6

ECONOMIC & MARKET REALITIES

Putnam enjoys a long heritage as a mill town and industrial center. Although there remains evidence of economic hardships, recent market conditions bear witness to Putnam's ability to retool its communal and industrial base. Putnam's regional role continues to grow; its industrial, institutional and governmental base places the town in a strategic position and, increasingly, its regional context extends beyond Connecticut's borders and into Massachusetts and Rhode Island.

The Town's desire to grow, expand public services and improve the quality of life for its citizens establishes a need to identify and monitor economic forces impacting Putnam. This information is critical to developing an economic strategy for the Town - one that is integrated into the overall blueprint for its future.

BASELINE ANALYSES

Before strategies can be formulated, a baseline must be established. An Economic and Market Assessment was completed in September 2003 to provide the Town with economic benchmarks as well as specific market trends. The full analysis is available under separate cover; the following is a summary.

■ Labor Force and Occupational Outlook

The Putnam labor force recovered from early 1990's recession levels, increasing 18% over the period 1992-2002. As Putnam's population did not increase between 1990 and 2000, the increase in labor force is largely attributable to increased labor force participation in response to an increase in jobs and in-migration. Labor force growth in Putnam has been more persistent than in Connecticut as a whole, where the labor force level peaked in mid year 2000 and has been declining over the last three years.

The continued growth of the labor force in Putnam and the region will be a key component in attracting and retaining industry and jobs. Although the unemployment rate has ticked up from 2000, the growth curve in labor force expansion is encouraging. Nevertheless, challenges remain:

- According to the Connecticut Department of Labor, the entire state of Connecticut is facing a gap in the educational qualifications of the current labor force as compared to what the state anticipates new jobs coming on line will require. These jobs will require post secondary training at the associate's degree level and beyond. Consequently, employers will also need to recruit from out of state to fill these needs.

- However, new jobs will also continue to be available to those without post secondary degrees in nearly the same numbers as new degree-requirement positions.

- Furthermore, retirements and turnover in entry level jobs will create three job openings for every new job created during this decade.

Putnam, like the rest of Connecticut, must address the anticipated shortage of a more educated workforce – currently less than one in five residents has an associate's degree or higher, as compared to one in three statewide. Emphasis on education at all levels will be critical, including vocational education to support the surviving and growing manufacturing sectors.

- However, it should be noted well, that growth in service jobs will be the predominant force in the coming years, regardless of the level of education or job experience required. Service sector jobs now provide 75% of all employment in Putnam, mainly through the retail sector.

- Putnam, again like the rest of Connecticut, must also be prepared to "import" the labor force it cannot supply internally. The needs and expectations of such newcomers could have implications for housing, education and other services. Presently the housing market provided by the hill towns to the west of Putnam does not match with much of the jobs base resident in Putnam.

- Evidence points to the fact that Putnam has already been importing labor force but not necessarily to work in Putnam. While the resident labor force has increased, recently released journey to work data reveal that fewer residents were also working in Putnam in 2000 than in 1990. More are commuting to Massachusetts, Rhode Island and surrounding communities, especially those to the west.

Major Putnam Employers

Table 15 lists the major employers in the Town of Putnam. Day Kimball Hospital, with 550 full time equivalent employees (1,000 total) and 125 attending physicians, dentists and psychologists, is the largest employer in Putnam and the immediate region. Wal-Mart is next with 248 employees.

Overall, Putnam reflects a good diversity of employers and industries. No major employment concentration exists other than Day Kimball Hospital.

Table 15
Major Employers in Putnam

Name	Location	Industry	No. of Emps.	Type of Ownership
Day Kimball Hospital	320 Pomfret St	Hospital	550 FTE, 1,000 total	Non-profit
Staples	15 Ridge Road	Office Supplies	187	Public
International Paper Company	175 Park Road	Paper Products	125	Public
Matulaitis Nursing Home	10 Thurber Road	Nursing Home	140	Private
Stop & Shop	60 Providence Turnpike	Grocery Retailer	135	Public
Wal-Mart	625 School St	Discount Retail	248	Public
K Mart	44 Providence Turnpike	Discount Retail	80	Public

Source: Individual companies

Employment Trends

Most Connecticut cities and towns added to their jobs base during the 1990s, with the great majority of the growth occurring in the services sector, offsetting losses in manufacturing industries. Putnam's employment also expanded, both in services and goods producing industries (construction and manufacturing). Service producing jobs (which includes retail trade) now account for 75% of the base, with goods producing 25%.

- Manufacturing sub-sectors represented in Putnam include lumber, furniture and paper and rubber and plastics. Killingly also has a large rubber and plastics jobs base as does the Worcester, Massachusetts area, making this an identifiable cluster industry important to Putnam.

- Service employment growth is harder to trace by sub-sector, but no doubt was influenced directly and indirectly by Day Kimball Hospital, the largest employer in the region.

Industry Clusters

In its state-wide economic development planning Connecticut currently recognizes eight "industry clusters". This is a term coined by Michael Porter of the Harvard Business School, meaning a concentration of economically linked companies and industries in a geographic region. These companies and industries are interconnected by the markets they serve and the products

they produce as well as by their suppliers, trade associations and educational institutions. A high profile example of an industry cluster is Silicon Valley in California with integrated microelectronics, biotechnology and venture capital markets. The nine clusters recognized in Connecticut to date are:

- Aerospace
- Agriculture
- Bioscience
- Insurance/Finance
- Maritime
- Metal Manufacturing
- Plastics
- Software Information Technology
- Tourism

The economic and market assessment of the Town identified two manufacturing clusters and one service cluster at work in Putnam. Plastics and travel and tourism (the service cluster) are among the recognized Connecticut industry clusters. The other manufacturing cluster is lumber, furniture and paper. The town has compiled a profile on the plastics industry and those companies in the region involved in this manufacturing sector. A similar profile was compiled on the packaging industry, which, though a cluster recognized by the State, has potential as a local/regional cluster.

- Connecticut industry projections prepared by the Department of Labor for 2000-2010 indicate that while overall manufacturing is expected to continue losing jobs statewide, the sub-sector including rubber and plastics is the one of only two for which gains in employment *are* expected to occur.

- Another manufacturing sub-sector projected to grow includes lumber, furniture and paper.

- These jobs are generally high paying and increasingly require high skill and are important to the diversity of the jobs base. Putnam and its neighbors Killingly (plastics) and Thompson (lumber, furniture and paper) appear well poised to continue attracting jobs in these two manufacturing clusters. The Naugatuck Valley is another area of the State that is home to many businesses in the plastics industry.

In the past ten years, with the advent of the two casinos in New London County, the tourism industry has of course grown exponentially in the southeastern portion of the state. However, all parts of the state benefit from this industry to some degree, including Putnam and the Northeast. The travel and tourism industry is not easy to define and quantify because so many different industries are involved: restaurants, gas stations, retail stores, amusement parks, museums, marinas, hotels, and campgrounds to name a few. Due to this multifaceted situation, it is difficult to estimate the

economic impact that tourism has on the state and its regions. However, the University of Connecticut Center for Economic Analysis attempted to quantify the impact of tourism in a May, 2003 study.

- In relative terms, the study found that Connecticut's statewide travel and tourism industry employs a larger share of the state's workers than the manufacturing or the finance, insurance and real estate (FIRE) sectors, two large, well established Connecticut sectors.

- In Windham County, tourism employs fewer than manufacturing, but tourism is growing jobs at a faster rate. However, the study also found that manufacturing and FIRE businesses generate greater sales.

- The manufacturing sector's ability to expand sales with a very small increase in employment, demonstrates that the most efficient of industries now constitute the current manufacturing base. Tourism adds jobs, but manufacturing adds much more value to the economy. FIRE, a sector much more closely identified with Hartford and lower Fairfield County, adds both jobs and value.

- Windham County spending by type of visitor is heavily weighted to day trippers according to the survey data collected. This group accounts for 79% of total spending. Windham County has the largest share of spending from day trippers of any Connecticut county. Day trippers spend more than other visitor types for recreation and meals. In 2001 they spent $102.9 million. Campground based tourists spent $55.1 million and people staying in hotels spent $52.3 million.

- Putnam, with its antiques district, is a key destination for day trippers in the region. Data suggests that opportunities lie in providing additional recreation, meals and shopping venues for these "short-term" travelers. However, data also indicates that while jobs to support tourism are easier to attract than manufacturing jobs, they do not pay as well.

■ Employment Outlook

Industry projections for the period 2000-2010 were released January 2003 by the Connecticut Department of Labor. In summary, the projections call for:

- An increase of 152,000 jobs or 8.6%, a rate of growth will be slower than that of the nation as a whole.

  The *services sector* will be the main source of growth: *business and health services* will dominate, adding more than 105,000 new jobs. Health, education and social services, the major components of services, is expected to add 48,000 jobs statewide. The aging population will impact this sector from both sides. Retirements will

create replacement job needs and the increase in the senior population will create new medical and care giver jobs. This has implications for Putnam's hospital and regional health care. The expected growth throughout the services sector will be of major significance throughout Connecticut as well as in Putnam, where three out of four jobs are service sector based.

- Manufacturing will decline statewide by 11,000 jobs, with decreases in less skilled production jobs and increases in skilled, technology oriented jobs. However, there are positive projections regarding the two manufacturing sector clusters identified in Putnam: chemicals, petroleum products, rubber and plastics; and wood products, furniture stone, clay and glass.

  The trade sector will experience slower than average growth but will nevertheless expand by 21,000 jobs.

- Construction increases, both in building and trades, could also favorably impact Putnam.

- Also of importance is continued strong growth in the recreation/tourism sectors, where more than 14,000 additional jobs are projected.

■ Delineation of the Market Areas

A community's primary market area is that area within which the majority of demand for industrial, office and retail space will originate and where the supply of such uses is most available and competitive.

Industrial

Historically, Putnam's primary competitive market area for industrial development has been the towns of Thompson, Killingly, Plainfield and Sterling. Significant reasons for this are:

A high degree of economic interrelationship between these four towns and Putnam along the I-395 corridor.

- The major portion of the market area's stock of new industrial and commercial development is concentrated within this area.

  These five towns are similar from a siting and access viewpoint.

Putnam, with a 171 acre industrial park and $31 million in industrial tax base, is a significant factor in the regional industrial market. Positioned midway between Norwich and Worcester, Putnam is also strategically located with respect to the New York City, Boston and Providence metro regions. The

transportation structure, including three interchanges with I-395, provides the area with the necessary resources to support logistics and distribution activities. Access to I-90 and I-95 via I-395 also contribute to Putnam's desirability within the Northeast region as an industrial/warehouse/-distribution location.

Because there is no ongoing market coverage of northeast Connecticut, trends in Hartford and suburban Boston/Worcester were used as being indicative of market conditions affecting Putnam.

- Greater Hartford is a 64 million SF industrial market, which had a 12.8% vacancy rate, with the highest vacancy rate (16.4%) prevailing in the submarket east of the Connecticut River. Of greatest impact in this submarket was the consolidation of several distributorships.

- In general, companies continued to downsize, reposition and move to higher quality buildings to gain a competitive edge. Industrial users now reflect a diminished need for manufacturing space and greater need for office/engineering, assembly and marketing in building configurations.

- The greater Boston industrial market is twice the size of Hartford's with 124 million square feet. The western and southern submarkets aggregate 81 million square feet along the I-128 and I-495 beltways, the closest submarkets to Putnam. The southern submarket, with most of its demand from distribution and warehousing, has weathered the downturn with less disruption and is expected to rebound faster as the economy improves.

- As with the Hartford market, new supply of industrial space in the Boston area was limited to build-to-suit. Companies are leaving existing facilities in favor of real estate development. Vacancy across greater Boston has increased slightly from 2001 but was still under 10% in the southern sector: much lower than greater Hartford, especially east of the Connecticut River.

- According to the Northeastern Connecticut Council of Governments, industrial and warehouse interest and activity has slowed considerably over the last year. What activity there has been has centered on warehouse/distribution facilities of 100,000 to 200,000 SF along the I-395 corridor. The rejection of the Wal-Mart distribution center in Killingly is thought to have had a chilling effect on the region, along with a general softening of the regional real estate market.

Trends which should be encouraging to Putnam industrial development include:

- The demand for high-bay distribution centers is still significant with very little product available. Pre-leased or owner-occupied new construction has resulted in very little new construction remaining vacant.

- The lack of speculative building has kept supply and demand in balance well enough to prevent major declines in lease rates. Industrial profit margins are thin to the point that real estate costs must be kept as low as possible.

- Demand for midsized buildings of 10,000 to 20,000 SF has always been a core component of demand in the Hartford area. With a range of acreage from two acres on up, Putnam can accommodate a wide range of buildings, including the smaller user, to ensure a diversified employment base.

- The I-495 submarket commands some of the highest values and rents in the "outer loop" due to its outstanding highway access to Boston, its suburbs, Providence and Worcester. Proximity to affordable housing is also a plus for attracting new workers at industrial firms. The I-395 corridor shares many of these same characteristics.

Putnam's industrial park has witnessed considerable activity in the last year, with five lots being acquired for development. Nine lots for sale and an anticipated build out aggregating 672,000 SF maximum. Existing aggregate square footage in the park is roughly 385,000 SF. From a building capacity standpoint, the park is about 36% built out. In view of the fact that the park still possesses significant building capacity, barring the arrival of two major distribution centers, land supply is adequate at present for near and mid term consumption.

Retail/Commercial

The retail/commercial market area for Putnam is the group of towns for which Putnam has traditionally served as a market town. This includes the more rural towns of Brooklyn, Eastford, Pomfret, Union and Woodstock in addition to the core group of Thompson, Killingly, Plainfield and Sterling.

The common bond of these towns from an economic standpoint is that residents are oriented to Boston, Worcester, Providence and Norwich rather than to Manchester and Hartford. They are linked by the I-395 corridor, where commercial development at the interchanges has in part replaced the downtown hubs of the main market towns of Danielson and Putnam.

The growth of southeastern Connecticut with the advent of the casinos and the decline of the big mill employers over the past ten to twenty years has resulted in a change in the mix of businesses in Putnam. Nevertheless, access via I-395 has also enabled Putnam business interests to penetrate markets

throughout northeastern Connecticut, New York, Rhode Island, Massachusetts and beyond.

Putnam's retail/commercial tax base was $50.1 million in 2002, a major contributor to the town's tax base. Historically, Putnam has served the northeast region as a market town, offering both convenience goods and comparison shopping goods. With the advent of the interstate, most of Putnam's large scale retail has migrated to the Exit 97 interchange. The downtown has largely been taken over by specialty stores, mainly offering antiques, and serving the day tripper tourist market. Growing niche markets in Putnam also include automotive products and restaurants based on sales tax related data from the State of Connecticut.

Pertinent trends in retail development include:

- New England continues to cope with the transition from regional chains like Caldor's and Ames to chains such as Wal-Mart and Kohl's. The Ames situation is an increasingly familiar one, where established regional chains fail to compete successfully as retailers but have valuable locations of interest to stronger competitors such as Wal-Mart. The remaining Kmarts remain vulnerable until such time as the company emerges from bankruptcy.

- In greater Boston, the retailers expanding the fastest (by new square feet) included Kohl's, Lowe's Home Improvement, Home Depot, Wal-Mart, Stop & Shop and Target. By number of stores, the fastest growth was Curves for Women (37), Kohl's (13) and CVS (10)

- In terms of expansion by business classification, although the big box retailers get most of the attention, it is actually small format businesses that expand the most rapidly. The restaurant business in particular, has proven recession-proof and industry projections anticipate a continuing upward trend. While restaurant operation is still subject to a high degree of failure and turnover, the category continues to gain momentum, aided in large part by chain growth in the casual and fast-casual dining concepts. Health and fitness centers are the second fastest growing category, followed by personal services, bank branches and professional services.

- Of concern however is data on store closings by business classification: the highest number of store closings for the greater Boston area (45) involved used and antique merchandise. In view of soft market conditions throughout the antiques industry, these will continue to be challenging times for Putnam's antiques dealer community and the profile of downtown Putnam.

Putnam's market area is a relatively small one, which is a constraint on major development activity. Retailers depend not only on excellent access, which

Putnam has, but also the density of households in the market area. However, a counter force to this is the fact that big box retailers will establish themselves in a smaller market area if the access is good and a competitor can thereby be kept out or forced to take a less desirable site.

In terms of potential, the regional market shows reasonably strong spending patterns in the categories of food at home, non-prescription drugs, personal care products, housekeeping supplies and transportation. Recent retail development in Putnam (Stop & Shop center, Brooks) has largely been in businesses which serve these needs. Also, in terms of spending by type of stores, the region shows strength in lawn and garden stores as well as gas stations and grocery stores. Future retail demand in Putnam therefore suggests capacity for retail growth will mainly center on small format retail, restaurants, food stores and small professional and service-providers space.

Office

The office market in the region is largely characterized by older, downtown owner occupied or tenanted buildings and small drive-up-to professional centers in more suburban locations. Although interchanges with I-395 present the sort of location office developers and corporate headquarters prefer, the population and jobs base is not sufficient to warrant office building construction at this time. Worcester and Norwich are too far away to the north and south and Providence is not easily accessible from northeast Connecticut. In short, there is insufficient business density to support office development on any kind of a scale beyond community based professional services.

- Most of Putnam's general office is occupied by neighborhood services and/or professionals such as physicians, attorneys, accountants, etc. Another portion is specialized space, including uses such as bank head office and branch operations. In general, the space is sufficient to meet local office demand.

- With the projected aging of the population and the growth in health services, Putnam can anticipate the need for additional medical service facilities. Day Kimball Hospital serves as a local catalyst for such expansion.

- The office condo, especially for medical offices, has had some success in Putnam, with small units of 750 and up.

- Selective mill conversions have also brought new office space to Putnam, such as the Belding Mill. Belding represents an opportunity to bring in a larger tenant or tenants at competitive rents should prospective users be recruited or identified.

Baseline Data Summary

Demographics

- Growth in region, projected growth for Putnam
- Improvement in income
- Smaller households, more singles
- Even split between ownership and rental housing

Labor Force

- 18% increase 1992-2002
- One in 5 has post secondary education vs. one in 3 statewide
- Retirement and turnover will create 3 openings for every new job created
- Resident labor force more widely disbursed in terms of employment location

Employment Trends

- Good recent record of jobs increases
- Growth in service sector jobs predominant force: 75% of Putnam jobs are service based

  Goods producing is 25% and expanding, bucking regional/national trends

Industry Clusters

- Plastics – greater Putnam, Worcester
- Travel and Tourism – day tripper spending
- Health Care – well established and growing

Tax Base

- Higher than average base of commercial and industrial real estate: 23% of 2002 grand list
- Commercial the larger sector with $51 million in value, industrial with $31 million
- Continuing high reliance on state aid

Office Market

- Characterized by downtown headquarters or regional facilities and by suburban professional centers
- Best generator of office demand will be health care related
- Selective mill conversions

Industrial Market

- Excellent location relative to major markets
- Good absorption at I-Park, good capacity remaining
- Principal drivers of demand: distribution centers and midsize buildings of 10,000 to 20,000 SF

Retail Market

- Primarily antiques niche market downtown, mass marketers and local destination shopping at Exit 97 interchange
- Local area market support is modest for major expansion, good for small format
- Niche market potential includes restaurants, automotive and grocery

BUSINESS INTERVIEWS

In order to obtain input from Putnam's business community in connection with preparation of the POCD, personal interviews were conducted among a select number of businesses and institutions located in Putnam. In total, 15 interviews took place during June and July 2003. Efforts were made to obtain a fair cross section of Putnam's business and institutions, including representatives the industrial, retail and services sectors. The complete summary is found in Appendix H.

Of the 15 businesses interviewed, seven were done in person and eight were by telephone. The organizations from which the interviewees came included professional, retail, manufacturing, communications and medical service providers.

The three identified factors related to operating a business in Putnam most frequently mentioned during the interviews are summarized below.

- Location

Advantages

- Everyone agrees that Putnam's location on I-395 with three full interchanges is an enormous asset. Much of the economic development which has occurred in recent years has been spurred by this north south highway. It is a great business-to-business location.
- Putnam is also a good retail location, although the moderate population base in the area limits growth somewhat.
- I-395 provides great access to metropolitan Boston, Worcester, the rest of Connecticut and New York.

Disadvantages

- For larger employers, it is somewhat difficult to recruit new employees from outside the labor market area due to a perception of Putnam and northeastern Connecticut being isolated.
- It is also more difficult to travel east and west from Putnam, there being no major highways between the Massachusetts Turnpike to the north and I-95 to the south. Retailers in particular noted this as an impediment.

■ Cost

Advantages

- Putnam's cost structure, with a low mil rate and moderate prevailing wage rates, makes it an attractive place to do business relative to other towns and cities in the state and region.
- Land and buildings offer good value. Manufacturers also cited the availability of incentives including the Enterprise Corridor.
- Putnam administrators and staff are easy to work with, accommodating and development friendly. Excellent track record for attracting new businesses and helping with expansions of existing businesses
- Affordable housing with a mixture of rental and ownership opportunities

Disadvantages

- Low mil rate contributes to lower performance/perception of schools relative to neighboring communities
- Affordable housing, in particular subsidized housing, contributes to high cost of social services in Putnam

■ Workforce

Advantages

- With respect to white collar, skilled manufacturing and technical workers, employers are quite satisfied with the local labor force. The work ethic is strong and pride in employment and customer service is high.
- Except for the largest employers, the area resident labor force is adequate in terms of number and skill sets.
- Lower prevailing wage rates keep area businesses competitive
- Immigrant unskilled blue-collar workforce resident in greater Worcester area is a good source of entry-level employees.

Disadvantages

- Lower prevailing wage rates make it somewhat more difficult for larger employers who recruit from beyond the labor market area to attract skilled employees, although lower cost of living mitigates this
- Putnam resident entry level unskilled labor force lacks work readiness and ethic
- Increasingly hard to find good new recruits for industrial jobs other than among recent immigrants (a trend throughout the northeast).

■ Competitiveness

Advantages

- Long term, well established businesses with dominant market share and name recognition enjoy competitive advantage: the modest size of the household base keeps out larger players, rewarding local entrepreneurs

Disadvantages

- The modest size of the household base and moderate income level translates into less spending power than is typically found in bigger metro markets: market depth is capped for existing as well as potential entrants
- One mention was made of a lack of major advertising outlets in this marketplace

CONSIDERATIONS

Based on the economic analyses performed above a series of economic development considerations have been developed as summarized in Table 16. These considerations reflect the potential to capture additional market potential.

From a locational standpoint, there is a whole host of elements that should be factored into Putnam's strategy for achieving compatible development. These are summarized in Table 17.

Table 16
Economic Development Considerations

Market	Status	Potential	Considerations	Locations
INDUSTRIAL	Existing Industrial Park 36% built out from s.f. standpoint ■ Approx. 670,000 SF remaining capacity on 9 remaining lots	Small to midsize users 10,000-40,000 SF High bay distribution Center 100,000-200,000 SF	Directional and Entrance signage program critically needed ■ Build out existing Industrial Park (Fall 2006) ■ Maintain flexible development plan to respond to market demands ■ Identify expansion site and determine infrastructure (2006) Examine demand for future rail service Target MA/RI markets ■ Develop partnerships with landowners – market private properties Incorporate site acquisition of infrastructure in Capital Plan ■ Consider applicability of DECD funded Municipal Development Plan ■ Examine underutilized properties and develop re-use plans	Existing Industrial Park and adjacent properties ■ Examine gravel mining area and adjacent properties

Table 16
Economic Development Considerations

Market	Status	Potential	Considerations	Locations
OFFICE	■ Headquarters/Regional Offices (Banks, Utilities, State of CT) ■ Drive-up, professional offices	■ Medical Services ■ Mill Conversion	Directly Link With Hospital-(training and recruitment) ■ Partner with private developers -medical -office/condo ■ Develop Allied Health Education (and identify suitable sites/funding)	■ Route 44 / Hospital ■ Kennedy Drive ■ Historic Mill Worker Housing on RTE 44 and empty lot across street
RETAIL/ STAND ALONE	■ Big Box Reshuffle ■ Active Market in Smaller Buildings	Modest Local Market ■ Defensive Big Box Move Small format chains & restaurants, automotive	■ Design Standards ■ Create I-395 Node ■ Examine Traffic Circulation and Access Management	I-395 Corridor ■ RTE 44 from Pearl Ave. to Intersection of Mary Crest Dr.
RETAIL/ NEIGHBORHOOD COMMERCIAL	■ Food, drug, personal services, business/consumer services	■ In-fill and upgrade of similar uses	■ Façade Improvement Program ■ Rehabilitation Small-scale redevelopment	■ Providence Street/Rte 44 between downtown and Thompson Street/S. Main Street ■ Riverfront Commons

Table 16
Economic Development Considerations

Market	Status	Potential	Considerations	Locations
DOWNTOWN COMMERCIAL	Active Market in Smaller Buildings Downtrend in Antiques Industry	Additional Tourism/ Entertainment Venue(s) ■ Restaurants ■ Financial Institutions	■ Establish Gateways ■ Establish Cultural/Tourism Linkages ■ Analyze Second Floor usage -Examine Zoning -Evaluate Vacancies and Physical Feasibility ■ Inventory Mills and identify needs to achieve full utilization Examine structured parking feasibility in support of higher density development ■ Analyze traffic circulation and identify non-structural and physical improvements	■ Downtown Core
HOUSING	■ Market Values Improving ■ Affordable Housing Market for Region	Development at Exit 96 ■ Redevelopment through Mixed Use	Homeownership/Rehabilitation ■ Direct Link with Hospital	■ Town-wide

Table 17
Considerations By Location

	Potential Markets	Considerations
Riverfront Commons	Mid-tier independent retailers: – Dress Barn – I-HOP Bob's Discount Clothing Optometrist/Service Computer Sales/Service – Radio Shack – Dry Cleaning – Tailor – Healthcare/therapy – Outdoor outfitter	There is on-going interest in this site for a big-box supermarket. Regardless of use, a new mix of stores with an improved façade will dramatically bolster the image of the Town while providing needed goods and services. New development should integrate pedestrians and the greenway to the greatest extent possible.
Hospital and Vicinity	Continued expansion of medical office space; future growth opportunities for allied health (physical, occupational and speech therapy), out-patient clinics or related services, home health offices	The Hospital arrival area could be improved as could internal parking and traffic circulation. Office space in adjacent parcels are creating numerous curb cuts that may soon aggravate safe access/egress. Organized physical development will attract more private investment and command higher rents.

Table 17
Considerations By Location

	Potential Markets	Considerations
Downtown Core	Healthcare and training; public/ institutional uses; upper floor lofts	At present, antiques dominate the downtown market. Because of this, unfortunately, many residents do not see downtown as their own. Thought should be given to the next market cycle if the antique niche begins a downward trend. Branding of the downtown that appeals to both residents and visitors would help to balance out its image and would help to create a more diverse mix. Historical/interpretive displays and a design vocabulary with historical context would also be a plus. The Merchant's Association should take the lead on these activities and having a coordinator position is a must. Local banks may have interest in a 2-year pilot program to fund the position. Using a vacant storefront as an office and showcasing local businesses would be one way to begin internal promotions. Although merchants may not desire a "Main Street" program designation, sending the coordinator to the National Conference would help energize the promotions effort.

Table 17
Considerations By Location

	Potential Markets	Considerations
Exit 95/ Interstate 395	Continuous industrial/corporate focus. Market this interchange as the Corporate-Industrial node.	Continued expansion may dictate need for buffering of adjacent land uses.
Exit 97/ Interstate 395	Larger footprint retailers; automotive center. Market this interchange as the Regional Retail Center.	This area serves regional community traffic as well as residents. The critical mass of Wal-Mart and Stop & Shop should be used to develop remaining areas although traffic will continue to be a problem. Design standards and limitations to the extent of development continuing along Route 44 should be put in place. The Town may also want to discuss the possibility of creating an Automotive Center by encouraging the relocation of Cargill Motors, the Ford Dealership and others to this area for a one-stop destination that could be marketed jointly by the dealerships. The present locations of automobile dealerships in downtown, in particular, may infringe on further revitalization. In turn, these businesses may soon find their present locations no longer can accommodate their merchandise or can support their sales strategies.

7

Appendices

Appendix A
Putnam, Connecticut
Demographic Profile
2000 Census

POPULATION CHARACTERISTICS

	Number	Percent
Total Population	9,002	
Male	4,297	47.7
Female	4,705	52.3
Under 5 years	527	5.9
5 to 9 years	554	6.2
10 to 14 years	642	7.1
15 to 19 years	600	6.7
20 to 24 years	516	5.7
25 to 34 years	1,177	13.1
35 to 44 years	1,460	16.2
45 to 54 years	1,229	13.7
55 to 59 years	434	4.8
60 to 64 years	322	3.6
65 to 74 years	636	7.1
75 to 84 years	602	6.7
85 years and over	303	3.4
Median age (years)	38.3	
Race		
White	8,581	95.3
Black or African American	117	1.3
American Indian and Alaska Native	70	0.8
Asian	34	0.4
Native Hawaiian and Other Pacific Islander	4	
Some other race	43	0.5
Two or more races	153	1.7
Hispanic or Latino	168	1.9

■ Total Number of Households	3,683	
Family Households	2,389	62.2%
(Female Heads of Household: 476 / 12.9%)		
Non-family Households	1,394	37.8%
(Householder Living Alone: 1,117 / 30.3%)		

■ Average Household Size 2.38 persons

■ Average Family Size 2.98 persons

HOUSING CHARACTERISTICS

	Number	Percent
■ Total Housing Units	3,955	
Occupied Housing Units	3,683	
Owner-Occupied Units	2,061	56.0%
(Average Household size 2.60 persons)		
Renter-Occupied Units	1,622	44.0%
(Average Household size 2.10 persons)		
Units in Structure		
1-unit, detached	1,990	50.3
1-unit, attached	142	3.6
2 units	581	14.7
3 or 4 units	777	19.6
5 to 9 units	255	6.4
10 to 19 units	72	1.8
20 or more units	138	3.5
■ Year Structure Built		
1999 to March 2000	12	0.3
1995 to 1998	70	1.8
1990 to 1994	112	2.8
1980 to 1989	472	11.9
1970 to 1979	435	11.0
1960 to 1969	303	7.7
1940 to 1959	871	22.0
1939 or earlier	1,680	42.5
■ Year Householder Moved Into Unit		
1999 to March 2000	580	15.7
1995 to 1998	1,025	27.8
1990 to 1994	511	13.9
1980 to 1989	624	16.9
1970 to 1979	426	11.6
1969 or earlier	517	14.0

Selected Monthly Owner Costs as a Percentage of Household Income In 1999		
Less than 15.0 percent	681	40.3
15.0 to 19.9 percent	357	21.1
20.0 to 24.9 percent	174	10.3
25.0 to 29.9 percent	188	11.1
30.0 to 34.9 percent	107	6.3
35.0 percent or more	174	10.3
Not computed	7	0.4

Gross Rent as a Percentage of Household Income In 1999	Number	Percent
Less than 15.0 percent	450	28.3
15.0 to 19.9 percent	286	18.0
20.0 to 24.9 percent	259	16.3
25.0 to 29.9 percent	116	7.3
30.0 to 34.9 percent	92	5.8
35.0 percent or more	295	18.6
Not computed	92	5.8

ECONOMIC CHARACTERISTICS

Employment Status	Number	Percent
Population 16 years and over	7,188	100.0
In labor force	4,877	67.8
Civilian labor force	4,856	67.6
Employed	4,633	64.5
Unemployed	223	3.1
Percent of civilian labor force	(X)	(4.6)
Armed forces	21	0.3
Not in labor force	2,311	32.2

Employment by Industry		
Agriculture, forestry, fishing and hunting and mining	48	1.0
Construction	330	7.1
Manufacturing	1,038	22.4
Wholesale trade	141	3.0
Retail trade	631	13.6
Transportation and warehousing, and utilities	156	3.4
Information	72	1.6
Finance, insurance, real estate, and rental and leasing	176	3.8

Professional, scientific, management, administrative, and waste management services	281	6.1
Educational, health and social services	1,015	21.9
Arts, entertainment, recreation, accommodation and food services	358	7.7
Other services (except public administration)	140	3.0
Public administration	247	5.3

Income In 1999	Number	Percent
Households	3,662	100.0
Less than $10,000	291	7.9
$10,000 to $14,999	263	7.2
$15,000 to $24,999	496	13.5
$25,000 to $34,999	437	11.9
$35,000 to $49,999	625	17.1
$50,000 to $74,999	877	23.9
$75,000 to $99,999	381	10.4
$100,000 to $149,999	230	6.3
$150,000 to $199,999	22	0.6
$200,000 or more	40	1.1
Median household income (dollars)	$43,010	(X)

Poverty Status 1999		
Individuals	671	7.5
Among Families	109	4.8
Among Families with female householder, no husband present	86	20.4

Appendix B
Putnam, Connecticut
Ten Year Trends
1990 – 2000

TOWN-WIDE DATA

	1990	2000	Change
■ Population	9,031	9,002	-0.3%
■ Age			
Under 5 years	711	527	-25.9%
5 to 9 years	667	554	-16.9%
10 to 14 years	569	642	12.8%
15 to 17 years	318	400	25.8%
18 and 19 years	265	200	-24.5%
20 years	122	102	-16.4%
21 years	116	91	-21.5%
22 to 24 years	406	323	-20.4%
25 to 29 years	792	562	-29.0%
30 to 34 years	749	615	-17.9%
35 to 39 years	619	763	23.3%
40 to 44 years	610	697	14.3%
45 to 49 years	445	641	44.0%
50 to 54 years	360	588	63.3%
55 to 59 years	358	434	21.2%
60 and 61 years	146	142	-2.7%
62 to 64 years	225	180	-20.0%
65 to 69 years	415	316	-23.9%
70 to 74 years	428	320	-25.2%
75 to 79 years	315	331	5.1%
80 to 84 years	202	271	34.2%
85 years and over	193	303	57.0%

■ Housing Units

1990	3,790			
Occupied	3,575			
Owner Occupied	1,967	55%		
Renter Occupied	1,608	45%		
				Change
2000	3,955		+165 Units	(4%)
Occupied	3,683		+108 Units	(3%)
Owner Occupied	2,061	56%	+ 94 Units	(5%)
Renter Occupied	1,622	44%	+ 14 Units	(0.9%)

Type of Household	1990	2000	No. Change	% Change	2007	No. Change
Total Households	3,575	3,683	108	3.0%	3,869	186
Family	2,436	2,289	(147)	(6.0%)	2,351	62
Non Family	1,139	1,394	255	22.4%	1,518	124
Living Alone	962 (84.5%)	1,117 (80.1%)	155	16.1%		
Not living alone	177 (15.5%)	277 (19.9%)	100	56.5%		

CENSUS TRACT DATA

Census Tracts	9031*			9032		
	1990	2000	Change	1990	2000	Change
■ Population	6,841	6,757	-1.2%	2,190	2,245	2.5%
Male	3,215	3,230	4.7%	1,045	1,067	2.1%
Female	3,626	3,527	-2.7%	1,145	1,178	2.9%
■ Median Age		36.3			43.4	
Households	2,832	2,876	1.6%	743	807	8.6%
Family Households	1,853	1,696	-8.5%	583	593	1.7%
Non-Family Households	979	1,180	20.5%	160	214	33.8%
■ Housing Units	3,014	3,119	3.5%	776	836	7.7%
Occupied Units	2,832	2,876	1.6%	743	807	8.6%
Owner Occupied	1,321	1,353	2.4%	646	708	9.6%
Renter Occupied	1,511	1,523	0.8%	97	99	2.1%
■ Average Household Size	2.42	2.32		2.72	2.57	
Owner occupied		2.60			2.62	
Renter Occupied		2.08			2.32	

* Essentially the Special Services District area

Source: U. S. Bureau of the Census

Appendix C
Putnam, Connecticut
Functional Road Classification Definitions

1. **Interstates** are defined as those highways that serve substantial statewide or interstate travel.
2. **Principle Arterials** serve the major centers of activity of urbanized areas, the highest traffic volume corridors and the longest trips. These roads carry a high proportion of the total urban area travel even though it constitutes a relatively small percentage of the total roadway network. The principle arterial carries most of the trips entering and leaving the urban area, as well as most of the through movements bypassing the central city.
3. **Minor Arterials** are defined as those roads that provide service to large towns or areas within the County not served by the arterial system; and roads that link these towns or areas with the arterial system.
4. **Rural Minor Collector and Urban Collector Roads** are defined as those roads that bring traffic from a local road to a major collector road; provide service to smaller communities not served by other larger systems; and link local traffic generators with their rural areas.
5. **Local Roads and Streets** are defined as roads that traverse relatively short distances; serve primarily as access to adjacent land; and all other roads not already classified as arterials or collectors.

Appendix D
Putnam, Connecticut
Average Daily Traffic (ADT)*
Trends – Selected Roadways

Roadway	1972 ADT (vpd)**	1988 ADT (vpd)	2000 ADT*** (vpd)	1972-1988 Percent Change	1988-2000 Percent Change
Route 44					
Pomfret T.L. to Day Kimball Hospital	4,000	5,000	5,500	25	10
Day Kimball Hospital to Sabin Street	4,000	8,400	9,400	110	12
Sabin Street to South Grove Street	8,000	10,200	10,200	27.5	0
South Grove Street to Route 171	5,000	7,200	7,100	31	-1.4
Route 171 to Mechanics Street (Rte. 12)	8,000	13,700	15,600	71	13.9
Mechanics Street to Thompson Avenue	6,500	11,200		72	
Thompson Street to I-395	6,500	10,100		55	
Mechanics Street to I-395			13,200		
I-395 to Route 21	4,000	7,500		87.5	
I-395 Interchange			14,800		
I-395 to Stop & Shop Entrance			15,100		
Route 21 to Route 438	3,500	5,200		49	
Stop & Shop Entrance to Route 21			8,100		
Route 21 to Mary Crest Drive			7,200		
Mary Crest Drive to Route 438			5,300		
Route 438 to RI State Line	2,000	2,900	4,000	45	27.5

Roadway (continued)	1972 ADT (vpd)**	1988 ADT (vpd)	2000 ADT*** (vpd)	1972-1988 Percent Change	1988-2000 Percent Change
Route 12					
Killingly T.L. to Industrial Drive	1,500	1,700	1,700	12	0
Industrial Park Road to Heritage Road	1,500	2,300	2,600	53	13.0
Heritage Road to US Route 44	3,500	5,600	5,200	60	-7.1
US Route 44 to Whittemore Street	3,000	3,700	3,400	23	-8.1
Whittemore Street to Thompson T.L.	3,000	2,800	2,300	-6	-17.9
Route 171					
Thompson T.L to Wicker Street	5,000	8,200	9,600	64	17.1
Wicker Street to Church Street	3,000	5,700		90	
Wicker Street to Marshall Street			6,000		
Marshall Street to Church Street			7,300		
Church Street to US Route 44	7,000	9,500	10,200	36	7.4
Route 21					
Killingly T.L. to Route 44			1,600		
Route 44 to Thompson T.L.			1,800		
I-395					
Killingly T.L. to Kennedy Mem Drive	8,500	21,200		149	
Kennedy Mem. Drive to Heritage Road	5,000	13,500		170	

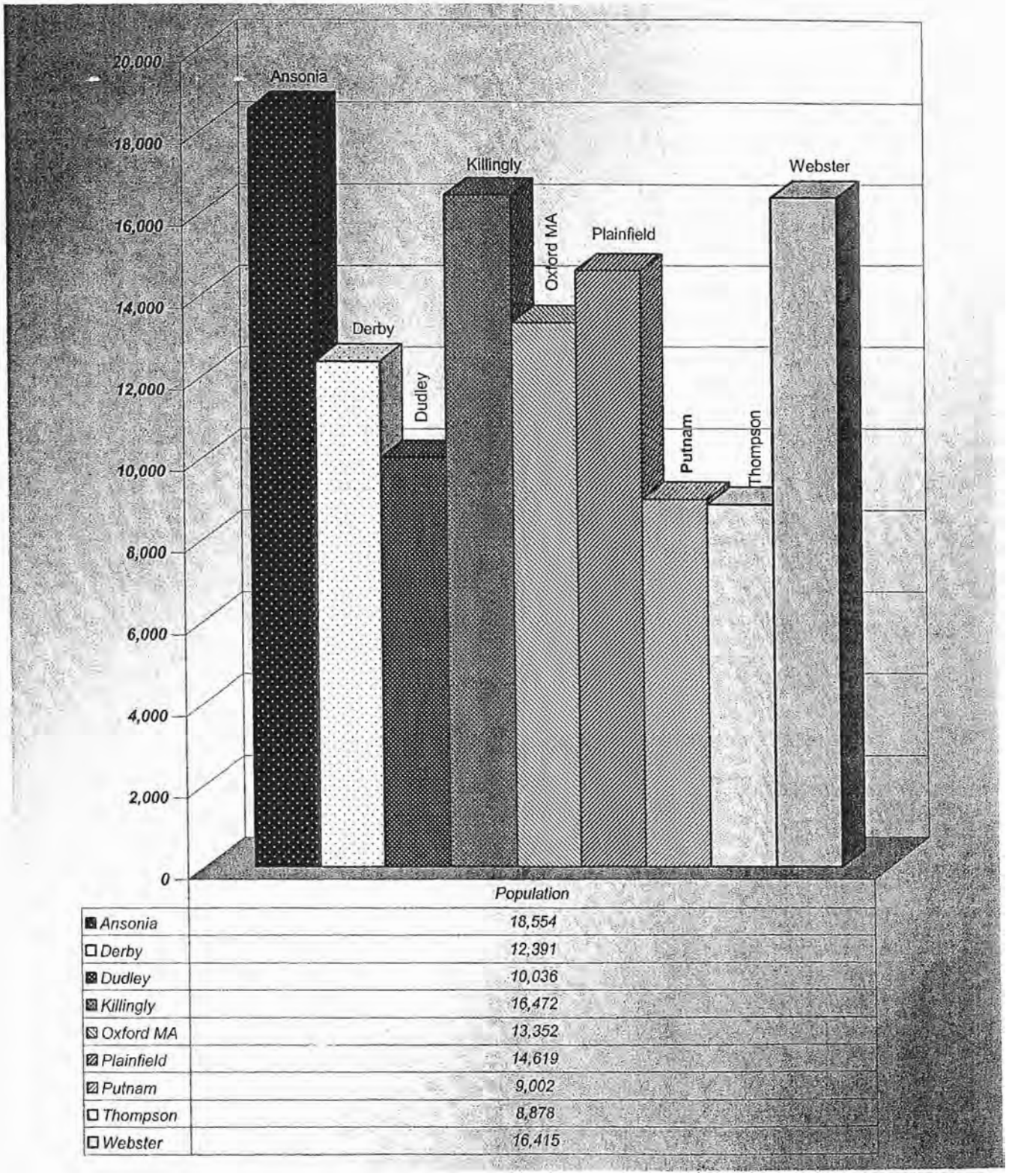
Roadway (continued)	1972 ADT (vpd)	1988 ADT (vpd)	2000 ADT (vpd)	1972-1988 Percent Change	1988-2000 Percent Change
I-395 (continued)					
Heritage Road to US Route 44	5,500	13,100		138	
US Route 44 to Thompson T.L.	7,000	15,000		114	
Killingly T.L. to SB access from Kennedy Drive			32,600		
SB access from Kennedy Drive to NB exit to Kennedy Drive			27,000		
NB exit to Kennedy Drive to NB access from Kennedy Drive.			22,200		
NB access from Kennedy Drive to NB exit to Heritage Road			23,400		
NB exit to Heritage Road to NB access from Heritage Road			21,200		
NB access from Heritage Road to NB exit to US 44			22,700		
NB exit to US 44 to NB access from US 44			18,700		
NB access from US 44 to SB exit to US 44			19,500		
SB exit to US 44 to Thompson T.L.			22,500		

* Source: 1972 Traffic – Goodkind & O'Dea; 1988 Traffic – NCOG/CT DOT; 2000 Traffic – CT DOT

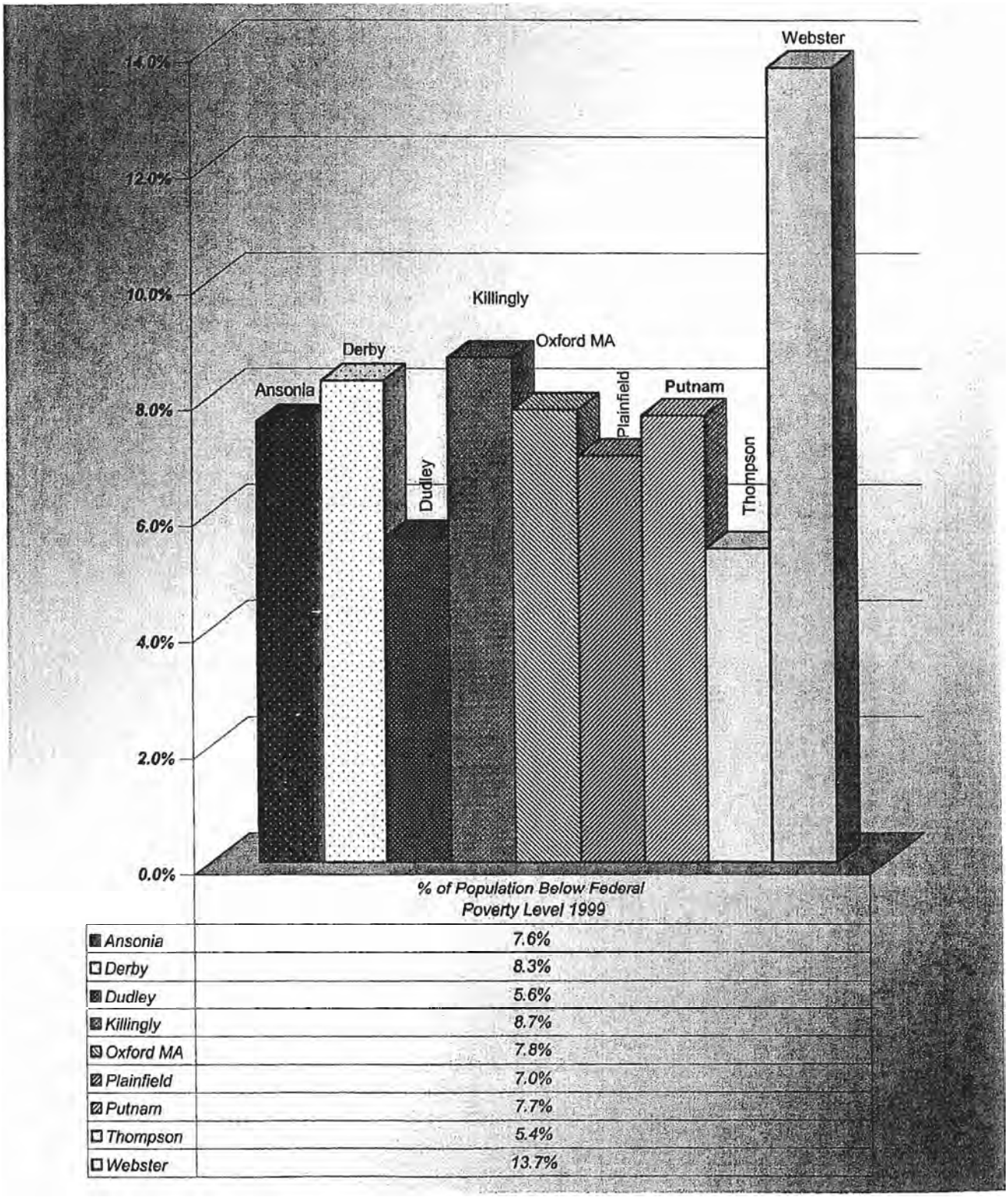
** vpd Vehicles per day or average daily traffic (ADT)

*** Locations may not match because CT DOT consolidated and/or added locations in 2000

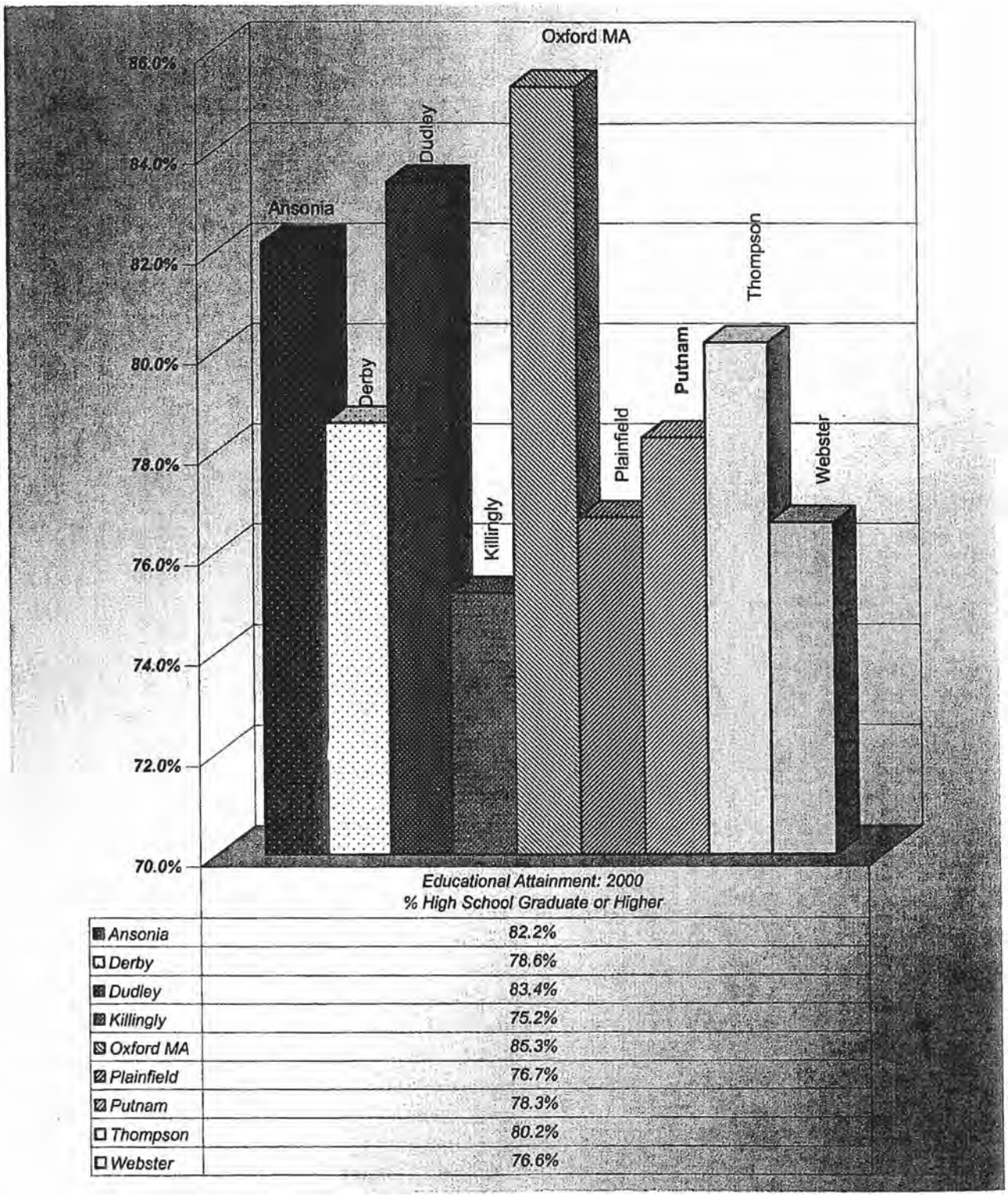
Appendix E
Putnam, Connecticut
Benchmarking Results



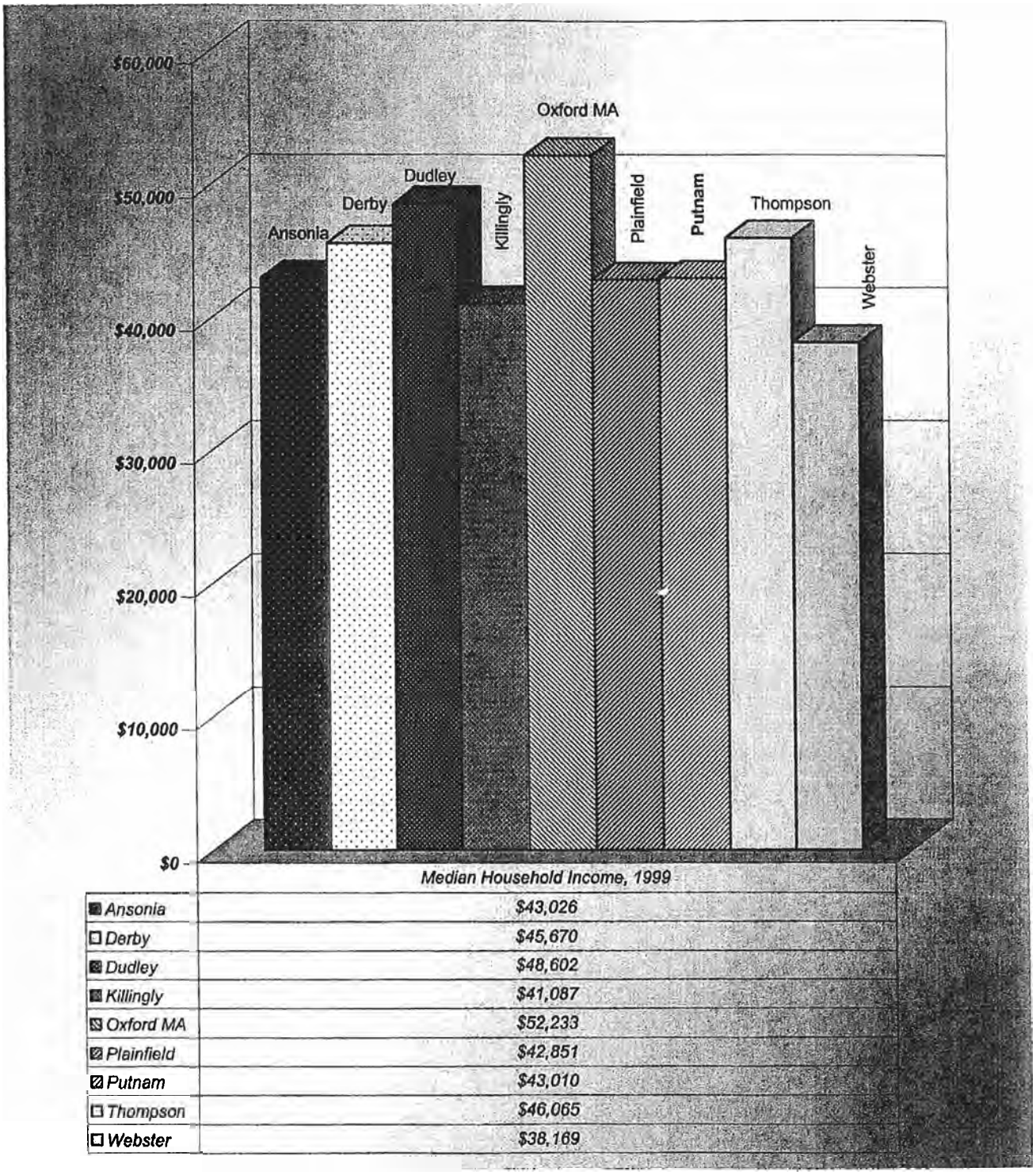
	Population
Ansonia	18,554
Derby	12,391
Dudley	10,036
Killingly	16,472
Oxford MA	13,352
Plainfield	14,619
Putnam	9,002
Thompson	8,878
Webster	16,415



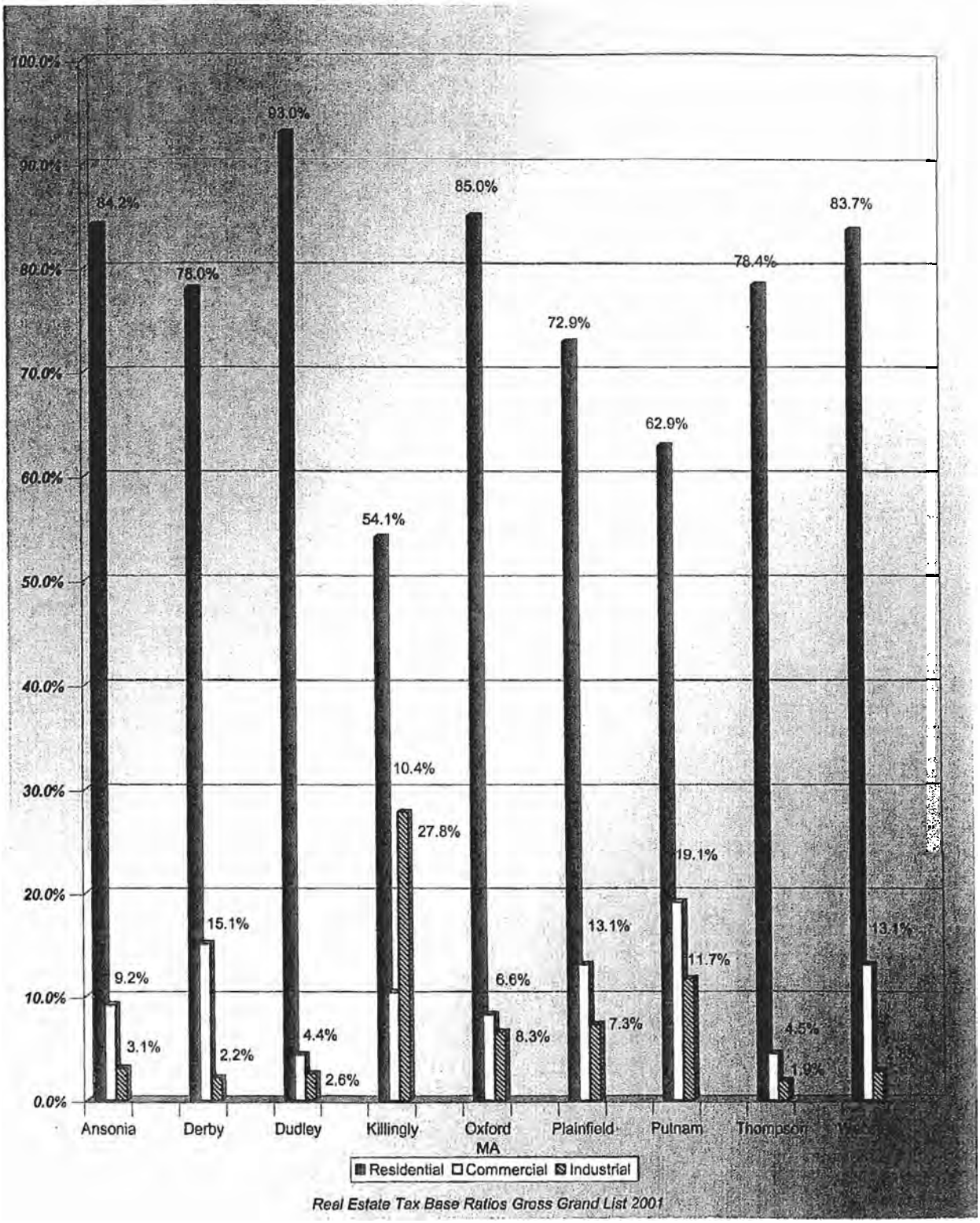
	% of Population Below Federal Poverty Level 1999
Ansonia	7.6%
Derby	8.3%
Dudley	5.6%
Killingly	8.7%
Oxford MA	7.8%
Plainfield	7.0%
Putnam	7.7%
Thompson	5.4%
Webster	13.7%



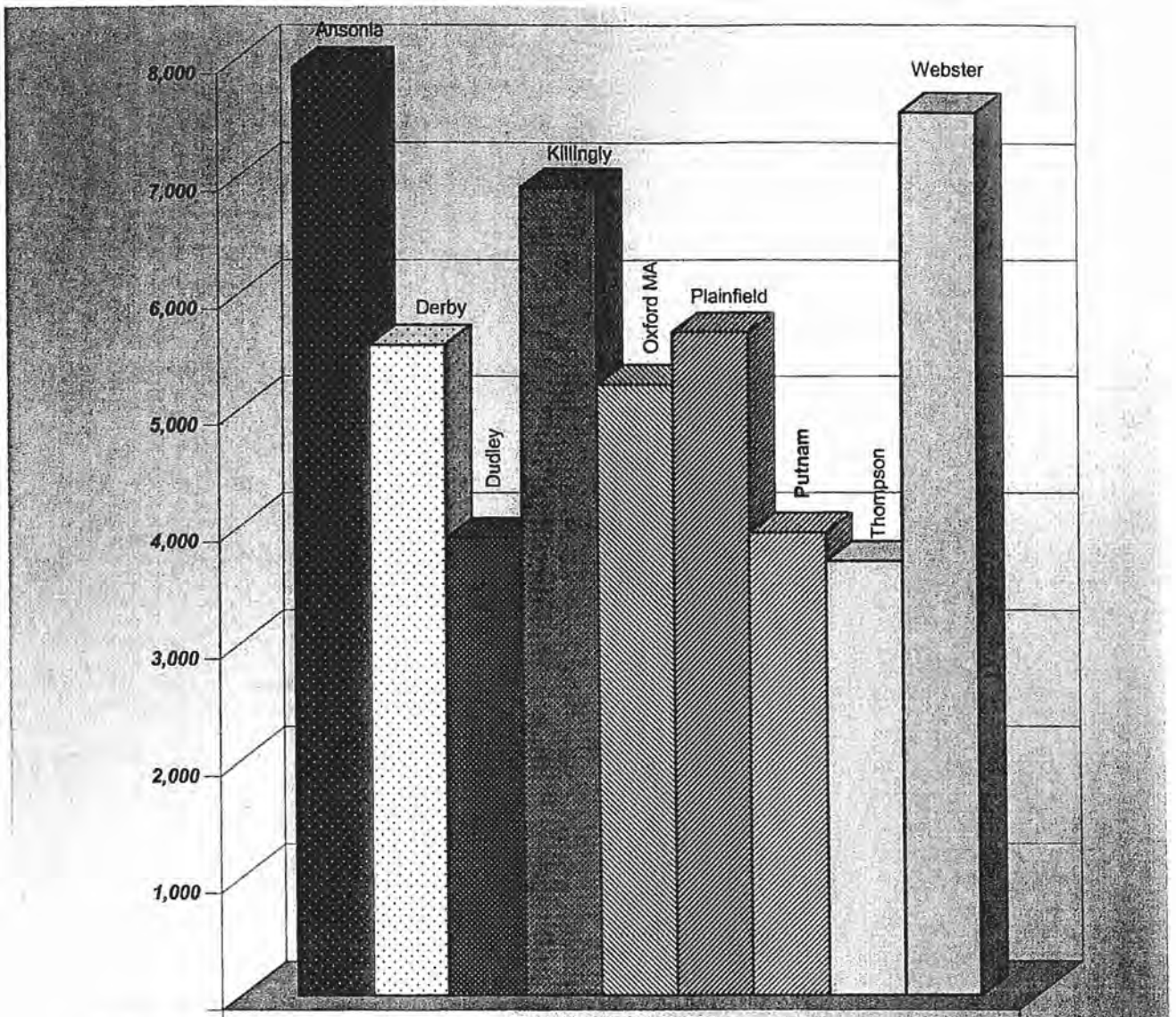
Ansonia	82.2%
Derby	78.6%
Dudley	83.4%
Killingly	75.2%
Oxford MA	85.3%
Plainfield	76.7%
Putnam	78.3%
Thompson	80.2%
Webster	76.6%



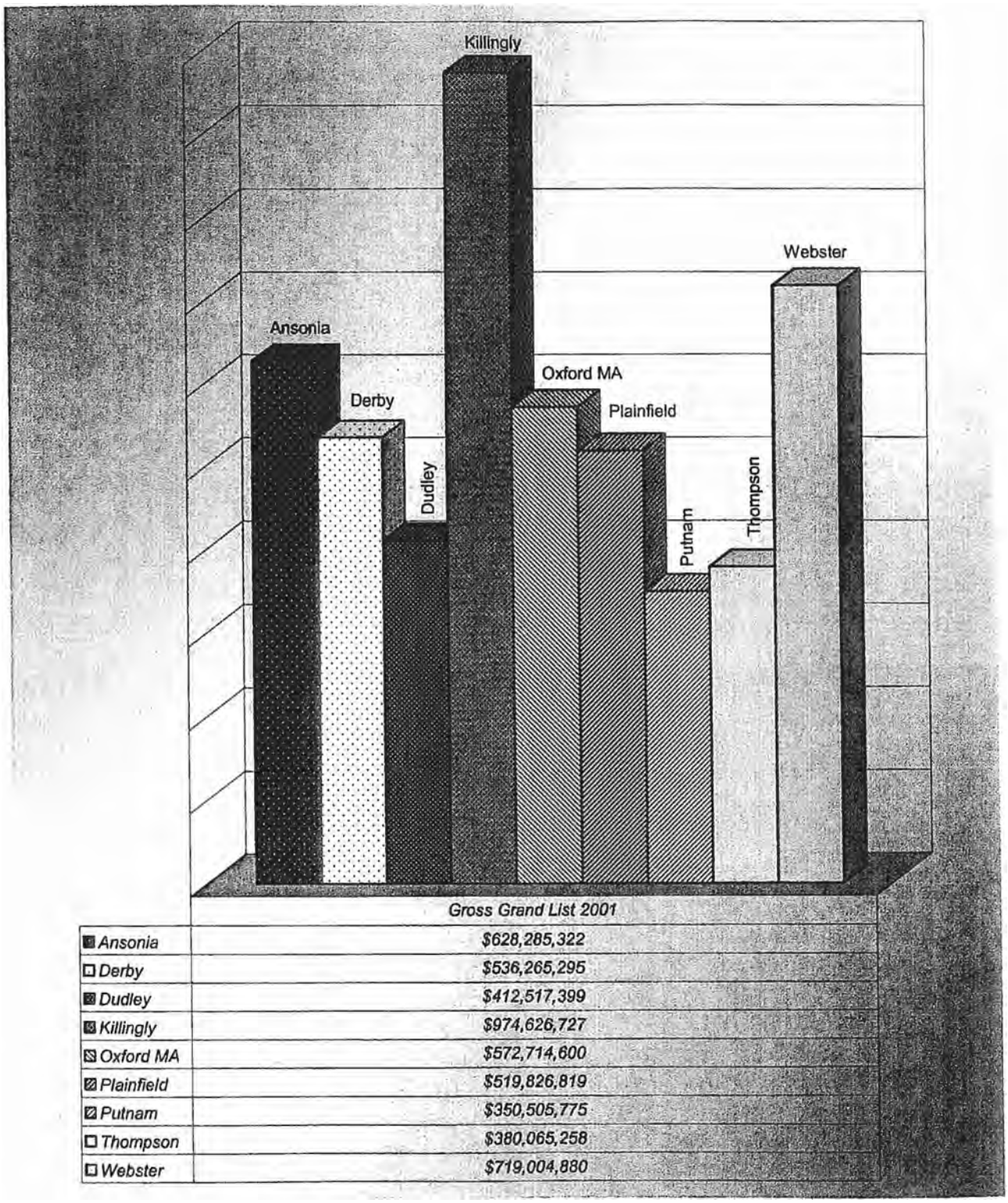
	Median Household Income, 1999
Ansonia	$43,026
Derby	$45,670
Dudley	$48,602
Killingly	$41,087
Oxford MA	$52,233
Plainfield	$42,851
Putnam	$43,010
Thompson	$46,065
Webster	$38,169



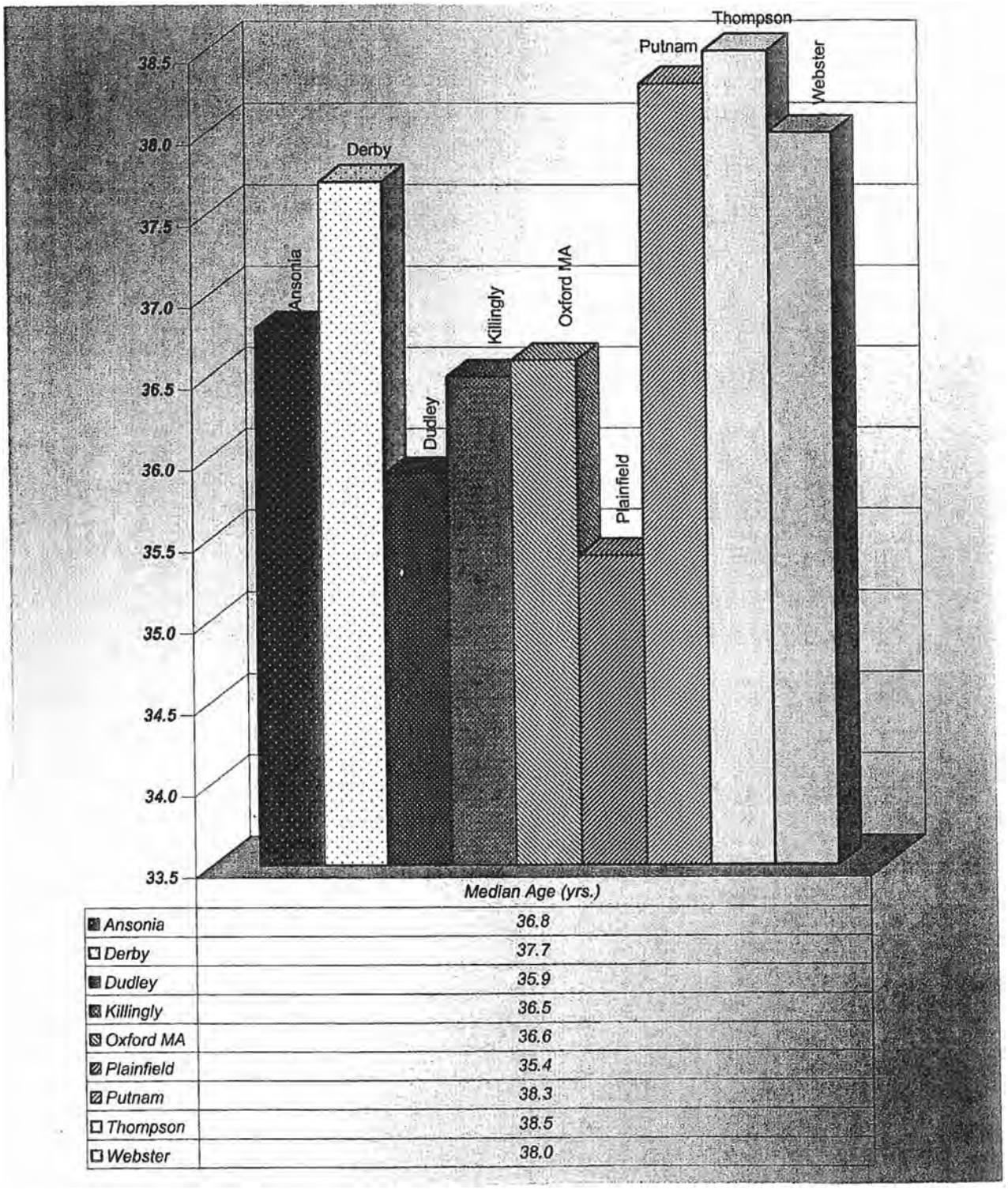
Real Estate Tax Base Ratios Gross Grand List 2001



	Total Housing Units 2000
Ansonia	7,937
Derby	5,568
Dudley	3,910
Killingly	6,909
Oxford MA	5,228
Plainfield	5,676
Putnam	3,955
Thompson	3,710
Webster	7,554



	Gross Grand List 2001
Ansonia	$628,285,322
Derby	$536,265,295
Dudley	$412,517,399
Killingly	$974,626,727
Oxford MA	$572,714,600
Plainfield	$519,826,819
Putnam	$350,505,775
Thompson	$380,065,258
Webster	$719,004,880



	Median Age (yrs.)
Ansonia	36.8
Derby	37.7
Dudley	35.9
Killingly	36.5
Oxford MA	36.6
Plainfield	35.4
Putnam	38.3
Thompson	38.5
Webster	38.0

Comparative Tax Data
Selected Windham County Towns & Cities

Town	Equz'd Mill Rate 1999	Per Cap ENGL* 1997	% Change ENGL '94-'99	% Change in Mun. Spending '94-'99	Per Cap. Educ. Spending 1999	Per Cap Prop Tax 1999	% Change Prop. Tax '94-'99	Prop Tax as % of Tot Revs. 1999	Per Cap State Aid 1999
Brooklyn	16.32	$51,327	9.3	24.1	$1,429	$857	30.1	44.0	$1,044
Canterbury	17.55	$54,462	14.4	8.3	$1,597	$936	38.4	44.0	$1,149
Killingly	13.56	$50,701	-4.0	4.1	$1,380	$703	4.0	35.7	$1,029
Plainfield	15.68	$46,292	6.1	12.1	$1,447	$724	24.4	35.0	$1,190
Pomfret	14.79	$70,226	10.9	16.2	$1,385	$994	34.1	50.3	$900
Putnam	17.02[1]	$51,465	7.0	5.0	$1,185	$589	17.5	31.7	$992
Sterling	15.66	$58,145	-12.4	-1.1	$1,483	$903	21.7	45.1	$1,060
Thompson	13.58	$51,069	5.8	10.3	$1,110	$698	17.5	43.6	$857
Woodstock	16.53	$74,149	9.7	28.3	$1,411	$1,216	39.9	60.0	$734
Windham Cty. Avg.	17.89	$54,062	4.7	16.2	$1,312	$976	22.4	50.2	$855
CT Average	**18.41**	**$84,369**	**8.0**	**15.6**	**$1,304**	**$1,531**	**15.1**	**65.9**	**$608**

Source: Connecticut Policy and Economic Council

[1]Total of Town and Special Services District. Equalized mill rate for the Town only: 11.36.

Appendix F
Putnam, Connecticut
Connecticut Metropatterns Community Classification

Cities
Bridgeport
New Haven
Waterbury
Hartford

Stressed

Norwalk	Meriden
Stratford	New Britain
Ansonia	East Hartford
Derby	Windham
West Haven	Norwich
Bristol	New London

At-Risk

Danbury	North Haven	Haddam	Sprague
Milford	Wallingford	Manchester	Eastford
Naugatuck	Plainville	East Windsor	Canterbury
Thomaston	Branford	Enfield	Brooklyn
Torrington	Newington	Vernon	North Stonington
Winchester	Bloomfield	Coventry	Griswold
Colebrook	Middletown	Stafford	Plainfield
Hamden	Wethersfield	Montville	Killingly
Prospect	Windsor	Chaplin	Putnam
Plymouth	Windsor Locks	Ashford	Thompson
East Haven	Clinton	Groton	

Fringe-Developing

Sherman	Durham	Ellington	Lisbon
Goshen	Rocky Hill	Salem	Scotland
Oxford	Killingworth	Lebanon	Hampton
Bethany	Old Lyme	Andover	Pomfret
Burlington	East Haddam	Tolland	Woodstock
Hartland	Colchester	Mansfield	Voluntown
Avon	Hebron	Union	Sterling
Granby	Bolton	Preston	

Bedroom-Developing

New Fairfield	Watertown	Berlin	East Hampton
Bethel	Seymour	West Hartford	Glastonbury
Brookfield	Beacon Falls	East Granby	Marlborough
New Milford	Harwinton	Guilford	Somers
Newtown	New Hartford	Middlefield	East Lyme
North Canaan	Barkhamstead	Suffield	Columbia
Trumbull	Orange	Madison	Willington
Monroe	Woodbridge	Cromwell	Waterford
Southbury	Wolcott	Portland	Bozrah
Woodbury	Cheshire	South Windsor	Franklin
Bethlehem	Southington	Westbrook	Ledyard
Morris	Farmington	Deep River	Stonington
Litchfield	Canton	Old Saybrook	
Shelton	Simsbury	Essex	
Middlebury	North Branford	Chester	

Affluent

Greenwich	Bridgewater
Stamford	Roxbury
New Canaan	Washington
Darien	Kent
Wilton	Warren
Ridgefield	Sharon
Westport	Cornwall
Weston	Salisbury
Redding	Canaan
Easton	Norfolk
Fairfield	Lyme

Appendix G
Putnam, Connecticut
Summary of Survey Recommendations
Historical and Architectural Survey
Historic Resource Consultants, 1987

Structures Which Appear Eligible for the National Register

Old High School (Putnam Town Hall), Church Street, Victorian Gothic, 1974, C.C. Buck, architect

Putnam Congregational Church, Main Street, Romanesque, 1870

Pomfret Street Bridge, concrete arch, 1925

St. Mary's Church and Rectory, Providence Street, Gothic Revival, 1904, Joseph D. Jackson, architect

Railroad Station, Union Square, Mediterranean, c. 1905

Baptist Church, Woodstock Avenue, Gothic Revival, 1904

International-style house, Letters Street, 1940, Edward Durrell Stone, architect*

Structures Now Listed on National Register

Israel Putnam School, corner of School and Oak Streets

Cady-Copp Cottage, 115 Liberty Highway*

Eligible Districts

Main Street commercial area, an area of Victorian, Art Deco, and Colonial Revival commercial buildings, including business blocks, former banks, the Putnam Post Office, and the Congregational Church. These buildings illustrate the historical development of Putnam as a commercial center in the late 19th and early 20th centuries. The district could extend south to include the Chickering Building and railroad station.

Wilkinson Street residential area, several large ornate Victorian houses most in the Second Empire or Italianate style, associated with leading merchant and manufacturer families of Putnam. Logical boundaries for this district would also include houses on Bellevue, Hammond and Prospect Streets.

Victorian houses at 219-263 School Street, a cohesive row with Queen Anne stylistic influence. Such a district might include adjacent areas of Providence and Walnut Streets.

* Category updated in 2003 by TPA Design Group

Source: "Putnam 2000 A Plan of Development" Pare Engineering Corporation 1989

Appendix H
Putnam, Connecticut
Business Interviews Summary

BUSINESS INTERVIEWS SUMMARY

I. Objectives

In order to obtain input from Putnam's business community in connection with the preparation of the POCD, personal interviews were conducted among a select number of businesses and institutions located in Putnam. In total, 15 interviews took place during June and July 2003. A profile of the businesses interviewed is summarized in Table H. Efforts were made to obtain a fair cross section of Putnam's businesses and institutions, including representatives of the industrial, retail and services sectors.

The outreach program was designed and conducted for the following purposes:

- To involve community businesses in the planning process for the Putnam Plan of Conservation and Development (POCD).
- To identify Putnam's advantages and disadvantages as a place to do business.
- To address the question of Putnam's image both within the community and from without.
- To identify the major assets and constraints of Putnam as a whole.
- To identify specific needs and priorities for economic development which can be addressed in the POCD.

Table H
Business Interview Profile – Putnam Plan of Development

Name of Business	Contact	Address	Number of Years in Putnam	# of Employees	Customer Base	Type of Business or Service
Antiques Market	Jerry Cohen Owner	109 Main St.	11	FT 3, PT 5	New England, 150 mile radius	antiques dealership mall retail/wholesale
Putnam Savings Bank	Robert Cocks, Jr. Pres. & CEO	40 Main St.	141	59 FTE, 84 total	NE CT, incl. MA & RI	mutual savings bank
Day Kimball Hospital	Ron Coderre V.P. Philanthropy & Corp. Communications	320 Pomfret St.	109	550 FTE, 1000 total	13 towns of NE CT	hospital
Citizen's National Bank	David Conrad, Pres. & CEO	182 Main St.	79	58 FTE	NE CT	commercial bank
Zampell Refractories	Kent Coston, Sr. Project Engineer	2 Ridge Rd.	2	20 avg. annual	CT, RI, MA, NY	waste to energy ceramic installations
The Furniture Place	David Dinerman Owner	51 Pomfret St.	22	6	NE CT	home furnishings retailer
Wal-Mart	Mike Douglas Store Manager	625 School St.	8	248	NE CT	mass merchandiser
Kelly Tire Company	Paul Kelly Co-Owner	306 School St.	67	11	NE CT, western RI	tire sales, auto service
Superior Plastics	David Kingeter President	5 Highland Dr	6	45	Eastern Seaboard, Midwest	custom plastic sheet extruder
Putnam Town Crier & Northeast Ledger	Linda Lemmon	158 Main St.	10	1	Putnam, Woodstock, Eastford & Pomfret	newspaper

Table H
Business Interview Profile – Putnam Plan of Development

Name of Stakeholder	Contact	Address	Number of Years in Putnam	# of Employees	Customer Base	Type of Business or Service
Loomis Real Estate	Dick Loomis, Broker-Owner	25 Providence St.	15	15	NE CT, MA	residential real estate agency
National Chromium	John Miller, Pres.	10 Senexet Rd.	62	14	New England & Nationwide	chromium and nickel plating
WINY Radio	Gary Osbrey, Owner	45 Pomfret St.	50	12	Worcester-Norwich Willimantic-Providence signal carry	full service radio
Cableworks, Inc.	John Rauh, Pres.	81 May St.	19	11	New England; NY	steel wire rope fabrication
Central Construction Industries	Bruce Richards, Managing Partner	30 Harris St.	7	38	CT, RI, part of MA	structural steel construction, rigging

II. Business Characteristics

Of the 15 interviews conducted, seven were in person and eight were by telephone. The organizations from which the interviewees came included professional, retail, manufacturing, communications and medical service providers.

The first section of the interview included questions designed to provide a brief profile of the business. A summary of the profile data indicates:

- Total Putnam-based employment for this group is 1,571, or 27 % of total employment in Putnam. Two of those interviewed are among Putnam's top employers, Day Kimball Hospital and Wal-Mart.

- Seven of the interviewed firms plan to either add more hires in the next one to two years or move/expand their businesses, while two others had recently expanded their operations.

- Most of the businesses have had a long association with the Putnam community. On average, businesses and institutions have been in town for 40 years, with two having been in operation in excess of 100 years. Holding the record for longevity at 141 years is Putnam Savings Bank, established in 1844. However, we also spoke with six newer businesses which have been located in Putnam for less than 12 years.

- In terms of location, ten of the interviewed businesses are located downtown or on the periphery of downtown, while the rest are found in the western half of Putnam. Seven have branches or sister operations in locations outside of Putnam. The majority of the interviewed firms identified their market areas as northeast Connecticut, with a few additionally serving the U.S. northeast and nationwide.

III. Advantages and Disadvantages of Operating from a Putnam Location

Businesses were asked to identify the main benefits of a Putnam location and, if applicable, any disadvantages. Responses have been summarized to give weight to the most widely identified factors.

Location

Advantages

- Everyone agrees that Putnam's location on I-395 with three full interchanges is an enormous asset. Much of the economic development which has occurred in

recent years has been spurred by this north south highway. It is a great business-to-business location.

- Putnam is also a good retail location, although the moderate population base in the area limits growth somewhat.
- I-395 provides great access to metropolitan Boston, Worcester, the rest of Connecticut and New York.

Disadvantages

- For larger employers, it is somewhat difficult to recruit new employees from outside the labor market area due to a perception of Putnam and northeastern Connecticut being isolated.
- It is also more difficult to travel east and west from Putnam, there being no major highways between the Massachusetts Turnpike to the north and I-95 to the south. Retailers in particular noted this as an impediment.

Cost

Advantages

- Putnam's cost structure, with a low mill rate and moderate prevailing wage rates, makes it an attractive place to do business relative to other towns and cities in the state and region.
  Land and buildings offer good value. Manufacturers also cited the availability of incentives including the Enterprise Corridor.
- Putnam administrators and staff are easy to work with, accommodating and development friendly. Excellent track record for attracting new businesses and helping with expansions of existing businesses
- Affordable housing with a mixture of rental and ownership opportunities

Disadvantages

Low mill rate contributes to lower performance/perception of schools relative to neighboring communities

- Affordable housing, in particular subsidized housing, contributes to high cost of social services in Putnam

Workforce

Advantages

- With respect to white collar, skilled manufacturing and technical workers, employers are quite satisfied with the local labor force. The work ethic is strong and pride in employment and customer service is high.
- Except for the largest employers, the area resident labor force is adequate in terms of number and skill sets.
  Lower prevailing wage rates keep area businesses competitive
- Immigrant unskilled blue-collar workforce resident in greater Worcester area is a good source of entry-level employees.

Disadvantages

- Lower prevailing wage rates make it somewhat more difficult for larger employers who recruit from beyond the labor market area to attract skilled employees, although lower cost of living mitigates this
- Putnam resident entry level unskilled labor force lacks work readiness and ethic
- Increasingly hard to find good new recruits for industrial jobs other than among recent immigrants (a trend throughout the northeast).

Competitiveness

Advantages

- Long term, well established businesses with dominant market share and name recognition enjoy competitive advantage: the modest size of the household base keeps out larger players, rewarding local entrepreneurs

Disadvantages

- The modest size of the household base and moderate income level translates into less spending power than is typically found in bigger metro markets: market depth is capped for existing as well as potential entrants
- One mention was made of a lack of major advertising outlets in this marketplace

IV. Putnam's Image

When asked to comment on the perception of Putnam's overall image as a place to live, shop and operate a business, the following observations were made:

- Antiques district downtown is a draw to the city and has helped refocus the prevalent image of an old mill town past its glory days to one of a rejuvenating town with a venerable past and a positive future

- The "insider" self – image has improved dramatically over the past 10-15 years, the "outsider" image still needs work: Putnam suffers by comparison to the rural hill towns to the west, with lower real estate values, a higher burden of social services and poverty, and lower opinion of the school system

- Putnam is part of a region which boasts a fine quality of life where residents are outgoing and community minded

- A mill town, backwards looking mindset can still be found in Putnam. Some referred to this as being "stuck in the 1950s"

- This identification with an older mindset and values also has its virtues – Putnam is viewed overall as a safe place to operate a business and a safe place to live and shop. "It feels safe and homey"

- As a place to shop, the needs of local residents are increasingly met by chain stores located off I-395 at the interchanges. Downtown's image is that of a destination shopping experience for antiquers, with less to offer residents, other than restaurants

V. Assets and Constraints

Apart from the question of how a Putnam location benefits their businesses, those interviewed were asked to identify Putnam's overall assets and constraints. These included:

Assets

- Strong sense of community, self-sufficiency and location in a quiet corner of New England
- Vibrant antiques district and downtown restaurants
- Quinebaug River and River Walk
- Bradley Playhouse – year round programming
- New bandstand

Ash land fill facility is an economic asset – a minority opinion holds that it does not help image
- Industrial Park has attracted good companies and will continue to contribute to tax base and employment – land is available
- The area is emerging as a great bedroom location for Worcester and even Boston
- The Putnam area also stands poised to benefit over the coming years from casinos to the south (residential, retail expansion in support of labor force)
- East Putnam serves as a move-up residential area for the town
- Low mill rate, cost of living, affordable housing
- Small town feel with no malls and congestion
- Great old mill buildings

Constraints

- The town water doesn't taste good
- Public education system is not effective, with administrative turnover, low test scores, and under funding
- Disinvestment in older buildings: absentee landlords are not responsive to calls for improvement
- Route 44 through the downtown is dangerous to pedestrians
- The antiques district is not well integrated with the needs of the local community. There is a lack of synergy with community and dependence on out-of-towners. Sporadic hours of operation are also a problem.
- Riverfront Commons is blighted, underutilized and contributes to image problem.
- Commercial/retail area around exit 97 needs better options for changing direction and turning as well a road widening
- Putnam needs more move up housing, which ties onto better school performance
- Putnam needs a family centered recreation outlet such as a YMCA to serve and unite the regional community

VI. Priorities for Future Economic Development

The following strategies for Putnam's economic development were identified by those interviewed:

- Improve public education

- Foster job training, work readiness, especially entry level industrial workforce

- Attract new businesses, but not major employers – seek employers whose employment needs will not overwhelm the area and who will stay and grow

- Improve the power grid downtown

- Attract and keep young homeowner families with a better mix of housing choices

- Riverfront Commons must be a priority redevelopment site for both food based and possibly residential units to take advantage of proximity to river and downtown

- Attract another food retailer for better food price competition, whether located in Riverfront Commons or elsewhere in town

- Finish conversion of the mills, such as P & L

- Work to maintain the historic downtown commercial buildings through vigorous enforcement of codes and façade program

- Explore establishing a new downtown merchants association, build leadership capacity

- Integrate some of the special services district services, most importantly police, with the rest of Putnam. he overall tax and services structure for the town should be addressed in the Plan of Development

- Develop additional venues / services to integrate with the downtown antiques district such as Bed & Breakfast residences or a toys and games museum

- Explore establishing a recreational facility such as a YMCA to serve and unite the regional community

- Improve the gateways into town at the I-395 interchanges with signage, especially Kennedy Drive. A larger sign with a directory of businesses at the entrance to the industrial park at Kennedy Drive would be helpful.

Revisit zoning regulations in light of current economic conditions, especially downtown, Kennedy Drive and at exit 9.