
THE WHITE HOUSE
WASHINGTON

The letter from Arch
Huber to the President.

I left a copy up

~~Gene~~ as well.

Thanks



151 Farmington Avenue
Hartford, CT 06156

C.O. Aetna

Richard L. Huber
Chairman, President and CEO
Aetna Inc.
TEL: (860) 273-7851
FAX: (860) 273-6872

May 17, 1999

The Honorable William J. Clinton
President of the United States
The White House
Washington, DC 20500

Dear Mr. President:

Thank you very much for inviting me to join you last Tuesday for the New Markets Initiative. I am excited about our initial steps and look forward to partnering with you on this important program.

To the extent possible, I respectfully suggest that your team consider Hartford, Connecticut, as a destination for a New Markets visit. As a Hartford resident, I believe that it is a perfect candidate for our initiative.

Again, thank you. Please feel free to call on me anytime.

Sincerely,

Dick

PS - I mentioned to my wife that you & she have the same taste in ties!



151 Farmington Avenue
Hartford, CT 06156

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1/11/99
Richard L. Huber
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May 27, 1999

Gene B. Sperling
Assistant to the President and
Director, National Economic Council
The White House
West Wing, 2nd Floor
Washington, DC 20500

Dear Gene:

Hartford would be delighted to host a visit by the President. Our city has lagged behind other metropolitan areas during the economic boom enjoyed by most of the nation. However, there is a strong consensus among the private, public and non-profit sectors that there is a unique window of opportunity we can leverage because of the significant projects underway and the strong partnerships recently forged among the three sectors.

I would like to highlight a few of these:

1. Southside Institutions Neighborhood Alliance (SINA)/Trinity College Project

- In 1996, a consortium of five Hartford institutions announced a comprehensive neighborhood revitalization initiative for the community surrounding Trinity College's campus in Hartford's inner city. The initiative links neighborhood institutions, including Connecticut Public Television, Hartford Hospital, and Connecticut Children's Medical Center, in an unprecedented collaboration with community advocates. Designed to create a safe, viable neighborhood, it will also be a central hub of educational, health, family support and economic development activities. The fundamental objective is to renew the neighborhood from within, drawing on the resources and institutions already there to encourage stable home ownership and generate jobs through economic development linked to the neighborhood initiative. The project has grown to a \$300 million effort, funded by public and private dollars.
- Its approach - to create a community of learning - is distinguished by an educational component spanning pre-K school readiness through high school and adult learners. A new campus, including a pre-K and elementary school, middle school, and regional high school focusing on health, math and technology, is under construction.
- The "topping off" ceremony for this impressive undertaking would present an excellent photo opportunity for the President and can be scheduled around a July visit.
- The schools and housing are complemented by the Aetna Family Center, funded by a \$1 million grant from the Aetna Foundation, the Boys and Girls Club and other services to provide an environment of full support to the families in the area.

- Trinity College is prepared to recognize President Clinton's leadership, as demonstrated by his administration's early and significant support for this project, by granting the President an honorary degree.
- African-American and Latino community leadership would be available to accompany the President during his visit. African-American ministers recently held a successful conference at Trinity focused on the role of the church in neighborhood economic development. Small merchants located nearby in the Latino Park Street retail corridor are working closely with Trinity to develop strategies for economic development. A walk through this vibrant street filled with store fronts would present a photo opportunity for the President with merchants who have battled through years of gang warfare and other significant challenges to save their foothold on the American dream.
- See attached news article describing the project in some detail.

2. Adriaen's Landing Project

- Adriaen's Landing is a bold project that will link Hartford to the Connecticut River, which through the centuries was intrinsically linked to the city's economic vitality. This ambitious undertaking includes plans for a convention center, a domed University of Connecticut stadium and complementary hotel, retail and entertainment components.
- This multiple-use development would undoubtedly make Hartford a tourist destination, leveraging existing cultural treasures such as the oldest public museum in the nation. The project would create many permanent jobs at different economic levels and make a significant difference in attracting and retaining young talent.
- In a single stroke, Adriaen's Landing would revitalize much of downtown and create a critical link to the neighborhoods surrounding Trinity College (see above for SINA/Trinity project).
- During the 1960's, highway construction effectively cut access from Hartford to the Connecticut River. The opening of a new walkway connecting downtown to Riverfront Park and giving residents easy access to the River could be used for photo opportunities for the President.

3. MetroHartford Millennium Project

- The MetroHartford Millennium Project is the region's comprehensive economic development plan to forge a globally competitive economy. The plan consists of five core strategies supported by 26 specific action steps designed to revitalize Connecticut's capital region with Hartford as its revitalized core. It is a comprehensive effort to encourage the regions' towns and the urban center to collaborate in competing as a single entity to attract capital and development from outside Metro Hartford. (See attachment for fuller description.)
- The project was developed and is supported by dozens of corporations, urban/suburban municipalities, civic and non-profit organizations and state agencies. Hundreds of volunteers are involved in its implementation. The Aetna Foundation gift of \$300,000 is part of nearly \$3 million contributed by these organizations and individuals to seed project financing. Alan Weber, Aetna's Vice Chairman, and I have served with other corporate and civic leaders on the project's managing board.

- This public/private partnership is unique in its inclusiveness. Community advocates and corporate leaders collaborate in decision making and implementation. A key tenet of the MetroHartford project is that diversity and regional economic development cannot be separated. The Aetna Conversation on Race and Ethnicity, cited by the President's Diversity Task Force as a best practice, was adopted by the MetroHartford Millennium and has expanded to over 200 'citizen conversations' on diversity throughout the region.
- Aetna is taking a leadership role in developing a new MetroHartford Investment Fund through which Hartford-based corporations will raise \$50 to \$100 million dollars to support regional economic development projects. A major announcement of corporate commitments to the fund could coincide with the President's visit and also provide photo opportunities.

It is my sincere hope that the President will consider a visit to Hartford. Our projects and strong civic spirit present a very unique and inclusive approach to create a bright future for one of America's oldest cities. I would be happy to assist in any way possible to make this a reality.

Sincerely,

A handwritten signature in black ink, appearing to read "Dick". The signature is written in a cursive style with a large, sweeping "D" that loops around the first part of the name.

Enclosures (2)

Poised for a new direction

Consortium links revitalization to saving schools

By RICK GREEN
Courant Staff Writer

Trinity College's ambitious plan to revive the decayed greater Frog Hollow neighborhood rests upon an even more tenuous proposition: saving the area's public schools.

To do this, Trinity and a consortium of four other neighborhood nonprofit corporations — the Southside Institutions Neighborhood Alliance (SINA) — plan to build a virtually self-contained school system on a vacant lot between Trinity and Hartford Hospital on Vernon Street. Besides the schools, they intend to repair the fabric that makes for a strong community: homeownership, safe streets, job opportunities, vibrant small businesses.

What the consortium would like to offer current and prospective residents sounds like a striking opportunity: the chance for children to go to high-quality neighborhood schools from pre-kindergarten through college; financial assistance to buy a home; and the promise of work or retraining for work at one of the major institutions in the neighborhood. In turn, they hope a revived population attracts small businesses and other entrepreneurs.

The schools will be part of the larger Hartford system, but Trinity, Hartford Hospital, the Institute of Living, Connecticut Public Television and the Connecticut Children's Medical Center will work closely with the elementary, and middle and high schools in their backyard.

Mindful of the needs in Frog Hollow — less than half of residents have a high school degree, almost half of all families are below the poverty level, just 8 percent of housing units are owner-occupied and many streets are lined with boarded-up buildings — the project has a fast-paced agenda. Construction plans for the Vernon Street lot are being finalized this fall, with ground breaking scheduled for early next year.

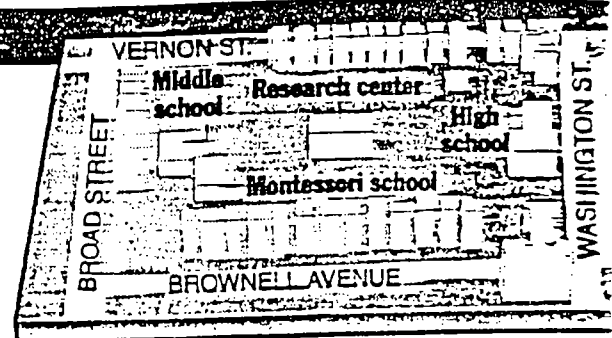
"I can't imagine that when you have a permanent underclass you

Redevelopment plan

A consortium of five Hartford institutions hopes to revitalize the Frog Hollow area through a nearly \$300 million project to build schools, promote homeownership and encourage the growth of small businesses. The consortium consists of Trinity College, Hartford Hospital, the Connecticut Children's Medical Center, the Institute of Living and Connecticut Public Television. The group will use a combination of public and private money, much of it already committed. The ground breaking is scheduled for next year.

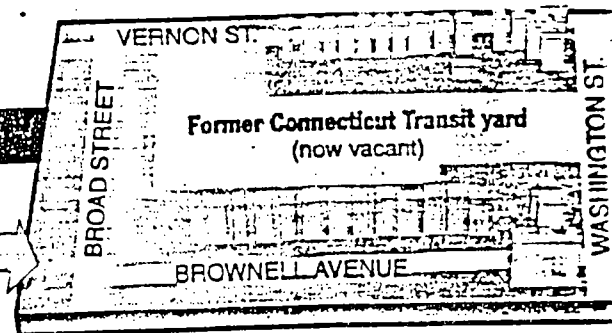
The heart of the development

- K-6 regional Montessori magnet school
- City middle school and regional high school
- Allied health and technology center
- Renovated housing
- Child care, job training center
- Boys' and girls' clubs
- Center for families
- Streetscape improvements on major roads
- Performing arts center
- Hockey complex
- Trinity campus construction
- Projected cost: \$237.6 million



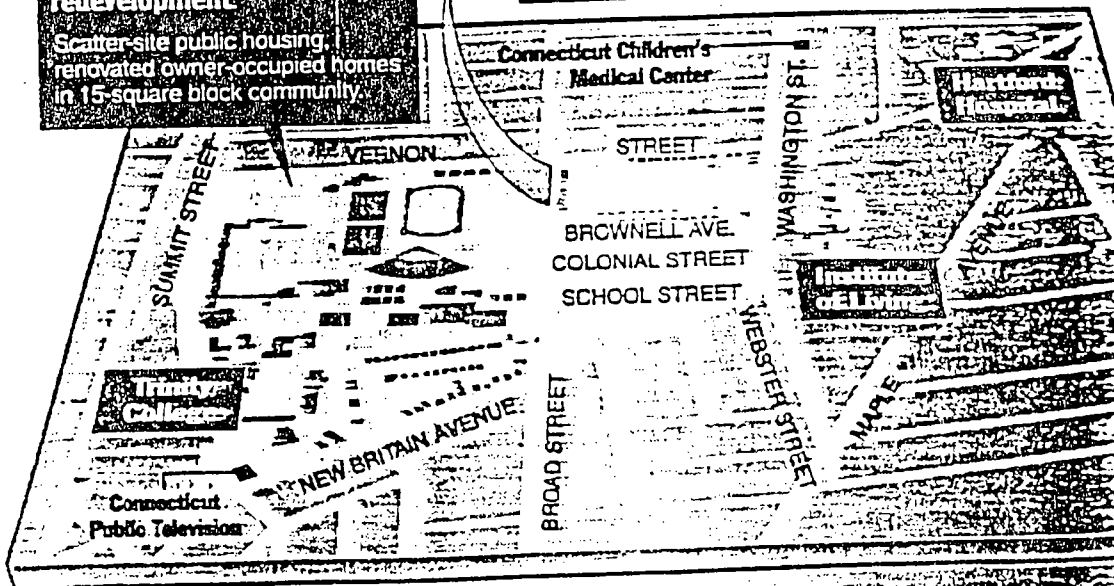
The key parcel

- \$6 million environmental cleanup of former Connecticut Transit yard



Area slated for redevelopment

Scatter-site public housing, renovated owner-occupied homes in 15-square block community.



SOURCE: Trinity College and staff reporting

The Hartford

Continued from Page 1

"We have an urgent need to respond," said Trinity President Evan Dobelle. "I'm tired of waiting for the next century. I believe this is a year that can get things done."

Investing in Frog Hollow

Over the next three years, the consortium plans to build an elementary school, a middle school and a science and math resource center on the block-sized Vernon Street parcel, bordered by Washington and Broad streets. More than \$35 million in public money has already been committed with another \$17.5 million public financing expected for the three schools.

The site would also include a \$25 million allied health and technology center. This center would feature a research laboratory for the hospitals and college and major exhibits. Research projects would examine health, physiological science, sports medicine, robotics and biomedical engineering. The hope is that this will attract small businesses.

The cost of the project, which encompasses the Trinity campus and a surrounding 15 square-block area, now stands at nearly a quarter of a billion dollars — a mixture of state, local, federal and private dollars. There is no commercial investor or developer, but with a collective employment base of 7,500 jobs, the SINA institutions say they have the economic muscle to begin the neighborhood revival.

The strength of this project is to use the expertise that we all have to bring to the table," said Dobelle. For example, the hospitals and college have a strong background in science research. The public television station will emphasize its broadcast technology. The latest in computer technology will also be emphasized.

Stake in community

The incentive for prospective home buyers in the Frog Hollow or Barry Square neighborhoods will be knowing their children could walk to a neighborhood network of quality schools where, among others, college professors, doctors, Trinity students and producers from Connecticut Public Television will work alongside teachers.

Rev. Janette Williams, pastor at Philadelphia Missionary Baptist Church in West Hartford, is one of the first to buy a home through the initiative. Along with her sister, Williams is buying a Jefferson street three-family house. Her daughter

and 6-month-old grandson will live in one of the apartments.

With financing and credit help from HART, a neighborhood organizing group, and SINA, Williams is remaining in Frog Hollow as a homeowner. With nearby schools reporting that as much as 50 percent of their students move at least once during the school year, it's this kind of stability that educators desperately need.

"When you become a homeowner your brainpower just starts to work differently, your mind elevates," Williams said. That means taking care of your front yard, worrying about the school your child or grandchild goes to and taking more pride in the greater neighborhood, she said.

Hope and progress

Over the next couple of years, SINA plans to rehabilitate at least 75 homes, using its own \$900,000 fund. Plus, as much as \$75 million in mortgages to be backed by Fannie Mae, the Federal National Mortgage Association, will also be available to new homeowners. The project's five- and 10-year vision looks to turn hundreds of people into homeowners and landlords.

"It brings a sense of hope and a perception that there is progress," said Jose Perez, president of SINA and a former assistant commissioner of economic affairs for Massachusetts. "What we have to do is create a sense that this neighborhood is moving."

As envisioned, the redevelopment would offer Rev. Williams' grandchild the following: education starting at age three at the Building Blocks Montessori School, a regional school already in operation in another part of the city; a middle school, which may also become an interdistrict magnet school; a science and math-oriented high school. After that would be the chance to go to Trinity or perhaps work at one of the other institutions, which employ a total of about 7,500 people.

There would be before- and after-school care offered. Boys' and girls' clubs are planned, as well as family and job counseling.

Designs call for creating a large mall-like development on the Vernon Street lot that once was the site of a bus garage, so children such as Williams' grandson could enter a campus of learning framed by the Gothic towers of Trinity to the west and the new children's hospital to the east.

Other construction plans, once

the schools and technology center are built, call for a performing arts center and a hockey rink, plus nearly \$50 million in new buildings on the Trinity campus. Nearly all of the \$237 million has been raised for the project.

Education as foundation

Trinity has also hired state Sen. Kevin Sullivan, D-West Hartford, an influential voice in education reform and at the state legislature, to help guide the project along. He

predicts that once the schools open the area will become attractive for small businesses and even biomedical and pharmaceutical companies interested in locating near a college and hospital complex.

"If you don't have good schools

then the ability of that community to rally is really compromised," said Sullivan.

Though some, like veteran board of education member and education reform advocate Thelma Dickerson have questioned why the city needs to build more schools when its enrollment is shrinking, the project has the strong support of a majority of the Hartford Board of Education. The board is trying to promote stronger relationships between the community and the school system, which is struggling under the weight of Hartford's poverty and its accompanying problems, poor student performance, high teenage pregnancy and broken families.

"You need to develop strong schools that give people the confidence to move into that neighborhood," said board vice president Ted Carroll, who also has a background in community organizing. "When you take a step back and look at the vicious cycle between poverty and community disinvestment and you say at what point do you intervene at, it makes sense to intervene with education."

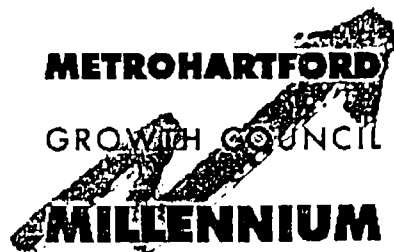
Stepping in at the education level is essential for the mere survival of corporations, both nonprofit like Hartford Hospital or the Connecticut Children's Medical Center, and with for-profit companies, says one former top CEO in the state who is not connected with the project.

"It effects them economically when they have to screen 100 candidates to get one good one," said retired Union Carbide president and chief executive officer Robert Kennedy, a frequent critic of the failing public schools and the role of private business in them.

"We are tired of spending the first two years of college remediating what kids should have learned in high school," said Kennedy, who called public education "bankrupt" in a recent speech at the University of Connecticut.

For Trinity, Hartford Hospital and the brand new Connecticut Children's Medical Center, it is a case of necessity. They move, so they have to be where they are. In the process, they are teaming up with another entrenched institution that move, the public schools.

"You have . . . institutions very much ensconced in the area," said R. Nelson Griebel, president and chief executive officer of Boston Connecticut. "There are no choices. Necessity is going to cause something to happen."



Millennium Management Committee

Mr. Mustafa Abdul-Salaam
Managing Director
Smith Whiley & Company

Dr. Philip Austin
President
University of Connecticut

Mr. Michael R. Bangser
Executive Director
Hartford Foundation for Public Giving

Mr. John Boyer
Executive Director
The Mark Twain House

Mr. William J. Cibes Jr.
Chancellor
Connecticut State University System

Mr. David D'Eramo Ph.D.
President and Chief Executive Officer
St. Francis Hospital & Medical Center

Mr. Roger Gelfenbien
Managing Partner
Andersen Consulting LLP

The Honorable Mary A. Glassman
First Selectman
Town of Simsbury

Mr. Richard A. Higginbotham
President and CEO
Fleet Bank

Mr. Peter Kelly
MetroHartford Chamber of Commerce
c/o Updike, Kelly & Spellacy PC

Mr. Douglas Andrews
General Manager
Horace Bushnell Management Resources, Inc.

Mr. George Bahamonde
President & CEO
United Way of the Capital Area

Ms. Sandra Kee Borges
City Manager
Hartford Municipal Building

The Honorable Stephen T. Cassano
Mayor
Town of Manchester

Mr. Ronald A. Copes
Vice President Community Affairs
MassMutual Life Insurance Company

Mr. Robert W. Fiondella
Chairman, President & CEO
Phoenix Home Life Mutual Insurance

Mr. P. Anthony Giorgio Ph.D.
President and Chief Executive Officer
CT Capitol Region Growth Council

Mr. Walter Harrison
President
University of Hartford

Mr. Richard L. Huber
Chairman
Aetna Inc.

The Honorable David K. Kilbon
First Selectman
East Granby Town Hall

Revised

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Mr. Karl J. Krapek
President
Pratt & Whitney Aircraft Engine Co., Inc.

Ms. Karen O. Lewis
Chair
North Hartford Initiative

Mr. Arthur C. Marquardt
President & Chief Executive Officer
CTG Resources, Inc.

Mr. Richard P. Meduski
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Savings Bank of Manchester

Mr. Julio Mendoza
Executive Director
Spanish-American Merchants Association

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Mr. Robert Patricelli
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Ms. Marty Petty
Publisher & CEO
The Hartford Courant

Mr. David R. Robb
President Reinsurance Operations
The Hartford

Mr. Richard Weaver-Bey
President
Greater Hartford Realty Mgmt Corp.

Mr. Allen Weintraub
Chairman and CEO
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Mr. James E. Willingham
President
Urban League of Greater Hartford

Mr. Bruce Leslie Ph.D.
Chancellor
Connecticut Community-Technical Colleges

Mr. Hugh C. MacKenzie
President/Retail Business Group
Northeast Utilities

Mr. Rolando T. Martinez
Executive Director
Hispanic Health Council

Mr. John Meehan
President & CEO
Hartford Hospital

Ms. Ann Moore
Undersecretary
State Office Policy & Management

Ms. Lillian Ortiz
Dean, Institutional Development
Manchester Community-Technical College

The Honorable Michael P. Peters
Mayor
City of Hartford

Mr. Richard J. Porth
Executive Director
Capitol Region Council of Governments

Ms. Bernadine Silvers
Co-Chair - Hartford 2000
c/o SCONRC

Mr. Alan J. Weber
Vice Chairman and CFO
Aetna

Mr. Philip Wheeler
Director, Region 9A
United Auto Workers

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MetroHartford Millennium Project:
**Forging a globally competitive economic base to make
MetroHartford one of the top 10 places to live and work.**

Strategies:

- Support and strengthen a renewed civic infrastructure to create and sustain economic development at the neighborhood, city and regional levels.
- Forge a globally competitive regional economic base that generates quality jobs for all residents.
- Challenge the region to build a world-class workforce and education system that prepares all of its residents with the skills needed to succeed in the global economy.
- Create a vibrant and culturally rich capitol city, with a vital downtown that serves as a regional arts and entertainment center, and strong neighborhoods that provides residents with an improved quality of life.
- Support regional land use and infrastructure policies and efficient uses of regional resources by promoting cooperative service delivery and reduced reliance on the property tax.

The **MetroHartford Millennium Project** is the region's comprehensive economic development plan. Its five core strategies are supported by 26 specific action steps designed to revitalize Connecticut's entire capitol region. **MetroHartford Millennium** was developed and is supported by dozens of corporations and municipal, civic, non-profit, neighborhood and state agencies. Its strength lies in its strong leadership and its commitment to inclusiveness, implementation and accountability.

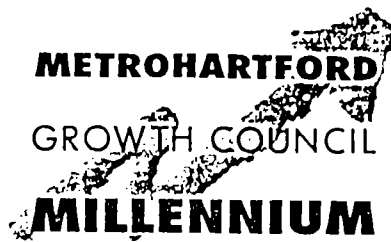
Hundreds of **MetroHartford Millennium** volunteers are actively implementing a broad spectrum of economic development initiatives, including: rejuvenating downtown Hartford; creating industry-driven worker training programs, with a special focus on careers for inner-city residents; addressing worker shortages; improving race relations; recruiting young professionals to the region; strengthening the K-12 education system; and reconstituting the region's civic infrastructure.

MetroHartford Millennium Project

Connecticut Capitol Region Growth Council, Inc.

99 Pratt Street • Hartford, Connecticut • 06103 • 860.524.7700 • Fax 860.493.7499

Web site www.growthcouncil.com • E-mail gc@growthcouncil.com



The MetroHartford Millennium Challenge:

"The first lesson of the global economy is that...regions are the units of economic competition."
— Theodore Hershberg

"Central city decline is likely to be a long-run, slow drain on the economic and social vitality of the region."

— Richard Voith

MetroHartford, Connecticut, like many regions in the Northeast, have taken longer than most other parts of the country to climb out of the recession of the early 1990s. In fact, research by the Connecticut Center for Economic Analysis at the University of Connecticut for the **MetroHartford Millennium Project** currently ranks this region 54th out of 56 comparable cities in terms of economic vitality. Complicating the matter has been the region's fragmented infrastructure: 29 autonomous towns, a small central city comprised of 17 separate neighborhoods, and a weakened civic infrastructure.

The **MetroHartford Millennium Project** was created to bridge these divides and engage the entire region in staging its revitalization. Just as important, the goal is to have all of the region's residents benefit from that revitalization.

The solution

MetroHartford Millennium understands the reality that economic development is a long-term process. Regions take years, and often decades, to stage successful come-backs. At the same time, focused, committed, strategic, incremental initiatives must be implemented to build toward that success. **MetroHartford Millennium** is a focused, time-bounded action plan designed to strengthen all facets of the economy.

Inclusion

MetroHartford Millennium is the only organization to bring all affected parties to the table: corporations, neighborhood groups, non-profit organizations, civic groups, state and local government, hospitals, educational institutions, labor and the media.

The project's first-year funding also reflects its broad range of support. Corporations, individuals, a local foundation and labor all contributed. City, state and federal (EDA) funding also was secured.



Successes to date

During MetroHartford Millennium's first year and a half of operation, four critical areas have received intense focus, producing concrete results. These are detailed below.

Urban design

Recognizing that the core city in effect defines the entire region, **MetroHartford Millennium** has made strides to revitalize its central city of Hartford. In addition to working with the neighborhoods to strengthen the entire city and produce economic opportunities for all its residents, special attention has been paid to the downtown district.

A comprehensive Downtown Hartford Economic and Urban Design Action Strategy was created as a blueprint for redeveloping the area. A team led by internationally recognized urban planner Ken Greenberg of Toronto designed the plan based upon extensive research, a realistic assessment of existing projects, and input from hundreds of city residents, businesses, officials, developers and workers.

The strategy is a comprehensive blueprint for making downtown a vibrant, attractive, and active business, entertainment and residential district. Just as important, it provides a coordinating context for the many development plans currently proposed for downtown Hartford. The strategy also calls for increased housing downtown, pedestrian-friendly and enlivened streetscapes, consolidated parking facilities, a way-finding plan, and an internal transit corridor.

Industry-driven worker training

With an improving economy, many area businesses have experienced severe worker shortages. A **MetroHartford Millennium** survey, conducted by Andersen Consulting, found more than 4,500 open positions at just 30 area companies. More than 80 percent of these jobs paid between \$25,000 and \$75,000 per year. At the same time, the central city of Hartford had an unemployment rate of 10 percent.

MetroHartford Millennium brought together employers and educators to design training programs specifically for unfilled positions. Employers defined the curriculum, admission standards and acceptable outcomes. Local educational institutions provided the training, with the caveat that final payment was contingent on the trainees obtaining relevant employment after graduation.



The first training program focused on precision manufacturing jobs. Of the first 100 students to graduate, 99 were employed immediately. A second class of more than 80 students is graduating now, with the same results.

Building on this successful model, additional training programs have been created for entry- and mid-level financial services positions. This summer, a program to train inner-city residents for jobs in the burgeoning construction industry will be launched.

Recruiting young professionals

MetroHartford has traditionally been seen as a good place to raise a family, but not necessarily an exciting area for a young person to launch a career. **MetroHartford Millennium** is working to change this perception.

The project brings area companies together to create joint-recruiting opportunities, demonstrating the wide range of long-term career options MetroHartford offers.

MetroHartford Millennium also has created a Welcome Kit to introduce new or prospective workers to the area, and launched a young professionals' networking and social group. A comprehensive marketing campaign targeted at this group is being developed.

Working with area employers, the project also sponsors annual events for summer interns working in the region. The goal is to acquaint them with MetroHartford and to encourage them to make this area their home when they graduate.

Diversity

The **MetroHartford Millennium** Project report states, "Racial divisions...are economic issues that affect the economic well-being and quality of life of all residents."

The project, in conjunction with Aetna, the National Conference for Community and Justice, and the Office of the Secretary of the State, created the MetroHartford Region Community Conversations on Race to help area residents come to terms with racial issues and begin addressing the economic consequences of these issues. The conversations move participants from exploring personal perspectives on race to taking cooperative, informed action to promote understanding and opportunity for everyone in our community.

Hundreds of residents have already participated in the conversations, with several hundred more scheduled to do so by year-end.

MetroHartford Millennium Project

Connecticut Capitol Region Growth Council, Inc.

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Web site www.growthcouncil.com • E-mail gc@growthcouncil.com



Future activities

MetroHartford Millennium is a multi-year, incremental plan. As some objectives are achieved, additional projects are added. Among those being pursued this year are:

- Additional industry-driven worker training programs
- \$50 million - \$150 million MetroHartford Investment Fund
- Improving coordination among the region's civic groups
- Coordinated marketing campaign
- Unified agenda for Hartford's neighborhoods
- Regional transit plan

During the next decade, **MetroHartford Millennium** is committed to achieving its goal of making MetroHartford one of the 10 best places in the country to live and work.

Aetna

Aetna

RICHARD L. HUBER, Chairman & CEO, AETNA Inc.
MEETING WITH PRESIDENT CLINTON - May 11, 1999

DOMESTIC EMERGING MARKETS AT A GLANCE

Domestic Emerging Markets is the force to position Aetna Retirement Services as the dominant provider of financial and retirement services among targeted high-growth segments of the Latino, African American, women business owners and Asian American markets in selected geographic regions.

The team's four pronged strategic approach to winning market share is to increase brand name recognition and awareness in target markets. Domestic Emerging Markets is the catalyst for creation of a diverse sales and distribution force, creating culturally appropriate marketing and sales materials, and establishing marketing-sensitive customer service (e.g., bi-lingual 1-800 line and Spanish marketing materials).

Another prong to capturing our market share is a sincere community presence. Since inception, a focused Domestic Emerging Markets effort has produced favorable results with strategic alliances such as:

- Chapman Worldwide Financial Services (Nathan A. Chapman Jr.); one of the nation's leading minority-controlled investment banking firms and broker/dealers who invests in publicly traded companies that are controlled by women, African Americans, Asian Americans and Latinos. Current and potential customers now have the opportunity to choose the Chapman Company's DEM Equity Fund.
- The Latin Business Association's annual Expo provides access to more than 2,000 Latino business owners.
- Commitment to General Colin Powell's America's Promise will, by year 2000, reach thousands of high school students in selected areas across the country.

Execution of the Domestic Emerging Markets strategic approach is impacting our target markets as we begin to deliver sales results. Among the sales to new sponsors are prestigious firms such as Earl G. Graves, Ltd. (Black Enterprise Magazine), the City of San Francisco and Howard University.

Business Opportunities in Atlanta:

In Atlanta, Domestic Emerging Markets continues to target women and minorities to increase financial literacy and participation in savings and investments. We partner with sponsors providing financial education to minority employees in businesses, hospitals and governmental entities within the Atlanta metropolitan area.

In another initiative, Domestic Emerging Markets is exploring an alliance with a local target market minority owned insurance company to increase access to a broader array of insurance products.

Through the Domestic Emerging Markets Banking Program, Aetna Retirement Services is doing business with minority-owned or controlled banks in targeted geographic areas including Atlanta.



151 Farmington Avenue
Hartford, CT 06156

Richard L. Huber
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Aetna Inc.
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May 27, 1999

Gene B. Sperling
Assistant to the President and
Director, National Economic Council
The White House
West Wing, 2nd Floor
Washington, DC 20500

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- The schools and housing are complemented by the Aetna Family Center, funded by a \$1 million grant from the Aetna Foundation, the Boys and Girls Club and other services to provide an environment of full support to the families in the area.

- Trinity College is prepared to recognize President Clinton's leadership, as demonstrated by his administration's early and significant support for this project, by granting the President an honorary degree.
- African-American and Latino community leadership would be available to accompany the President during his visit. African-American ministers recently held a successful conference at Trinity focused on the role of the church in neighborhood economic development. Small merchants located nearby in the Latino Park Street retail corridor are working closely with Trinity to develop strategies for economic development. A walk through this vibrant street filled with store fronts would present a photo opportunity for the President with merchants who have battled through years of gang warfare and other significant challenges to save their foothold on the American dream.
- See attached news article describing the project in some detail.

2. Adriaen's Landing Project

- Adriaen's Landing is a bold project that will link Hartford to the Connecticut River, which through the centuries was intrinsically linked to the city's economic vitality. This ambitious undertaking includes plans for a convention center, a domed University of Connecticut stadium and complementary hotel, retail and entertainment components.
- This multiple-use development would undoubtedly make Hartford a tourist destination, leveraging existing cultural treasures such as the oldest public museum in the nation. The project would create many permanent jobs at different economic levels and make a significant difference in attracting and retaining young talent.
- In a single stroke, Adriaen's Landing would revitalize much of downtown and create a critical link to the neighborhoods surrounding Trinity College (see above for SINA/Trinity project).
- During the 1960's, highway construction effectively cut access from Hartford to the Connecticut River. The opening of a new walkway connecting downtown to Riverfront Park and giving residents easy access to the River could be used for photo opportunities for the President.

3. MetroHartford Millennium Project

- The MetroHartford Millennium Project is the region's comprehensive economic development plan to forge a globally competitive economy. The plan consists of five core strategies supported by 26 specific action steps designed to revitalize Connecticut's capital region with Hartford as its revitalized core. It is a comprehensive effort to encourage the regions' towns and the urban center to collaborate in competing as a single entity to attract capital and development from outside Metro Hartford. (See attachment for fuller description.)
- The project was developed and is supported by dozens of corporations, urban/suburban municipalities, civic and non-profit organizations and state agencies. Hundreds of volunteers are involved in its implementation. The Actna Foundation gift of \$300,000 is part of nearly \$3 million contributed by these organizations and individuals to seed project financing. Alan Weber, Actna's Vice Chairman, and I have served with other corporate and civic leaders on the project's managing board.

- This public/private partnership is unique in its inclusiveness. Community advocates and corporate leaders collaborate in decision making and implementation. A key tenet of the MetroHartford project is that diversity and regional economic development cannot be separated. The Aetna Conversation on Race and Ethnicity, cited by the President's Diversity Task Force as a best practice, was adopted by the MetroHartford Millennium and has expanded to over 200 'citizen conversations' on diversity throughout the region.
- Aetna is taking a leadership role in developing a new MetroHartford Investment Fund through which Hartford-based corporations will raise \$50 to \$100 million dollars to support regional economic development projects. A major announcement of corporate commitments to the fund could coincide with the President's visit and also provide photo opportunities.

It is my sincere hope that the President will consider a visit to Hartford. Our projects and strong civic spirit present a very unique and inclusive approach to create a bright future for one of America's oldest cities. I would be happy to assist in any way possible to make this a reality.

Sincerely,

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Enclosures (2)

Voiced for a new direction

Consortium links revitalization to saving schools

By RICK GREEN
Courant Staff Writer

Trinity College's ambitious plan to revive the decayed greater Frog Hollow neighborhood rests upon an even more tenuous proposition: saving the area's public schools.

To do this, Trinity and a consortium of four other neighborhood nonprofit corporations — the Southside Institutions Neighborhood Alliance (SINA) — plan to build a virtually self-contained school system on a vacant lot between Trinity and Hartford Hospital on Vernon Street. Besides the schools, they intend to repair the fabric that makes for a strong community: homeownership, safe streets, job opportunities, vibrant small businesses.

What the consortium would like to offer current and prospective residents sounds like a striking opportunity: the chance for children to go to high-quality neighborhood schools from pre-kindergarten through college; financial assistance to buy a home; and the promise of work or retraining for work at one of the major institutions in the neighborhood. In turn, they hope a revived population attracts small businesses and other entrepreneurs.

The schools will be part of the larger Hartford system, but Trinity, Hartford Hospital, the Institute of Living, Connecticut Public Television and the Connecticut Children's Medical Center will work closely with the elementary, and middle and high schools in their backyard.

Mindful of the needs in Frog Hollow — less than half of residents have a high school degree, almost half of all families are below the poverty level, just 8 percent of housing units are owner-occupied and many streets are lined with boarded-up buildings — the project has a fast-paced agenda. Construction plans for the Vernon Street lot are being finalized this fall, with ground breaking scheduled for early next year.

"I can't imagine that when you have a permanent underclass you

Please see Consortium, Page A11

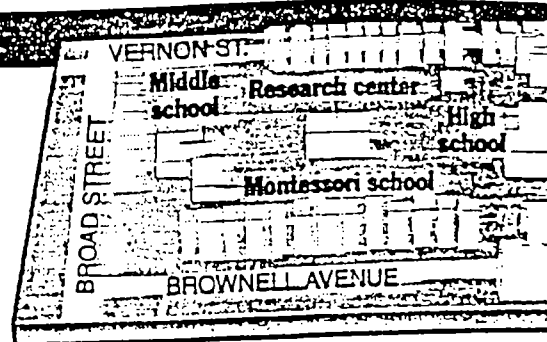
THE HARTFORD COURANT: Tuesday, September 3

Redevelopment plan

A consortium of five Hartford institutions hopes to revitalize the Frog Hollow area through a new \$237.6 million project to build schools, promote homeownership and encourage the growth of small businesses. The consortium consists of Trinity College, Hartford Hospital, the Connecticut Children's Medical Center, the Institute of Living and Connecticut Public Television. The group will use a combination of public and private money, much of it already committed. The ground breaking is scheduled for next year.

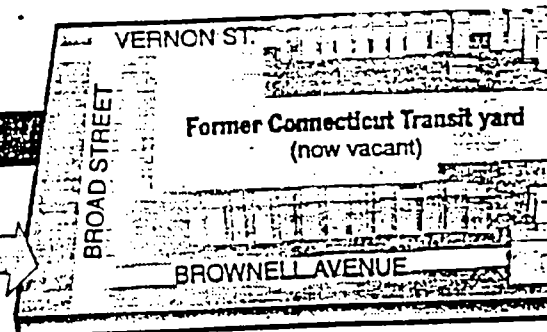
The heart of the development

- K-6 regional Montessori magnet school
- City middle school and regional high school
- Allied health and technology center
- Renovated housing
- Child care, job training center
- Boys' and girls' clubs
- Center for families
- Streetscape improvements on major roads
- Performing arts center
- Hockey complex
- Trinity campus construction
- Projected cost: \$237.6 million



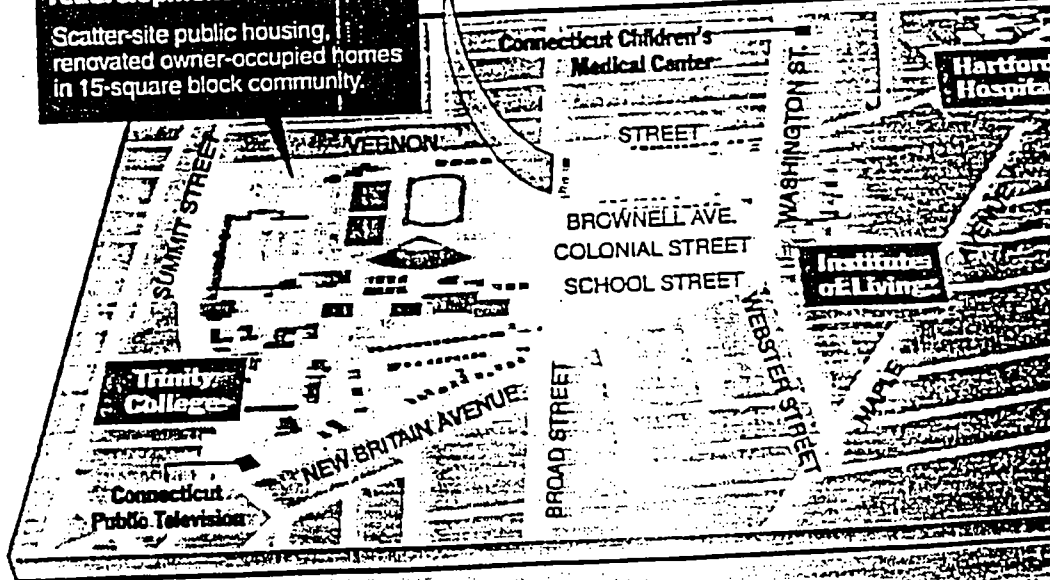
The key parcel

- \$6 million environmental cleanup of former Connecticut Transit yard



Area slated for redevelopment

Scatter-site public housing, renovated owner-occupied homes in 15-square block community.



SOURCE: Trinity College and staff reporting

Continued from Page 1

...have an urgent need to respond," said Trinity President Evan Dobelle. "I'm tired of waiting for the next century. I believe this is a year that can get things done."

Investing in Frog Hollow

Over the next three years, the consortium plans to build an elementary school, a middle school and a science and math resource high school on the block-sized Vernon Street parcel, bordered by Washington and Broad streets. More than \$35 million in public money has already been committed with another \$17.5 million public financing expected for the three schools.

The site would also include a \$25 million allied health and technology center. This center would feature a research laboratory for the hospitals and college and major exhibits. Research projects would examine health, physiological science, sports medicine, robotics and biomedical engineering. The hope is that this will attract small businesses.

The cost of the project, which encompasses the Trinity campus and a surrounding 15 square-block area, now stands at nearly a quarter of a billion dollars — a mixture of state, local, federal and private dollars. There is no commercial investment for developer, but with a collective employment base of 7,500 jobs, the SINA institutions say they have the economic muscle to begin the neighborhood revival.

The strength of this project is to use the expertise that we all have to bring to the table," said Dobelle. For example, the hospitals and college have a strong background in science research. The public television station will emphasize its broadcast technology. The latest in computer technology will also be emphasized.

Stake in community

The incentive for prospective home buyers in the Frog Hollow or Barry Square neighborhoods will be knowing their children could walk to a neighborhood network of quality schools where, among others, college professors, doctors, Trinity students and producers from Connecticut Public Television will work alongside teachers.

Rev. Janette Williams, pastor at Philadelphia Missionary Baptist Church in West Hartford, is one of the first to buy a home through the initiative. Along with her sister, Williams is buying a Jefferson street three-family house. Her daughter

and 6-month-old grandson will live in one of the apartments.

With financing and credit help from HART, a neighborhood organizing group, and SINA, Williams is remaining in Frog Hollow as a homeowner. With nearby schools reporting that as much as 50 percent of their students move at least once during the school year, it's this kind of stability that educators desperately need.

"When you become a homeowner your brainpower just starts to work differently, your mind elevates," Williams said. That means taking care of your front yard, worrying about the school your child or grandchild goes to and taking more pride in the greater neighborhood, she said.

Hope and progress

Over the next couple of years, SINA plans to rehabilitate at least 75 homes, using its own \$900,000 fund. Plus, as much as \$75 million in mortgages to be backed by Fannie Mae, the Federal National Mortgage Association, will also be available to new homeowners. The project's five- and 10-year vision looks to turn hundreds of people into homeowners and landlords.

"It brings a sense of hope and a perception that there is progress," said Jose Perez, president of SINA and a former assistant commissioner of economic affairs for Massachusetts. "What we have to do is create a sense that this neighborhood is moving."

As envisioned, the redevelopment would offer Rev. Williams' grandchild the following: education starting at age three at the Building Blocks Montessori School, a regional school already in operation in another part of the city; a middle school, which may also become an interdistrict magnet school; a science and math-oriented high school. After that would be the chance to go to Trinity or perhaps work at one of the other institutions, which employ a total of about 7,500 people.

There would be before- and after-school care offered. Boys' and girls' clubs are planned, as well as family and job counseling.

Designs call for creating a large mall-like development on the Vernon Street lot that once was the site of a bus garage, so children such as Williams's grandson could enter a campus of learning framed by the Gothic towers of Trinity to the west and the new children's hospital to the east.

Other construction plans, once

the schools and technology center are built, call for a performing arts center and a hockey rink, plus nearly \$50 million in new buildings on the Trinity campus. Nearly all of the \$237 million has been raised for the project.

Education as foundation

Trinity has also hired state Sen. Kevin Sullivan, D-West Hartford, an influential voice in education reform and at the state legislature, to help guide the project along. He

predicts that once the schools open the area will become attractive for small businesses and even biomedical and pharmaceutical companies interested in locating near a college and hospital complex.

"If you don't have good schools

then the ability of that community to rally is really compromised," said Sullivan.

Though some, like veteran board of education member and education reform advocate Thelma Dickerson have questioned why the city needs to build more schools when its enrollment is shrinking, the project has the strong support of a majority of the Hartford Board of Education. The board is trying to promote stronger relationships between the community and the school system, which is struggling under the weight of Hartford's poverty and its accompanying problems, poor student performance, high teenage pregnancy and broken families.

"You need to develop strong schools that give people the confidence to move into that neighborhood," said board vice president Ted Carroll, who also has a background in community organizing. "When you take a step back and look at the vicious cycle between poverty and community disinvestment and you say at what point do you intervene at, it makes sense to intervene with education."

Stepping in at the education level is essential for the mere survival of corporations, both nonprofit like Hartford Hospital or the Connecticut Children's Medical Center, and with for-profit companies, says one former top CEO in the state who is not connected with the project.

"It effects them economically when they have to screen 100 candidates to get one good one," said retired Union Carbide president and chief executive officer Robert Kennedy, a frequent critic of the failing public schools and the role of private business in them.

"We are tired of spending the first two years of college remediating what kids should have learned in high school," said Kennedy, who called public education "bankrupt" in a recent speech at the University of Connecticut.

For Trinity, Hartford and the brand new Children's Medical Center a case of necessity, move, so they have where they are. In the past are teaming up with a entrenched institution move, the public school.

"You have... institution very much ensconced," said R. Nelson Griebel and chief executive officer of Boston Connecticut. No choices. Necessity cause something to happen.



Millennium Management Committee

Mr. Mustafa Abdul-Salaam
Managing Director
Smith Whiley & Company

Dr. Philip Austin
President
University of Connecticut

Mr. Michael R. Bangser
Executive Director
Hartford Foundation for Public Giving

Mr. John Boyer
Executive Director
The Mark Twain House

Mr. William J. Cibes Jr.
Chancellor
Connecticut State University System

Mr. David D'Eramo Ph.D.
President and Chief Executive Officer
St. Francis Hospital & Medical Center

Mr. Roger Gelfenbien
Managing Partner
Andersen Consulting LLP

The Honorable Mary A. Glassman
First Selectman
Town of Simsbury

Mr. Richard A. Higginbotham
President and CEO
Fleet Bank

Mr. Peter Kelly
MetroHartford Chamber of Commerce
c/o Updike, Kelly & Spellacy PC

Mr. Douglas Andrews
General Manager
Horace Bushnell Management Resources, Inc.

Mr. George Bahamonde
President & CEO
United Way of the Capital Area

Ms. Sandra Kee Borges
City Manager
Hartford Municipal Building

The Honorable Stephen T. Cassano
Mayor
Town of Manchester

Mr. Ronald A. Copes
Vice President Community Affairs
MassMutual Life Insurance Company

Mr. Robert W. Fiondella
Chairman, President & CEO
Phoenix Home Life Mutual Insurance

Mr. P. Anthony Giorgio Ph.D.
President and Chief Executive Officer
CT Capitol Region Growth Council

Mr. Walter Harrison
President
University of Hartford

Mr. Richard L. Huber
Chairman
Aetna Inc.

The Honorable David K. Kilbon
First Selectman
East Granby Town Hall

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Mr. Karl J. Krapek
President
Pratt & Whitney Aircraft Engine Co., Inc.

Ms. Karen O. Lewis
Chair
North Hartford Initiative

Mr. Arthur C. Marquardt
President & Chief Executive Officer
CTG Resources, Inc.

Mr. Richard P. Meduski
President
Savings Bank of Manchester

Mr. Julio Mendoza
Executive Director
Spanish-American Merchants Association

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Greater Hartford Chamber of Commerce

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President & CEO
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Ms. Ann Moore
Undersecretary
State Office Policy & Management

Ms. Lillian Ortiz
Dean, Institutional Development
Manchester Community-Technical College

The Honorable Michael P. Peters
Mayor
City of Hartford

Mr. Richard J. Porth
Executive Director
Capitol Region Council of Governments

Ms. Bernadine Silvers
Co-Chair - Hartford 2000
c/o SCONRC

Mr. Alan J. Weber
Vice Chairman and CFO
Aetna

Mr. Philip Wheeler
Director, Region 9A
United Auto Workers

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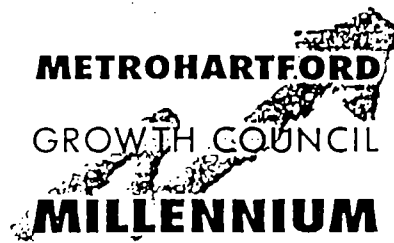
MetroHartford Millennium Project:
**Forging a globally competitive economic base to make
MetroHartford one of the top 10 places to live and work.**

Strategies:

- Support and strengthen a renewed civic infrastructure to create and sustain economic development at the neighborhood, city and regional levels.
- Forge a globally competitive regional economic base that generates quality jobs for all residents.
- Challenge the region to build a world-class workforce and education system that prepares all of its residents with the skills needed to succeed in the global economy.
- Create a vibrant and culturally rich capitol city, with a vital downtown that serves as a regional arts and entertainment center, and strong neighborhoods that provides residents with an improved quality of life.
- Support regional land use and infrastructure policies and efficient uses of regional resources by promoting cooperative service delivery and reduced reliance on the property tax.

The **MetroHartford Millennium Project** is the region's comprehensive economic development plan. Its five core strategies are supported by 26 specific action steps designed to revitalize Connecticut's entire capitol region. **MetroHartford Millennium** was developed and is supported by dozens of corporations and municipal, civic, non-profit, neighborhood and state agencies. Its strength lies in its strong leadership and its commitment to inclusiveness, implementation and accountability.

Hundreds of **MetroHartford Millennium** volunteers are actively implementing a broad spectrum of economic development initiatives, including: rejuvenating downtown Hartford; creating industry-driven worker training programs, with a special focus on careers for inner-city residents; addressing worker shortages; improving race relations; recruiting young professionals to the region; strengthening the K-12 education system; and reconstituting the region's civic infrastructure.



The MetroHartford Millennium Challenge:

"The first lesson of the global economy is that...regions are the units of economic competition."

— Theodore Hershberg

"Central city decline is likely to be a long-run, slow drain on the economic and social vitality of the region."

— Richard Voith

MetroHartford, Connecticut, like many regions in the Northeast, have taken longer than most other parts of the country to climb out of the recession of the early 1990s. In fact, research by the Connecticut Center for Economic Analysis at the University of Connecticut for the **MetroHartford Millennium Project** currently ranks this region 54th out of 56 comparable cities in terms of economic vitality. Complicating the matter has been the region's fragmented infrastructure: 29 autonomous towns, a small central city comprised of 17 separate neighborhoods, and a weakened civic infrastructure.

The **MetroHartford Millennium Project** was created to bridge these divides and engage the entire region in staging its revitalization. Just as important, the goal is to have all of the region's residents benefit from that revitalization.

The solution

MetroHartford Millennium understands the reality that economic development is a long-term process. Regions take years, and often decades, to stage successful come-backs. At the same time, focused, committed, strategic, incremental initiatives must be implemented to build toward that success. **MetroHartford Millennium** is a focused, time-bounded action plan designed to strengthen all facets of the economy.

Inclusion

MetroHartford Millennium is the only organization to bring all affected parties to the table: corporations, neighborhood groups, non-profit organizations, civic groups, state and local government, hospitals, educational institutions, labor and the media.

The project's first-year funding also reflects its broad range of support. Corporations, individuals, a local foundation and labor all contributed. City, state and federal (EDA) funding also was secured.

MetroHartford Millennium Project

Connecticut Capitol Region Growth Council, Inc.

99 Pratt Street • Hartford, Connecticut • 06103 • 860.524.7700 • Fax 860.493.7499

Web site www.growthcouncil.com • E-mail gc@growthcouncil.com



Successes to date

During MetroHartford Millennium's first year and a half of operation, four critical areas have received intense focus, producing concrete results. These are detailed below.

Urban design

Recognizing that the core city in effect defines the entire region, **MetroHartford Millennium** has made strides to revitalize its central city of Hartford. In addition to working with the neighborhoods to strengthen the entire city and produce economic opportunities for all its residents, special attention has been paid to the downtown district.

A comprehensive Downtown Hartford Economic and Urban Design Action Strategy was created as a blueprint for redeveloping the area. A team led by internationally recognized urban planner Ken Greenberg of Toronto designed the plan based upon extensive research, a realistic assessment of existing projects, and input from hundreds of city residents, businesses, officials, developers and workers.

The strategy is a comprehensive blueprint for making downtown a vibrant, attractive, and active business, entertainment and residential district. Just as important, it provides a coordinating context for the many development plans currently proposed for downtown Hartford. The strategy also calls for increased housing downtown, pedestrian-friendly and enlivened streetscapes, consolidated parking facilities, a way-finding plan, and an internal transit corridor.

Industry-driven worker training

With an improving economy, many area businesses have experienced severe worker shortages. A **MetroHartford Millennium** survey, conducted by Andersen Consulting, found more than 4,500 open positions at just 30 area companies. More than 80 percent of these jobs paid between \$25,000 and \$75,000 per year. At the same time, the central city of Hartford had an unemployment rate of 10 percent.

MetroHartford Millennium brought together employers and educators to design training programs specifically for unfilled positions. Employers defined the curriculum, admission standards and acceptable outcomes. Local educational institutions provided the training, with the caveat that final payment was contingent on the trainees obtaining relevant employment after graduation.



The first training program focused on precision manufacturing jobs. Of the first 100 students to graduate, 99 were employed immediately. A second class of more than 80 students is graduating now, with the same results.

Building on this successful model, additional training programs have been created for entry- and mid-level financial services positions. This summer, a program to train inner-city residents for jobs in the burgeoning construction industry will be launched.

Recruiting young professionals

MetroHartford has traditionally been seen as a good place to raise a family, but not necessarily an exciting area for a young person to launch a career. **MetroHartford Millennium** is working to change this perception.

The project brings area companies together to create joint-recruiting opportunities, demonstrating the wide range of long-term career options MetroHartford offers.

MetroHartford Millennium also has created a Welcome Kit to introduce new or prospective workers to the area, and launched a young professionals' networking and social group. A comprehensive marketing campaign targeted at this group is being developed.

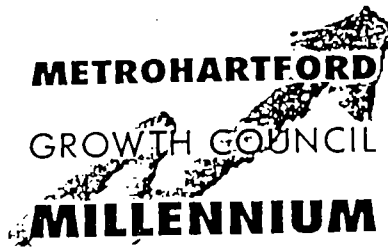
Working with area employers, the project also sponsors annual events for summer interns working in the region. The goal is to acquaint them with MetroHartford and to encourage them to make this area their home when they graduate.

Diversity

The **MetroHartford Millennium** Project report states, "Racial divisions...are economic issues that affect the economic well-being and quality of life of all residents."

The project, in conjunction with Aetna, the National Conference for Community and Justice, and the Office of the Secretary of the State, created the MetroHartford Region Community Conversations on Race to help area residents come to terms with racial issues and begin addressing the economic consequences of these issues. The conversations move participants from exploring personal perspectives on race to taking cooperative, informed action to promote understanding and opportunity for everyone in our community.

Hundreds of residents have already participated in the conversations, with several hundred more scheduled to do so by year-end.



Future activities

MetroHartford Millennium is a multi-year, incremental plan. As some objectives are achieved, additional projects are added. Among those being pursued this year are:

- Additional industry-driven worker training programs
- \$50 million - \$150 million MetroHartford Investment Fund
- Improving coordination among the region's civic groups
- Coordinated marketing campaign
- Unified agenda for Hartford's neighborhoods
- Regional transit plan

During the next decade, **MetroHartford Millennium** is committed to achieving its goal of making MetroHartford one of the 10 best places in the country to live and work.



151 Farmington Avenue
Hartford, CT 06156

Richard L. Huber
Chairman, President and CEO
Aetna Inc.
TEL: (860) 273-7851
FAX: (860) 273-6872

May 27, 1999

Gene B. Sperling
Assistant to the President and
Director, National Economic Council
The White House
West Wing, 2nd Floor
Washington, DC 20500

Dear Gene:

Hartford would be delighted to host a visit by the President. Our city has lagged behind other metropolitan areas during the economic boom enjoyed by most of the nation. However, there is a strong consensus among the private, public and non-profit sectors that there is a unique window of opportunity we can leverage because of the significant projects underway and the strong partnerships recently forged among the three sectors.

I would like to highlight a few of these:

1. Southside Institutions Neighborhood Alliance (SINA)/Trinity College Project

- In 1996, a consortium of five Hartford institutions announced a comprehensive neighborhood revitalization initiative for the community surrounding Trinity College's campus in Hartford's inner city. The initiative links neighborhood institutions, including Connecticut Public Television, Hartford Hospital, and Connecticut Children's Medical Center, in an unprecedented collaboration with community advocates. Designed to create a safe, viable neighborhood, it will also be a central hub of educational, health, family support and economic development activities. The fundamental objective is to renew the neighborhood from within, drawing on the resources and institutions already there to encourage stable home ownership and generate jobs through economic development linked to the neighborhood initiative. The project has grown to a \$300 million effort, funded by public and private dollars.
- Its approach - to create a community of learning - is distinguished by an educational component spanning pre-K school readiness through high school and adult learners. A new campus, including a pre-K and elementary school, middle school, and regional high school focusing on health, math and technology, is under construction.
- The "topping off" ceremony for this impressive undertaking would present an excellent photo opportunity for the President and can be scheduled around a July visit.
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Sincerely,

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Enclosures (2)

to see for a new direction

Consortium links revitalization to saving schools

By RICK GREEN
Courant Staff Writer

Trinity College's ambitious plan to revive the decayed greater Frog Hollow neighborhood rests upon an even more tenuous proposition: saving the area's public schools.

To do this, Trinity and a consortium of four other neighborhood nonprofit corporations — the outside Institutions Neighborhood Alliance (SINA) — plan to build a virtually self-contained school system on a vacant lot between Trinity and Hartford Hospital on Vernon Street. Besides the schools, they intend to repair the fabric that makes for a strong community: homeownership, safe streets, job opportunities, vibrant small businesses.

What the consortium would like to offer current and prospective residents sounds like a striking opportunity: the chance for children to go to high-quality neighborhood schools from pre-kindergarten through college; financial assistance to buy a home; and the promise of work or retraining for work at one of the major institutions in the neighborhood. In turn, they hope a revived population attracts small businesses and other entrepreneurs.

The schools will be part of the larger Hartford system, but Trinity, Hartford Hospital, the Institute of Living, Connecticut Public Television and the Connecticut Children's Medical Center will work closely with the elementary, and middle and high schools in their backyard.

Mindful of the needs in Frog Hollow — less than half of residents have a high school degree, almost half of all families are below the poverty level, just 8 percent of housing units are owner-occupied and many streets are lined with boarded-up buildings — the project has a fast-paced agenda. Construction plans for the Vernon Street lot are being finalized this fall, with ground breaking scheduled for early next year.

"I can't imagine that when you have a permanent underclass you

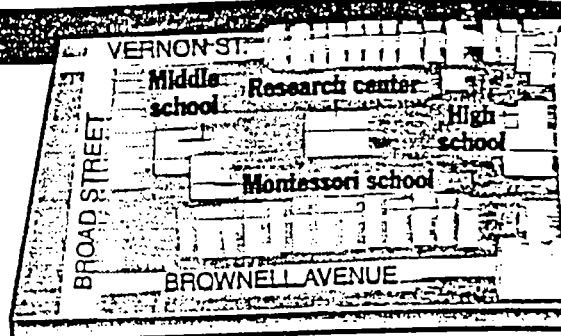
THE HARTFORD COURANT: Tuesday, September 3,

Redevelopment plan

A consortium of five Hartford institutions hopes to revitalize the Frog Hollow area through a near-million project to build schools, promote homeownership and encourage the growth of small business. The consortium consists of Trinity College, Hartford Hospital, the Connecticut Children's Medical Center, the Institute of Living and Connecticut Public Television. The group will use a combination of public and private money, much of it already committed. The ground breaking is scheduled for next year.

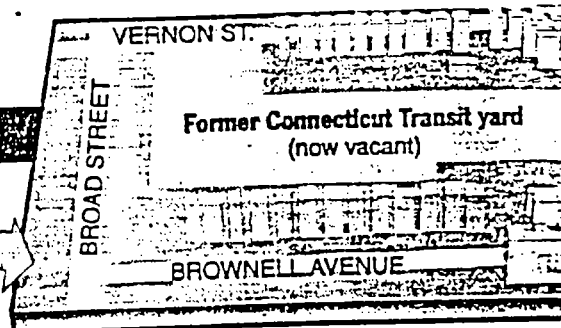
The heart of the development

- K-6 regional Montessori magnet school
- City middle school and regional high school
- Allied health and technology center
- Renovated housing
- Child care, job training center
- Boys' and girls' clubs
- Center for families
- Streetscape improvements on major roads
- Performing arts center
- Hockey complex
- Trinity campus construction
- Projected cost: \$237.6 million



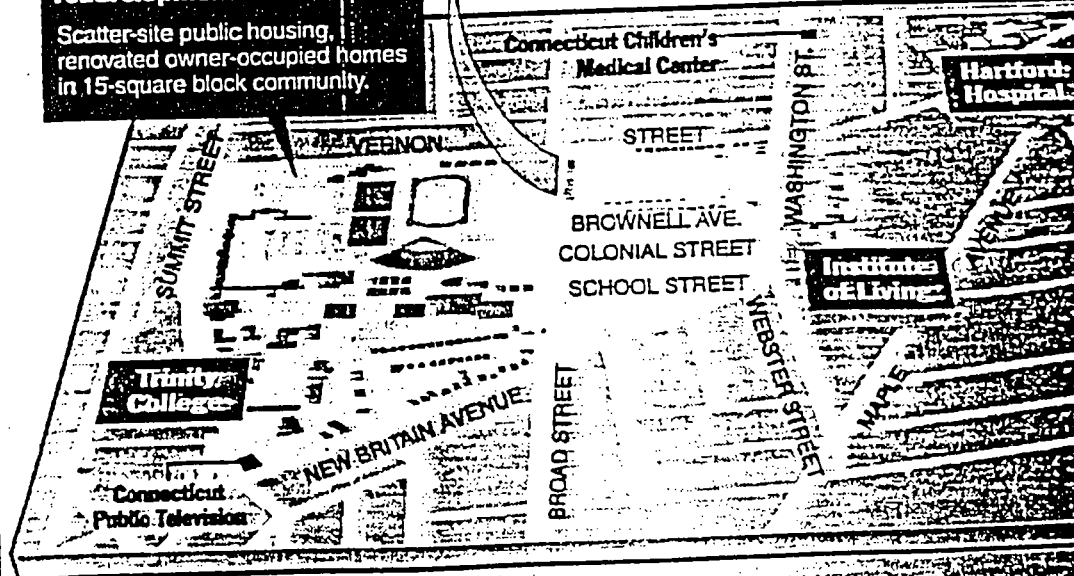
The key parcel

- \$6 million environmental cleanup of former Connecticut Transit yard



Area slated for redevelopment

Scatter-site public housing, renovated owner-occupied homes in 15-square block community.



SOURCE: Trinity College and staff reporting

"I have an urgent need to respond," said Trinity President Evan Dobelle. "I'm tired of waiting for the next century. I believe this is a way that can get things done."

Investing in Frog Hollow

Over the next three years, the consortium plans to build an elementary school, a middle school and a science and math resource high school on the block-sized Vernon Street parcel, bordered by Washington and Broad streets. More than \$35 million in public money has already been committed with another \$17.5 million public financing expected for the three schools.

The site would also include a \$25 million allied health and technology center. This center would feature a research laboratory for the hospitals and college and major exhibits. Research projects would examine health, physiological science, sports medicine, robotics and biomedical engineering. The hope is that this will attract small businesses.

The cost of the project, which encompasses the Trinity campus and a surrounding 15 square-block area, now stands at nearly a quarter of a billion dollars — a mixture of state, local, federal and private dollars. There is no commercial investor or developer, but with a collective employment base of 7,500 jobs, the SINA institutions say they have the economic muscle to begin the neighborhood revival.

"The strength of this project is to use the expertise that we all have to bring to the table," said Dobelle. For example, the hospitals and college have a strong background in science research. The public television station will emphasize its broadcast technology. The latest in computer technology will also be emphasized.

At stake in community

The incentive for prospective home buyers in the Frog Hollow or Barry Square neighborhoods will be knowing their children could walk to a neighborhood network of quality schools where, among others, college professors, doctors, Trinity students and producers from Connecticut Public Television will work alongside teachers.

Rev. Janette Williams, pastor at Philadelphia Missionary Baptist Church in West Hartford, is one of the first to buy a home through the initiative. Along with her sister, Williams is buying a Jefferson street three-family house. Her daughter

and 6-month-old grandson will live in one of the apartments.

With financing and credit help from HART, a neighborhood organizing group, and SINA, Williams is remaining in Frog Hollow as a homeowner. With nearby schools reporting that as much as 50 percent of their students move at least once during the school year, it's this kind of stability that educators desperately need.

"When you become a homeowner your brainpower just starts to work differently, your mind elevates," Williams said. That means taking care of your front yard, worrying about the school your child or grandchild goes to and taking more pride in the greater neighborhood, she said.

Hope and progress

Over the next couple of years, SINA plans to rehabilitate at least 75 homes, using its own \$900,000 fund. Plus, as much as \$75 million in mortgages to be backed by Fannie Mae, the Federal National Mortgage Association, will also be available to new homeowners. The project's five- and 10-year vision looks to turn hundreds of people into homeowners and landlords.

"It brings a sense of hope and a perception that there is progress," said Jose Perez, president of SINA and a former assistant commissioner of economic affairs for Massachusetts. "What we have to do is create a sense that this neighborhood is moving."

As envisioned, the redevelopment would offer Rev. Williams' grandchild the following: education starting at age three at the Building Blocks Montessori School, a regional school already in operation in another part of the city; a middle school, which may also become an interdistrict magnet school; a science and math-oriented high school. After that would be the chance to go to Trinity or perhaps work at one of the other institutions, which employ a total of about 7,500 people.

There would be before- and after-school care offered. Boys' and girls' clubs are planned, as well as family and job counseling.

Designs call for creating a large mall-like development on the Vernon Street lot that once was the site of a bus garage, so children such as Williams's grandson could enter a campus of learning framed by the Gothic towers of Trinity to the west and the new children's hospital to the east.

Other construction plans, once

the schools and technology center are built, call for a performing arts center and a hockey rink, plus nearly \$50 million in new buildings on the Trinity campus. Nearly all of the \$237 million has been raised for the project.

Education as foundation

Trinity has also hired state Sen. Kevin Sullivan, D-West Hartford, an influential voice in education reform and at the state legislature, to help guide the project along. He

predicts that once the schools open the area will become attractive for small businesses and even biomedical and pharmaceutical companies interested in locating near a college and hospital complex.

"If you don't have good schools

then the ability of that community to rally is really compromised," said Sullivan.

Though some, like veteran board of education member and education reform advocate Thelma Dickerson have questioned why the city needs to build more schools when its enrollment is shrinking, the project has the strong support of a majority of the Hartford Board of Education. The board is trying to promote stronger relationships between the community and the school system, which is struggling under the weight of Hartford's poverty and its accompanying problems, poor student performance, high teenage pregnancy and broken families.

"You need to develop strong schools that give people the confidence to move into that neighborhood," said board vice president Ted Carroll, who also has a background in community organizing. "When you take a step back and look at the vicious cycle between poverty and community disinvestment and you say at what point do you intervene at, it makes sense to intervene with education."

Stepping in at the education level is essential for the mere survival of corporations, both nonprofit like Hartford Hospital or the Connecticut Children's Medical Center, and with for-profit companies, says one former top CEO in the state who is not connected with the project.

"It effects them economically when they have to screen 100 candidates to get one good one," said retired Union Carbide president and chief executive officer Robert Kennedy, a frequent critic of the failing public schools and the role of private business in them.

"We are tired of spending the first two years of college remedialing what kids should have learned in high school," said Kennedy, who called public education "bankrupt" in a recent speech at the University of Connecticut.

For Trinity, Hartford and the brand new Children's Medical Center a case of necessity. To move, so they have to where they are. In the process are teaming up with entrenched institutions to move, the public schools.

"You have... institutions very much ensconced in said R. Nelson Griebel, and chief executive officer of Boston Connecticut. "no choices. Necessity is cause something to happen."



Millennium Management Committee

Mr. Mustafa Abdul-Salaam
Managing Director
Smith Whiley & Company

Dr. Philip Austin
President
University of Connecticut

Mr. Michael R. Bangser
Executive Director
Hartford Foundation for Public Giving

Mr. John Boyer
Executive Director
The Mark Twain House

Mr. William J. Cibes Jr.
Chancellor
Connecticut State University System

Mr. David D'Eramo Ph.D.
President and Chief Executive Officer
St. Francis Hospital & Medical Center

Mr. Roger Gelfenbien
Managing Partner
Andersen Consulting LLP

The Honorable Mary A. Glassman
First Selectman
Town of Simsbury

Mr. Richard A. Higginbotham
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Mr. Peter Kelly
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c/o Updike, Kelly & Spellacy PC

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General Manager
Horace Bushnell Management Resources, Inc.

Mr. George Bahamonde
President & CEO
United Way of the Capital Area

Ms. Sandra Kee Borges
City Manager
Hartford Municipal Building

The Honorable Stephen T. Cassano
Mayor
Town of Manchester

Mr. Ronald A. Copes
Vice President Community Affairs
MassMutual Life Insurance Company

Mr. Robert W. Fiondella
Chairman, President & CEO
Phoenix Home Life Mutual Insurance

Mr. P. Anthony Giorgio Ph.D.
President and Chief Executive Officer
CT Capitol Region Growth Council

Mr. Walter Harrison
President
University of Hartford

Mr. Richard L. Huber
Chairman
Aetna Inc.

The Honorable David K. Kilbon
First Selectman
East Granby Town Hall

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Mr. Karl J. Krapek
President
Pratt & Whitney Aircraft Engine Co., Inc.

Ms. Karen O. Lewis
Chair
North Hartford Initiative

Mr. Arthur C. Marquardt
President & Chief Executive Officer
CTG Resources, Inc.

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President
Savings Bank of Manchester

Mr. Julio Mendoza
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Greater Hartford Chamber of Commerce

Mr. Robert Patricelli
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Women's Health USA, Inc.

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The Hartford Courant

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The Hartford

Mr. Richard Weaver-Bey
President
Greater Hartford Realty Mgmt Corp.

Mr. Allen Weintraub
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The Advest Group, Inc.

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Mr. Bruce Leslie Ph.D.
Chancellor
Connecticut Community-Technical Colleges

Mr. Hugh C. MacKenzie
President/Retail Business Group
Northeast Utilities

Mr. Rolando T. Martinez
Executive Director
Hispanic Health Council

Mr. John Meehan
President & CEO
Hartford Hospital

Ms. Ann Moore
Undersecretary
State Office Policy & Management

Ms. Lillian Ortiz
Dean, Institutional Development
Manchester Community-Technical College

The Honorable Michael P. Peters
Mayor
City of Hartford

Mr. Richard J. Porth
Executive Director
Capitol Region Council of Governments

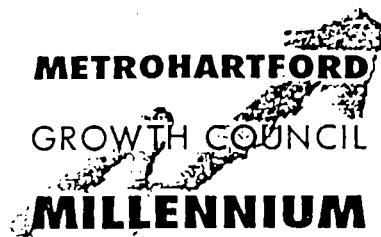
Ms. Bernadine Silvers
Co-Chair - Hartford 2000
c/o SCONRC

Mr. Alan J. Weber
Vice Chairman and CFO
Aetna

Mr. Philip Wheeler
Director, Region 9A
United Auto Workers

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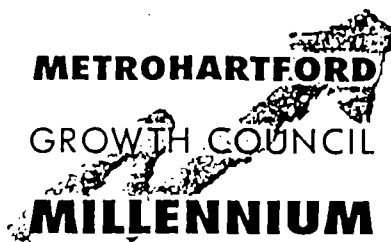
MetroHartford Millennium Project:
**Forging a globally competitive economic base to make
MetroHartford one of the top 10 places to live and work.**

Strategies:

- Support and strengthen a renewed civic infrastructure to create and sustain economic development at the neighborhood, city and regional levels.
- Forge a globally competitive regional economic base that generates quality jobs for all residents.
- Challenge the region to build a world-class workforce and education system that prepares all of its residents with the skills needed to succeed in the global economy.
- Create a vibrant and culturally rich capitol city, with a vital downtown that serves as a regional arts and entertainment center, and strong neighborhoods that provides residents with an improved quality of life.
- Support regional land use and infrastructure policies and efficient uses of regional resources by promoting cooperative service delivery and reduced reliance on the property tax.

The **MetroHartford Millennium Project** is the region's comprehensive economic development plan. Its five core strategies are supported by 26 specific action steps designed to revitalize Connecticut's entire capitol region. **MetroHartford Millennium** was developed and is supported by dozens of corporations and municipal, civic, non-profit, neighborhood and state agencies. Its strength lies in its strong leadership and its commitment to inclusiveness, implementation and accountability.

Hundreds of **MetroHartford Millennium** volunteers are actively implementing a broad spectrum of economic development initiatives, including: rejuvenating downtown Hartford; creating industry-driven worker training programs, with a special focus on careers for inner-city residents; addressing worker shortages; improving race relations; recruiting young professionals to the region; strengthening the K-12 education system; and reconstituting the region's civic infrastructure.



The MetroHartford Millennium Challenge:

"The first lesson of the global economy is that...regions are the units of economic competition."
— Theodore Hershberg

"Central city decline is likely to be a long-run, slow drain on the economic and social vitality of the region."
— Richard Voith

MetroHartford, Connecticut, like many regions in the Northeast, have taken longer than most other parts of the country to climb out of the recession of the early 1990s. In fact, research by the Connecticut Center for Economic Analysis at the University of Connecticut for the **MetroHartford Millennium Project** currently ranks this region 54th out of 56 comparable cities in terms of economic vitality. Complicating the matter has been the region's fragmented infrastructure: 29 autonomous towns, a small central city comprised of 17 separate neighborhoods, and a weakened civic infrastructure.

The **MetroHartford Millennium Project** was created to bridge these divides and engage the entire region in staging its revitalization. Just as important, the goal is to have all of the region's residents benefit from that revitalization.

The solution

MetroHartford Millennium understands the reality that economic development is a long term process. Regions take years, and often decades, to stage successful come-backs. At the same time, focused, committed, strategic, incremental initiatives must be implemented to build toward that success. **MetroHartford Millennium** is a focused, time-bounded action plan designed to strengthen all facets of the economy.

Inclusion

MetroHartford Millennium is the only organization to bring all affected parties to the table: corporations, neighborhood groups, non-profit organizations, civic groups, state and local government, hospitals, educational institutions, labor and the media.

The project's first-year funding also reflects its broad range of support. Corporations, individuals, a local foundation and labor all contributed. City, state and federal (EDA) funding also was secured.



Successes to date

During MetroHartford Millennium's first year and a half of operation, four critical areas have received intense focus, producing concrete results. These are detailed below.

Urban design

Recognizing that the core city in effect defines the entire region, **MetroHartford Millennium** has made strides to revitalize its central city of Hartford. In addition to working with the neighborhoods to strengthen the entire city and produce economic opportunities for all its residents, special attention has been paid to the downtown district.

A comprehensive Downtown Hartford Economic and Urban Design Action Strategy was created as a blueprint for redeveloping the area. A team led by internationally recognized urban planner Ken Greenberg of Toronto designed the plan based upon extensive research, a realistic assessment of existing projects, and input from hundreds of city residents, businesses, officials, developers and workers.

The strategy is a comprehensive blueprint for making downtown a vibrant, attractive, and active business, entertainment and residential district. Just as important, it provides a coordinating context for the many development plans currently proposed for downtown Hartford. The strategy also calls for increased housing downtown, pedestrian-friendly and enlivened streetscapes, consolidated parking facilities, a way-finding plan, and an internal transit corridor.

Industry-driven worker training

With an improving economy, many area businesses have experienced severe worker shortages. A **MetroHartford Millennium** survey, conducted by Andersen Consulting, found more than 4,500 open positions at just 30 area companies. More than 80 percent of these jobs paid between \$25,000 and \$75,000 per year. At the same time, the central city of Hartford had an unemployment rate of 10 percent.

MetroHartford Millennium brought together employers and educators to design training programs specifically for unfilled positions. Employers defined the curriculum, admission standards and acceptable outcomes. Local educational institutions provided the training, with the caveat that final payment was contingent on the trainees obtaining relevant employment after graduation.



The first training program focused on precision manufacturing jobs. Of the first 100 students to graduate, 99 were employed immediately. A second class of more than 80 students is graduating now, with the same results.

Building on this successful model, additional training programs have been created for entry- and mid-level financial services positions. This summer, a program to train inner-city residents for jobs in the burgeoning construction industry will be launched.

Recruiting young professionals

MetroHartford has traditionally been seen as a good place to raise a family, but not necessarily an exciting area for a young person to launch a career. **MetroHartford Millennium** is working to change this perception.

The project brings area companies together to create joint-recruiting opportunities, demonstrating the wide range of long-term career options MetroHartford offers. **MetroHartford Millennium** also has created a Welcome Kit to introduce new or prospective workers to the area, and launched a young professionals' networking and social group. A comprehensive marketing campaign targeted at this group is being developed.

Working with area employers, the project also sponsors annual events for summer interns working in the region. The goal is to acquaint them with MetroHartford and to encourage them to make this area their home when they graduate.

Diversity

The **MetroHartford Millennium** Project report states, "Racial divisions...are economic issues that affect the economic well-being and quality of life of all residents."

The project, in conjunction with Aetna, the National Conference for Community and Justice, and the Office of the Secretary of the State, created the MetroHartford Region Community Conversations on Race to help area residents come to terms with racial issues and begin addressing the economic consequences of these issues. The conversations move participants from exploring personal perspectives on race to taking cooperative, informed action to promote understanding and opportunity for everyone in our community.

Hundreds of residents have already participated in the conversations, with several hundred more scheduled to do so by year-end.



Future activities

MetroHartford Millennium is a multi-year, incremental plan. As some objectives are achieved, additional projects are added. Among those being pursued this year are:

- Additional industry-driven worker training programs
- \$50 million - \$150 million MetroHartford Investment Fund
- Improving coordination among the region's civic groups
- Coordinated marketing campaign
- Unified agenda for Hartford's neighborhoods
- Regional transit plan

During the next decade, **MetroHartford Millennium** is committed to achieving its goal of making MetroHartford one of the 10 best places in the country to live and work.



151 Farmington Avenue
Hartford, CT 06156

Vanda B. McMurtry
Senior Vice President
Federal Government Relations
TEL: (860) 273-0721
FAX: (860) 273-4479

June 21, 1999

Gene B. Sperling
Assistant to the President and
Director, National Economic Council
White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Gene:

It was great to have the chance to host John Podesta at last week's dinner of the Executive Committee of the Democratic Leadership Council. I know that I speak for Al From, Will Marshall and the whole group when I say that we enjoyed thoroughly John's candid discussion of the issues. We really appreciate the willingness of senior White House officials to reach out to the DLC.

The dinner with John gave me the opportunity to convey to him a sense of Aetna's keen interest in the President's "New Markets Initiative." As you know, Aetna's chairman Dick Huber returned from the recent visit to Atlanta convinced that "New Markets" is a program to which Aetna can make a very significant contribution, owing to our longstanding presence in the inner city and our vast experience marketing insurance in the developing world. Dick has discussed with you the possibility of a presidential visit to Hartford in support of "New Markets" this summer, and in that regard Dick wanted me to share with you the enclosed memorandum laying out some the community development projects in Hartford to which Dick himself has been committed personally.

Please do not hesitate to contact Dick or me directly if you have questions about these matters or any others in which we have mutual interests. We believe that we can give the President maximum support as he tries to move "New Markets" forward. Let's stay in touch in the days ahead.

Sincerely,

A handwritten signature in cursive script, appearing to read "Vanda".

Vanda B. McMurtry

Enclosure

June 15, 1999

PROJECT SUMMARY
Washington St., Hartford, CT

The neighborhood between Hartford Hospital and Trinity College in Hartford is an area which deteriorated during the last 20 years. There was a considerable amount of gang, drug and prostitution activity. This resulted in buildings being abandoned and boarded up causing further neighborhood decay. Trinity and Hartford Hospital formed a coalition to address the blight in their neighborhood and have been very aggressive at initiating investment. There is a "Learning Corridor" of four schools currently under construction.

The properties we are currently pursuing are 81 housing units located on Washington St., between Trinity College and Hartford Hospital's campus. The 81 units are in six buildings which are in various stages of disrepair having been occupied by a variety of prostitutes, gang members, and difficult tenants over the years. Two of the buildings have been gutted with their mechanical equipment having been removed for use elsewhere. The key 24-unit building retains its original high ceilings, hardwood floors, fireplaces and wood trim in the spacious 1500 square foot units. While much work has to be done, there are spectacular living spaces, adjacent to one of our fine colleges. Two other buildings can also be renovated to be typical residential garden style apartments resulting in a total of 57 units from the current 81.

We are working with the owner, Hartford Hospital, to purchase the six buildings on the two acre site. Hartford Hospital is assisting us by allowing us to purchase the buildings over a ten year period for \$1 million. Our plan is to demolish two of the buildings, continue renting two, refurbishing them as they re-rent, and fully renovate the other two. This represents an additional investment of \$1.8 million. All of the investment dollars are private with the exception of a potential \$100,000 in state funds for demolition of the two buildings slated to be removed. We are ready to start the renovation and are currently finalizing the deal with Hartford Hospital.

Our goal is to attract middle income working couples to the apartments with the larger apartments ultimately appealing to academic or medical professionals as the neighborhood stabilizes. The neighborhood itself has a strong association of committed residents working cooperatively with the institutions. It is a racially and economically integrated neighborhood anchored by Trinity College and Hartford Hospital, with strong potential appeal.

Richard Huber
Suzanne Hopgood



151 Farmington Avenue
Hartford, CT 06156

Richard L. Huber
Chairman, President and CEO
Aetna Inc.
TEL: (860) 273-7851
FAX: (860) 273-6872

May 27, 1999

Gene B. Sperling
Assistant to the President and
Director, National Economic Council
The White House
West Wing, 2nd Floor
Washington, DC 20500

Dear Gene:

Hartford would be delighted to host a visit by the President. Our city has lagged behind other metropolitan areas during the economic boom enjoyed by most of the nation. However, there is a strong consensus among the private, public and non-profit sectors that there is a unique window of opportunity we can leverage because of the significant projects underway and the strong partnerships recently forged among the three sectors.

I would like to highlight a few of these:

1. Southside Institutions Neighborhood Alliance (SINA)/Trinity College Project

- In 1996, a consortium of five Hartford institutions announced a comprehensive neighborhood revitalization initiative for the community surrounding Trinity College's campus in Hartford's inner city. The initiative links neighborhood institutions, including Connecticut Public Television, Hartford Hospital, and Connecticut Children's Medical Center, in an unprecedented collaboration with community advocates. Designed to create a safe, viable neighborhood, it will also be a central hub of educational, health, family support and economic development activities. The fundamental objective is to renew the neighborhood from within, drawing on the resources and institutions already there to encourage stable home ownership and generate jobs through economic development linked to the neighborhood initiative. The project has grown to a \$300 million effort, funded by public and private dollars.
- Its approach - to create a community of learning - is distinguished by an educational component spanning pre-K school readiness through high school and adult learners. A new campus, including a pre-K and elementary school, middle school, and regional high school focusing on health, math and technology, is under construction.
- The "topping off" ceremony for this impressive undertaking would present an excellent photo opportunity for the President and can be scheduled around a July visit.
- The schools and housing are complemented by the Aetna Family Center, funded by a \$1 million grant from the Aetna Foundation, the Boys and Girls Club and other services to provide an environment of full support to the families in the area.

- Trinity College is prepared to recognize President Clinton's leadership, as demonstrated by his administration's early and significant support for this project, by granting the President an honorary degree.
- African-American and Latino community leadership would be available to accompany the President during his visit. African-American ministers recently held a successful conference at Trinity focused on the role of the church in neighborhood economic development. Small merchants located nearby in the Latino Park Street retail corridor are working closely with Trinity to develop strategies for economic development. A walk through this vibrant street filled with store fronts would present a photo opportunity for the President with merchants who have battled through years of gang warfare and other significant challenges to save their foothold on the American dream.
- See attached news article describing the project in some detail.

2. Adriaen's Landing Project

- Adriaen's Landing is a bold project that will link Hartford to the Connecticut River, which through the centuries was intrinsically linked to the city's economic vitality. This ambitious undertaking includes plans for a convention center, a domed University of Connecticut stadium and complementary hotel, retail and entertainment components.
- This multiple-use development would undoubtedly make Hartford a tourist destination, leveraging existing cultural treasures such as the oldest public museum in the nation. The project would create many permanent jobs at different economic levels and make a significant difference in attracting and retaining young talent.
- In a single stroke, Adriaen's Landing would revitalize much of downtown and create a critical link to the neighborhoods surrounding Trinity College (see above for SINA/Trinity project).
- During the 1960's, highway construction effectively cut access from Hartford to the Connecticut River. The opening of a new walkway connecting downtown to Riverfront Park and giving residents easy access to the River could be used for photo opportunities for the President.

3. MetroHartford Millennium Project

- The MetroHartford Millennium Project is the region's comprehensive economic development plan to forge a globally competitive economy. The plan consists of five core strategies supported by 26 specific action steps designed to revitalize Connecticut's capital region with Hartford as its revitalized core. It is a comprehensive effort to encourage the regions' towns and the urban center to collaborate in competing as a single entity to attract capital and development from outside Metro Hartford. (See attachment for fuller description.)
- The project was developed and is supported by dozens of corporations, urban/suburban municipalities, civic and non-profit organizations and state agencies. Hundreds of volunteers are involved in its implementation. The Aetna Foundation gift of \$300,000 is part of nearly \$3 million contributed by these organizations and individuals to seed project financing. Alan Weber, Aetna's Vice Chairman, and I have served with other corporate and civic leaders on the project's managing board.

- This public/private partnership is unique in its inclusiveness. Community advocates and corporate leaders collaborate in decision making and implementation. A key tenet of the MetroHartford project is that diversity and regional economic development cannot be separated. The Aetna Conversation on Race and Ethnicity, cited by the President's Diversity Task Force as a best practice, was adopted by the MetroHartford Millennium and has expanded to over 200 'citizen conversations' on diversity throughout the region.
- Aetna is taking a leadership role in developing a new MetroHartford Investment Fund through which Hartford-based corporations will raise \$50 to \$100 million dollars to support regional economic development projects. A major announcement of corporate commitments to the fund could coincide with the President's visit and also provide photo opportunities.

It is my sincere hope that the President will consider a visit to Hartford. Our projects and strong civic spirit present a very unique and inclusive approach to create a bright future for one of America's oldest cities. I would be happy to assist in any way possible to make this a reality.

Sincerely,

A handwritten signature in black ink, appearing to read "Dick". The signature is written in a cursive style with a large, looped initial "D".

Enclosures (2)

poised for a new direction

Consortium links revitalization to saving schools

By RICK GREEN
Courant Staff Writer

Trinity College's ambitious plan to revive the decayed greater Frog Hollow neighborhood rests upon an even more tenuous proposition: saving the area's public schools.

To do this, Trinity and a consortium of four other neighborhood nonprofit corporations — the outside Institutions Neighborhood Alliance (SINA) — plan to build a virtually self-contained school system on a vacant lot between Trinity and Hartford Hospital on Vernon Street. Besides the schools, they intend to repair the fabric that makes for a strong community: homeownership, safe streets, job opportunities, vibrant small businesses.

What the consortium would like to see is current and prospective residents. It sounds like a striking opportunity: the chance for children to go to high-quality neighborhood schools from pre-kindergarten through college; financial assistance to buy a home; and the promise of work or retraining for work at one of the major institutions in the neighborhood. In turn, they hope a revived population attracts small businesses and other entrepreneurs.

The schools will be part of the larger Hartford system, but Trinity, Hartford Hospital, the Institute of Living, Connecticut Public Television and the Connecticut Children's Medical Center will work closely with the elementary, and middle and high schools in their backyard.

Mindful of the needs in Frog Hollow — less than half of residents have a high school degree, almost half of all families are below the poverty level, just 8 percent of housing units are owner-occupied and many streets are lined with boarded-up buildings — the project has a fast-paced agenda. Construction plans for the Vernon Street lot are being finalized this fall, with groundbreaking scheduled for early next year.

Can't imagine that when you have a permanent underclass you

THE HARTFORD COURANT: Tuesday, September 3, 1991

Redevelopment plan

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The heart of the development

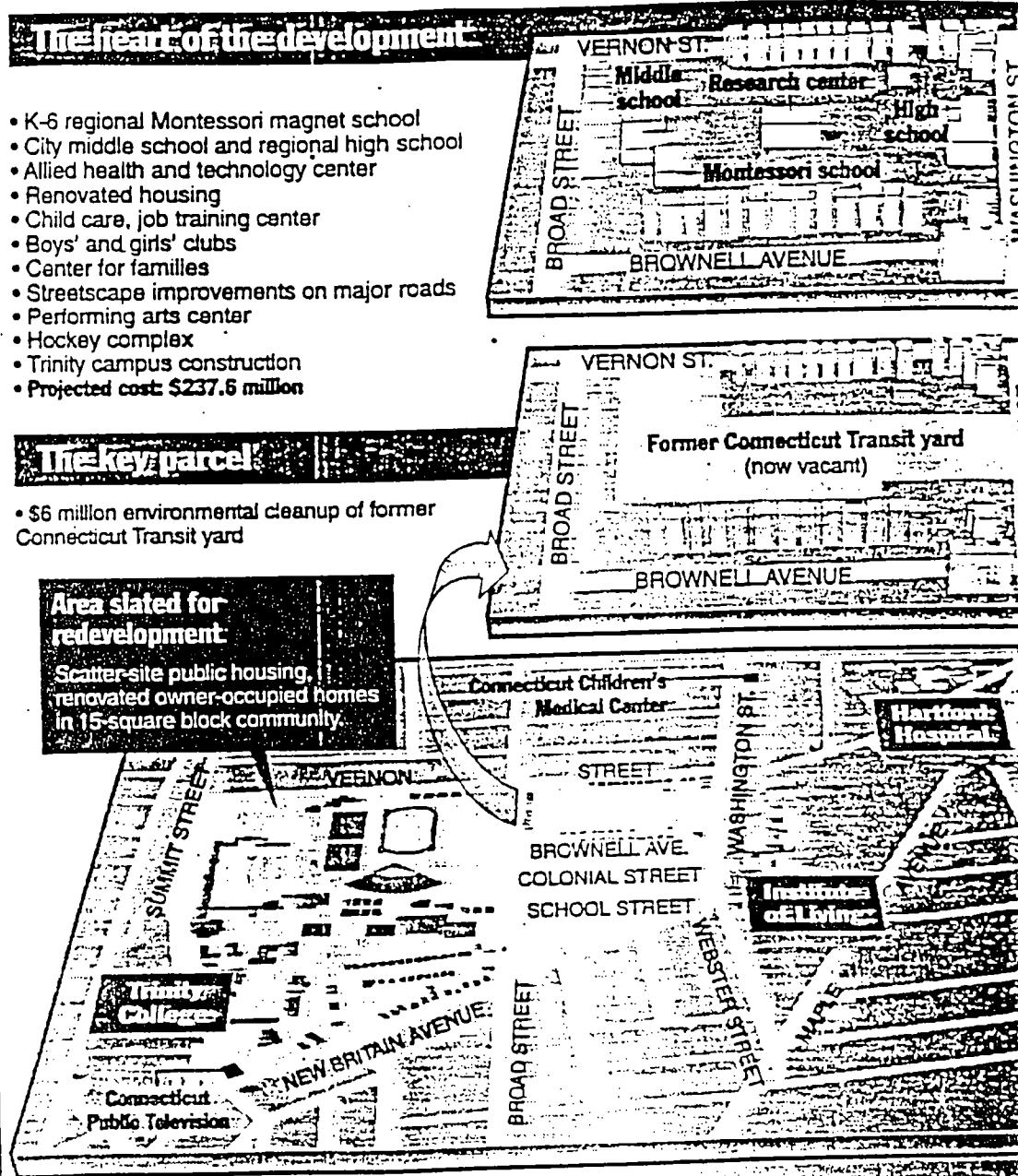
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- Projected cost: \$237.6 million

The key parcel

- \$6 million environmental cleanup of former Connecticut Transit yard

Area slated for redevelopment

Scatter-site public housing, renovated owner-occupied homes in 15-square block community.



SOURCE: Trinity College and staff reporting

Continued from Page 1

...have an urgent need to respond," said Trinity President Evan Dobelle. "I'm tired of waiting for the next century. I believe this is a year to get things done."

Life in Frog Hollow

Over the next three years, the consortium plans to build an elementary school, a middle school and a science and math resource high school on the block-sized Vernon Street parcel, bordered by Washington and Broad streets. More than \$35 million in public money has already been committed with another \$17.5 million public financing expected for the three schools.

The site would also include a \$25 million allied health and technology center. This center would feature a research laboratory for the hospitals and college and major exhibits. Research projects would examine health, physiological science, sports medicine, robotics and biomedical engineering. The hope is that this will attract small businesses.

The cost of the project, which encompasses the Trinity campus and a surrounding 15 square-block area, now stands at nearly a quarter of a billion dollars — a mixture of state, local, federal and private dollars. There is no commercial investor or developer, but with a collective employment base of 7,500 jobs, the institutions say they have the economic muscle to begin the neighborhood revival.

"The strength of this project is to use the expertise that we all have to bring to the table," said Dobelle. For example, the hospitals and college have a strong background in science research. The public television station will emphasize its broadcast technology. The latest in computer technology will also be emphasized.

Stake in community

The incentive for prospective home buyers in the Frog Hollow or Barry Square neighborhoods will be knowing their children could walk to a neighborhood network of quality schools where, among others, college professors, doctors, Trinity students and producers from Connecticut Public Television will work alongside teachers.

Rev. Janette Williams, pastor at Philadelphia Missionary Baptist Church in West Hartford, is one of the first to buy a home through the initiative. Along with her sister, Williams is buying a Jefferson street three-family house. Her daughter

and 6-month-old grandson will live in one of the apartments.

With financing and credit help from HART, a neighborhood organizing group, and SINA, Williams is remaining in Frog Hollow as a homeowner. With nearby schools reporting that as much as 50 percent of their students move at least once during the school year, it's this kind of stability that educators desperately need.

"When you become a homeowner your brainpower just starts to work differently, your mind elevates," Williams said. That means taking care of your front yard, worrying about the school your child or grandchild goes to and taking more pride in the greater neighborhood, she said.

Hope and progress

Over the next couple of years, SINA plans to rehabilitate at least 75 homes, using its own \$900,000 fund. Plus, as much as \$75 million in mortgages to be backed by Fannie Mae, the Federal National Mortgage Association, will also be available to new homeowners. The project's five- and 10-year vision looks to turn hundreds of people into homeowners and landlords.

"It brings a sense of hope and a perception that there is progress," said Jose Perez, president of SINA and a former assistant commissioner of economic affairs for Massachusetts. "What we have to do is create a sense that this neighborhood is moving."

As envisioned, the redevelopment would offer Rev. Williams' grandchild the following: education starting at age three at the Building Blocks Montessori School, a day school already in operation in another part of the city; a middle school, which may also become an interdistrict magnet school; a science and math-oriented high school. After that would be the chance to go to Trinity or perhaps work at one of the other institutions, which employ a total of about 7,500 people.

There would be before- and after-school care offered. Boys' and girls' clubs are planned, as well as family and job counseling.

Designs call for creating a large mall-like development on the Vernon Street lot that once was the site of a bus garage, so children such as Williams' grandson could enter a campus of learning framed by the Gothic towers of Trinity to the west and the new children's hospital to the east.

Other construction plans, once

the schools and technology center are built, call for a performing arts center and a hockey rink, plus nearly \$50 million in new buildings on the Trinity campus. Nearly all of the \$237 million has been raised for the project.

Education as foundation

Trinity has also hired state Sen. Kevin Sullivan, D-West Hartford, an influential voice in education reform and at the state legislature, to help guide the project along. He

predicts that once the schools open the area will become attractive for small businesses and even biomedical and pharmaceutical companies interested in locating near a college and hospital complex.

"If you don't have good schools

then the ability of that community to rally is really compromised," said Sullivan.

Though some, like veteran board of education member and education reform advocate Thelma Dickerson have questioned why the city needs to build more schools when its enrollment is shrinking, the project has the strong support of a majority of the Hartford Board of Education. The board is trying to promote stronger relationships between the community and the school system, which is struggling under the weight of Hartford's poverty and its accompanying problems, poor student performance, high teenage pregnancy and broken families.

"You need to develop strong schools that give people the confidence to move into that neighborhood," said board vice president Ted Carroll, who also has a background in community organizing. "When you take a step back and look at the vicious cycle between poverty and community disinvestment and you say at what point do you intervene at, it makes sense to intervene with education."

Stepping in at the education level is essential for the mere survival of corporations, both nonprofit like Hartford Hospital or the Connecticut Children's Medical Center, and with for-profit companies, says one former top CEO in the state who is not connected with the project.

"It effects them economically when they have to screen 100 candidates to get one good one," said retired Union Carbide president and chief executive officer Robert Kennedy, a frequent critic of the failing public schools and the role of private business in them.

"We are tired of spending the first two years of college remediating what kids should have learned in high school," said Kennedy, who called public education "bankrupt" in a recent speech at the University of Connecticut.

For Trinity, Hartford and the brand new Connecticut Children's Medical Center, a case of necessity. They move, so they have to where they are. In the process are teaming up with another entrenched institution that move, the public schools.

"You have... institutions very much ensconced in the area," said R. Nelson Griebel, president and chief executive officer of Boston Connecticut. "There are no choices. Necessity is cause something to happen."



Millennium Management Committee

Mr. Mustafa Abdul-Salaam
Managing Director
Smith Whiley & Company

Dr. Philip Austin
President
University of Connecticut

Mr. Michael R. Bangser
Executive Director
Hartford Foundation for Public Giving

Mr. John Boyer
Executive Director
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Mr. William J. Cibes Jr.
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Mr. David D'Eramo Ph.D.
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St. Francis Hospital & Medical Center

Mr. Roger Gelfenbien
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The Honorable Mary A. Glassman
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c/o Updike, Kelly & Spellacy PC

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Mr. George Bahamonde
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United Way of the Capital Area

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City Manager
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Mr. Robert W. Fiondella
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President and Chief Executive Officer
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Mr. Walter Harrison
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Mr. Richard L. Huber
Chairman
Aetna Inc.

The Honorable David K. Kilbon
First Selectman
East Granby Town Hall

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Manchester Community-Technical College

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Mayor
City of Hartford

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Capitol Region Council of Governments

Ms. Bernadine Silvers
Co-Chair - Hartford 2000
c/o SCONRC

Mr. Alan J. Weber
Vice Chairman and CFO
Aetna

Mr. Philip Wheeler
Director, Region 9A
United Auto Workers

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MetroHartford Millennium Project:
**Forging a globally competitive economic base to make
MetroHartford one of the top 10 places to live and work.**

Strategies:

- Support and strengthen a renewed civic infrastructure to create and sustain economic development at the neighborhood, city and regional levels.
- Forge a globally competitive regional economic base that generates quality jobs for all residents.
- Challenge the region to build a world-class workforce and education system that prepares all of its residents with the skills needed to succeed in the global economy.
- Create a vibrant and culturally rich capitol city, with a vital downtown that serves as a regional arts and entertainment center, and strong neighborhoods that provides residents with an improved quality of life.
- Support regional land use and infrastructure policies and efficient uses of regional resources by promoting cooperative service delivery and reduced reliance on the property tax.

The **MetroHartford Millennium Project** is the region's comprehensive economic development plan. Its five core strategies are supported by 26 specific action steps designed to revitalize Connecticut's entire capitol region. **MetroHartford Millennium** was developed and is supported by dozens of corporations and municipal, civic, non-profit, neighborhood and state agencies. Its strength lies in its strong leadership and its commitment to inclusiveness, implementation and accountability.

Hundreds of **MetroHartford Millennium** volunteers are actively implementing a broad spectrum of economic development initiatives, including: rejuvenating downtown Hartford; creating industry-driven worker training programs, with a special focus on careers for inner-city residents; addressing worker shortages; improving race relations; recruiting young professionals to the region; strengthening the K-12 education system; and reconstituting the region's civic infrastructure.



The MetroHartford Millennium Challenge:

"The first lesson of the global economy is that...regions are the units of economic competition."
— Theodore Hershberg

"Central city decline is likely to be a long-run, slow drain on the economic and social vitality of the region."

— Richard Voith

MetroHartford, Connecticut, like many regions in the Northeast, have taken longer than most other parts of the country to climb out of the recession of the early 1990s. In fact, research by the Connecticut Center for Economic Analysis at the University of Connecticut for the **MetroHartford Millennium Project** currently ranks this region 54th out of 56 comparable cities in terms of economic vitality. Complicating the matter has been the region's fragmented infrastructure: 29 autonomous towns, a small central city comprised of 17 separate neighborhoods, and a weakened civic infrastructure.

The **MetroHartford Millennium Project** was created to bridge these divides and engage the entire region in staging its revitalization. Just as important, the goal is to have all of the region's residents benefit from that revitalization.

The solution

MetroHartford Millennium understands the reality that economic development is a long-term process. Regions take years, and often decades, to stage successful come-backs. At the same time, focused, committed, strategic, incremental initiatives must be implemented to build toward that success. **MetroHartford Millennium** is a focused, time-bounded action plan designed to strengthen all facets of the economy.

Inclusion

MetroHartford Millennium is the only organization to bring all affected parties to the table: corporations, neighborhood groups, non-profit organizations, civic groups, state and local government, hospitals, educational institutions, labor and the media.

The project's first-year funding also reflects its broad range of support. Corporations, individuals, a local foundation and labor all contributed. City, state and federal (EDA) funding also was secured.



Successes to date

During MetroHartford Millennium's first year and a half of operation, four critical areas have received intense focus, producing concrete results. These are detailed below.

Urban design

Recognizing that the core city in effect defines the entire region, **MetroHartford Millennium** has made strides to revitalize its central city of Hartford. In addition to working with the neighborhoods to strengthen the entire city and produce economic opportunities for all its residents, special attention has been paid to the downtown district.

A comprehensive Downtown Hartford Economic and Urban Design Action Strategy was created as a blueprint for redeveloping the area. A team led by internationally recognized urban planner Ken Greenberg of Toronto designed the plan based upon extensive research, a realistic assessment of existing projects, and input from hundreds of city residents, businesses, officials, developers and workers.

The strategy is a comprehensive blueprint for making downtown a vibrant, attractive, and active business, entertainment and residential district. Just as important, it provides a coordinating context for the many development plans currently proposed for downtown Hartford. The strategy also calls for increased housing downtown, pedestrian-friendly and enlivened streetscapes, consolidated parking facilities, a way-finding plan, and an internal transit corridor.

Industry-driven worker training

With an improving economy, many area businesses have experienced severe worker shortages. A **MetroHartford Millennium** survey, conducted by Andersen Consulting, found more than 4,500 open positions at just 30 area companies. More than 80 percent of these jobs paid between \$25,000 and \$75,000 per year. At the same time, the central city of Hartford had an unemployment rate of 10 percent.

MetroHartford Millennium brought together employers and educators to design training programs specifically for unfilled positions. Employers defined the curriculum, admission standards and acceptable outcomes. Local educational institutions provided the training, with the caveat that final payment was contingent on the trainees obtaining relevant employment after graduation.



The first training program focused on precision manufacturing jobs. Of the first 100 students to graduate, 99 were employed immediately. A second class of more than 80 students is graduating now, with the same results.

Building on this successful model, additional training programs have been created for entry- and mid-level financial services positions. This summer, a program to train inner-city residents for jobs in the burgeoning construction industry will be launched.

Recruiting young professionals

MetroHartford has traditionally been seen as a good place to raise a family, but not necessarily an exciting area for a young person to launch a career. **MetroHartford Millennium** is working to change this perception.

The project brings area companies together to create joint-recruiting opportunities, demonstrating the wide range of long-term career options MetroHartford offers.

MetroHartford Millennium also has created a Welcome Kit to introduce new or prospective workers to the area, and launched a young professionals' networking and social group. A comprehensive marketing campaign targeted at this group is being developed.

Working with area employers, the project also sponsors annual events for summer interns working in the region. The goal is to acquaint them with MetroHartford and to encourage them to make this area their home when they graduate.

Diversity

The **MetroHartford Millennium** Project report states, "Racial divisions...are economic issues that affect the economic well-being and quality of life of all residents."

The project, in conjunction with Aetna, the National Conference for Community and Justice, and the Office of the Secretary of the State, created the MetroHartford Region Community Conversations on Race to help area residents come to terms with racial issues and begin addressing the economic consequences of these issues. The conversations move participants from exploring personal perspectives on race to taking cooperative, informed action to promote understanding and opportunity for everyone in our community.

Hundreds of residents have already participated in the conversations, with several hundred more scheduled to do so by year-end.

MetroHartford Millennium Project

Connecticut Capitol Region Growth Council, Inc.

99 Pratt Street • Hartford, Connecticut • 06103 • 860.524.7700 • Fax 860.493.7499

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Future activities

MetroHartford Millennium is a multi-year, incremental plan. As some objectives are achieved, additional projects are added. Among those being pursued this year are:

- Additional industry-driven worker training programs
- \$50 million - \$150 million MetroHartford Investment Fund
- Improving coordination among the region's civic groups
- Coordinated marketing campaign
- Unified agenda for Hartford's neighborhoods
- Regional transit plan

During the next decade, **MetroHartford Millennium** is committed to achieving its goal of making MetroHartford one of the 10 best places in the country to live and work.

Aetna

CC:
Maria Echaveste
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July 12, 1999

Minyon Moore
Assistant to the President
and Director of Political Affairs
The White House, West Wing
Washington, D.C. 20500

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Hartford

Dear Minyon:

It was a genuine pleasure for me to accompany you and President Clinton on the recent visit to several impoverished regions of America. I applaud the Clinton Administration for the leadership that it has demonstrated by calling for public-private partnerships to promote economic development in places that have not shared in the rising prosperity. Like the President, I believe that government and the private sector, working together, will find solutions to these problems that neither one could ever find on its own. I also believe that none of us should consider our work finished until those solutions are identified and implemented.

Aetna will be a partner with the Clinton Administration in this exciting enterprise. Our vast experience in the Third World has taught us to look at things a little differently than most businesses. Put simply, where others see only poverty, we often see real opportunity, and where others fear to put their resources, we often make our best investments. There is risk in viewing the world this way, but the assumption of reasonable risk is nothing new for Aetna. After all, we have been about it with great success for more than 150 years.

I want the President's next foray into the country in search of New Markets to bring him to Hartford, Connecticut, the hometown of Aetna. We would be able to show him firsthand how our diverse communities are uniting in a no-holds-barred effort to reverse years of neglect and decline and restore Hartford to the preeminent position that it held during much of our nation's history. We have set our sights high, but I am convinced that we are going to achieve our goal because we finally have realized that we will succeed only by including everyone in the task of renewal.

If you have the chance, please urge the President to join us in Hartford. If he decides to come, I hope that you will come, too.

Sincerely,

Dick