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PURPOSE

As stated by the U.S. Economic Development Administration (EDA), the Comprehensive Economic Development Strategy (CEDS) is a locally-based, regionally-driven economic development planning process and document that creates the space for our region to identify its strengths and weaknesses and brings together a diverse set of partners to generate good jobs, diversify the economy, and spur economic growth. This process engages various partners, including Economic Development Districts (EDDs), community leaders and residents, the private sector, educational institutions, and other stakeholders in planning for our region’s future.

An effective CEDS allows a region to maximize its economic development potential and engage with the U.S. Economic Development Administration (EDA) and other federal partners to receive infrastructure and technical assistance grants, such as those through EDA’s Public Works and Economic Adjustment Assistance programs. The CEDS is a pre-requisite for federal designation as an EDD and must be updated at least every five years. An inclusive CEDS planning process identifies locally-grown strategies that will guide regional economic development, encourage partnerships and collaboration, and improve economic outcomes and overall quality of life in our region.

ABOUT US

The South Central Connecticut Regional Economic Development Corporation, a.k.a. REX Development (REX/SCCREDC) is the Economic Development District (EDD) for South Central Connecticut and coordinates the development and implementation of the Comprehensive Economic Development Strategy (CEDS).

A public/private partnership, REX/SCCREDC promotes economic development in Bethany, Branford, East Haven, Guilford, Hamden, Madison, Meriden, Milford, New Haven, North Branford, North Haven, Orange, Wallingford, West Haven, and Woodbridge. Funded by private-sector partners and the towns of the South Central Regional Council of Governments (SCRCOG), REX/SCCREDC supports programs and policies to make the region more competitive in the global economy and provide stakeholder education regarding municipal economic development opportunities.
THE PROCESS

REX/SCCREDC compiled this CEDS through the CEDS Strategic Planning Committee: Business Retention, Expansion, and Recruitment Committee; Workforce and Housing Committee; Infrastructure Committee; and Real Estate, Land Use, and Sustainability Committee. Diversity, equity, and inclusion are guiding principles in developing the goals and objectives for the region. As a diverse community, we recognize the challenges underserved communities face and the need for inclusive participation in the workforce for regional economic growth. All community members should benefit from the economic success of the region.

Public outreach for the CEDS began in January 2022 with presentations to municipalities, chambers of commerce, and community groups, the hazard mitigation public outreach meeting, an online business survey, and a 60-day public comment period. Details on public participation can be found on pages 58-59.

VISION STATEMENT

OUR RESILIENT, DIVERSE COMMUNITY WILL CREATE AND IMPLEMENT BUSINESS-FRIENDLY POLICIES AND PROJECTS TO ENHANCE THE ECONOMY, IMPROVE THE QUALITY OF LIFE, AND CREATE WEALTH FOR ALL RESIDENTS.
2023-2028 SOUTHWEST CONNECTICUT CEDS COMMITTEES MEMBERS

Strategic Planning Committee
Chair: First Selectman Mike Freda - Town of North Haven
Avneet Benipal - REX/SCCREDCDevelopment
Barbara Malmberg - REX/SCCREDCDevelopment
Carl Amento - SCRCOG
Chris Reardon - Workforce Alliance Consultant
Clio Nicolakis - Science Park Development Corporation
Erika Lynch - Gateway Community College
Garrett Sheehan, Greater New Haven Chamber of Commerce
Ginny Kozlowski - REX/SCCREDCDevelopment
Jamison Scott - ManufactureCT
Laura Francis - SCRCOG
Lucy Sirico - Yale New Haven Health
Michael Harris - CTNext
Michael Piscitelli - City of New Haven
Serena Neal Sanjurjo - Housing Consultant
Shelly Saczynski - REX/SCCREDCDevelopment
Steve Matiatis - Courtyard by Marriott at Yale
Tony Bialecki - Vita Nuova
Usha Pillai - Aria Consulting
William Wallach - CT DECD

Business Retention & Expansion
Co-chair: Shelly Saczynski - REX/SCCREDCDevelopment
Co-chair: Usha Pillai - Aria Consulting
Anne Benowitz - Greater New Haven Chamber of Commerce
Barbara Malmberg - REX/SCCREDCDevelopment
Clio Nicolakis - Science Park Development Corporation
Jamison Scott - ManufactureCT
Lucy Sirico - Yale New Haven Health
Michael Harris - CTNext
Roger Salway - Town of North Branford
Steve Matiatis - Courtyard by Marriott at Yale
Steve Weiss - Arvina
Winnie Yu Ng - Southern Connecticut State University

Workforce & Housing
Chair: Chris Reardon - Workforce and Economic Planning Consultant
Carlos Eyzaguirre - City of New Haven Economic Development
Erika Lynch - Gateway Community College
Michelle Bonara - New Haven Adult Education
Edward Dooling - Masonicare
Jeanette Sykes - Children's Community Program of Connecticut
Steve Johnson - Workforce Alliance
Laura Francis - SCRCOG
Co-chair: Serena Neal Sanjurjo - Housing Consultant
Erik Johnson - Town of Hamden
Erika Lynch - Gateway Community College
Carlos Eyzaguirre - City of New Haven
Michelle Bonara - Adult Education, City of New Haven
Kristin Anderson - The Community Builders, Inc.
Steve Johnson - Workforce Alliance

Infrastructure
Co-chair: Carl Amento - SCRCOG
Co-chair: Laura Francis - SCRCOG
Michael Piscitelli - City of New Haven
Jim Rode - SCRCOG
Lori Vitaliano - Regional Water Authority
(submitted information)
Ryan Wolf - Avangrid
Robin Kabernick - Eversource
Joseph Ferraiolo - Frontier Communications
Greg Bugbee - Novus Insight
Rebecca Andreucci - SCRCOG

Real Estate, Land Use & Sustainability
Co-chair: Tony Bialecki - Vita Nuova
Co-chair: Garrett Sheehan - Greater New Haven Chamber of Commerce
REX/SCCREDC began the community outreach for the CEDS in January 2021. In addition to the meetings, the Business Retention, Expansion, and Recruitment Committee created an online survey to provide additional opportunities for input. The results of the survey can be found in Appendix C.

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<tr>
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<th>Position/Location</th>
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<td>Anne Benowitz, GNHCC EDC*</td>
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8
SUMMARY BACKGROUND

The region’s economy has proven to be relatively resilient in 2022. Life science, healthcare, higher education, and manufacturing are four of our key economic drivers. While these businesses and institutions were dramatically impacted during the pandemic, they are recovering faster than anticipated. By their nature, they experience steady demand and are often deemed necessary by the public. Tourism has also done well with the leisure traveler, as visitors release pent-up demand to get away. However, concern remains regarding the return of business travel, which is still below pre-pandemic levels. There is significant uncertainty regarding a full recovery of business travel. The arts and culture and food service sectors are subject to fluctuating demand and therefore have higher unemployment rates.

According to the Connecticut Department of Labor’s (DOL) The Connecticut Economic Digest (October 2022), New Haven’s economy has grown the most since 2010 compared to Connecticut’s other large cities. The indicators used to calculate growth are:

- Total covered business establishments
- Total covered employment
- Inflation-adjusted covered annual average wages
- Unemployment rate

Employers across all sectors have reported two significant concerns: inflation and staffing. In businesses with lower-paying jobs, labor costs and the overall price increases for goods and services have increased dramatically. Essentially, both employers and employees are feeling the pinch.

The staffing issue is based on a mismatch of skills and a labor force just returning to pre-pandemic levels. Our workforce development organizations work closely with businesses, colleges, and secondary schools, to draw people into the workforce. Many employers are reconsidering job qualifications based on skills rather than formal education. There is a renewed willingness of employers to train promising individuals who don’t possess all of the capabilities for a position. Colleges and universities are also offering more certificate programs to help direct to career high school students and existing employees looking to update their skills.

Another area that will support workers is upgrading the region’s infrastructure. Federal funding for significant projects will address longstanding transportation issues, particularly rail and buses. The state is also addressing broadband equity. With many transportation projects awaiting financing, our region is well-positioned to maximize the benefits of the new funding.
2018-2023 Economic Development Milestones

The CEDS is defined as a locally-based, regionally-driven economic development planning blueprint. Based on the past five years’ accomplishments and the region’s plan for the future, South Central Connecticut has a strategy that reflects the community’s goals and is making significant progress toward achieving its vision. Here are a few highlights:

- There have been over 25,000 new business starts since 2018. In 2018, 8% of new companies were minority-owned; in 2022, the number increased to 24%.
- Towns submitted affordable housing plans to the State of Connecticut. SCRCOC is developing an action plan to implement a regional strategy developed in 2022.
- Three new fulfillment/distribution centers totaling 1 million sq. ft. Employment at these facilities fluctuates seasonally between 8,000-10,000 full-time employees. In addition, a significant indirect economic impact is associated with the new Amazon fulfillment center in North Haven.
- The bioscience sector is now firmly established as part of the region’s economic base with over 1.5 million sq. ft. of lab space and new construction at 101 College Street, the second bioscience tower in New Haven, adding 500,000 sq. ft. in the medical district.
- Arvinas, a clinical-stage biotechnology company founded in 2013, has grown to more than 400 employees.
- $100 million private investment in Tweed-New Haven Airport (HVN).
- Newly launched Avelo Airlines named Tweed-New Haven Airport its northeast base, and completed 500,000 enplanements over its first year of operations.
- Yale New Haven Health is investing $838 million in a new neuroscience campus and expanded emergency department.
- The region is supporting entrepreneurship at various stages, from start-up to large capital raise. In part due to the leadership of nationally-recognized serial entrepreneurs, including Dr. Craig Crews, Dr. Jonathan Rothberg, Aaron Ring, and Vlad Coric, as well as centers of excellence, the Tsai Center for Innovative Thinking at Yale, Yale Ventures and the Lab.
- The New York Times named New Haven one of its 52 places to visit in 2023.
- Downtown Crossing (removing the Route 34 Expressway in central New Haven) is nearly complete. The state’s first fully protected bike/ped intersection opened at Orange Street and has over 1.0 million sq. ft. in the development pipeline along new city streets.
- Revitalization of the historic center of the Black community on Dixwell Avenue is well underway with the opening of the Dixwell ‘Q-House’ Community Center, the opening of NXTHVN, over 300 units of new housing under construction, and the planned $163 million investment in ConnCAT Place on Dixwell.
- The City of New Haven entered a long-term lease of Union Station. It secured $17 million to upgrade the station and develop a new multi-modal transportation center and private mixed-use project.
THE REGION DEFINED

The region used in this analysis includes 15 municipalities in South Central Connecticut: Bethany, Branford, East Haven, Guilford, Hamden, Madison, Meriden, Milford, New Haven, North Branford, North Haven, Orange, Wallingford, West Haven, and Woodbridge.

Unless noted, we are reporting on the region. However, some data will be identified as New Haven County or the New Haven Labor Market Area.


ENVIRONMENTAL, GEOGRAPHIC, CLIMATIC, AND CULTURAL INFORMATION

The REX/SCCREDC region is approximately 367 square miles, the geographical size of Indianapolis. This map shows Greater New Haven’s prime location on the eastern seaboard, with convenient access to New York City and Boston.

The SCRCOG Hazard Mitigation report supplies extensive environmental, geographic, and climatic information. Long Island Sound borders the South Central Region on the south. The southernmost part of the planning area includes the towns of Branford, Madison, Orange, and West Haven. These towns are situated among the Coastal Lowlands, a narrow strip of level shore along Long Island Sound. Towns such as Bethany, Hamden, North Branford, North Haven, Wallingford, and Woodbridge have elevations ranging from near sea level to approximately 750 ft. and are characterized by a gently-to moderately-sloping landscape of nutrient-rich soil.

The South Central Region’s three major rivers are the Housatonic, the Hammonasset, and the Quinnipiac Rivers. All three rivers empty into Long Island Sound.

The South Central Region has relatively mild winters and warm summers. Average temperatures for midsummer are between 63°F (daily low) and 84°F (daily high). Midwinter temperatures range from 18°F (daily low) to 35°F (daily high). The average annual precipitation is about forty-seven inches. The region experiences westerly winds and is subject to cyclonic disturbances—twenty- to thirty-mile-per-hour winds often accompanied by heavy rain—following the prevailing west-to-southwest winds. The area is also affected by northward-moving coastal storms that can reach hurricane intensity during the summer and fall seasons.
## DEMOGRAPHIC & SOCIOECONOMIC DATA

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<td>Regional Households (2021)</td>
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<td>Median Sales Price Single Family Homes – New Haven Market (Berkshire Hathaway 2022 Annual Report)</td>
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<td>County Median Age (2020)</td>
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<td>Regional Workforce Population (2020)</td>
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</table>
POPULATION

U.S. Census data shows that the population has remained unchanged since 2018. Factors contributing to this include an aging population, fewer documented immigrants, and limited affordable housing options relative to wages for many occupations. The decline in the natural population increase can be attributed to deaths due to COVID-19 complications and a 6.5% reduction of women of childbearing age (15-50 years old) residing in Greater New Haven since 2010. Nationally, the median age of a woman giving birth to her first child has increased to 30, and in 2015, the median age was 23.1.

The median age in Greater New Haven continues to climb as its current residents’ age and are not being replaced by younger adults and their families—high housing costs, an overall shortage of housing inventory, and, specifically, the lack of starter homes are barriers for younger people to live in Connecticut. Increased housing options, including housing that would allow baby boomers to remain in their communities, would also improve the region’s ability to attract young people. The high rate of employee retirement during the pandemic accelerated workforce availability challenges.

The graph below shows that the region’s population decline in growth closely follows the state’s trend. However, Connecticut and Greater New Haven are experiencing steeper declines in population relative to the rest of the United States.

ESTIMATED POPULATION GROWTH 2020-2040

Expected population growth over the next 20 years is minimal, according to the U.S. Census Bureau, with only Hamden and West Haven exceeding 10%. Based on the 2020 population data, the population will only increase by 19,000 or 0.97%. As noted above, the decreased number of women of childbearing age, advanced maternal age for the birth of the first child, and an aging population will contribute to the diminutive growth in the population. In addition, the paucity of lower to middle-income housing is a barrier to young families relocating to Connecticut.
The median age in New Haven County has risen from 37 in 2000 and 39.3 in 2010 to 40.5 in 2020.

As of 2020, only Hamden, New Haven, and West Haven’s median ages are below the national median of 38 (noted by the horizontal line in the graph below). The impacts of an older population are decreased birth rate, increased demand for healthcare, increased mortality, reduced workforce, and more residents living on a fixed income.

In 2020, the Centers for Disease Control (CDC) noted that Connecticut residents' life expectancy at birth was 78.4, and in the US, life expectancy was 76.4. Advancements in medicine and lifestyle improvements will likely continue to prolong people's lives. Approximately 80% of all COVID-19-related deaths were people older than 65, which could impact median age and fertility, and any future waves could impact median age and population.
RACE & ETHNICITY

The Black, Indigenous, and People of Color (BIPOC) populations are concentrated in urban areas. Hamden (51.9%), Meriden (60.8%), New Haven (76.9%), and West Haven (58.1%) have more than one-half of their populations identifying as BIPOC. The surrounding suburban towns have populations with a high proportion of residents who identify as White alone, not Hispanic or Latino, in the 2020 U.S. Census.

Marginalized populations gravitated to urban areas due to discrimination and inequality. In cities, there is more affordable housing, better access to public transportation, and increased availability of social services.

Greater New Haven is more diverse than the state and the U.S. regarding race and ethnicity. While many issues must be resolved in economically distressed BIPOC communities, our diverse population elevates the region’s quality of life. There is a commitment to support BIPOC businesses, restaurants, and cultural assets.

To obtain a more accurate portrayal of the region’s diversity, we utilize the Census’ alternate calculation of race, which excludes “White” and uses “White alone, not Hispanic or Latino.”

GENDER

The region’s population follows the trend of more females than not females in both New Haven County, Connecticut, and the U.S. In 2020, the median age of women in New Haven County was 42.1.

<table>
<thead>
<tr>
<th>Location</th>
<th>Female</th>
<th>Not Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Region</td>
<td>52.1%</td>
<td>47.9%</td>
</tr>
<tr>
<td>County</td>
<td>51.6%</td>
<td>48.4%</td>
</tr>
<tr>
<td>CT</td>
<td>50.9%</td>
<td>49.1%</td>
</tr>
<tr>
<td>U.S.</td>
<td>50.5%</td>
<td>49.5%</td>
</tr>
</tbody>
</table>
LABOR FORCE

During the pandemic, the region’s workforce dropped to 309,572 in 2021. In 2022, there were 323,719 people in the region’s labor force, and this exceeds the 2019 labor force by 0.1%. By the end of 2022, people were more willing to work as vaccines and treatments for COVID-19 were available, and there was a declining infection rate. While still a work in progress, the state provides additional support for childcare services. Future childcare programs will focus on training, professional development, small business support services, and a review of potential zoning barriers. In addition, regional, state, and federal transportation planning organizations are implementing better public transportation systems. With increased pandemic recovery funding, workforce training programs are readily available for our key sectors and supporting industries.

UNEMPLOYMENT

For 2022, the unemployment rate in the New Haven LMA was 3.9%, Connecticut was 4.2%, and the U.S. was 3.7%. 
Regional unemployment continues to decline from pandemic highs. In 2019, the regional unemployment rate was 3.54%, and 4.03% in 2022.

**EDUCATION**

The chart below shows the percentage of the population 25 years or older with at least a Bachelor's Degree. Not surprisingly, the level of education closely aligns with the median household income. East Haven, West Haven, and Meriden have the lowest levels of educational attainment, with Bethany, Guilford, Madison, Orange, and Woodbridge having more than one-half of their population with a Bachelor's degree or more. The percentage of the population with a Bachelor's degree or more exceeds the national average.

<table>
<thead>
<tr>
<th>Percentage of the Population 25+ years with a Bachelor's Degree or More</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>New Haven County</strong></td>
</tr>
<tr>
<td><strong>Connecticut</strong></td>
</tr>
<tr>
<td><strong>U.S.</strong></td>
</tr>
</tbody>
</table>

**2021 Percentage of the Population 25+ Years with a Bachelor's Degree or More**

- Bethany
- Branford
- East Haven
- Guilford
- Hamden
- Madison
- Milford
- New Haven
- North Branford
- North Haven
- Orange
- Wallingford
- West Haven
- Woodbridge
ACCESS TO TECHNOLOGY

Homes with a Computer
93.1% of households in Greater New Haven own a computer. The highest ownership is in Woodbridge, with 98.1%, and the lowest is in Meriden, with 88.3%.

Homes with Broadband
88.5% of households in Greater New Haven have broadband service. The highest ownership is in North Branford, with 96.5%, and the lowest is in Meriden, with 79.9%. As part of the federal Internet for All initiative, the state will deploy funds to support the development of an extensive plan that will identify pathways to expand Connecticut residents’ access to affordable, high-speed internet and the skills to engage in today’s digital society.

Availability of Broadband
According to the FCC, all regional units have access to the minimum download speed of 250 Mbps and 25 Mbps upload speed. However, another benchmark for internet service is the 1000/100-speed designation that the State of Connecticut has set as the goal for all households. The State has a broadband mapping site showing 1000/100 service availability, and for the New Haven area, it appears to be below 50%.

Source: FCC National Broadband Map for New Haven County.
WEALTH: MEDIAN HOUSEHOLD INCOME

The disparity in wealth between urban and suburban towns within the South Central Connecticut region is dramatic. According to 2021 data, Woodbridge led the region with a median household income (MHI) of approximately $171,652, while New Haven’s MHI was $48,973. All towns have experienced an increase in MHI since 2010. In the U.S., MHI in 2021 was $70,784; in Connecticut, it was $80,958.

New Haven County Per Capita Personal Income (PCPI) has risen dramatically since 2010 when the median PCPI was $31,720. In 2021, it was $41,192. The state minimum wage has been increasing by $1 per hour yearly since 2019, when it was $11, and the minimum wage in Connecticut is currently $14. The labor force has slowly returned to the workplace, increasing wages, especially in public-facing jobs.

The high inflation rate across the U.S. undermines the value of wage increases. The annual inflation rate in the United States has increased from 3.2% in 2011 to 8.3% in 2022, according to statista.com.

POVERTY BY TOWN

More than 10% of the population in the region’s urban centers (New Haven, West Haven, and Meriden) lives below the federally defined poverty level. Even some of our wealthiest towns are seeing increases in poverty. In Greater New Haven, the population living in poverty is 11.6%, in the state 10.1%, and 11.6% in the U.S.

According to U.S. News and World Report, Connecticut is the fourth wealthiest state in the U.S., with a median income of $83,771. Yet, the number of people living in poverty in our region is the equivalent of the country as a whole.
WEALTH: ECONOMICALLY DISTRESSED TOWNS

The Connecticut Department of Economic and Community Development (DECD) ranks all 169 municipalities in the state according to their level of distress, with the top 25 labeled distressed at the state level. The factors used to calculate this ranking include high unemployment and poverty, aging housing stock, low or declining growth rates in job creation, population, per capita income, percentage of the population with a high school diploma or higher, and per capita adjusted equalized net grand list. These metrics give an overall picture of the economic well-being of a community. Three municipalities were identified as distressed in our region in 2022: in 2020, the area had four economically distressed towns.

Since 2021, East Haven has experienced the most significant increase in economic distress, moving from #25 to #17 on the state’s list of distressed municipalities. West Haven remains unchanged, and Meriden has improved slightly from #23 to #21.

#17 East Haven
#20 West Haven
#21 Meriden
HOUSING: COSTS

The need for more affordable housing in Greater New Haven is a growing problem as the cost of ownership and rentals continue to increase.

The Berkshire Hathaway 2022 Annual Report for Connecticut noted that the median sales prices for homes in New Haven County had increased by 7.9%, from $278,000 to $300,000 (Q4 2022 over Q4 2021).

From January 2019 to January 2023, average rents in New Haven increased from $1560 per month to $2041, an increase of 31%. During this same period, average rents in Manhattan increased by 49%, while average rents in Boston dropped by 3.6%, according to rentcafe.com.
NEW HAVEN has led the region in the number of housing permits since 2019. Many of these permits are for multi-family dwellings. From January 2014 through January 2023, 2,334 new private-sector, principally market-rate units, were brought online in New Haven. There are currently an additional 1,214 units in construction. There are an additional 1,180 units scheduled for construction.
Housing: Number of Affordable Units

The 2018 CEDS noted that housing options for low-wage workers and their families were scarce and that continues to be the case. According to the Partnership for Strong Communities, full-time workers must earn $27.80 per hour to rent a two-bedroom apartment at fair market rent in Connecticut in 2020. The minimum wage in Connecticut, $14.00, which went into effect in July 2022, will increase to $15.00 per hour in June 2023. Subsequent increases to the minimum wage will be based on federal economic indicators.

According to the U.S. Department of Housing and Urban Development (HUD), affordable housing is generally defined as housing for which the occupant pays no more than 30% of gross income for housing costs, including utilities. Connecticut uses the Affordable Housing Appeals Procedure List published annually by DECD to track affordable housing.

The state’s goal is for each municipality to have at least 10% of its housing inventory deemed affordable. While the region collectively meets this threshold at 13.71%, most of these units are located in the urban areas of New Haven, Meriden, and West Haven.

2021 Affordable Housing Units by Town

<table>
<thead>
<tr>
<th>Town</th>
<th>Affordable Units</th>
<th>% of Affordable Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bethany</td>
<td>13</td>
<td>0.64%</td>
</tr>
<tr>
<td>Branford</td>
<td>477</td>
<td>3.41%</td>
</tr>
<tr>
<td>East Haven</td>
<td>983</td>
<td>7.84%</td>
</tr>
<tr>
<td>Guilford</td>
<td>228</td>
<td>2.38%</td>
</tr>
<tr>
<td>Hamden</td>
<td>2,343</td>
<td>9.33%</td>
</tr>
<tr>
<td>Madison</td>
<td>135</td>
<td>1.68%</td>
</tr>
<tr>
<td>Meriden</td>
<td>4,303</td>
<td>16.62%</td>
</tr>
<tr>
<td>Milford</td>
<td>1,214</td>
<td>5.26%</td>
</tr>
<tr>
<td>New Haven</td>
<td>18,142</td>
<td>33.01%</td>
</tr>
<tr>
<td>North Branford</td>
<td>121</td>
<td>2.15%</td>
</tr>
<tr>
<td>North Haven</td>
<td>652</td>
<td>5.82%</td>
</tr>
<tr>
<td>Orange</td>
<td>72</td>
<td>1.35%</td>
</tr>
<tr>
<td>Wallingford</td>
<td>827</td>
<td>4.37%</td>
</tr>
<tr>
<td>West Haven</td>
<td>3,538</td>
<td>15.76%</td>
</tr>
<tr>
<td>Woodbridge</td>
<td>41</td>
<td>1.18%</td>
</tr>
<tr>
<td>Regional</td>
<td>32,989</td>
<td>13.71%</td>
</tr>
</tbody>
</table>

Suburban towns have a minimal inventory of affordable units. To address this issue, SCRCOG has established a Housing Group with representatives from each town in the region. Thus far, the committee has focused on learning best practices and avoiding pitfalls in pursuing increased affordable housing in each town. To increase the number of affordable units throughout the region, SCRCOG is producing a regional housing plan, with each town supplementing the regional plan with additional information pertinent to itself. This ongoing project continues to progress toward a regional affordable housing plan.
Housing: People Burdened by the Cost of Housing

In Greater New Haven, nine towns have at least 30% of their residents burdened by the cost of housing. Given the high median household income, this demonstrates the rising cost of housing within the region. A portion of the housing burden can also be attributed to the number of retirees living here.

Source: Partnership for Strong Communities
### Key Sectors

<table>
<thead>
<tr>
<th>Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthcare</td>
</tr>
<tr>
<td>Higher Education</td>
</tr>
<tr>
<td>Life Science/Bioscience</td>
</tr>
<tr>
<td>Manufacturing</td>
</tr>
<tr>
<td>Arts, Culture, &amp; Tourism</td>
</tr>
</tbody>
</table>

According to StatsAmerica’s Counties in Profile, the key economic drivers in the region remain stable. Employment in retail is high (39,249), but it is a byproduct of the key economic drivers.
HEALTHCARE

The healthcare sector continues to be the region’s largest employer. A review of the region’s open positions indicated that the area’s most significant employment need is for registered nurses. Yale New Haven Health and Hartford Healthcare are expanding in the region by opening additional outpatient facilities. Yale New Haven Hospital recently broke ground on an $838 million Neuroscience Campus with an expanded emergency department.

LIFE SCIENCE

Life science continues to thrive in Greater New Haven. While often used interchangeably with bioscience, life science is a broader term that encompasses the study of all living organisms. In contrast, bioscience is a more focused term that specifically refers to the study of living organisms at the molecular and cellular levels. The additional areas of study would include botany, ecology, zoology, and microbiology. The economic impact on employees in this sector was limited as many scientists worked throughout the pandemic. Demand for lab space continues to climb, and mixed-use development has expanded beyond restaurants and retail to include lab space.

New projects reaffirm demand for lab space and a robust technology transfer pipeline primarily via the Yale School of Medicine. Major projects include:

- Science Park: 10,000 sq. ft. med/lab build-out and space conversion completed in 2021
- 55 Church Street: 105,000 sq. ft. med/lab renovation project completed in 2022
- 101 College Street: 500,000 sq. ft. med/lab building in construction, opening in 2023.
- 275 South Orange Street: 250,000 sq. ft. med/lab building approved for planned 2025 opening

Various STEM programs are implemented in communities, schools, colleges, and universities to create the necessary workforce. The most significant development project related to life science is 101 College Street, and this sister project to 100 College Street will add 500,000 sq. ft. to house growing regional life science businesses. With life science companies expanding, increasing investment, or being acquired by national and international entities, the churn in the life science sector confirms Greater New Haven’s place as an innovation center.

The growth of the life science sector continues to be hampered by the need for more available lab space. As noted above, several projects address this issue, but creative solutions are necessary for the sector to reach its full potential. One such project is located at Square 10, primarily a residential project. Phase 1C will involve the construction of a 250,000 sq. ft. medical and laboratory building.
HIGHER EDUCATION

Greater New Haven has six colleges and universities, including Yale University, Quinnipiac University, University of New Haven, Southern Connecticut State University, Albertus Magnus College, and Gateway Community College. The nearly 50,000 students attending these colleges and universities are an essential consumer base. During the pandemic, the students’ absence damaged local businesses, and lingering adverse impacts, coupled with demographic trends, will put additional pressure on nearly all higher education institutions in our region. The Higher education cliff, anticipated to begin in 2025, will negatively impact some local higher education institutions. As an Ivy League institution, Yale University is less likely to experience a drop in enrollment.

MANUFACTURING

Manufacturing was deemed an essential sector and never closed during the pandemic. Prior to the pandemic, manufacturers struggled to find skilled workers. The pandemic highlighted supply chain disruptions as an area for resilience planning. The state recently launched Connex™ Connecticut, a free online platform that provides one-stop access for manufacturers to connect, find local suppliers, discover new business opportunities, and manage their supply chains.

ARTS, CULTURE, & TOURISM

The hospitality and leisure industry is struggling to recover from the pandemic. Tourism demand is primarily limited to the leisure traveler, with only a few companies resuming in-person events or general business travel. Restaurants, retailers, and entertainment entities face enormous challenges from inflation, fluctuating demand, and inadequate staffing.

INNOVATION & ENTREPRENEURS

Since 2018, there have been 25,000 new business starts in Greater New Haven. In 2018, 8% of new companies were minority-owned. In 2022, the number increased to 24% according to the CT Data Collaborative.
Innovation is fostered at Yale University through Yale Ventures and TSAI Center for Innovative Thinking.
# Leading Employers

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Town</th>
<th>Industry/Business Description</th>
<th>Size/Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yale New Haven Health</td>
<td>New Haven</td>
<td>Hospitals/Clinics</td>
<td>10,000+</td>
</tr>
<tr>
<td>Yale University</td>
<td>New Haven</td>
<td>Schools-Universities &amp; Colleges Academic</td>
<td>10,000+</td>
</tr>
<tr>
<td>Amazon</td>
<td>Wallingford/North Haven</td>
<td>Internet &amp; Catalog Shop/ Fulfillment Center</td>
<td>5,000-9,999</td>
</tr>
<tr>
<td>Veterans Affairs Connecticut Healthcare System</td>
<td>West Haven</td>
<td>Hospitals/Clinics</td>
<td>1,000-4,999</td>
</tr>
<tr>
<td>Avangrid (United Illuminating and Southern Connecticut Gas)</td>
<td>Orange</td>
<td>Utilities</td>
<td>1,000-4,999</td>
</tr>
<tr>
<td>Laticrete International, Inc.</td>
<td>Bethany</td>
<td>Adhesives &amp; Glues (Whls)</td>
<td>1,000-4,999</td>
</tr>
<tr>
<td>Masonicare</td>
<td>Wallingford</td>
<td>Hospitals/Clinics</td>
<td>1,000-4,999</td>
</tr>
<tr>
<td>Quinnipiac University</td>
<td>Hamden</td>
<td>Schools-Universities &amp; Colleges Academic</td>
<td>1,000-4,999</td>
</tr>
<tr>
<td>Edgewell Personal Care</td>
<td>Milford</td>
<td>Home &amp; Personal Care Products</td>
<td>500-999</td>
</tr>
<tr>
<td>Knights of Columbus Insurance</td>
<td>New Haven</td>
<td>Insurance</td>
<td>500-999</td>
</tr>
<tr>
<td>SUBWAY World Headquarters (Doctor’s Associates Inc.)</td>
<td>Milford</td>
<td>Restaurant Management</td>
<td>500-999</td>
</tr>
<tr>
<td>Medtronic</td>
<td>North Haven</td>
<td>Surgical Appliances-Manufacturers</td>
<td>500-999</td>
</tr>
<tr>
<td>Southern Connecticut State University</td>
<td>New Haven</td>
<td>Schools-Universities &amp; Colleges Academic</td>
<td>500-999</td>
</tr>
<tr>
<td>Assa Abloy Door Security Solutions</td>
<td>New Haven</td>
<td>Security Systems</td>
<td>500-999</td>
</tr>
<tr>
<td>Honeywell (Fire Lite)</td>
<td>North Branford</td>
<td>Safety Equipment &amp; Clothing-Mfrs</td>
<td>500-999</td>
</tr>
<tr>
<td>MidState Medical Center</td>
<td>Meriden</td>
<td>Hospitals</td>
<td>500-999</td>
</tr>
<tr>
<td>Gaylord Specialty Healthcare</td>
<td>Wallingford</td>
<td>Hospitals/Clinics</td>
<td>500-999</td>
</tr>
<tr>
<td>Quest Diagnostics</td>
<td>Wallingford</td>
<td>Laboratories-Medical</td>
<td>500-999</td>
</tr>
</tbody>
</table>
DEVELOPMENT PARTNERS

While development projects are perceived as high-risk, Greater New Haven has developers who repeatedly invest here. Repeat investors in commercial and residential projects in the region include Winstanley Enterprises, RMS Companies, Spinnaker Development, Metro Star, and Beacon.

FOREIGN DIRECT INVESTMENT (FDI) & EXPORTS

Connecticut ranked 7th in the U.S. for FDI according to the U.S. Bureau of Economic Analysis in 2019. Estimates of foreign investments in the region are not available, but they are significant, as demonstrated by this partial list.

Foreign Direct Investment
- Alexion Pharmaceuticals (United Kingdom)
- Assa Abloy (Sweden)
- Medtronic (Ireland)
- Laticrete (Lebanon)
- Watson Inc. (Ireland)
- PEZ (Austria)

Global Exports
- Ulbrich Steel (German FDI)
- Amphenol
- Thetis Pharmaceuticals
INFRASTRUCTURE

TRANSPORTATION, FREIGHT CAPACITY, WATER, ELECTRICITY, BROADBAND

The region’s extensive transportation infrastructure needs modernization. The rail system requires significant upgrades to maximize our prime location on the eastern seaboard. State-of-the-art rail service between the economic powerhouses of Boston and New York will facilitate collaboration and increase access to talent. Highways, roads, and bridges must be in a state of good repair. Rapid bus transit is a high priority for the region to provide more efficient and flexible transportation options within and beyond the region.

While the extension of the runway and relocation of Tweed-New Haven Airport terminal primarily supports increased commercial traffic, the airport is also a local asset for transporting personnel and emergency supplies in the event of a disaster.

Our utility companies are continuously working to harden the existing infrastructure and deploy new technology. In addition, the vegetation management program is a vital component of maintaining power during storms.

Broadband service requires significant upgrades to meet current and future needs. More equitable access must be provided to underserved communities by increasing the availability of services and reducing costs. Increased competition among service providers and incentives are options for extending access to the Internet.
SWOT ANALYSIS

Strengths

- Prime location on the eastern seaboard with 1/3 of the nation’s gross domestic product within a 500-mile radius
- Outstanding quality of life
- Highly educated workforce
- Established key sectors: life science, healthcare, higher education, manufacturing, arts, culture, and tourism
- Innovation hub
- Entrepreneurial Community

Weaknesses

- Aging population/lack of population growth
- High cost of electricity
- Inequity, education, wealth, home ownership, healthcare, transportation, technology, environment
- Lack of developable land
- Lack of appropriately-skilled workforce
- Insufficient housing options

Opportunities

- Use funding to improve and increase the resilience of existing infrastructure (transportation, utilities, etc.)
- Market the region as an innovation hub
- Increase diversity, equity, and inclusivity efforts
- Expand workforce development programs
- Provide incentives for housing projects

Threats

- Inflation
- Other states recruiting our businesses, especially manufacturing
- Competition for talent
- Supply chain disruptions
- Continued concerns about COVID-19
- Climate change
- Cybersecurity
- Decline in business travel

LOCATION

Greater New Haven's proximity to New York and Boston is a significant asset for economic growth. We are in an ideal location to maximize the exchange of goods, services, and talent to drive innovation. To maximize the benefits of our location, the existing rail, road, and broadband services must be upgraded to state-of-the-art. Due to antiquated rail equipment, the travel time between New Haven and New York has actually increased over time. Modernization to reduce travel time to less than one hour would solidify Greater New Haven's place as part of the New York metro area and support economic development activities across many industries.

The connection to Boston, and more specifically Cambridge, is key to the life science sector. Currently, the bioscience sector's growth is limited by insufficient lab space and the need for additional housing. As we develop additional bioscience facilities and housing units, Greater New Haven will be more competitive with both New York and Boston for talent. While our own colleges and universities produce a highly-qualified workforce, there is intense competition for these employees.

The need for more developable space in the region is going to take more creativity to address. While there will be infill development, brownfield remediation, and planning and zoning
changes, ultimately, the region is restricted from large-scale development. We will need to partner with surrounding towns with larger parcels to allow for additional growth. Neighbors, such as Bridgeport, have brownfields that could be cleaned and put into active use.

**KEY INSTITUTIONS**

The presence of Yale University, the Yale School of Medicine, and Yale New Haven Health is a profound differentiator between Greater New Haven and other areas across the nation. Yale University is widely recognized as one of the world's leading research universities, and Yale New Haven Health is Connecticut's most prominent healthcare delivery system. Their complex research and development across industries produce global change. One recent example is the development and distribution of Pfizer's COVID-19 vaccine. The Yale Center for Clinical Investigation and Yale New Haven Health participated in the vaccine's clinical trials. This research was critical in addressing a global public health crisis and its economic impact.

On a more local level, Yale New Haven Health rolled out testing and vaccination centers and, working with local public health departments, provided extensive community outreach to those residents with inadequate access to routine healthcare. During a Q&A at the 2023 Community Foundation for Greater New Haven Annual Meeting, Dr. Keith Churchwell, President of Yale New Haven Hospital, discussed COVID-19 patient outcomes in our region. In the YNHHS, the COVID-19 mortality rate over the past three years has been 5.9%, with underrepresented minorities having a lower mortality rate than white patients. Through this experience, the barriers to equitable healthcare were highlighted, and YNHH is utilizing its response strategy to deliver routine care in underserved communities.

The National Institute of Health has recognized the contributions of Yale University R&D and funded the university with $600 million in 2022.

**WORKFORCE**

Workforce is an interesting aspect of economic development in Greater New Haven. We have an extremely well-educated population, with 36.6% of the population with a bachelor's degree or higher. However, a skill mismatch exists between available jobs and the unemployed population. Workforce Alliance (the region's American Jobs Center), local businesses, colleges, and universities have an established network to address business needs with appropriate education and training. The challenge is to draw more unemployed people into workforce programs, typically in underserved communities. To do this, childcare and transportation issues must also be addressed. We are collaborating with the state initiatives to bring more people into the workforce, provide a livable wage, and improve the overall quality of life for people who cannot fully participate in the economic benefits under the current structure.

Like most of the nation, Greater New Haven suffers from an extreme shortage of R.N.s. Our colleges and universities are prioritizing programs to increase the number of students pursuing nursing careers. In addition, there are discussions at the state level regarding transferring credentials from other locations to Connecticut.
CHALLENGES

- Aging population
- Declining population growth
- Diversity, equity, & inclusion
- Sustainability
- Brownfields
- Municipal solid waste
- Hazard mitigation
- Housing shortage
- Inflation
- Resiliency
- Workforce development

GROWTH OPPORTUNITIES

Several of the region's most pressing challenges will be addressed by allocating pandemic economic recovery funds. Federal and state priorities closely align with the region's needs. Funds distributed to the municipalities can be used to address priority issues beyond the current programs.

Regionally, we will continue to:

- Support key economic drivers, including healthcare, higher education, life sciences, manufacturing, and arts, culture, and tourism.
- Provide technical and financial assistance to entrepreneurs with additional support for women and minority-owned businesses.
- Promote workforce opportunities to all community members with an increased focus on people with different abilities and people previously incarcerated.
- Promote our prime location as a more cost-effective location to reside or operate a business than New York or Boston while retaining access to talent and established transportation options.
- Capitalize on the improved perception of suburban living as a response to the COVID-19 pandemic.
- Continuously communicate information about available resources to businesses and employees.
STATE OF THE REGIONAL ECONOMY

In early 2023, South Central Connecticut is recovering from the significant impacts of COVID-19 to date. A REX/SCCREDC fall 2022 survey found that 70% of businesses are at pre-pandemic or higher employment levels, with another 24% expecting full employment within six months. As the regional unemployment rate hovers around 4%, one of the most pressing issues is a mismatch between employee skills and available jobs. While the region has highly educated workers, other jobs still need to be filled. Workforce Alliance collaborates with businesses to develop programs to prepare workers for current and future employment. These efforts align with the Connecticut Governor’s Workforce Council. The primary goal of the Governor’s Workforce Council is to make sure Connecticut maintains the most accessible, equitable, aligned, and high-quality workforce pipeline in the country. Regional Sector Partnerships (RSP), a vital element of the council’s strategy, are available for industries including manufacturing, healthcare, bioscience, construction, financial services, entrepreneurs, STEM, and logistics. The RSPs address workforce shortages through training, increasing employer engagement, and encouraging innovation.

Businesses struggle with rising costs due to inflation, especially regarding workers’ wages. With increasing costs, higher revenue is not always resulting in higher profits. Since many businesses have lower sales than before 2020, and as consumers react to inflation by curtailing discretionary spending, there is little room for price increases.

The region emphasizes equity, diversity, and inclusion when implementing new projects and programs. Our communities proactively address structural issues to reduce disparities in wealth, education, employment, and health outcomes. Diversity, equity, and inclusion are addressed in more detail on page 46.

Addressing the housing shortage is a high priority in the region. For over two years, SCRCOG has led an effort to develop a regional housing plan. All the towns are participating, and community outreach has been a core component of the program. Topics addressed in these sessions include:

- Affordable Housing Plans Around CT: Learning by Example and How to Make Progress
- Successful Community Engagement
- Planning & Zoning Regulation Update
- Getting Through to the Truth: How Affordable Housing Creation Impacts Towns
- The Missing Middle: What Options Exist Between Large Colonials and Dense Apartment Development
- Converting Strip Malls into Housing
STATE OF THE HEALTHCARE SECTOR

Healthcare continues to be a significant and growing sector of the regional economy. The Yale New Haven Healthcare System has broken ground for an $838 million, 505,000 sq. ft. neuroscience campus in New Haven. The project includes two new towers housing 214 new inpatient beds and a 198-space underground parking garage, creating 400 construction jobs. Hartford Healthcare continues expanding its services in the region. Both of the region’s federally qualified health centers are undertaking major expansions, including the Hill Health Center’s new 15,000 sq. ft. facility at the Dixwell Q-House and Fair Haven Community Healthcare’s plan to construct a new three-story facility on Grand Avenue.

Our aging population will continue to create demand for healthcare services from hospitals, nursing homes, rehabilitation centers, private and in-home service providers, and congregate living facilities.

However, significant challenges to the sector’s continued growth include a need for a sufficiently large and well-qualified workforce, the region’s high cost of living, insufficiently diverse housing stock, the hospital payment system in the U.S., and an inadequate behavioral health system.

There is increasing emphasis in the sector on the social determinants of health, including racism and economic inequity, and on partnering with other sectors to improve community health, advance health equity, stabilize and strengthen the behavioral health system, promote public health infrastructure, and focus on quality to improve health outcomes.

The next decade will see significant shifts in the design of health systems and healthcare, propelled by digital health, growing consumerism, mounting financial constraints, and accelerated by COVID-19 and the prospect of future pandemics.

STATE OF THE HIGHER EDUCATION SECTOR

South Central Connecticut has six colleges and universities, including world-renowned Yale University. The higher education sector transitioned to remote learning in March 2020 and implemented infection control procedures to let students safely return to campus in the fall. Although distance learning adequately provides academic content, essential social interaction, and networking can only occur in person.

The region’s colleges and universities are committed to creating a globally competitive workforce and retaining the region’s talent through relevant curricula, inclusive enrollment, and community-building.

Yale University is one of the most prestigious private universities in the world, offering undergraduate, graduate, and professional degree programs in various fields, including the arts, science, business, engineering, law, medicine, and public health. A leader in innovation, Yale’s research often results in new companies in medicine, pharma, bioscience, environment, computer science, and quantum computing, among other sectors. The recent $6 billion "For Humanity" capital campaign reinforces Yale’s global standing in liberal arts, science, and technology. The campaign is an opportunity to engage the entire Yale community. In addition to a financial target of $7 billion, the strategic goals support transparency, inclusion, and a vision of a stronger, more unified Yale.
STATE OF THE LIFE SCIENCE SECTOR

Greater New Haven is home to well-respected bioscience research institutions, including Yale University and Yale New Haven Health System. The region is a hub for biotech and pharmaceutical companies developing new treatments, particularly for rare diseases. Our location between New York City and Boston allows for extensive collaboration but increases competition for talent and capital. We need to develop more laboratory space for bioscience companies, especially those ready to move into graduate space without a long-term lease. Headwinds for the sector include the scarcity of capital investment and Initial Public Offering (IPO) opportunities, especially during tumultuous economic conditions.

Personalized medicine is a significant growth opportunity for us. The Yale Center for Genomic Health is tackling the most pressing challenge in the field: how to translate increasingly powerful genomic technologies and vast data resources into meaningful improvements in healthcare in a way that equitably benefits people of all ancestry groups and ethnicities.

Even during the pandemic, the Bioscience sector grew in the region.

- Alexion, AstraZeneca’s Rare Disease group, announced plans to expand in New Haven by leasing space at the bioscience tower under construction at 101 College Street.
- BioLabs manages incubator space at 101 College Street and Yale University’s West Haven campus.
- Additional laboratory spaces at Pierce Labs, 55 Church Street, and Winchester Works are meeting the emerging needs of many local biotech companies.
- Yale continues to spin out start-ups.
- Several biotechs are in a growth phase and continue adding employees.
- Conmed Corporation contracted to buy Biorez, underscoring the caliber of science being performed here.
- Ireland-based Nuritas is establishing its North American headquarters in New Haven, evidence of the growing appeal of the Elm City’s thriving bioscience ecosystem.
- New Haven has the country’s 20th-best life science workforce base, according to CBRE’s 2022 inaugural Life Sciences Talent Report.
- Life Science SPRINT (Student Program to Ready Interns for Next-generation Talent) created a pipeline into the Connecticut bioscience industry by pairing 170 students with paid internships with approximately 25 employers in the bioscience field.

Major construction projects include:

- 101 College Street (500,000 sq. ft., opening in 2023)
- 275 South Orange Street (250,000 sq. ft., planned construction in 2023, opening in 2025)
- Parcel B at Downtown Crossing (200 – 500,000 sq. ft., available site)
- Science Park (200,000 sq. ft., available site)
STATE OF THE MANUFACTURING SECTOR

The region, built upon a robust and diverse manufacturing base, abounds with small manufacturers using highly-skilled workers to produce precision, high-value-added products. With a high concentration of employees compared to the nation, primary and fabricated metal manufacturing, electrical equipment and electronic component manufacturing, and medical device manufacturing are particularly strong in the region. Connecticut has large aerospace and defense manufacturers and smaller companies supporting their component needs. The state’s aerospace and defense Regional Sector Partnership focuses on developing a workforce pipeline. Workers are retiring more quickly than a new skilled workforce can be educated. There is an opportunity to attract some retirees back into the workforce part-time, performing at a high level and mentoring new employees.

Manufacturing is a critical sector in the state. There are many resources to support it, including the statewide association of manufacturers ManufactureCT, the Manufacturing Innovation Fund (MIF) grants, and the Connecticut Center for Advanced Technology. Although other states may offer a lower cost of doing business and fewer regulations, they lack our robust transportation system and advanced manufacturing technologies research, which creates opportunities for collaboration and innovation.

STATE OF THE ARTS, CULTURE, & TOURISM SECTOR

The South Central region is the creative capital of Connecticut, boasting world-class arts organizations. The region has premier healthcare and education institutions, visitor attractions, dining, lodging, and nature.

The effects of the COVID-19 pandemic on the sector were staggering and persistent. Although leisure travel has rebounded, at times to pre-pandemic levels, business travel has not. Some predict business travel will not reach pre-pandemic levels until 2025. The sector, especially restaurants and lodging, needs help attracting and keeping a workforce sufficient to support a reliable return to full operating capacity. Labor shortages have forced many hospitality businesses to reduce hours or close unexpectedly and/or intermittently. Volatile inflation has also severely hampered the restaurant sector’s recovery, negatively affecting customer satisfaction, eroding already narrow profit margins, and increasing operational challenges.

Cultural attractions, including museums and performing arts theaters, have re-opened and are attracting patrons, although revenue streams and philanthropic support are sometimes significantly reduced.

The resumption of in-person higher education is also a significant development in a region home to world-class Yale University and many other prominent institutions of higher learning.

The highly successful entry of Avelo Airlines into this region’s market has been a bright spot in the sector. Avelo now serves approximately 15 nonstop destinations from New Haven. Tweed-New Haven Airport has increased parking options for travelers flying Avelo Airlines.
The hospitality sector continues to deploy technology, including robotic servers, electronic ordering and check-in, touchless transactions, integrated platforms to track where and when guests use spaces and when they’ve been sanitized, and virtual guest communications to reduce costs and to improve resilience, safety, and customer service. Much of the investment is customer-facing, especially since the guest experience is a significant competitive differentiator.

“Staycations” have remained popular as an alternative to travel to areas with higher COVID-19 rates, unreliable and expensive air travel, and high fuel costs. Connecticut continues to have an opportunity to capitalize on this by increasing tourism marketing.

One result of the work-at-home acceleration due to COVID-19 is that hospitality venues are increasingly used as make-shift offices, creating a so-called “bleisure hospitality market.” Preventive medicine and self-care retreats are trending, and hospitality venues are well-positioned in this market. Solo and LGBTQ+ travel are also opportunities for growth in the region’s tourism and hospitality sectors.

The City of New Haven’s Cultural Equity Plan provides a foundation to advance economic opportunity in the Black- and Brown community by raising the visibility and addressing structural barriers to access.

STATE OF THE EMERGING FOOD PRODUCTION SECTOR

Food production has been a small sector in the region for decades. Foxon Park soda, PEZ™, Hummel Bros. hotdogs, and Chabaso Bakery are a few of our well-known food businesses. In 2018, Athletic Brewing Company of Milford opened the first exclusively non-alcoholic beer company in the U.S. and now has an estimated net worth of $500 million.

Lyman Orchards expanded its pie production capacity with two new manufacturing locations in New Haven in 2022.
EXTERNAL TRENDS & FORCES

- Global pandemic
- Extreme climate events
- Inflation
- Domestic terrorist attacks on utilities
- Social unrest
- Global warfare/increased foreign aggression
- Banking industry instability

- Diversifying/onshoring of supply chains
- Increased awareness of diversity, equity, and inclusion
- Increased use of technology, including artificial intelligence
- Greater focus on resilience in both the public and private sectors
- Flexibility in work locations and schedules
- Commitment to sustainability
- Uncertainty in the social media industry
WORKFORCE CONSIDERATIONS

The need for appropriately skilled workers is a primary issue for South Central Connecticut, as noted throughout the CEDS. Workforce Alliance, public schools, colleges and universities, the Governor’s Workforce Council, associations, nonprofits, and businesses collaborate to create a qualified regional workforce. Additional direct to career opportunities are available in the trades.

PUBLIC EDUCATION PERFORMANCE INDICATORS

According to The Nation’s Report Card, Connecticut experienced a significant decline in average scores in mathematics and reading when comparing 2019 to 2022 for students in Grade 4. The percentage of students at or above proficient declined from 45% to 37%. For reading, the decline was from 40% to 34.6%. Students in Grade 8 fared worse, with a decline from 39% to 30% in mathematics and 41% to 37.7% in reading. Grade 12 did not have current data.

While these scores continue to be higher than the national average, they indicate that many students in Greater New Haven will need more preparation to enter the workforce or pursue a college education.

The primary cause of the decline was remote learning during the pandemic. However, there has also been a significant increase in absenteeism since the return to in-classroom classes. Connecticut, like the rest of the U.S., also needs more qualified teachers.

SPATIAL EFFICIENCIES/SUSTAINABILITY

The region lacks developable land, a consequence of our history as an old New England manufacturing area. Private and public entities collaborate to remediate brownfields and adapt existing structures for new use. Our success in converting contaminated sites to active use includes transforming a former Pratt & Whitney manufacturing site into an Amazon Fulfillment Center, the Pirelli headquarters (asbestos) into a hotel, and the Winchester Repeating Arms factories into mixed-use development projects. In North Haven, a former big box store was converted into an outpatient medical clinic.

Winchester Works is pursuing new residential and biotech development for its “Winchester Center” project in the Science Park Planned Development District (PDD) in New Haven. The city approved a tax abatement agreement supporting affordable housing and changes to the PDD, which will facilitate the construction of new apartments, shops, labs, and other improvements. The development team led by Twining Properties and LMXD has worked closely with the community to ensure the project is inclusive for all residents. State Brownfield and Urban Act funding is in place as we look forward to a fall 2023 start of new construction.

A canceled shopping/entertainment project in West Haven (The Haven) has opened up a 347,826 sq. ft. waterfront parcel. The current owners intend to sell the parcel as a single unit. New Haven will receive millions of dollars in state brownfield grants to clean up three redevelopment sites: $2 million to demolish Dixwell Plaza structures to make way for a
SPATIAL EFFICIENCIES/SUSTAINABILITY CONTINUED

clinic, daycare facility, food hall, grocery store, and 184 units of mixed-income housing; $1.3
million to facilitate construction of a community center, coffee shop, playground, community
gazebo, and 56 mixed-income apartments at 16 Miller Street; and $985,000 to support the
development of 67 affordable-housing units on the former New England Linen property.

Downtown Crossing in New Haven is a multi-phase project that removed a highway to create
developable land in the medical district. The area is home to 100 College Street, and 101
College Street is under construction. These two buildings, which include a community center,
represent about 1 million sq. ft. of bioscience space. Removing the highway also created
pedestrian and bike-friendly urban boulevards.

Our towns are reviewing planning and zoning regulations and other obstacles to housing
development. Public transportation for commuters is an infrastructure priority. The
State Street project in New Haven received a $5 million grant to realign State Street from
Audubon Street to George Street to unlock the redevelopment potential of several parking
lots for transit-oriented development/mixed-use development for a potential build out to
652,000 sq. ft. of developed space, including 447 new residential units and 80,000 sq. ft. of
retail space. A critical component of this project and many others is improving pedestrian and
cyclist safety.

Greater New Haven is integrating Smart City Technologies into our communities. We can
improve the region’s sustainability, resiliency, and equitable access to technology using
advanced data analytics and management systems. Items such as intelligent traffic
management, public safety and emergency response systems, robust broadband connectivity,
and waste management and recycling systems are priorities for the region.

Regional Municipal Solid Waste (MSW) is an area of concern as Hartford’s current Materials
Innovation and Recycling Authority (MIRA) center is closing. There has been extensive
discussion through SCRCOG regarding programs to reduce overall waste. However, more than
reduction programs are needed to offset the rising costs for municipalities to handle waste. As
this is a problem for all municipalities, the members of SCRCOG recommend a statewide
resolution.

Connecticut is working to increase the number of public comprehensive charging stations to
support all types of electric vehicles (EVs). Additional infrastructure improvements and public
education are necessary before consumers will be confident in switching to EVs. Utility
companies offer incentives for consumers switching to EVs to promote the transition.
BROADBAND NEEDS

According to the Federal Communications Commission (FCC), broadband service with a minimum download speed of 250 Mbps and 25 Mbps upload speed is available throughout the region. However, broadband is not necessarily affordable for economically disadvantaged households. 88.5% of households in Greater New Haven have broadband service. Meriden has only 79.9% of its households with broadband service. As part of the federal Internet for All initiative, the state will deploy funds to support the development of an extensive plan that will identify pathways to expand Connecticut residents' access to affordable, high-speed internet and the skills to engage in today’s digital society. More resources are needed to support the high-tech industries as less than half of the region has access to expensive high-speed internet with a minimum download speed of 1000 Mbps and 100 Mbps upload speed.

ENERGY NEEDS

Connecticut is consistently in the top five states for energy costs. These costs may discourage businesses that utilize significant amounts of electricity from moving to the region and threaten our ability to retain existing businesses. Increased production costs result in higher consumer prices reducing our region’s competitiveness. To reduce energy costs, access to renewable sources of energy is essential.

The electrical grid in Connecticut is generally reliable, with a diverse mix of energy resources that includes natural gas, nuclear, hydro, wind, and solar power. Connecticut has taken steps to promote renewable energy development, and as of 2021, about 10% of the state’s electricity came from renewable sources, with the goal of reaching 40% by 2040.

However, like many other states, Connecticut faces challenges maintaining a resilient and reliable grid. One major challenge is aging infrastructure, including power plants, transmission lines, and distribution equipment. Upgrading and modernizing this infrastructure is a priority to ensure that the grid can meet customers’ needs, withstand severe weather events, and support integrating new technologies like electric vehicles and distributed energy resources.

Another challenge is cybersecurity. As the grid becomes more digitized and interconnected, it becomes increasingly vulnerable to cyberattacks. Connecticut and other states are working with federal agencies and industry partners to enhance grid cybersecurity measures and improve resilience.
NATURAL HAZARDS

SCRCOG has received a grant from the CT Department of Energy and Environmental Protection (DEEP) to develop a Multi-Jurisdiction Hazard Mitigation Plan for Bethany, Branford, Hamden, Madison, North Branford, North Haven, Orange, Wallingford, West Haven, and Woodbridge. Five other municipalities (East Haven, Guilford, Meriden, Milford, and New Haven) have completed or are working on Hazard Mitigation Plans.

SCRCOG organized an Advisory Committee with representatives from participating municipalities and other regional stakeholders to ensure continuous involvement by local staff and stakeholders in developing and maintaining the Plan. Committee meetings allow for valuable input from the stakeholders and keep them apprised of project progress. The plan can be viewed at https://scrcog.org/regional-planning/regional-hazard-mitigation/hazard-mitigation-advisory-committee/

COLLABORATION WITH OTHER REGIONAL PLANS

2018-2028 SCRCOG Plan of Conservation & Development
2023 SCRCOG Regional Hazard Mitigation Plan Update
2023 SCRCOG Metropolitan Transportation Plan
2021 DECD Economic Action Plan
Transportation Planning Work Program: Unified Planning Work Program for Fiscal Year 2022 and Fiscal Year 2023
PURA 2022 Annual Report
2018-2028 Bethany Plan of Conservation & Development
2019-2029 Branford Plan of Conservation & Development
2019-2029 East Haven Plan of Conservation & Development
2015-2025 Guilford Plan of Conservation & Development
2019-2029 Hamden Plan of Conservation & Development
2013-2023 Madison Plan of Conservation & Development
2020-2030 Meriden Plan of Conservation & Development
2012-2022 Milford Plan of Conservation & Development
2015-2025 New Haven Plan of Conservation & Development
2019-2029 North Branford Plan of Conservation & Development
2017-2027 North Haven Plan of Conservation & Development
2015-2025 Orange Plan of Conservation & Development
2016-2026 Wallingford Plan of Conservation & Development
2017-2027 West Haven Plan of Conservation & Development
2015-2025 Woodbridge Plan of Conservation & Development
2017 Regional Framework for Coastal Resilience in Southern Connecticut
DIVERSITY, EQUITY, & INCLUSION

Greater New Haven celebrates the enhanced quality of life having a diverse community generates. Our community was built by waves of Irish, Italian, and Black populations. In recent years, we have welcomed refugees from Afghanistan and Ukraine. A variety of cultural events, assets, and cuisine are integrated into our daily lives.

This appreciation of a diverse community contrasts with the historical injustices experienced by the BIPOC and other economically distressed communities.

Tools to increase diversity, equity, and inclusivity include incentives for minority hiring/contracting, entrepreneur support, and small business assistance. Community agencies are partnering with the business community to address longstanding economic and environmental concerns and healthcare inequalities.

Two significant initiatives addressing historical injustices within our community are workforce training and housing. There is extensive neighborhood outreach for community engagement when developing economic plans and deploying resources. We are addressing the wealth gap by enhancing educational opportunities, expanding occupational options, increasing home ownership, creating more effective public transportation, and assuring equitable access to the benefits of living in the Greater New Haven region.

CITY OF NEW HAVEN CULTURAL EQUITY PLAN

New Haven launched a new Cultural Equity Plan in 2022 to ensure the resurgence of arts, culture, and tourism, raising both the traditional outlets and attractions as well as new voices in the Black and Brown community. The twelve points of the Cultural Equity Plan are:

1. Create community gatherings for New Haven residents, government, and institutions to reckon with histories of both cultural oppression and success throughout our city.
2. Expand institutional definitions of culture and where culture happens.
3. Create a redistribution plan for wealth and power gained through centuries of exploitation.
4. Fund cultural organizers in Black and Brown neighborhoods.
5. Support neighborhood gathering spaces and events.
6. Make historically unsupported New Haven residents co-creators in the design and implementation of arts programming.
7. Support independent artists, creatives, and culture holders through direct funding and other means.
8. Allocate resources to increase accessibility at the New Haven Free Public Library.
9. Create and strengthen partnerships between major arts nonprofits and the City.
10. Create ongoing spaces for residents to discuss and make decisions about cultural equity in New Haven.
11. Create spaces for young people to engage with, create, and lead culture in our city.
12. Create a citywide Cultural Equity Accountability Team and a funded position to support them.
PARTNERS & RESOURCES FOR ECONOMIC DEVELOPMENT

AdvanceCT
Albertus Magnus
Arts Council of Greater New Haven
Avangrid
Banks
BioCT
CEDAS
Chambers of Commerce
Community Foundation for Greater New Haven
Connecticut Department of Economic and Community Development (DECD)
Connecticut Department of Energy & Environmental Protection
Connecticut Office of the Arts
Connecticut Office of Tourism
Connecticut Lodging Association
Connecticut Restaurant Association
CT Data Collaborative
CT Main Street Center
CT Technology Council
CTNext
Discover New England
Eversource
Frontier Communications
Gateway Community College
ManufactureCT
Municipal Economic Development Staff & Commission Members
New Haven Festivals
Public School Systems
Quinnipiac University
Regional Leadership Council
Regional Sector Partnerships
Regional Water Authority
Small Business Administration
Small Business Development Center
South Central Regional Council of Governments
Southern Connecticut Gas
Southern Connecticut State University
Sustainable CT
Tweed-New Haven Regional Airport
United Illuminating Company
University of New Haven
US EDA
US EPA
Workforce Alliance
Yale New Haven Health
Yale University
ACTION PLAN

GOAL 1: BUSINESS RETENTION, EXPANSION, & RECRUITMENT

USE THE REGION'S COMPETITIVE ADVANTAGES TO FOSTER EQUITABLE, RESILIENT BUSINESS DEVELOPMENT, RECRUITMENT, ACCESS TO JOBS, WEALTH CREATION, AND ENTREPRENEURIAL ACTIVITY.

OBJECTIVES & STRATEGIES

OBJECTIVE 1
ADVANCE GROWTH OF KEY SECTORS CRITICAL TO THE REGION'S ECONOMIC VITALITY.

1.1 Promote the region as a place where bioscience, manufacturing, and diverse entrepreneurs can start and grow businesses. Completion: Ongoing
1.2 Increase tourism, hospitality, and leisure marketing activity. Completion: Year 2
1.3 Participate in state workforce programs, including the Regional Sector Partnerships and American Job Centers. Completion: Ongoing
1.4 Promote our Foreign Trade Zone. Completion: Ongoing
1.5 Attract Opportunity Zone Investment. Completion: Ongoing
1.6 Educate potential businesses and employees about the region’s high quality of life. Completion: Ongoing
1.7 Develop new commercial space at Long Wharf, Mill River, River Street, and Boulevard section of New Haven. Completion: Ongoing
1.8 Expand space for technology transfer at Hill to Downtown, Long Wharf, Downtown, and Science Park districts in New Haven. Completion: Ongoing

OBJECTIVE 2
PROVIDE TECHNICAL SUPPORT TO EXISTING BUSINESSES, INCLUDING RESILIENCE PLANNING, SUCCESSION PLANNING, DIVERSITY, EQUITY, AND INCLUSION PROGRAMS; THE USE OF TECHNOLOGY; SUSTAINABILITY INITIATIVES; AND COMPLIANCE WITH LOCAL, STATE, AND FEDERAL REGULATIONS.

2.1 Maintain strong relationships with businesses through site visits. Completion: Ongoing
2.2 Provide technology training to prepare workers for Industry 4.0. Completion: Ongoing
2.3 Schedule programming to support diversity, equity, inclusion, technology skills, sustainability initiatives, and compliance utilizing community resources such as chambers of commerce, libraries, and community centers. Completion: Ongoing
2.4 Collaborate with banks and lenders to offer training programs for their customers. Completion: Ongoing

OBJECTIVE 3:
SUPPORT PROGRAMS THAT PROMOTE DIVERSITY, EQUITY, AND INCLUSION FOR EMPLOYMENT, ENTREPRENEURSHIP, AND EDUCATION.

3.1 With partners, expand outreach to include more historically marginalized communities to define the area’s economic development needs and goals. Completion: Ongoing
3.2 Provide education and training through improved access to colleges, vocational training programs, and adult education initiatives. Completion: Ongoing
3.3 Encourage banks and other lenders to provide capital to entrepreneurs, such as micro-loans. Completion: Ongoing
3.4 Ensure reliable and efficient transportation options provide equitable access to jobs. Completion: Ongoing
3.5 Encourage inclusive policies and practices in both the public and private sectors. Completion: Ongoing
3.6 Expand access to economic opportunity through cultural equity, including support for incubators like NXTHVN and new digital arts and music proposals. Completion: Ongoing
Objective 4:
DEVELOP A WELL-QUALIFIED WORKFORCE BY CREATING MULTIPLE ACCESS POINTS TO VARIOUS CAREER PATHS.
4.1 See Goal 2. Completion: Ongoing

Objective 5:
EXPAND PARTICIPATION IN OUR ROBUST, DIVERSE ENTREPRENEURIAL ECOSYSTEM.
5.1 Offer resources such as mentorship, networking opportunities, business incubators, and access to funding to help business owners start and grow their businesses. Completion: Ongoing
5.2 Support maker spaces to allow individuals to explore opportunities without capital investment. Completion: Ongoing

Objective 6:
ADVOCATE FOR BUSINESS-FRIENDLY FEDERAL STATE, REGIONAL, AND LOCAL INITIATIVES TO ENCOURAGE ECONOMIC GROWTH AND VITALITY.
6.1 Testify or submit testimony, to legislators regarding proposed bills. Completion: Ongoing
6.2 Meet with legislators regularly. Completion: Ongoing
6.3 Provide opportunities for the legislators to meet with the business community. Completion: Ongoing

BENCHMARKS
- Tradeshows attended by REX/SCCPEDC.
- Towns with CEDAS Best Practices certification.
- The number of new businesses formed in the region yearly.
- Owner demographics for new businesses created.
- Students participating in certificate programs.
- Students pursuing two and four-year degrees.
- Businesses and clients interacting with Workforce Alliance.
- Businesses expanding resources in their supply chains.
- Revenue growth for key sectors.

POTENTIAL PARTNERS
AdvanceCT, BioCT, CEDAS, Chambers of Commerce, Colleges and Universities, Connecticut Department of Economic and Community Development (DECD), Connecticut Department of Tourism, CT Main Street Center, CT Technology Council, CTNext, Governor’s Workforce Council, ManufactureCT, Municipal Economic Development Staff & Commission Members, Public School Systems, Regional Sector Partnerships, Small Business Administration, Small Business Development Center, South Central Regional Council of Governments, Sustainable CT, U.S. EDA, Workforce Alliance, Yale New Haven Health
GOAL 2: WORKFORCE

Design and deliver real-time, intuitive tools that will enable the regional workforce system to more quickly and effectively respond to employer, education and training provider, and jobseeker needs through industry pipelines, work supports, and labor market information (LMI)-informed career pathways possible.

OBJECTIVES & STRATEGIES

OBJECTIVE 1:
Expand and support jobs pipeline projects in the region.

1.1 Enable municipalities and other organizations to educate job seekers, students, and parents about job opportunities in demand in and on the perimeter of the region. Completion: Year 1
1.2 With chambers of commerce, local and national trade organizations, and other business entities, review, update and develop core baseline competencies for entry-level and mid-level employment in-demand sectors. Completion: Year 3
1.3 Develop a cooperative Municipal Employment Pipeline for the region, with assistance from SCRCOG, to provide pathways, internships, and processes to fill difficult jobs and enable those employed in municipal roles upgrade their skills and continue to serve government entities. (Research in Year 1; Develop and implement by Year 3)

OBJECTIVE 2:
Provide better local access to existing work supports in the region to provide job and business retention services to workers and their companies.

2.1 Catalogue existing and potential work supports in each municipality; distribute information and methodology for potential replication or partnerships. Completion: Year 2
2.2 Identify work support gaps in service throughout the region. Inform potential partners (public and private) that may be able to assist in addressing the gaps. Completion: Year 2
2.3 Advocate for replication and/or expansion of best practices in work support for businesses and municipalities. Completion: Year 3
2.4 Develop outcome data on the success of individual work support strategies. Completion: Year 4
2.5 Create stronger high school-to-college articulation agreements and career pathways in the life sciences through 101 College Street classroom, BioPath partnership with Southern Connecticut State University, and adult certificate programs. Completion: Ongoing
2.6 Strengthen non-college career pathways through partnerships with public high schools and private industry, including dual enrollment and industry certificate programs. Completion: Ongoing

OBJECTIVE 3:
Support a region-wide system of providing quality local labor market information and career pathways to long-term unemployed youth and young adults in the region.

3.1 Engage the U.S. Department of Labor, Connecticut Department of Labor, and private LMI researchers to establish a framework for the system. Completion: Year 2
3.2 Utilize business organizations (i.e., Chambers of Commerce) to assist in system design. Completion: Year 1
BENCHMARKS

- Increase the number of new industry pipelines.
- Review and adaptation, if necessary, of the design and or curriculum of existing pipelines.
- Dynamic database of work supports in the region, updated twice a year and utilized by all partners.
- Integration of “traditional” labor market information with “real-time,” adaptive information for agency/organizational planning purposes and individual career development and job information to youth and job seekers throughout the region.
- # of internships.
- # of students employed within the state staying in the region after graduation.
- # of programs established to prepare talent for jobs.

POTENTIAL PARTNERS

GOAL 3: HOUSING

ENSURE CONTINUED ACTION IN CREATING AND PRESERVING HOUSING TO OFFER A BROAD SPECTRUM OF HOUSING OPTIONS FOR PEOPLE OF ALL INCOME LEVELS, WORKING REGIONALLY TO BUILD MARKET RATE AND AFFORDABLE HOUSING, DECONCENTRATE POVERTY, AND PROMOTE INTEGRATION UTILIZING THE SCRCOG REGIONAL HOUSING PLAN UPON COMPLETION.

OBJECTIVE 1:
SUPPORT OPPORTUNITIES FOR INCENTIVIZING HOUSING PRODUCTION.

1.1 Develop regional housing growth zones to give developers access to state funding for affordable and market-rate housing. Completion: Year 2
1.2 Support statewide approach to affordable housing, including using quasi-development authorities and formula-based gap financing sources. Completion: Year 3
1.3 Establish a regional recommendation to solicit increased funding allocated to housing development and incentives for affordable housing development. Completion: Year 2

OBJECTIVE 2:
ESTABLISH AND EXPAND BELOW MARKET REGISTRY ACROSS THE REGION TO SUPPORT HOUSING FOR ALL.

2.1 Identify towns and cities utilizing the Below Market Registry effective tool. Completion: Year 2
2.2 Provide widespread marketing of the availability of these programs. Completion: Ongoing

OBJECTIVE 3:
SUPPORT WORKFORCE HOMEOWNERSHIP PROGRAMS OFFERED BY THE STATE AND LOCAL GOVERNMENT THROUGHOUT THE REGION.

3.1 Establish a database of available and accessible funds across the region. Completion: Year 2
3.2 Improve access to lenders. Completion: Ongoing

OBJECTIVE 4:
EDUCATE RESIDENTS ON AVAILABLE PROGRAMS AND HOUSING UNITS IN THE REGION.

4.1 Build a regional database of affordable housing units across all towns and cities. Completion: Year 2
4.2 Support a regional marketing campaign to engage and support first-time homebuyers and workforce homeownership programs. Completion: Ongoing
4.3 Establish a regional down payment assistance program. Completion: Year 3
4.4 Establish regional assistance to include households whose average medium income exceeds 80% to include working families to participate in homeownership programs. Completion: Ongoing

OBJECTIVE 5:
IMPLEMENT THE SCRCOG REGIONAL HOUSING PLAN.

5.1 To be determined upon approval of the plan. Completion: Ongoing
BENCHMARKS

- Towns with a commitment to collaborate on a Below Market Registry for units
- Percentage of affordable units throughout the region
- Increase affordable units in each town to meet the state's goal of 10%
- Increase TOD projects
- Promote healthy and safe living environments, including addressing issues such as lead paint, mold, and indoor air quality
- Prevent displacement of residents
- Reduce people experiencing homelessness
- Evaluate diversity in housing options, including a mix of housing types, sizes, and styles to meet the needs of different populations
- Use of sustainable building practices
- First-time homebuyers
- Access to lending sources

POTENTIAL PARTNERS

Housing Development Fund, Center for Housing Opportunity, The Housing Collective, Housing For All, SCRCOG Housing Group, CT Department of Housing, Local Initiative Support Corporation, Desegregate Connecticut, City of New Haven Affordable Housing Commission, State of Connecticut
GOAL 4: INFRASTRUCTURE

DEVELOP, MAINTAIN, AND EFFECTIVELY USE A ROBUST, INTEGRATED, MULTI-MODAL TRANSPORTATION, COMMUNICATIONS, AND INFORMATION SYSTEM THAT FACILITATES THE EFFICIENT, CONVENIENT MOVEMENT OF PEOPLE, GOODS, AND DATA INTRA-REGIONALLY, INTER-REGIONALLY, AND INTERNATIONALLY.

OBJECTIVES & STRATEGIES

OBJECTIVE 1:

IMPROVE AND REBALANCE THE MULTI-MODAL TRANSPORTATION NETWORK WITH AN EMphasis ON SAFETY, CONGestion MITIGATION, REDUCed CARBON EMISSIONS, AND THE ACCOMMODATION OF BICYCLISTS AND PEDESTRIANS.

1.1 Support efforts to reduce and ultimately eliminate traffic fatalities and serious injuries on highways, roads and on public transit and for drivers, passengers, bicyclists and pedestrians by a focus on designing for safety and participation in the Safe Streets for All (SS4A) Initiative. Completion: Ongoing
1.2 Support measures to improve air quality and address noise and light pollution caused by the transportation system infrastructure. Completion: Ongoing
1.3 Encourage the promotion of more ways, through infrastructure investment, to travel by foot, mobility aid, bike, and micro-mobility devices, primarily through the Complete Streets program. Completion: Ongoing
1.4 Support the establishment of a firm footing for future changes in transportation technology. Completion: Ongoing
1.5 Implement the Move New Haven Study by CTTransit resulting in more frequent and efficient bus service and creating crosstown routes and transit hubs. Completion: Year 3
1.6 Continue to participate in Northeast Corridor passenger rail plans aimed at creating a high-speed rail network in the corridor, supporting an Amtrak proposed route through New Haven Union Station. Completion: Ongoing
1.7 Support improvements to New Haven’s Union Station, including shops and restaurants, a bus depot, parking, and EV charging. Completion: Year 3
1.8 Support the efforts of the City of New Haven and private sector investment to construct a new passenger terminal and other new infrastructure to modernize and expand Tweed New Haven Airport and provide frequent commercial passenger flight services to popular destinations and regional hubs. Completion: Ongoing
1.9 Market the region’s commuter rail and Transit-Oriented Development (TOD) assets to attract potential businesses/investors. Completion: Ongoing
1.10 Coordinate with CTTransit to evaluate upgrades and the potential for service improvements. Completion: Ongoing
1.11 Continue to engage public and private partners on an economic development strategy for Metro-North, Hartford Line, and Shoreline East train stations, highlighting TOD opportunities. Completion: Ongoing
1.12 Engage CTTransit and the private sector to evaluate opportunities to increase transit ridership. Completion: Ongoing
1.13 Encourage the use of electric and alternative fuel vehicles and develop an accessible network of EV charging stations to reduce emissions that cause climate change and air pollution, which disproportionately affects low-income and urban people. Completion: Ongoing

OBJECTIVE 2:

SUPPORT CONTINUED INVESTMENTS IN ROADWAYS AND BRIDGES.

2.1 Engage in strategic, coordinated planning to determine the most effective use of the current unprecedented infusion of federal investment in our transportation infrastructure to implement transformative projects and to maintain other vital assets in a “state of good repair.” Completion: Ongoing
2.2 Support significant regional transportation projects such as Downtown Crossing and reconfiguring the I-91/Rt. 15/1-691 merge, the rehabilitation of Heroes Tunnel, and the reconfiguration of Exit 59 on Rt. 15. Completion: Ongoing
2.3 Maintain a balance between local and regional interests in considering approval of infrastructure projects and when advocating for infrastructure funding. Completion: Ongoing
2.4 Encourage the adoption and implementation of Complete Streets policies with a focus on high-crash segments of state arterial roads, including Route 80 (New Haven – North Branford), Route 10 (New Haven – Hamden), and Route 146 (East Haven – Madison). Completion: Ongoing
2.6 Support implementation of better ways to link Downtown New Haven, Union Station and Tweed New Haven Airport. Completion: Year 3
2.7 Continue I-95 Eastern CT Planning & Environmental Linkages Study (I-95 Eastern CT PEL) and implement widening of I-95 from Branford to the Rhode Island border. Completion: Ongoing
2.8 Design and implement extending entrance and exit ramps on Route 15. Completion: Ongoing
2.9 Support governmental and private-sector investments in zero-emission vehicles for their fleets to reduce overall greenhouse gas emissions and to fight climate change. Completion: Ongoing

OBJECTIVE 3:
EXPAND THE FREIGHT CAPACITY OF THE REGION

3.1 Support investments in the Port of New Haven to expand freight capacity by dredging the shipping channel, making it “big ship ready” after the expansion of the Panama Canal. Completion: Year 2
3.2 Garner support and advocate for continued federal funding for shipyard improvements and ship repairs. Completion: Ongoing
3.3 Continue supporting the state and port landowners in connecting the Port of New Haven with the Providence and Worcester Railroad. Completion: Ongoing
3.4 Coordinate site development projects with transportation improvement plans in the region’s Metropolitan Transportation Plan (MTP). Completion: Ongoing
3.5 Support efforts to establish dependable and sustainable funding sources for the State Special Transportation Fund, including the recently enacted highway use tax for heavy commercial trucks using Connecticut’s highways. Completion: Ongoing

OBJECTIVE 4:
OPTIMIZE WATER INFRASTRUCTURE AND PARTNERSHIPS FOR MAXIMUM ECONOMIC IMPACT.

4.1 Identify municipalities ready and able to fund water system expansion into unserved areas or regionally partner in funding. Completion: Ongoing
4.2 Determine if state or federal funds are available for economically driven water system expansion. Completion: Ongoing
4.3 Support the Regional Water Authority (RWA) in its efforts to harden its infrastructure and to optimize its resilience to climate change, extreme climate-driven and weather events, shortened cycles of drought and water surplus, as well as strength to domestic or foreign terror, vandalism, and cybersecurity attacks. Completion: Ongoing
4.4 Support the rehabilitation of the Whitney Dam in Hamden and the protection of land surrounding Lake Cilliard in Branford. Completion: Ongoing
4.5 Support efforts to preserve land in drinking water watersheds in its natural state, to separate stormwater and wastewater in the combined sewer systems remaining in the City of New Haven, and encourage exploring establishing stormwater authorities. Completion: Ongoing
4.6 Support projects which harden the infrastructure of wastewater treatment facilities in the region to increase resilience to storms and sea level rise and plan for necessary capacity and reliability. Completion: Ongoing
4.7 Encourage towns to start stormwater diversion infrastructure such as rain gardens and bioswales and requirements for Low-Impact Development (LID) to safeguard drinking water from stormwater runoff and pollution. Completion: Ongoing
OBJECTIVE 5:
ENSURE THE ENTIRE REGION HAS AFFORDABLE TELECOMMUNICATIONS INFRASTRUCTURE TO SUPPORT MODERN COMMUNICATION AND INFORMATION SYSTEMS.

5.1 Determine the region’s access and telecommunication infrastructure requirements using the state’s Internet for All data. Completion: Year 3
5.2 Promote using the state’s Affordable Connectivity Program - $30/Month Discount for Internet Service; All SNAP & Medicaid Members Eligible. Completion: Ongoing
5.3 Identify the capacity needed to support high-tech companies. Completion: Ongoing
5.4 Support and promote efforts to enhance faster, cheaper broadband service to the region. Completion: Ongoing
5.5 Use federal infrastructure funds for broadband expansion, focusing on reaching underserved areas and equity. Completion: Ongoing

OBJECTIVE 6:
SUPPORT THE EXPANSION OF RENEWABLE ENERGY SOURCES, REDUCTION IN COST, AND RESILIENCE OF THE ELECTRIC GRID TO EXTREME WEATHER EVENTS CAUSED BY CLIMATE CHANGE AND PHYSICAL AND CYBER ATTACKS.

6.1 Promote energy-efficient programs, including the expanded use of Energy Saving Performance Contracts (ESPC). Completion: Ongoing
6.2 Assist low-income homeowners with soaring electricity, natural gas, and home heating oil costs. Completion: Ongoing
6.3 Promote the development of safe, clean, and reliable electricity with such generation provided by solar and wind energy. Completion: Ongoing
6.4 Implement measures to prevent and respond to power outages to provide resilience to storms and other disruptive natural events, malicious attacks, accidents and failures, vandalism, and physical and cyberattacks from domestic and foreign terrorists. Activities include utility pole management, vegetation management, microgrids, energy storage, cybersecurity analysis and upgrades, and grid infrastructure hardening. Completion: Ongoing

BENCHMARKS
- Reduce travel time
- Increase use of public transportation
- Improve safety with sidewalks, pedestrian crossings, dedicated bike lanes
- Increase accessibility to public transportation
- Improve efficiency and customer service with multi-modal transportation systems with improved technology
- Enhance sustainability
- Increase roads and bridges in a “state of good repair.”
- Increase freight capacity at the Port of New Haven
- New airport terminal at Tweed-New Haven Airport
- Monitor the utilities’ efforts regarding sustainability
- Monitor the utilities’ efforts regarding resiliency
- Increase broadband coverage and speed equitably distributed throughout the region
- Affordable broadband services
- Monitor telecommunications cybersecurity programs
- Support Green Energy projects
- Encourage expansion of the EV charging network
- Increase public awareness of assistance programs

POTENTIAL PARTNERS
CT DOT, US DOT, Avangrid, Eversource, Regional Water Authority, Frontier Communications, Novus Insight, DEEP, EPA
GOAL 5: REAL ESTATE, LAND USE, & SUSTAINABILITY

DEVELOPABLE LAND IS AN EXTREMELY LIMITED RESOURCE IN THE REGION. THE REGION MUST CONTINUE TO EMBRACE AND ADOPT STRATEGIES THAT FOCUS ON CLEANING UP CONTAMINATED SITES, SUPPORTING EFFECTIVE AND EFFICIENT DEVELOPMENT PLANS, AND PROTECTING RESOURCES THAT ADD TO THE REGION’S OVERALL SUSTAINABILITY.

OBJECTIVES & STRATEGIES

OBJECTIVE 1:
SUPPORT BROWNFIELD REDEVELOPMENT.
1.1 Identify properties within the region with the most significant potential for return on investment (ROI) that are vacant or underutilized due to environmental contamination and would have strong market demand for reuse if remediation occurred. Criteria should include the potential for development, private investment, and proximity to public transit. Completion: Year 2
1.2 Identify and advocate for funding opportunities for environmental assessment and clean-up and seek to aggregate resources for use in the region and promote those resources region-wide. Completion: Ongoing
1.3 Actively market target sites. Completion: Ongoing

OBJECTIVE 2:
UTILIZE BEST PRACTICES FOR DEVELOPMENT PROJECTS, INCLUDING MIXED-USE DEVELOPMENT, TRANSIT-ORIENTED DEVELOPMENT (TOD), ADAPTIVE REUSE, GREEN BUILDING, AND SMART GROWTH.
2.1 Develop a marketing plan for sites that could support these types of development. Completion: Year 2
2.2 Develop a resource list of next-generation mixed-use combinations and TOD that maximize the value of unique municipal characteristics and target emerging industry needs. Completion: Ongoing
2.3 Create a resource team of professionals to define next-generation mixed-use combinations and TOD and provide technical assistance to municipalities. Completion: Ongoing
2.4 Prioritize infill development. Completion: Ongoing
2.5 Increase the use of public transportation to reduce the amount of land used for parking spaces. Completion: Ongoing

OBJECTIVE 3:
MANAGE THE REGION’S NATURAL, CULTURAL, AND ECONOMIC RESOURCES.
3.1 Conduct a comprehensive assessment of the region’s natural, cultural, and economic resources. Completion: Ongoing
3.2 Execute the 2018-2028 SCRCOC Plan of Conservation & Development and monitor outcomes. Completion: Ongoing
3.3 Monitor use and support the development of recreational land use assets, including parks, greenways, and bicycle/pedestrian trails. Completion: Ongoing
3.4 Encourage connectivity of trails and recreational assets to transportation nodes and centers for economic activity, including commercial centers and downtown areas. Completion: Ongoing
3.5 Monitor and support energy usage and reliability and encourage the development of renewable energy assets for residential, commercial, and agricultural uses. Completion: Ongoing
3.6 Use the 2023 SCRCOC Regional Hazard Mitigation Plan Update to facilitate coordinated efforts and information sharing among municipalities, organizations, and agencies toward improved storm preparation along the coastline and climate change resilience. Completion: Ongoing
3.7 Educate the public on the importance of sustainable resource use, including energy consumption, solid waste reduction, and natural environment protection. Completion: Ongoing
BENCHMARKS

- Number of brownfield sites returned to use
- Number of LEED-certified buildings
- Usage of outdoor recreational facilities
- Number of towns with Sustainable CT certification

POTENTIAL PARTNERS

CT Department of Energy and Environmental Protection, Connecticut Green Bank, CT DECD, UCONN, Energize Connecticut
ALIGNMENT WITH STATE ECONOMIC DEVELOPMENT PRIORITIES

The 2023-2028 South Central Connecticut CEDS is designed to complement the State of Connecticut’s economic development initiatives. These priorities include:

- Support for thriving, recovering, and emerging industries
- Increasing housing options, particularly for lower-income residents
- Enhance infrastructure
- Improve rail access to New York City and Boston
- Expand bus rapid transit
- Provide equitable access to broadband
- Develop childcare capacity
- Utilize existing and develop new methods to prepare workers for current and future workforce needs
- Ensure diversity, equity, and inclusion drive economic development planning

![Collage of images representing various industries and healthcare professionals.](Image)
EVALUATION MEASUREMENTS

In addition to the specific measurements noted below, we will provide an annual update on the actions REX/SCCREDC and its partners have taken towards achieving the objectives stated in this document.

<table>
<thead>
<tr>
<th>Measure</th>
<th>Current Data</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
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<tbody>
<tr>
<td>Business Retention, Expansion, and Recruitment</td>
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<tr>
<td>CEDAS Best Practice Certified Towns</td>
<td>30</td>
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<td>New Businesses</td>
<td>6,652 (2021)</td>
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<tr>
<td>Percentage of Minority-Owned New Businesses</td>
<td>24% (2021)</td>
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<td>Jobs in Key Sectors</td>
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<td>Number of Development Projects Completed in Opportunity Zones</td>
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<td>Number of Projects Completed in the Foreign Trade Zone (Port Area)</td>
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<td>Number of Clinical Trials (Active, Not Recruiting)</td>
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<td>Business Visits by GNHCC</td>
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<td>NIH Funding</td>
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<td>Workforce &amp; Employment</td>
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<tr>
<td>Workforce Alliance Job Seekers</td>
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<td>Labor Force</td>
<td>323,719</td>
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<td>Number of Employed Persons</td>
<td>310,688</td>
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<td>Annual Unemployment Rate (LMI)</td>
<td>3.9%</td>
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<td>College &amp; University Students</td>
<td>48,451</td>
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<tr>
<td>Housing</td>
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<tr>
<td>Total Number of Housing Units</td>
<td>240,575*</td>
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<tr>
<td>Number/Percentage of Affordable Housing Units</td>
<td>32,989, 14%</td>
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<tr>
<td>People Burdened by the Cost of Housing in New Haven County</td>
<td>36%</td>
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<tr>
<td>Towns Committed to Below Market Registry</td>
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<td>Towns with 10% Affordable Housing</td>
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<tr>
<td>Home Median Sales Cost</td>
<td>$300,000</td>
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<td>Rental Cost</td>
<td>$2,041</td>
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<tr>
<td>Infrastructure</td>
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<td>Enplanements at HVN</td>
<td>500,000</td>
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<tr>
<td>CT Transit Ridership</td>
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<tr>
<td>Metro-North Ridership</td>
<td>48.9 million (2022)</td>
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<td>CTDOT-maintained state bridges are in good or fair condition</td>
<td>95.40%</td>
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<tr>
<td>Sustainability</td>
<td></td>
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<tr>
<td>Number of Brownfields Sites Returned to Use</td>
<td>1</td>
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<tr>
<td>Number of New LEED-certified Buildings</td>
<td>1</td>
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<tr>
<td>Towns with Current Plans of Conservation &amp; Development</td>
<td>14</td>
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<tr>
<td>Sustainable CT-certified Towns</td>
<td>5</td>
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# Evaluation Measurements

<table>
<thead>
<tr>
<th>Measure</th>
<th>Current Data</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
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<tbody>
<tr>
<td><strong>Wealth</strong></td>
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<tr>
<td>Number of Distressed Towns in Region (per DECD definition)</td>
<td>3</td>
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<tr>
<td>Poverty in New Haven County</td>
<td>12.0% (2021)</td>
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<tr>
<td>New Haven County Median Household Income</td>
<td>$75,073</td>
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</table>

*2010 data is used for calculating the percentage of affordable units.
Key sectors: healthcare; higher education; manufacturing; arts, culture, and tourism; transportation and warehousing; professional, scientific, and technical services.*
ECONOMIC RESILIENCE

Disaster planning must include a cost/benefit analysis of prevention and recovery costs when facing a disaster. The very definition of disaster has changed dramatically over the past few years.

- Planning for and implementing resilience through specific goals or actions to bolster the long-term economic durability of the region (steady-state)
- Establishing information networks among the various stakeholders in the region to encourage active and regular communications between the public, private, education, and non-profit sectors to collaborate on existing and potential future challenges (responsive)

With the expanding risks, we have identified some areas of focus:

- Public health
- Climate change
- Cybersecurity
- Utilities
- Supply chain

These areas cross many sectors of our communities and need to be developed in concert. With sufficient planning, we can establish policies, programs, and other actions to implement before a crisis. Crises don’t come in a single flavor. The more flexible our resilience planning is, the better we can respond. Simply knowing the currently available resources is a suitable place to start. Then, a gap analysis to determine what other resources could be needed, develop a plan to obtain the essential items, and have action plans to deploy them.

REX/SCCREDC and the South Central Regional Council of Governments collaborate with the Department of Emergency Management and Homeland Security (CT DEMHS Region 2) to resolve unmet needs from the current crisis. However, we must expand our collaboration to include these other potential crises. We can work with the state and federal governments to improve the situation by detailing the current inadequacies. While we cannot prepare for every type of disaster, we can prioritize hardening essential infrastructure, ensuring adequate housing, healthcare, and food; and stockpiling critical goods.
PUBLIC NOTICE

The 2023-2028 South Central Connecticut CEDS is posted on the REX/SCCREDC website. Printed copies are available upon request. A 60-day public comment notice was published in the New Haven Register, La Voz, and the Meriden Record Journal. The comment period information was also distributed via REX newsletters and social media accounts.

Public comments were included in their entirety.
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<tr>
<td>0002764495</td>
<td>27584</td>
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**Sales Rep.**

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<th>Order Taker</th>
<th>Customer Information</th>
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<td>Eventide</td>
<td>REX DEVELOPMENT</td>
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<td>NEW HAVEN CT 06506</td>
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**Ordered By**

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<thead>
<tr>
<th>Order Source</th>
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<tbody>
<tr>
<td>BARBARA MALMBERG</td>
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**Phone**

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<thead>
<tr>
<th>Phone</th>
<th>Fax</th>
<th>Email</th>
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<td>2038213862</td>
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<td><a href="mailto:learnmore@rexdev.com">learnmore@rexdev.com</a></td>
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**Ad Content Proof**

Note: Ad size does not reflect actual ad.

**Comprehensive Economic Development Strategy (CEDS)**

Public Comment Period

The draft of the South Central Connecticut region’s CEDS update is available for public review & comment March 21-May 20, 2023. Draft is available at www.rexdevelopment.com. Send all comments to BarbaraR@rexdev.com or REX Development, PO Box 1576, New Haven, CT 06506. (203) 821-9688.

---

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**Blind Box**

Materials

**Order Notes**

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**Color**

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<th>Requests</th>
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**Product and Zone**

New Haven Register 1 Public Notices

**Run Dates**

3/21/2023

---

**Product and Zone**

Registration.com 1 Public Notices

**Run Dates**

3/21/2023
PUBLIC COMMENTS

Robert Fort (Facebook): landlords must be very happy; low income families, not so much.
# Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Definition</th>
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<tbody>
<tr>
<td>AMI</td>
<td>Area Median Income</td>
</tr>
<tr>
<td>BIPOC</td>
<td>Black, Indigenous, and People of Color</td>
</tr>
<tr>
<td>BLS</td>
<td>Bureau of Labor Statistics</td>
</tr>
<tr>
<td>CDC</td>
<td>Center for Disease Control</td>
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<tr>
<td>CEDS</td>
<td>Comprehensive Economic Development Strategy</td>
</tr>
<tr>
<td>CPACE</td>
<td>Connecticut Green Bank Energy Financing</td>
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<tr>
<td>CT DECD</td>
<td>Connecticut Department of Economic and Community Development</td>
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<td>CT DEEP</td>
<td>Connecticut Department of Energy and Environmental Protection</td>
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<td>DEI</td>
<td>Diversity, Equity, and Inclusion</td>
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<td>DOL</td>
<td>Department of Labor</td>
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<td>DOT</td>
<td>Connecticut Department of Transportation</td>
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<td>EDA</td>
<td>U.S. Economic Development Administration</td>
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<td>EDD</td>
<td>Economic Development District</td>
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<td>ESPC</td>
<td>Energy Saving Performance Contract</td>
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<td>EVs</td>
<td>Electric Vehicles</td>
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<td>FDI</td>
<td>Foreign Direct Investment</td>
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<td>FTZ</td>
<td>Foreign Trade Zone</td>
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<td>GNHCC</td>
<td>Greater New Haven Chamber of Commerce</td>
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<td>HUD</td>
<td>U.S. Department of Housing and Urban Development</td>
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<td>IPO</td>
<td>Initial Public Offering</td>
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<td>LID</td>
<td>Low Impact Development</td>
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<td>LMI</td>
<td>Labor Market Information</td>
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<td>MHI</td>
<td>Median Household Income</td>
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<td>MIF</td>
<td>Manufacturing Innovation Fund</td>
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<td>MIRA</td>
<td>Materials Innovation and Recycling Authority</td>
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<td>MSW</td>
<td>Municipal Solid Waste</td>
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<td>MTP</td>
<td>Metropolitan Transportation Plan</td>
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<td>NAICS</td>
<td>North American Industry Classification System</td>
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<td>NEC</td>
<td>Northeast Corridor</td>
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<td>NIH</td>
<td>National Institute of Health</td>
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<td>NSF</td>
<td>National Science Foundation</td>
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<td>P3</td>
<td>Public Private Partnerships</td>
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<td>PCPI</td>
<td>Per Capita Personal Income</td>
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<td>PDD</td>
<td>Planned Development District</td>
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<td>PEL</td>
<td>Planning &amp; Environmental Linkages</td>
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<td>REX/SCCREDC</td>
<td>REX Development/South Central Connecticut Regional Economic Development Corporation</td>
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<tr>
<td>ROI</td>
<td>Return on Investment</td>
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<td>RSP</td>
<td>Regional Sector Partnership</td>
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<td>RWA</td>
<td>Regional Water Authority</td>
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<td>SCG</td>
<td>Southern Connecticut Gas</td>
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<td>SCCRSCOG</td>
<td>South Central Connecticut Regional Council of Governments</td>
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<td>SCSU</td>
<td>Southern Connecticut State University</td>
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<td>SS4A</td>
<td>Safe Streets for All</td>
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<td>STEM</td>
<td>Science, Technology, Engineering, and Math</td>
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<td>TOD</td>
<td>Transit-oriented Development</td>
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<tr>
<td>UI</td>
<td>United Illuminating</td>
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</table>
SOURCES

Berkshire Hathaway 2022 Connecticut Annual Report
CBRE Life Science Talent Report
Centers for Disease Control & Prevention
College Navigator
CT Data Collaborative
CT Department of Economic and Community Development
CT Department of Energy and Environmental Protection
CT Department of Housing
CT Department of Labor
DataHaven
Federal Communications Commission
ManufactureCT
National Institute of Health
National Low Income Housing Coalition
Partnership for Strong Communities
rentcafe.com
SCRCOG Hazard Mitigation Report
South Central Regional Council of Governments
State of Connecticut DECD Distressed Communities
Statista.com
StatsAmerica.org
The Nation's Report Card
U.S. Bureau of Economic Analysis
U.S. Bureau of Labor Statistics
U.S. Census Bureau
U.S. Department of Housing and Urban Development
U.S. Economic Development Administration
U.S. News and World Report
Workforce Alliance
Yale New Haven Health
Yale University
Yale Ventures
Resolution

Approving the South Central Connecticut: Comprehensive Economic Development Strategy 2023-2028

Whereas: South Central Connecticut aims to develop the region’s resiliency, diversity, and community while striving for the creation and implementation of business-friendly policies and projects that result in a more attractive business environment and higher quality of life for its residents;

Whereas: South Central Connecticut is a designated Economic Development District (EDD) through the US Economic Development Administration (US EDA);

Whereas: REX Development is responsible for developing a Comprehensive Economic Development Strategy every five years that is amended annually, as required by US EDA;

Whereas: The purpose of the 2023-2028 Comprehensive Economic Development Strategy (CEDS) is to create a cohesive plan for the entire region to promote economic activity and to prepare for potential economic disruptions; and

Whereas: The plan was developed over the past year by a broad spectrum of regional stakeholders from the public, private, and nonprofit sectors.

Now, Therefore, Be It Resolved By the Council of Governments

That the South Central Connecticut: Comprehensive Economic Development Strategy 2023-2028 is hereby approved.

Certificate

The undersigned duly qualified and acting Secretary of the South Central Regional Council of Governments certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Council of Governments on May 24, 2023.

Date: May 24, 2023

By:

First Selectwoman Peggy Lyons, Secretary
South Central Regional Council of Governments
June 1, 2023

Virginia Kozlowski, President & CEO
REX Development
P.O. Box 1576
New Haven, CT 06506


Dear Ms. Kozlowski:

Thank you for submitting the South Central Connecticut Regional Economic Development Corporation (SCCREDC, a.k.a REX Development) request for approval from the State of Connecticut Office of Policy and Management (OPM) and Department of Economic and Community Development (DECD) for the 2023-2028 Comprehensive Economic Development Strategy (CEDS) for SCCREDC/REX (the “2023-2028 CEDS”). On October 10, 2010, the State of Connecticut approved SCCREDC/REX’s status as an Economic Development District, and in December 2011 SCCREDC/REX received a federal designation from the U.S. Economic Development Administration. The SCCREDC/REX region includes the following fifteen municipalities: Bethany, Branford, East Haven, Guilford, Hamden, Madison, Meriden, Milford, New Haven, North Haven, North Branford, Orange, Wallingford, West Haven, Woodbridge. The region conforms to the boundaries established by SCCREDC/REX and approved by OPM.

DECD and OPM finds that pursuant to Sec. 32-741 of the Connecticut General Statutes (C.G.S.), SCRCOG is an approved entity, established under C.G.S. Sec. 4-124i to 4-124p and 8-31 to 8-37a, and is eligible to prepare and request approval for the 2023-2028 CEDS. Both OPM and DECD reviewed the 2023-2028 CEDS and find the following:

• The 2023-2028 CEDS was prepared in a manner consistent with C.G.S. Sections 32-741 - 32-743.
• The 2023-2028 CEDS plan includes
  o An analysis of the community, including an economic overview of SCCREDC/REX
  o A regional background and demographic review
  o Specified goals and objectives
  o An action plan or improving the region; and
  o Performance measures to review progress
• The 2023-2028 CEDS is generally consistent with the plan of conservation and development strategies of the statewide comprehensive economic development strategy.
The Commissioner of DECD and Secretary of OPM are hereby pleased to inform you that the 2023-2028 CEDS is approved. SCCREDC/REX may submit the 2023-2028 CEDS to the United States Economic Development Administration (USED A) for approval pursuant to 42 U.S. Code § 3121.

We sincerely hope that SCCREDC/REX can maximize the implementation of this plan to make your region and the State of Connecticut a better and more prosperous place to live, work, and play. Congratulations to you and your team on a job well done.

Sincerely,

Alexandra Daum
Commissioner, DECD

cc: Robert Hotaling, Deputy Commissioner, DECD
    Martin Heft, Undersecretary, OPM
    Rebecca Augur, Policy Development Coordinator, OPM
    Binu Chandy, Director OBRD, DECD
    William Wallach, Project Manager OBRD, DECD

Jeffrey R. Beckham
Secretary, OPM
REX Development would like to thank the following organizations for providing the ongoing financial support necessary to produce this CEDS update:

- U.S. Economic Development Administration
- CT DECD
- The 15 Towns of the South Central Regional Council of Governments
- SCG & UI - Part of the Avangrid Family

This CEDS update profited from the efforts of many volunteers and partner organizations from the public and private sectors who worked together throughout the CEDS process. A special thanks to the chair of the Strategic Planning Committee, First Selectman Michael Freda, who provided exceptional leadership, guidance, and support.

CONTACT

South Central Connecticut Economic Development Corporation/REX Development
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New Haven, CT 06506
203-821-3682
info@rexdevelopment.org
www.rexdevelopment.com