Innovate Stamford Projects

Following is a summary of projects approved for funding:

**GIG WIFI**
The pilot program has identified locations that can be activated with installed hotspots, leveraging the City of Stamford infrastructure to deliver the fast GIG experience.

**Stamford Branding & Marketing**
The marketing program will be used to reinforce the District’s identity outside Stamford and will be used to attract and companies to Stamford.

**Wayfinding**
A planning project to ensure that first-time visitors experience a simple and easy path that will guide them to and among destinations.

**Mobility Transit & Autonomous Pilot**
This project consists of three components (bike share, pedestrian bridge design and Autonomous Vehicles) to reduce automobile congestion and expand transportation options.

**NatWest Markets Innovation Incubator**
NatWest Markets (part of RBS) is launching an entrepreneurial initiative designed to work with the growing startup ecosystem in Stamford.

**Community Engagement in Innovation, Technology & Entrepreneurship**
Will expand the resources and activities of its Innovation & Technology Hub, providing opportunities for exploring new technologies to fledgling entrepreneurs and inventors, as well as to the public. In addition to furthering our current AR and VR initiatives, the Tech Hub will present a Codeathon for building cross-platform apps, our second annual Make Fest on the Plaza, a day-long innovation-themed TEDx event; and Global Game Jam.

**Co-Learning Space & Career Services**
A co-working/incubator style facility responding to current and looming skills gaps in the regional talent pool by convening employers and educators to collaboratively identify in-demand skills and credentials, while supporting the unique needs of adult students.

**Launch: Talent Recruitment & Retention**
Will develop, nurture and retain a diverse talent pool in the region by creating an Early Career Stage community, sharing best practices, creating linkages and mounting events.

**Stage Two Accelerator and Development Advisory Services**
An existing advisory program providing acceleration services will evolve into a place-based accelerator serving early stage companies in fintech, insurtech and other high growth industry clusters in Fairfield County.

**Veterans Memorial Park – Piazza**
The project will produce a vibrant urban pizza, including an amphitheater, public WIFI, and multi-purpose spaces in what is now a deteriorating and rundown park sandwiched between the Stamford mall and a major downtown office complex.
Alive @ Five
Huge viewing screens will enhance the viewing experience for the thousands of Alive@5 attendees, consisting primarily of Millennials.

The Palace Theater Alt-Programming & Seating
The removable seat project will re-invent a historic Downtown theatre to accommodate the concert preferences of Millennials. Removable seating increases theatre capacity allowing for “bigger acts” which attract bigger audiences and decrease price per ticket.

Activate!
Two seasonal festivals in Harbor Point to activate new public spaces that have been created in over the past several years, a “innovation forum,” such as a TEDx event or other idea raising/sharing event, to be held at Silicon Harbor, Harbor Point’s largest innovation space, and the launch of a multi-year expansion and upgrade of an existing public WiFi pilot program in Harbor Point.

CTNext FY18 Grant Award: $2,000,000
Stamford Cash Leverage: $2,030,000
Stamford In-Kind: $83,000
DISCLAIMER: THIS IS THE FULL AND ORIGINAL STRATEGIC PLAN. NOT ALL PROJECTS PROPOSED WITHIN THIS PLAN HAVE BEEN APPROVED OR FUNDED. REFER TO PROJECT SUMMARY ABOVE FOR LIST OF APPROVED PROJECTS.

INNOVATE STAMFORD
# Table of Contents

- Acknowledgements 3
- Executive Summary 5
- Introduction 7
- Findings 9
- Goals 10
- Connectivity 11
- Culture 14
- Community 17
- Growth Resources 19
- Capital 21
- Peer Set Analysis 22
- Methodology 24
- Conditions 28
- Baseline Data 31
- Projects 46
- Implementation Team 65
- Sectors of Employment 73
The development of the Stamford Innovation District Plan involved numerous members of the Stamford public and private sector communities.

**Innovation District Task Force**

**Gordon Baird**  
Managing Partner  
G. A. Baird Partners & Co

**Christopher P. Bruhl**  
President & CEO  
The Business Council of Fairfield County

**Terrence Cheng**  
Campus Director  
University of Connecticut

**Margaret Feeney**  
Front Office Controls  
NatWest Markets

**Sandy Goldstein**  
President  
Downtown Special Services District

**Jim Huerta**  
Co-Founder & Managing Partner  
The Nessa Group

**Katherine Kern**  
Co-Owner  
Comradity

**Alice Knapp**  
President  
The Ferguson Library

**Jackie Lightfield**  
Executive Director  
Stamford Partnership

**Thomas Madden**  
Director of Economic Development  
City of Stamford

**Kim Morgan**  
President  
United Way of Western Connecticut

**Sheelah Quinn**  
Manager  
Workpoint

**Seth Ruzi**  
General Counsel  
Building & Land Technology

**Dan Stolzenbach**  
General Manager  
Stamford Town Center

**Leslie Whatley**  
Co-Chair  
Executive Vice President  
Building & Land Technology

**Jonathan Winkel**  
Managing Partner & Head of Digital Marketing  
Square Wheel Group

**Acknowledgements**

The CTNext’s Innovation Places program and the City of Stamford for providing funding for this Innovation District Plan. The Stamford Partnership, City of Stamford, RBS, Taubman Properties, Uber, Half Full Brewery, JLL, SL Green Reckson, CBRE and Vineyard Vines for providing meeting space and technical assistance.

The Innovation Places program seeks to support entrepreneurs and leaders developing places that will attract the talent high-growth enterprises need.

Innovate Stamford is supported by The Stamford Partnership.
Additional support provided by:

John Arenas
Owner
Serendipity Labs

Jeff Brennan
Vice President Corporate Development & Strategy
Pitney Bowes

Joseph Carbone
President and Chief Executive Officer
Workplace

Jack Condlin
President
Stamford Chamber of Commerce

Michael Critelli
President and CEO
Dossia Service Corporation

Holly Danger
Artist

Fabian Durango
Director
Greater Stamford Hispanic Chamber of Commerce

Ted Ferrarone
Chief Finance Officer
Building and Land Technology

Bridget Fox
Executive Vice President, Community Development United Way of Western Connecticut

Elisa Gorman
Owner
New View PR

Diana Grunnow
Entrepreneur

Conor Horrigan
Founder
Half Full Brewery

Nia Rhodes Jackson

Leyla Jenkins
Founder
Lorca

Jeffrey Kay
Owner
Workpoint

PJ Kennedy
Founder
Hey Stamford

Jim Kern
Owner
Comradity

Gregory Kivenzor
UCONN Stamford

Brenda Lewis
Principal
Transactions Marketing, Inc.

Mayor David Martin
City of Stamford

Britta Mulderrig
Senior Marketing Manager
Uber Connecticut

Roger Neal
Entrepreneur

David Noble
Co-Executive Director
Entrepreneurship
UConn School of Business

Patrick O’Keefe
Manager of Finance
Vineyard Vines

Fran Pastore
Women’s Business Development Council

Patricia Rattray
Keller Williams

Hugh Seaton
Aquinas Learning

Art Shulman
Executive Director
Global Autonomous Vehicle Partnership

Randy Skigen
Chairman, Board of Representatives
Stamford

John Varano
City of Stamford

Ashok Vasudevan
Founder TastyBite

Ted Yang
Managing Partner
Innovation. Executed.
EXECUTIVE SUMMARY

Innovate Stamford links independently developed initiatives and individual visions into a coherent whole, with compatible objectives and shared resources. Its structure and initiatives will enable innovators – private and public, large and small, established and start up - to anticipate, collaborate and speed up their development. Entrepreneurs will be able to do what they do best, without spending inordinate time and money on creating their own support systems.

Stamford connects Connecticut to one of the world’s great economic growth engines, New York City. Accelerating Stamford’s growth offers the state an excellent ROI in jobs created, tax revenues generated, and immediate opportunities for young people that will keep them in Connecticut.

We seek $2,500,000 in Year One funding for initiatives with a total cost of $11,000,000. Over three years, our requests total $5 million, in a total initiative budgeted at $20 million.

These investments will be directed at six goals:

1. Accelerate the development of Stamford’s incubator-accelerator community, enterprise growth services network, and large corporate-small supplier procurement relationships.
2. Strengthen current efforts to build our innovation community by producing events that provide content, promote connections and generate collisions.
3. Physically and technologically enhance spaces that serve as gathering points for our diverse population and define a connected urban culture.
4. Strengthen our talent pool by (a) creating an anchor institution that responds to changing talent demands, individual learning needs, and trends in higher education and worker skills development; and (b) formalize and expand current cooperative younger talent recruitment and retention programs.
5. Create an ongoing social media presence which delivers a consistent strategic message, empowers local voices and attracts early stage businesses that will add to, and benefit from, Stamford’s existing strengths and opportunities.
6. Constantly update our understanding of conditions affecting us and develop options to assure that the future will be an opportunity, not a surprise.

We have developed sets of initiatives linked by their contributions to these common goals, but autonomous enough to tap multiple resources, reach multiple constituencies, and give each other enough room to grow. All are detailed in the document that follows and are accompanied by proposed milestones and budgets.

These initiatives will accelerate the development of Stamford’s innovation capacity, take creative steps to build our innovation community, enhance our public spaces in order to further connect our people and enterprises, invest significantly in talent development, with a strong commitment to the retention of young people in our state, build both our brand and public awareness, and continue our commitment to planning for our emerging future.
This strategic plan also lays out the need for an investment from CTNext’s Innovation Places program to accelerate growth to a rate that ensures career opportunities for our entire talent pool; stimulate demand for office space in a highly competitive Metro New York regional market, and balance the inherent volatility of our global business community by accelerating the growth of a connected, self-aware community of entrepreneurs and innovators.

The Innovation District, depicted in a set of maps attached to this plan, integrates places, institutions and people who have historically been unconnected. These include emerging live-work-play-learn neighborhoods in the South End and the traditional Downtown; economic, cultural and educational anchor institutions; early stage entrepreneurs and leaders of their global customers; and public spaces such as parks, plazas, and a myriad of pedestrian destinations.

Of course, any plan faces obstacles. We understand that we face problems that require complex solutions, that our District is bifurcated by I-95 and the New Haven Line; that building local commitment in a fluid, often transient, business community is challenging; that our assertion that the gene pool is our talent pool faces a celebration of “best and brightest” strategies; and that Stamford is a “best kept secret,” that has been significantly under-marketed in the past.

In Stamford, we see obstacles as opportunities in a world that is constantly changing. We also know that change can erode strengths. Therefore, Innovate Stamford will continue to identify and prepare for emerging conditions and has built in a robust program for ongoing planning.

Finally, it is worth noting that, in Stamford, Innovation is a team sport. We have formed a leadership team that brings perspective, imagination, and public and private sector, entrepreneurial, corporate and non-profit experience to the effort. Literally hundreds of individuals have shared their thoughts. Our volunteer steering committee is comprised of representatives from a number of the city’s anchor institutions. It will be enriched with representatives from specific initiatives as they get underway. All of these volunteers will be supported by a professional manager and retained financial management services.

The team’s work shaped the plan outlined in this document. It will accomplish the results we promise, in the ways we have outlined. Stamford has been innovating since 1641. Innovate Stamford looks forward to continuing that legacy in the years, decades and, yes, centuries ahead.
INTRODUCTION

Stamford stands at the intersection of the Mid-Atlantic region and New England. Once regarded as a New York City suburb, Stamford has become the economic and innovation center of Fairfield County and boasts a diverse commerce base with the only transit-centric Live/Work/Learn/Play environment in the region. These qualities have made Stamford Connecticut’s fastest growing city with dramatic growth in residential, retail, hotel, restaurants and nightlife that boast a daytime population of over 210,000 people. Stamford’s residential population has climbed by 6,063 residents to 128,874, making it the 3rd largest city in the State of Connecticut.

Stamford is 25 miles northeast of New York City, 40 miles southwest of New Haven and is part of the Greater New York metropolitan area which represents one of the world’s leading global cities in economic activity and international influence. Stamford has a strong and diverse business base, including a high concentration of national and international corporate headquarters, and is the home for leading employers across multiple industry sectors, including: banking; insurance and reinsurance; office equipment; pharmaceuticals; consumer products; media and information technology; and retail. Many major U.S. companies located in Stamford, including Pitney Bowes (global headquarters), Charter Communications (global headquarters), Harmon Industries (global headquarters) United Rentals (headquarters), NBC Sports (headquarters), World Wrestling (global headquarters), Synchrony Financial Services (headquarters), Design Within Reach (headquarters), Kayak.com (headquarters), Indeed.com (headquarters), Navigator’s Group, Nestlé Waters North America, RBS (U.S. headquarters), Tronox, Inc., (RBS and UBS), among others.

Today’s economy requires cities to be nimble and competitive to attract a new generation of talent, opportunities and investments.

It is important to recognize that the environment in which the City functions is primarily within the regional economy of New York City and to a greater extent within the Boston-WashingtonDC corridor. Within that context, the City continually monitors the range and type of change that takes place within this region and prepares to act appropriately. The Boston-Washington DC corridor is a vibrant, competitive economic environment, providing continuous opportunities and challenges for the City.

Keeping abreast of and acting upon changes which may impact our local economy is a vital part of the framework for economic development. Stamford has seen a fairly quick transition over the last several decades from our manufacturing based economy to an information-based economy. This “new economy” is reflected in the growth in employment in certain job sectors.

Today’s economy requires cities to be nimble and competitive to attract a new generation of talent, opportunities and investments. Stamford’s “Innovation District” will position the city for today’s business climate and tomorrow’s economy. There are a large number of companies that have recognized the competitive advantage of relocating to Stamford. The ability to attract talent from a large highly educated talent pool, a better quality of life and a considerable operational discount when compared to the larger east coast metropolitan cities.
This plan “Innovate Stamford” is the result of eight months of collaboration among the Stamford Innovation District Steering Committee, made up of representatives from the Stamford Partnership, the City of Stamford, the Business Council of Fairfield County, Building and Land Technology, the Stamford Public Library, UConn Stamford, Women Business Development Council, and a task force of stakeholders ranging from startup and angel funding investment groups to small businesses in the city.

Innovate Stamford will introduce Stamford to new emerging industries and strengthen the recruitment of companies by showcasing our educated, mobile workforce. This growing future workforce will continue to support Stamford’s reputation as leader in the regional market and will position Stamford as a player in the competitive global economy.

The plan includes our methodology, our outreach to the community, a summary of our findings, and a detailed description of our conclusions. We offer a mission statement, six goals for the District to implement, and an Action Matrix listing actions we have considered for each of the goals.
FINDINGS

We gathered and analyzed data across a range of factors deemed relevant to our team’s work. These included:

- Context and Conditions
- Peer Comparison
- Current Intensity of Innovation
- Prime Industries
- Definition of Base
- Real Estate Market

All analyses are included as Appendices. Brief summaries are provided below.

Data and analysis alone do not lead to a good strategic plan. We analyzed Stamford in the context of what CTNext provided as resources about innovation districts, like the Brookings Institution’s research.

In Brookings’s words, “there are several components of an innovation district: sources of innovation, whether from anchor institutions such as universities, large companies, or entrepreneurs— as well as a skilled workforce, vibrant communities, and adequate physical infrastructure, including telecommunications, appropriate roads, and alternative transportation.”

The literature also suggests that an innovative culture—one that is diverse, supportive of creativity and failure, and highly collaborative—is also required for success. Therefore, we have organized our summary of the analyses into these elements of an Innovation District.
GOALS

1. **Accelerate the development of Stamford’s incubator-accelerator community, enterprise growth services network, and large corporate-small supplier procurement partnership.**

   Stamford is home to multiple co-working spaces, incubators, and accelerators, with more in the planning stages. Similarly, it houses the headquarters or a regional presence for many of Connecticut’s statewide growth services organizations including CI, CT SBDC, WBDC, CT PTAP, CTC, CERC, and CASE. It is also the home of CT Supplier Connection, the country’s fastest growing regional partnership with IBM’s cloud-based procurement platform of the same name. Innovate Stamford will work to increase the ability of these facilities and organizations to serve the city’s rapidly growing community of early stage, innovative businesses.

2. **Strengthen current efforts to build our innovation community by producing events that provide content, promote connections and generate collisions.**

   Hackathons, meet ups, game jams, outdoor concerts and indoor performance in all the performing arts, conferences, farmer’s markets, public art, athletic events and more are regularly offered in Stamford. Innovate Stamford will serve as an idea exchange, coordinator, partnership facilitator and promoter of this extraordinary profusion of opportunities.

3. **Physically and technologically enhance spaces that serve as gathering points for our diverse population and enable a connected urban culture.**

   Spaces originally designed for a single purpose or single constituency are being redesigned and reequipped to serve and unite a more diverse population of residents and visitors. From WiFi to Wayfinding, Parks to the Palace, the city’s public spaces are being significantly updated to improve functionality and facilitate connectivity among neighborhoods, enterprises and individuals.

4. **Strengthen our talent pool by (a) creating an anchor institution that responds to changing talent demands, individual learning needs, and trends in higher education and worker skills development; and (b) formalize and expand current cooperative younger talent recruitment and retention programs.**

   Individuals are the foundation of innovation. Recruitment, development, redevelopment and retention of talented individuals in a time of constant change require a commitment to continuous re-adaptation. Innovate Stamford will enable individuals, employers, educators and skills trainers to work together to meet their respective needs in an efficient way.

5. **Create an ongoing social media presence which delivers a consistent strategic message, empowers local voices and attracts early stage businesses that fit with Stamford’s strengths and opportunities.**

   Innovate Stamford will develop and continuously advance a consistent set of messages about the city that are targeted at the individuals, industries and types of companies that are most aligned with Innovate Stamford’s goals. It will also assist locally-based and focused content providers to find revenue streams that will enable their survival.

6. **Constantly update our understanding of conditions affecting us and develop options to assure that the future will be an opportunity, not a surprise.**

   We will continue to track tissues and trends, analyze emerging conditions and develop data-driven strategies to respond to challenges and opportunities that arise throughout the three-year project period.
CONNECTIVITY

Located at the intersection of Metro New York and New England, and at the intersection of New York State and Connecticut, Stamford is blessed with transport options not often available to cities of our size. Four I-95 exits, two of which are in the Innovation District, and the Merritt Parkway provide highway connections south to New York City and beyond, and North to the rest of Connecticut and New England. The Stamford Transportation Center, at the center of the Innovation District, is part of Amtrak’s Northeast Corridor and Metro-North’s most heavily used station outside of Grand Central. The STC sees more than 24,000 rail passengers and 3,500 bus and shuttle riders daily, with commuter rail service provided by Metro North as well as Amtrak and Shore Line East (operated by the state of Connecticut). And within 90 minutes’ drive are four international airports (JFK, LaGuardia, Newark and Bradley), and two domestic airports (Westchester and Tweed). The roads and rail particularly connect Stamford to the talent and resources of New York City, and New York City to the talent and resources of Stamford, creating an ongoing exchange of people and ideas between the two municipalities, which means the future can get to Stamford faster than many other Connecticut cities. And the highways, rails and airports connect Stamford’s businesses and residents to the world.

But as important as our ability to connect to New York City and beyond is our focus on ensuring and expanding connections within our City. For only a connected city will provide the range of experiences and opportunities necessary to attract and retain the businesses and talent of today, and the innovators of tomorrow. Only a connected city will link discrete initiatives, investments and visions into a coherent whole, with compatible objects and shared resources.

Accordingly, much of Stamford’s efforts, public and private, have been to improve connections within our city, physically, culturally, and emotionally. And this is particularly found within the Innovation District.

In just the last 5 years acres of parkland and miles of bike paths and pedestrian streetscapes and river walks, have been added within the Innovation District. Mill River Park, Commons Park, Veterans Park, Latham Park, Kosciuszko Park and the Stamford Harbor riverwalk are all within or adjacent to the Innovation District and better connected than ever. Achieving full connection between these green spaces is a vision for Stamford and the Innovation District.

The future can get to Stamford faster than many other Connecticut cities.

200,000 free rides per year, connecting both within neighborhoods and between the Downtown, Harbor Point, and the Stamford Transportation Center.

Bike sharing has been introduced within the Innovation District and looks to expand. Bike parking stations have been added throughout the district, including adapting parking meters in the Downtown to double as bike stands.
A free water taxi service provided over 10,000 free trips in 2016, and will provide more each year.

But three of our greatest connectivity assets, The Stamford Transportation Center, I-95 and the Metro-North/Amtrak, provide the greatest challenge separating our two most vibrant districts, the Downtown and Harbor Point. Much has been done to overcome this challenge by connecting developments, including the free trolleys, improved streetscapes, riverwalks, and bike paths making these two neighborhoods better connected than ever. More efforts are underway as we continue to seek ways to further connect within the district through wayfinding, lighting, activating forbidding spaces, facilitating on-demand ride services and preparing for autonomous vehicles in order to ultimately achieve full connection of all our public spaces.

We will connect digitally as well. Wi-Fi is already scheduled for installation in Commons Park, and planned as part of our application for Veterans Park and multiple other locations in the traditional Downtown. Connecting all of our public green spaces, physically and digitally, will create great areas for the community and innovators to gather, connect and create - further enhancing Stamford and the Innovation District as connected communities of the future.
CULTURE COUNTS

Stamford’s culture is one of diversity, collaboration, high spirits, growth, entrepreneurship, energy, and determination. From our cafes to our workplaces to our nightlife you will find a highly engaged and sociable crowd. We value balance and take pride in creating a place where we can live, work, learn and play together.

The Facts

In a city of 130,000 people Stamford features well over 100 civic organizations, 56 parks, 35 arts organizations, 11 museums and galleries, 10 marinas, 8 co working offices, 4 standalone library branches, 4 theatres, 3 beaches, 3 university campuses, 2 outdoor concert series’, a symphony orchestra and much, much more.

Stamford also boasts more corporate headquarters than any other similarly sized city in North America. A list that includes marquee, global companies like Conair, Gartner, GenRe, Harman, Indeed, NBC Sports, NBC Universal, Nestlé Waters, Pitney Bowes, Purdue Pharma, Point 72, Rhone Apparel, Oracle, Synchrony Financial, Thomson Reuters, UBS, United Rentals, Vineyard Vines, WWE and Xerox.

Imagine the possibilities when 90% of that same city’s residents are high school graduates, 44% hold a bachelor's degree (the highest rate in the country), the millennial population is growing and it’s only 45 minutes to New York City, 3 hours to Boston and 4 hours to Washington, DC.
Our Perspective

We believe culture is the x-factor that makes an innovation place possible. It’s the idea that - *just by being there* - great things will happen. From people to organizations to companies it is the honey that both makes them come and makes them stick. Each individual theme in this plan is simultaneously a beneficiary and contributor to this culture.

More specifically, an innovative culture—one that is diverse, supportive of creativity and failure, and collaborative—is a requirement for success. Stamford has demonstrated tremendous foresight in developing, and continuing to foster, a lifestyle where it is possible to live, work and play in one place. It is well known that this lifestyle is enjoyed in our downtown neighborhood today. But this is also happening in the Harbor Point, Springdale and Glenbrook neighborhoods.

Stamford offers thousands of events and attractions each year for both citizens and tourists alike. These Places of interest include outdoor recreation activities like the Stamford Museum and Nature Center or the Bartlett Arboretum and Gardens, annual events like Alive@Five and the UBS Parade Spectacular, indoor recreation activities like Chelsea Piers CT and Stamford Twin Rinks, cultural hubs like the Palace Theatre, and plenty of places to shop at like the Stamford Town Center or the Ridgeway Shopping Center. In the South End, Commons Park and the Harbor come to life with well over 200 free events per year such as HarborFest; boardwalk yoga; tai chi; dance and painting classes; music and movie nights; stroller strides, and much more.

Stamford also has a great array of hotels from the signature Courtyard Marriott downtown to new additions like Hotel Zero Degrees or the Sheraton Hotel. We also have an extensive and diverse array of restaurants, including many restaurants with Yelp ratings over four stars like Teff, The Fez, and Quattro Pazzi. Stamford’s restaurant scene is constantly evolving. Recent additions include Del Frisco’s Grille, Acuario, Fortina, Fiesta Atlantic, Prime, Bareburger, and Noir Stamford. Stamford’s nightlife is also highly regarded with hotspots like Tigín’s, Hudson Grille, Cask Republic, Brother Jimmy’s, Barcelona, Bartaco, World of Beer, Sign of the Whale and Fortina’s drawing in large crowds of young people.
**Room to Grow**
In spite of these differentiators and our success, many high-growth companies report difficulties recruiting younger workers to Stamford. There are also generally accepted opportunities for improvement. It is clear that there is more work to be done.

**Stamford Has Addressable Disconnects.** Downtown has restaurants, mall retail, and lively night spots, but lacks robust street retail and a grocery store.

**Cost of Living is High.** At the same time, we aim to recruit and retain a younger work force but have high rents and a high overall cost of living than the rest of Fairfield County, but less than the cost of living in New York City.

**Transportation Issues.** The transportation center and I-95 are a huge impediments to the connectivity of both areas to each other and serve a car focused barrier. And yet more people come to Stamford to work through I-95 and the Metro North than at any other time. Stamford has the highest concentration of any city of private shuttles operating within the city from the train station in addition to directly from NYC to corporations.

**The Next Chapter**
Whether it is the ability to drop into the Long Island Sound for a lunchtime paddleboard or kayak excursion, or the ability to live car-free in a small city 45 minutes from Manhattan, Stamford can offer something of interest to anyone. And as they come, they bring their ideas, peers and companies with them.
COMMUNITY

Community as a region is another factor that helps define the Innovate Stamford plan. Stamford has safe, well defined neighborhoods that are diverse and range in affordability which helps develop the multicultural offerings and events for which the city is known. The Innovation district will add to, and help build up, the existing community that exists in the Stamford. As part of phase one of the Innovate Stamford plan, the district will be strengthened through continued creation of community through land use and density around the train station.

Highly-skilled Workforce

The workforce in Stamford is highly educated. More than 45% of adult residents have a baccalaureate or professional degree, with individual incomes significantly greater than the state and national average. The educational attainment – personal income linkage assures that amenities are available – and providing them are viable local enterprises.

A significant percentage of residents were born in other countries (33%), greatly contributing to the vibrancy and cultural diversity of the area. Residents are evenly split between commuting elsewhere to work or working in Stamford. This is a strong indicator of Stamford’s growing density of a young workforce in a walkable area. This highlights the importance of internal mobility and external connectivity to the region.

Innovation, and an innovation district, require high speed, universally available broadband. In the defined Innovate Stamford district, broadband availability is very high, and tops the list of highest available speeds in the state.

Housing prices are high in Stamford, with median single family housing more than $1 million. The majority of units are single-family but a twenty-year effort of building large new multi-family housing in the downtown and south end has resulted in new housing options in a state where new multi-family housing builds have been stagnant.

In anticipation of the Stamford region’s economic boom, it is crucial that we develop infrastructure that keeps up with the influx of traffic. Stamford leads the state in population growth, at 4.61% between 2014 and 2015, which is largely attributed to the increase of housing.
A look downtown will reveal cranes and countless construction sites, many for luxury apartments. Single family home building permits have slowed since 2000, but prices continue to rise. The decrease in the number of single family houses being built suggests that either different types of housing such as apartment complexes are becoming more prominent, or the amount of space for single family homes is growing smaller as different housing infrastructure is added to Stamford. The most significant apartment development is the $3.5 billion Harbor Point project in Waterside, which has increased the area’s housing supply by 28.5%. Springdale has also exploded to the tune of a 10.7% increase from 2000 to 2010, adding 210 units to their housing supply. Recent developments like 1032 Hope Street will continue to add to that number.

A number of apartment buildings have sprung up in Downtown, as well, like 75 Tresser, which includes 344 units. This explosion of new housing downtown suggests a younger population eager to live within walking distance of both work and a social life. Of course, a prerequisite to more housing is more job opportunity, meaning that we must work in tandem with business development to encourage appropriate housing development. Furthermore, this influx of luxury housing could squander the affordable housing stock. Housing in Stamford is already relatively expensive, with 78% of units priced at $2,000 a month or more. As development continues, we will have to keep a watchful eye on displacement to ensure that Stamford retains the socioeconomic diversity for which it is known.
GROWTH RESOURCES

Stamford is filled with organizations, advisors, and resources designed to enable ideas to become ventures and to accelerate the evolution of ventures into high growth businesses. Our co-working space and incubator community is constantly expanding and our public and private advisory services, like the CT SBDC, the Supplier Connection, and the WBDC, all have professional staff based in the city.

Business incubator or business accelerator

Co-working Space
Comradity, WorkPoint and Serendipity Labs are fairly new shared work and meeting space located in the city. They offer services that range from personal coaching for entrepreneurs and corporate entrepreneurs, workshops, professional meeting planning for corporate off-site meetings and retreats, as well as offering smaller rooms for private client or team meetings for independent workers, project teams, and fast companies. Both, Work Point and COMRADI TY offer additional amenities for creatives, media professionals and solopreneurs in all professions. WorkPoint has state-of-the-art technology, a 1000sf TV/media studio and multiple event spaces.

Flavorism is a Silicon Valley-style incubator that has been applied to the culinary world. The space is a collection of independent business owners who share an award-winning kitchens for first-ever collection of delivery-only restaurants.

Ferguson Library – Small Business Resource Center
Serve as an incubator for ideas and innovation. Create a state-of-the-art digital lab that is both interactive and collaborative and that expands the Library’s role as the educational and technological hub of the community.

The Center holds an extensive collection of print and digital materials and serves as a collaborative space, conducive to brainstorming and networking.

In addition to the small business collection, the Library hosts classes on topics related to small business and networking, and offers a Skype-a-Librarian service in partnership with the Stamford Innovation Center and Business Council of Fairfield County.
The Center for Growth Resources

Stamford is a coastal city on Long Island Sound, economically integrated into the Metro New York economy, but served by Connecticut government, education, health care and economic development organizations.

The Center for Growth Resources, located in downtown Stamford, is a physical place and a cooperative service delivery platform operated by The Business Council of Fairfield County to assist organizations who offer significant value to entrepreneurial businesses in southwestern Connecticut and the ecosystem that nurtures them.

Formed in 2012, it was originally an improvised effort to improve local access to Hartford-region based resource organizations who could not financially sustain a Fairfield County presence. It has evolved into a powerful way of doing more with less, by sharing resources and aligning objectives and responsibilities.

The Business Council supports the work of the Center’s participants by facilitating access to its leadership network, providing office, meeting and co-working space, promoting regional awareness of their services through our programs, teams and media efforts, and sharing the results of ongoing research into economic conditions and trends in Fairfield County. Four of the organizations have a total of six professionals stationed on site, while three use the Center for public events and client meetings.

The Center’s participants currently include the Connecticut Technology Council, the Connecticut Economic Resources Center, the Connecticut Academy for Science and Engineering, the Connecticut Small Business Development Center, the Connecticut Procurement Technical Assistance Program, and the Connecticut Supplier Connection (a partnership with IBM Corporation and the CT Department of Community and Economic Development that increases CT utilization of a cloud-based, national procurement platform that facilitates transactions between large buyers and small and diverse suppliers. The Center also houses Stamford 2030, a joint venture of the Connecticut Fund for the Environment and The Business Council, which supports private and public sector building owners in their efforts to reduce energy and water consumption and to increase community resilience in a time of sea rise and climate change. Finally, with contractual funding from Connecticut Innovation’s CT Next initiative, The Business Council provides professional Growth Advisory (EIR) Services to a portfolio of twenty rapidly growing Stage Two companies and intake assessment-driven referrals to relevant Center-based colleagues, as well as to the larger CTNext network.

Supporters of The Center for Growth Resources and the services provided to its participants include The Ashforth Company, CB Richard Ellis, Eversource Energy, JLL, People’s United Bank, PKF O’Connor Davies, LLP, Pullman & Comley LLP, Shipman & Goodwin, Taylor Design and TD Bank. CT Supplier Connection Buying Members include Pitney Bowes, Synchrony Financial, Frontier Communications, Purdue Pharma, United Rentals, Avangrid, and Nestlé Waters N.A.
Stamford has a natural locational advantage, with its close proximity to NYC, for companies that are looking for human, technological and financial capital.

Stamford is in a better position than most municipalities to access these types of capital for growing companies. Looking at access to human capital, the proximity to NYC/Westchester/Fairfield County means that there are over 1 million workers in a 25 mile radius of the city. This means that Stamford has a natural advantage to NYC tech workers and tech students from UConn. Regarding access to technology capital, Stamford already boasts the largest existing gigabit infrastructure outside of NYC. These advantages differentiate Stamford from other Innovation Districts, but also offer the potential for statewide access through Innovate Stamford’s commitment to participating in the Innovation Places network.

**Venture Capital in Greenwich, Stamford, Norwalk area**

- Altus Capital Partners
- Atlantic Street Capital Management
- AtlasHoldings LLC
- Black Diamond Capital Management LLC
- Brynwood Partners LP
- Canaan Partners
- Clearview Capital LLC
- Compass Diversified Holdings
- Ever Watch Capital
- Ferrer Freeman & Company LLC
- First Reserve Corporation
- Gridiron Capital LLC
- J H Whitney & Company LLC
- Longroad Asset Management
- Pegasus Capital Advisors LP
- Oak Hill Capital Partners LP
- Olympus Partners
- RFE Investment Partners
- Stone Point Capital LLC
- Stoneleigh Partners
How does Stamford compare to other high-end suburbs of NYC’s metropolitan areas with strong innovation centers?

**Stamford is as racially diverse as Brooklyn**

According to the 2010 Census, 35.7% of the population was non-Hispanic White, 31.9% non-Hispanic Black or African American, 10.4% non-Hispanic Asian, 0.4% from some other race (non-Hispanic) and 1.6% of two or more races (non-Hispanic). 19.8% of Brooklyn’s population was of Hispanic, Latino, or Spanish origin (they may be of any race).

### Fairfield vs. Westchester County

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Westchester</th>
<th>Fairfield County</th>
<th>Stamford</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>976,396</td>
<td>948,053</td>
<td>126,592</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>$86,108</td>
<td>$86,414</td>
<td>$79,359</td>
</tr>
<tr>
<td>Median Age</td>
<td>40.5</td>
<td>40</td>
<td>35.9</td>
</tr>
</tbody>
</table>

Stamford’s population is older than that of the peers.

Home prices and median household income are much higher in Stamford compared to other cities in Connecticut, but less expensive than Westchester County. Home value to income ratios in are roughly comparable to the peer set.

The industries studied included Information Technology; Professional, Scientific, and
Technical Services; and the Biotech - Life Sciences.

<table>
<thead>
<tr>
<th>Service</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Services</td>
<td>19.51%</td>
</tr>
<tr>
<td>Educational Services</td>
<td>18.89%</td>
</tr>
<tr>
<td>Finance &amp; Insurance</td>
<td>14.37%</td>
</tr>
<tr>
<td>Recreation &amp; Food Services</td>
<td>10.15%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>8.79%</td>
</tr>
</tbody>
</table>

The Metro New York compares well with other metros in STEM (science, technology, engineering, and math) occupations and the number of STEM-related degree and certificates awarded. (Only Washington, DC metro is comparable.) number of STEM related completions.

Stamford’s 6% employment growth over the past 5 years is a slightly lower rate of growth than the Westchester at 7% but higher than CT.

Commercial real estate inventory in Stamford approximately equal to the average for CBDs in our selected peers municipalities. However, in comparing inventory for these metros’ suburbs, the Stamford market (about 113 million square feet) is somewhat tighter than the peer average (about 142 million square feet).
Methodology and the Planning Process

Upon announcement of the Innovation Place grant, leaders from Stamford came together to form a planning consortium. The Consortium Steering Committee (Steering Committee), chaired by Chris Bruhl, President of The Business Council of Fairfield County and Leslie F. Whatley, Executive Vice President, Building and Land Technology, was led by the following governmental and non-governmental partners:

- City of Stamford
- Comradity Strategy & Creative Resource Centers
- Downtown Special Services District
- Ferguson Public Library
- Frontier Communications
- The Ferguson Library
- Global Autonomous Vehicle Partnership
- Nessa Group
- The Stamford Partnership
- Transactions Marketing, Inc. and TechXel Stamford LLC
- United Way of Western Connecticut
- WorkPoint

Additionally, the following partners contributed to the work of the

- Baird Partners ltd.
- CBRE
- Dossia Service Corporation
- Greater Stamford Hispanic Chamber of Commerce
- Half Full Brewery
- Level 3 Communications
- Lightower
- NatWest Markets
- New View PR
- Serendipity Labs
- Shippan Institute
- SL Green Reckson
- Stamford Chamber of Commerce
- Taubman Properties
- Uber
- Vineyard Vines
- Women’s Business Development Council
- The Workplace Inc.
- Zipcar
- Zagster
The Planning Process

The steering committee was the governance body for the planning process, steering the work of the planning. We strongly believe in strategic decision-making grounded in data and analysis. The decision-making was based on a collective impact model by first analyzing the emergent and immediate conditions affecting the Greater Stamford region, and then focusing on the local conditions in the same methodology. The structure began with organizations, comprising the chairs, City of Stamford, the Stamford Partnership, Ferguson Public Library, Nessa Group, Transactions Marketing, Inc. and Comradity Strategy & Creative Resource Centers met weekly for the four month planning process. The broader planning team included the Consortium members and more than 100 people who came together as part of the Working Groups. WorkPoint, United Way of Western CT, UCONN, G.A. Partners, Taubman, Vineyard Vines, Building & Land Technology.

In addition to soliciting volunteers, efforts were made to provide the public with an opportunity to participate in the planning process. The group’s strategic process included a series of interviews, focus groups and surveys to develop the Innovate Stamford Plan. This included substantial attention to interviews with local business and government leaders, as well as several community outreach sessions.

Broad resident input was sought in early February through presentations at meetings & events, door-to-door contact, and digital media. The Stamford Partnership and the City of Stamford held a series of brainstorming meetings, with residents, business owners and stakeholders of Stamford, to help develop the visions and goals. In order to broaden the reach, we administered a survey meant to analyze Stamford’s strengths, weaknesses, opportunities and threats to several of Stamford’s prominent business representatives, non-profit directors, and city officials. Once the survey was completed, the responses were compiled to create a singular SWOT analysis. The Steering Committee also partnered with GovDelivery, launching a text messaging survey to help carry out the community participation and input into the Plan. This included a survey, completed by several hundred residents. This process helped to engage citizens and foster a sense of regional identity, as well as capitalize on the existing knowledge in the area.
Visioning activities were conducted to help participants express their observations and wishes related to Stamford. These goal-setting exercises served as starting points for identifying strengths and weaknesses in assessing the needs of areas and in establishing priorities and action plans.

At each stage of the process, we reviewed our work with the Task Force. The members of the Task Force provided input and reviewed working documents used in preparing this report. Using these data collection techniques in addition to traditional and innovation-focused economic data analysis enabled us to provide the stakeholders with the foundational evidence on which to base their visioning and strategic planning.

More information on the public outreach efforts can be found in the Public Engagement Summary.

Where Are We?

The first, important step taken in developing the Plan was to gain a clear understanding of Stamford’s immediate and emergent conditions, economic capabilities, physical capabilities, social capabilities and strength of existing connections. This analysis provided a foundation for the Steering Committee to build on and will allow Stamford to provide logical network connections to other Innovation Places in Connecticut. This baseline assessment, based on the best available information, was essential to setting realistic targets and planning for transformative change.

The planning team reviewed existing reports, collected data, and completed interviews and research in an attempt to map out and understand current trends in the area defined as Stamford’s Innovation District. The results were used to inform the planning process and were documented in a Baseline Assessment, parts of which have been adapted and included in this Plan.

Where Do We Want to Go?

An Innovation District is an economic development tool that utilizes partnerships with higher education institutions, businesses, and government to fuel job growth and redevelopment in targeted locations, based on the premise that collaboration and productivity result from proximity, and therefore job creation and innovation can be fostered through the intentional clustering of businesses, institutions, ideas and people. This designation can be used for the purposes of planning, fundraising, and marketing – and potentially for innovative pilot projects and district systems.

For this Plan, Stamford’s Innovation District is defined as the hub of activity dedicated to collaboration, creativity and opportunity, where the district has a sense of place where you can live, work, play, and learn within walking distance to transportation and acts as a catalyst of job, business and product creation as well as economic development.

How Do We Get There?
The objectives and targets set in the Plan provide performance goals that can guide and support the creation of an Innovation District in Stamford and Statewide Innovation Places network over the next decade. This Plan is intended to establish a baseline of projects for the future that will help create Stamford’s District. The Plan will need to be updated continuously to ensure that the objectives and targets continue to reflect Stamford’s vision and needs, as well as work with the State and CTNext’s visions.

Many, many projects, programs, policies, and other initiatives will need to be planned, launched, and executed to meet the targets established in the Plan, and this will be an interactive process.

To help guide these efforts, a series of actions has been proposed that responds to the particular strategies of each goal and the State’s objective of creating the connected Innovation Network more broadly. For each action, individual project ideas or examples are highlighted which typify the actions needed to make real change.

**Prioritizing Actions**

Actions have been prioritized based on the extent to which they meet the following criteria, which largely align with the Plan’s central themes:

1. **Does the initiative positively impact Plan objectives in multiple focus areas?**
2. **Does it create jobs that preferably remain for many years and, where possible, align with State, CTNext and Stamford Innovation District goals?**
3. **Can it leverage investment from the private sector or from other sources beyond state government funding?**
4. **Can it be replicated to have a regional impact?**

These criteria have been applied to each recommended initiative to establish priority, with the most weight given to the first two criteria. In recognition of the fact that achieving Innovation District is critical for the State and that achieving this Plan’s objectives will require major, sustained change, initiatives have been ranked as high- or medium-priority. The initiatives proposed in this Plan are only a subset of the actions that will be needed to establish the State as a true leader in innovation.

This attempt at prioritization is necessarily preliminary. The criteria need to be applied in a more rigorous and quantitative manner by funding bodies to assess the relative merits of specific projects and to determine how to disburse funds.

**State-wide Synthesis and Implementation Strategy**

In addition to individual focus-area initiatives, which constitute the backbone of the Plan’s implementation strategy, a series of State-wide strategic priorities have been identified. These strategic priorities include efforts which will impact multiple focus areas and have transformative potential at the regional scale.

Finally, the Plan includes recommendations to sustain and strengthen State-wide planning, coordination, and action. This State-wide coordination is intended to help ensure accountability and facilitate Plan implementation at the local, organizational, and individual level.
CONDITIONS

Immediate Conditions

Talent is a prerequisite for attracting, retaining and creating companies in the Stamford, but Connecticut overall has an aging population and high cost of housing. This means that companies have difficulty attracting younger workers.

Globally, young, educated professionals are choosing to live in urban environments rather than in suburban, auto-dependent areas. The trend is driven by cultural and recreational amenities, job opportunities in emerging technologies and industries, and denser social networks. To compete, Stamford will need to build up its networks, continuously enhance its amenities, and make progress is key areas like affordable housing and transportation.

Our challenges are not unique. Small cities near major urban areas through the nation face similar issues. With 128,000 residents, Stamford is barely a neighborhood compared to a New York or Chicago. Yet, we have autonomous governance and a growing sense of identity that combine to enable us to take action together.

Cities are not independent ecosystems, and Stamford is no exception. We know that immediate conditions are:

- Majority of jobs in Stamford are held by people who do not live in Stamford
- People who are coming out of NY are not the people who are here now (American Community Survey)
- Growth from NYC will be coming on our way (NJ transit tunnel cut off growth from NYC)
- There is a large and growing group of downshifters from NYC, Boston and other big cities who are looking for a piece of good urbanism which they can afford and help create
- Is Port Chester and the Bronx a hot housing market for us?
- Bridgeport provides affordable housing for most of the low-skilled employees like the Stamford Hospital
- Young talent/young companies are being priced out of NYC, Boston and other big cities

Emerging Conditions

It is not surprising that emerging conditions facing Stamford, do not reflect much change from the previous 2010 efforts of Reinventing Stamford. This section reflects a continuing conversation about our city and region.

In 2008, the iPhone debuted, and with it, an accelerated change in how people interact with
Neighborhoods should be diverse in use and population; communities should be designed for the pedestrian and transit as well as the car; cities and towns should be shaped by physically defined and universally accessible public spaces and community institutions; urban places should be framed by architecture and landscape design that celebrate local history, climate, ecology, and building practice.

At the federal government level, we have sweeping proposed budget cuts in areas that the northeast corridor mega-region, (area that extends from Portland, Maine to Richmond, Virginia), relies on. In 2011, the super storm Sandy caused massive disruption to the transportation bottleneck in NYC, resulting in projects that have increased rail capacity in New York’s northern boroughs, while Connecticut’s rail capacity has actually diminished. Yet opportunities exist, the same conditions that wrought havoc on the rail line in NYC also brings a proposed project to repair the tunnel connecting Manhattan to Northern New Jersey. Here lies the opportunity for Stamford to make the case that Stamford’s amenities of housing, location, and walkability are an enticing alternative to businesses constricted by the construction challenges that the Port Authority has no choice but to address.

Another emerging condition, traced to the ubiquity of an empowered mobile workforce who remain connected to the Internet with smartphones providing connectivity 24/7 that rivals the deskbound speeds of just a decade ago, is the densification of office space. The suburban cube farms of not so long ago, are morphing into shared desks, communal conference centers, quiet rooms, and collaborative space to reflect the change in how work is getting done. The floor plans of one office worker per 325 feet is now 4 office worker stations per 325 feet. Old buildings, designed for a sparser occupation, can’t keep up with the HVAC and plumbing within the building, and the City needs to understand the demand forecasts of these new models.

Ten years ago, the thought of driverless cars occupying space on Stamford’s roads was a faraway condition. Today, smartphones deliver apps, like WAZE, that enable commuters to plot in real-time traffic conditions better paths to destinations, shifting the burden of through traffic to cut-
troughs and neighborhoods not designed for high volume traffic. WAZE is a subset of the autonomous technologies that are shaping the experience of how car commutes will be changing. It is not a question of if but when, and more importantly is what the impact of change is. There are already over 750 Tesla vehicles registered to greater Stamford residents. Each of these cars is equipped with autonomous technology. New models from Mercedes, Audi, Ford and GM, are rapidly incorporating technologies designed to introduce autonomous technology beyond the now familiar real-time traffic information to, adaptive cruise-control, blind-spot assist, lane assist and even self-parking assist. It is not a so-distant future where a car can drop off its driver and park itself, notably no longer restrained by on-site parking, or possibly even requiring parking in a world where the shared economy of capital assets is emerging.

Does Stamford and more importantly the State of Connecticut continue to invest in parking garages near the train stations where the short-term need may be disrupted by advances in how people use the transportation center? Already, with the closure of the main parking garage at the station, the anticipated disruption of displaced vehicles that required parking never occurred. New real-time parking availability signs that the State of Connecticut installed, show daily parking capacity at the train station garage. Meanwhile, more companies offer private shuttles at the train station to address the reality that more people commute into Stamford than commute out of Stamford by train.

This changing demographic behavior has profound implications for the city. The advance of technology and the Internet of things, changes the ability to provide real-time information to commuters and residents, and changes how they interact with the physical infrastructure of the city. Contextually, Stamford, while possessing many of the capabilities to foster an innovative ecosystem, does not stand alone with enough critical mass of ideas and talent required to compete in the global innovation economy. Stamford however, can lead the way in leveraging those capabilities to engage with the broader network of Connecticut’s small cities and towns. Bridgeport already provides a lower cost housing solution compared to Stamford, while Danbury offers commercial space conducive to boutique high-tech manufacturing. Norwalk provides additional housing and some commercial space, in addition to being the rail hub connecting Stamford to Danbury. New Haven attracts world class research talent as the de facto research anchor for the State of Connecticut. CTNext, has catalyzed the interaction between these cities, and the challenge ahead will be to transform the 169 home rule mindset of the past, into a more nimble and dynamic collaborative region that competes with other areas. The key to leveraging such collaborative relationships will be a shared focus to solve regional transportation issues.

Transit aside, the root issue of the greater Stamford region’s challenges lie on the affordability of housing. Densification of housing stock near transportation centers is an imperative that must be shared by all communities along the Metro North line. It is not enough to point to Bridgeport as an alternative to the high cost of living in Stamford, when the time needed to commute is a variable that (no matter what the socioeconomic status) is pointed to as the most intractable challenge to attracting employees. The expectation that low-skilled workers must commute a minimum of two hours a day leads to a continuous

[i] Pivot Point, First year Reinventing Stamford, Kip Bergstrom
traffic pattern that detracts from the coastal, park rich, quality of life Connecticut has over the urban sprawl of the NYC Boroughs.

For these reasons, a goal of Innovate Stamford is a continued focus on people walking on the vibrant, pedestrian empowering sidewalks of our streets near the transportation center. We need to make it easy to take public transit, ensure our sidewalks are wide and well-lit and kept in a constant state of good repair.

Looking at Stamford’s existing spokes running from the transportation center to Bull’s Head and East and West Main Streets, the linkage and frequency are currently being examined in a comprehensive Bus/Shuttle traffic study undertaken by WestCOG. Car-sharing services like Lyft, UBER and Zipcar are another factor in the changing last mile equation. Continued infill development of residential housing in the downtown, like 75Tresser, 66 Summer, and the UCONN dorms are changing the relationship of where the interactions of residents, workers and commuters are occurring.

**BASELINE DATA**

**Economic Capabilities**

Stamford’s driving force in attracting a young workforce and incentivizing infrastructure changes has supported many thriving and expanding businesses. Stamford has many existing, healthy industry sectors like financial, management, and media, among others. When it comes to creating an innovative economic, Stamford is no stranger to the idea of a cluster strategy, or groups of similar businesses within the same geographic region that share a similar market, technology, and set of worker skills. While many cities are moving to this model, however, we will stay a step ahead; to create ecosystems from these clusters where targeted, forward thinking industries can thrive with collaboration from the government and other industries. As we move forward, we need to maintain and finely tune our strengths, while simultaneously identifying industries with promising futures that are realistic to expand upon.

**Areas of sector strength**

**Finance, Insurance, Real Estate (FIRE)**

Focus groups have identified one of Stamford’s strengths as already being a large financial center, as Stamford has always been known as a hub for FIRE industry. Connecticut is number one in actuaries per capita and the best state for insurance employees. The state allows for many tax incentives for new corporations, including the Urban and Industrial Site Reinvestment Tax credit, which provides a dollar-for-dollar corporate tax credit of up to 100% for an investment up to a maximum of $100 million in an urban area or in an industrial project. Stamford is also a participant in the State’s Enterprise Zone.
Program, which allows qualifying corporations established within an enterprise zone to receive a 5-year, 80% real and personal property tax abatement and a 10-year, 25% – 50% corporate business tax credit.

Stamford hosts large corporations such as Synchrony Financial, NatWest Markets, CRT Capital, Bridgewater and Point72 Asset Management, which are clustered mostly in the Downtown and Southend business districts. Companies like these are seen as the backbone of Stamford and Fairfield County’s reputation, and their retention is crucial to the continued growth of the area, especially because the state of Connecticut reported a 10% decline in employment in this sector from 2008 to 2014.

Technology

More and more technology companies are flocking to the Stamford area, citing ease of doing business and the already strong technology ecosystem as pull factors for their business. Sixteen of Connecticut’s fastest growing technology companies are in Fairfield County. Connecticut is rated in the top four most innovative states, and has a 33% higher concentration of high tech workers than the national average. In Stamford, the two technology companies that show the most promise within the past year were Kayak and the audio company Harman International.

When surveyed, focus groups identified technology as one of Stamford’s most promising opportunities for growth in Financial Technology, or FinTech. Companies like Protegrity in Stamford, Triple Point Tech in Westport, and Adeptra in Norwalk create software and programs for concepts like corporate data security and financial risk management. The combination of Stamford’s reputation as being a historically financial center and the upcoming technology cluster has conceived the perfect environment for FinTech and should be the base of our marketing strategy to attract cutting edge corporations.

Digital and Entertainment Media

Digital media is the fastest growing creative industry, and includes production/post production facilities, gaming companies, animation studios, and film. At the state level, Connecticut has made great strides in the digital media industry. Employment in this sector has leaped by 17% over the past ten years, and for every one job created directly, the industry creates 2.4 jobs for the Connecticut economy. As of 2006, the state of Connecticut passed tax credits of 10-30% off of expenses ranging anywhere from $100 thousand to over $1 million.

For Stamford, where the bulk of benefiting corporations already exist, there is enormous opportunity to grow in the Media industry. Stamford has its own cluster of media groups, which includes WWE, A&E, NBCSN, and YES network. WWE broadcasts to 36 million viewers and NBC Sports Group consolidated its worldwide operations to one complex that produces NBC Sports, NBCSN, Golf Channel, NBC Olympics, 12 NBC Sports Regional. In nearby Bristol, ESPN has been broadcasting since its founding in 1979. Today, it operates eight related channels and broadcasts in more than 200 countries. M2Media, a
subscriber acquisition service, has recently moved to Stamford and Media Bistro, which “provides resources for media professionals” has established itself in Norwalk, both of which were listed as some of Connecticut’s fastest growing tech companies. In partnership with surrounding universities and Connecticut incentive programs, we have an opportunity to capitalize on this existing cluster to create an ecosystem with a more efficient exchange of skills, goods, and ideas which will promote Stamford as a tourist attraction and a city on the frontier of modern media.

Management Services

While financial has long been considered the basis of the city’s economic hub, it has the appearance, at least to the public, that it is downsizing. On the otherhand, management services have been on the rise. Management services typically provide information technology and consulting services for other companies. The management sector is the largest employer in Stamford, up from 18.8% in 2010 to 19.5% in 2014. Stamford is proud to be the home of large consulting firms like McKinsey & Company, research firms like Gartner, and professional services firms like the Big Four, Deloitte, KPMG, Ernst and Young, PwC.

Healthcare

The US Bureau of Labor Statistics projects that healthcare will show the largest growth in employment by sector over the next decade. Stamford is the headquarters of major pharmaceutical company Purdue Pharma and Cara Therapeutics. Stamford Hospital has just opened a new $500 million expansion on its site. Stamford hosts the Hospital for Specialized Surgery and Sacred Heart University’s Physician’s Assistant School on its campus. Stamford Hospital is a partner, with Charter Oak Housing in the creation of the Vita District. The Vita district, which has been recognized by such organizations as the American Hospital Association for Community Health
Improvement and the Robert Wood Johnson Foundation, aims to help close the gap in healthcare and quality of life in the Westside neighborhood. They have created urban farms and meet monthly with their partner agencies to discuss everything from drug prevention to job placement. These elements, combined with Connecticut’s growing reputation as a bioscience center, allows us to create an ecosystem that could bring an enormous amount of jobs to the area.

**Public Transportation Accessibility**

Stamford is situated in the southwestern corner of Connecticut with transportation access to surrounding economic hubs along the eastern seaboard. This is another component that will help set Stamford’s Innovation District apart from other in the State.

Within the Innovation District, there is a diverse set of public transportation options that are available to the public. Ride-sharing services like Uber and Lyft are accessible throughout the city while the Gateway Garage adjacent to the Stamford Transportation Center (STC) conveniently offers Zipcar vehicles. In addition, the Harbor Point Trolley provides free trolley service connecting the South End district of Stamford to the Downtown with daily service by the CT Transit bus company providing routes across the entirety of Stamford and into the neighboring municipalities of Norwalk, Greenwich and Darien. There is also an extensive shuttle network that connects commercial properties and business with the STC. Alternatively, bike lanes are accessible and sidewalks help maintain street safety in high pedestrian traffic areas.

Over 13.2% of Stamford’s workers use public transportation, up from 11.9% in 2010. The Stamford train station serves as a major hub along the New Haven-Grand Central line for Metro North and continues to grow in importance for commuters. Stamford’s strategic location in the Northeast Corridor, and between New York Boston, gives us a unique advantage in attracted people who wish to commute and communicate with these cities. The Innovation District needs to continually push for transit-oriented development, all while making public transit more efficient and more of an incentive for people to commute to and from Stamford. This includes faster trains and improved local stations. Without these key infrastructure improvements the region will be unable to accommodate the kind of growth in industry clusters or population that we plan to see over the next few years.
Businesses have the choice of three major international airports, which are located reachable within 50 miles of Stamford. LaGuardia is only 30 miles away, JFK is 41.5 miles away, and Newark at 50 miles away. Newark is the only airport accessible with direct train service through Amtrak. There are three smaller regional airport close to Stamford. Westchester airport is only 12 miles away, Tweed New Haven is 43 miles away and Bradley Airport in Hartford is 91 miles away.

Two interstate highways pass through the city, the Merritt Parkway and Interstate 95 traveling from Maine to Florida. Cities along the northeast corridor are easily accessible by driving with New York, NY (39 miles), New Haven, CT (41 miles), Hartford, CT (81 miles), and Boston, MA (183). For commuters entering Stamford and Stamford residents driving by car or bus to places outside the city, Stamford’s location is convenient.

**Zoning for Mixed-use Development**

The vision for Stamford’s future as described in the Master Plan for the Innovation District calls for concentrating regional office and research development and high-density residential uses in the Downtown and South End, that can be incorporated into and help promote transit oriented development (TOD) within the City. The City strongly encourages compact, walkable, mixed-use development with jobs and housing in close proximity to transit will enhance the vibrancy of the Downtown and South End, providing the density and street life necessary to its strength as a thriving retail, restaurant and entertainment district.

Under current zoning regulations Stamford already utilizes an extensive mixture of regulations that allow for mixed use development in its downtown and South End areas where the innovation district is anticipated to be located. Approximately 90% of the land within one mile of the train station is zoned to allow mixed use development. It is important to note that the Mixed-Use Development District (MX-D) is reserved for the Downtown and areas immediately surrounding the Downtown, and this area contributes to the vitality of this commercial core by promoting mixed residential and commercial development and provide a superior living, working and recreational environment for residents and employees. This district includes the TCD-D Transportation Center Designed District, MR-D Mill, River Design District, MX-D Mixed Use Designed District, DW-D Designed Waterfront District, and the SRD-N and SRD-S South End Redevelopment Districts that guide the development of the Harbor Point and Yale & Towne areas of the South End.

The City has set forth the following goals for Downtown, the South End and the Stamford Transportation Center area. Policies and implementation strategies for achieving these goals:

- Take advantage of the synergies between the Downtown and South End to maximize the potential of both neighborhoods
- Maintain and augment Stamford’s standing as a regional center
- Encourage revitalization of existing residential neighborhoods in the South End
- Enhance the Stamford Transportation Center as a gateway to the
- City of Stamford
- Improve connectivity between Downtown, the South End, the Stamford Transportation Center and adjacent neighborhoods
- Promote quality urban design and enhance streetscapes
- Promote and enhance public waterfront access

Stamford already utilizes extensive mixed use development in its downtown and the anticipated Innovation District would be at street level beneath a block of micro-residences, with ready access to local restaurants, schools, theatre, music, within walking distance to the train station and equipped with underground parking. The new innovation district would include incubator, accelerator, shared funding center, shared corporation in residence center.

Quality of Amenities

Stamford’s rapidly growing population of adults under 30 has created a demand for experiences and amenities the demographic particularly wants. Uniquely, Stamford has a little bit of everything to offer to any size company. Whether it is the ability to drop into the Long Island Sound for a lunchtime paddleboard or kayak excursion, or the ability to live car-free in a small city 45 minutes from Manhattan. From a time standpoint, Stamford is an easier commute into Manhattan than most of Queens. Some of the major events include the Alive@Five concert series, ARTWALK, and Brews on Bedford. The nightlife of both the Downtown and Harbor Point areas are thriving, and even have complimentary trolley and water taxis to help make getting around even easier and more fun.

The Stamford Museum and Nature Center is a year round historical and agricultural sciences museum while Mill River Park’s recent expansion has created a new area for Stamford residents to relax and enjoy nature. The Palace Theatre attracts world class acts such as the Stamford Symphony Orchestra, Beauty and the Beast, and Diana Ross to name a few recent performances.

Harbor Point

The Harbor Point project is a mixed-use development on a 66-acre waterfront site in the south end of Stamford on a site that was occupied historically by several light manufacturing and industrial users. Activities such as sulfur smoking, dyeing, manufacturing of kerosene engines, operating utilities, ship building, fabricating, painting, and blacksmithing occurred at the site over a one-hundred year period. In addition, the marina portion of the property was a tidal marsh until the 1930s. The tidal marsh was later covered and has been acting as a marina since the 1970s.
The Harbor Point project is part of a larger 323-acre master development located on the South End peninsula immediately south of Stamford’s central business district and incorporate both Phase 1 and 2 designated areas of the Innovation District. The development includes 11.4 acres of parks and open space, over 4,200 residential units and approximately 900,000 square feet of mixed-use commercial space consisting of office, 10 restaurants, and numerous retail outlets, with nearby access to the Stamford Transportation Center and I-95. Upon completion, it is estimated that approximately $814 million will be invested in the Harbor Point project.

Tax Increment Financing (TIF) functioned as a redevelopment tool, facilitating the transformation of an existing brownfield in a strategic location. It also acted as a source of financing for extraordinary development costs caused by the necessary remediation for the site, the preservation of historic property located on site, and the alleviation of existing wetland issues. In 2010, the Harbor Point Infrastructure Improvement District, as created by the City of Stamford, issued Special Obligation Revenues Bonds in the aggregate amount of $145,000,000 to finance public infrastructure, including, but not limited to, roads, stormwater, sanitary sewer, sidewalk, landscaping, street lighting, traffic signals, wetlands filling, environmental capping, parks, and land acquisition.

Downtown Stamford

The Stamford Downtown Special Services District (DSSD), a Business Improvement District, was established in 1992. Its mission is to manage, enhance and promote the Downtown experience. Downtown Stamford offers a broad array of shops, restaurants, services, arts, education and events. There are currently 7,138 residential units in the Downtown with 584 residential units currently under construction. Leasing of these units continue to remain strong with an additional 1322 residential units approved for construction by the Land Use Boards in the last 18 months. There are three significant drivers of the strong Downtown residential market: the higher than average downtown median income of $108,000; attraction of millennials (65% of tenants are millennials); and higher education rates (90% with Bachelors or higher degrees). The 2015 Grand List rests at $1.6 billion: a growth of 7 percent. This number now accounts for 8.2 percent of the citywide Grand List.

There are currently 9.8 million sf of office space (Class A and Class B) within Stamford Downtown. The vacancy rate, according to CBRE is approximately 22% percent. However, more than half of the office sector in Fairfield County’s net absorption occurred in Stamford Downtown in 2016. As part of strengthening the visitor experience in the Downtown, the DSSD budgets over $750,000 into the environment to ensure that the Downtown is attractive, secure and clean. In 2016, 13,000 plants and bulbs were planted and 23 tons of trash were removed.

There are 95 restaurants that call Stamford Downtown their home, 44 of them with inviting outdoor cafes. The DSSD also produces 27 events each year, which bring more
than 300,000 people to the downtown. These patrons pour $6,000,000 into the economy and contribute to an engaging and dynamic street ambiance.

**Mill River Park**

It is essential to create a community that responds to the emerging desires to live, work, and play in the same place. Affordability, cultural, recreational and alternative transportation options bubble up as things lacking in the area. Stamford has key disconnects: the downtown has restaurants and retail, but lacks live music venues, art shows and a grocery store. The South End has a younger mix of venues, but suffers from a safety and convenience perception.

The transportation center and I-95 are a huge impediment to the connectivity of both areas to each other and serve as a car focused barrier. And yet more people come to Stamford to work through I-95 and the Metro North than at any other time. In addition, Stamford has the highest concentration of private bus and shuttles operating within the city from the train station in addition to directly from NYC to corporations.

Yet, many high-growth companies report difficulties recruiting these workers to Stamford, and during our interviews and research, it is clear that we have work to do.

We are planning a commercial subsidy program by which we grant increased floor area ratio (FAR) to developers in exchange for ground floor retail locations that can be offered at a below market rate (BMR) to entrepreneurs. An example of this is the Ground Floor retail at Metro Green. Currently Two Boots is operating a pizza café there.

Stamford is different from other Innovation Districts that are found across the county where the municipality owns brownfield sites and buildings that could be developed in the district. The Stamford Innovation District is almost exclusively owned by individuals, businesses, and organizations. It is important to note that the plan will incorporate the proposed zoning changes from the 2016 Stamford Master Plan.

The guidelines for the area will only apply in the event of new construction or redevelopment within the district as part of the Zoning Board review process.
Mixed-income housing accessibility

Stamford strives to create diverse and inclusive communities within the city, and the Innovation District is an area with people who come from many walks of life. In 2003, Stamford implemented inclusionary zoning regulations requiring new housing developments to have at least 10% of their units be reserved for residents who qualify. To be eligible for a below market rate (BMR) unit, an individual or family must make less than 50% of the annual median income for the area. The units must also be the same size as full priced units, made of the same materials, and must be integrated, not segregated. This provides working families the opportunity to give their families a better life, and still live within their means.

The exhibit 5.X titled “Multi-Family Residences and Apartments” shows multi-family residences in the Innovation District and classifies these units as either BMR Participating Non-BMR buildings. It’s important to note that buildings that are too small (each zone has BMR restrictions) or were built before 2003, are not bound by the BMR requirement.

Additionally, the exhibit shows the walking distance from the hub of the Innovation District at the Transportation Center. Within Phase I area (available within a 1-, 5-, and 10-minute non-automobile-based commute, there are 62 residential buildings, with over 2,400 residential units including 152 BMR units. Within a 20- minute non-automobile-based commute that encompassed Phase 1 and 2 of the District, there are 178 multi-family residences with at least 566 BMR units. Within all three Phases, there are 405 multi-family residences, with many more accessible using public transportation or a bicycle. As part of the Innovation District plan, the Committee will encourage further residential development within Phase I, allowing for ease of access between work, home and transportation.

High-speed Internet/Broadband Access

Faster and more affordable internet access is a cornerstone in helping to spur economic development in today’s competitive world. Stamford has a robust high-speed internet broadband network in place, however it is not competitive with the GIG standard of broadband. Our plan calls for completing the City-Wide Broadband network plan which calls for a city-wide GIG network to be available for residential/commercial use or via public WIFI. One of the key components to Stamford’s Innovation District will be the ability to access high speed internet through an expanded Gigabit fiber optic network in the city. One of the Innovation District’s development strategies is to focus on providing the Innovation District with internet that is as fast as up to 10 gigabits per second through the continued expansion of the existing Gigabit fiber network to both commercial and residential properties.

It is imperative to make the district competitive and investing in broadband infrastructure, will help level the playing field and drive down prices throughout the area. This will allow Stamford to compete with other Innovation Districts found in Chattanooga, Boston, and Seattle.

Stamford is well ahead of most municipalities within Connecticut when it comes to internet access. Stamford has a total of 28 Internet providers including 1 Cable provider, 9 Copper
providers, 6 DSL providers, 5 Fiber providers, 4 Mobile Broadband providers, 3 Satellite providers. Stamford offers a unique mix of consumer copper cable broadband, DSL and dark fiber to residents and business. The majority of service is connected to commercial properties in the downtown and the South End, with diminished capacity connections to residential properties.

Stamford’s main private internet fiber companies offering 1 Gigabit fiber services to a majority of buildings in the Innovation District Phase I. This evident on Exhibit 5.X. The mapped areas without a color which indicate that there is internet service there, but not at the 1GB or faster download speeds currently. The uncolored area is mainly residential buildings. The committee will look at strategic partnerships with local providers to provide upgraded and expanded service to commercial and residential customers through both wire and wireless connections to close the “last mile” connections.

Stamford is also a founding member of the Ct Gigabit project that is seeking an “open-access” model that allows any internet service provider to use the network to provide service to customers. This access would help assure a robust competitive market in the city as multiple providers would have an equal network and market access to every potential customer. There have been several providers interested in delivering Gigabit service to the Stamford, and the City is currently evaluating its options.

**Municipal Assets - Existing Public Fiber Network Infrastructure**

The City of Stamford has over 35 linear miles of fiber optic cable; a combination of 288, 144, 96, 48 and 24 count fiber, respectively. The fiber optic network is currently in full use by public safety (police/fire), public schools, public libraries and all other municipal offices (~40 sites total). It is hub and spoke topology, not suitable for residential use without a significant build out and use of disparate data centers/ internet service providers (ISP) for failover and redundancy.

**Private Assets - Existing Private Fiber and Coaxial Network Infrastructure**

The combined Stamford network includes over 380 total route miles of 832 strand private fiber owned by Level Three Communications and Lightower and Frontier.

Lightower delivers all-fiber networking solutions, including Ethernet, Wavelengths, Dark Fiber, and Internet Access. Lightower serves health care, financial services, media and content, cloud infrastructure, government, education, carriers, and other large enterprises in Stamford. The company offers three dedicated Internet services: Internet Access, Dedicated Internet Access and Burstable Internet Access.
## SWOT Chart

### Strengths
- Proximity to NYC.
- Connected to Northeast Economic Corridor via Amtrak
- Proximity to NYC with largest Venture Capital concentration in US
- Highly educated population (Over 50% of residents with professional or graduate degrees).
- Forty-minute commute to New York City by train
- Culturally diverse (33% foreign born and over 35 languages other than English spoken at home)
- Stamford’s median age is 5 years younger than the surrounding area at 35
- Fast growing 25-40 year old population
- Price advantage over NYC/Brooklyn/Westchester
- Three international airports within a 90-minute radius and a domestic airport 20 minutes away
- Public transportation MTA Commuter Rail Amtrak
- Large urban center, home to four Fortune 500 companies, nine Fortune 100 Companies, and 13 Courant 100 Companies
- Unemployment rate below State and National average leave to work elsewhere (18,000+ net inflw in 2013)
- Four post-secondary institutions within ¼ mile of Train Station
- 189 colleges within 50 miles of Stamford
- Extensive programming support for concerts, entertainment, food/art markets and family activities

### Weakness
- No research institutions within 15-mile radius.
- Diminishing affordability for artists/creators
- Disconnect between higher educational course offerings and tech/business community
- Aging municipal workforce / paper regulation process focus
- Aging manufacturing/service workforce and stagnant wages causing employee shortage
- Over dependence on local property taxes for municipal revenue
- Perception that the school system is poor when compared to surrounding district
- Perception that the public schools system is poor when compared to surrounding district
- Lack of affordable workforce housing, overpriced housing market
- Traffic Congested highways, major roads and commuter rails
- Small spaces for artists + entrepreneurs hard to fi
- Not car dependent lifestyle but infrastructure is car focused
- Entrepreneurial network and density thin
- Natural resources (parks) overlooked
- Waterfront recreation overlooked
OPPORTUNITIES

• Attract and retain innovative and growing companies online talent platforms will become faster and more effective clearinghouses that can inject new momentum and transparency into job markets while drawing in new participants
• Attract growing companies in priority industries (information technology (FinTech and EdTech); professional, scientific, medical and technical services)
• Encourage entrepreneurship
• Create an environment for automated vehicle experimentation
• National trend of urbanization, especially for 25-40 demographic. Due to housing costs, shorter commutes, amenities
• Leverage cultural diversity and expand services geared towards immigrants
• Host more technology based events (city prototyping festival, tech conferences, and trade shows)
• Attract/create research entity
• Improve infrastructure & amenities that attract diverse groups of people
• Automation disruption will require expanded broadband access, updated labor-market regulations, systems for delivering benefits to workers, and clearer data-ownership and privacy rules
• Development of new community assets (ex. convention center, innovation accelerator space)
• Create more efficient and friendly zoning to allow for shovel ready development near the train station
• Improve on making the city more bike and pedestrian friendly through roads improvements, expanding the Mill River Greenway to South End and create Noroton River Greenway
• Forge an innovation identity
• Work cooperatively with property owners and stakeholders to continue the development and redevelopment of Downtown and the South End, as well as East Main Street and West Main Street
• Improved data infrastructure including free public wifi, fiber optic lines, gigabit fiber
• Leverage local institutions of higher education.
• Training and employment opportunities between industry and educational institutions

THREATS

• Continued automation reducing need for professional services workforce
• Labor market hasn’t kept pace with rapid shifts in the global economy/ workers underutilized or overqualified.
• Proximity to big cities in attracting young workforce to come to Stamford
• Climate change and rising shore line
• Cost of living continuing to increase
• Developing of neighboring towns (Norwalk, Bridgeport) to provide more attractive housing options
• Amtrak considering skipping Stamford for high speed rails
• Proportion of community members that are resistant to change and developments
Lightower datacenter or interconnection facility. Lightower operates a carrier-grade colocation space at 1351 Washington Boulevard that has been designed with a strong focus on security and redundancy.

Level 3 offers a 20,000 SF datacenter located on McGee Avenue.

Frontier offers four business packages for broadband and voice that ranges from $49 a month for 6 Mbps up to 45 Mbps for $125. The Internet service has a 99.9% uptime backed by 24/7 technical support.

Private Assets - Existing Wireless Internet Network Infrastructure

The City of Stamford is currently in discussion with an Internet Service Provider to provide ultra-high speed wireless Internet & Transport services over a redundant private metro-Ethernet network. Current pricing for the service will range from 50 Mbps down & up for $50.00 per month up to 1 Gigabit per second down & up for $600.00 per month.

Strength of Existing Connections

To create policies and projects that will better Stamford’s Innovation District infrastructure and appeal, we must first analyze the advantages and deficits of our city. The result shows that individuals overall enjoy living and doing business in Stamford due to our wide variety of resources, developing business ecosystems, and diverse and well-educated workforce. However, the survey group noted several areas for improvement as well, citing perception of the community and its schools, infrastructure that does not fit the needs of our growing workforce, and a large wealth gap. Fortunately, although some of the weaknesses identified may take investments in time and money in order to fix, it is possible to address them. In fact, the opportunities identified by the focus group largely are ways to rectify the weaknesses of our city.
Finally, the group recognized a number of threats that might impede Stamford’s success, problems that cannot necessarily be solved but can be accounted for when planning what actions we should take in the future to make Stamford even more successful than it is today. Through recognizing and analyzing the strengths, weaknesses, opportunities and threats that Stamford has, we can create an economic development strategy that properly addresses Stamford’s disadvantages and capitalizes on its best features.

Proposal to Enhance Local Innovation Ecosystem

Stamford is different from other Innovation Districts that are found across the county where the municipality owns brownfield sites and buildings that could be developed into a district. The proposed Stamford Innovation District area is almost exclusively owned by individuals, and businesses. Is important to note that plan for the district will incorporate the proposed zoning changes from the 2016 Stamford Master Plan.
The Innovate Stamford plan consists of:

- Acceleration of the development of an entrepreneurial ecosystem that stress three key factors:
  - **Working Space** – access to affordable space for companies to start, incubate, grow and expand
  - **Mentorship** – access to mentor a mentor network to help companies go from start-up to growth.
  - **Capital** – access to capital from traditional and non-traditional sources

- The land use map guides height, density, and use parameters for future construction projects, ensuring that proposed zoning changes are made in context Innovation District plan, the Autonomous Vehicle plan and the city’s Master Plan.

- The public improvements will address critical infrastructure issues as well as create gateways and other visual cues that reinforce the sense of place within the district, along with specific improvements that support.

**Alignment with Local Plan of Conservation and Development (POCD)**

The Committee’s vision is to prepare a plan that enables Stamford to be connected and continually transform and accommodate emerging needs and opportunities. This plan seeks to align with other system plans underway or that have been developed, including the City of Stamford’s “Master Plan”, “Autonomous Vehicle Plan”, “South End Preservation Plan”; Connecticut Department of Economic and Community Development’s “CT Economic Development Strategy”; Smart Growth America’s “Connecticut Transit-Oriented Development Technical Assistance” document.

The planning process will be supported by data and trend analysis shared by public and private sources or prepared expressly for this purpose. The identification of key emerging conditions, the sources of opportunities and risks, will be important.

The Autonomous Zone Plan anticipates that Autonomous Vehicles (AV) will inevitably become the dominant form of transportation in the 21st century. These vehicles represent a radical leap forward in automotive technology and will transform and dramatically enhance mobility around the globe. Stamford plans to position itself as a leader in the field and reap a multitude of advantages of providing an environment for AV systems to be tested and implemented. The testing of AVs in a “live” environment will provide the data required by community leaders to make smart, informed decisions that will improve lives not just in Stamford but literally around the world. City of Stamford’s AV City Certification Plan is being developing as “playbook” that will help provide guidance for key technical, economic, commercial, and community initiatives that will guide policymakers, companies, and residents on how to adopt regulations and initiatives for testing AVs in their community. The opportunity to test AVs aligns with many of the City’s initiatives and priorities. As a community that continuously works to advance the quality of life for its citizens, strengthen its economy, and develop its infrastructure, AVs which will create an enhanced transportation solution for the present and the future which are closely aligned Innovation District and the city’s goals. The AV plan for Stamford has the potential to not only stretch and expand
existing initiatives, but the capacity to extend open data communications and position the city as a national leader for the generation of smart technology that is enveloping us. Stamford will enjoy the economic, political, and social benefits that accompany such a position. The City of Stamford’s Autonomous Vehicle City Certification Plan will be launched in collaboration with the Global Autonomous Vehicle Partnership, outlines the operational implementation, regulations, policy, and infrastructure required to successfully introduce AVs for testing and eventually universal usage in Stamford and around the globe.

The POCD will need updates to reflect technology and economic development initiatives.

Our housing, development and transportation plans were foundational to this plan.

Housing: The demographic shift that has currently shown to be trending is a return to city-style living. The demand for housing that is commutable by foot, pedal or vehicle on any given day, will concentrate demand for walkable communities that place an emphasis on people. Will driverless cars offer more mobility to seniors who would otherwise be limited by housing options?

Parking: The need for parking and its associated infrastructure will change. Where parking lots and garages take up valuable centralized resources, development can look to adaptive reuse to reclaim the land for more active uses. Technology sensor advancement in parking will drive technology improvements in traffic grids and traffic management.

Traffic: If roadway congestion will be better managed, will this result in commute lengths increasing again? Will an unintended consequence encourage sprawl? Today’s roads are built around human needs and human drivers. Think about the number of signs that proliferate along road sides. The need for signs lane markers, and street lights, becomes less important. Currently our cars spend 98% of their lives parked. We already see car sharing companies like Zipcar changing that statistic by putting cars to work when they would otherwise be idle.
PROJECTS

FINSURETECH ACCELERATOR
A dual cluster accelerator to be operated by The Business Council of Fairfield County.

Synergy
The Business Council is exploring the possibility of bringing industry, investor, academic and other growth resources together to establish a dual cluster accelerator serving Fintech and InsureTech industry startups and early stage companies. It would be located in downtown Stamford, within walking distance of the Transportation Center (train, bus and shuttle services), in space operated by The Business Council.

Background
Fairfield County has long had a significant number of financial services and reinsurance industry headquarters. The Business Council of Fairfield County has served this community since its blossoming in Connecticut in the 1980's. Since 2011, The Business Council has developed a robust ecosystem of growth resources serving small and rapidly growing companies, including advisory services, assistance in securing capital and talent, and facilitated access to customers. Finally, The Business Council has strong working relationships with eight Business Schools in Fairfield and New Haven Counties. The accelerator would build on these services and relationships, as well as the experience gained in assisting the Connecticut VentureClash global competition in 2016 and 2017.

Opportunity
Representatives from participating reinsurance and insurance companies, financial services firms, and investment management funds would jointly curate six companies for the first 12-week cohort. The selected companies would receive six months of free office space (including the 12-week program) and benefit from access to expertise and insights from the training/advisory team, strong mentoring support from global thought leaders based in the city, technical feedback on products in development, and direct exposure to investors. Below market rate housing accommodations for the six month period will be offered. Accelerating team members will also be invited to participate in a wide-range of industry-related events, as guests of their mentoring firms.

Planning Partners
Anticipated planning invitees include Gen Re, Berkshire Hathaway Re, Odyssey Re, XL Catlin, The Navigators Group, WR Berkley, Point 72 Investment Management, AQR Capital Management, Synchrony Financial, Silver Point Capital, FactSet Research and the Bermuda Monetary Authority.

A 4,500 square foot space in a downtown Stamford office building has been tentatively offered for use during 2017. Interviews with planning partners are being scheduled.

NATWEST MARKETS INNOVATION INCUBATOR
NatWest Markets (formerly RBS) is launching an entrepreneurial initiative designed to work with the growing startup ecosystem in Stamford called "The Innovation Incubator". The goal is twofold: (1) pair local, nascent startups (from all industries) with groups of NatWest Markets employees in order to help promising entrepreneurs validate market opportunities, and (2) find companies involved in financial technology that can positively impact the customer experience and reduce operating costs.
The Innovation Incubator will manage approximately three 6-week sessions each year providing 10-12 local companies mentoring assistance.

Likewise, when possible, NatWest Markets will liaise with outside organizations such as the University of Connecticut to provide entrepreneurship classes to employees to encourage internal innovation.

Lastly, NatWest Markets is looking to host other networking/innovation events that aid in the company’s ability to uncover technology that is beneficial to the overall firm (i.e. hackathons, etc.)

A successful innovation district’s spur economic development in many ways. Our intent is to provide the infrastructure to help companies, entrepreneurs, and investors—across sectors and disciplines extend their visibility to the greater Stamford area which will result in employment and educational opportunities many. We will be investing in a more efficient leveraging of mass transit and networking assets in the area, and welcome your participation along those lines.

THE STAMFORD TOWN CENTER INCUBATOR
While there is no single formula for retail incubators, having a physical facility focused on retail will provide two key economic advantages to Stamford—new boutique retail concepts and an additional marketing opportunity for consumer facing products invented throughout Connecticut. A retail incubator can significantly cut down on a start-up's overhead.

Phases of Project
For planning purposes, it will be beneficial to divide the project into phases and establish the timelines for each distinct phase.

First, we will need to determine the feasibility of this PILOT program, which will take place in the first year. Should recruitment and staffing prove to be successful and partners are developed to operate the technical assistance to entrepreneurs then the project will formally launch a three-year program.

1. Preliminary Planning — Identify potential stakeholders. These will be the movers and shakers in our community: the successful entrepreneurs, politicians, administrators and community activists who are tied to economic development.

2. Conduct a Needs Assessment — Identify regional entrepreneurial base and gaps in the existing business and financial services for entrepreneurs in the community and barriers to accessing these services.

3. Determine Support Services and Operating Pro Forma — Determine the composition, organization, pricing and legal structure of shared services, management assistance, consulting, and business financing programs. To determine these factors, we would do an operating plan for the incubator—based on site costs, operational costs, marketing costs, and “lease-up” schedule.

4. Select a Management Team and Finalize Business Plan — Select a management team that is committed to the community, have sympathy for the need of start-up businesses, flexible, creative, steady under stress, high level of interpersonal skills, and they can mentor, administrate, handle public relations, facilitate and can be a friend.
Our business plan will include, a client outreach recruitment plan, fine-tuned operational costs, market and economic information, monthly cash-flow projections for the next three years, description of management team, description of legal and organization structure.

**Staffing**
The success of the Stamford Retail Incubator will be dependent on staffing availability. Early discussions have indicated that a co-op model where the interested companies would provide sales staff on site are not feasible. Therefore for the program to be successful a partnership with an existing workforce training program is needed. Retail sales staff would be trained in this live environment and introduced to the product teams as part of a workforce apprenticeship program. This will take time to develop, however is critically important as it creates a new pipeline to growth companies who need to recruit employees committed to manufacturing CT based products.

**PROJECT INNOVATION SNOWBALL**
A collaborative innovation process with a private 3-D Virtual World Simulator for Corporations and Entrepreneurs to prototype and assess ideas and “go to market” catalysts, filling the gap between viable product development and “investibility.”

We propose applying Project Innovation Snowball to accelerate the “investibility” of Stamford Innovation Place projects by local corporations and grantmakers.

COMRADITY CO-Founders Katherine & Jim Kern are the leaders of Project Innovation Snowball. Partners include Virtual World Simulator developer SteamRoller Digital Founder Joel Rollins and his team who have produced Virtual Reality experiences, including Training & Education for corporations. Locally and publically, they are responsible for the Virtual Aquarium installation in the Norwalk Aquarium.

For this specific project, we are partnering with Project for Public Spaces as the Subject Matter Expert.

**Why Do It?**
Virtual Reality Simulators are used to reveal how humans behave during pandemics or emergencies, without risk. First a diverse team of stakeholders and subject experts collaborates to build and populate the virtual world and design catalysts to start the snowball effects (as well as applying intervention to stop them) and then role-plays what humans do - in the "safety" of a virtual environment. (i.e, when someone is electrocuted, no one actually dies).

We will apply this same collaborative simulation to prototype and assess Stamford Innovation Places Projects to accelerate the “investibility” before risking capital. Specifically, we will build a Virtual Stamford that may be used as the base for all projects. For each project, we will lead the process to collaboratively build and populate the project virtual assets and design “Go to Market” catalysts to start the snowball effect and maintain momentum. We then support the role play to learn what humans do, generate data to analyze and improve results, then produce a final role-play that is digitally recorded for future use in multiple ways – from demo videos for investment pitch to exportable digital assets for implementation of the ideas and go to market catalysts.
BUSINESS DEVELOPMENT ASSISTANCE
Supplier Development Academy
The Supplier Development Academy, currently offering courses at sites around the state online, will establish its first physical presence in Stamford. The Academy supports participation in the Supplier Connection, a free national, cloud-based procurement platform.

Small and diverse suppliers can register and join Supplier-Connection.net and expand their marketing reach. Specifically designed for small, diverse businesses that are targeting large global clients, Supplier Connection is a free national program that links over 45 large corporate buying members to small and diverse suppliers in ten key categories (see below). Once suppliers are registered, procurement teams at member companies can more easily find them when they have needs, Suppliers are regularly invited to on-line sessions where buyers describe how they buy, what they look for and their upcoming needs. Supplier Connection is a great way to expand a digital footprint and reach new prospects…linked with other business development efforts.

The Academy will regularly offer a set of instructional programs which award Supplier Connection “badges,” “certification of completion, which will be searchable within the Supplier Connection platform. These courses will include “Financial Information Presentation,” “Operations,” “Marketing,” “Resilience and Business Continuity,” “Cybersecurity Policies Compliance,” and “Employee Classification Risk Management.” In addition to improving business performance, these badges will help differentiate a supplier within the Supplier Connection cloud-based procurement community.

The Academy will be located in The Center for Growth Resources, which also houses its service delivery partners CT SBDC and CT PTAP. Professional advisors from both organizations will serve as trainers within the Academy.

Businesses are eligible to join Supplier Connection and receive FREE training if:
• They are a business with < 500 employees and under $ 50 million in revenue.
• All diversity certified suppliers may register, regardless of size.
• Are U.S. based.
• Offer products and services in: Technology, Facilities & Supplies; Industrial Manufacturing, Logistics, Service & Parts; Food & Beverage Manufacturing, Lab Supplies & Equipment, Professional, Marketing & Technical Services

The CT Supplier Connection is managed by The Business Council of Fairfield County. The Business Council was designated by IBM as the first Regional Growth Partner and Connecticut as its first state program. Governor Malloy announced the DECD’s support and partnership with The BCFC and IBM in November, 2015, with operations beginning January 1, 2016.

Connecticut Small Business Development Center
CTSBDC is very interested in providing its basic no-cost business advising and other services to entrepreneurs and small business owners who may gravitate to the Stamford IP. CTSBDC hopes to get, in return, client businesses whom it can assist to achieve goals and meaningful milestones.
In addition, CTSBDC has proposed a fee-for-service concept of on-site educational/training programs for start-ups (less than 1 year old) and existing growth (more than 1 year old) businesses. CTSBDC will work with the Stamford IP team to design the appropriate curriculum and delivery format and help identify appropriate participants for this training. CTSBDC will connect this on-site, in-person learning to its new online learning platform, launching next month, which will contain at start over 40 online courses and which will grow as new courses and resources are identified. CTSBDC intends to build a Community Platform using Slack or a similar program to link online and in-person learners and prospective or prior learners for ongoing support and resources. CTSBDC must charge for this on-site educational service because it does not currently have the personnel resources to provide instructors for intensive learning. It hopes to be able to offer this service at affordable levels by signing on multiple Innovation Places throughout the state and achieving some economy of scale.

Space Bank (Temporary, transitional locations) / Pop-up Accelerator

One of the problems identified by small start-up companies is find appropriate sized space within the city to locate on a temporary basis that would allow the company to transition within the City. There are many co-working options within the Stamford, however, there are companies that cannot afford the monthly fees as they start to build out their company. On the reverse, there are building owners that may have availability of smaller remnant space, that may not appeal to a larger company, and do not have a way of marketing this space to the entrepreneurial community. One of the solutions identified by current start-up companies is to create an online listing of available space in each of the buildings in Stamford, which would allow the companies to work out either free or below market rate rent on a short term basis (1-6 months). With an approximately 26% commercial vacancy rate in the city there is an opportunity for Building Owners to list all of the available space (ranging from under 1000 S.F. to over 300,000 S.F) on a new website. The Space Bank Project will create a new website, in conjunction with a vendor, within the City’s Economic Development website that will incorporate office space listings from all class A, B and C buildings in the Innovation District. The project will address the need to show case alternative space for the startup companies and allow for building owners to occupy space that may be harder to rent in current market conditions.

WAYFINDING

One of the key aspects of the creating buzz for identity of the Innovation District is to create a recognizable visible brand throughout for the district to allow both companies and people to recognize the Innovation District both at local and regional level. The identity of the district will be created through the use of a consistent design guidelines for wayfinding within the District and the creation of marketing materials to reinforce the District’s brand outside of Stamford. It is important to have consistent wayfinding, both north and south of the train station, as the highway and train tracks provide a natural barrier that has allowed for the development of two separate branding strategies for the Stamford Downtown and Harbor Point projects. The wayfinding program will provide a bridge for the two areas by providing for directional and promotional signage that will allow for pedestrian to better navigate through the two areas when they come from the Stamford Transportation Center. The marketing program will be used to reinforce the District’s identity outside Stamford. The marketing program will be used to attract companies to Stamford.
ACTIVATE STAMFORD

Streetscape improvement and activation can make a major impact on the vitality of specific sites, blocks, even entire districts. Most improvements occur in publically-owned places (sidewalks, alleys, streets, traffic islands, parking spaces, etc.). Many affect individual property owners or businesses (beautification plantings, sidewalk widening to allow for outdoor café seating, aesthetically-designed street lighting), while others enhance a public function (creating a feeling of security in pedestrian access routes to public parking lots, angled parking to calm traffic).

Significant streetscape improvements have been made in the areas we have defined as our Innovation District over the past decade. Yet, many opportunities remain. Alleys, pedestrian passageways, bridge underpasses, loading docks now unused due to readapted uses of the building, plazas that were creative when built, but now feel sterile—all offer a chance to upgrade our experience.

There are three significant sites in the Innovation District which are in need of a credible, robust activation plan: two underpasses beneath Interstate I95 (Washington Boulevard and Atlantic Street) and the alleyway on Clarke Street which connects Columbus Park restaurant and club district to the municipally-owned Bell Street Garage, with its 650 car spaces. All three areas are active pedestrian access routes which are ill-lit, uninviting and have become magnets for graffiti, trash and vagrancy. The first steps in the District’s approach to improving the three selected spaces will require professional design services, public-private cooperation and financial investments. A design competition to improve these public spaces will be conducted. Particular focus will be on means of activation, enhanced lighting and beautification. Surrounding property owners and developers will be invited to partake in the process and participate in its funding.

During Year 1, the Innovation District will complete the design phase and secure funds for partial build out. One demonstration project (potentially a proof-of-concept pop-up) will be completed. In Year 2, the full build out of Clarke Street will occur, followed by the Underpasses in Year 3.

A budget will be developed, but preliminary best practice research suggests that lighting, plantings, surface finishings (paint, tile, etc.) and signage will be more important – and less expensive – than construction. The Year One inventory, design competition, technical consultancy with city government, demonstration project and overall project management are projected to require about $100,000. Years Two and Three could continue at the same spending rate, but with funding confined to specific project implementation.

ARCHITECTURAL & PUBLIC ART LIGHTING (STAMFORDLIGHTS)

This project is a continuation and implementation of the previous Stamford’s City Canvases project, called “StamfordLights.” StamfordLights finished its first phase of the project by installing a major work of art at the Stamford Transportation Center (STC) which consisted of an artistic display of LED lights that bath the STC in different thematic lighting. The project proposed for the Innovation District will include rehabilitation and maintenance of the first phase of this project and inclusion of the uncompleted second phase over the next several years. The second phase would strategically deploy multiple illumination technologies along two loops of wayfinding lightways around the Stamford Downtown and Harbor Point which connect selected key locations. Additionally, as the first major portal to Connecticut’s emerging Stamford-New Haven “iCoast”, the STC’s showcasing of outstanding works of creativity will actively and immediately reinforce the rebranding of the City, region, and State as a place of innovation.
GIG WIFI PROJECT

Stamford, Connecticut is taking a leap into the future by bringing a gigabit Internet connection into the heart of the Innovation District by September 2017. A gigabit network connection is 100 times faster than the average Internet link and can boost productivity by 10X or more for those who create in the cloud. It will attract new ideas, mentors and investment. Gigabit access will be available to the Innovation District community and used to power a blazing fast wifi system in downtown Stamford.

Imagine sitting on outside the Ferguson Library or UCONN a local cafe cruising the Internet at blazing speeds on a public wifi system. This is a world with no buffering and zero wait on uploads. Your contribution will help bring this experience and more to our town.

We will install 6 POP locations that will selectively broadcast WIFI to a limited area. To use the public WIFI, a person will have to register their device and create a logon and password so that we can track the amount of bandwidth used. There will be a time limit to the amount of time connected to the POP. There will be an ability to purchase additional time. We will monitor the traffic on the network to prevent unauthorized activities from occurring.

Truly smart cities are those with an engaged population, planning for a sustainable future and using urban innovation and smart technology to drive growth. By placing a public Gig WIFI pilot in place, we are demonstrating that Stamford is leading the way for citizens to develop civic applications that can help solve some of Stamford’s social and civic problems. For example, Chattanooga’s first gig app - a smart power grid called GRidCure, saved the city millions by reducing power outages and monitoring usage across its network.

WHY?

1. CREATE AN ENVIRONMENT WHERE CHALLENGING THE NORM IS THE NORM
   Where our residents, workers and visitors, young and old, are empowered by an infrastructure that enables it. Our community will be able to support the development of a culture and environment that is smart and future-focused.

2. CREATING HIGH-VALUE JOBS
   The project builds on the reputation Stamford already has, and to attract more like-minded entrepreneurs and innovators. The measure of success will be an increase in the City’s median income.

3. BEYOND OUR CITY
   Fairfield County has the highest penetration of Broadband in Connecticut. Yet we still have a digital divide within our communities, reflecting that the poorest of our residents rely on services at public institutions like libraries. Our public Gig project will close that digital divide, by providing high-speed broadband 24-7. This is
our opportunity to demonstrate to the State how public WIFI at Gig speeds can explore ways we can collaborate, as we demonstrated through project by engaging and sharing our experience for the greater good. Success will be measured by working collaboratively, with initiatives Piloted in Stamford and adopted elsewhere.

ALIVE @ FIVE
How do you provide vibrant urban spaces to attract young people? Alive @ Five is the answer! Alive @ Five is the signature Stamford Downtown concert series which draws 4,000-7000 millennials weekly to Columbus Park and presents artists such as the Beach Boys, Hanson and Shaggy. The mission of this program is to provide an engaging, captivating music environment to attract and retain millennials who chose to visit, live and work in Stamford.

Weekly during the summer, the Stamford Downtown Special Service District (DSSD) fashions a concert arena from a small park and the surrounding streets which are closed to traffic on concert day. Restaurants pour onto the street in sidewalk cafes which create magnetic, engaging spaces. Real estate brokers and office and residential developers use these concerts as selling points to attract companies to the city from New York, New Jersey and Massachusetts. These concerts are magnets which engage the millennials who live in the city and who come to the city from all parts of the region.

In order to enhance the experience of the concert-goer, a more spacious venue is needed, as the current one has become too congested, especially during the hot evenings of July and August. We are planning to enlarge the area by adding adjacent streets to the concert “arena”. Huge video screens and augmented sound systems are necessary for this move.

BIKE SHARE
The City’s transportation infrastructure - consisting of highways, interstate commuter rail, port and public bus and shuttle systems - is unique for a mid-size city. With the higher density, mixed use development that has been and continues to be constructed, Stamford’s population is expected to grow. To reduce the impact on the city’s transportation system and provide many transportation options to its residents, the City encourages walking, biking, public transportation and other active transportation. Bikeshare will serve as another mobility option to get around, explore and recreate in Stamford. The City of Stamford is looking to provide a turnkey public bikeshare system that will connect the Stamford Transportation Center to destinations within the Stamford Downtown and the South End.

The importance of the sharing economy, transit system, and non-motorized transportation options becomes even more vital to our overall environmental performance and economic growth. According to 2014 American Community Survey data, there are areas of Downtown and West Side that have between 36-60% of households that do not own a car. There are also adjacent areas in the Downtown, West Side, South End and East Side that have between 20-35% of households that do not own a car.

The City of Stamford is therefore committed to a broader and more integrated system that connects housing to jobs and people to their community. Through the City’s Bicycle & Pedestrian Plan process, we know that according to Strava data, every road in Stamford is used by bicyclists. There is currently a private bikeshare system in Stamford run by Building and Land Technology (Innovation District Partner) located at the
Silicon Harbor building. The program is being run by Zagster and is currently only for BLT employees, with stations at BLT office and the Gateway Garage near the STC. The City’s goal is to partner with local property owners and business to implement a bikeshare system throughout the Innovation District.

**ENHANCED TROLLEY CIRCULATOR SERVICES**
Addressing the challenge of connectivity between the north and south ends of the Innovation District and to further expand the attractiveness of the district to millennials, we propose to extend the hours of the Harbor Point Trolley system from 11 PM to 1 AM on Friday and Saturday nights, at an annual cost of approximately $17,500.

We also propose to install an automated and reprogrammable public announcement system in the trolleys to announce stops and points and activities of interest, such as “Stop 8, Mill River Park and University of Connecticut”. This will improve wayfinding, encourage further use of the trolley and help newcomers and visitors acclimate to the area and discover Stamford’s many resources and experiences. The cost of initial equipment acquisition and programming is estimated to be $6,000. Re-programming and maintenance costs will be absorbed as part of the Trolley operating budget.

**VETERANS MEMORIAL PARK**
Veterans Memorial Park lies in the heart of Stamford Downtown and the Innovation District. Created nearly 50 years ago, it has been vastly underused due to its faulty design, its state of disrepair and its unsafe reputation. A public/private partnership was formed to create a vibrant park that encouraged the interaction of young residents (1000 millennials live in the immediate surrounding area) as well as workers, shoppers and visitors. With a commitment from the city to match outside funding and significant pledges from the private sector, this $5.850 million public/private partnership is in the final funding stage and poised to move forward as soon as the financial goals are reached.

The intent is to create an engaging piazza-style park, which brings life to a rapidly growing, mixed use neighborhood filled with housing, restaurants and clubs, theaters, offices, a library and retail choices, while simultaneously honoring the service of our Veterans. The timing for this renovation is ideal since the adjacent residential population has nearly quadrupled. In recent years, creating a young, innovative community, which needs a place to meet, relax and interact has become a priority. An amphitheater built into the contours of the site will be used for public concerts, civic events, and outdoor theatre, while an adjacent walk will allow quiet contemplation for people visiting the compelling monuments. Activity in and around the park will be augmented by a year-round restaurant planned at one edge, a thru-block pedestrian design and a large activation feature in the rear of the park. In addition to standard park amenities, public Gigabit WiFi, solar charging stations and flexible seating will foster the occurrence of pop-up outdoor workspaces. The Veterans Park Partnership has designed a space that will radiate with activity: an essential amenity to attract and sustain millennial residents in the heart of Stamford’s Innovation District.

**THE FERGUSON, A 21ST CENTURY LIBRARY**
People, Place, and Platform—and Planning
Mission: *Provide free and equal access to information, ideas, books and technology to educate and enrich the Stamford community.*
Vision: *Inspire, promote and foster lifelong learning and personal growth.*
In 2013, the Bill & Melinda Gates Foundation awarded the Communications and Society Program
of the Aspen Institute a grant to conduct a national dialogue for shaping a new value proposition for public libraries in the information age and to accelerate the transformation of U.S. public libraries to better meet community information needs. To prepare communities for this work, the Institute issued a report in 2014, Rising to the Challenge: Re-Envisioning Public Libraries, which expresses the aspirations and ideals of what libraries can be and do in their communities, provides case studies of impactful projects, and outlines strategies for success.

This report identified three assets--People, Places, and Platform--of public libraries that position them to have a central role in an increasingly complex and rapidly advancing world. Simply stated, that role is to expand access to education, learning opportunities, and social connections for all. In what is being called a “knowledge-based society,” libraries are the natural place for people to turn to acquire the skills and information they need for success. “People” refers to building human capital, developing the people of every age and all walks of life who are regular visitors to the library. “Place” designates the library as the “family room of a community” and a place for people to connect. “Platform” is the means the library uses to collect, organize, and disseminate information, whether it is a card catalog or an online community organized using crowdsourcing techniques.

Connecticut was one of a handful of states chosen to pilot the Aspen Institute’s dialogue project. Stamford was one of three communities asked to participate. The Ferguson Library conducted one of the first public dialogues on the future role of libraries in March 2015.

One significant outcome of these early dialogues was the development of the Action Guide for Re-Envisioning Your Public Library, released in January 2016. This guide takes libraries through a set of self-assessment activities, which culminate in a series of dialogues with the community and its leaders, resulting in “forward-thinking action steps” libraries and communities can take to transform experiences and opportunities.

The Ferguson Library was one of 23 libraries selected from around the country to test the Action Guide in late 2015. In the last three months of the year, all library staff was invited and encouraged to participate in the eight assessment exercises designed to evaluate our current level of activity and support for key program areas around the theme of the library as “people, place and platform.” These key areas include fostering literacy and critical thinking; supporting workforce development through job skills training; positioning the library as a civic resource; building community; and creating positive change. As a result of this work, The Ferguson Library held 6 Public Dialogues in Stamford, during 2016, discussing the future of The Ferguson Library.

In hosting these conversations, The Ferguson Library’s goal has been to better align its services with the Stamford community’s priorities, increasing library impact on overall community development through a robust program of services, communications, and partnerships.

Finally, maximizing a library’s value requires connecting the resources of all entities serving the community and facilitating interaction among them. The digital world makes these connections not only possible, but seamless to the user. In becoming this community asset, this nexus for interconnectedness, it is important that the library not duplicate the work of other agencies serving residents, but to support their work in a way that makes them more successful.

The Stamford Entrepreneur & Technology Hub @ The Ferguson Library
The Ferguson Library established the Stamford Small Business Resource Center several years ago with funding from the First County Bank Foundation. Our concept for the Stamford Entrepreneur & Technology Hub positions the Library at the center of
entrepreneurship and innovation in Stamford. As part of this plan, the Library will be an incubation site and a major part of the entrepreneurial ecosystem. The Ferguson, with its existing assets of expertise, resources and partners, will be able to expand offerings of the Stamford Small Business Resource Center. These assets include the virtual reality lab, adult makerspace, and a podcast production facility.

In addition, the Library recently launched a new initiative, 1 Million Cups, uniting entrepreneurs with the larger community. Developed by the Kauffman Foundation, 1 Million Cups is based on the notion that entrepreneurs discover solutions and network over a million cups of coffee. The Library hosts presentations by local entrepreneurs on the first Wednesday of the month with coffee and networking.

The Stamford Entrepreneur and Technology Hub will combine these library services along with those provided by UCONN Stamford, city and state government agencies and local entrepreneurial efforts to create a hub for business innovation. We will host a variety of programs such as TEDx talks, hackathons and startup weekends for small businesses. The Library will also define and design a space in our facility for co-working capabilities for startups unable to afford professional services and space.

The *Stamford Entrepreneur and Technology Hub* will benefit from an advisory board of leaders from various local institutions, businesses and funding agencies. Board members will act as mentors, provide referrals and assist in sustaining the program.

The Stamford Entrepreneur & Technology Hub @ The Ferguson Library will connect entrepreneurs to a network of services to assist them in achieving their goals. Through events, access to experts and information resources a budding entrepreneur will be equipped with the tools to move to the next phase in the business development cycle. The Hub will provide entrepreneurs and startups affordable access to co-working spaces and business services. The program will also sponsor an Entrepreneur in Residence who will have premiere access to consultants, experts and events. *The Stamford Entrepreneur & Technology Hub* will bolster innovation and technology growth in the city and contribute to a more economically vibrant community.

The Stamford Entrepreneur & Technology Hub will take the guess work out of entrepreneurship, providing the resources and models startups need to implement their plans in a cost effective and confident way. Emerging entrepreneurs will find a home at The Stamford Entrepreneur & Technology Hub.

The Ferguson Library has established a strong alliance with The Business Council of Fairfield County. We partner with UCONN Stamford, Norwalk Community College and Sacred Heart University on many initiatives and this is the obvious next step. Partnerships with area entrepreneurial accelerators and co-working firms are also evolving.

**Librarians on the Go! Or The Ferguson Library in the parks**

Last year, The Ferguson Library partnered with BLT to provide library services in Commons Park. Modeled on the Bryant Parks Reading Garden, we left a cart of books for park goers to read in the park. We led programs such as “Walk and Talk” where a librarian led a walk and the talk was on books that people had read or were reading. The bookmobile visited on key days. Finally, we planned several storytimes in the park.
The Ferguson Library is looking to expand this pilot project. By working with the Junior League and using the Little Free Library model, we plan to place three Little Free Libraries in three parks (Cove, Scalzi, and Chestnut Hill). Beyond placing books in the parks, The Ferguson Library plans to provide programming via the bookmobile or our “Librarians on the Go.”

In addition, we hope to purchase a pop-up library cart and a bicycle with a book cart so that we can visit other parks (Latham, Veterans, Mill River, etc). With each visit, we’ll be bringing library services to public places, giving people the opportunity to get a library card, check out a book, or learn how to find and download an e-book.

**ARtscapes**
The Ferguson Library is celebrating Augmented Reality (AR) with its ARtscapes program. During the summer months, we are hosting a contest that challenges Stamford residents to add beauty and expression to city landmarks using AR.

Using an AR app, and a cue—such as a GPS location or a QR code—on a smart phone or tablet, contestants will be asked to create a piece of art or image that will overlay a landmark building.

**Interactive Lighting Project Description**
Visible from Veterans Park, the large plaza in front of the Stamford Public Library is a major area of downtown connectivity. It will be the first of two Downtown activity nodes. Through the use of an interactive lighting system currently being installed in the 60’ grand oak tree that graces the Plaza, pedestrians will be able to create different color schemes and patterns through voice and noise activated sensors. The second interactive tree will be a large Oak that graces the center of Columbus Park. Where people lunch at the surrounding restaurants and thousands congregate during summer concert series. The strategic placement of these activity nodes is integral to drawing users through the district.

**Urban Issues Lecture Series**
The three part series on Urban Trends developed as part of the Community Catalyst Conversations. It will explore what is happening in urban centers and specifically what is happening in Stamford.

The Community Catalyst Conversations series convenes area residents to engage issues challenging our communities and connect on strategic actions to address those challenges. Each session includes background information on the issue, discussion and a chance for participants to meet in strategy circles to plan. Area non-profit leaders working on that issue are invited to make short presentations. Since launching in January of 2015, the Community Catalyst Conversations have tackled such issues as racism, homelessness, addiction, immigration, food waste, aging and activities for youth. The Conversations are held monthly, 8-9 months of the year, alternating between the Ferguson Library and UConn Stamford, who partner with the Interfaith Council to offer this series.

**One Million Cups**
Developed by the Kauffman Foundation, 1 Million Cups is based on the concept that entrepreneurs discover solutions and connections over a million cups of coffee. This free, national program is designed to educate, engage, and connect entrepreneurs with
the larger community. Stamford began its journey to being a 1 Million Cups community over a year and a half ago when library Friends and partners visited other 1 Million Cups communities and shared their wish to start one in Stamford. They believed that the library being one of Stamford’s most democratic institutions would be the ideal place to execute this vision. The process to being recognized as a 1 Million Cups community included an application, the building of an organizing team and evidence of a robust and thriving entrepreneurial community. When Stamford was accepted at the end of last year, it joined 115 other 1 Million Cups communities around the country.

Stamford launched its first 1 Million Cups event in March of 2017. Stamford 1 Million Cups is a monthly program, with the event taking place on the first Wednesday of the month at 8am. At our premiere event, we highlighted two major local entrepreneurs who informed and stirred an audience of over fifty people. Our presenters included startups in the medical and education industry. At our subsequent events, we have highlighted startups in journalism, athletics and transportation. The presenters have remarked that the energy and the curiosity of the audience really fuels their drive and imagination. The audience have also commented that the event has a “TED talk” feel. The audience levels have been consistent and demographically diverse. The audience for Stamford 1 Million Cups ranges from budding entrepreneurs to UCONN students. The Kauffman Foundation brand appeals to entrepreneurs who appreciate the association and the idea of connecting with people outside their peer group.

Stamford 1 Million continues to build its brand through active social media platforms, networking with other area entrepreneurial agencies as well as print media. We believe that by connecting entrepreneurs to the community, we are building a culture of success in a city that we all are invested in.

**PALACE THEATER ALT-PROGRAMMING AND SEATING PROJECT**

Quality cultural and entertainment venues are necessary to engage and retain the innovators who are moving to Stamford. The Palace Theatre project will re-invent the historic Palace to meet the entertainment preferences of millennials and Gen Z: the two groups who are now working and living in Stamford. Research conducted by the Theatre showed that desired concert venues are large spaces where younger patrons, stand and dance while listening to music. Removable seats will both increase the size of the Palace auditorium and increase the number of attendees, thus making ticket prices more affordable. The seats can be re-installed as needed for traditional entertainment, thus making the Palace the cultural venue for multiple demographics. New programming targeting these audience segments will be developed.

**TALENT RECRUITMENT AND RETENTION**

More than 75 employers, a dozen NGOs, twelve colleges and universities (including all eight with a footprint in Fairfield County), Stamford Public Schools, and state and local government agencies participate in a regional network organized by The Business Council of Fairfield County. More than 250 people take part in recurring teams and initiatives (not including special events and young professionals’ activities).

Network participants share a commitment to developing, nurturing and retaining a diverse talent pool in the region, which all agree is critical for a strong and sustainable regional economy. We work to strengthen the competitiveness of our current and future workforce through creating and connecting community, sharing best practices, creating linkages and mounting events.
Within Innovate Stamford, the network will increase the intensity of its work. While primarily focused on Stamford-based employers, the work will continue to engage institutions from throughout the region and will welcome the involvement of employers located in other Connecticut municipalities.

In 2017-2018, the network will sharply expand its activities to include:

- **Internship Roundtable** – Ongoing peer group of business recruiters and academic career services professionals which shares best practices and develops programs designed to fill local talent needs from local sources. (Will conduct monthly meeting of approximately 30 attendees from among 12 colleges, 45 employers, plus government and NGOs)

- **Intern conversion-to-employment program** - Summer social events and activities designed to improve acceptance rates of employment offers. (The opening summer June event in 2016 attracted 42 employers, 300+ interns, representing 115 colleges and universities. More than 200 offers of employment were accepted at summer’s end. In 2017, a second event of equal scale in August will close the summer.)

- **Student familiarization trips**, jointly designed by universities and employers. Road Trip to the Real World - (7 colleges, three employers, 40 students per day, two days are planned for Fall 2017, with a third in Spring 2018.)

- **Annual Internship Summit** – Recruitment and internship program leaders at major employers share best practices with early stage company leaders. (Early stage of initiative based upon [Greater Cleveland Partnership’s Internship Summit](#).)

- **Young Professional Network** – Monthly social, community service and professional events planned by a peer steering committee, supported by professional staff, will be conducted. The effort reactivates an earlier group that ceased operations in 2015. (Initial mailing list of 775 young professionals.)

- **iCoastCT** – Online hub of collaborative community working to attract nurture and promote (weekly event email sent to 900 recipients) the region’s tech talent through an array of impactful programs, community development (iTalent Roundtable hosts approximately 30 people at bi-monthly meetings), and events (e.g. Fairfield County Global Game Jam). Additional professional time will be committed to growing the content and reach of the site.

**CO-LEARNING SPACE**

The Co-Learning Space, a co-working style facility to be located in downtown Stamford, responds to current and looming skills gaps in the regional talent pool by (a) supporting the unique needs of adult students; (b) serving as a convener of employers and educators to collaboratively identify in-demand skills and relevant degrees and credentials; (c) providing intake, assessment and referral resources on behalf of participating higher education institutions; (d) facilitating distance learning through advisory services, facilities and equipment, and cohort support; (e) maintaining flexibly-scheduled classroom spaces for capacity-constrained local campuses and other Connecticut higher education institutions without Stamford campuses; and (f) producing events designed to build a learners community and to promote career advancement.

**Talent: A Time of profound change in demand and challenges in supply**

Fairfield County’s cities, in particular Stamford, have become magnets for individuals with energy and aspirations, attracting the highly skilled and the highly willing. New solutions, services and products are being created by growth stage businesses, start-ups, innovative community-based organizations and established global enterprises who are adapting to the
competitive forces of the 21st century. Demand for dramatically diverse skills—from software engineers, to health care providers, food and fintech entrepreneurs, digital media creators, cybersecurity and risk management experts, and mobile game developers— are blossoming in our midst, even as traditional jobs are declining. These in-demand skill requirements are curtailing opportunities for segments of our population who have been traditionally, educationally underserved. These same changes are confronting mid-career workers with economic decline as newer technologies erode the values of existing skills, while enabling more work to be accomplished with fewer workers. Finally the sheer diversity and accelerating evolution of the new skills demanded make it difficult for higher education institutions to maintain the relevance of existing curriculum and impossible to address every new requirement with quality offerings on a timely basis.

**Employers and employees can’t wait for systemic change**
The region’s Pre-K – 16 educational system is committed to understanding these challenges and will, over time, succeed in adjusting to the new normal. However, the majority of the 2032 workforce, only fifteen years from now, is already in the workforce. Today’s PreK-16 system will not adequately address immediate and emerging employer demand and individual employment needs.

**Achieving an adaptive talent pool: collaboration, access, student-centered resources**
Individual access to education and training opportunities that are aligned with personal interests and employer needs is the foundation for an adaptive talent pool that can continuously meet changing workplace needs. Access must be affordable, located within the laborshed, and available at times that meet the needs of adults with employment and personal responsibilities. The education and training opportunities must be economically-beneficial, high quality and customizable to the individual’s unique needs.

**A place, a set of activities, a multiple-constituency service**
The Co-Learning Space, to be located in downtown Stamford, will be patterned on co-working spaces and designed to support the unique needs of adult students. It will serve as a convener of employers and educators and as an intake, assessment and referral resource for the region’s higher education institutions. Employers and educators will work collaboratively to identify in-demand skill within the region and available learning opportunities directly aligned with them. Assistance will be provided for developing student-centered learning plans that incorporate both local institutions and distant, digitally-available resources. The Space’s presence will strengthen the talent pool by connecting location-bound, upwardly aspiring younger workers, as well as “some college, no degree” and fully-credentialed, but workplace-devalued adult learners to a range of educational resources. These will include post-secondary formal degree programs, community-based education and skills training and global, digitally-delivered degree and credentialing programs. The Space will also assist regionally-based institutions offset declines in enrollment from traditionally-aged students with facilitated access to the growing adult, employed student market.

**Distance learning close to home – and learning with resources that are truly distant.**
Connecticut’s Distance Learning Consortium, which links all higher education institutions in the state, is managed by Charter Oak State College, a Co-Learning Space partner. The Space will enable employed, enrolled students to have access to their own and other Connecticut campuses remotely, reducing the amount of time they must spend traveling to and from classes and providing personal scheduling flexibility. At the same time, the schools can increase enrollment without taxing their facilities and offer the competitive advantage of a hybrid, classroom/digital experience to students seeking both.
The Space will also reach out to selected institutions outside of the state whose digital programs fill specific gaps identified by employers. These institutions will be incented to form student cohorts in the region by offering access to our facility and creating a employer-funded scholarship pool (in modest but meaningful amounts) for Connecticut students enrolling in their programs. This approach is currently being used successfully by Johns Hopkins University and Teach for America, relying on reSet, a social venture incubator, to meet the Hartford area student cohort’s needs.

**Accountability and participation**
The Space will be administratively housed within The Business Council of Fairfield County’s Foundation, a 501(c) 3 non-profit organization. Institutions to be invited to participate in, and be served by, the Co-Learning Place include UConn Stamford, Norwalk Community College, Sacred Heart University, Charter Oak State College, The WorkPlace Inc., Stamford Public Schools, J. M. Wright Vocational Technical High School, and Building One Community. Planning colleagues and anticipated advisors include Stamford Ferguson Public Library, Stamford Downtown Special Services District, Stamford Cultural Development Corporation, Fairfield County’s Community Foundation, and The United Way of Western Connecticut. Employers providing input to Business Council needs assessments include Synchrony Financial, KPMG LLP, indeed, Gartner, HARMAN, Nestle Waters N.A., Datto, FactSet, priceline, Frontier Communications, Octagon Marketing, Vineyard Vines, The Navigators Group, and Preferred Brands.

**Primary activities**
The Space will provide an open plan workspace, high speed broadband, group meeting pods and rooms, printer and copier, and a galley kitchen. Instructional programs will be accessible in physical, digital and hybrid (bricks & clicks) settings. It will include flexibly-scheduled classrooms for higher education institutions offering programs of study not available on local campuses, and facilitate the use of content providers like coursehorse and General Assembly. Evening child-care/babysitting services will be available. The facility will also house employer-validated certificate and experiential-learning programs, and produce and/or promote a wide range of programs and events (e.g. hackathons, game jams, tech meet ups, career fairs, etc.) designed to build a sense of community among students/learners as well as providing tangible opportunities to acquire and demonstrate proficiency in priority skills.

**Academic advisement and career services**
Charter Oak State College will provide on-site, academic advisory and assessment services, credentials validation, and credit recognition and awards designed to accelerate individual completion of associate, baccalaureate, and graduate degrees with participating institutions. Emphasis will be placed on the skills and credentials projected by the region’s employers to be in greatest demand over the next decade.

Internships, apprenticeships, work study and placement services in targeted industries will be developed by a “career launch council” of participating organizations and employers, with the participation of The WorkPlace Inc. Awareness of the institutions, programs and events within the Space will be created and maintained through coordination of the communications of all participating organizations, as well as being a major focus of the dedicated calendar, newsletter and website of iCoastCT, a service of The Business Council.

While all errors are our own…
We are grateful for the insights provided by our Advisory Team and Proposal Reviewers.
They have greatly enriched the value of this plan and we look forward to engaging them in its implementation. Individuals who have been involved include Ed Klonoski, President, Charter Oak State College; David Levinson, Norwalk Community College; Richard Strauss, President, Connecticut Academy of Science and Engineering; Joseph Carbone, CEO, The WorkPlace Inc.; Mary Lou DeRosa, Executive Director, Financial Services, Sacred Heart University; and David Noble, Professor of Entrepreneurship, University of Connecticut.

FACILITY SEARCH
1. A 9,000 square-foot space, located in downtown Stamford, within an 8-10 minute walk from the Stamford Transportation Center, with ample parking, has been identified. The building owner has pledged to contribute the space (free) for a minimum of two years.
2. A 7,000 square-foot space, located in downtown Stamford, within a 12-15 minute walk from the Stamford Transportation Center, with ample parking, has also been identified.

ON-DEMAND AND AUTONOMOUS VEHICLE TECHNOLOGY
Cities that grow tend to the cities that adapt to change the best, and Stamford has a long history of growth and adaptability. The trends challenging Northeastern cities in particular center on aging infrastructure and mega-region status from an economic output measure. The global trend of mobility in workforce, housing, and culture foretell the conditions that living in Stamford will be like by 2050.

There are several categories that Stamford, as a city is poised to benefit from.

Open Data
The rise of ubiquitous Internet and the smart phone has led to an expectation of digital native generations to interact with real-time information for everything. Cities that adapt will not only tap into the open data/open source movement, but will streamline operational capacity in order to deliver more services to residents, visitors and businesses. Leveraging municipal investments in connectivity, opening municipal data-sets to the public, investing in IoT infrastructure will change rapidly in the next decade.

Autonomous Technology
Transportation remains a significant challenge in the Northeast due to aging infrastructure and high demand. The integration between rail, car and alternate last mile mobility services has been a challenging one. True level four autonomous cars are still in a development phase, but lesser integrations are available in current model vehicles whether the it is the trendsetter TESLA, or the luxury car brands of Volvo, Mercedes-Benz, or Audi. Pilot-assist technologies, whether it is through integrated way-finding or WAZE, parking-assist, adaptable cruise-control, lane-assist, are training the public to be less dependent on human calculated decisions and more dependent on computer assisted decisions. The 2018 model year of all cars sold in the US now include a rear-view camera display with parking guides.

AI
Stamford has already experienced the workforce implications of AI in the financial services industry, where technology and algorithms have replaced a need for vast trading floors. This trend is also evident in SaaS cloud based companies replacing routine legal work; Legal Zoom, Lending; Quicken Loans, Lending Tree, and accounting integration at banks. Increased sophistication of AI is leading to a shift in advanced manufacturing capabilities that once required human interaction. Everything from streetlights, traffic signals, parking spaces, irrigation and water consumption, energy distribution and generation, and transportation can shift from legacy implementation to smart-grid IoT sensored and connected nodes.
Understanding What This Mean for Stamford: Two important studies.
The combination of these trends and adoption by people lead to opportunities for Stamford to yet again reinvent itself. Innovate Stamford will conduct a study of the requirements to invest in the digitization of municipal infrastructure, positioning Stamford to shape its growth in areas where new technologies, new services and new products are explored, tested and implemented. IS will also participate with the Regional Plan Association in a regional analysis of the implications of on-demand and autonomous vehicle technologies for small cities and the New Haven to New York City corridor. These studies will shape local strategies while demonstrating that Stamford as a city of the future within the Metro New York region, rather than a small municipality struggling with legacy challenges. This positioning will be aligned with the work of the Marketing team and will directly contribute to the effort to attract individuals and companies that are creating these products and services to Stamford.

WORKFORCE HOUSING STUDY
In order to have a successful Innovation district, the question of workforce housing will need to be addressed by the city. The development of housing options within the district, which includes different scales of affordable housing for entrepreneurs who are seeking live/work space. Along with creative and affordable housing options, like co-housing, are elements that help create successful elements in innovation districts. Adequate affordable housing is becoming increasingly necessary for many retail and service sector and entrepreneurial workers. The City of Stamford would like to develop and solidify housing requirements through proposed zoning changes that would produce positive housing returns and address the needs of a wide variety of social and working classes. The City will seek consulting services to evaluate and assess the city’s current and future housing needs, articulate a vision and develop a strategy to provide a range of housing types that meet the needs of Stamford’s population and especially hard working low and moderate income households.

INNOVATE STAMFORD: WEBSITE AND MARKETING ACTIVITIES
Innovate Stamford will develop and continuously advance a consistent set of messages about the city that are targeted at the individuals, industries and types of companies that are most aligned with Innovate Stamford’s goals. It will also assist locally-based and focused content providers to find revenue streams that will enable their survival. The Team’s work will rest on a comprehensive branding and marketing strategy, developed through the use of outside professional counsel, in Year One.

The “Innovate Stamford” website
The website will be the go-to digital platform for news, community engagement, and will feature companies located within the district. The platform will allow for regularly updating of visitor, resident and customer-focused information, such as an events calendar, transit locator, social media stream, blog, links to innovation resources, job opportunities, and successes in the district. It will link to the other innovation designated cities within Connecticut to help the encouragement and development of the Start-up/Entrepreneurial scene and the cross connections between the cities.

Social media voices support
An Innovation District is a physical place. Its culture, connectivity, accessibility and brand will inevitably be shaped on social media. This project outlines the Innovation District’s social media support and management.
Presence on social media is crucial and building the reputation of the SID is key to creating awareness and taking this to the next level. The more value we add, the more creative and authentic we will be and the more attractive we become to people, gaining prominence as a place where “Innovation” is happening.

We will set up/update social profiles and online presence, as a low-cost service to district-based enterprises to ensure that we are all ready to effectively engage with audience and get the maximum value from social media platforms.

**Initial Set-up and Strategy:** We will create content that will be original and authentic to echo the voice of Innovate Stamford. In our initial intake meeting, we will discuss strategy, develop the components of a Profile (biography, mission, etc), review page set up options, colors, images and language, etc. to be used in social media.

**Custom Branded Visual Content:** We create weekly content (artwork, images, or video) for client review, which speak to their core principles and inspire.
- Photography of Businesses and Community
- Short Videos (30-60 seconds) Includes Interviews & Editing. (Max 8 per mo.)

**Daily Posting:** We will offer 1 post per day/ 7 weekly. Apply to 2 social media platforms; Facebook & Instagram. (More platforms and posts can be added) We will; track the times that followers are most active and we will post content and create engagement accordingly.

**Follower Engagement:** We will create a list of replies that are on brand and utilize them in daily interactions with followers, so our responses are aligned. We also will present responses for client approval of any questions or concerns follows may have if they arise.

**Spam Monitoring and Social Reputation:** We will remove unwanted advertisements and manage our reputation by addressing all comments left on our platforms.
Gordon Baird - Entrepreneur
Gordon Baird is a leading banking and technology executive. He was the founder and CEO of two start-up finance companies that independently provided over $2 billion of capital to individuals and businesses. Mr. Baird was the Chief Executive Officer of Independence Bancshares, an executive at Citigroup, State Street Bank and Trust Company and Thomas H. Lee Partners. He started his career as a private equity analyst following companies in the banking, telecommunications, publishing and media sectors as well as a commercial real estate investment analyst at John Hancock Real Estate Finance. Mr. Baird has extensive technology background as well, winning the Temenos AG Product Innovation Award in 2014, was a member of the North American Advisory Board for Software AG, was selected for the KPMG Quantum Shift Program, and has designed and launched multiple iOS and Android mobile applications. Mr. Baird is a Board member and Chairman of the Audit Committee of the Macquarie Total Return Global Infrastructure Fund, a Chartered Financial Analyst and graduate of Emory University with a B.A. in economics and art history. He has a passion for technology, finance and entrepreneurism.

Ralph Blessing - City of Stamford
Ralph Blessing is the Land Use Bureau Chief (Planning Director) for the City of Stamford where he is responsible for planning, zoning and environmental review. Prior to that he was the Deputy Director for Planning Coordination at the New York City Department of City Planning. He holds a Master’s degree in Urban Planning from Hunter College and a Ph.D. in history from Humboldt University in Berlin, Germany.

Gary L. Breitbart
Innovate Stamford: FInsureTech Accelerator, Center for Growth Resources, Pop Up Accelerator
Gary Breitbart has been engaged as the Entrepreneurial Growth Advisor for The Business Council of Fairfield County. Mr. Breitbart accelerates the growth of Stage 2 companies by assisting a portfolio of early stage companies the identification and securing of private and state-sponsored resources to help them increase revenues and create jobs in Connecticut. He applies his strong e-business experience and extensive operational and financial leadership competencies to make sure priorities are understood and executed in an efficient and controlled manner. In 2016, he assisted portfolio companies raise more than $22 million in capital. He also serves as the Managing Director of the Connecticut Supplier Connection, a network that links our state’s small and diverse suppliers a national network of major corporate procurement leaders that is managed and supported by IBM. CT Supplier Connection, launched January 1, 2016, by The Business Council, was the first partnership region in the national initiative and has been replicated in four states. The enhanced initiative encompasses on-line and off-line resources. It was designed to test a “cloud to ground” strategy of expanding Buyer and Supplier participation and value.
Mr. Brietbart is the President of PCF Consulting, a consultancy that works with multi-channel retailers, software start-ups and business service providers on business strategy, e-business, marketing and operating challenges. PCF helps clients address strategy, marketing, operations and technology issues and advises clients on business planning, revenue optimization and organizational improvement.

Before launching PCF in 2008, Mr. Breitbart was an Executive Vice President with Charming Shoppes, where he was President of the Interactive Division. This included overseeing all e-business activities for Charming Shoppe’s brands, including Lane Bryant, Fashion Bug, Catherine’s and a number of catalog titles. He also previously served as Chief Operating Officer of Daffy’s, a NY based regional off-price fashion and home goods retailer.

Prior to this retailing focus, Mr. Breitbart spent over 20 years working primarily with business-to-business firms focusing on increasing their growth and profitability. He has served in a variety of executive roles, including as a CEO, COO and Chief Marketing and Strategy Officer. He has had operational and P/L responsibilities for both large and small companies. These include firms in apparel retailing, financial services (Prudential Financial), HR consulting (Aon), telecommunications (AT&T) and retail banking (NatWest) industries. His experience includes start-ups, turnarounds and accelerating growth of large, established brands through repositioning, branding, and product and channel improvements.

Mr. Breitbart has served on the board of directors of start-up firms, led private equity investments and served on a credit and investment committee for a real estate credit subsidiary. He holds an MBA from Harvard Graduate School of Business, a Masters in Professional Studies from New York University and a Bachelor of Science in Economics from the Wharton School at the University of Pennsylvania.

Christopher P. Bruhl, President & CEO, The Business Council of Fairfield County The Business Council brings together the leaders of enterprises of all sizes and industries to promote economic vitality, improve their performance, and strengthen the communities within which they operate and live. It has extensive organizational expertise in transportation planning, workforce development, regional planning, economic resilience, stimulating innovation and entrepreneurship, and cultural development. Over the past five years, it has emerged as Connecticut’s Stage 2 growth stage company and small business services leader. Its managed network of resources includes contractual service relationships with CI’s CTNext program, the CT DECD, the CT SBDC, and the IBM Supplier Connection cloud-based procurement platform linking corporate buyers with small business suppliers. Its ongoing programs and services, all developed with multiple stake holders, include Growth Company Advisory Services (with a current management-assistance portfolio of 22 Stage 2 companies), the Stamford Transportation Roundtable, the iCoastCT digital community-building initiative, the Regional Tech Talent initiative, Healthy Workplaces Meet-ups, and the Stamford 2030 District.
Bruhl’s career in building leadership networks, including more than three decades as CEO of prominent non-profit corporations in New York and Connecticut, as the founder of a national consulting practice with public and private sector clients, and as an adjunct academic with fifteen years of experience teaching both undergraduates and graduate students, makes him a valuable professional resource for this initiative. He has been a frequent consultant, writer, speaker and conference moderator on the subjects of leadership network development, economic issues and trends, workforce development, and the relationship between education and economic competitiveness. He is a contributing author to two books and was, for four years, the director of a national training program for non-profit board and staff conducted in affiliation with faculty from Yale University. He holds a BA, in American Civilization, from Brown University, an MA, in English, from Louisiana State University, and an MBA from New York University’s Stern School of Business.

**Terrence Cheng - UConn Stamford, Campus Director**

Terrence Cheng received his BA in English from Binghamton University (State University of New York), and his MFA in Fiction from the University of Miami, FL, where he was a James Michener Fellow. He is the author of two novels (“Sons of Heaven”, 2002; and “Deep in the Mountains”, 2007). His short stories and essays have appeared in *Glimmertrain, Nimrod, The Chronicle of Higher Education, The Georgetown Review*, and other journals and collections. In 2005 he received a Literature Fellowship from the National Endowment for the Arts. Cheng has held senior administrative positions at Lehman College and Brooklyn College, both part of the City University of New York. He is currently Professor of English and Director of the University of Connecticut’s Stamford Campus.

**Margaret Feeney - NatWest Investment Bank**

Margaret worked for several startups in CT prior to joining NatWest Markets in 2014. She graduated from UConn’s Business School in 2009, and was winner of the 2008 Connecticut New Venture Competition while in graduate school. Prior to NatWest Markets, Margaret started a 501c3 called “Feeney Farm” in memory of her father. The non-profit organized volunteers to glean excess produce from farmers and donate it to local food shelters. Serves on several non-profit boards in the State of Connecticut.

**Sandy Goldstein, President - Downtown Special Services District**

Sandy Goldstein is President of the Stamford Downtown Special Services District, a corporation responsible for the revitalization of Stamford Downtown. She works with stakeholders to position the downtown as a strong retail, dining, entertainment and residential destination. She currently serves on numerous Boards of Directors including Old Town Hall Redevelopment Agency, the Stamford Partnership, Board of Trustees of Ferguson Library, Tully Center Community Advisory Board, the Mill River Collaborative, the Stamford Police Foundation, the Stamford Chamber of Commerce and she is Vice Chairman of the Stamford Center for the Arts. She is the author of numerous articles on urban planning and a guest speaker and lecturer on urban revitalization throughout the region. Sandy has an MS in Management from the Wagner School at New York University. She is the recipient of many community awards including the Ferguson Library’s Lillian Moran Community Service Award, the Hannah G. Solomon Community Service Award, the Stamford Festival of Arts’
Woman of the Year Award, the Community Leadership Award from the University of Connecticut, Institute of Jewish Studies and Middle Eastern Affairs. In 2006 she received the Stamford Citizen of the Year Award; in 2007 she was given the YWCA of Greenwich Brava Award for leadership, in 2008 she was given the Avon Award for Community Leadership, in 2012 received the Stamford UConn’s Town and Gown Award and in 2013 was honored at the American Cancer Society.

**Jim Huerta – The Nessa Group**
Mr. Huerta is a seasoned executive with senior line management experience. He has held positions in a wide variety of industries including Intellectual Property, Entertainment, Strategic Business Consulting, Market Research, Mining, and Security & Commodity Trading and Trade Finance. Currently, he is an evaluator/mentor for the Green House program at Columbia University Graduate Business School.

**Alice Knapp – Ferguson Public Library**
Alice Knapp became the President of The Ferguson Library in September 2014. Before joining The Ferguson in January, 2013 as Director of User Services, Alice was the Executive Director of the New Canaan (CT) Library, from 2008-2013. Between 2000-2008, she served as Director of Public Services at The Ferguson Library. In 2003, she was named one of Library Journal’s Movers and Shakers. In 2005-2006, she served as president of the Connecticut Library Association. She has served on the CLA’s Exhibitor’s committee and is a member of the Exhibitor Roundtable Board (2011-2013). She participates in the iTalent Digital Workforce group and is active in the Stamford Chamber of Commerce.

**Jackie Lightfield- Stamford Partnership/Norwalk 2.0/serial entrepreneur**
Before joining the Partnership, Jackie followed an independent path, working at or founding a variety of tech startups which led to her co-founding entrepreneurial networks in Connecticut including TechnoPOP in Hartford and the first tech incubator in New Haven’s Erector Square. She has developed award winning software disrupting financial services (Personal Finance, Tax Prep, Games and B2B apps for Fortune 500 companies like UPS, Dun & Bradstreet, and Schick.) Jackie went on to start Founders Coffee, a network of early stage startups along with Kathleen Warner of Startup America and Zishan Ahmed of Stamford Tech Meetup. She has been a part of the NYC tech scene since the early days of the WWAC, Rhizome, Webgrrls and most recently concentrates on Gov 2.0 projects in Connecticut with an eye on the impact of autonomous vehicles, sensors, AI and the age of abundance as it relates to local economies.

**Cynthia Lyon - The Business Council of Fairfield County**
**Innovate Stamford: Co-Learning Space, Talent Recruitment**
As Director of The Business Council’s Higher Education and Human Capital Initiatives, Ms. Lyon works to enhance the quality and retention of the region's talent pool; build strong and diverse functional relationships among employers and educators; broaden early corporate exposure for students through experiential learning; and engage faculty, students and institutional leaders in Business Council’s activities designed to generate regional economic growth.
An engineer, Ms. Lyon leads The Business Council’s tech talent programs and the broader iCoastCT initiative, a portal for digital talent in Fairfield and New Haven Counties to access events and information – creating a sense of community while tangibly illustrating the ways this region is a great place to live, learn and work in tech. MS. Lyon is also the leader of Fairfield County’s participation in Global Game Jam, the largest site of three in Connecticut and 50% larger than the average Jam site in 92 countries worldwide. The Business Council is the backbone for this 3-day collaboration between employers, educators and community partners. Game developers and distributors are serving as coaches and judges, as well as faculty from the region’s leading game development academic programs.

Prior to joining the Business Council in 2013, Ms. Lyon consulted to a variety of organizations designing and implementing strategic initiatives. She has assisted Fortune 100 corporations, middle market companies, and nonprofit organizations with streamlining business processes, developing programs and structure, and creating initiatives from the bottom up. Previously, Cynthia was the Executive Director of Operations for Vestron Inc., a Stamford-based producer of major motion pictures, including *Dirty Dancing*.

Ms. Lyon received her BS degree from Cornell University in Industrial Engineering and Operations Research. She received her MBA from The University of Chicago, Booth School of Business in marketing and finance.

**Thomas Madden - City of Stamford**

Mr. Madden was appointed Director of Economic Development for the City of Stamford, CT in June 2014. Previously, he held the position of Commissioner of the Department of Community Development and Conservation for the Town of Greenburgh, NY. Thomas co-chaired, a seven-county planning consortium to develop a Regional Sustainability Plan that tied into the Mid-Hudson Regional Economic Development Council’s 2011 Strategic Plan Mr. Madden was a steering committee member for Westchester County’s Central Park Avenue Bus Rapid Transit Study, Greenburgh Comprehensive Plan update and a member of the two Stakeholders’ Advisory Working Groups for the Tappan Zee Bridge/I-287 Environmental Review. Thomas has been instrumental in the development of new economic and environmental standards in his professional career including administrative procedures and policies to retain, restore and expand the commercial and industrial tax base of the community, adoption of Green Building code for new site development, revisions to the Energy Star Code, Energy Improvement Financing for commercial properties (Energize NY).

**Lisa Mercurio – The Business Council of Fairfield County**

**Innovate Stamford: Pop Up Accelerator, Center for Growth Resources**

Lisa Mercurio is The Business Council’s Vice President, Communications, leading the organization’s communication functions including marketing, web and online content and press contact. She is also Director, Fairfield County Information Exchange, responsible for data collection and analysis about the people, companies and jobs in Fairfield County. Ms. Mercurio has also served as The Business Council’s Program Manager and Director of Professional Development Services. Prior to joining The Business Council, Lisa was employed at Nine West Group, Inc. as a Wholesale Account Executive. Lisa received her BA in Psychology from Barnard College, Columbia University.
Kim Morgan - CEO United Way of Western Connecticut
Kim Morgan is the Chief Executive Officer for United Way of Western Connecticut. With more than twenty-five years experience working in the non-profit field, she has worked to improve the quality of life for those impacted by mental health and substance abuse issues, homelessness, and poverty. She has also led the organization through multiple mergers in the past decade. The United Way of Western CT is currently serving as the anchor institution for Stamford’s Cradle to Career, a collective impact initiative that improves the educational outcomes for the City’s children.

Seth Ruzi - General Counsel for BLT Management LLC
Prior to joining BLT in January, Seth was lead real estate attorney for 17 years for Starwood Hotels, where he also was Global Business Leader for their Branded Residences Business and headed their North American Corporate Real Estate and Facilities Teams. In that role, he was part of the team that brought Starwood to Connecticut in 2010.

Seth also oversaw the global real estate for GAF Corporation, and practiced real estate law for a major international law firm. He is a graduate of NYU Law, and has Civil Engineering degrees from NYU Tandon School of Engineering and The Cooper Union. He serves on the Connecticut Commission on Economic Competitiveness.

Jim Travers - City of Stamford
Jim is the Transportation Bureau Chief for the City of Stamford. He brings over 17 years of experience in organization assessment and business development; people recruitment, development, engagement and support; branding/marketing/customer focus; and project management. For the City of Stamford he plans and coordinates transportation construction projects and the development of municipal construction projects. He has oversight of all aspects of traffic safety and control, all off-street, on-street, and parking facilities, traffic and parking planning and analysis, traffic control devices, signs, pavement markings, and public transportation planning. He oversees management of the Traffic Engineering Department, Traffic Division, Traffic Enforcement, Traffic Maintenance, and Parking Fund.

His public sector experience includes work with the United Way of Greater New Haven where he increased funding and visibility in a 12-town region. He was the director of systems at Ann Taylor where he managed day-to-day operations of 4 departments with 22 employees providing technical and operational support to all 750 locations with the goal of enhancing the customer experience through seamlessly integrated technology.

Leslie F. Whatley- Executive Vice President, Building and Land Technology (BLT). Leslie currently manages BLT’s commercial portfolio in CT. Before coming to BLT, Leslie served as Executive Vice President for START-UP NY, overseeing the program since its inception for Empire State Development, New York State’s chief economic development agency. Through collaboration and coaching, she helped create over 200 public/private partnerships between the universities and private business. She also made it a goal to build NY State’s ecosystem for startup and small companies by assisting with the creation of more incubator capacity.

As a property developer, Building and Land Technology has created mixed-use housing and
commercial spaces in the South End of Stamford that contains many of the ingredients towards an ecosystem of innovation in and of itself. The economic development strategy that can leverage this $6 billion investment is part of our plan to revitalize the area around Stamford’s transportation center and introduce amenities that holistically support work-life opportunities along cross-sector partnerships.

Before joining the State, Ms. Whatley served as the Global Head of Real Estate for Morgan Stanley (eight years) and prior at JPMorganChase (five years). In these positions, Leslie was responsible for portfolio strategy, space planning, data management, transaction management, and project management. Additionally, Leslie, a native of Detroit, held various leadership positions with General Motors during her 16-year tenure with the company. Leslie served on the Executive Board of Directors of CoreNet Global for eight years and served as Chairman of the Board her final year. She currently serves on the Executive Board of New York University’s Schack School of Real Estate.

Initial community conversations have guided our team to think about more affordable housing, event space, and non-Class A office space, as well as facilitating aligned talent, funding streams and a work-life environment that is conducive to the active social and networked lifestyle that will bring the community together.

It is important that during our planning process, we ensure a balance of new development vs. repurposing of older space to support the cost profile of early stage entrepreneurial activities. From a regional standpoint, Stamford’s innovation ecosystem includes neighboring communities of Greenwich, Darien, Norwalk, and Westport as well as economic alignments with New Haven and Bridgeport. This regional outlook and economic scope is the role that Chris Bruhl, of the Business Council of Fairfield County, brings to the team along with extensive programs that directly impact talent and sustainability.

**Jon Winkel – SquareWheel Group**

Jonathan Winkel is a distinguished business development leader with a career-long record of growth in operational responsibility and generated revenue. Mr. Winkel’s diverse background demonstrates his ability to develop and execute strategic marketing and sales initiatives that drive results in any situation where aggressive growth, building teams, or project leadership are critical to success. Jonathan is currently a Managing Partner and Head of Digital at SquareWheel Group, a Stamford, CT-based full-service marketing agency that focuses on growth strategy and digital experience. Prior to his current role, Jonathan was the Global Director of Business Development for Kodak’s Design2Launch Division.

Social connectivity cannot happen these days without digital connectivity, and team member Michael Wynschenck of Frontier brings the resources of Connecticut’s digital communication leader.

**Michael Wynschenk - Frontier**

With over 15 years of executive leadership and management, Michael has built a consistent record of success in meeting and exceeding business development goals. His background
includes overseeing a $250M sales organization, leading cross-functional teams, and creating strategies that drive transformational, game-changing results in SMB and Enterprise/Wholesale markets. He earned an MBA degree and completed numerous training courses as well as independent study throughout his career.

The City of Stamford brings its resources as a municipal government engaged in ensuring the vision of our team can effectively make catalytic interventions to advance implementation of projects that meet our objectives.

**Entrepreneurial Agents**
- Half Full
- Lorca
- HubBub
- IMPESSA
- Dreampayment

Disruption is all about creating a better experience. According to the Olin School of Business, 40% of today’s Fortune 500 companies will be gone in the next ten years. Each member of the team has founded or has been a key part of disruptive technology or business practice.
SECTORS OF EMPLOYMENT

Sectors of Employment

- Biotechnology and Life Sciences
- Educational Services
- Information Technology
- Professional, Scientific and Technical Services
- Real Estate

Stamford is unique in that has in usually large number of major corporations for a city of this size including 4 Fortune 500 and 9 Fortune 100 companies. Some of the largest and most distinctive companies include Charter Communications, Harman International, United Rentals, Pitney Bowes, Gartner, Synchrony Financial, Indeed, Nestle Waters, NBC Sports, Purdue Pharma, RBS, UBS, and Point72 Asset Management.

Purdue Pharma- Purdue Pharma is a member company of a global network of independent associated companies which are engaged in the research, development, production and marketing of prescription and over-the-counter medicines and healthcare products. Distinguished by their pioneering research, products and medical programs directed toward alleviating pain, Purdue Pharma is an industry leader in pain medication research and abuse-deterrent technology.

Cara Therapeutics- Cara Therapeutics is a clinical-stage biotechnology company located in Stamford, CT focused on developing and commercializing new chemical entities designed to fundamentally change the way acute pain, chronic pain and pruritus are managed. They aim to achieve this by developing new products that selectively target the body’s peripheral kappa opioid receptors.

Cytec Solvay- Solvay’s Stamford location is one of the company’s six research and innovation facilities in North America. Research at Stamford supports a number of product lines for the Technology Solutions global business unit. The scientists at this facility develop innovative chemical technologies that bring added value to markets and industries as diverse as mining, agricultural fumigation, electronics and plastics.

The Stamford laboratory facility was acquired in 1937, making Cytec one of the oldest corporate presences in Stamford. Currently more than 200,000 square feet of laboratory and production space is utilized. Research at Stamford supports a number of Cytec Specialty Chemicals product lines. The scientists develop value-added solutions to unmet customer needs. Analytical Services supports the research and technical service work in the building. The group has unique analytical capabilities in separations, spectroscopy and materials characterization, which also service manufacturing sites for a number of the Cytec product lines.

Henkel- Henkel operates globally with a well-balanced and diversified portfolio. The
company holds leading positions with its three business units in both industrial and consumer businesses thanks to strong brands, innovations and technologies. Henkel Adhesive Technologies is the global leader in the adhesives market – across all industry segments worldwide. In its Laundry & Home Care and Beauty Care businesses, Henkel holds leading positions in many markets and categories around the world. Founded in 1876, Henkel looks back on more than 140 years of success. As a recognized leader in sustainability, Henkel holds top positions in many international indices and rankings.

Harman- Harman designs and engineers connected products and solutions for automakers, consumers, and enterprises worldwide, including connected car systems, audio and visual products, enterprise automation solutions; and connected services. Audiophiles from every generation call on HARMAN to deliver the best in sound in the studio and on the stage, at home and on the go. HARMAN’s portfolio of legendary audio brands includes AKG, Harman Kardon, Infinity, JBL, Lexicon, Mark Levinson and Revel. More than 30 million vehicles on the road today enjoy an enhanced driving experience, thanks to HARMAN audio and infotainment. They extend the same spirit of innovation to the world’s leading performance and sporting venues.

Synchonry Financial- In 2013, Synchrony Financial debuted their Innovation Station at their Stamford headquarters and has been a fruitful endeavor thus far. The Innovation Station team has produced several game-changing brainchildren. This includes mApply, which lets you apply for credit on your phone and get instant access to your new credit line and CareCredit digital card, which means you no longer need to carry a physical card. Synchrony Financial strives to be at the forefront of mobile payments technology by being committed to working with all third-party digital wallets including Samsung Pay, Apple Pay, MCX and others. Through this approach, Synchrony Financial is helping shape the future of how private label credit cards work in mobile wallets by integrating all the benefits of private label cards that appeal to our partners and customers.

Fujifilm Medical Systems- Fujifilm Medical’s corporate headquarters located in Stamford, CT provide sales, service, applications, and marketing leadership for its US based operations. The Stamford headquarters also serves as the worldwide R&D center for their medical informatics systems. They are a leading provider of medical image and information products and technologies for acquiring, processing, managing and storing diagnostic images and related data. As the inventor of digital x-ray, over thirty years ago with their Computed Radiography (CR) technology, they have built a reputation as an innovator of healthcare systems that produce superior diagnostic information. As the healthcare segment evolves, they plan to continue to provide the market with innovative solutions that reach well beyond general radiography. They are also the global leader in digital mammography and feature their Synapse® brand of PACS for radiology and cardiology, Synapse® RIS, Synapse® 3D, and Synapse® Mobility applications. Along with their point-of-care ultrasound product, Fazone CB and their endoscopy division’s FUJINON brand of endoscopes, Fujifilm offers one of the most diverse product portfolios in the healthcare segment.

Hexcel- Hexcel was the first company to develop an adhesive for bonding metal to metal, reducing aircraft weight and revolutionizing the industry. They were also the first company to manufacture honeycomb on a commercial scale and were instrumental in developing the first
prepregs for use in wind turbine blades. Hexcel materials were also the first to land on the moon in the energy absorbing footpads of Apollo 11 that were built from Hexcel’s aluminum honeycomb. Currently, Hexcel holds more than 1,350 patents and pending applications worldwide.

**Pitney Bowes**- For over 90 years, Pitney Bowes have paved the way for new technologies and have continued to innovate and adapt to a constantly changing world. While Pitney Bowes is known for their ecommerce and shipping products they have a long history of innovation. They helped create barcode technology that is used in retail environments to this day, and they own a large number of software applications including MapInfo GIS software. They have over 3,500 patients worldwide and donated two to the World Business Council for Sustainable Development. One extends the life of electronic scales to keep them out of landfills.
Building Organizational Capacity to Achieve the Vision and Goals

Organization of the Collaborative Partnership
Innovate Stamford is an intersectoral collaborative made up of public agencies, non-profit organizations, educational institutions, businesses, entrepreneurs, residents, and broad-based public support. These partners have come together in a new spirit of collaboration, coordination and cooperation for the betterment of the Innovation District.

Implementation Partners are member organizations that participate in action planning and carry out the day-to-day work and activities of the strategic plan. They are organized into six Work Groups to support each of the district’s goals. Implementation Partners are expected to join at least one of the six Work Groups, participate in activities towards shared goals, and track and report data on shared metrics.

These partners will sign a preliminary MOU for the final application to solidify roles, working relationships, and reporting requirements.

Each of the six Work Groups is convened by two Leads who convene meetings, support communication and data sharing across Partners in their Work Group, identify and coordinate pursuit of resources towards projects, and serve as a liaison with elected officials and public agencies.

Work Groups will meet 5-6 times a year, Work Groups will intentionally engage residents in their meetings to provide direct resident input on innovation district’s work relevant to their issue area.

We developed this framework to evaluate action items similar to an agile coding environment. The action plan is fluid and reflects a process that identifies a minimum viable product, evaluates the market support and investment leverage, iterates and pivots, which is ultimately self-sustaining.

We are currently working through agreed strategies and activities. Broad resident input was sought in early February through presentations at meetings & events, door-to-door contact, and digital media. This included a survey, completed by several hundred residents in just a couple of weeks, in both Spanish and English that allowed residents to rank the innovation districts’ planned activities in order of importance.

This resident outreach effort in early February 2017 was led by The Stamford Partnership.

As a collective impact collaborative, all partners will share data and information informally and formally to set goals, track progress, and evaluate our efforts.

The scorecard will be designed in 2017 as the partnership develops data sharing agreements and further refines its activities and metrics.
Innovate Stamford will be governed by a volunteer Steering Committee, with an Executive Committee of public and private sector leaders guiding the effort, joined by individuals engaged in initiative implementation. These initial Steering Committee members were chosen for their work on the Application Planning Committee from August 2016 through March 2017. The entire Steering Committee will meet quarterly, with the Executive Committee meeting monthly. It will be supported by a professional Managing Director who will report to the Executive Committee. The MD will provide internal facilitation and communications, and represent Innovate Stamford within the statewide network of Innovation Places participants and to CTNext, including providing regular milestone reports and cash disbursement requests. The individual will be selected by a majority vote of the Executive Committee. Economic development and network management experience will be core competencies will be required. The employer of record will be an anchor institution represented on the Executive Committee, to be determined in consultation with CTNext. Financial management and accounting services will be retained from an independent firm. Individual initiatives will be staffed on a full or part-time basis, as individually described in the proposal.

This governance structure will be in place during the first year. During that time, Innovate Stamford will assess its best long term structure and will prepare to be wholly autonomous in the future, should that be deemed the best course of action.