



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

May 22, 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. Adoption of 4/24/19 SCRCOG Meeting Minutes – *First Selectman Michael Freda, Secretary* Pages 2-4
3. Treasurer's Report for month ending 4/30/19 – *First Selectman Matthew Hoey, Treasurer* Pages 5, 6
4. Transportation Committee Report – *Mayor William Dickinson, Committee Chairman* Pages 7-18
 - a) Adopt Resolution to Approve FY 2018-2021 TIP Amendment Fourteen Pages 13, 14
 - b) Adopt Resolution to Approve FTA Section 5310 Program Priorities Resolution Pages 15-17
 - c) Adopt Resolution to Approve the FY2020 and FY2021 UPWP (Attached) Page 18
5. Resolution To Approve the 2019 Annual Comprehensive Economic Development Strategy (CEDS) Page 19
Attached
6. Approval of SCRCOG FY 2019-2020 Budget Pages 20-24
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*
9. SCRCOG Executive Director's Report – *Carl Amento, Executive Director*
10. REX Development Report – *Ginny Kozlowski, Executive Director, REX Development* Pages 25, 26
11. DESPP/DEMHS Report – *Jacob Manke, Region 2 Coordinator; Robert Kenny, Region 1 Coordinator*
12. Regional Cooperation/Other Business
13. 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



SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

Planning for Our Region's Future

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

Carl J. Amento, Executive Director

TO: **SCRCOG Board Members**
FROM: **First Selectman Michael Freda, Secretary**
DATE: **May 15, 2019**
SUBJECT: **SCRCOG Meeting Minutes of April 24, 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>
Hamden	Patrick Donnelly, <i>proxy for Mayor Curt Leng</i>
Madison	First Selectman Thomas Banisch, <i>Chair</i>
Meriden	Stephanie Dellolio, <i>proxy for Mayor Kevin Scarpati</i>
Milford	Mayor Benjamin Blake
New Haven	Michael Piscitelli, <i>proxy for Mayor Toni Harp</i>
North Branford	Michael Paulhus, <i>proxy for Mayor Michael Doody</i>
North Haven	First Selectman Michael Freda, <i>Secretary</i>
Wallingford	Mayor William Dickinson
West Haven	Lou Esposito, <i>proxy for Mayor Nancy Rossi</i>
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: Serena Neal-Sanjurjo, *New Haven Livable City Initiative*; Ed Matteson, *New Haven City Plan Commission*; 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*; William Villano, *Workforce Alliance*; Michael Muszynski, *CT Conference of Municipalities*; Betsy Gara, *Council of Small Towns*; Louis Mangini, *Office of U.S. Representative Rosa DeLauro*; David Tusio, *Office of U.S. Senator Christopher Murphy*; Caitlin Maloney, *New Haven Legal Assistance Association*; Markeshia Ricks, *New Haven Independent*; Mark Zaretsky, *New Haven Register*;

1. **Call to order and Introductions**

Chairman Banisch called the meeting to order at 10:02 a.m. All present introduced themselves.

2. **Presentation: Affordable Housing Report and Recommendations**

Serena Neal-Sanjurjo gave an overview of the report completed by the City of New Haven's Affordable Housing Task Force. She asked the board if there was interest in creating a Regional Affordable Housing Committee. First Selectwoman Gorski made a motion to create the committee, and First Selectwoman Heller seconded. All voted in favor.

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

First Selectman Freda presented the Minutes of the SCRCOG Board Meeting of March 27, 2019, which were included in the agenda packet at pages 2-4. He moved for their approval. First Selectman Hoey seconded the motion, which passed unanimously.

4. **Treasurer's Report for Month Ending March 31, 2019**

First Selectman Hoey presented the Treasurer's Report for the month ending March 31, 2019, which was included in the agenda packet at pages 5-6. The Balance Sheet shows that SCRCOG has total assets of \$1,273,000 with approximately \$1,058,000 of that in cash and investments. There is also \$169,000 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 7-16 of the agenda packet. Resolutions were found at Pages 9-16 of the agenda packet.

- Adopt Resolution approving FY 2018-2021 TIP Amendment Thirteen
 - Mayor Dickinson moved for adoption. First Selectman Cosgrove seconded. The motion was approved unanimously.
- Ozone Air Quality Conformity Resolution
 - Mayor Dickinson moved for adoption. First Selectman Hoey seconded. All voted in favor.
- P.M. 2.5 Air Quality Conformity Resolution
 - Mayor Dickinson moved for adoption. First Selectman Hoey seconded. All voted in favor.
- South Central Regional MTP 2019-2045 Resolution
 - Mayor Dickinson moved for adoption. First Selectman Cosgrove seconded. The motion passed unanimously.

6. **Presentation: 2019 Annual Comprehensive Economic Development Strategy (CEDS) Update**

Ginny Kozlowski and Barbara Malmberg presented the 2019 Annual Update of the CEDS. The report describes the region's economic development goals and identifies strategies to achieve those goals. A public comment period is open and the CEDS will be considered for approval by SCRCOG at the May meeting.

7. **Congressional Report**

Louis Mangini from Congresswoman DeLauro's Office discussed bills relating to workforce training and health insurance which were approved by the Labor, Health, and Human Services Committee. David Tusio from U.S. Senator Murphy's office reported that the Senator is scheduled to tour the Eastern Connecticut Manufacturers Pipeline. He also mentioned the release of the BUILD (successor to TIGER) grant opportunity.

8. **State Legislative Report**

Michael Muszynski from CCM noted that the Appropriations and Finance Committee are reviewing the current draft budget, and it does not appear that municipal aid will be impacted as much as initially thought. The CCM Legislative Report was distributed by email in advance of the meeting. Betsy Gara from COST passed out a list of bills of municipal concern, including those referencing teachers' pension costs, the bottle bill, and plastic bag bans.

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

Executive Director Amento reported on the progress of the various Shared Services/Operations Working Groups. He also reviewed upcoming events and grant opportunities which were distributed at the meeting. He mentioned that SCRCOG would be hosting an intern from Sustainable CT this summer who will assist the SCRCOG member municipalities.

10. **REX Development Report**

Ginny Kozlowski of REX Development reviewed the REX report at Pages 17-18 of the agenda packet. She discussed the 2019-2020 Greater New Haven Visitor's and Relocation Guide, and passed out copies to the Board members.

11. **DESPP/DEMHS Report**

Robert Kenny was not in attendance to give a report.

12. **Regional Planning Commission April Action Table**

The action table on Page 19 of the agenda packet was reviewed.

13. **Regional Cooperation/Other Business**

Mayor Dickinson posed a question to UI and RWA regarding their predicted load profiles in the future. Representatives from both organizations stated that it is expected to remain flat or decline, noting that increased efficiency has contributed to declining usage in recent history. Mayor Dickinson stated that he has seen the same trend in the Town of Wallingford's public utilities, and expects to see rates increase as a result.

14. **Adjournment**

First Selectman Freda moved to adjourn; First Selectman Cosgrove seconded. The meeting was adjourned at 11:15 am.

Respectfully submitted,

First Selectman Michael Freda, *Secretary*

Assets

Cash and Investments

Key Bank - Checking Account	390,313.66
State of CT - Short-Term Investment Fund	560,634.83
Start Community Bank	103,999.80

Accounts Receivable

CT Department of Transportation - FY 16	433.54
CT Department of Transportation	256,891.86
CT Office of Policy and Management	637.80
Other Federal Grants (FEMA)	839.25

Other Assets

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

Total Assets	1,358,807.87
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Liabilities

Deferred Revenue - Municipal	118,735.02
Deferred Revenue - OPM	139,566.96
Deferred Revenue - LOTCIP	213,758.21
Deferred Rev. - Other (Election Monitor)	4,397.30
Deferred Revenue - Special Assessment	10,826.63

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	(7,452.51)

Total Fund Balance	871,523.75
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Total Liabilities and Fund Balance	1,358,807.87
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	Current	Year-to-Date	Budget
Resources			
Municipal - Revenue	8,205.85	74,264.98	193,000.00
Municipal - Special Assessment	279.75	4,863.97	6,625.00
CT OPM - Regional Planning	31,335.05	353,937.04	493,504.00
CT OPM - RPI Grant, Open Space Inventory		2,892.50	5,400.00
CTDOT - Transportation Planning	169,576.34	667,076.65	1,286,011.00
CTDOT - LOTCIP		5,464.68	219,529.00
CTDOT - Mobility Manager			87,155.00
FEMA - Hazard Mitigation Plan	839.25	14,591.92	18,275.00
CT SotS - Regional Election Monitor		3,598.74	8,800.00
CT DoAg - Farm Viability Grant			40,000.00
Interest - Revenue	1,128.48	8,793.06	4,000.00
Total Resources	211,364.72	1,135,483.54	2,362,299.00
Direct Expenses			
Transportation Planning Consultants	125,000.00	211,125.00	731,100.00
Land-Use Planning Consultants		36,721.89	119,500.00
Other Consultants	13,850.00	138,050.00	313,500.00
Travel	74.82	3,413.11	10,500.00
Data Processing		3,600.00	5,300.00
Commercial Printing	2,247.60	2,247.60	12,200.00
Subscriptions and Books		2,099.42	3,100.00
Insurance and Professional Services		363.50	1,000.00
Meeting Expenses and Advertising	1,065.72	8,411.20	17,300.00
Miscellaneous		226.88	721.00
LOTICP - Reserved			206,286.00
Regional Election Monitor - Reserved			3,878.00
Total Direct Expenses	142,238.14	406,258.60	1,424,385.00
Direct Labor			
Direct Labor - Employees	29,450.51	312,025.00	397,776.00
Overhead			
Indirect Labor - Employees	10,320.09	147,006.75	181,935.00
Employee Benefits	15,626.38	156,010.16	189,603.00
Travel		23.98	200.00
Data Processing	24.00	8,928.65	11,700.00
Rent	8,844.24	89,066.60	107,700.00
Telephone and Internet	810.92	5,422.63	7,300.00
Office Supplies	380.72	1,520.25	3,500.00
Equipment Maintenance	1,328.32	14,356.75	16,900.00
Subscriptions and Books			200.00
Insurance and Professional Services		10,133.00	19,800.00
Meeting Expenses and Advertising	394.00	502.79	600.00
Miscellaneous	55.31	592.78	700.00
Total Overhead	37,783.98	433,564.34	540,138.00
Total Operating Expenses	209,472.63	1,151,847.94	2,362,299.00

South Central Regional Council of Governments
2015-2018 TRANSPORTATION IMPROVEMENT PROGRAM
Amendment Number 14

Project	0092-0621 2007-056 FARMINGTON CANAL GREENWAY.
Changes	Amendment 14 adjusted funding amount and adds TAP funds
Reason	Action necessary based on latest cost estimates
Project	0092-0681 2016-A18-1 Intersection Improvement @ SR 745 & Kimberly Ave
Changes	Amendment 14 moves CON to FY21
Reason	Action is necessary based on revised project schedule.
Project	0106-0128 2016-A17-2 Interchange 58 Improvements on Rte 15 @ Rte 34
Changes	Amendment 14 Increases STPNH funds for CON.
Reason	Action necessary based on latest cost estimates
Project	0106-0130 2019-A14-2 Interchange 57/58 Improvements at CT34
Changes	Amendment 14 Introduces New Project
Reason	Project to make improvements to CT Route 15 interchange #57/58 in Orange. Will provide an acceleration lane for CT Route 34 eastbound traffic entering CT Route 15 southbound and to mill and overlay the four circular interchange ramps with high friction pavement
Project	0170-3532 2019-A14-3 Highway Sign Inventory Phase 2
Changes	Amendment 14 Introduces New Project
Reason	Phase 2 of the Highway Sign Inventory project deliverables will include a statewide limited access highway extruded aluminum signing plan including sign details Funding will also include efforts to begin updating the Sign Inventory and associated business plan. Information from the Sign Inventory will be used for TAMP updates. Since the Sign Inventory will be for both NHS and non-NHS routes, this project is to be funded with STPA.
Project	0170-3545 2019-A14-4 Replace Highway Sheet Aluminum Signs
Changes	Amendment 14 Introduces New Project
Reason	The existing highway signs on portions of I-84, I-91, I-95, I-291, I-384 and Routes 2, 3, 6, 11 and 17 have exceeded their useful service life and are in need of replacement. The project will include replacement of all sheet aluminum signs on the mainline roadway not currently planned for replacement in other projects.
Project	0173-0504 2019-A14-1 Replace Highway Illumination System
Changes	Amendment 14 Introduces New Project
Reason	Replacement of complete highway illumination systems at locations along various routes determined to be in the greatest need of replacement within District 3, and replacement of just existing light fixtures along I-95 in Bridgeport

South Central Regional Council of Governments
FFY2018-FFY2021 Transportation Improvement Program
Amendment 14

State Project #0092-0621

SCRCOG # 2007-056

Municipality New Haven

AQ Code X6

Proposed

Project Name FARMINGTON CANAL GREENWAY.

Description Design and completion of Farmington trail section through New Haven from Whitney Avenue to the Long Wharf Pier at New Haven Harbor

Current 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>
HPP	CON	Federal		126			
		Local		31			
HPPS		Federal		5,519			
		Local		1,380			
REP		Federal		350			
		Local		88			
Total Cost	\$7,494		0	0	7,494	0	0

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>
HPP	CON	Federal		9			
		Local		2			
HPPS		Federal		5,575			
		Local		1,394			
REP		Federal		350			
		Local		88			
TAPNH		Federal		475			
		Local		119			
TIP Funds	\$8,012		0	0	8,012	0	0

Amendment Notes

FY07 TIP Amend 7 introduces project to TIP and will be added to the STIP. FY07 TIP Amendment 13 Moves CON to FYI. FY07 TIP Amend 17 moves ROW funds from FFY09 to FFY10. Project moved into FY10 TIP. FY10 TIP Amend 7 moves ROW from FFY10 to FFY11. FY12 TIP includes ongoing project. FY12 TIP Amend 19 moves funds to FY14. FY12 TIP Amend 21 adjusts funding amounts. FY15 TIP Amend 1 moves CON phase to 15. FY15 TIP Amend 9 moves funds to FY16. FY15 TIP Amend 16 adds AC Entry and adjusts funding. FY15 TIP Amend 20 adds REP funds and moves CON to FY17 FY15 TIP Amend 23 moves CON from FY17 to FY18 FY18 TIP Amend 9 adjusts project schedule. FY18 TIP Amend 14 adjusted funding amount and adds TAP funds

South Central Regional Council of Governments
FFY2018-FFY2021 Transportation Improvement Program
Amendment 14

State Project #0092-0681

SCRCOG # 2016-A18-1

Municipality New Haven

AQ Code X7

Proposed

Project Name Intersection Improvement @ SR 745 and Kimberly Ave

Description Intersection improvements at CT 10 and SR 745 and Kimberly Ave, includes adding dedicated turn lanes on CT 10 approaches, drainage, traffic signal replacement, reconstruction of sidewalks, landscaping, and relocation of utilities.

Current 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>
STPNH	CON	Federal			3,520		
		State			880		
Total Cost	\$4,400		0	0	0	4,400	0

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>
STPNH	CON	Federal				3,520	
		State				880	
TIP Funds	\$4,400		0	0	0	0	4,400

Amendment Notes

FY15 Amendment 18 adds a new project FY 18 TIP Amend 10 moves CON to 2020.
FY18 TIP Amend 14 moves CON to FY21

South Central Regional Council of Governments
FFY2018-FFY2021 Transportation Improvement Program
Amendment 14

State Project #0106-0128

SCRCOG # 2016-A17-2

Municipality Orange

AQ Code X7

Proposed

Project Name Interchange 58 Improvements on Rte 15 @ Rte 34

Description The project will add a Northbound Route 15 Acceleration lane from Route 34 Westbound and a Southbound Route 15 deceleration lane onto Route 34 Westbound.

Current 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>
NHPP	FD Federal			336			
	State		84				
	CON AC-Entry			0			
	Federal			800			
	State			200			
STPNH	AC-Entry				0		
	Federal				4,000		
	State				1,000		
Total Cost	\$6,420	0	84	1,336	5,000	0	0

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>
NHPP	FD Federal			336			
	State		84				
	CON AC-Entry			0			
	Federal			800			
	State			200			
STPNH	AC-Entry				0		
	Federal				6,080		
	State				1,520		
TIP Funds	\$9,020	0	84	1,336	7,600	0	0

Amendment Notes

Fy15 TIP Amendment 17 adds a new projec FY18 TIP Amend 9 adjusts project schedule FY 18 TIP Amend 10 changes funding source. FY18 TIP Amend 14 Increases STPNH funds for CON.

South Central Regional Council of Governments
FFY2018-FFY2021 Transportation Improvement Program
Amendment 14

State Project #0106-0130

SCRCOG # 2019-A14-2

Municipality Orange

AQ Code X7

Proposed

Project Name Interchange 57/58 Improvements at CT34

Description Improvements to CT Route 15 interchange #57/58 in Orange to provide an acceleration lane for CT Route 34 eastbound traffic entering CT Route 15 southbound and to mill and overlay the four circular interchange ramps with high friction pavement.

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>
NHPP	PD	Federal			172			
		State			43			
	FD	Federal				424		
		State				106		
	CON	Federal					2,240	
		State					560	
TIP Funds	\$3,545		0	0	215	530	2,800	0

Amendment Notes

Fy 18 Amend 14 Introduces Project

State Project #0170-3532

SCRCOG # 2019-A14-3

Municipality Statewide

AQ Code X6

Proposed

Project Name Highway Sign Inventory Phase 2

Description Phase 2 of the Highway Sign Inventory. Phase 1 was completed under project #01703062. Deliverables will include a statewide limited access highway extruded aluminum signing plan including sign details and MicroStation Connect sign cell library.

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>
STPA	PL	Federal			1,200			
		State			300			
<i>TIP Funds</i>	\$1,500		0	0	1,500	0	0	0

Amendment Notes

Fy 18 Amend 14 Introduces Project

South Central Regional Council of Governments
FFY2018-FFY2021 Transportation Improvement Program
Amendment 14

State Project #0170-3545

SCRCOG # 2019-A14-4

Municipality

AQ Code X6

Proposed

Project Name Replace Highway Sheet Aluminum Signs

Description Replacement of highway sheet aluminum signs along certain limited access portions of various roadways in Districts 1 and 2, addressing approximately 400 miles of roadway, and removal of "Old Exit" sign panels on I-395.

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>
STPA	PD	Federal		130			
	FD	Federal			30		
	CON	Federal			4,000		
TIP Funds	\$4,160	0	0	130	4,030	0	0

Amendment Notes

Fy 18 Amend 14 Introduces Project

State Project #0173-0504

SCRCOG # 2019-A14-1

Municipality District 3

AQ Code X6

Proposed

Project Name Replace Highway Illumination System

Description Replacement of complete highway illumination systems at locations along various routes determined to be in the greatest need of replacement within District 3, and replacement of just existing light fixtures along I-95 in Bridgeport.

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>
STPA	PD	Federal		280	360		
		State		70	90		
TIP Funds	\$800	0	0	350	450	0	0

Amendment Notes

Fy 18 Amend 14 Introduces Project



SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

Planning for Our Region's Future

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New Haven North Branford North Haven Orange Wallingford West Haven Woodbridge

Carl J. Amento, Executive Director

Resolution

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

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 *Metropolitan Transportation Plans—2019 to 2045, (April, 2019)*; 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 Metropolitan Transportation Plan—2019 to 2045, (April, 2019)*); 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
Fourteen (continued)***

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

The Program *Amendment Fourteen* 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 **May 22, 2019**

Date May 22, 2019

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



SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

Planning for Our Region's Future

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Carl J. Amento, Executive Director

Federal Transit Administration Section 5310 Enhanced Mobility for Seniors and Persons with Disabilities: SCRCOG Priorities

The Section 5310 Program

Since 1975, the State of Connecticut has received annual Federal Section 5310 funding for transportation of seniors and individuals with disabilities. Under FAST act, the cash grants for qualified recipients towards the purchase of wheelchair accessible vehicles were maintained, as Section 5310A. In addition, there are three new categories of project types that can now be funded; Section 5310 B, C & D. These categories provide mainly operating funds for programs that provide transportation service to the elderly and persons with disabilities. FAST Act funding is apportioned based on Transportation Management Area (TMA). The New Haven TMA includes the South Central Region and portions of the Lower Connecticut River Valley Council of Governments (RiverCOG).

Priorities

SCRCOG received seven applications for Section 5310A for the purchase of eight vehicles, and six applications for Section 5310 B, C & D for operating expenses. Representatives from SCRCOG and the RiverCOG reviewed the applications and assigned points using criteria provided by CTDOT. The following regional priorities are recommended to the Council for consideration:

Section 5310A Capital Primary

1 Town of Woodbridge	1 Vehicle
2 Town of Guilford	1 Vehicle
3 Vista Life Innovations, Inc.	2 Vehicles
4 Goodwill Southern New England	1 Vehicle
5 AVP Inc. Adult Vocation Program	1 Vehicle
6 VNA Community Healthcare & Hospice Inc.	1 Vehicle
7 City of Meriden	1 Vehicle

Section 5310B, C & D Operating

1 ALSA-CT	Transportation Services
2 Estuary Transit District	Feeder Service
3 Estuary Transit District	Riverside Routes
4 Estuary Transit District	Taxi Vouchers
5 The Kennedy Center	Regional Mobility Management Program
6 North-East Transportation Co.	Transportation Services



SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

Planning for Our Region's Future

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

Carl J. Amento, Executive Director

Resolution

FFY 2018 Federal Transit Administration Section 5310 Enhanced Mobility for Seniors and Persons with Disabilities.

- Whereas:*** The State of Connecticut has received annual Federal Section 5310 funding for transportation of seniors and individuals with disabilities, since 1975; and
- Whereas:*** FASTact funding is apportioned based on Transportation Management Area (TMA). The New Haven TMA includes the South Central Region and portions of the Lower Connecticut River Valley Council of Governments (RiverCOG) to allow funds for capital and operating expenses; and
- Whereas;*** \$511,971 has been appropriated to the New Haven TMA for FY17, of which a minimum of 55% must be used for capital purchases; and
- Whereas:*** SCRCOG and RiverCOG, have reviewed all applications from interested non-profit organizations, and prioritized projects based on criteria provided by CTDOT; and
- Whereas:*** Agreement has been reached among the above mentioned parties on the priorities for capital purchases and operating funds after review of applications from municipalities, interested non-profit organizations, and area paratransit operators, based on ranking criteria provided by CTDOT



SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

Planning for Our Region's Future

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

Carl J. Amento, Executive Director

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

That the South Central Regional Council of Governments adopts the following 5310 priorities for the New Haven TMA:

Section 5310A Capital Primary

1 Town of Woodbridge	1 Vehicle
2 Town of Guilford	1 Vehicle
3 Vista Life Innovations, Inc	2 Vehicles
4 Goodwill Southern New England	1 Vehicle
5 AVP Inc. Adult Vocation Program	1 Vehicle
6 VNA Community Healthcare & Hospice Inc.	1 Vehicle
7 City of Meriden	1 Vehicle

Section 5310B, C & D Operating

1 ALSA-CT	Transportation Services
2 Estuary Transit District	Feeder Service
3 Estuary Transit District	Riverside Routes
4 Estuary Transit District	Taxi Vouchers
5 The Kennedy Center	Regional Mobility Management Program
6 North-East Transportation Co.	Transportation Services

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 **May 22, 2019**

Date: May 22, 2019

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



SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS
Planning for Our Region's Future

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

Carl J. Amento, Executive Director

Resolution

Approving the Final Fiscal Year 2020 and Fiscal Year 2021 Unified Planning Work Program

Whereas: comments from the U.S. Federal Transit Administration, the U.S. Federal Highway Administration, and the Connecticut Department of Transportation were incorporated into a final *Fiscal Year 2020 and Fiscal Year 2021 Unified Planning Work Program*; and

Whereas: The Council's Transportation Committee reviewed *Fiscal Year 2020 and Fiscal Year 2021 Unified Planning Work Program* on May 8, 2019, and recommended that the Council of Governments adopt the final work program.

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

That the final *Fiscal Year 2020 and Fiscal Year 2021 Unified Planning Work Program* is hereby adopted.

Certificate

The undersigned duly qualified and acting Secretary of the South Central Regional Council of Governments certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Council of Governments on May 22, 2019.

Date: May 22, 2019

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



SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

Planning for Our Region's Future

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

Carl J. Amento, Executive Director

Resolution

Approving the 2019 South Central Connecticut: Comprehensive Economic Development Strategy Update

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

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

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

Whereas: The purpose of the 2019 Comprehensive Economic Development Strategy (CEDS) Update is to create a cohesive plan for the entire region to promote economic activity and to prepare for potential economic disruptions; and

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

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

That the *2019 South Central Connecticut: Comprehensive Economic Development Strategy Update* is hereby approved.

Certificate

The undersigned duly qualified and acting Secretary of the South Central Regional Council of Governments certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Council of Governments on May 22, 2019.

Date: May 22, 2019

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

MEMORANDUM

FROM: Executive Director Carl Amento, Deputy Director Stephen Dudley, and Finance Director Christopher Rappa

TO: SCRCOG Board

RE: FY 2019-2020 Proposed SCRCOG Budget

DATE: May 15, 2019

The FY 2019-20 Proposed SCRCOG Budget contains the following highlights:

- **Amount of State OPM Regional Services Grant (RSG) Remains Uncertain**

The amount of the FY 2019-20 RSG will depend on the action of the Legislature on the biennial state budget. The Governor's budget proposes RSG funding levels at one-half the current appropriation. For FY 2018-19, we are receiving RSG in the amount of \$493,504. For FY 2019-20, we have chosen to proceed for purposes of the proposed SCRCOG budget for next year with the Governor's proposal of \$246,000. There has been discussion that this amount will be restored to 2018-19 levels but no bill yet includes that amount.

The RSG, plus municipal dues and competitively-awarded grants received by SCRCOG, account for all non-federal revenue to SCRCOG. A portion of the RSG provides funding for the local match for SCRCOG's federal transportation revenue, supplementing municipal dues, which are insufficient to fully fund the required local transportation match. The remainder of the RSG is used for non-transportation regional planning, shared services and special projects.

The reduction in RSG for FY 2019-2020, if maintained, would primarily cause SCRCOG's non-transportation programs to be cut back.

- **The Reduction in State match for Federal Transportation Funds Will Continue - Maybe**

In FYs 2017-18 and 2018-19, the state reduced its match of federal transportation funds directed to COGs from 10% to 7.6%. Since the total local-state match for the federal transportation funds is required to be 20%, this meant that the local match had to increase from 10% to 12.4%. In addition, the state stopped providing any match for federal transportation funds carried over from previous years. These carryover funds had been matched in previous years by 10% state funds.

Initial guidance from CTDOT proposed a 10% match for the next two fiscal years. Subsequent communication from CTDOT in late March directed COGs to reduce the state match for the upcoming fiscal year to 8%, which would leave 12% to be funded by local match. Carryover funds are expected to continue to have no state match. All COGs have protested this reduction from the initial guidance and meetings are scheduled with CTDOT and OPM to discuss this change. We will advise once the outcome of this meeting is known.

- **No Municipal dues increase recommended**

The proposed FY 2019-2020 SCRCOG Budget includes no dues increase. Previous dues increases have improved SCRCOG's ability to provide match for and more fully utilize federal transportation funding without creating unsustainably large carryovers of unused funds and also to provide a cushion against further state funding reductions.

- **Total budget decreased from \$2.3 to \$1.8 million**

The proposed SCRCOG budget for FY 2019-20 will total \$1,886,899 as compared to a FY 2018-19 budget of \$2,362,299. This decrease is predominantly due to the non-transportation grants that are expiring this year or are winding down and the Governor's proposed decrease in the RSG grant.

- **Utilization of federal transportation carryover funding**

Federal and state transportation funding will decrease in FY 2019-20 to \$1,087,611 from a current funding level of \$1,157,343. Federal carryover funds in the amount of \$263,380 are available under the UPWP for use in both FY 2019-20 and FY 2020-21. Based on available match and the projects outlined in the UPWP, the proposed budget programs \$124,000 of the federal carryover funds. The UPWP on the agenda for approval proposes the full utilization of the carryover, which can be accomplished if RSG is funded at a higher level. Once the actual RSG number is known, a budget amendment will be needed to match that number with the budget.

- **Non-transportation grant funding is decreasing**

The Regional Open Space Inventory ended this fiscal year, while the Regional Hazard Mitigation Plan and Farm Viability Grants are winding down and will be completed by the end of this fiscal year.

- **Regional Hazard Mitigation Plan – Local Match**

The production of the Hazard Mitigation Plan on a multi-town basis (14 towns) by SCRCOG is the most cost-effective way to produce this plan for our member municipalities. As the plan is only valid for five years from initial adoption, we anticipate the start of the preparation of a new plan in less than three years. Due to the rescission of the fourth quarter FY 2016-17 RSG funds, SCRCOG no longer had the required 25% local match available to commence the update. The SCRCOG Board, at that time, authorized a special assessment of \$4821 per participating municipality to provide for the required 25% local match. The entire amount of the special assessment was not needed and an anticipated balance of \$10,827 remains. This remaining balance from the special assessment is proposed to be placed in reserves as the initial portion of the required 25% local match for the hopefully available FEMA Grant for the next update. Available grants or additional municipal contributions may be required to fund the remaining match. As we approach the next plan preparation process, determinations will be made at that time as to how the remaining match is funded.

South Central Regional Council of Governments
Fiscal Year 2019-20 Budget Summary
Proposed - May 22, 2019

<i>Revenue</i>	<i>FY 19 Budget</i>	<i>FY 20 Budget</i>
Municipal Contribution		
Municipal Contribution - Dues	193,000	193,800
Municipal Contribution - Special Projects	6,625	10,827
Transportation Planning		
U.S. DOT - FY 2019-2020	1,042,779	988,737
U.S. DOT - Carryover	128,668	124,000
U.S. DOT - Mobility Management	69,724	0
CTDOT - FY 2019-2020	114,564	98,874
CTDOT - Mobility Management	17,431	0
CTDOT - LOTCIP	219,529	212,264
Regional Planning		
CT OPM - Regional Services Grant (RSG)	493,504	246,000
CT Secretary of the State - Regional Election Monitor	8,800	4,397
Regional Open Space Inventory	5,400	0
Dept. of Agriculture - Farm Viability Grant	40,000	0
Regional Hazard Mitigation Plan		
Federal Emergency Management Agency	18,275	0
Investment Income	4,000	8,000
TOTAL	2,362,299	1,886,899

<i>Expenses</i>	<i>FY 19 Budget</i>	<i>FY 20 Budget</i>
Salaries	579,711	576,483
Benefits	189,603	207,799
Travel	10,700	10,500
Computer Supplies & Software	17,000	16,000
Rent	107,700	108,000
General Office Expenses	83,321	71,865
Transportation Consultants	606,100	604,500
MOVE New Haven	125,000	0
Other Consultants	433,000	23,850
Capital	-	45,000
Contingency	0	0
Transportation - Reserved	0	13,204
LOTICIP - Reserved	206,285	198,871
Regional Election Monitor - Reserved	3,878	0
Hazard Mitigation - Reserved	-	10,827
Total	2,362,299	1,886,899

FY 2019-20 Municipal Dues

<i>Municipality</i>	<i>FY 2019-20 Dues</i>		
	<i>Per Capita (rounded to \$100)</i>		
	<i>CT DPH Population ⁽¹⁾</i>	<i>\$</i>	<i>0.34</i>
<i>Bethany</i>	5,497	\$	1,900
<i>Branford</i>	28,111		9,600
<i>East Haven</i>	28,857		9,800
<i>Guilford</i>	22,283		7,600
<i>Hamden</i>	61,284		20,800
<i>Madison</i>	18,196		6,200
<i>Meriden</i>	59,927		20,400
<i>Milford</i>	54,508		18,500
<i>New Haven</i>	131,014		44,500
<i>North Branford</i>	14,208		4,800
<i>North Haven</i>	23,751		8,100
<i>Orange</i>	13,997		4,800
<i>Wallingford</i>	44,741		15,200
<i>West Haven</i>	54,843		18,600
<i>Woodbridge</i>	8,853		3,000
<i>Total</i>	570,070	\$	193,800

(1) State of Connecticut, Department of Public Health, Estimated Population in Connecticut Towns As of July 1, 2017.

Resolution

**South Central Regional Council of Governments Budget
Fiscal Year 2020 (July 1, 2019 – June 30, 2020)**

Whereas: The South Central Regional Council of Governments (SCRCOG) By-Laws prescribe that the Council shall review and approve SCRCOG budgets, and

Whereas: SCRCOG's Executive Committee has reviewed and recommends acceptance of the proposed Fiscal Year 2020 budget totaling \$1,886,899

Now, therefore be resolved by the South Central Regional Council of Governments:

That a Fiscal Year 2020 Budget is adopted (copy attached), and

That Fiscal Year 2020 SCRCOG municipal dues are established at 34 cents per capita, per the Connecticut Department of Public Health's July 2017 population estimates.

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 SCRCOG on May 22, 2019.

Date: May 22, 2019

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

EXECUTIVE DIRECTOR'S REPORT

MAY 2019

Ginny Kozlowski



Business Development & Retention

Identified fDI (Foreign Direct Investment) software program through CERC as a tool to track global opportunities

Public review of the 2019 South Central Connecticut Comprehensive Economic Development Strategy, approved by CEDS Strategic Planning Committee and the REX Board of Directors

SCRCOG Business Database project due for completion June 30

Meeting CEDS Business Development & Recruitment co-chairs to review bio-space inventory tracking software

Provided video for CERC's media library

Entrepreneurs & Startups

Provided ECIC implementation support

Attended the Yale Innovation Summit

Attended the City of New Haven Small Business Resource Center networking event

Hartford Insurtech Hub

Expand Global Opportunities

Met with 55 international tour operators at Discover New England Summit

Tourism

Cultural and Agricultural Asset Mapping project with SCRCOG due for completion June 30

Attended the Connecticut Conference on Tourism

Meeting with Graduate New Haven hoteliers

REDFO

May 17

Derek Slap, Connecticut
Technology Council

Visitor Newsletter Features

2019 Greater New Haven
Visitors & Relocation
Guide

New Haven Museum

International Festival of
Arts & Ideas

Memorial Day
Observances

Infrastructure

Strategic planning with regional partners on Tweed New Haven Regional Airport

Promoted TweedAirportCoalition.org via email and social media

Jam Session on Walk Friendly event

Connecticut Lodging Association

CLA Board of Directors meeting

AH&LA Partner State Conference Call

Advocacy/Improve Regulatory Environment

Greater New Haven Chamber of Commerce Government Affairs Meeting—
legislative update

Marketing, Communications & Stakeholder Education

Regional distribution of 2019 Greater New Haven Visitors & Relocation Guide

Meeting with Market New Haven

Collecting summer events for calendar, social media and newsletters

Education

Bioscience Career Forum at SCSU—Industry-Academics-Government: Collaboration To Prepare Connecticut's Workforce

Upcoming Events

**6/5 17th Annual Orange
Business & Community
Expo - Tourism
brochure swap**

**6/6 New Haven
Manufacturers
Association Annual
Meeting**

Regional Collaboration

North Haven Economic
Development
Commission Breakfast

College Street Music
Economic Impact Event

Workforce Alliance
Executive Committee
Meeting

Milford Progress Inc.

CEDAS Meeting

CERC Board Meeting

Regional Leadership
Council

Destination Milford
Launch Event

**REX Development
PO Box 1576
New Haven, CT 06506**

**P 203-821-3682
www.rexdevelopment.com**



Transportation Planning Work Program
Unified Planning Work Program

Fiscal Year 2020 and Fiscal Year 2021

July 2019 - June 2020

July 2020 - June 2021

As proposed to Transportation Committee 5-1-19 rev.5-8-19



South Central Regional Council of Governments
127 Washington Avenue, 4th Floor West
North Haven, Connecticut 06473
Tel. (203) 234-7555
Fax (203) 234-9850
Website: www.scrkog.org

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Introduction

The South Central Connecticut Region includes the entire corporate limits of the fifteen municipalities in the Greater New Haven area - Bethany, Branford, East Haven Guilford, Hamden, Madison, Meriden, Milford, New Haven, North Branford, North Haven, Orange, Wallingford, West Haven, and Woodbridge. The Region is a Council of Governments, as permitted by the Connecticut General Statutes, with each municipality represented by its chief elected official. The Council meets monthly to act on regional business and oversee the transportation activities of the Region. Recommendations concerning transportation actions are forwarded to the Council from the Transportation Committee, consisting of six members of the Council, and the Transportation Technical Committee, which includes an appointed staff person from each municipality. These two committees meet jointly each month to recommend actions for consideration by the Council on transportation matters.

The Unified Planning Work Program (UPWP) is adopted in accord with federal code (23CFR Part 450.308) and governs the transportation planning activities of the Region. These planning activities include planning partners at the federal level of the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA) and, at the state level, the Connecticut Department of Transportation (CTDOT).

This UPWP utilizes, builds upon, and continues the required transportation planning activities from previous UPWPs. Specific consultant-supported projects that are continued from previous UPWPs are noted hereafter.

It is noted that the FY 21 activities shown herein are subject to SCRCOG approval of the SCRCOG FY 21 budget and may be adjusted after funding levels are confirmed.

Key Issues for the 2020 and 2021 Program Years

Responding to the Goals of FAST Act

The Federal transportation act, Fixing America's Surface Transportation (FAST), identifies ten (10) planning factors that Metropolitan Planning Organizations (MPOs), such as the South Central Regional Council of Governments (SCRCOG), must consider in their Unified Planning Work Programs (UPWP). These general planning goals are:

1. **Economic Vitality** – Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity and efficiency;
2. **Safety** – Increase the safety of the transportation system for motorized and non-motorized users;
3. **Security** – Increase the security of the transportation system for motorized and non-motorized users;

4. **Environment** – Protect and enhance the environment, promote energy conservation, improve the quality of life, and promote consistency between transportation improvements and state and local planned growth and economic development patterns;
5. **System Integration** – Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight;
6. **System Accessibility and Mobility** – Increase the accessibility and mobility for people and freight;
7. **System Management** – Promote efficient system management and operation;
8. **System Preservation** – Emphasize preservation of the existing transportation system;
9. **System Resiliency and Reliability** – Improve the resiliency and reliability while reducing or mitigating the stormwater impacts of surface transportation, and;
10. **Travel and Tourism** – Promote and enhance travel and tourism.

Responding to State and Federal guidelines, SCRCOG completed, in May 2019, an update of the Metropolitan Transportation Plan (MTP). The MTP incorporates all responses to outreach and establishes regional goals. The update of the Regional Plan of Conservation and Development (POCD) was completed in the spring of 2018. The SCRCOG POCD suggests strategies for future actions in the Region.

Safety of our transportation network is an important concern and a key consideration in the selection and prioritization of future projects. The Connecticut Strategic Highway Safety Plan provides a framework for increasing highway safety.

Mobility of the region's population is another key goal of any transportation solution. The proposed work program elements respond to the planning goals noted above.

Travel and tourism as a planning goal allows SCRCOG to work with REX Development. REX currently provides travel and tourism promotion for the region. Working with REX, SCRCOG can meet this planning goal.

SCRCOG's FY 2020 and FY 2021 UPWP addresses major regional transportation issues and opportunities through a combination of regional staff effort, consultant support and coordination with CTDOT and the related staff work at our member cities and towns.

This UPWP summarizes ongoing staff work, such as inter-agency coordination, analysis and utilization of the latest available census and demographic data, data monitoring, modeling and outreach, as well as special projects to be conducted during the coming fiscal year. The FY 2020 and FY 2021 UPWP utilizes and builds upon previous year activities.

For each of these tasks, the following sections of the UPWP identify objectives, and major activities for the FY 2020 and FY 2021 work program. Products, such as technical memoranda, final reports or other documentation are also noted, and the anticipated schedule for major work tasks is identified. Maintaining a balanced, multi-modal transportation program is a critical element in meeting State and Federal planning guidelines.

The FY 2020 and FY 2021 Unified Planning Work Program consists of five work tasks:

Task 1: Management of the Planning Process - Program Administration

Task 2: Data Collection/Analysis - Monitoring and Projections

Task 3: Planning Activities

Task 4: Other Technical Assistance

Task 5: Public Participation

Work Program Highlights - FY 2020

Program Element/Study	Description	Consultant Support
Region-wide Pavement Management System Refresher Training	Provide refresher training in utilization of pavement management programs previously provided to member municipalities needed due to numerous staff changes	\$10,000
Town of Woodbridge Business Connectivity Study	Review current conditions and limitations and provide recommendations, concept plans and cost estimates for improved connectivity and circulation, with a particular focus on cyclists and pedestrians, in the Village area, including Selden Plaza and the Commercial Park.	\$50,000
*Town of Guilford, Town of Branford Route 146 Corridor Study	Evaluate existing conditions for roadway , amenities and land use, evaluate impacts of roadway flooding and sea level rise, traffic calming, future development, traffic volumes, historic and scenic impacts, evacuation routes and possible alternate scenarios.	\$131,500
City of West Haven Bicycle-Pedestrian Plan	Creation of a City-wide Bicycle Pedestrian Plan coordinated with other City Plans and with emphasis on intermodal connections and addressing all areas of the City.	\$50,000
City of New Haven One Way Two Way Conversion Study	Phase 1 Building upon 2014 Study, evaluate Elm Street between York Street and State Street and Grove Street/Tower Parkway between Broadway and State Street	\$50,000
GIS Viewer Maintenance and Hosting	Provide annual services to maintain GIS system	\$25,000

City of New Haven Fountain Street Corridor Study	Completion of Corridor study commenced in FY 19 to provide operational improvements and meet community concerns.	\$60,000
City of Meriden Town of Wallingford Route 5 Corridor Study	Completion of Update and expansion of previous corridor study commenced in FY 19 to provide operational improvements and meet community concerns.	\$75,000
Town of Hamden Canal Trail Crossings Evaluations	Evaluation, concept design safety improvements and recommendations with cost estimates for 21 at grade crossings on the Farmington Canal Heritage Trail between Goodrich Street and Mt. Sanford Road.	***\$70,000
*Travel and Tourism Enhancement	Utilize REX Development to further advance and promote travel and tourism in the region.	***\$50,000
City of Meriden Hall Farm Traffic Impact Study	Hall Farm Traffic Impact Study including Preston Ave. impacts, preliminary estimate of needed on-site and off-site roadway improvements, along a timeline governed by estimated market demand.	***\$35,000
New Haven Port Transportation and Freight Security Study	Study to review transportation and freight security and possible transition for the area south of I-95 into a secure port zone. Review options for possible abandonment of city streets, secure entry points and freight laydown areas for more efficient and secure goods and commodities movement. Include pedestrian/bike connection as part of regional pedestrian/bike network. This study will build upon the freight study in the FY 2018-FY2019 UPWP.	***\$40,000
City of New Haven Two-way Transit Study	Completion of study started in FY 19 building on previous traffic two-way studies, study transit routing options made viable by changes to traffic flow directions on city streets	***\$75,000
Total		\$721,500

* Expected to continue into FY21

*** Utilizes FY 16 Carryover federal funds

******Work Program Highlights - FY 2021**

Program Element/Study	Description	Consultant Support
**Town of Guilford, Town of Branford Route 146 Corridor Study	Completion of Study commenced in FY 20 to Evaluate existing conditions for roadway , amenities and land use, evaluate impacts of roadway flooding and sea level rise, traffic calming, future development, traffic volumes, historic and scenic impacts, evacuation routes and possible alternate scenarios.	\$24,500
City of New Haven One Way Two Way Conversion Study	Phase 1 Building upon 2014 Study, evaluate six additional roadway sections	\$125,000
City of New Haven Conditional Evaluation of Existing Structures	Inventory, documentation and evaluation of Traffic structures including span poles overhead sign poles and other similar structures	\$85,000
Town of Hamden Complete Streets Route 10 Study	Existing conditions evaluation and recommendations for implementation of complete streets improvements on Route 10	\$55,000
Town of Hamden Dixwell Avenue and Whitney Avenue Intersection Roundabout Feasibility Study	Build upon previous discussions to determine feasibility of creation of a roundabout at this intersection to improve current level of service "F" with concept plans and preliminary cost estimates.	\$50,000
**Travel and Tourism Enhancement	Utilize REX Development to further advance and promote travel and tourism in the region	\$50,000
GIS Viewer Maintenance and Hosting	Provide annual services to maintain GIS system	\$25,000
Congestion Management Process	Additional data collection and implementation of CMP recommendations from previous study. Continued input to tie our CMP efforts with the Lower Connecticut River Valley COG as the two main areas of the New Haven TMA	***\$60,000
Total		\$414,500

** Continued from FY 20

*** Utilizes FY 16 Carryover federal funds

**** All FY 21 consultant-supported work subject to the confirmation of funding and the approval of the SCRCOG FY 21 budget.

Task 1: Management of the Planning Process – Program Administration

Objectives

1. Schedule planning activities and allocate staff resources appropriately to conduct all identified UPWP work tasks in a timely and efficient manner.
2. Prepare and adopt a planning work program for the next fiscal period.
3. Ensure that expenditures are well documented and cost-effective.

Major 2020 and 2021 Activities

Mid-Year FY 2020 Work Program Review

Review and adjust the work program relative to emerging issues, opportunities and progress through the first six months.

Review of FY 2021 Work Program

Review and amend FY 2021 program in response to final funding levels and emerging requests from member municipalities. (February-May 2020)

Prepare FY22 and FY 23 UPWP

Preparation of FY22 and FY23 UPWP for adoption prior to start of FY 22. (February-May 2021)

Certification

Re-certification process was accomplished in FY 2017. Work with CTDOT, FHWA and FTA to document compliance with applicable federal standards and recertification requirements. For FY 2020 and FY 2021, annual self-certification will be approved by Council members (Mayors and First Selectmen) stating that the planning process is consistent with applicable federal regulations.

Products/Reports

- *Financial Control.* Maintain financial records and develop reports in accordance with USDOT and CTDOT regulations and guidance.
- *Quarterly Reports.* Develop quarterly narrative and financial status reports for funding agencies.
- *Annual Affirmative Action Plan.* Review and revise Affirmative Action Plan (February 2020 and February 2021).
- *Annual Audit.* Comprehensive audit of Council FY 2019 and FY 2020 revenue, expenditures and internal management practices (November 2019 and November 2020).

This task requires continuing activity throughout the years. Reporting milestones are noted above.

Task 2: Data Collection/Analysis – Monitoring and Projections

Objectives

1. Provide a database for regional transportation planning in close coordination with Connecticut Department of Transportation (CTDOT) data developed for statewide needs.
2. Maintain, as appropriate, regional highway and transit databases as components of SCRCOG's regional travel demand model.
3. Coordinate data acquisition with CTDOT and member municipalities to ensure the utility and compatibility of data.

Major 2020 and 2021 Activities

Demand Modeling Database

Maintain the region's travel demand model. Integrate new CTDOT traffic counts obtained through consultant supported work. Continue network maintenance for additions and changes to the roadway and transit systems.

Traffic Data Collection Program

Continue major intersections counting program within the consultant supported project work to collect data at those intersections that are identified at the municipal level for evaluation of congestion and safety-related issues. As in the past, share the proposed counting program with municipalities and CTDOT's Office of Traffic Engineering and coordinate with other data collection programs at the state and local level.

Rail and Commuter Parking Lot Occupancy Survey

Monitor late-morning occupancy (maximum occupancy) at New Haven's Union Station, at the West Haven and Milford Railroad Stations and at the Branford, Guilford and Madison Shore Line East stations as well as lots adjacent to I-95 and I-91 on a quarterly basis and publish data on the SCRCOG website.

Congestion Management and Monitoring

SCRCOG staff will work with municipal staff to identify target areas for operations and management strategies (O&M) including development and implementation of Intelligent Transportation System (ITS) strategies and technologies in the region, as well as Travel Demand Management (TDM). Consultant-supported work will include preparation of required reports. Staff will continue to cooperate with CTDOT on the six elements of the congestion management process (CMP): (1) Determining the CMP network in the Region, (2) defining congestion, identifying congested links, (3) developing strategies to address congested links, (4) implementing strategies: (5) short and (6) long term, and monitoring the network. Activities will focus on the recommendations from previous consultant supported studies and as per CTDOT guidance.

Geographic Information Systems (GIS)

SCRCOG staff will continue to maintain and utilize our robust GIS system. The system is shared with our member municipalities. Recent data additions (FY18) have provided greater depth to the system data library.

Safety Monitoring

Review safety data, goals, objectives and strategies to promote safety and solicit projects for participation in the CTDOT Local Accident Reduction Program. Work with CTDOT to further implementation of the Connecticut Strategic Highway Safety Plan.

Capital Expenditures Report

Assist CTDOT with the Local Highway Finance Report (form FHWA-536) on capital expenditures on local roads.

Products

- *Model Database Updates.*
- *Traffic Data Collection within consultant-supported work.*
- *Commuter Parking Lot Occupancy Data.*
- *Congestion Management Process review with CTDOT and recommendations.*

Schedule

Traffic Data Collection

Any counting will occur with FY 2020 and FY 2021 consultant-supported projects.

Rail and Commuter Parking Lot Occupancy Survey

Quarterly rail and commuter parking lot occupancy data collection. (September and December 2019; March and June 2020, September and December 2020; March and June 2021).

Congestion Monitoring

Activities will occur over the fiscal years as recommended by previous studies and as per CTDOT and FHWA guidance.

This task requires continuing activity throughout the years. Reporting milestones are noted above.

Task 3: Transportation Planning Activities

Objectives

1. Maintain a four-year Transportation Improvement Program reflecting current regional priorities, long-range regional objectives, and FAST Act transportation planning requirements. Adopt new TIP in accord with CTDOT timeframe. Accompany TIP actions with an air quality conformity statement, as appropriate, establishing relationships to the State Implementation Plan for Air Quality.
2. Facilitate public awareness of the adoption process for the TIP and STIP, and provide the opportunity for public comment on TIP-related actions at the SCRCOG level.
3. Develop transportation planning proposals and studies that are consistent with the goals identified in the Metropolitan Transportation Plan, FY 2018-FY2021 and FY2021-FY2024 TIPs and the Regional Plan of Conservation and Development (prepared during FY 18), Connecticut's *Conservation and Development Policies Plan, 2013-2018* and any updates, state and local municipal economic development objectives and the region's economic development program.
4. Develop recommended capital and operational improvements to enhance the existing transportation system, including consideration for the development and implementation of Transportation Systems Management and Operations (TSMO) improvements, advancing the use of Intelligent Transportation Systems (ITS) strategies and technologies in the region, as well as Travel Demand Management measures.
5. Coordinate the Regional Plan of Conservation and Development with member municipalities.
6. Identify general direction for future SCRCOG work and offer member municipalities a range of options and experience gained from basic planning research.
7. Continue to work with the State of Connecticut Governor's Transit Oriented Development initiatives, the Connecticut Department of Transportation (CTDOT) and other state agencies to plan transit improvements and provide support for transit oriented development (TOD) and affordable housing in the vicinity of existing and proposed transit corridors.
8. Continue coordinated planning to promote safety, livable communities and environmental sustainability.
9. Continue to advance programs for the preservation of the existing transportation system, including actions which maintain the transportation system in a "state of good repair".

10. Continue to meet FAST Act requirements, with the inclusion of performance measures as they are finalized.
11. Assist our member municipalities in developing projects and utilizing funds available under LOTCIP, TAP, CMAQ and other grant programs as available.

Major 2020 and 2021 Activities

Review of Land Use and Transportation Models

SCRCOG staff will work with municipal staff to assess impacts of projected land uses on transportation in the Region. Land use decisions will be analyzed to assess and promote consistency with Long Range Transportation Plan and the State, Regional, and local Plans of Conservation and Development. Identification of major growth corridors and review of major transportation improvements will help frame preferred growth patterns including transit-oriented development (TOD) and smart growth initiatives. Help advance initiatives that reduce dependence on single occupancy vehicles and improve the region's air quality. Technical assistance will be provided to the Region's municipalities as requested. Staff will work to support State efforts to fund transit improvements and TOD through CTDOT projects. These include the West Haven train station related TOD, Union Station proposed TOD, pilot program TOD in Meriden as authorized by statute and other potential TOD proposals throughout the Region. These efforts, in coordination with other tasks outlined herein, will move the region towards the goal of safe, livable communities, and work towards environmental sustainability.

Maintain FY2018-FY2021 TIP adopt FY2021-FY2024 TIP

Update as required the adopted four-year Transportation Improvement Program (TIP). The TIP is consistent with the region's Metropolitan Transportation Plan 2019-2045 and state-defined financial constraints. Adopt and maintain FY2021-FY2024 TIP in accord with CTDOT timeline. Adopt TIP amendments as appropriate.

Review and update Metropolitan Transportation Plan as necessary

Review as necessary the Region's Metropolitan Transportation Plan to insure consistency with regional and state goals. Update as necessary through coordination with CTDOT and various other entities in accord with guidance and federal requirements.

Environmental Justice and Title VI

Utilize 2010 Census data and latest available American Community Survey data to identify changes to EJ areas and evaluate impacts of plans and programs on these areas. Continue outreach and activities to meet the requirements of Title VI.

Surface Transportation Program

Establish regional priorities with CTDOT to facilitate the annual statewide program development process. Maintain a multi-year program that balances priorities, costs, available funds and the progress of individual projects. Sustain a continuous interchange with municipalities advancing Surface Transportation Program and Local Transportation Capital Improvement Program (LOTICIP) projects on municipal roads per CTDOT guidelines. Continue Council monitoring of programmed work through monthly review. Continue programming consultation with regional

planning organizations comprising the Bridgeport-Stamford and New Haven-Meriden urbanized areas.

Air Quality/ Environmental Planning

Work with CTDOT to give consideration to the impacts of climate change and air quality on the transportation decision making process. Work with CTDOT to make the necessary air conformity determinations based upon CTDOT modeling.

FTA Section 5310 Outreach to Private Non-Profit Organizations and Local Public Bodies

Share notice of an annual Section 5310 grant funding and help potential applicants advance proposals consistent with FTA and CTDOT guidelines (January 2020 and January 2021).

Local Transit Districts

Continue cooperation with Greater New Haven Transit District and, periodically, the Meriden Transit District and the Milford Transit District. Cooperation provides feedback for the areawide planning and programming process.

Local Accident Reduction Program as applicable

Prepare municipal local accident reduction program applications per annual state/regional outreach, emphasizing a state/federal pedestrian safety focus. Develop proposals with municipal staff, frame material for municipal review and advance proposals for Council review per longstanding practice (April 2020 and April 2021).

Congestion Mitigation/ Air Quality

As per CTDOT guidance, solicit proposals from the Region for ranking and forwarding to CTDOT for new congestion mitigation/air quality funding under the FAST Act.

Traffic Diversion Routes

Continue review of previous individual municipal plans completed by CTDOT and implemented by the Region as they are impacted by new construction and roadway modifications.

Performance-based Planning

Continue to transition to performance-based planning as required under the FAST Act. Review and adopt CTDOT goals and utilize these goals to guide planning and funding decisions.

FY 2020 Consultant Supported Activity

Thirteen studies will be conducted by consultants engaged by the Region. All consultant work will be undertaken in a manner consistent with the National Environmental Policy Act (NEPA). Any studies undertaken by the Region that impact state transportation systems or highways will identify the role and/or assistance expected from CTDOT, including resources and outcome. It is the goal of the Region to accomplish these studies within FY20 unless noted otherwise.

Pavement Management System Training - Provide refresher training in utilization of pavement management programs previously provided to member municipalities needed due to numerous staff changes.

Town of Woodbridge Business Connectivity Study – Study to review current conditions and limitations and provide recommendations, concept plans and cost estimates for improved connectivity and circulation, with a particular focus on cyclists and pedestrians, in the Village area, including Selden Plaza and the Commercial Park.

*Town of Guilford, Town of Branford Route 146 Corridor Study** - Evaluate existing conditions for roadway, amenities and land use, evaluate impacts of roadway flooding and sea level rise, traffic calming, future development, traffic volumes, historic and scenic impacts, evacuation routes and possible alternate scenarios.

City of West Haven Bicycle-Pedestrian Plan - Creation of a City-wide Bicycle Pedestrian Plan coordinated with other City Plans and with emphasis on intermodal connections and addressing all areas of the City.

City of New Haven One Way Two Way Conversion – Phase 1 Building upon 2014 Study, evaluate Elm Street between York Street and State Street and Grove Street/Tower Parkway between Broadway and State Street.

GIS Viewer Maintenance and Hosting – Provide annual services to maintain GIS system.

City of New Haven Fountain Street Corridor Study – Completion of Study commenced in FY 19 to provide operational improvements and meet community concerns.

City of Meriden, Town of Wallingford Route 5 Corridor Study – Completion of Study commenced in FY 19 to update and expand previous corridor study to provide operational improvements and meet community concerns.

Town of Hamden Canal Trail Crossings Evaluations - Evaluation, concept design safety improvements and recommendations with cost estimates for 21 at grade crossings on the Farmington Canal Heritage Trail between Goodrich Street and Mt. Sanford Road.

*Travel and Tourism Enhancement** - Utilize REX Development to further advance and promote travel and tourism in the region.

City of Meriden Hall Farm Traffic Impact Study - Hall Farm Traffic Impact Study including Preston Ave. impacts, preliminary estimate of needed on-site and off-site roadway improvements, along a timeline governed by estimated market demand.

New Haven Port Transportation and Freight Security Study - Study to review transportation and freight security and possible transition for the area south of I-95 into a secure port zone. Review options for possible abandonment of city streets, secure entry points and freight laydown areas for more efficient and secure goods and commodities movement. Include pedestrian/bike connection as part of regional pedestrian/bike network. This study will be an extension of the freight study in the FY 2018-FY2019 UPWP.

City of New Haven Two Way Transit Study – Completion of study commenced in FY 19 building on previous traffic two way studies, study transit routing options made viable by changes to traffic flow directions on city streets

*This project to be continued into FY21.

FY 2021 Consultant Supported Activity

Eight studies will be conducted by consultants engaged by the Region. All consultant work will be undertaken in a manner consistent with the National Environmental Policy Act (NEPA). Any studies undertaken by the Region that impact state transportation systems or highways will identify the role and/or assistance expected from CTDOT, including resources and outcome. It is the goal of the Region to accomplish these studies within FY21 unless noted otherwise.

*Town of Guilford, Town of Branford Route 146 Corridor Study*** - Evaluate existing conditions for roadway, amenities and land use, evaluate impacts of roadway flooding and sea level rise, traffic calming, future development, traffic volumes, historic and scenic impacts, evacuation routes and possible alternate scenarios.

City of New Haven One Way Two Way Conversion – Phase 2 Building upon 2014 Study, evaluate six additional roadway sections.

City of New Haven Conditional Evaluation of Existing Structures - Inventory, documentation and evaluation of Traffic structures including span poles overhead sign poles and other similar structures.

Town of Hamden Complete Streets Route 10 Study - Existing conditions evaluation and recommendations for implementation of complete streets improvements on Route 10.

Town of Hamden Dixwell Avenue and Whitney Avenue Intersection Roundabout Feasibility Study - Build upon previous discussions to determine feasibility of creation of a roundabout at this intersection to improve current level of service “F” with concept plans and preliminary cost estimates.

*Travel and Tourism Enhancement*** - Utilize REX Development to further advance and promote travel and tourism in the region.

GIS Viewer Maintenance and Hosting – Provide annual services to maintain GIS system.

Congestion Management Process – Additional data collection and implementation of CMP recommendations from previous studies. Continued input to tie our CMP efforts with Lower Conn River Valley COG as the two main areas of the New Haven TMA.

** This project continued from FY20.

Other Planning Activities

Locally Coordinated Public Transit Human Services Transportation Plan (LOCHSTP)

This requirement is the planning element under which SCRCOG will continue to coordinate transit services to provide for the basic mobility needs of the Region's elderly and disabled under the Section 5310 program, Enhanced Mobility for Seniors and Persons with Disabilities. In 2014, the Region established a Mobility Management Program and engaged a Mobility Ombudsman to facilitate outreach to potential users, service providers and municipalities to identify service gaps and needs. CTDOT has assumed responsibility for the Mobility Manager. During FY 2020 and FY 2021, staff will continue outreach to service providers and CTDOT and work with them to implement service priorities.

Municipal Assistance

SCRCOG will assist its member municipalities in ongoing programs such as STP-Urban, CMAQ, TAP, LOTCIP, and other appropriate programs. The assistance shall include information dissemination, assistance in application preparation, screening and prioritization as necessary.

Transit Planning

Most day-to-day operational planning for the transit systems in the South Central region is done at the individual agency level (i.e. by Greater New Haven Transit District, CTTransit, Milford Transit District and Meriden Transit District). SCRCOG staff play a role in coordinating programs among these operators, assessing demographic and land use policies that will impact the viability of transit services, and identifying new opportunities for transit service outside the existing route network and service areas. Staff cooperates with transit providers in the region. Initiatives that increase transit usage and reduce the usage of single occupancy vehicles and contribute to improving air quality in the region will be prioritized. It is anticipated that the recommendations of the recently completed *Move New Haven Study* will be utilized to form additional future initiatives.

Environmental Planning

As necessary, SCRCOG's studies and planning efforts will coordinate and participate in any requirements under the National Environmental Policy Act.

Freight Planning

Planning for more efficient truck freight movement and reducing the impacts of existing truck trips on adjacent residential areas has been a key element of previous UPWP studies. SCRCOG staff will continue to monitor freight movement trends in the region and identify opportunities for improved movements and efficiencies which will also reduce the impacts of all modes of goods movement on the air quality in the region.

Staff will work with CTDOT on the state freight plan and assist the Department identifying bottlenecks, needed improvements and estimated costs to improve freight movement into and through the region, the state, and surrounding states.

Staff will work with CTDOT to maintain the list of freight stakeholders and operators in the region, as well as GIS data on freight-related land uses and stakeholders and major generators. As known, staff will maintain a multi-modal list of freight movement constraints. Staff will also work with CTDOT on the difficult issue of providing sufficient truck parking opportunities. As appropriate, outreach to freight stakeholders will be made under the Public Participation Guidelines.

Other freight-related staff activities will focus on evaluation of intermodal issues relating to the Port of New Haven and potential expanded utilization, assisting, as appropriate, the City of New Haven and the Port Authority of New Haven with their evaluation of site and development alternatives for the proposed intermodal terminals at the Port. Staff will continue to work with municipalities and the State to maximize future intermodal opportunities as they develop throughout the Region.

Improvements to track connections in the vicinity of the Port of New Haven completed with the cooperation of the property owners allow direct connection between the port area and the mainline rail network. This connection substantially enhances the economics of intermodal freight shipment and will provide strong economic development benefits to the region.

The runway safety improvements at Tweed New Haven Airport allow for improved freight utilization at the Airport. SCRCOG staff will work with the Airport Authority, Town of East Haven and City of New Haven to evaluate potential increased freight operations to reduce congestion on the region's interstates and provide timely delivery of goods and food products to the region.

Staff, in accord with CTDOT, will:

- Maintain a list of freight stakeholders within the COG boundaries.
- Maintain a list of the major freight generators.
- Maintain a GIS file of the above.
- Provide GIS data, as requested, for freight supportive land uses.
- Maintain a list of system constraints for freight movement.
- Seek to identify opportunities for truck parking locations.

Operations and Management Strategies

SCRCOG staff will continue to review State ITS Architecture refinements, and will ensure coordination with regional and local plans. Many of the study efforts outlined above are focused on alleviating traffic congestion and thereby improving air quality through enhanced operation and utilization of existing transportation highway and transit system assets.

Safety Activities

SCRCOG staff will continue to work with CTDOT, member municipalities and other regional entities to advance safety programs and activities in the region. SCRCOG will participate in the implementation of CTDOT's Strategic Highway Safety Plan and incorporate its recommendations into regional plans and activities. SCRCOG has partnered with CTDOT as an urban model in the development of a regional transportation safety plan. Adoption by SCRCOG is anticipated in FY 20. This will begin the five year cycle for updating the plan.

Climate Change and Resiliency

Work in cooperation with CTDOT and other state and local agencies to improve transportation system resiliency in the face of climate change, sea level rise and severe storms. Support CTDOT's climate change and resiliency planning efforts. SCRCOG's other climate change, coastal resilience, and hazard mitigation efforts in conjunction with additional partners will further regional planning efforts and identify potential opportunities for improving transportation resiliency.

Transition to Performance Based Planning and Programming

As federal and state standards required under FAST Act are finalized and adopted, SCRCOG staff will work to develop and implement a performance management approach to transportation planning and programming that supports the achievement of transportation system performance outcomes. To date, SCRCOG has adopted all CTDOT proposed goals and expects to continue those endorsements during the term of this UPWP.

Models of Regional Planning

SCRCOG coordinates with Lower Connecticut River Valley Council of Governments, the other major planning region sharing our urban area. In addition, our participation in the Connecticut Association of Councils of Governments (CTCOG), as well as numerous staff contacts, keeps us in contact and cooperation with not only the other neighboring Councils, but the entire state regional planning community. We will continue to build upon this strong base of cooperation and collaboration.

Ladders of Opportunity

SCRCOG staff continue to look for means to identify and address transportation connectivity issues. Our previous Transit Study, our commencement of a Mobility Manager Service for elderly and persons with disabilities, and our Jobs Access Study, produced in cooperation with the local NAACP chapter and the Workforce Alliance, among other partners, are examples of the region's commitment to identifying and working to address transportation connectivity issues. These efforts will continue during FY2020 and FY2021.

Products

- *FY2018-2021 TIP*. Maintain the four-year Transportation Improvement Program and adopt amendments as appropriate throughout the fiscal year.
- *Adopt FY2021-FY2024 TIP*. Coordinate with CTDOT to adopt and, after adopted, maintain and adopt amendments as appropriate.
- *Local Accident Reduction Program*. Prepare applications, as appropriate, for CTDOT review in association with interested municipalities (April 2020 and April 2021).
- *FTA Section 5310 Program Priorities*. Review and approval of grants, in conjunction with CTDOT (April 2020 and April 2021).
- *New regional transportation safety plan* (Anticipated adoption FY 20).

This task requires continuing activity throughout the years. Reporting milestones are noted above.

Task 4: Other Technical Assistance

Objective

1. Coordination with Division of Emergency Management and Homeland Security (DEMHS) on emergency response planning and transportation security.
2. Provide technical assistance and coordination with Safe Routes to School (SRTS) program participants and CTDOT concerning applications for funding.
3. Provide assistance to new transit station development in the Region, including transit oriented development (TOD) for New Haven, West Haven, North Haven, Branford, Madison, Guilford, Orange, Wallingford, Meriden, and Milford.
4. Work with REX Development to ensure continued regional economic vitality.

Major 2020 and 2021 Activities

Coordination with DEMHS

Continue attendance by staff at DEMHS regional meetings to work with DEHMS and municipal staff on emergency response planning and implementation. Review of DEMHS communications and plans to insure integration with other regional initiatives.

Security of the Transportation System

Work with DEMHS Region 2 Regional Emergency Preparedness Team Steering Committee to review and offer recommendations on security. The Transportation Regional Emergency Support Function provides an annual SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to help improve regional transportation function and security.

Transit Stations and TOD

Work with interested municipalities, CTDOT, local legislators and residents to help promote transit and TOD opportunities to increase mobility, improve transportation options, promote economic vitality, and encourage the linking of transportation and land use decisions.

REX Development

Promote regional economic vitality through representation on the REX Board. Chief Elected Officials serve on the REX Board, which identifies regional economic opportunities. Continued Board membership and participation, with periodic reports to the Council, will help promote economic vitality and opportunities. REX serves as the regional coordinator of brownfields funds, utilizing these opportunities to encourage adaptive reuse of brownfields sites to contribute to the improved economic environment of the region.

This task requires continuing activity throughout the years.

Task 5: Public Participation

Objectives

1. Facilitate a timely flow of information to interested individuals and organizations through media outreach and our agency website.
2. Provide a focus for public input relative to the region's Transportation Plan, Transportation Improvement Program and other key products by elected officials, any interested citizens, and specifically by minority, low-income and non-English speaking communities.
3. Solicit public interest for each of our regional planning and transportation studies and for the SCRCOG decision-making process in general. Ensure that outreach, review and project definition respond to USDOT/CTDOT Environmental Justice requirements contained in the FAST federal transportation act and federal planning regulations, utilizing latest available census and demographic data.
4. Share technical material with professionals, elected officials and the public at appropriate times as major study efforts progress.

Major 2020 and 2021 Activities

The Council of Governments will continue its commitment to public outreach through a wide range of outlets:

Annual Report

SCRCOG's annual report will be made available at the conclusion of each fiscal year.

Media Coverage

The Transportation Committee agenda notification process includes over thirty area media organizations. Meeting notices for Transportation Committee/Council actions and SCRCOG publications will be regularly shared with a wide range of print and broadcast media including the *New Haven Register*, the *Connecticut Post*, the *Meriden Record-Journal*, *La Voz Hispana* and other local (non-daily) newspapers in the region, and radio and television news departments.

Transportation Committee and Technical Transportation Committee

The Region's Transportation Committee (chief elected officials) and Transportation Technical Committee (municipal staff), meeting together monthly, will continue to interact with CTDOT personnel, federal staff and other interested parties. The committees advance programming and planning proposals to the Council as a whole. Over 100 organizations and individuals, including advocacy organizations, environmental groups, social services organizations, and transit operators, will be notified of committee meetings by email. Notice of meetings is also provided on the SCRCOG website. Council-adopted *Public Participation Guidelines* clearly identify the Council's commitment to broad, ongoing participation, and highlight the avenues for public input in the transportation planning process.

Public Meetings

- Quarterly Greater New Haven Transit District meetings and periodic attendance at meetings of the Milford and Meriden transit districts to facilitate planning and programming activities.
- REX Development, the region's non-profit economic development organization, was established jointly by SCRCOG and the private sector. Chief Elected Officials serve on the REX Board.
- Regional Alliance work sessions. The fourteen-year-old Alliance brings a broad array of regionally oriented organizations together to share experience, initiatives and ideas in the educational, social service, economic development, land use and transportation fields.
- Regional Chambers of Commerce – Municipal Economic Development Directors from the region meet with SCRCOG staff periodically to address business-related transportation issues.

Council of Governments Meetings

Monthly Council meetings (chief elected officials) provide opportunities to review the status of major planning and programming efforts, gain further guidance from chief elected officials and take formal Council TIP actions.

SCRCOG Web Site

The agency website provides ready access to Council meeting agendas, reports and memos including *Public Participation Guidelines*, the UPWP, the TIP and proposed TIP amendments, and *South Central Regional Metropolitan Transportation Plan 2019-2045*. Links to CTDOT, municipalities, data sources and transit/transportation sites are also included on the website.

Public Participation Guidelines

SCRCOG *Public Participation Guidelines* outline broad public involvement. Ongoing public participation confirms their effectiveness.

Evaluation of Effectiveness

Evaluation of the effectiveness of the Region's public outreach is an ongoing process. Staff continually reviews the attendance at SCRCOG and Transportation Committee meetings, as well as at public meetings held as part of consultant supported work. This review indicates that the outreach is working and involving the community and interested parties. Hits on the SCRCOG website indicate a high level of interest in our activities. Staff attendance at public meetings of regional and state organizations and civic groups, and reports back to our members, provide involvement in the region and important communication both within and beyond the Region. This high level of involvement and communication is indicative of the Region's ongoing commitment to effective public outreach.

Efforts will focus on enhanced public awareness and understanding the region's transportation needs. In FY 2020 and FY 2021, public outreach will continue to emphasize the implementation of the Regional Metropolitan Transportation Plan and the Regional Plan of Conservation and Development, working toward solutions involving policies such as smart growth, non-vehicular transportation, and context-sensitive design solutions. Chief elected officials and SCRCOG staff will continue to participate in the organizations as noted above.

Public outreach will include opportunities for public input on the FY2020 and FY 2021 Consultant supported activity and CTDOT transit improvements.

This task requires continuing activity throughout the years. Reporting milestones are noted above.

Appendix A

Unified Planning Work Program

*Financial Tables – Fiscal Years 20 and 21**

**All FY 21 activities subject to the confirmation of funding and the approval of the SCRCOG FY 21 budget.*

Table 1

Fiscal Year 2020 - Anticipated Revenues

	<i>Federal</i>	<i>State</i>	<i>Local</i>	<i>Total</i>
<i>FHWA & FTA</i>	988,737	123,592	123,592	1,235,921
<i>FY 2016 Carryover</i>	215,380	0	53,845	269,225
<i>Total</i>	1,204,117	123,592	177,437	1,505,146

Table 2

Fiscal Year 2020 - Planning Costs by Task

	<i>Federal</i>	<i>State</i>	<i>Local</i>	<i>Total</i>
<i>Management of the Planning Process</i>	80,706	8,284	11,893	100,883
<i>Transportation Planning Activities</i>	332,783	34,157	49,038	415,978
<i>Data Collection / Analysis</i>	20,295	2,083	2,991	25,369
<i>Planning Projects</i>	743,117	76,274	109,505	928,896
<i>Public Participation</i>	27,218	2,794	4,011	34,023
<i>Total</i>	1,204,117	123,592	177,437	1,505,146

Table 3

Fiscal Year 2020 - Direct Salaries by Task - Hours & Cost (Hourly Rate) ¹

	Personnel Costs by Task									
	Ex. Dir.		Trans. Dir.		Planners		Field		Total	
	Hrs	Cost	Hrs	Cost	Hrs	Cost	Hrs	Cost	Hrs	Cost
Management of the Planning Process	215	14,779	100	5,510	100	4,662	0	0	415	24,952
Transportation Planning Activities	427	29,353	189	10,415	3,935	128,420	0	0	4,551	168,187
Data Collection / Analysis	0	0	0	0	230	9,418	50	750	280	10,168
Planning Projects	100	6,874	650	35,820	1,042	41,847	0	0	1,792	84,541
Public Participation	55	3,781	100	5,511	100	3,805	0	0	255	13,096
Total	797	54,787	1,039	57,256	5,407	188,152	50	750	7,293	300,945

¹ See Table 15 for FY 2020 maximum hourly rates

General Classification duties – Executive Director - Oversees agency operations, administers planning program, financial oversight, oversees status of UPWP, reports to SCRCOG Board on agency operations and progress. Transportation Director - administers transportation planning, works with municipalities, FHWA and CTDOT staff to facilitate transportation planning, oversees consultants, prepares necessary planning documents. Planners - duties include financial administration, budget oversight, transportation document preparation, coordination of transportation planning and land use, sustainability, economic vitality, environmental concerns, management and utilization of GIS database for transportation planning, coordination of transportation system integration, management and preservation, data acquisition and utilization. Field - Acquisition of parking occupancy data and other data acquisition.

Table 4

Fiscal Year 2020 - Total Labor by Task - Salaries & Overhead Applied ¹

	Labor Costs by Task				
	Ex. Dir.	Trans. Dir.	Planners	Field	Total
Management of the Planning Process	35,855	13,367	11,311	0	60,533
Transportation Planning Activities	71,210	25,268	311,546	0	408,023
Data Collection / Analysis	0	0	22,849	1,820	24,668
Planning Projects	16,677	86,899	101,520	0	205,096
Public Participation	9,172	13,369	9,231	0	31,772
Total	132,913	138,902	456,457	1,820	730,092

1. Estimated overhead rate @ 1.4260

Table 5

Fiscal Year 2020 - Direct Expenditures by Task

	Direct Expenditures by Task						Total
	Print & Repro	Travel	Data Proc	Consult	Misc ¹	Capital ²	
Management of the Planning Process	0	100	0	0	250	40,000	40,350
Transportation Planning Activities	1,000	3,500	1,300	0	2,156	0	7,956
Data Collection / Analysis	300	200	200	0	0	0	700
Planning Projects	200	200	0	721,500	1,900	0	723,800
Public Participation	300	150	0	0	1,800	0	2,250
Total	1,800	4,150	1,500	721,500	6,106	40,000	775,056

1. Miscellaneous expenses include technical training & support, technical publications, and advertising expenses.

2. Replacement of servers and seven computers - hardware, software, and configuration to SCRCOG system

Table 6

Fiscal Year 2020 - Planning Projects with Consultant Assistance

FY 20 Funds	Cost	FY 16 Carryover Funds	Cost
Pavement Management System Training	10,000	Hamden - Canal Trail Crossings Evaluations	70,000
Woodbridge - Business Connectivity Study	50,000	Travel and Tourism Enhancement	50,000
Guilford/Branford - Route 146 Corridor Study	131,500	Meriden - Hall Farm Traffic Impact Study	35,000
West Haven - Bicycle-Pedestrian Plan	50,000	New Haven Port Transp. Security Study	40,000
New Haven - One Way-Two Way Conversion Study	50,000	New Haven Two-way Transit Study	75,000
GIS Viewer Maintenance and Hosting	25,000		
New Haven - Fountain Street Corridor Study	60,000		
Meriden/Wallingford - Route 5 Corridor Study	75,000		
Total	451,500	Total	270,000

Table 7
Fiscal Year 2020 - Total UPWP Program Cost

	Cost
<i>SCRCOG Salaries</i>	300,945
<i>Overhead - Indirect Applied (1.4260)</i>	429,147
<i>Print & Reproductions</i>	1,800
<i>Travel</i>	4,150
<i>Data Processing</i>	1,500
<i>Consultants - FY 20 Funds</i>	451,500
<i>Consultants - FY 16 Carryover Funds</i>	270,000
<i>Miscellaneous</i>	6,106
<i>Capital</i>	40,000
Total	1,505,146

Table 10
Fiscal Year 2021 - Direct Salaries by Task - Hours & Cost (Hourly Rate) ¹

	Personnel Costs by Task									
	<i>Ex. Dir.</i>		<i>Trans. Dir.</i>		<i>Planners</i>		<i>Field</i>		<i>Total</i>	
	<i>Hrs</i>	<i>Cost</i>	<i>Hrs</i>	<i>Cost</i>	<i>Hrs</i>	<i>Cost</i>	<i>Hrs</i>	<i>Cost</i>	<i>Hrs</i>	<i>Cost</i>
<i>Management of the Planning Process</i>	223	16,158	105	6,099	105	5,159	0	0	433	27,415
<i>Transportation Planning Activities</i>	444	32,170	198	11,501	4,129	141,968	0	0	4,771	185,639
<i>Data Collection / Analysis</i>	0	0	0	0	241	10,399	52	819	293	11,218
<i>Planning Projects</i>	104	7,535	682	39,614	1,094	46,308	0	0	1,880	93,457
<i>Public Participation</i>	57	4,130	105	6,099	104	4,171	0	0	266	14,400
Total	828	59,993	1,090	63,312	5,673	208,005	52	819	7,643	332,129

¹ See Table 16 for FY 2021 maximum hourly rates

General Classification duties – Executive Director - Oversees agency operations, administers planning program, financial oversight, oversees status of UPWP, reports to SCRCOG Board on agency operations and progress. Transportation Director - administers transportation planning, works with municipalities, FHWA and CTDOT staff to facilitate transportation planning, oversees consultants, prepares necessary planning documents. Planners - duties include financial administration, budget oversight, transportation document preparation, coordination of transportation planning and land use, sustainability, economic vitality, environmental concerns, management and utilization of GIS database for transportation planning, coordination of transportation system integration, management and preservation, data acquisition and utilization. Field - Acquisition of parking occupancy data and other data acquisition.

Table 11

Fiscal Year 2021 - Total Labor by Task - Salaries & Overhead Applied ¹

	<i>Labor Costs by Task</i>				
	<i>Ex. Dir.</i>	<i>Trans. Dir.</i>	<i>Planners</i>	<i>Field</i>	<i>Total</i>
<i>Management of the Planning Process</i>	39,198	14,796	12,515	0	66,509
<i>Transportation Planning Activities</i>	78,045	27,901	344,414	0	450,359
<i>Data Collection / Analysis</i>	0	0	25,228	1,987	27,215
<i>Planning Projects</i>	18,281	96,103	112,344	0	226,727
<i>Public Participation</i>	10,019	14,796	10,119	0	34,934
Total	145,543	153,595	504,620	1,987	805,744

1. Estimated overhead rate @ 1.4260

Table 12

Fiscal Year 2021 - Direct Expenditures by Task

	Direct Expenditures by Task						Total
	Print & Repro	Travel	Data Proc	Consult	Misc ¹	Capital	
Management of the Planning Process	0	105	0	0	363	0	468
Transportation Planning Activities	1,152	3,675	1,430	0	2,636	0	8,893
Data Collection / Analysis	315	210	210	0	0	0	735
Planning Projects	210	210	0	475,000	2,195	0	477,615
Public Participation	315	158	0	0	1,990	0	2,463
Total	1,992	4,358	1,640	475,000	7,183	0	490,173

1. Miscellaneous expenses include technical training & support, technical publications, and advertising expenses.

Table 13

Fiscal Year 2021 - Planning Projects with Consultant Assistance

<i>FY 21 Funds</i>		<i>FY 16 Carryover Funds</i>	
	Cost		Cost
<i>Guilford/Branford - Route 146 Corridor Study</i>	24,500	<i>Congestion Management Process</i>	60,000
<i>New Haven - One Way-Two Way Conversion Study</i>	125,000		
<i>New Haven - Evaluation of Existing Structures</i>	85,000		
<i>Hamden - Complete Streets Route 10 Study</i>	55,000		
<i>Hamden - Dixell/Whitney Ave. Roundabout Study</i>	50,000		
<i>Travel and Tourism Enhancement</i>	50,000		
<i>GIS Viewer Maintenance and Hosting</i>	25,000		
<hr/>		<hr/>	
<i>Total</i>	414,500	<i>Total</i>	60,000
<hr/>		<hr/>	

Table 14

Fiscal Year 2021 - Total UPWP Program Cost

	Cost
<i>SCRCOG Salaries</i>	332,129
<i>Overhead - Indirect Applied (1.4260)</i>	473,619
<i>Print & Reproductions</i>	1,992
<i>Travel</i>	4,358
<i>Data Processing</i>	1,640
<i>Consultants</i>	415,000
<i>Consultants - FY 16 Carryover Funds</i>	60,000
<i>Miscellaneous</i>	7,183
<i>Capital</i>	0
<hr/>	
<i>Total</i>	1,295,921

Table 15
Fiscal Year 2020 - Job Titles and Maximum Hourly Rates

<i>Job Title</i>	<i>Maximum Hourly Rate</i>
<i>Executive Director</i>	\$ 70.00
<i>Transportation Director</i>	\$ 60.00
<i>Planners</i>	\$ 50.00
<i>Field Personnel</i>	\$ 15.00

Table 16
Fiscal Year 2021 - Job Titles and Maximum Hourly Rates

<i>Job Title</i>	<i>Maximum Hourly Rate</i>
<i>Executive Director</i>	\$ 75.00
<i>Transportation Director</i>	\$ 60.00
<i>Planners</i>	\$ 55.00
<i>Field Personnel</i>	\$ 15.00

Appendix B

Statement of Cooperative MPO/State/Transit Operators Planning Roles & Responsibilities

Purpose

The purpose of this statement is to outline the roles and responsibilities of the State, the South Central Regional Council of Governments (SCRCOG) and appropriate providers of public transportation as required by 23 CFR Sec. 450.314(a), (h) "Metropolitan Planning Agreements".

General Roles & Responsibilities

SCRCOG will perform the transportation planning process for their region and develop procedures to coordinate transportation planning activities in accordance with applicable federal regulations and guidance. The transportation process will, at a minimum, consist of:

1. Preparation of a two-year Unified Planning Work Program that lists and describes all transportation planning studies and tasks to be completed during this two-year period.
2. Preparation and update of a long range, multi-modal metropolitan transportation plan.
3. Preparation and maintenance of a short-range transportation improvement program (TIP).
4. Financial planning to ensure plan and program are financially constrained and within anticipated funding levels.
5. Conduct planning studies and system performance monitoring, including highway corridor and intersection studies, transit system studies, application of advanced computer techniques, and transportation data collection and archiving.
6. Public outreach, including survey of affected populations, electronic dissemination of reports and information (website), and consideration of public comments.
7. Ensuring the transportation planning process evaluates the benefits and burdens of transportation projects and/or investments to ensure significant or disproportionate impacts on low income and minority populations are avoided and/or mitigated. This will be accomplished using traditional and non-traditional outreach to Title VI populations, including outreach to LEP populations.
8. Development and implementation of a Congestion Management Process as appropriate.
9. Ensuring plans, projects and programs are consistent with and conform to air quality goals of reducing transportation-related emissions and attaining National Ambient Air Quality Standards.

Metropolitan Transportation Plan

1. SCRCOG will be responsible for preparing and developing the (20-25 years) metropolitan transportation plans for their respective region.
2. SCRCOG may develop a consolidated transportation plan summary report for the planning region that includes the key issues facing the area and priority programs and projects.
3. CTDOT will provide the following information and data in support of developing the transportation plan:
 - a. Financial information - estimate of anticipated federal funds over the 20-25 year time frame of the plan for the highway and transit programs.
 - b. Trip tables - for each analysis year, including base year and the horizon year of the plan by trip purpose and mode. *(CTDOT will provide this only if requested since SCRCOG may maintain their own travel forecast model.)*
 - c. Traffic count data for state roads in the SCRCOG region, and transit statistics as available.
 - d. List of projects of statewide significance by mode, with descriptions, so that they can be incorporated into the long range metropolitan transportation plans.
 - e. Assess air quality impacts and conduct the regional emissions assessment of the plan. Will provide the results of the assessment in a timely manner to allow inclusion in the plan and to be made available to the public at public information meetings. (Refer to air quality tasks.)
4. SCRCOG may conduct transportation modeling for the area.
5. SCRCOG will consult with the appropriate providers of public transportation on local bus capital projects to include in the transportation plan, and will work together to develop local bus improvements for the plan from the 10-year capital program. Through consultation, they will identify future local bus needs and services, including new routes, service expansion, rolling stock needs beyond replacement, and operating financial needs.

Transportation Improvement Program (TIP)

1. The selection of projects in the TIP and the development of the TIP will occur through a consultative process between CTDOT, SCRCOG, and the appropriate provider(s) of public transportation.
2. CTDOT will send a draft proposed 5-year Capital Plan to SCRCOG for review and comment. The draft list will reflect input that CTDOT received from SCRCOG during the consultation process on the previous year's plan.
3. CTDOT will prepare an initial list of projects to include in the new TIP. This list will be based on the current TIP that is about to expire and the 5- year Capital Plan.
4. CTDOT will consult with and solicit comments from SCRCOG and transit providers on the TIP and incorporate where practicable.

5. CTDOT will provide detailed project descriptions, cost estimates and program schedules. The project descriptions will provide sufficient detail to allow SCRCOG to explain the projects to the policy board and the general public.
6. CTDOT will provide a list of projects obligated during each of the federal fiscal years covered by the expiring TIP/STIP. The annual listing of obligated projects should include both highway and transit projects.
7. SCRCOG will compile the TIP for the Region, including preparing a narrative. Projects will be categorized by federal aid program and listed in summary tables. The TIP will be converted into a format that will allow it to be downloaded to the Region's website. SCRCOG will maintain the TIP by tracking amendments and changes to projects (schedule, scope and cost) made through the TIP/STIP Administrative Action/Amendment/Notification process.
8. CTDOT will develop the STIP based on the MPOs' TIPs and projects located in the rural regions of the State.
9. CTDOT will include one STIP entry each for the Bridge program and the Highway Safety Improvement program. This entry will list the total funds needed for these programs for each fiscal year. All Regions will receive back up lists in the form of the Bridge Report and the Safety Report monthly. The one-line entry will reduce the number of entries needed in the STIP. Any projects listed in the Bridge and or Safety Report that are over \$5m and on the NHS, will be transferred directly into the STIP as its own entry per the TIP/STIP Administrative Action/Amendment/Notification process.
10. CTDOT will provide proposed amendments to SCRCOG for consideration. The amendment will include a project description that provides sufficient detail to allow SCRCOG to explain the proposed changes to the SCRCOG board and project management contact information. It will also provide a clear reason and justification for the amendment. If it involves a new project, CTDOT will provide a clear explanation of the reasons and rationale for adding it to the TIP/STIP.
11. When an amendment to the TIP/STIP is being proposed by SCRCOG, the project sponsor will consult with CTDOT to obtain concurrence with the proposed amendment, to obtain Air Quality review and consistency with Air Quality Conformity regulations and ensure financial consistency.
12. CTDOT will provide a financial assessment of the STIP with each update. SCRCOG should prepare a TIP summary table listing all projects by funding program sorted by year based on CTDOT's financial assessment.

Air Quality Planning

1. CTDOT and SCRCOG should meet at least once per year to discuss the air quality conformity process, the regional emissions analysis and air quality modeling.

2. CTDOT will conduct the regional emissions analysis, which includes the SCRCOG area and provide the results to SCRCOG. The regional emissions analyses for the build or future years will include the proposed transportation improvements included in the regional long-range metropolitan transportation plans and TIP.
3. SCRCOG will prepare a summary report of the conformity process and regional emissions analysis for the Region. It will contain a table showing the estimated emissions from the transportation system for each criteria pollutant and analysis year.
4. The summary report on the regional emissions analyses will be inserted into the long-range transportation plan and TIP.
5. SCRCOG will make the regional emissions analysis available to the public.

Public Participation Program

1. SCRCOG will annually review and evaluate their public participation program.
2. SCRCOG will update and prepare a list of neighborhood and local organizations and groups that will receive notices of MPO plans, programs and projects.
3. SCRCOG will work to ensure that low-income, minority and transit dependent individuals are afforded an adequate opportunity to participate in the transportation planning process, receive a fair share of the transportation improvement benefits and do not endure a disproportionate transportation burden, SCRCOG will comply with federal legislation on these issues.
4. SCRCOG's process for developing plans, projects, and programs will include consultation with state and local agencies responsible for land use and growth management, natural resources, environmental protection, conservation and historic preservation.
5. SCRCOG will maintain their website to provide clear and concise information on the transportation planning process and provide an opportunity to download reports and documents. This will include developing project and study summaries, converting reports into a pdf or text format, and maintaining a list of available documents. The website will provide links to other associated organizations and agencies.

Public Transportation Planning

1. SCRCOG will allow for, to the extent feasible, the participation of transit providers at all transportation committee and policy board meetings to provide advice, information and consultation on transportation programs within the planning region.

2. SCRCOG will provide the opportunity for the transit provider(s) to review and comment on planning products relating to transit issues within the region.
3. SCRCOG will allow for transit provider(s) to participate in UPWP, long-range plan, and TIP development to ensure the consideration of any appropriate comments.
4. SCRCOG and CTDOT will assist the transit provider(s), to the extent feasible, with planning for transit-related activities.

Fiscal/Financial Planning

1. CTDOT will provide SCRCOG with up-to-date fiscal and financial information on the statewide and regional transportation improvement programs to the extent practicable. This will include:
 - a. Anticipated federal funding resources by federal aid category and state funding resources for the upcoming federal fiscal year, as shown in the TIP financial chart.
 - b. Will hold annual meetings to discuss authorized funds for the STP-Urban and LOTCIP accounts.
 - c. Annual authorized/programmed funds for the FTA Section 5307 Program as contained in the STIP and the annual UZA split agreements.
 - d. Monthly updates of STP-Urban Program showing current estimated cost & scheduled obligation dates.
2. CTDOT will notify SCRCOG when the anticipated cost of a project, regardless of funding category, has changed in accordance with the agreed upon TIP/STIP Administrative Action/Amendment/Notification process.
3. SCRCOG will prepare summary tables and charts that display financial information for presentation to the policy board.

Congestion Management Process (CMP) Program

1. SCRCOG, as part of a TMA, will conduct a highway performance monitoring program that includes the gathering of available traffic counts and travel time information and determination of travel speeds and delay.
2. SCRCOG will conduct congestion strategies studies for critical corridors and identify possible improvements to reduce congestion and delay.
3. SCRCOG will work with CTDOT on programming possible congestion-reducing projects.
4. SCRCOG will, upon implementation of a congestion reduction improvement, assess post-improvement operations and determine level of congestion relief.

Intelligent Transportation Systems (ITS) Program

1. CTDOT will maintain the statewide ITS architecture and ensure consistency with the Regional ITS Architecture for SCRCOG.
2. SCRCOG will maintain and update the Regional ITS Architecture for SCRCOG, where appropriate.

Performance Based Planning and Programming

(I) Collection of Performance Data

1. All data collected for performance measure goals will be collected by CTDOT and will meet the MAP21/FAST ACT provisions and requirements.
2. All data collected for goals for Federal Transit Administration's (FTA's) State of Good Repair performance measures will include data provided by the Transit Districts through CTDOT, in accordance with the Transit Asset Management Rule.
3. CTDOT will make the compiled data collected for each performance measure available on the CTDOT MAP21 website.
4. CTDOT will develop a Measures and Deliverables tracking spreadsheet outlining each Performance Measure, the deliverables required, the submittal dates and CTDOT contact and provide to SCRCOG.

(II) Selection of Performance Targets

CTDOT will draft statewide performance targets for each of the FAST Act performance measures and coordinate with the MPOs and Transit Representatives, as required by 23 CFR Parts 450 and 771, as well as 49 CFR Part 613 as outlined below:

1. CTDOT will discuss performance measures at each of the regularly scheduled monthly meetings (via teleconference or in person meeting).
2. CTDOT will present data collected for each performance measure and collaborate with SCRCOG and Transit Representatives on assumptions.
3. CTDOT will provide SCRCOG and Transit Representative with 30 days to provide feedback on the data received and the assumptions provided.
4. The feedback received will be discussed at the next scheduled monthly meeting.
5. CTDOT will set targets for each performance measure based on feedback received.

(II) Reporting of Performance Targets

1. CTDOT will notify SCRCOG and Transit Representatives by email when final statewide targets are established.
2. CTDOT will send the targets that have been set, the backup information and a PowerPoint presentation to SCRCOG for their use in educating the MPO Policy Board. CTDOT will provide region level data summaries, if available.
3. SCRCOG has 180 days after CTDOT establishes their targets to establish their own targets or endorse the State's targets and agree to plan and program projects so that they contribute toward the accomplishment of the performance targets.
4. If SCRCOG is establishing their own targets, SCRCOG will report those targets to CTDOT by email no later than the 180 day timeframe.
5. SCRCOG will share this information with the Policy Board and will require Policy Board resolution to support the targets set by CTDOT or endorse their own targets.
6. SCRCOG will forward the Policy Board resolution to the Performance Measures Unit at CTDOT before the 180 day limitation for FHWA performance measures.
7. For FTA performance measures, it is noted that SCRCOG provided a resolution of support for the initial transit State of Good Repair (SGR) performance targets on July 1, 2017. Thereafter, in accordance with FTA, transit providers will continue to share their targets annually with SCRCOG. However, SCRCOG targets are not required to be updated annually, only revisited whenever SCRCOG updates their MTP and/or TIP on or after October 1, 2018.
8. SCRCOG set initial SGR targets as required by FTA on 7/1/17. Thereafter, SCRCOG needs to set SGR targets for the first time when the TIP or MTP is amended or updated on or after October 1, 2018. Following this date, targets should be updated upon the development of future TIPs and MTPs.

(IV) Reporting of progress toward achieving goal

1. CTDOT will document progress towards achieving statewide performance targets and report that information to SCRCOG and transit representatives in the Long Range Transportation Plan, the Statewide Transportation Improvement Program, the CTDOT TAM Plans and the FTA Annual report by email after the required reports are issued to Federal Agencies.
2. CTDOT will share the TAM Plans with SCRCOG in a timely manner, and the MPOs will incorporate them into their planning process.
3. SCRCOG will document progress towards achieving performance targets and report that information to CTDOT in the Metropolitan Transportation Plan and the Transportation

Improvement Plan as outlined in the Measures and Deliverables tracking spreadsheet via email. CTDOT will collect this information and file until requested from FHWA.

(V) The collection of data for the State asset management plan for the NHS

1. CTDOT will collect all asset management data required for all NHS routes, regardless of ownership.

23 Performance Measures

Highway Safety	Number of Fatalities - 5-Year Rolling Average
Highway Safety	Rate of Fatalities per 100 million VMT - 5-Year Rolling Average
Highway Safety	Number of Serious Injuries - 5-Year Rolling Average
Highway Safety	Rate of Serious Injuries per 100 million VMT - 5-Year Rolling Average
Highway Safety	Number of Non-Motorized Fatalities and Non-Motorized Serious Injuries - 5-Year Rolling Average
Bridges & Pavements	Percentage of Pavements of the Interstate System in Good Condition
Bridges & Pavements	Percentage of Pavements of the Interstate System in Poor Condition
Bridges & Pavements	Percentage of Pavements of the Non-Interstate NHS in Good Condition
Bridges & Pavements	Percentage of Pavements of the Non-Interstate NHS in Poor Condition
Bridges & Pavements	Percentage of NHS Bridges classified in Good Condition (by deck area)
Bridges & Pavements	Percentage of NHS Bridges classified in Poor Condition (by deck area)
System Performance	Percent of the Person-Miles Traveled on the Interstate That Are Reliable
System Performance	Percent of the Person-Miles Traveled on the Non-Interstate NHS That Are Reliable
Freight	Percent of the Interstate System mileage providing for reliable truck travel times
Congestion and Air Quality	Annual Hours of Peak-Hour Excessive Delay (PHED)

Congestion and Air Quality	Percent of Non-SOV Travel
Congestion and Air Quality	Total Emissions Reduction
Transit Asset Management	Percentage of Service (non-revenue) Vehicles that have met or exceeded their Useful Life Benchmark (ULB)
Transit Asset Management	Percentage of Facilities with an asset class rated below condition 3 on the TERM scale.

Transit Asset Management	Infrastructure (rail, fixed guideway, track, signals, and systems) - Percentage of track segments with performance restrictions
Transit Asset Management	Percentage of Revenue Vehicles within a particular asset class that have met or exceeded their ULB
FTA C 5010.1E	Number of fatalities per “vehicle revenue miles.” by mode.
FTA C 5010.1E	Number of serious injuries per “vehicle revenue miles.” by mode.

Amendment

This Statement on Transportation Planning may be amended from time to time or to coincide with annual UPWP approval as jointly deemed necessary or in the best interests of all parties, including Federal transportation agencies.

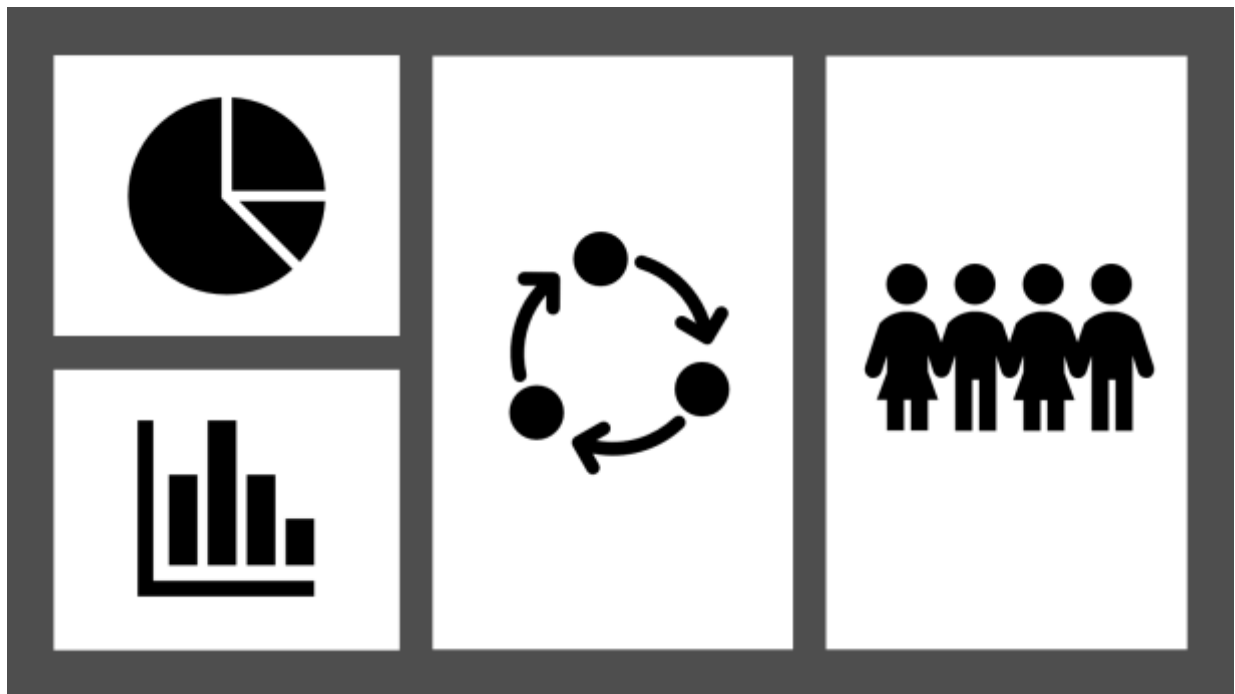
Effective Date

This Statement will be effective after it has been endorsed by SCRCOG as part of the UPWP, and as soon as the UPWP has been approved by the relevant Federal transportation agencies.

No Limitation on Statutory Authority

Nothing contained in this Statement is intended to or shall limit the authority or responsibilities assigned to signatory organizations under Connecticut law, federal law, local ordinance, or charter.

REGIONAL ANALYSIS



REX Development

PO Box 1576

New Haven, CT 06506

203-821-3682

www.rexdevelopment.com

REGIONAL ANALYSIS

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REGIONAL ANALYSIS

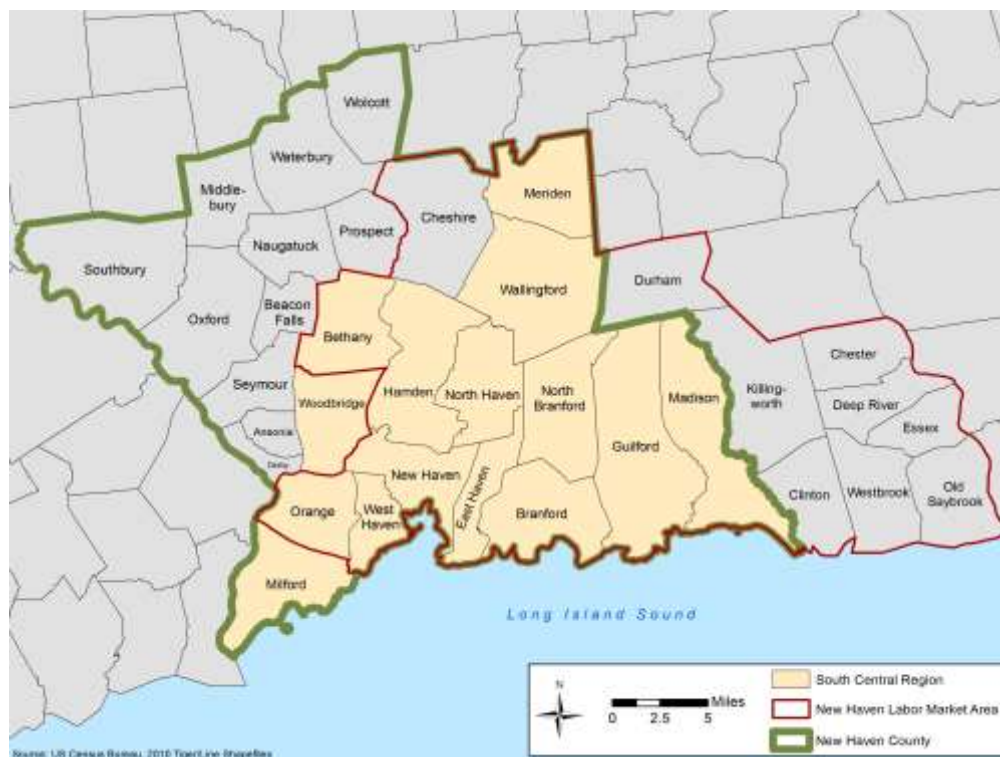
THE REGION DEFINED

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

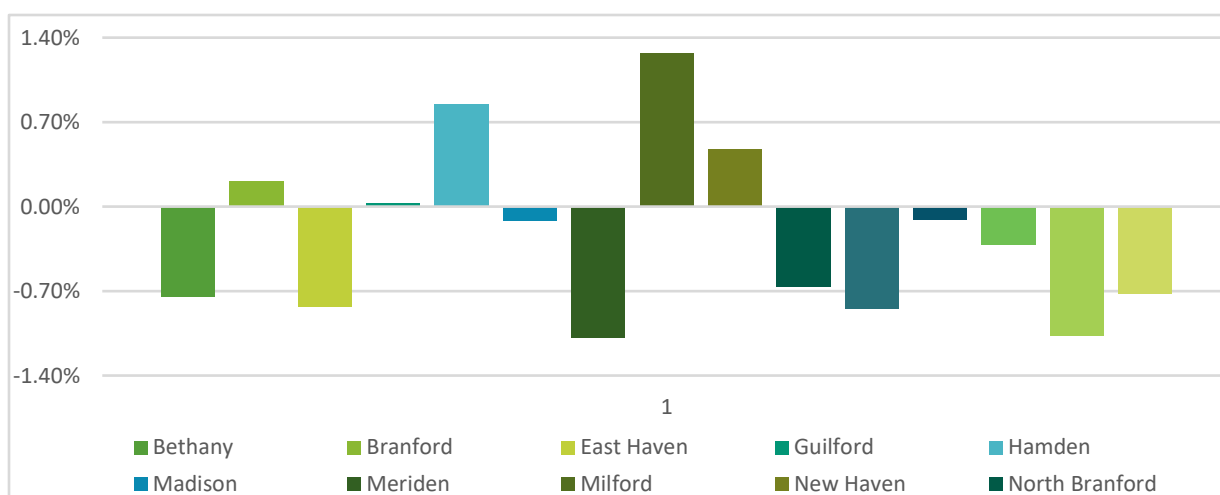
⁴ 2016 American Community Survey 5-Year Estimates (Table B01003)

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



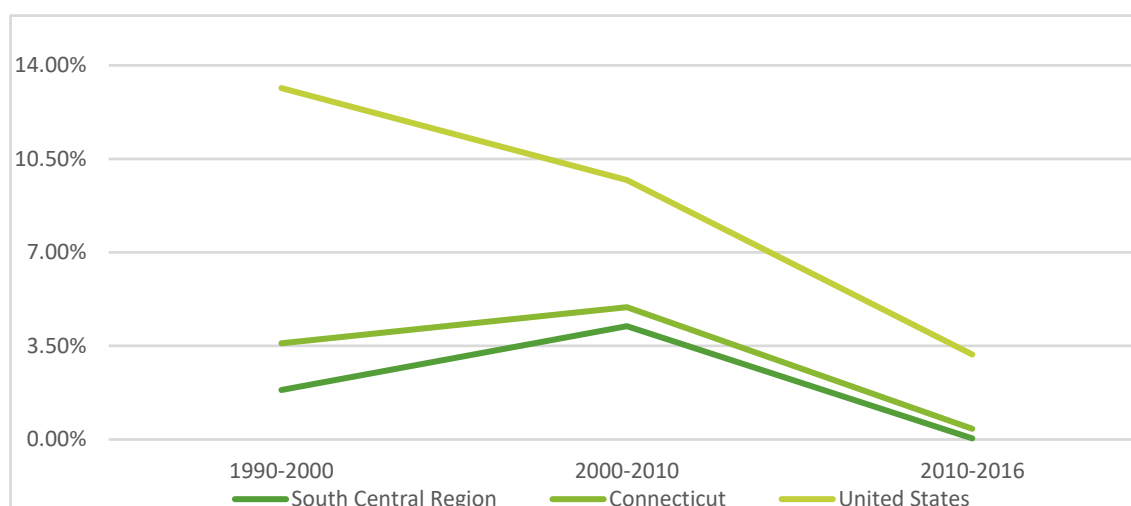
⁵ U.S. Census Bureau, 1990 Census Data Profile 1, Census 2000 Data Profile 1, 2010 U.S. Census Demographic Profile Data (Table DP-1)

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}



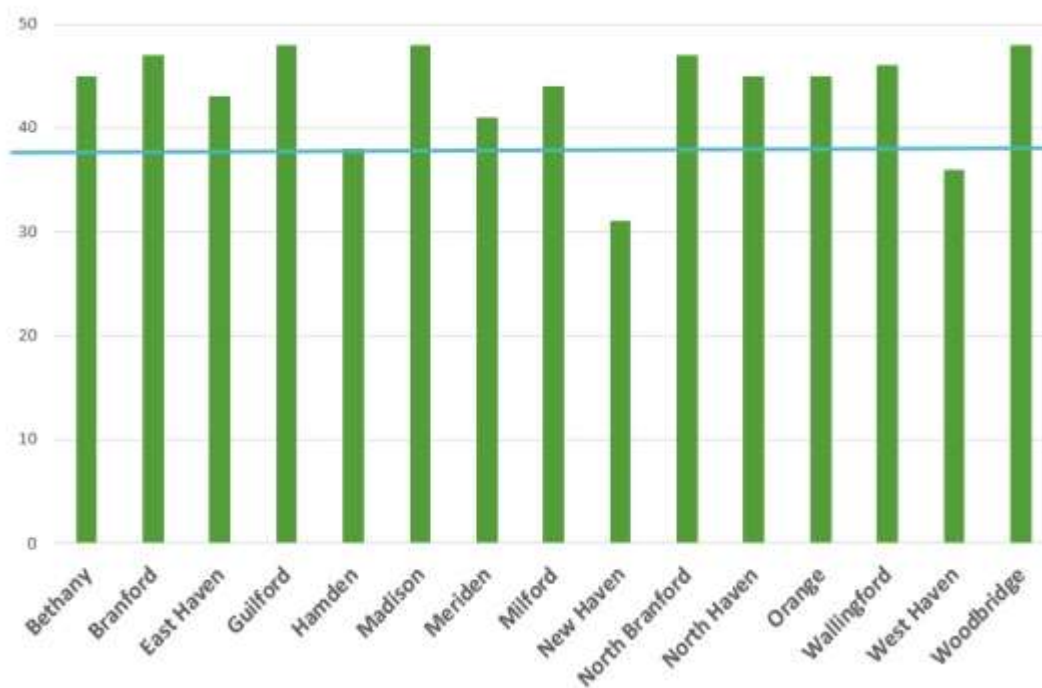
⁷ U.S. Census Bureau, 1990 Census Data Profile 1, Census 2000 Data Profile 1, 2010 U.S. Census Demographic Profile Data (Table DP-1)

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}



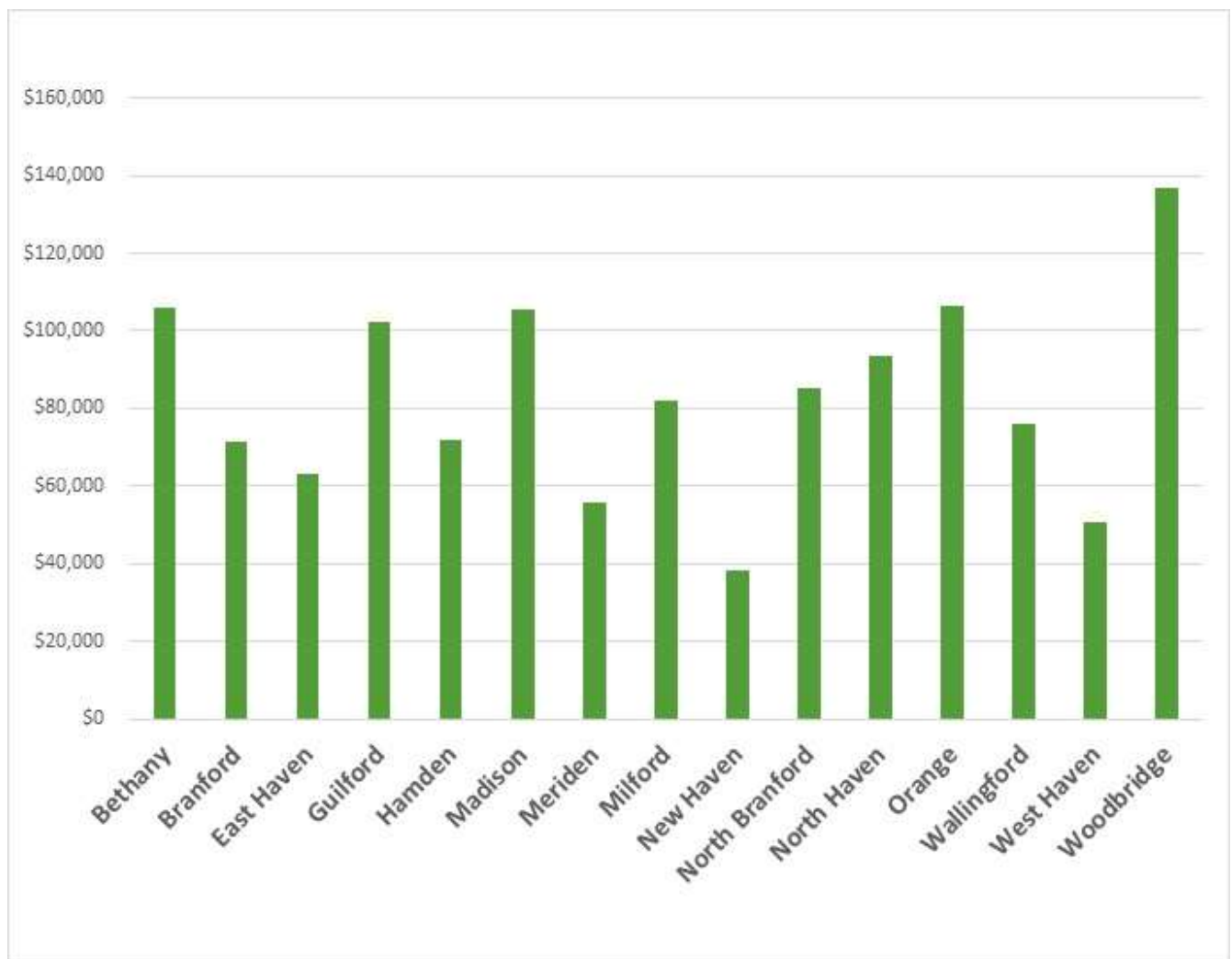
⁹ U.S. Census Bureau, 1990 Census Data Profile 1, Census 2000 Data Profile 1, 2010 U.S. Census Demographic Profile Data (Table DP-1)

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

REGIONAL ANALYSIS

WEALTH: MEDIAN HOUSEHOLD INCOME BY TOWN

The disparities are dramatic in wealth between urban and suburban towns within the South Central Connecticut region. Woodbridge led the region with a median household income of approximately \$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

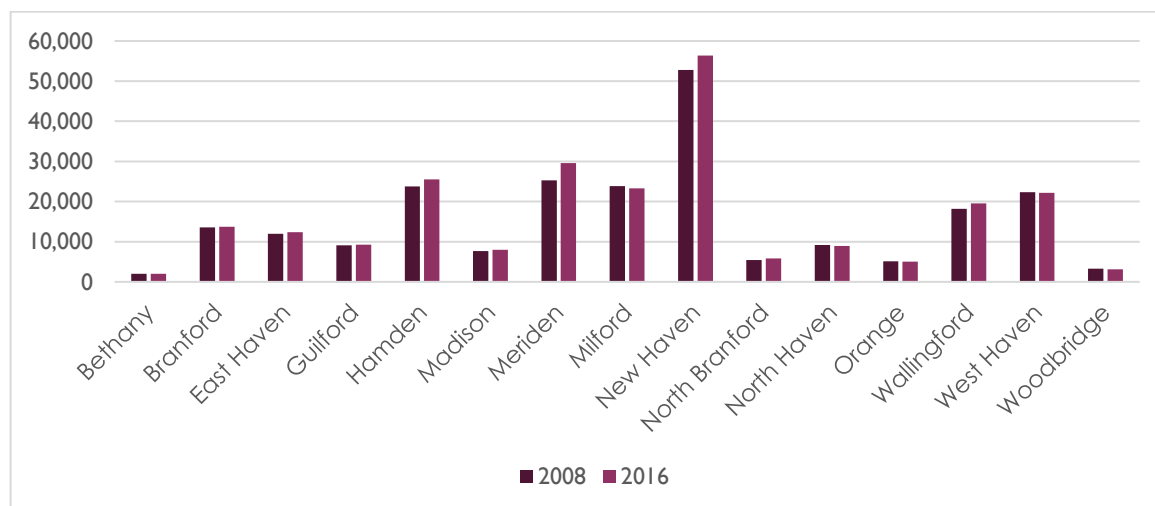
¹⁴ Berkshire Hathaway Quarterly Market Report, Q4 2018

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.

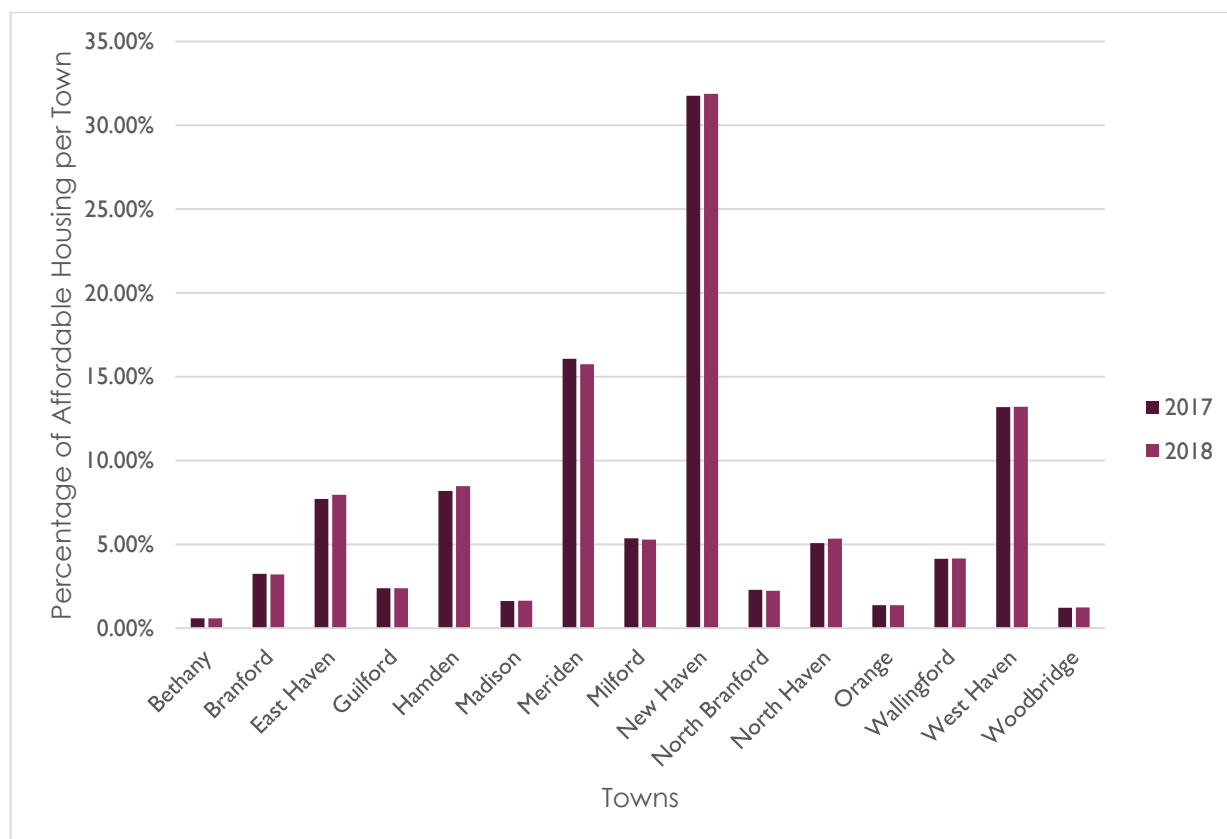
	2008	2016	Change	% Change
Bethany	1,979	2,017	38	1.92%
Branford	13,590	13,717	127	0.93%
East Haven	11,976	12,390	414	3.46%
Guilford	9,121	9,291	170	1.86%
Hamden	23,808	25,507	1,699	7.14%
Madison	7,661	7,973	312	4.07%
Meriden	25,249	29,569	4,320	17.11%
Milford	23,858	23,286	-572	-2.40%
New Haven	52,812	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 per hour for housing costs to be below 30% of total income in New Haven County.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

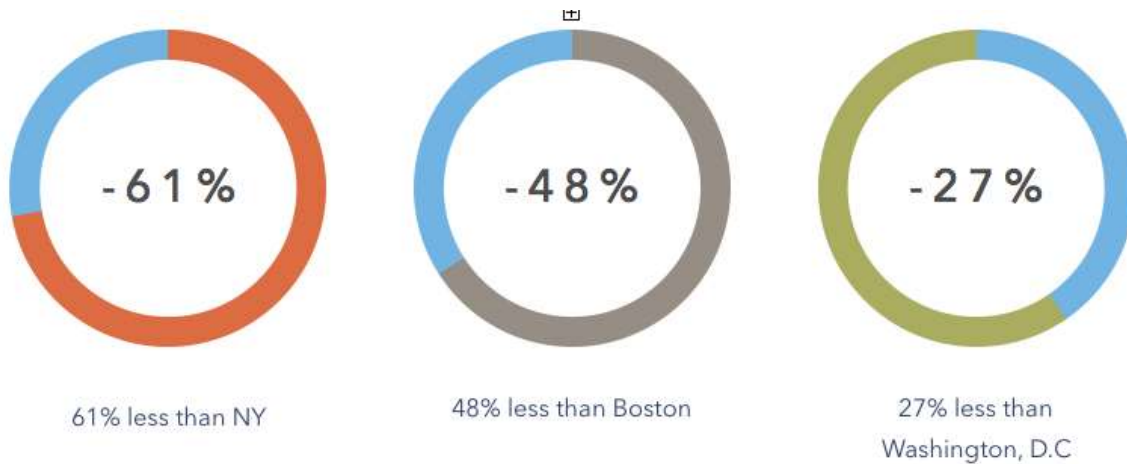
State	County	In-Migration	Out-Migration	Net-Migration
CT	Fairfield County	3334	2541	793
NY	Bronx County	293	135	158
NY	Westchester County	216	127	89
NY	Queens County	242	163	79
NY	Kings County	328	253	75
	Puerto Rico	20	45	-25
CT	New London County	249	285	-36
MA	Suffolk County	129	202	-73
MA	Middlesex 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

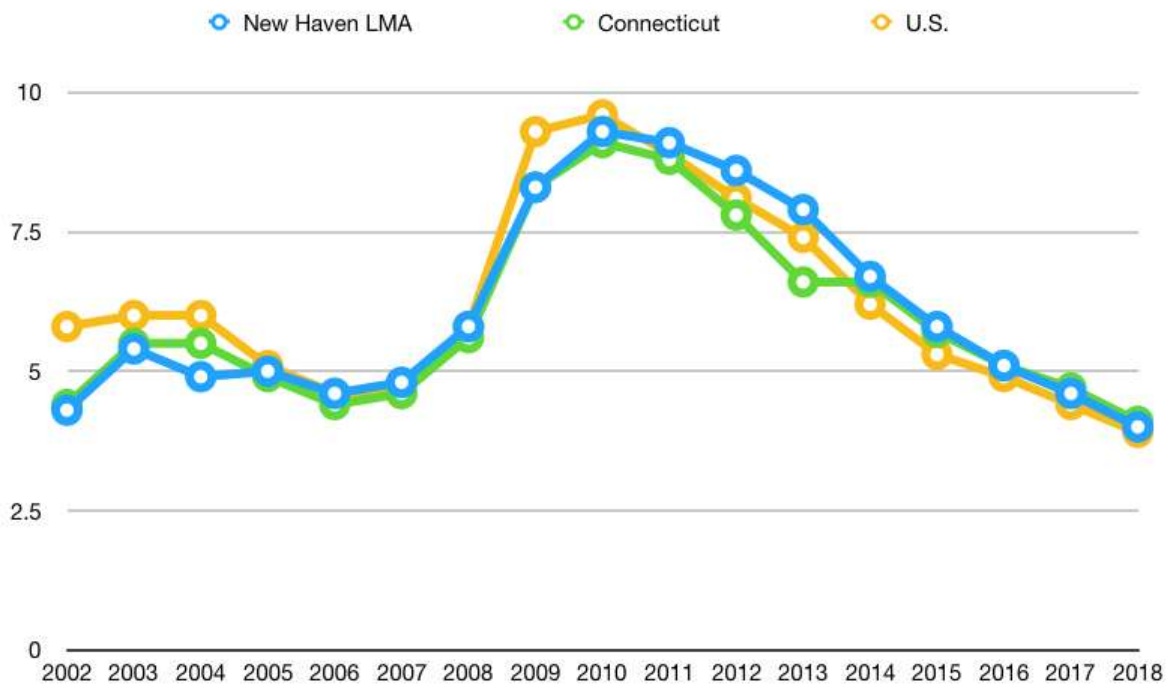
Unemployment in the New Haven Labor Market Area (LMA)* has trended consistently with the unemployment of Connecticut and U.S. overall. In the LMA, unemployment has declined every year since 2010.¹⁹

2018 Annual Unemployment

New Haven LMA: 4.1%

Connecticut: 4.0%

U.S.: 3.9%

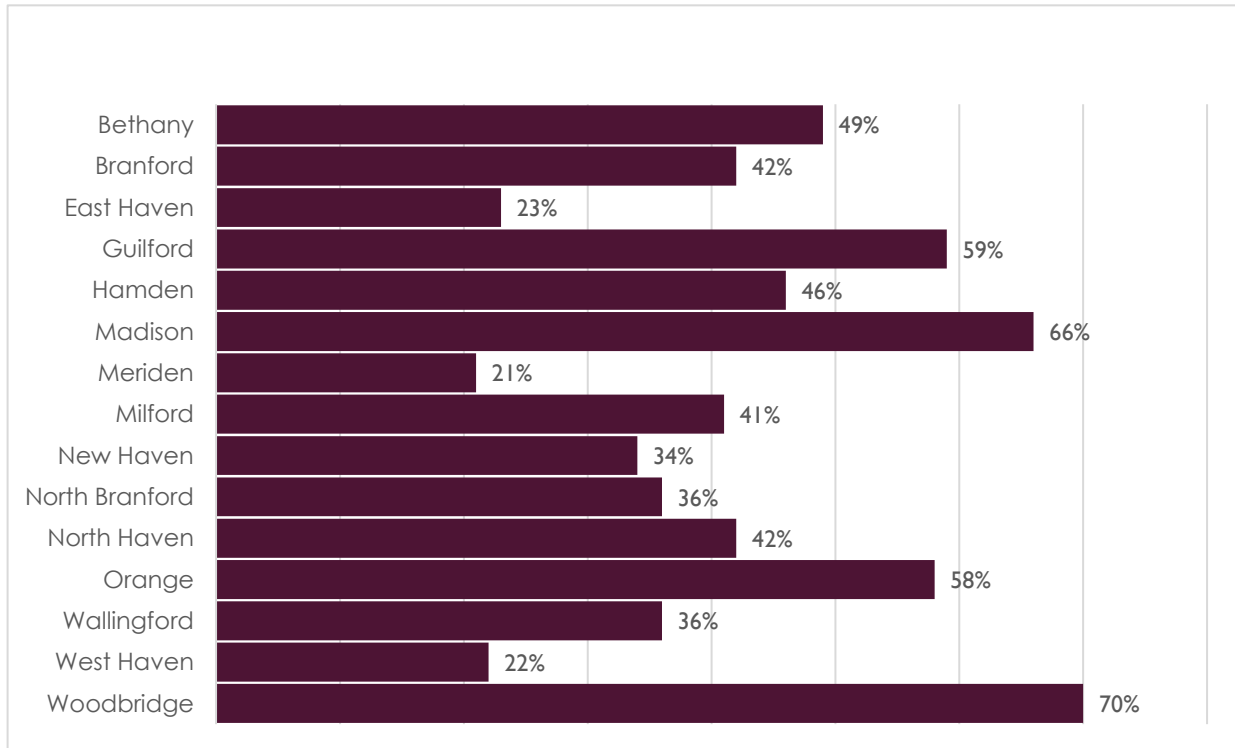


¹⁹ Connecticut Department of Labor, ctdol.state.ct.us/lmi/laus/lauslma.asp

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.

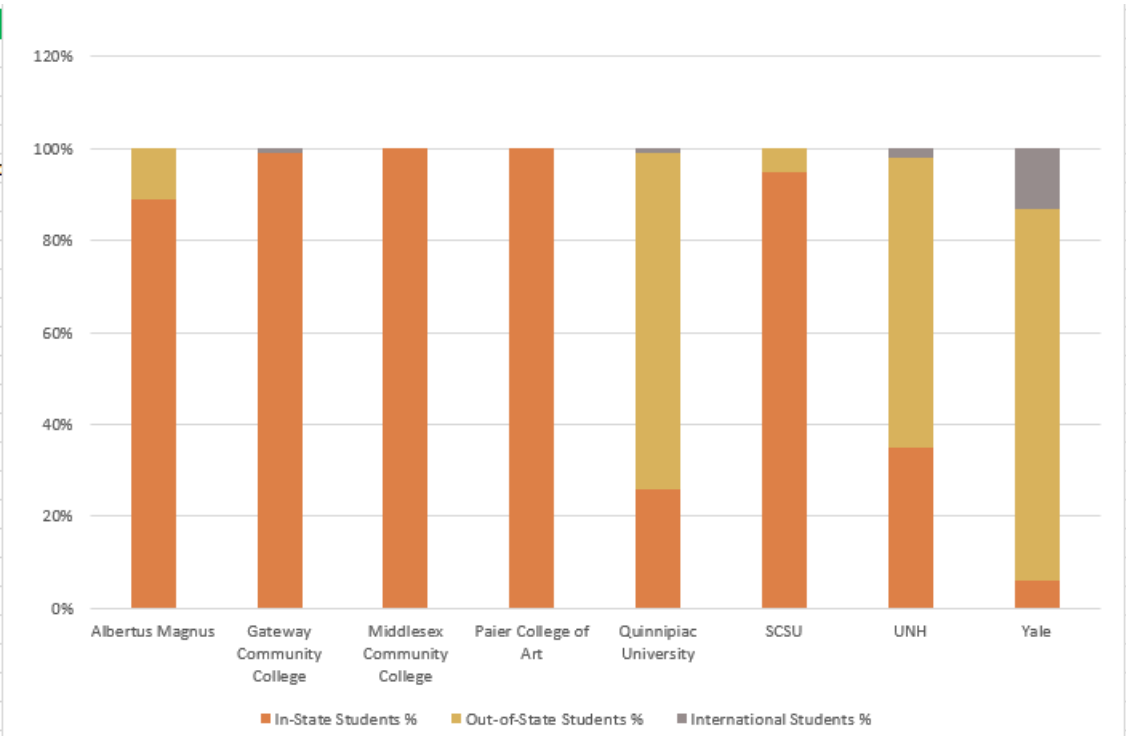


REGIONAL ANALYSIS

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 of 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
Latite 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

GREATER NEW HAVEN: A STRATEGY FOR SUCCESS

2019 SOUTH CENTRAL CONNECTICUT COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY



REX Development

PO Box 1576

New Haven, CT 06506

203-821-3682

www.rexdevelopment.com



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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 income, 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 and Yale New Haven Health, 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 18.4 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 its 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, universities and hospitals to provide programming specific to our job market and to 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. Increase utilization 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 median 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)

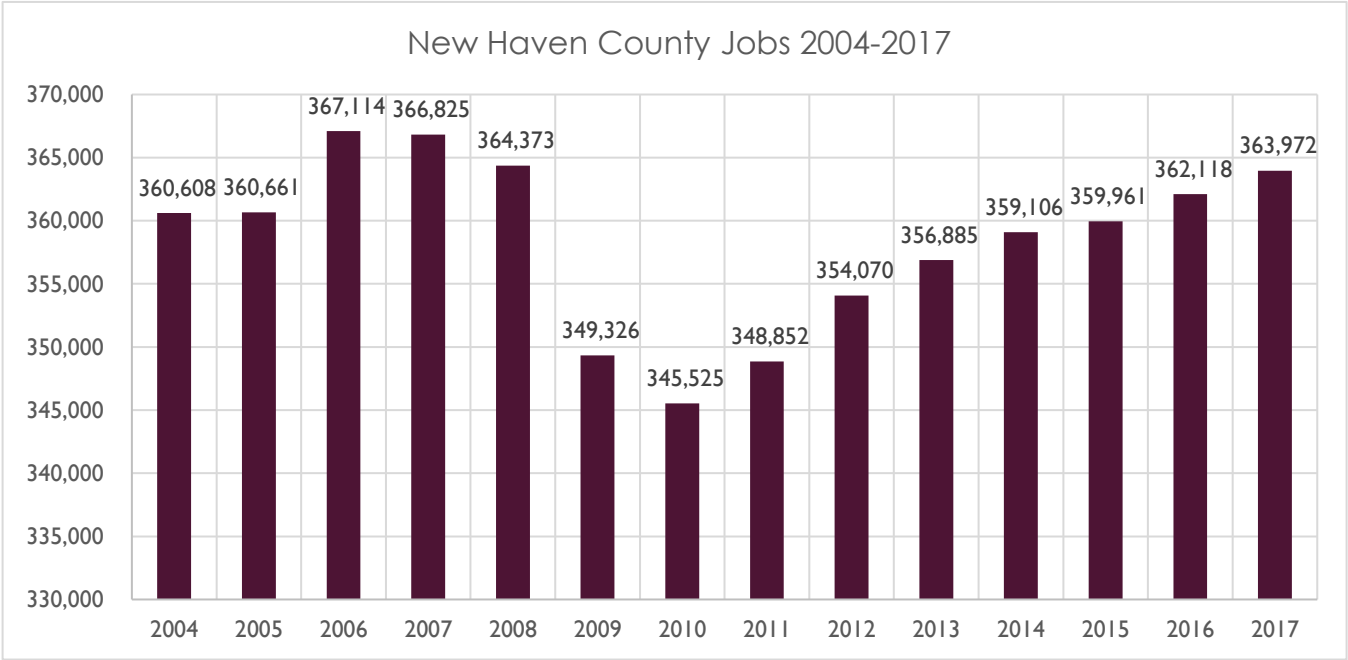
² Berkshire Hathaway Home Services, New England Properties, 4th Quarter 2018 Market Report New Haven County

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.

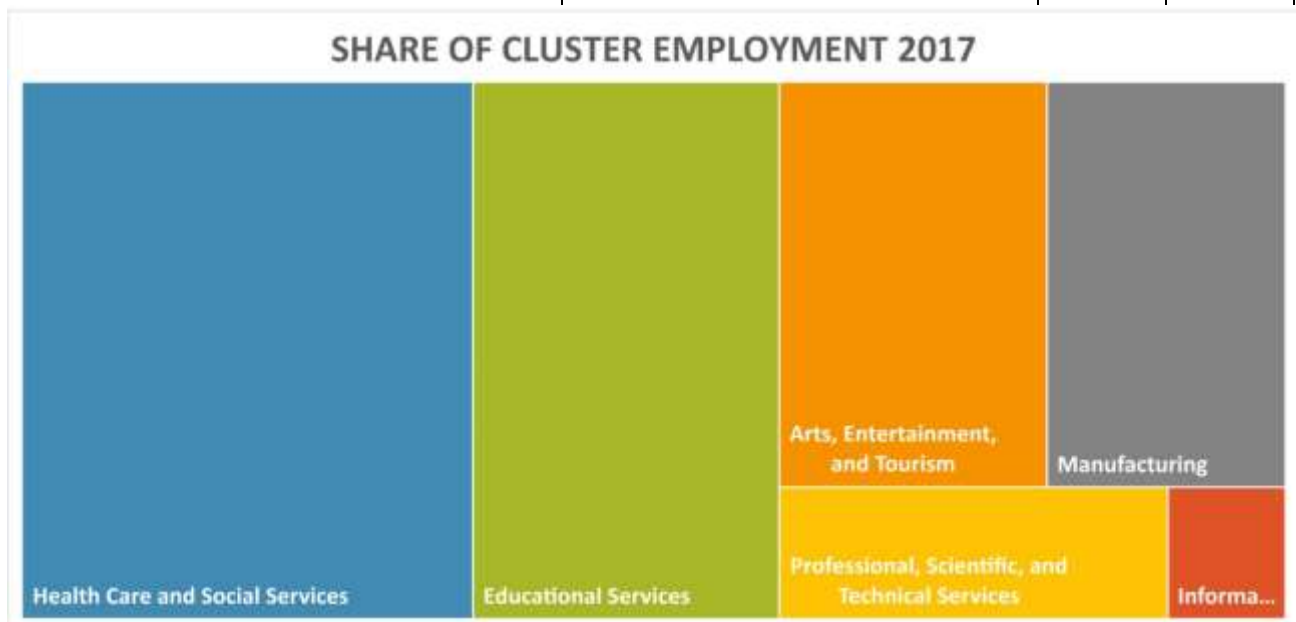
⁵ StatsAmerica, statsamerica.org/USCP, 2018

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 (includes Biomedical & Life Sciences)	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, BIOMEDICAL AND LIFE SCIENCES

Healthcare and Life Sciences serve as major drivers in the local economy. Yale New Haven Health (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. Yale-New Haven Hospital announced \$838 million Neuroscience Center at its Saint Raphael campus in April 2019. The 500,000 sq. ft. facility is expected to open in 2024.

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.

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

Arvinas

Arvinas had a banner year with an IPO of \$120 million and launched clinical trials for ARV-110 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 received a priority approval process status for a new migraine drug.

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).

Trevi Therapeutics

Trevi Therapeutics, Inc. issued nearly 4.7 million shares on the Nasdaq under ticker TRVI in its initial public offering in April 2019. The offering represents 30.2 percent of outstanding shares and is expected to bring in about \$85.87 million.

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. The Blake Hotel, a luxury 108-room extended-stay facility, opened in early 2019.

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 (ME \$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 the 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 magnitude 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, with academic work at Yale often 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

minded 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 a percentage of the student's salary¹²

Commercialization

According to filings made with the U.S. Securities and Exchange Commission, New Haven brought in half of the 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, the Yale Office of Cooperative Research and the 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.
- We are undertaking a Port of New Haven freight study with the Army Corps of Engineers.
- There are multiple housing projects (market rate and affordable) in the development pipeline.
- The Elm City Innovation Collaborative provides entrepreneurial assistance with funding from CTNext. ECIC created a video of the city's innovation corridor to attract potential businesses and investors.
- A bio incubator is under consideration.
- 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
- West Haven -1
- Meriden Commons I is completed and Phase 2 is under construction.
- Yale University will launch the Yale Jackson School of Global Affairs in 2022.

COLLABORATORS/SUPPORTERS FOR ECONOMIC DEVELOPMENT

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

- | | |
|---|---|
| • Albertus Magnus | • Connecticut Technology Council |
| • Arts Council of Greater New Haven | • CTNext |
| • Arts Industry Coalition | • CTtransit |
| • ABCT | • Discover New England |
| • AT&T | • Elm City Innovation Collaborative |
| • BioCT | • Eversource |
| • CBIA | • Frontier Communications |
| • CEDAS | • Gateway Community College |
| • CERC | • Greater New Haven Chamber of Commerce |
| • Community Foundation for Greater New Haven | • MakeHaven |
| • Connecticut Department of Economic and Community Development (CTDECD) | • Market New Haven |
| • Connecticut Department of Energy & Environmental Protection | • Milford Progress, Inc. |
| • Connecticut Lodging Association/American Hotel & Lodging Association | • Municipal Economic Development Staff & Commission Members |
| • Connecticut Office of Tourism | • New Haven Festivals |
| • Connecticut Port Authority | • New Haven Manufacturers Association |
| | • Regional Chambers of Commerce |
| | • Regional Leadership Council |
| | • Regional Water Authority |

- South Central Regional Council of Governments
- Southern Connecticut Gas
- Southern Connecticut State University
- Tweed New Haven Regional Airport
- United Illuminating Company
- University of New Haven
- US Economic Development Administration
- US Environmental Protection Agency
- Workforce Alliance
- Yale University
- Yale-New Haven Health

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, expanded promotion of the region, and building the workforce pipeline. Completion: Ongoing
 - See Workforce and Housing, Marketing, Communications, and Stakeholder Education for additional information.
 - CSCU (Connecticut State Colleges & Universities), BioPath and The Jackson Lab hosted a bioscience career forum at Southern Connecticut State University with almost 200 attendees networking with 26 companies.
 - IsoPlexis and FreeThink Technologies are growing companies in the region.
- 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: provided update
 - Emanuela Cebert, 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

- REX and the municipalities are creating an inventory of lab space throughout the region to assist in locating new and expanding biotech enterprises in the area.
- 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 young professional groups:
 - Emerging Professionals Inspiring Change (Milford)
 - Pulse (Greater New Haven)
 - SCYPE (Shoreline)
 - The Curve (Hamden)
 - Young Professionals' Alliance (Middlesex)
 - ConnCAT
 - 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.
- Actively engage public and private sector partners to address critical school-to-work issues by providing educational programs in STEM, Artificial Intelligence (AI), and Internet Technology (IT) at all levels. Completion: Year 5
 - 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
 - In April 2019, the South Central Regional Council of Governments created a housing taskforce with representatives from each of the towns.
- Create a marketing plan for housing opportunities for all workers. Completion: Year 3
 - Pending funding.
- Working with state, federal, local and industry partners, create a fundable strategy to improve public transportation through the region, especially considering east to west routes to meet workforce needs. 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. 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 from New Haven 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

- 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.
 - Shore Line East is improving service by converting bus service to rail 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 New Haven-Hartford-Springfield, 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 Streets policies. Completion: Ongoing
- Support upcoming projects in West Haven including Allintown conversion to College Village, The Haven, Stiles and TOD along with the replacement of the Kimberly Avenue Bridge. Completion: Ongoing

Objective 2: Expand freight capacity of the region.

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

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
 - The Connecticut Port Authority Five Year State Maritime Strategy released in August 2018 is consistent with the objectives set forth in the region's CEDS.
 - 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 considering funds for a transportation lockbox to increase investment in transportation throughout the state.
 - In order 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 I-91/I-691 merge and rehabilitation of the West Rock Tunnel. Completion: Ongoing
 - Planning and exploratory drilling for route alterations during the repair of the tunnel are underway.

- 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 at improved service in Cheshire and North Haven. Adding a second line on Rt. 10 in Hamden is in a longer term budget.

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

- Determine access and infrastructure requirements in the region. Completion: Year 3
 - Internet Access Rankings: Connecticut ranked #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. Governor Lamont's goal is that New Haven will become the first to reach ultra-fast 5G cellular technology in New England.

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

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)

- 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
 - 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 is 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. CBI is a dedicated, engaged coalition of industry, academic, community, and government partners to advance remediation of Connecticut's brownfields

¹⁷ New Haven Register, July 2018 nhregister.com/business/article/Natural-gas-conversions-less-than-originally-13086472.php

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

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

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 that would have strong market demand for reuse if remediation occurred. Criteria should include the potential for development and private investment and proximity to public transit.
Completion: 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 an 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 the Governor's tourism transition team and the 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.
 - We did not meet this goal. 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

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

²⁰ StatsAmerica, statsamerica.org/USCP, 2018

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.
 - 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

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

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EDC & REX Supporters:



CONTACT US

REX Development

PO Box 1576

New Haven, CT 06506

203-821-3682

info@rexdevelopment.org

www.rexdevelopment.com

Ginny Kozlowski, Executive Director

Sarah Washburn, Tourism Sales Manager

Barbara Malmberg, Director of Marketing