



REQUEST FOR PROPOSALS

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PLANNING SERVICES

Issue Date: July 21, 2020

Response Date/Time: August 20, 2020

Mr. Patrick Carleton
Deputy Director
Connecticut Metropolitan Council of Governments
1000 Lafayette Boulevard, Suite 925
Bridgeport, Connecticut 06604
pcarleton@ctmetro.org

This “Request for Proposals” and all subsequent addenda and revisions will be made available at <http://www.ctmetro.org/aboutus/for-vendors/>. All prospective applicants should continue to check the website for any changes to the RFP.

TABLE OF CONTENTS

- I. INTRODUCTION**
- II. BACKGROUND**
- III. GENERAL SUBMISSION INSTRUCTIONS & REQUIREMENTS**
- IV. GENERAL TERMS AND CONDITIONS**

ATTACHMENTS

- A. SCOPE OF WORK**
- B. MAP OF PROJECT AREA**
- C. POWERPOINT TO REGIONAL BUSINESS COUNCIL – CEDS OVERVIEW**
- D. PREVIOUS COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY**
- E. DEBARMENT CERTIFICATION FORM**

I. Introduction:

The Connecticut Metropolitan Council of Governments (MetroCOG), the Council of Governments and Regional Planning Organization for the Greater Bridgeport Region is seeking proposals from qualified economic development professionals for assistance in creating a new Comprehensive Economic Development Strategy (CEDS) for the Greater Bridgeport Region.

MetroCOG's *Comprehensive Economic Development Strategy (CEDS)* will be funded through the United States Department of Commerce's Economic Development Administration (Award # ED19PHI3030038) via the Partnership Planning & Local Technical Assistance Program (EDA-PHI-TA-PRO-2018-2005550).

MetroCOG envisions an economic development firm and/or team that will provide technical services related to preparation, completion, submittal and approval of a Comprehensive Economic Development Strategy. The plan development process and plan content should align with the Scope of Work outlined in Attachment A of this RFP.

II. Background:

The Greater Bridgeport Region is made up of the City of Bridgeport and the Towns of Easton, Fairfield, Monroe, Stratford and Trumbull. The Region is located in Connecticut's eastern Fairfield County. Please see the attached map that outlines the geographic area to be covered by our Comprehensive Economic Development Strategy (CEDS).

MetroCOG will be the lead agency of the *Comprehensive Economic Development Strategy* and will administer, coordinate and oversee the planning process. A Comprehensive Economic Development Strategy is a "locally-based, regionally-driven economic development planning process." Furthermore, the CEDS "serves as a means to engage community leaders, leverage the involvement of the private sector, and establish a strategic blueprint for regional collaboration." (United States Economic Development Administration). MetroCOG will foster inter-agency cooperation between local governments, local and regional chambers of commerce, industry and business leaders, state and federal agencies, residents and other stakeholders to ensure that a coordinated and efficient Comprehensive Economic Development Strategy is developed.

The customized CEDS and Action Plan will integrate the Greater Bridgeport Region's location, infrastructure, diverse culture and other unique characteristics. The CEDS will not only provide relevant background information, but also a realistic and successful approach towards economic growth that reflects the consensus and character of the entire Region. The following items will be included in the CEDS:

- Overview of Region
- Current, Historical and Future Demographic and Economic Statistics
- Current, Historical and Future Economic Trends

- Current, Historical and Future Employment Data
- Housing Data
- Workforce Development Programs
- Land Use/Zoning Analysis
- Market/Economic Analysis
- Business Attraction & Retention Strategies
- Coordination on-going strategies with medium and long-term recovery strategies for COVID-19 impacts to the regional economy.

Upon completion of the CEDS, the firm be required to develop an Action Plan that specifies commercial and industrial opportunities, identifies immediate, short and long terms goals, marketing, financing mechanisms, implementation schedule and performance measures.

A Strategy Committee will guide the collaborative process of developing the CEDS. The Strategy Committee will bring together the Region's public and private sectors to identify strategies that will inform an economic roadmap that strengthens the Region.

III. General Submission Instructions and Requirements

A. Inquires:

Any questions or requests for additional information concerning this Request for Proposal and/or the Scope of Services should be directed in writing to Mr. Patrick Carleton, Deputy Director, Connecticut Metropolitan Council of Governments by e-mail at: pcarleton@ctmetro.org. Inquiries must be made by 4:00PM on July 29, 2020. Questions associated with this RFP received via phone call will not be responded to or acknowledged. Responses, if any, shall be in writing. Responses to questions or requests for additional information shall be posted to MetroCOG's website (www.ctmetro.org) and submitted via e-mail by 3:00PM on July 31, 2020 and it is the responsibility of the consultant to check the website for updates or addendums to this RFP.

Please note that it is MetroCOG's policy to respond only to technical questions. Under no circumstances will MetroCOG provide interpretive guidance. No oral interpretations shall be made to any respondent as to the meaning of any of the documents. Written approval of MetroCOG is required prior to any public disclosure of the cost proposal submitted in response to this RFP or any other subsequent awards.

B. Proposal Requirements & Format:

MetroCOG, acting through a Selection Committee consisting of representatives from MetroCOG and our CEDS Strategy Committee will select a qualified professional economic development firm or team based on the information outlined below. Qualifying firms or teams must demonstrate experience and expertise in developing and/or updating Comprehensive Economic Development Strategies or other similar regional economic development plans with an emphasis

on Community Outreach & Stakeholder Input, Data Collection & Analysis, Content Development and Identification of an Action Plan and Evaluation Framework, among various other tasks.

Written proposals should include, at a minimum the following information:

1. *Letter of Interest:* Please provide a Cover Letter outlining your firm's desire to assist with our Comprehensive Economic Development Strategy. Please include name and contact information of the firm's authorized representative and the project manager; as well as a list of sub-consultants, if applicable.
2. *Consultant Qualifications & Capabilities:* Describe the qualifications and capabilities of the firm, team or individuals as they relate to experience with EDA approved Comprehensive Economic Development Strategies.
3. *Technical Approach/Proposed Scope of Services:* Describe the technical approach and proposed scope of services that will be used to complete the Strategy. Any recommendations to improve the suggested Scope of Services (Attachment A) or support the project; as well as any thoughts your firm may have on efficient delivery of the project should also be included.
4. *Past Project Experience:* Include descriptions of comparable projects and provide summaries and reports of related and relevant work completed. Summarize the scope of work performed, why the unique approach to this project was successful and provide client contact information. Please include a description of why/how MetroCOG's project will be similar and different regarding potential challenges.
5. *Key Personnel Assigned to Project:* Identify specific personnel that will be assigned to the following key roles for the project: Project Manager and Lead Technical Staff members. Personnel identified in the proposal must be the principal staff that will work on the project and represent most hours billed to the project. Resumes shall not exceed 3 pages in length. Project staff must meet all local, state, and state and federal requirements to perform work.
6. *Cost Proposal & Schedule:* Provide a detailed cost breakdown to complete the tasks outlined in Attachment A. In addition, please provide a project schedule that identifies and tracks each specific task and the anticipated date of key milestones & deliverables. The CEDS should be completed and ready to submit to the United States Economic Development Administration, the State of Connecticut Office of Policy & Management and the State of Connecticut Department of Economic & Community Development for final approval by December 15, 2020.

MetroCOG's *Comprehensive Economic Development Strategy (CEDS)* will be funded through the United States Department of Commerce's Economic Development Administration (Award # ED19PHI3030038) via the Partnership

Planning & Local Technical Assistance Program (EDA-PHI-TA-PRO-2018-2005550).

7. References: Provide three references from comparable types of projects completed over the last five years. Include project names and locations, name of primary client contacts and their contact information including e-mail addresses and telephone numbers. Indicate the role of your firm in each project and each project's cost and date of completion.
8. Equal Employment Opportunity Statement: Please provide a detailed statement describing your Equal Employment Opportunity practices and any statistical employment information that it deems appropriate, relative to the composition of its work force or its subcontractors.

C. Selection Process:

Activity	Anticipated Completion Date
RFP Issued	July 21, 2020
Questions/Inquiries to MetroCOG	July 29, 2020
MetroCOG's Response to Questions/Inquires	July 31, 2020
Proposals Due	August 20, 2020
Review of Responses/Selection of Short List	Week of August 24, 2020
Interviews (if required)	Late August/Early September

**Please note the schedule may be altered at the MetroCOG's discretion.*

Consultants or consortia of consultants will be asked to demonstrate expertise and experience in all skill areas that may be appropriate to the work completed for a Comprehensive Economic Development Strategy. All RFPs received by MetroCOG will be reviewed and evaluated by a Selection Committee (the "Committee") comprised of representatives from MetroCOG, our CEDS Strategy Committee and our member municipalities. Responses to this RFP will be evaluated based on the consultant's responses to all relevant criteria stated in this RFP. Proposals will be evaluated and scored by the Committee utilizing a ranking criterion that will consist of the following:

- Consultant's Qualifications & Capabilities (35 Points)
- Technical Approach (25 Points)
- Past Project Experience (15 Points)
- Cost Proposal (15 Points)
- Key Staff Assigned to Project (10 Points)

Up to five prospective consultants will be selected for a short list and each will be requested to participate in a remote interview and presentation to the Committee. A recommendation of the preferred consultant will be made by the Committee. Upon selection of the preferred consultant, MetroCOG will be authorized to communicate to the selected consultant and begin negotiations.

The selected Consultant will be notified of the decision by the Committee as quickly as possible. Contract negotiations will commence immediately upon notification. A negotiation period will be provided for the selected Consultant and MetroCOG to finalize the Scope of Services, Contract Fee and Agreement. At the end of the negotiation period, the contract shall be awarded. If a negotiated contract cannot be mutually agreed to by both parties, MetroCOG will terminate negotiation and begin negotiations with the second rated firm.

The firm awarded the contract as a result of this RFP, must meet all municipal, state and federal Affirmative Action and Equal Employment Opportunity practices. This will include compliance with E.O. 11246 "Equal Employment Opportunity", as amended by E.O. 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity", and as supplemented by regulations at 41 CFR Part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor".

The selected consultant will be required to prepare project documents in a timely manner and submit monthly status reports indicating work completed to date and any problems that have or could have impacted the project schedule. To that end, the Consultant will be expected to assign sufficient administrative, planning, design and support staff to complete the Scope of Work within the established and agreed to schedule. It is expected that this project will take approximately 6 months.

D. Proposals from Consortia, Joint Ventures and Teams:

Proposal statements from consortia, joint ventures or teams will be accepted. In such cases, a lead firm must be identified for contracting purposes. A qualifications statement must be prepared for each member of the consortia, joint venture or team, and each qualifications statement should clearly identify the lead firm.

In selecting a lead firm, consortia, joint ventures and teams should consider the following: (1) the lead firm should have sufficient experience and expertise to conduct or supervise all facets of the proposed project; (2) the lead firm will be legally responsible to MetroCOG for performance of the total contract; (3) the lead firm must have sufficient resources to carry out the contractual responsibilities of the consortium, joint venture or team.

Please note that firms that are subsidiaries or affiliates of another may not rely on the experience, expertise or resources of its parent firm to meet these requirements.

E. Signature Requirements:

Proposals must be signed by a representative of the firm or team having legal authority to contract on behalf of the firm or team. Proposals will be treated as bona fide offers and must remain open for a period of ninety (90) days from the closing date for submissions.

F. Submission of Proposals:

Due to the ongoing COVID – 19 pandemic we are requiring all proposals to be submitted via e-mail. MetroCOG will accept completed proposals by e-mail until August 20th, 2020. All proposals shall be e-mailed with the following in the subject line: “[Firm Name]’s MetroCOG Comprehensive Economic Development Strategy”. Please e-mail proposals to pcarleton@ctmetro.org.

IV. General Terms & Conditions

Compliance with Local, State & Federal Laws

All respondents shall comply with all applicable local, state and federal laws and regulations. As this Plan will be funded through the United States Economic Development Administration’s Partnership Planning & Local Technical Assistance Program (EDA-PHI-TA-PRO-2018-2005550), the respondent shall review all applicable regulations, terms and conditions prior to submitting a response.

Disadvantaged, Minority & Women Business Enterprises (DBE/MBE/WBE) Requirement

MetroCOG takes all necessary affirmative steps to assure that Minority Businesses Enterprises (MBE), Women’s Businesses Enterprises (WBE) and Disadvantaged Business Enterprises (DBE) are used when possible. Although this project does not stipulate a required compliance target, MetroCOG will make every effort to consider awarding the contract to a qualified DBE/MBE/WBE firm.

In the case of proposals submitted from Consortia, Joint Ventures and Teams (See Section III. C) lead firms should consider the use of DBE/MBE/WBE firms. Proposals must clearly identify the DBE/MBE/SBE firm, the role the DBE/MBE/WBE will play in the project and the tasks assigned to the DBE/MBE/WBE. Proof of Connecticut DBE/MBE/WBE certification must be submitted with the proposal. Responses that fail to provide proof of DBE/MBE/WBE certification and description of project involvement will be deemed incomplete.

Equal Employment and Nondiscrimination

All contracts awarded under this RFP are subject to Section 4a-60 of the Connecticut General Statutes, “Nondiscrimination and affirmative action provisions in contracts of the state and political sub-divisions other than municipalities.” Contracts also are subject to all other applicable state and federal laws concerning civil rights, nondiscrimination and equal opportunities for employment.

All the potential companies must demonstrate a commitment to the effective implementation of an affirmative action plan or policy on equal employment opportunity.

The potential company must ensure equal employment opportunity to all persons and not discriminate against any employee or applicant for employment because of race, color, religion,

sex, national origin, physical disability, mental disorder, ancestry, marital status, criminal record, or political beliefs. The company must uphold and operate in compliance with Executive Order 11246 and as amended in Executive Order 11375, Title VI and VII of Civil Rights Act of 1964, the Equal Employment Opportunity Act of 1972, the Fair Employment Practices Act, and the American with Disabilities Act of 1990.

In response to this RFP, companies should furnish a detailed statement describing their Equal Employment Opportunity practices and any statistical employment information that it deems appropriate, relative to the composition of its work force or its subcontractors.

Freedom of Information

Respondents are advised that all materials submitted in response to this RFP shall become the sole property of the Connecticut Metropolitan Council of Governments and shall be subject to the provisions of Sections 1-210 of the Connecticut General Statutes (re: Freedom of Information).

Right to Cancel

The Connecticut Metropolitan Council of Governments reserves the right to cancel this RFP at any time, elect to award portions of the attached scope, and to decide not to consider any or all of the respondents submitting information in response to this request.

Cost of Preparing Proposal

All costs associated with any response to this RFP, including the development of costs and participation in the selection process, are the sole responsibility of the respondent firms. MetroCOG will not reimburse any firms for such costs nor will any successful firms be permitted to negotiate such costs as part of any contract or agreement with MetroCOG.

Other

Any firm selected to perform any or all work associated with this RFP will be required to execute an agreement with MetroCOG and meet any conditions on use of funds imposed by the United States Economic Development Administration. All fees will be negotiated and stated in the agreement.

Insurance Requirements

1. The company shall carry and maintain in full force and effect for the duration of any contract resulting from this RFP, appropriate insurance. The company agrees to protect

and defend, indemnify, and hold the Connecticut Metropolitan Council of Governments and the City of Bridgeport, Town of Easton, Town of Fairfield, Town of Monroe, Town of Stratford and Town of Trumbull and its employees free and harmless from and against any and all losses, claims, liens, demands and causes of action of every kind and character including the amount of judgments, penalties, interest, court costs, and legal fees incurred by MetroCOG or the municipalities in defense of same, arising in favor of taxes, claims, liens, debts, personal injuries including employees of the municipalities or MetroCOG, death or damages to property (including property of the MetroCOG or the municipalities) and without limitations by enumeration, all other claims, or demands of every character occurring and caused in whole or in part by any negligent act or omission of the company, any one directly or indirectly employed by the company or anyone for whose acts company may be liable regardless of whether or not it is caused in part by the MetroCOG or their member municipalities. The company will designate and provide the MetroCOG and municipalities with the identity of a person or persons in the company's employ who shall be responsible for handling claims from the public efficiently and expeditiously.

Policies shall be issued by an insurance company authorized to do business in the State of Connecticut.

2. Insurance similar to that required by the company shall be provided by or on behalf of all subcontractors to cover its operation(s) performed under this contract and included in all subcontracts.
3. Insurance certificates are required with responses to this RFP. Insurance certificates must be provided in the bid application, documenting coverage for the following:
 - a. Worker's Compensations and Employers Liability in accordance with State of Connecticut Requirements.
 - b. Public Liability Insurance: Comprehensive General Liability, (bodily injury, personal injury, and property damage liability) including company's contingent Completed operations and contractual liability with a minimum:
 - I. \$1,000,000 each occurrence
 - II. \$1,000,000 personal and advertising injury
 - III. \$1,000,000 general aggregate; and
 - IV. \$1,000,000 products/completed operations aggregate
 - c. Comprehensive Automobile Liability Insurance. Covering all owned, hired, and rented vehicles and equipment, with limits of liability of not less than \$1,000,000 for injuries to, or death of one or more persons resulting from any one occurrence and property damage limit of liability of not less than \$500,000 per occurrence.

- d. Professional Liability and Errors & Omissions Insurance in the amount of \$1,000,000. In lieu of the insurance coverage listed under 3. above, the contractor fulfills the insurance requirements by having and maintaining umbrella liability insurance with a minimum:
 - I. \$1,000,000 per occurrence;
 - II. \$1,000,000 aggregate of other than products/completed operations and auto liability; and
 - III. \$1,000,000 products/completed operations aggregate.

All other insurance requirements would remain in effect.

All insurance certificates must name MetroCOG as additional insured on the policy. Said Certificate must state that coverage cannot be cancelled or materially altered without thirty (30) days written notice to MetroCOG.

Indemnification

In addition, the proposer shall, at all times, save, indemnify and hold harmless the Connecticut Metropolitan Council of Governments, its officers, agents, employees and servants from liability of any nature or kind, including costs and expenses for or on account of, any patented or copyrighted equipment, materials, articles, or processes used in the performance of this contract, or on account of any and all claims, damages, losses, litigation expense and counsel fees arising out of loss or injuries (including death) sustained by or alleged to have been sustained by the public or any persons affected by the proposer 's work, or by the proposer or any subcontractor, or anyone directly or indirectly employed by them while engaged in the performance of their duties in connection with this contract.

Collusion

By responding, the firm implicitly states: that his/her proposal has not been made in connection with any other competing firm submitting a separate response to this RFP; is in all respects fair; and has been submitted without collusion or fraud. It is further implied that the firm did not participate in the RFP development process, had no knowledge of the specific contents of the RFP before its issuance, and that no employee of MetroCOG either directly or indirectly assisted in the vendor's proposal preparation.

ATTACHMENT A

SCOPE OF WORK

The Scope of Work for MetroCOG's EDA Partnership Planning & Local Technical Assistance Grant (EDA-PHI-TA-PRO-2018-2005550) include the tasks listed below. MetroCOG anticipates completing Tasks, I, II and VI with the selected firm providing support for all other tasks outlined below.

- I. Determine Resources & Finalize the Planning Process:** Once awarded, MetroCOG will work with EDA to execute a grant agreement. After execution of the agreement, MetroCOG will then enter into local Memoranda of Understanding (MOUs) or Letters of Intent with our six-member municipalities and other relevant stakeholders. As project manager for the EDA Planning Grant, MetroCOG will begin reviewing any existing and relevant plans, documents and data sources. MetroCOG will identify which data and resources are needed for the CEDS and will begin data collection.
- II. Establish the Strategy Committee & Guide the Planning Process:** MetroCOG will convene a Strategy Committee that includes members of the public, private and non-profit sectors involved in economic development, business retention, recruitment, etc. The Strategy Committee will be responsible for guiding the planning process and will hold an initial kick off meeting to refine the scope and schedule, establish responsibilities and develop a preliminary outreach strategy. The Strategy Committee will meet as key project milestones are met.
- III. Public Outreach & Stakeholder Input:** The Comprehensive Economic Development Strategy requires a transparent, public participation process and an opportunity for the public to comment on the plan during the drafting stage and prior to plan approval. To achieve these goals, MetroCOG will partner with a Consultant on organizing and holding open forums and workshops on economic development. A list of stakeholders will be developed and maintained. Interviews will be conducted with relevant municipal staff and local stakeholders. In addition, all relevant plans, studies, reports, and technical information will be reviewed and incorporated into the Strategy. As part of the outreach effort, MetroCOG will prepare community and stakeholder surveys to solicit information from the public. A series of public information meetings will be held in the partner communities. Information on the update of the plan, the results of the community workshops and the information surveys will be posted on the MetroCOG website.
- IV. Assess Capabilities, Collect Data & Coordinate with Stakeholders:** The Strategy Committee will collect and review information on community capabilities, incorporate other plans and local efforts into the CEDS and engage with agencies and organizations outside the Region's governmental structure. Example entities include adjacent municipalities and regions, state and federal agencies, nonprofits and other regional organizations.
- V. Develop Content (Summary Background, SWOT Analysis, Strategic Direction/Action Plan & Evaluation Framework):** MetroCOG, the Strategy Committee and our Consultant (and other relevant stakeholders) will develop a Summary Background of the economic development conditions within Greater Bridgeport. We will then develop a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis to incorporate into the CEDS. MetroCOG, the Strategy Committee and the Consultant will specify commercial and industrial opportunities, identify immediate, short and long-term goals, marketing, financing mechanisms, implementation schedule and performance measures. The process, method and schedule of monitoring, evaluating,

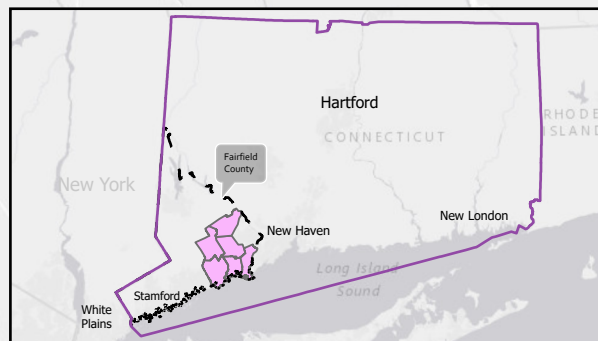
and updating the CEDS within a five-year cycle will be developed by MetroCOG. The process will include an opportunity for public comment, an annual report on implementation, and recommendations on how local governments may incorporate the Action Plan and other information contained in the plan into future planning mechanisms, such as comprehensive or capital improvement plans.

VI. Public Review, EDA Submission and Plan Adoption: The CEDS will be released to the public once a draft is finalized. MetroCOG and the Strategy Committee will host Public Meetings on the draft. The public's questions, comments, and recommendations will be reflected in the final draft, which will be submitted to the EDA for approval. Once the EDA reviews, the plan will be adopted and endorsed by each local legislative body. MetroCOG will assist municipal partners throughout the adoption and endorsement process.

ATTACHMENT B

MetroCOG Regional Map

Connecticut Metropolitan Council of Governments



Monroe

Easton

Trumbull

Stratford

Bridgeport

Fairfield



0 1 2 4 Miles

ATTACHMENT C

POWERPOINT TO REGIONAL BUSINESS COUNCIL

CEDS OVERVIEW

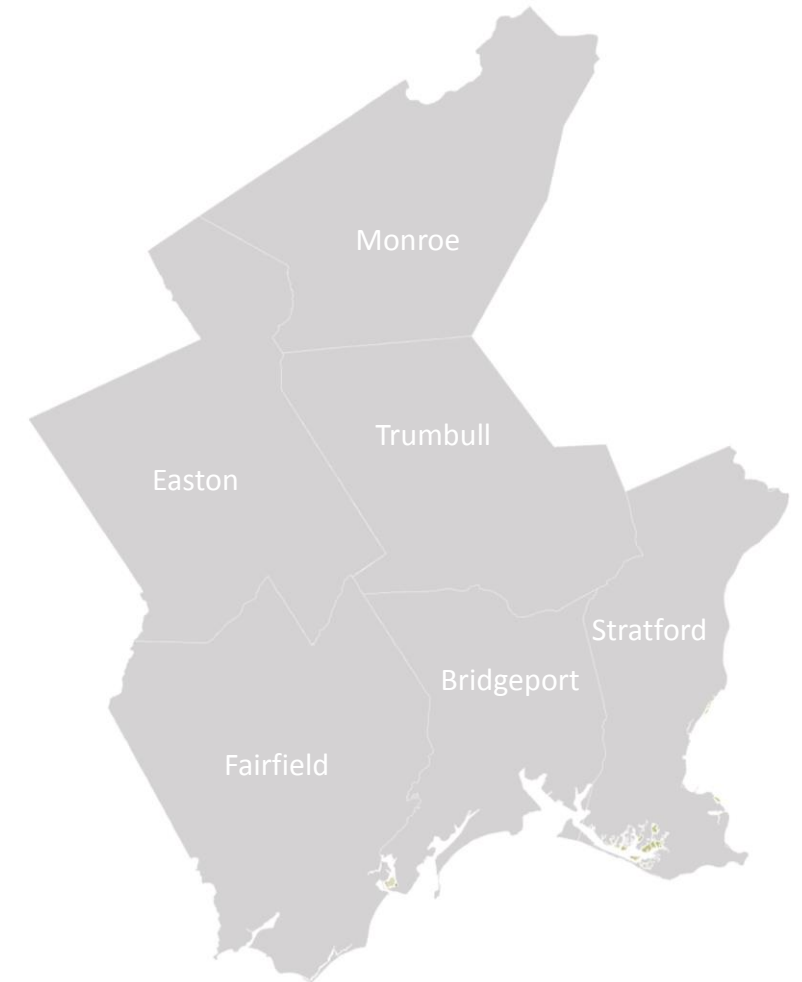
Connecticut Metropolitan Council of Governments

Comprehensive Economic Development Strategy

Matt Fulda, Executive Director

Patrick Carleton, Deputy Director

March 11, 2020



AGENDA

BRIDGEPORT REGIONAL BUSINESS COUNCIL - ECONOMIC DEVELOPMENT COMMITTEE

- ☐ Welcome
- ☐ Overview
- ☐ History
- ☐ Strategy Committee
- ☐ Content
- ☐ Next Steps
- ☐ Wrap – Up

OVERVIEW

WHAT IS A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY?

- ❑ A CEDS is “designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies.”
- ❑ It is a locally-based, regionally-driven economic development planning process.
- ❑ Engages community leaders and leverages the involvement of the private sector to establish a strategic blueprint for regional collaboration.
- ❑ It integrates a region's human and physical capital planning in the service of economic development. Integrated economic development planning provides the flexibility to adapt to global economic conditions and fully utilize the region's unique advantages to maximize economic opportunity for its residents by attracting the private investment that creates jobs for the region's residents.
- ❑ A CEDS must include, at a minimum, the following: Summary Background, SWOT Analysis, Strategic Direction/Action Plan and Evaluation Framework.
- ❑ Process must be led by a Strategy Committee consisting of a majority of private sector representation.

HISTORY

ONE COAST, ONE FUTURE – FORMER PARTNERSHIP

GREATER BRIDGEPORT & SOUTHWESTERN CONNECTICUT PLANNING REGIONS

- ❑ *One Coast, One Future* CEDS was developed and adopted in September 2009, approved in 2010 and expired in 2015.
- ❑ The *One Coast, One Future* CEDS was a consortium of fourteen municipalities comprised of the Greater Bridgeport Regional Council (now MetroCOG) and the South Western Regional Planning Agency (now WestCOG), which were identified as a Regional Economic Development District by the State of Connecticut.
- ❑ The Connecticut General Assembly passed legislation requiring the State of Connecticut Office of Policy & Management to re- designate the boundaries of planning regions in Connecticut; and required Regional Economic District (REDD) boundaries to be coterminous with the boundaries of those planning regions.
- ❑ The South Western Regional Planning Agency voted to merge with the Housatonic Valley Council of Elected Officials to form one entity – the Western Connecticut Council of Governments (WestCOG). SWRPA and HVCEO did not support a merger with Greater Bridgeport.
- ❑ Due to CGA's legislation, the previous REDD designation for *One Coast, One Future* needed to be dissolved in order for MetroCOG to move forward with an independent CEDS for our region.
- ❑ The newly formed WestCOG, the planning region for southwest Fairfield County and the greater Danbury region, have created a new regional CEDS and have applied for designation from the State of Connecticut.

STRATEGY COMMITTEE

COLLABORATION OF PRIVATE & PUBLIC SECTOR REPRESENTATIVES

- ☐ Principal facilitator of the CEDS process
- ☐ Broad based, diverse stakeholders
- ☐ Representation of main economic interests of the Region
- ☐ Examples:
 - ☐ Business/Industry
 - ☐ Higher Education
 - ☐ Local & Regional Institutions
 - ☐ Chambers of Commerce
 - ☐ Community Organizations
 - ☐ Non-Profits
 - ☐ Government (Local, Regional & State)

CONTENT

PLAN NEEDS TO ADDRESS FOUR MAIN ELEMENTS

- ☐ Summary & Background
- ☐ SWOT Analysis
- ☐ Strategic Direction / Action Plan
- ☐ Evaluation Framework
- ☐ Economic Resilience

SUMMARY & BACKGROUND

UNDERSTANDING THE CURRENT ECONOMIC CLIMATE

☐ Summary & Background

- ☐ A clear understanding of the local economic situation, supported by current & relevant data.
 - ☐ Demographic and socioeconomic data, including human capital assets of the area and labor force characteristics such as educational attainment of the working age population.
 - ☐ Environmental, geographic, climatic, cultural and natural resource profiles.
 - ☐ Infrastructure assets of the area that relate to economic development, including water, sewer, telecommunications, broadband, energy, distribution systems, transportation modes, etc.
 - ☐ Emerging or declining clusters or industry sectors – and their past, present and projected impacts on the region’s competitive advantages and ability to build capacity for economic development;
 - ☐ Relationship of our area’s economy to that of a larger region or state (including global perspective), with particular regard to local advantages or disadvantages;
 - ☐ Factors that directly affect economic performance in an area, such as workforce issues, innovation assets, industry supply chains, state and local laws, financial resources, transportation systems, energy costs, business, personal and property taxes; bonding capacity; land use patterns; and;
 - ☐ Other factors that relate to economic performance in an area such as housing, health services, educational, cultural and recreational resources; and public safety.

SWOT ANALYSIS

REGIONAL STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

☐ Strengths

- ☐ Region's relative competitive advantages (e.g., industry supply chains and clusters, extensive port, rail and broadband assets, specialized workforce skills, higher education levels, collaboration among stakeholders), and often are internal in nature.

☐ Weakness

- ☐ Region's relative competitive disadvantages (e.g. a risk-adverse or change-resistant regional culture), also often internal in nature;

☐ Opportunities

- ☐ Are chances or occasions for regional improvement or progress (e.g. expansion of a biosciences research lab in the region), often external in nature; and

☐ Threats

- ☐ Are chances or occasions for negative impacts on the region or regional decline, (e.g. several companies in the region considering moving to lower-cost areas of the state), also often are external in nature.

STRATEGIC DIRECTION

WHERE DO WE WANT TO GO?

- ☐ **Vision Statement:** “Where do we want to be in the next ten to twenty years?”
- ☐ **Clearly defined visions.**
 - ☐ Developed through a series of workshops or sessions.
 - ☐ Broad community participation.
- ☐ **Prioritized goals.**
 - ☐ Goals are broad outcomes or general intentions that build upon the vision and are often intangible.
 - ☐ Rational idea that is clearly understood and publicly supported.
- ☐ **Measurable objectives.**
 - ☐ Objectives are more specific, measurable, concrete, and support the obtainment of goals.
- ☐ **Should logically flow from the critical internal and external factors that speak to the Region’s assets and limitations and it’s role in capacity building.**

ACTION PLAN

HOW DO WE GET THERE?

- ☐ The Action Plan distills the vision, goals and objectives into specific actions to achieve the aspiration's of the Region's stakeholders.
- ☐ Should describe how the Region will work together to achieve its goals and measurable objectives, including activity ownership, timetables and committed resources.
- ☐ Should NOT simply be a list of projects, nor should it only reflect those activities which EDA alone could potentially support.
- ☐ Wide range of activity types – Transportation, housing, infrastructure, environmental, sector specific or cluster asset-leveraging efforts, etc.)
- ☐ Limited number of high priority projects with regional impact should be identified and described.
 - ☐ Outline of steps required to take each high-priority regional activity from inception to successful completion;
 - ☐ A roster of key individuals and institutions that will be responsible for implementing and supporting these steps;
 - ☐ A reasonable estimate of costs associated with implementing the activity;
 - ☐ A list of integrated funding sources (public, private, and nonprofit) to support the costs; and
 - ☐ A realistic timeframe for execution (i.e., implementation schedule), with relevant benchmarks and performance measures that speak to overall impact.
- ☐ Questions to ask when creating an Action Plan:
 - ☐ What are the activities and what are their expected benefits?
 - ☐ Which activities address the area's greatest need or best enhance the Region's competitive advantages?
 - ☐ Do these activities represent the best use of limited resources?
 - ☐ Will the activities have positive economic, environmental, and social impacts and how can they be measured?
 - ☐ Will the activities contribute to the overall economic resiliency of the Region?

EVALUATION FRAMEWORK

PERFORMANCE MEASURES TO EVALUATE IMPACT ON THE REGIONAL ECONOMY

- ☐ Mechanism to gauge progress on the successful implementation of the overall CEDS.
- ☐ Measures and Timelines
- ☐ Performance measures should be identified to evaluate the progress of activities of achieving the vision, goals and objectives.
- ☐ Measures should be selected based upon what is important to the Region, what conditions the Region needs to reverse or create; and what regional assets can be leveraged.
- ☐ Measures should reinforce the relevant data and background information collected, SWOT analysis undertaken and strategic direction and action plan developed to help identify critical internal and external factors that speak to the Region's assets, limitations and overall ability to build capacity.
- ☐ Examples of key questions to ask to help determine the quality and applicability of the measures include:
 - ☐ Can the measures be evaluated in an objective, timely and cost effective fashion?
 - ☐ Are the measures focused on an outcome or result (i.e., data and information on the success of a specific process or engagement) rather than an output or activity, (i.e., data or information on activities to help achieve an outcome)?
 - ☐ Do the measures include a clear statement of the results expected?
 - ☐ Do the measures support regional goals?
 - ☐ Do the measures allow for meaningful trend or statistical analysis?
 - ☐ Are the measures challenging but at the same time attainable?

ECONOMIC RESILIENCE

PREVENTING, WITHSTANDING AND RECOVERING FROM MAJOR ECONOMIC DISRUPTIONS

- ❑ **STEADY – STATE ECONOMIC INITIATIVES (LONG – TERM EFFORTS):** Planning for and implementing resilience through specific goals or actions to bolster the long-term economic durability of the Region.
 - ❑ Broaden the economic base with diversification initiatives, such as targeting the development of emerging clusters or industries that (a) build upon the region’s unique assets and competitive strengths; and (b) provide stability during downturns that disproportionately impact any single economic cluster.
 - ❑ Building a resilient workforce that can better shift between jobs or industries when their core employment is threatened through job-driven skills strategies and support organizations;
 - ❑ Maintaining GIS that link with municipal business licenses, tax information and other business establishment data bases to track local and regional “churn” and available development sites. GIS can also be integrated with hazard information to make rapid post-incident impact assessments;
 - ❑ Promoting business continuity and preparedness (i.e., ensuring businesses understand their vulnerabilities – including supply chains – in the face of disruptions and are prepared to take actions to resume operations after an event.
- ❑ **RESPONSIVE INITIATIVES (RESPONSE TO REGION’S RECOVERY NEEDS FOLLOWING AN INCIDENT):** Establishing information networks among various stakeholders in the region to encourage active and regular communication between the public, private, education, and non-profit sectors to collaborate on existing and potential future challenges.
 - ❑ Conducting pre-disaster recovery planning to define key stakeholders, roles, responsibilities and key actions;
 - ❑ Establishing/using a capability to rapidly contact key local, regional, state, and federal officials to communicate business sector needs and coordinate impact assessments efforts, and;
 - ❑ Establishing/using coordination mechanisms and leadership succession plans for short, intermediate, and long-term recovery needs.

NEXT STEPS

PROCESS MOVING FOWARD

- ☐ Identification of Strategy Committee

 - ☐ BRBC Economic Development Committee

 - ☐ Other Members?

- ☐ Meeting Schedule

- ☐ Data Collection

 - ☐ Performed by MetroCOG staff

- ☐ SWOT Analysis

 - ☐ Facilitated by Strategy Committee

 - ☐ Oversight by MetroCOG

THANK YOU.

WE LOOK FORWARD TO WORKING WITH YOU.

QUESTIONS?

203-366-5405

mfulda@ctmetro.org

pcarleton@ctmetro.org

ATTACHMENT D

ONE COAST, ONE FUTURE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

One Coast, One Future Summary

[Link to Summary](#)

One Coast, One Future Comprehensive Economic Development Strategy

[Link to One Coast, One Future Comprehensive Economic Development Strategy](#)

One Coast, One Future – Appendices 1

[Link to CEDS Appendices 1](#)

One Coast, One Future - Appendices 2

[Link to CEDS Appendices 2](#)

ATTACHMENT E
DEBARMENT CERTIFICATION FORM

This statement must be reproduced on company letterhead and signed by an authorized representative of the firm.

*I, _____ an authorized representative of _____ (company) certify that
_____ (company) is not debarred from receiving Federal funds.*

(Signature)

(Print name)

(Title)

(Date)