

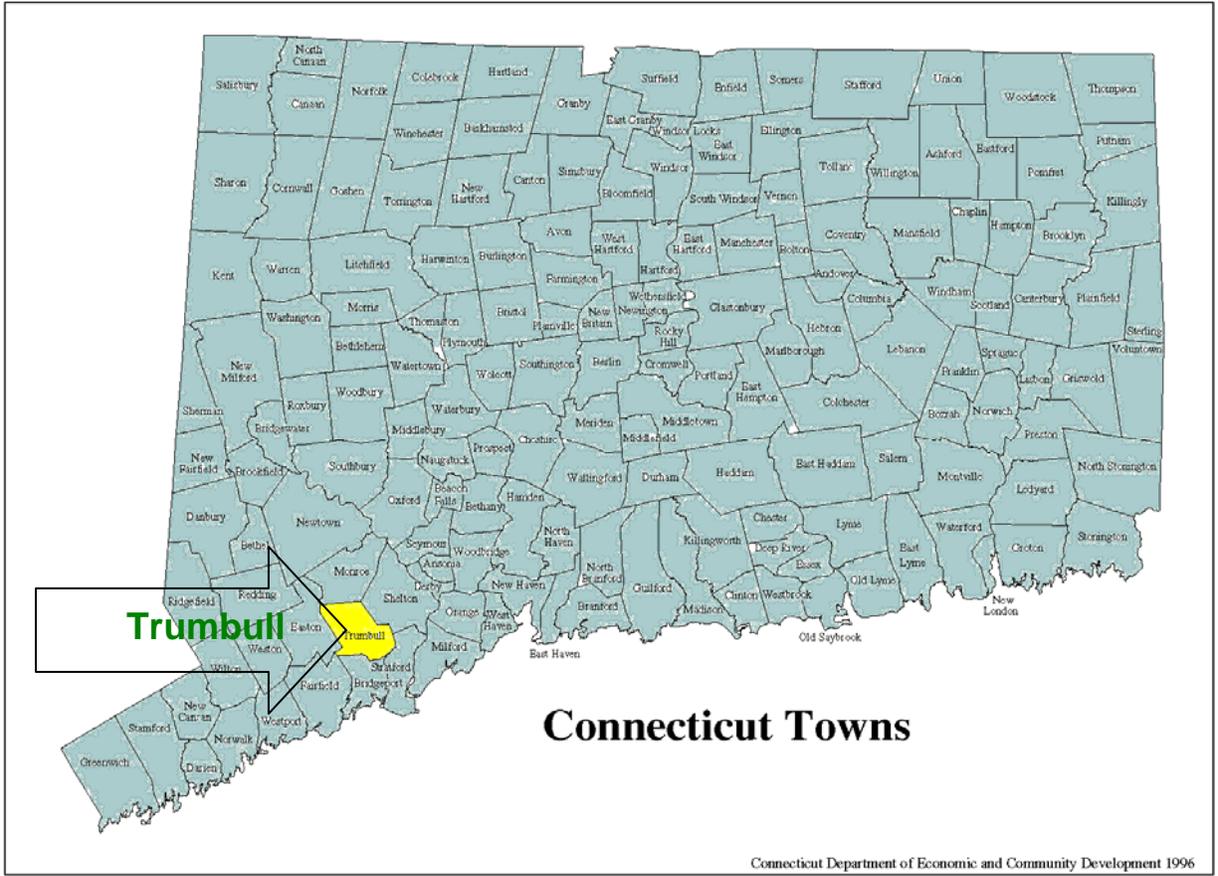
Town of Trumbull, Connecticut

Economic Development Plan

May, 2008 (revised March, 2009)



Trumbull....Open for Business



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I. Economic Development Plan Executive Summary

The purpose of the Economic Development Plan is to identify the economic situation and provide information regarding the Town of Trumbull, Connecticut as it pertains to planned Economic Development activities from January, 2008 through June, 2009. This plan was created by the Trumbull Economic Development Department and its Commission, which together are referred to as the EDC. The data and analysis in this plan are based on research published in numerous authoritative and governmental resources, as well as from interviews and surveys conducted by the EDC. This plan provides an overview of the key strengths and opportunities of the town and the region that can be leveraged to meet the objectives of the EDC.

Economic development is centered around four key areas:

- Attracting and recruiting new businesses
- Retaining and helping to expand the existing business base
- Providing resources for entrepreneurs and start-up companies
- Fostering a thriving community that is a desirable place to live and work

To that end, the mission of the Trumbull EDC is to improve and protect Trumbull's economic well-being while preserving its New England character and excellent quality of life. In fulfilling its mission, the EDC holds a vision for Trumbull: A thriving and vibrant business community in a colonial style atmosphere, which consists of small, medium, and large businesses, and provides convenience, jobs, services, and opportunities for the community. The four areas mentioned above create the backdrop of the EDC's key objectives and associated strategies or tactics for meeting those objectives. The identified objectives and strategies are listed below:

Objective 1: Attract and recruit new businesses

- Market the town, available properties, and business opportunities through articles, advertising, networking, internet, and public relations
- Expand the marketing plan to target specific industry clusters
 - Healthcare and medical services (diagnostics, devices, R&D, light manufacturing, surgical, and social services).
 - Light manufacturing
 - Financial back office services (such as insurance, collections, telemarketing, processing)
 - Science and Information Technology
 - Defense & Aerospace Industry
 - Retail
- Support owners of businesses and owners of buildings or larger parcels of build able land (including those in the Westfield Mall, Quarry Road, Merritt Boulevard, Corporate Drive, and Reservoir Avenue areas) in their business recruitment, retention, and expansion efforts.

- Revitalize the entrance way to the Trumbull Corporate Park and the Trumbull Center so that they become more desirable places for businesses
- Provide input to Planning and Zoning so that the new regulations reflect current business trends and needs, updated parking and permitted uses, expedited processes that enable us to respond to site selection processes, greater flexibility, mixed use zones, and expanded areas for design and village districts.
- Provide appropriate input on applications to building owners, developers, and Planning and Zoning Commission for new business projects
- Enhance and maintain the Trumbull Economic Development Website to include information required by or of interest to site selectors
- Assure vacant commercial and industry properties are listed on town website, CERC, and other appropriate websites

Objective 2: Retain and expand existing businesses

- Expand communication efforts with existing businesses, including such activities as establishing a quarterly newsletter, regularly visiting area businesses, conducting business events, surveying businesses for needs, and attending selected networking group events.
- Appropriately support the needs of the Westfield Mall as they go forward with revitalization and expansion plans.
- Support the needs of the Reservoir Avenue/Lindeman Drive property owners as they move forward with plans develop their land.
- Establish and maintain business resources for the convenience of large and small businesses, including links to online training, licensing, financial and employment sources.
- Establish and implement a business recognition program to highlight businesses who are engaged in excellent community-building efforts and highly ethical or well-regarded business practices

Objective 3: Foster a strong business climate for entrepreneurs and start-ups

- Publish local and state-wide information and links to the resources for small businesses, including training, financing, research, and business networks.

Objective 4: Community Development

- Engage with the Business Education Initiative, Channel 17, Trumbull Schools, the Trumbull Library, and community organizations to help bridge the gap between businesses and the community
- Strategically identify and establish communications with businesses to help the Beautification Committee improve the gateways into the town
- Obtain design and funding for creating a more “pedestrian-friendly” Trumbull Center

In order to meet these objectives, an ongoing and concentrated effort must be made. It is important that a full-time Economic Development Director be engaged in these efforts to implement this plan and to monitor its effectiveness.

II. Introduction

Trumbull Economic Development Commission

The mission of the Trumbull EDC is to improve and protect Trumbull's economic well-being while preserving its New England character and excellent quality of life. In fulfilling its mission, the EDC holds a vision for Trumbull: A thriving and vibrant business community in a colonial style atmosphere, which consists of small, medium, and large businesses, and provides convenience, jobs, services, and opportunities for the community. How we accomplish our mission is an integral part of the mission itself. We maintain the highest levels of integrity with the best interests of the Town of Trumbull as our guiding motivation. In fulfilling its mission, the EDC holds a vision for Trumbull: A thriving and vibrant business community in a colonial style atmosphere, which consists of small, medium, and large businesses, and provides convenience, jobs, services, and opportunities for the community.

The New England Economic Development Association states, "Economic development is centered around four key areas:

- Attracting and recruiting new businesses
- Retaining and helping to expand the existing business base
- Providing resources for entrepreneurs and start-up companies
- Fostering a thriving community that is a desirable place to live and work"

To date, Trumbull's Economic Development Commission has focused much effort on marketing and elevating the visibility of the town to prospective businesses, site selectors, and commercial brokers, while adding value to existing businesses and residents. The EDC has also focused efforts in helping to influence changes and enhancements to zoning regulations that are more adaptive to changing trends and conducive to the commercial needs of the community. In the interest of business retention and job growth, a major effort has been made in establishing relationships with Trumbull businesses as well as the area developers, and real estate brokers and investors. Further, the EDC has surveyed and continues to engage in dialog with town residents and businesses to better understand their interests and needs so that they are kept at the forefront of consideration when pursuing service and retail businesses.



Character of the Town

Trumbull is a New England-style town located in prestigious Fairfield County, Connecticut. Currently, there are almost 36,000 residents comprising 12,370 households. It is largely a residential community that takes pride in its high quality of life. It has 23 square miles of land which have been carefully planned and zoned to protect and preserve its beauty and residential feel.

Trumbull, CT is an excellent location for businesses. It is uniquely designed for convenience and accessibility. The commercially developed areas are primarily found near the exterior borders of town, and adjacent to major highways, including Routes 95, 15, 8, 25, and 137. This placement is particularly convenient for commuters, business travelers, customers, and transportation vehicles, and at the same time, commercial zones are fairly segregated from residential zones. The workforce in the region is well trained, and educational and career development resources are excellent. Trumbull's infrastructure is sophisticated, and it is well suited for supporting the needs of all types of businesses, including high tech, research and development, and back office operations. Residents and businesses enjoy an exceptionally high quality of life, as noted by rankings in Connecticut Magazine and Money Magazine. Trumbull's business climate is supportive, as is its stable and financially sound government. Trumbull is the home of more than 1,300 businesses, including Unilever, Gartner, Oce Imagistics, Affinion Group, CooperSurgical, and Westfield Mall.

The quality of life in Trumbull is exceptional. With 1,200 acres of town land set aside for recreational areas and open space, Trumbull provides the most open space per capita of any town in the state. There are 20 parks in Trumbull and hikers, joggers, and cyclists alike enjoy many miles of natural marked trails that criss-cross the town.

Trumbull has a beautiful 18-hole public golf course or a 9-hole, par-33 executive public golf course. In addition, residents enjoy more than 20 tennis courts, basketball and volleyball courts, two public and two private natural swimming areas, one indoor and two outdoor swimming pools, two sprinkler park areas, a BMX bike track, hiking trails, tot lots and playgrounds, and numerous lacrosse, baseball and soccer fields.

Community and social involvement is pervasive in town with hundreds of clubs and organizations to connect with or join.

Trumbull's active arts council sponsors cultural programs, and an annual arts festival, as well as free outdoor concerts throughout the summer. The town also has a nature and arts center, a town youth association, and a senior center. There are a number of museums, theaters, concerts and major sporting events within a short driving distance.

The fine quality of life in Trumbull is recognized not only by its residents and businesses, but also by others outside the community.

- In 2006, Trumbull was recognized by Connecticut Magazine by being placed as Number 6 on the list of Connecticut Towns with a population of 25,000 to 50,000.
- In 2007, Trumbull was recognized by Money Magazine as one of the top 100 Best Places to Live in the United States (#68).

Factors considered in the above acknowledgements include public safety, town services, educational system, infrastructure, sense of community.

Differentiation

Trumbull stands apart from other neighboring communities through a combination of assets:

- Exceptional commercial zoning design that respects the needs of residents and commercial business
- Convenient access to major highways and transportation routes
- Strong base of national and international companies
- Outstanding school system with high test scores
- Dual power grid and multi-channel communications technology capability
- Excellent availability of regional workers to fill a broad spectrum of jobs
- Wide pool of business and employee development and educational resources
- A regional Biotechnology and Agri-science High School with programs associated with MIT and Yale
- Regional Center High School
- Most open space per capita in the state
- Recognized by Money Magazine and Connecticut Magazine for high quality of life
- Supportive business environment providing numerous business resources
- Active public library with an active business resource center
- Fiscally sound and stable town government
- Highly active community and civic organizations
- Numerous performing arts events
- Beautiful surroundings and noted quality of life

Demographics

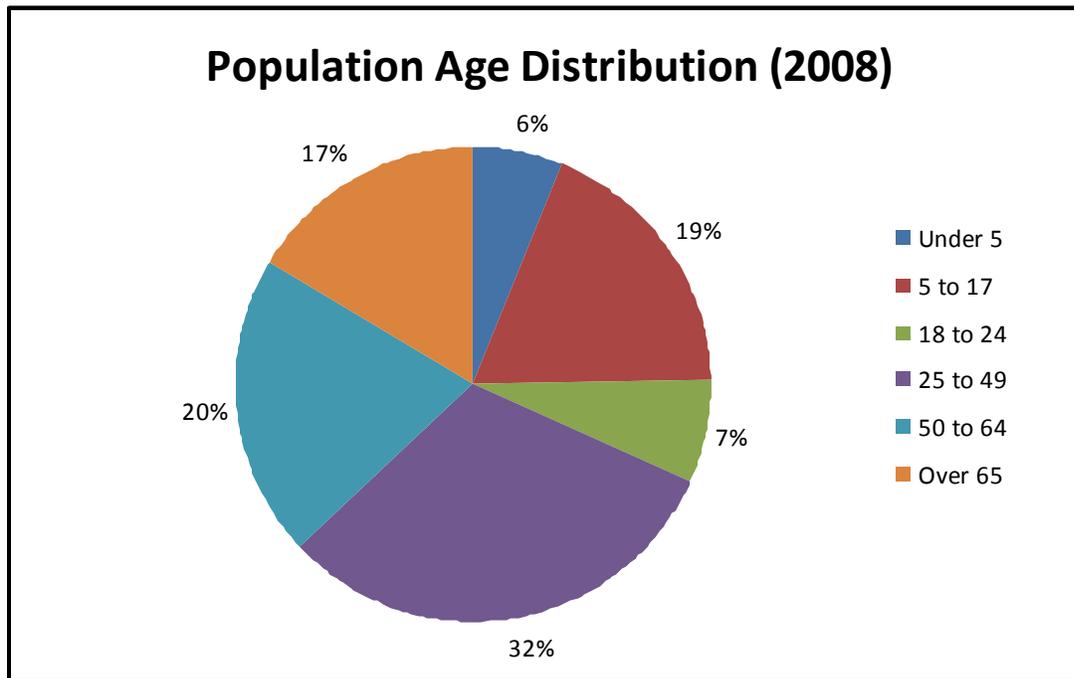
Understanding the demographics of the town helps us understand the interests of the residents, the potential employment base, as well as the immediate market area.

Population:

In 2009, the town had a population of 35,872. This represents 12,250 households.

Age:

The median age is approximately 42, compared to the median age in Connecticut of 40. The Town's population is aging and nearly 60 percent of residents will be over the age of 45 by the year 2010. Understanding this trend helps us understand related trends, such as the potential business services and retail interests in the town.



Educational Attainment:

Connecticut boasts one of the most educated populations in the nation, and Trumbull residents closely mirror or exceed the state's educational attainment statistics. The National Assessment of Educational Progress ranked Connecticut fourth-and eighth-grade students well above the national achievement average in math, reading, science and writing.

According to Connecticut Economic Resource Center (CERC), Trumbull residents ages 25 and over have attained the following levels of education:

	Trumbull Residents	Bridgeport/Stamford Metro Statistical Area	State of CT
High School Graduate	24 %	29 %	28 %
Some College	22 %	15 %	15 %
Associates Degree:	7 %	7 %	6 %
Bachelor's Degree	21 %	21 %	20 %
Graduate or Professional Degree	16 %	15 %	14 %

Ethnicity:

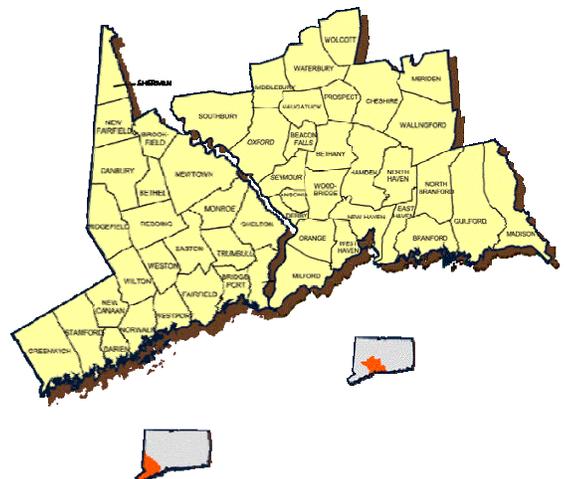
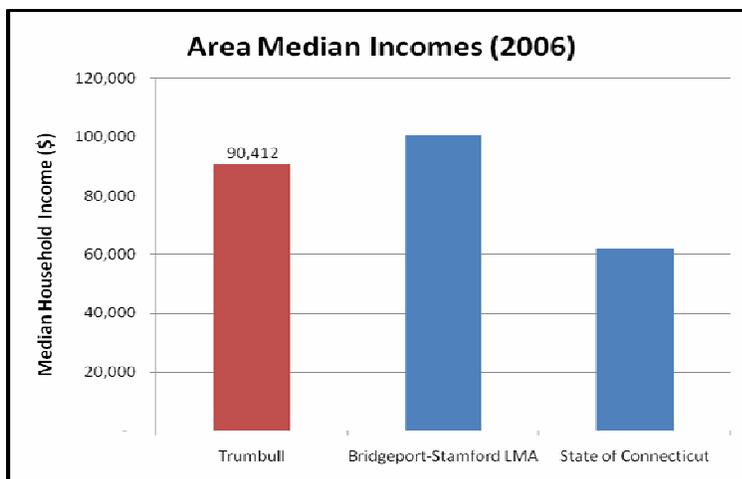
Based on 2009 Census estimates provided by CERC, approximately 91 percent of the population is Caucasian, with the remaining population fairly equally divided between Black, Asian, and Hispanic.

Income:

Consumer spending markets and labor markets may be obtained by looking at the median household incomes within Trumbull as well as within the local Bridgeport-Stamford labor market area.

In 2008, the median household income in Trumbull was approximately \$100,000. It is well above the median household income in the state (\$67,236), although it is in line with line with the median income of the Labor Market Areas. The median household income for Fairfield County is approximately \$81,058.

Bridgeport-Stamford Labor Market Area (LMA)



Commercial Base

Trumbull's commercial base makes up approximately 13.7 percent of its tax revenue. The town's top earning companies are Trumbull Shopping Center (Westfield), Sentinel Data Services, Trumbull Marriott, Unilever, and Avalon Properties. In 2003 these companies had a total annual net income of \$3.36 billion.

More than 1,200 companies have chosen to locate their business in the town of Trumbull. Area employers include companies such as Unilever, NASDAQ, Sentinel Data Services, United HealthGroup (Oxford), Marriott Hotel, Pilot Pen, Gartner, Target, Sikorsky's Helicopter Support, Oce Printing, Macy's, CooperSurgical, and Affinion Group. In 2008, the list of the town's largest tax payers were as follows:

Top 30 Taxpayers in 2008	
Rank	Company
1	Trumbull Shopping Park
2	Unilever
3	United Healthcare
4	Scinto Pitt
5	Avalon
6	Marriott
7	Spinkaker
8	Sentinel Data
9	Affinion
10	New Boston
11	Spring Meadows
12	Oce
13	Gartner
14	Trumbull Center
15	Connecticut Holdings
16	National Development Resources
17	Fischel
18	Stop & Shop
19	Benchmark Group
20	Wea ct houses
21	Aquarion
22	Mahle
23	Target
24	JC Penneys
25	5520 Medical Center
26	Lord & Taylor
27	Maefair
28	CooperSurgical

29	Pilot Pen
30	Southern Connecticut Gas

The largest employer in Trumbull is the Trumbull Shopping Center Mall where approximately 3,000 are employed in retail sales, operation, and management. Trumbull’s top employers include the following:

Top Employers	
Company	Employees
Trumbull Shopping Center	3000
Town of Trumbull	1375
United Healthcare (Oxford)	1100
Unilever	1100
St. Joseph Manor	500
Helicopter Support	450
Kennedy Center	400
Oce Imagistics	400
Visiting Nurses of CT	300
Affinion Group	285
Marriott	250
CooperSurgical	200
Maefair Health Care	200
Gartner	200

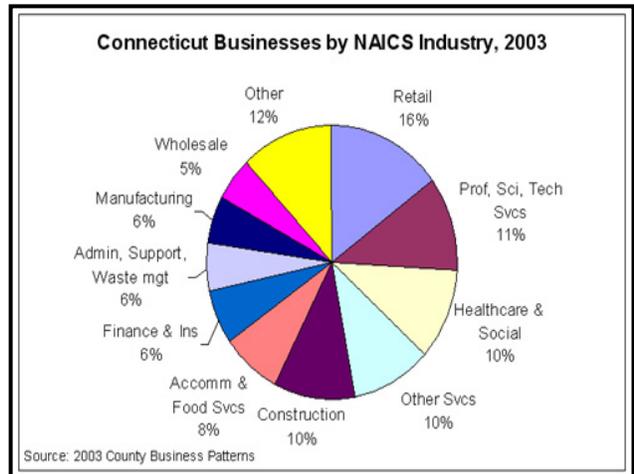
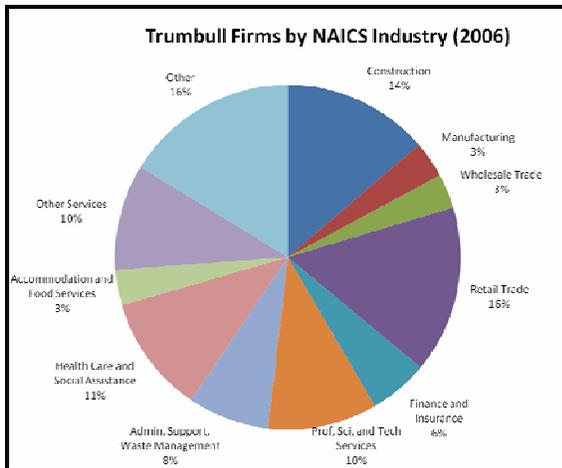


III. Economic Analysis

Economic Structure

Analysis of Trumbull Business Sectors:

Companies in Trumbull are diverse. Nevertheless, almost half of the jobs located in Trumbull are found in the service sectors. The largest single sector is Retail (16%), followed by Professional Science & Technology (11%), Healthcare and Social Services (10%), and Other Services (10%). The 1,400 companies in town vary in size and industry.



The CT Department of Labor reports that over the next five years, Southwestern Connecticut’s top five non-government occupations represent:

1. Healthcare
2. Retail trade
3. Professional and technical services
4. Finance and Insurance
5. Manufacturing

The concentration and strength of business sectors in Trumbull are fairly well aligned with those of the region as well as the state. Hence, labor force, suppliers, and consumer markets associated with those areas can be accessed easily within the region and the state.

Industry Clusters:

Connecticut has developed effective Industry Clusters, an economic development concept that utilizes the power of industry concentrations to boost economies through companies interconnecting to serve their markets and produce their products. According to Michael Porter of Harvard University,

“Clusters are geographic concentrations of interconnected companies and institutions in a particular field. Clusters encompass an array of linked industries and other entities important to competition. They include, for example, suppliers of specialized inputs such as components, machinery, and services, and providers of specialized infrastructure. Clusters also often extend downstream to channels and customers and laterally to manufacturers of complementary products and to companies in industries related by skills, technologies, or common inputs. Finally, many clusters include governmental and other institutions - such as universities, standards-setting agencies, think tanks, vocational training providers, and trade associations - that provide specialized training, education, information, research, and technical support.

Better Access to Employees and Suppliers. Companies in vibrant clusters can tap into an existing pool of specialized and experienced employees, thereby lowering their search and transaction costs in recruiting. Because a cluster signals opportunity and reduces the risk of relocation for employees, it can also be easier to attract talented people from other locations, a decisive advantage in some industries.” --Harvard Business Review; Boston; Nov/Dec 1998.

Connecticut specializes in a diverse set of clusters and is “known” nationally in several, including: Aerospace Engines and Vehicles; Pharmaceuticals; Financial Services; Defense; Communications Equipment; and Entertainment. Connecticut’s high average wages are driven by key traded clusters:

- Financial Services and Insurance
- Pharmaceuticals
- Business Services
- Information Technology
- Distribution Services
- Construction Services

Many of these specializations are well represented within the Trumbull business base.

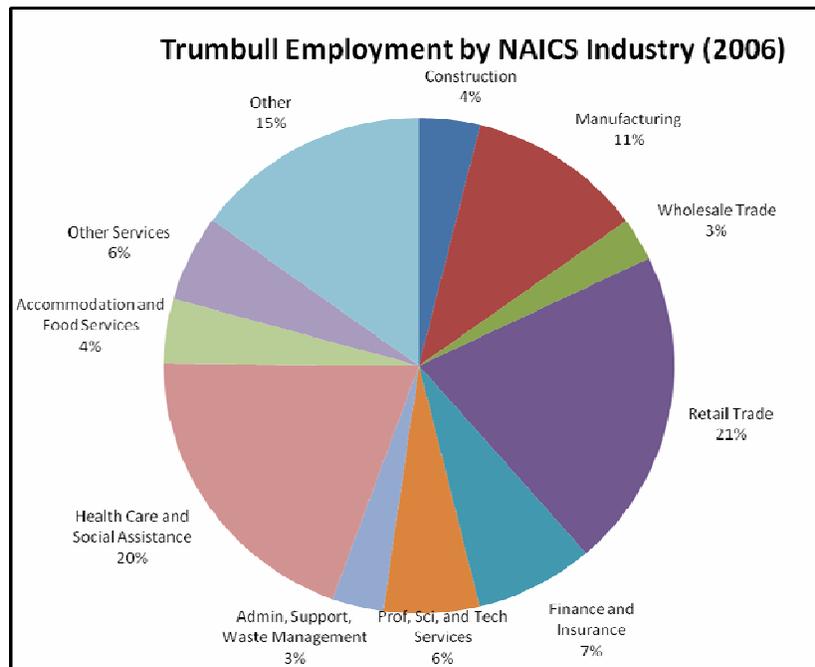
Labor Force

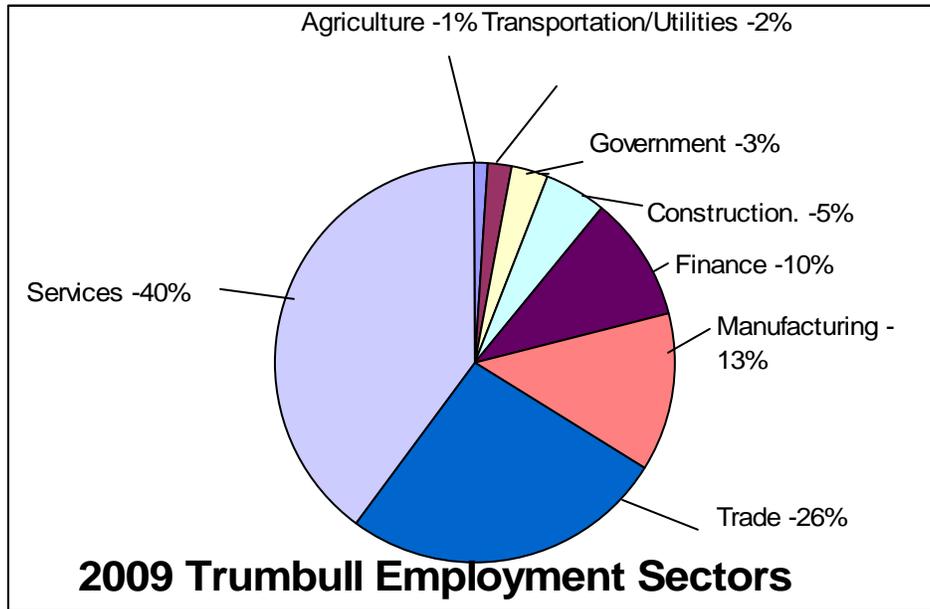
More than 17,000 work in Trumbull, and approximately 19 percent are Trumbull residents. The remaining 81 percent of Trumbull workers commute into the town primarily from other towns in Fairfield County. Other workers come from New Haven and Litchfield Counties

The unemployment rate for Trumbull residents is estimated to be around 3.9 percent which is lower than the state unemployment rate of 4.9 percent.

Trumbull Workers:

Service industries (such as retail, healthcare services, and financial services) account for a large number of jobs in Trumbull. Although manufacturing has declined in the northeast, Trumbull is holding its own with 11 percent of Trumbull jobs are in manufacturing industries. Further, innovation and technology are important sectors of work for Trumbull, as evidenced by the number of R&D and IT operations located in town.





Regional Workers:

The Workplace, Southwestern Connecticut’s Workforce Investment Board, reports that the ability to attract employers and workers to the region (consisting of 20 communities) is strong. The Workplace cites the following statistics from the Connecticut Department of Labor:

Regional Workforce Statistics

	2006	2007	Change
Labor Force	471,731	485,257	+13,526
Employment	454,849	463,919	+9,070
Unemployment	16,882	21,338	+4,456
Unemployment Rate	3.6%	4.4%	+0.8%

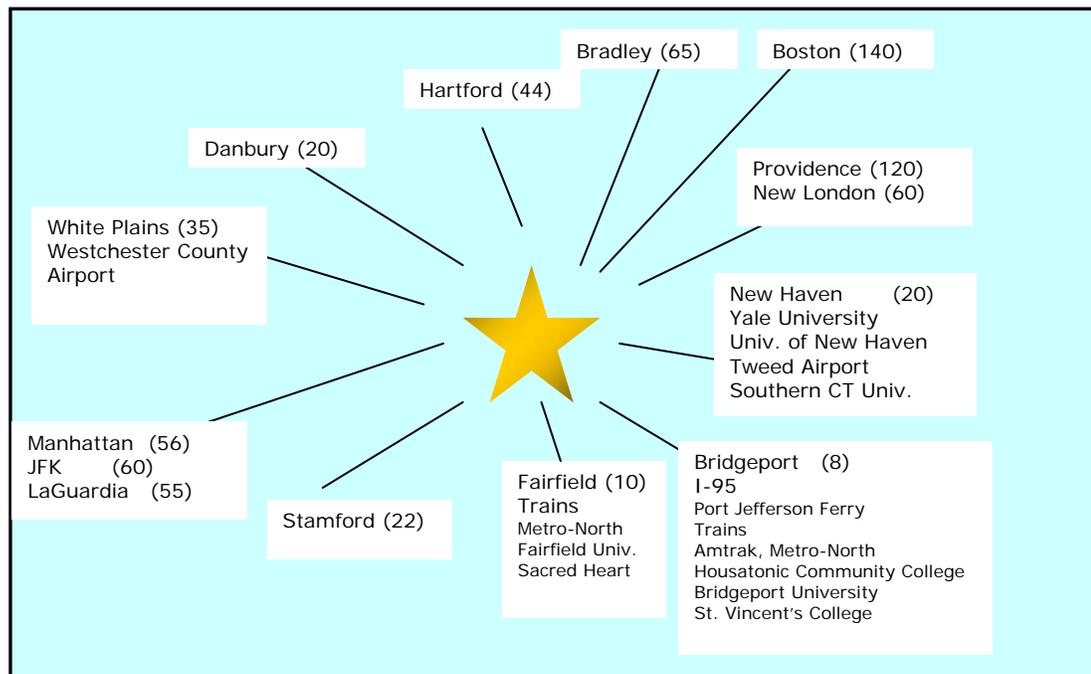
Analysis of Strengths, Developmental Needs, and Opportunities

The Trumbull Economic Development Commission has identified the town's existing strengths and opportunities for focused development and maximization. While threats and weaknesses exist, the EDC intends to focus its efforts by leveraging strengths, resources, and opportunities to meet its objectives. The following is a synopsis of the Commissioners' findings:

STRENGTHS

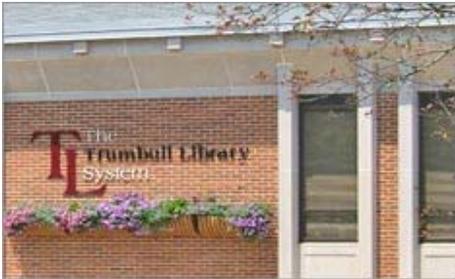
➤ **Convenient and Prestigious Location:** Trumbull is an ideal location for businesses. The town's land is uniquely designed so that its business and retail centers are situated on or next to major highway routes. Hence, it is particularly easy to get to for employees, customers, and suppliers. Companies also enjoy the prestige of being located in Fairfield County and the convenience of being located:

- adjacent to major highway routes (Routes 15, 25, 8, 111 and I-95),
- within 60 miles to major airports, and 30 minutes from smaller airports
- minutes from railroad stations and major cities,
- along bus routes and vanpool resources,
- within minutes of area universities, colleges, healthcare treatment, and diagnostic facilities



- **Highly Trained and Skilled Labor Pool:** The town and the region provide access to an excellent well-educated and highly skilled labor force rich with skills, as well as hourly workers. Further, the region is rich with resources to help workers develop or expand their skills, and stay current with technological advances.
- **Broad Range of Educational & Workforce Development Resources:** The breadth of resources for workforce development and higher learning and research is extensive in the region. Resources include community colleges and technical training organizations; certificate, undergraduate and graduate programs; and law and medical, and nursing schools. Through partnerships with state agencies and regional workforce development resources, Trumbull's economic development office can help companies identify and take advantage of low-cost and sometimes no-cost training programs. Such programs may be specifically customized to meet the unique needs of a company to assist their employees in continuously developing skills that will keep them technically sharp, innovative, creative, and competitive for the local, national, and global marketplace.
- **Extensive and Reliable Infrastructure:** Dual grid electric power sources, fiber optics capability, readily available connections to water, sewers, and telecommunications, ensure the demands of highly technical functions and industries, such as data centers, research and development laboratories, medical diagnostic and treatment centers, and back-office facilities, are easily satisfied.
- **Impressive Company Base:** Trumbull is proud to be the home of some highly regarded companies, such as Unilever, Gartner Research, CooperSurgical, Oce Imagistics, United Healthcare, Affinion Group, People's Bank, Westfield Mall, Flygt ITT, United Technologies Helicopter Support, Marriott, and Pilot Pen. The fact that Trumbull has a strong base of nationally and internationally recognized businesses speaks for the attractiveness of the town as a desirable business community
- **Large Marketplace:** Within a 30-mile radius, Trumbull's market includes several cities, including Bridgeport, New Haven, Fairfield, and Stamford. Trumbull's location provides access to over 40 million consumers within a 150-Mile Radius. Trumbull's active business community provides a variety of ways in which businesses can network and build partnerships to quickly expand its market.
- **Fiscally Sound Government:** Year after year, the town's strong economic performance consistently earns an excellent AA bond rating from Moody's, S&P, and Fitch.
- **Incentives:** Trumbull offers a Property Tax Abatement Program for qualified businesses. Many area businesses take advantage of the various Tax Exemptions, Tax Credits, and Incentives offered by the State of Connecticut for qualifying businesses and projects. Many organizations are tapping into United Illuminating's variety of incentives to help businesses save money and energy at the same time.

- **Homes Available Close to Work:** Trumbull and its neighboring towns offer homes to accommodate a broad range of income levels. Further, the housing costs tend to be considerably more affordable than housing in lower Fairfield County.
- **Excellent Quality of Life:** Trumbull is recognized as one of the nation's and the state's best places to live and work. It offers an exceptionally safe environment, beautiful park-like settings; access to cultural, arts, and recreational activities; a wide range of retail resources; and a supportive community atmosphere. Shops, restaurants, exercise facilities, theater, music, cultural arts, museums, and pro sport venues are located within a few miles of office settings.



AREAS FOR DEVELOPMENT

While Trumbull can be proud of numerous key strengths, there are areas in which it should focus in order to maintain or enhance its advantages in the area of economic development:

- **Business Retention:** Trumbull's strong business base is essential to the town's economic wellbeing. As stated above, 70% of economic growth comes from existing business, and therefore this base is one that requires careful cultivation. Without such cultivation, a town is more vulnerable to unexpected consequences of expired leases, mergers, acquisitions, and restructuring that occur globally. Hence building strong relationships and fostering a thriving business environment with existing business is essential to Trumbull's economic base.

- **Availability of Commercial Land and Extra Large Buildings:** Commercial and industrial land for new development is limited, and must be maximized to ensure sound development. It is important to keep a current inventory of building and land vacancies, and making that inventory readily available to site selectors and commercial brokers.
- **Town Planning and Zoning:** Speed and flexibility are key to new business development. Trumbull's zoning regulations are currently being updated and revised. The Economic Development Commission has provided input in an effort to reflect business and site selection trends. Continued collaboration and efforts are required in order to affect changes before the final version of P&Z regulations are voted upon and published by mid-year 2008.
- **State Economic Development Planning:** The State of Connecticut is beginning a strategic planning process. It behooves Trumbull Economic Development to provide input from the business community to help shape various strategies key to sound and relevant economic development growth statewide and locally.
- **Physical Image:** Trumbull Center, gateways to town, and entrances to the major corporate park are well established and require some renewal and revitalization in order to compete with newer developments in neighboring towns.
- **Housing:** While an extensive range of housing options are available within a 5 to 30 mile radius, it would be advantageous for Trumbull to provide additional housing options for lower incomes within the town borders.
- **Information:** As part of the selection and elimination process, site selectors require quick access to information. The Economic Development website must be comprehensive, appeal to targeted markets, and pop up quickly on searches so that Trumbull readily makes the cut for further examination.

OPPORTUNITIES

Trumbull has a variety of opportunities in which it can take advantage in order to enhance economic development in the town

- **Satellite Facilities of Other Regional Companies:** Connecticut, New York, and Massachusetts are home to numerous Fortune 500 Companies. According to Robert Ady of Ady International, an expert in corporate site selections, approximately 70% of a region's growth comes from existing businesses. Hence, Trumbull has untapped opportunities from existing local companies who are looking to relocate, expand, or open satellite offices, or are networked to companies who may be in that position.

- **Inventory of Commercial Property:** Trumbull has a strong inventory of vacant commercial office, retail, and light industrial space available and publicized on the town's website. Additional internet resources, as well as more useful information about each property can be researched and added to attract and accommodate the requirements of site selectors.
- **Expansion of the Healthcare and Medical Services Cluster:** Connecticut has a large base of healthcare and medical businesses. In addition, 11% of Trumbull businesses are in the Medical and Healthcare industry sector and employ 20% of those who work in Trumbull. Such companies include Advanced Radiology, Arcadia Health Services, United Healthcare (Oxford), Visiting Nurses Association, St. Joseph's Manor, CooperSurgical, and Connecticut In-Home Assistance. Nearby hospitals, such as Bridgeport, St. Vincent's, Griffin, and Yale, and area healthcare service companies provide potential expansion and growth opportunities for related vendors and markets.
- **Professional, Science, and Technical Services Cluster:** This is an excellent business cluster with good growth potential, and the town is well suited for supporting the needs of science or high tech businesses. Approximately 10% of Trumbull's business and 6% of its employees working in town are employed these industry sectors. Oce Imagistics, ITT Flygt, Sikorsky Helicopter Support, Gardner Denver Nash, and Fuss & O'Neill are already taking advantage of the town's readily available infrastructure. Further, nearby higher educational institutions are excellent sources of labor and development of employees in this cluster as are a variety of technical and highly specialized employees working in companies in the region.
- **Mixed-Use Opportunities:** Mixed-Use Development has become an increasingly popular and strategic method for simultaneously optimizing commercial land while serving the evolving interests and needs of communities. Trumbull has the potential to employ mixed-use development in such areas as Trumbull Center, the Reservoir Avenue area, and possibly land close to the Town Hall.
- **Mall Expansion:** Westfield Mall owns a substantial amount of undeveloped land on Main Street adjacent to the current mall. During 2007 Planning and Zoning meetings, Westfield indicated that they are planning to revitalize its current structure and subsequently develop an upscale lifestyle center in the adjacent property that will offer high-end stores, boutiques, restaurants, and entertainment. The expansion will provide opportunities for Trumbull to increase its presence as a destination for residents, tourists, and the region.

The 2008/2009 economic downturn has brought exceptional challenges to the retail and trade businesses. Westfield indicates that they continue to plan an expansion, but are holding back until careful assessment of the economic and retail environment has been made and retail merchants are ready to commit and invest in this area. Announcements regarding revitalization and expansion is expected later in 2009 or early 2010.

- **Main Street Revitalization:** The expansion of Westfield Mall will help to upgrade the aesthetic appearance of the southern part of Main Street. In addition, anticipated changes in the Planning and Zoning regulations represent potential opportunity for a newly created Design District on Main Street extending south from the Mall to the Bridgeport boarder. A Design District that will enable homes to be revitalized and updated and converted to offices, thereby improving the appearance of that gateway to Trumbull and increasing the potential for limited commercial development.
- **Regional Economic Development Activities:** Bridgeport, Shelton, Fairfield, and various towns in the Valley are embarking on major development activities that will expand and revitalize their commercial tax base. Such activities raise the exposure and attractiveness for the entire region, and all towns may benefit through synergy in markets and labor pool and spillover of interest and activity. Hence, it will be important to build relationships with other Trumbull Commissions, economic development offices in the region, and State government agencies.
- **Retail Stores and Services:** The retail clusters within Trumbull's borders provide opportunities for expansion, upgrading, and optimization. A survey conducted in 2007 revealed that Trumbull residents would like more restaurants, organic food choices, a comprehensive bookstore, and additional high-end stores. Existing storefront vacancies, such as those found at Trumbull Center, combined with new developments, such as those expected at Westfield Mall, Main Street, and along Route 111, present solid opportunities for bringing in desirable food and retail products and services.
- **Film Industry:** Connecticut's support for the filming industry is an area in which Trumbull can take advantage. With its attractive park settings and available property suitable for production studios, Trumbull locations may be attractive as a filming venue as well as a suitable location for supporting film production facilities.

IV. Economic Resource Base

Supporting Infrastructure

Readily available roads, water, electricity, transportation routes, location, and communication technology infrastructure plays a key role in supporting the operation and accessibility of any business. Trumbull's infrastructure is sound and sophisticated, and is well suited for a broad spectrum of businesses. The following provides a brief description of the infrastructure available in all commercial zones:

Communications & Technology:

Connecticut's sophisticated high-speed communications infrastructure - ranked sixth in the nation by the FCC - provides the fiber-optic technology and ample bandwidth that are a company's lifeblood in today's connected economy.

Trumbull's technological infrastructure is exceptionally strong, as evidenced by the dual grid electric power and fiber optics capabilities located in the Corporate Park. Commercial areas in town take advantage of multi-path and multi-vendor outbound and inbound data and voice communications capabilities. Hence, many large data centers may be found throughout Trumbull's commercial properties.

Location:

Connecticut lies in the heart of America's business corridor and provides companies with ready access to major markets, financial centers and universities, as well as to hundreds of prospective suppliers and business partners.

Connecticut's strategic location is a competitive advantage over other states, and as highlighted previously, Trumbull's location is also a competitive advantage. Through sound planning, the town has been strategically designed and zoned so that corporate parks are placed near the borders and adjacent to major highways for convenient access. The town offers superior access to transportation routes. Interstate highways provide quick access to the state's cities from Trumbull. Further, New York is less than an hour away, and Boston and Providence are each approximately a two-hour drive.

Trumbull's major corporate park, located next to the Route 8 corridor, offers fiber optics and dual grid electric power line service. Companies have found it to be an ideal location for back-office, research and development, and data center operations.

Transportation:

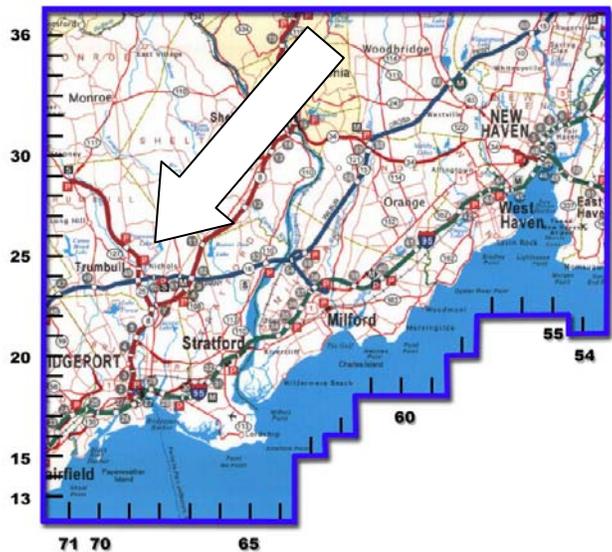
Trumbull’s commercial areas have been placed strategically near the town’s borders for convenient access to major highways and neighboring towns. Intersecting with Routes 15 (Merritt Parkway), 25, 8, and 127, and a short distance from I-95, provides easy access to transportation routes.

Major Roadways and Traffic Volumes

Roadway Classification	Average Daily Traffic (vehicles per day)
Expressways	
Route 15 (Merritt Parkway)	70,000
Route 25 (South of Monroe Turnpike)	41,000
Route 8	56,000
Route I-95	23,600
Principal Arterials	
Route 111 (Main Street and Monroe Turnpike)	17,000
Route 25 (North of Monroe Turnpike)	23,000
Route 127 (Church Hill Road)	13,600
Route 127 (White Plains Road)	16,900
Route 108 (Huntington Tpke & Nichols Ave.)	15,000

Source: CT Department of Transportation, 2004

Business travelers, commuters, and suppliers, as well as clients and consumers enjoy the convenience of Trumbull’s location and well-planned commercial and industrial zoning which offers direct connection to non-congested roads and major highways:



While most people who work in Trumbull commute to work via automobile, various forms of transportation and commuting options are available:

- Station stops for commuter rail service is minutes away in Bridgeport, Fairfield and Stratford. Commuters coming from trains into town may utilize metro pool or bus services between their office and the Bridgeport rail service. Parking is also available at railroad stations.
- Eight local bus routes stop at area retail and commercial business locations.
- The region's metro van pool serves the corporate parks and Westfield Mall.
- Business travelers utilize a variety of commercial and private airports, including Westchester County, Tweed New Haven, Bradley International, Oxford, Stratford, and LaGuardia.

Electricity:

The United Illuminating company (U.I.) is the electricity supplier for Trumbull residents and businesses. The company is particularly supportive of economic development efforts and understands the importance of energy management and savings for businesses. U.I. offers a variety of programs to help companies save and manage energy and associated costs. For example, the Energy Conscious Blueprint Program and Energy Opportunities Program pay cash incentives to commercial and industrial customers who build energy-efficient technology into their facilities. The programs are designed for new construction and renovations, and retrofit projects. U.I. may help qualifying businesses design grants, incentives and bonuses for lighting, HVAC and chiller equipment, motors, drives, transformers, heating, and refrigeration. The company can perform a walk-through audit, single measure analysis, or complete energy audit, where we will address lighting, motors and drives, energy management systems, or any other process related system in a business facility.

U.I.'s Small Business Energy Advantage Program is specifically designed for the small business owner. The company helps small businesses determine if it qualifies under this program. U.I. can perform an energy use evaluation, recommend energy saving actions that can be taken, and have your project installed by our approved contractors. As well, some companies may qualify for interest-free financing on the balance.

Clean or Green Energy:

CT Clean Energy Options is a Department of Public Utilities Control (DPUC) approved program that allows any U.I. customer the opportunity to support clean energy made from approved

renewable resources such as wind, small hydro and landfill gas. Customers who enroll continue to receive electric delivery service from their utility and pay a small clean energy surcharge.

Trumbull is a member of Smart Power Communities Program. This means that by 2010, 20% of the annual municipal electricity demand are expected to come from clean, renewable sources and the town offers programs that education and encourage its residents and businesses to obtain its energy from clean or renewable sources.

The Connecticut Clean Energy Fund's On-Site Renewable DG Program provides flexible, integrated-technology financial support to stimulate demand for behind-the-meter installations of renewable energy at Connecticut commercial, industrial and institutional (CI&I) buildings. Funding is available for installations of generation from wind, solar, fuel cells, biomass, landfill gas, and certain types of hydropower.

Other Public Utilities:

Trumbull businesses have readily available access to all public utilities and private resources, including town sewers; standard water from the Aquarion Water Company; gas from the Southern Connecticut Gas Company; telephone services from a variety of sources; cable services from Charter Cable Company; Fiber Optics from various resources, and sanitation and roadway resources made available through the town's Public Works Department.

Higher Education and Workforce Development Resources

Educational resources are essential to businesses who are interested in the advancement of employees and the competitiveness of their organizations. Trumbull businesses have access to a broad spectrum of training resources, including state agencies, renowned universities and colleges, technical training institutions, and private businesses.

There are more than 45 colleges and universities in the state, ranging from community colleges offering two-year degrees and job training programs to world-class research institutions turning out highly educated workers and entrepreneurs. Some of the higher educational institutions that are within a 30 mile radius are listed below. A comprehensive list may be found in the Appendices:

- UCONN, Stamford Campus - Stamford
- Fairfield University - Fairfield
- Gateway Community College - New Haven
- Housatonic Community College - Bridgeport
- Sacred Heart University - Fairfield
- Southern Connecticut University - New Haven
- St. Vincent's College - Bridgeport
- University of Bridgeport - Bridgeport
- University of New Haven - New Haven
- Yale University - New Haven

- For nine years running, UCONN is rated the top public university in New England *U.S. News and World Report*
- More than \$200 million was invested in research at Yale University last year.

Workforce Development Programs:

The region provides a variety of resources to help employers and business people meet their training needs. Two specifically key resources, the Connecticut Department of Labor and Workplace, Inc., are described below:

- **The WorkPlace, Inc.** acts as a convenor, a catalyst, a collaborator, and an advocate for workforce development throughout southwestern Connecticut and beyond. Customized job training services and incentives are available for specific high-growth sectors and for improving the skills and opportunities of low-wage workers.

In addition, The WorkPlace seeks to work with employers to:

- understand their current and emerging needs,

- gain support for pipeline development (ensuring a qualified future workforce),
- participate in youth programs (for example: internships, mentoring, and job shadowing),
- promote policies which are favorable to economic development.

➤ **Employee Recruitment and Training Resources Available From the Connecticut Department of Labor:**

The Department of Labor provides a variety of services for qualified situations at no cost, with the exception of job fairs which require a fee due to the cost of the venue:

Recruitment Assistance:

- **Connecticut Job Bank:** CT's official labor exchange for job and resume postings accessible 24/7. The job bank allows for national recruiting of active jobseekers. This service is at no charge.
- **Employer Recruitments:** 14 DOL offices and mobile job center available to employers for recruiting, testing and screening applicants, at no charge.
- **Job Fairs:** Results-oriented, professional job fairs statewide.
- Coordination with Universities, trade schools and other organizations
- **Technical Assistance in recruitment:** No charge:
 - Job descriptions, skills required and growth data
 - Labor market information
 - Wage surveys-regional and statewide

Hiring Incentives:

- **Work Opportunity IRS Tax Credit/ Welfare to Work Tax Credits**
- \$1,500 - \$8,500/new hire, depending on opportunity
- **Trade Adjustment Assistance OJT grants**
- **Apprenticeship tax credits Federal Bonding Program,**
- (for candidates with poor credit or no credit history)
- **Access to regional incentives** (special programs issued by the Governor)

Programs to Help Manage A Company's Workforce:

- **Shared Work Program (layoff aversion):** Flexible program helps companies keep their workforce intact while during periods of business dips. Reduced workweek with pay subsidies to impacted workers.
- **Compliance Workshops for Business:** Cover topics such as Unemployment law, FMLA, Wage & Workplace Issues, Drug testing, Health and safety, related. *Note: these are free workshops conducted by the Department of Labor*
- **ConnOsha Consultation and Training**

Workforce Training:

- **21st Century Training Grants:** Matching cash grants for workforce training.

- **Trade Adjustment Assistance:** On-the-job training subsidies (up to \$20,000 per new hire for companies absorbing workers impacted by foreign trade.)
- **Apprenticeship:** Highly regarded training path for skilled workers, may be customized to meet company needs.

Financing and Tax Incentive Programs

The State of Connecticut and the Town of Trumbull offer a variety of business development programs. The programs listed below are some of the offerings. A more comprehensive list and description of the Town and State programs are provided in the Appendices:

- **Town of Trumbull Tax Assessment Fixing Program:** The Town of Trumbull offers a Tax Assessment Fixing Program to qualifying businesses who are either making an investment for new construction of industrial/manufacturing or non-retail commercial development or for rehabilitating an existing non-retail commercial, manufacturing and/or office property.
- **Manufacturing Machinery & Equipment Exemption Program:** The Connecticut General Statutes (CGS) and Public Act 06-83 allow a five-year, 100% property tax exemption for eligible machinery and equipment acquired and installed in a manufacturing or biotechnology facility.
 - Urban and Industrial Site Tax Credit Program: Dollar-for-dollar corporate tax credit of up to 100% of an investment up to a maximum of \$100,000,000
 - Corporate Business Tax Credits
 - Corporate Sales Tax Exemptions for qualifying goods and services
 - Real & Personal Property Tax Exemptions
 - Targeted Investment Community (TIC) Benefits
- **Assistance from United Illuminating**
 - United Illuminating offers Small Business Energy Advantage, a program that pays you cash incentives for lowering energy costs. UI performs a non-obligation energy use evaluation and recommends energy-saving actions. The Connecticut Energy Efficiency Fund may help to pay for the actual work.
 - The Energy Opportunities program pays cash incentives to our commercial and industrial customers who build energy-efficient technology into their facilities. When retrofitting existing equipment with high efficiency alternatives.
- **Career Development Training:** Trumbull's Economic Development Department can work with the Department of Labor to assist companies with specialized workforce training needs. For qualified situations, such training may be a low cost or no cost.
- **Low Cost Financing:** Special financing may be available for qualifying small and large businesses through the State of Connecticut.

Additional financial resources are described in the Appendices.

Business Resources

The State of Connecticut has built dynamic partnerships with over 135 agencies, municipalities, schools and business experts to build a network of resources for companies at every level—start-up through growth to global competition. Trumbull Businesses have access to these agencies. Below are examples of local and state resources available to help businesses grow:

Local Resources:

- The Trumbull Economic Development Office assists businesses in a variety of ways; from helping to find resources or resolve concerns, to helping work their way through the processes at Town Hall.
- In January, 2009, the Business and Career Resource Center was launched. The Economic Development Office and the Trumbull Library partnered with SCORE, The Trumbull Chamber, to create both a virtual place, located at www.trumbullresource.com, and a physical place, located at the Trumbull Library. Through the Center, businesses and job seekers can easily access hundreds of local, state, and national resources that will help them start or develop their business or career, and ultimately save time and money in the process.
- The Bridgeport Regional Business Council (BRBC) and its affiliate, the Trumbull Chamber of Commerce (TCC), provide both regional and local resources. The BRBC provides access and resources to members from Bridgeport, Trumbull and Stratford. It exists to help local and state business opportunities to grow, network, and participate in legislative business issues.
- The Trumbull Chapter of Business Network International (BNI) is a networking and leads generation group.
- Trumbull Business Network is another networking group comprised of about 25 local businesses. They meet each week and share leads, and help members with business workshops and needs.
- The Trumbull Library provides research support, and has a business resource center with computers available for local business people. In addition, the library has space available for rent for workforce training.
- Business Education Initiative is a resource for both students in the Trumbull School System and area businesses.

Statewide Resources:

- Connecticut's Business Response Center (BRC) and Connecticut's Smart Start make it easy for you to handle everything you need to know about doing business in Connecticut, from registering, licensing, purchasing, relocating and financing a business, to workforce

and management training.

- CBIA is the largest statewide business organization in the country, with 10,000 member companies. Known as the voice of business and industry at the state Capitol, CBIA's highly respected public policy staff works with state legislators and officials to help shape specific laws and to promote a regulatory system that responds to businesses' needs.
- SCORE's "Counselors to America's Small Business" is America's premier source of free and confidential small business advice for entrepreneurs. SCORE offices may be conveniently found within 5 miles of Trumbull's borders.
- Small Business Administration (SBI): Connecticut's SBA branch, located in Hartford, helps entrepreneurs and small businesses start, build and grow businesses. As an independent agency of the federal government, the SBA acts to aid, counsel, assist and protect the interests of small business concerns, to preserve free competitive enterprise and to maintain and strengthen the overall economy of our nation. With at least 1,300 small businesses, Trumbull recognizes that small business is critical to our economic strength.

Commercial Land Use:

Trumbull is made up of 23 square miles of land, with a population of 1,533 persons per square mile. Commercial and industrial uses account for less than five percent of Trumbull's total land area, but they make up 13 percent of the Town's tax base. Trumbull has approximately six million square feet of commercial/industrial building space. A snapshot of the vacancies is listed in the Appendices.

As stated in the Town's 2006 Plan of Conservation and Development, Trumbull is committed to its character as a residential town and has been careful in locating and buffering its non-residential uses. Commercially zoned areas are located adjacent to major roadways throughout the Town. Light industrial zoned areas are located at the northern, southern and eastern boundaries of the Town

The commercial and industrial zones within Trumbull are largely developed with the exception of land located at the Town's northern boundary near Monroe, as well as small areas on Reservoir Avenue, Quarry Road, Merritt Boulevard, and Oakview Drive. Growth within the town will largely be limited to these areas, as well as potential vertical expansion of existing commercial and industrial buildings.

Some of Trumbull's commercial buildings are one-story structures and could potentially be expanded to two-stories under the current zoning regulations. Additional vertical expansion will only be possible with changes or variances to the zoning regulations. Currently, the Planning and Zoning Commission are revising their regulations. A possible outcome to these revisions is

the flexibility of height of commercial buildings in the I-L3 area, as well as in areas deemed suitable upon review by Planning and Zoning.

Descriptions of the commercial and industrial areas of Trumbull follow.

Commercial Areas

Trumbull has six commercially zoned areas located throughout the Town, adjacent to Routes 111 and 127 and the Merritt Parkway. These commercial areas serve both local neighborhoods and the Greater Bridgeport region with services ranging from supermarkets and banks to a major hotel chain and a regional shopping mall. Permitted uses in the Business-Commercial (B-C) Zone include retail uses, business and professional offices, banks, post offices, firehouses, newspaper and printing companies, clubs and fraternal organizations, gas stations and automobile repair shops, hotels and similar uses.



(1) Trumbull Shopping Park/Westfield Shopping Mall

Located south of the Merritt Parkway in the southwestern part of the Town, Trumbull Shopping Park/Westfield Shopping Mall is the largest commercial area in the town and the region's premier shopping mall with over 150 stores. The owner of the property is currently Undergoing expansion and has purchased the residential properties on Whalburn Avenue and Stuart Place in order to accommodate this expansion.

(2) Town Hall Plaza, Located on Main and Quality Streets

Town Hall Plaza includes a supermarket, restaurant, bank and other services.

(3) Trumbull Center

Located on both sides of White Plains Road, Trumbull Center includes a supermarket, an assortment of office buildings, small businesses, 8 banks, medical offices, and retail uses.

(4) Hawley Lane

Located south of Route 8 and the Merritt Parkway in the southeastern corner of the Town, Hawley Lane contains a Marriott hotel, a mall with recently opened Target and Best Buy, small businesses and medical office buildings.

(5) Monroe Turnpike, Located on Route 111 north of the Route 25 Interchange

This is the Town's last undeveloped commercial area. It contains some professional offices, but is currently underutilized. However, recently plans have been approved that

will provide a new Home Depot, some small retail, a restaurant, bank, and an additional office building.

(6) Long Hill Green

This small neighborhood commercial area includes professional office, retail and restaurant uses.

Industrial Areas

Trumbull has four light industrial areas located at the intersection of Routes 25 and 111 to the north and near the Merritt Parkway and Route 25 to the south. These areas currently include office and light manufacturing uses as well as a movie theater. The Town has three light industrial zones that are differentiated mainly by their minimum lot size: The I-L zone has a minimum lot size of five acres, the I-L2 zone has a minimum lot size of two acres and the I-L3 zone has a minimum lot size of three acres.

All uses in I-L zones are granted by special permit by the Planning and Zoning Commission and the zoning regulations outline prohibited rather than permitted uses. The zoning regulations permit office buildings in an integrated park setting with appropriate green space, landscaping and other amenities within the I-L zones, subject to special permit approval by the Planning and Zoning Commission. The light industrial areas described below are shown on the subsequent map.

(A) Monroe Turnpike (Trefoil/Spring Hill Park)

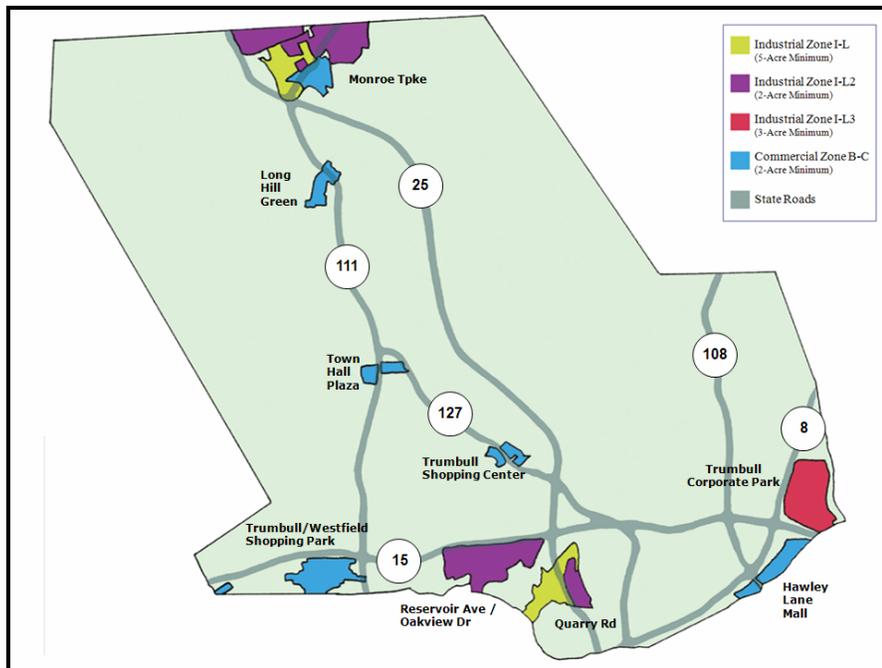
Located at the intersection of Route 25 and 111, this area includes high-tech businesses and Cyber Park, a high-tech training facility, and has vacant land available for future development.

(B) Trumbull Corporate Park

Located along the Town's boundary with Stratford at the intersection of Route 8 and the Merritt Parkway, Trumbull Corporate Park is a business park containing office buildings.

(C) Reservoir Avenue/Oakview Drive

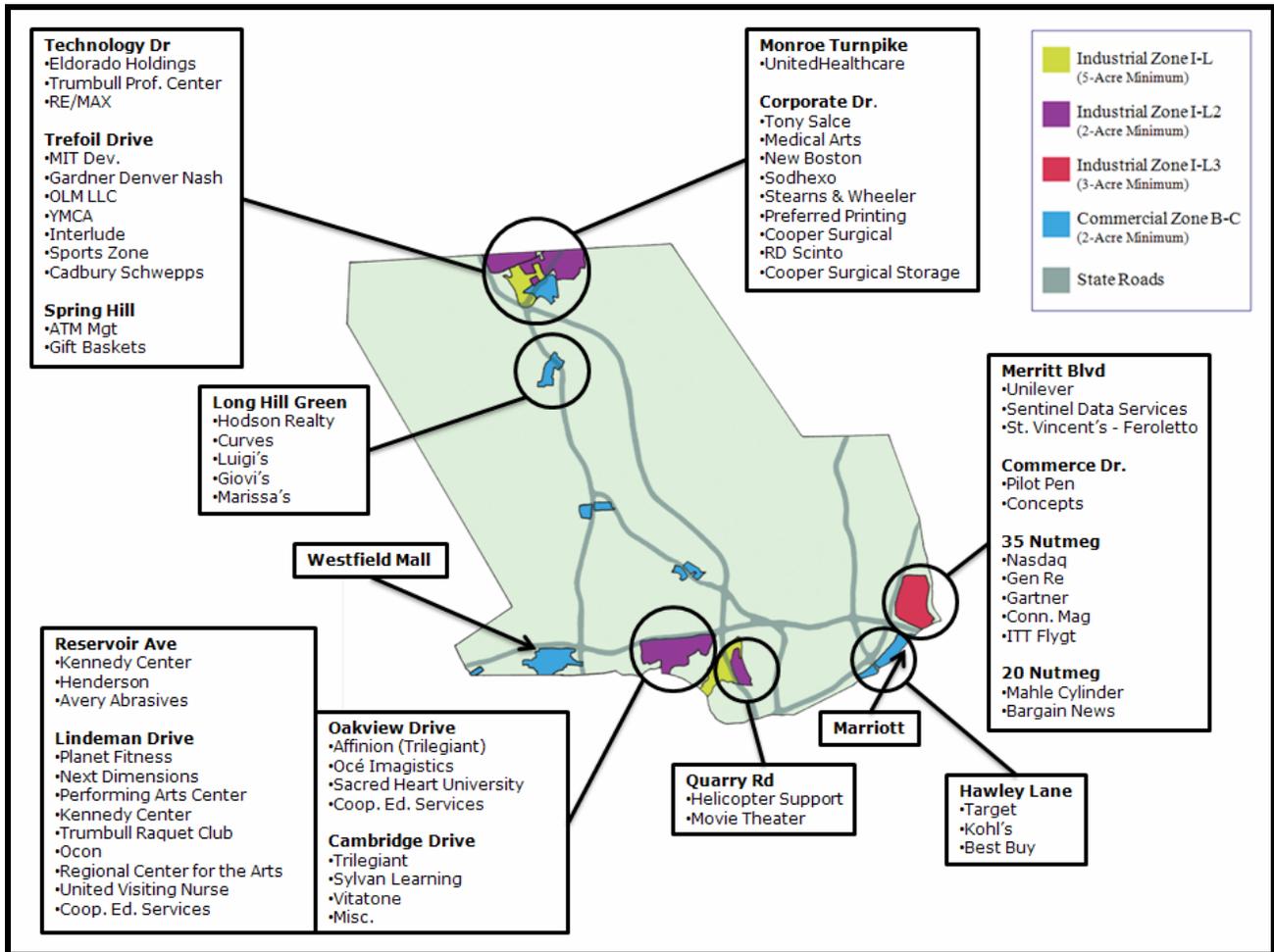
Located on both sides of Reservoir Avenue south of the Merritt Parkway, this area contains office buildings and many light industrial uses..



D) Quarry Road, Located East of Route 25, South of the Merritt Parkway

This is a mixed-use area that contains a movie theater, and Sikorsky Helicopter Support. This area also includes a 340 unit multi-family development known as Avalon Gates, located between Route 25 and the City of Bridgeport south of the Merritt Parkway.

The chart below provides an idea of where some of the town’s major businesses are located:



Resources for Trumbull’s economic development are solid although there is room for enhancement. Its infrastructure, location, inventory of commercial property, availability of skilled labor, and training resources for employee development make the town particularly attractive. The town is financially strong, and cost of doing business is relatively less expensive compared to the lower part of Fairfield County. To stay competitive, changes are needed so that the town adequately reflects trends in the way companies conduct business and can respond to expectations in quality and new competition in the region.

V. CONCLUSIONS AND RECOMMENDATIONS

Situation Analysis Summary

Trumbull has a long history of being a residential community that takes pride in its residential living areas, quality schools, beautiful parks, and open space. It also takes pride in the smart zoning of commercial development with major developments situated close to highways and on the town's borders.

Commercial development in Trumbull has a history of being impressive within limited valuable space. Of the 23 square miles, less than 5% of available land is zoned for industrial or business/commercial usage, yet the town has a relatively strong commercial base compared to neighboring towns. The town has been home to a regional shopping mall and office parks that house significant companies, including Unilever, Oxford/United HealthCare, CooperSurgical, Helicopter Support, Oce Imagistics (Pitney Bowes), and numerous others. In the past, this commercial base surpassed nearby communities. However that is changing as neighboring towns have become sites for new office parks, business headquarters, and major retail.

Trumbull's Economic Development activity has been limited until recently. In fact, the hiring of a part time Economic Development Director and the development of marketing materials for the town in 2006 were the first signs of Trumbull making economic development a significant consideration in town activities. Activity since July, 2006 has increased significantly with results starting to evolve that will strengthen the commercial tax base. Such activities include:

- Advertising in business publications and producing ongoing public relations activities
- Marketing the town during instate and out of state events
- Conducting breakfasts for town businesses in 2006 and 2007
- Enhancing the town website and the economic development website
- Conducting a survey to ascertain and act upon the needs of town residents
- Analyzing the make up of town businesses
- Building, maintaining, and publishing a list of commercial property vacancies
- Establishing relationships with town businesses, town departments and committees, and state agencies
- Collaborating with Planning and Zoning as they draft and finalize new zoning regulations
- Supporting major commercial developments

The results of these activities include:

- Greater visibility and buzz about the town with area businesses, state agencies, commercial brokers, and site selectors, and target markets
- A better understanding of the service needs and interests of town residents
- A potential increase in tax base of approximately \$2M through support of significant development projects

- A better understanding of the town's strengths and weaknesses, and opportunities, as well as an identification of resources to enable us to expand and leverage opportunities and reduce or eliminate weaknesses
- Successful business retention
- Modifications to zoning regulations in support of business needs and trends while preserving the character and interests of the residential community.

The tax base of Trumbull has remained fairly stagnant over the last few years. Commercial properties represent approximately 13.7% of the tax base. Residential tax base growth has been limited with the exception of a property revaluation in 2005. However, in 2008, the grand list increased by 1.6%. Three contributors to that increase include the addition of the new Target, the fact that Sentinel Data Services has filled their building, and new houses have been built on the mixed use property that was approved in 2007.

Specific comments about Trumbull's present economic development situation are:

- There is little possibility of expanding the present commercially zoned areas. The 2006 Plan of Conservation and Development both reaffirmed the containment of commercial development, and in some cases, inserted some additional constraints. However, there were a few areas left open for further exploration.
- While many of Trumbull's commercial areas have been established for some time, commercial development in neighboring towns has increased significantly. As a result, some of their commercial parks appear to be more contemporary than those that exist in Trumbull. Hence, our major corporate park is in need of revitalization.
- Some of the significant businesses located in Trumbull are subject to ongoing change as they are parts of large global organizations. Retention of these and other businesses in Trumbull is key to the economic base.
- Trumbull has an excellent regional labor force, strong secondary education and university resources, and great geographic location for professional and para professional business activities. Trumbull is well positioned as a desirable location for businesses.
- Significant changes are continually taking place in the overall business environment. Manufacturing has declined, demand for traditional office space is smaller, and work activities and real estate implications are shifting due to technology. These changes also include growth in medical related businesses, technology activities, service industries, etc.
- Westfield Mall in Trumbull is a significant asset to the community. It provides a large tax base and potentially strong retail resources for Trumbull residents. However, it is in need of interior upgrades in order to give it a more contemporary look. Other small commercial/retail clusters (such as Town Center) are in need of revitalization and better retail offerings.

- Having a business located in Connecticut can be expensive compared to other U.S. locations. Key contributors to cost are taxes, utilities, and labor costs. Trumbull can compete with other Connecticut locations, as well as with parts of New York, New Jersey, and Massachusetts. However, it must be aware of these cost considerations when competing nationally.
- The local Chambers of Commerce in Trumbull play a minimal role in Trumbull's economic development efforts.
- Bridgeport, the state's largest city and Trumbull's neighbor, is undergoing a major resurgence. The results could provide both competition and opportunities to Trumbull.

Opportunity Areas

Commercial zones represent a small percentage of Trumbull's land use. Opportunities for economic development in Trumbull must be focused and maximized. Opportunities exist and can be pursued with good planning, strong marketing, and careful land utilization.

Highlights

- Trumbull has a relatively strong presence of global, national, and regional companies. Working closely with these enterprises to assure their continued presence in Trumbull, as well as possibly recruiting related businesses to town should be a priority.
- The establishment of Trumbull business industry clusters for recruiting potential new businesses should be endorsed and supported by the Economic Development Commission, Chamber of Commerce, and key community/business leaders.
- Good commercial space still exists in Trumbull. Improved utilization of these areas should result in enlarging the business base plus providing needed resources to Trumbull residents. This activity requires close work with the Planning & Zoning Commission, as well as other town officials and commissions.
- In order to be competitive in attracting and retaining businesses, it is important to optimize and revitalize existing commercial properties. This work could include both expansion of building sizes, alternate usage of some commercial/industrial zones, and upgrading areas to become more contemporary.
- Westfield Mall represents a significant opportunity for Trumbull. Working closely with Westfield officials to ensure successful upgrading of the present structure, as well as supporting mall expansion plans should be a key activity.
- Attracting additional and better retail resources in Trumbull's B/C clusters could strengthen the commercial tax base as well as respond to the desires and needs expressed by town residents in the 2007 EDC survey.

- Changes in business trends and residential interests and lifestyles support a need for modifications to zoning regulations. As Planning and Zoning crafts a new set of regulations during 2007 and 2008, the town has the opportunity to explore more creative utilization of available areas, such as providing “mixed usage” regulations, and greater flexibility in building heights.

Recommendations:

1. The Trumbull Economic Development Commission should develop a Business Retention Plan for the purpose of developing stronger relationships with all significant businesses within the town, especially the larger companies. This plan should:
 - Focus on business retention through planned meetings between town and company officials
 - Establish town business practices conducive to building partnerships with companies
 - Identify tax incentive programs to be applied where needed
 - Identify recognition programs to encourage more businesses to be involved with the community
2. Trumbull should establish a working plan to more fully upgrade and develop existing commercial and industrial zoned land. Specific areas of focus should be:
 - Developing a plan of action for upgrading the signage and entrance to the Trumbull Industrial Park. This must include town, state, and company/property owner representatives and both for the upgrade project and ongoing maintenance. Pursuit of state grants for this project should begin as soon as possible.
 - Working with land owners and development principals, focus on available property on Reservoir Avenue/Lindeman Drive to develop a mixed usage complex that would include limited retail and dining that compliment existing commercial/educational resources in that zone.
 - Through D’Addario Enterprises (the current property owner), facilitate the build out of Quarry Road property with appropriate building complex – focus of medical utilization.
3. Continue to strengthen relationships with Westfield Mall to actively support both imminent mall renovations, plus anticipated mall property expansion. EDC support should include advocating for desired retail resources from Trumbull survey; brokering relationship with Planning and Zoning for advanced architectural reviews, pursuit of state and local funds/tax incentives where applicable; and generation of community support.

4. Working with property owners, provide community leadership to enhancing resources in existing BC zones for better services to residents. Targeted areas would be Trumbull Center, Trumbull Town Hall area, and Upper Long Hill area.
5. EDC should continue to strengthen relationship with Planning and Zoning so that both EDC and P&Z share in planning aspects of remaining commercial areas. This would include changes to present zoning regulations; shared architectural review process; and joint adoption of shared plans for these areas. Further, it is critical that, as P&Z finalizes its regulations, the EDC should encourage flexible zoning that fosters appropriate economic growth so that Trumbull can adequately compete with other locations in the region. (update: new regulations were completed in June, 2008 and reflect several changes influenced by Economic Development)
6. Trumbull should upgrade the Economic Development Director's position to full time status. Such a change is necessary to support both the current and anticipated workload for EDC. A fulltime position for this role would make Trumbull comparable to its neighboring communities who have a significant commercial base; the commercial tax base is approximately 13.76% of the tax base, which represents approximately \$21 Million in tax revenue (real estate and personal property taxes), and now growing.
7. Trumbull should actively market to and pursue industry clusters that are already strong within the town, and those that have been deemed as having good synergy with the town's resources. These clusters include the following business sectors:
 - Healthcare and medical services (diagnostics, devices, R&D, light manufacturing, surgical, and social services).
 - Light manufacturing
 - Financial back office services (such as insurance, collections, telemarketing, processing)
 - Science and Information Technology
 - Defense & Aerospace Industry
 - Retail

VI. IMPLEMENTATION PLAN

Public Education/Awareness and Endorsement

The activities of the Trumbull EDC, and this strategic plan should be shared with all town officials, commissions, and chambers of commerce, and state authorities as well as town residents. The planned forums for this communication should be through a series of meetings and presentations for town and state officials; a joint meeting with officials from both chambers of commerce, and an open letter to all town residents notifying them of such a plan and how it can be accessed for review.

The plan will be made available on the Trumbull EDC website, at the Trumbull Library, and at Town offices. Also, copies of the plan will be distributed to key stakeholders (such as The First Selectman, the Town Council, Director of Finance, Board of Finance, Planning and Zoning, Public Works, Town Clerk, Tax Assessor, Beautification Committee, Chambers of Commerce, United Illuminating, Aquarion Water, Southern Connecticut Gas, selected commercial property owners and developers, and major businesses).

The final plan, with highlights, will also be circulated to local media.

The plan will first be presented in draft form to local officials and stakeholders for review and comment. Subsequently, the final plan, with appropriate modifications, will be distributed on a broader basis.

Planned Actions:

The aforementioned recommendations have been organized into a planned set of actions that should be undertaken immediately, and have a horizon for the next three to four years. These actions are aligned with the key strategic objectives identified in this plan. In some of these areas, activities are already underway and should be continued in accordance with these planned actions:

A. Attract and recruit new business

1. Attract Businesses to Existing Retail/Commercial Centers

- Develop design concept for updated entrance to Trumbull Center
 - Secure STEAP grant
 - Establish joint responsibility list for upgrade including town, corporations, state, etc.
 - Economic Development to meet with Property owners to review as well as tenants in the center
 - EDC to develop Implementation Plan
 - EDC to oversee implementation

- The Economic Development Director will work with Town Center owners and merchants on attracting foot traffic.

2. Attract Industry Clusters

- The Economic Development Office will finalize the list of industry clusters after consultation with local business leaders, and state officials
- Marketing efforts will be focused on identified clusters, and will include web based efforts, print, trade shows, and solicitation to industry groups
- (Update: Due to the economic impact on certain industries, targeted industry focus has been somewhat suspended, although general business attraction continues to take place).

3. Reservoir Avenue/Lindeman Drive

- Economic Development to meet with Property owners to: review expansion plans
- determine “needs” in terms of town government support
- provide support where appropriate

4. Attract Businesses to Quarry Road

- Work with Planning and Zoning for unofficial approval of site plan concept
- Provide support to soliciting commercial clients from targeted cluster list
- Develop plan with D’Addario Industries for build out of remaining property

B. Business Retention and Expansion

1. Develop Retention Program

- EDC will host annual business leaders breakfasts with major employers
- Under the leadership of the Economic Development Director, the Town of Trumbull will develop ongoing key town programs and resources to support businesses.
- A quarterly newsletter will be sent to Trumbull businesses to highlight activities and distribute helpful information
- Economic Development Director will visit key companies on a scheduled basis to discuss ongoing relationships, concerns, and potential for business expansion
- The Economic Development Commission will establish a recognition program for town-businesses
- The Economic Development Director will work with the appropriate town and state departments and committees

as well as area businesses to help preserve and enhance the aesthetics of the town, (such as decorated gateways)

2. Westfield Mall

- Economic Development to meet with Westfield officials to:
 - Review expansion plans
 - determine Westfield “needs” in terms of town government support
 - provide support to recruiting key retail sources
 - provide support to gain required State of CT approvals/support for expansion project

4. Trumbull Industrial Park – IL-3

- Develop design concept for updated entrance to Trumbull Industrial Park
- Secure STEAP grant
- Establish joint responsibility list for upgrade including town, corporations, state, etc.

C. Foster a strong business climate for entrepreneurs and start-ups

- Publish local and state-wide information and links to resources for small businesses, including training & workshops, financing, research, and business networks.

D. Community Development

- Engage with the Business Education Initiative, Channel 17, Trumbull Schools, the Trumbull Library, and community organizations to help bridge the gap between businesses and the community
- Strategically identify and establish communications with businesses to help the Beautification Committee improve the gateways into the town
- Obtain design and funding for creating a more “pedestrian-friendly” Trumbull Center

Organization Approaches

The development of action plans and related activities from this plan will be the responsibility of the Trumbull EDC and its director. It is anticipated that there will be joint efforts with property owners, developers, the Connecticut Department of Economic Development and other Trumbull town departments and commissions in many of these activities. Cross functional committees will be formed as required. Such corroboration will be the responsibility of the Trumbull Economic Director and the Trumbull Economic Development Chairperson.

APPENDICES

APPENDIX A:	Education & Training Resources
APPENDIX B:	Trumbull Tax Abatement Program
APPENDIX C:	State Of Connecticut Direct Financial Assistance
APPENDIX D:	Sample of Available Properties
APPENDIX E:	Town of Trumbull Survey of Residents Regarding Retail and Restaurant Preferences

APPENDIX A

Education & Training Resources

In order to help the advancement of employees and the competitiveness of businesses, educational resources are essential to the location of a business. Trumbull businesses have access to a broad spectrum of training resources, including state agencies, renowned universities and colleges, technical training institutions, and private businesses.

Local and National Agencies Providing Training Programs:

- The Workplace, Inc. is a nonprofit organization that builds projects that help people prepare for careers and strengthens the workforce for employers. In addition to coordinating job training and education to meet the needs of residents and employers in the region, The Workplace administers job training and preparation funded by state and federal agencies.
- Small Business Administration
- SCORE – Workshops and Free Business Consulting
- Connecticut Department of Labor – offers customized and standard training programs and funding for various projects
- The Connecticut Business & Industry Association (CBIA) is one of the nation's largest statewide business organizations, with 10,000 member companies. For more than 185 years it has been the voice of business and industry at the Connecticut state Capitol

Technical High Schools

- Emmett O'Brien Technical High School (Ansonia)
- Bullard-Havens Technical High School (Bridgeport)
- Platt Technical High School (Milford)
- J.M. Wright Technical High School (Stamford)
- Stratford School for Aviation Maintenance Technicians (Stratford)

Vocational Schools

- Bridgeport Regional Vocational Aquaculture School (Bridgeport)
- Trumbull Regional Agri-science and Biotechnology Center (Trumbull)
- Stamford Regional Agriscience and Technology Center (Stamford)

Two-year Colleges

- Bridgeport Hospital School of Nursing (Bridgeport)
- Gateway Community College (New Haven)
- Gibbs College (Norwalk)
- Housatonic Community College (Bridgeport)
- Norwalk Community College (Norwalk)
- St Vincent's College (Bridgeport)

Four-year Colleges/Universities

- Albertus Magnus College (New Haven)

- Fairfield University
- Sacred Heart University
- Southern Connecticut State University (New Haven)
- University of Bridgeport
- University of Connecticut, Stamford (Stamford)
- University of New Haven (West Haven)
- Yale University (New Haven)

Occupational and Technical Training Providers

- Allstate Commercial Driver Training (Shelton)
- Brio Academy of Cosmetology (Fairfield, New Haven)
- Butler Business School (Bridgeport)
- CompUSA Training Center (Norwalk, Orange)
- Connecticut Center for Massage Therapy (Westport)
- Connecticut Computer Service, Inc. (Milford)
- Connecticut School of Broadcasting (Bridgeport)
- Corporate Training Center (Stratford)
- C-Tech of New Haven, CT, Inc. (New Haven)
- D & L Tractor Trailer School (Bridgeport)
- Danae's Training Center (Bridgeport)
- Dental Careers Institute (Orange)
- Dent-Temp Careers (Stratford)
- EB&C Envision Business & Computer Training Center, LLC (West Haven)
- Environmental Management Consultants, Inc. (Shelton)
- Head Quarters Barber Institute (Bridgeport)
- Inspection Training Associates (New Haven)
- John Robert Powers Modeling & Acting Academy (Norwalk)
- Knowledge Network LLC (New Haven)
- Leon Institute of Hair Design (Bridgeport)
- Lincoln Technical Institute (Shelton)
- National Bartender School, LTD (Fairfield)
- New Horizons Computer Learning Centers (Trumbull)
- Porter and Chester Institute (Stratford)
- School of Interior Redesign (Milford)
- Stat Training Center (Bridgeport)
- Tonsorial Academy of Cosmetology (West Haven)
- Training Direct, LLC (Bridgeport)
- Valley Medical Institute (Trumbull)

APPENDIX B
TOWN OF TRUMBULL, CONNECTICUT
TAX ABATEMENT PROGRAM DESCRIPTION

MINIMUM REQUIREMENTS:

- 1) a) A \$15,000,000.00 (Fifteen Million) investment in new construction excluding the costs of real property acquisition and/or
b) \$5,000,000.00 (Five Million) investment in rehabilitation of an existing otherwise qualified development, which investment shall be excluding the cost of purchase of said existing real property.
- 2) Demonstrate an expectation that said project will create 4 (four) new permanent full-time jobs for each \$1,000,000.00 (One Million) of investment.
- 3) In no event may the property which shall be covered by the assessment fixing agreement be allowed to pay less taxes under the program and agreement than was paid in the tax year immediately preceding the approval and execution of said agreement and provided, further, that said assessment fixing program and agreement shall only apply to the real estate taxes. Business personal property taxes and any other business permit, licensing, etc., fees are not covered by this agreement and shall not be abated.
- 4) The project shall further be defined as being a property and/or group of adjacent properties for which an applicant: (1) has a plan of development compatible with the Trumbull Master Plan; (2) can show ownership or an option to own the property (ies) to accomplish the goals of the project plan: and (3) can meet the time schedule requirements set forth hereinafter.
- 5) Construction shall commence within twelve (12) months of execution of the agreement and must be completed within twenty-four months after receipt of approval of all required local, state and federal agencies, boards and commissions. The Assessment Fixing Screening Committee may recommend an extension of these terms upon the affirmative vote of two-thirds (2/3) of its membership after reviewing an application for same as submitted by said applicant with all relevant appropriate supporting information only if said Committee shall affirmatively find that said applicant exercises due diligence in promptly filing and prosecuting all required applications and construction procedures and processes.
- 6) The project, business or lessee granted said assessment fixing must remain in the Town of Trumbull for a minimum period of seven (7) years after issuance of the certificate of occupancy for said use; provided, however, that if said project, business or lessee shall fail to maintain its full operations including a minimum of four (4) new permanent full time employees for each \$1,000,000.00 (One Million) of investment as stipulated in the aforementioned Section 2 in said Town for the aforesaid seven (7) year period, said applicant shall be liable to the Town for the full amount of any real estate taxes which have been abated hereunder and, to this end, the applicant and Town shall execute a Note of Granting of said Assessment Fixing Agreement which shall be recorded in the Trumbull land records under the name of the owner of the real estate and/or the lessor/less of said business on which said business is conducted.

- 7) Any business and/or project for which an agreement has been entered into under this assessment fixing program ordinance shall not be subject to assignment, transfer and/or sale. In the event it shall be found that an assignment, transfer and/or sale has, in fact, occurred then and in that event this agreement shall terminate effective on the date of the assignment, transfer and/or sale and full amount of the tax that would otherwise be due to the Town of Trumbull shall immediately become due and payable and shall remain as a lien against the subject premises until paid in full together with any outstanding interest and/or lien fees applicable thereto.
- 8) No application for participation in this program shall be accepted for any construction project which has commenced or for which an application is pending before any town agency prior to the effective date.

ABATEMENT SCHEDULE:

- A) The abatement of tax for an investment of not less than \$15,000,000.00 (Fifteen Million) shall be fore seven (7) years as follows:
 - 1) Seventy (70%) per cent during year one, and
 - 2) Sixty (60%) per cent during year two, and
 - 3) Fifty (50%) per cent during year three, and
 - 4) Forty (40%) per cent during year four, and
 - 5) Thirty (30%) per cent during year five, and
 - 6) Twenty (20%) per cent during year six, and
 - 7) Ten (10%) per cent during year seven.
- B) The abatement of tax for an investment of not less than \$5,000,000.00 (Five Million) but less than \$15,000,000.00 (Fifteen Million) shall be fore 3 (three) years as follow:
 - 1) Thirty (30%) per cent during year one; and
 - 2) Twenty (20%) per cent during year two and
 - 3) Ten (10%) per cent during year three

SCREENING COMMITTEE STRUCTURE AND APPROVAL PROCESS:

- A) A Tax Partnership Screening Committee shall be established which shall consist of the following:
 - 1) Three (3) members of the Trumbull Town council who shall be appointed by the Chairman of the Town Council; and
 - 2) Two (2) members of the Economic Development Commission who shall be appointed by the Chairman of said Economic Development commission; and
 - 3) The Director of Finance, Tax Assessor and First Selectman who shall serve as ex-officio members serving without voting privileges.
- B) The Tax Partnership Screening Committee shall subject all requests for assistance under this ordinance to an economic pro forma analysis that will include but not be limited to a consideration of the following factors: average construction costs of like structures, interest rates, vacancy and absorption rates, developer fees, market rents

and pricing, comparable tax liabilities within the region, returns on cash and equity, and such additional costs as may be associated with the development. All projects receiving such assistance under this ordinance shall comply with a public benefits test which shall include local land use and building regulation. The Committee shall establish policies that consider such other public benefits/costs as, but not to be limited to: parking impact, job generation, design standards, neighborhood impact, public service demand, and consistency with the Town's adopted plan of development or other area specific development plans.

- C) The Committee shall review the application to determine if it conforms to and complies with the terms and conditions of this ordinance and any other reasonable term or requirement which may be imposed by the committee. The Tax Partnership Screening Committee upon the majority vote of its voting membership shall issue a report to the Town Council which report shall specifically include an enumeration of the findings by said Committee relative to the factors required to be reviewed by said Committee recommending such project for abatement. An affirmative vote of the Town council shall be required to accept said project.

APPENDIX C

STATE OF CONNECTICUT DIRECT FINANCIAL ASSISTANCE

The Department of Economic and Community Development (DECD) and the Connecticut Development Authority (CDA) can provide less than market rate interest loans for costs associated with the build-out and equipping of an expanded research and development facility based on job creation and retention and capital investment. Funds may be used for the purchase of new machinery and equipment, acquisition of real property, infrastructure improvements and other needs. Based upon our meeting with Steve Benedetto of CDA earlier this month, we would feel comfortable in requesting a total financing package of up to \$2 million to assist you with your project costs. A formal offer of financial assistance to include rate, term, uses of funds and other conditions will be forthcoming as we further define your specific project needs.

PROPERTY TAX RELIEF

All of Connecticut's towns and cities have the authority to provide real and personal property tax abatements to eligible companies. The local government is responsible for the amount and/or availability of these abatements within the parameters set forth in Conn. Gen. Stat. §12-65 h,b.

A 30-100% property tax exemption on the increased assessment of certain company's personal property may be made available by local authorities. This benefit may be offered over a two to seven year period.

A 20-50% property tax exemption on the increased assessment of an eligible company's real property improvements may be made available by local authorities. This benefit, based on the value of the improvements, may be offered over a two to seven year period.

WORKFORCE ASSISTANCE

The State of Connecticut has also taken major steps to enhance its existing workforce investment system. The new system is designed to deliver comprehensive and coordinated services and programs at the regional level. State agency partners including DECD, the Office of Workforce Competitiveness (OWC), the CT Department of Labor (DOL), and the Community Colleges collaborate with the staff of the Regional Workforce Investment Boards and their One Stop Centers to respond to employment and training needs identified by employers. The Workforce

Development Boards and the DOL can provide employment and training services through the CT Works One Stop System.

In addition to training funds provided, the Department of Labor can assist in providing job placement assistance for spouses of new hires relocating to the Trumbull facility when new companies move into the state and there is a substantial increase in jobs.

STUDENT LOAN REIMBURSEMENTS

Public Act 06-83 established a “You Belong” Loan Reimbursement Grant Program for graduates of doctoral programs who are employed in Connecticut in economically viable fields. This bill creates a grant program to reimburse people who hold doctoral degrees for payments they make on student loans. Eligible candidates must (1) hold a doctorate from any college or university, (2) have started working in Connecticut in an “economically valuable field” after December 31, 2005, and (3) be employed by a company or university registered with or qualified by the Economic and Community Development Department (DECD). The DECD commissioner determines economically valuable fields. I would welcome the opportunity to work with you on an application to determine if your employees qualify for this program.

EMPLOYER ASSISTED HOUSING

Connecticut does not currently have any specific tax credit programs to assist with employer assisted housing. However, there are in number of programs available through the Connecticut Housing Finance Authority (CHFA) to assist first-time home buyers with down-payment and financing assistance and DECD would welcome the opportunity to introduce your human resource staff to those programs.

UTILITY COST REDUCTIONS

Connecticut is a deregulated state. In support of this project, the utilities can access incentive programs that may apply to your project such as a conservation planning, load management assistance, and technical support. Additionally, a portion of the competitive Transition Assessment may be exempt from the Company’s utility bill for eligible projects adding 100 or more jobs and a minimum demand for fifty kilowatts of additional load. DECD can facilitate and arrange a meeting between the Company and the appropriate electrical, telecommunications, water and natural gas providers for the selected site.

DEPARTMENT OF TRANSPORTATION (DOT)

The DOT administers programs to assist employers and employees with commuting needs. These services are provided and funded through contracts with rideshare brokerages around the state. DECD would be happy to facilitate a meeting between the company and the available service providers such as Metropool, Rideworks, 2Plus and Rideshare.

NET OPERATING LOSS CARRY-FORWARD

Operating losses can be carried forward for 20 years.

CORPORATE SALES TAX EXEMPTIONS

A 100% corporate sales tax exemption is available for: (a) machinery used in the manufacturing of finished products or in the biotechnology industry; and, (b) materials, tools and fuel used in the manufacture or fabrication of finished products or in the biotechnology industry. A 50% exemption on machinery, tools, fuels and equipment that may not meet the requirement for the 100% exemption.

R&D CORPORATE TAX CREDIT

A 1%-6% corporate income tax credit, in the form of a cash refund, is available for expenditures on research and development (R&D) conducted in Connecticut, based on the amount of the investment. In addition, a 20% credit on the amount exceeding R&D expenditures of the previous taxable year is available.

- Effective January 1, 2000, businesses with \$70 million or less in gross sales have the option to transfer unused R&D tax credits to the state for 65% of their value.

GENERAL CORPORATE TAX CREDITS

- A corporate tax credit is available for 100% of the property tax paid on electronic data processing equipment, exclusive of any interest and penalties that the taxpayer may also be required to pay.

- A credit may be applied against various Connecticut business taxes for cash investments of at least \$250 to certain community programs that have received both municipal and state approvals. However, the business firm's total charitable contributions during a taxable year must equal or exceed those made during the preceding taxable year. The maximum credit allowed to any corporation is \$75,000 annually and the maximum credit allowed in the aggregate to all corporations is \$5 million in any one fiscal year, of which \$3 million shall be granted to business firms eligible for the 60% credit under CGS 12-635.
- A 5% corporate tax credit is available for investment in human capital (employee training and childcare) and investments in fixed capital (new tangible personal property) that meets all of the following criteria:
 - * It must have a class life of more than four years;
 - * It must have been purchased from someone other than a related person;
 - * It is not leased to another person within 12 months of purchase; and
 - * It will be held and used in this state for a period of 5 full years.

Fixed capital does not include inventory, land, building or structures and mobile transportation property. The credit is 5% for income years beginning on or after January 1, 2000. Any credit not used during the income year when the acquisition was made may be carried forward to the next five succeeding income years until the entire credit is used.

- A \$1,500-per worker business tax credit to companies that, on or after January 1, 2006, hire workers who (1) were employed in Connecticut and (2) were let go by a previous employer as a direct result of a business restructuring in which at least ten workers were terminated by the same employer.
- A tax credit of up to 25% of the state income tax withheld from the employee's wage for companies relocating to Connecticut who hire at least 50 new employees for a minimum of a 12-month period. The credit applies for five consecutive years.
- A credit of up to \$75,000 may be applied against the Connecticut Corporation Business Tax for the donation of new or used computers to a local or regional board of education or a public school. The used computers may not be more than two years old at the time of donation. The total amount of business credits allowed to all business firms shall not exceed \$1 million in any one fiscal year.
- A credit against the Connecticut Corporation Business Tax is available in an amount equal to 50% of any donation of open space land, which must be permanently preserved as protected open space.
- A credit may be applied against the Connecticut Corporation Business Tax based on a portion of the wages paid by Connecticut businesses that hire recipients of the Temporary Family Assistance (TFA) program. A corporation may claim a tax credit on its tax return in the amount of \$125 for each full month of the income year during which a qualifying

employee was employed. The maximum credit allowed to all business firms in any one fiscal year is \$1 million.

Corporate business tax credits may also be available on new full-time jobs created. The minimum tax credit is 15% for service companies creating 300 or more but less than 599 new jobs. The benefit increases to 50% for such companies creating 2,000 or more new jobs at the eligible facility. The eligibility period under this program is 10 years.

APPENDIX D SAMPLE OF AVAILABLE COMMERCIAL SPACE IN TRUMBULL:

Trumbull has a variety of office, retail, and light industrial building space available for lease. Currently, no commercial land or buildings are available for sales. The chart below is a snapshot of the commercial inventory currently available for lease. An updated list may be found on the www.trumbulleconomicdevelopment.com website.

Available Commercial Space - For Sale or Lease in Trumbull						
Availability and Prices Subject to Change. Additional Space Available - Call Economic Development Office at 203 452 5043.						
Address	Property Type	Sale/Lease	Available Square Feet	Minimum Subdivide	Annual Lease (per SF) or Sale Price	Contact Agency
Reservoir Avenue	Retail/Office/ Mixed Use	Lease	90,000	2,000	-	Mark Appelberg (203) 371-2073 mappelberg@e-lite.com
2400 Reservoir Avenue	Office/ Industrial	Lease	3,000	-	\$15.00 NNN	Steve Hodson (203) 268-7743 steve@hodsonrealty.com
Trumbull Center - 2 Daniels Farm Rd	Retail	Lease	1,600 2,430 3,120	1,600	\$29.00 NNN	Tom Brennan (203) 209-2950 TAGR2222@aol.com
2 Daniels Farm Road	Retail	Lease	1,600	1,600	\$34.00 NNN	Tom Brennan (203) 209-2950 TAGR2222@aol.com
928 White Plains Road	Retail	Lease	2,200	2,200	\$17.50 NNN	Tom Brennan (203) 209-2950 TAGR2222@aol.com
Trumbull Center	Retail/ Mixed Use	Lease	9,000	-	-	Tom Brennan (203) 209-2950 TAGR2222@aol.com
965 White Plains Road	Office	Lease	3,800	-	-	Peter DiNardo (203) 333-0206 nora@dinardoent.com
965 White Plains Road	Office	Lease	5,500	-	-	Peter DiNardo (203) 333-0206 nora@dinardoent.com
925 - 935 White Plains Road	Office	Lease	1,114	-	\$20.00 NNN	Peter DiNardo (203) 333-0206 nora@dinardoent.com
101 Merritt	Flex	Lease	7,000	-	-	Cushman & Wakefield

Boulevard (7,000)						Kevin Foley (203) 326-5814 kevin.foley@cushwake.com
101 Merritt Boulevard (60,000)	Office	Lease	21,024	1,600	\$18.50	Cushman & Wakefield Kevin Foley (203) 326-5814 kevin.foley@cushwake.com
Commerce Drive	Office, Industrial	Lease	40,000	40,000		Angel Commercial Real Estate
35 Nutmeg Drive (284,652)	Office - Class A	Lease	23,500	300 - 12,300	\$16.00 - to \$21.00	Spinnaker Real Estate Partners Douglas Bora (203) 326-5817 doug@spinrep.com
6515 Main Street	Office	Lease	1,094	-	\$17 Gross + Utilities	Hodson Realty Steve Hodson (203) 268-7743 6515 Main Street Trumbull, CT 06611
2285 Reservoir Avenue	Office, Industrial	Lease	25,100	1,495	\$21.50 Gross + Utilities	Colonial Realty David S. Gorbach, SIOR Exclusive Broker (203) 367-4087 dgorbach@colonialrealty.net
7 Cambridge Drive	Office	Lease	63,000	1,500	\$18.00	Fischel Properties Jon Eckman (203) 696-1000 jeckman@fischelproperties.com
6 Cambridge Drive	Office	Lease	62,800	6,810	\$18.00	Fischel Properties Jon Eckman (203) 696-1000 jeckman@fischelproperties.com
12 Cambridge Drive	Office	Lease	12,500	2,500	\$17.00	CB Richard Ellis Sean Cahill/Michael Dillon (203) 329-7900
2 Corporate Drive	Office	Lease	4,500	882	\$20.00	Vidal/Wettenstein Bruce Wettenstein (203) 226-7101 Bruce@vidalwettenstein.com
35 Corporate Drive/Trefoil Park (55,502)	Office - Class A	Lease	55,502	8,809	19.00	Cushman & Wakefield Thomas O'Leary (203) 326-5840 tom.o'leary@cushwake.com
50 Corporate Drive	Office	Lease	93,000 Built to suit	30,000/floor Built to suit	-	Cushman & Wakefield Thomas O'Leary (203) 326-5840 tom.o'leary@cushwake.com
55 Corporate Drive/Trefoil Park (43,000)	Office	Lease	-	1,864	20.00	Cushman & Wakefield Thomas O'Leary (203) 326-5840 tom.o'leary@cushwake.com

75 Corporate Drive / Trefoil Park	Office	-	64,200 Buildable space	20,000	-	Richard F. Gretch Jr. Richard Gretch Commercial Real Estate 1177 High Ridge Road Stamford, CT 06906 (203) 321-2158
100 Corporate Drive	Office/Flex Condos	Sale	1,640	1,640	\$289,000	Colonial Realty David S. Gorbach, SIOR (203) 367-4087 dgorbach@colonialrealty.net
126 Monroe Turnpike (42,650)	Office	Lease	18,422	-	\$19.00	Cushman & Wakefield Thomas O'Leary (203) 326-5840 tom.o'leary@cushwake.com
115 Technology Drive	Office or Medical	Sale or Lease	20,000	1,200	-	Trumbull Professional Center Erik Soto (203) 452-8559
132 Monroe Turnpike	Office	Lease	2,100	2,100	\$17/sf Gross	Vidal/Wettenstein Bruce Wettenstein (203) 226-7101 Bruce@vidalwettenstein.com
Spring Hill Road	Office	-	1,500	1,500	\$1,450/mo. Gross + Utilities	Gary Knauf Real Estate Services Jo-Ann Pavone (203) 261-0330 940 White Plains Road Trumbull, CT 06661
204 Spring Hill Road (40,675)	Flex/Office	Lease	9,569	-	\$12.00	Cushman & Wakefield Thomas O'Leary (203) 326-5840 tom.o'leary@cushwake.com

There is currently a fairly substantial amount of space available in the retail/commercial area located on the corner of White Plains Road and Daniel's Farm Road. This is the area that residents most identify as the town center. The results of a 2006 survey of the town's residents suggest that there is a strong dissatisfaction with the offerings and the overall appearance of the center. Specifically, respondents indicated they wanted more and better restaurant choices, a place that is more conducive to walking, gathering, and eating with friends and family.

APPENDIX E

RESIDENTIAL AND BUSINESS SURVEY CONDUCTED IN 2006



TOWN OF TRUMBULL, CONNECTICUT ECONOMIC DEVELOPMENT COMMISSION

RETAIL AND BUSINESS SERVICES SURVEY JANUARY – FEBRUARY, 2007

Executive Summary

Submitted by:

**Deborah Evans Cox
Director, Economic Development
5866 Main Street
Trumbull, CT 06611**

INTRODUCTION

On January 9 through February 14, 2007, the Economic Development Commission surveyed town residents and businesses to obtain their input on the types of retail businesses and restaurants that best meet their needs and interests. The intent of the survey was to help focus marketing efforts on the appropriate retail and entertainment businesses to be placed in the existing commercially zoned area of town.

The survey was accessible electronically through the town's official Website, and 6,500 surveys accompanied the January 18 issue of the Trumbull Times. More than 560 responded. Approximately 350 participated electronically through the Website, and 200 provided their responses via hardcopy.

The Economic Development Commission thanks all who participated in the survey. Their careful thoughts and suggestions are valuable and greatly appreciated. Their input will be used as a basis for marketing efforts and discussions with major Trumbull commercial property owners and developers.

SUMMARY OF RESULTS

Respondents offered comprehensive suggestions and comments regarding their needs and interests. There was, however, a small population of respondents who stated that they did not want or need any more businesses coming to town.

Below is a summary of the responses to the questions that were asked:

Question 1: For residents -- What type of businesses should be added to better meet your weekly/daily needs?

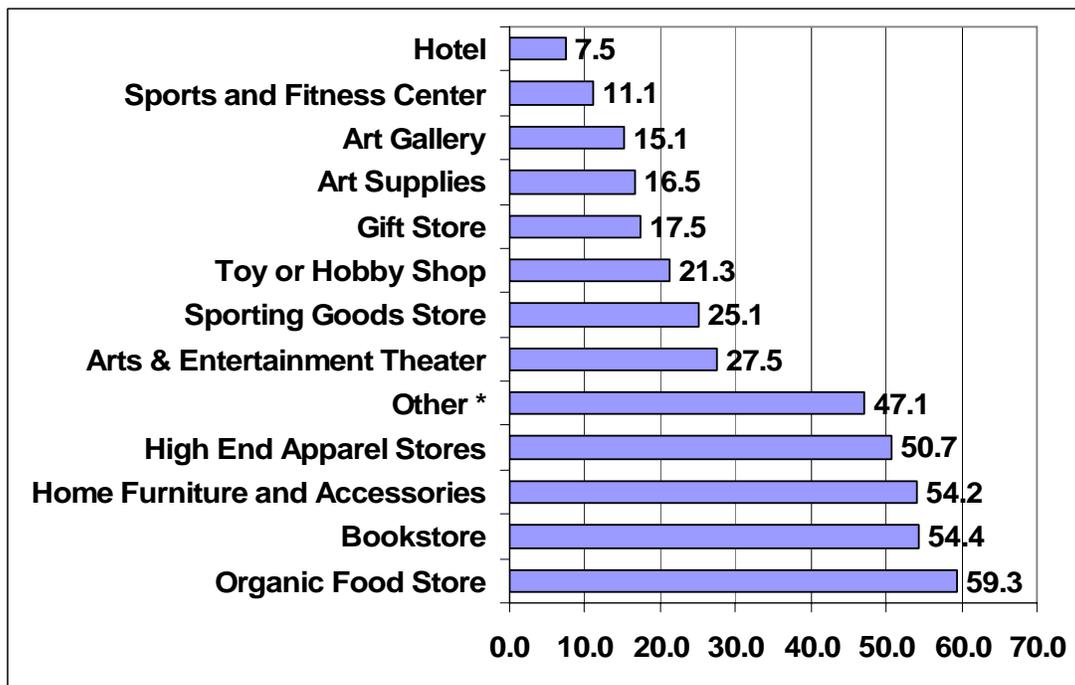
- Restaurants were the most frequent response to this question and many indicated an interest in casual, family-friendly restaurants, as well as interesting and high-end restaurants.
- Another common theme was the need for a downtown center, or a lifestyle center, where residents can go with family or friends to leisurely meet, shop, or eat together.
- Other popular retail businesses mentioned included bookstores, natural or organic grocers, high-end apparel, and home improvement stores.

Question 2: For businesses -- What type of businesses should be added to better meet your weekly/daily needs?

- Although some responded from a residential perspective, some of the most frequently mentioned needs from the business community included restaurants, office supply and services (such as Staples), daycare, wellness facilities, and IT or Wi-Fi solutions.

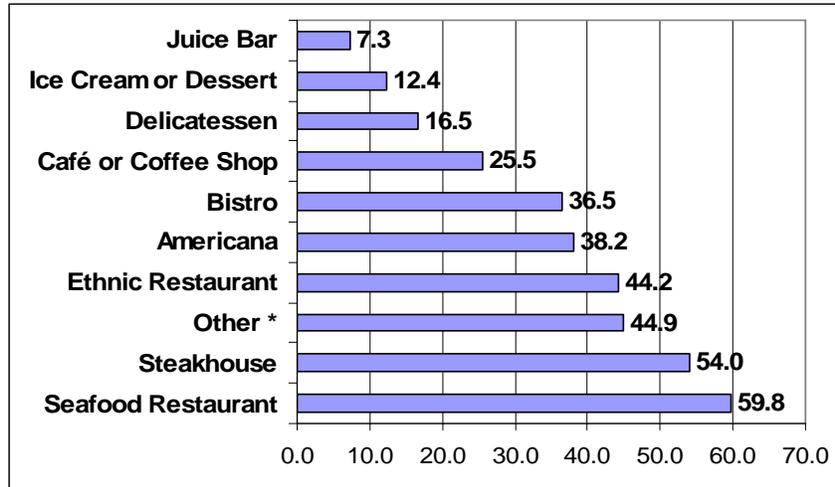
Question 3: What type of retail would meet your needs or interests:

The following choices are ranked in order of the percentage of responses. Note that participants were able to select multiple retail interests. Therefore, percentages are based on the total number of survey participants (550).



* Other popular responses included a community center, an athletic center, moderately priced apparel stores, hardware or home-improvement stores (such as Lowes and Home Depot). In addition, there was support for family-owned businesses and small boutiques in lieu of large chains.

Question 4: What types of new restaurants should be added to Trumbull?



* Other popular suggestions included family-style restaurants, easily accessible take-out restaurants and a diner. Of the ethnic restaurants, the most popular suggestions were Italian, Thai, Mexican and a Kosher Deli.

Question 5: Any suggestions or comments regarding the types of retail, arts, and entertainment businesses you'd like to see come to Trumbull?

In addition to the other suggestions, common responses were as follows:

- A Trumbull “center” for residents to congregate shop, eat, and spend casual time with friends and family.
- A community center or athletic club
- An upgrade to the shopping center on White Plains Road
- Requests to preserve the residential nature of the town while allowing for newer choices in restaurant, activities, and retail business within the existing commercially zoned areas.

CONCLUSION

It is clear that Trumbull residents take pride in their town. They are interested in preserving its residential character while also increasing specific retail and restaurant options within the town’s commercial zones. Residents are interested in enhancing the sense of community and entertainment in town by adding more restaurants and gathering places. There is a high level of interest in expanding retail options, specifically with a quality bookstore, a natural or organic food store, a high-end apparel store, and a home improvement store. Strong restaurant interests include seafood, steakhouse, ethnic, and casual family-friendly restaurants. Overall, more quality retail and restaurant choices within existing commercial areas would be well received by most Trumbull residents.