

2021 ANNUAL PERFORMANCE REPORT AND UPDATE SOUTH CENTRAL CONNECTICUT REGIONAL ECONOMIC DEVELOPMENT CORPORATION



REX
DEVELOPMENT

South Central Connecticut Regional Economic
Development Corporation a.k.a. REX Development
P.O. Box 1576
New Haven, CT 06506
203-821-3682
www.rexdevelopment.com

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STRATEGIC PLANNING COMMITTEE

Representative	Organization	Sector	Town/Region/State
First Selectman Mike Freda (Chair)	Town of North Haven	Municipal North Haven	North Haven
Carl Amento	SCRCOG	Government	Regional
Rebecca Andreucci	SCRCOG	Government	Regional
Todd Arnold	DNAMX	Bioscience	Branford
Avneet Benipal	REX Development	Economic Development	Regional
Renata Bertotti	City of Meriden	Municipal	Meriden
Tony Bialecki	H. Pearce Realty	Real Estate	Regional
Mary Ellen Cody	Gateway Community College	Higher Education	New Haven
Mark Cousineau	Community Investment Corporation	Finance/Banking	Regional
David Hunter	Mary Wade: Nursing Home and Assisted Living	Healthcare	Regional
Ginny Kozlowski	South Central Connecticut Regional Economic Development Corp./REX Development	Economic Development	Regional
Richard LoPresti	Economic Development Commission – Town of North Haven	Economic Development	Regional
Barbara Malmberg	South Central Connecticut Regional Economic Development Corp./REX Development	Economic Development/Tourism	Regional
Edwin Moore	State of Connecticut Department of Community & Economic Development	Economic Development	Statewide
Clio Nicolakis	Science Park Development Corporation	Bioscience	New Haven
Edward Norris	Regional Water Authority	Utilities	Regional
Usha Pillai	Aria Consulting	Bioscience	Statewide
Michael Piscitelli	City of New Haven	Municipal	New Haven
Sue Rapini	Southern Connecticut State University	Higher Education	New Haven
Shelly Saczynski	REX Development	Economic Development	Regional
Jamison Scott	Air Handling Systems/ManufactureCT	Manufacturing	Statewide
Garrett Sheehan	Greater New Haven Chamber of Commerce	Business	Regional
Lucy Sirico	Yale New Haven Health	Healthcare	Statewide
Ryan Wolfe	Avangrid (UI & Southern Connecticut Gas)	Utilities	Regional

COMMUNITY OUTREACH

Representative	Town	Representative	Town
First Selectperson Paula Cofrancesco	Bethany	Town Planner Dave Anderson	Madison
Tom Ellis	Bethany	Joseph Feest	Meriden
Alisa Waterman	Branford	Anthony M. Sagnella	New Haven
Ellen Carucci	Branford	Carlos Eyzaguirre	New Haven
First Selectman Jamie Cosgrove	Branford	David Valentino	New Haven
John Leonard	Branford	Margaret Lee	New Haven
Perry Maresca	Branford	Michael Piscitelli	New Haven
Richard Squeglia	Branford	Miguel Pittman	New Haven
Bob Schumitz	East Haven	EDC Coordinator Roger Salway	North Branford
Dale Kroop	East Haven	Joan Tutor	North Branford
John Tarducci	East Haven	Kim Dawson	North Branford
Mayor Joseph Carfaro	East Haven	Melissa Pantaleo	North Branford
Raymond Baldwin, Jr.	East Haven	Town Manager Michael Paulhus	North Branford
Steve Haddon	East Haven	Deb Moore	North Haven
Amy Earls	Guilford	First Selectperson Michael Freda	North Haven
Beth Brause	Guilford	Frank Maher	North Haven
Damian Gunningsmith	Guilford	Richard LoPresti	North Haven
David Egan	Guilford	Robert Zambrano	North Haven
John Sullivan	Guilford	Stephen Fontana	North Haven
Karen Stephens	Guilford	Walter Mann	North Haven
Mark Wasserman	Guilford	Annemarie Sliby	Orange
Michael Meisel	Guilford	Carl Russell	Orange
Tracy Brent Calafiore	Guilford	Erika Muik	Orange
Wendy Dockray	Guilford	Michael Latella	Orange
Anthony DelGrego	Hamden	Paul Gehr	Orange
Anthony Sachetti	Hamden	Roy Cuzzocreo	Orange
Dan Smolnik	Hamden	Gary J. Fappiano	Wallingford
Dashone Hughey	Hamden	Hank Baum	Wallingford
David DeNicola	Hamden	Joseph E. Mirra	Wallingford
Donald Moses	Hamden	Mark Gingras	Wallingford
Economic Development Director Curtis Eatman	Hamden	Patricia Cymbala	Wallingford
Energy Efficiency Coordinator Kathleen Shomaker	Hamden	Rosemarie Prenata	Wallingford
Ken Good	Hamden	Tim Ryan	Wallingford
Steven Diaz	Hamden	Chris Soto	West Haven
Town Planner Erik Johnson	Hamden	Douglas Colter	West Haven
Board of Finance Justin Murphy	Madison	Mayor Nancy Rossi	West Haven
Commissioner Anne Foley	Madison	Betsy Yagla	Woodbridge
Commissioner Eric Dillner	Madison	Clio Nicolakis	Woodbridge

Commissioner Jonathan Stein	Madison	Debra Brander Barbieri	Woodbridge
Commissioner Lisa Miksis	Madison	Donavon Lofters	Woodbridge
Commissioner Matt Bloom	Madison	J. Brooks Dougherty	Woodbridge
Commissioner Ryan Duques	Madison	Jeremy Rosner	Woodbridge
First Selectperson Peggy Lyons	Madison	Shawn Flynn	Woodbridge
Gerry Davis	Madison	Tobenna Nwangwu	Woodbridge
Selectman Bruce Wilson	Madison	Wayne Luciani	Woodbridge

PREFACE TO THE 2021 CEDS ANNUAL UPDATE AND PERFORMANCE REPORT

When we completed the 2020 CEDS Annual Update and Performance Report, we were using data as of February 2020. By March, the economic development landscape was dramatically different. The abrupt change resulted in a very difficult period for our residents, both personally and professionally. As we analyze the 2021 data, there is certainly cause for optimism as we move into the summer. With a high vaccination rate plus the seasonal advantages of outdoor activities, we anticipate relatively few COVID-19 cases, resulting in a summer that encourages economic activity.

This document addresses key issues through two lenses. One is through our 5-year strategic plan and the other is through the pandemic impact. The past year has set us back in accomplishing our goals and objectives, but it has also shown why addressing our issues of inequality is essential for the entire community. The shared experience of the pandemic has drawn much-needed attention to these issues for all residents, not just those who have traditionally been impacted by systemic challenges.

To accomplish our economic development goals, we must address several difficult issues related to equity (wealth, education, workforce, healthcare, technology, food insecurity, transportation, childcare, housing, and more). The CARES Act and the American Rescue Plan can create a path toward economic growth and equity if used wisely.

With these resources, we look forward to working with our regional and state partners at the Department of Emergency Management and Homeland Security, AdvanceCT, CT Department of Economic and Community Development, and our towns to implement a visionary plan that encompasses all towns and residents of South Central Connecticut. We recognize that we have two challenges facing us. The first is resolving the existing threats and weaknesses of our economy. The second is preventing and preparing for crises that seemed unimaginable in 2019. We have seen power grid failures in Texas, water contamination in Michigan and Florida, cyberattacks that shutdown fuel lines, and global supply chain disruptions via the pandemic and a ship blockage of the Suez Canal. While we are reliant on state and federal assistance in any of these types of scenarios, we must expand our definition of resilience planning and move beyond extreme weather events and short-term power outages. Prevention is the goal, anticipation is the plan, execution is the response. As unexpected and horrific the COVID-19 pandemic has been, we have gained a new understanding of resilience, and Connecticut can take pride in our response.

OVERVIEW

South Central Connecticut Regional Economic Development Corporation, a.k.a. REX Development, is the Economic Development District for South Central Connecticut. This public/private partnership promotes economic development in the towns of 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, REX/SCCREDC supports programs and policies aimed at making the region more competitive in the global economy and providing stakeholder education regarding municipal economic development opportunities. REX/SCCREDC also coordinates the development and implementation of the Comprehensive Economic Development Strategy.

The 2018-2023 South Central Connecticut Comprehensive Economic Development Strategy noted some significant weaknesses and threats, including mismatched skillsets, insufficient affordable housing, limited access to healthcare, and an aging population, to name a few. While progress had been made in addressing these issues, the impact of these disadvantages became patently obvious in the face of the COVID-19 pandemic.

At present, Connecticut is well-positioned for a smoother economic recovery to pre-pandemic levels, but that is not the goal. The issue of social equity needs to be addressed in our recovery plans. Not only is it the morally-responsible path, but it is also essential to overall community wellness.

VISION STATEMENT

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.

DEMOGRAPHICS & SOCIOECONOMIC TRENDS

According to the United States Census Bureau, Connecticut was the slowest-growing state in the U.S., with the population increasing 0.9% from 2010-2020 to a total population of 3,605,944.¹

Population (2019) ²	567,954
Households (2019) ¹	221,467
Per Capita Income (2019) ¹	\$39,549
Median Household Income (2019) ¹	\$73,587
Median Sales Price Single Family Homes – New Haven Market (Q1 2021) ³	\$250,000
Median Age (2019) ¹	40.5
Largest Population (2019) ¹	New Haven, 130,250
Smallest Population (2019) ¹	Bethany, 5,548
Workforce Population (2019) (age 16+) ⁴	289,520

Since our 2020 update, the workforce has shrunk from 314,261 to 289,520, approximately an 8% decline. Given that our total population has declined by less than 3,000 people, the reduction in available workforce bears additional scrutiny. While some portion can be attributed to our aging population and resulting retirements, it is not nearly enough to account for this dramatic change. Given that unemployment benefits no longer require proof of actively seeking employment, it is confounding. Additional research will be performed to identify the root causes of this development.

¹ U.S. Census Bureau, The 2020 Census: Our Growing Nation. Accessed May 20, 2021 from <https://www.census.gov/newsroom/blogs/director/2021/04/2020-census-our-growing-nation.html>

² U.S. Census Bureau, Census 2000 (Tables DP-1 & DP-2), 2010 U.S. Census Demographic Profile Data (Table DP-1), 2006-2010 American Community Survey 5- Year Estimates (Tables B19013 & B19301), and 2013-2017 American Community Survey 5-Year Estimates (Tables B01003, DP02, DP05, B19013, B19301)

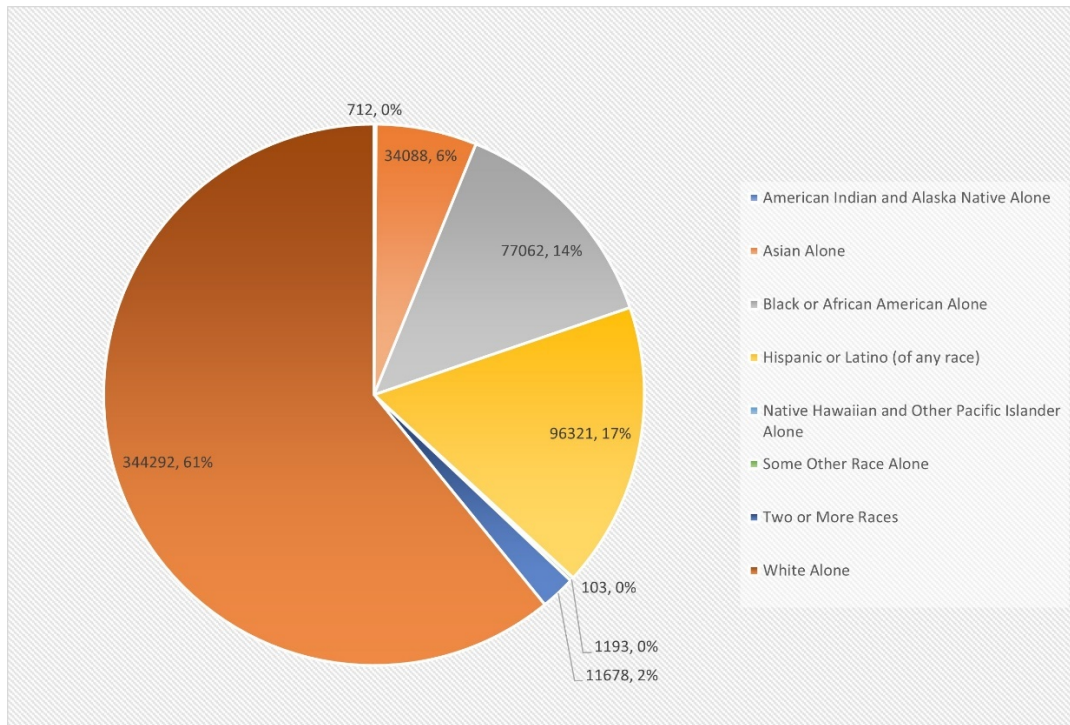
³ Berkshire Hathaway Home Services, New England Properties, 1st Quarter 2021 Market Report New Haven County

⁴ CT Department of Labor, March 2021 Local Area Unemployment Statistics (LAUS). Accessed May 20, 2021 from <https://www1.ctdol.state.ct.us/lmi/laus/lmi123.asp>

RACE & ETHNICITY

According to the United States Census Bureau, in 2015-2019 about 61% of the population in the South Central Region identified themselves as White Alone, while roughly 14% identified themselves as Black or African American Alone. About 17% of the region’s population identifies itself as Hispanic or Latino (taking into account all races).⁵

Regional Population by Race, 2015-2019



EDUCATIONAL ATTAINMENT OF THE POPULATION 25 YEARS AND OLDER, 2019

Greater New Haven region⁶

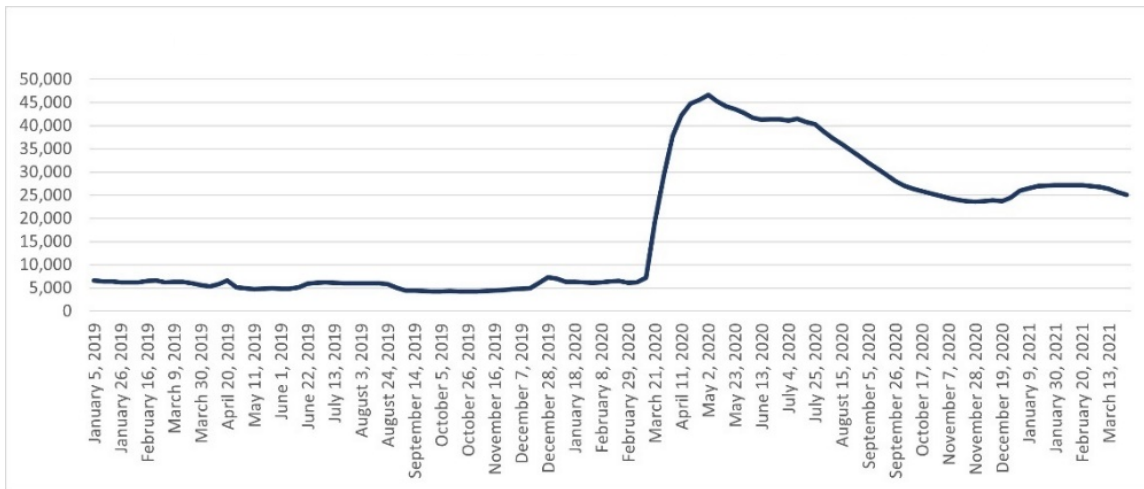
	Population 25 Years and Older	High School		College		
		No Diploma	Diploma	Some College	Associates Degree	Bachelor's Degree or Higher
Region	396,653	6.76%	38.01%	30.24%	8.88%	16.10%
Connecticut	2,483,095	7.73%	39.28%	26.85%	9.37%	16.76%

⁵ CT Data Collaborative, Population by Race. Accessed May 20, 2021 from <http://data.ctdata.org/visualization/population-by-race>

⁶ CT Data Collaborative, Educational Attainment. Accessed May 20, 2021 from <http://data.ctdata.org/visualization/educational-attainment>

JANUARY 2019-MARCH 2021 PANDEMIC UNEMPLOYMENT REGIONAL CONTINUING CLAIMS TOTAL

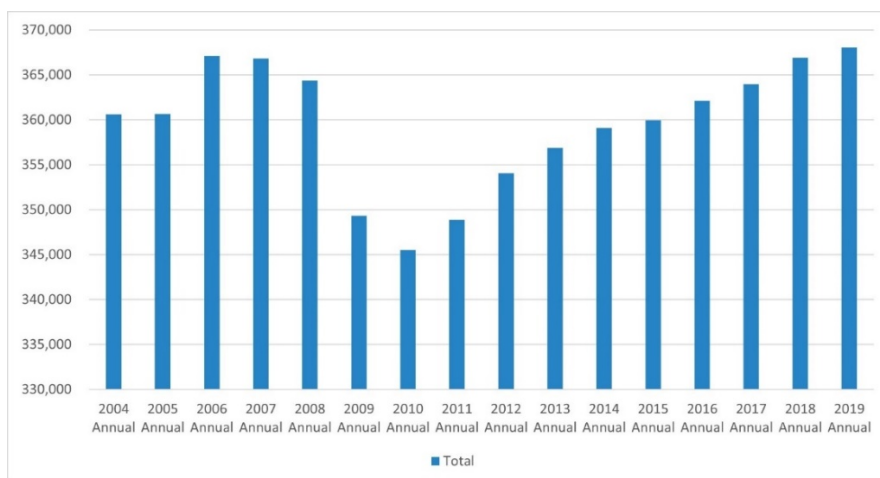
South Central Connecticut continues to struggle with unemployment through March 2021, as demonstrated by the reported continuing unemployment claims in our region.⁷ Employers are reporting an inability to hire staff due to health concerns, vaccine hesitancy, childcare issues, and sufficient unemployment benefits to meet the workers' essential needs.



JOB RECOVERY AS OF DECEMBER 2019

As of 2019, New Haven County had recovered all of its Great Recession job losses. Of course, the pandemic created significant unemployment: January 2019-March 2021 continuing unemployment claims is displayed below the 2004 - 2019 graph.⁸

New Haven County Employment 2004-2019



⁷ CT Department of Labor, March 2021 Continuing Monthly Unemployment Claims by Town. Accessed May 20, 2021 from <https://www1.ctdol.state.ct.us/lmi/claimsdata.asp>

⁸ StatsAmerica, Unemployment Claims by County. Accessed May 20, 2021 from statsamerica.org/USCP, 2019

SUMMARY BACKGROUND

Connecticut was an early victim of the ravages of the COVID-19 virus. According to the Stat News COVID-19 Tracker, Connecticut's first case was diagnosed on March 9, 2020⁹. At the start, very little was known about the virus, reliable treatments were non-existent, and we experienced disproportionate mortality rates for senior citizens and residents of communities with a high Social Vulnerability Index (SVI). The pandemic's onset was both overwhelming and tragic. As of May 12, 2021, 8,156 deaths in Connecticut have been attributed to COVID-19.¹⁰

Confronted with a devastating public health crisis, the newly-minted governor and his administration developed and executed an effective and flexible plan to address the most urgent issues the state faced. The value and impact of the public/private partnerships created in response to this crisis cannot be overstated. Together these partners addressed:

- Shortages of personal protective equipment (PPE) and other essential goods
- Scarce hospital and ICU beds, ventilators, and medical staff
- Raging infection rates in congregate living settings, in particular our nursing homes
- Reopening the state's economy by sector in a measured way in the face of tremendous uncertainty

In March 2020, to mitigate the spread of the virus, the state instituted a ban on in-person work for non-essential businesses. Given the relatively broad definition of essential businesses and the prioritization of providing adequate safety materials to these companies, Connecticut did not experience the complete shutdown of its economy that other states endured. Nonetheless, the twin tentpoles of South Central Connecticut's economy were upended. We had believed our world-renowned healthcare and higher education institutions were insulated from a catastrophe of this magnitude. We were mistaken.

Our region, also known as Greater New Haven, is fortunate to have five solid sectors supporting our economy: healthcare; higher education; bioscience; manufacturing; and arts, culture, and tourism. However, every sector encountered enormous challenges during the pandemic.

⁹ Stat News: COVID-19 Tracker. Accessed May 20, 2021 from <https://www.statnews.com/feature/coronavirus/covid-19-tracker/>

¹⁰ Ibid.

At the height of the pandemic:

- Our hospitals were inundated with COVID patients to the point where elective procedures ceased, dramatically decreasing the hospitals' revenue as the costs of caring for complex COVID patients skyrocketed.
- Colleges and universities transitioned to remote learning. In some cases, colleges were on spring break when abruptly it was determined it was unsafe for students to return to campus.
- Greater New Haven's bioscience expertise was an invaluable resource in educating the community, guiding public health policy, and participating in vaccine research.
- Manufacturing continued as essential businesses. Companies redesigned their factories to produce hand sanitizer when it was at a premium and worked diligently to fulfill orders in the face of increasing supply shortages.
- Arts, culture, and tourism were devastated. All arts, attractions, entertainment venues, and cultural organizations were fully closed. Restaurants were limited to takeout and delivery only. Hotels were subjected to a series of executive orders, from initially banning all hotel guests except healthcare workers, first responders, and people experiencing homelessness through an array of travel advisories requiring quarantines or rigorous testing protocols.

In response to this public health crisis, the state quickly developed a phased response plan:

- Securing essential PPE.
- Establishing testing locations throughout the state.
- Beginning a Reopen Connecticut strategy in conjunction with surrounding states that provided each sector with specific guidelines to prevent the spread of the virus.
- Organizing a vaccine rollout by age group, deviating from CDC recommendations with tremendous success (see vaccine statistics below).
- Reopening all businesses in the state at full capacity with no state restrictions beyond the Center for Disease Control mask recommendations in May 2021.

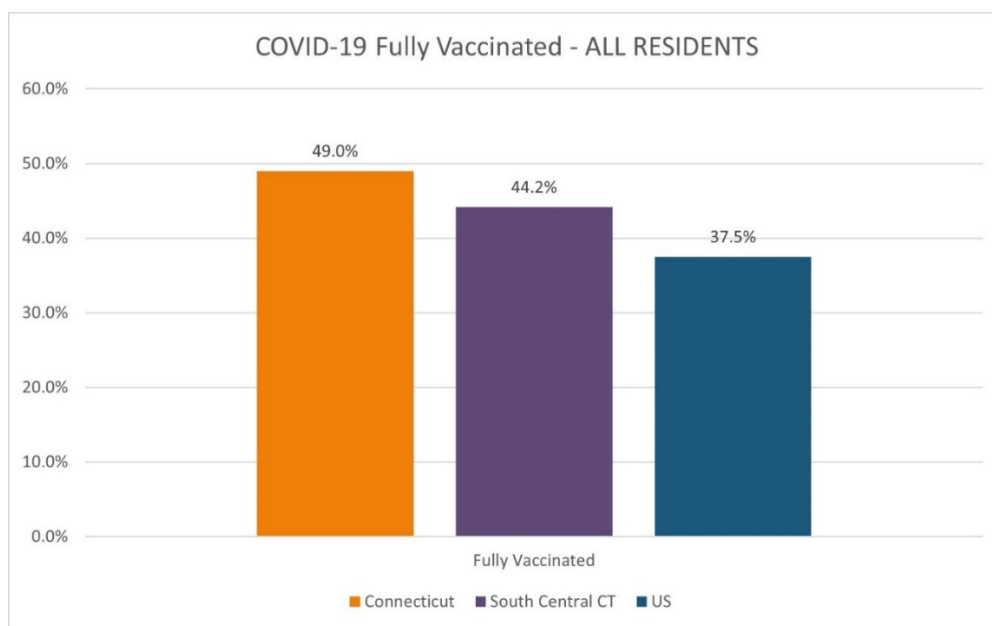
VACCINATIONS

One of the key indicators of recovery is consumer confidence which directly correlates with the vaccine delivery in the region. As of May 18, 2021, the CDC reports that the South Central Connecticut region has 53.5% of its total population having received its first dose and 44.2% fully vaccinated.¹¹ Those

¹¹ WNPR: Tracking COVID Data: Vaccinations, Hospitalizations & Your Town's Infection Rate. Accessed May 12, 2021 from <https://www.wnpr.org/post/tracking-covid-data-vaccinations-hospitalizations-your-towns-infection-rate>

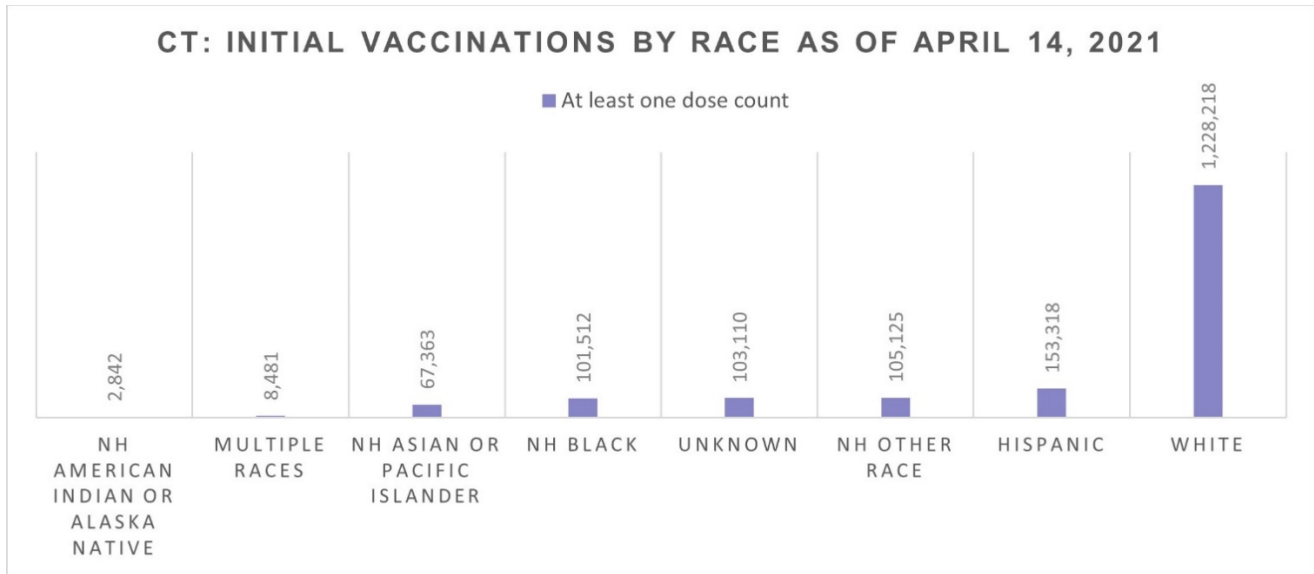
residents under the age of 12 are not yet eligible to receive the vaccine but are still included as members of the population. Connecticut has ranked in the top five states throughout the process, often in the top three. The vaccine rollout did not follow the CDC's recommendations for prioritizing specific existing conditions for several reasons:

- Analyzing data and determining that the older age groups were most likely to have existing comorbidities.
- Expediting the overall process by not requiring documentation from a physician for eligibility.
- Preventing scamming the system.



The graph on the next page (statewide as of 4/14/2021) clearly demonstrates the vast vaccination gap between Whites, Hispanics, and Blacks.¹² Both state and local Departments of Health have expanded their outreach to SVI areas and are providing pop-up, no appointment necessary vaccination sites in neighborhoods and events. Efforts also include engaging trusted advocates within the community, extensive messaging, and private sector incentives. Increasing the vaccination rates across the board is the only way to achieve equity in COVID-19 outcomes.

¹² CT Data Collaborative: COVID-19 Vaccination Coverage for Residents of SVI Priority Zip Codes. Accessed May 12, 2021 from <https://data.ct.gov/Health-and-Human-Services/COVID-19-Vaccination-Coverage-for-Residents-of-SVI/5gk3-gnrm>

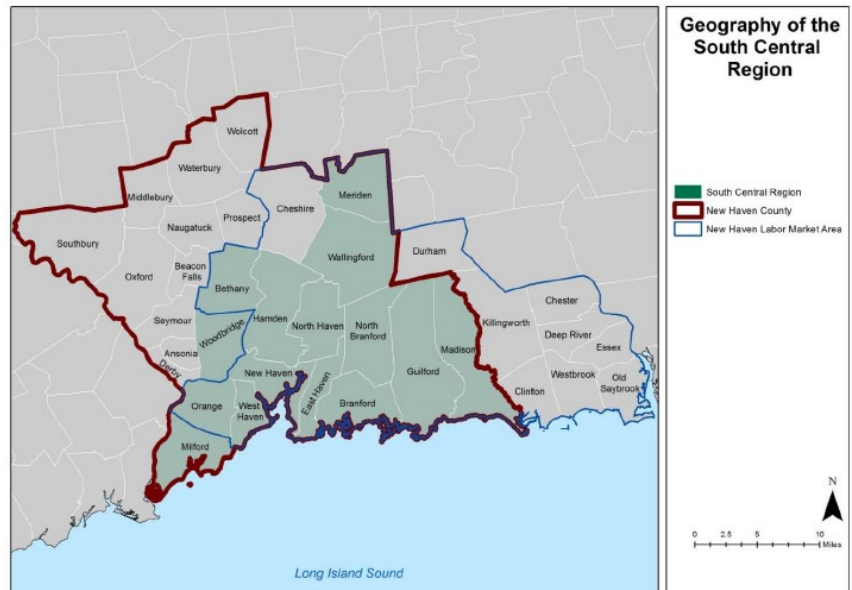


The disparity in vaccine administration is just one area where we have seen inequities within our region. Vaccine hesitancy stems from a distrust of the medical community by some members of the Black and Brown communities and a lack of existing relationships with medical providers.

ENVIRONMENTAL, GEOGRAPHIC, CLIMATIC & CULTURAL INFORMATION

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.



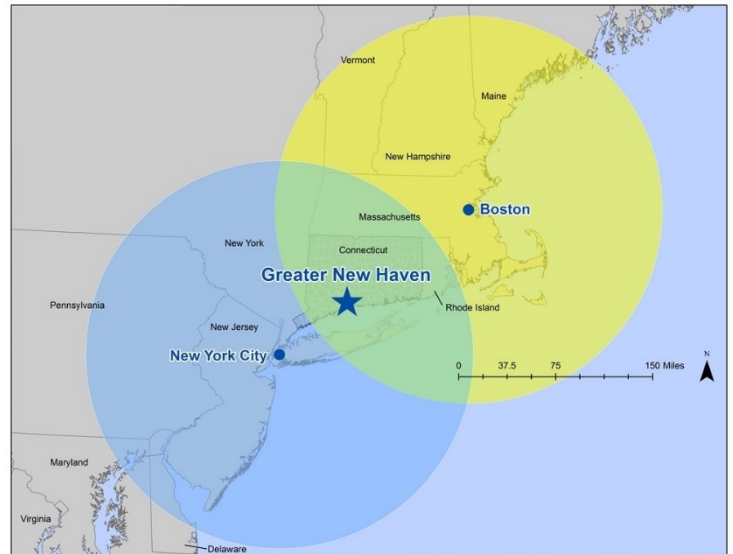
New Haven County: Ansonia, Beacon Falls, Bethany, Branford, Cheshire, Derby, East Haven, Guilford, Hamden, Madison, Meriden, Middlebury, Milford, Naugatuck, New Haven, North Branford, North Haven, Orange, Oxford, Prospect, Seymour, Southbury, Wallingford, Waterbury, West Haven, Wolcott, and Woodbridge.

New Haven Labor Market Area: Bethany, Branford, Cheshire, Chester, Clinton, Deep River, East Haven, Essex, Guilford, Hamden, Killingworth, Madison, Meriden, New Haven, North Branford, North Haven, Orange, Wallingford, West Haven, Westbrook, and Orange.¹³

¹³ CT Department of Labor, Labor Market Information - Glossary of Terms. Accessed on May 20, 2021 from <http://www1.ctdol.state.ct.us/lmi/glossary.asp#L>

This map shows Greater New Haven's prime location on the eastern seaboard, with convenient access to both New York City and Boston. Both cities are connected by highway and rail service. New York has rail service via Metro-North and Amtrak. Boston has service via Amtrak.

Greater New Haven is bordered on the south by Long Island Sound. The Port of New Haven is the highest-volume commercial shipping port on Long Island Sound and is the busiest port between Boston and New York City.



Climate in New Haven, Connecticut

New Haven, Connecticut gets 48 inches of rain, on average, per year. The US average is 38 inches of rain per year.

New Haven averages 29 inches of snow per year. The US average is 28 inches of snow per year.

On average, there are 204 sunny days per year in New Haven. The US average is 205 sunny days.

New Haven gets some kind of precipitation, on average, 108 days per year. Precipitation is rain, snow, sleet, or hail that falls to the ground. In order for precipitation to be counted, you have to get at least .01 inches on the ground to measure.

Weather Highlights

Summer High: the July high is around 83 degrees

Winter Low: the January low is 21 degrees

Rain: averages 48 inches of rain a year

Snow: averages 29 inches of snow a year

Source: https://www.bestplaces.net/climate/city/connecticut/new_haven

Cultural Assets

New Haven is considered the cultural capital of Connecticut. As the home of Yale University, we have access to collections selected from literally millions of paintings, sculptures, coins, books, and manuscripts. The Yale Center for British Art holds the largest collection of British art outside of the United Kingdom. Its extensive collection includes works by J. M. W. Turner, Thomas Gainsborough, George Stubbs, Joseph Wright, and John Constable. Paintings and sculptures by Josef Albers, Edgar Degas, Joan Miró, Piet Mondrian, Pablo Picasso, Mark Rothko, and Roy Lichtenstein are just some of

the highlights of the Yale University Art Gallery. Smaller galleries throughout the region showcase the painting, pottery, sculpture, and jewelry created by local artists. Theater-goers can catch award-winning shows at the Shubert, Yale Repertory, and Long Wharf theaters in New Haven. Annual events include the two-week extravaganza of the International Festival of Arts & Ideas, country fairs, craft festivals, summer concert series, and City-wide Open Studios. Each July, the Guilford Art Center presents its Craft Expo, celebrating the arts with its extensive array of handmade crafts by 180 nationally-recognized American artists. Numerous arts organizations offer classes for both children and adults contributing to a vibrant quality of life.

INFRASTRUCTURE

South Central Connecticut has an aging multi-modal transportation system. In alignment with state and federal proposals, we support continued investments in roadways and bridges. We also support a variety of transportation options that are conducive to regional growth, including rail, bus, and air travel. Our towns are expanding transit-oriented development (TOD) surrounding the region's multi-modal transportation hubs. Greater New Haven is expanding bicycle and pedestrian infrastructure throughout the region.

To expand the freight capacity of the region, we support the expansion of the Port of New Haven, which currently has a channel depth of 35 feet and a width of 400-800 feet. We also recommend improved rail connections from the port area.

We collaborate with the Regional Water Authority to optimize water infrastructure and potential partnerships for maximum economic impact. As water is a critical infrastructure component, we are reviewing the plans for response and recovery in the event of a water crisis.

During the pandemic, we experienced uneven distribution of broadband service. While U.S. News and World Report's Internet Access Rankings demonstrated improvement in Connecticut's overall performance, our current network does not provide adequate home or commercial use service to maximize the economic impact of our key sectors. Connecticut ranked #35 overall, #14 for broadband access, and #48 ultra-fast internet access in 2018 by U.S. News and World Report. In 2020, Connecticut improved in 2021 to #30 overall, #11 broadband subscription rate, and #41 with access to gigabit internet.¹⁴

The region's electric and natural gas services are provided by Avangrid (United Illuminating and Southern Connecticut Gas) and Eversource Energy. In response to findings by PURA (Public Utilities Regulatory Authority), both companies will be implementing changes to improve response and recovery in the event of outages. The most recent tropical storm, Isaias, resulted in extended outages and identified a need for upgrades. In addition to these efforts, there is continued focus on the expansion of natural gas mains and green energy options. REX/SCCREDC will also confirm with each company their recovery and response plans for events such as the power grid failure in Texas.

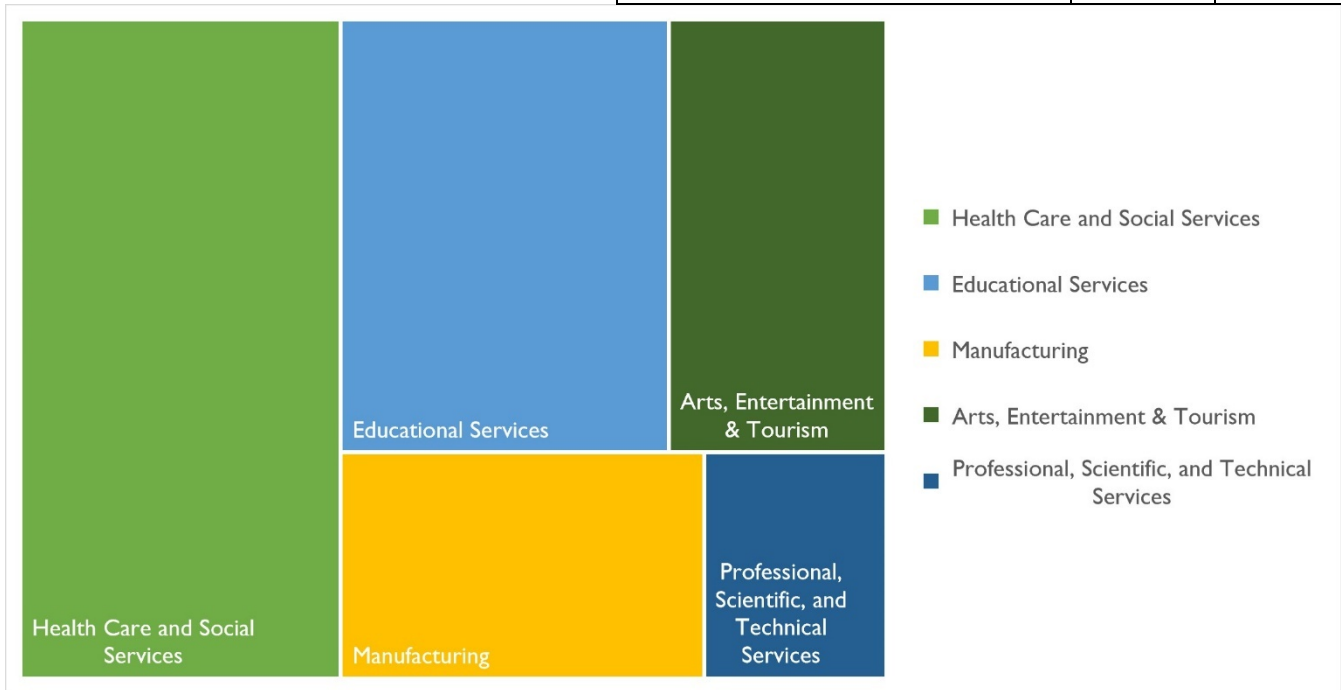
¹⁴ U.S. News & World Reports: Internet Access Rankings. Accessed on May 20, 2021 from <https://www.usnews.com/news/best-states/rankings/infrastructure/internet-access>

TOP 5 ECONOMIC DRIVERS

1. Healthcare, Biomedical, & Life Sciences
2. Higher Education
3. Arts, Entertainment, & Tourism
4. Advanced Materials & Manufacturing
5. Professional, Scientific, and Technical Services

Through 2019, the top 5 regional sectors remained unchanged.¹⁵

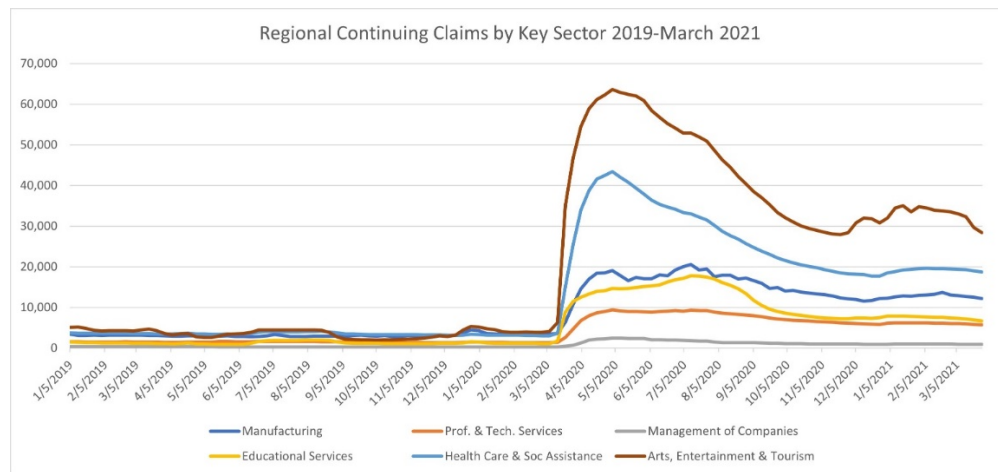
2019		
Annual Industry Distribution of Jobs by Key Sectors	Jobs	%
Health Care and Social Services (includes Biomedical & Life Sciences)	77,153	36.99%
Educational Services	51,876	24.8%
Arts, Entertainment, & Tourism	34,432	16.51%
Manufacturing	30,053	14.41%
Professional, Scientific, and Technical Services	15,080	7.23%
Total Number of Jobs in Key Sectors	208,594	



¹⁵ StatsAmerica: Employment by NAICS Code by County. Accessed on May 20, 2021 from <https://www.statsamerica.org/USCP/>

PANDEMIC UNEMPLOYMENT CONTINUING CLAIMS BY SECTOR

South Central Connecticut continues to struggle with unemployment through March 2021 as demonstrated by the reported continuing unemployment claims in our region.¹⁶ Employers are reporting an inability to hire staff due to health concerns, vaccine hesitancy, childcare issues, and sufficient unemployment benefits to meet workers' essential needs. The state recently announced a \$1,000 Return to Work Program to incentivize the long-term unemployed to return to the workforce.¹⁷



HEALTHCARE, BIOMEDICAL, AND LIFE SCIENCES

Healthcare and Life Sciences serve as major drivers in the local economy. Yale New Haven Health (YNHH), one of the largest and highly-respected healthcare delivery networks in the country, continues to expand its services and investment in the community. In addition to YNHH, Hartford HealthCare is also expanding services in our region.

In 2020, the healthcare industry experienced a massive reduction in revenue with the elimination of elective surgeries and reduced office visits during the first wave of the pandemic. The costs associated with caring for COVID-19 inpatients are significantly higher than for the general hospital population. As we have seen, COVID-19 patients with existing health issues have experienced more severe symptoms, required more extensive treatment for an extended period, and suffered the highest number of deaths. While certainly a known issue, the magnitude of healthcare inequality impacted our region's ability to contain the virus and required extraordinary interventions.

¹⁶ Connecticut Department of Labor, Statewide Claims Profile - State of Connecticut. Accessed on May 20, 2021 from <https://www1.ctdol.state.ct.us/lmi/claimsdata.asp>

¹⁷ Ibid.

Throughout the crisis, our health systems joined forces to provide excellent care and expert advice to government health organizations. The second wave was more severe in the total number of cases. However, the hospitals implemented new protocols to provide outpatient care, reduce inpatient admissions, and decrease the number of patients in Intensive Care Units. By prohibiting visitors, reallocating resources, and implementing stringent infection prevention measures, patient outcomes improved. Elective procedures were performed with the second wave, and patients who delayed routine care began to return for outpatient services.

Yale New Haven Health is moving forward with the Neurosciences Center on its Saint Raphael Campus.

BIOSCIENCE

We have several early-stage and mature bioscience companies working on treatments for co-morbidities such as diabetes, migraines, rare diseases, cancer, and more. In 2020, NIH provided over \$567 million in grants to colleges, universities, and private ventures in Greater New Haven.¹⁸

In June 2021, Downtown Crossing (DTX) Phase 3 and 101 College Street broke ground. DTX Phase 3 will continue the work of transforming the former Route 34 corridor into urban boulevards for use by pedestrians, cyclists, and motor vehicles alike. It will serve as the foundation both for connecting Temple Street across the highway cut to Congress Avenue and for creating land on which Carter Winstanley will build 101 College Street, a 500,000-square-foot bioscience lab/office tower, for 2023 occupancy.

HIGHER EDUCATION

The region hosts seven colleges and universities, including two law schools, two medical schools, and the world-renowned Yale University. The University of New Haven is home to the Henry C. Lee Institute of Forensic Science. Although not a true cluster, the education sector is a main economic driver, producing a well-educated workforce, while employing more than 30,000 people and having a total economic impact of more than \$2 billion annually.

While the pandemic posed significant challenges in the spring of 2020, our local colleges and universities bounced back with effective testing protocols and establishing social bubbles. The

¹⁸ National Institute of Health, 2020 Awards. Accessed on May 20, 2021 from <https://report.nih.gov/award/index.cfm#tab2>

institutions offered hybrid learning options and expect to return to full capacity in Fall 2021. To date, Yale University and Quinnipiac University have announced mandatory vaccinations for both students and staff.

These institutions continue to be dynamic partners in solving workforce issues. Recent programs include:

- Open Yale Courses provides free and open access to a selection of introductory courses taught by distinguished teachers and scholars at Yale University. The aim of the project is to expand access to educational materials for all who wish to learn.
- Southern Connecticut State University STEM curriculum: B.S. in Biotechnology, Biochemistry Concentration within B.S in Chemistry, Graduate Certificate Programs (to support the career advancement needs of current regional biotechnology employees), and Biotechnology Concentration to create unique concentrations for students in other STEM disciplines.
- Gateway Community College
 - Public Utility Management (Associates Degree)
 - Computer Science Certificate
 - Skill Up for Manufacturing
- Workforce Alliance Hospitality Careers Initiative Certificate

Recent Higher Education Facility Investment

The region's colleges and universities also create many permanent and temporary jobs through facility investment.

University of New Haven

- 2020 – \$26 million Bergami Center for Science, Technology, and Innovation

Southern Connecticut State University

- 2020 – \$48 million, 94,750-square-foot building for the school's College of Health & Human Services scheduled for completion fall, 2021

Yale University

- Stephen A. Schwarzman Center at Yale – a world class center for student life and the arts. Yale \$150 million+ Tsai Center for Innovative Thinking at Yale

- Center for the Humanities
- Underway – Yale Peabody Museum expansion and renovation. Expected completion 2023.
\$250 million

HOSPITALITY AND LEISURE

As of February 2020, there were eighteen hotels in the pipeline for Greater New Haven and all but two are currently stalled.

The hospitality and leisure sector has been decimated by the pandemic. With the prohibition of all public gatherings, including for theater, music, and dance performances, as well as the elimination of indoor restaurant dining, this sector was one of the first to suffer from the pandemic on a significant scale.

With the steep decline in both leisure and business travel, many lodging facilities were forced to shutter at least temporarily. The negative impact increased when the governor restricted the use of hotels for any guests other than essential personnel, hospital employees, first responders, and the at-risk population.

With a decline in hotel occupancy to less than 20% nationwide and no expectation for a meaningful recovery until 2024, there will be many permanent hotel closures and additional employee layoffs. How long it will take for the industry to recover is unknown, but according to the American Hotel & Lodging Association and STR (the global leader in lodging data collection and analysis), the timeframe is expected to exceed the post-9/11 recovery. Unlike restaurants (Restaurant Revitalization Fund) and entertainment venues (Shuttered Venue Operating Grants), hotels do not have access to direct business assistance. While a full recovery is years away, we do expect an increase in seasonal leisure travel due to pent-up demand. It is unclear if guests will return to hotels or elect to stay in homes available through short-term rentals.

ADVANCED MATERIALS AND MANUFACTURING

The manufacturing sector is facing an employment crisis. Our highly-educated workforce simply does not have the particular skills needed to work in the manufacturing sector.

Workforce Alliance (the local American Job Center) created the SkillUp for Manufacturing certificate program to provide general shop skills required for a beginner-level helper, as well as apprentice-level skills needed to start working independently as a semi-skilled manufacturing employee. In 2019, a plastics program, which can be completed in as little as five weeks, was added to the course offerings. In early 2020, the Workforce Alliance Manufacturing Careers Partnership applied for state funding to continue and expand their manufacturing training initiative. As a result of the American Rescue Plan, funding will be available to expand training opportunities in manufacturing.

The international interruption of the supply chain will continue to challenge this industry's recovery.

TECHNOLOGY SUPERCLUSTER

Yale University is the primary source for technology transfer in New Haven. In 2020, ten startups were launched, \$52.2 million raised in venture financing, and two Investigational New Drug applications (INDs) were approved by FDA to initiate human clinical trials.¹⁹

¹⁹ Yale Office of Cooperative Research, About the Office of Cooperative Research. Accessed on May 20, 2021 from <https://ocr.yale.edu/about-office-cooperative-research>

COLLABORATORS/SUPPORTERS FOR ECONOMIC DEVELOPMENT

The list of partners in Economic Development is diverse and includes businesses, municipalities, non-profits, community groups, and more. Below is a partial list of REX/SCCREDC's partners:

- AdvanceCT
- Albertus Magnus
- Arts Council of Greater New Haven
- AT&T
- Avangrid
- BioCT
- CEDAS
- Central Regional Tourism District
- Community Foundation for Greater New Haven
- Connecticut Department of Economic and Community Development (CTDECD)
- Connecticut Department of Energy & Environmental Protection
- Connecticut Lodging Association/American Hotel & Lodging Association
- Connecticut Office of Tourism
- CTNext
- Discover New England
- Eversource
- Frontier Communications
- Gateway Community College
- MakeHaven
- Market New Haven
- Municipal Economic Development Staff & Commission Members
- New Haven Festivals
- New Haven Manufacturers Association
- Regional Chambers of Commerce
- Regional Leadership Council
- Regional Water Authority
- South Central Regional Council of Governments
- Southern Connecticut Gas
- Southern Connecticut State University
- Tweed New Haven Regional Airport
- United Illuminating Company
- University of New Haven
- US Economic Development Administration
- US Environmental Protection Agency
- Workforce Alliance
- Yale University
- Yale New Haven Health

SWOT ANALYSIS

Strengths

- Prime location on the eastern seaboard & exceptional quality of life
- Highly educated workforce
- Stable employer base
 - Manufacturing
 - Bioscience
 - Healthcare
 - Higher Education
- Access to a huge consumer market makes the region appealing for distribution centers
- Collaboration with Connecticut Department of Economic and Community Development

Weaknesses

- State government's unfunded pension liability
- Mismatched workforce skill set
- Aging transportation infrastructure
- Aging population resulting in smaller workforce
- Unanticipated global pandemic

Opportunities

- Transit-oriented development along the Hartford line
- Ongoing collaborative efforts with colleges, universities and hospitals to provide programming specific to our job market and to narrow the wealth disparity
- Revisit our established bus and rail transportation assets and reimagine a more efficient design that supports the needs of our residents
- Increase utilization of the Port of New Haven
- Possibility of reshoring some manufacturing to strengthen the supply chain
- Funding for transformative projects through the American Rescue Plan Act
- Potential use of federal funding to reduce the wealth gap

Threats

- Competition for businesses and talent with New York and Boston

- Limited housing inventory and current housing boom may be pricing out Connecticut residents, particularly first time home buyers
- Wealth inequality demonstrated by inequality of income, access to broadband, access to healthcare, etc.

STRATEGIC DIRECTION/ACTION PLAN

GOAL 1: BUSINESS DEVELOPMENT AND RECRUITMENT

Foster efficient business development, recruitment, access to jobs, wealth creation, and entrepreneurial activity throughout the region.

Pandemic Note: Some small businesses did not have existing relationships with banks and support entities to navigate the pitfalls and opportunities during the pandemic. From the onset, it was clear that many of our small businesses were ill-prepared to access the direct business assistance available through federal and state programs. Poor recordkeeping prevented some businesses from completing applications, banks were prioritizing existing customers and some small business owners simply were not aware of the programs.

The lack of communication was an issue at the state, regional and municipal levels. REX/SCCREDC is working with the CT Data Collaborative, the Office of the Secretary of State, and the South Central Regional Council of Governments to establish a better mechanism for sharing information with all businesses. Additional consideration for webinars and collateral in multiple languages needs to be expanded. Webinars for basic business requirements should be made available for all businesses. During the pandemic, it was difficult to reach businesses because they were closed. Representatives from the various municipalities hit the streets, going door-to-door to provide information. However, verbal communication was limited due to occupancy restrictions and other public health initiatives.

We are evaluating the region's response to the pandemic to identify best practices and determine which activities we should do differently in the future. Much of what we learned can be applied when we are in "business as usual" mode. It will also help us prepare for other major disruptions in the future.

Objective 1: Actively engage our stakeholder network to support the targeted development and recruitment of high-value businesses in the region.

Action Items

- Identify best practices from towns that are described as “business-friendly” and share with all towns within the region. Completion: Ongoing
 - The CEDAS Best Practices Certificate Program will resume in spring 2021.
- Act upon short-term recommendations obtained through interviews and outreach meetings, including increased support for anchor institutions, expanded promotion of the region, and building the workforce pipeline. Completion: Ongoing
 - Workforce Alliance has received additional funding for both the Hospitality Career Initiative and the SkillUp Manufacturing program.
 - When on-site services were banned, Workforce Alliance continued working remotely on the development of new programs and the promotion of the state’s online upskilling courses.
- Provide entrepreneurial support in all sectors, directly and through referrals to other organizations. Completion: Ongoing
 - REX/SCCREDC and its sister organization, the Economic Development Corporation of New Haven (EDC), work directly with the New Haven Innovation Collaborative. Some projects include:
 - **Collab** provides funding, mentorship, education, and more to underserved early stage entrepreneurs in Connecticut at no cost.
 - **Ives Squared**, located in the New Haven Free Public Library, is a center for innovation and collaboration designed to assist entrepreneurs and creatives at no cost.
 - **Concepts for Adaptive Learning (CfAL)** uses the resources of technology to improve the education of public-school children and boost workforce development skills for adults residing in New Haven. It has expanded to three locations.
 - **MakeHaven** supports the development of, and collaboration on, a wide variety of projects including prototyping, fabrication, mechanics, electronics, crafts, art, and woodworking. During the pandemic, MakeHaven activated its network of people who sew to address the issue of mask shortages.
 - BOROUGH496 is a business incubator in Hamden that is focused on innovation and inclusivity in three main areas: sustainability, workforce development, and

micro-enterprise entrepreneurship. New ownership by ConnCorp, supporting women minority-owned businesses.

- Continue to engage key sectors and businesses through one-on-one conversations, professional meetings, and networking events. Completion: Ongoing
 - Throughout the pandemic there has been significant outreach to businesses primarily through Zoom calls, webinars, etc., providing information on topics including pandemic response, best hiring practices, government financial/business assistance resources, marketing, and training.
- Maintain communication with town economic development administrators and commissions through the Regional Economic Development Forum meetings. Completion: Ongoing
 - 2020-2021 REDFO presenters:
 - April – Lou Mangini, Congresswoman Rosa DeLauro’s Office
 - March – Daniel Fitzmaurice, Arts Council of Greater New Haven
 - February – Bob Motley, Cushman & Wakefield
 - January – Kevin Hively, Ninigret Partners
 - November/December – Usha Pillai, Bio strategist
 - September – Ginny Kozlowski, Municipal Updates and Future Needs
 - July – Mark Abraham, DataHaven
 - June – Michelle Riordan-Nold, CT Data Collaborative
 - April – Lou Mangini, Congresswoman Rosa DeLauro’s Office

Objective 2: Collaborate with regional partners to provide access to and actively disseminate complete and accurate information on available resources and incentives.

Action Items

- Identified lab space that is being currently developed or will become available for graduation space upon Arvinas’ move to 101 College Street. Completion: Ongoing
- The SCRCOG-funded data initiative with REX/SCCREDC and the CT Data Collaborative will be extended.
- Increase the REX/SCCREDC newsletter list by 2% annually. Completion: Ongoing
 - Did not meet goal in 2020-2021. Efforts were hampered without in-person trade shows.
- Post events, programs, and media announcements on social media a minimum of three times per week. Completion: Ongoing
 - Achieved goal in 2020-2021.

- Continue active participation in associations, chambers of commerce and municipal economic development initiatives. Completion: Ongoing
 - Achieved goal in 2020-2021.

Objective 3: Advocate for business-friendly initiatives at the federal, state, and local levels that will encourage economic growth and vitality.

Action Items

- Support business-friendly initiatives through legislative outreach and community involvement. Completion: Ongoing
 - We receive monthly updates from representatives of our Congressional offices, the Connecticut Conference of Municipalities (CCM), and the Connecticut Council of Small Towns (COST) at SCRCOG meetings.
 - REX/SCCREDC is a leading advocate for state and federal tourism initiatives.
- Testify on relevant economic development issues. Completion: Ongoing
 - We provided testimony for:
 - Tweed New Haven Regional Airport
 - Revision to the Transfer Act
 - The 2021 legislative session is underway and is working with the Governor on pandemic response with American Rescue Plan funds.

Objective 4: Expand global opportunities by forging economic and cultural ties in conjunction with our community partners.

Action Items

- Regularly attend national and international trade shows to promote our key economic drivers. Completion: Ongoing
 - Tradeshow update:
 - Most tradeshows were canceled due to the pandemic.
 - We attended virtual Biomedical Device Show (Boston) in April 2021.
 - We are attending the American Bus Association Tradeshow with virtual appointments with tour operators (April & May 2021).
 - We will resume regular tradeshow schedule when events are held.

GOAL 2: WORKFORCE AND HOUSING

Identify, stimulate, and coordinate programs and services, ensuring that the region’s residents have affordable access to the high-quality training, education, and housing opportunities they need to be productive members of emerging industry clusters in the regional economy.

Objective 1: Create a broad spectrum of career pathways within our key industry clusters to provide the opportunity for all to earn a livable wage.

- Execute Pandemic Response Programs
 - In response to the pandemic Workforce Alliance received federal and state funding to ensure short-term certification training, temporary employment opportunities, incumbent worker training and on the job training which will allow for stackable credentialing and potential for higher earnings through the roll-out of the CARES Act I, NEG DW-COVID 19 and WHISP initiatives. Details about the NEG - DW - COVID 19 can be found at www.workforcealliance.biz. Summary of each initiative details follows:
 - CARES Act I targeted workers who were unemployed or underemployed because of the Coronavirus pandemic and who were seeking to upskill or change careers. Also, it targeted underrepresented and marginalized populations. Workforce Alliance along with its' training partners (GWCC, DCI and MXCC) collaborated to offer certification training in three areas: 1) CNA+, 2) Information Technology (i.e., Cyber Security, Help Desk and Business Analyst) and 3) Logistics - Forklift. Certification training, On the Job Training contracts and Subsidized Employment contracts started mid-September 2020 and were completed by December 30, 2020.
 - NEG DW - COVID
 - The National Emergency Grant Dislocated Worker - COVID Grant (NEG DW – COVID) offered up to six (6) months of temporary employment to those individuals who met one of the following criteria: temporary or permanently laid off because of the disaster (Covid-19); a dislocated worker; a long-term unemployed worker or self-employed individual who became unemployed or significantly under-employed because of the disaster. The start date of this grant was July 1, 2020. And the end date is September 30, 2021. The NEG DW - COVID is designed to assist approximately 38 individuals. We hope to temporarily employ individuals at one the following worksites: Boys and Girls Club New Haven, Helping Our People to Excel, Incorporated, YMCA of Greater New Haven and Downtown Evening Soup Kitchen.
 - WHISP

- Capital Workforce Partners (CWP) proposed the Connecticut Workforce & High-Tech Industry Skills Partnership (CT-WHISP) on behalf of a public-private partnership facilitated by the five Connecticut local workforce development boards (WDB) and the Governor's Workforce Council and driven by the documented needs of 54 industry partners. The proposed project addresses Option 1 of the H-1B One Workforce Grant Program and develops a pipeline of Connecticut workers in occupations in two industry sector-based initiatives: 1) tapping new talent for information technology (IT); and 2) retooling the advanced manufacturing workforce. Occupations in these industry sectors meet three criteria: a) in-demand (current); b) high-growth (future); and c) high-quality, as defined by wages and career advancement opportunities. The project area includes the entire state of Connecticut. Specifically, for Workforce Alliance in the South-Central region, the launch date for creating an Information Technology talent pipeline is July 1, 2021. For Workforce Alliance in the South-Central region starting July 1, 2021, through June 30, 2025, the goals are to assist 255 job seekers within the Information Technology and Manufacturing through the creation of an Information Technology talent pipeline, Incumbent Worker Training within Manufacturing, and Information Technology. Within the Information Technology occupation On the Job Training contracts will assist those who are un/under employed.
- Create database of training and education resources for local economic development professionals and/or town planners. Completion: Ongoing
 - New Haven Promise - a first-of-its-kind scholarship program in Connecticut - is a location-based program that provides scholarships of up to 100% tuition for New Haven residents, graduates of New Haven Public Schools, and approved charter schools.
 - The committee is on its way to achieving this goal. Members are reaching out to the other communities in the region to gather this information. As the information is gathered, a formalized process for disseminating the information needs to be enacted. This project is currently paused.
 - Regional Key Industry Cluster Meetings:
 - New Haven Manufacturers Association monthly workshops.
 - Regional tourism meetings with the lodging and tourism businesses.

- Holberton School hosts meetups and open houses to increase awareness of its intensive coding program.
 - New Haven Innovation Collaborative that targets a number of workforce initiatives including those for entrepreneurs and small-scale manufacturing.
 - Develop marketing campaign for distribution to the public-school system.
 - Committee has paused this program.
 - Workforce Alliance is identifying training gaps and opportunities for program expansion.
 - The Town of Hamden has completed an eight-part series on workforce readiness. Part Two of this series was paused in 2020.
- Retain and attract young professionals. Build upon and promote a variety of regional young professional organizations to develop additional programs, policies, and mentorships to attract, engage, and retain young professionals in the CEDS region.
Completion: Paused
 - A new project is being launched with the Central Regional Tourism District to increase interaction with local colleges and universities. While an improvement on the existing objective, the participation base needs to include all segments of the post-secondary-school population. Completion: Paused
- Prioritize education and training opportunities in collaboration with the evolving economy and prioritize the needs of the local and regional industry clusters. Completion: Ongoing (due date updated to reflect the dramatic change in the economy)
 - Continue collaboration with private industry to make it a part of the towns workforce development initiatives.
 - Workforce Alliance’s Project CEO, a work readiness/career development program for older youth.
 - Industry Pipeline Programs/Initiatives for Youth and Adults in areas of Manufacturing, Hospitality and Healthcare. IT and Transportation & Logistics to be completed by Year 4.
 - Tech Talent Bridge through CTNext - a grant opportunity for Connecticut small businesses to provide funding for the hire of student interns. The program aims to develop a talent “bridge” between the small business and the student, to ultimately create jobs.

- New Haven Works – a program to train New Haven residents and connect them to good jobs.
- Utilize available public and private resources to support incumbent worker training for lifelong learning to assure marketable skills are maintained and earning potential is increased. Completion: Year 3
 - All new Workforce Alliance programs must include career pathways. A Plastics Program in manufacturing was initiated in 2019 in response to business demand. Future plans include Metatronics and Welding programs for incumbent manufacturing workers.
 - Workforce Alliance and regional partners will meet emerging workforce needs within priority industry clusters by publicizing innovative workforce development efforts at Gateway Community College, Middlesex Community College, Southern Connecticut State University, Albertus Magnus College, and area middle and high schools.
- Actively engage public and private sector partners to address critical school-to-work issues by providing educational programs in STEM, Artificial Intelligence (AI), and Internet Technology (IT) at all levels. Completion: Year 5
 - Wallingford has developed a model for Healthcare which we anticipate will be replicated. Regional chambers of commerce have been instrumental in identifying business partners.
 - The Hamden Board of Education launched its first cohort of the STEM Academy, offered through the Hamden Engineering Careers Academy (HECA), in September 2019. The STEM Academy will welcome the second cohort in September 2021, and in partnership with Gateway Community College, students will obtain both a high school diploma and an Associates degree. The New Haven Manufacturers Association will serve as the private-sector partner to create internships with manufacturers.
- Prepare primary and secondary school students for college, internships, externships, apprenticeships, or vocational/technical programs to meet existing, anticipated, and emerging employment needs. Completion: Year 5
 - Existing programs include the North Branford public schools, Eli Whitney Technical High School, and Platt Technical High School. Expansion of these programs has been hampered by the lack of certified teachers. Efforts are

underway to update the certification requirements for these programs to increase the pool of qualified instructors.

- NextGen workforce initiative launched in fall of 2020 in coordination with the State of Connecticut's Workforce Council. This is a regional effort with the So. Central CT region and the River Valley region to prepare a workforce pipeline for two of the region's priority sectors, Bioscience and Advanced Manufacturing. The NextGen process is led by industry CEOs.

Objective 2: Enhance opportunities for attainable and affordable housing for all income and demographic levels.

Note: Housing has been elevated to a top priority issue in the region and the state. The South Central Regional Council of Governments has established a working group with representatives from all fifteen towns to meet monthly to develop and implement best practices. The series, which is completing its second year, has focused on presentations by developers and towns with successful execution of affordable housing plans. The group has decided to create a regional housing plan, supplemented with additional information specific to each town, for submission to the state by July 2022.

In the 2021, the Connecticut Legislature passed HB 6107 which legalizes accessory dwelling units, caps excessive parking requirements, develops a model form-based code, defines character by physical standards, mandates training for land use commissioners, clarifies technical standards, defines "as-of-right," eliminates unreasonable application fees, and requires towns to affirmatively further fair housing and address housing disparities.

- Create a database for distribution that includes housing options related to location, cost, and type. Completion: Ongoing
 - There is an existing website, lowincomehousing.us/CT, that provides partial information.
- Create a database and marketing plan for transportation options. Completion: Year 4
 - During the pandemic, all modes of public transportation were dramatically reduced due to a lack of demand. Increasing passenger counts are starting to return. The State of Connecticut will be providing free public bus transportation on weekends all summer.
 - The Move New Haven study was completed in the fall of 2019. It proposed additional hubs in New Haven, but no changes in the remaining towns. CT Department of Transportation required that the proposal not exceed current

costs, leaving the committee with few options. The South Central CT Regional Development Corp./REX will advocate for use of ARP or infrastructure funding to utilize the study's data to create a full-spectrum transportation system.

- Improve the quality, affordability, quantity, and diversity of housing in the region. Seek design and funding opportunities for the region's communities to help the municipalities address the region's critical housing shortage at price points for service and technical workers, low- and middle-income families, and the Millennial-aged workforce.

Completion: Year 2 – completion date revised to Year 4

- SCRCOG Housing Committee has presented some measures to ease affordable housing problems. As the committee moves into its second year, the focus will be on best practices for different types of towns.
 - Density bonuses: Cities may allow developers extra population density if they reserve at least a portion of housing for lower earners.
 - Tax relief: Since many urban areas are subject to high property taxes, cities may offer tax cuts for properties that provide low-income housing.
 - Accelerated permits: Cities may expedite building or rehabilitation permits to help increase the housing supply faster.
 - Land banks: This system helps developers get financing for land that contains buildings that are scheduled for demolition or renovation.
 - Lower parking requirements: Some cities may reduce their typical onsite parking requirements for buildings that are close to mass transportation.
- Yale New Haven Health, The City of New Haven, and Yale University offer homebuyer programs to workers to encourage employees to purchase homes in New Haven. The funding consists of forgivable loans or direct grants.
- The legislature is considering a bill revising housing-related planning and zoning regulations.
- Create a marketing plan for housing opportunities for all workers. Completion: Year 3
 - Pending funding.
- Working with state, federal, local, and industry partners to create a fundable strategy to improve public transportation throughout the region, especially considering east-to-west routes to meet workforce needs. Completion: Year 5
 - The completed Move New Haven study has not received approval or funding for implementation.
 - Transportation infrastructure projects anticipate funding from the ARP.

- Encourage real estate developers, municipalities, residents, and local businesses to invest in and support diverse housing options for singles, couples, families, millennials, baby boomers, and seniors in integrated communities. Completion: Year 5
 - Integrated housing is a priority for much of the transit-oriented development in the region.
- Develop a transportation strategy aligned with priority clusters for the region and the towns. Completion: Year 5
 - Underway

GOAL 3: INFRASTRUCTURE

Develop, maintain, and effectively utilize a robust, integrated, multi-modal transportation, communications and information system that facilitates the efficient and convenient movement of people, goods, and data intra-regionally, inter-regionally and internationally.

Note: Anticipating ARP funding.

Objective 1: Enhance multi-modal transportation network.

Support a variety of transportation options that are conducive to regional growth, including rail, bus, and air travel. Promote expansion of transit-oriented development (TOD) surrounding the region's multi-modal transportation hubs. Replicate existing bicycle and pedestrian infrastructure throughout the region.

- The Move New Haven study was completed in 2019. Anticipating ARP funding for implementation.
- Work in conjunction with RPA's Connecticut office to promote smart and efficient land use practices, sound environmental policies and economic development that is connected to the transit network. Completion: Ongoing
- Continue to participate in NEC Future to create a high-speed rail network in the region. Completion: Ongoing
 - The region has monitored the NEC Future Northeast Corridor Rail Project which has had little activity.
- Continue efforts to modernize and expand Tweed New Haven Airport and provide advocacy for collaborations with the State and other regional airports. Completion: Ongoing
 - In May 2021, Tweed New Haven Regional Airport announced completion of the Master Plan Update.
 - In addition, a new agreement between Tweed-New Haven Airport Authority and Avports LLC includes:

- Construction of a new, modern terminal on the east side of the Airport.
 - Extending existing runway to allow for more direct flights to more destinations.
 - Renovation of Existing Terminal and other infrastructure improvements that will improve safety and mitigate local traffic concerns.
 - Improving the Airport will generate much-needed economic activity in the region, including the creation of up to an estimated 11,000 jobs and \$47 million in state and local taxes in the long term.
 - The plan will eliminate the need for existing subsidies from the City of New Haven or State of Connecticut, currently totaling approximately \$1.8 million each year.
 - Under the agreement, Avports will undertake and pay for the improvements listed above and also operate and manage the Airport on behalf of the Authority for a period of 43 years, after which the improved assets will revert to the full control and ownership of the Authority and the community it serves.
 - Construction for all phases of the project will be undertaken with Project Labor Agreements.
 - Project includes full environmental assessment and protection plan, as well as construction of a carbon-neutral passenger terminal following LEED principles.
 - In addition to abiding by the local noise ordinances, Avports will implement requirements from an updated noise study within 5 years of FAA approval, and will invest up to \$1.75 million in additional noise mitigation programs, as part of an approximate \$5 million community investment.
 - Avports will also fund environmental and traffic mitigation, with total community investments of approximately \$5 million.
- Market the region's commuter rail and TOD assets to attract potential businesses/investors. Completion: Ongoing
 - The proposed train station in North Haven is likely to be funded by the American Rescue Plan.
 - Coordinate with CTTransit to evaluate upgrades and the potential for service improvements. Completion: Ongoing

- The Move New Haven study was completed in 2019. Anticipate ARP funding to support portions of the Move New Haven study.
- Continue engagement of public and private partners in planning an economic development strategy around the New Haven-Hartford-Springfield, Shoreline East, and Metro-North rail corridors, highlighting opportunities for TOD. Completion: Ongoing
 - Ridership on the Hartford Line and Shore Line East dramatically declined during the pandemic. Additional service is being added as we start to recover from the pandemic.
- Engage CTTransit and the private sector to evaluate opportunities to increase transit ridership. Completion: Ongoing
- Support upcoming projects in West Haven including Allingtown conversion to College Village, The Haven, Stiles and TOD along with the replacement of the Kimberly Avenue Bridge. Completion: Ongoing

Objective 2: Expand freight capacity of the region.

Continue to support the expansion of the Port of New Haven, which currently has a channel depth of 35 feet and a width of 400-800 feet.

- Support investments in the Port of New Haven to expand freight capacity through dredging of the channel, as well as economic development opportunities in Milford and West Haven. Completion: Ongoing
 - The project was funded by the state bonding commission. The projected completion date is Q4 2025.
 - The Connecticut Port Authority Five Year State Maritime Strategy released in August 2018 is consistent with the objectives set forth in the region's CEDS.
 - Garner support and advocate for continued federal funding to perform shipyard improvements and ship repairs. Completion: Ongoing
 - Continue supporting the State and port landowners in connecting the Port of New Haven with the Providence and Worcester Railroad. Completion: Ongoing
 - Coordinate site development projects with transportation improvement plans contained in the region's Long-Range Transportation Plan. Completion: Ongoing
 - The Port of New Haven also has Foreign Trade Zone designation.
 - Support efforts to establish dependable funding sources for the state's Special Transportation Fund. Completion: Ongoing

Objective 3: Support continued Investments in roadways and bridges.

- Support significant regional transportation projects such as the reconfiguration of the I-91/I-691 merge and rehabilitation of the West Rock Tunnel. Completion: Ongoing
 - Planning and exploratory drilling for route alterations during the repair of the tunnel are underway.
 - Additional projects are on hold pending funding.
- Maintain balance between local and regional interests in considering approval of infrastructure projects and when advocating for infrastructure funding. Completion: Ongoing

Objective 4: Optimize water infrastructure and partnerships for maximum economic impact.

- Identify municipalities that are ready and able to fund, or regionally partner in funding, water system expansion into unserved areas. Completion: Ongoing
 - The South Central Connecticut Regional Water Authority (RWA) is working with a municipality that is currently in the design phase.
- Determine if ARP funds are available for economically-driven water system expansion. Completion: Ongoing
- Identify and target industries that are water-use intensive and develop a long-term marketing strategy to attract these industries. Completion: Ongoing
 - RWA is researching target industries.
- Determine the areas within the RWA's service area that have the potential for commercial and industry growth but are not currently served by RWA's distribution system. Completion: Ongoing
 - Regional Water Authority is looking at improved service in Cheshire and North Haven. Adding a second line on Rt. 10 in Hamden is in a longer-term budget.

Objective 5: Ensure the entire region has adequate telecommunications infrastructure to support modern communication and information systems.

- Determine access and infrastructure requirements in the region. Completion: Year 3
 - Internet Access Rankings: Connecticut ranked #30 overall, #41 for access to Gigabit Internet, and #11 for Broadband Subscription Rate in 2019 for connectivity by US News.²⁰

²⁰ U.S. News & World Reports, Internet Access Ratings. Accessed May 12, 2020 from www.usnews.com/news/best-states/rankings/infrastructure/internet-access

- Low-income areas are underserved with access to broadband and technology in general. These areas were disproportionately impacted compared to higher income communities during the pandemic.
- Organize partners to develop regional access. Completion: Ongoing
 - Access will be included as part of the state’s ARP funding.
- Support and promote efforts to enhance faster and cheaper broadband service to the region. Completion: Ongoing
 - Access to highspeed internet access, particularly in cities, is a high priority for state government. Governor Lamont’s goal is that New Haven will become the first to reach ultra-fast 5G cellular technology in New England. This is a priority for ARP and other funding.
 - AT&T will be installing 5G service along the New Haven rail line that serves both Metro-North and Amtrak.
 - While Verizon is rolling out 5G in parts of New Haven. Status: Completed December 2020

Objective 6: Support the expansion of natural gas mains and explore green energy options.

- Continue to advocate for and educate about natural gas use throughout the region. Completion: Ongoing
- Market energy efficient programs. Completion: Ongoing
 - The 2020 State Energy Efficiency Scorecard by the American Council for an Energy-Efficient Economy ranked Connecticut 7th in the nation.²¹
 - Both Avangrid and Eversource Energy market energy efficient programs.

GOAL 4: REAL ESTATE, LAND USE AND SUSTAINABILITY

Developable land is an extremely limited resource in the region. It is critical that the region continue to embrace and adopt strategies that focus on cleaning up contaminated sites, support effective and efficient development plans, and protect resources that add to the region’s overall sustainability.

The actions recommended by the committee align with SCRCOG’s Regional Plan of Conservation and Development that is available for review at scrcog.org.

²¹ American Council for an Energy-Efficient Economy, The 2020 State Energy Efficiency Scorecard, <https://database.aceee.org/state/connecticut>

Overall Activities

- SCRCOG approved the updated 15-town region's Hazardous Mitigation Plan in November 2020.
- Design and Technical Guide for Implementing Innovative Municipal Scale Coastal Resilience in Southern Connecticut is being implemented.
- Sustainable CT (sustainablect.org) offers a voluntary certification program to recognize thriving and resilient Connecticut municipalities based on the following criteria:
 1. Thriving Local Economies
 2. Well-Stewarded Land and Natural Resources
 3. Vibrant and Creative Cultural Ecosystems
 4. Dynamic and Resilient Planning
 5. Clean and Diverse Transportation Systems and Choices
 6. Efficient Physical Infrastructure and Operations
 7. Strategic and Inclusive Public Services
 8. Healthy, Efficient and Diverse Housing
 9. Inclusive and Equitable Community Impacts
 10. Innovation Action

As of 2021, five towns have bronze certification, two have silver certification, six are registered to participate, and two have not registered.

Objective 1: Support brownfield redevelopment.

- Identify properties within the region with the greatest potential for return on investment that are vacant or underutilized due to environmental contamination and that would have strong market demand for reuse if remediation occurred. Criteria should include the potential for development and private investment and proximity to public transit.
Completion: Ongoing
- Develop Best Practices Guide and facilitate regional information meetings on brownfield redevelopment through REX/SCCREDC/REDFO. Completion: Paused
 - A list of brownfields by town is published annually by CT Department of Energy and Environmental Protection²²

²² Connecticut Department of Energy and Environmental Protection, List of Contaminated or Potentially Contaminated Sites in Connecticut. Accessed on May 24, 2021 from <https://portal.ct.gov/DEEP/Remediation--Site-Clean-Up/List-of-Contaminated-or-Potentially-Contaminated-Sites-in-Connecticut>

- Identify opportunities for inter-local collaboration on large brownfield redevelopment projects. Completion: Ongoing
- 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
 - DEEP and the Department of Economic and Community Development (DECD) are working with legislative leaders, and a variety of stakeholders to chart a new path for Connecticut's cleanup program. DEEP and DECD have co-convened a working group to receive advice and feedback for regulations to be adopted by DEEP. Completion: Ongoing
- Encourage towns that do not have in-house planning or development staffs to identify, conduct assessments, and apply for clean-up grants to use the state DEEP and DECD, Development Corporations, and non-profits. DEEP and DECD have a variety of programs that allow towns and developers to access funding for assessment and clean-up of brownfields. The UCONN School of Engineering operates the Connecticut Brownfield Initiative that provides towns with technical assistance for the assessment, clean-up, and redevelopment of brownfields. Completion: Ongoing
 - All the REX/SCCREDC Development Revolving Loan Fund money is currently dispensed.
- Actively market target sites. Completion: Ongoing

Objective 2: Define and encourage next-generation mixed-use and transit-oriented development.

- See Goal 3, Objective 1 for additional information.
- Through a series of events, share the resource list of next-generation mixed-use and TOD opportunities with partners. Completion: Year 4
 - Through the SCRCOG Housing Committee, there have been presentations by town officials and developers presenting best practices on mixed-use and TOD opportunities. Some of these ideas will be incorporated into the regional housing document.
- New Haven has two Opportunity Zone projects.
 - Industrial Flow Solutions was completed in January 2021 at the former Radiall site.
 - The former Pirelli site is scheduled to open as a hotel in December 2021.

- Develop a marketing plan for sites that could support these types of development.
Completion: Paused
- Develop a resource list of next-generation mixed-use combinations and TOD that take advantage of unique municipal characteristics and target emerging industry needs.
Completion: Paused
- Create Resource Team of professionals to define next-generation mixed-use combinations and TOD and provide technical assistance to municipalities. Completion: Ongoing
 - David Fink (chair of the SCRCOG Housing Committee) and other professionals have provided these services. The final recommendations will be included in the SCRCOG regional housing report.

Objective 3: Develop regional resource use and awareness.

- Increase awareness of and support preservation of open space including working farms.
Completion: Ongoing
 - SCRCOG and REX/SCCREDC completed an asset mapping project that includes both agricultural and cultural assets by town. The brochures were distributed by the towns and are available online at the Visit New Haven website. These brochures are in the process of being updated for 2021.
- Develop resources to support a sustainable, diverse, and equitable local food system that includes production, food processing and distribution infrastructure and encourages food-based business development as well as creative reuse of existing infrastructure.
Completion: Ongoing
 - SCRCOG is partnering with the Regional Agricultural Council on a Farm Viability Grant.
- Monitor use and support the development of recreational land use assets including parks, greenways, and bicycle/pedestrian trails. Completion: Ongoing
 - SCRCOG and REX/SCCREDC completed an asset mapping project that includes both agricultural and cultural assets by town. The brochures were distributed by the towns and are available online at the Visit New Haven website. These brochures are in the process of being updated for 2021.
- Encourage connectivity of trails and of recreational assets to transportation nodes and centers for economic activity, including commercial centers and downtown areas.
Completion: Ongoing

- SCRCOG continues work on this item through its trail maps, its GIS system and as a factor in the Housing Committee.
- Monitor and support energy usage and reliability and encourage development of renewable energy assets for residential, commercial, and agricultural uses. Completion: Ongoing
- Facilitate coordinated efforts and information sharing among municipalities, organizations, and agencies toward improved storm preparation along the coastline and climate change resilience. Completion: Ongoing
 - SCRCOG continues to work with the region's municipalities in alignment with the goals and action items set forth in the 2017 Southern Connecticut Regional Framework for Coastal Resilience.

GOAL 5: MARKETING, COMMUNICATIONS AND STAKEHOLDER EDUCATION

Harness collaborative and resourceful marketing and communications opportunities and partnerships that support economic success while raising the awareness of stakeholders in and outside of South Central Connecticut.

Objective 1: Encourage local economic activity by educating stakeholders about resources and funding opportunities.

- Establish a quarterly, regional marketing meeting with economic development professionals and business leaders to disseminate information to other stakeholders. Completion: Ongoing
 - We host monthly REDFO meetings.
 - We participate in the Regional Monthly Marketing Meeting with AdvanceCT, the public/private partnership dedicated to developing and recruiting high-value businesses in Connecticut.
- Share best practices from the CEDS Strategic Planning Committee on a dedicated webpage via REX/SCCREDC. Completion: Paused
 - The CEDAS best practice program has been on hold since the last update. We anticipate a relaunch in late spring or early summer.
 - We increased the distribution of both the REX/SCCREDC and Visit New Haven newsletters to weekly from bi-weekly. For REX/SCCREDC, regulation changes and business assistance opportunities were being released at a furious pace and we opted to increase our newsletters to assist our constituents. On the tourism

newsletter, we focused on messaging for in-state residents that featured safe activities and promoted public health messages.

Objective 2: Market the region to attract and retain businesses at the local, state, national and international level.

- We have created a new Greater New Haven profile sheet for travel trade shows that highlights the assets of the region, particularly for group and bus tours.
- Design an impactful one-page handout that conveys the strengths of region to the business community as outlined in the CEDS. Completion: Year 2 – we are working with the City of New Haven on a high-quality “lure” piece that features Greater New Haven – on hold per City of New Haven.
- Solicit formal feedback from students, young professionals, start-ups, and established business entities who have elected to or are planning to relocate outside of Connecticut. Similarly, collect feedback from stakeholders who have recently relocated to Connecticut. Completion: Year 2
 - On temporary hold
- Additional Actions:
 - Create a global recruitment brochure. Status: paused.
 - Update International Council of Shopping Centers (ICSC) collateral. Status: paused
 - 2020-2021 Greater New Haven Visitors and Relocation guide completed with ongoing distribution throughout New England and the New York metro area. Through a grant from CTM (media distribution company), we have been able to place our guides in AAA offices. We are anticipating visitor interest from day-trippers rather than air travelers.
 - Advertised in AAA magazine and on their website.
 - Created a new logo for Visit New Haven.
 - Our 2020 media hits and inquiries included WTIC Fox 61, patch.com, Waterbury Republican American, New England Business Media, we-ha.com, CT News Junkie, Real Deal Magazine, WFSB Eyewitness News, New Haven Biz, CT Insider, The Day of New London, Hartford Daily Voice, Hartford Courant, Westfair Online, MNR (Metro-North Railway) Getaways, CT Post, Amazon Docuseries, CT Mirror, getawaymaven.com, Yankee Magazine, New Haven Independent, Yale Daily News, New Haven Register, WTNH News 8 and CT Examiner
 - Our communications outreach delivered the following results:

- The VNH website experienced a decrease in visits by 14.69% from 2019 through 2020.
- The VNH website experienced a decrease in visits by 26% from 2019 through 2020.
- CT Visit webpage views – There was an 3.76% decrease in page views for Greater New Haven listings from 2019 through 2020.
- We activated the Visit New Haven Instagram account this spring and have accumulated 1600 followers.

Objective 3: Grow tourism marketing in conjunction with the State of Connecticut Office of Tourism.

- Refresh/replace the REX/SCCREDC website. Completion: Year 2
 - The project has been completed.
- Establish a brand for Greater New Haven to strengthen the state’s brand. Completion: Ongoing
 - Ginny Kozlowski of REX/SCCREDC has been appointed to the Governor’s Council on Tourism.
 - The Connecticut Office of Tourism is launching a new brand for the summer, “Say Yes to Connecticut” after a year of having to say no to almost everything. Visit New Haven will be supporting this message and have suggested a “Host It Here” campaign to the state’s marketing firm to encourage residents who belong to clubs and associations to host events in Connecticut.
 - We are working with the state’s economic development public/private partnership, AdvanceCT, to create consistent messaging and visuals for collateral.

EVALUATION FRAMEWORK

Each committee identified specific tasks and timeframes to support their goals and objectives. The measures of success of these efforts will be collective, as there is tremendous interdependency between the sectors, external factors, and available resources.

- Increase the number of new businesses by 2% annually.
There was a 13.7% gain in new businesses from 2019 to 2020.²³ However, the number of business closing during 2020 is not yet available.
- Reduce regional unemployment to not exceed the national unemployment rate.
 - We did not meet this goal in 2020.
- Dredge the Port of New Haven to 42 feet by 2020.
 - The project was funded by the state bonding commission. The projected completion date is Q4 2025.
- Increase median household income by 2% annually.
 - The regional median household income increased 6.31% (using US Census data for 2018-2019). Median household income was expected to increase at a more rapid pace given proposed increases in Connecticut's minimum wage. However, with post-pandemic unemployment likely to increase, it is not clear if that outcome will be realized.
- Decrease number of people living below the poverty level in New Haven County by 1% annually.
 - The number of people living below the poverty increased from 11.6% in 2018 to 12% in 2019, a 3.4% increase.²⁴
- Increase enplanements at Tweed New Haven Regional Airport by 5% annually.
 - The 2020 enplanement data has not been released. However, the number of enplanements decreased dramatically. Tweed experienced months without any commercial air service and a very limited schedule at all other times throughout the pandemic.
- Increase number of airline carriers at Tweed New Haven Regional Airport to 3 by 2020.

²³ CT Data Collaborative, Business Formations Over Time, Accessed April 12, 2021 from www1.ctbusiness.ctdata.org/#!/formations-over-time

²⁴ StatsAmerica, USA Counties in Profile. Accessed May 15, 2021 from <https://www.statsamerica.org/USCP/>

- American Airlines has resumed limited service at Tweed.
- The status of the two seasonal airlines has not been announced.
- A new airline, Avelo Air, is establishing Tweed as its east coast base. Flights are expected to begin in the summer of 2021. Destinations have not yet been announced.
- By 2023, return ridership on public transportation to 2019 levels.
- Increase the REX/SCCREDC and VNH newsletter subscription lists by 2% annually.
 - Newsletter subscribers decreased by 2% in 2020.
- Increase website visits to REX/SCCREDC, VNH and Greater New Haven section on ctvisit.com by 5% annually.
 - The REX website experienced a decrease in visits by 14.69% from 2019 through 2020.
 - The VNH website experienced a decrease in visits by 26% from 2019 through 2020.
 - CT Visit webpage views – There was an 3.76% decrease in page views for Greater New Haven listings from 2019 through 2020.
- Increase housing starts by 2% annually.
 - The number of housing starts increased from 674 in 2018 to 940 in 2019, a 39.46% increase.²⁵
- Increase affordable housing units by 1% annually.
 - The region increased the number of affordable housing units by 1.39%
- Increase number of tradeshow by two events per year.
 - Most tradeshow were canceled due to the pandemic, so we attended two virtual tradeshow.
 - We attended virtual Biomedical Device Show (San Diego) in April 2021.
 - We attended the American Bus Association Tradeshow with virtual appointments with tour operators (April & May 2021).
 - We will resume regular tradeshow schedule when events commence.

²⁵ CT DECD, Housing & Income Data. Accessed 5/22/2021 from https://portal.ct.gov/DECD/Content/About_DECD/Research-and-Publications/01_Access-Research/Exports-and-Housing-and-Income-Data

RECOVERY AND RESILIENCE

Historically, our resilience planning has focused on weather events such as hurricanes and tornados, rising sea levels and localized, short-term issues. While these will continue to challenge the region due to climate change, we were not prepared for the COVID-19 pandemic and its consequences.

As we work our way through the region's arduous response and recovery tasks, our existing targeted planning is insufficient. In the U.S. alone, we have seen contaminated water (Manatee County, FL), electrical grid failure (TX), ongoing global supply chain disruptions (pandemic and Suez Canal blockage) and cyberattacks of both public and private organizations including the Colonial Pipeline shutdown.

REX/SCCREDC and the South Central Regional Council of Governments (SCRCOG) is collaborating with the Department of Emergency Management and Homeland Security (CT DEMHS Region 2) to resolve unmet needs from the current crisis. However, we need to expand our collaboration to include these additional potential crises. By detailing the current inadequacies, we can work with the state and federal government to improve the situation. The American Rescue Plan and future recovery packages provide funding for initiatives such as this. As the past year has demonstrated with unnecessary zeal, the threats to our economy are vast and varied. While we cannot prepare for every type of disaster, we can prioritize hardening essential infrastructure; ensuring adequate housing, healthcare, and food; and stockpiling essential goods. We cannot be certain that the next pandemic will require ventilators or another durable medical device, we know we will need Personal Protective Equipment (PPE), disinfecting supplies and trained personnel to respond.

One example where Connecticut is woefully unprepared is in food production. The state currently produces only 2% of the food consumed here. After seeing the shortages of PPE and disinfected at the onset of the pandemic and the ever-increasing prices for essential goods, we need to explore modern agriculture as both a protection in the event of a crisis and as an opportunity for economic growth.

We have been asked if we knew six months earlier that the pandemic was imminent, what would we do differently. In response, it is evident that there would need to be some pandemic-specific preparations but more importantly the public health crisis underscored many of the problems identified as threats and weaknesses in the 2018-2023 South Central Connecticut

Comprehensive Economic Strategy. This situation is not unique to our region, but rather is a call-to-action for the state and country.

REGIONAL ANALYSIS

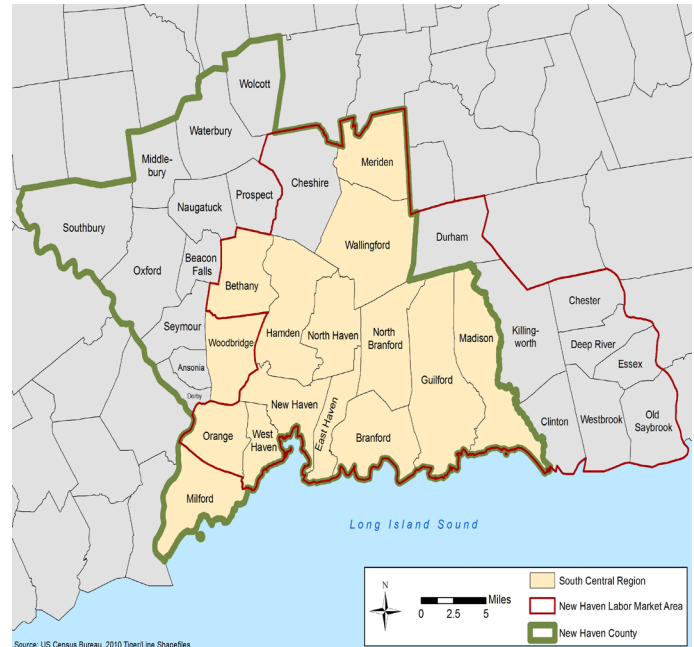
THE REGION DEFINED

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.

New Haven County: Ansonia, Beacon Falls, Bethany, Branford, Cheshire, Derby, East Haven, Guilford, Hamden, Madison, Meriden, Middlebury, Milford, Naugatuck, New Haven, North Branford, North Haven, Orange, Oxford, Prospect, Seymour, Southbury, Wallingford, Waterbury, West Haven, Wolcott, and Woodbridge.

New Haven Labor Market Area: Bethany, Branford, Cheshire, Chester, Clinton, Deep River, East Haven, Essex, Guilford, Hamden, Killingworth, Madison, Meriden, New Haven, North Branford, North Haven, Orange, Wallingford, West Haven, Westbrook, and Orange.



DEMOGRAPHICS

Between 2010 and 2019, the region's population and number of households have declined slightly.²⁶

The per capita income increased 20.4% in the region and 19.38% in the county between 2010 to 2019. The median age has been steadily increasing in both geographies since 2000. From 2010 to 2017, the median household income increased by 3.85% in the South Central Region, with slightly less growth happening in New Haven County.

The state's minimum wage increased from \$10.10 to \$11 in October 2019, to \$12 in September 2020, and will increase to \$13 in August 2021.²⁷

	SOUTH CENTRAL REGION		% CHANGE	NEW HAVEN COUNTY		% CHANGE
	2010	2019		2010	2019	
Population	570,001	567,954	-0.36%	862,477	854,757	-0.90%
Households	222,620	221,467	-0.52%	334,502	330,572	-1.17%
Per Capita Income	\$32,849	\$39,549	20.40%	\$31,720	\$38,009	19.38%
Median Household Income	\$64,653	\$73,587	13.82%	\$61,114	\$69,905	14.38%
Median Age	39	40.5	3.85%	39.3	40.5	3.05%

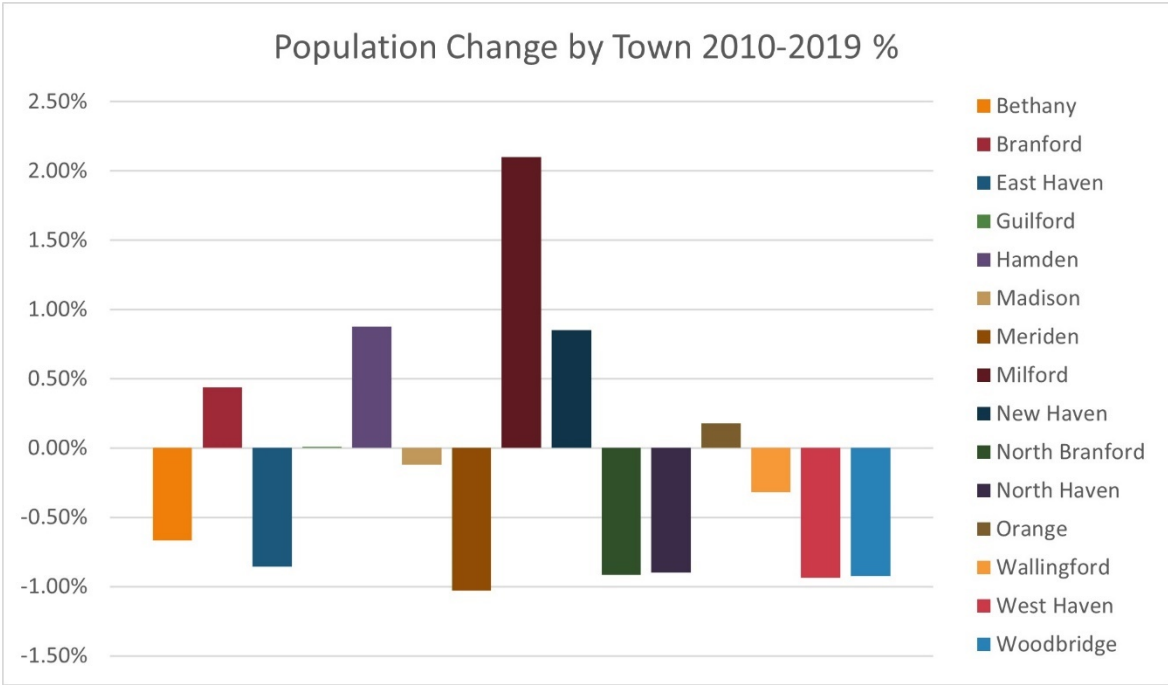
²⁶ 2015-2019 American Community Survey 5-year estimates, table B15002, <https://datausa.io/profile/geo/new-haven-county-ct>
²⁷ Governor Lamont Signs Minimum Wage Increase (5/28/2018 Governor's Press Releases portal.ct.gov/Office-of-the-Governor/News/Press-Releases)

POPULATION BY TOWN 1990-2019

The figure below shows the population in the region's municipalities between 2010 and 2019 declined less than one percent.²⁸ Population is expected to increase as many New Yorkers relocated to Connecticut during the pandemic. A full accounting of those moves and determination of permanence is uncertain currently.

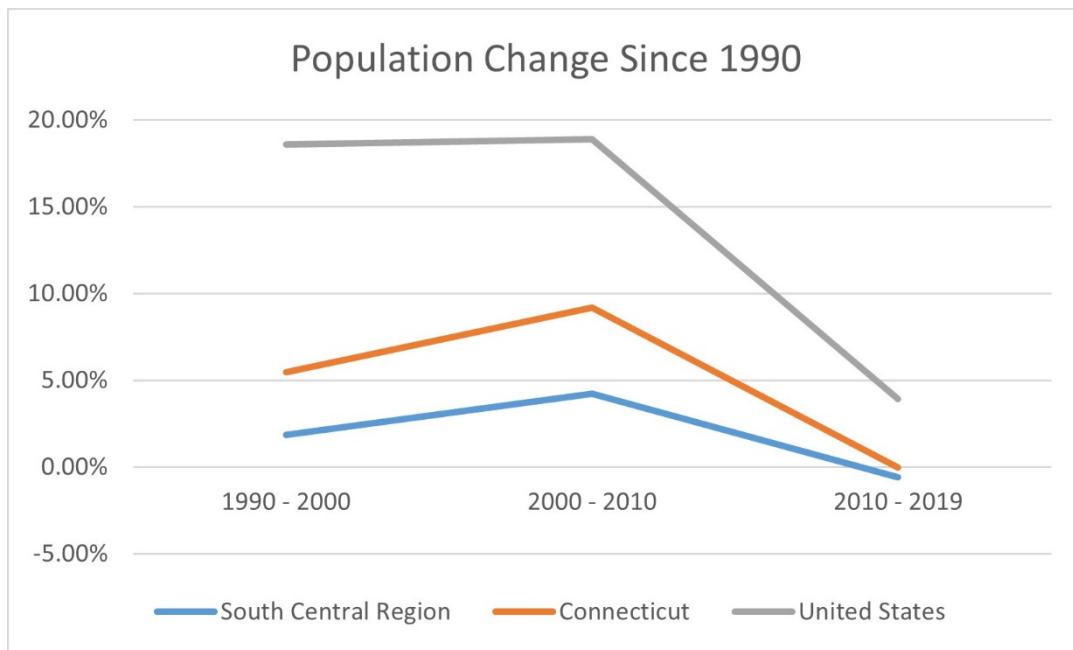
	1990	2000	2010	2019
Bethany	4,608	5,040	5,563	5,548
Branford	27,603	28,683	28,026	27,900
East Haven	26,144	28,189	29,257	28,569
Guilford	19,848	21,398	22,375	22,133
Hamden	52,434	56,913	60,960	60,556
Madison	15,485	17,858	18,269	18,030
Meriden	59,479	58,244	60,868	59,395
Milford	49,938	52,305	52,759	54,747
New Haven	130,474	123,626	129,779	130,250
North Branford	12,996	13,906	14,407	14,146
North Haven	22,247	23,035	24,093	23,683
Orange	12,830	13,233	13,956	13,926
Wallingford	40,822	43,026	45,135	44,326
West Haven	54,021	52,360	55,564	54,620
Woodbridge	7,924	8,983	8,990	8,750
Total	536,853	546,799	570,001	566,579

²⁸ CT Data Collaborative, Census Annual Population Estimates by Town. Accessed May 15, 2021 from <http://data.ctdata.org>



CHANGE IN POPULATION: REGION, CONNECTICUT, U.S.

As seen in the graph below, the decline in population growth for the region closely follows the trend for the state and the country. However, both Connecticut and Greater New Haven are experiencing a slower growth in population relative to the rest of the United States. In Connecticut, there is concern that the aging population will elect to retire out-of-state and possibly result in a decline in population.^{29,30} Again, the influx of residents during the pandemic may influence this trend.

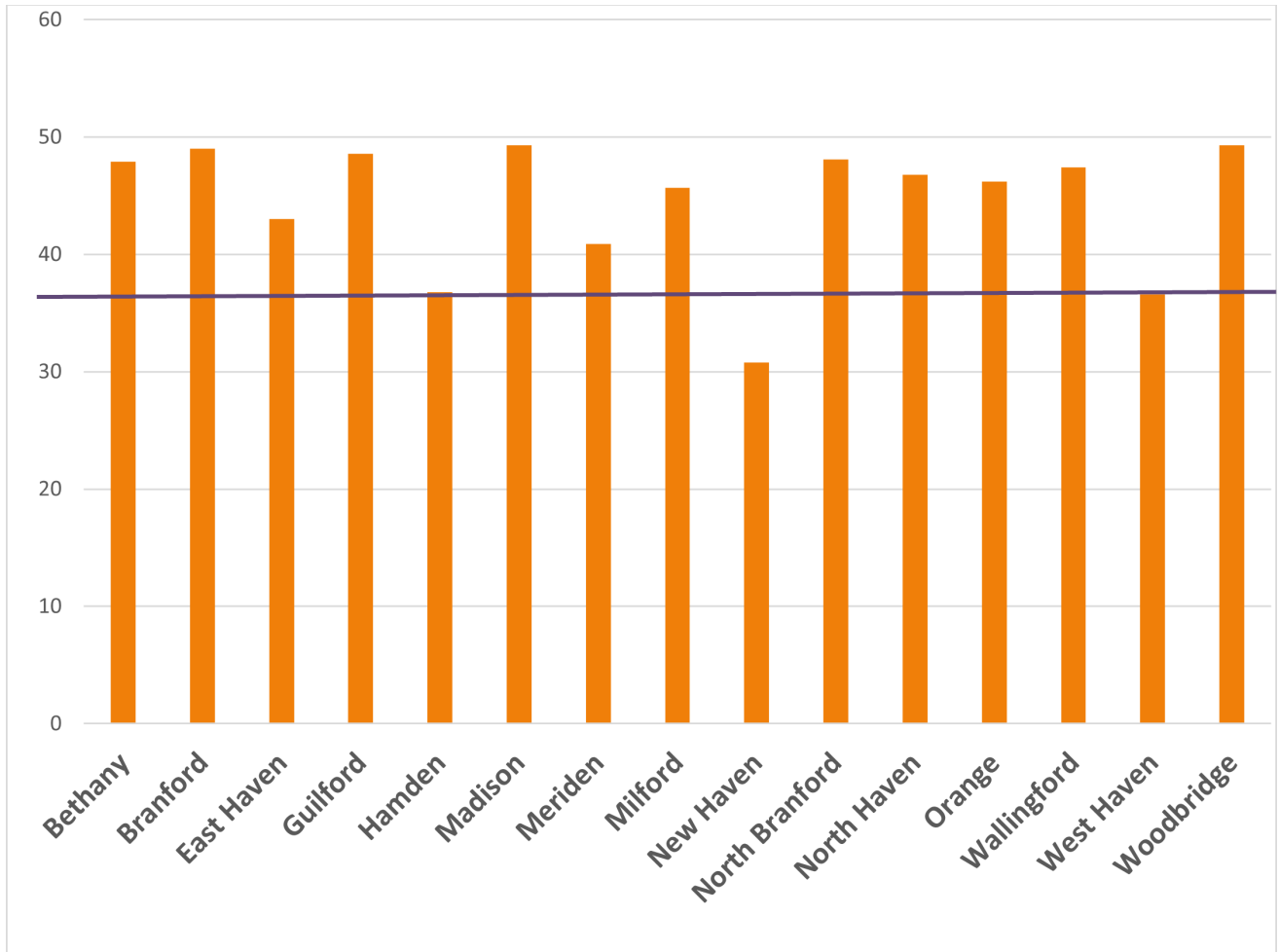


²⁹ U.S. Census Bureau, 1990 Census Data Profile 1, Census 2000 Data Profile 1, 2010 U.S. Census Demographic Profile Data (Table DP-1)

³⁰ 2015-2019 American Community Survey 5-Year Estimates (Table B01003)

POPULATION: MEDIAN AGE BY TOWN

As of 2019 only Hamden, New Haven and West Haven's median age are below the national average of 38.1 (noted by the horizontal line). One of the objectives set forth in the CEDS Action Plan is to develop career pathways, housing and amenities that will allow younger people to remain in, or relocate to, the region.^{31,32}

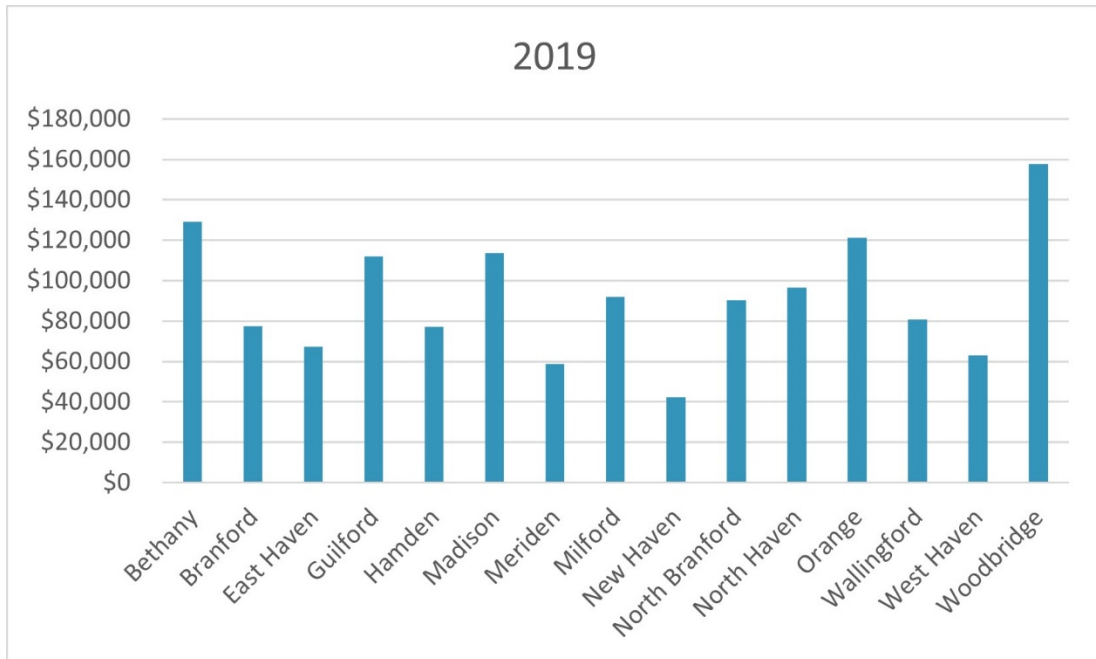


³¹ U.S. Census Bureau, 1990 Census Data Profile 1, Census 2000 Data Profile 1, 2010 U.S. Census Demographic Profile Data (Table DP-1)

³² 2015-2019 American Community Survey 5-Year Estimates (Table B01003)

WEALTH: MEDIAN HOUSEHOLD INCOME BY TOWN

The disparities are dramatic in wealth between urban and suburban towns within the South Central Connecticut region. Woodbridge led the region with a median household income of approximately \$158,000, while New Haven's median household income was about \$42,222 according to 2019 data. All towns experienced an increase in median household income since 2010.³³



³³ CT Data Collaborative, Census Annual Median Household Income by Town. Accessed May 15, 2021 from <http://data.ctdata.org>

WEALTH: POVERTY

With respect to individuals living below the federally-defined poverty level, poverty continues to be a problem in the some of the larger communities (New Haven, West Haven and Meriden) where more than 10% of the population lives below the poverty line. While Meriden has more than 10% of the population living below the poverty line, poverty has dropped from 13.8% in 2015 to 10.4% in 2019. Even our wealthiest towns are seeing increases in poverty.³⁴ As this data is pre-pandemic, we anticipate that more individuals will meet the threshold. One of the potential causes is the aging of the workforce and constrained retirement income.

Municipality	2000	2010	2019	Municipality	2000	2010	2019
Bethany	2.6%	2.1%	2.4%	Milford	3.7%	3.9%	4.8%
Branford	4.1%	5.8%	5.9%	New Haven	24.4%	25.2%	26.5%
East Haven	5.2%	8.3%	8.8%	North Branford	1.6%	0.7%	2.5%
Guilford	3.1%	2.8%	3.0%	North Haven	3.5%	3.9%	5.0%
Hamden	7.8%	6.8%	8.8%	Orange	2.5%	2.1%	2.6%
Madison	1.3%	0.7%	3.1%	Wallingford	3.6%	6.8%	5.3%
Meriden	11.0%	13.8%	10.4%	West Haven	8.8%	10.1%	11.8%
				Woodbridge	2.3%	1.7%	3.5%

³⁴ Source: U.S. Census Bureau, Census 2000, Census 2010, & 2015-2019 American Community Survey (Table S1701)

WEALTH: ECONOMICALLY DISTRESSED TOWNS

The Connecticut Department of Economic and Community Development ranks all 169 municipalities in the state according to their level of distress with the top 25 being labeled distressed at the state level. The factors used to calculate this ranking include high unemployment and poverty, aging housing stock and low or declining rates of growth in job creation, population, per capita income, percentage of population with high school diploma or higher, and per capita adjusted equalized net grand list. Taken together, these metrics give an overall picture of the economic well-being a community. Four municipalities are identified as distressed in our region in 2020.³⁵

#17: East Haven

#19: Meriden

#20: New Haven

#23 West Haven

³⁵ State of Connecticut. Distressed Municipalities. CT DOL, DOE compiled by DECD Research, September 2020 Accessed May 15, 2021 from https://portal.ct.gov/-/media/DECD/Research-Publications/Distressed_Municipalities/2020-Distressed-Municipalities-List.xlsx

HOUSING: CHANGE IN MEDIAN SALES PRICE Q1 2020 V. Q1 2021

Comparing Q1 2021 over Q1 2020, median sales prices for homes in New Haven County have increased by 22% from \$205,000 to \$250,000. The inventory of available houses is shrinking as the cost of building materials increase.³⁶ The shift in demand for housing in New Haven County exacerbates our existing issue regarding affordable and attainable housing. Anecdotally, we are hearing from several sellers that they are receiving multiple offers on the first day the property is listed and are receiving offers from out-of-state buyers prior to viewing the property.

Market Area	New Listings			Properties Sold			Median Sold Price			Median DOM		
	Q1 2021	Q1 2020	% Change	Q1 2021	Q1 2020	% Change	Q1 2021	Q1 2020	% Change	Q1 2021	Q1 2020	% Change
New Haven	2877	3105	-7.34% ▼	2314	1872	24% ▲	\$250 K	\$205 K	22% ▲	36	62	-42% ▼
Single Family Homes	2145	2391	-10% ▼	1785	1429	25% ▲	\$274 K	\$230 K	19% ▲	39	63	-38% ▼
Condo-Townhome	732	714	2.52% ▲	529	443	19% ▲	\$163 K	\$140 K	17% ▲	31	56	-45% ▼

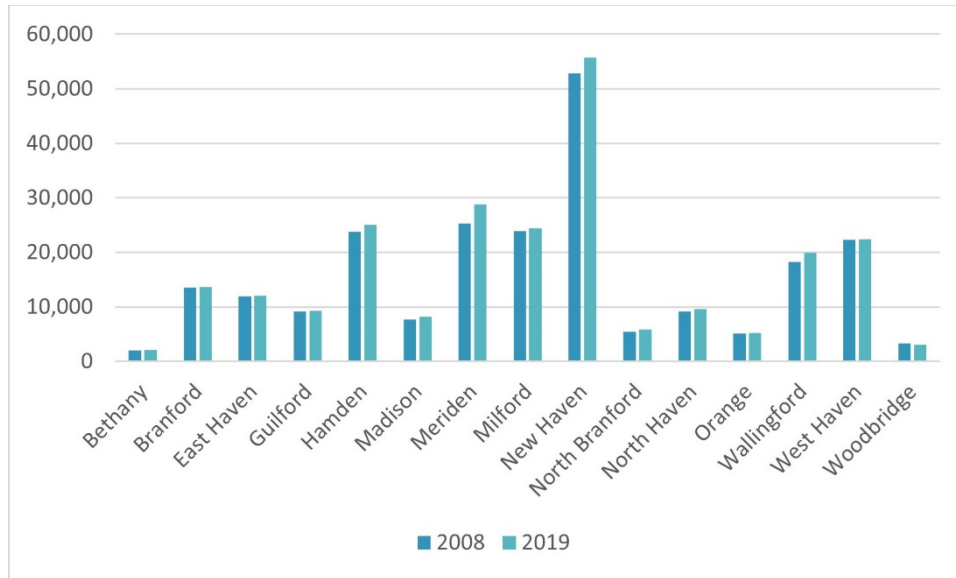
³⁶ Berkshire Hathaway Quarterly Market Report, Q1 2021. Accessed May 12, 2021 from https://www.bhhsnproperties.com/mce/prj/bne/Graphs/qr/preview/CT_ALL.htm

HOUSING: HOUSING STOCK

From 2008 to 2019, the housing stock in the region grew by 4.99% driven by residential investment in Meriden and New Haven. However, there is insufficient affordable development to support the goals and objectives of the Workforce and Housing section of the CEDS.³⁷

	2008	2019	Change	% Change
Bethany	1,979	2,075	96	4.85%
Branford	13,590	13,632	42	0.31%
East Haven	11,976	12,052	76	0.63%
Guilford	9,121	9,249	128	1.40%
Hamden	23,808	25,084	1,276	5.36%
Madison	7,661	8,204	543	7.09%
Meriden	25,249	28,826	3,577	14.17%
Milford	23,858	24,417	559	2.34%
New Haven	52,812	55,682	2,870	5.43%
North Branford	5,457	5,855	398	7.29%
North Haven	9,171	9,583	412	4.49%
Orange	5,156	5,194	38	0.74%
Wallingford	18,201	19,934	1,733	9.52%
West Haven	22,305	22,397	92	0.41%
Woodbridge	3,294	3,107	-187	-5.68%
Total	233,638	245,291	11,653	4.99%

³⁷ CT Data Collaborative, Total Housing Units by Town. Accessed May 15, 2021 from <http://data.ctdata.org>



HOUSING: NUMBER OF AFFORDABLE UNITS

As noted in the 2018 Comprehensive Economic Development Strategy, the availability of housing options for low wage workers and their families is scarce. A single parent with two children must earn over \$27.06 per hour for housing costs to be below 30% of total income in New Haven County.³⁸ Currently, the minimum wage in Connecticut is \$12.00 which went into effect September 2020. Minimum wage will increase over the next 3 years:

August 2021:	\$13.00
July 2022:	\$14.00
June 2023:	\$15.00

Subsequent increases will be based on federal economic indicators.³⁹

³⁸ Partnership for Strong Communities: Data on housing and affordability for each of Connecticut's 169 towns and cities. Accessed May 12, 2021 from <https://housingprofiles.psychousing.org/>

³⁹ Press Release: Governor Lamont Signs Minimum Wage Increase, May 28, 2019

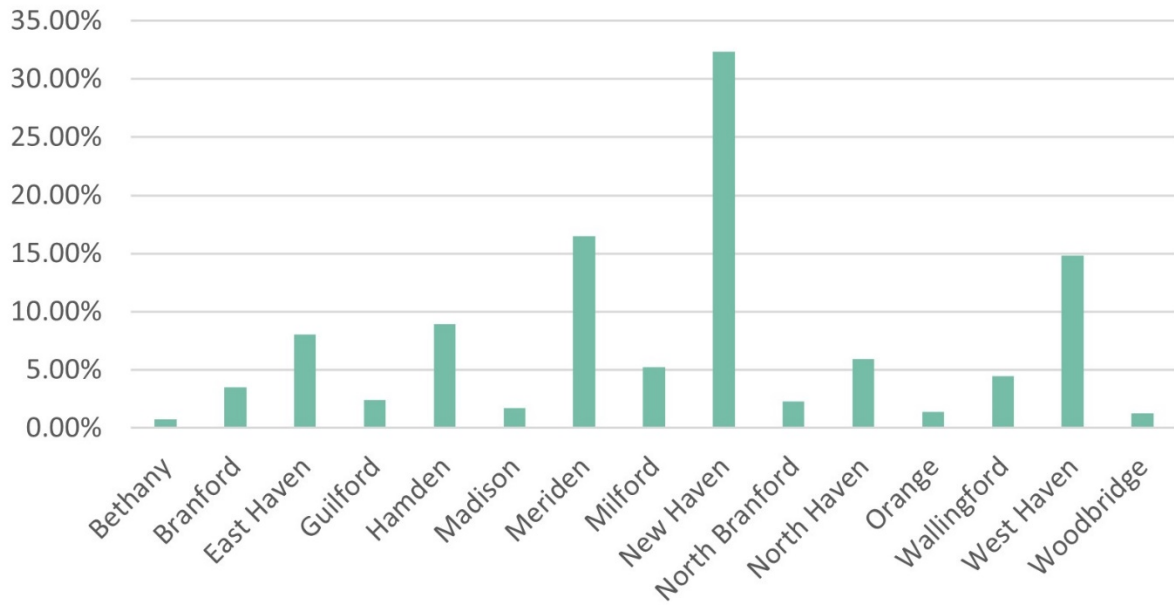
Existing Affordable Housing Units per the State Definition, 2020⁴⁰

Town	2020
Bethany	0.73%
Branford	3.50%
East Haven	8.07%
Guilford	2.40%
Hamden	8.97%
Madison	1.69%
Meriden	16.51%
Milford	5.20%
New Haven	32.38%
North Branford	2.26%
North Haven	5.96%
Orange	1.37%
Wallingford	4.47%
West Haven	14.84%
Woodbridge	1.27%

Suburban towns have extremely limited inventory of affordable units. To address this issue, the South Central Regional Council of Governments 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 potential pitfalls in pursuing increased affordable housing in each town. To increase the number of affordable units throughout the region, the South Central Regional Council of Governments is producing a regional housing plan with each town supplementing the regional plan with additional information pertinent to their town. Connecticut State law (Statute 8-30J) requires towns to prepare affordable housing plans at least once every five years. Under this statute, municipalities have until July 2022 to adopt an affordable housing plan. Our region has elected to use this opportunity to develop a robust housing plan to address our housing shortages beyond the required affordable component.

⁴⁰ CT Department Housing: 2020 Affordable Housing Appeals List <https://portal.ct.gov/-/media/DOH/2020-Affordable-Housing-Appeals-List.pdf>

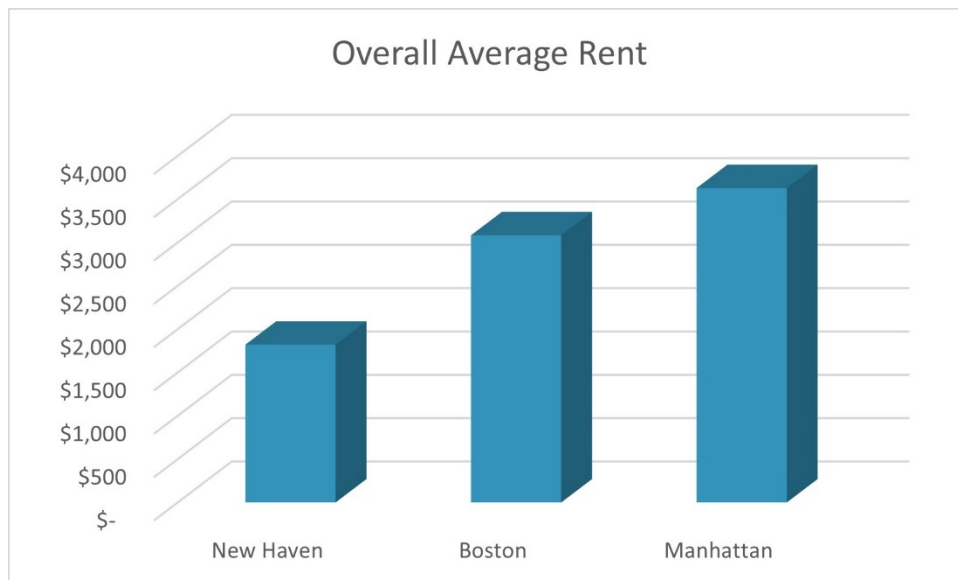
Percentage of Affordable Housing Units by Town



HOUSING: COMPARATIVE RENTAL RATES

As the cost of renting an apartment continues to be out-of-reach in the major metro areas of New York, Boston and Washington D.C., Greater New Haven is looking to maximize the appeal of our region to Millennials. With our vibrant quality of life, there is a concerted effort among the fifteen towns to retain and attract younger people. Below is a cost of residential rent comparison between the three metro areas and New Haven. From March 2020-March 2021, rents in New Haven increased by 6%, while those in Manhattan dropped by 14% and by 10% in Boston.⁴¹

Location	Overall Average Rent	Average Apartment Size
New Haven	\$1,821	775 sq. ft.
Manhattan	\$3,628	703 sq. ft.
Boston	\$3,083	811 sq. ft.



⁴¹ Rent Café, Rental Rate. Accessed on May 12, 2021 from rentcafe.com

WORKFORCE: UNEMPLOYMENT

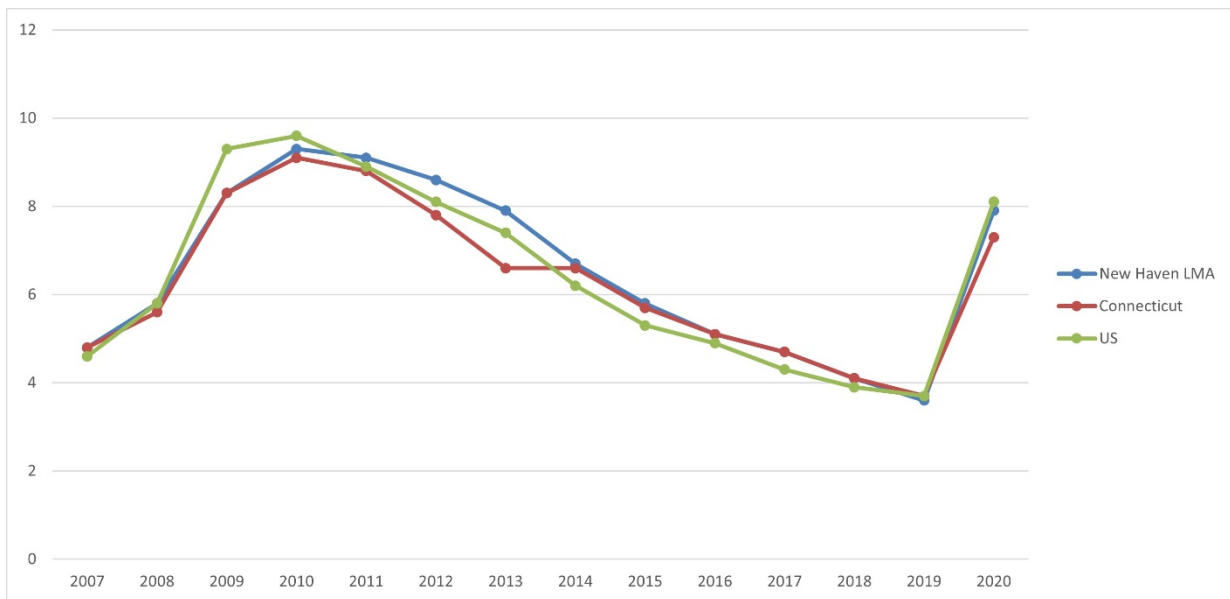
Unemployment in the New Haven Labor Market Area (LMA)* has trended consistently with the unemployment of Connecticut and U.S. overall. In the LMA, unemployment had been declining every year since 2010.⁴²

2020 Annual Unemployment

New Haven LMA: 7.9%

Connecticut: 7.3%

U.S.: 8.1%



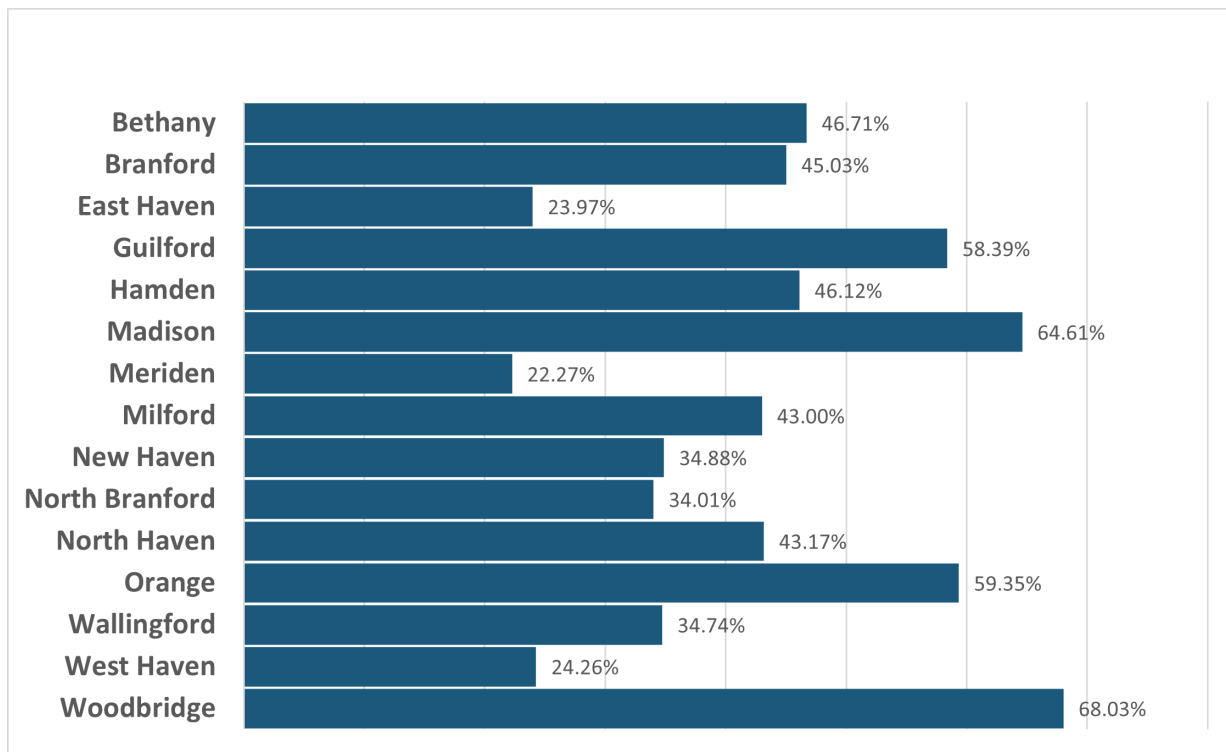
⁴² Connecticut Department of Labor, Unemployment Claims. Accessed May 12, 2021 from ctdol.state.ct.us/lmi/laus/lauslma.asp

WORKFORCE: EDUCATIONAL ATTAINMENT BY TOWN

The chart below shows the Percentage of Population 25+ years with a Bachelor's Degree or More. Not surprisingly, the level of education closely aligns with median household income. East Haven, West Haven and Meriden have the lowest levels of educational attainment, with Guilford, Madison, Orange, and Woodbridge having more than one-half of their population with a Bachelor's degree or more.⁴³

Percent of Population 25+
Years with a Bachelor's
Degree or Higher

38.01%



⁴³ CT Data Collaborative, Educational Attainment by Town. Accessed May 15, 2021 from <http://data.ctdata.org>

WORKFORCE: STUDENT DEMOGRAPHICS

Students play a significant role in the region's economic vitality. The eight colleges and universities in Greater New Haven have a combined student population of over 50,000.⁴⁴

Number of Students per College

Yale University	13,609
Southern Connecticut State University	9,817
Quinnipiac University	9,708
Gateway Community College	6,864
University of New Haven	6,793
Middlesex Community College	2,424
Albertus Magnus	1,419

⁴⁴ College Navigator. Accessed May 15, 2021 from <https://nces.ed.gov/collegenavigator/>

EMPLOYERS: LEADING EMPLOYERS IN REGION

Many of the region's leading employers can be found in Healthcare, Biomedical/Life Sciences, Higher Education, and Advanced Materials and Manufacturing sectors.⁴⁵

Company Name	Town	Industry/Business Description	Size/Range
Yale New Haven Health	New Haven	Hospitals/Clinics	10,000+
Yale University	New Haven	Schools-Universities & Colleges Academic	10,000+
Avangrid (United Illuminating and Southern Connecticut Gas)	Orange	Utilities	1,000-4,999
Laticrete International, Inc.	Bethany	Adhesives & Glues (Whls)	1,000-4,999
Life Insurance – Family First	Wallingford	Insurance	1,000-4,999
Masonicare	Wallingford	Hospitals	1,000-4,999
Medtronic	North Haven	Surgical Appliances-Manufacturers	1,000-4,999
Southern Connecticut State University	New Haven	Schools-Universities & Colleges Academic	1,000-4,999
Veterans Affairs Connecticut Healthcare System	West Haven	Hospitals	1,000-4,999
Amazon	Wallingford/North Haven	Internet & Catalog Shopping/Fulfillment Center	1,000-4,999
Assa Abloy Door Security Solutions	New Haven	Security Systems	500-999
Edgewell Personal Care	Milford	Home & Personal Care Products	500-999
Honeywell	North Branford	Safety Equipment & Clothing-Mfrs	500-999
Knights of Columbus Insurance	New Haven	Insurance	500-999
MidState Medical Center	Meriden	Hospitals	500-999
Milford Hospital	Milford	Hospitals	500-999
Quest Diagnostics	Wallingford	Laboratories	500-999
Quinnipiac University	Hamden	Schools-Universities & Colleges Academic	500-999
SUBWAY World Headquarters	Milford	Restaurant Management	500-999

⁴⁵ Connecticut Department of Labor

EMPLOYERS: SIZE OF ESTABLISHMENTS

According to the US SBA, small businesses account for 99.4% of total businesses in Connecticut and employ 745,085 people.⁴⁶

⁴⁶2020 United State Small Business Administration Advocacy Office. Accessed on May 12, 2021 from <https://advocacy.sba.gov/2020/05/20/2020-small-business-profiles-for-the-states-and-territories/>

ACADEMIC R&D

Academic Research and Development is a powerful economic driver in the region. Beyond the medical and technological gains created by this research, spinoff companies are created in the private sector, with the associated economic impact of hiring employees, utilizing local goods and services, and serving as resources for the entrepreneurs and startups that are affiliated with a college or university.

2020 National Institute of Health Awards to Organizations in South Central Connecticut⁴⁷

Allyx Therapeutics	\$ 499,995
Carogen Corp.	\$ 1,068,496
Center for Progressive Recovery	\$ 251,500
Connecticut Agriculture Station	\$ 293,370
Cornovus Pharmaceuticals	\$ 968,717
Haskins Laboratories	\$ 2,393,943
Pierce Laboratories	\$ 2,023,995
L2 Diagnostics	\$ 2,460,227
OUI Therapeutics	\$ 481,035
Proteowise	\$ 251,994
SCSCU	\$ 422,566
Renetx Bio	\$ 1,545,547
Thetis Pharmaceuticals	\$ 2,481,227
Virscio	\$ 1,119,343
Yale University	\$ 550,947,887

**2020 Total NIH
Grants to South
Central
Connecticut
\$567,209,842**

PUBLIC COMMENTS AND LEGAL NOTICES

Business Development & Recruitment

- Improve access to technology
- Increase competition among broadband providers
- Barriers to participation in business assistance programs
 - Some businesses did not have established relationships with local banks which prevented them from accessing the Payroll Protection Program and others
 - Some businesses did not meet the standards for documentation of basic business finance
 - Need bilingual training programs to reach more businesses
- Access to a large population makes the region attractive to distribution centers
- Connecticut's high utility costs hamper business retention and recruitment
- Encourage small business disaster planning
- HB 6633 restores the Unemployment Insurance Trust Fund while also reducing taxes on the majority of Connecticut businesses

⁴⁷ NIH Awards by Location & Organization. Accessed May 21, 2021 from <https://report.nih.gov/award/index.cfm>

- Connecticut received four upgrades from independent bond credit rating agencies

Workforce & Housing

- Insufficient affordable/attainable housing
 - SCRCOG regional housing plan (July 2022) will lay the regional groundwork moving forward and will be supplemented by town-specific information
 - Trailer parks offer affordable options but are not included in the state's formula
 - State zoning bill allows for accessory dwelling units and fewer parking spaces
- Offer incentives for childcare
- Increase manufacturing training programs
- Need to include under-employed as well as unemployed in workforce training
- Companies should consider re-instating management training programs that were common in the 1980's
- Job descriptions are too specific regarding skills and prevent qualified applicants from being hired
- Unemployment benefits are discouraging some people from returning to the workforce
 - CT Dept. Of Labor reinstated weekly work search requirement effective May 30, 2021
 - State of Connecticut announced *Back to Work CT* program, which will provide a one-time \$1,000 bonus payment to 10,000 long-term unemployed people who live in Connecticut and obtain new jobs
- Concerns about shrinking workforce in Connecticut due to age
 - Consider promoting a gap year between high school and college to increase the workforce and allow students to determine their career paths
 - Create stackable certificate programs (with possible college credits) to get trained individuals into the workforce faster
 - Expansion of Connecticut's Youth Employment Program: Additional COVID-19 relief funding brings total investment to \$7.7 million

Infrastructure

- Cybersecurity concerns in both the public and private sectors
- Transportation
 - Continued congestion issues at the I-91 and I-95 interchange
 - Branford's economic development has been hampered by limited access at exits 53 and 56 on I-95, increased road damage
 - Faster rail times between New Haven and New York that are aligned with connections to Shore Line East and the Hartford Line

Real Estate, Land Use and Sustainability

- Vacant office space
- Vacant retail space
- Limited available space for development
 - Increased brownfield assessment and remediation funding
- Final legislative approval of the Long Island Sound Blue Plan to support both water-dependent uses and the marine environment, this pioneering marine spatial planning initiative compiled an inventory of Long Island Sound resources and uses and established siting priorities, standards, and science-based management practices to foster sustainable uses, activities and habitats

Marketing, Communications and Stakeholder Education

- Assist small businesses in creating/maintaining an online presence
- Build stronger connections between official entities and small businesses

Healthcare

- Improve access to routine and specialized care for at-risk individuals
- Using experiences from the first wave of infections, the hospitals were able to reduce the number of admissions, patients in ICU and patients on ventilators with improved outcomes overall
- Hospitals were able to maintain revenue source from elective procedures through stringent protocols during the second wave
- H.B. No. 5596 passed allowing telehealth services are those that enable healthcare providers to interact with patients, including those with Medicaid coverage, by using electronic methods, such as videoconferencing and telephones, without needing to meet in person

Higher Education

- Improve connections between municipal economic development administrators and college students through the Connecticut Conference of Independent Colleges in addition to the existing relationships with public colleges
- Paier School of Art is leaving the region to become part of the University of Bridgeport (less than 200 students)
- Create stackable certificate programs for bioscience, trades, manufacturing, hospitality, IT, and healthcare to get residents into the workforce faster and allowing to learn at their own pace
- Established testing and quarantine protocols to allow students on campus for the Fall Semester

Bioscience

- Make New Haven synonymous with bioscience
- Create a hands-on life science museum for kids in the medical district
- When 101 College Street tower is complete, we will have sufficient graduation space for bio companies for five years
- Support global telehealth with appropriate broadband service
- Maximize space in the medical district by relocating administrative services to other areas of the city
- Improve physical connectivity (dedicated routes) between York St. and St. Raphael's campuses

Manufacturing

- Ongoing need for skilled workers
- Continuing disruption in the supply chain

Pandemic Lessons

- Support retail and restaurants by creating timed entries during height of the pandemic
- Increased compliance of rules and regulations to be eligible for assistance (financial, zoning, etc.)
- Better internet access to support remote learning and work from home
- Consistent plans for distance learning
- Prepare for increased food and housing insecurity
- Quinnipiac University
 - Offered an online IPE (interprofessional education) focus on health outcomes and health disparities among those most affected by COVID; having conversations with patients

- about the COVID-19 vaccine and possible viral resistance to it; and how to inform patients and the general public about getting vaccinated
- The Institute for Global Public Health is working to raise awareness and prepare physicians to address the challenges of current and future global health issues.
- Use of touchless technology for public facing services including hotels, restaurants, stores, libraries, etc.
- Plan for preventive and continuing care for non-COVID patients, continuing elective procedures (implemented prior to the second wave at YNHH)
- Develop cohorting strategies
- Identify better ways of providing addiction, mental health, and social services
- Prepare meal distribution strategy
- Plan for reducing densely populated areas (i.e. group homes) and people experiencing homelessness
- Maintain a sufficient supply of personal protective equipment (PPE), plexiglass, disinfectants, ventilators
- Encourage preventive care in high SVI areas as existing pre-conditions increased severity and mortality rates
- Perform HVAC maintenance/upgrades in public and private buildings
- Improve access to technology, hardware and broadband
- Train for parents/caregivers on education software
- Establish safety checks on children and other at risk individuals
- Provide better access to child care
- Utilize college students to support teachers in online learning, improving the student to adult ration and additional resources for teachers, students, parents and caregivers

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IN THE SPOTLIGHT

STATS OF CONNECTICUT DEPARTMENT OF CONSUMER PROTECTION
LIQUOR PERMIT
 Notice of Application

This is to give notice that **HENRY HENCH** has filed an application for a **CLASSIC LIQUOR PERMIT** for the premises at **1411 WEST HAVEN, CT 06516-3600**

Interested parties may file objections with the Department of Consumer Protection for a **CLASSIC LIQUOR PERMIT** for the premises at **1411 WEST HAVEN, CT 06516-3600**

The application will be heard by the **ALCOHOLIC BEVERAGE CONTROL BOARD** on **June 1, 2021** at **10:00 AM** in **Room 1000, 1000 Main Street, Meriden, CT 06460**

Objections must be filed by **05/28/2021**

ALCOHOLIC BEVERAGE CONTROL BOARD
 1000 Main Street
 Meriden, CT 06460
 (203) 238-1953

Businesses & Services

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LEGAL NOTICE
Comprehensive Economic Development Strategy (CEDS) Public Comment Period
 The draft of the South Central region's CEDS Update is available for public review & comment May 24-June 21, 2021. Draft is available at www.rexdevelopment.com. Send all comments to barbaram@rexdevelopment.org or REX Development, PO Box 1576, New Haven, CT 06506, (203) 821-3682.

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Product	Placement/Class	P..	Start	End	Inserts
New Haven Re...	Public Notices	1..	5/24/2021	5/24/2021	1
nhregister.com	Public Notices	1..	5/24/2021	5/24/2021	1

La Voz

MINORITY CONTRACTOR OPPORTUNITY

North Branford Police Station, Northford, CT
 SOLICITATION OF SBE/MBE CONTRACTORS:

Enterprise Builders, Inc., an Affirmative Action/Equal Opportunity Employer, seeks certified SBE/MBE Subcontractors and/or suppliers and local business enterprises to bid applicable sections of work/equipment/supplies for the following construction project: North Branford Police Station, Northford, CT.

Bid Date and Time: Thursday, June 10, 2021 by 2:00 PM.

Electronic Plans and specifications can be obtained at no charge by contacting the Estimating Department at Enterprise Builders at 860-466-5188 or by email to tbartil@enterbuilders.com. Project is Tax Exempt and Prevailing Wage applies. This project is subject to state set-aside and contract compliance requirements. EBI encourages the participation of certified SBE/MBE/WBE/DBE/Veteran Owned contractors.

EBI is an Affirmative Action/Equal Opportunity Employer.

LEGAL NOTICE INVITATION TO BID PARKSIDE VILLAGE 1

Enterprise Builders Inc. ("EBI"), acting as General Contractor for Westmount, will receive qualified sub-contractor proposals for the work associated with the project known as Forest Court (the "Project"). Bids shall be received via hand delivery, e-mail, or fax at the contact information below, on or before 3:00 p.m. local time on Wednesday, June 2, 2021. The bids will be privately opened.

The project includes the selective interior renovation of an existing 36-unit apartment complex, with related sitework. The work includes selective demolition and abatement, final cleaning, sitework, temporary fencing, landscaping, masonry restoration, miscellaneous metals, finish carpentry, stairs, asphalt shingle roofing, doors/frame/ hardware, residential windows, aluminum storefront, flooring, painting, signage, postal specialties, window treatments, residential casework, HVAC, plumbing, and electrical.

Drawings can be viewed free of charge via iSqPL. Please reach out to the contacts below to request an invitation to bid. Documents may also be viewed at EBI's office 46 Shepard Drive, Newington Connecticut 06111 (between the hours of 8am-5pm), Monday through Friday where a disc with all documents may be obtained free of charge.

The project is taxable on renovation. Prevailing wages do not apply.

This contract is subject to state set-aside and contract compliance requirements.

Sub-contractors may contact Brian Baril via email at bbaril@enterbuilders.com or phone (860) 466-5128, Justin Caporiccio via email at jcaporiccio@enterbuilders.com or phone (860) 466-5104, or Eric Lamore via e-mail at elamore@enterbuilders.com or phone (860) 466-5102 regarding the project.

The Owner and EBI reserve the rights to accept any, all, or any part of bids; to reject any, all, or any part of bids; to waive any non-material deficiencies in bid responses, to waive minor inconsistencies; and to award the bid that in its judgment will be in the best interests of the Owner.

EBI is an Affirmative Action / Equal Opportunity Employer.
 Section 3, Veteran-owned, S/M/W/DBE's & DAS Certified are encouraged to participate.

ELM CITY COMMUNITIES HR / PR ADMINISTRATOR

(HR/PR) is a position providing administrative and technical support to the Vice President of Administration (VPA) in the Human Resources and Payroll functions. Primary functions is to coordinate HR policies and programs with emphasis on the benefits and compensation areas, ensuring that the organization is in full compliance with applicable laws and regulations. The incumbent works closely with the VPA in developing, implementing and evaluating ongoing HR and Payroll policies, programs, functions and activities. Responsibilities include assisting the VPA with developing training initiatives and identifying effective methods to educate, enhance performance and recognize performance. The incumbent will be responsible for overseeing the payroll administration and monitor all tasks necessary to accomplish the Agency's payroll processing objectives.

APPLICATION AND SUBMISSION: THE HOUSING AUTHORITY OF THE CITY OF NEW HAVEN RESERVES THE RIGHT TO CONSIDER APPLICATIONS AND RESUMES UPON RECEIPT AND MAKE EMPLOYMENT DECISIONS ACCORDINGLY.

Applications accepted until June 4, 2021.
 Submit resume to:
ELM CITY COMMUNITIES HOUSING AUTHORITY NEW HAVEN
 Attn: Human Resources,
 380 Orange St.
 New Haven, CT 06511

via fax to (203) 487-8202 or via e-mail to HR@elmcitycommunities.org
 TDD number (203) 487-8434, between the hours of 9:00 - 5:00 p.m. weekdays.
 The Housing Authority accepts applications only for positions it is trying to fill.
 Job description provided upon request.
 If an applicant requires further information, please call the HR Office at 203-466-8800 Ext. 1022 / 1025.
 Disabled are encouraged to apply. An Equal Opportunity Employer M/F/V

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PUBLIC COMMENT PERIOD

Comprehensive Economic Development Strategy (CEDS) Public Comment Period
 The draft of the South Central region's CEDS Update is available for public review & comment May 24-June 21, 2021. Draft is available at www.rexdevelopment.com.

Send all comments to barbaram@rexdevelopment.org or
 REX Development
 PO Box 1576
 New Haven, CT 06506
 203- 821-3682

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SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

Planning for Our Region's Future

Bethany Branford East Haven Guilford Hamden Madison Meriden Milford
New Haven North Branford North Haven Orange Wallingford West Haven Woodbridge

Carl J. Amento, Executive Director

Resolution

Approving the 2021 South Central Connecticut: Comprehensive Economic Development Strategy Update

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: South Central Connecticut Regional Economic Development Corporation a.k.a. 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 2021 Comprehensive Economic Development Strategy (CEDSD) Update 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.

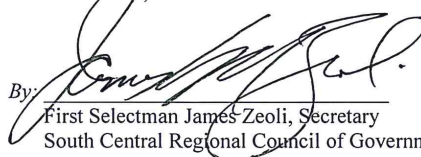
Now, Therefore, Be It Resolved by the Council of Governments

That the 2021 South Central Connecticut: Comprehensive Economic Development Strategy Update 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 June 23, 2021.

Date: June 23, 2021

By: 
First Selectman James Zeoli, Secretary
South Central Regional Council of Governments

127 Washington Avenue, 4th Floor West, North Haven, CT 06473

www.scrcog.org T (203) 234-7555 F (203) 234-9850 camento@scrcog.org

ACKNOWLEDGEMENTS

Our work would not be possible without the generous support of our sponsors. We would like to thank all the individuals, corporations, organizations, and foundations that have supported us in the past and will continue to support us in the future.



CONTACT US

South Central Connecticut Regional Economic Development Corporation/REX Development
PO Box 1576
New Haven, CT 06506
203-821-3682
info@rexdevelopment.org
www.rexdevelopment.com

Ginny Kozlowski, Executive Director
Avneet Benipal, Staff Accountant
Barbara Malmberg, Director of Marketing