

VINCENT AMATO

MIDDLETOWN CONNECTICUT

A REPORT
ON THE
CITY'S INDUSTRIAL
POTENTIAL



Panel Study

by

Urban Land Institute, Washington, D. C.

MIDDLETOWN CONNECTICUT

A Report to

Wesleyan University

FINDINGS AND RECOMMENDATIONS

ON MIDDLETOWN'S INDUSTRIAL POTENTIAL

by

A PANEL OF URBAN LAND INSTITUTE

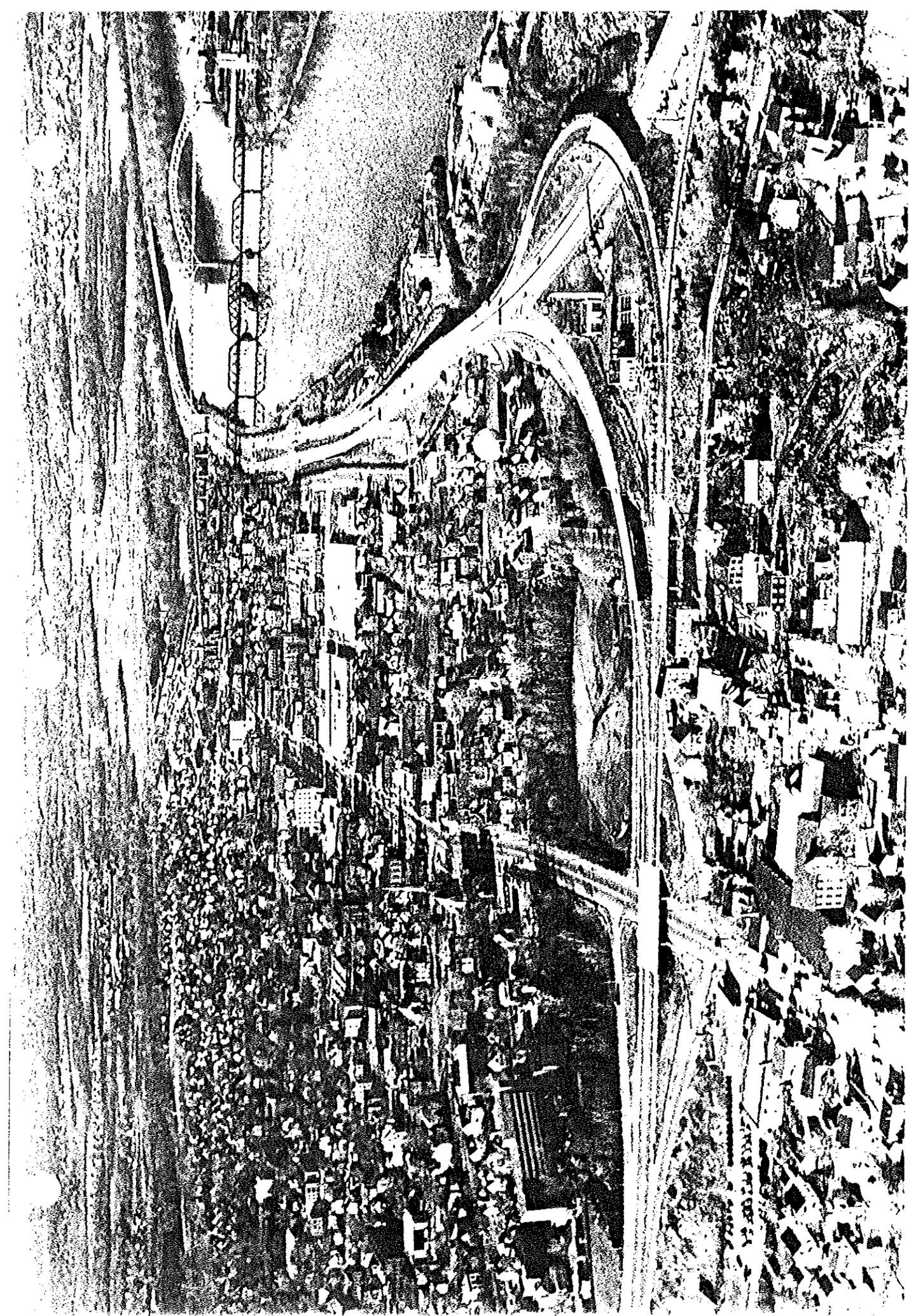
March 28 - March 31, 1966



URBAN LAND INSTITUTE

1200 18th Street, N.W.

Washington, D.C. 20036



Air View of Middletown's Central Area Looking North West
Wesleyan University • Central Business District • Connecticut River
Left Center Center Right Center

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FOREWORD

At the request of Wesleyan University of Middletown, Connecticut, a Panel of Urban Land Institute conducted an on-the-ground study of Middletown and surrounding areas, during March 28 through March 31, 1966. Purpose of the study was to review and evaluate Middletown's potential for industrial development and to suggest ways and means of realizing such potential as exists in the best interests of the community and its citizens. At the conclusion of their investigations on Thursday, March 31, members of the Panel presented their findings and conclusions to the Sponsor, Wesleyan University, and invited guests at a report session held at the University. This was followed by an extended period of discussion, during which the Panel answered questions and enlarged on various points relating to its recommendations. This report forms a permanent record of the Panel's deliberations.

The Middletown study is the 63rd panel study undertaken by the Institute since the program was initiated in 1947. The men serving on the Middletown Panel were selected because of their extensive knowledge and accomplishments in the various aspects of industrial location and development involved in the Middletown investigation. These men give their time and effort to this and other ULI programs without personal remuneration as a contribution to furthering the Institute's work and objectives.

Urban Land Institute was founded in 1936 as an independent, non-profit research and educational organization to study and report on trends affecting urban land and to advance research and education in the planning, development and rebuilding of urban areas. This work is implemented by three Councils of the Institute: the Central City Council, the Community Builders Council, and the Industrial Council. This study is representative of one of several phases of the Institute's broad program to improve quality and techniques of urban planning and development.

It is the Panel's hope, and that of the Institute, that this study will provide guidance to Wesleyan University and the City of Middletown in developing an effective and productive action program leading to a fuller realization of Middletown's potential in the industrial and economic development field.

ACKNOWLEDGMENTS

In preparing for and conducting the Panel Study of Middletown's industrial potential, the Institute and Panel drew upon many sources and individuals for statistical data, background information and personal knowledge, both within and outside the city. This included both the advance work undertaken by the staff and the investigation conducted during the Panel's visit. Particular appreciation is due Burton C. Hallowell, Executive Vice President of Wesleyan, for placing the facilities of the University at the Panel's disposal and for his many courtesies throughout the study; to William L. Churchill, Director of Information of the University, for his capable handling of the many assignments throughout the study dealing with advance kit preparation, meeting and field inspection arrangements, transportation, accommodations for the Panel and staff and general logistics; to John W. Paton, Secretary of the University and City Councilman, who, while recovering from a serious illness gave much of his knowledge and more of his physical strength than he should to the Panel's investigations; and to Howard B. Matthews, Vice President, Treasurer of the University, for data on the University's expansion program.

Special thanks are also extended to LeRoy Jones, Managing Director, Connecticut State Development Commission and to Irwin Kaplan, Director of the Midstate Regional Planning Agency for much of the statistical data, maps and air photos used by the Panel in its study, and for making available their personal knowledge of the Middletown area.

Others to whom special thanks are due are Albert E. Carlson, Chairman, Middletown Industrial Development Corporation; Harry R. Garner, Vice Chairman, City Redevelopment Agency; Charles B. Bacon, Chairman, City Water Commission; and Edward R. Cole, Director, Area Development, Hartford Electric Light Company for their contributions at the briefing session.

Finally, the Panel is most appreciative of the full cooperation and assistance given by Mayor Kenneth J. Dooley and his staff of city officials, and by the industrialists, businessmen and labor representatives who gave most freely of their time in discussing with the Panel members the various facets of the city's industrial problems.

MEMBERS OF THE PANEL

GEORGE W. COX of Chicago, Chairman of the Panel and Vice Chairman, ULI Industrial Council. Vice President, Industrial Department, The Atchison, Topeka and Santa Fe Railway System; member, American Industrial Development Council, National Industrial Zoning Committee, and Society of Industrial Realtors.

HARRY D. FELTENSTEIN, JR. of Monroe, Michigan, President, Michigan Gas Utilities Company; former Vice President, Central Illinois Light Company; member, ULI Industrial Council; a director of the Central Illinois Industrial Association; former President and Director, Great Lakes Industrial Development Council; member, American Industrial Development Council; associate member, Society of Industrial Commerce.

R. JOHN GRIEFEN of Boston, Senior Vice President, Cabot, Cabot and Forbes Company, developers of industrial parks in New England, Pennsylvania and California; member, ULI Industrial Council; member, Society of Industrial Realtors; former Deputy Commissioner for plant location, Massachusetts Department of Commerce.

DON S. ROBB of Schenectady, Manager of Real Estate, General Electric Company; former Auditor and Treasurer and currently an officer of the General Electric Realty Corporation.

FRANK C. STERN of Chicago, Director, Land Procurement Division, Central Manufacturing District; member, ULI Industrial Council; member, American Industrial Development Council, American Society of Real Estate Counselors and Society of Industrial Realtors.

STUART P. WALSH of San Francisco, President of Development Planning Associates, Inc., industrial and economic development consultants; member, ULI Industrial Council; former Economic Development Counsel, State of California; former Director, Bureau of Industrial Research, Santa Clara University.

GLENN McHUGH of New York City, Investment Counsel; member, ULI Industrial Council; former Vice President in charge of Mortgage Loans, Equitable Life Insurance Society of the U.S. (Although unable to be present because of illness, Mr. McHugh conferred with the Panel during its study by mail and telephone.)

MAX S. WEHRLY, Executive Director ULI, Institute staff for the Middletown Study.

SPONSOR OF THE STUDY - Wesleyan University.

HIGHLIGHTS OF THE PANEL'S FINDINGS

- The key to Middletown's potential for industrial growth lies, most importantly, in nurturing and cultivating the industries it already has, as well as making it attractive as a location for new industries of the same general type as those now situated in the City.
- The competitive aspects of industrial development in the Mid-State Area make it imperative that, if new industries are to be attracted and existing industries needing new and more adequate sites are to be retained, industrial sites be properly planned and located with public utilities installed and available in the form of adequate storm and sanitary sewers, water, highway access, and in appropriate cases, rail; and that suitable topographical conditions exist, including surface and sub-surface characteristics.
- Adequate access from Interstate Route 91 to Middletown, and to the city center, should receive first priority in any program for improving the industrial potential of the City.
- The potential leadership for an effective program of economic development is available to Middletown, but it must be realigned and more effectively utilized in order to obtain the desired results. It should be supplemented and activated by proper full-time professional guidance.
- Industry looks increasingly at the adequacy and quality of the school system at all levels when seeking a new location.
- Wesleyan University is a tangible rather than an intangible asset to Middletown, including the attracting of certain types of industry, and one that can be of great benefit to any city if properly utilized and woven into the fabric of the community.
- Middletown should not "invite company in before the floor is scrubbed."
- Satisfied industries already located in the City can be its best advertisement for attracting new industry.

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

INTRODUCTORY REMARKS

by

George W. Cox, Panel Chairman

During the past four days, the Panel has enjoyed the complete cooperation of the staff of Wesleyan University, the public officials of the City, including Mayor Kenneth Dooley, and the good citizens of the community who gave very freely of their time.

The Panel is hopeful that out of the answers to the Sponsor's questions will come encouragement to implement a program leading to concerted and effective action to improve Middletown's industrial picture.

The Sponsor's basic questions were three in number:

1. "What kind of additional industry can and should this community attract and what can we do to retain the industry we now have?"
2. "What industrial sites does the City have to offer? This involves questions of size, location, availability and appropriateness of the sites for various types of industry."
3. "Assuming that there are positive answers to the first two questions, how should our community go about producing results in terms of new industry and the retention of existing industries? What do we need that we do not now have? How do we get the industries interested? What do we have that is unique and would appeal to industry?"

Implicit in these basic questions are a number of essential elements that require separate treatment. In order to fully cover all aspects of these questions the report will be divided into a number of facets. It should be emphasized that the conclusions and recommendations on each of these facets represents a consensus of the full Panel.

MIDDLETOWN'S LOCATION AND COMPETITIVE POSITION

Presented by Stuart P. Walsh

Middletown is accurately described as being an industrial community. Forty percent of its working residents are employed in more than 100 diversified manufacturing plants. Middletown and its neighbor communities have experienced substantial population growth in the last two decades, as shown in the following table:

TABLE I
POPULATION TRENDS IN MIDDLETOWN AND NEIGHBORING STANDARD
METROPOLITAN AREAS, 1940 to 1960

	1940	1950	1960	% Increase	
				1940 to 1950	1950 to 1960
Middletown (city)	26,495	29,711	33,250	12.1	11.9
Middlesex County	55,999	67,332	88,865	20.2	32.0
Hartford (SMSA)	336,991	406,534	525,207	20.6	29.2
Meriden (SMSA)	39,494	44,088	51,850	11.6	17.6
New Britain (SMSA)	90,499	104,251	129,397	15.2	24.1
New Haven (SMSA)	244,294	269,714	311,681	10.4	15.6
Waterbury (SMSA)	138,779	154,656	181,638	11.4	17.4
State of Connecticut	1,709,242	2,007,280	2,535,234	17.4	26.3

Source: U.S. Census of Population

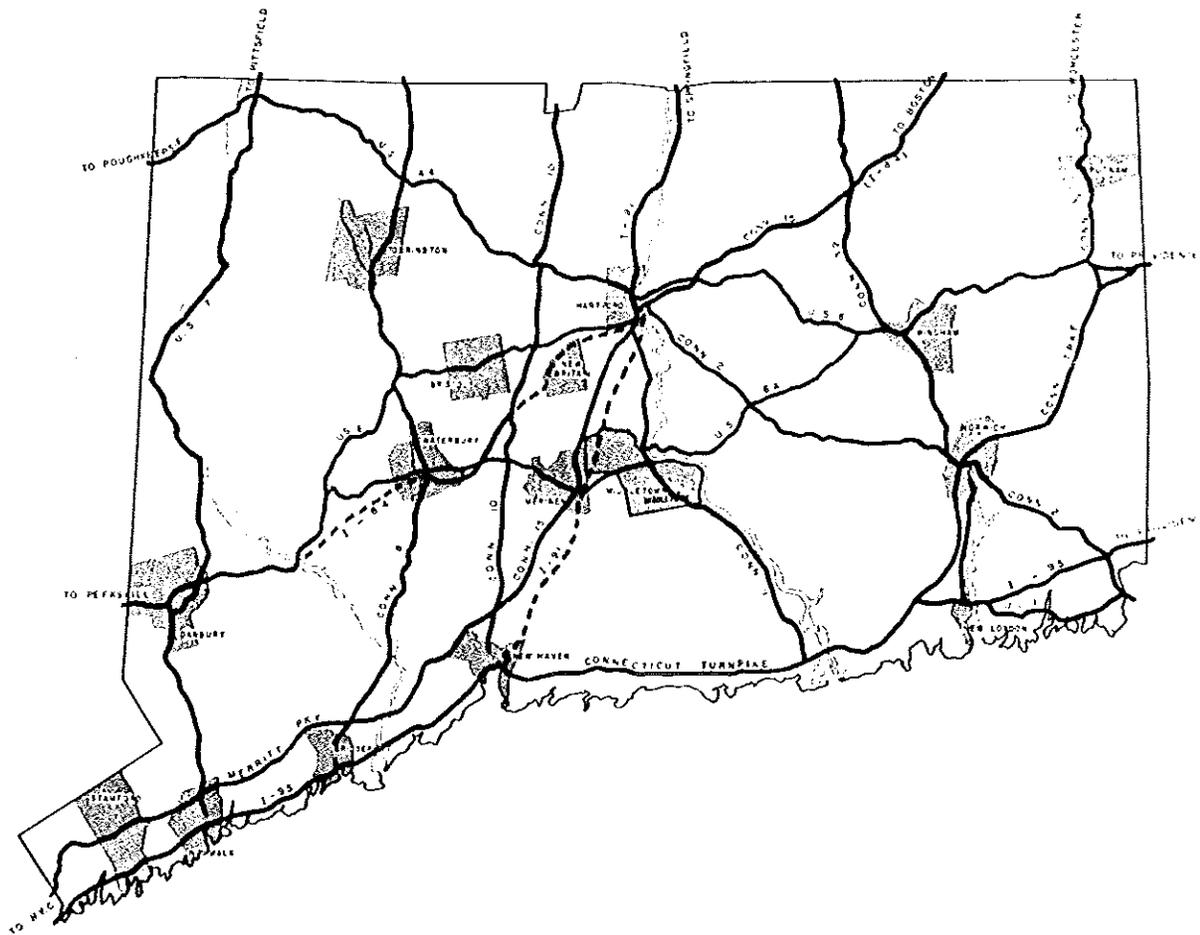
In this comparison, Middletown does fairly well. The rates of growth in the two decades are rather spotty and fluctuate somewhat, but in general terms, it has been a healthy rate of growth.

Actually, two factors will chiefly determine the future of Middletown—geography and leadership. For the moment, let us concentrate on geography. The geographic location of Middletown is usually described as being fifteen miles south of Hartford and eight miles east of Meriden. Equally important to Middletown's future are three other distance measurements—to New Haven, to New Britain, and to Waterbury. These five communities make up Middletown's peripheral area of markets, supplies and services.

Middletown's relation to these cities is more significant than its central location in the state, since much of the state is very sparsely populated. Eighteen towns in northwestern Connecticut and twenty-one of the towns in eastern Connecticut have less than one hundred inhabitants per square mile, according to the 1965 estimates of the State Health Department. From an outside point of view, one thinks of Connecticut as being a rather densely populated and highly developed state. It is, therefore, surprising to find how few parts of Connecticut are inhabited and how concentrated the population is in a relatively few pockets like the region under study. In this respect, it is not unlike California.

The central location in the state, therefore, is not as important as the location that Middletown enjoys in the New York-Boston corridor. A New York-Boston corridor location is probably more important to a community that lies within it than are locations in other corridors to the communities they include. For instance, there are more important industrial cities outside of the New York-Washington corridor and outside of the

MIDDLETOWN'S LOCATION IN THE STATE



Source - Connecticut Development Commission

Detroit-Chicago corridor than there are outside of this relatively narrow corridor between Boston and New York, as, with the exception of Providence and Springfield and one or two other places, most of the industrial development of New England is concentrated in this Boston-New York corridor. This concentration is going to increase because this is where the transportation lines run and where the communications are developed between the two great metropolitan centers.

Near the strategic midpoint along this corridor are Middletown and its neighbor cities. Each of them has distinctive advantages and deficiencies. They have many interests that are competitive and many others that are common. The mobility of labor between these communities has been increased by the improvement of highways, which have also increased the mobility of customers between the various shopping centers. "Downtown" doesn't mean what it did to a single community a few years ago. It is as easy to shop in the neighboring cities as it is to shop in downtown Middletown, and this applies to every other city in the region.

Recognition of common problems has led to the formation of the Midstate Regional Planning Agency, comprising Middletown and six surrounding towns, to deal with such matters as transportation, sewerage, drainage, recreational facilities and land use planning to supplement and help coordinate the efforts of the local city planning department. There is also a need, perhaps not so well recognized, for a joint regional effort, that would embrace a somewhat wider geographic area, to deal with the common interests in business and industrial development. Speaking of neighboring towns and their common and competitive interests, Meriden is Middletown's nearest neighbor and chief competitor. To a considerable degree, the two communities share a common labor force, and this will be true to an even greater degree as Route 6A is improved. One of the interesting things the Panel has observed is how little the people in Meriden know about what is going on in Middletown, and vice versa. We have asked several people about comparable institutions and activities in the neighboring city, and you would think it was in some distant state. This is a bit unusual because people get around pretty widely these days. Among the Panel members, for example, Jack Griefen comes from Boston, but his company has major interests in California. Frank Stern was born in San Francisco and came to Chicago to make his living. Stuart Walsh was born in Chicago and went to San Francisco to make his living. This is in rather sharp contrast to the apparent insulation in this area. A great deal that goes on in each of the cities in this region is of intense interest to the people in the other. During his visit to Meriden a Panel member was quizzed at great length about Wesleyan University; what it is doing, what its program is, and what it is "up to," and with expressions of great envy that they couldn't have Wesleyan move over to Meriden.

But there are some things that Meriden has that you would do well to have here. The Meriden Industrial Development Corporation was organized in 1959, at the instigation of the Greater Meriden Chamber of Commerce. After two years of preliminary effort, this organization was set up and a suitable property of some two hundred acres at the intersection of I-91, the Wilbur Cross Parkway and 6A was selected, and funds were raised for its purchase. The necessary utilities were installed and grading and major street construction were undertaken. Only within recent months have these improvements reached a stage where sites could be justifiably offered to prospective purchasers. The first occupant in the Meriden Industrial Park was the Seven-Up bottling plant. The asking price for this industrial park acreage is about ten thousand dollars an acre. Full information about the Park, including site plans and engineering data, is available at the Meriden Chamber of Commerce Office.

Adjoining the MIDC development on the south, in Meriden, and extending for two miles along I-91, is the eight hundred acre Industrial Research Park property which was assembled by MIDC and sponsored by the Connecticut Light and Power Company and the

United Illuminating Company. It would appear that eight hundred acres will last a long time, but they are making big plans. The site improvements on this long range project have recently begun. These two properties, with excellent highway facilities, are strategically located halfway between New Haven and Hartford.

In contrast, the Middletown Industrial Development Corporation, which was reactivated in 1964, along similar lines to the one in Meriden, has reached a point in progress about where the MIDC at Meriden was approximately five years ago. This is no disgrace to Middletown, because it has required Meriden a good many years to get where they are, while Middletown just started to get busy in 1964. But at this late date, Middletown has no completely improved industrial sites to offer to the prospective customers. When it does, it will be in a position to compete with Meriden in this very important aspect of economic growth.

AVAILABILITY OF INDUSTRIAL SITES IN MIDDLETOWN

Presented by Don S. Robb

In the Panel's judgment, Middletown probably has a sufficient number of potential industrial sites to serve Middletown's needs. However, the timing to have sites ready for required occupancy is of vital importance if local industry is to be retained by the community.

One of Middletown's present assets is the relatively large number of small industries, well over one hundred, which keeps it from being too dependent upon the fluctuations of any one employer or one type of plant. This can be said sincerely by those of the Panel coming from towns which are dominated by one industry.

Some comments appear to be in order regarding specific site locations that have shown the Panel, or have been identified in the information furnished it, including the Industrial Site Brochure prepared in 1962. Five sites will be discussed in some detail.

1. NEWFIELD STREET LAND ON ROUTE 72

This area, estimated at four hundred ninety-two acres, is developing without apparent direction or guidance. The site has water and power with certain portions having access to rail. There are still available a few industrial sites in this location. It can be made more attractive if, (1) the area is brought under the unified development and management of one organization, (2) some of the present non-industrial uses are removed and relocated, and (3) direction is given to providing improved highway entrances and approaches.

2. CANEL SITE (FORMERLY THE AEC NUCLEAR LABORATORY)

This is a mammoth construction undertaking. If this site is not acquired for use by one industry, and assuming that it can be acquired at a reasonable price by MIDC or another appropriate organization, the level area now free of buildings can be developed into an attractive, organized industrial district, in addition to utilizing the five already existing modern industrial buildings. The site is supplied with utilities. On the other hand, if CANEL is purchased and occupied by one major industrial user, this opportunity may not be available, but, conversely, the user will no doubt provide opportunities for local labor.

3. LAUREL BROOK

On the surface, this appears to be the most likely site of two hundred to four hundred acres, particularly if the relatively level land to the north could be reclassified and zoned for industry. The Panel recommends concentrated study of this site. Detailed study is needed to determine whether this area can be developed at a cost that will permit it to be offered competitively with other equally good sites in the regional area.

Water, sewer, and other utilities, the Panel was told, are available and can be extended into the area without apparent difficulty. To make it attractive, more direct access is needed from Route 17. This appears to be possible without undue difficulty.

4. I-91 AREA SITE

The topography of this site of several hundred acres can be described as quite rolling to rough and may have rock outcropping and relatively shallow soil cover. It will require extensive grading and site preparation, except for a few areas.

The Panel is advised that the Mattabeset trunk sewer will not be available for at least two to three years. Thus, this site does not provide an answer to Middletown's site problem for the near future. Furthermore, it is the Panel's opinion that this site, even if it can be developed competitively with other sites in the region, will probably benefit the areas to the north, west and south of the site more than it will benefit Middletown itself; i.e., Meriden and New Britain. The main advantage to Middletown would be an increased tax base. However, other sites already mentioned would create the same result and, at the same time, would tend to hold or increase the commercial patronage potential of the central business district. Before more than option money is invested in this site, a detailed engineering investigation of site development costs is necessary to determine its practicability. Soil borings are needed, estimates of earth and rock moving are essential, and reliable cost estimates are required, as well as the cost of extending and improving roads and providing water and sewer service. Furthermore, it should be determined whether the costs of bringing services to the site will be absorbed by the City of Middletown or if they will be added to the site cost. It may develop that the square foot cost of producing usable areas will be non-competitive with other areas in other parts of Middletown and in the surrounding towns of the region.

The Panel seriously recommends that no further publicity regarding this or other sites be issued prior to obtaining assurances of the actual availability of the land through options or other methods, including the ability to consolidate holdings. Otherwise, the development agency will have increased difficulty in engaging in an orderly program of site acquisition, preparation and marketing. Implicit in such a program is the assurance of adequate services and utilities at the site, including road access, combined with appropriate regulations regarding use, land coverage, appearance, off-street parking, etc., through zoning, supplemented by protective covenants running with the land.

5. AREA NORTH OF THE BRIDGE

Lastly, the Panel would like to comment on an area described here as "north of the bridge." This is a relatively small area north of the central business district which can be viewed on a short term basis, and as a bolster to Middletown's central business district. Consideration should be given to removing some of the old, obsolete structures in the area between EIS Industries, the Connecticut River, and the Portland Bridge.

At least two or three fair size installations might be accommodated here. Development may well need to be accomplished through the Urban Renewal Program, as it may require the use of eminent domain. This area, as well as providing employment closer to where the employees live, can add materially to the support essential to a healthy central business district.

In summary, the Panel believes there are potential sites for further sound industrial growth in Middletown, but that the immediate effort should be concentrated on holding the present plants. It wishes to emphasize that one of the first things to be done is to secure control, preferably through long term options, of the industrial sites selected so that prices of the developed industrial land can be made competitive with other locations in the region, and that land speculation, based on city utilities and services, can be avoided.

REQUISITES FOR INDUSTRIAL SITE DEVELOPMENT

Presented by Frank C. Stern

When our country was basically agricultural, conversion of the products of the soil and the forests was largely confined to the locale of consumption. As communities sprang up, population concentration grew where transportation existed, early confined to navigable waters and streams.

Later, when the railroads came, the pattern of community growth broadened along these established transportation corridors. Supplemented today with the greater mobility of transportation via highways, expressways, and thruways, markets have spread from the proximity of raw material sources to the far corners of the nation. Distance is now restricted only by distribution costs.

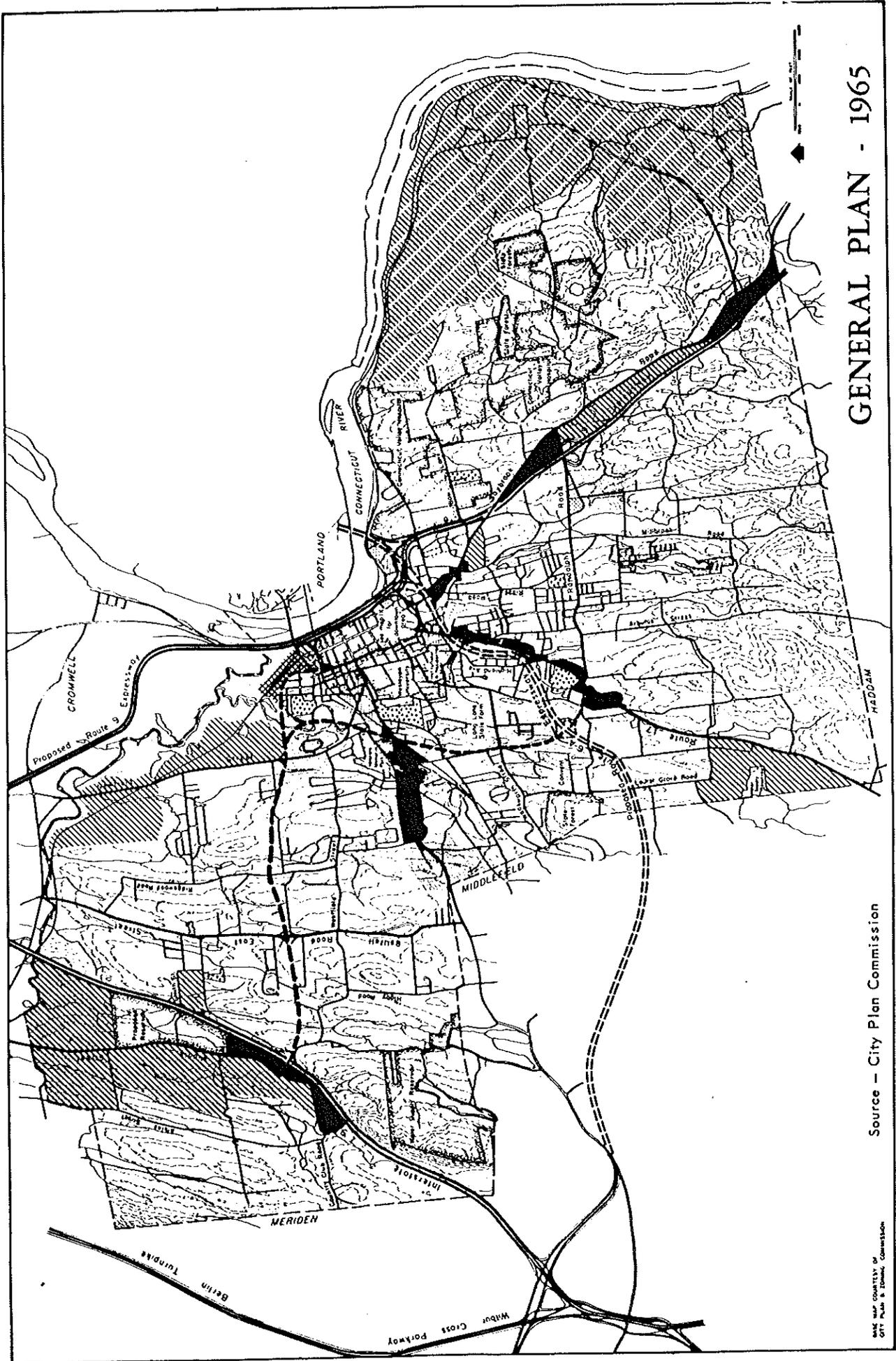
As a consequence, industry has become highly mobile. Communities struggling with the burden of servicing their growing population seek new tax revenues and make an effort to attract industry to stabilize their economy.

There long have been four primary requisites demanded by industry as essential in considering any location

1. type of terrain
2. adequate access and transport facilities
3. adequate utilities and drainage
4. property availability.

Their sequence of importance will vary according to the type of intended use. This sequence may be argued by those who endeavor to set down hard and fast rules for the guidance of everyone, but, in the end, all are essential in marketing the final location.

A fifth element—community attitude—is often so unresponsive as not only to drive away other industries considering locating there, but also it fails to understand the growth problem of its existing industries, causing them to look elsewhere for a new location.



GENERAL PLAN - 1965

Source - City Plan Commission

MAP COURTESY OF
CITY PLAN & ZONING COMMISSION

With no indictment intended, let us assume Middletown, Connecticut, to be such a community, having a relatively high unemployment rating and seeking to improve its community image. It has the backing of its city administration, its planning department, its Chamber of Commerce, and the unrelenting efforts of individuals in the business community, who have organized a development corporation and a redevelopment agency. Both have the cooperation of the University for the purpose of implementing an admirable community program to erase blight and obsolescence from the city core, make possible needed expansion of the campus of its principle institution, relocate some of its existing industry in the path of urban renewal, encourage expansion commensurate with potential growth and provide suitable land for new industries it hopes to bring to a revitalized community.

It is to the procedures in the latter category that the Panel now directs its attention.

There is a generally accepted sequence of procedure followed by developers of land for use by industry which should be painstakingly adhered to by those seeking an industrial site, or by communities undertaking to provide suitable land for industry.

First, visual determination of the location of such lands having the appropriate physical attributes is in order. This includes fairly level terrain to minimize the cost of preparing building sites; frontage on improved roads having adequate capacity and access to major highways and expressways; efficiently operated utilities brought to the project perimeter without penalizing the project development; adequate disposition of storm water by utilizing natural drainage channels with minimum loss of useful land area.

Second, ownership records should then be reviewed to determine whether title is held by living persons or is in a trust managed by financial institutions. Either can furnish a good title. Preferably, such an approach to the records should not disclose the identity of the inquirer.

Third, assuming a good title, and having determined that the owners are willing to sell, negotiations should proceed. Written option agreements should be obtained, stating the amount of the purchase price, terms of payment and interest rate. Agreement should include the right of entry to make test borings to be paid for by the seller, with agreement to compensate the lessees for crop or other damage if any. The purchaser should reserve the right to decline to exercise the purchase option unless the borings show the land can be used for the purpose intended, and at a cost permitting resale at competitive prices.

The above arrangements should be concluded for each separate property where land assembly is involved and carried out with all possible speed. This will minimize bargaining with holdouts for key parcels when it becomes known that such an assembly is in prospect.

The Panel is unanimous in questioning the procedure followed recently. Diagraming and publicizing separate parcels in the Development Corporation's recommended assembly of I-91 industrial park, regrettably, has produced undesirable results.

HOLDING EXISTING INDUSTRY

Presented by Harry D. Feltenstein, Jr.

The question about what to do to retain your present industry is highly appropriate and one which all experienced developers feel is the most important activity that

any industrial community can carry on. Middletown, with its one hundred thirty industries, only seven of which employ more than two hundred fifty people, is certainly blessed with a broad industrial base. These industries not only absorb forty percent of Middletown's labor force, but are substantial contributors to the area's tax base.

To implement your plan, the Panel would like to submit the following suggested activities and programs, which it feels will not only help you retain the industry you have but will make Middletown a more desirable location for new industry.

The Panel feels that there is a definite need for an industrial committee in your community's activities, which will bring as many of the one hundred thirty industries together as you can possibly interest to discuss their common problems and, through this group, have an opportunity to make known their needs and be able to contact other committees in the community to obtain assistance.

The development of industrial sites has been discussed in some detail. This offers the opportunity to meet the needs of your many small and medium size industries as they continue to prosper and grow, for you certainly do not want their success to necessitate their moving from Middletown.

Another important activity is the continuous review of the transportation needs of the area. For example, the Panel finds at the present time that the river is providing only a limited service to this area. Analysis may well show that it can be used as a means of transporting raw material, if not finished products, for your industries. The present rail service is limited, and you should address yourself to this problem. Trucking is certainly your principal means of transportation and should be carefully reviewed, as we find only limited terminal facilities in Middletown.

In addition, the Panel is particularly disappointed in the relative absence of adequate exits from I-91 and the lack of an expressway route to the heart of Middletown. From our investigation, your highway problem should be given top priority if you are to receive any substantial relief in the near future.

Training facilities within your community for your fine group of industries should be analyzed and instituted as soon as possible. With sixty of your manufacturers employing ten persons or less, we are certain that you will find it extremely difficult for these companies to maintain individual training activities. The Panel finds that trade schools are present in the area, but we would encourage close cooperation between your industrial group and these institutions so that they may better design their programs, not only to train but retrain your present and future work force, to meet the needs of Middletown's industries. Wesleyan University should be encouraged to provide night classes for professional and supervisory personnel so that they may continue their education. Industries, such as we find in abundance here, have been successfully served in many regions by instituting management training seminars on an annual or semi-annual basis.

A not to be overlooked community service, both to present and new industries, is your elementary and secondary school system. Not only does modern industry require better educated employees each year, but they also find their employees insist on the best of educational facilities for their children.

On many occasions we have seen communities with numerous small employers offer very substantial assistance by assembling a group of experienced executives in such fields as sales, engineering, accounting and personnel, to serve as a consulting

group to assist employers in solving problems which they, themselves, are not able to cope with satisfactorily with their limited management group and work force.

In other parts of the country we have witnessed the utilization of community and state sponsored pre-employment testing programs to help match employees and jobs more satisfactorily than "Help Wanted" signs have been able to do in the past.

Another service communities often offer is industrial appreciation shows which provide manufacturers an opportunity to exhibit their products to the citizens. These activities also help make people more aware of the wide variety of job opportunities that are available in their home town. Along these same lines, a program that could be used is one of direct mail to state or regional industries informing them of the type of manufacturing, contracting and sub-contracting available from Middletown's industries.

Next, the Panel would like to discuss the broad category of community atmosphere that is so vital to a prosperous industrial climate. The program to maintain and improve Main Street and make it the finest shopping area in the region is of vital importance in keeping employees in the community and in helping industry to attract new skilled and technically trained people.

Recreational facilities are becoming increasingly more important as we have more hours of leisure. The Panel is particularly curious about the absence of a golf course and other recreational facilities which would enhance Middletown as a place to live and enjoy.

The cultural advantages of a university town are pointed out many times as one of the greatest assets a community can possess. The university might well review its program of theatre, musical presentations, and art exhibits and be certain that the entire community is invited and welcomed to as many of these activities as possible, and, when feasible, have special presentations for the townspeople. The sports program can also offer another opportunity for the campus to serve the community.

The Panel trusts that the ambitious renewal program that was presented to it will include motel and food facilities that are now so lacking in Middletown. Such facilities should also help to attract regional and state gatherings that will bring additional business to the area and help introduce more people to Middletown.

In summary, your program of activities in the community should be planned to let the present industries know that they are wanted and that the jobs they provide, the local purchases they make, and the taxes they pay are appreciated. In carrying out the activities discussed previously, make every effort to see that the entire community is represented. Such groups should include representatives of retail business, the university, labor, industry, and government, wherever possible.

The Panel would urge that a group of key people be established to meet on a regular basis to discuss the overall program and the need for special emphasis on various problem areas so that Middletown will never be lagging in efforts to maintain its present position and move forward when possible.

Finally, some comments by Glenn McHugh, who was unable to join the Panel because of illness, are in order. He warns not to let one facet of your program engage the interest, time, and efforts of so many Middletownians that other essential activities are allowed to be postponed. He also urges that a program of constant contact be

maintained with your active industries in the area to discuss with them their expansion needs and possible changes in location and other problems which need attention at the local level. He also advises that you should go out and take inventory of the needs of your local industry in the form of active participation, in order to show the industry that you are interested in them.

Comment by Chairman Cox: I have one additional comment to make regarding one gentleman I was interviewing who mentioned that the people in Middletown don't know how many employees you have. He remarked that he had had a conversation with a prominent city official about three years ago who said, "You have four hundred employees." At the time, the man's firm had three to four times that many, for a period of seven or eight years. This shouldn't happen.

OBSERVATIONS ON MIDDLETOWN

Presented by R. John Griefen

I was not able to be in Middletown for the full study period as were my colleagues, but I was very glad to be asked to come, because Middletown is a very lovely and very typical New England city, and we, from Massachusetts, can't but admire your local unemployment figure of 4.2 percent or your state average of 3.1 percent.

You are really in good industrial shape and are demonstrating your good sense by evaluating your industrial prospects now before your situation becomes a critical problem.

Our company has never gone into a development in a town that had a serious unemployment problem. To attract, you first must be attractive, and it is refreshing to see a community looking to its image at a time when it has attractive assets from which to work.

My colleagues on the Panel have told you many of your assets, and somewhat gently, I feel, some of your liabilities. They have studied your economy strenuously in their four days and nights here and in their evaluation of advance data provided before they came. I, on the other hand, was able to be here only for the summary of these findings. But the Panel felt it might be useful, from my familiarity with the New England area, if I addressed myself to some rather broad observations and some questions which might be provocative, and for that reason might be helpful.

First of all, you have got a lot going for you. A good political climate, especially compared to my home state and your sister state up north; a highly skilled labor force; a comparatively good highway system reasonably close at hand; and sufficient land available for future industrial use. But above all, you are in the heart of really good living, with an almost immeasurable, and I would say almost untapped, resource in Wesleyan University. Your industry is characteristic of New England, and we feel you should look for no dramatic new industries such as automobiles in Detroit, airplanes in Los Angeles, NASA in New Orleans; nor should you really want them. Compare your employment record with those cities today.

But you should have a good clean shot at your fair share of New England's growth in high value-added, skilled labor-employing, generally small, light manufacturing. In short, more of what you already have.

So the corollary is obvious. Nurture and cultivate what you already have here. How? Roy Jones and his people in the State Development Commission can help. Your renewal

program can help. The new, Federal demonstration cities program can help, and you can help yourselves by, (1) providing plant sites really ready to be used—not far off in the future when utilities get there, when zoning is finally accomplished, when roads are built, when land is assembled—have them ready now; (2) planning ahead for local aid to join state and Federal programs to help finance new plant facilities; (3) joining some of your industrial management skills to help each other in consultation services on problems of production, finance, personnel, and sales.

You have so much going for you that it is perhaps in order to ask a few questions that an outsider interested in coming here would ask. I have five.

(1) Since your own skilled labor force is practically nonexistent for new industries—4.2 percent unemployment means there is no unemployment in any of the saleable skills—I would ask, what effective use is being made of your technical skills to provide more skilled workers in those skills which your own industries have said are in short supply?

(2) Why, with over one hundred successful industrial firms in the city, are so few of them effectively involved in your Chamber of Commerce or in any other organization which should be their voice to the community?

(3) Why, in a community so dependent on industrial growth, are there so few good industrial sites ready to be used?

(4) Why is there so little apparent involvement of your responsible labor leadership in your industrial development activities?

(5) And finally, why does Wesleyan University, truly one of New England's three great small universities, finance a study like this by itself? Why isn't it a community effort? You all have a stake in it and you should all be a part of it.

I am sure that the answers to these questions will, in fact, answer some of the questions the Sponsor has asked the Panel.

SUMMATION OF THE PANEL'S REPORT

by Chairman Cox

Following the Panel's presentation, in some detail, of its answers to some of the questions that have been asked, I will attempt to summarize our report by commenting directly on the three basic questions posed by the Sponsors.

Question Number One. "What kind of additional industry can and should this community attract, and what can we do to retain the industry we have?"

As pointed out, this is really two questions, the most important part being the last: "What can we do to retain the industry we have?" I think we have dwelt on that to a considerable extent. The Panel is convinced that immediate action is necessary to retain the industry you now have in Middletown. This is the most important phase of any industrial development program. A satisfied industry is the best advertisement you can have.

The other segment of the question, "What kind of additional industry can and should this community attract?" isn't so easily answered. As has been pointed out,

your best industrial potential lies in cultivating your present industry. That industry, particularly satisfied industry, begets industry, is a time tested formula. Mr. Griefen has pointed up the kind of industry you can hope to attract. That kind of industry is much the same kind of industry you have at this time.

Question Number Two. "What industrial sites do we have to offer?" This involves questions of size, location, availability and appropriateness of the sites for various types of industry. As Mr. Robb pointed out, many of the sites depicted in the "Industrial Site Brochure 1962" are either not suitable for industrial development or are not ready. I think it is extremely important here that you have some sites ready for industrial development, because you surely have some industry that is going to have to move.

It has been suggested that you have the property ready. We feel that MIDC must either option it, acquire it, or have a developer do so. Zone it for the exclusive use of industry—in other words, protect it from encroachment by non-industrial uses.

While the loss of the CANEL operation may be disturbing, the final disposition of the facility and the thousand acre site it occupies may prove rewarding. It is the feeling of the Panel that a site of this size and nature could well be put to more productive use in so far as Middletown is concerned. The Panel looks upon the CANEL acreage as having a three-fold potential—the possibility of utilizing the present plant on perhaps one hundred to two hundred acres; the use of the acreage between the plant and the river for other industry; and the possibility of utilizing the rough property to the west for park and recreational purposes.

Question Three. "Assuming there are positive answers to the two earlier questions, how should our community go about producing results in terms of new industry and the retention of old industry? What do we need that we do not now have? How do we get the industries interested? What do we have that is unique and would appeal to industry?"

The first part of this question has already been answered. In summarizing the second, third, and fourth parts, we want to emphasize here the answers to the second phase, "What do we need that we do not now have?" I will put the answer in three ways:

1. You need, we believe, proper professional guidance. The Panel is convinced that Middletown has the necessary leadership, but it must be realigned and properly utilized to get the required results.
2. Get the entire community behind your efforts. In other words, sell the program to the community. Don't try to hide something from your general population, or they become suspicious of what you are attempting to do.
3. A suitable industrial district is needed, properly zoned and under the control of some private or public body willing and able to develop the district.

In answering the third phase, "How do we get industry interested?" the panel suggests that you get your house in order. Don't invite company in until the floor is scrubbed. If your present industry is satisfied, it will be your best advertisement for new industry. Also, be sure your background information is factual and up-to-date. Certain material furnished the Panel contained errors that could be quite disturbing to a prospective industry.

The fourth phase: "What do we have that is unique and would appeal to industry?" This isn't easy to answer, but the Panel feels you have much to offer industry. Although material furnished us refers to Wesleyan University as an intangible asset, and one of

the points in the briefing session made the same representation, the Panel considers it as a definite asset and one that can be of great benefit to any community, if properly used.

The Connecticut River is a definite asset, as has been pointed out. Consideration should be given to its better utilization as a transportation artery. Also, consideration should be given to its use for cooling and processing water. Last, but not least, is the use of the river for recreational purposes. We think that there should be some kind of a boating facility along the river, such as a marina.

In closing, the Panel would like to make some observations that we feel are essential to the betterment of Middletown as an industrial community.

While the new freeways, such as I-91, make it easier to get to Middletown, the approaches are poorly marked and the access roads leave much to be desired. We cannot emphasize too strongly the necessity for a strong segment of your community leadership to go to work on improved interchanges and penetrator roads to the heart of the city.

The Panel would be remiss if it did not dwell briefly on your school situation and your tax problems. Both of these are important to industry.

Our investigation reveals that some of your schools are becoming crowded, and that a study has already been completed and will result in the construction of a new high school in the near future. We feel it is absolutely essential in the competition for industry that your school system not only be adequate but also be ahead of actual needs.

The Panel was surprised at your amazingly low tax rate of thirty-three dollars and eighty cents per thousand. Even with your relatively high assessment ratio, your effective tax rate is less than twenty-two dollars per thousand. While a rate in this neighborhood is attractive to industry, we would like to make it clear that industry does not object to paying taxes as long as the community provides the services to adequately compensate them for the taxes paid.

The city is to be complimented upon its forward looking program for parks and recreation, but one of the things that came to our attention is the fact that your water storage reservoirs do not appear to be used for recreational purposes. We feel that they could be.

We haven't said much about Middletown's water supply, but it was the consensus of the Panel that your new wells and surrounding well field, coupled with existing reservoirs and the large volume of cooling and processing water available in the Connecticut River, will care for the needs of Middletown in the foreseeable future. The cost of constructing an additional reservoir does not appear warranted and perhaps the property earmarked for that purpose could be put to a better use.

The Panel is convinced that all segments of your population are attempting to make Middletown a better community in which to live, yet we would be less than frank if we did not tell you that there seems to be underlying suspicions and perhaps jealousies, however poorly founded. We honestly believe the lack of communication is largely responsible.

With the new blood in your newspapers, coupled with your aggressive radio, and also with special effort on the part of the University, the relationship appears to have

improved over the past few years. The Panel strongly recommends the use of a catalyst, such as MIDC, the Chamber of Commerce, the Redevelopment Agency - a small committee of presidents or heads of business and industry also could be used - to implement a program of better understanding.

One of the pleasant surprises here was that we found Mr. Goundry, Chairman of your Redevelopment Agency, and his staff, seem to have the confidence and the good will of all the people with whom we have talked. This is a very high compliment to his staff and to him.

The Panel would also like to see a "Trade at Home" movement take place. It could do much and perhaps more to cement relationships and improve your downtown picture than any other single contribution. Of course, upgrading of merchandise and facilities is necessary to attract trade. If your merchants don't have the quality or selection, you should tell them. We know that they will appreciate it.

This concludes the Panel's formal report. If you would like to ask questions, we will be more than happy to attempt to answer them.

DISCUSSION OF THE PANEL'S REPORT

QUESTION BY JOSEPH MASSELLI: Do you think that development in the north end, where we have facilities now, should be one of the first priorities as to site? You seem to cast out I-91. You indicate the site out on Route 17, which seems to be a good one, as it is level and flat, but there aren't facilities out there, and utilities. North of the bridge, at the end of Main Street, there is some land, but should it be included in urban redevelopment?

COMMENT BY MR. ROBB: This site is close to downtown. It is good flat land. It is apparently fairly easy to build on. The present improvements are not too great a value that they would distort the total value even if you bought them, tore them down and started over again. It would be something that could be done quickly and probably within the municipal machinery that you now have available. That was the reason for suggesting it.

COMMENT BY MR. STERN: I would like to comment on that question. You may think, from my remarks, that I am living in an atmosphere of contradiction. One of the greatest farsighted planners Chicago ever had was Daniel Burnham who said, "Make no little plans." On the other hand, a great farsighted planner from Boston, with a conservative background of New England, came out to Chicago and conceived the Central Manufacturing District in 1903 with an assembly of land for use by industry, on which the first building was built in 1905. Since that time the acreage has been increased to about one thousand acres presently developed. That has taken the period of time from 1905 to 1965.

You might say those are very small plans in the second largest city in America. What we have seen for you here, gentlemen, is truly, "Make no little plans, but not beyond your capacity to use them."

Regarding site I-91, I believe it is the consensus of the Panel that the acreage there is far beyond the best endeavor of all of your best interests here to use it in the length of time that you might anticipate that it would be occupied. If you do not have large users of acreage, but more of the smaller ones, it will be time consuming in absorbing those lands.

You have the resources in your community here, both as to ability and planners and financial interests to make it possible for you to progress at the rate that you are entitled to anticipate.

QUESTION BY PRESIDENT VICTOR BUTTERFIELD, Wesleyan University: First let me express appreciation to you and the Panel, not only for your work, but for the series of reports which are so succinct and to the point, and reflect men who know their jobs and are experts. It is a very gratifying beginning.

But I would like to press, if I might, to take advantage of your being here today, to get reactions on an aspect of the problem that you touched on, but which I would like to hear more from you about, because they strike me as exceedingly important.

And you touched on them with respect to improving Main Street and the center of the town, and the factor of atmosphere. Now, what I am driving at is that I have a conviction that, by and large, when you are talking about "atmosphere," people are talking about charm, beauty and aesthetics. By and large, people don't think about this in advance, and aren't very willing to pay for it in advance, but once it is there, it becomes enormously important. And the question I would like to press is this — to what extent, first, and in the industrial area, you can press for architectural and layout design that, in itself, has a chance of staying attractive and won't, in another twenty years, begin to look seedy, the way these things so often do? Secondly, the whole residential problem for people and the kind of developments they live in, and whether there is any way, even for lower or middle income groups in the total community of this sort by which you can encourage residential areas that, far from blighting the total beauty of the surroundings in the country, have a positive dimension aesthetically as residential homes? These are aspects of the problems that are very hard to get at. I don't know to what extent or how you could press for them. I don't know to what extent your Panel shares my feelings for the long pull. This has enormous attractive power for the kind of people you want in your community.

COMMENT BY MR. GRIEFEN: First of all, it is a tough educational job, but nevertheless, really quite convincing if you attempt it, to demonstrate to an occupant of an industrial plant or an owner of land that expects to be sold for industrial work that good planning and good architecture is the best investment he can make.

We have spent some sixteen years doing this very thing. As we were analyzing our company's direction in the last couple of weeks, it came out that good planning, appropriate protective covenants, were the single ingredient that really made our properties — our industrial parks — a better investment than others. In the beginning it was very hard to convince industrial firms that they should accept the setbacks required and the landscaping. But once this was demonstrated, it was very easy to carry along.

So, first of all, you can feel sure that when you, in a property such as we just discussed on the north side of town — which now is in a sense a crying shame because of the mixed uses and so forth — that a piece of property like that, with proper setbacks and other amenities could be a most attractive entrance into the community at very little cost. You can convince purchasers of that land and the owners of that land and the occupants of the plant that this is going to be to their advantage. But one of the first things you will have to do here in the community is find some way of providing concrete evidence of that, and I suggest that the community, itself, through the university and through the planning group, might well provide some planning service — some site service — site studies. It would not need to be expensive, but could illustrate what could be done. If you merely tell a person that he can build on only fifty percent of his land, he gets pretty upset. But if you sit down and lay out his plan on a piece of land, and locate the plant and the parking that he is going to have, and the driveways, and a reasonable amount of landscaping, it becomes obvious to him that fifty percent of the land is all that the building will need and that a 2 to 1 ratio or 3 to 1 ratio isn't bad for him.

But, when you simply sell him a piece of land for a thirty thousand square foot building and tell him he has to buy sixty thousand or ninety thousand square feet, he gets pretty upset. So I would say if you did some education in the way of planning, this would be very helpful.

Secondly, you can provide some pretty good inducements to do this through a flexible assessing program. You can help land owners who are willing to do this by keeping their assessments down. A piece of land that moves from rural to industrial zoning is a great target for assessors, because, instead of being worth three thousand an acre it is worth ten thousand an acre, and so on. But, if the assessors would agree to waive that change for three or four years in return for some reasonable planning on it, this would pay the fellow a substantial amount of money. I have seen this happen on residential development in the same way. This is my last point — one of the things that keeps improvement of residential and commercial property down is, if you improve it, your assessment goes up. There is nothing basically wrong about the assessors keeping the assessment down if the person improves appropriately or, in fact, reducing the tax burden on a piece of property in compensation for him fixing it up.

I think you have the devices that are economically sound and they are fiscally flexible, where you can do this if the community has the mind to do it.

QUESTION BY MR. BUTTERFIELD: There are a few more questions you didn't answer. First, my basic premise — our experience with our own campus has convinced me, but I want your reaction as to whether the premise is true, that the more attractive and beautiful you make your community, the more you really upgrade the pulling power. Is this practical?

COMMENT BY MR. GRIEFEN: There is no question. The single great advantage that any community in New England has is its attractiveness. You talk to Fargo, North Dakota, and then you come home to Middletown, and see why your industry is here.

MR. BUTTERFIELD: But what is so hard to tell the average person is that it is worth the money to do it because it will pay for itself in the end. The other is — what about the residential developers: is there anything you can do with respect to helping to improve the developments?

MR. GRIEFEN: Yes. You can apply stiff zoning requirements, and make them live up to it. In the long run, they are going to get more for their land and more for their homes, but in the short run it is going to bite pretty hard.

I have an example I would like to point out. The Bethlehem Steel Company has gone to Burns Harbor, Indiana, with a big new steel plant. There hasn't been any development down in this area. The developers have gone in there and put in streets that are nothing but gravel; no drainage; unpaved driveways; absolutely terrible. They are going to make a quick buck for a couple of years, but as soon as a good developer comes in and puts in proper streets, these fellows are going to be out of business. And the community itself — the county in this case — should have had regulations to prevent this in the first place.

MR. BUTTERFIELD: Can they do that for lower or middle income communities?

MR. GRIEFEN: Yes. The "dingbat" houses, as we call them in our business, have more of the amenities on the outside than some of the good ones, because you have to make the area look good.

COMMENT BY MR. FELTENSTEIN: I might make some comments along the same line. As Jack has said, you can upgrade your planners. The more you publicize and the more you make known about your planning, the more your residential developer will tend to fall in line. I think you asked something about what can be done to upgrade what is already here. There have been some extremely successful programs carried on around the country, but it takes a lot of education. The "back of the yards movement" in Chicago is particularly exceptional. Here it was found, that by working with the residents, a desire was developed to improve their homes. I think, in our discussions with your financial community here, that you certainly have an enlightened group of people and that if a program was well thought out, they would cooperate.

There is a similar movement going on in St. Louis, in rehabilitation. Many of us on the Panel, even though industry is our field, are delighted to hear that the next steps in your urban renewal will be to undertake a lot of rehabilitation, not just the use of the steel ball. I think this could be extended at the time you are carrying it out. And if it spreads through your existing real estate, it is going to be that much more of an encouragement for your developer to do a better job.

COMMENT BY MR. ROBB: You have raised a good point, and I think we have all been conscious, over the years, that there is a problem here. Some have worked at it harder than others.

I will go back to a homely example that I remember from the 30's. We had a plant in one of the eastern cities. It had housing built during World War I to accommodate the work force that was needed at that time. It was row type housing and not too bad. I visited the area in the early 30's. There was no grass; the yards were all dirt; there was junk in the backyard, and old bed springs and that sort of thing. We had a manager who had an idea that something could be done about this. Most of the residents at that time were tenants who later became home owners. He instigated a campaign whereby he would furnish the lawn seed and whatever else was needed if they would do the work. He offered prizes for the best yard and the best roses, so forth and so on. I visited the development a few years later and you wouldn't recognize it as the same place at all. It had completely and totally changed its atmosphere, and the people who lived in it had upgraded their own personalities by virtue of this change. And I think it can be done anywhere.

QUESTION BY NORMAN WOLFSON: I work with Wesleyan. I think it would be helpful if the Panel would explain the reason behind its suggestion to attempt to attract industry that is similar to the existing industry instead of reaching out for something bigger.

COMMENT BY MR. GRIEFEN: If I am correct, the question is really, why do you emphasize spending time and attention on existing industry rather than trying to attract new industries?

The first reason I think is that it is just good mathematics. McGraw-Hill estimates that eighty-five percent of all new plant facilities or all new plant construction is an expansion of an existing plant in the community. If you are spending a dollar to improve the situation for your present industry, you are working on eighty-five percent of the market.

Secondly, there isn't really the competition for the companies who are here as there is for the lone firm that wants a forty thousand foot plant and is going

all over central Massachusetts and Rhode Island and Connecticut looking for a new home. Everybody is after that fellow, but nobody is really spending much time on the fellow down the line. Meriden for instance, isn't going to spend much time trying to get him over to Meriden. They are going after the forty thousand foot plant. Thus the competition isn't really as keen.

Third, and I think this is more important; there really isn't much you can do about new industry coming in. A lot of their decisions are already made, and really should be made, pretty objectively, in spite of any "point of sale" work that you can do. The things that Mr. Butterfield mentioned, about creating atmosphere in the community, have to be done long before the new prospect ever comes here to take a look. Having the facility ready must be done before he wants to look. Many of the plant developments today, particularly in a new location, are for a firm that must be in operation in six months. One of my colleagues here put a problem to us a couple of years ago. We had to have a series of small buildings ready for him in four months. There are a few competitors around and if that land isn't ready - it should have been prepared a year or two earlier - you won't have a crack at them.

Finally, I think your State Development Commission, and your own development commission here, will get exposed to those plants that are on the market place. But to do a job of real promotion - to go out and really attract a new specific industry - is going to be very, very expensive, and it is a real "needle in the haystack" proposition; very glamorous, of course, but awfully hard to do.

COMMENT BY CHAIRMAN COX: Regarding Mr. Wolfson's question, I might point out that if all of the money that is spent on certain of these industries that are moving from one place to another were put together, it could buy the industry that is going to move. One of the great problems is that there are something like thirty thousand organizations and agencies in the United States working on this very thing. The money that is spent for this is tremendous, and I don't think we would want to recommend that you people here spend that kind of money.

QUESTION BY MR. HIGGINS, Chairman of the City Plan: In relation to Mr. Griefen's answer to this gentleman, I would like to make a comment now. How do you get to the people who are going to vote on this particular referendum?

Right now, if we were to go to a referendum with a vote for this redevelopment project, we would get beaten. We wouldn't win it. One of the reasons why this particular aspect has to be brought into this picture is that we still have to get the same educational picture over. The Panel talks about "town and gown" - it is important for "town and gown". Now, my particular interest is this, sir: I know the facility of Wesleyan is great for Middletown and that the facility of Middletown is great for Wesleyan, but we still have to present and get over to the voter, who will vote on this particular subject - and this is very necessary - the fact that Wesleyan is good for Middletown.

COMMENT BY CHAIRMAN COX: This is a salesmanship job that you are all going to have to take on, and I think that when you, the people living in the community, have a project to sell, you have to get out and sell it personally. You have to sell it at every opportunity. The new blood in the newspaper here is doing a pretty good job of selling. I think they will continue to do so. Sooner or later opposition is going to diminish.

COMMENT BY MR. FELTENSTEIN: Just an added comment. I came from an area where we had somewhat similar problems, and you would be amazed, as you look around the country, how many of these problems fall into somewhat similar categories. On different items, we had been defeated at the polls many times, particularly on school improvement bond issues. After we had had a study by the Urban Land Institute in 1956, we were able to tie together many more things which those of us who were actually on the firing line knew were taking place; the industrial development aspects; how it tied into better jobs in improving their community, etc. We then won three or four in a row after taking a number of serious defeats. We have tried to analyze your problem and show how it is going to create jobs and some of the benefits that it will bring to the community. But you must analyze them very carefully yourselves. Scrutinize them, and then limit your sales pitch. You can't sell forty things at once but perhaps you can sell four. Then hit it over and over and over again.

COMMENT BY CHAIRMAN COX: Mr. Feltenstein is from Peoria and is now in Monroe, Michigan. He was vice president of the Central Illinois Light Company. This company was one of the firms that sponsored the Panel Study among others in Peoria. Harry was given the job of assembling and presenting the information for the study. Not only did we sell Peoria, but we also sold Harry on joining ULI.

COMMENT BY MR. WALSH: I think you might add, that Peoria is the site of Bradley University, which, in relation to the City of Peoria, is quite similar to the relationship between Wesleyan and Middletown.

COMMENT BY MR. GRIEFEN: I think we have almost been guilty of sweeping this issue under the rug. We have been talking about new jobs and keeping industry and plant sites, etc. This question really has two parts. You are talking about the problem of selling this redevelopment program, but your real question is, it is a crying shame that the town doesn't understand what Wesleyan means to the community and the university doesn't understand what the community means to it. In the last twenty-four hours, I think, I have been more vocal on this subject than any other person on the Panel, because if you think you have a problem here, you should live in Cambridge.

Seriously, this is a real problem. The chief reason we are here today is because responsible people in the community recognize this problem. I have a couple of personal observations on it. One is that you are never going to solve it, but it is going to be a continuing problem thing for you to work on, and you can do better than you have.

In Cambridge, a Harvard boy doesn't dare walk down the street alone in much of Cambridge at night. But then a Harvard boy may not dare walk down the street in Middletown alone at night either.

Second you are not nearly as bad off in this regard as a lot of other communities.

Third, you can't expect the University to do it all or really to do a lot about it unless certain leaders in the community outside of the University will get on this bandwagon in a subtle sort of way. You can't stand up and say "I'm for the University," but you can join with the University in certain programs. What effort does the University make to bring the town kids to the football games on the week-end? I don't know. But no matter what it does, I'll wager it can do four times as much. What efforts does the business community make in community gatherings? The business community should be able to come to the University and say, "Would it be all right if

we had some of these sessions at the University, and could we do it on a joint sponsorship basis?" Could the banks, the Chamber of Commerce and the University, etc, do things sponsored jointly? You are very lucky here in that you have a newspaper that is very aware of the problem, and very sophisticated, and I am sure will help if you can give it the tools to work with. I suspect that if you got a dozen leaders from the community together who really recognize the problem and worked on it in certain specific ways, you can find you do a lot.

One thing you could do is send one of your people to M.I.T. to talk to them about the terrific job they have done. Harvard is a bum to the City Council of Cambridge, but M.I.T. can get almost anything they want from Cambridge, because they have taken an enlightened, long range point of view.

COMMENT BY MR. ROBB: I think there is another area of cooperation here that has not been mentioned but may well be just as important to you and to the well being of the community as the relationship between the University and the downtown area or industrial areas. It is the cooperation and the working together of your labor union organizations and industry and downtown and the University. This must be a complete cooperative effort if it is going to fly. In other words, just because the banker and the university president think everything is wonderful it isn't necessarily the way you will sell your referendum for a particular project.

QUESTION BY MR. SALAFIA, City Councilman: I think the Panel should certainly be commended in the short time you have been here, to point out our aches and pains, that I think a lot of us have known, consciously and subconsciously.

COMMENT BY MR. FELTENSTEIN: I think that we tried to set down some so-called ABC's. My feeling is very strong as I have been through some of this once before. You need a number of areas of attention. And you should appoint some committeemen in each. If you are not careful, you are going to get a lot of high power on one facet of the program and take off, while in another nothing is going to happen. This will delay greatly the time in which you can accomplish all the things needed. Highways; transportation; site development; the committee to work with your industries; to help in education — I feel very strongly that each one of those groups should be gathered together just as soon as you possibly can in each one of these larger areas and start to work. Some of it is not going to be too apparent to you, I am sure, as you start out. But the more you get in and start to discuss these programs, the more problems I am certain you are going to find that you can work on productively.

My basic suggestion — and I think the rest of the Panel agrees with me — is to start as many of these major areas as you possibly can and get working on them. As was said, you need to scrub the floor first, and this is the hard slugging part. We talked about Peoria and a great deal of the real and apparent development that is taking place there is going on right now. The steel is up on some of the big buildings being built in the downtown area. We were afraid downtown was going to die when the Panel was there in 1956. A good many years went by when some of the apparent things weren't taking place. But the real hard work and the many, many hours were going on behind the scenes to help get it going, and to its present stage.

We only encourage you, but start as promptly as you can.

COMMENT BY CHAIRMAN COX: I think one of the things that all of us have been impressed with is the fact that everybody wants to do something about the problem. There are various means of getting together. As has been pointed out in Peoria, they had about eight or ten key people who sat down together at regular intervals and talked these problems over. They didn't let them die; they pursued them.

The school situation in Peoria is a case in point. They were very cognizant and proud of their low tax rate. But they didn't say anything about the schools which were operating in two shifts. They hadn't built a new schoolroom in ten or twelve years. Two months after the Panel had told the people what they already knew, they passed, after about eight defeats, the first bond issue that had been passed in over twelve years by an overwhelming majority.

COMMENT BY MR. WALSH: One of the things that I think all of us have commented on is that we didn't talk to a person who wasn't enthusiastic, and we chose the people we wanted to talk to. This impressed us very much, as in a good many places where we discuss these kinds of problems, some of the people are enthusiastic but others are not. I think there is a lot of eagerness here to really get things going.

QUESTION BY MR. HOWARD SMITH, Middletown Savings Bank: The professional guide which you point out is so vitally necessary — in your opinion, should it be governmentally sponsored or sponsored by a non-governmental body; and, secondly, could you give us any concept at all of what the competition, scope and possible cost of such a program would be?

COMMENT BY MR. WALSH: This question raises a number of complications, and I think what we might say about it is that you need permanent professional leadership in your city in terms of staff personnel. It is fine to talk about all these committees, but unless somebody rides herd on them, keeps them operating, starts them along the right track and keeps them stimulated, these volunteer committees have only limited potentials of accomplishment. So you need enough professional people and the positions may well vary according to local customs. In some communities, for example, the key to your situation is an outstanding city manager. We don't say that in Middletown, because there isn't going to be a city manager here in the immediate future. In other communities, we would say that a full time mayor — Mayor Lee of New Haven is your nearest example, and the Mayor in Boston is another, who are providing outstanding leadership - backed up by heavy staff work in their respective offices. In other cases, we have seen communities transformed by Chamber of Commerce managers. This has happened in St. Paul, Oklahoma City and a number of other cities that we think of. Hartford is the nearest example of an outstanding performance of a Chamber of Commerce manager as a great community leader, an organizer, and head of a staff operation.

You can't buy that sort of thing from a consulting firm from the outside for more than a short period of time. Whether this leadership could be in a volunteer field, like the Chamber of Commerce, or in a municipal government field, like the mayor's office, again depends on local circumstances. But somewhere there has to be staff work that is adequate to the task you are going to try to accomplish.

COMMENT BY MR. FELTENSTEIN: This isn't really a tremendous expense. Some of the examples we have all seen around the country that spent the most money got the least return on their dollars. Some of the very elaborate staffings didn't pay off.

QUESTION BY MR. JOSEPH HAZE, Redevelopment Agency: I have heard some thoughts in some areas that the future of Middletown lay in the service industries and as a distribution center, and yet we are talking about manufacturing industries. Could you expand on that?

COMMENT BY CHAIRMAN COX: We looked this over very carefully. A comparison was made during our study between Middletown and Danbury. But this is comparing Middletown with a community that has relatively little surrounding population or large communities. It is probably the largest community within a range of thirty miles or maybe forty miles. In contrast, Middletown has a string of adjacent communities that taken together completely overshadows you. Any one of those communities range from twice to four or more times your size. Now, what does the distribution industry look to? It looks to the community where it is going to be closest to the center of its distribution. If it is a wholesale grocery concern in Hartford, for example, it will probably locate in Hartford, because the bulk of the groceries will be delivered in Hartford. I don't believe you will get the distribution type industry in Middletown that you will in some of the larger communities, and the simple reason is because you don't have the market here, and also because the transportation facilities are not as good here as they are in some of the neighboring cities.

QUESTION BY MR. SIDNEY KABEL: You made two statements just now which bring up a problem. You say we are a small community overshadowed by larger ones, and we are a town of small industries. Now, quite a few of the working people in Middletown — the executive people moved — work outside of the city. They are not in Middletown during the day. They work in Hartford and Meriden and New Haven. Where does a town this size get personnel to run these committees you have mentioned, like Peoria, which I assume is a larger town than Middletown? A lot of our personnel here in this room are involved in every type of drive and every type of committee that you come up with. How much can you burden these same people all the time?

COMMENT BY MR. FELTENSTEIN: Peoria has about one hundred thirty-five thousand within its corporate limits, and is the center of the metropolitan area of a quarter of a million. And I am sorry to say I meet the same guys at the United Fund drive as I meet at the Industrial Development Committee. No matter how big your community is, there are just so many people with the ability and the desire to do the job. I think that you will find that even some of your management that may not live in the city proper will cooperate with you when they see a real seriousness of purpose. There is no easy way out, and it is the old story of the same old workhorses tending to do the bulk of the work. You will find this to be true throughout the country. There isn't an easy answer that I know of to that one.

COMMENT BY CHAIRMAN COX: I would like to add that the people we called on, I am sure, are some of the busiest people in Middletown. These people all appeared anxious to get a hold of something; "get in the harness."

COMMENT BY MR. GRIEFEN: Let me comment on the running start you people have. Compare Middletown with Southbridge, Massachusetts, which is about the same size city, give or take a couple of thousand. You could no more get a group of people like this together there on the sort of a problem we are discussing than you could fly. You have a greater share of community leadership than you really have any right to expect in a community this size. In Williamstown or Amherst, for instance, you would get quite a few people that were interested. But in comparison

with other towns that have an industrial base like yours you have got a lot going for you.

COMMENT BY CHAIRMAN COX: We didn't get to visit with Mr. Goundry, but here is the Chairman of your Redevelopment Agency. How much does he get for the job? Does he get anything? He may be criticized, but he is working himself to death on this program. Yet, in all of our interviews in this town, we didn't hear anything but praise for Mr. Goundry. Some day, I want to meet him, because I think he must have a little halo around his head.

QUESTION BY MR. DANIEL CIENAVA, Councilman: I feel that one of industry's complaints is about the labor market. I mean besides profit I think the labor market in Connecticut is becoming quite scarce. Will this be detrimental to the attraction of industry, and if it is, what can we do about it?

COMMENT BY MR. FELTENSTEIN: It is tight in any worthwhile industrial market today. I am certain my colleagues on the Panel will substantiate this. The places that have a labor surplus, I am sorry to say, are probably going to continue to have a labor surplus for a long time. It gets back into this training question.

I come from just outside of Detroit, and you can't beg, borrow or steal a warm body. My friends back in Peoria say, "You can't fill jobs—we have them going begging." This is true of our industrial areas, and unfortunately, some of the people that are unemployed in other areas don't tend to gravitate or come to where the jobs are. But it gets back into training, I believe, and it is one problem that we have continually to work at. It seems to be a problem that plagues every highly industrialized section of our country today.

COMMENT BY MR. GRIEFEN: I think this is an area where you really have fallen down or you are really missing opportunities. The technical schools that I understand you have nearby offer an opportunity to train people that you had better grab, because a lot of communities can't do this. They don't have the technical schools. Not only that, but Harry mentioned the retraining of people. The problem is, you probably have a lot of skilled workers in town here whose skills are disappearing. Unless you find a way of retraining these people, your labor force is not only going to be expensive, but it is not going to be trained in the skills that are in demand. This is why, it seems to me, that you could, in developing a close association of your industrial people, find out what skills they are looking for and then set up training programs. They are easily financeable. You can improve the number of people in the market place, but don't be concerned in talking about your community, that you have a tight labor market. That is really the best advertising a community can have.

COMMENT BY CHAIRMAN COX: I might point out, too, that you have one industry here in town that I understand is one of the highly skilled industries that is paying overtime in order to keep its people in the community. By the same token, I think this firm would probably do a little better financially if it wasn't paying the overtime for the help. But this is one way to keep it.

There has been a pirating of labor from this area to Hartford for certain defense contractor industries and defense oriented industries. But I feel, as Jack has said, that you really should be pleased with the fact that you are a labor shortage area. Think of some of the places in Illinois that you read about that have this labor surplus. They had a labor surplus for as long as I can remember and probably they will always have labor surplus.

COMMENT BY MR. FELTENSTEIN: This has existed for twenty-five years in some of those places. The people who went there were pretty unhappy when they didn't tend to bring anybody else.

COMMENT (UNIDENTIFIED): This is on the technical schools. You made certain recommendations about the industrial committees and all that. A start has been made in this community on about four of the things that you have mentioned, through the Industrial Council, and the Chamber of Commerce. You propose to have a change of attitude, to try to get industrial leadership into the management rather than the personnel people into our Industrial Council, and this change of image is taking place, but it is a gradual change.

The retraining program has had several sessions already. This is also part of a retraining and education program to get industry to sponsor people or send them in. It is very difficult for us to get communication and get the answers as to what skills they want.

The industrial appreciation show that you mentioned: we made our first annual start just a month ago. We had out fairly successful industrial fair, so a start is being made.

When you talked about the use of the technical school, this is where the retraining program is taking place. We have had at least three or four classes in the past year and a half. But the part that we find the worst is in the pirating of the graduates of the technical school. It is just as bad as the college campus. The large companies from Hartford and other areas in the defense industries actually auction and bid for the services of these people. They come in and recruit them. And nobody in this area can hire them. They can't pay the rate.

COMMENT BY MR. FELTENSTEIN: This is going on everywhere. I have had somewhat similar experience with a large manufacturer where I previously lived, who had extensive programs of his own. They were pirating his people out of his own program. I am sorry to say that it does go on.

COMMENT BY CHAIRMAN COX: I think you should advise the young people who are in this category that this job in Hartford or this job that he is going to take may not last, and he may be back here on relief or on unemployment compensation. I think that an additional program on that score is necessary and probably is being conducted, at least it should be.

QUESTION BY MR. HOWARD SMITH: Would Mr. Griefen recommend that the Middletown Industrial Development Corporation consider building a plant that could be leased to smaller groups?

COMMENT BY MR. GRIEFEN: That is a question that I had rather hoped would not come up, because it is such a difficult one to answer, and every community tries to answer it.

I have just seen a study on this question that I will send you from the A.I.D.C., The American Industrial Development Council, that made an evaluation of specialty buildings that were built by communities around the country. In some communities they worked fine. In some communities they lay an awful egg. If you build a specialty building and it stays vacant for any length of time, say for six months or a year, it sets your whole development program back because everybody says, "Oh, look

what you did." I think, from a practical point of view, unless you have something really hot that you can work on, you serve almost the same purpose if you have a site ready and it wouldn't cost very much money to have outline plans or outline specifications worked up on the building. You can have a contractor price the building, and if you can take a prospect out to a piece of land that is ready, served with sewer, water and road access and say, "Here is a building of forty thousand feet which will cost you two hundred forty thousand dollars, and this is the contractor that will build it, or you can go out for bids." The prospect then knows he can get going pretty fast. I think that would be a much less expensive but practical step, rather than to put up the brick and mortar right now.

COMMENT BY CHAIRMAN COX: I was going to suggest to Mr. Smith that if MIDC has the site and plans to build any kind of building, I will wager that among the one hundred and thirty odd industries you have here now, you could put somebody up in it tomorrow.

QUESTION BY MR. MAURICE SCHWARZ: I heard a comment about pirating of labor. When we hire someone away from companies in their town, we call it the need for employees, and when he takes one from us, it is pirating.

One of the points I would like to present to the Panel—it probably should be more directed toward Wesleyan—we had this fair over at the trade school, and I was over there for the first time in many years, since the new school was constructed. I asked the instructor how many boys they have there and they have a total of three hundred boys. We have Middletown High School and Wilson High School with considerably more young people. And for some reason or another, the trade school movement in this state is under the control of the state rather than the local community.

There are three hundred boys in a town of this size, in the area that we live in—the problem largely is, whose? In other words, three hundred people at this school against—I don't know what the total is in the other high schools. This is an industrial community where we are preparing for the citizens of this community.

COMMENT BY MR. GRIEFEN: How can it be enough if you are not producing enough people?

MR. SCHWARZ: It is pretty low, but you get back to another problem a great many of us have. The closer you can keep control of these things about home, the better off you are, and if you can see your way to establish planning in your schools, if you use night activities in your school system, I think you might find success. I have seen a school system, not only where people get training while they are young but where older people get training at night.

COMMENT BY CHAIRMAN COX: I believe, as I understand it, you are now in the process of determining different approaches on the two different studies that can be made in your trade school, that it will equip young people to go out and take jobs in the community. I think this is a program you must pursue.

COMMENT BY MR. GRIEFEN: There is another element in this trade school program that may be a more difficult problem. In this part of the country the technical school or trade school has an onus about it that isn't very attractive to many young people. I believe the solution is to develop more technical training in your schools in addition to what they are getting in the state school, because your control

is here. You can get a lot of people into it, and I think you would be surprised how many kids you will get that are equipped but may not be thinking along these lines. For instance, I know a young girl in Worcester who had a free hour and took mechanical drawing as a sophomore in a new high school. She got very excited about mechanical drawing, which is a very short commodity in the city of Worcester at the moment. She spent her last two summers doing mechanical drawing for the banks in town, has made herself some money, is very happy. This can be multiplied many times over if you have this sort of thing in your high school.

COMMENT BY MR. HALLOWELL: I would like to talk about this question. We now have the state technical school, which is quite a recent part of us in Middletown. A very relevant question is whether the regional community college, which we are going to have in Middletown, shouldn't really be conceived on a state level, and associate with it the state technical school. I think we really have to work at the state level on a question like this to really get at the heart of it. Putting together a state technical school is one facet of the community college venture. There are other facts that might well be an answer in our own community for the kind of thing which you are talking about. This is one idea, at least.

CONCLUDING STATEMENT BY BURTON C. HALLOWELL, VICE PRESIDENT
WESLEYAN UNIVERSITY

Mr. Chairman, I want to express the appreciation of all of us for the real dedication with which you gentlemen have been working. Our appreciation extends to you and to all members of your Panel and to Max Wehrly, who has been with us for the last four days. I must say this has been a very rewarding experience for us.