One City, One Plan

# Economic Development

Chapter 7

KEY TOPICS

- Historic Overview
- Regional and National Context
- Economic Drivers
- Employment
- Projects Approved or Under Construction
- Proposed Development Plans
- Goals & Objectives

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## Introduction

Hartford is the region's center of government, institutions, and culture for a metropolitan region of 1.2 million people. Hartford is also a major employment center and provides jobs to thousands in the surrounding suburban communities. Approximately 115,000 people work in the City of Hartford.

This plan addresses ways to encourage and promote Hartford as the region's economic engine. An important goal of the plan is to increase the occupancy in existing commercial buildings by finding a strategy to fill office vacancies in order to increase the tax base as well as the Downtown population. Creating a retail marketing strategy with aggressive performance measures is another goal of the plan. New shopping opportunities will add vitality to Downtown and the neighborhood commercial centers.

The plan also addresses the expansion of the local economy by attracting scientific, technical services, medical, arts and entertainment, and green energy sectors, which will take advantage of the region's highly skilled and well-educated workforce. It also encourages maintaining primary sectors such as insurance and government.

Economic development does not exist in isolation and is woven throughout many chapters of One City, One Plan.

This chapter addresses the following topics:

- The existing conditions and characteristics of Hartford's economy relative to the regional and State economies
- Current & proposed projects
- Recommended goals and strategies for growing Hartford's economy

## Historic Overview

The City of Hartford was established in 1635. Originally, the Connecticut River was the major transportation artery for the City, carrying goods to and from Hartford. The insurance industry was started to insure merchants carrying their products on ships on the river. Railroad construction, which occurred in the 1830's and 1840's, assisted in the expansion of Hartford into an industrial center. Hartford's base in manufacturing grew through the nineteenth and into the twentieth century. Some of the better known products produced in Hartford were firearms (Colt), typewriters (Royal, Underwood), bicycles (Columbia-the first commercially produced bicycles in America), and even early automobiles (Pope Hartford).

The insurance industry became more formalized over time, and by the early eighteenth century insurance, companies were chartered. The Aetna Insurance Company was incorporated in 1819 and by 1881 was the largest insurance company in the country. Many of the insurance companies in Hartford today were incorporated by the middle of the nineteenth century. Hart-

Pope Hartford Automobile

G. Fox and Sage Allen Department Store

Colt Fire Arms Factory Redevelopment

SAND Elementary School

ford soon became known as the Insurance Capital of the World. By 1981, 39 companies had home offices in the Hartford region.

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

However, because of the severe recession, the City experienced a major drop in its population by the mid 1990s. The 2000 Census estimated Hartford's population at 124,121. The most recent 2007 population estimate from the Census Bureau shows Hartford's population at 124,563.

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

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

Due to its small size, Hartford has few large vacant tracts of land that could be used for industrial development. Most of the land which is zoned for industry is located in the North Meadows, which was designated as an Industrial Business District by the Redevelopment Agency in the early 1970s. Transportation improvements improved the accessibility of North Meadows and spurred its desirability for development. However, while this area has seen a substantial construction boom over the past 20 years, most of this development has not been industrial. Public uses include the Police Station and Public Works Yard. There is also a jail, the

main post office, and the bus garage for CT Transit. Numerous car dealerships have also opened in the Meadows, including several that relocated from Hartford's neighborhoods.

Hartford was also once the retail center of the region. However, downtown retail has fallen off drastically in the past few decades. First, suburban strip development and then the large suburban malls drew customers from downtown. The convenience of free parking and numerous choices at one location closer to suburban homes made downtown shopping less attractive. The City and the Metro Hartford Alliance have been working together to revitalize the retail core. However, with fewer office workers downtown, stiff competition from suburban malls, a small downtown residential base and a declining population overall, these projects have not been able to stimulate downtown as a retail center.

Commercial strips in the neighborhoods, by contrast, have experienced a resurgence in recent years. Active merchant organizations, with City assistance, have marketed their respective neighborhoods' unique ethnic character. Park Street has become the region's Latino retail district, while Franklin Avenue with its numerous restaurants, has effectively marketed itself as "Little Italy". Albany Avenue, with its mix of West Indian and African-American businesses, is also experiencing a revival. The City supports the neighborhood retail districts through façade improvements and streetscape improvements.

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

## Regional and National Context

The City of Hartford is part of a larger economy. This economy is a vital part of the larger regional economy. During the past ten years, the Connecticut economy has provided most state residents with a high economic standard of living, enabled by one of the highest per capita income levels in the United States.

Several large, national trends have had, and continue to have, important ramifications for Connecticut. Analysis of recent economic indicators and information provided by the federal government show that the national economy remains in a recession.

The housing market, which had been the bulwark sector of the national economy, entered a recession in 2007, with home prices and housing starts declining substantially across the nation. The retail and office space markets, which had

Dessert at Mozzicato De Pasquale's Bakery on Franklin Avenue

Albany Avenue Commercial District

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

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

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

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

also been significant contributors to the national economic rebound from the end of the last recession in 2003, have also been severely impacted by the same negative factors that have affected the housing market. The State of Connecticut, while faring better than many other areas of the nation, is as of this writing facing a difficult recessionary period.

## Economic Drivers

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

## Employment

Hartford is home to the majority of the region's

poor and has a much higher unemployment rate than the region as a whole. The average unemployment rate in Hartford for 2009 was 13.7%, while the average unemployment rate for the Hartford Labor Market Area was 7.9%.

One of the primary economic challenges for the City of Hartford is this chronically high unemployment rate. Based upon an analysis of the unemployment rate for both the City of Hartford and the State of Connecticut dating back to 1996, at any given point in time the unemployment rate for the City of Hartford is generally twice the unemployment rate of the state as a whole. Chronic unemployment is a double-edged issue, due to the various reasons that can cause unemployment.

High unemployment can be symptomatic of an economy that does not have enough jobs for the number of local residents in the labor force. It can also be a sign that the resident labor force does not have the educational requirements for the jobs that do exist in the economy. A mismatch between the types of jobs available and the skill sets of the local labor force can also cause high unemployment (e.g., residents have a background in manufacturing, but the only jobs available are in healthcare).

**Labor Force Characteristics**

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

**Journey to Work**

Residents of the City of Hartford are very reliant upon jobs within the City itself for employment, as well as in the metropolitan area in general. A detailed breakdown of 2000 Census journey to

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

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

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

State Government is one of Hartford's largest employers

The Marriott Hotel at Adriaen's Landing

work data highlights several important elements of the Hartford economy. First, although Hartford residents are highly dependent upon jobs located within the City itself, businesses located in Hartford are primarily staffed by a workforce that is based in the surrounding suburbs. While 44.5% of workers residing in Hartford remain in the City for employment, only 17.1% of the jobs in the City of Hartford are filled by City residents. According to the 2000 Census, less than 7% of resident Hartford workers traveled beyond Hartford County for employment.

## Projects Approved or Under Construction

The following are projects that are under construction or have been approved and are ready for construction as of January 2010:

- Front Street/Adriaen's Landing – Adriaen's Landing will ultimately encompass 30 acres of Downtown Hartford with a total development cost of $874 million. Three major components of the overall development plan have been completed: the Connecticut Convention Center, the Hartford Marriot Downtown Hotel, and the Connecticut Center for Science and Exploration. The Capitol City Economic Development Authority (CCEDA) is continuing to pursue the completion of the fourth component of the Front Street project, which is planned to include retail, entertainment and residential development.
- The Hartford Insurance Campus Expansion The Hartford is currently constructing a new one hundred million dollar technology building as part of its corporate campus. In addition, The Hartford has purchased the former Mass Mutual campus for future expansion.
- Aetna-Asylum Hill Campus Consolidation Aetna is in the process of a $220 million corporate campus renovation and consolidation project that includes the $40 million reconstruction and expansion of an existing parking garage; a new $27 million, 1,150 space parking garage; and extensive renovations to parts of its main headquarters building to accommodate more than three thousand workers from other locations.
- Colt Gateway Preservation Project – The $120 million renovation of the former Colt Armory complex and its conversion into 300 residential units, 300,000 square feet of commercial space, a museum and visitors center is on-going. The Coltsville complex was recently named a National Historic Landmark, and the process of obtaining designation as a National Park facility is moving forward.
- St. Francis Hospital Expansion – Planned expansion of cancer care, cardiology, women's health, orthopedics and neurol-

ogy programs. A new $102 million, 10-story building encompassing 318,000 square feet is under construction and will include a new emergency room, several operating rooms, roughly 90 inpatient rooms, additional ambulance bays and a rooftop helipad.

- Riverfront Recapture – Initiated in 1981, Riverfront Recapture is a non-profit organization dedicated to improving public access to the Connecticut River. As a result of this organization's nearly three decades of work, more than $60 million has been obtained from a variety of sources to fund riverwalks, open space and recreation improvements, public art, docks, boat launches and a boathouse. Riverfront Recapture has also helped to bring a long list of recreational and cultural events to the Connecticut River.
- Public Safety Complex – The new unified Public Safety Complex, which is under construction at High Street and Atlantic Street, will include 135,000 square feet of space for Fire Department administration, fire marshals, central dispatch and the Police Department. The $77 million complex will also include sheltered and gated parking, as well as new streetscape and urban design amenities.
- Sims Metal Management Aerospace – Renovation and expansion of the former ADVO facility in the North Meadows section of Hartford is underway to enable Sims to move its operations there from their current location on Flatbush Avenue. The $25 million in renovations to the 279,000 square foot AVDO building and construction of a 145,000 square foot addition are scheduled for completion in fall 2010.
- A.I. Prince Tech High School – The $54.5 million expansion and renovation of A.I. Prince Tech High School is nearing completion, and the construction work includes mechanical, electrical and fire prevention systems upgrades; a new 240 seat lecture hall; new athletic facilities; traffic circulation improvements; and expansions for academic and trade areas.
- Annie Fisher Magnet School – The $38 million renovation of Annie Fisher Magnet School will expand the facility as well as update mechanical systems, and add a new library and cafeteria.
- Kinsella Magnet School of Performing Arts – Scheduled for completion in 2009.
- Hooker Environmental Studies Magnet School – Scheduled for completion in 2009
- University of Hartford Magnet School of Science and Engineering – Completed in early 2009, the new facility for this magnet school constructed on the University of Hartford campus encompasses 55,000 square feet of space at a cost of approximately $32 million.

Public Safety Complex

Sims Metal Management Aerospace expansion

University of Hartford Magnet School

Albany & Woodland Redevelopment Site

## Proposed Development Plans

- Downtown North Redevelopment Project Proposed redevelopment of 123 acres north of I-84 and adjacent to Downtown Hartford for a variety of uses, including: commercial, office and retail space; residential development; historic preservation; hospitality; entertainment and recreation; education; and research and development. The redevelopment effort would include the demolition of the building located at 1161-1179 Main Street, which is severely blighted.
- Constitution Plaza East Redevelopment Project – Proposed redevelopment of 3 Constitution Plaza (Broadcast House site) and 5 Constitution Plaza (former Sonesta Hotel) for a signature mixed use development containing commercial space, residential units and ground floor retail.
- AI Tech Center – Located within the Constitution Plaza East redevelopment area, the AI Tech Center is a proposed 12 story, $40 million office tower that will replace the former Broadcast House building at 3 Constitution Plaza. The development is expected to begin in 2011, and will include 12,000 square feet of retail space and 200,000 square feet of office and flex space.
- Downtown West II Redevelopment Project – Proposed redevelopment of 16.7 acres west and northwest of I-84 and adjacent to Downtown Hartford, including the vacant Capitol West office building. The area is envisioned for transit-oriented development, parking and uses that are supportive of Union Station and the nearby insurance industry campuses.
- Parkville Municipal Development Plan – Selected redevelopment of a portion of the Parkville neighborhood, including infrastructure and streetscape improvements, selective demolition, site remediation and the development of the Bartholomew Avenue Business Park by private developers. Total costs associated with the project are approximately $24.6 million.
- Albany and Woodland Redevelopment Site – Site assemblage of four properties to be cleared and environmentally remediated before the issuance of an RFP for development proposals. The ultimate vision for the site is a town center-style retail development.
- Terry Square Development Area – Identified potential for 170,000 square feet of residential, retail and office space in the North End.

## Goals and Objectives

**GOAL 1:** Ensure a skilled and growing workforce

**Objectives:**

- Create a partnership to develop a coordi-

nated plan and delivery system for aligning job training with employer needs.

- Develop initiatives that strengthen school to career transition in conjunction with State and Federal efforts.
- Create apprenticeship programs in local businesses and cultural institutions for Hartford high school students as part of curriculum.
- Pursue Federal and State grants to expand job training and basic skills training (ESL, GED) opportunities.
- Partner with employers, Hartford schools and the Workforce Development Board to strengthen youth employment placement programs.
- Working with the private sector, attract skilled workers to Hartford and, via the Hartford school system, produce future workers with the skill sets needed to flourish in the 21st century global economy.

**GOAL 2:** Improve access to jobs

**Objectives:**

- Work with Regional Workforce Development Board to assure Hartford businesses and residents access to job-finding programs.
- Address transportation and child care related problems of trainees and job seekers.
- Promote the expansion of day care and supervised after-school opportunities.
- Utilizing best practices, actively market Hartford residents to regional employers via direct placement, job training and employer-based training.

**GOAL 3:** Attract new businesses

**Objectives:**

- Establish a task force to create a retail marketing strategy with aggressive performance measures.
- Work with other cities and towns in the Greater Hartford region to further strengthen a regional market for high-tech firms.
- Support entrepreneurial efforts to start new businesses and expand smaller businesses.
- Develop a recruitment plan that identifies target areas and industries.
- Work with regional bodies (CRCOG, Metro Hartford Alliance) to market the region, especially the City, as a location for labor-intensive manufacturing as well as high growth industries.
- Build the City's Grand List by continuing to aggressively promote and encourage commercial infill development in the following corridors:
  - Main Street
  - Barbour Street
  - Blue Hills Avenue
  - Albany Avenue

The Connecticut Center for Science and Exploration

Main Street Corridor

Jobs in the arts & entertainment are part of Hartford's "Creative Economy"

- Homestead Avenue
- Farmington Avenue
- Park Street
- Broad Street
- New Britain Avenue
- Maple Avenue
- Franklin Avenue
- Wethersfield Avenue

**GOAL 4:** Help existing businesses to remain in Hartford

**Objectives:**

- Increase access to capital financing to support Hartford business development, retention and expansion.
- Continue to provide technical assistance to encourage the expansion and retention of Hartford businesses through real estate referral, financial and incentive counseling, Business Plan development and resolution of operation problems.
- Assist community development corporations to enter into employment-generating enterprises by providing technical assistance, financial support, and market research with the goal of making them self-sufficient.
- Provide technical assistance to merchant associations regarding business support services, and business community planning including design standards, improved parking and circulation.
- Continue the Façade Improvement Program in selected neighborhood retail areas.
- Pursue policies and planning strategies that will create critical densities of economic development in established corridors.

**GOAL 5:** Develop Hartford's "Creative Economy"

**Objectives:**

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

**GOAL 6:** Make Hartford the Center for Energy Technology Innovation

**Objectives:**

- Create a task force to explore how to make Hartford the Center for Energy Technology Innovation
- Leverage Hartford's workforce, area colleges & universities, infrastructure, and underutilized manufacturing space
- Work with the Connecticut Technology Council, United Technologies and others to explore how Hartford can become recognized as the center of energy efficient technology

**GOAL 7:** Address the tax structure

**Objectives:**

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

**GOAL 8:** Pursue already identified economic development initiatives

**Objectives:**

- Continue supporting the Adriaen's Landing development and its on-going evolution.
- Implement redevelopment initiatives in keeping with the three recently completed redevelopment plans for Downtown North, Downtown West II and Constitution Plaza East.
- Working with the State of Connecticut, determine the appropriate course of action regarding the future of the XL Center and the potential for a new arena that meets the needs of the City, region and State.

Constitution Plaza

The Hartford Civic Center