



SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

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

SCRCOG MEETING NOTICE & AGENDA

April 24, 2019 – 10:00 A.M.

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

Full agenda materials can be found at our website – www.scrkog.org

1. Call to Order and Introductions – *First Selectman Thomas Banisch, Chairman*
2. **Presentation: Affordable Housing Report and Recommendations**, *Serena Neal-Sanjurjo, Executive Director, Livable Cities Initiative, City of New Haven* Attached
3. Adoption of 3/27/19 SCRCOG Meeting Minutes – *First Selectman Michael Freda, Secretary* Pages 2-4
4. Treasurer's Report for month ending 3/31/19 – *First Selectman Matthew Hoey, Treasurer* Pages 5, 6
5. Transportation Committee Report – *Mayor William Dickinson, Committee Chairman* Pages 7-16
 - a) Adopt Resolution to Approve FY 2018-2021 TIP Amendment Thirteen Pages 9,10
South Central Regional Metropolitan Transportation Plan 2019-2045
 - b) Ozone Air Quality Conformity Resolution Pages 11,12
 - c) P.M 2.5 Air Quality Conformity Resolution Pages 13,14
 - d) South Central Regional MTP 2019-2045 Resolution Pages 15,16
6. **Presentation: 2019 Annual Comprehensive Economic Development Strategy (CEDS) Update–** Attached
Ginny Kozlowski, Executive Director & Barbara Malmberg, Director of Marketing, REX Development
7. Congressional Reports – *Louis Mangini, Aide to U.S. Representative Rosa DeLauro, Ellen Graham, Aide to U.S. Senator Richard Blumenthal, Ben Florsheim, Aide to U.S. Senator Christopher Murphy*
8. State Legislative Reports—*Michael Muszynski, CCM; Betsy Gara, COST*
9. SCRCOG Executive Director's Report – *Carl Amento, Executive Director*
10. REX Development Report – *Ginny Kozlowski, Executive Director, REX Development* Pages 17-18
11. DESPP/DEMHS Report –*Robert Kenny, Regional Emergency Management Coordinator*
12. Regional Planning Commission April Action Table Page 19
13. Regional Cooperation/Other Business
14. Adjournment

The agenda and attachments for this meeting are available on our website at www.scrkog.org. Please contact SCRCOG at (203) 234-7555 for a copy of agenda in a language other than English. Auxiliary aids/services and limited English proficiency translators will be provided with two week's notice.

La Agenda y Adjuntos para esta reunión están disponibles en nuestro sitio web en www.scrkog.org. Favor en contactar con SCRCOG al (203) 234-7555 para obtener una copia de la Agenda en un idioma distinto al Inglés. Ayudas/servicios auxiliares e intérpretes para personas de Dominio Limitado del Inglés serán proporcionados con dos semanas de aviso

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

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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
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Carl J. Amento, Executive Director

TO: **SCRCOG Board Members**
FROM: **First Selectman Michael Freda, Secretary**
DATE: **April 17, 2019**
SUBJECT: **SCRCOG Meeting Minutes of March 27, 2019**

Present:

Bethany	First Selectwoman Derrylynn Gorski
Branford	First Selectman James Cosgrove, <i>Immediate Past Chair</i>
East Haven	Sal Brancati, <i>proxy for Mayor Joseph Maturo</i>
Guilford	First Selectman Matthew Hoey, <i>Treasurer</i>
Madison	First Selectman Thomas Banisch, <i>Chair</i>
Milford	Mayor Benjamin Blake
New Haven	Mayor Toni Harp
North Branford	Michael Paulhus, <i>proxy for Mayor Michael Doody</i>
North Haven	First Selectman Michael Freda, <i>Secretary</i>
Orange	First Selectman James Zeoli
Wallingford	Mayor William Dickinson
Woodbridge	First Selectwoman Beth Heller, <i>Vice Chair</i>

SCRCOG Staff Carl Amento, Stephen Dudley, James Rode, Eugene Livshits, Christopher Rappa, Rebecca Andreucci,
Adriano Cirioli

Guests: Garrett Sheehan, *Greater New Haven Chamber of Commerce*; Miriam Brody, *Hamden-North Haven League of Women Voters*; Mary Bigelow and Kim Dunham, *Greater New Haven Transit District*; Richard LoPresti, *Town of North Haven*; Lori Vitagliano, *Regional Water Authority*; Ryan Wolfe, *United Illuminating*; Ginny Kozlowski and Barbara Malmberg, *REX Development*; Michael Muszynski, *CT Conference of Municipalities*; Betsy Gara, *Council of Small Towns*; Ellen Graham, *Office of U.S. Senator Richard Blumenthal*; Louis Mangini, *Office of U.S. Representative Rosa DeLauro*; Ben Florsheim, *Office of U.S. Senator Christopher Murphy*; Nan Birdwhistell, *Murtha Cullina Law Firm*; Robert Kenny, *DESPP/DEMHS*; Dan Fitzmaurice, *Arts Council of Greater New Haven*; Tom Green, *New Haven Independent*.

1. **Call to order and Introductions**

Chairman Banisch called the meeting to order at 10:09 a.m. All present introduced themselves.

2. **Presentation: Greater New Haven Chamber of Commerce**

Garrett Sheehan gave an overview of the goals and current initiatives of the Chamber of Commerce.

3. **Adoption of February 27, 2019 SCRCOG Board Meeting minutes**

First Selectman Freda presented the Minutes of the SCRCOG Board Meeting of February 27, 2019, which were included in the agenda packet at page 2. He moved for their approval. First Selectwoman Heller seconded the motion, which passed unanimously.

4. **Treasurer's Report for Month Ending February 28, 2019**

First Selectman Hoey presented the Treasurer's Report for the month ending February 28, 2019, which was included in the agenda packet at pages 5-6. The Balance Sheet shows that SCRCOG has total assets of \$1,307,000 with approximately \$1,049,000 of that in cash and investments. There is also \$211,000 due from CTDOT. First Selectman Hoey moved for acceptance of the Treasurer's Report. First Selectman Cosgrove seconded the motion, which passed unanimously.

5. **Transportation Committee Report**

Mayor Dickinson presented the Transportation Committee Report, found on pages 7-11 of the agenda packet. Resolutions were found at Pages 10-11 of the agenda packet.

- Adopt Resolution approving FY 2018-2021 TIP Amendment Twelve
 - Mayor Dickinson moved for adoption. First Selectman Hoey seconded. The motion was approved unanimously.

Following the adoption of the resolution, Stephen Dudley briefly discussed the draft Metropolitan Transportation Plan, a copy of which was available at the table for each member.

Chairman Banisch made a motion to open the agenda for the addition of a budget revision. First Selectman Freda seconded. All were in favor.

6. **Budget Revision**

Chairman Banisch noted that the budget revision allows SCRCOG to provide \$125,000 to Greater New Haven Transit District for the MOVE New Haven study, for which the Department of Transportation is providing reimbursement to SCRCOG. First Selectman Cosgrove moved to approve the resolution. Mayor Harp seconded, and all voted in favor.

7. **Congressional Report**

Louis Mangini from Congresswoman DeLauro's Office noted SBA Small Business Week is approaching, and municipal officials have the opportunity to visit with SBA award winners. Ellen Graham from Senator Murphy's office noted there have been proposed cuts to the Army Corps of Engineers, which affects funding to dredge Long Island Sound. Ben Florsheim from U.S. Senator Murphy's office reported that he is reviewing issues related to the proposed county equivalency of COGs, and identifying programs that are currently not available to COGs.

8. **State Legislative Report**

Michael Muszynski from CCM discussed that most committees in the State Legislature have completed their public hearings in preparation for the budget. Betsy Gara from COST passed out a summary of proposed legislation and discussed some highlights, including school consolidation, regionalization, tax assessment, COG funding, and plastic bag bans.

9. **SCRCOG Executive Director's Report**

Executive Director Amento discussed the potential reduction of the Regional Services Grant. He discussed the latest ACIR meeting which looked into the regional Assessor issue that SCRCOG is monitoring. He also mentioned the working group meetings related to shared services that have been taking place.

10. **Grant Opportunities and Upcoming Events**

Executive Director Amento discussed the grant opportunities and upcoming events found on Pages 12-24 of the agenda packet.

11. **REX Development Report**

Ginny Kozlowski of REX Development reviewed the REX report at Pages 25-26 of the agenda packet.

She discussed the opening of the Hamden Newhall Incubator, and noted that she would be going back to Germany very shortly for a business convention. The Regional Comprehensive Economic Development Strategy (CEDS) will be discussed at the April SCRCOG meeting.

12. **DESPP/DEMHS Report**

Robert Kenny passed out a summary of the EMD meeting. He also discussed that Local Emergency Operations Plans are in progress, and that towns need to submit their MOAs if they haven't already.

13. **Regional Planning Commission March Action Table**

The action table was reviewed on Page 27 of the agenda packet.

14. **CTRides Report**

The CTRides Report was found attached to the agenda packet.

15. **Regional Cooperation/Other Business**

None

16. **Adjournment**

First Selectman Hoey moved to adjourn; Mayor Harp seconded. The meeting was adjourned at 11:45 am.

Respectfully submitted,

First Selectman Michael Freda, *Secretary*

Balance Sheet

South Central Regional Council of Governments

As of period 3/31/2019

Assets

Cash and Investments

Key Bank - Checking Account	270,027.88
State of CT - Short-Term Investment Fund	684,510.65
Start Community Bank	103,999.80

Accounts Receivable

CT Department of Transportation - FY 16	433.54
CT Department of Transportation	168,693.63
CT Office of Policy and Management	637.80

Other Assets

Accrued Leave & Security Deposit	25,535.45
Furniture & Equipment	19,521.68

Total Assets	1,273,360.43
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Liabilities

Deferred Revenue - Municipal	126,940.87
Deferred Revenue - OPM	47,526.01
Deferred Revenue - LOTCIP	213,758.21
Deferred Rev. - Other (Election Monitor)	4,397.30
Deferred Revenue - Special Assessment	11,106.38

Total Liabilities	446,248.40
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Fund Balance

Fund Balance	845,582.07
Amount for Accrued Leave	13,872.53
Investment in Equipment	19,521.66
Change in Fund Balance	(9,344.60)

Total Fund Balance	869,631.66
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Total Liabilities and Fund Balance	1,273,360.43
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Statement of Resources and Expenditures

South Central Regional Council of Governments

As of period 3/31/2019

	Current	Year-to-Date	Budget
Resources			
Municipal - Revenue	12,236.85	66,059.13	193,000.00
Municipal - Special Assessment		4,584.22	6,625.00
CT OPM - Regional Planning	29,909.36	322,601.99	493,504.00
CT OPM - RPI Grant, Open Space Inventory		2,892.50	5,400.00
CTDOT - Transportation Planning	69,088.29	497,500.31	1,286,011.00
CTDOT - LOTCIP	373.42	5,464.68	219,529.00
CTDOT - Mobility Manager			87,155.00
FEMA - Hazard Mitigation Plan		13,752.67	18,275.00
CT SotS - Regional Election Monitor		3,598.74	8,800.00
CT DoAg - Farm Viability Grant			40,000.00
Interest - Revenue	1,429.55	7,664.58	4,000.00
Total Resources	113,037.47	924,118.82	2,362,299.00
Direct Expenses			
Transportation Planning Consultants		86,125.00	731,100.00
Land-Use Planning Consultants		36,721.89	119,500.00
Other Consultants	25,900.00	124,200.00	313,500.00
Travel	98.96	3,338.29	10,500.00
Data Processing	1,200.00	3,600.00	5,300.00
Commercial Printing			12,200.00
Subscriptions and Books	159.42	2,099.42	3,100.00
Insurance and Professional Services		363.50	1,000.00
Meeting Expenses and Advertising	1,189.72	7,345.48	17,300.00
Miscellaneous		226.88	721.00
LOTICP - Reserved			206,286.00
Regional Election Monitor - Reserved			3,878.00
Total Direct Expenses	28,548.10	264,020.46	1,424,385.00
Direct Labor			
Direct Labor - Employees	35,973.85	282,574.49	397,776.00
Overhead			
Indirect Labor - Employees	13,694.40	136,686.66	181,935.00
Employee Benefits	13,131.07	140,383.78	189,603.00
Travel		23.98	200.00
Data Processing	24.00	8,904.65	11,700.00
Rent	8,987.49	80,222.36	107,700.00
Telephone and Internet	315.92	4,611.71	7,300.00
Office Supplies	49.91	1,139.53	3,500.00
Equipment Maintenance	1,752.56	13,028.43	16,900.00
Subscriptions and Books			200.00
Insurance and Professional Services	1,653.00	10,133.00	19,800.00
Meeting Expenses and Advertising		108.79	600.00
Miscellaneous	55.19	537.47	700.00
Total Overhead	39,663.54	395,780.36	540,138.00
Total Operating Expenses	104,185.49	942,375.31	2,362,299.00

South Central Regional Council of Governments
2015-2018 TRANSPORTATION IMPROVEMENT PROGRAM
Amendment Number 13

Project	0170-3528 2019-A13-1 Statewide Trans Demand MGMNT (Ny-Nj-Ct Moderate)
Changes	Amendment 13 Adds a New Project
Reason	<p>Provide funds for Statewide Transportation Demand Management (TDM) project (NY-NJ-CT moderate portion) for the period 07/01/2019-06/30/2020. This project replaces P/N 170-3495OP which expires on 06/30/2019.</p> <p>Using selected contractors, CTDOT will market, educate and provide outreach to individuals and employers in support of CTDOT's statewide Transportation Demand Management (TDM) program in the Southwest CT, Danbury, Bridgeport, Greater New Haven and Waterbury areas of the state under the brand name CTrides. This program assists in the formation and long-term viability of carpools and vanpools, and includes affinity products, which support the creation and long-term viability of carpools and vanpools. This program also provides comprehensive resources to help employers design, implement and maintain teleworking programs. This program will reduce the number of employee work trips, decreasing traffic congestion, energy consumption and air pollution. PAED 06/29/2022.</p>

South Central Regional Council of Governments
FFY2018-FFY2021 Transportation Improvement Program
Amendment 13

State Project #0170-3528

SCRCOG # 2019-A13-1

Municipality Statewide

AQ Code X6

Proposed

Project Name Statewide Trans Demand MGMNT (Ny-Nj-Ct Moderate)

Description Provide funds for Statewide Transportation Demand Management (TDM) project (NY-NJ-CT moderate portion) for the period 07/01/2019-06/30/2020. This project replaces P/N 170-3495OP which expires on 06/30/2019.

Current TIP Funding (In Thousands)

Proposed TIP Funding (In Thousands)

<i>Funding</i>	<i>Phase</i>	<i>Prior</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>FYI</i>
CMAQ	OTH	Federal		2,530			
		State		632			
TIP Funds	\$3,162		0	0	3,162	0	0

Amendment Notes

FY18 TIP Amend 13 Adds New Project



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Carl J. Amento, Executive Director

Resolution

***Fiscal Year 2018-Fiscal Year 2021 Transportation Improvement Program Amendment
Thirteen***

Whereas: U.S. Department of Transportation “Metropolitan Planning Regulations” (23 *CFR* 450) prescribe that each metropolitan planning organization maintain a financially constrained multi-modal transportation improvement program consistent with a *State Implementation Plan for Air Quality (SIP)* conforming to both U.S. Environmental Protection Administration-established air quality guidelines and *SIP*-established mobile source emissions budgets; and

Whereas: The Council, per 23 *CFR* 450.324 and in cooperation with the Connecticut Department of Transportation (ConnDOT) and public transit operators and relying upon financial constraints offered by ConnDOT, adopted a *Fiscal Year 2018-Fiscal Year 2021 Transportation Improvement Program* on July 26, 2017, after finding the *Program* conforming per U.S. Environmental Protection Administration (U.S. EPA) final conformity rule (40 *CFR* 51 and 93) and relevant Connecticut Department of Transportation air quality conformity determinations: *Air Quality Conformity Reports: Fiscal Year 2018-2021 Transportation Improvement Program* and the Region’s *Long-Range Transportation Plans—2015 to 2040, (April, 2015)*; and

Whereas: The Council, on *July 26, 2017*, indicated that periodic *Program* adjustment or amendment was possible; and

Whereas: Projects referenced in the *Program* amendment (below) are consistent with the region’s long-range transportation plan (*South Central Regional Long Range Transportation Plan—2015 to 2040, (May, 2015)*); and

Whereas: Council *Public Participation Guidelines: Transportation Planning* have been observed during the development of the proposed *Program* amendment (below); and

Whereas: By agreement between the Council and the Connecticut Department of Transportation, public involvement activities carried out by the South Central Regional Council of Governments in response to U.S. Department of Transportation metropolitan planning requirements are intended to satisfy the requirements associated with development of a *Statewide Transportation Improvement Program* and/or its amendment; and

Whereas: Council of Governments’ review of transportation goals, projects and opportunities may result in further adjustment or amendment of the *Program*.



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Carl J. Amento, Executive Director

Resolution

***Fiscal Year 2018-Fiscal Year 2021 Transportation Improvement Program Amendment
Thirteen (continued)***

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

The Program *Amendment Thirteen* shall be transmitted to the Connecticut Department of Transportation, for inclusion in the *State Transportation Improvement Program*

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 South Central Regional Council of Governments on **April 24, 2019**

Date April 24, 2019

By: _____
First Selectman Michael Freda, *Secretary*
South Central Regional Council of Governments



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RESOLUTION ON CONFORMITY WITH THE CLEAN AIR ACT OZONE

WHEREAS,

The South Central Regional Council of Governments (SCRCOG) is required to submit an Air Quality Conformity Statement to the US Federal Highway Administration (FHWA) and to the US Environmental Protection Agency (EPA) in accordance with the final conformity rule promulgated by EPA (40 CFR 51 and 93) when adopting an annual Transportation Improvement Program (TIP) or when effecting a significant revision of the Metropolitan Transportation Plan (MTP); and

WHEREAS,

Title 42, Section 7506 (3) (A) states that conformity of transportation plans and programs will be demonstrated if:

1. the plans and programs are consistent with recent estimates of mobile source emissions;
2. the plans and programs provide for the expeditious implementation of certain transportation control measures;
3. the plans and programs contribute to annual emissions reductions consistent with the Clean Air Act of 1977, as amended; and

WHEREAS,

it is the opinion of SCRCOG that the plans and programs approved today, April 24, 2019 and submitted to FHWA and EPA conform to the requirements of Title 42, Section 7506 (3) (A) as interpreted by EPA (40 CFR 51 and 93); and

WHEREAS,

The State of Connecticut has elected to assess conformity in the Greater Connecticut Ozone Marginal Nonattainment area (Litchfield, Hartford, Tolland, New London and Windham Counties) and the Connecticut Department of Transportation has jointly assessed the impact of all transportation plans and programs in this Ozone Nonattainment areas (Ozone and PM_{2.5} Air Quality Conformity Determination February 2019); and



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RESOLUTION ON CONFORMITY WITH THE CLEAN AIR ACT OZONE (*Continued*)

WHEREAS,

The Connecticut Department of Transportation's assessment (above) has found that plans and programs jointly meet mobile source emission's guidelines advanced by EPA pursuant to Section 7506 (3) (A).

Now, THEREFORE BE IT RESOLVED by SCRCOG

That SCRCOG finds that, based upon CTDOT's Air Quality determination, the (2019-2045 MTP) and the FFY 2018-2021 TIP and all Amendments conform to air quality requirements of the U.S. Environmental Protection Administration (40 CFR 51 and 93), related U.S. Department of Transportation guidelines (23 CFR 450) and with Title 42, Section 7506 (3) (A) and hereby approves the existing Ozone and PM2.5 Air Quality Conformity Determination dated February 2019.

CERTIFICATE

The undersigned duly qualified and acting Secretary of SCRCOG certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the SCRCOG on April 24, 2019.

Date April 24, 2019

By: _____
First Selectman Michael Freda, *Secretary*
South Central Regional Council of Governments



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RESOLUTION ON CONFORMITY WITH THE CLEAN AIR ACT PM 2.5

WHEREAS,

The South Central Regional Council of Governments (SCRCOG) is required to submit an Air Quality Conformity Statement to the US Federal Highway Administration (FHWA) and to the US Environmental Protection Agency (EPA) in accordance with the final conformity rule promulgated by EPA (40 CFR 51 and 93) when adopting an annual Transportation Improvement Program (TIP) or when effecting a significant revision of the Metropolitan Transportation Plan (MTP); and

WHEREAS,

Title 42, Section 7506 (3) (A) states that conformity of transportation plans and programs will be demonstrated if:

1. the plans and programs are consistent with recent estimates of mobile source emissions;
2. the plans and programs provide for the expeditious implementation of certain transportation control measures;
3. the plans and programs contribute to annual emissions reductions consistent with the Clean Air Act of 1977, as amended; and

WHEREAS,

It is the opinion of SCRCOG that the plans and programs approved on April 24, 2019 and submitted to FHWA and EPA conform to the requirements of Title 42, Section 7506 (3) (A) as interpreted by EPA (40 CFR 51 and 93); and

WHEREAS,

The Connecticut portion of the New York – Northern New Jersey – Long Island, NY-NJ-CT area is designated a PM 2.5 attainment/maintenance area; and

WHEREAS,

The State of Connecticut has elected to jointly assess conformity in all PM 2.5 attainment/maintenance areas in Connecticut (Fairfield County and New Haven County) and



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RESOLUTION ON CONFORMITY WITH THE CLEAN AIR ACT PM 2.5 (*Continued*)

WHEREAS,

The results of the required emissions analysis performed by the Connecticut Department of Transportation on the 2019-2045 MTP and the FFY 2018-2021 TIP and Amendments show that the implementation of the projects contained therein will result in emissions of PM2.5 in each analysis year that are less than the emissions of the baseline year; and

Now, THEREFORE BE IT RESOLVED,

That SCRCOG finds that, based upon CTDOT's Air Quality determination, the 2019-2045 MTP and the FFY 2018-2021 TIP and Amendments conform to air quality requirements of the U.S. Environmental Protection Administration (40 CFR 51 and 93), related U.S. Department of Transportation guidelines (23 CFR 450) and with Title 42, Section 7506 (3) (A) and hereby approves the existing Ozone and PM2.5 Conformity Determination dated February 2019.

CERTIFICATE

The undersigned duly qualified and acting Secretary of SCRCOG certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the SCRCOG on April 24, 2019

Date April 24, 2019

By: _____
First Selectman Michael Freda, *Secretary*
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RESOLUTION TO APPROVE THE SOUTH CENTRAL REGIONAL METROPOLITAN TRANSPORTATION PLAN, 2019-2045

WHEREAS,

The South Central Regional Council of Governments has, per 23 CFR 450, reviewed its Long Range Transportation Plan 2015-2040, May 2015 during the January-April 2019 period: and,

WHEREAS,

The Metropolitan Transportation Plan review process has conformed to relevant U.S. Department of Transportation regulations including those of 23 CFR 450 and 49 CFR 613 (transportation planning); and,

WHEREAS,

The Metropolitan Transportation Plan review process has been accomplished in accord with the South Central Regional Council of Governments "Public Participation Guidelines" (January 2018); and,

WHEREAS,

The Metropolitan Transportation Plan review process has included air quality assessments conducted by the Connecticut Department of Transportation; and,

WHEREAS,

The Connecticut Department of Transportation has notified the Region of air quality conformity, in accord with EPA guidelines, for the draft Plan; and,

WHEREAS,

The South Central Regional Council of Governments has, by two resolutions, approved air quality conformity for the Plan for ozone and PM2.5; and,

WHEREAS,

The review process has resulted in a financially constrained South Central Regional Metropolitan Transportation Plan 2019-2045, April 24, 2019; and,



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***RESOLUTION TO APPROVE THE SOUTH CENTRAL REGIONAL METROPOLITAN
TRANSPORTATION PLAN, 2019-2045 (Continued)***

WHEREAS,

The South Central Regional Metropolitan Transportation Plan 2019-204, April 24, 2019, distinguishes needs that lie beyond financial constraints from proposals that are within the financial constraints;

Now There Be It Resolved by the South Central Regional Council of Governments:

That the South Central Regional Council of Governments hereby adopts the *South Central Regional Metropolitan Transportation Plan, 2019-2045*.

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 South Central Regional Council of Governments on April 24, 2019.

Date April 24, 2019

By: _____
First Selectman Michael Freda, *Secretary*
South Central Regional Council of Governments

EXECUTIVE DIRECTOR'S REPORT

APRIL 2019

Ginny Kozlowski



Business Development & Retention

Identifying small lab space locations in the region

Draft of the 2019 South Central Connecticut Comprehensive Economic Development Strategy

GNHCC Economic Development Committee

fDI (Foreign Direct Investment) software program demonstration at CERC

Long Wharf Redevelopment Plan event

CDBI event

CERC Self-assessment Presentation

City of New Haven Economic Development Tour with Commissioner Lehman

Subcontract SCRCOG Data Project to Connecticut Data Collaborative

Small Business Administration event in Guilford

Team CT meeting with DECD/CERC

Entrepreneurs & Startups

Provided ECIC implementation support

Expand Global Opportunities

Attended Hannover Messe, April 1-5

Planning for Discover New England Summit (International Tour Operators), May 13-15

Tourism

Cultural and Agricultural Asset Mapping project with SCRCOG

Follow up from the American Bus Association Tradeshow

Connecticut Restaurant Association Roundtable

REDFO

April 26

Jamie Scott, New Haven Manufacturers Association

Visitor Newsletter Features

Meriden Daffodil Festival

Cherry Blossom Festival

Shore Line Trolley Museum

Long Wharf Theatre

New Haven Restaurant Week

Concert for Sleeping Giant State Park

Infrastructure

Strategic planning with regional partners on Tweed New Haven Regional Airport

Jam Session on Walk Friendly event

Connecticut Lodging Association

CLA Board of Directors meeting

AH&LA Partner State Conference Call

Advocacy/Improve Regulatory Environment

GNHCC Government Affairs Meeting—legislative update

Marketing, Communications & Stakeholder Education

Completed the Greater New Haven Visitors & Relocation Guide—guide distribution to begin within two weeks

Meeting with New Haven Biz regarding upcoming Economic Development issue

CERC quarterly marketing meeting

Upcoming Events

4/26 9:30 a.m.-2:30 p.m.
SCSU Bioscience
Career Forum

5/3 11:30 a.m.-1:30 p.m.
Greater New Haven
Chamber of Commerce
225th Annual Meeting
Luncheon

5/8 8 a.m.-5 p.m.
Connecticut
Conference on Tourism

Regional Collaboration

Town of Branford
Economic Development
Forum

Town Green Special
Services District Board
Meeting

Regional Leadership
Council

West Haven Chamber of
Commerce Board
Meeting

Milford Tourism Team

Workforce Alliance
Executive Committee

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**SOUTH CENTRAL CONNECTICUT
Regional Planning Commission**

April 2019 Action Table

Ref. #	Received	Description	Adjacent RPC Towns	Abridged RPC Action
2.1	3/11/19	City of West Haven: Proposed Zoning Regulation Amendments to table 39.2 and to add "Recycling Processing Facility"	Milford, New Haven, Orange	The proposed zoning regulation amendments may have potential for inter-municipal impacts if located within 500 feet of a residential zone within an adjacent community. There do not appear to be any negative impacts to the habitat or ecosystem of the Long Island Sound.
2.2	3/14/19	Town of Cheshire: Proposed Zoning Regulation Amendments to Section 44a – Affordable Housing Development	Bethany, Hamden, Meriden, Wallingford	By resolution, the RPC has determined that the proposed zoning regulation amendments do not appear to cause any negative inter-municipal impacts to the towns in the South Central Region nor do there appear to be any impacts to the habitat or ecosystem of the Long Island Sound.
2.3	3/18/19	Town of Branford: Proposed Zoning Regulation Amendments to add Farm Event Venue as a use and the applicable standards	East Haven, Guilford, North Branford	By resolution, the RPC has determined that the proposed zoning regulation amendments do not appear to cause any negative inter-municipal impacts to the towns in the South Central Region nor do there appear to be any impacts to the habitat or ecosystem of the Long Island Sound.
2.4	5/1/19	Town of Durham: Proposed Zoning Regulation Amendments pertaining to Commercial Kennels	Guilford, Madison, North Branford, Wallingford	By resolution, the RPC has determined that the proposed zoning regulation amendments do not appear to cause any negative inter-municipal impacts to the towns in the South Central Region nor do there appear to be any impacts to the habitat or ecosystem of the Long Island Sound.

Affordable Housing Taskforce

City of New Haven



**PRESENTATION TO
SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENT**

NEW HAVEN'S AFFORDABLE HOUSING TASKFORCE

- Established in March 2018 by the City of New Haven Board of Alders
- Tasked with recommending “actions that the City can take which would increase the number of safe and sanitary SRO units and other low-income housing options”
- AHTF concluded its work in January 2019 with the release of its “Affordable Housing Report and Recommendations”
- Report included a call for local, regional, state and federal action to address the crisis of affordable housing

NEW HAVEN STATISTICS

- Housing
 - Over 30% of housing in New Haven is affordable
 - 54,967 units
 - 17,464 units are affordable through government subsidy
 - Low income public housing; Housing Choice Vouchers; Low Income Housing Tax Credits; State RAP vouchers; etc.
 - ECC/HANH owns/subsidizes over 6,000 units; waitlists exceed 10,000; approximately 400 families leave program annually
- Rent burden
 - 41% of New Haven HH are housing burdened
 - 58% of New Haven HH rent for more than \$1000/mo
 - 22% of New Haven HH rent for \$750/mo or less
 - Median rent \$1,090
- Income
 - 27% of households live below the poverty level

**17,000 government
assisted units in the
City of New Haven**

NEW HAVEN STATISTICS

- Housing wage in New Haven is \$25.31/hour (to rent an average 2 BR apartment a family needs to earn \$53,000 annually)
- Based upon New Haven's actual median income of \$37,000 annually, affordable rent is \$750/month
- Rent burdened low income households in New Haven
 - 10,700 families living at or below 30% AMI
 - 6,230 families living between 30-50% of AMI
 - 5,212 families living between 50-80% of AMI
 - 2920 families living at greater than 80% AMI



**25,062
NEEDED
UNITS**

ADDRESSING THE NEED

- There is a significant amount of housing development underway in the City of New Haven
 - Single family affordable housing
 - Multi-family affordable housing
 - Mixed income housing
 - Market rate with affordable housing set-aside
- Less activity is noted in the majority of towns in the SCRCOG region



SINGLE FAMILY DEVELOPMENT



Planned Transit Oriented
Development



Market rate development with
affordable set aside



Market rate development with affordable
set aside



Affordable housing redevelopment

SUMMARY OF NH'S TASKFORCE RECOMMENDATIONS

- Ensure continued action on creation and preservation of affordable housing
- Ensure the city has a wide spectrum of housing options for people at all income levels
- Increase land use efficiency
- Work regionally to create affordable housing, deconcentrate poverty and promote integration
- Increase the ability of people to stay in current housing by improving the quality and stability of existing affordable housing
- Improve access to affordable housing

SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

- Provides a platform for inter-municipal coordination, cooperation, and decision making amongst the 15 municipalities
- Housing is part of the charge
 - Regional Planning –Sustainable Communities platform highlights the need to “promote equitable, affordable housing”
- Affordable housing is a regional need
 - 12 of the 15 towns fall below the 10% threshold of affordable housing
 - If each town reached 10%, an additional 7,335 units of affordable housing would be created

RESIDENTS WANT THIS CRISIS PRIORITIZED

- According to a recent nationwide survey on housing affordability conducted by a multi-sector affordable housing coalition:
 - The public overwhelmingly believes that housing affordability should be a top priority
 - Respondents recognize the connection between stable housing and well-being and access to middle-class life
 - Majority believe it is getting harder to find stable affordable housing
 - Concern is increasing across rural, suburban and urban communities and among respondents of all political backgrounds
 - Since 1960, renter's incomes increased 5%, rents increased 61%
 - 40% of respondents are spending more than 30% of their income on rent or mortgage
 - 70% of respondents believe that government is doing too little to ensure that people have affordable places to live

IMPACT OF THE HOUSING CRISIS ON THE REGION

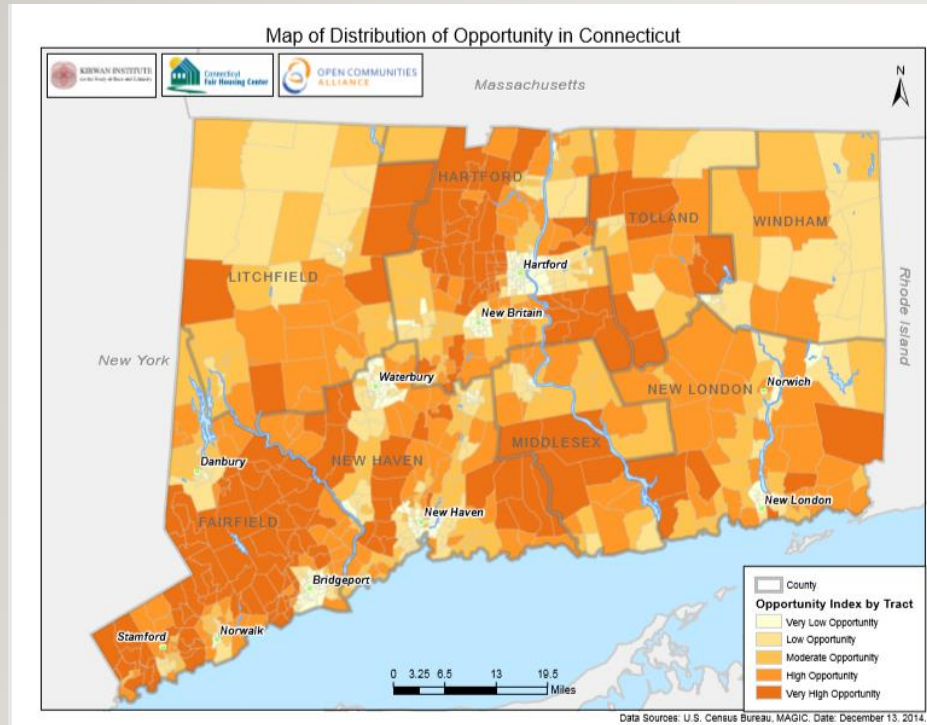
- Each town has residents and potential residents that are being **priced out of residential market**
 - Analysis of the waitlist at ECC/HANH – 11,918 applicants
 - 11,548 from CT (97%)
 - 7,712 from New Haven (65%)
 - **2,123 from the other 14 towns in Southcentral CT (18%)**
 - 1,713 from other CT regions (14%)
 - 370 applicants from outside of CT (3%)
- Affordable and workforce housing availability **supports economic growth and development**
 - Every 100 affordable units built generates \$11.7 million in local income, 161 local jobs and \$2.2 million in local taxes
 - Housing availability attracts and retains employers
- Impacts **Town vitality** – retain and attract young people, affordable places for families, enable seniors to stay
- Reinforces patterns of **economic and racial segregation**

SOUTH CENTRAL REGIONAL STATISTICS

	Total Housing Units	Government assisted	Tenant Rental Assistance	Family CHFA/USDA Mortgages	Deed Restricted Units	Totally Assisted Units	Percent Affordable
Bethany	2044	0	2	9	1	12	0.59%
Branford	13972	243	65	144	0	452	3.24%
East Haven	12533	542	139	284	0	965	7.70%
Guilford	9596	186	8	34	0	228	2.38%
Hamden	25114	937	659	456	4	2056	8.19%
Madison	8049	90	3	8	29	130	1.62%
Meriden	25892	2027	1163	956	11	4157	16.06%
Milford	23074	726	233	188	87	1234	5.35%
New Haven	54967	9432	6357	1019	656	17464	31.77%
North Branford	5629	62	14	49	4	129	2.29%
North Haven	9491	341	56	85	0	482	5.08%
Orange	5345	46	9	12	6	73	1.37%
Wallingford	18945	354	125	269	35	783	4.13%
West Haven	22446	1024	1505	431	0	2960	13.19%
Woodbridge	3478	30	7	5	0	42	1.21%
Total	240575	16040	10345	3949	833	31167	12.96%

Source: CT DOH Affordable Housing Appeals List www.ct.gov/doh/lib/doh/amended_final_appeals_summary_2017.pdf

SOUTH CENTRAL REGIONAL STATISTICS



- Open Communities Alliance of CT maps communities based upon educational outcomes, economic indicators, and neighborhood quality indicators
- Ratings range from very low, low, moderate, high and very high
- SCRCOG towns range from low to very high opportunity levels
- The regional and statewide goal is to make all of CT areas of high opportunity and to create pathways for all families to access areas of choice

SOUTH CENTRAL REGIONAL STATISTICS

Greater New Haven Region				
Demographics and Opportunity Areas				
Town	Percentage			Opportunity classification
	White	Black	Latino	
Branford	91%	1%	5%	High
Cheshire	91%	0%	3%	Very High
Guilford	95%	0%	4%	High
Madison	96%	0%	0%	Very High
Milford	88%	2%	5%	Moderate/High
New Haven	42%	35%	27%	Low
North Haven	89%	3%	4%	Moderate
Orange	88%	1%	2%	Very High
Woodbridge	80%	3%	5%	Very High

Areas of opportunity in the Greater New Haven Region

Source: <https://suburbanstats.org/population/how-many-people-live-in-connecticut>.

HOUSING AS AN EQUITY ISSUE

- Shortage of affordable housing represents a housing crisis.
- Segregation of affordable housing represents an equity and civil rights issue
- CT's challenge is how to foster diverse neighborhoods
 - Investments in cities
 - Develop affordable housing where its underrepresented
 - Provide choice in housing
 - Reverse economic and racial segregation

OUR ASK

- Creation of an Affordable Housing Committee of SCRCOG with representation of each municipality
- Support a regional planning process for increasing the affordability of housing in each town
- Develop regional recommendations and strategies that
 - Create regional goals that take into account naturally occurring and subsidized affordable housing
 - Assess benefits and costs to communities
 - Develop regional policy advocacy agenda for funding and siting of affordable housing
 - And more...

Thank You!

QUESTIONS & COMMENTS

Affordable Housing Report and Recommendations

January 24, 2019

Members

Dolores Colon, *Alder, Ward 6; Chair, Board of Alders Black and Hispanic Caucus*

Dr. Karen DuBois-Walton, *President, Elm City Communities/Housing Authority of the City of New Haven*

Rev. Bonita Grubbs, *Executive Director, Christian Community Action*

Otis Johnson, Jr., *Executive Director, Fair Rent Commission*

Erin Kemple, *Executive Director, Connecticut Fair Housing Center*

Edward Mattison, *Chair, City Plan Commission*

Serena Neal-Sanjurjo, *Executive Director, Livable City Initiative*

Facilitator

Aaron Greenberg, *Alder, Ward 8*

Executive Summary

The Affordable Housing Task Force (AHTF) was established by the Board of Alders in March 2018 after the conversion of the Duncan Hotel, which was partly a rooming house, displaced 19 low income people. The Task Force was asked to recommend “actions that the City can take which would increase the number of safe and sanitary SRO units and other low-income housing options.” The members convened public meetings in June, July, September, October, November 2018, and January 2019. There was robust engagement from stakeholders at and between meetings. Over the course of its work the Task Force heard testimony from residents, state and federal policy experts, elected officials, developers, advocates, and activists. AHTF members engaged their own subject knowledge expertise as well as the passionate and creative proposals presented by those engaged in the process. There are six major recommendation areas. Each contains items on which we hope that the appropriate branch of government will act promptly.

1. Ensure Continued Action on the Creation and Preservation of Affordable Housing

Currently a number of City Boards, Departments, Agencies and Commissions work on issues related to affordable housing but there is no single administrative or legislative entity in the city responsible for monitoring, addressing, and making recommendations about affordable housing. Given the scope of the issue in New Haven, in the region, and across the country, New Haven needs an entity with the mandate to examine the impact of City, State, and Federal policy on the ongoing maintenance and creation of safe and affordable housing in the City of New Haven, and to continue to facilitate the effective collaboration between elected officials, City staff, and residents on this important issue.

Recommendations:

- The Board of Alders should create a permanent Affordable Housing Commission to oversee City, State, and Federal policy and results and report annually on the state of affordable housing in New Haven.

2. Ensure that the City has a Wide Spectrum of Housing Options for People at all Income Levels

Each day millions of families live with housing instability. These families pay far more than they can afford to cover their housing costs. They face economic hardship and episodic and chronic homelessness. Research shows that housing instability results in poor outcomes for families in terms of education, employment, health and other related outcomes. Housing instability disproportionately impacts families of color. In New Haven, 41% of all households are housing burdened meaning that they are paying in excess of 30% of their household income toward rent and utilities. The greatest need is at the lowest income tier with over 10,000 families living at or below 30% of the AMI experiencing rent burden. Affordable housing is needed across a full spectrum of lower income levels with those families needing the deepest subsidy accounting for the most units. A vibrant City should offer housing options across the full range, from deeply subsidized to market rate housing.

Recommendations:

- The City should continue to invest in New Haven's affordable housing stock to preserve housing currently in place to ensure that it offers high quality options for families.
- The City, its State, and Federal Delegations should advocate for additional state and federal funding for the development and operation of affordable housing projects and support services.
- The Board of Alders should create a process mandating that developers of market rate projects consult with a recognized affordable housing developer to explore good-faith efforts to include affordable units.
- The City should increase financial support opportunities for landlords in partnership with private firms and nonprofit organizations.
- The City should fund a Case Manager program for tenants, managed by a nonprofit partner, to assist residents in navigating the affordable housing system.
- The Board of Alders and City Plan Commission should make zoning changes to permit a wider range of affordable housing options.
- The Board of Alders should establish a housing trust fund to direct resources into new affordable housing projects.

3. Increase Land Use Efficiency

The zoning code of the City of New Haven continues to pose challenges to the creation of dense and efficient developments that would increase the supply of safe, affordable housing options. In addition, while *de facto* inclusionary zoning has netted the City hundreds of units of affordable housing there is public interest in exploring more formal options.

Recommendations:

- The City Plan Commission (CPC) and its staff should review and investigate the zoning changes proposed by the AHTF.
- The City should increase public awareness of city-owned lots and tax-delinquent properties that could be developed into affordable housing projects.
- The City should tax short-term rentals and contribute proceeds to an affordable housing trust fund.
- The City should fund an inclusionary zoning feasibility study.

4. Work Regionally to Create Affordable Housing, Deconcentrate Poverty, and Promote Integration

The need for affordable housing affects the City of New Haven but there are many ways in which this issue is rooted in the lack of a comprehensive regional or statewide affordable housing policy. Three of the 15 towns comprising Southcentral Connecticut contain more than 78% of the region's affordable housing, a disparity that heightens economic and racial disparities in the County.

Recommendations:

- The City should take a leadership role in the Southcentral Regional Council of Governments (COG) to study and address the disproportionate siting of affordable housing, and initiate a COG compact for the fair distribution of affordable housing in the region.
- The City and partner organizations should advocate that the State allow municipal housing authorities to create housing out of its jurisdiction, and to explore regional/state zoning authority to govern land use development around transit sites.
- The City and partner organizations should advocate that the State make changes to Connecticut General Statutes 8-2.
- The City and partner organizations should advocate to the State for the development of a Housing Affordability Impact Analysis.
- The City and partner organizations should advocate for statewide changes that require a set aside on waitlists for affordable housing developments built in areas of opportunity for families who are currently on urban waitlists.

5. Increase the Ability of People to Stay in Current Housing by Improving the Quality and Stability of Existing Affordable Housing

There are thousands of units of affordable housing in New Haven but not all are safe and habitable. In addition, New Haven has high foreclosure and eviction rates. There is a need to ensure that current affordable housing options are safe, diverse, and of high quality, and that the City develop programs to address the foreclosure and eviction crises facing many of its most at-risk residents. There are a number of actions that can be taken to shore up the Fair Rent Commission and Livable City Initiative, two City agencies responsible for regulatory and enforcement activities.

Recommendations:

- The City and Board of Alders should increase the staffing of the Fair Rent Commission and Livable City Initiative.
- The City and Board of Alders should delegate housing development functions to the Economic Development Corporation of the City of New Haven and return LCI's focus to enforcement activities.
- The City should broaden its relationship with State and federal agencies to investigate and seek criminal penalties for property owners out of compliance with the housing code.
- The City and partner organizations should seek resources to provide grants for a local Rental Assistance Program to assist with security deposits, moving expenses and financial counseling.

- The City and partner organizations should advocate that State support legislation removing the sunset provision for the foreclosure mediation program, and support outreach efforts to ensure New Haven residents know and understand their rights.
- LCI should increase fines, where applicable, to encourage repairs, renovations and lead abatement.

6. Improve Access to Affordable Housing

Beyond the shortage of affordable units, the rental landscape for families in search of affordable housing is further complicated by the lack of a coordinated system to access these units. Because of the lack of an effective regional or statewide allocation program, families that need housing are left navigating a confusing and bureaucratic process. The AHTF heard from many residents who have had difficulty navigating the system to access affordable housing. These stories involved long waitlists, confusing admission criteria and the need to make multiple inquiries and phone calls in order to access limited housing resources. Families experienced periods of homelessness and severe rent burden in the interim. While some have been housed, many remained in precarious housing situations. These challenges are amplified for families with histories of incarceration or eviction.

Recommendations:

- The City and partner organizations should consolidate waitlists for affordable housing, create an accessible local database of information on affordable housing units, and advocate for the implementation of a statewide or regional database that would support applicants' ability to navigate the statewide system of affordable housing.
- The City and partner organizations should invest in a local, user-friendly system of accurate and timely documentation of the existence and availability of its affordable housing resources (i.e., partnerships with landlords, rental assistance programs).
- The City and partner organizations should create down payment/security deposit assistance programs.
- The City and partner organizations should create an eviction prevention program and structured payment program for tenants in crisis so that the housing provider will be paid the rent that is owed as long as it refrains from starting a summary process action.
- The City and Board of Alders should develop a pool of funds to be used for rapid rehousing to alleviate housing instability.

Introduction

The Affordable Housing Task Force (AHTF) was established by the Board of Alders in March 2018 after the conversion of the Duncan Hotel, which was partly a rooming house, displaced 19 low income people. The Task Force was asked to recommend “actions that the City can take which would increase the number of safe and sanitary SRO units and other low-income housing options.” The members convened public meetings in June, July, September, October, November 2018, and January 2019. There was robust engagement from stakeholders at and between meetings. Over the course of its work the Task Force heard testimony from residents, state and federal policy experts, elected officials, developers, advocates, and activists. AHTF members engaged their own subject knowledge expertise as well as the passionate and creative proposals presented by those engaged in the process. There are six major recommendation areas. Each contains items on which we hope that the appropriate branch of government will act promptly.

There are six major recommendation areas. Each contains items on which we hope that the appropriate branch of government will act promptly:

1. Ensure Continued Action on the Creation and Preservation of Affordable Housing
2. Ensure that the City has a Wide Spectrum of Housing Options for People at all Income Levels
3. Increase Land Use Efficiency
4. Work Regionally to Create Affordable Housing, Deconcentrate Poverty, and Promote Integration
5. Increase the Ability of People to Stay in Current Housing by Improving the Quality and Stability of Existing Affordable Housing
6. Improve Access to Affordable Housing

1. Ensure Continued Action on the Creation and Preservation of Affordable Housing

Currently a number of City Boards, Departments, Agencies and Commissions work on issues related to affordable housing: The Boards of LCI and the Elm City Communities/Housing Authority of the City of New Haven; the Homelessness and Youth Commissions; and the Community Development Committee of the Board of Alders.

Yet there is no single administrative or legislative entity in the city responsible for monitoring, addressing, and making recommendations about affordable housing. Given the scope of the issue in New Haven, in the region, and across the country, New Haven needs an entity with the mandate to examine the impact of City, State, and Federal policy on the ongoing maintenance and creation of safe and affordable housing in the City of New Haven, and to continue to facilitate the effective collaboration between elected officials, City staff, and residents on this important issue.

Recommendations:

- The Board of Alders should create a permanent Affordable Housing Commission to oversee City, State, and Federal policy and results and report annually on the state of affordable housing in New Haven to the Community Development Committee of the Board. The Commission, like others housed in City Government, can make policy

recommendations, request documents, invite guests, and hold public hearings on affordable housing and related topics.

- The Commission should be staffed by the Executive Director of the Livable City Initiative. The membership should be an odd number of no more than 13, including alternate members.
- Membership should include 1 representative from the Board of Alders; 1 representative from the Mayor's Office; 1 representative from the Economic Development Administrator's Office; 1 representative from the President of Elm City Communities/Housing Authority of the City of New Haven's Office.
- The President of the Board of Alders should have 4 appointments to the Commission. The Mayor should have 3 appointments. Other appointees should be members of community engagement organizations working on affordable housing; New Haven residents; fair housing and other subject experts; members of the development community; and interested stakeholders.
- The Executive Director of LCI should be responsible for carrying out affordable housing goals approved by the Board of Alders. The Executive Director of LCI, in her or his capacity as staff for the Affordable Housing Commission, should be responsible for an annual report to the Board of Alders.

2. Ensure that the City has a Wide Spectrum of Housing Options for People at all Income Levels

Each day millions of families live with housing instability. These families pay far more than they can afford to cover their housing costs. They face economic hardship and episodic and chronic homelessness. Current estimates indicate the national need for affordable housing requires an additional 8 million units. The shortage of affordable housing nationwide has been called a national crisis: the US Department of Housing and Urban Development (HUD) estimates that of all eligible families, only one in four is receiving federal housing subsidy. Connecticut renters face one of the least affordable housing markets in the nation.

Research shows that housing instability results in poor outcomes for families in terms of education, employment, health and other related outcomes. Housing instability disproportionately impacts families of color.

In New Haven, 41% of all households are housing burdened meaning that they are paying in excess of 30% of their household income toward rent and utilities. The greatest need is at the lowest income tier with over 10,000 families living at or below 30% of the AMI experiencing rent burden.

The median rent in the city is \$1,090 and 58% of the units in the city rent for more than \$1,000/month. Based upon New Haven's median income, an affordable rent is \$750/month and yet fewer than 22% of all housing units rent for this amount.

The housing wage in the city is calculated to be \$25.31/hour. When assessing rent-burdened households in New Haven, there are over 25,000 families living at or below 80% of the area median income who are paying far more than they can afford for living costs.

As summarized in the chart below, affordable housing is needed across a full spectrum of lower income levels with those families needing the deepest subsidy accounting for the highest need. The data suggest that an additional 25,000 affordable units are needed.

Area median income	Number of rent burdened families
At or below 30% AMI	10,700
Between 30 to 50% of AMI	6,230
Between 50 and 80% of AMI	5,212
Greater than 80% of AMI	2,920
Total	25,062

Affordable housing is needed across a full spectrum of lower income levels with those families needing the deepest subsidy accounting for the most units. A vibrant city should offer housing options across the full range, from deeply subsidized to market rate housing.

While part of this solution can come from efforts by the City of New Haven, a regional approach is required to meet the need. This section will present recommendations that may be undertaken within and by the City of New Haven.

Recommendations:

Increase quantity and quality of options

- The City should continue to invest in New Haven's affordable housing stock to preserve housing currently in place to ensure that it offers high quality options for families.
 - The City should prioritize the efforts of the Elm City Communities/Housing Authority of the City of New Haven/Glendower Group, LCI, and area nonprofit developers in their efforts to recapitalize and revitalize their portfolio.
 - The City and partner organizations should provide support for naturally occurring affordable housing through landlord education, enforcement and public noticing of landlord inspection results.
 - The City should increase penalties and enforcement against landlords who do not maintain their housing to applicable housing quality standards.
 - The City and partner organizations should investigate effects of and provide regulatory oversight over private large portfolio holders.
- The City and its State and Federal Delegations should advocate for additional state and federal funding for the development and operation of affordable housing projects and support services.
 - The City and its State and Federal Delegations should help to accelerate production of city-sponsored affordable units by advocating for additional state and federal funding dedicated to urban development, transit-oriented development and reinvestment in neighborhoods of lower opportunity and appropriation of additional local dollars.
- The Board of Alders should create a process mandating that developers of market rate projects consult with a recognized affordable housing developer to explore good-faith efforts to include affordable units.
 - Such consultation must be documented via certification from the affordable housing provider of good-faith efforts to include affordable units.
 - Good faith efforts must include preparation and review of pro forma budgets demonstrating the feasibility of inclusion of units.
 - If units are deemed not feasible, a statement of non-feasibility must be provided to city officials for review and analysis.
 - Priority for local affordable housing developers shall be given as local developers have a track record of reinvestment in the local community.
- The City should increase financial support opportunities for landlords in partnership with private firms and nonprofit organizations.
 - The City and partner organizations should develop low interest and forgivable loan programs for private landlords providing naturally occurring affordable housing to ensure that the units are maintained and made accessible to New Haven's lowest income residents.

- The City and partner organizations should institute loan programs for rooming house ownership to ensure that the units are maintained and made accessible to New Haven's lowest income residents.
- The City should fund a Case Manager program for tenants, managed by a nonprofit partner, to assist residents in navigating the affordable housing system, accessing housing and retaining housing and avoiding eviction.
- The Board of Alders and City Plan Commission should make zoning changes to permit a wider range of affordable housing options.
 - The Board of Alders, on the advice of the City Plan Commission and its Staff, should implement zoning changes to permit a wider range of affordable housing options including expanded permitting of rooming houses, allowance for accessory dwelling units, ease minimum lot area requirements; increase in density allowances and more.
 - The Board of Alders, on the advice of the City Plan Commission and its Staff, should develop a detailed plan of action to encourage the development of new, affordable rooming houses in line with current demand, and to make changes in zoning and other regulations to encourage the creation of that number.
 - The Board of Alders, on the advice of the City Plan Commission and its Staff, should identify best practices to ensure that all rooming houses meet minimum standards of safety and legality through enforcement, counseling and financial assistance.
- The Board of Alders should establish a housing trust fund to direct resources earned from development of market rate housing and other leveraged dollars into new affordable housing.
- The City and partner organizations should coordinate efforts with homeless services and economic development initiatives to better support residents.
 - The City and partner organizations should collaborate to support efforts to end homelessness and expand supports for underserved populations.
 - The City and partner organizations should collaborate to enhance programmatic offerings for youth experiencing homelessness.
 - The City and partner organizations should improve conditions in the city's homeless shelters. shelters.
- The City, Board of Alders, and partner organizations should recognize that all housing efforts must be coupled with economic development efforts that seek to raise the income level of New Haven residents overall.

3. Increase Land Use Efficiency

In the 1960s the City's zoning code was reworked to support then current ideas of the "City Beautiful." These ideas called for the maximum amount of open space per housing unit and keeping the number of occupants of each unit as low as possible. The assumption was that low-density housing was the best for people, as opposed to the overcrowding common in big cities. Today, planners have a much better understanding of the benefits of dense city living, including the creativity fostered by diversity of neighborhoods and the economic advantages of efficient use of space.

A considerable number of the citizens who talked with us suggested changes in our current zoning code that would allow landowners and zoning officials to make more sensible land use decisions. We compiled a list of these recommendations and chose those that we felt would improve the city, but not significantly injure citizens who had relied on the old rules, i.e. no glue factories in residential neighborhoods. Since we are not zoning experts, we suggest that the Board of Alders request that the City Plan Commission (CPC) and its staff review this list and write appropriate language to change our Zoning Code to incorporate these ideas, as well as reporting to the Board, the Commission's views concerning the non-zoning suggestions. We should note that all of the suggested zoning changes have been adopted by many other municipalities, so the Commission, if it can, should let us know how they have worked out.

The majority of speakers to the AHTF strongly recommended that the City adopt some form of Inclusionary Zoning. This is usually defined as a legal requirement that builders of new large-scale market-rate housing projects provide reduced rental cost units to allow middle- and low-income tenants to move into the projects. Some cities permit builders to pay a fee to a municipal affordable housing fund in lieu of actually providing the housing themselves. For a number of years, the City of New Haven, like others, has negotiated individual deals with developers that require them to provide such house and has been quite successful in achieving its goals.

Many members of the public told us that they think the City should have a formal policy both because it would be fairer, but also because the building boom here is so significant, the City could do better with an ordinance.

AHTF members felt that they lacked the professional expertise to make a specific recommendation to the Board of Alders, but rather would ask the Board and the Administration to fund a feasibility study to determine how the City could best maximize the numbers of affordable units stemming from these new projects before implementing a new Inclusionary Zoning ordinance. However, given the urgency of the affordable housing crisis AHTF members ask that the study resulting in a proposed Inclusionary Zoning ordinance be completed by the end of 2019.

The City Plan Commission should submit draft regulations in accordance with the following recommendations to the Board of Alders in a timely and efficient manner:

General Zoning:

- Amend zoning ordinances to allow a broader definition of “family member,” including, but not limited to, increasing the number of non-related roommates permitted.
- Increase number of rentable rooms in single family homes from 1 to 2.
- Encourage the construction of “mother-in-law” apartments and backyard cottages, both of which are forbidden by current zoning ordinances.
- Eliminate parking requirements for new housing developments and consider imposing maximum parking caps accompanied by violation fees.
- Encourage congregate housing by amending zoning ordinances to allow cooperative living units.
- Encourage the development of “tiny” units.
- Amend zoning ordinances to allow housing where not currently allowed, e.g., in areas zoned BB and BE.

Land Inventory:

- The City should increase public awareness of city-owned lots and tax-delinquent properties that might be made available for development.
- The City should create an inventory of privately-owned vacant lots and make efforts to facilitate their redevelopment.
- The City should convert city-owned parking lots into affordable housing where appropriate.

Administrative:

- The City should pursue private financing to develop affordable housing, such as Capital for Change.
- The City should tax short-term rentals and use proceeds to fund affordable housing subsidies.
- The City should obtain permission from the State to allow Housing Authorities to create low-income housing outside of central cities.

Inclusionary Zoning:

- The Board of Alders and the Administration should fund a feasibility study to determine how the City could best maximize the numbers of affordable units stemming from new market-rate development.
- The Board of Alders should make approval of new market-rate development projects contingent upon inclusivity principles based upon framework developed by the feasibility study and resulting ordinance.
- The City Plan Commission should consider granting density bonuses for low-income additions to market-rate developments.

4. Work Regionally to Create Affordable Housing, Deconcentrate Poverty, and Promote Integration

The need for affordable housing affects the City of New Haven but there are many ways in which this issue is rooted in the lack of a comprehensive regional or statewide affordable housing policy. In the absence of such coordinated efforts, affordable housing needs for the region and state are borne in the urban centers with the surrounding communities contributing little to solve the needs of CT's families.

Southcentral Connecticut¹ is a 15-town region with a population of 570,000. New Haven is the only municipality with the majority of its households as renter households (63%). The percentage in the other towns in the region range from a low of 9% in Woodbridge to 40% in West Haven.

When considering affordable rental units, the discrepancies become even starker. Only about 13% of the 240,575 units in the region are subsidized with New Haven accounting for the vast majority (56% of the region's affordable units are in New Haven).

By CT statute, every city and town should have a minimum of 10% of its housing units affordable. In this region, only 3 municipalities meet this threshold: New Haven (32%), Meriden (16.1%) and West Haven (13.2%).

Municipality	% affordable units
Bethany	0.59%
Branford	3.24%
East Haven	7.70%
Guilford	2.38%
Hamden	8.19%
Madison	1.62%
Meriden	16.06%
Milford	5.35%
New Haven	31.77%
North Branford	2.29%
North Haven	5.08%

¹ Bethany, Branford, East Haven, Guilford, Hamden, Madison, Meriden, Milford, New Haven, North Branford, North Haven, Orange, Wallingford, West Haven and Woodbridge.

Orange	1.37%
Wallingford	4.13%
West Haven	13.19%
Woodbridge	1.21%
Total	12.96%

Source: CT DOH Affordable Housing Appeals List
https://www.ct.gov/doh/lib/doh/amended_final_appeals_summary_2017.pdf

This data suggests that the region's solution to the affordable housing crisis cannot rest solely on the efforts of the municipalities that have already been providing this needed service. New Haven must play a role in regional and statewide advocacy efforts to hold its neighboring cities and towns accountable for meeting the needs of CT's lower income families.

According to the Greater New Haven Community Index (2016), "the region has many assets including access to jobs, the arts, health care and world-class educational institutions." However, due to the lack of affordable housing in many communities, low income and disproportionately communities of color, are relegated to distressed neighborhoods. The City of New Haven and this entire region must simultaneously invest in distressed communities while also developing housing opportunities in areas of opportunity.

Creating incentives and removing barriers to developing housing opportunities in other municipalities can be addressed through revisions to state zoning enabling statutes and New Haven officials should take active steps to advocate for these needed changes.

Recommendations:

- The City should take a leadership role in engaging the Southcentral Region Council of Governments to study and address the disproportionate siting of affordable housing and initiate a COG compact for the fair distribution of affordable housing in the region.
- The City and partner organizations should advocate for the state to allow Housing Authorities to create housing outside of its jurisdiction and to explore regional/state zoning authority to govern land use development around transit areas.
- The City and partner organizations should advocate to remove references to considering community character in the Zoning Enabling Statue (C.G.S. 8-2); strengthen language that local regulations must include zoning for housing to meet the needs identified in the State consolidated plan; and establish deadlines by which municipalities must demonstrate compliance with sanctions imposed.
- The City and partner organizations should advocate to the State for the development of a Housing Affordability Impact Analysis. Prior to enacting state or local regulations, require an analysis of the impact of that action on the housing affordability in the local or regional area.

- The City and partner organizations should advocate for statewide changes that require a set aside on waitlists for affordable housing developments built in areas of opportunity for families who are currently on urban waitlists.

5. Increase the Ability of People to Stay in Current Housing by Improving the Quality and Stability of Existing Affordable Housing

The AHTF was charged with determining actions the City can take to increase safe and sanitary SROs and other low-income housing options.

Discussions during public and AHTF meetings led to the City researching opportunities to provide additional resources to “shore up” the existing housing stock through increased enforcement and provide subsidies for those residents in need of funds to secure decent affordable rental units.

In addition, New Haven has the highest foreclosure rate in the State. While the State’s foreclosure mediation program assists homeowners in modifying their mortgages and staying in their homes, this program is due to sunset in June 2019. Losing this program could result in many New Haven residents who live in existing affordable housing being foreclosed upon and thrust into an unaffordable rental market.

Inventory

There are currently more than 28,000 units of rental housing in the City of New Haven. As the City continues to lose homeowner occupied units to private acquisitions and foreclosures, we have struggled to stabilize homeowner disinvestment in competition with speculators and privately held Limited Liability Corporations. Several factors have contributed to this loss. During its early years, the Livable City Initiative (LCI) eliminated over one thousand structures in an effort to eliminate blight throughout the city, which led to a loss of approximately fifteen hundred housing units. Many of those units were older two-family residences with third floor occupancy capacity which often housed family members and tenants that could afford to cover the cost for housing accommodations.

These properties were located predominately in the heart of New Havens’ working-class neighborhoods of color: Dixwell, Newhallville, Fair Haven, and the Hill. Additionally, the 2008 housing crisis which began with mortgage dealers who issued mortgages with terms unfavorable to borrowers who were often families that did not qualify for ordinary loans. Many times, these were working class families of color. Some of these so-called subprime mortgages carried low “teaser” interest rates that eventually ballooned to double digit rates in later years. Some mortgages included prepayment penalties that made it too expensive to refinance.

Many of these properties fell into foreclosure and were prime real estate targets for the impending industrial rental housing industry. These factors created a vacuum which has been filled by the industrial rental housing complex. The influx of housing developers purchased significant numbers of housing units in the New Haven’s working-class neighborhoods.

After purchasing these properties, many of which were in sub-standard condition, the developers systematically uprooted tenants by increasing rents. Hundreds if not thousands of these units did not qualify as safe or affordable.

The AHTF received considerable information about the extreme shortage of rooming housing/SRO housing in the city. Many other cities are working to increase their number of rooming houses, since there is little federal aid for singles housing and such houses can be successfully run with rental income only.

The City of New Haven has two agencies responsible to ensure housing in the city is safe, healthy and affordable for residents seeking quality housing options: the Fair Rent Commission and the Livable City Initiative (LCI). Both agencies are governed by Board of Alders-approved Ordinances and an appointed Board and must comply with federal, state and municipal regulations.

The Fair Rent Commission

During his presentation to the AHTF Michael C. Santoro (Connecticut Department of Housing, Policy, Research and Housing Support) stated that “.... the most powerful agency you have to deal with maintaining affordable housing is that guy right there – the Fair Rent Commission.”

The Act enabling Connecticut Municipalities to create Fair Rent Commissions was adopted by the General Assembly in October 1970 (Public Act 274 SS 1). The Fair Rent Commission was enacted by the City of New Haven Board of Alders in December, 1970 for the purpose of controlling and eliminating excessive rental charges on residential property within the city of New Haven in recognition of the compelling need for rent stabilization for the duration of the severe housing shortage in New Haven (Code of Ordinances 12 3/4-1, amended and adopted December 13, 1984, Chapter 12 ¾ Fair Rent Practices 12 ¾).

We believe the work of this agency should be supported by ancillary agencies including the Livable City Initiative and Office of Building Inspection and Enforcement to ensure its objectives are met and the needs of residents seeking services are addressed collaboratively.

For many years the Fair Rent Commission has operated with limited staff and resources to respond to and provide services to residents seeking assistance with landlord/tenant issues. These limitations have stifled the Commission’s ability to remain proactive in its attempt to identify and sanction landlords and property owners that are out of compliance with Housing Code Standards and Practice. The AHTF believes that a true commitment toward staffing and funding the Commission would assist those in need dramatically.

The Livable City Initiative

The Livable City Initiative enforces the housing code. The City of New Haven should consider instituting procedures through in-house revision and possible legislative action to expedite the housing code compliance process.

As part of this proposal, fines should be levied for non-compliance within prescribed deadlines; fines should be executed immediately, particularly for violations reported to be remedied in hours and days. Failure to pay these fines should initiate liens on property. Furthermore, in cases where a property is abandoned, this housing should be considered as low-income housing options, including SRO housing.

The Livable City Initiative currently operates as the city's "One Stop Shop" for all neighborhood, property, enforcement, and community activity. Although this role serves the neighborhoods well it has taken away from LCI's primary responsibility for code enforcement and blight remediation. The AHTF agrees that more concentrated resources for housing code and blight remediation should be enhanced at LCI to ensure compliance with landlords and property owners to improve the quality and stability of housing in the City of New Haven.

For several years LCI has become more active in the development of housing in response to preserving affordability in concentrated neighborhoods. The agency has completed several successful projects utilizing federal, state and local resources and should continue to administer the City's CDBG allocation activities, however we feel a greater impact can be made with a collaborative approach.

Economic Development Corporation-New Haven was established to serve as a redevelopment agency working in conjunction with City government, partners, and stakeholders to redefine and establish goals and objectives for development in the City of New Haven. We believe establishing a working collaboration between the two agencies will broaden opportunities for concentrated development within neighborhoods and provide greater opportunity to utilize private/public resources to advance the city's agenda for affordable units throughout the city. Utilizing existing resources through acquisitions, land transfers and development agreements will provide the leverage required to participate in housing and community development projects.

Conclusions:

- The SRO inventory was and continues to be negligible at best and developing such housing is an expensive task.
- The efforts by the City will never meet the desired quantity of affordable housing units and a regional approach is warranted.
- The Livable City Initiative Housing Code and Enforcement Unit may have a significant impact on affordability and should consider strengthening the housing code inspection violations that would issue immediate fines for non-compliance, particularly in those instances where violations were ordered to be repaired in hours/days.

Recommendations:

- The City and Board of Alders should increase the staffing and resourcing of the Fair Rent Commission and Livable City Initiative.
- The City and Board of Alders should delegate housing development functions to the Economic Development Corporation of the City of New Haven and return LCI's focus to enforcement activities.
- The City should broaden its relationship with State and federal agencies to investigate and seek criminal penalties for property owners out of compliance with the housing code.
- The City and partner organizations should seek resources to provide grants for a local Rental Assistance Program to assist with security deposits, moving expenses and financial counseling.
- The City and partner organizations should advocate that the State support legislation removing the sunset provision for the foreclosure mediation program, and support outreach efforts to ensure New Haven residents know and understand their rights.

- LCI should increase fines, where applicable, to encourage repairs, renovations and lead abatement.
- The City should advocate to the state for the services of the Fair Rent Commission to be expanded to cover the Greater New Haven region.
- The City and partner organizations should support legislation which removes the sunset provision for the foreclosure mediation program and support outreach efforts to ensure New Haven residents know and understand their rights.

6. Improve Access to Affordable Housing

Beyond the shortage of affordable units, the rental landscape for families in search of affordable housing is further complicated by the lack of a coordinated system to access these units. Each public housing authority, state entity offering units and private developer maintains their own unique waitlists. While CT's 211 system offers a platform by which a family can register to receive alerts statewide when a Housing Choice Voucher waitlist opens, no such system exists for public housing, tax credit or other affordable units.

This leaves families that need housing in the situation of having to search for and make numerous calls to various entities so that the heads of household can access the information about current openings. The complicated and multi-level housing system that has differing income eligibility requirements, various waitlist eligibility policies and limited time periods within which to apply makes this process difficult, if not impossible, to navigate.

Streamlining the system of accessing housing, especially at the deeply affordable level, that makes the process of achieving a positive outcome for families should be a priority. More than that, insuring that this system is user friendly and responsive, as well as producing family-centered outcomes and greater permanence for them is essential to reducing a first or future instance of homelessness.

To be sure, when the income of families is insufficient to access housing at levels above the 30% level, which is considered deeply affordable, there is a greater threat of homelessness.

Sometimes, it is episodic in nature and can be lessened when families have access to immediate social supports that can stave off an eviction or allow them to move into a unit with help with security deposit, first month rents or utility charges.

Such minimal investments may allow families to retain needed housing and avoid an eviction and possible homelessness. According to Eviction Lab at Princeton University, as of 2016 New Haven has double the national eviction rate – 4.05%.

However, they do not address the core and underlying need for increased income, increased skills and support for families so that they are not in crisis, forced to face a return to homelessness or feel as if they have failed because of limited employment opportunities.

The priority in this case, is to forge and develop initiatives within the recommended system that will allow for the design and implementation of social service enhanced affordable housing – employment and training programs – that offers “coaching and follow up support” to families and the development of partnerships with landlords in that housing to keep families housed. This might also involve specific work with the Fair Rent Commission and other city departments.

Episodic homelessness may be lessened when families have access to immediate supports that can stave off an eviction or allow them to move into a unit with help with security deposit, first month rents or utility charges. By making minimal investments, families may retain needed housing avoiding an eviction and possible homelessness.

Finally, residents benefit from education on rental processes and on how to be a good tenant. Modest investments in programs that educate tenants can foster positive landlord-tenant relationships and assist renters in maintaining their housing.

The AHTF heard from many residents who have had difficulty navigating the system to access affordable housing. These stories involved long waitlists, confusing admission criteria and the need to make multiple inquiries and phone calls in order to access limited housing resources. Families experienced periods of homelessness and severe rent burden in the interim. While some have been housed, many remained in precarious housing situations. These challenges are amplified for families with histories of incarceration or eviction.

The City of New Haven should invest in a local system of accurate and timely documentation of the existence and availability of its affordable housing resources (i.e., partnerships with landlords, rental assistance programs). This system should be user-friendly and easy for residents to access and navigate. This may involve using information gleaned from individuals - advocates, housing organizations and state/federal officials who offered testimony of other municipalities that have been successful in this area.

Recommendations:

- The City and partner organizations should implement a system that consolidates waitlists for affordable housing.
 - The City and partner organizations should pursue a coordinated process for accessing New Haven-based affordable housing units.
- The City and partner organizations should invest in a local, user-friendly system of accurate and timely documentation of the existence and availability of its affordable housing resources.
 - The City and partner organizations should develop an accessible local database of information on affordable housing units.
 - The City should further advocate to the state for the implementation of a statewide or regional database that would support applicants' ability to navigate the statewide system of affordable housing
 - The City should collaborate with formal and informal partners to identify and develop relationships with prospective landlords and local housing development groups and homeless service providers.
 - The City should develop mechanisms for the licensing landlords, working with the Fair Rent Commissions and developing new policies and procedures for working with state and municipal partners to increase access to deeply affordable housing units.
- The City and partner organizations should create an eviction prevention program and consider facilitating structured payment plans for tenants in crisis to permit more agreements to prevent evictions.
- The City and Board of Alders should develop a pool of funds to be used for rapid rehousing to alleviate housing instability.
 - The City and Board of Alders should create down payment/security deposit assistance programs. This may involve surveying housing organizations that

provide such support or other governmental entities – other cities and the State of Connecticut – so that the eligibility is clear and will be used to support families that are in the best financial situation to succeed. Along with this, it may involve developing a social service follow up program to ensure that the contact with the family is maintained at regular intervals to monitor progress.

- The City and Board of Alders should develop a pool of funds to be used for rapid rehousing to alleviate housing instability. This may involve reviewing the results of the Secure Jobs Initiative and its use of rapid rehousing and employment and/or training to design an approach that would increase income or other initiatives, as the percentage financial investment decrease, to insure the success and longer-term stability for the families selected for this type of housing.

GREATER NEW HAVEN: A STRATEGY FOR SUCCESS

2019 SOUTH CENTRAL CONNECTICUT COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY



REX Development

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GREATER NEW HAVEN 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.

OVERVIEW

REX Development is a public/private partnership promoting economic development in South Central Connecticut, representing 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 supports programs and policies aimed at making the region more competitive in the global economy. REX also coordinates the development and implementation of the Comprehensive Economic Development Strategy.



The 2018 5-year update of the CEDS, Greater New Haven: A Strategy for Economic Success established an implementable roadmap for the region's economic growth. With knowledgeable and robust committees, the 2018 CEDS set forth goals, objectives and action items to propel the region's economic vitality. As to be expected, the plan was adjusted to respond to unforeseen challenges and opportunities. However, the adjustments were relevant, focused and supported the overall vision.

Greater New Haven has seen improvement in some key economic indicators, such as unemployment and median household, but has yet to achieve its full potential. With support from the Governor's office, we are encouraged that cities will be recognized as the economic engines they are, supported with appropriate investment by the state.

SWOT UPDATE

As the home of Yale University, New Haven has global name recognition as a world-class center of education, research, and culture. Yale is an innovation powerhouse and the primary driving force of economic development in our region. To maximize the economic impact of the University, Greater New Haven functions as a single entity in terms of economic activity. New Haven proper is approximately 19 sq. miles with little developable land. However, taking the whole region into consideration, Greater New Haven is the same size as Indianapolis, approximately 370 sq. miles.

With this manageable geographic area, some businesses launch in New Haven and move to the ring cities; some employees work in New Haven and reside in the suburbs; and there is a constant flow of goods and services throughout the region. In many ways, the fifteen towns of Greater New Haven operate as a “city” with interdependent parts contributing to the whole.

The 2018 CEDS subcommittees considered the region as a whole in the SWOT analysis. Some key points include:

Strengths

1. Prime location on the eastern seaboard
2. Highly educated workforce
3. Stable employer base
4. Access to a huge consumer market
5. Exceptional quality of life

Weaknesses

1. State government's fiscal instability

2. Mismatched workforce skill set
3. Aging transportation infrastructure

Opportunities

1. Transit oriented development along the Hartford line
2. New collaborative efforts with colleges and universities to provide programming specific to our job market and narrow wealth disparity
3. Revisit our established bus and rail transportation assets and reimagine a more efficient design that supports the needs of our residents
4. Underutilization of the Port of New Haven

Threats

1. Aging population
2. Increased competition for businesses and talent
3. Increased taxes
4. Limited housing inventory

In 2019, these items are largely unchanged, though we have implemented many programs to mitigate the weaknesses and threats and optimize our strengths and opportunities as documented below.

DEMOGRAPHICS

The region's population, number of households and educational attainment remain stable. Both median household income and media age increased slightly.

Population ⁽²⁰¹⁶⁾ ¹	569,788
Households ⁽²⁰¹⁶⁾ ¹	220,490
Per Capita Income ⁽²⁰¹⁶⁾ ¹	\$35,166
Median Household Income ⁽²⁰¹⁶⁾ ¹	\$66,893
Median Sales Price Single Family Homes – New Haven County ⁽²⁰¹⁸⁾ ²	\$210,000
Median Age ⁽²⁰¹⁶⁾ ¹	40
Largest Population ⁽²⁰¹⁶⁾ ¹	New Haven, 130,405
Smallest Population ⁽²⁰¹⁶⁾ ¹	Bethany, 5,521
Workforce Population (age 16+) ³	310,435

EDUCATIONAL ATTAINMENT OF THE POPULATION 25 YEARS AND OLDER, 2016

Greater New Haven region⁴

		High School		College	
	Population 25 Years and Older	No Diploma	Diploma	Associates Degree	Bachelor's Degree or Higher
Region	395,056	27%	29%	7%	37%
Connecticut	2,466,129	28%	27%	7%	38%

1 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 2012-2016 American Community Survey 5-Year Estimates (Tables B01003, DP02, DP05, B19013, B19301)

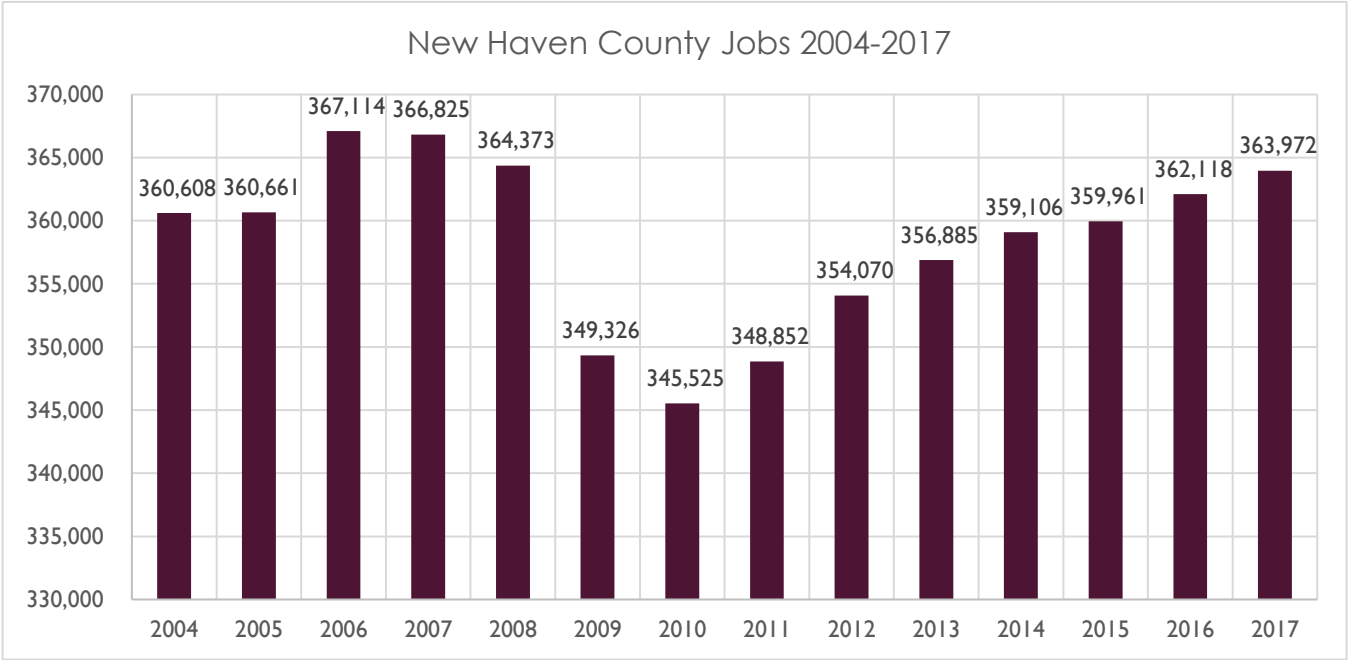
2 Berkshire Hathaway Home Services, New England Properties, 4th Quarter 2018 Market Report New Haven County

3 Connecticut Department of Labor, Labor Force 2018 Annual Average

4 U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates (B15002)

JOB RECOVERY

New Haven County employment continues to recover from the 2010 low of 345,525. As of 2018, we are still lagging the 2006 high of 367,114.⁵



In 2019, we anticipate 1800-3000 new jobs coming online with the opening of a second Amazon distribution center in the region.

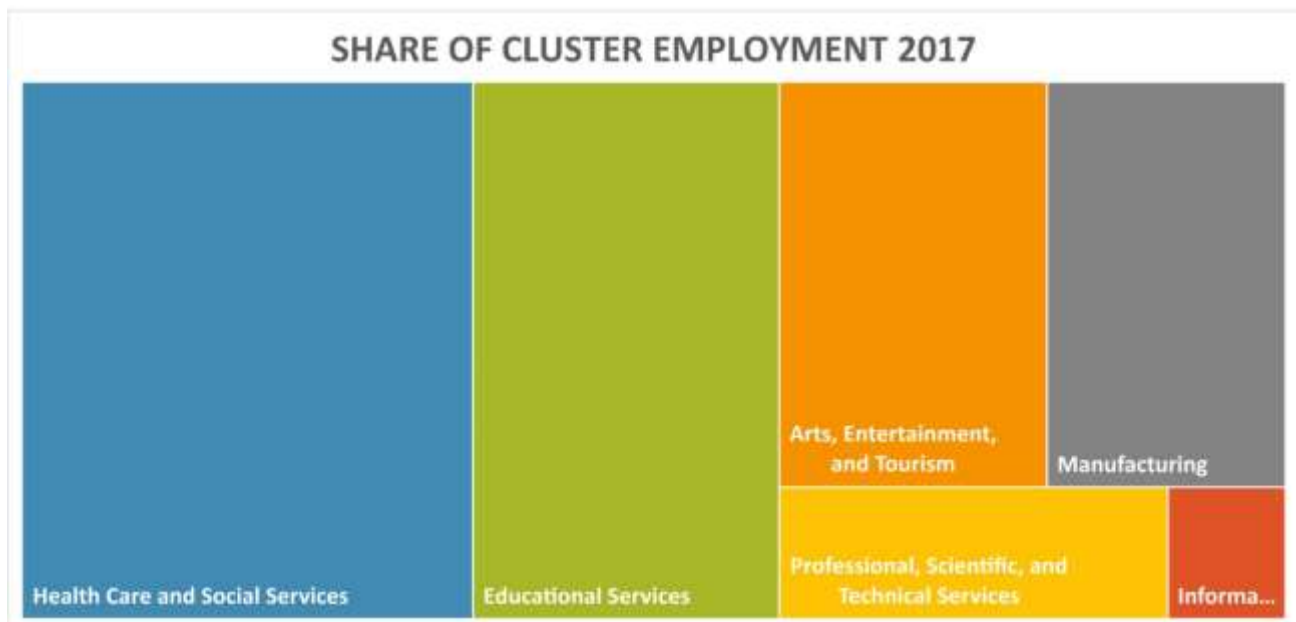
⁵ StatsAmerica, statsamerica.org/USCP, 2018

TOP ECONOMIC DRIVERS

1. Healthcare, Biomedical & Life Sciences
2. Higher Education
3. Arts, Entertainment & Tourism
4. Advanced Materials & Manufacturing

Since the 2018 Update, the top economic drivers are unchanged. In terms of economic resiliency, the region is fortunate to have a diverse economy with no single sector dominating the region.^{6, 7}

Annual Industry Distribution of Jobs by Key Sectors	Jobs	%
Health Care and Social Services	75,462	35.70%
Educational Services	51,232	24.24%
Arts, Entertainment & Tourism	33,787	15.99%
Manufacturing	30,097	14.24%
Professional, Scientific, and Technical Services	15,958	7.55%
Information	4,827	2.28%
Total Number of Jobs in Key Sectors	221,363	



⁶ StatsAmerica, statsamerica.org/USCP, 2018

⁷ StatsAmerica, statsamerica.org/USCP, 2018

HEALTHCARE AND LIFE SCIENCES

Healthcare and Life Sciences serve as major drivers in the local economy. Yale New Haven Health System (YNHHS), one of the largest and highly respected healthcare delivery networks in the country, continues to expand its services and investment in the community. YNHHS is constructing a brand-new regional distribution center that will service its Connecticut, Rhode Island and New York facilities. The site, located in West Haven, will be home to future development by YNHHS.

The Life Sciences also continue to thrive in Greater New Haven. We entered the year more than a little disappointed by Alexion's decision to move its headquarters to Boston. The reality was much less dire. The move relocated the business leadership and administrative staff. The research division remained in New Haven, representing approximately 500 jobs. The space vacated by Alexion has been leased by other companies and institutions focused on bioscience R & D.

Yale University and the Yale School of Medicine continue to draw National Institute of Health Funding on par with Seattle, Boston, Baltimore, Durham, Philadelphia and other cities with advanced bioscience centers.⁸

News

[Valisure Launches First Online Analytical Pharmacy That Chemically Validates Medications; Valisure Expands Capabilities to Test Medications for Cancer Causing Contaminants Implicated in Recent Recalls](#)

As demonstrated by the recent recalls of certain blood pressure medications (including Valsartan and Losartan), the quality of drugs does vary. Valisure provides batch-level testing before distribution.

[Arvinas](#)

⁸ National Institute of Health, report.nih.gov/award, 2018

Arvinas had a banner year with an IPO of \$120 million along with the U.S. Food and Drug Administration (FDA) clearing the company's investigational new drug application (IND) for ARV-110, an oral androgen receptor (AR) PROTAC™ protein degrader, for the treatment of patients with metastatic castration-resistant prostate cancer (mCRPC).

Biohaven Receives Authorization to Proceed from FDA and Doses First Subject with BHV-3500, Third-Generation, Small Molecule CGRP-Receptor Antagonist

Biohaven's initial clinical trial of BHV-3500 will explore a range of doses using intranasal administration. Intranasal BHV-3500 utilizes the Aptar Pharma Unit Dose System (UDS), which is designed to enable systemic delivery of drugs without the need for injection or administration by a healthcare professional. This device is approved with multiple drug products marketed in the United States using the Aptar technology and is used by thousands of people every day.

Cybrexa planning first human clinical trial of cancer drug

Cybrexa Therapeutics, a biotechnology company, hopes to start a trial in early 2020 to test its first drug, a therapy that targets the cells of solid tumors to prevent damage to healthy tissue. Cybrexa has now identified a lead candidate for the drug, CBX-11, marking a major milestone for the company.

BioXcel Therapeutics Receives FDA Fast Track Designation for BXCL501 for Acute Treatment of Agitation

The FDA has granted fast track designation for BioXcel's Therapeutics investigational drug BXCL501, a proprietary sublingual film of dexmedetomidine, for the treatment of acute agitation.

Biohaven's Verdiperstat Receives Orphan Drug Designation from FDA for Multiple System Atrophy

Biohaven received orphan drug designation from the U.S. Food and Drug Administration (FDA) for its product candidate verdiperstat (previously BHV-3241), a novel myeloperoxidase (MPO) inhibitor, for the treatment of multiple system atrophy (a progressive neurodegenerative disorder).

HIGHER EDUCATION

The region hosts eight 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 over 30,000 people and having a total economic impact of over \$2 billion annually.

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

- BioPath (Bachelor's Degree) at Southern Connecticut State University
- Gateway Community College
 - Public Utility Management (Associates Degree)
 - Computer Science Certificate
 - Skill Up for Manufacturing
- Hospitality Careers Initiative Certificate at the University of New Haven

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

- University of New Haven is proceeding with construction of the Bergami Center for Science, Technology, and Innovation, a 44,000-square-foot building that will house engineering and science labs, collaborative classrooms, and space for the Communication, Film, and Media Studies Department.
- Yale University
 - Schwarzman Center (\$150 million investment)
 - Yale Science Building (\$280 million investment)
 - 320 York Street Humanities Project (\$75+ million investment)

HOSPITALITY AND LEISURE

The leisure and hospitality sector is made up of two parts: the arts, entertainment, and recreation sector and the accommodation and food services sector. As of December 2018, statewide employment in the sector was 160,500, up 2% from December 2017.⁹

The lodging business is booming in Greater New Haven with thirteen hotel projects in the pipeline. With a solid mix of business and leisure travelers, the properties range from long-term stay hotels to independent boutiques. To support these properties, and the jobs associated with them, it is essential that destination marketing efforts be appropriately funded.

In recognition of the vital role travel and leisure play in Connecticut's economy, newly-elected Governor Lamont created an arts, culture and tourism transition team to analyze the current state of the industry and to make proposals for moving forward. In addition, the legislature created the Speaker's Blue Ribbon Panel on Tourism. Both initiatives included industry outreach and a final report.

Potential threats to the economic performance in this sector are a proposed hotel occupancy tax hike and uncertain funding for tourism marketing. In FY 2018, the lodging industry generated approximately \$130M in state occupancy tax. Despite the significant return on investment, the funding for tourism marketing is in flux. In 2012, the budget allocated \$15M for tourism marketing, in 2018 \$4.1M.

With the highest hotel occupancy tax in the nation and significantly lower investment in tourism marketing compared to our competitive set (Maine \$20M, MA \$10M, NH \$7.2M and RI \$5.5M), there is genuine concern that these decisions could negatively impact hotel development and employment in the sector.

⁹ Connecticut Department of Labor, www1.ctdol.state.ct.us/lmi/SecEmp.asp, April 2018

Connecticut consistently lags behind the rest of our New England competitive set in terms of RevPAR (revenue per available room). With appropriate tourism marketing funding, there is an opportunity to increase occupancy by drawing travelers from other states.¹⁰

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 a Skill Up for Manufacturing certificate program that is largely modeled after the Eastern Connecticut Manufacturing Pipeline which was designed to help Groton-based defense contractor Electric Boat find qualified candidates. The course topics include both general shop skills needed for a beginner level helper as well as apprentice level skills needed to start working independently as a semi-skilled manufacturing employee. The basic program can be completed in as little as five weeks. In April 2019, the Workforce Alliance Manufacturing Careers Partnership – Skill Up for Manufacturing was awarded \$3.45 million in state funding to continue and expand their manufacturing training initiative.

Public schools are engaging students earlier regarding manufacturing careers. North Branford's Project Lead the Way coursework has added engineering opportunities in this STEM program. Both Milford and Hamden have public technical high schools. While Milford has a waiting list, there are openings in Hamden's Eli Whitney Technical School. As part of Hamden's "Everybody Gets a Job" outreach program, career opportunities in various disciplines have been presented in evening sessions. The program has been successful in drawing large crowds to the events and parents, as well as students, are interested in the Skill Up offerings.

With the abundance of good-paying manufacturing jobs, vocational education and direct to career certificate programs are becoming more popular in the region.

¹⁰ 2016 Connecticut State Office of Tourism: Tourism Economic Impact Study

TECHNOLOGY SUPERCLUSTER

In January 2019, Quantum Circuits Inc. officially opened its New Haven development and testing facility for quantum computing. It includes 6,000 square feet of state-of-the art laboratories and in-house manufacturing and it will house over 20 scientists and engineers. The company plans to grow significantly over the next several years, increasing both the size of the facilities and number of highly-skilled employees in New Haven. QCI is developing the first practical quantum computers. Quantum computing has the potential to enable calculations that are orders of magnitudes faster and more powerful than today's supercomputers for certain types of problems. Applications will include drug design for biotech, materials science, improved processes for industrial chemicals, fintech, logistics, machine learning, and energy. QCI's roots have always been in New Haven. The company is an example of Connecticut as a home for new and innovative technology, often with academic work at Yale contributing to the momentum.¹¹

Greater New Haven's tech sector primarily focuses on biotech and social impact tech.

Examples include:

- Butterfly IQ™ - an FDA approved personal ultrasound device designed to democratize medical imaging currently priced under \$2,000
- Veoci – a leader in emergency management and operations software
- SeeClickFix – a communications platform for residents to report non-emergency issues to local governments and resolve these issues in a cooperative and transparent environment

Workforce Development

In the fall of 2018, Holberton School opened its second U.S. location at District, a tech and innovation campus. Holberton School offers a two-year higher-education program which trains students to become highly skilled software and operations engineers through project-based and peer learning. The curriculum is designed for intelligent, passionate, dedicated and open-

¹¹ Quantum Circuits, Inc., quantumcircuits.com, January 2019

mindful students. The admission process is based only on talent and motivation, and not on the basis of educational degree, or programming experience. The school also offers two tuition payment options:

1. Pay tuition upfront
2. Deferred Tuition: Income Share Agreement (ISA) – this option allows students to pay tuition upon obtaining employment after graduation. The payment period is 42 months and is percentage of the student's salary¹²

Commercialization

According to filings made with the U.S. Securities and Exchange Commission, New Haven brings in half of state's startup funding of \$109 million in Q1 2019.¹³

Yale University is the primary source for technology transfer in New Haven. Since 2000, over 50 startups based on Yale IP in the New Haven area have raised over \$1 billion in venture capital and \$11 billion in public markets. In 2018, Yale Office of Cooperative Research and Yale Entrepreneurial Institute reported 1,371 cumulative active patents in 59 countries.¹⁴

EXTERNAL TRENDS & FORCES

Insufficient Developable Land

With our manufacturing past, Greater New Haven is home to many brownfields. The lack of available property for development is impinging on our ability to:

- Provide attainable housing
- Transfer research into production
- Attract businesses

State of Connecticut Budget Woes

¹² Holberton School, holbertonschool.com, April 2018

¹³ Yale Daily News, yaledailynews.com/blog/2019/04/17/new-haven-brings-in-half-of-states-startup-funding-in-q1/, April 17, 2019

¹⁴ Yale Office of Cooperative Research, ocr.yale.edu/sites/default/files/files/2018-infographic.pdf, April 2018

In light of the fiscal situation of Connecticut, many companies are unwilling to open, relocate or expand in Connecticut as they anticipate some of the tax burden will be shifted to corporations directly or indirectly through municipal property taxes. Existing companies are being offered extremely competitive packages to relocate to other states while local officials actively work to retain businesses in the region. The primary reason companies give for remaining in Connecticut are familial ties and the quality of life.

2019 may be a pivotal year in addressing the state's financial concerns, however a final budget is not expected until June.

REGIONAL PROJECTS

- The SCRCOG Agricultural and Cultural Asset Mapping project will be complete in June 2019.
- The SCRCOG Business inventory database will be complete in June 2019.
- The Haven/West Haven, a 100-store development, is moving forward.
- The Amazon Fulfillment Center is set to open in 2019 in North Haven.
- We continue to support Tweed New Haven Airport expansion efforts.
- Undertaking a Port of New Haven freight study with the Army Corps of Engineers.
- There are multiple housing projects (market and affordable) in the development pipeline.
- Elm City Innovation Collaborative provides entrepreneurial assistance with funding from CTNext.
- A Bio Incubator is slated for construction.
- Hotel development projects are planned in the following towns:
 - Branford - 3
 - East Haven - 1
 - Hamden - 1
 - Milford - 1
 - New Haven - 4
 - North Branford - 1
 - North Haven - 1

- o West Haven -1
- Meriden Commons I is completed and Phase 2 is under construction.
- University will launch Yale Jackson School of Global Affairs in 2022.

COLLABORATORS/SUPPORTERS FOR ECONOMIC DEVELOPMENT

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

- | | |
|---|---|
| • Arts Council of Greater New Haven | • Gateway Community College |
| • Arts Industry Coalition | • Greater New Haven Chamber of Commerce |
| • ABCT | • MakeHaven |
| • BioCT | • Market New Haven |
| • CBIA | • Milford Progress, Inc. |
| • CEDAS | • Municipal Economic Development Staff & Commission Members |
| • CERC | • New Haven Festivals |
| • Community Foundation for Greater New Haven | • New Haven Manufacturers Association |
| • Connecticut Department of Economic and Community Development (CTDECD) | • Regional Chambers of Commerce |
| • Connecticut Lodging Association/American Hotel & Lodging Association | • Regional Leadership Council |
| • Connecticut Office of Tourism | • South Central Regional Council of Governments |
| • Connecticut Port Authority | • Southern Connecticut Gas |
| • Connecticut Technology Council | • Southern Connecticut State University |
| • CTNext | • Tweed New Haven Regional Airport |
| • Discover New England | • United Illuminating Company |
| • Elm City Innovation Collaborative | • University of New Haven |
| • Eversource | • US Economic Development Administration |
| • Frontier Communications | |

- US Environmental Protection Agency
- Workforce Alliance
- Yale University
- Yale-New Haven Health System

GOAL 1: BUSINESS DEVELOPMENT AND RECRUITMENT

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

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
 - CEDAS is rolling out a best practices program in 2019. REX will promote the program to our towns.
- Act upon short-term recommendations obtained through interviews and outreach meetings, including increased support for anchor institutions, additional public relations efforts to promote the region, and building the workforce pipeline. Completion: Ongoing
 - See Workforce and Housing, Marketing, Communications, and Stakeholder Education for additional details.
- Provide entrepreneurial support in all sectors, directly and through referrals to other organizations. Completion: Ongoing
 - REX/EDC cohosts/sponsors entrepreneur events, including Startup Grind New Haven.
 - REX/EDC works directly with the Elm City Innovation Collaborative.
- Continue to engage key sectors and businesses through one-on-one conversations, professional meetings and networking events. Completion: Ongoing
 - REX actively participates in partner events.
 - REX actively participates in key industry events.

- Maintain communication with town economic development administrators and commissions through the Regional Economic Development Forum meetings.

Completion: Ongoing

- 2018-2019 REDFO presenters:
 - Jamison Scott, New Haven Manufacturers Association: Sector needs
 - Michael Harris, Elm City Innovation Collaborative: Bio sector needs
 - Dale Kroop, Town of Hamden: Defining our role as economic development professionals
 - Lynn Madden, APT Foundation: Opioid crisis
 - David Salinas, District: Site visit
 - Scott Dolch, Connecticut Restaurant Association: update
 - Emanuela Ceber, MGM Resorts: Proposed development projects
 - David Kooris, CT DECD: Statewide economic development update
 - Michelle Riordan-Nold, CT Data Collaborative: Resources for towns
 - JR Logan, MakeHaven: Site visit to recently expanded maker space

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

Action Items

- Review and update the Regional and State Resources page on the REX website.
 - Completed.
- In conjunction with the Greater New Haven Chamber of Commerce, finalize the GNH Biz Resource online database.
 - Project discontinued.
- Increase the REX newsletter list by 2%. Completion: Ongoing
 - Achieved goal in 2018-2019.
- Post events, programs and media announcements on social media a minimum of three times per week. Completion: Ongoing
 - Achieved goal in 2018-2019.
- Continue active participation in associations, chambers of commerce and municipal economic development initiatives. Completion: Ongoing
 - Achieved goal in 2018-2019.

Objective 3: Advocate for business-friendly initiatives at the federal, state and local level 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, Connecticut Conference of Municipalities (CCM) and Connecticut Council of Small Towns (COST) at SCRCOG meetings.
 - We co-hosted Tourism Works for Connecticut Gubernatorial Forum at the Connecticut Convention Center.
 - We met with Commissioner of the Department of Revenue Services regarding a short-term online booking tax model.
 - We met with Commissioner of Department of Economic and Community Development regarding the proposed increase in occupancy tax to 17% (B&Bs to 13% and apply the state sales tax on campgrounds) and decrease in statewide tourism marketing.
 - We met with DECD Deputy Commissioner David Kooris and the State Office of Tourism Director Randy Fiveash for update on statewide tourism marketing.
 - Visit New Haven participated in the Speaker's Blue Ribbon Panel on Tourism events and submitted written responses from VNH/REX.
 - Visit New Haven attended the Connecticut Office of Tourism Strategic Input and Planning Session.
 - Visit New Haven attended Connecticut Legislative Tourism Caucus meetings.
 - We attended CT Human Trafficking Council Meetings.
 - We attended Tourism Coalition meetings.
- Testify on relevant economic development issues. Completion: Ongoing
 - We provided testimony for:
 - Tweed New Haven Regional Airport
 - Hotel occupancy tax
 - Tourism marketing funding
 - The Graduate Hotel (formerly Hotel Duncan)

Participate as members of the Greater New Haven Chamber of Commerce Government Affairs Committee. Completion: Ongoing

- We participated in creating the Chamber's legislative agenda.
- We participated in monthly meetings.
- We attended the Annual Legislative Breakfast.

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
 - We attended the following tradeshow:
 - 2018 BIO International Convention (Boston) in partnership with the Town of Branford and BioCT
 - Hannover Messe Tradeshow for Industrial Technology (Hannover, Germany)
 - IMTS 2018: International Manufacturing Technology Show (Chicago) with lead generator Andrew Clutz
 - International Council of Shopping Centers (ICSC) Tradeshow at the Javits Center (New York)
 - Medica Trade Fair (Dusseldorf, Germany)
- Host international travel writers and tour operators to familiarize them with the arts, culture, recreational and tourism assets of the region. Completion: Ongoing
 - At the Discover New England Annual Tourism Summit for international tour operators, we met with 45 travel and tour operators from the United Kingdom, Germany, Australia, Japan, The Netherlands, China, France, Italy and Ireland.
 - We hosted seven tour operators from Aer Lingus (Ireland).
 - We hosted Fairfax Media with tour operators from Ireland and Australia.
- Meet with visiting foreign delegations to promote the region. Completion: Ongoing
 - We attended an event hosted by the City of New Haven for a Chinese manufacturing company considering relocation opportunities in New Haven.

- We are connecting Yale New Haven Hospital with a manufacturer from Poland who is seeking a location for their US operation. This lead was generated from attending Medica in 2018.
- We attended the GNHCC Indonesian Business Development luncheon.
- We attended DECD Bio/Life Science Luncheon with the Hungarian ambassador.

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.

- Create database of training and education resources for local economic development professionals and/or town planners. Completion: Ongoing
 - The committee is on its way to achieving this goal. Members are already reaching out to the other communities in the region to gather this information.
 - Regional Key Industry Cluster Meetings:
 - Workforce Alliance Manufacturing Pipeline
 - Bioscience Clubhouse speaker/workshop/network events held in collaboration with BioCT
 - Regional tourism meetings with the Governor's tourism transition team and the Speaker's Blue Ribbon Panel on Tourism
 - Develop marketing campaign for distribution to the public school system
 - Committee has initiated this program.
 - Workforce Alliance is identifying training gaps and opportunities for program expansion. Expected completion is late summer 2019.
 - The Town of Hamden has implemented an eight part series on workforce readiness. Information and videos of the events have been made available to economic development officials in each of the towns.
- Retain and attract young professionals. Build upon and promote Chamber and regional young professional organizations to develop additional programs, policies and

mentorships to attract, engage and retain young professionals in the CEDS region.

Completion: Ongoing

- Encourage Chambers of Commerce with young professional organizations to develop a SWOT analysis for retaining young adults in the region.
 - Existing groups:
 - Emerging Professionals Inspiring Change (Milford)
 - Pulse (Greater New Haven)
 - SCYPE (Shoreline)
 - The Curve (Hamden)
 - Young Professionals' Alliance (Middlesex)
 - Encourage the development/enhancement of mentoring programs within Chambers of Commerce.
- Prioritize education and training opportunities in collaboration with the evolving economy and prioritize the needs of the local and regional industry clusters.

Completion: Year 2

- Continue collaboration with private industry to make them a part of the town's workforce development initiatives.
 - Chambers of Commerce internship and career fairs.
 - Workforce Alliance's Project CEO, a work readiness/career development program for older youth.
- 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. Currently planned are 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.

- Create and market collaboration among public and private sector partners to engage in discussion of critical school-to-work issues, such as STEM, Artificial Intelligence (AI), Internet Technology (IT) related education at all levels. Completion: Year 5
 - Workforce Alliance will conduct quarterly meetings in each school district between industry clusters and career counseling departments and parent organizations. This is currently being done in Hamden and Wallingford. The Amity Manufacturing Program will soon be added.
 - Regional partners will advocate for collaboration in each community with local chambers and trade organizations. Hamden and Wallingford, who have such programs, can assist with defining best practices.
- 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
 - North Branford has implemented a manufacturing training program at its high school.
 - Eli Whitney Technical High School and Platt Technical High School offer a number of direct to career programs in manufacturing, automotive and healthcare.
 - Proposed tactics by Workforce Alliance:
 - Create database of existing career pathways programs in the public school system with completion by Year 5 in all school districts that cooperate. Wallingford's program is underway.
 - Develop Memorandums of Understanding between public schools, colleges and trade organizations for internship programs in workforce development in cooperation with colleges and universities.
 - Directly involve the local school systems, including vocational and parochial systems, into the Workforce series.

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

- Create a data base 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 database and marketing plan for transportation options. Completion: Year 2
 - This will be a deliverable from the Move New Haven study due for completion in September 2019.
- 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 as well as for the Millennial-aged workforce. Completion: Year 2
 - Pending funding.
- Create a marketing plan for housing opportunities for all workers. Completion: Year 3
 - Pending funding.
- Create fundable strategy with stakeholders for improving public transportation through the region with state, federal and local partners for key clusters and considering east to west routes for workforce. Completion: Year 5
 - This will be a deliverable from the Move New Haven study due for completion in September 2019.
- 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
 - In April 2019, the governor created a new position, senior coordinator to the governor on housing and transit-oriented development.

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.

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.

- Completion of the Move New Haven study by CTTransit to create more frequent and efficient bus service. Completion: Year 2
 - The Move New Haven study to create more frequent and efficient bus service is on-schedule and due for completion in September 2019.
- Continue to participate in NEC Future to create a high-speed rail network in the region, supporting. Completion: Ongoing
 - The region has ongoing participation in the NEC Future Northeast Corridor Rail Project.
- 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 2018, American Airlines added a weekly flight to Charlotte and increased the number of available seats on their daily Philadelphia service. Annual enplanements increased by more than 35% from 28,511 in 2017 to 38,668 in 2018. In addition, Shoreline Aviation provides service to New York's 23rd Street seaplane base during the summer.

Attraction of additional carriers and more robust service requires the paving of the runway safety areas. The runway length restrictions can be eliminated by a court judgment or removal of a statute. Both processes are underway. The Connecticut Airport Authority and the Tweed New Haven Airport Authority set up a working committee to explore the possibility of having the CAA either acquire or enter an operating agreement for Tweed New Haven Regional Airport.¹⁵

¹⁵ transtats.bts.gov/Data_Elements.aspx?Data=1 Bureau of Transportation Statistics

- Discussions are underway with the Connecticut Airport Authority to explore management possibilities.
- Market the region's commuter rail and TOD assets to attract potential businesses/investors. Completion: Ongoing
 - The New Haven-Hartford-Springfield rail line opened in June 2018. June through October 2018 saw 222,000 passenger trips. Greater than anticipated demand issues are being addressed to reduce overcrowding.

Increased replacement of train services with bus service has negatively impacted usage of Shore Line East. The Connecticut Department of Transportation is working to restore full service.

- Coordinate with CTTransit to evaluate upgrades and the potential for service improvements. Completion: Ongoing
- Continue engagement of public and private partners in planning an economic development strategy around the NHHS, Shoreline East, and Metro-North rail corridors, highlighting opportunities for TOD. Completion: Ongoing
- Engage CT Transit and private sector to evaluate opportunities to increase transit ridership. Completion: Ongoing
- Encourage the design and development of Complete Street policies. Completion: Ongoing
- Support upcoming projects in West Haven including Allintown conversion to College Village, The Havens, 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 width of 400-800 feet. The U.S. Army Corps of Engineers is studying the potential of deepening the channel to 42 feet, which would increase the economic potential of the port.

- 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

- Connecticut Port Authority Five Year State Maritime Strategy released in August 2018 is consistent with the objectives set forth in the region's CEDS.
- A study by the Army Corps of Engineers is underway to determine the value of deepening the Port of New Haven to 40+ feet, providing better rail access and the development of the area surrounding the port.
- Garner support and advocate for continued federal funding to perform shipyard improvements and ship repairs. Completion: Ongoing
- Continue supporting the State and port land owners 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
- Support efforts to establish dependable funding sources for State Special Transportation Fund. Completion: Ongoing
 - The state legislature is looking to secure funds for a transportation lockbox to increase investment in transportation throughout the state.
 - To establish dependable funding sources for State Special Transportation Fund, the state is increasing the portion of the rental care tax to transportation funding in 2021.

Objective 3: Support continued Investments in roadways and bridges.

- Support significant regional transportation projects such as the reconfiguration of the 1-91/1-691 merge and rehabilitation of the West Rock Tunnel. Completion: Ongoing
 - Hero's Tunnel, located in West Rock, is undergoing exploratory drilling and planning for route alterations during repairs.
- 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
 - Regional Water Authority is working with a municipality that is currently in the design phase.

- Determine if state or federal 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
 - Regional Water Authority is researching target industries.
- Determine the areas within the South Central Connecticut Regional Water Authority's (RWA) 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 to improve service in Cheshire and North Haven. Adding a second line is in the longer term budget for Rt. 10

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 #18 overall, #1 for broadband access, #42 ultra-fast internet access in 2018 for connectivity by US News¹⁶
- Organize partners to develop regional access. Completion: Ongoing
- 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.

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

- Continue to advocate and educate for natural gas use throughout the region. Completion: Ongoing
 - Connecticut Natural Gas and Southern Connecticut Gas have completed 10,000 conversions each year since 2014 in the state.
 - Eversource Energy added 21,292 new natural gas customers between 2014 and 2017 statewide.¹⁷
- Market energy efficient programs. Completion: Ongoing

¹⁶ U.S. News & World Reports, [usnews.com/news/best-states/rankings/infrastructure/internet-access](https://www.usnews.com/news/best-states/rankings/infrastructure/internet-access)

¹⁷ New Haven Register, July 2018 [nhregister.com/business/article/Natural-gas-conversions-less-than-originally-13086472.php](https://www.nhregister.com/business/article/Natural-gas-conversions-less-than-originally-13086472.php)

- The 2018 State Energy Efficiency Scorecard by the American Council for an Energy-Efficient Economy ranked Connecticut 5th in the nation.¹⁸

GOAL 4: REAL ESTATE, LAND USE AND SUSTAINABILITY

Developable land is an extremely limited resource for 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 are available for review at scrcog.org.

Overall Activities

- The Brownfield Revolving Loan Fund has distributed over \$1.1 million to current brownfield projects. The total fund is \$1.2 million.
- We followed up on the Atlantic Wire Project with a progress meeting.
- The ground-breaking ceremony at Mill River occurred.
- The ribbon-cutting for Phase II of the Hamden Business Incubator occurred.
- We attended a site visit to 169 Henry Street.
- The Town of Hamden is collaborating on the Connecticut Brownfields Initiative. 201CBI is a dedicated, engaged coalition of industry, academic, community, and government partners to advance remediation of Connecticut's brownfields and benefit community development and environmental quality. REX provided our 2014 brownfield inventory.
- The South Central Regional Council of Governments (SCRCOG) completed the 2018-2028 update to the Plan of Conservation and Development in July 2018. The annual update will be completed in July 2019. The full report can be found at scrcog.org.
- Branford created \$1M fund to counter sea level rise.

¹⁸ American Council for an Energy-Efficient Economy, The 2018 State Energy Efficiency Scorecard, aceee.org/sites/default/files/publications/researchreports/u1808.pdf/

- 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

Of the region's fifteen municipalities, four have bronze certification, six are registered to participate and five 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 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: Year 2
- Develop Best Practices Guide and facilitate regional information meetings on Brownfield redevelopment through REX/REDFO. Completion: Year 2
- 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
- Partner with local, regional, state and federal agencies/organizations to open discussions and identify strategies for reuse with property owners of key contaminated

sites including the use of Brownfield Land Banks, Municipal Development and Redevelopment Plans. Completion: Ongoing

- Actively market target sites. Completion: Ongoing

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

- Opportunity Zones provide substantial tax benefits to investors who invest in “opportunity funds.” The opportunity fund model encourages investors to pool their resources, increasing the scale of investments being made in historically underserved areas. These funds may invest equity into businesses, real estate or infrastructure. Capital gains invested via an opportunity fund as equity in qualified projects or businesses will defer capital gains taxes on the initial gains invested and will be exempt from capital gains on the investment in the Opportunity Zone Fund. Four South Central Connecticut municipalities have designated opportunity zones. Completion: Ongoing

Municipality	Number of Zones
Hamden	1
Meriden	3
New Haven	7
West Haven	2

- Through a series of events, share the resource list of next generation mixed-use and TOD opportunities with partners. Completion: Year 2
- Develop a marketing plan for sites that could support these types of development. Completion: Year 2
- 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: Year 2
- Create Resource Team of professionals to define next generation mixed-use combinations and TOD and provide technical assistance to municipalities. Completion: Ongoing

Objective 3: Develop regional resource use and awareness.

- Increase awareness of and support preservation of open space including working farms. Completion: Ongoing
- 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
- Monitor use and support the development of recreational land use assets including parks, greenways and bicycle/pedestrian trails. Completion: Ongoing
- Encourage connectivity of trails and of recreational assets to transportation nodes and centers for economic activity including commercial centers and downtown areas. Completion: Ongoing
- 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.

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 Regional Economic Development Forums (REDFO).
 - We participate in the Regional Quarterly Marketing Meeting at CERC.
 - We attend monthly Economic Development Committee meetings at Greater New Haven Chamber of Commerce.
- Partner with the Greater New Haven Chamber of Commerce to launch a new website dedicated to sharing resources with regional businesses. Project discontinued.
- Share best practices from the CEDS Strategic Planning Committee on a dedicated webpage via REX Development. Completion: Ongoing

- We will promote the CEDAS best practice program (2019 release).
- We sponsored 7 Startup Grind events.
- We distributed bi-weekly e-newsletters with relevant news and events.
- We managed the Brownfield Revolving Loan Fund.
- We actively participated in a wide variety of community meetings.
- We maintained on-line calendar of events.
- We participated in, and promoted to our constituents, Economic Development webinars including EDA 101 with Chivas Grannum.

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

Develop a regional "pitch" to share at meetings, trade shows, and conferences.

Completion: Year 2

Partially complete

- Design an impactful one-page handout that conveys the strengths of region to the business community as outlined in the CEDS. Completion: Year 2
- 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
 - We have initiated communications with young professional groups at regional chambers.
- Additional Actions:
 - Global recruitment brochure
 - International Council of Shopping Centers (ICSC)
 - 2019 Greater New Haven Visitors and Relocation Guide
 - Cultural and agricultural asset brochures
 - We worked with CT DECD to provide all Greater New Haven content, images and video for their new business recruitment website, choosect.org.
 - Our media hits and inquiries included AAA World, Focus on Connecticut, French Guide Vert by Michelin, Hartford Courant, Hotels Online, Reader's Digest, WhereTraveler.com, Group Tour Magazine, Milford Mirror, NBC Connecticut,

New Haven Biz, New Haven Independent, New Haven Register, Popular Mechanic, Smart Meetings magazine, The Day, The Sunday Times (Ireland), This Magnificent Life, Westfair Online, WSHU, and WTNH.

- Our communications outreach delivered the following results:
 - Newsletter subscribers, 7% increase in 2018
 - Social media – Economic Development & Tourism, 6.85% increase in 2018
 - Website visits – visitnewhaven.com and rexdevelopment.com (June-December 2017 vs. June-December 2018), 17% increase in traffic
 - CT Visit webpage views – (June-December 2017 vs. June-December 2018), a 4.86% increase

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

- Refresh/replace the REX Development website. Completion: Year 2
 - The project has been initiated.
- Refresh/replace the Visit New Haven website. Completion: Year 2
 - The project has been initiated.
- Establish a brand for Greater New Haven to strengthen State brand. Completion: Ongoing
 - The State Office of Tourism is responding to Governor's tourism transition team and Speaker's Blue Ribbon Panel on Tourism recommendations.
 - We represented the region at 4 tourism marketing meetings for the Speaker's Blue Ribbon Panel on Tourism.

EVALUATION MEASUREMENTS

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.
The number of new businesses registered with Secretary of State increased by 8.95% in 2018 over 2017.¹⁹
- Reduce regional unemployment to not exceed the national unemployment rate.
 - The regional annual average unemployment rate was 4.0% while the U.S. unemployment rate was 3.9%.
- Dredge the Port of New Haven to 42 feet by 2020.
 - The Army Corps of Engineers is currently performing a study on the Port of New Haven.
- Increase median household income by 2% annually.
 - The regional median household income increased 1.8% (using US Census data for 2015-2016).
- Decrease number of people living below the poverty level by 1% annually.
 - The number of people living below the poverty dropped from 13.6% in 2016 to 11.0% in 2017, a 19.11% drop in poverty.²⁰
- Increase enplanements at Tweed New Haven Regional Airport by 5% annually.
 - Annual enplanements increased by more than 35% from 28,511 in 2017 to 38,668 in 2018. Although the number of flights did not increase, American Airlines increased the number of available seats with larger aircraft based on market demand.
- Increase number of airline carriers at Tweed New Haven Regional Airport to 3 by 2020.
 - Tweed currently has one year-round and one seasonal airline.
- Increase the REX/EDC/VNH newsletter subscription list by 2% annually.
 - Newsletter subscribers increased by 7% in 2018.
- Increase website visits to REX, VNH and Greater New Haven section on ctvisit.com by 5% annually.
 - visitnewhaven.com and rexdevelopment.com experienced a 17% increase in traffic in June-December 2017 vs. June-December 2018.

¹⁹ Connecticut Data Collaborative, ctbusiness.ctdata.org/#/compare-towns

²⁰ StatsAmerica, statsamerica.org/USCP, 2018

- CT Visit Greater New Haven webpage experienced a 4.86% increase in views in June-December 2017 vs. June-December 2018.
- Increase housing starts by 2% annually.
 - The number of housing starts decreased from 712 in 2016 to 482 in 2017.²¹
- Increase number of trade shows by two events per year.
 - Added one tradeshow in 2018, Medica in Dusseldorf, Germany

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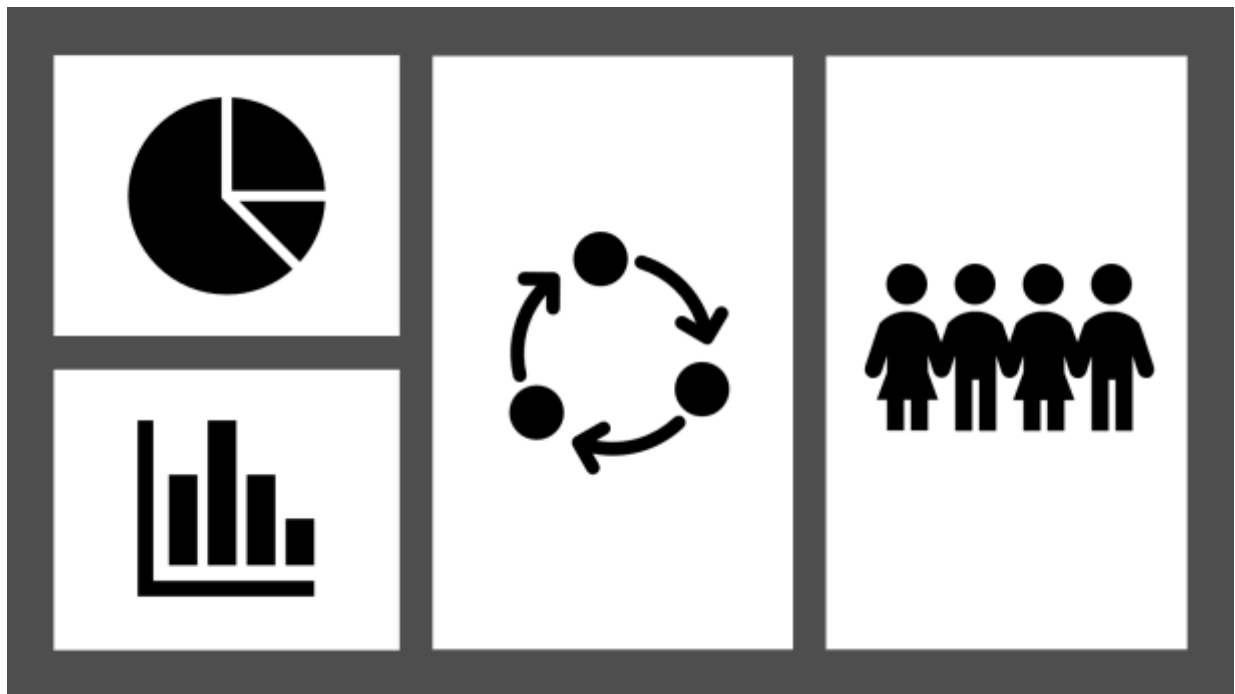
Barbara Malmberg, Director of Marketing

²¹ https://portal.ct.gov/DECD/Content/About_DECD/Research-and-Publications/01_Access-Research/Exports-and-Housing-and-Income-Data

2019 SOUTH CENTRAL CONNECTICUT

COMPREHENSIVE ECONOMIC DEVELOPMENT UPDATE

REGIONAL ANALYSIS



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REGIONAL ANALYSIS

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REGIONAL ANALYSIS

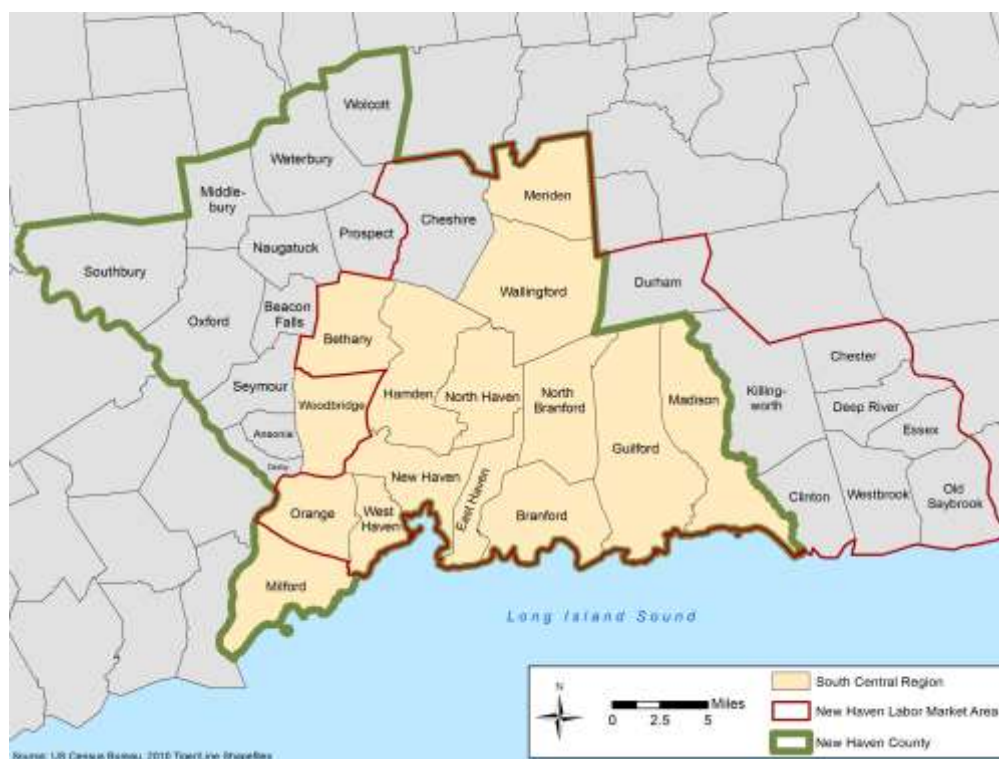
THE REGION DEFINED

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.



REGIONAL ANALYSIS

DEMOGRAPHICS

Between 2010 and 2015, population, households, per capita income, median household income and median age have not changed dramatically at the regional or county level. Population in the region increased 0.04% compared to a decrease of 0.19% for New Haven County. Regionally, the number of households declined by 0.96%, while they declined in the county by 2.40%. Per capita income grew at a rate of 6.09% in South Central Connecticut, with an increase of 3.57% for the county. In the region, median income increased by 3.46% and in the county by 2.62%. Median age continued to rise, 2.56% in the region, %1.27 in the county.^{1,2}

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

37.13%

Additional demographic information can be found in the 2018 SCRCOG Demographic and Socioeconomic Trends report.

	South Central Region		New Haven County	
	2010	2016	2010	2016
Population	570,001	569,788	862,477	860,874
Households	222,620	220,490	334,502	326,487
Per Capita Income	\$32,849	\$35,166	\$31,720	\$33,706
Median Household Income	\$64,653	\$66,893	\$61,114	\$62,715
Median Age	39	40	39.3	39.8

¹ 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)

² 2012-2016 American Community Survey 5-Year Estimates (Tables B01003, DP02, DP05, B19013, B19301)

REGIONAL ANALYSIS

POPULATION BY TOWN 1990-2016

The figure below shows the population in the region's municipalities between 2010 and 2016 was essentially unchanged.^{3,4}

	1990	2000	2010	2016
Bethany	4,608	5,040	5,563	5,521
Branford	27,603	28,683	28,026	28,084
East Haven	26,144	28,189	29,257	29,015
Guilford	19,848	21,398	22,375	22,382
Hamden	52,434	56,913	60,960	61,476
Madison	15,485	17,858	18,269	18,247
Meriden	59,479	58,244	60,868	60,203
Milford	49,938	52,305	52,759	53,430
New Haven	130,474	123,626	129,779	130,405
North Branford	12,996	13,906	14,407	14,310
North Haven	22,247	23,035	24,093	23,888
Orange	12,830	13,233	13,956	13,941
Wallingford	40,822	43,026	45,135	44,989
West Haven	54,021	52,360	55,564	54,972
Woodbridge	7,924	8,983	8,990	8,925
Total	536,853	546,799	570,001	569,788

³ U.S. Census Bureau, 1990 Census Data Profile 1, Census 2000 Data Profile 1, 2010 U.S. Census Demographic Profile Data (Table DP-1), 2012-2016

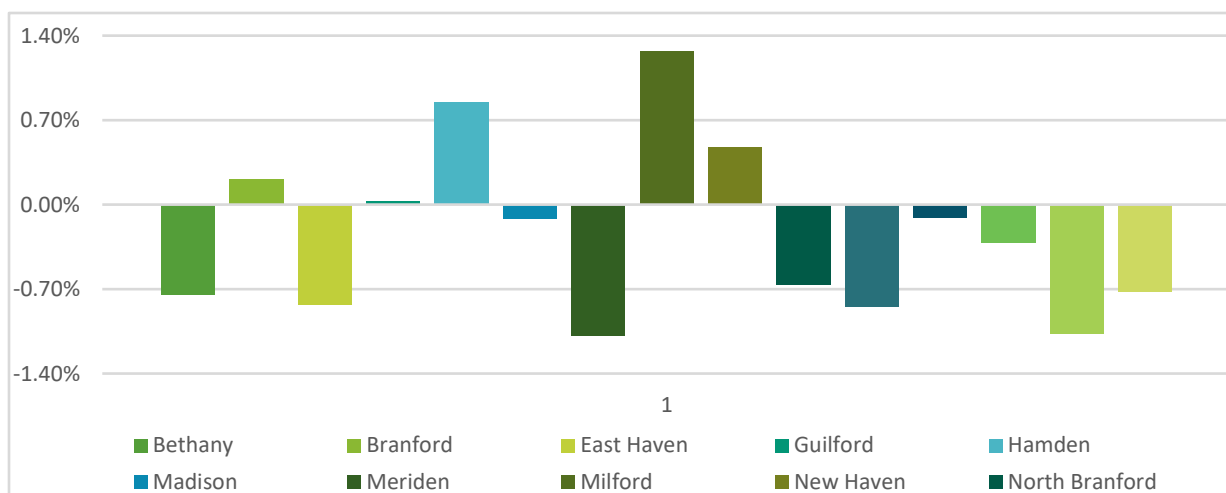
⁴ 2016 American Community Survey 5-Year Estimates (Table B01003)

REGIONAL ANALYSIS

POPULATION CHANGE BY TOWN 2010-2016

The figure below shows the population change in the region's municipalities between 2010 and 2016. Overall, the region's population increased by 0.14%. ^{5,6}

Town	2010	2016	Number of People
Bethany	5,563	5,521	-42
Branford	28,026	28,084	58
East Haven	29,257	29,015	-242
Guilford	22,375	22,382	7
Hamden	60,960	61,476	516
Madison	18,269	18,247	-22
Meriden	60,868	60,203	-665
Milford	52,759	53,430	671
New Haven	129,779	130,405	626
North Branford	14,407	14,310	-97
North Haven	24,093	23,888	-205
Orange	13,956	13,941	-15
Wallingford	45,135	44,989	-146
West Haven	55,564	54,972	-592
Woodbridge	8,990	8,925	-65



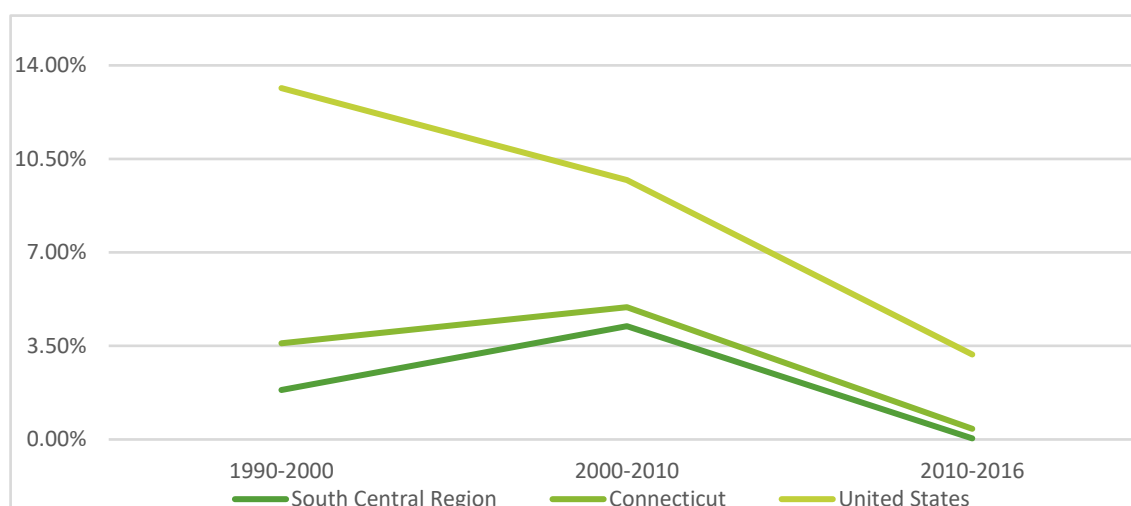
⁵ U.S. Census Bureau, 1990 Census Data Profile 1, Census 2000 Data Profile 1, 2010 U.S. Census Demographic Profile Data (Table DP-1)

⁶ 2012-2016 American Community Survey 5-Year Estimates (Table B01003)

REGIONAL ANALYSIS

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 negative growth in population.^{7,8}



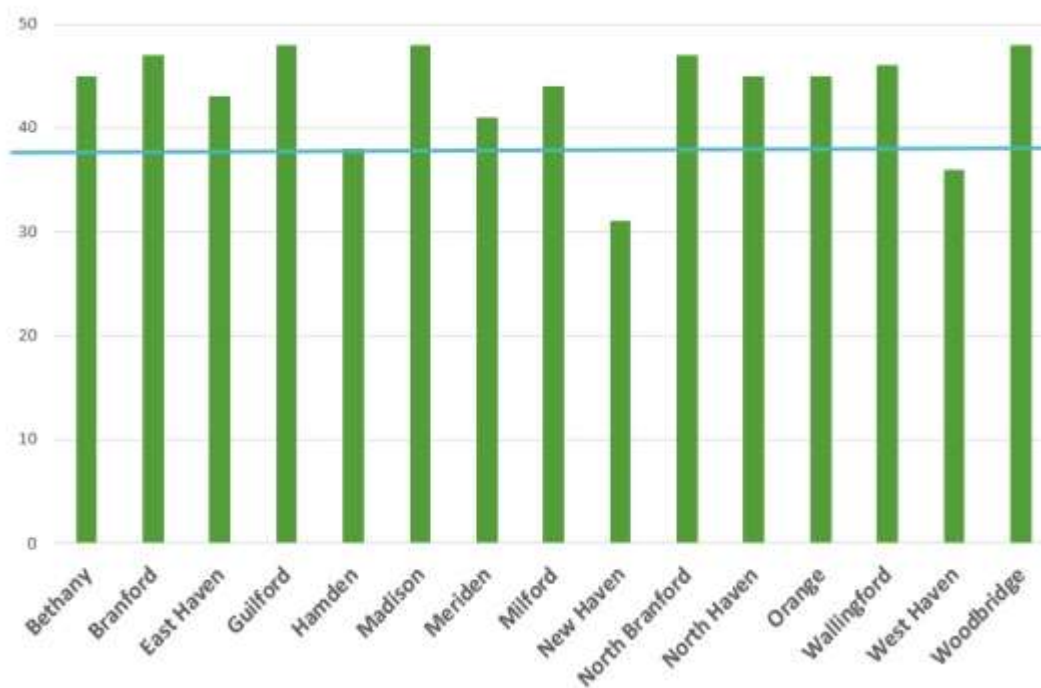
⁷ U.S. Census Bureau, 1990 Census Data Profile 1, Census 2000 Data Profile 1, 2010 U.S. Census Demographic Profile Data (Table DP-1)

⁸ 2012-2016 American Community Survey 5-Year Estimates (Table B01003)

REGIONAL ANALYSIS

POPULATION: MEDIAN AGE BY TOWN

As of 2016 only New Haven and West Haven's median age are below the national average of 37.9 (noted with the blue line). One of the objectives set forth in the CEDS Action Plan is to develop housing and amenities that will allow younger people to remain in, or relocate to, the region.^{9,10}



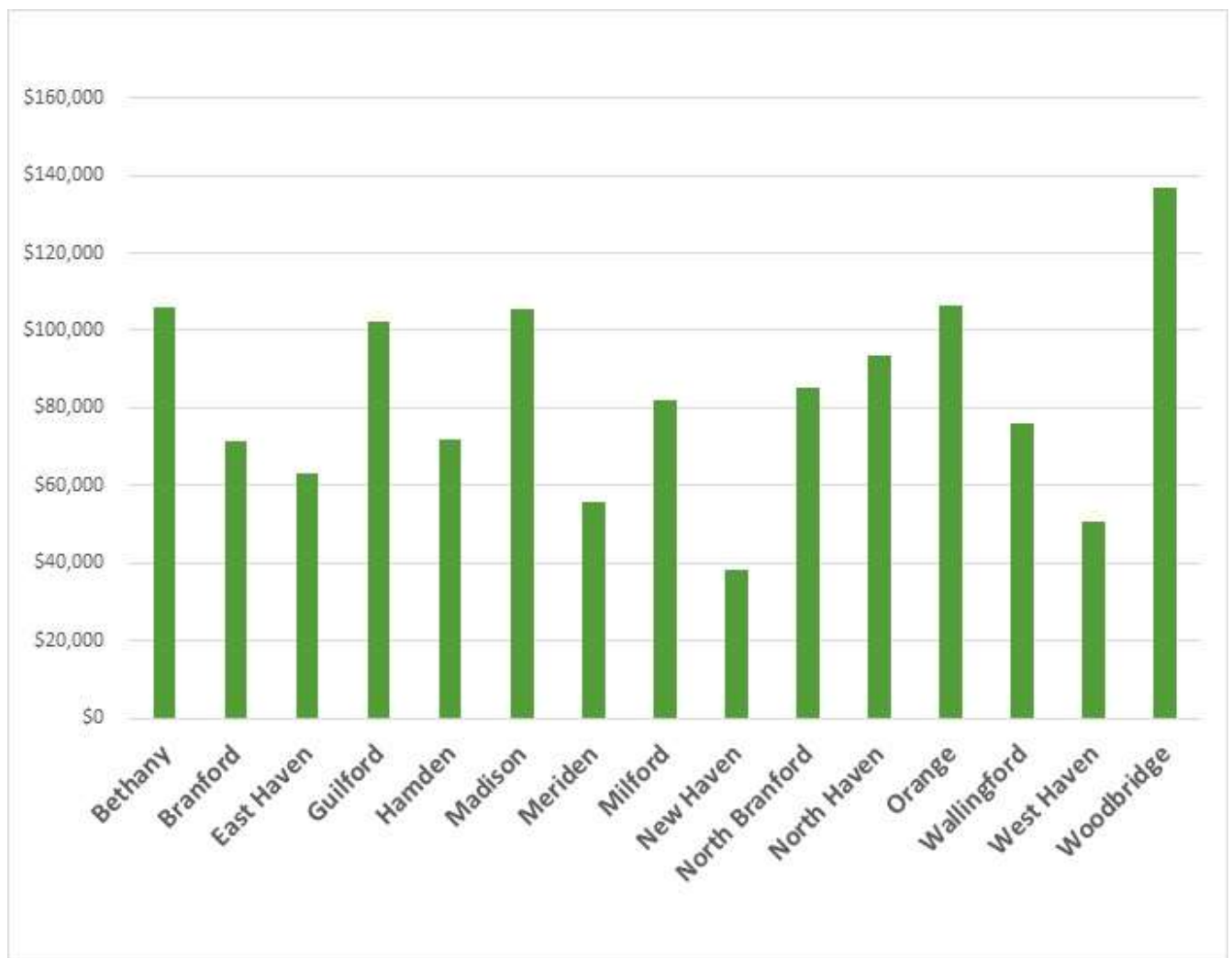
⁹ U.S. Census Bureau, 1990 Census Data Profile 1, Census 2000 Data Profile 1, 2010 U.S. Census Demographic Profile Data (Table DP-1)

¹⁰ 2012-2016 American Community Survey 5-Year Estimates (Table B01003)

REGIONAL ANALYSIS

WEALTH: MEDIAN HOUSEHOLD INCOME BY TOWN

Disparities in wealth between urban and suburban towns is dramatic within the South Central Connecticut region. Woodbridge led the region with a median household income of approximately \$137,000, while New Haven's median household income was about \$38,000 according to 2016 data. All towns experienced an increase in median household income since 2010.¹¹



¹¹ CT Data Collaborative 2018 Town Profiles

REGIONAL ANALYSIS

WEALTH: POVERTY

With respect to individuals living below the federally-defined poverty level, only two communities saw a decrease between 2010 and 2016 (Meriden and Wallingford). 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. The changes in poverty for Woodbridge, Orange, Madison and North Branford are not statistically significant due to their low population.¹²

Town	2000	2010	2016	% Change 2010-2016
New Haven	24.4%	25.2%	26.1%	3.6%
West Haven	8.8%	10.1%	15.4%	52.5%
Meriden	11.0%	13.8%	12.5%	-9.4%
East Haven	5.2%	8.3%	9.2%	10.8%
Hamden	7.8%	6.8%	8.4%	23.5%
Milford	3.7%	3.9%	7.0%	79.5%
Branford	4.1%	5.8%	6.0%	3.4%
Guilford	3.1%	2.8%	4.2%	50.0%
Wallingford	3.6%	6.8%	4.0%	-41.2%
Woodbridge	2.3%	1.7%	4.0%	135.3%
North Haven	3.5%	3.9%	3.9%	0.0%
Orange	2.5%	2.1%	3.5%	66.7%
North Branford	1.6%	0.7%	3.4%	385.7%
Bethany	2.6%	2.1%	2.5%	19.0%
Madison	1.3%	0.7%	2.4%	242.9%

¹² 2000 U.S. Census & ACS 2010, 2012-2016 5 Year Estimates

REGIONAL ANALYSIS

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.¹³

#10: West Haven

#15: Meriden

#20: New Haven

#25: East Haven

HOUSING: CHANGE IN MEDIAN SALE PRICE FOR HOMES

Since 2017, median sales prices for homes in New Haven County have increased by 7.5% from \$200,000 to \$215,000.¹⁴

¹³ CT DOL, DOE compiled by DECD Research, September 2017

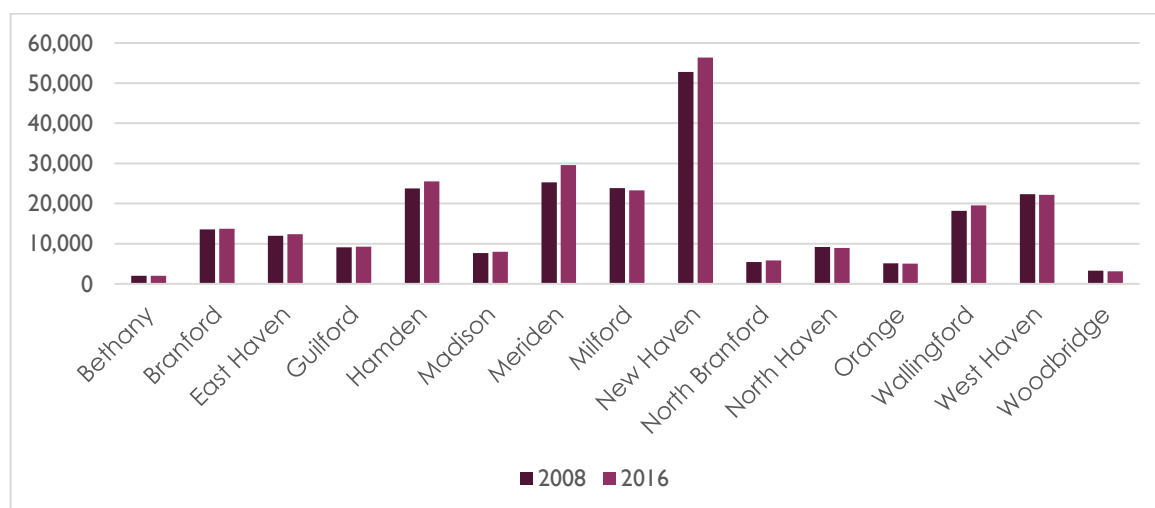
¹⁴ Berkshire Hathaway Quarterly Market Report, Q4 2018

REGIONAL ANALYSIS

HOUSING: HOUSING STOCK

From 2008 to 2016, the housing stock in New Haven County grew by 4.76% driven by residential investment in the cities. However, there is insufficient affordable development to support the goals and objectives of the Workforce and Housing section of the CEDS.

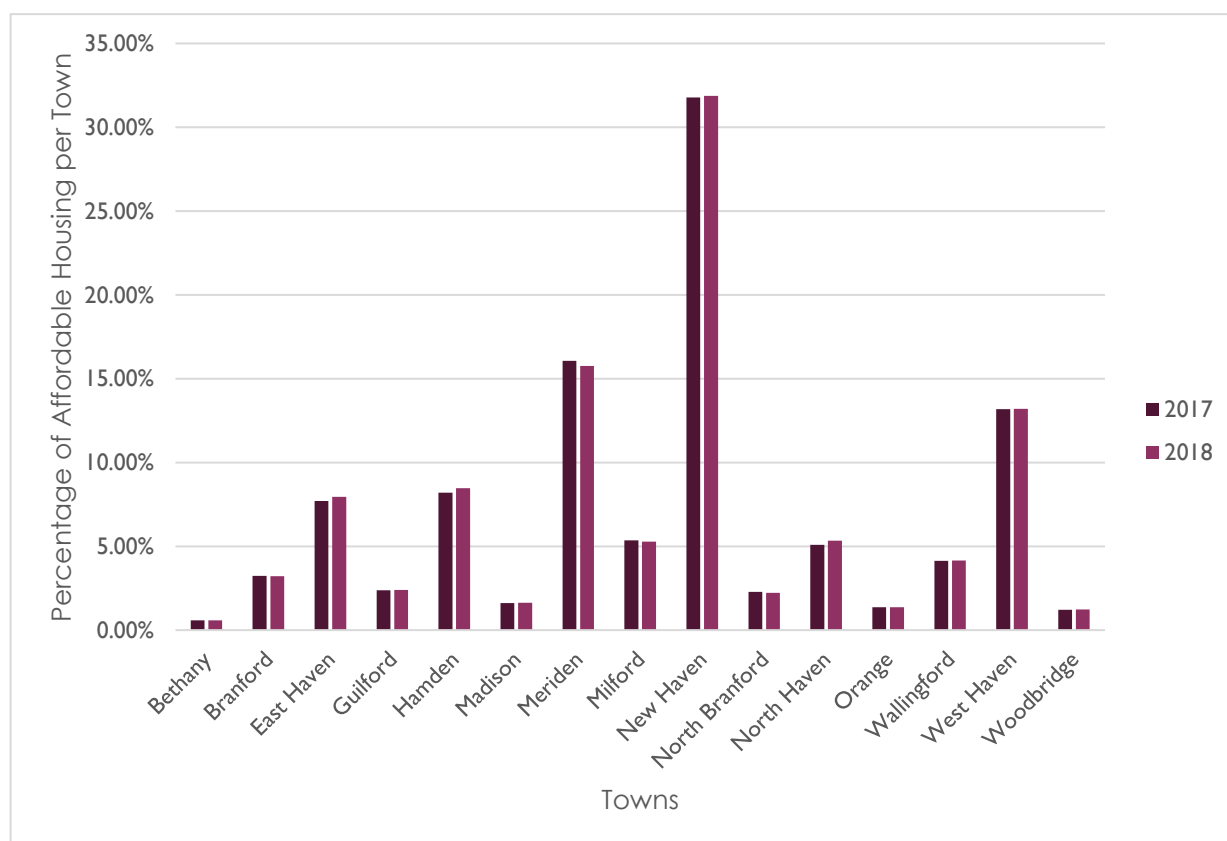
	2008	2016	Change	% Change
Bethany	1,979	2,017	38	1.92%
Branford	13,590	13,717	127	0.93%
East Haven	11,976	12,390	414	3.46%
Guilford	9,121	9,291	170	1.86%
Hamden	23,808	25,507	1,699	7.14%
Madison	7,661	7,973	312	4.07%
Meriden	25,249	29,569	4,320	17.11%
Milford	23,858	23,286	-572	-2.40%
New Haven	52,812	56,399	3,587	6.79%
North Branford	5,457	5,813	356	6.52%
North Haven	9,171	8,915	-256	-2.79%
Orange	5,156	5,037	-119	-2.31%
Wallingford	18,201	19,544	1,343	7.38%
West Haven	22,305	22,176	-129	-0.58%
Woodbridge	3,294	3,119	-175	-5.31%
Total	233,638	244,753	11,115	4.76%



REGIONAL ANALYSIS

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 \$24.96.¹⁵ Currently, the minimum wage in Connecticut is \$10.10. The legislature is currently considering raising the minimum wage to \$15 per hour. Suburban towns have extremely limited inventory.¹⁶



¹⁵ National Low Income Housing Coalition, Out of Reach 2018

¹⁶ CT Data Collaborative 2018 Town Profile

REGIONAL ANALYSIS

HOUSING: NET MIGRATION BETWEEN NEW HAVEN AND SELECTED COUNTIES

There is a negative net migration rate been New Haven County and neighboring counties.¹⁷

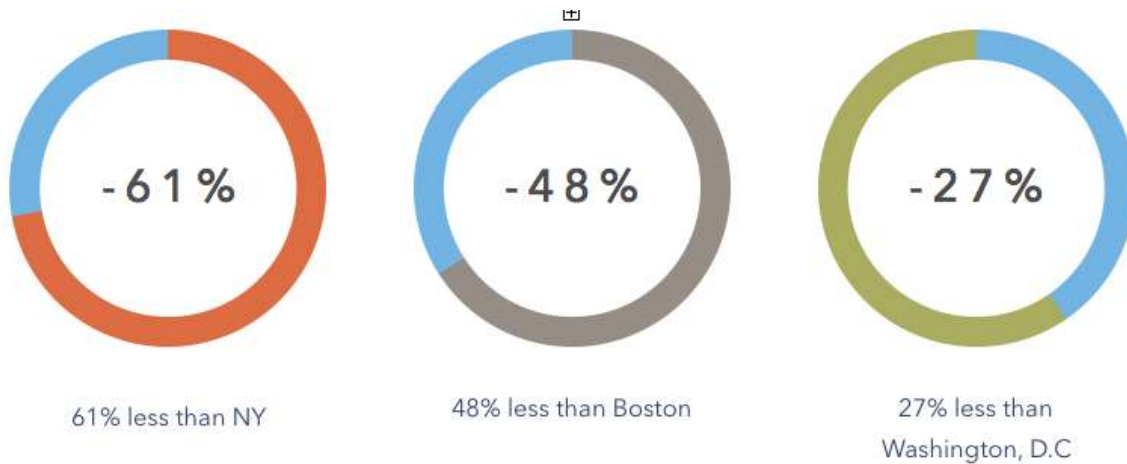
State	County	In-Migration	Out-Migration	Net-Migration
CT	Fairfield County	3334	2541	793
NY	Bronx County	293	135	158
NY	Westchester County	216	127	89
NY	Queens County	242	163	79
NY	Kings County	328	253	75
	Puerto Rico	20	45	-25
CT	New London County	249	285	-36
MA	Suffolk County	129	202	-73
MA	Middlesex County	152	262	-110
NY	New York County	307	420	-113
CT	Litchfield County	753	932	-179
CT	Middlesex County	860	1116	-256
CT	Hartford County	1624	1948	-324
TOTAL		14229	17284	-3055

¹⁷ IRS Migration Data 2015-2016

REGIONAL ANALYSIS

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., the region 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. ¹⁸



¹⁸ Rent Café, rentcafe.com, December 2018

REGIONAL ANALYSIS

WORKFORCE: UNEMPLOYMENT

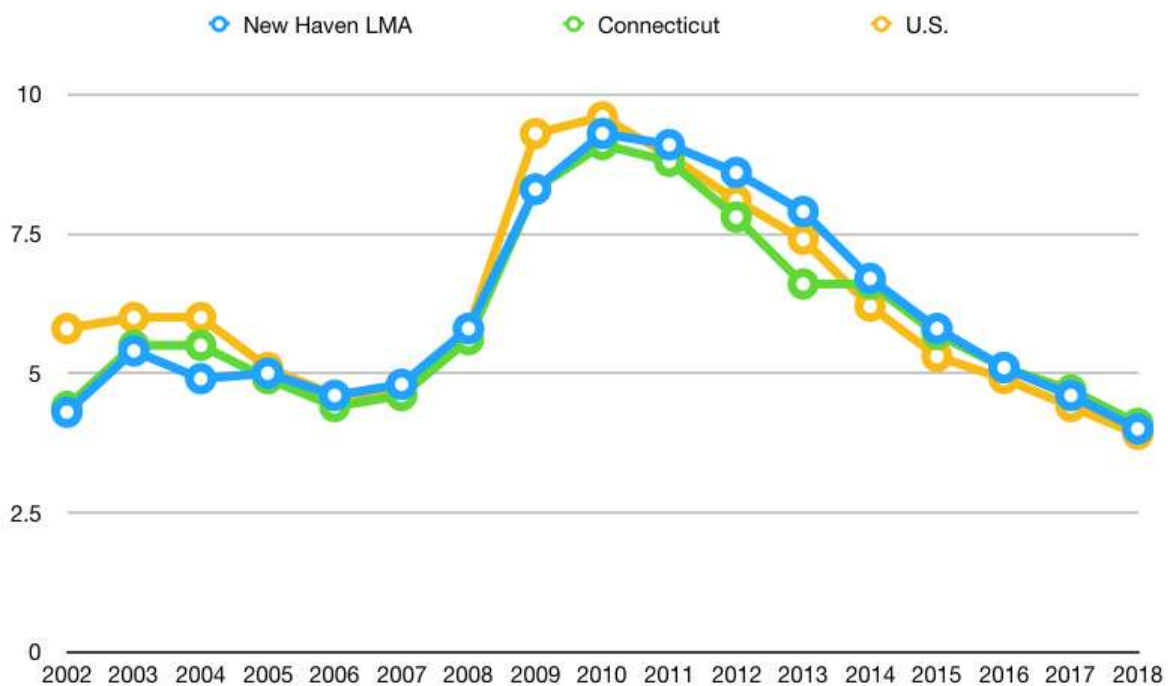
Unemployment in the New Haven Labor Market Area (LMA)* has trended consistently with the unemployment of Connecticut and U.S. overall. In the LMA, unemployment has declined every year since 2010.¹⁹

2018 Annual Unemployment

New Haven LMA: 4.1%

Connecticut: 4.0%

U.S.: 3.9%

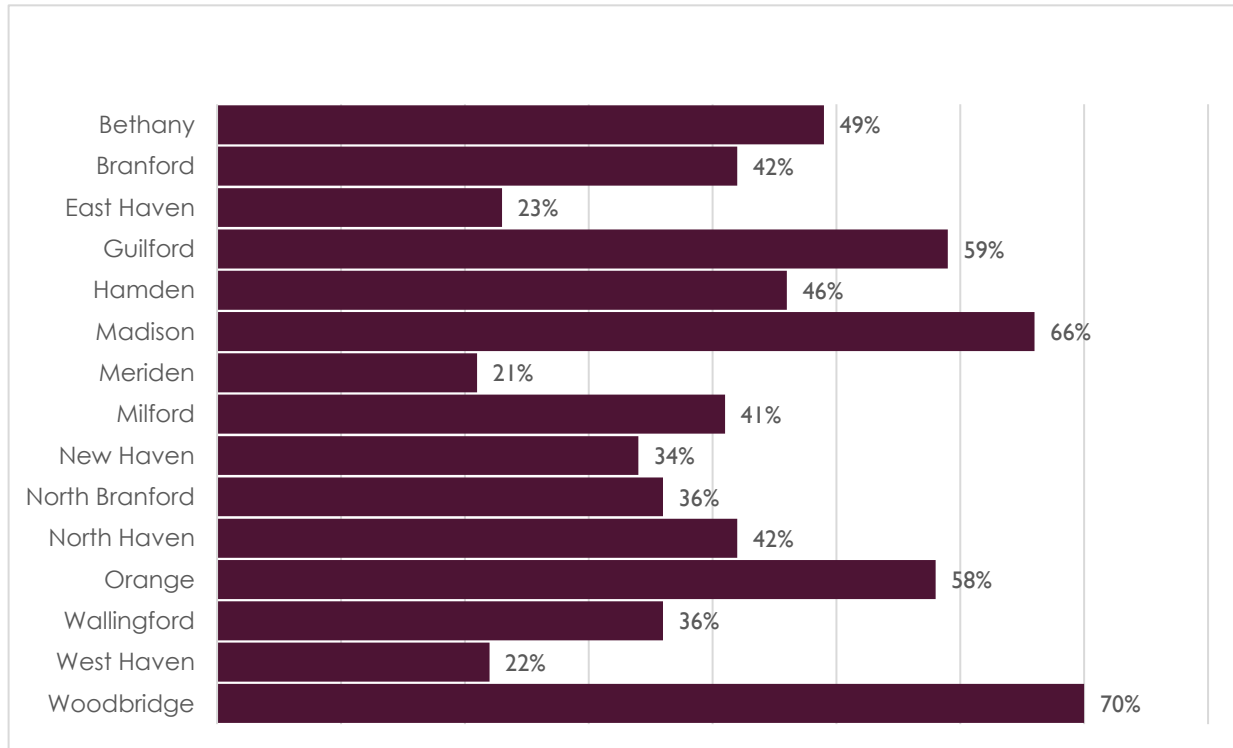


¹⁹ Connecticut Department of Labor, ctdol.state.ct.us/lmi/laus/lauslma.asp

REGIONAL ANALYSIS

WORKFORCE: EDUCATIONAL ATTAINMENT BY TOWN

The chart below shows the Percentage of Population 25+ years with 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.

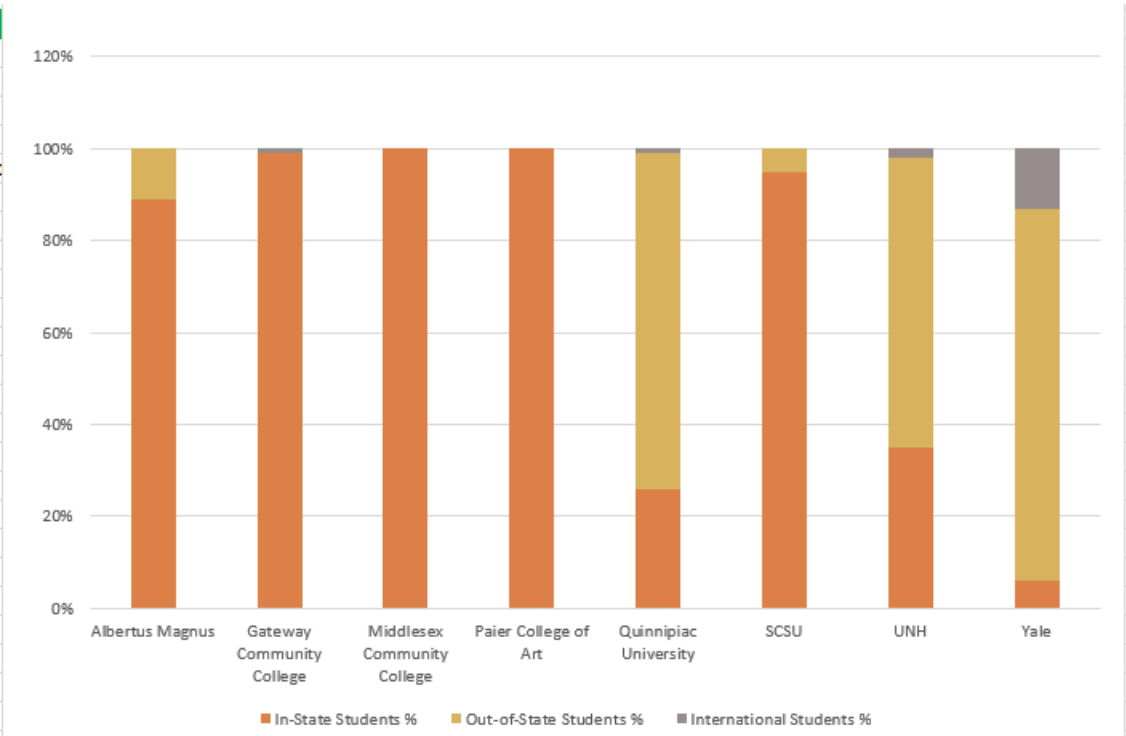


REGIONAL ANALYSIS

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. Through collaboration between colleges and the business sector, we are making strides to create a potential source of appropriately skilled worker for our employment needs.

While the student bodies at Gateway Community College, Middlesex Community College and the Paier College of Art are comprised almost exclusively by Connecticut residents, our other colleges and universities draw students from around the globe.²⁰



²⁰ National Institute of Health, report.nih.gov/award

REGIONAL ANALYSIS

EMPLOYERS: LARGEST EMPLOYERS IN REGION

Since 2018, Alexion has been removed as one of the top employers in the region. As part of a management change, the headquarters moved to Boston. It is worth noting that the research division, with approximately 500 employees, remains in New Haven. Otherwise, our large employer base has remained unchanged.²¹

Company Name	Town	Industry/Business Description	Size/Range
Yale New Haven Health System	New Haven	Hospitals/Clinics	10,000+
Yale University	New Haven	Schools-Universities & Colleges Academic	5,000-9,999
Avangrid (United Illuminating and Southern Connecticut Gas)	Orange	Utilities	1,000-4,999
General Counselors Office	New Haven	Business Services NEC	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	Internet & Catalog Shopping	500-999
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

²¹ CT Department of Labor, ctdol.state.ct.us/lmi/EmpSearchGeo.asp, October 2018

REGIONAL ANALYSIS

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

REGIONAL ANALYSIS

EMPLOYERS: SIZE OF ESTABLISHMENTS

The vast majority of businesses in New Haven County employ less than 100 employees and account for more than 58% of total employment.²²

Size	Number of	Worksites		Employment	
Class	Employees	Number	% of Total	Number	% of Total
1	0 - 4	13,997	59.0	21,928	6.8
2	5 - 9	3,823	16.1	25,430	7.9
3	10 - 19	2,904	12.2	39,338	12.3
4	20 - 49	1,917	8.1	58,373	18.2
5	50 - 99	623	2.6	42,796	13.3
6	100 - 249	385	1.6	57,977	18.1
7	250 - 499	51	0.2	17,570	5.5
8	500 - 999	15	0.1	10,395	3.2
9	1000 & over	16	0.1	47,145	14.7
Total		23,731	100.0	320,952	100.0

²² CT Department of Labor, ctdol.state.ct.us/lmi/EmpSearchGeo.asp, 4th Quarter, 2017

REGIONAL ANALYSIS

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.

According to the Rankings by Total Academic R&D Expenditures published by the National Science Foundation, Greater New Haven colleges and universities have invested almost \$5 billion in R&D between 2012 and 2017.



in thousands						
YEAR	2012	2013	2014	2015	2016	2017
Yale University	\$656,555	788,784	772,840	803,004	881,765	951,084
University of New Haven	\$2,723	1,400	1,616	1,832	3,822	5,005
Southern Connecticut State University	3,256	2,012	5,465	5,482	3,243	2,493
Quinnipiac University	1,000	1,022	1,002	967	1,022	1,036
TOTAL BY YEAR	663,804	793,218	780,923	811,285	889,852	959,618