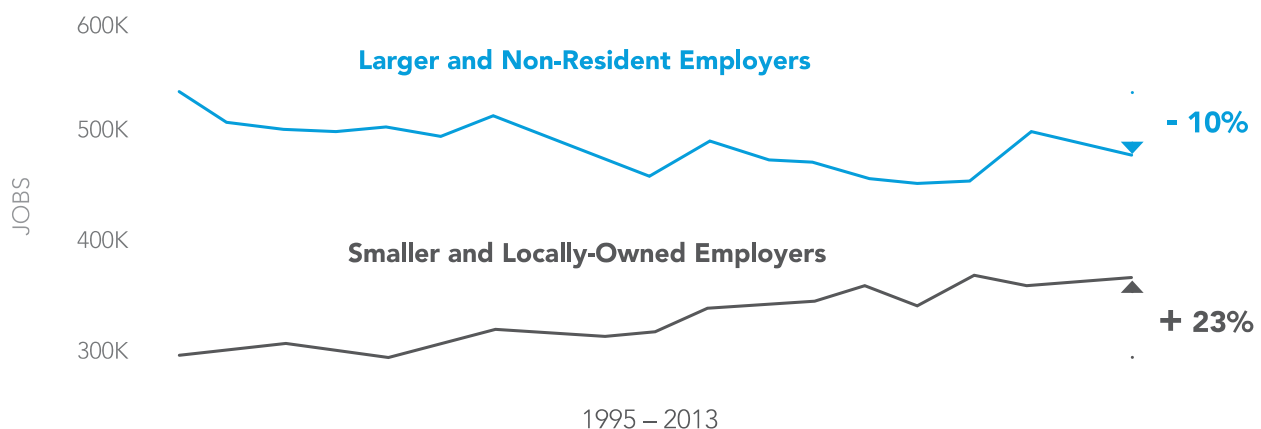


74TH

GROWTH IN JOBS IN
ADVANCED INDUSTRIES

Source: Brookings Institution, America's Advanced Industries, 2015.

- 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.

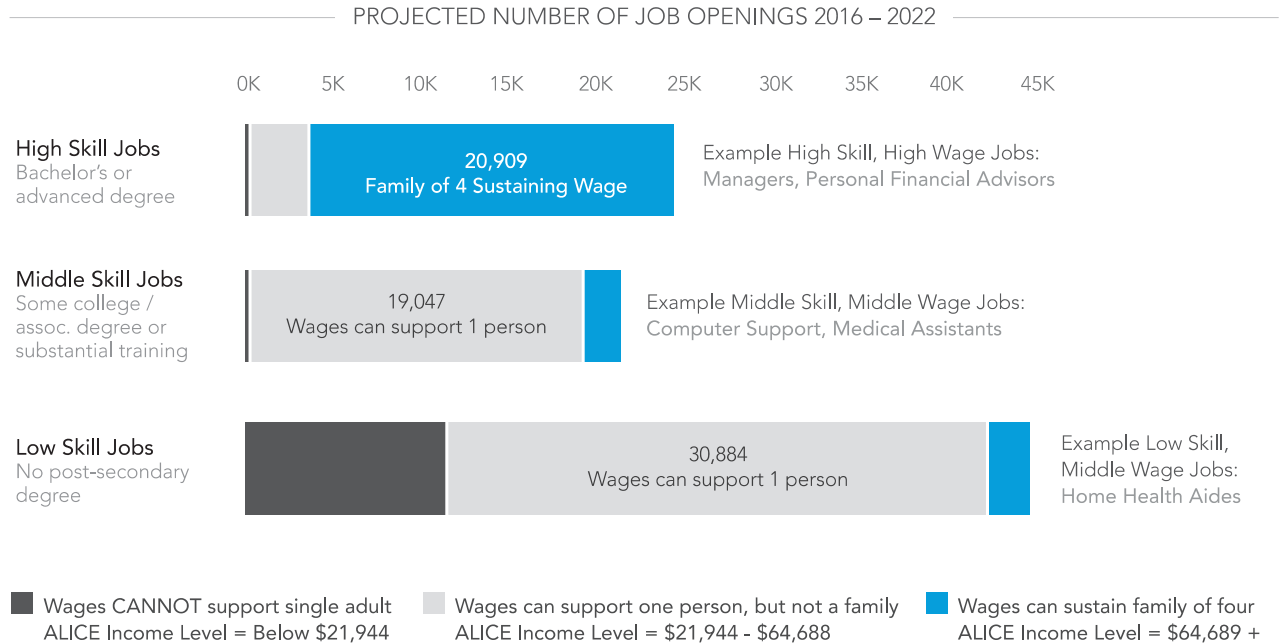


Source: YourEconomy.org

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.

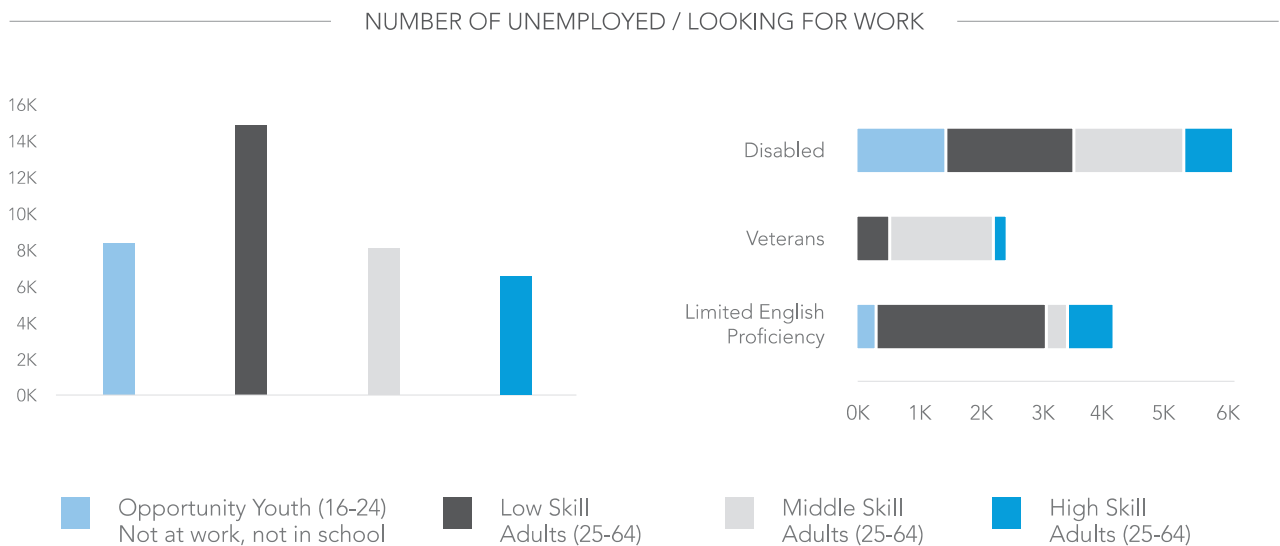
27% OF FUTURE JOB OPENINGS IN OUR REGION WILL BE HIGH-SKILL JOBS

72% OF FUTURE JOB OPENINGS IN OUR REGION WILL BE JOBS THAT DON'T PAY A FAMILY-SUSTAINING WAGE



Source: Conn. Department of Labor occupational projections, 2012 – 2022. Alice.CTUnitedWay.org.

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.



Source: 2014 ACS data from IPUMS-USA, University of Minnesota, www.ipums.org.

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

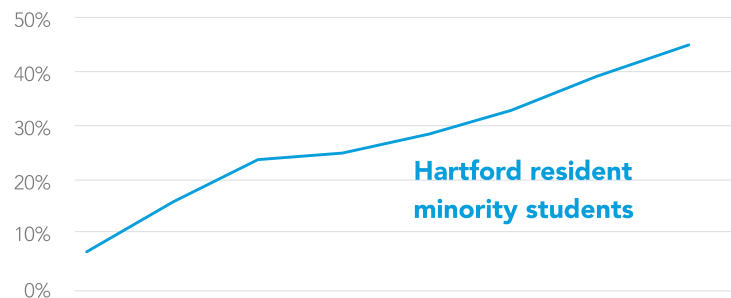


- While there has been progress in Hartford school integration, we know little about the academic impact of that effort.

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.

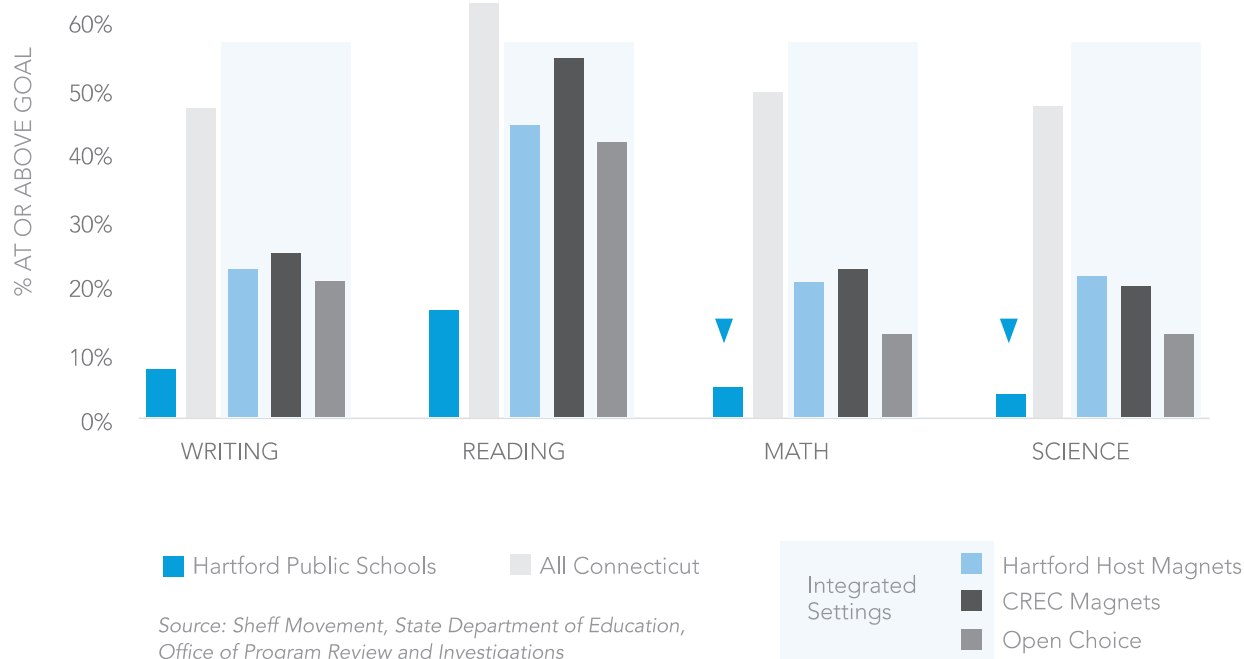
% OF STUDENTS EDUCATED IN INTEGRATED SCHOOLS (2008 – 2015)



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

2012 10TH GRADE CAPT RESULTS

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



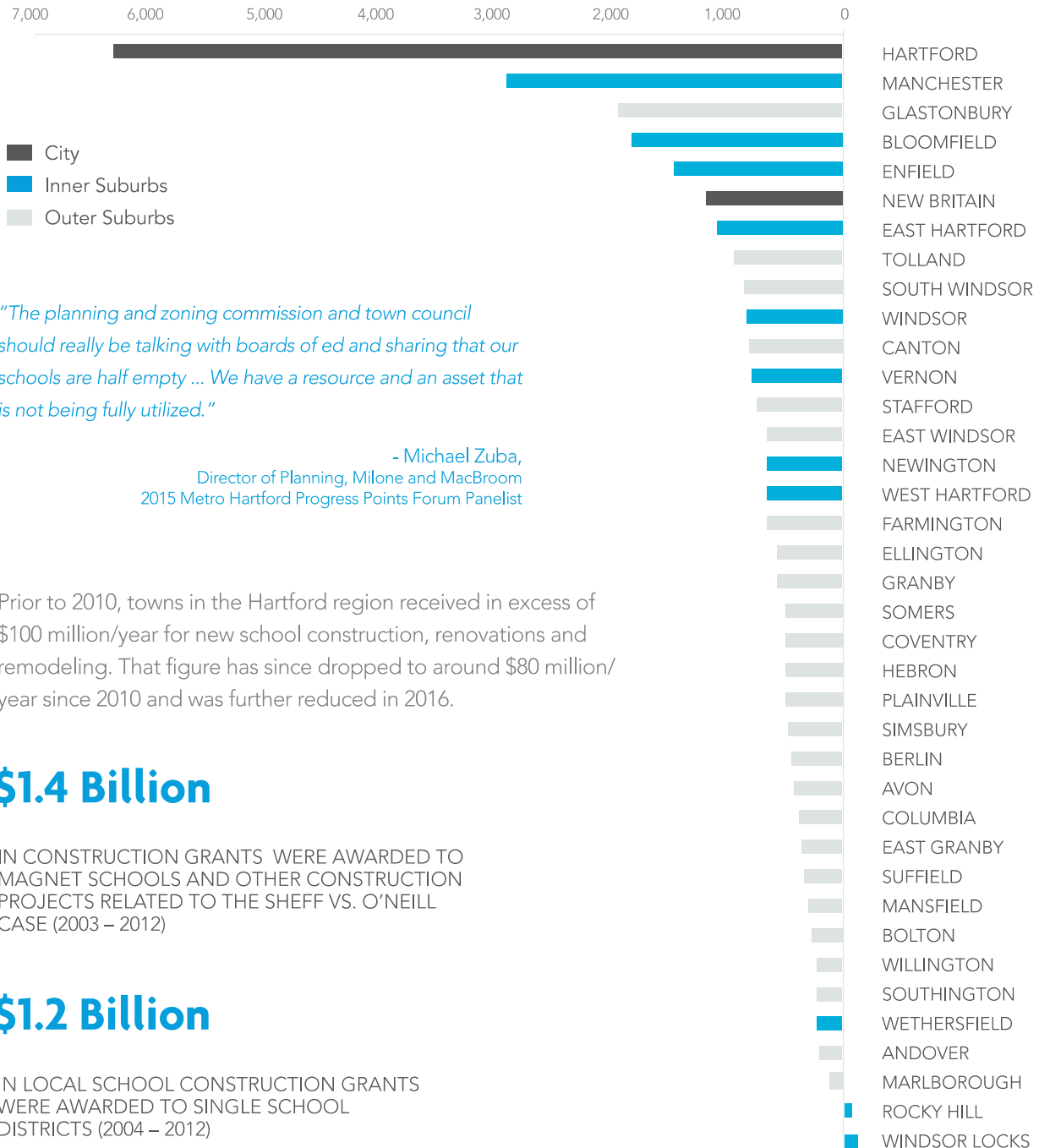
Our neighborhood schools continue to experience declining enrollment, but our region continues to spend millions annually on new school construction.

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



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

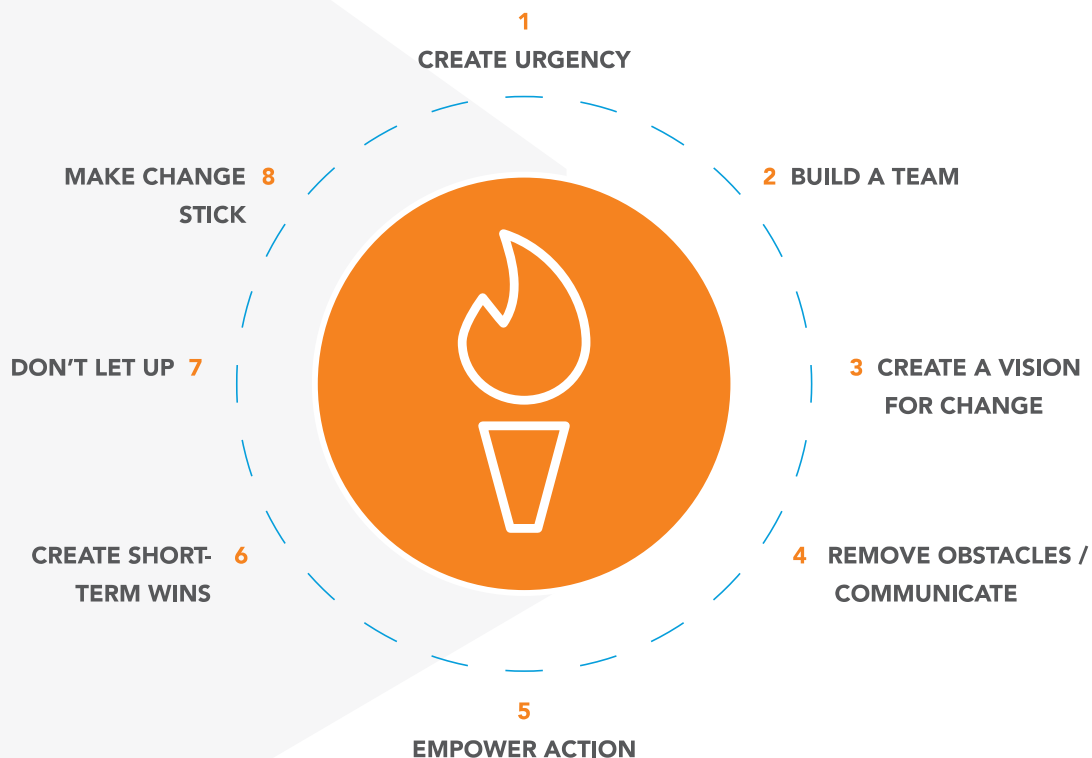
- Local funders and nonprofits are creating new connections between superintendents and administrators in underperforming districts.
- Our state and region will be called upon to address educational disparities through Sheff vs. O'Neill and — potentially — financial disparities through Connecticut Coalition 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*



**Adapted from Kotter, John P., "Leading Change: Why transformation efforts fail," Harvard Business Review, 2007*



METRO HARTFORD PROGRESS POINTS

FOR 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

