



**HOUSATONIC VALLEY
COUNCIL OF ELECTED OFFICIALS**
OLD BROOKFIELD TOWN HALL
162 WHISCONIER ROAD, BROOKFIELD, CT 06804
203-775-6256 FAX 203-740-9167 HVCEO.ORG

REQUEST FOR QUALIFICATIONS (RFQ)

**For the Preparation of an EDA defined
Comprehensive Economic Development Strategy
for the Greater Danbury Area of Western Connecticut**

Released February 10, 2012

The Housatonic Valley Council of Elected Officials, acting as agent for the Western Connecticut Economic Development Alliance, is seeking statements of qualifications from economic development planning firms for the preparation of a federal EDA defined Comprehensive Economic Development Strategy for the Greater Danbury Area of Western Connecticut.

This informational package defines the intent of the Alliance in soliciting assistance for preparing a CEDS. It is available as hard copy from the HVCEO Office at 162 Whisconier Road, Brookfield, CT, 06804, (203) 775-6256, or on the web at hvceo.org/economicplan.php.

Eight copies of the qualifications statement must be received at the HVCEO office no later than 3:00 PM on March 12, 2012.

Note that the attached Request for Proposals (RFP) is provided for information only, and that solely a statement of qualifications is being solicited at this time.

We request that your response to the RFQ indicate your qualifications to undertake the work defined within the RFP. Note that the RFP requirements are not finalized, as during negotiations with top contenders, if they feel emphasis should be shifted for a better product, the Alliance may negotiate.

The minimum structure for firms to organize their responses to this RFQ includes:

- Basic information on the firm and contact information.
- General qualifications of the firm to undertake this project, and competency of specific staff to be assigned.
- Demonstrate as the key qualification ability to define regional strengths and weaknesses in comparison to other areas, assess competitiveness, etc.
- Provide an example of past work that best displays the firm's talent for preparing a CEDS for Western Connecticut.
- General estimate of the amount of time needed to complete this project.

For questions, the HVCEO staff contact for this CEDS RFQ process is:

David Hannon, Deputy Director
HVCEO, Old Town Hall
162 Whisconier Road
Brookfield, CT 06804
dhannon@hvceo.org
(203) 775-6256 - Extension 308



REQUEST FOR PROPOSALS*

**For the Preparation of an EDA defined
Comprehensive Economic Development Strategy
for the Greater Danbury Area of Western Connecticut**

***Note: Responses to this RFP are not now being solicited.
Rather, it is attached here only as a reference to the RFQ above.**

INTRODUCTION AND STUDY PURPOSE

On behalf of the Western Connecticut Economic Development Alliance, the Housatonic Valley Council of Elected Officials (HVCEO) invites proposals for the preparation of a Comprehensive Economic Development Strategy (CEDS) for the Housatonic Valley Region, located in western Connecticut.

The Housatonic Valley Region is comprised of the following ten municipalities: the Town of Bethel, the Town of Bridgewater, the Town of Brookfield, the City of Danbury, the Town of New Fairfield, the Town of New Milford, the Town of Newtown, the Town of Redding, the Town of Ridgefield, and the Town of Sherman.

Although located in the Housatonic Valley Region, the Town of Newtown is also a participant in the Comprehensive Economic Development Strategy for the Naugatuck Valley Corridor.

This study will analyze the Region's current economy and propose short and long-term strategies that will support the retention and expansion of existing businesses, and attract new business investment and job creation, supporting a diversified, expanding and sustainable economy.

PROPOSED SCOPE OF WORK

The attached Scope of Work (see Attachment 1) and Suggested Data for Use in Preparing the CEDS (see Attachment 2) have been prepared as guides to help the interested vendor understand the expected product from this work assignment. Vendors are encouraged to provide suggestions to this scope that would improve the end product.

EDA REPORT COMPLIANCE

The consultant will be responsible for ensuring that the resulting CEDS document is developed in accordance with the U. S. Economic Development Administration's (EDA) rules and regulations related to the development of a CEDS. The consultant will provide information on a regular basis to meet the reporting requirements of the EDA grant, which is being used to partially fund the development of this plan.

INFORMATION REQUIRED FROM THE PROPOSER

Proposals for this RFP will be submitted in the format outlined below:

1. Technical Proposal
 - a. Business Organization: State the full name and address of your organization and, if applicable, the branch office or other subordinate element that will perform or assist in performing the work.
 - b. Identify any parent firm.
 - c. Please list any sub-consultants to be used in this assignment.

2. Statement of the Project
 - a. State your understanding of the project as presented by this RFP and the attached Scope of Work.

3. Work Plan
 - a. Include a narrative description of the proposed work effort and the end product that will be delivered.
 - b. Provide a proposed task based project approach with time lines and milestones. Assume fifteen months to complete this project.

4. Project Team
 - a. The consulting firm must be able to staff a project team which is experienced in planning for regional economic development. Include a description of the executive and professional personnel by skill and qualification that will be employed in the work effort. Identify key individuals by name and title and include their resumes.
 - b. Provide samples of past relevant projects.
 - c. Provide a list of current and prior clients for whom similar services have been provided. Please include current client contact information.

5. Availability
 - a. Provide a statement concerning the availability of the firm and the proposed Project Team to undertake this project

- b. Describe what are considered to be the firms outstanding qualifications relative to this project.
6. Additional Information and Comments
- a. Include any other information that is believed to be pertinent but not specifically asked for elsewhere in this RFP.
7. Cost and Price Analysis
- The Western CT Economic Development Alliance anticipates having funding resources between \$80,000 and \$120,000 to support the preparation of the CEDS. Please provide the following information:
- a. Labor Costs: Show summarized labor allocations for each phase of the project and total costs for all labor needs.
 - b. Total Cost of Supplies and Materials
 - c. Other Direct Costs
 - d. General and Administrative Burden or Overhead.
 - e. Transportation Costs: Show travel costs and per diem separately.
 - f. Printing Costs: State the cost for printing 75 copies of the completed report on paper.
 - g. Other Project Costs
 - h. Total Project Costs
8. Submission of Proposals
- a. Please provide eight copies of your response to this RFP to David Hannon, Deputy Director, Housatonic Valley Council of Elected Officials, 162 Whisconier Road, Brookfield, CT 06804 no later than **3:00 P.M., March 12, 2012.**

EVALUATION CRITERIA

Consultant responses will be evaluated and selected based upon the best overall proposal, with points awarded according to the following criteria and point system:

1. Prior Experience

This refers to the nature and extent of prior experience with similar projects, including the years that the firm or organization has been in business.

20 Points

2. Demonstrated Capabilities and Proposed Study Approach

This criterion includes the ability of the proposer to meet the terms of the RFP, and the soundness of the proposer's Work Plan to execute the Scope of Work (see Attachment 1).

40 Points

3. Professional Personnel

This refers to the competence of the professional and management personnel who would be assigned to this project by the successful consultant firm. Qualifications of professional personnel will be measured by education and experience on projects similar to that described in this RFP.

Emphasis will be placed upon the qualifications of the Project Manager and the amount of her/his dedicated time for this project.

40 Points



HOUSATONIC VALLEY
COUNCIL OF ELECTED OFFICIALS
OLD BROOKFIELD TOWN HALL
162 WHISCONIER ROAD, BROOKFIELD, CT 06804
203-775-6256 FAX 203-740-9167 HVCEO.ORG

RFP ATTACHMENT 1

“Scope of Work”

Executive Summary

- Why Do We Need This Regional Economic Development Plan of Action?
- What Will We Become?
- How Do We Get To Where We Want To Be?
- Why This Plan Will Work

The CEDS Process

- Evolution of Planning for Economic Growth in Greater Danbury
 - Describe the History of Private and Public Sector Cooperative Efforts Supporting Economic Growth (Greater Danbury Chamber of Commerce, Housatonic Industrial Development Corporation, Business and Industry Foundation of Western Connecticut, Commerce Park, Clark Industrial Park, Berkshire Corporate Park, Danbury Fair Mall, Housatonic Valley Economic Development Partnership, etc...)
 - Describe Current Private Sector and Municipal Economic Development Activities
- Regional Approach to Developing a Comprehensive Economic Growth Strategy
- Who Facilitates This Process?

Regional Setting and Conditions

- The Region’s History (Geography, “Crossroads” Theme - Location, Location, Location)
- The Region’s Demographics
 - historic population growth (where from) and projections (where from), age, household and family characteristics, density, education, income, poverty, etc...
- The Region’s Economy and Labor Force
 - Employment by Sector (manufacturing, professional & technical services, “FIRE” etc....)
 - Historical Changes in Relative Types of Employment Concentrations (Location Quotient & Shift-Share Analyses)
 - Historical Changes in Employment by Industry/Sector/Cluster (trends)
 - Description of Our Area’s Economy

- description and analysis of industry/sector/clusters of the region's economy
- where is economic growth within our region coming from? (Existing and new businesses responding to demands from a growing regional population base? Existing and new businesses responding to demands for goods and services originating outside our region? What portion of new businesses are home grown? What are the origins of new businesses originating from outside our region and to what markets are they responding?)
- description of the major drivers of the region's economy and spin-off consequences
- identification of key drivers for the future of the region's economy
- Projected Employment Openings (by occupation, education & skill, talent, & OJT)
- Unemployed Residents (number, characteristics, education, skills)
- Historical Labor Force Participation Rates
- Historical Productivity (real GDP per employee over time) Compared to CT & U.S.
- Residence of Those Employed in the Region (where our workers are coming from)
- Work Locations, By Job Category, of Residents Employed Outside the Region (potential)
- Historical Spatial Distribution of Jobs in the Region By Industry/Sector/Cluster (trends)
- The Region's Housing Resources
 - Housing growth, density, types, prices and costs, vacancy rates...
 - Competitive Analysis – Housatonic Valley Region (HVR) v. Lower Fairfield County and adjacent NY Counties- Relative to the HVR's ability to retain and attract a labor force with the education & skills desired by area businesses
- The Region's Capacity for Development and Sustainability - Assessment of Competitiveness
 - Governance
 - Policies and Regulations Affecting Economic Growth – local/regional/state
 - Will these policies enable us to be competitive?
 - Will these policies enable us to achieve sustained economic growth?
 - Suggested changes
 - Assessment of Capacity to Deliver Infrastructure Resources
 - Inventory and Description of Buildings and Land Available to Support Economic Growth
 - Vacant Developable Land, Vacant Building Space, Re-use of Existing Developed Properties, Brownfields, other...
- The Region's Infrastructure Resources
 - Water and Sewer Infrastructure
 - Transportation Infrastructure (highway, bus and rail public transit, freight, bike, etc..)

- Energy Resources
- Communications Resources
- Public and Private Sector Educational and Job Training Resources
- Health Care Resources
- Human Resource Services
- Cultural Arts Resources
- Recreational Resources
- Emergency Services and Public Safety Resources
- Solid Waste and Resource Recovery Resources
- Quality of Life
- Assessment of the Region's Institutional Capacity to Support Economic Development

External Trends & Forces Influencing the Future of the Region's Economy

- Externalized Decisions (consequence of the global economy & absentee ownership/control)
- Accelerating Rate of Change (ability to lead & respond to changes to remain competitive)
- Professional Regionalized Marketing Programs by Our Competition
- Other?

Assessment of the Region's Competitiveness

The CEDS Strategy Committee believes that the economy of the Housatonic Region is in competition with the following areas: Lower Fairfield County, Westchester County, the New York Metropolitan Area, the balance of Connecticut and Southern New England. Is this a correct assessment?

- Define Who We Are Competing Against, by Economic Industry/Sector/Cluster
- Assess Competitiveness by Economic Industry/Sector/Cluster
 - Our Strengths
 - Our Weaknesses
- Recommendations/Opportunities to Maintain & Enhance Competitiveness
 - That Which We Can Directly Influence
 - Governance Policies and Programs
 - Education & Training
 - Infrastructure
 - Other?
 - Resources and Partners to Support Actions to Enhance Competitiveness (Public, Private & Institutional - at Local/Regional/State/National/ & International Levels)

Define Regional Expectations - Visions for the Future

- Define Goals, Objectives, Strategies & Actions to Achieve Desired Economic Growth
 - Overarching Visions (Examples- Innovation, Human Capital, Infrastructure, Quality of Life)
 - Visions Specific to Industries/Sectors/Clusters

Regional Economic Growth - Opportunities and Impediments

- Identify Actions Proposed to Overcome Identified Impediments to Visions
 - Development Capacity and Sustainability?
 - Infrastructure?
 - Housing?
 - Workforce?
 - Competitive Cost of Doing Business?
 - Others?
- Opportunities to Realize Visions
 - Regional objectives cannot be achieved to the maximum extent unless the combined resources of private, public and institutional interests are aligned to support them.

Strategic Projects, Programs, Activities & Implementation Guide

- Develop Criteria for Resource Utilization and Project Selection
- Develop Prioritized Listing and Description of Regional Initiatives (hypothetical examples)
 - Regional Branding and Image Development
 - Regional Marketing Program (develop message, id target audiences, strategy to reach, ...)
 - Strengthen Connection of Workforce Development Initiatives and Emerging Sector Needs
 - Expand Regional Entrepreneurship Program
 - Regional Infrastructure Projects
 - Expand Young Professionals Retention and Attraction Program
- Develop Prioritized Listing and Description of Municipal Sponsored and/or Supported Initiatives
 - XYZ Municipality (hypothetical examples of public, private, & institutional initiatives within a municipality & assignment of responsibility)
 - Implement Municipal Component of Regional Marketing Program
 - Continuation of Business Retention Program
 - Replacement of Aging Infrastructure- Specific Projects
 - Development of a fully funded Capital Improvement Program
 - Development of a TOD Center
 - Brownfield Redevelopment Project
 - Development of Business Incubator Buildings
 - Upgrade and Expansion of Communications Infrastructure
 - Development of New Corporate Park
 - Expansion of Sewage Treatment Plant and Sewer Service Areas
 - Plans for Expansion of Higher Education- Research, Innovation and Technology Transfer
 - Master Plan for New Business Park
 - Implementation of Central Area Revitalization Program
 - Expansion of Medical Arts Campus
 - Creation of Walkable Mixed-Use Centers
 - Develop Intermodal Commerce Park on Rail Line

- Corridor Mixed-Use Village Redevelopment Master Plan
- And Many More.....

Integrating Our CEDS with CT's Policies, Priorities and Programs

- State Plan of Conservation and Development; Federal and State Infrastructure Funding Programs; Business Development Programs; Education and Training Programs; etc.... (Actions Required)

Accountability

- Development of Performance Metrics to Facilitate the Annual CEDS Evaluation
 - Overall Regional Performance Measures
 - Examples – Gross Regional Product, business start-ups, sales growth, employment growth, productivity improvements, personal income, housing growth, population growth, etc...
 - Performance Measures for Regional Priority Projects
 - Performance Measures for Priority Projects Within Each Municipality – Public, Private & Institutional Sectors

Appendices

- CEDS Committee Membership
- CEDS Working Group Membership
- Focus Group Findings
- SWOT Analysis
- Regional Economic Data and Labor Force Analysis
- Industry/Sector/Cluster Analysis
- Demographic Analysis
- Housing Analysis
- Land and Building Inventory Report
- Governance Analysis
- Competitive Analysis
- Branding and Image Development Report
- Marketing Strategy and Program Implementation Report
- Others....



HOUSATONIC VALLEY
COUNCIL OF ELECTED OFFICIALS
OLD BROOKFIELD TOWN HALL
162 WHISCONIER ROAD, BROOKFIELD, CT 06804
203-775-6256 FAX 203-740-9167 HVCEO.ORG

RFP ATTACHMENT 2

SUGGESTED DATA FOR USE IN PREPARING A WESTERN CT COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

INTRODUCTION

A CEDS is by federal definition a data rich document, containing much statistical documentation and evaluation. There are many references to such data sets in the CEDS Scope of Work.

To facilitate proposal preparation and cost estimation of consultant staff time, this statement of data analysis provides a record of data review and development expectations. Consultants with their specialized skills will have additional data formulation ideas and are urged to include them in their proposals.

In addition, the topical organization below is not to be viewed as the CEDS table of contents. Rather, it is an administrative convenience for categorizing data acquisition and analysis expectations. These categories are not necessarily to be displayed in this order in the upcoming CEDS.

Note that the Western Connecticut Economic Development Alliance anticipates a “give and take” process with these research components, as decisions as to the most productive investment of consultant staff time cannot be entirely determined at the outset of the process. Therefore, overly rigid adherence to the specifications below is not anticipated.

For the purposes of this analysis the geography of “Western Connecticut” is defined as the combined area of the ten municipalities of Bethel, Bridgewater, Brookfield, Danbury, New Fairfield, New Milford, Newtown, Redding, Ridgefield and Sherman.

It is understood that data availability will be greatest for comparisons between areas within Connecticut itself. However, the Alliance believes that the economy of the Housatonic Valley Region is in competition with a broader tri-state area.

This includes Lower Fairfield County, Westchester County, the New York Metropolitan Area, then the balance of Connecticut and generally southern New England. The consultant should contrast Greater Danbury data with this broader area, when multi-state and county data sets are reasonably available.

1. GENERAL AND OVERVIEW

A modern feature of this CEDS will be inclusion throughout of appropriate web links to additional information, as approved by the technical committee.

1A. OVERVIEW OF THE ECONOMY, GEOGRAPHY AND ENVIRONMENT

Final content of this section to be determined. It should be understood that the many items described here may ultimately be better positioned in other sections of the CEDS, not necessarily at the front of the document.

CT STRATEGY BOARD RECOMMENDATIONS 2011

See especially the report entitled “Strategic Framework for Investing in CT’s Transportation: Economic Growth - Infrastructure Preservation – Sustainable Communities” by the CT Strategy Board. HVCEO staff has the quote available. The Michael Gallis recommendations referenced below for Connecticut are nicely summarized here. Improvement of I-84 thru western Connecticut receives very high priority, a fact to be highlighted in this CEDS.

RESPONSIBLE GROWTH PLANNING POLICY

A basic discussion of economic development within Responsible Growth (also known as “Smart Growth”) planning policies should be featured early on in the CEDS. The plans, programs and grant making activities of both CT DECD and CT OPM are closely tied to Responsible Growth principles. Note that these two state agencies approve or disapprove this CEDS.

In addition, as CT OPM has approved the 2009 HVCEO Regional Plan as in full compliance with legislatively required Responsible Growth principles, much of this section can be drawn from the recent HVCEO Plan by HVCEO staff.

LOCATIONAL ADVANTAGES AND DISADVANTAGES

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

Review the two ten year old reports by economist Michael Gallis relevant to Western Connecticut's prospects and economic position. Assess validity. Determine relevance for quotation or summation in the 2011 CEDS. See CT Strategy Report above.

In addition, past economic development efforts have characterized Western Connecticut as part of a vast ring of fast growing outer suburbs surrounding New York City. Examine municipal or county growth rates in NJ, NY and CT to determine if this favorable characterization retains validity today.

This ring can be characterized by the straight line distance from Ridgefield Town Hall to Manhattan's Central Park at 41 miles, to Danbury's City Hall 48, to Newtown's Town Hall 54 miles and New Milford Town Hall 61 miles.

Analyze other sources of information on Western Connecticut's locational advantages. Review recent focus group materials relevant to this theme.

To again emphasize, it is understood that data availability will be greatest for comparisons between areas within Connecticut itself. However, the CEDS Strategy Committee believes that the economy of the Housatonic Valley Region is in competition with a broader tri-state area.

This includes Lower Fairfield County, Westchester County, the New York Metropolitan Area, then the balance of Connecticut and generally southern New England. The consultant should contrast Greater Danbury data with this broader area, when multi-state and county data sets are reasonably available.

ENVIRONMENTAL AND RECREATIONAL AMENITIES

Provide an overview of these assets. See also appropriate HVCEO Regional Plan chapters.

REGIONAL MAPS

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

Currently available in digital or in 11 X 17 inch hardcopy foldout format are: 1. Transportation Systems: Functional Classification of Roads, Policy for Road Expansion from 2 to 4 lanes, Roadway Volume to Capacity Ratios, Roadways Designated as Scenic, Western New England Rail Lines, Commuter Orientation to Region Map, HART Bus Route Expansion Plan. 2. Land and Population: 2009 Regional Plan Future Growth Map, Sewer Lines and Future Growth Map, 2008 Zoning Patterns Map, Land Use by

Satellite, Median Family Income by Neighborhood, Median Value of Owner Occupied Units. 3. Environment: Topographic Overview, Constraints on Development Map.

CERC RESOURCES

The Connecticut Economic Resource Center makes some data sets and maps available at no charge. The consultant should glean this resource for all items of value to the Western Connecticut CEDS.

HVCEO WEB SITE TABLES

The Housatonic Valley Council of Elected Officials has maintained a data overview for the region since 1970. The data is organized to display trends thru time and spatially across municipal geography. The consultant is to make use of this resource and not expend CEDS funds to duplicate it.

ADDITIONAL DATA SETS

Also estimate population in and out migration relevant to the area economy and other factors of interest to the CEDS Committee.

METRO AREA BENCHMARKS

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

To coordinate with the CT DECD 2009 Statewide Economic Strategic Plan, below is a listing of that Plan's use of key resource documents. Determine if it is possible to draw out of these resources valid statistical comparisons between the Western Connecticut Area and the State as a whole, or other trend information relative to the unique Western Connecticut economy:

- The 2008 State New Economy Index, Kauffman Foundation and the Information Technology and Innovation Foundation, November 2008.
- 2009 State Business Tax Climate Index, Tax Foundation, October 2008.
- Benchmarking Connecticut 2006: Determinants of Economic Growth, Connecticut Economic Resource Center (CERC), 2006.
- Eighth Annual State Competitiveness Report, the Beacon Hill Institute, 2008.
- Grading Places: What Do the Business Climate Rankings Really Tell Us?, Peter Fisher, Economic Policy Institute, 2005.
- Small Business Survival Index 2007, Small Business and Entrepreneurship Council, November 2007.
- State Technology and Science Index: Enduring Lessons for the Intangible Economy, the Milken Institute, June 2008.
- A Talent-Based Strategy to Keep Connecticut Competitive in the 21st Century, Connecticut Office for Workforce Competitiveness, February 2007.

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

In addition, examine the 2009 DECD Plan for data sets that may have breakdowns allowing Western Connecticut to be viewed separately and contrasted with the State. Also, review the DECD Industry Cluster Initiative for possible high relevance to this CEDS.

CHARACTERIZATION OF AREA BUSINESS

As noted in the 2010 edition of the Western Connecticut Chamber publication "The Western Connecticut Difference", this "area ranked 12th out of 25 'high tech gorillas' in the nation." As a formidable statistic, provide an update and additional context as feasible.

Of interest, the 2008 Fairfield County Coastal CEDS included results of interviews with seven site selection consultants located throughout the country that had knowledge of, or have recently conducted searches in, the Northeastern United States.

Consultants were polled on their opinions and impressions of the Coastal Fairfield County region's strengths, weaknesses, opportunities and threats, and asked to rank the regions key decision factors compared to the North East region, including New York and New Jersey. Consultants were also asked to provide opinions on which industries the region is presently best suited to pursue.

Review this geographically nearby evaluation for relevance to and use within this Western Connecticut Area CEDS.

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

To again emphasize, it is understood that data availability will be greatest for comparisons between areas within Connecticut itself. However, the CEDS Strategy Committee believes that the economy of the Housatonic Valley Region is in competition with a broader tri-state area.

This includes Lower Fairfield County, Westchester County, the New York Metropolitan Area, then the balance of Connecticut and generally southern New England. The consultant should contrast Greater Danbury data with this broader area, when multi-state and county data sets are reasonably available.

The City of Danbury is adjacent to the New York State Line. Social and economic statistics for Western Connecticut have never accounted for its economically tributary area in New York State to the west and adjacent to the Region.

The challenge is to accurately estimate what portion of adjacent New York State has a strong economic relationship with the traditionally defined Western Connecticut market area.

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

CHARACTERIZE THE CULTURAL BASE

The Housatonic Valley Cultural Alliance (HVCA) is a regional arts organization that connects and strengthens the arts to enrich the Western Connecticut community. It serves the same ten town area as this CEDS. Characterize the HVCA related cultural resource data base.

Note also that the Cultural Alliance of Fairfield County has completed an economic impact analysis for the arts in Fairfield County. Evaluate for use of data and conclusions in this CEDS.

1B. SUMMARY OF EXISTING MUNICIPAL ECONOMIC DEVELOPMENT STRATEGIES

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

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

In characterizing local economic development objectives, note prominently early on in the CEDS that while the Town of Newtown is a full participant in this CEDS study, it is currently a member of the nearby Naugatuck Valley CEDS.

CENTRAL CITY DECLINE

Note that in 2008 a consultant to HVCEO identified the factors that allowed the City of Danbury to avoid the significant economic decline characteristic of similar cities in the Northeast. Evaluate the results for inclusion in the CEDS; review, revise or validate this key economic finding.

SUBURBS NOT EQUAL

Also note that the 2009 HVCEO Regional Plan recommended “marketing New Milford as the main regional subcenter.” Summarize and review this recommendation, and assess the validity of the factors used to designate New Milford as the main regional subcenter. Again the CEDS consultant should review, revise or validate this key economic finding.

ECONOMIC DATA RESOURCES

In determining relevant data sources make contact with the Bethel Chamber of Commerce, Brookfield Chamber of Commerce, Western Connecticut Chamber of Commerce, Danbury Office of Economic Development, Housatonic Industrial Development Corporation, CityCenter Danbury, Greater New Milford Chamber of Commerce, New Milford Economic Development Office, Newtown Chamber of Commerce, Newtown Community Development Office, Ridgefield Chamber of Commerce, and Downtown Ridgefield, Inc.

Note also that the Town of Newtown has available a 12/2010 Economic Base Update, information from which may be utilized within various sections of the CEDS. Also evaluate for CEDS use material from the Ridgefield Economic Development Commission's Strategic Action Plan. Evaluate the nearby Naugatuck Valley CEDS for data of relevance to its member the Town of Newtown.

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

These recent focus group summaries will be made available to the consultant for use throughout the CEDS.

2. DEMOGRAPHIC BASE

Start with the demographic overview prepared by HVCEO in 2009. Revise, update and extend from the economic development perspective. Invest staff time on additional analysis only when the result will be non-duplicative.

2A. DEMOGRAPHIC OVERVIEW

Final data components within this section to be determined.

2B. HOUSING SUPPLY TO SERVE ECONOMIC DEVELOPMENT

Data content of this section to be determined.

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

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

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

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

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

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

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

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

The consultant will highlight any differences between the Western Connecticut housing market and the statewide description above. Use the 2009 HVCEO Housing Market Assessment and other resources to make this determination.

HOUSING MARKET DATA

Area housing market information as of late 2008 is available within an HVCEO housing analysis. This assessment also calculates affordable units needed by municipality, to be summarized in the CEDS.

It is not anticipated that the consultant will make a significant investment in updating the 2008 information, unless some relevant 2010 census data, HUD CHAS data, Claritas, Inc commercial data, etc., become available and can be readily summarized.

RELATIVE MUNICIPAL TAX YIELD BY HOUSING TYPE

For many years in Connecticut there has been dialogue over the relationship between economic development and housing in terms of their relative values for tax base enhancement.

A summary of technical studies on this topic was completed by a consultant as part of the 2009 regional housing report. The key economic relationships identified should be included in the CEDS.

JOURNEY TO WORK COMMUTER TRIP DATA

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

EXTENT OF HOME BASED BUSINESS

Determine if this Region, relative to other areas, has a higher or lower percentage of home based business. Categorize trends in this sector.

Use as a base HVCEO statistics and recommendation for liberalization of zoning policy for home based business found in Regional Plan section 6-2:5.

2C. EVALUATION OF LABOR FORCE

Final details as to data content of this section remain to be determined. But the consultant should plan to make use of data available from the Northwest Regional Workforce Investment Board, which is this area's non-profit organization funded through the CT Department of Labor to provide employment services to underemployed, unemployed and dislocated workers.

Also review CT Department of Labor (DOL) Labor Market Area maps and data. Determine from Labor Market Area map criteria why there are differences between the HVCEO regional boundary and the DOL Labor Market Area map.

The consultant will also make use of various state data sets including those located on hvceo.org.

2D. EDUCATIONAL AND JOB TRAINING RESOURCES

Final data content of this section to be determined. Review the data resources of the Northwest Regional Workforce Development Board. Consider occupational projections of the CT Department of Labor.

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

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

As across the country, labor markets in Connecticut presently are not faring well. In March 2008, Connecticut's nonfarm employment rose by 1%, less growth than a year ago and less than the nation's 1.1% nonfarm employment growth.

This chronic problem makes hiring skilled labor more difficult and costly. This is clearly an unfavorable trend, especially given Connecticut's higher and recently raised minimum wage. Evidenced by census data, it would appear Connecticut isn't a top destination for younger people, which will likely create a shortage of future workers in the state." The quote continuing:

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

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

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

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

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

Compare and contrast with the labor force text on pages 3-40 thru 3-58 of the 1994 Regional Economic Report.

SPECIAL ISSUE: PRIVATE SECONDARY SCHOOLS AS AN ECONOMIC CLUSTER

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

2E. INSTITUTIONAL CAPACITY FOR ECONOMIC DEVELOPMENT

Include a comparison and contrast with the text on pages 3-59 thru 3-68 of the 1994 Regional Economic Report.

Consider the history, accomplishments and limitations of the 1995 – 2004 Housatonic Valley Economic Development Partnership (HVEDP).

3. EMPLOYMENT

3A. OVERVIEW

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

ADJACENT CEDS

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

Also review the Southeastern CT CEDS for model formats and data bases, as that area is somewhat similar to Western Connecticut.

COUNTY BUSINESS PATTERNS

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

CT MAGAZINE COMPILATION OF LARGEST INDUSTRIAL AND SERVICE COMPANIES

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

UPDATE LIST OF MAJOR EMPLOYERS

This list is current from HVCEO as of 2008. It is limited to employers with 75 or more employees, and organized by municipality. The consultant is requested to update this key data to the current year.

Include minimum descriptions built into current list, such as employee access bus route. Include any standard industry or business classifications or codes if available.

DOCUMENT CONCENTRATION OF CUTTING EDGE TECHNOLOGY COMPANIES

As noted in the 2010 edition of the Western Connecticut Chamber publication The Western Connecticut Difference, cutting edge technologies have become a regional trademark. A significant work item will be to document and categorize these crucial economic assets.

Document in this CEDS to what extent these firms are concentrated in Western Connecticut relative to the remainder of the state. And towards this end consult Deloitte & Touche data base cited by The

Western Connecticut Difference report. Also provide perspective on cutting edge employment and a percentage of total regional employment.

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

USE IMPLAN INC. OR OTHER MODELING PROCESS

The consultant must be able to provide state of the art economic modeling data at both the municipal and Western Connecticut regional level.

ANALYSIS OF GROWING AND DECLINING INDUSTRIES

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

While the above is useful as comparative base data, a key work element will be for the consultant to significantly expand upon the methodology of the 2007 report, update key information and provide greater depth. The CEDS will need such a data analysis process to assist the later definition of "target industries" for later marketing.

3B. MANUFACTURING EMPLOYMENT

DOCUMENT OTHER INDUSTRIAL CONCENTRATIONS

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

3C. RETAIL EMPLOYMENT, SALES, AND MARKET

CHARACTERIZE ASPECTS OF THE RETAIL MARKET

Contact the CT Department of Revenue Services to obtain historic and current retail sales data by subcategory. Present and evaluate for trends.

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

Present any data available from commercial surveys of buying power. Provide a statistical indication as to the extent the area retail market is "saturated."

UPDATE TABLE L3

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

REVISE COMMERCIAL ZONING TO BETTER REFLECT MARKET

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

DOCUMENT RELATIVE SIZE OF DANBURY FAIR MALL

The City of Danbury generates more than ten percent of all sales tax revenues in the State of Connecticut. This statistic reflects the powerful presence of the Danbury Fair Mall.

This facility is a special economic asset for this area and deserves stand-alone documentation.

As noted in the 2010 edition of the Western Connecticut Chamber publication *The Western Connecticut Difference* the “Danbury Fair Mall is the largest enclosed shopping mall in New England.” Include this statement in the CEDS after locating its supporting documentation, if possible from both the perspective of square footage of retail space and total sales volume.

GEOGRAPHIC EXTENT OF DANBURY FAIR MALL TRADE AREA

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

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

As a superior regional asset, this CEDS should document this trade area to insure our old general assumptions are still valid. In conjunction with representatives of the Danbury Fair Mall, and other data sources, summarize and document information as to the geographic extent of the Mall trade area as of 2011.

3D. CORPORATE OFFICE EMPLOYMENT

UPDATE LIST OF CORPORATE OFFICES

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

MATRIX CORPORATE CENTER

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

3E. SERVICE SECTOR EMPLOYMENT

Data content of this section to be determined.

3F. TOURISM SECTOR EMPLOYMENT

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

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

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

With 4.13% of total employment falling in the cultural enterprise category, Connecticut ranks second only to Rhode Island among the New England states. Connecticut's tourism industry is negatively affected by more than dwindling budgets and increased costs: high volume of traffic on interstates, general lack of awareness of what Connecticut offers, and lack of public transportation to and around the state hinder the growth potential of tourism in Connecticut."

The consultant will note any differences between the Western Connecticut tourism sector and the statewide description above.

Review any available projections of Connecticut tourism industry employment and determine if high growth rates, if found, are realistic for our CEDS area.

FURTHER CATEGORIZE TOURISM IN THE REGION

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

SPECIAL FEATURE: CANDLEWOOD LAKE AS AN ECONOMIC ASSET

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

This evaluation should involve extrapolation from other water recreation based economic impact studies known to the consultant.

See also the 2001 report entitled “Economic Evaluation of Candlewood Lake.”

3G. HEALTH CARE DELIVERY SECTOR

To coordinate with the CT DECD 2009 Statewide Economic Strategic Plan, note that Plan’s finding that “Connecticut’s healthcare industry is a significant economic driver, consisting of 9,818 establishments, employing 245,242 persons and contributing \$9.8 billion in payroll in 2006.

And this sector’s employment will likely grow as the population ages. However, the high cost of healthcare in Connecticut and the nation is a burden for workers and businesses alike and is of significant concern.”

The consultant will note any differences between the Western Connecticut healthcare industry and the statewide description above. Demonstrate to what extent this CEDS area shares these perceived statewide problems.

CHARACTERIZE HEALTH AND HUMAN SERVICES

Note that a comprehensive and regional 2009 Community Report Card of Western Connecticut is available. This report establishes a comprehensive baseline profile of our community’s health status by assessing several key quality-of-life factors in Western Connecticut.

SPECIAL FEATURE: TWO HOSPITALS AS ECONOMIC DEVELOPMENT ASSETS

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

3H. OTHER EMPLOYMENT SECTORS

Data content of this section to be determined.

4. INFRASTRUCTURE

4A. TRANSPORTATION

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

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

TRAFFIC IMPROVEMENT NEEDS BY MUNICIPALITY

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

CITE SPECIAL ISSUE: I-84 TOLL PLAZA IMPACT STUDY

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

EXISTING AND PROPOSED PUBLIC BUS SERVICE IN REGION

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

SPECIAL FEATURE: HART ECONOMIC IMPACT STUDY

A 1997 Housatonic Area Regional Transit District consultant report calculated the economic impact of HART. The report noted that "For every dollar provided by local government for HART services, there is a benefit of more than nine dollars to the Region." Extract a brief summary of this economic impact report for use in the CEDS.

EXISTING AND PROPOSED RAIL PASSENGER SERVICE IN REGION

HVCEO staff will excerpt descriptive materials from regional publications and forward them to the consultant. For all transportation items, the CEDS review process should be free to formulate proposals or priorities differing from those of the HVCEO Transportation Plan.

Cite the 2008 URS Corporation survey indicating that current rail passenger service provides residents with access to high paying employment to the south.

EXISTING AND PROPOSED RAIL FREIGHT SERVICE IN REGION

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

ASSESS AVIATION ASSETS

Assess Danbury Airport in terms of its current and future economic impact.

For completeness of this section, see also Regional Transportation Plan texts on future services from Stewart Airport in New York State and the very small Candlelite Farms Airport in New Milford.

TRANSPORTATION PRIORITIES FROM THE ECONOMIC DEVELOPMENT PERSPECTIVE

The consultant will work with the technical committee and the public to prepare a short list of such improvements.

4B. SEWER AND WATER SERVICES

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

4C. ELECTRICITY AND NATURAL GAS

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

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

Continuing, "The cost of electricity is of considerable concern to Connecticut, as several reports rank Connecticut near the bottom in this particular sector. The energy sector represents a competitive disadvantage for Connecticut. Energy is a component of the cost of doing business in a state, as it factors into the equation of where to locate or expand a business. Therefore, to compensate for high energy costs, a state must offer other assets of high value, such as a highly skilled workforce."

The consultant will note any differences between electricity supply and pricing issues for Western Connecticut and the statewide description above. Demonstrate to what extent this CEDS area shares the stated problem. The CEDS consultant is to contact Northeast Utilities.

And as usual, compare and contrast with text starting on page 3-30 of the 1994 Regional Economic Report. In addition, compare and contrast with text on competitive power cost analysis starting on page 4-4 of the 1994 Report.

SPECIAL FEATURE: GENERATION BY HYDROPOWER FACILITIES

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

Assess this economic resource in the CEDS. Note that the 2009 HVCEO Plan policy is to “Seek ways to make hydropower a building block of future economic development.” Review the extent to which this is realistic.

4D. FIBER OPTICS AND TELECOMMUNICATIONS

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

Review the statewide map entitled “Connecticut Broadband Maximum Advertised Download Speed” by Applied Geographics, Inc. and describe the relative advantages in Western Connecticut.

4E. INFRASTRUCTURE NEEDS BY MUNICIPALITY

The development of this prioritized list will be a central task of the CEDS, as the CEDS is to set priorities for state grants and bonding for economic development infrastructure. Scoring matrices will be evaluated from other leading CEDS will be evaluated by the consultant.

5. BUILDING REUSE AND DEVELOPMENT SITES

5A. OVERVIEW

Work with technical committee members to best characterize land and building availability and reuse potential. Review data on CERC Site Finder. Characterize the Region and each municipality.

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

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

Additional data content of this section to be determined.

5B. BROWNFIELD REMEDIATION

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

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

Poll municipalities and technical committee members to create a description of recently successful or upcoming planned brownfield remediation.

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

5C. REUSE OF EXISTING BUSINESS PROPERTIES

The Region's development pattern has matured to the point where property reuse is now common; the day has passed when almost all economic growth was located on previously unused raw land. In addition, as we in an economic downturn, reuse may be the cost-effective option for some time.

Characterize this variable. In so doing contrast with text on pages 3-33 to 3-39 of the 1994 Regional Economic Strategy Report.

5D. EXISTING CENTERS

A key regional policy adopted by HVCEO in 2009 is to "Encourage further investment in established commercial centers at a degree of intensity appropriate to the character of each individual community. Maximize local control of aesthetic design, consider mixed use projects, and facilitate pedestrian links within these centers." HVCEO has prioritized and directed significant FHWA Enhancement federal grants towards implementation.

The two state agencies that review and approve this CEDS, CT DECD and CT OPM, have very similar priorities. Thus final CEDS will need to clearly portray its policy towards the Region's centers.

Towards that end in the data inventory stage the CEDS consultant will characterize each in general terms, also identifying key policy documents associated with each center (such as the Danbury Downtown Plan, Danbury Palace Theatre Plan, Brookfield Village Plan, etc.).

5E. OPEN LAND AVAILABLE FOR BUSINESS

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

6. COMPETITIVE POSITION OF REGION

6A. STRENGTHS AND WEAKNESSES

In developing this text, to the extent possible contrast with what the 1994 Regional Economic Report documented as the strengths and weakness of that time. Based on CEDS data note progress or lack thereof.

Determine if the Site Selection Data Standards of the International Economic Development Council might be utilized to help characterize the strengths and weakness of the Western Connecticut Area.

6B. NJ/NY/CT ASSESSMENT OF COMPETITION

Contrast with similar text in the 1994 Regional Economic Report.

To again emphasize, it is understood that data availability will be greatest for comparisons between areas within Connecticut itself. However, the CEDS Strategy Committee believes that the economy of the Housatonic Valley Region is in competition with a broader tri-state area.

This includes Lower Fairfield County, Westchester County, the New York Metropolitan Area, then the balance of Connecticut and generally southern New England. The consultant should contrast Greater Danbury data with this broader area, when multi-state and county data sets are reasonably available.

6C. 1994 CEDS

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