



September 2018

# Connecticut Regional Market

Report:  
Phase 1 & Phase 2

# Connecticut Regional Market Mission

***"Growing Connecticut Agriculture to Foster  
a Healthy Economic, Environmental, and Social Climate."***

Keeping the mission of the Connecticut Department of Agriculture top of mind, the following overview will focus on reviewing the current conditions, immediate needs and the future potential of the Connecticut Regional Market.

# The Assignment

Goman+York was engaged to conduct an analysis of the Connecticut Regional Market and related materials previously done for the potential redevelopment of the property on Reserve Road in the South Meadows section of Hartford, Connecticut.

The primary goals of this study are to assess the site, update the current physical and operating characteristics of the property, update key data points contained in Phase 1, 2 & 3 reports prepared by Market Ventures, Inc. ("MVI"), review and advise upon market and financial feasibility of the conceptual options contained in the MVI reports and suggest several alternative approaches to a potential redevelopment of the property.

## Professional Team:



**Mike Goman**  
CRX, CLS, CSM  
Principal



**Denise Robidoux**  
Engagement Manger



**Dusty McMahan**  
Managing Director,  
Design



**Valeri Ivanov**  
Consultant, Advisory  
& Development  
Services



**David Correia**  
Research & Data  
Analyst, Advisory  
Services

# The Assignment – Phase 1 A

## Update the Current Physical and Operating Characteristics of the Property

Our work in this regard includes:

- i) Physical site visit(s) as necessary to examine and verify the current general physical condition of the improvements upon the Property, as those are described in the Reports. The scope of these visits will be limited to observable conditions. We will recommend further investigation where warranted.
- ii) Interviews with current tenants, as available. These interviews will include:
  - (1) “tenants” shall include occasional and/or frequent vendors within the Farmer’s Market, as well as the permanent lessees.
  - (2) assessing the capacity of each tenant to operate in a new facility having higher occupancy costs.
  - (3) assessing the ability of each tenant to contribute or cover capital and/or tenant finish costs
- iii) Interviews with previous tenants or past occupants, as available,
- iv) Interviews with property management and staff,
- v) A review of any available reports regarding the Property,
- vi) Reviewing and summarizing all current leases and related documents,
- vii) Reviewing the current financial/operating budgets/statements,
- viii) Preparation and presentation of a narrative report summarize our findings of the above.

# The Assignment – Phase 1 B

## Update of the Consumer & Commercial Trade Areas for the Property

Using both drive time and concentric ring parameters, our analysis includes:

- (1) Updating the relevant consumer trade areas for agricultural products, identification of:
    - (a) the current socio-economic market segments,
    - (b) the current competitive alignment within the identified trade areas,
    - (c) Development of drive times to:
      - (i) likely residential and employment nodes,
      - (ii) competitive shopping and entertainment nodes,
  - (2) Within the relevant commercial trade areas, identification of:
    - (a) a summary of available market supply & demand information for similar distribution center space.
    - (b) a summary of current and planned competitive developments, if any,
    - (c) an overview of relevant sales and leasing activity for similar properties within the trailing 24-month period,
    - (d) characteristics and concentrations of businesses likely to be possible tenants in an improved facility
    - (e) identification of potential new, unique and accretive users: e.g. distillery, brewery, catering prep/operations, food truck servicing, new or emerging agricultural products
- i) A review of the relevant characteristics of the Property as related to current commercial market conditions.
  - ii) The identification of any alternative sites, having comparable characteristics in terms of access, visibility, convenience and size, within the established trade areas.

# The Assignment – Phase 2

## Preparation of Conceptual Alternatives and Economic Feasibility of Redevelopment

### A. Create Two (2) Preliminary Conceptual Plans Showing Possible Redevelopment Alternatives for the Property.

These conceptual plans will:

- i. Identify the general location, size and layout of any new or existing buildings,
- ii. Identify the location of developable lots and similar development sites,
- iii. Include illustrations to show conceptual architecture and potential design elements of a redeveloped project.
- iv. Likely include an alternative which anticipates the redevelopment of the Property occurring in phases based upon rentable areas.

### B. A Review of the Economic Feasibility of Redeveloping the Property.

G+Y will prepare typical development financial projections showing estimated costs and revenues for each of two (2) conceptual development alternatives we develop. These estimates will reflect the costs and revenues likely to result from a redeveloped project, including:

- i. Estimated costs attributable to:
  - 1) Permitting/Entitlement,
  - 2) Site costs, including installation of utilities and roads,
  - 3) Architectural and engineering, survey
  - 4) Environmental testing and analysis,
  - 5) Marketing,
  - 6) Legal, title and similar work
  - 7) Ongoing operations, including temporary locations, relocations and similar expenses related to the redevelopment of the Property
- ii. Estimated revenue from:
  - 1) the potential ground lease of developable lots
  - 2) leasing space within a redeveloped project
  - 3) licensing, temporary leases, ancillary uses

### C. A review of any non-development alternatives regarding the Property, including a sale or ground lease.

### D. An analysis of:

- i. the potential Returns on Investment from a redeveloped property,
- ii. the ability to attract private investment for all or portions of the redevelopment.

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## Property

The parcel (ID 314-693-002) sits in the South Meadows area of Hartford has an assessed fair market value of \$14,472,200 (Hartford property assessor's records, 2017).

The Connecticut Regional Market (located at 101 Reserve Road) is a 33-acre facility with over 185,000 square feet of warehouse space, and is the largest perishable-food distribution facility between New York and Boston. The parcel consists of four (4) distribution/warehouse buildings, one (1) free-standing restaurant, upper level office space and a farmer's market pavilion.

The key wholesale products of the processing and distribution facilities are produce, dairy, eggs and meat. The site is also a regional farmer's market that provides shrubs, flowers and garden plants to fruits, vegetables, meats, cheeses, eggs and Christmas wreaths for retail and wholesale consumers.

## Subject Site and Area Location Overview

The Connecticut Regional Market is located on the west side of Reserve Road, just east of I-91 and U.S. Route 5 & 15 and north of Maxim Road. It is located just north of the Brainard Road Industrial Area, which is one of Hartford's finest commercial and industrial neighborhoods. Its primary locational advantage is superior highway access; it lies within close proximity to the intersection of two interstate highways: I-91 (which is visible from the subject) and I-84, which is located two miles to the north. The boundaries of the subject neighborhood maybe defined as the Connecticut River to the east, Route 5 to the north, and I-91 to the west and south.

Reserve Road runs largely north to south. The Connecticut Regional Market is the largest land use located on the west side of Reserve Road. To the south, a portion of the land owned by Eversource is used for processing and selling wood; The Open Hearth operates this facility. East of the subject is Materials Innovation and Recycling Authority (MIRA) a single-stream recycling facility and a resource recovery facility, which generates electricity.

Reserve Road intersects with Maxim Road and Murphy Road just south of the subject. To the east Maxim Road leads to Brainard Field. Circa World War II, an airfield encompassed most of the subject neighborhood. During the mid 1960s about half of the airport land was set aside for commercial and industrial development. At present Brainard Field is an active general aviation airport. To the west Maxim road supports light industrial uses and a storage yard for towed cars. Industrial supply companies are located here.

A little further south Maxim Road joins Brainard Road which is improved with restaurants, a service station, truck dealerships, a large lighting distributor and other uses.

The site is within close proximity to Charter Oak Landing recreation area. Colt Park, Dillon Stadium and the South End neighborhood, and industrial areas are located to the west of the site.

MIRA's waste burning plant generates many trips by large waste hauling trucks. Traffic along Maxim Road to the MIRA facility can be heavy. MIRA operates a large container recycling facility on Murphy Road. The Metropolitan District Commission (MDC) supplies water and treats sewerage in Greater Hartford. The MDC operates a large waste water treatment plant at the southern end of the subject neighborhood. The MDC operates a large vehicle maintenance facility in the neighborhood.

Much of the land use within the neighborhood is truck oriented; office use within the neighborhood is limited. Most office space within the subject neighborhood is located within industrial buildings.

The subject neighborhood provides excellent highway access; it also provides exposure to heavy automobile traffic and provides close proximity to the City of Hartford. This is an attractive location for light industrial, utility, truck and freight oriented land uses. Retail use is represented. We anticipate the subject neighborhood's present mixture of land uses will continue for the foreseeable future. The site is served by CT Transit buses making it easily accessible to its Hartford workforce.

Sources: Esri, Connecticut Open Data, Hartford GIS property records, *Neighborhood description provided by Hartford resident Karen O'Maxfield, CTMIRA.org and Arnold J. Grant Associates Site Appraisal 2016*

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## General Site Overview

This page provides a visual orientation of the information provided in the Location Overview and Regional Market Trend summary.

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In our opinion there are many factors that have contributed to the current condition of the property, but at the same time we agree that the property can continue with its core business and potentially revive itself while continuing to support and grow Connecticut agriculture, businesses and jobs.

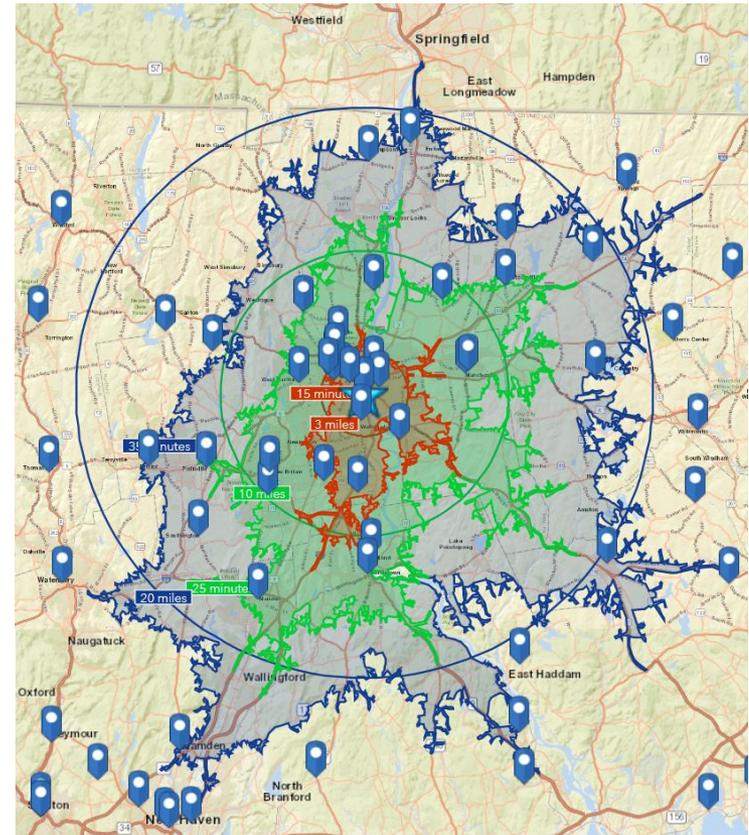
With the rise in “buying local” and the popularity of farmer’s markets to support of local farms, the market does this two-fold. According to the studies and appraisals reviewed of the Connecticut Regional Market the market’s location positions itself well for stabilization, expansion and redevelopment. The market is unique in that it functions simultaneously as two distinct businesses – both of which create a draw themselves. The core business being the warehouse and distribution facility, and the secondary, as a regional farmer’s market servicing both retail and wholesale customers. Many of the businesses currently located here have expressed a desire and need to expand.

## Next Steps

We recommend that instituting a strong property management plan, financial plan, leasing initiative, and capital redevelopment plan will stabilize the Connecticut Regional Market and develop a clear path to ensure future success. Instituting a strong property management plan, that includes operations, marketing, budgeting and management structure, will assure that the property is being maintained, functioning properly and is inviting to current and future businesses and consumers. Warehouse tenants have expressed a need to expand which can virtually fill current vacancies and open the door to future expansion. Executing long-term leases will add to the fiscal health of the property and allow businesses and

the market to expand, service more clients and create more Hartford jobs.

Development of a 5-10 year Capital Plan will set the course for ongoing maintenance, along with upgrade and expansion scenarios that can sustain and take the property to the next level.



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## Considerations

There are many factors to be discussed and plans that need to be developed and implemented to bring the Connecticut Regional Market back to a premier facility that focuses on CT agriculture and businesses. The key elements include:

1. **Stabilization** - Development of a property management plan that addresses the current and immediate needs of the property
2. **Marketing** - Development of a marketing plan that will attract new core businesses and expand the Farmer's Market
3. **Leasing** - Development of a leasing strategy that will stabilize and grow the tenant base.
4. **Capital Plan** - Development of a Capital Plan and budget that addresses ongoing operations and future development of the Market.
5. **Public - Private Partnership Opportunities** – Development of strategic partnerships that could support funding needed to take the core business and Farmer's Market to the next level.

## Conclusions

The Connecticut Regional Market is a long-standing commercial operation in the South Meadows section of Hartford that has the potential to re-establish itself as a vibrant destination and business center. It's centralized location is key to the type of businesses that are located there, many of which have been located there and have thrived through multiple generations. It is a key New England distribution hub for produce, specifically Connecticut-grown agriculture. It is our opinion that there is opportunity for

stabilization and enhancement of the current market structure, with possible redevelopment and expansion options for the property.

It is our opinion that immediate action needs to be taken to stabilize the property operationally, financially and aesthetically. Recognizing the potential opportunity for growth while being conscious of the history and relevance of the property will be key to the future success of the Connecticut Regional Market.

It is our opinion that strategic choices should be made and implemented over time which will result in the improvement of the market's role in Connecticut agriculture, along with the prospects of growing CT businesses and jobs.



# Recommendations



Conceptual rendering by Dusty McMahan (2018)

# Connecticut Regional Market Recommendations

The Connecticut Regional Market ("CRM") has strong real estate location fundamentals, including convenient proximity to significant population nodes, excellent visibility to tens of thousands of vehicles per day and easy access from several interstate highways.

Additionally, we believe that the CRM is fundamentally able to be successful, and can play an important role in supporting food processing and distribution businesses, as well as providing local farmers, producers and vendors with an excellent facility from which to serve commercial and retail customers.

In order to fulfill its mission, the ("CRM") is in immediate need of stabilization and an executable plan for the future.

The immediate Stabilization Program should include financial, physical and operational improvements.

The plan for the CRM's future should include improved and expanded facilities and offerings.

A summary of our recommendations follows.

# Connecticut Regional Market – Recommendations

## 2018 Financial Stabilization Immediate Issues

	Tasks
1.	<b>Execute Longer Term leases with existing commercial tenants</b> <ul style="list-style-type: none"><li>• <i>Leases must include rights to relocate/terminate in the event of a major redevelopment</i></li><li>• <i>Stabilization of the current tenant base allows for expansion and upgrades</i></li></ul>
2.	<b>Create &amp; Implement a Leasing Plan to Increase Occupancy</b> <ul style="list-style-type: none"><li>• <i>Include rights to relocate or terminate in the event of a major redevelopment</i></li></ul>
3.	<b>Create &amp; Implement a Property Management Plan</b> <ul style="list-style-type: none"><li>• <i>Address immediate operational/security issues</i></li><li>• <i>Adopt industry-standard operating methods</i></li></ul>
4.	<b>Create &amp; Implement a Marketing Plan</b> <ul style="list-style-type: none"><li>• <i>Should include signage, social media and communications</i></li></ul>
5.	<b>Create Mid-Term and Long-Term Capital Improvement Plans &amp; Budgets</b> <ul style="list-style-type: none"><li>• <i>5 to 10-year plans to address capital improvements and recurring large expenses</i></li></ul>
6.	<b>Create Long-Term Development and Expansion Plans</b> <ul style="list-style-type: none"><li>• <i>Recapture Building C vacant ground lease for expansion</i></li><li>• <i>Improve and expand existing facilities</i></li><li>• <i>Add unique new offerings and facilities</i></li><li>• <i>Explore Public-Private funding options</i></li><li>• <i>Explore secondary income scenarios</i></li></ul>

# Connecticut Regional Market – Recommendations

## Long Term Planning

	Tasks
1.	<b>Physical Improvement of Facilities – Regional Market</b> <ul style="list-style-type: none"><li>• <i>Examine the need for and feasibility of replacing or expanding some or all of the existing buildings</i></li></ul>
2.	<b>Expansion of the Farmer’s Market and Common Area Uses</b> <ul style="list-style-type: none"><li>• <i>Examine the market and financial feasibility of expanding the facilities and offerings at the CRM. For example:</i><ul style="list-style-type: none"><li>• <i>Food truck area</i></li><li>• <i>Performance/music stage</i></li><li>• <i>Community Gathering areas</i></li><li>• <i>Community gardens</i></li><li>• <i>Maker-space for food processing/products</i></li><li>• <i>Sponsorship/Branding Partnerships</i></li><li>• <i>Winter Market area</i></li></ul></li><li>• <i>Common Area Uses</i><ul style="list-style-type: none"><li>• <i>Alternative energy installations</i></li><li>• <i>Rooftop uses</i></li><li>• <i>Restaurants/brew pubs/distilleries</i></li><li>• <i>Collaborative workspaces for related entrepreneurial companies</i></li></ul></li></ul>

# Connecticut Regional Market – Recommendations

## 2018 Physical & Operational Stabilization Immediate Issues

	Tasks	Low	High
1.	Surface Lots – Paving (10/22/18 project start)	\$300,000	\$400,000
2.	Landscaping/Site Clean-up	\$75,000	\$100,000
3.	Building Rehabilitation	\$75,000	\$100,000
4.	Signage	\$50,000	\$75,000
5.	Marketing	\$25,000	\$50,000
	<b>Total</b>	<b>\$525,000</b>	<b>\$725,000</b>

# Connecticut Regional Market

## Meeting the Mission

*"Growing Connecticut Agriculture to Foster  
a Healthy Economic, Environmental, and Social Climate."*

Upon review of the current property conditions and the previous market studies and appraisals done on the market, it is important that action be taken to revitalize the Connecticut Regional Market. The current state of the market is not conducive to supporting a vibrant marketplace and enticing new businesses.

Enhancing the market will create a ripple effect not only to the businesses there, but to the local farmers and area consumers. Breaking down the current goals into three (3) subsets should be considered in the overall plan in order to have a positive impact on the Connecticut Regional Market:

- **Economic**
  - Create a vibrant Marketplace that will support Hartford jobs, local farms and businesses.
  - Improve the Connecticut Regional Market in such a way as to secure and expand the current in-line tenants, and at the same time, attract new long-term tenants to fill the current vacancies of Buildings A, B & C, including the possible redevelopment and expansion of Building C.
  - Improve and expand the current Farmer's Market within the Connecticut Regional Market to attract new participants and opportunities.
- **Environmental** – Explore opportunities within the Market, its businesses and site, that will have a positive impact on the environment.
- **Social** – Improve and expand the current Farmer's Market within the Connecticut Regional Market to attract new uses and, at the same time, create a vibrant weekend Farmer's Market to support more Connecticut farms and attract local consumers.

# Connecticut Regional Market

## Impact of Fostering a Healthy Climate in the Regional Marketplace

- **Economic Impact**

- Grow Connecticut Farms
- Grow Connecticut Businesses
- Expansion and Stabilization of current Market tenants
- New Business Opportunities
- B2B Opportunities
- Create more Hartford jobs

- **Environmental Impact**

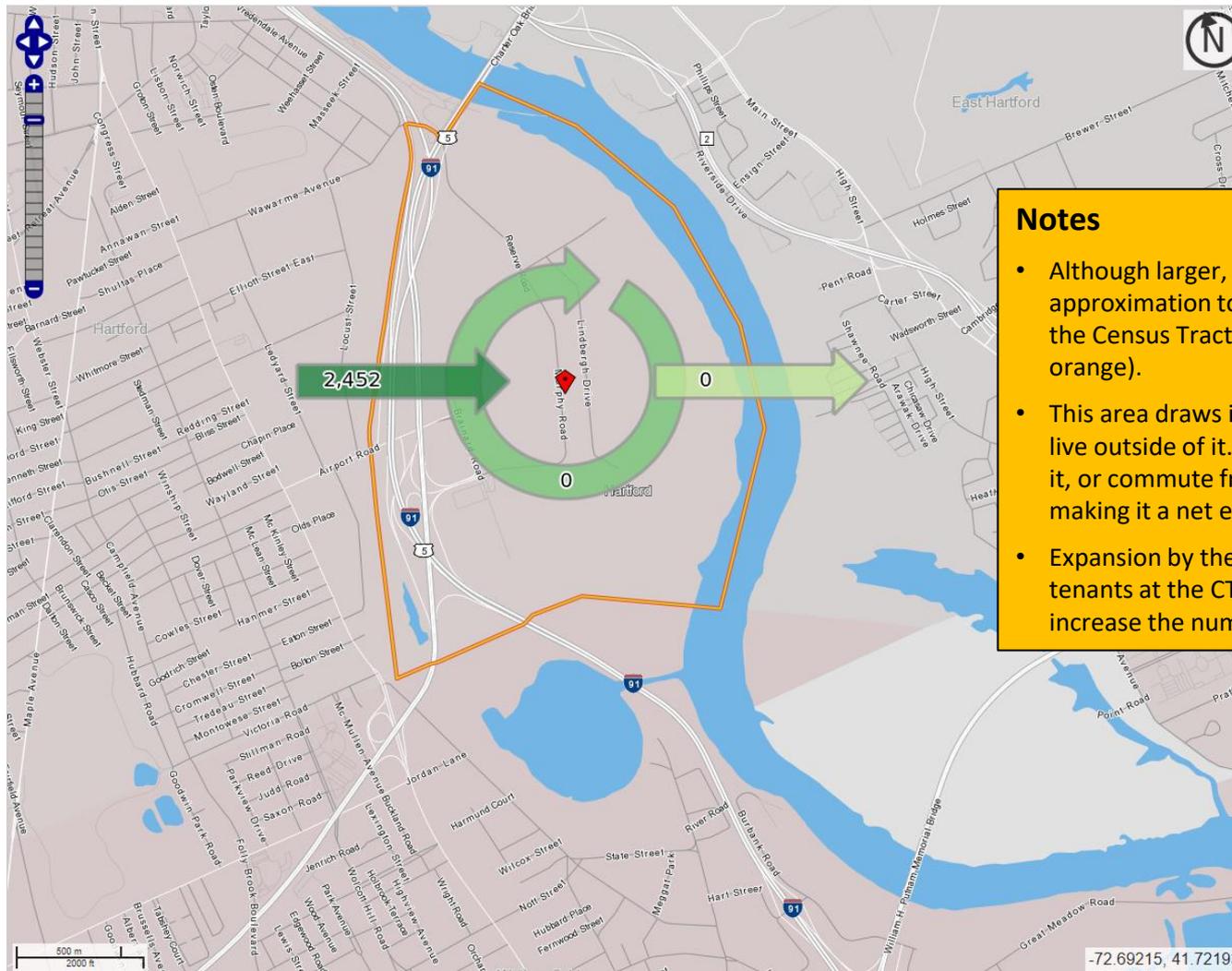
- Reuse/Recycle
- Waste to Farm Feed
- Solar & Energy-saving Options
- Waste to Energy

- **Social Impact**

- Feeding Underserved Communities – including support of Foodshare and Farmer’s Market acceptance of SNAP, WIC and other subsidized funding sources.
- Community Farm Support
- Community and Social Networking
- Community Gathering
- Raising Community Awareness
- Educational Opportunities
- Connect with and foster Connecticut's next generation of farmers – VoAg, Future Farmers of America (FFA) and 4H.
- Farm to Farm Interaction
- Farm to Business Interaction
- Farm to Consumer Interaction

# Employment Migration

## How many workers commute to Regional Market?



- Notes**
- Although larger, the closest approximation to the market area is the Census Tract #5025 (outlined in orange).
  - This area draws in 2,452 workers, who live outside of it. No workers reside in it, or commute from inside of it, making it a net employer.
  - Expansion by the in-line and new tenants at the CT Regional Market will increase the number of Hartford jobs.



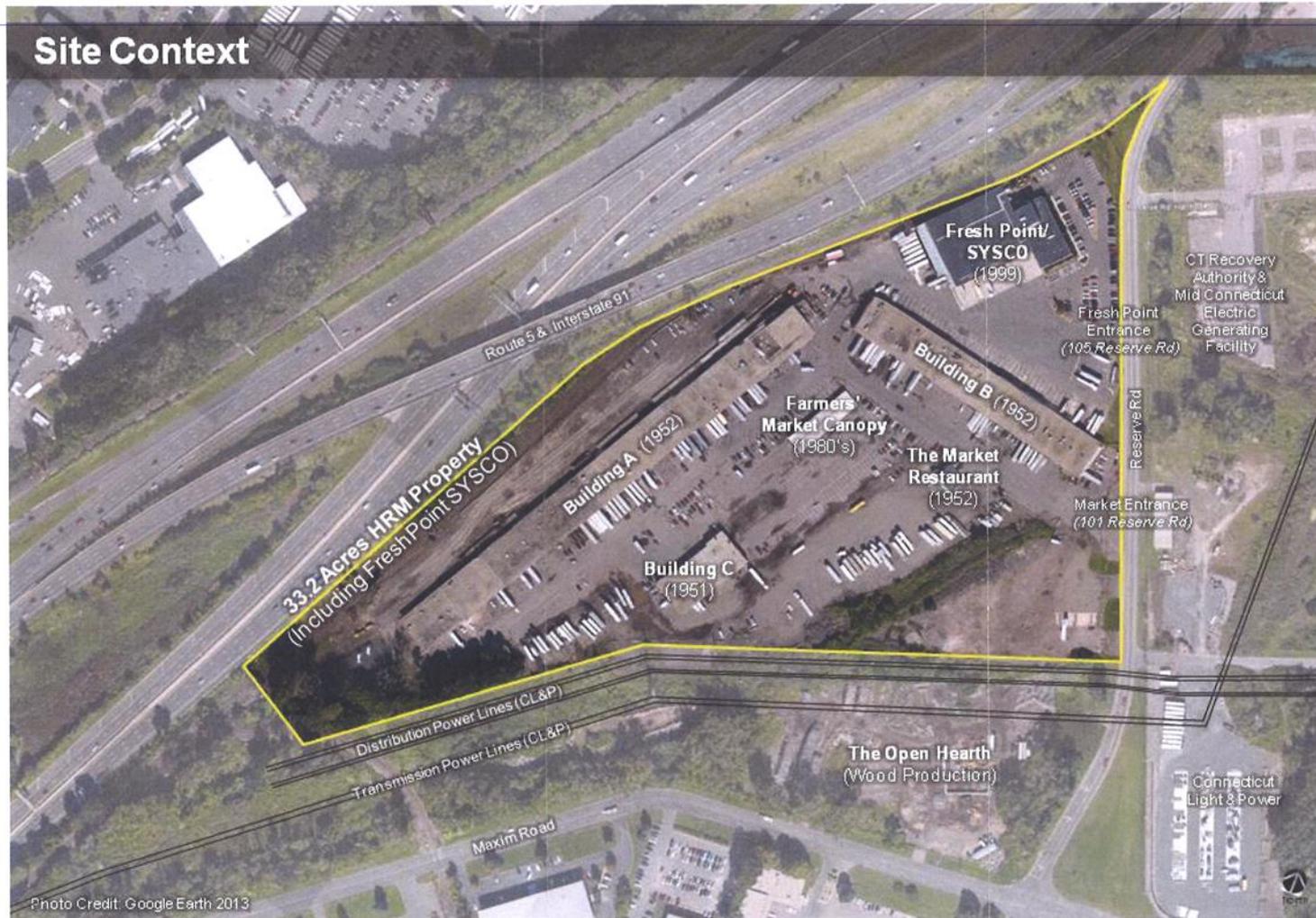
# Site Analysis

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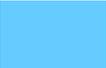
A preliminary overview of the subject site, pertaining to physical/spatial configuration & adjacencies.

# Connecticut Regional Market

## Existing Site - Map



# Connecticut Regional Market Existing Ownership - Area Map

Label	Owner
	Eversource (Connecticut Light & Power Co.)
	Sardilli Produce & Dairy (DDJ Group Enterprises LLC)
	R & B Associates LLC
	Grainger WW Inc.
	<b>Connecticut Regional Market</b>
	City of Hartford Public Works
	State Materials Innovation & Recycling Authority (MIRA)
	Metropolitan District
	State Airport Division - Brainard
	U.S. Postal Service



# Connecticut Regional Market

## Site Visit Overview

**Observations** – There is an immediate need to refresh and rejuvenate the Connecticut Regional Market. As you drive into the Market you are greeted with distressed/outdated wayfinding signage, fencing and landscaping in disrepair, pot holes in pavement and unattractive Jersey barriers. The buildings on the property look unkempt, especially the vacancies. The rear view of the Market from the highway is much of the same.

The market needs to evolve to meet the changes in the marketplace.

- **Immediate Focus** – Emphasis needs to be on cleaning and refreshing the property and securing leases/agreements.
- **Management/Operations** - Clearly defining the roles & responsibilities of the on-site personnel will maximize a positive impact on the market going forward. An operations calendar and schedule of maintenance for the property will easily identify liability, maintenance, repair and security issues. Development of a Capital Plan will address major repairs and maintenance.
- **Marketing/Identity** – A refresh of the current conditions will enhance the consumer and tenant perception of the market. Establishing a brand identity for the Market and the Farmer’s Market once the property conditions have been addressed will help to draw favorable attention to the market. A marketing campaign should be developed that will focus on celebrating the uniqueness of the Connecticut Regional Market, its generational businesses, location and the local impact of the marketplace.
- **Market Changes** – In the past, in-line tenants retailed to consumers, today there is little to none of that occurring. Farmer’s Market vendor participation has dwindled over the years. From comments received, this can possibly be attributed to more community farmer’s markets, farmers selling directly to in-line tenants, condition of the physical space and the cost increase to participate in the Farmer’s Market. There is a need to refresh the current weekend market to attract more local consumers. Short-term and long-term solutions should be addressed to revitalize the Farmer's Market.



**Wayfinding Sign at main entrance on Reserve Road**  
Companies listed are outdated, color has faded,  
and the sign panels are too small to read.

# Connecticut Regional Market

## Tenant Interviews – In-Line

- Lack of leases and condition of the market property were the top concerns of in-line tenants.
- Tenants stressed an immediate need to secure leases, as all but one does not have a lease in place, and the one in place expires at the end of 2018. (With the exception of a few temporary agreements that were recently signed to 12-month terms.)
- Having leases in place will allow tenants to expand their capabilities, grow jobs and obtain financing to expand. In most cases, 10-year lease terms are needed to secure bank financing for expansion.
- Tenants understand that lease rates need to increase and many said that \$6 - \$6.50 psf is not unreasonable, though some were previously quoted much higher rates. Currently, most tenants are on a month-to-month basis of approximately \$4.30 psf. New temporary space agreements are being executed at \$6 psf. Tenants also realize that if an expansion is done the rent in a new facility will be higher.
- The Market Restaurant would like to expand by adding a walk-in cooler to support their growing business. He has the funds to do this upgrade, though he needs a lease in place to address this. He stated that he has had increases in his rent, but has never had a lease in place since he took over eight (8) years ago.
- The Market needs to have an inviting appearance. Tenants want to see the market cleaned up and the parking lot repaired. Specifically areas of deterioration and problem drainage areas need to be addressed. Many commented on the potholes and the lack of pavement in many areas against the loading docks. Note: There is a positive attitude now that paving and other repairs are commencing in October.
- In-line tenants are being solicited to move to locations in other towns.



*Consensus from the tenants is that "they are doing well, location is great and many want/need to expand."*

# Connecticut Regional Market Tenant Interviews – In-Line (cont.)



*“Between 35% - 50% of employees from Market businesses live Hartford. It is expected that more Hartford residents will be employed with the expansion of current Market tenants.”*

- Painting and repairing of the exteriors of the buildings should be addressed. Paint falling from overhangs is a concern, especially to the food processors.
- Property signage is in disrepair and needs to be replaced, especially the front entrance directory.
- Vacancies should be kept in good, clean repair.
- Infrastructure/utilities need to be updated – tenants that have done energy upgrades have seen a significant decrease in utility costs. Some had issues with sewer and water lines.
- A truck staging area that could also be used to accommodate the overnight parking was suggested.
- Many questioned the roles and responsibilities of the current management staff. There was also concerns about lack of communication with the staff. Though they are pleased to hear of current efforts to refurbish the market.
- Many asked about the STIF account and the reporting of the expenditures of the account.
- Some of these businesses are fostering next generations in their businesses - they want to be relevant and expand but hesitate with the condition of the market. Capitol Sausage has 3 generations of family working there, Musto Wine has the opportunity to host events for young area professionals and to expand their offerings.
- Freshpoint is one of the largest wholesale produce distributors in the Northeast and is focusing on expanding in Hartford across the street on MIRA property.
- **Note:** Some of the current tenants have established a Tenant Association – the rights of that may need to be explored.

# Connecticut Regional Market

## Farmer's Market – Interviews and Observations

- The current Farmer's Market is a hybrid in that it supports a variety of Connecticut growers and jobbers, and it acts as a retail and wholesale market.
- Consumer parking and the parking area as a whole needs to be addressed – there are large potholes where cars enter the lot. Yellow cones and Jersey barriers were haphazardly placed throughout the customer parking field.
- Flooding has occurred in some areas of poor drainage and farm participants have lost merchandise.
- Potholes in customer parking area have been there for 4 years and have not been filled or graded. They continue to get worse and have been brought to the attention of the management numerous times.
- Stalls are in need of restriping and renumbering.
- No ATM on-site and no ability to accept credit cards – some would also like to see a program in place to encourage SNAP, WIC and other such subsidized program purchases as other farmer's markets do.
- Agreements for the 2019-2020 term need to be addressed as many farmers are currently ordering for 2019. *(At the CMA meeting on 10/10/2018, permission was granted to proceed with these agreements.)*
- No winter enclosure for farms and vendors to operate from.
- Need for closer public restroom facilities.
- Consider limiting truck loading in the market area or create a loading zone for pedestrian safety. With the trucks loading for resale and consumers walking around the market area – there is a definite safety concern.



*“The current market is lacking an identity – many do not realize it is open to the public.”*

# Connecticut Regional Market Farmer's Market – Interviews and Observations (cont.)



Current Farmer's Market Shed



*“The current shed structure is too small and in need of painting.”*

- Addressing hours of operation - expanded hours to accommodate a true “farmer’s market” crowd – observations of the current retail consumer is elderly, or family bringing older members to shop.
- Would like to see better marketing done for the Farmer’s Market. Given the urban location, the market may also benefit from a bi-lingual marketing campaign.
- The market would benefit being moved closer to the road to enhance consumer visibility and access.
- In slower seasonal market times, the market would benefit by condensing the area to create a better visual environment.
- Incorporating an active social media campaign and events calendar at the market will increase visibility and traffic.
- Would like a common certified kitchen facility for educational and farm use.
- There is a comradery among the farmers and the market staff – they have longevity, they “know” each other and many of the in-line tenants.
- Property management is considered not approachable, though the market managers were.

# Connecticut Regional Market Staff Interviews & Observations



Signs outside and inside the office entry is faded and needs to be replaced.

It is our opinion that the staff wants to see the CRM thrive. There are current dynamics and structure in place that they would like to see changed that could allow them to do their jobs better, encourage a public-friendly marketplace and promote cross commerce among the businesses.

- **Roles and responsibilities** - Clearly defined and structured – management, operations, security, marketing, farmer’s market, and on-site administration. There seems to be dynamics in place that are adversarial amongst the staff and this could possibly be alleviated by clearly defining roles and responsibilities.
- **Communication** - An open line of communication with the tenants, along with the need to be visible and accessible to them, is essential to lower the current level of frustration. Though the tenants seem to be optimistic now that CRDA has stepped up to start paving and other site repairs. The management team would benefit from weekly or bi-weekly staff meetings to assure that projects and procedures are being addressed in a timely, efficient and cost-effective manner.
- **Staffing Levels** – The current director feels that the site does not have enough staff and would benefit from more staff including a full-time on-site director and a full-time admin in addition to the current staff levels. Currently personnel and fringe benefits equate to 77% of the expenditures at the market or \$715,000 of the \$932,500 market expenses (*from 2017 Expense History*).

# Connecticut Regional Market

## Staff Interviews & Observations

- **Budgets** - Understanding and development of budgets by both management and operations is important to understanding the expenses and needs of the property. Currently the process seems to be more of a fire drill – fix it as it breaks, instead of properly maintaining and forecasting expenditures with contingencies built in for emergency projects/repairs.
- **Tracking/Log System for Property Maintenance** – This ties back to budgeting and prioritizing project repairs - i.e., sewer line jetting, catch basin cleaning, fire suppression system maintenance, daily, weekly and seasonal property inspections, equipment maintenance and storage, key system, landscaping, storm water management, site cleaning/sweeping.
- **Security** – Security was observed in their own vehicles patrolling the property on multiple occasions, for liability and visibility, it is recommended that patrolling be in the marked site vehicle. They are currently not allowed to use the patrol vehicle per the director. They would also benefit from a tracking or patrol schedule. This would discourage illegal dumping that has been taking place on site.
- **Emergency/Tenant Contact Lists** - Quarterly updated tenant and personnel contacts should be maintained by the admin and updated by security.
- **Farmer’s Market** – Both the Market Master and assistant take pride and ownership in the market and their positions. They see the need to grow the market and make it more relevant and current for the consumers. They see a need to expand the market offerings, hours and services.



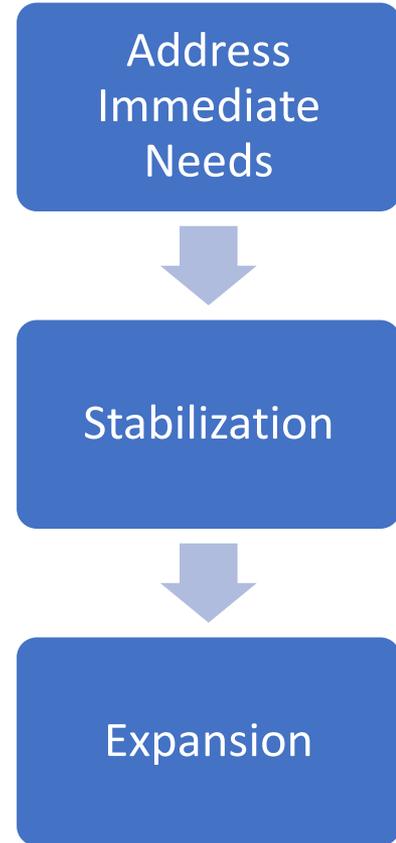
Musto Wine Grape – Exterior Bldg B



Vacancy – Exterior Bldg B

# Connecticut Regional Market

## The Process



# Connecticut Regional Market (CRM)

## Moving Forward

**Moving Forward** – Short-term and long-term needs assessments, along with the development of a Capital Plan are essential to the sustainability of the Connecticut Regional Market. The uniqueness of the Market is that it serves both wholesale and retail needs is a benefit to tenants, farms and consumers. Maintenance issues, traffic flow and pedestrian safety should be addressed to accommodate both the businesses and Farmer's Market traffic.

Moving forward will require establishing short-term and long-term goals to meet the Department of Agriculture's mission and to bring the market back to its full potential. To promote tenant retention and confidence, it is recommended that repairs should begin as soon as possible and there should be an open line of communication with the tenants.

### A. Short-term:

- 1) **Address immediate maintenance needs** - Paving should be addressed in early Fall 2018 as the winter will only bring more deterioration of the asphalt and sub-surfaces. *(Note: A paving plan was developed to address critical areas, work is to begin in late October 2018.)*
- 2) **Create a Marketing/Social Media plan for the Market** - manage the messages, celebrate the uniqueness, generational tenants and workforce (Fall 2018) and promote the Farmer's Market (Fall 2018/Spring 2019)
- 3) **Create a Visually Appealing Marketplace** - Enhance the visibility and visual appearance of the Market – clean-up, painting, signage.
- 4) **Refresh the Farmer's Market Shed** and execute 2019 Farmer's Market agreements.
- 5) **Secure and Execute Leases** – In-line and temporary occupancy of Buildings A & B is over 80% with the temporary agreements being executed.



Main Driveway – adjacent to Building B

# Connecticut Regional Market (CRM) Moving Forward



**Building C – Possible Expansion Site**



**Example of a Beautification Design**

## **B. Long-term:**

- 1) Institute a plan and budget** to address and execute staffing, financing, maintenance and upgrades.
- 2) Develop a site maintenance/operations plan** – yearly catch basin cleaning, sewer line cleaning, fire safety systems, security systems, equipment and vehicle maintenance, roof inspections, third party services, etc.
- 3) Develop a 5 to 10-year Capital Plan** that will include:
  - Upgrades, improvements and maintenance of the site, including repaving the remainder of the site, and large expenditure recurring projects – roofs, exterior painting, vacancy maintenance
  - Storm water management plan assessment
  - Landscape plan – plantings, fencing
  - Signage/Identity Program
  - Marketing Plan – identity, social media, bi-lingual, community and event-based
  - New Farmer's Market Facility w/common kitchen, educational and event space
  - Grow Farmer's Market
  - Stabilize and grow the current tenant base
  - Assessment of tenants with growth potential
  - Building C expansion capabilities – negotiations are currently under way to recapture the 99-year Sweet Life ground lease in this building.

# Connecticut Regional Market

## Immediate Needs

**Focusing and prioritizing the immediate needs of the CRM will create a positive impression for both the consumers and businesses.**

- **Pavement**
  - Mill and pave the main driveway from the entrance in front of Buildings A & B – this will include up to the front loading docks and the replacement of catch basins in this area.
  - Sweeping/Cleaning – removal of Jersey barriers, catch basin cleaning/repairs
  - Repair pot holes and areas where water is not draining properly.
  - Repair areas where pavement has degraded at docks
  - Striping
  - Parking fields – designated Farmer’s Market, employee, storage trailers, etc.
- **Site Cleaning**
  - Trash, general clean-up – entrances, site-wide, areas visible from 91/5 corridor, removal of Jersey barriers
  - Landscaping – i.e. DOT area along 91, perimeter of site, entrance, wetlands, Eversource property. Attention should be paid to removing vegetation under 5”
  - Reserve Road/Maxim Road visibility
  - Unpaved areas – grading, clean up
- **Buildings**
  - Painting – exteriors, loading docks, market shed, artisanal/attention-drawing
  - Infrastructure – vacancies, mechanicals, fire suppression systems, IT/Cable, sewers/drainage, location signage etc.
  - Opportunity to enhance visually – painting, graphics, temp signage
    - Entrance
    - Highway visibility
- **Tenant Needs**
  - Create a tenant communication plan
  - Secure leases for current tenants
  - Lease vacancies with a focus on expansion opportunities of the current sustainable in-line tenants
  - Additions of tenant types that are like, unique and/or currently underserved

**Note:** As of 10/2018 CRDA has allocated funds to repave areas throughout the site and to repair fencing and signage



**Rear of Building A – visible from highway**



**Front of Building A – visible from main driveway**

# Connecticut Regional Market

## Leasing Strategies

There are 2 ground leases (one of those is for a vacated space), one in-line lease that expires on 12/31/2018 and the remainder of the in-line tenants are on long-term month-to-month. There are also temporary in-line agreements in place. Farmer's Market agreements run through 3/31/2019, though there is a need to begin that process soon as the farmers need to address crop and seed purchases in early fall. According to the property director in-line leasing was done through an RFP process – it is our recommendation that an ongoing leasing effort be instituted to attract new tenants.

- **Secure leases with current tenants** – formatting of lease needs to be addressed prior to that. *(See lease comments on following page.)*
  - Market rate vs current stall rate – variable rates
  - Minutes from 8/14/18 CMA meeting indicate a psf rate of \$6 was offered to current tenants wanting to renew and expand, temporary leases were recently executed at \$6 psf.
  - Current in-line rates are \$4.30 psf (with non-profit Foodshare at ½ rate)
  - Restaurant rate – Tenant currently pays \$1,467 per month rent – tenant has not had a lease in the 8 years he has run the restaurant with major repairs done to the restaurant that included hood/Ansel system and new boiler. Those repairs were paid for by the Market. He would like to add a walk-in cooler to the exterior at his cost, but is hesitant to do so without a lease.
  - Market rates for the greater Hartford area range from \$3 - \$15.50 psf NNN, with one new build in Bloomfield offered at \$7.25 psf. (LoopNet)
- **Expansion of Current Tenants** – should be addressed concurrently with lease negotiations – Musto Wine Grape, Heart of the Harvest (Capitol Sausage), Hemingway's (The Farmer's Cow), Tinarose and Manchester Packing have expressed a need to expand. Tenants are willing to fund their own expansions.
- **New Tenant Opportunities** – Opportunities exist to expand the tenant base.
  - Strategies should focus and target like and missing segments – i.e., seafood, ethnic food distributors and those looking to expand from other areas (New Haven, Fairfield County, Springfield, Boston and NY).
  - Explore opportunities to offer Tenant Improvement (TI) dollars or other incentives to entice new tenants.
- **Temp Tenant/Vacancy Opportunities**
  - Establish rates/terms LL/T responsibilities
  - Clean up vacancies to “show” better
- **Expansion Opportunities**
  - **Reserve Road** - parking, Farmer's Market
  - **Sweet Life Building C** (vacant land lease - opportunity to recapture for future development)
  - **Land Acquisition and Easements** – Maxim Road parcels

# Connecticut Regional Market

## Lease & License Agreement Overview

- **Current lease format** – The lease document should be constructed to clarify and define the roles & responsibilities of LL & T. The current document is a good start which should be enhanced and expanded to protect all parties.
- **Current License Agreement format** – The license agreement format has expanded sections and exhibits that should be added into the current lease format. There should be consistency between the two documents, especially when current tenants are occupying space under both agreements.
  - Definition of Terms/Uses/Rates/Premises/Condition – “as is”, mechanicals, HVAC, loading docks (25’ out), loading bay doors, cleaning; Use: legal operation
  - Lease Term: Recommended 5-year, with 5-year option or 10-year; optimum for LL/T – essential for T financing of renovations and expansions
  - Termination Rights – currently 15 or 30-day out LL/T without penalty and with no recourse
  - Insurance Requirements/COI/Additionally Insured – required to update COI as policies are renewed or changed
  - Possession/Construction vs rent commencement used as incentive to tenant
  - Leasehold improvements – interior/exterior; buildout timing; drawings (schematics/mechanicals), scope of work/responsibilities for LL and T to code, approval/submittal process
  - Construction/Excavation/Sitework/Relocation by LL - rights
  - Utilities – Utilities service charges; chargeback rights; obtaining, installation, cessation/interruption (no liability to LL)
  - Sign Criteria – standards/submittal/approval/process
  - MTM provisions should be at a premium (10% over current rate) as to encourage the signing of a new long-term lease
  - Ability to assign/sublet - LL/T rights and approvals
  - Common Areas/Right of Way/Common Facilities – defined under control of LL
  - Storage trailers – ability to chargeback T
  - Right to Audit
  - Definitions – Common Facilities, Demised Premises, Floor Area, Lease Term, Minimum Rent, Permitted Use, RE Taxes, Renewal, Rent Commencement Date, Regional Market
  - Site Plan Exhibits – clearly identifying location and areas of responsibility for snow removal and maintenance
  - Rules & Regulations – reference to or include actuals with right to update and change as needed



# Financial Analysis

A preliminary review of current and redevelopment opportunities of the subject site.

# Connecticut Regional Market

## Financial Overview - Comments

The following overview was made after examining the current and previous financials provided and from the market studies that were previously prepared, along with on-site staff interviews. Revenue and expenses for the past 5 years were examined.

- Staffing Costs - Currently 77% of the yearly expenditures are for payroll and fringe benefits. (\$715k w/OT, benefits)
- Vehicle costs/leases – currently \$18.5k yearly, new truck leases 2017. What are the terms of these leases?
- Vehicle purchase in 2014 - \$134k pay loader
- Consider other alternatives to lower vehicle expenses – i.e., maintenance might benefit from utilizing a “Gator” for a multi-purpose maintenance site vehicle and leasing snow removal equipment seasonally vs the current amount of equipment on site and the maintenance required for that equipment.
- Premises repairs and supplies for 2018 are \$75k so far – these line items ranged from \$38k - \$207k for the past 4 years
- How are property expenditures budgeted - Is a yearly budget developed to project expenditures (4 or 5-year average)
- Expenditures do not show a regular schedule of maintenance costs for fire safety inspections, catch basin cleaning, sewer line jetting, roof repairs, parking lot sweeping, etc. This is where tying the maintenance schedule and budget would make it easier track the expenditures.
- Tracking of income streams needs to be instituted since many of the payments are coming into the on-site management office.
- How are tenant chargebacks reflected in the budget? Income/Expenditures - Sewer, water, repairs
- Line item for security guards – are these 3<sup>rd</sup> party providers for traffic control for spring farmer’s market
- The market may benefit by looking at 3<sup>rd</sup> party vendors to reduce and stabilize expenditures – security, porter, snow removal, landscaping
- Are contracts and access agreements in place for all vendors. This would stabilize and forecast expenditures.
- CAP Plan should address expenditures over \$5k or a limit set by the agency for ongoing large expenditures - painting (every 5-years), paving, roof repairs, etc.
- Lack of a marketing budget/plan should be addressed – expenditures of \$26k in 2016, none in 2017 or 2018
- STIF account current balance - \$97 – Assuming this was used over the years to augment the expenses and provide for large expense items.

# Connecticut Regional Market

## Financial Overview

- **Income Streams**

- In-Line Tenant Rentals
- Ground Leases
- Restaurant
- Temp – In-Line Rentals
- Farmer’s Market Fees
- Billboards (review current contract/term and compare to market rates)
- Railroad
  - Storage Fees
  - Right of Way Fees (this will be handled by DOT as of March 2019 this will no longer be an income stream)
- Misc. Management Fees – meter readings, overnight parking, tenant chargebacks
- Ancillary/Other Income Potential – i.e., cell, dish, common kitchen/processing facility, FM events, FM sponsorships/branding, grants (government and private)

- **Expenses**

- Budget – Common area
- Management - payroll & benefits expenses
- Marketing
- Emergency Funding
- STIF account expenditures

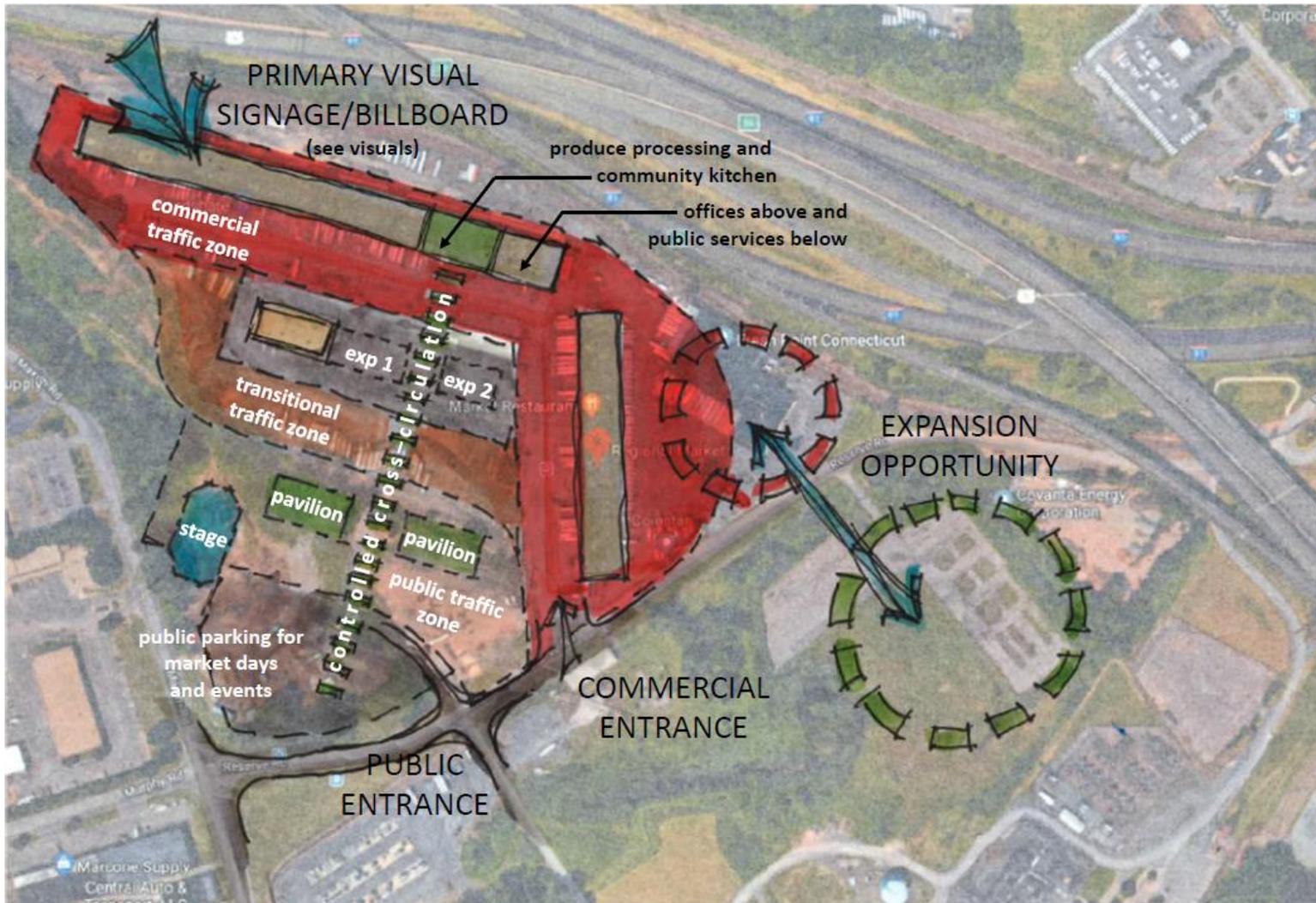
- **Analysis of Income vs Expenses**

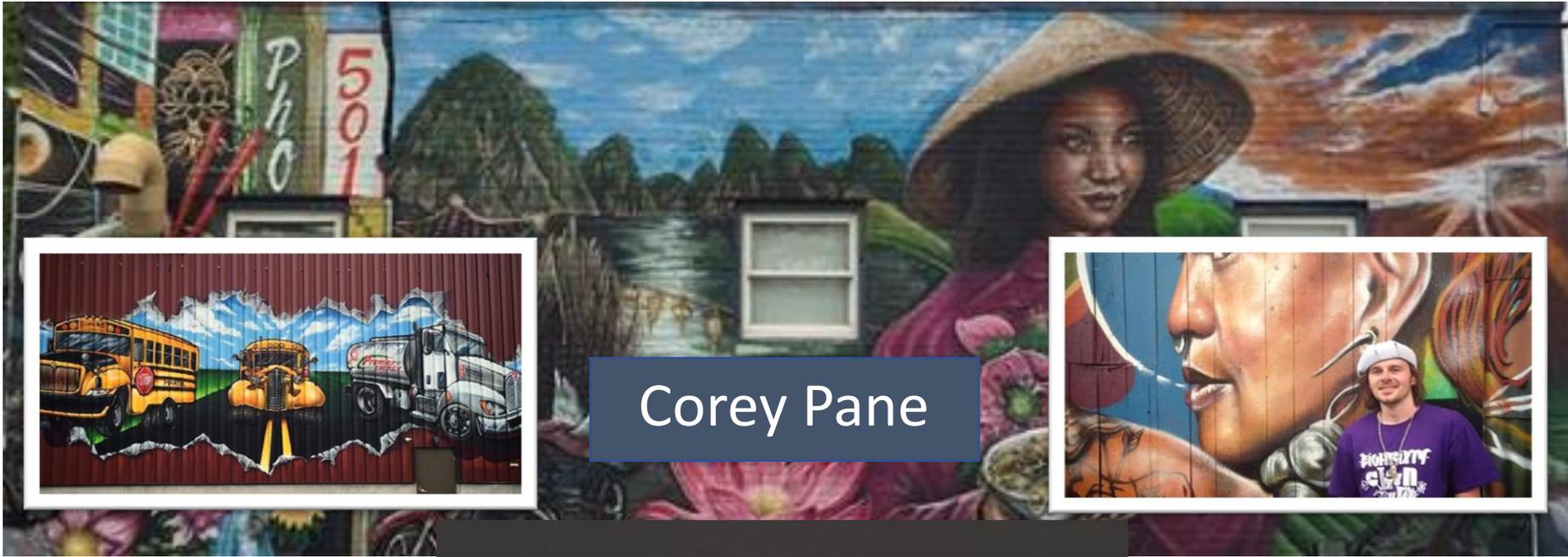
- **Capital Plan**

- Funding – Public/Private options
- 5 – 10-year Plan
- Physical Upgrades/Expansions
- Large Expenditures

# Connecticut Regional Market

Preliminary Design Concepts (REPLACE WITH NEW - 2 concepts)





Corey Pane

Local Mural Artist



Tao LaBossiere





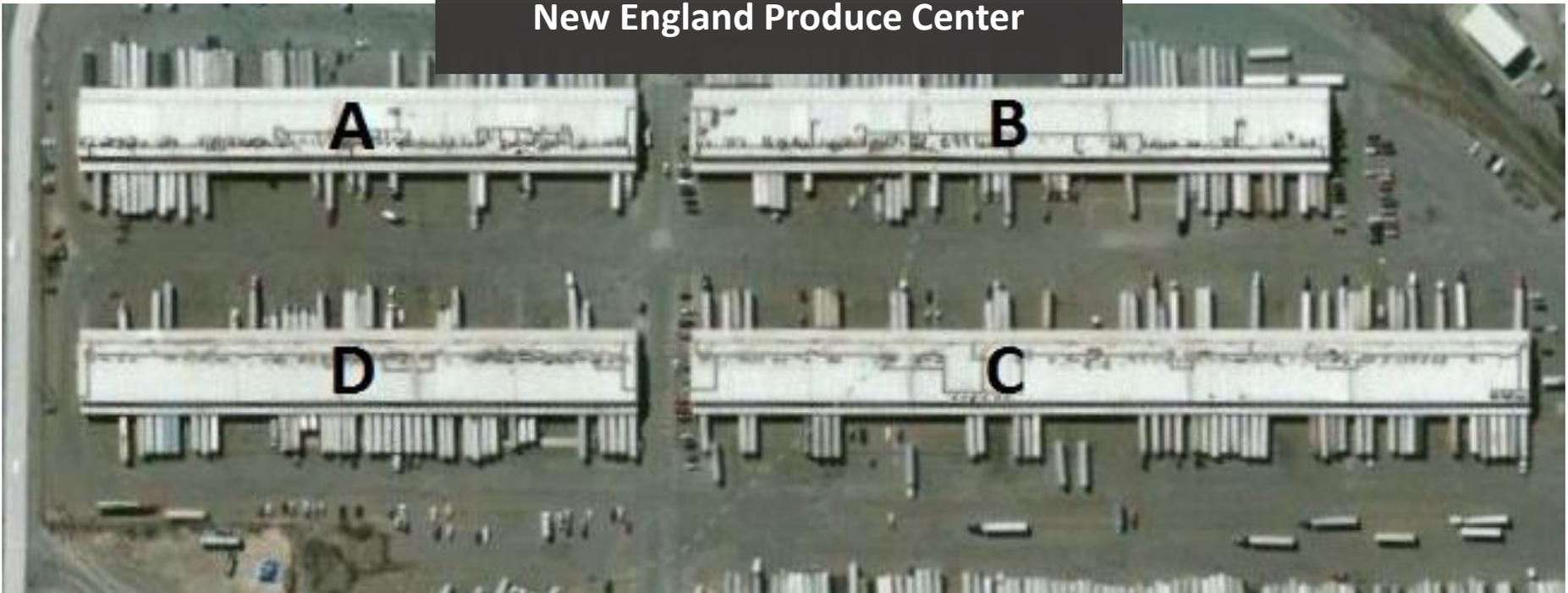
# Comparable Regional Markets

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Overviews of two (2) similar  
sized regional produce  
markets.



New England Produce Center



# Comparable Regional Markets

## New England Produce Center



- Built in 1968 in Chelsea, MA and replaced Faneuil Hall Market as New England's primary produce distribution center. It is currently the largest privately-owned terminal market in the country
- The Center went under new management in 2013 when John Lucero and Walter Campbell took over from Brian Eddy.
- Provides fresh fruits, vegetables and other items to wholesalers, retailers and food-service customers. Reach is approximately 8 million people in New England with boundaries at the southern border of Connecticut north to Canada, as well as all the Maritime Provinces of Canada in the East, to Albany, New York in the West.
- 33-acre site houses two warehouse buildings that occupy a total of 450,000 square feet warehouse and span about three city blocks.
- The facility consists of 128 store units, 24' wide by 100' long. Covered truck loading platforms are situated at the front and rear of each unit and are 15' wide. Ceilings are 20' high, allowing for pallet racking. Warehouse area is free from pillars/supports permitting unrestrained use of the interior space.
- There are currently 31 tenants listed. Their contact information is available [here](#).
- NEPC has delivery fees built into revenue structure. All deliveries are subject to the following fees:
  - *Tractor Trailers* – \$30.00
  - *Straight Trucks* – \$20.00
  - *Pickup Trucks* – \$20.00
  - *Steppin Vans* – \$20.00
  - *Vans* – \$20.00

### Key contacts:

JOHN LUCERO  
General Manager

[johnlucero@nepctr.com](mailto:johnlucero@nepctr.com)

WALTER CAMPBELL  
Market Manager

[waltercampbell@nepctr.com](mailto:waltercampbell@nepctr.com)

MARIA DICENSO  
Administrator  
[mariadicenso@nepctr.com](mailto:mariadicenso@nepctr.com)



**Chicago International Produce Market**



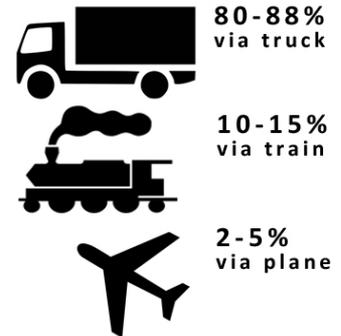
# Comparable Regional Markets

## Chicago International Produce Market



- Chicago International Produce Market is a wholesale produce market in Chicago, Illinois. It is the largest facility of its kind in the midwestern United States.
- The Market has an annual sales volume of \$2M-4,999,999M with an exact sales volume reported as \$3,750,000 according to the Chamber of Commerce
- The market is the largest market in the city and third largest in the country, according to Tim Fleming Sr. who helped develop the market in the 90's
- 33-acre site houses two warehouse buildings that occupy a total of 450,000 square feet warehouse and span about three city blocks.
- There are currently 22 businesses and 16 [merchants](#) listed on their website.
- Value-add services such as ripening, repacking, packaging, labeling, truck-loading, forward distribution, cross-docking and daily delivery are offered through the market.
- Distribution estimates are as follows:
  - 35% Service wholesalers (e.g. hotels)
  - 35% independent retailers (e.g. small chains)
  - 25% Major chain grocery stores
  - 5% miscellaneous

### How produce gets to Chicago\*



\*estimates from Tim Fleming Sr.

#### Key Contacts:

**Phil Brickner**

MANAGER

Phone: (773) 376-8441

**Armando Lira**

SALES REPRESENTATIVE

Phone: (773) 446-4042

**David D. Watson**

PRESIDENT AND CHIEF

OPERATING OFFICER

Phone: (773) 446-4030

**Dan Hmura**

ASST. PROPERTY MANAGER

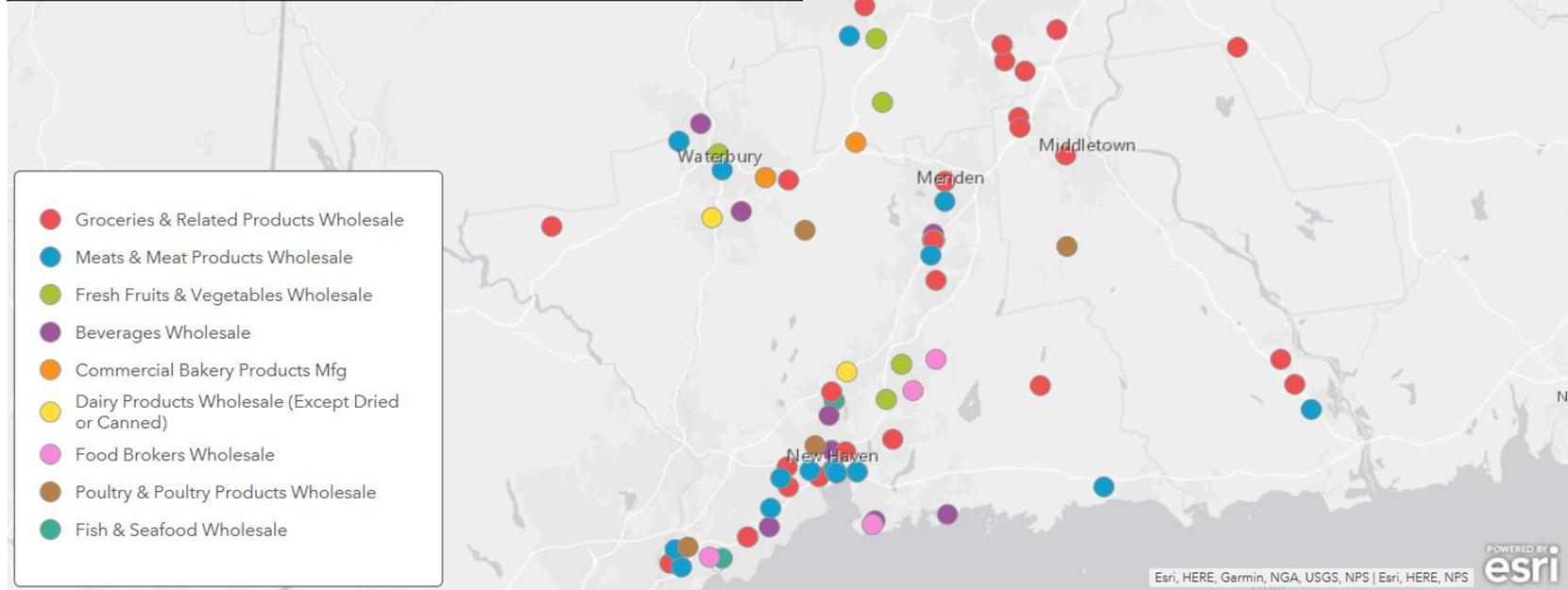
Phone: (312) 226-4536



# CRM – Distribution

## Food Distributors Map (Hartford, Tolland, New Haven, Middlesex Counties)

Main Line of Business	Count	Total Revenue (2017)
Groceries & Related Products Wholesale	47	\$532,652,687
Meats & Meat Products Wholesale	18	\$335,043,020
Fresh Fruits & Vegetables Wholesale	17	\$220,129,929
Beverages Wholesale	8	\$153,217,192
Poultry & Poultry Products Wholesale	5	\$98,138,660
Dairy Products Wholesale (Exc. Dried or Canned)	6	\$66,442,314
Commercial Bakery Products Mfg	6	\$60,121,738
Food Brokers Wholesale	5	\$26,921,425
Meat Packing Plants	1	\$18,826,893
Meat & Seafood Markets	3	\$17,774,100
Fish & Seafood Wholesale	3	\$12,748,758
<b>Grand Total</b>	<b>119</b>	<b>\$1,542,016,716</b>

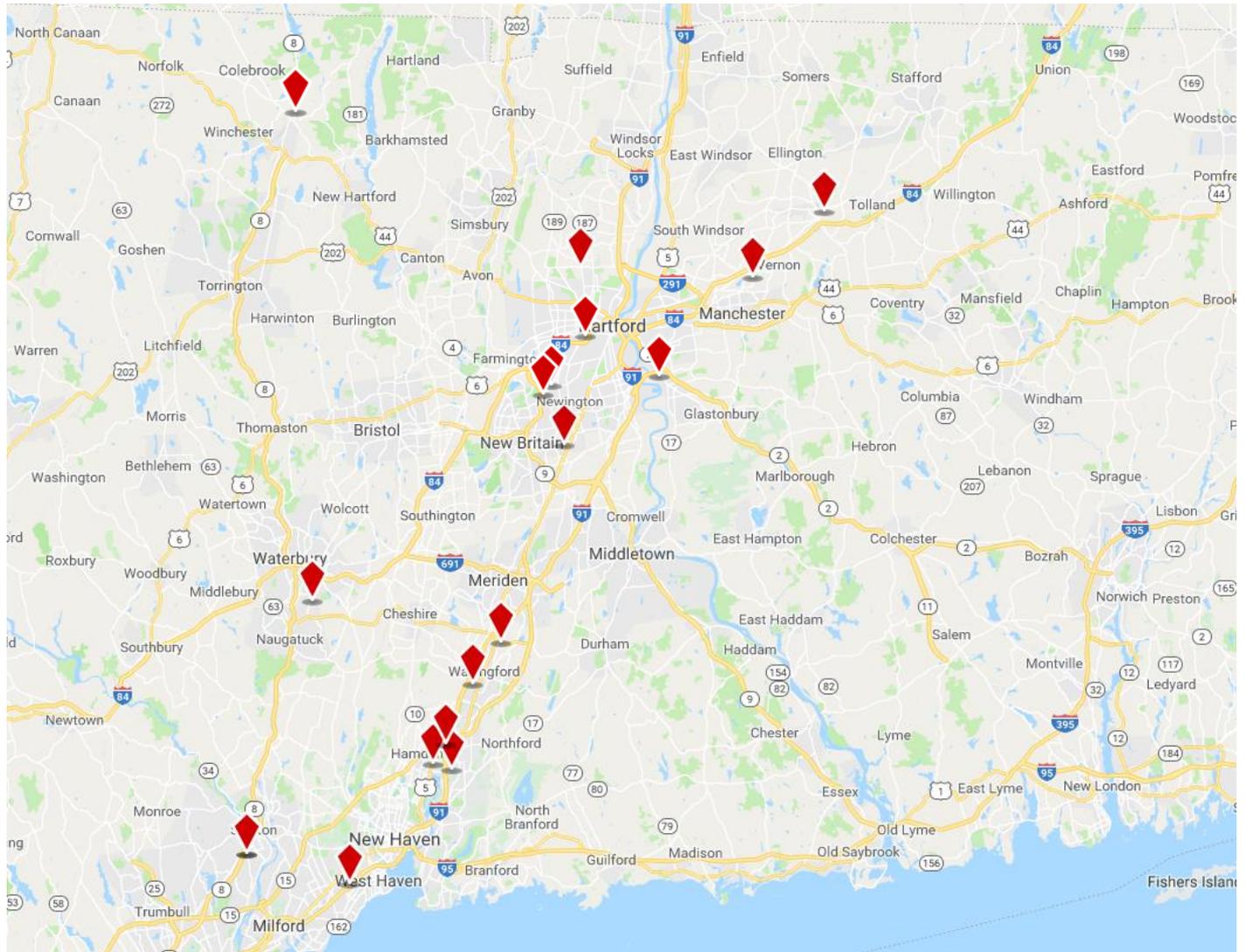


# Existing Vacant Industrial Space (Sale/Lease)

50,000 – 100,000 SF **Need to produce chart for this slide see following**

- Distribution
- Refrigeration
- Truck Terminal
- Warehouse

Source: Loopnet



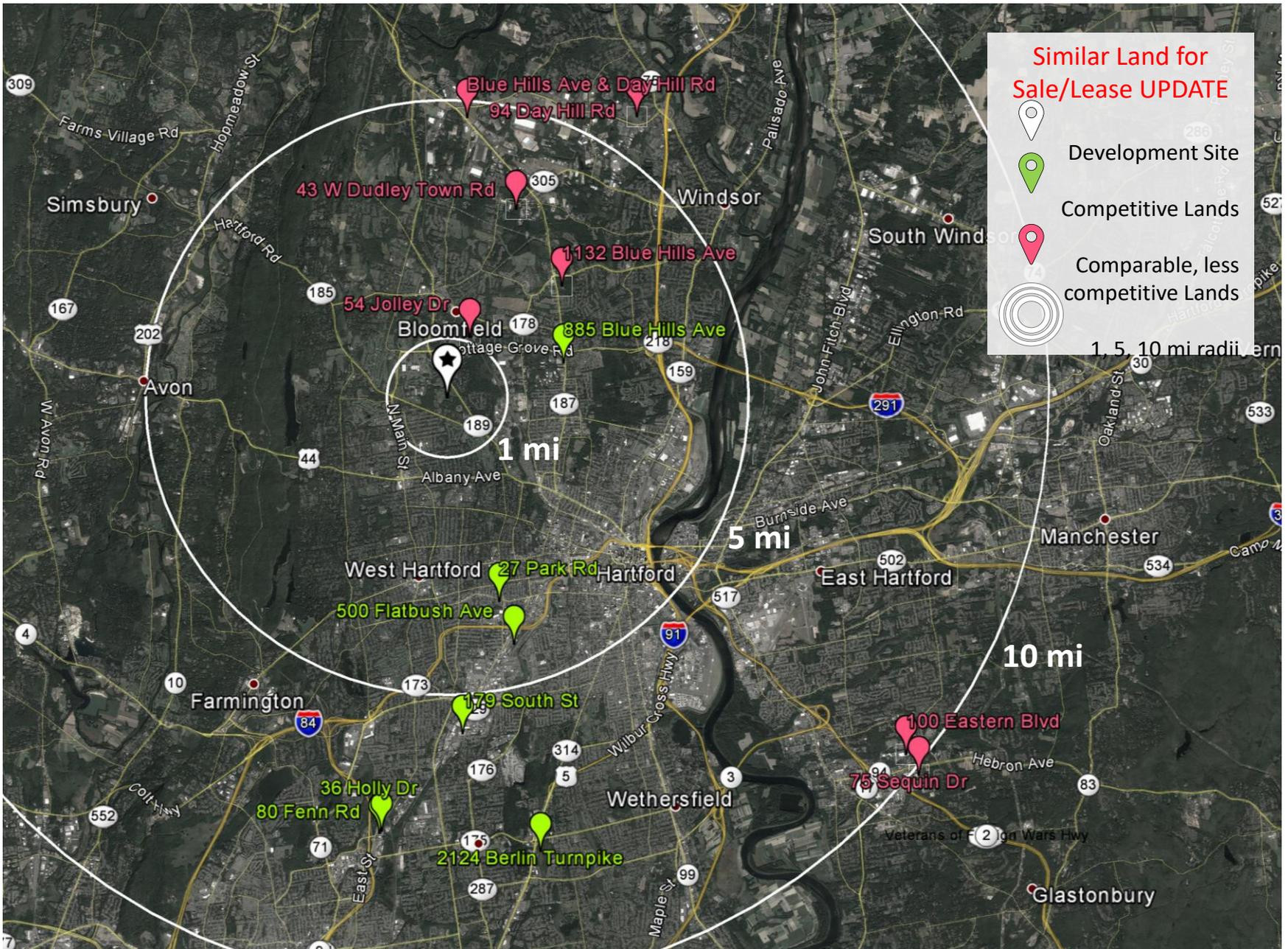
# Similar Land for Sale/Lease in Greater Hartford (replace info to match)

## Competitive

Address	Town	Total Area	Price/acre	Utilities	Notes
27 Park Rd	West Hartford	21.90 ac	-	Yes, off site	Approved for 310 apartments
179 South St	West Hartford	11.90 ac	\$117,647	-	Industrial zone
2124 Berlin Tpke	Wethersfield	10.50 ac	\$190,380	-	Raw land, variety of uses allowed
885 Blue Hills Ave	Bloomfield	14.00 ac	\$267,857	-	Approved 84,000 SF retail
500 Flatbush Ave	Hartford	12.00 + 36.00 ac	\$383,333 / \$109,722	Yes, off site	Proposed mixed-use development
80 Fenn Rd + 36 Holly Dr	Newington	7.00 + 4.00 ac	\$454,545	-	

## Comparable, less competitive

Address	Town	Total Area	Price/acre	Utilities	Notes
54-80 Jolley Dr	Bloomfield	17.59 ac	\$28,140	Yes, off site	Industrial zone
1332 Blue Hills Ave	Bloomfield	23.88 ac	\$104,690	Yes, off site	Industrial, near Kaman Aerospace Corp.
43 W Dudley Town Rd	Bloomfield	11.70 ac	\$14,188	Yes, off site	Industrial Zone
100 Eastern Blvd	Glastonbury	34.00 ac	\$191,176	Yes, off site	
75 Sequin Dr	Glastonbury	11.50 ac	\$250,000	-	
Hillstown Rd	Manchester	100.00 ac	\$30,000	-	
Day Hill Rd / Blue Hills Ave	Windsor	40.00 ac	\$100,000	-	
94-190 Day Hill Rd	Windsor	57.78 ac	\$207,670	-	





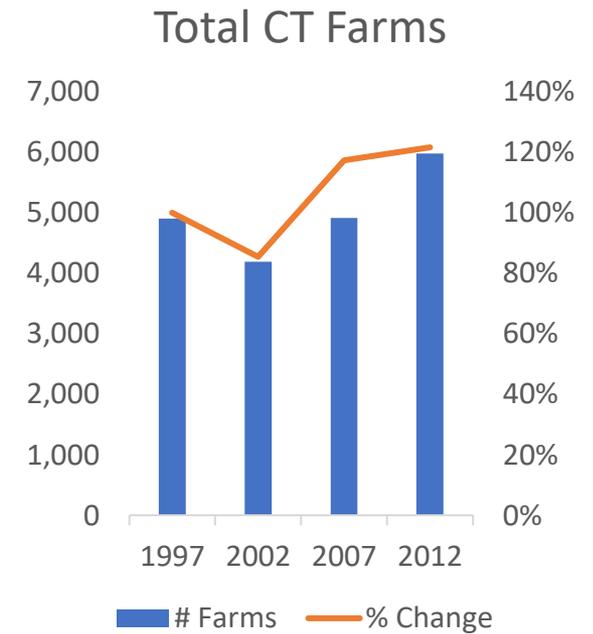
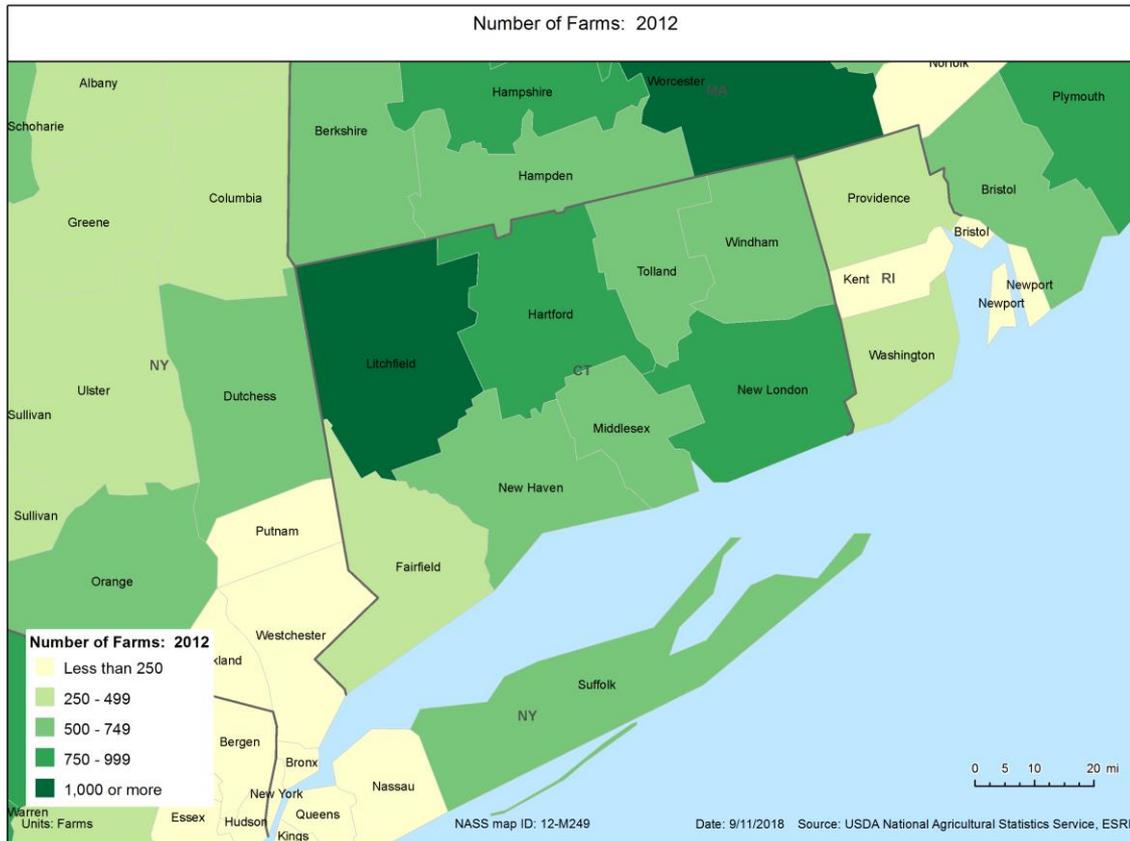
# Connecticut Farm Data Analysis

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Overview of competing business enterprises, existing, planned and vacant developments of consumer-facing farmers markets.

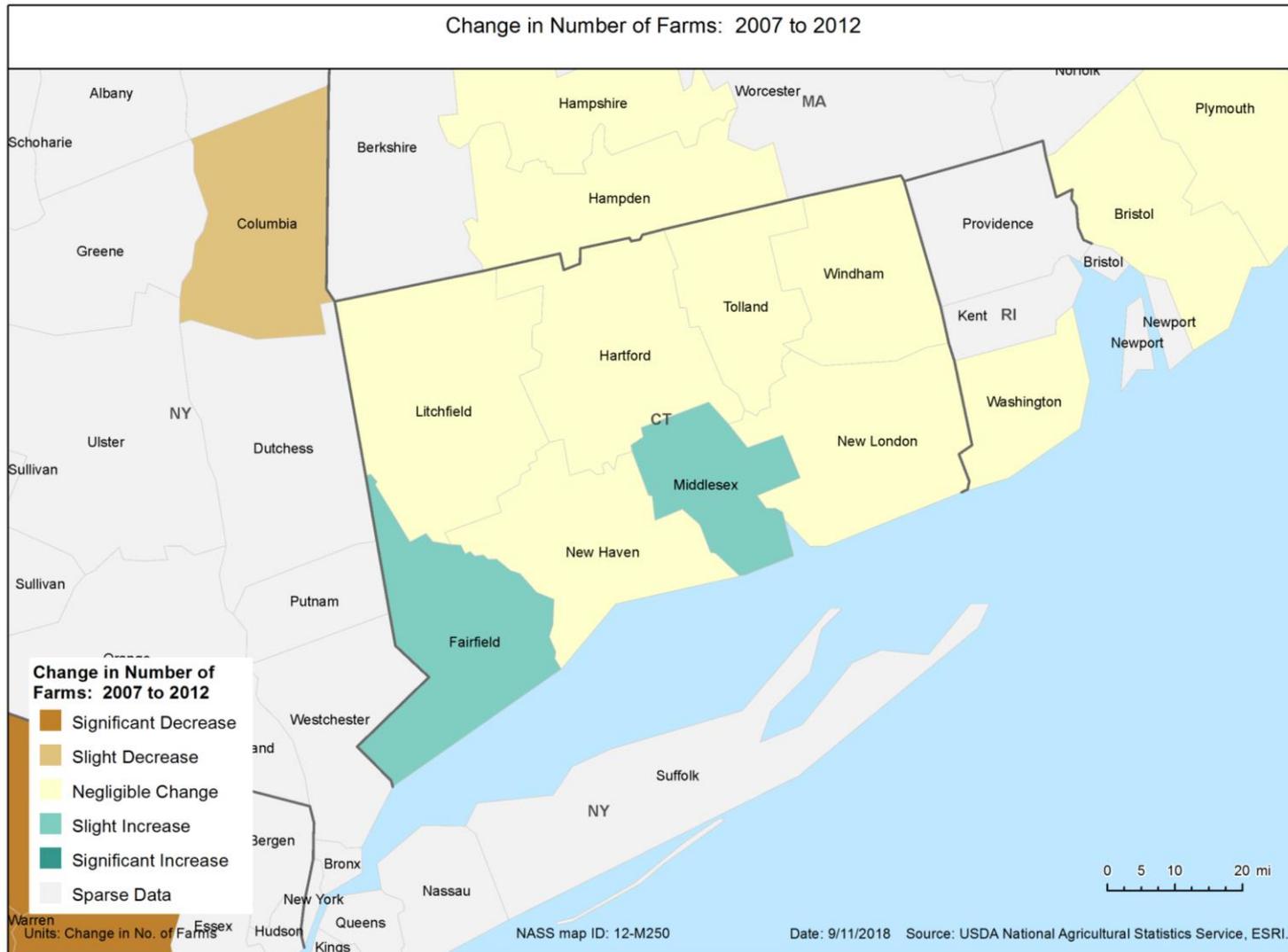
# CT Farm Data

## Number of Farms by County



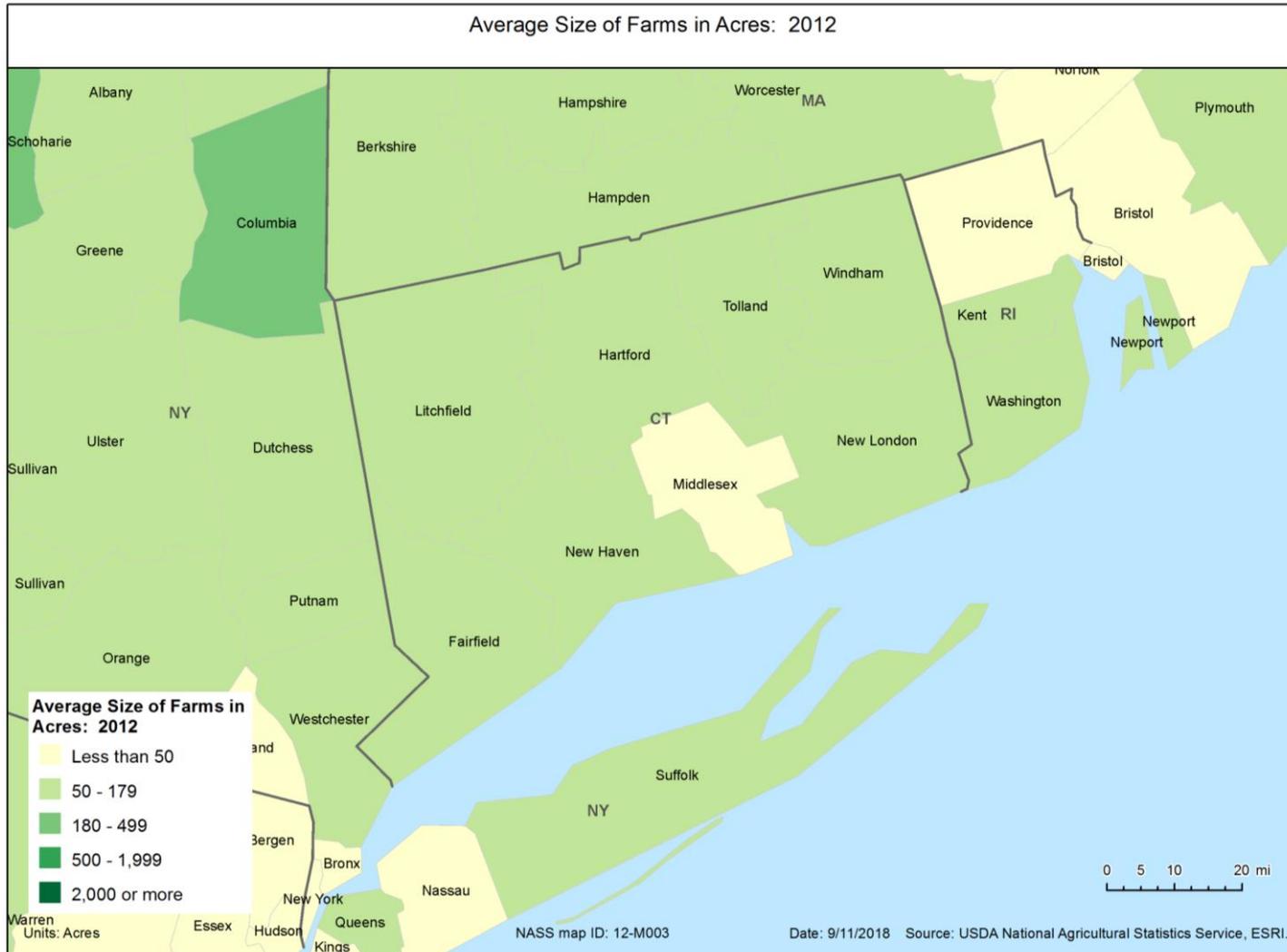
# CT Farm Data

## Change in Number of Farms by County, 2007 to 2012



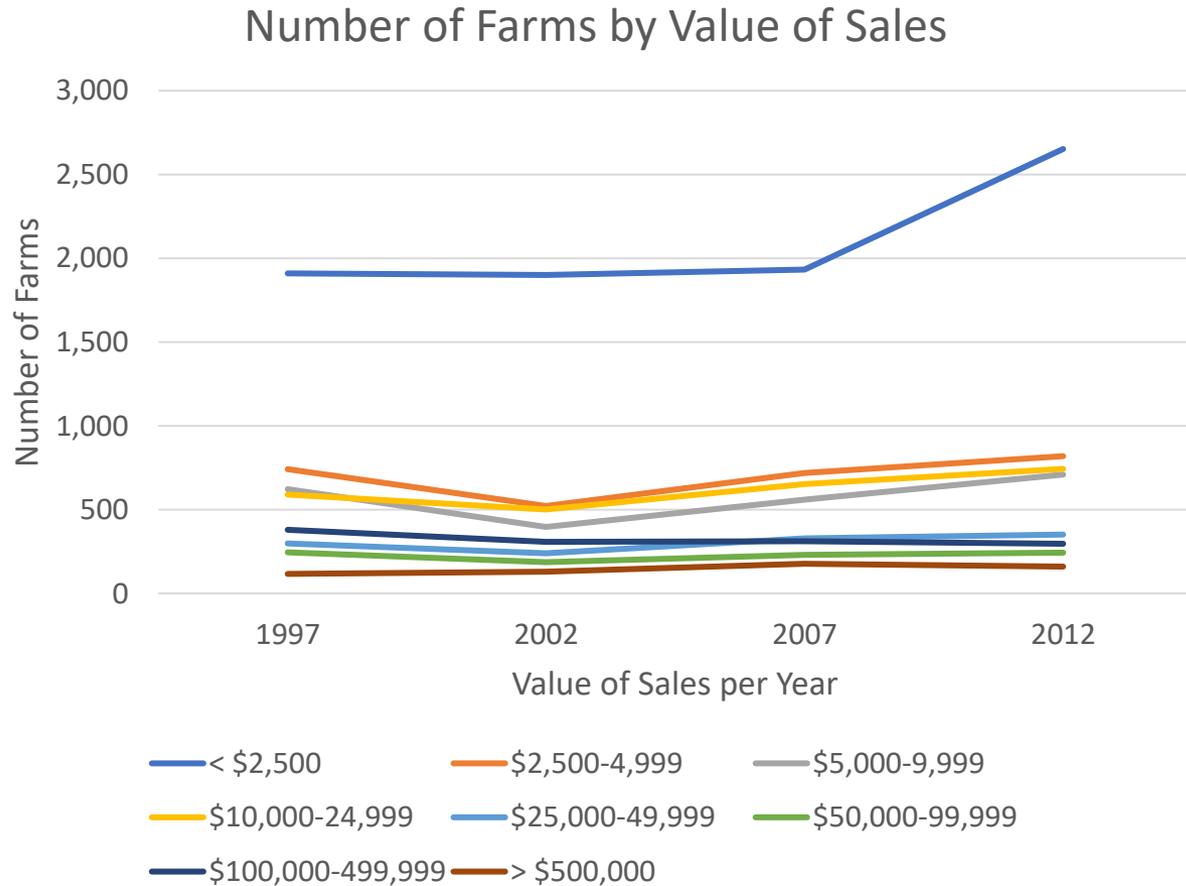
# CT Farm Data

## Average Size of Farms by County



# CT Farm Data

## Market Data





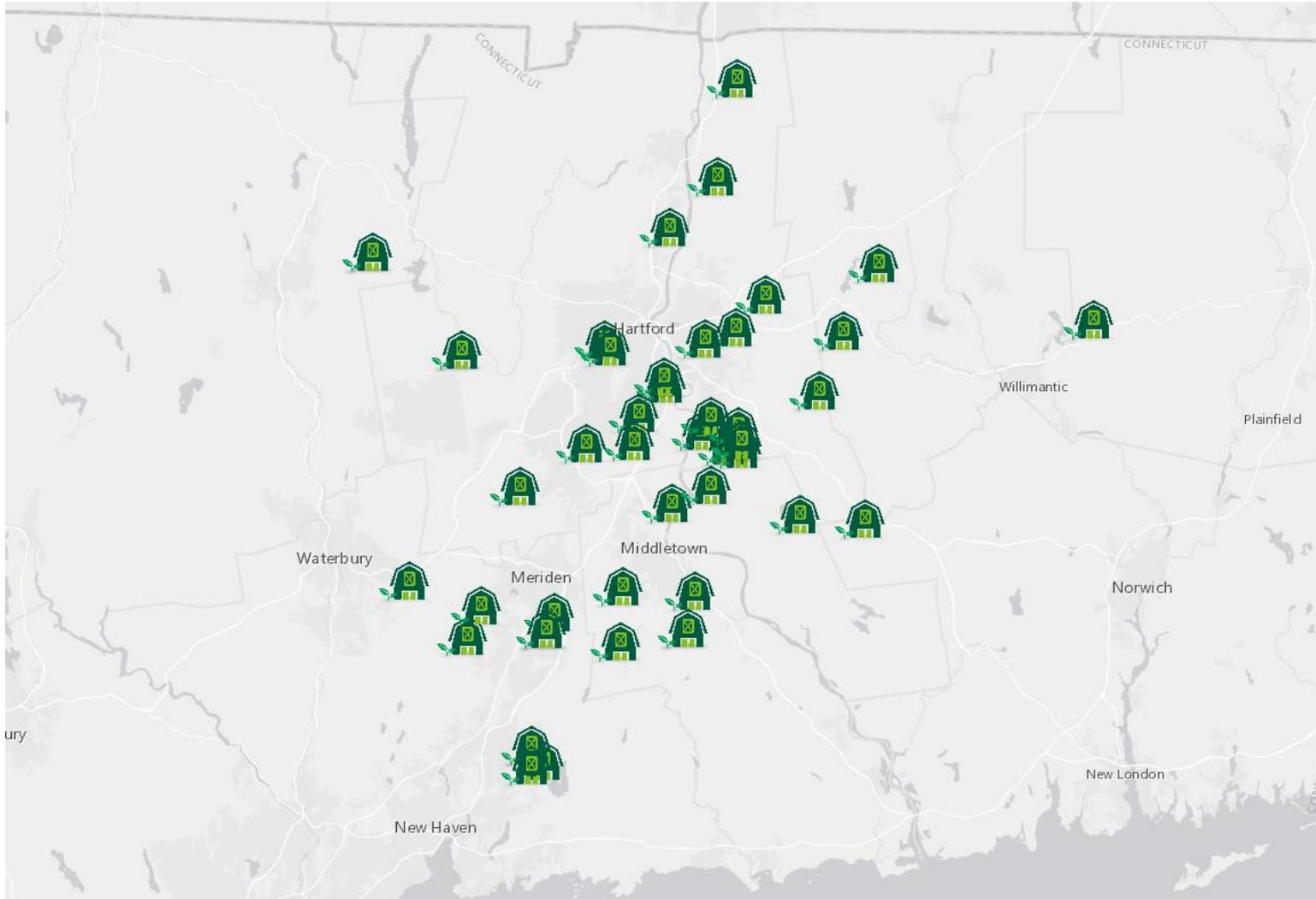
# Retail Farmers Market Analysis

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Overview of competing business enterprises, existing, planned and vacant developments of consumer-facing farmers markets.

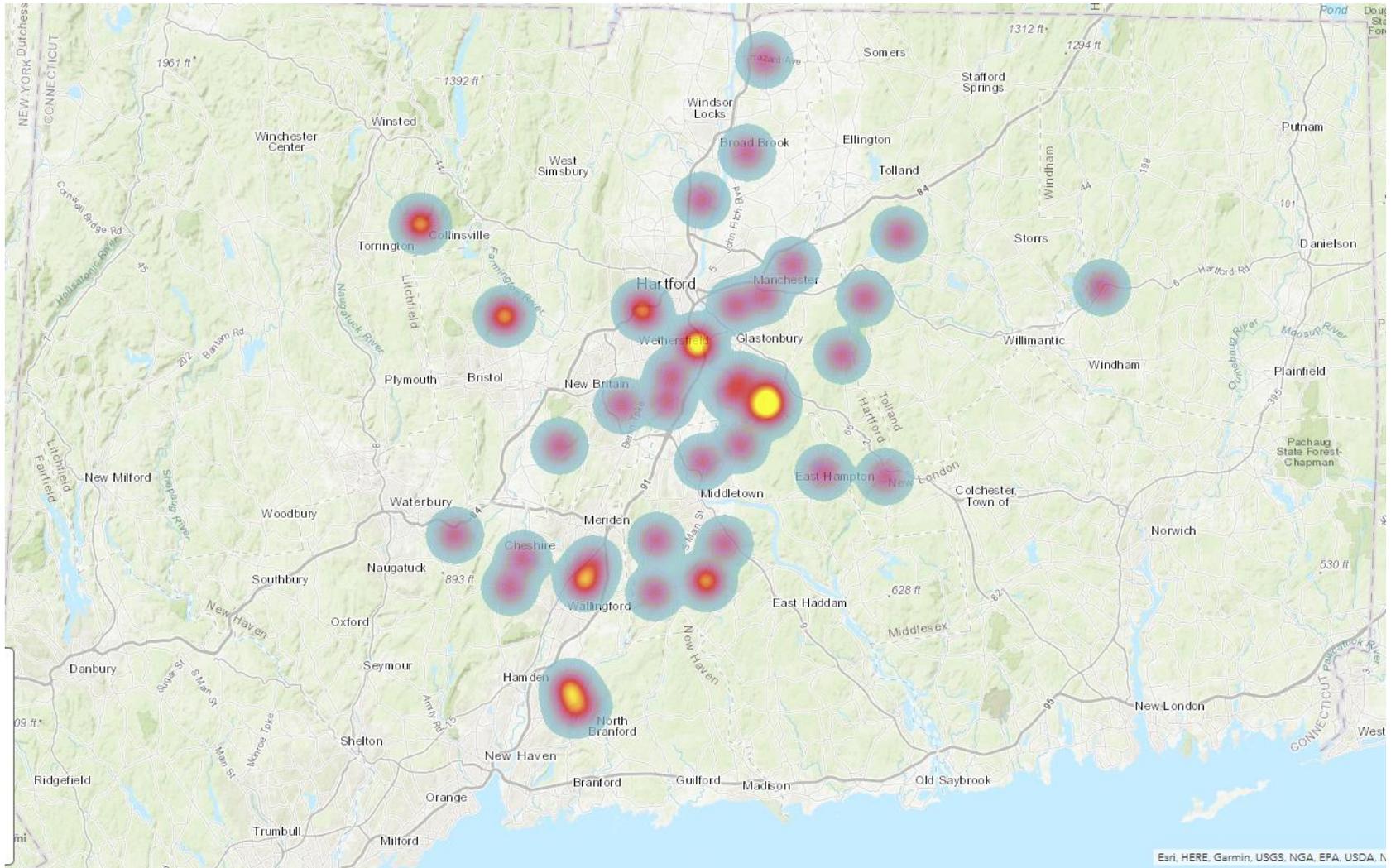
# Current CRM Farmers Market Tenants

## 2018 Farm Locations

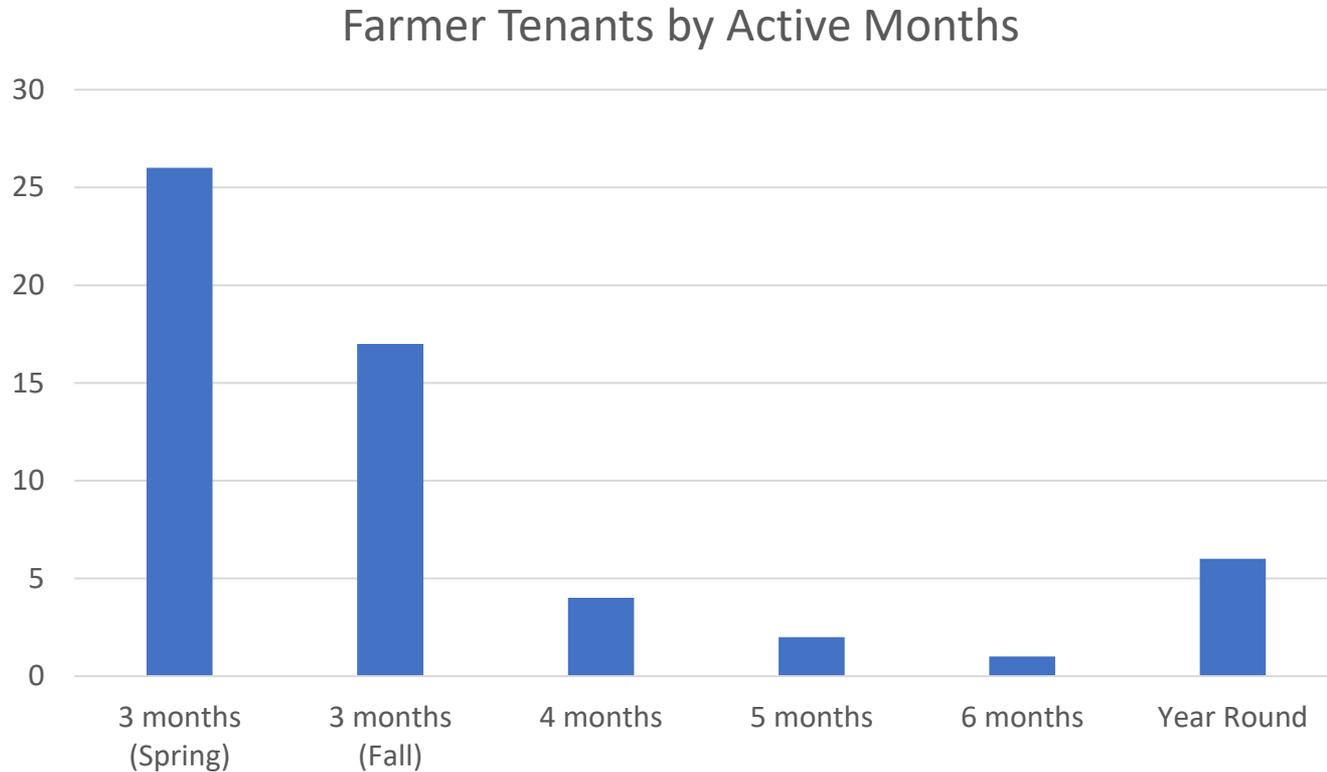


# Current CRM Farmers Market Tenants

## 2018 Farmer Tenant Locations - Heat Map



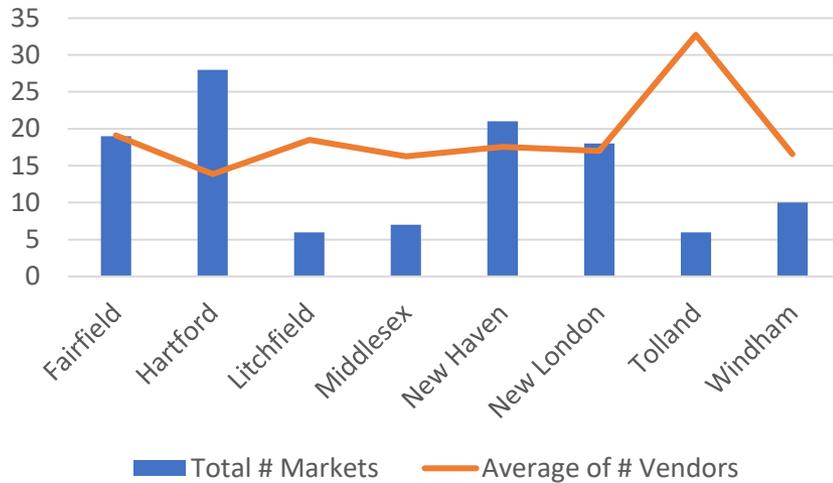
# Current CRM Farmer Tenants at Farmers Market Seasonality



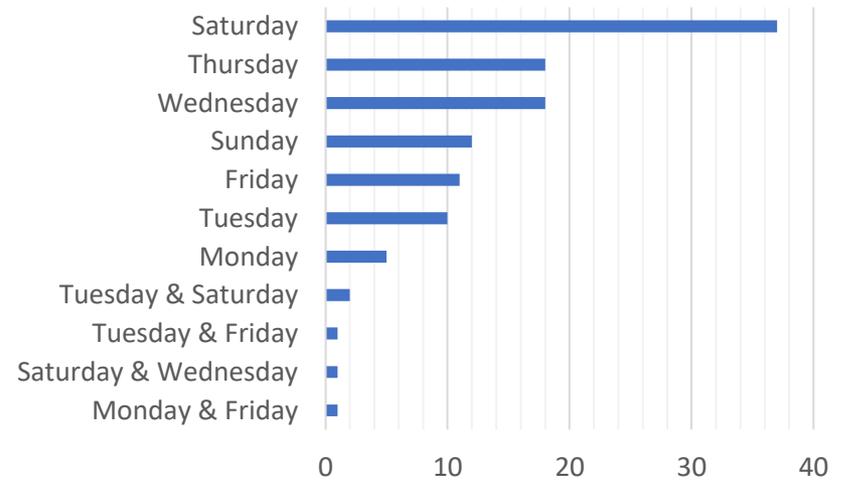
# Conn. Farmers Markets

June 26, 2018. Source: CT.gov

### Markets & Vendors in CT Counties

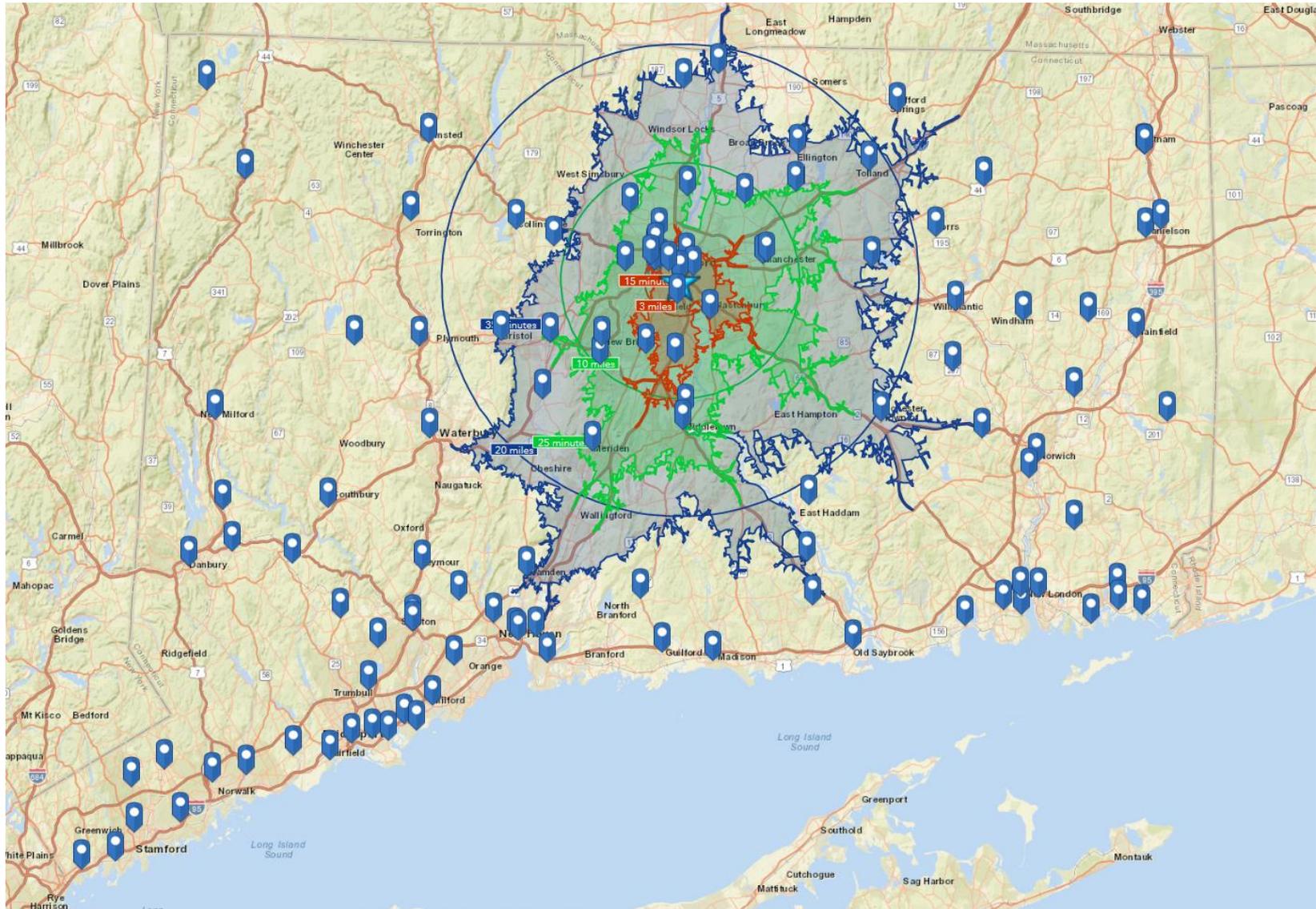


### All CT Farmers Market Days



# Farmers markets (115+/-) June 26, 2018. Source: CT.gov

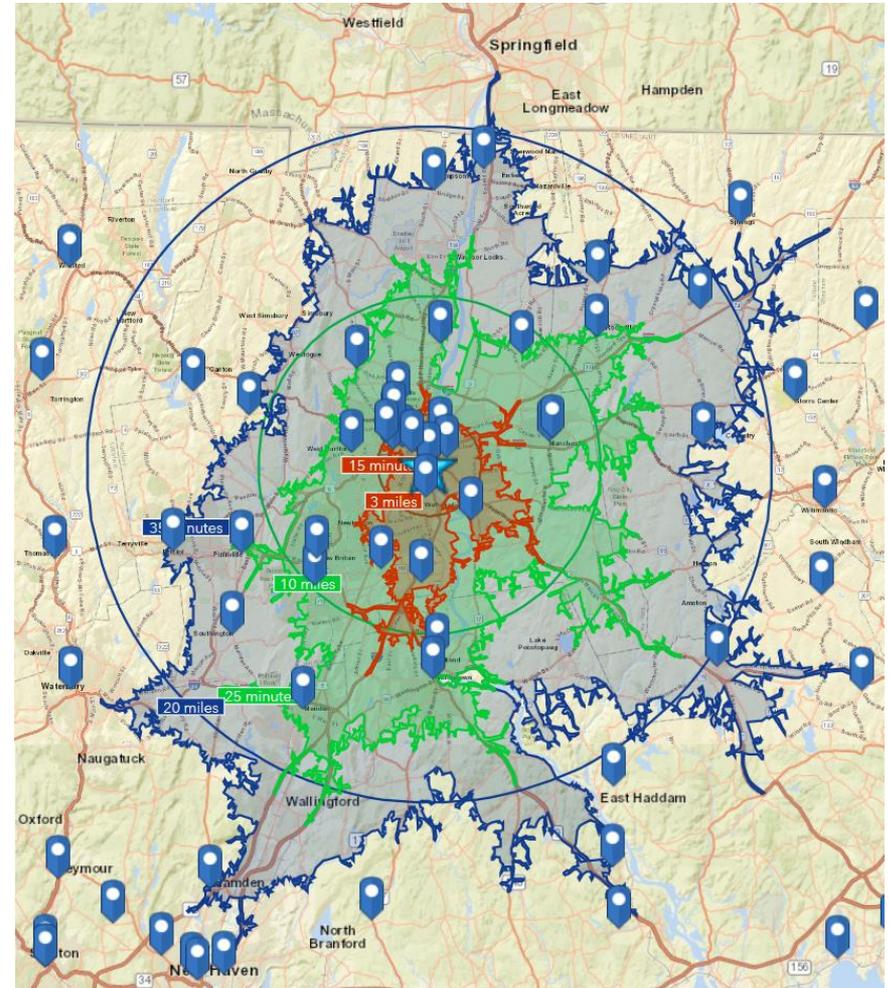
[http://www.ct.gov/doag/lib/doag/marketing\\_files/2018/2018\\_Farmers\\_Market\\_List\\_for\\_Website\\_as\\_of\\_6\\_27\\_2018.pdf](http://www.ct.gov/doag/lib/doag/marketing_files/2018/2018_Farmers_Market_List_for_Website_as_of_6_27_2018.pdf)



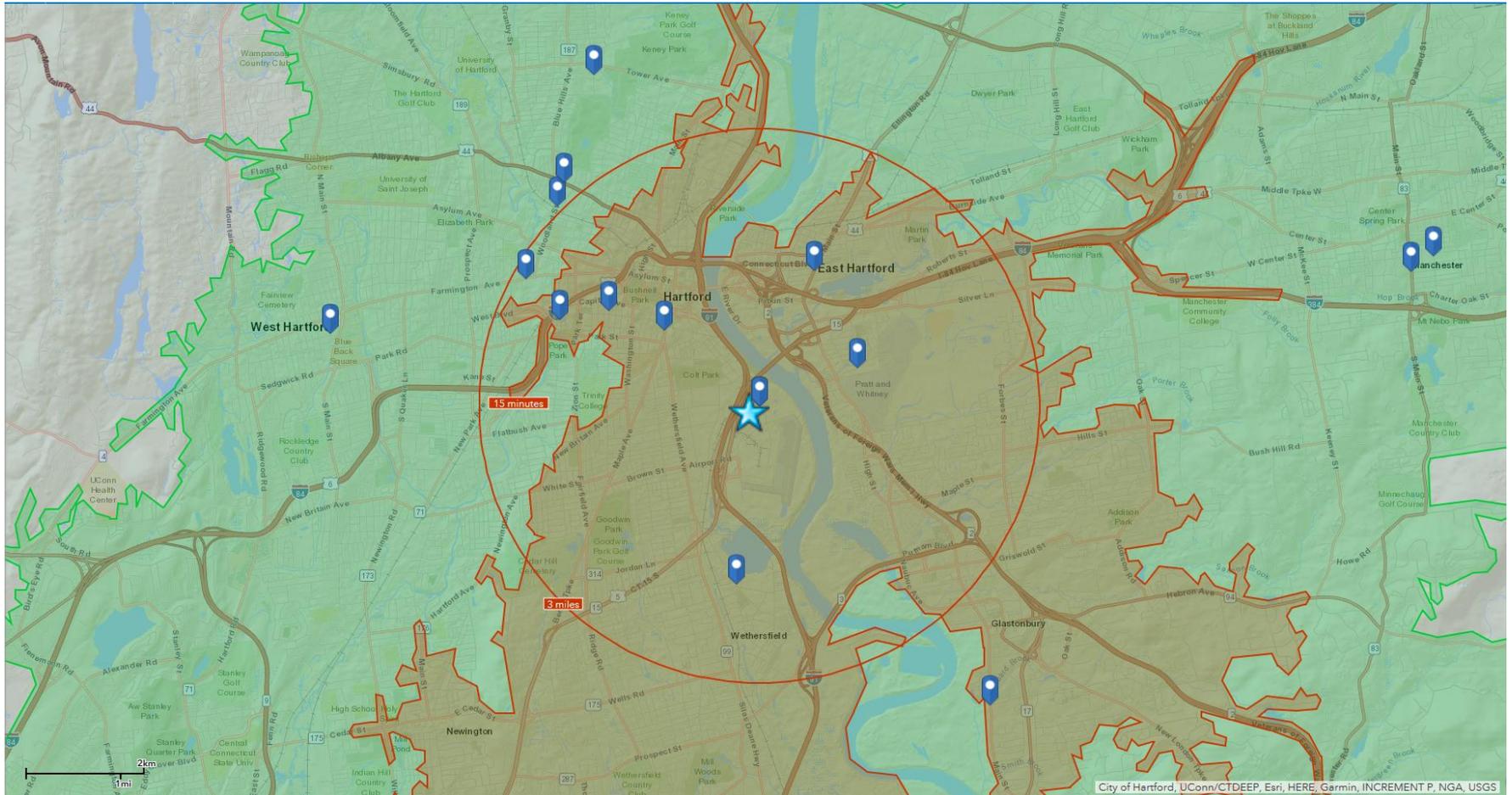
# Farmers markets June 26, 2018. Source: CT.gov

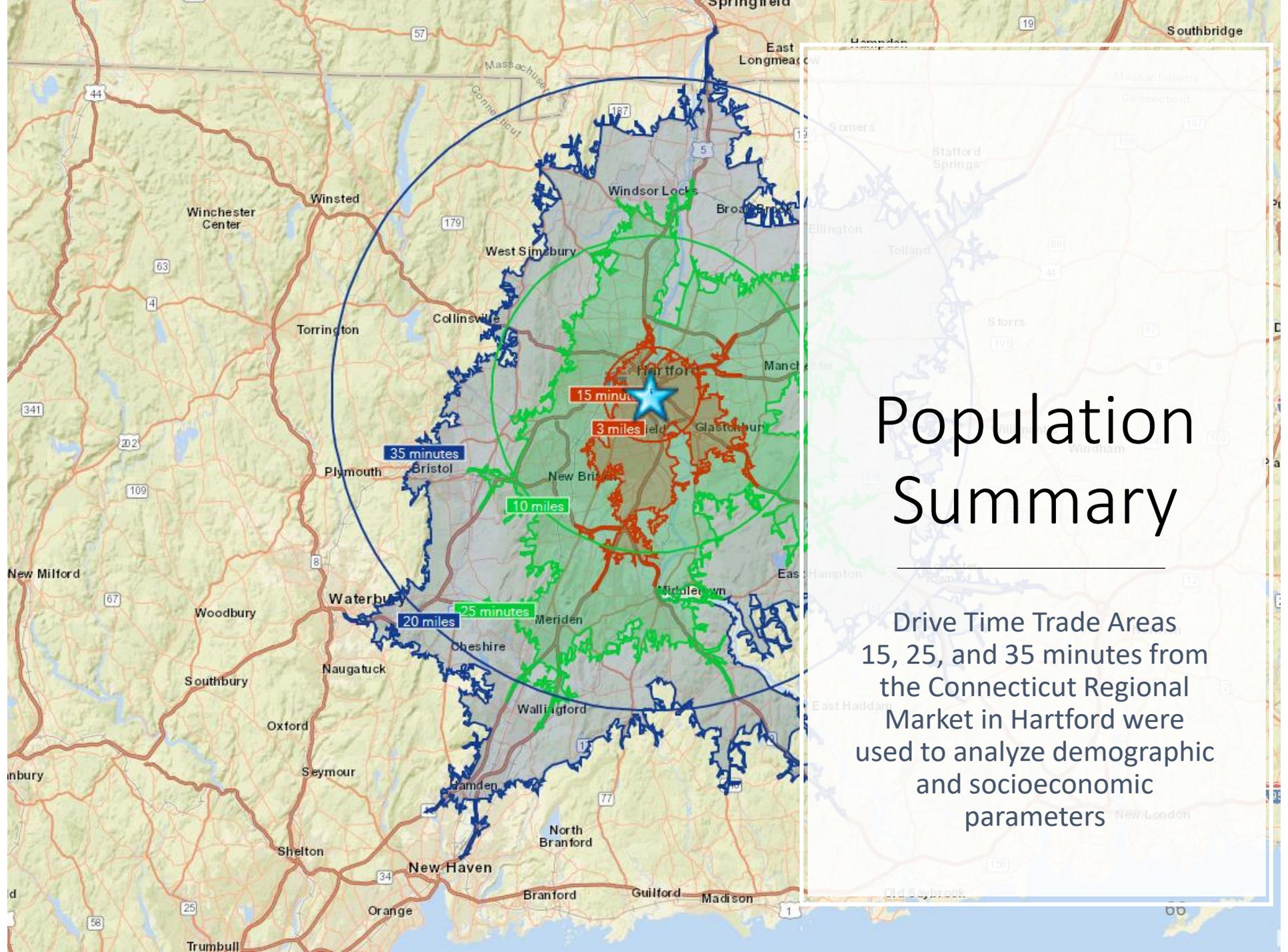
## Greater Hartford Metropolitan Area

- Within a 35 minute drive-time trade area from 101 Reserve Road in Hartford, there are three major metropolitan areas:
  - Hartford
  - Springfield
  - New Haven
- There are a total of 35 retail, consumer-facing farmers markets within the 35-min DTTA surrounding the Regional Market
- 18 farmers markets within 25-min DTTA
- 9 farmers markets within 15-min DTTA



# Farmers markets June 26, 2018. Source: CT.gov City of Hartford





# Population Summary

Drive Time Trade Areas 15, 25, and 35 minutes from the Connecticut Regional Market in Hartford were used to analyze demographic and socioeconomic parameters

# Population Summary

## Overview

Drive Times →	15 min	25 min	35 min
↓ Segment (2018)			
Total Population	159,318	698,999	1,134,118
Total Households	63,710	275,710	448,988
2023 Est. Change	+0.0006	+0.006%	+0.005%



15'

Berlin  
Cromwell  
Hartford  
East Hartford  
West Hartford

Glastonbury  
Rocky Hill  
Newington  
Wethersfield



35'

**Previous +**

Avon  
Andover  
Bristol  
Broad Brook  
Colchester  
Coventry  
Columbia  
Chester  
Cheshire  
Durham  
East Windsor  
East Granby  
Enfield  
Ellington  
East Hampton  
Hamden  
Hebron  
Longmeadow  
North Haven  
Southington  
Simsbury  
Suffield  
Tolland

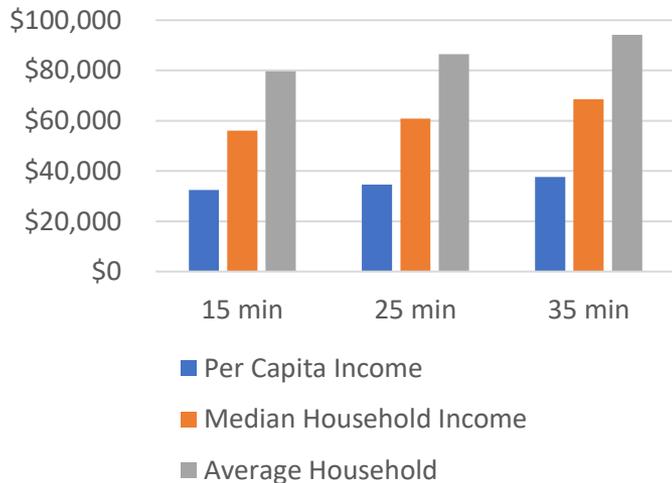


25'

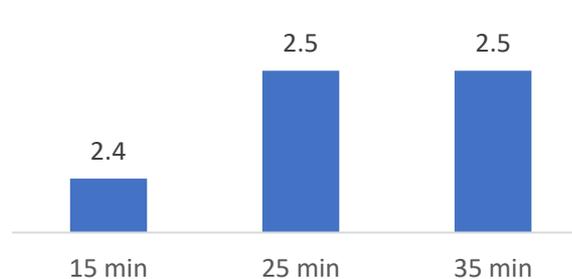
**Previous +**

Bloomfield  
Farmington  
New Britain  
Haddam  
Higganum  
Manchester  
Marlborough  
Middletown  
Meriden  
Portland  
Plainville  
Vernon  
Wallingford  
South Windsor  
Windsor  
Windsor Locks

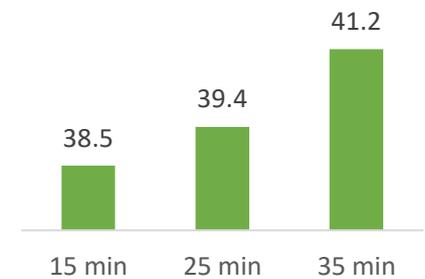
Households by Income (2017)



Average Household by Size (2018)

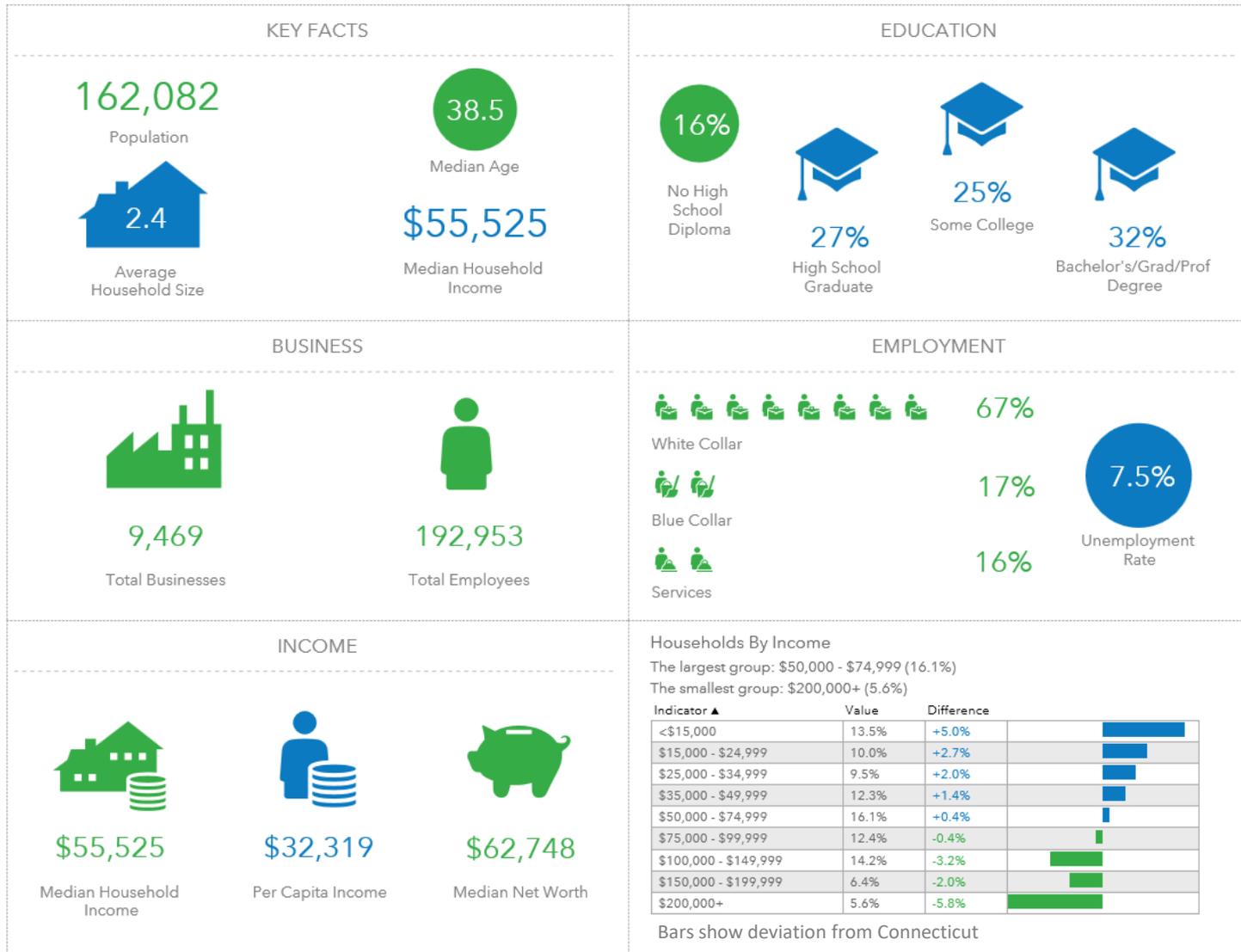


Median Age (2018)



# Population Summary

## 15 min Drive Time Trade Area | Page 1 of 2



# Population Summary

## 15 min Drive Time Trade Area | Page 2 of 2

The largest group, represented by 35,243 adults (28.1% of all adults in this trade area) fall into the LifeMode group **“GenXurban.”** These are Generation X (born mid-1960s to mid-1980s), middle age families with fewer kids and a mortgage. Below are the socioeconomic subtypes, or Tapestry Segments, that make up this LifeMode group, ranked by number of adults within the trade area:

- **#2 Parks and Rec** – 16,167 (12.9%)
- **#3 Comfortable Empty Nesters** – 9,604 (7.7%)
- **#4 In Style** – 7,070 (5.6%)
- **Midlife Constants** – 2,402 (1.9%)

The second largest group, consisting of 30,779 adults (24.5%) living within this trade area fall into the LifeMode group **“Next Wave.”** These are young, diverse, hardworking immigrant families living in dense urban areas. Below are the subtypes, or Tapestry Segments, that make up this LifeMode group, ranked by number of adults within the trade area:

- **#1 Fresh Ambitions** – 23,528 (18.8%)
- **International Marketplace** – 4,953 (3.9%)
- **High Rise Renters** – 2,298 (1.8%)

The third most populous group, consisting of 14,593 adults (11.6%) living within this trade area fall into the LifeMode group **“Middle Ground.”** Simply put, these are the lifestyles of thirtysomethings. The dominant tapestry segment within this LifeMode group is Front Porches.

- **Front Porches** – 7,580 (6.0%)
- **Old and Newcomers** – 2,956
- **City Lights** – 2,860
- **Emerald City** – 1,197

Suburban Periphery

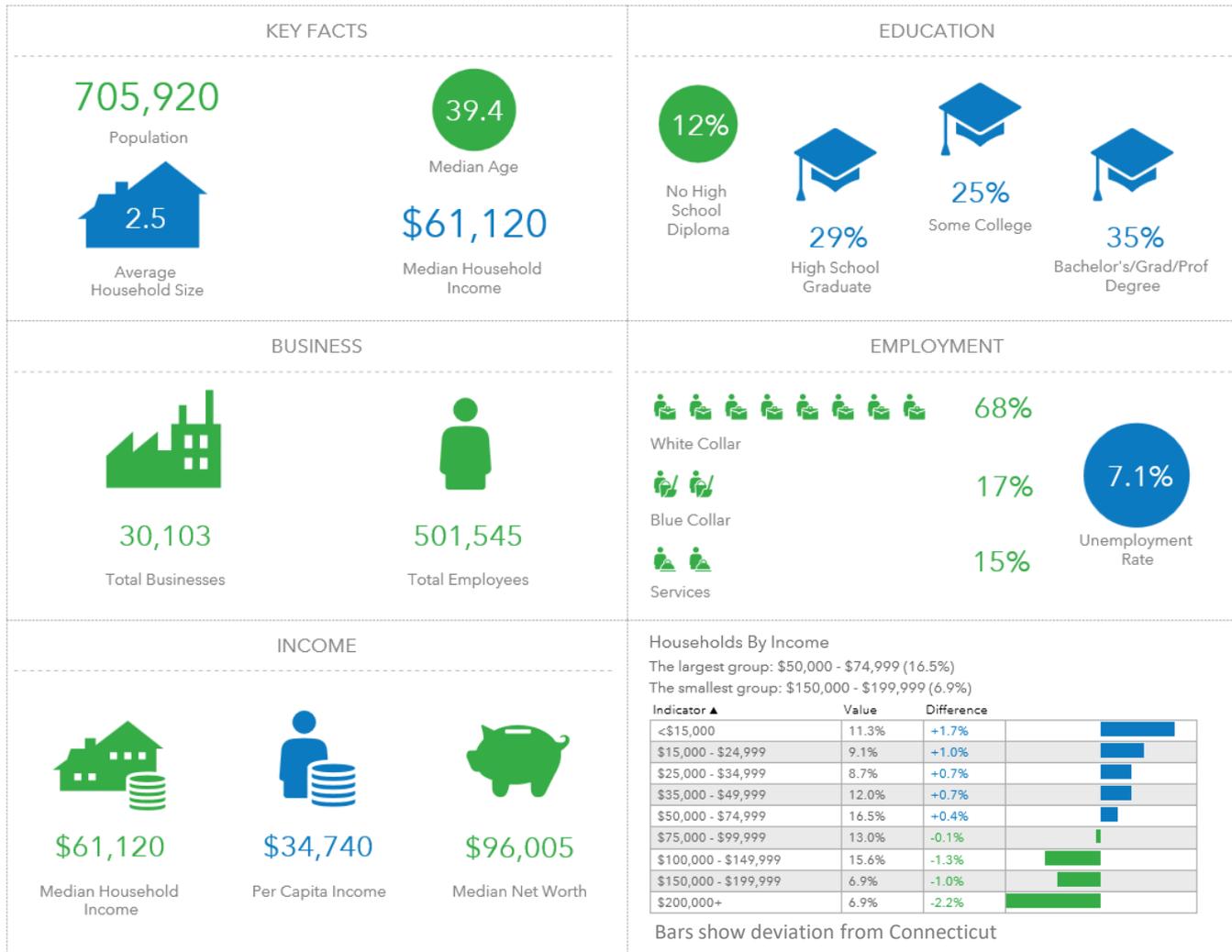
Principal Urban Centers

Metro Cities  
14.3% of households  
within this trade area



# Population Summary

25 min Drive Time Trade Area | Page 1 of 2



# Population Summary

## 25 min Drive Time Trade Area | Page 2 of 2

The largest group, represented by 144,798 adults (26.2% of all adults in this trade area) fall into the LifeMode group “**GenXurban.**” These are Generation X (born mid-1960s to mid-1980s), middle age families with fewer kids and a mortgage. Below are the socioeconomic subtypes, or Tapestry Segments, that make up this LifeMode group, ranked by number of adults within the trade area:

- **#1 Parks and Rec** – 76,465 (13.8%)
- **#5 Comfortable Empty Nesters** – 39,306 (7.1%)
- **In Style** – 20,453 (3.7%)
- **Midlife Constants** – 7,957 (1.4%)

The second largest group, consisting of 83,402 adults (15.1%) living within this trade area fall into the LifeMode group “**Affluent Estates.**” These are people from established wealth — educated, well-travelled married couples who live in affluent suburban communities. Below are the subtypes, or Tapestry Segments, that make up this group, ranked by number of adults within the trade area:

- **#4 Savvy Suburbanites** – 51,435 (9.3%)
- **Exurbanites** – 16,912 (3.1%)
- **Professional Pride** – 10,012 (1.8%)
- **Top Tier** - 5,043 (0.9%)

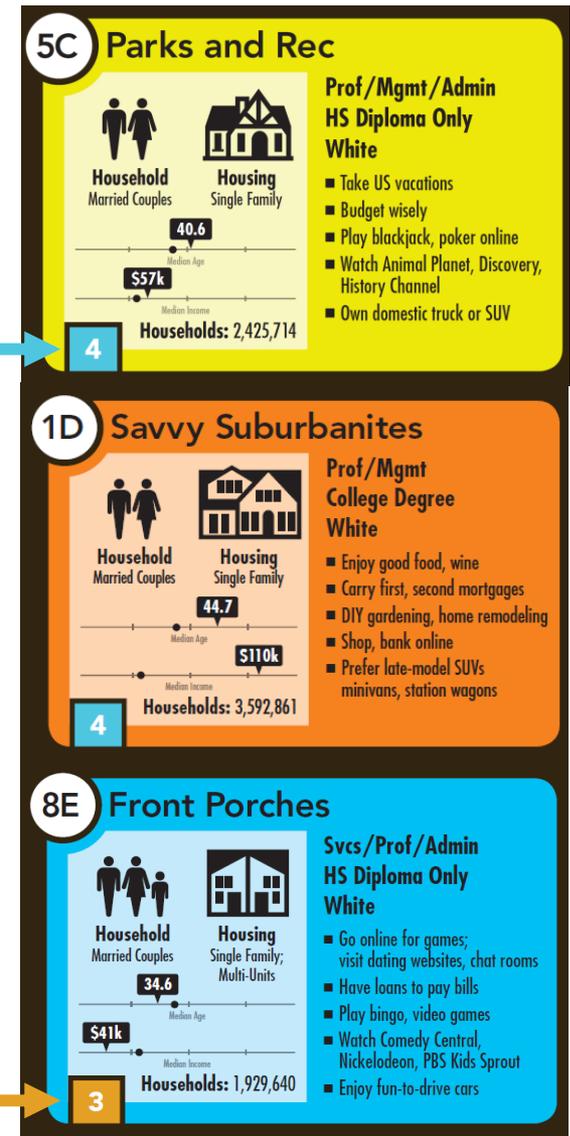
The third most populous group, consisting of 80,985 adults (14.2%) living within this trade area fall into the LifeMode group “**Middle Ground.**” Simply put, these are the lifestyles of thirtysomethings.

- **#3 Front Porches** – 56,238 (10.2%)
- **Emerald City** – 9,580 (1.7%)
- **Old and Newcomers** – 7,058 (1.3%)
- **City Lights** – 5,192 (0.9%)
- **Bright Young Professionals** – 2,917 (0.5%)

Suburban Periphery

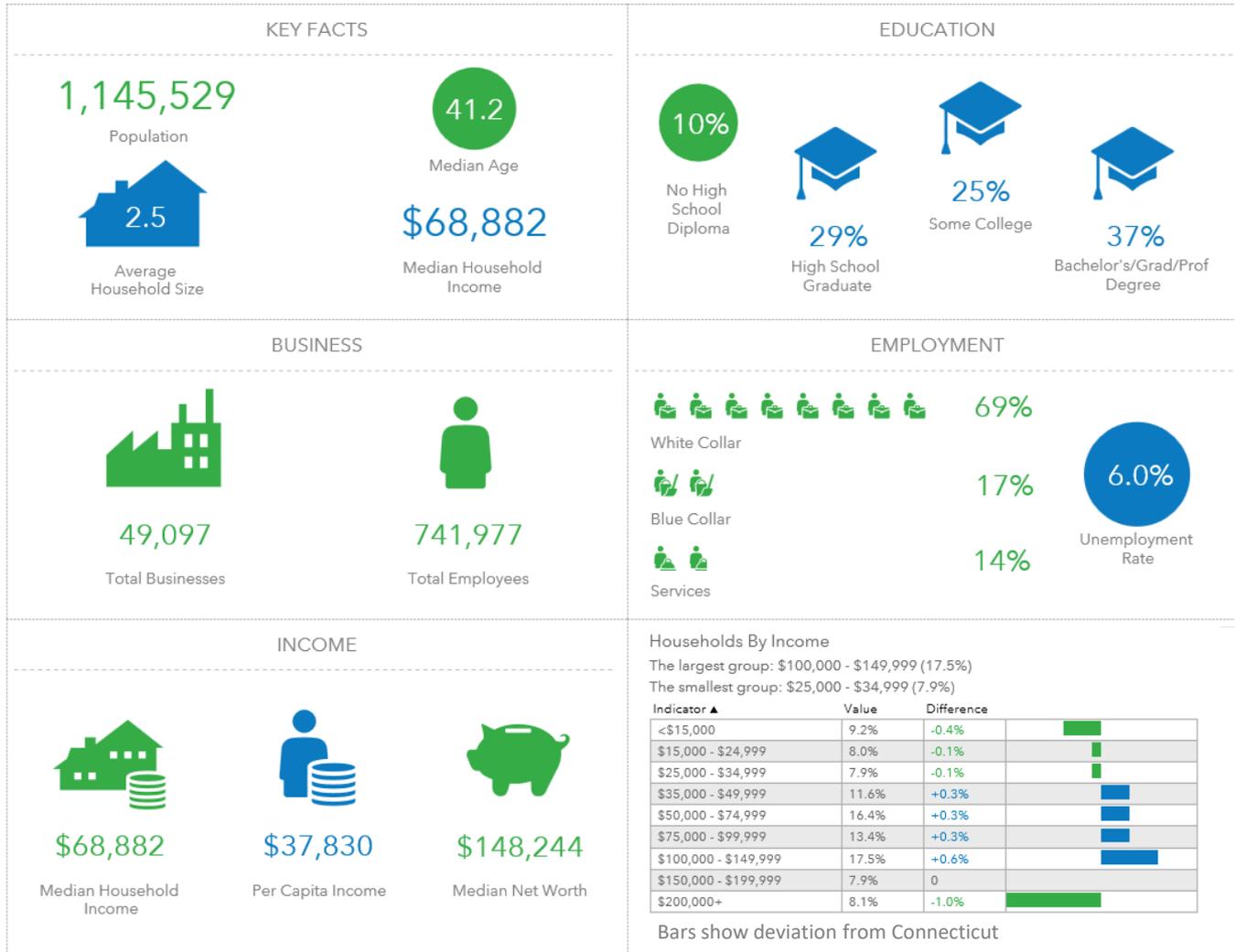
Metro Cities

Affordable city life, including smaller metros, satellite cities



# Population Summary

35 min Drive Time Trade Area | Page 1 of 2



# Population Summary

## 35 min Drive Time Trade Area | Page 2 of 2

The largest group, represented by 256,440 adults (28.4% of all adults in this trade area) fall into the LifeMode group “**GenXurban.**” These are Generation X (born mid-1960s to mid-1980s), middle age families with fewer kids and a mortgage. Below are the socioeconomic subtypes, or Tapestry Segments, that make up this LifeMode group, ranked by number of adults within the trade area:

- **#1 Parks and Rec** – 145,035 (16.1%)
- **#5 Comfortable Empty Nesters** – 59,756 (6.6%)
- **#6 In Style** – 41,131 (4.6%)
- **Midlife Constants** – 9,897 (1.1%)

The second largest group, consisting of 181,569 adults (20.1%) living within this trade area fall into the LifeMode group “**Affluent Estates.**” These are people from established wealth — educated, well-travelled married couples who live in affluent suburban communities. Below are the subtypes, or Tapestry Segments, that make up this group, ranked by number of adults within the trade area:

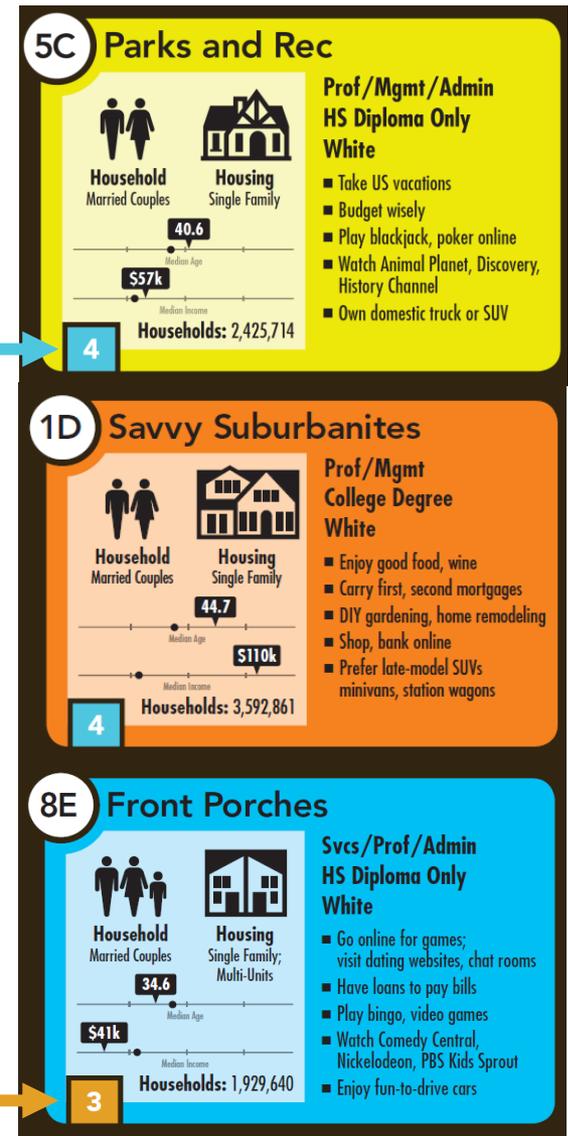
- **#2 Savvy Suburbanites** – 125,395 (13.9%)
- **#10 Exurbanites** – 26,540 (2.9%)
- **Professional Pride** – 2,506 (2.3%)
- **Top Tier** – 9,128 (1.0%)

The third most populous group, consisting of 119,689 adults (13.3%) living within this trade area fall into the LifeMode group “**Middle Ground.**” Simply put, these are the lifestyles of thirtysomethings.

- **#3 Front Porches** – 81,532 (9.0%)
- **Old and Newcomers** – 13,789 (1.5%)
- **Emerald City** – 11,427 (1.3%)
- **Bright Young Professionals** – 6,631 (0.7%)
- **City Lights** – 6,310 (0.7%)

Suburban Periphery

Metro Cities  
Affordable city life, including smaller metros, satellite cities



# GOMAN+YORK

## ADVISORY SERVICES



[www.gomanyork.com](http://www.gomanyork.com)

*THANK YOU FOR YOUR ATTENTION.  
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# Appendix

# Connecticut Regional Market

## Existing Layout and Utility Lines - Map

### Existing Utility Layout

