

SCRCOG Executive Committee Meeting Notice & Agenda

DATE	May 27, 2026	LOCATION	SCRCOG Office	DIAL-IN	+1 929-346-7262 150266227#
TIME	10:00 am	MEETING URL	Teams Link	MEETING ID PASSCODE	270 661 387 423 1 DM7Vv933

- 1 Call to Order and Introductions
- 2 Adopt Minutes of April 22, 2026 SCRCOG Executive Committee Meeting (motion) Pages 2-3
- 3 Recommend Proposed FY 2026-27 Regional Services Grant (RSG) Spending Plan (motion) Pages 4-19
- 4 Recommend Resolution Authorizing Executive Director to Execute Agreement for Acceptance of FY 2026-27 Regional Services Grant (motion) Page 20
- 5 Recommend Resolution Authorizing the Executive Director to enter into Agreements with FY 2026-27 Regional Services Grant-funded Consultants (motion) Page 21-22
- 6 Recommend Proposed SCRCOG FY 2026-27 Budget (motion) Page 23-26
- 7 Recommend Resolution Approving the 2026 South Central Regional Comprehensive Economic Development Strategy (CEDS) Update (motion) Page 27 & attached
- 8 Regional Roundtable Discussion
- 9 Other Business
- 10 Adjournment

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TO: **SCRCOG Executive Committee Members**
 FROM: **Mayor Vincent Cervoni, Secretary**
 DATE: **April 22, 2026**
 SUBJECT: **SCRCOG Executive Committee Meeting Minutes of April 22, 2026**

Present:

Guilford	First Selectman Matthew Hoey
Hamden	Mayor Adam Sendroff
Madison	First Selectwoman Peggy Lyons, <i>Immediate Past Chair</i>
New Haven	Mayor Justin Elicker
Wallingford	Mayor Vincent Cervoni, <i>Secretary</i>
West Haven	Mayor Dorinda Borer, <i>Chair</i>
Woodbridge	First Selectman Mica Cardozo, <i>Vice Chair</i>

SCRCOG Staff: Laura Francis, Christopher Rappa, Angelina DeBenedet

1. Call to order

Chair Borer called the meeting to order at 9:07am.

2. Adopt Minutes of March 25, 2026 Executive Committee Meeting (motion)

Chair Borer referred to pages 2-3 of the agenda packet. Motion to accept made by First Selectwoman Lyons and seconded by Mayor Cervoni. Motion passed unanimously.

3. Recommend FY 2025-26 Budget Revision #4 (motion)

Chair Borer referred to the budget revision for Active Transportation Microgrants on pages 4-6 of the agenda packet. Executive Director Francis noted that over \$40,000 in applications were received this round for microgrants. Motion to recommend made by Mayor Cervoni and seconded by First Selectman Hoey. Motion passed unanimously.

4. Preliminary Review of Proposed FY 2026-27 Budget

- a. Preliminary Review of Proposed FY 2026-27 Regional Services Grant (RSG) Spending Plan
- b. Review of FY 2026-27 Unified Planning Work Planning (UPWP) Summary of Expenditures
- c. Wage Compensation Progression Framework for FY 2026-27 (motion)
- d. Adoption of an Employee Performance Review System (motion)
- e. FY 2026-27 Staff Performance Review Timeline (motion)
- f. Proposed Salary Expense by Program

Chair Borer referred to a packet handout shared with Committee members. Executive Director Francis summarized the budget information included in the packet, noting the FY 2026-27 Regional Services Grant Spending Plan and Unified Planning Work Planning Summary of Expenditures outline staff and consultant-supported work. Discussion followed on distribution of budget surplus funds, staff performance review timeline, and staff wage compensation progression. Chair Borer asked staff, except for the Executive Director, to leave the room to discuss the budget further. The meeting was reconvened, and First Selectman Hoey motioned to approve the Preliminary Proposed FY 2026-27 Budget, including the proposed process for staff performance review and compensation progression as outlined by Executive Director Francis. The motion was seconded by First Selectman Cardozo and passed unanimously.

5. SCRCOG Administrative Updates

Executive Director Francis provided an update on the hiring process for the Regional Housing Program Manager position, noting that staff have decided to adjust the position to a Regional Housing Planner, aligned with other planning staff. Discussion followed on potential impacts and the scope of the new position. Members of the Committee expressed approval of this decision. Executive Director Francis provided an additional note that both the Regional Plan of Conservation and Development and Hazard Mitigation Plan updates will be completed using Regional Services Grant funds unless other funding sources are identified. Executive Director Francis also opened discussion on potential pathways for regional out-of-district school bus transportation. Discussion followed on the current landscape and the opportunity to lobby for state-level support. Committee approval was provided to support the Governor's municipal Blue-Ribbon panel and meet with superintendents to organize a proposal to state legislators.

6. Regional Roundtable Discussion

There were no items discussed under Regional Roundtable.

7. Other Business

Chair Borer referred to the upcoming Shared Services workshop, and discussion followed on logistics. Executive Director Francis provided an update on the consolidation of Public Answering Safety Point (PSAP) services, noting a possible legislative allocation of \$250,000 for a SCRCOG study. There was also discussion on the on-call economic development assistance provided by REX Development through SCRCOG.

8. Adjournment

Motion to adjourn made by Mayor Cervoni and seconded by First Selectman Cardozo. The meeting adjourned at 9:49am.

FY 2026-2027 REGIONAL SERVICES GRANT (RSG)
Proposed Spending Plan and Summary of Consultant-Supported Work
May 27, 2026

SCRCOG delivers services and products to its member municipalities through a coordinated model that combines in-house staff capacity with targeted consultant support. In this model, consultants are engaged to provide specialized technical expertise, data analysis, and facilitation for defined projects, while SCRCOG staff lead overall project management, municipal coordination, and implementation.

This approach ensures that regional initiatives extend beyond one-time efforts and are embedded in ongoing municipal support. SCRCOG staff remain actively engaged before, during, and after consultant-led work to ensure that project outcomes are responsive to municipal needs, align with regional priorities, and positioned for implementation.

Source of Project Funding:

CT OPM Regional Services Grant (RSG)	\$1,348,501.80
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FY 2026-27 Budget

Line Item	Budget
1. Staff Labor and Expenses	\$755,001.80
2. GIS Consultant	\$3,500.00
3. UConn MPA Interns - 2	\$36,500.00
4. Capitol Region Purchasing Council Dues	\$7,500.00
5. Regional Planning Consultants	\$306,000.00
6. Municipal Services Consultants	\$170,000.00
7. Regional Housing Program Assistance	\$45,000.00
8. Regional Solid Waste & Recycling Program Assistance	\$25,000.00
Total	\$1,348,501.80

Details of Planning Consultants

5. Regional Planning Consultants		
5a. Multi-Jurisdictional Hazard Mitigation Plan Update (Phase 1)	Consultant To Be Selected	\$80,000
5b. Regional Plan of Conservation & Development Update (Phase 1)	Consultant To Be Selected	\$75,000
5c. Community Conversations (<i>continuing</i>)	Benjamin Fink	\$35,000
5d. Open Space & Recreational Trail Map Inventory Update	Consultant To Be Selected	\$65,000
5e. SCRCOG Organizational Strategic Plan	Consultant To Be Selected	\$25,000
5f. Special Session Public Act 25-1 Implementation Assistance	Consultant To Be Selected	\$26,000

6. Municipal Services Consultants		
6a. Economic Development On-Call Services (<i>continuing</i>)	REX Development	\$100,000
6b. Municipal Shared Services Study – Implementation	Raftelis	\$70,000

**FY 2026-2027 REGIONAL SERVICES GRANT (RSG)
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Staff and Consultant Roles by Initiative

<p>5. Regional Planning</p>
<p>5a. Multi-Jurisdictional Hazard Mitigation Plan</p> <p><i>Consultant Role:</i> Serve as the technical lead for the development and update of the Multi-Jurisdictional Hazard Mitigation Plan, including preparation of the plan document, ensuring compliance with current FEMA Hazard Mitigation Planning requirements and guidance.</p> <p><i>SCRCOG Staff Role:</i> Serve as the primary liaison to municipalities, support stakeholder engagement and meeting facilitation, and review consultant deliverables to ensure consistency with municipal input, regional priorities, and implementation goals.</p> <p><i>Municipal Benefit:</i> Provides a comprehensive update of local mitigation priorities, ensuring continued eligibility for federal and state hazard mitigation funding and positioning municipalities to compete for future grant opportunities.</p>
<p>5b Regional Plan of Conservation & Development (POCD) Update</p> <p><i>Consultant Role:</i> Compile and analyze regional datasets; assess demographic, economic, housing, transportation, and land use trends; and develop and write the Regional Plan of Conservation and Development. This includes identifying regional priorities, developing policy recommendations, and preparing plan materials to guide coordinated growth, investment, and decision making across member municipalities.</p> <p><i>SCRCOG Staff Role:</i> Serve as the primary liaison to municipalities, support stakeholder engagement and meeting facilitation, and review consultant deliverables to ensure consistency with municipal input, regional priorities, and implementation goals.</p> <p><i>Municipal Benefit:</i> Provides municipalities with a statutorily compliant regional plan that supports local planning and decision-making while also informing and aligning broader SCRCOG policy direction.</p>
<p>5c. Community Conversations – Housing Support</p> <p><i>Consultant Role:</i> Assist municipalities with the design and facilitation of community engagement efforts, including public education programs, training, and outreach initiatives that strengthen resident awareness and communication.</p> <p><i>SCRCOG Staff Role:</i> Provide regional leadership in housing policy analysis, translating insights into actionable guidance for municipalities to support local planning and policy decisions.</p> <p><i>Municipal Benefit:</i> Supports municipalities in engaging residents, enhancing public understanding of housing-related issues, and fostering informed, community-based dialogue.</p>
<p>5d. Open Space & Recreational Trails Inventory Update</p> <p><i>Consultant Role:</i> Compile, verify, and enhance geospatial data related to open space and recreational trail networks, ensuring accuracy, consistency, and completeness to support a comprehensive and reliable inventory for regional planning and decision-making.</p>

**Proposed Spending Plan and Summary of Consultant-Supported Work
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SCRCOG Staff Role: Coordinate municipal data input, ensure consistency and completeness, and integrate findings into regional initiatives such as the Trails Master Plan.

Municipal Benefit: Provides municipalities with updated mapping and a cohesive regional framework to support local planning and recreational investments.

5e. SCRCOG Organizational Strategic Plan

Consultant Role: Conduct a comprehensive assessment of SCRCOG’s existing programs, services, and organizational structure, and facilitate a structured engagement process with staff and leadership. Building on this assessment, support the development of a comprehensive Organizational Strategic Plan that establishes a clear vision, identifies strategic priorities, and outlines actionable strategies and operational improvements to guide implementation.

SCRCOG Staff Role: Serve as the primary liaison to the consultant, providing institutional knowledge of current operations, programs, and organizational needs. Participate actively in the planning process and ensure that resulting recommendations and deliverables are grounded in agency goals, regional priorities, and organizational capacity

Municipal Benefit: Enhances SCRCOG’s capacity to deliver high-quality, coordinated regional services by strengthening organizational effectiveness, aligning resources with identified priorities, and positioning the agency to better respond to the evolving needs of member municipalities.

5f. Public Act 25-1 Implementation Assistance

Consultant Role: Provide targeted, on-call technical assistance to support municipalities in implementing the requirements of Public Act 25-1. This may include analysis of local zoning and land use regulations, development of model regulatory language, identification of infrastructure and planning needs to support housing growth, and preparation of implementation strategies aligned with state guidance. The consultant will also assist in interpreting evolving state requirements, coordinating with state agencies, and developing tools, templates, and best practices that can be adapted across multiple municipalities.

SCRCOG Staff Role: SCRCOG staff will serve as the regional coordinator and primary point of contact between municipalities, the consultant, and state partners. Staff will work with member municipalities to identify needs and prioritize assistance, manage the consultant contract, and ensure consistency with regional planning efforts and available data resources (e.g., Data Dashboard, GIS, and state housing data tools). SCRCOG will also facilitate information sharing, convene municipal staff, and ensure that assistance supports—but does not replace—local decision-making authority.

Municipal Benefit: Municipalities will receive access to high-quality technical expertise and planning support at no direct cost, enabling them to effectively respond to new state housing requirements while maintaining local control over land use decisions. This assistance will help reduce administrative burden, improve readiness for potential funding opportunities tied to compliance, and support thoughtful, locally appropriate approaches to meeting housing needs.

**Proposed Spending Plan and Summary of Consultant-Supported Work
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<p>6. Municipal Services</p>
<p>6a. Economic Development On-Call Services – REX Development Team</p> <p><i>Consultant Role:</i> Provide on-call economic development support to municipalities, including supplemental staff coverage, technical assistance, training, and peer review of local economic development initiatives and materials. Services will be available on an as-needed basis to enhance municipal capacity and support effective economic development planning and implementation.</p> <p><i>SCRCOG Staff Role:</i> Coordinate and evaluate municipal economic development requests and projects, ensuring consistency and alignment with SCRCOG’s broader initiatives, strategies, and policy direction.</p> <p><i>Municipal Benefit:</i> Provides municipalities with flexible, on-demand economic development support that addresses staffing gaps, builds local capacity, and advances priority economic development initiatives.</p>
<p>6b. Municipal Shared Services Study – Implementation Assistance</p> <p><i>Consultant Role:</i> Support and facilitate implementation of actions identified in the Municipal Shared Services Study. This includes coordinating with participating municipalities, assisting with planning and execution of shared service initiatives, and helping to advance identified opportunities into operational programs.</p> <p><i>SCRCOG Staff Role:</i> Lead municipal engagement and support the coordination and facilitation of identified actions to advance shared service initiatives across the Council of Governments and its member municipalities.</p> <p><i>Municipal Benefit:</i> Advances cost-saving and operational efficiency opportunities through direct regional support and coordination.</p>
<p>7. Regional Housing Program</p>
<p>Regional Housing Program Manager</p> <p><i>Consultant Role:</i> Not Applicable</p> <p><i>SCRCOG Staff Role:</i> Lead and implement regional and municipal housing initiatives, including the development and ongoing updates to the Regional Housing Growth Plan. Provide technical assistance to municipalities to support housing goals and educate stakeholders on opportunities to advance housing strategies and outcomes.</p> <p><i>Municipal Benefit:</i> Provides municipalities with direct technical assistance, policy guidance, and data-driven insights to support local housing planning and compliance with state requirements.</p>
<p>8. Regional Solid Waste & Recycling Program</p>
<p>Regional Solid Waste & Recycling Coordinator</p> <p><i>Consultant Role:</i> Not Applicable</p> <p><i>SCRCOG Staff Role:</i> Lead and implement regional solid waste, recycling, and diversion initiatives. Coordinate inter-municipal collaboration and program delivery and manage performance tracking and</p>

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data analysis related to waste and diversion. Support the development and implementation of regional initiatives, including follow-up actions from the Regional Waste Authority feasibility study.

Municipal Benefit: Supports municipalities in improving waste management practices, increasing recycling and diversion rates, enhancing compliance with state requirements, and accessing coordinated regional resources, educational opportunities, and direct technical assistance.

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FY 2026-2027 REGIONAL SERVICES GRANT (RSG)
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<p>Staff Led Programs</p>
<p>Regional Recreational Trails Master Plan</p> <p><i>Consultant Role:</i> Not Applicable</p> <p><i>SCRCOG Staff Role:</i> Develop a Regional Recreational Trails Master Plan, coordinate with municipalities and stakeholders to compile and integrate inventory data, identify gaps and priority connections, and guide coordinated regional trail planning efforts.</p> <p><i>Municipal Benefit:</i> Provides municipalities and stakeholders with a coordinated regional framework and data-driven guidance to support local trail planning, improve access to funding, and advance implementation efforts.</p>
<p>Community Third Spaces Inventory & Assessment</p> <p><i>Consultant Role:</i> Not Applicable</p> <p><i>SCRCOG Staff Role:</i> Conduct a regional assessment of community “third spaces,” including data collection, mapping, and analysis, and coordinate with municipalities to identify gaps, needs, and opportunities and develop actionable recommendations.</p> <p><i>Municipal Benefit:</i> Provides municipalities with actionable insights and strategies to enhance community spaces, improve accessibility, and strengthen social connectivity and community well-being.</p>
<p>Municipal Grants Program</p> <p><i>Consultant Role:</i> Not Applicable</p> <p><i>SCRCOG Staff Role:</i> Lead regional coordination of grant opportunities by identifying funding sources, sharing resources, providing targeted technical assistance, facilitating the Grants Working Group, and maintaining centralized grant tools and materials.</p> <p><i>Municipal Benefit:</i> Provides municipalities with support in identifying and pursuing funding opportunities, while strengthening capacity to advance priority initiatives.</p>
<p>Regional Climate Resilience & Environmental Coordination</p> <p><i>Consultant Role:</i> Not Applicable</p> <p><i>SCRCOG Staff Role:</i> Facilitate implementation of regional climate and environmental initiatives outlined in the Comprehensive Climate Action Plan, coordinate regional working groups, and support municipalities in aligning with relevant programs, funding opportunities, and resilience and sustainability efforts.</p> <p><i>Municipal Benefit:</i> Provides municipalities with support to advance resilience initiatives, access funding opportunities, and align local efforts with broader state and regional priorities.</p>

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<p>Regional Municipal Services Office Hours & Technical Assistance Program</p> <p><i>Consultant Role:</i> Not Applicable</p> <p><i>SCRCOG Staff Role:</i> Implement and facilitate recurring office hour sessions, provide direct guidance to municipalities, and coordinate follow-up support, to address specific municipal needs.</p> <p><i>Municipal Benefit:</i> Provides municipalities with direct access to SCRCOG staff support, timely problem-solving, and targeted capacity assistance to address priority local needs.</p>
<p>Regional Purchasing Consortium</p> <p><i>Consultant Role:</i> Not Applicable</p> <p><i>SCRCOG Staff Role:</i> Coordinate and administer regional procurement opportunities, including soliciting bids, requests for proposals, and qualifications. Facilitate collaboration among municipalities and support the development and consolidation of regional on-call vendor lists for specific services.</p> <p><i>Municipal Benefit:</i> Provides municipalities with access to coordinated purchasing opportunities that leverage economies of scale, reduce administrative burden, and support cost savings.</p>
<p>Regional Energy & Sustainability Support Program</p> <p><i>Consultant Role:</i> Not Applicable</p> <p><i>SCRCOG Staff Role:</i> Provide regional coordination and technical support to municipalities on energy and sustainability. This includes connecting municipalities to available programs, financing mechanisms, supporting the implementation of clean energy, electrification, and infrastructure improvements, and administering the programming of our annual Sustainable CT fellow.</p> <p><i>Municipal Benefit:</i> Provides municipalities with access to coordinated technical assistance to advance local sustainability and energy efficiency goals in alignment with state and regional priorities.</p>

FY 26 REGIONAL SERVICE GRANTS STATEMENT OF WORK AND GRANT AWARD BUDGET

PART I

NAME OF GRANTEE: **South Central Regional Council of Governments (SCRCOG)**

GRANT PROGRAM NAME: Regional Services Grant (RSG)

GRANT PROGRAM SUMMARY (PURPOSE/INTENT/MISSION): Provides annual grant-in-aid to regional councils of governments (COGs).

OPM GRANT NUMBER: **(SCRCOG): RSG-26-07**

GRANT AWARD AMOUNT: (SCRCOG): \$1,348,501.80

INTRODUCTION:

This Statement of Work and Grant Award Budget relates to the requirements of Connecticut General Statutes (CGS) Sections 4-66k and 4-66r and Section 8-31b. The Office of Policy and Management (OPM) is responsible for administering funds deposited to the Regional Planning Incentive Account, which is the source of RSG grant awards. Individual grant awards are calculated through a statutory formula that is valid for five years. Funds shall be used for planning purposes and to achieve efficiencies in the delivery of municipal services, without diminishing the quality of such services.

Each COG shall complete its Statement of Work and Grant Award Budget following the format and budget categories prescribed in Part II below. The total dollar amount for each budget category shall be provided to the right of the drop-down box. Each budget category shall be followed by a listing of typical activities expected to be performed by COG staff and/or contractors, including administrative activities.

PART II – FY 26 RSG Budget Categories

(Note: The sum of **Budget Amounts** listed below must add up to the total **Grant Award Amount** shown in Part I)

Select From Dropdown shall complete a selection or all of the work activities outlined below under the categories of I. Comprehensive Planning, II. Regional Services, and III. Municipal Technical Support.

I. Comprehensive Planning Budget Amount: \$ \$481,088.46

Expected work activities include: (Expand list as necessary.)

1. Provide comprehensive support to the region’s municipalities in the areas of land use, transportation, economic development, environment, historic preservation, and housing planning;
2. Collaborate with other CT Councils of Governments (COGs) and participate in CTCOG meetings;
3. Review land use referrals and provide support to the South Central Regional Planning Commission (RPC);
4. Continue to track and disseminate legislation that promotes SCRCOG’s Legislative Agenda as it pertains to comprehensive planning programs and services in our region;
5. Facilitate community conversations to engage residents on regional and local housing needs, opportunities, and strategies;
6. Attend local and regional stakeholder meetings to foster collaboration and build relationships to better support municipalities;
7. Develop a Regional Recreational Trails Master Plan, coordinating with municipalities to identify gaps and priority connections and provide a framework to support local planning, funding, and implementation;
8. Assess regional “community third spaces” to identify gaps and provide recommendations to support local planning, accessibility, and community connectivity;

9. Provide GIS mapping support to the region's municipalities;
10. Update and enhance the Regional Open Space and Recreational Trails Inventories and develop a regional open space planning framework to guide long-term investment, access, and connectivity across the SCRCOG region;
11. Attend local, regional, and/or federal conferences, workshops, and/or trainings for continued learning and professional development, including but not limited to the National Planning Conference and the Southern New England American Planning Association Conference;
12. Initiate the Multi-Jurisdictional Hazard Mitigation Plan update, including coordination with a selected consultant to support hazard identification, risk and vulnerability assessment, and evaluation of existing mitigation capabilities;
13. Initiate the Regional Plan of Conservation and Development update, including coordination with a selected consultant to assess regional conditions, review existing plans, and establish a data-driven framework for the plan update;
14. Coordinate and support regional and municipal efforts to advance climate resilience, energy efficiency, and sustainability through technical assistance, partnerships, and alignment with funding opportunities & state initiatives;
15. Provided targeted assistance to municipalities in implementing requirements of Public Act 25-1 and other associated opportunities to support housing growth;
16. Compile Certified Asset Management Assessor (CAMA) data and submit to OPM;
17. Participate in UConn MPP/MPA Intern Program;
18. Collaborate and support the initiatives of Sustainable CT;
19. Provide support and/or serve as the lead agency for state and federal grants;
20. SCRCOG staff time to implement, support, and/or manage the above tasks;
21. Purchase furniture and/or equipment to support the above tasks; or

II. Regional Services

Budget Amount: \$469,178.53

Expected work activities include: (Expand list as necessary.)

1. Provide comprehensive support to the region's municipalities in the areas of grant writing/administration, information technology/cybersecurity, economic development, sustainability, and energy;
2. Provide grant writing/administration resources and maintain an updated list of relevant municipal grant opportunities to member municipalities;
3. Participate in the Capitol Region Purchasing Council (CRPC) and facilitate the SCRCOG Regional Purchasing Consortium to seek out new opportunities for regional collaboration to respond to the identified needs of the region;
4. Continue to track and disseminate legislation that promotes SCRCOG's Legislative Agenda as it pertains to municipal programs and services in our region.
5. Attend local and regional stakeholder meetings to foster collaboration and build relationships to better support municipalities;
6. Support economic development by offering peer-to-peer coaching or direct services to municipalities based on the market and organizational needs of the community, etc.;
7. Facilitate recurring municipal office hours and provide on-loan support to deliver direct technical assistance, coordinate follow-up support, and respond to identified municipal needs from member municipalities;
8. Coordinate regional energy and sustainability initiatives by connecting municipal staff to available programs and financing mechanisms for clean energy;
9. Implement action items related to the municipal shared services study;
10. Participate in UConn MPP Intern Program;
11. Implement Regional Performance Incentive Programs;
12. SCRCOG staff time to implement, support, and/or manage the above tasks;
13. Purchase furniture and/or equipment to support the above tasks

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III. Municipal Technical Support Budget Amount: \$ 0

Expected work activities include: (Expand list as necessary.)

- 1. N/A

IV. Housing**Budget Amount: \$ 200,000**

Expected work activities include: (Expand list as necessary.)

1. Provide comprehensive support to the region's municipalities in advancing local and regional housing planning efforts, including implementation of the Regional Housing Growth Plan and alignment with state housing requirements;
2. Coordinate regional housing initiatives by facilitating inter-municipal collaboration and supporting municipalities in advancing housing growth strategies and priorities;
3. Assist in the development, update, and implementation of the Regional Housing Growth Plan and related planning documents, including research, data analysis, mapping, and coordination with member municipalities and consultants;
4. Provide technical assistance to municipalities on housing-related plans, policies, and zoning strategies, including best practices to support housing options;
5. Identify and analyze developable land across the region using GIS, mapping, and data tools to support housing planning efforts consistent with state requirements;
6. Monitor, interpret, and disseminate state and federal housing policy, legislation, and program updates, including coordination with OPM, DOH, and other relevant agencies;
7. Integrate housing considerations into broader regional planning efforts and attend local and regional stakeholder meetings to foster collaboration;
8. Collaborate with other CT Councils of Government (COGs) and participate in CTCOG housing-related meetings and initiatives;
9. SCRCOG staff time to implement, support, and/or manage the above tasks.

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V. Regional Stormwater Management & Flood Mitigation Coordination **Budget Amount: \$ 0**

Expected work activities include: (Expand list as necessary.)

VI. Regional Solid Waste & Recycling Specialist **Budget Amount: \$ 200,000**

Expected work activities include: (Expand list as necessary.)

1. Provide comprehensive support to the region's municipalities in the areas of solid waste management, recycling, waste diversion, Extended Producer Responsibility (EPR), and organics management;
2. Implement and support follow-up actions associated with the Regional Waste Authority (RWA) feasibility study, including evaluation of governance structures, planning implementation strategies, and coordination of municipal efforts to meet future regional waste disposal needs;
3. Attend local and regional stakeholder meetings to foster collaboration and build relationships to better support municipalities' waste diversion efforts;
4. Manage consultant activities related to site assessments, infrastructure needs, materials flow analysis, regulatory compliance, reporting, and public education and outreach initiatives;
5. Monitor, assess, and disseminate legislative and regulatory developments related to recycling, food waste diversion, organics management, EPR, waste reduction, landfill diversion, and statewide materials management initiatives;
6. Provide technical assistance, educational resources, templates, and implementation guidance to municipalities regarding waste diversion and management best practices, contamination reduction, and additional waste reduction strategies;
7. Develop communication materials including outreach toolkits, website content, municipal advisories, presentations, newsletters, briefing documents, and program status reports to support municipal engagement and public education;

8. Participate in SCRCOG Board, municipal, state, inter-COG, and working group meetings and provide technical support and presentations related to regional solid waste and recycling initiatives;
9. Convene Solid Waste Working Group to evaluate current waste collection, recycling and disposal practices and to identify strategies to minimize waste generation, increase diversion rates, enhance regional infrastructure and increase community outreach.
10. SCRCOG staff time and/or consultant led projects to implement, support, and/or manage the above tasks;
11. Purchase furniture and/or equipment to support the above tasks.

Resolution

Authorizing the Executive Director to Execute Agreement for Acceptance of the FY 2026-27 Regional Services Grant

Whereas: SCRCOG has been awarded \$1,348,501.80 for the FY 2026-27 Regional Services Grant for Councils of Governments from the Connecticut Office of Policy and Management; and

Whereas: The Office of Policy and Management requires an adopted resolution by the SCRCOG Board.

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

That Laura Francis, as Executive Director of SCRCOG, is directed to execute and deliver the Agreement on behalf of SCRCOG and to do all things necessary or appropriate to carry out the terms of the Agreement, including executing and delivering all agreements and documents contemplated by the Agreement.

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 27, 2026.

Date: May 27, 2026

By: _____

Mayor Vincent Cervoni, Secretary
 South Central Regional Council of Governments

Resolution

Authorizing the Executive Director to enter into agreements for FY 2026-27 Regional Services Grant-funded Consultant Services

- Whereas:* SCRCOG's Regional Services Grant (RSG) Spending Plan for FY 2026-27 was Adopted by the Council on May 27, 2026;
- Whereas:* The RSG Spending Plan identifies programs and projects which are to be advanced by consultant services to complement SCRCOG staff efforts;
- Whereas:* The RSG funding must be spent by June 30, 2027, and it is important to begin the new programs and projects as soon as possible and continue the ongoing programs and projects specified in the RSG Spending Plan;
- Whereas:* The consultants for the Regional Planning and Municipal Services programs should expertise in particular specialty areas of municipal, regional, state, and/or federal government;
- Whereas:* The SCRCOG By-Laws provide that "The Executive Director may at his/her discretion and under unusual circumstances, suggest that the Executive Committee consider only a single consultant possessing unique prerequisites, clearly establishing skills and background which might render "sole source" selection in the best interests of the Council";
- Whereas:* The "unusual circumstances" of time constraints (the RSG funds must be spent by June 30, 2027) and the "unique prerequisites" (knowledge and experience in municipal government administration in particular subject areas) are demonstrated by the skills and backgrounds of the proposed consultants; and

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Whereas: The Executive Director proposes that the following consultants be engaged by SCRCOG for the work specified in the FY 2026-27 RSG Spending Plan:

Benjamin Fink (continued)	Housing Community Conversations Consultant
REX Development (continued)	Economic Development Consultant
Raftelis (continued)	Municipal Shared Services Study - Implementation

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

That the Executive Director is authorized to negotiate and sign consulting services agreements in accordance with the terms and conditions of this Resolution.

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 27, 2026.

Date: May 27, 2026

By: _____

Mayor Vincent Cervoni, Secretary
 South Central Regional Council of Governments

SCRCOG | South Central Regional Council of Governments

BETHANY | BRANFORD | EAST HAVEN | GUILFORD | HAMDEN | MILFORD | NEW HAVEN | NORTH HAVEN | NORTH BRANFORD
NORTH HAVEN | ORANGE | WALLINGFORD | WEST HAVEN | WOODBRIDGE

Resolution

South Central Regional Council of Governments Budget Fiscal Year 2027
(July 1, 2026 – June 30, 2027)

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 2027 budget totaling \$6,997,017.

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

That a Fiscal Year 2027 Budget is adopted (copy attached), and

That Fiscal Year 2027 SCRCOG municipal dues are established at 45 cents per capita, per the Connecticut Department of Public Health's July 2024 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 Council of Governments on May 27, 2026.

Date: May 27, 2026

By: _____

Mayor Vincent Cervoni, Secretary
South Central Regional Council of Governments

FY 2026-27 BUDGET HIGHLIGHTS

May 27, 2026

The proposed FY 2026-27 budget totals \$6,997,017 as compared to a FY 2025-26 budget of \$7,275,229. The approximately \$278,200 decrease is expected as it a result of the lifecycle of the Climate Pollution Reduction Grant (CPRG), Solid Materials Management Grant (SMM), and other grants.

Municipal Dues

45 cents per capita

The proposed budget includes a one cent dues increase. This increase will allow SCRCOG to continue to provide match for and utilize federal transportation funding without creating unsustainably large carryovers of unused funds.

RSG

\$1,348,502

The base Regional Services Grant (RSG) funding is expected to remain stable at \$948,502. This is first full-year of the additional \$400,000 in RSG funding for the regional housing and regional solid waste and recycling programs, which results in total RSG revenue of \$1,348,502.

Transportation

\$2,679,621

Funding is provided on an 80% Federal, 10% State, and 10% Local reimbursement basis., CTDOT will **not** be providing its 10% match for carryover funds. Municipal dues are insufficient to cover the increased match, so the budget proposes using the Designated Fund Balance to make up the difference.

Operating Expenses

- ✓ Salaries **\$1,107,337**
- ✓ Benefits **\$486,761**
- ✓ Travel **\$22,200**
- ✓ Computer Supplies and Software **\$53,200**
- ✓ Rent **\$193,800**
- ✓ General Office Expenses **\$146,761**

Total operating expenses are increasing from \$1,875,159 in FY 2025-26 to a proposed \$2,010,059 in FY 2026-27. This includes a 2.5% cost of living and 1.0% performance increase for all positions, as well as market adjustments for the Director of Regional Planning & Municipal Services and Transportation Planner positions. This is the first budget with full-year salaries for the Regional Housing Planner and Regional Solid Waste & Recycling Specialist positions. The remaining increase is largely due to employee benefits, including Social Security, Medicare, and retirement plan contributions associated with salaries. The proposed budget projects an overhead rate of 1.2167, which is below the maximum reimbursable overhead rate of 1.5000 set by the Connecticut Department of Transportation.

FY 2026-27 BUDGET

May 27, 2026

<i>Revenue</i>	<i>FY 26 Budget</i>	<i>FY 27 Budget</i>
Municipal Contribution		
Municipal Contribution - Dues	249,800	259,600
Municipal Contribution - RPIP Match	375,000	375,000
Committed Fund Balance	144,070	50,802
Transportation Planning		
U.S. DOT	1,350,692	1,707,046
U.S. DOT - Carryover	781,396	345,881
U.S. DOT - Highway Safety	169,718	169,718
CTDOT	168,837	213,381
CTDOT - Active Transportation Microgrants Program	60,841	0
CTDOT - LOTCIP	250,000	250,000
Regional Planning		
CT OPM - Regional Services Grant (RSG)	1,226,517	1,348,502
CT OPM - RSG - Previous Fiscal Year	14,000	0
CT OPM - Regional Performance Incentive Program	1,805,066	1,805,066
CT OPM - Parcel and CAMA Data Grant	181,500	80,000
CT Secretary of the State - Regional Election Monitor	3,691	3,691
CT DEEP - SMM Grant	20,706	0
CT DEEP - RWA Grant	112,500	51,000
US EPA - Climate Pollution Reduction Grant	320,895	168,368
Other		
Investment Income	20,000	30,000
Retiree Health Insurance	20,000	25,500
TOTAL	7,275,229	6,997,017

<i>Expenses</i>	<i>FY 26 Budget</i>	<i>FY 27 Budget</i>
Salaries	960,634	1,107,337
Benefits	468,639	486,761
Travel	17,100	22,200
Computer Supplies & Software	44,100	53,200
Rent	188,100	193,800
General Office Expenses	196,587	146,861
Transportation Consultants	1,807,539	1,741,863
Other Consultants	1,676,700	1,518,680
Passthrough Grants	130,841	20,000
Contingency	0	0
Transportation - Reserved	49,555	41,386
LOTCIP - Reserved	163,846	163,967
Highway Safety - Reserved	14,012	9,872
SMM Grant - Reserved	8,009	0
RWA Grant - Reserved	5,461	0
CPRG - Reserved	114,041	61,024
RPIP (Cybersecurity) - Reserved	1,430,066	1,430,066
Total	7,275,229	6,997,017

FY 2026-27 BUDGET MUNICIPAL DUES

May 27, 2026

<i>Municipality</i>	<i>FY 2026-27 Dues</i>	
	<i>Per Capita (rounded to \$100)</i>	
	<i>CT DPH Population ⁽¹⁾</i>	<i>\$ 0.45</i>
<i>Bethany</i>	5,324	\$ 2,400
<i>Branford</i>	28,448	12,800
<i>East Haven</i>	27,953	12,600
<i>Guilford</i>	22,264	10,000
<i>Hamden</i>	61,510	27,700
<i>Madison</i>	17,688	8,000
<i>Meriden</i>	60,849	27,400
<i>Milford</i>	53,396	24,000
<i>New Haven</i>	137,562	61,900
<i>North Branford</i>	13,551	6,100
<i>North Haven</i>	24,844	11,200
<i>Orange</i>	14,431	6,500
<i>Wallingford</i>	44,389	20,000
<i>West Haven</i>	55,379	24,900
<i>Woodbridge</i>	9,130	4,100
Total	576,718	\$ 259,600

(1) State of Connecticut, Department of Public Health, Estimated Population in Connecticut Towns As of July 1, 2024.

Resolution Approving the 2026 South Central Connecticut Regional Economic Development Corporation's Comprehensive Economic Development Strategy (CEDS) Annual 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 Economic Development Corporation is a designated Economic Development District (EDD) through the US Economic Development Administration (US EDA), and as such responsible for developing a Comprehensive Economic Development Strategy (CEDS) every five years and providing annual updates to the EDA.
- Whereas:* The 2023-2028 CEDS was developed by a broad spectrum of regional stakeholders from the public, private, and nonprofit sectors, with public input at local economic development commissions, regional partners, and an open comment period.
- Whereas:* The goals and action plan of the 2023-2028 CEDS was approved by the South Central Connecticut Regional Council of Governments, the State of Connecticut Department of Economic and Community Development and Office of Policy and Management, and accepted by the federal Economic Development Administration.
- Whereas:* The purpose of the 2026 CEDS Annual Update is to reflect the steps that have been taken to this past year to implement the established goals of the CEDS.

Now, Therefore, Be It Resolved By the South Central Regional Council of Governments: That the South Central Connecticut Regional Economic Development Corporation's 2026 Comprehensive Economic Development Strategy Annual 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 May 27, 2026.

Date: May 27, 2026

By: _____

Mayor Vincent Cervoni, Secretary
South Central Regional Council of Governments



**SOUTH CENTRAL CONNECTICUT REGIONAL
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
2026 ANNUAL UPDATE**

SOUTH CENTRAL CONNECTICUT REGIONAL ECONOMIC DEVELOPMENT CORPORATION/REX DEVELOPMENT
203-821-3682
PO BOX 1576
NEW HAVEN, CT 06506
WWW.REXDEVELOPMENT.COM

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THE PURPOSE AND CONTEXT OF THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY ANNUAL UPDATE

As described by the federal Economic Development Administration (EDA):

“The Comprehensive Economic Development Strategy (CEDS) contributes to effective economic development in America’s communities and regions through a place-based, regionally driven economic development planning process. Economic development planning – as implemented through the CEDS – is not only a cornerstone of the U.S. Economic Development Administration’s (EDA) programs, but successfully serves as a means to engage community leaders, leverage the involvement of the private sector, and establish a strategic blueprint for regional collaboration. The CEDS provides the capacity-building foundation by which the public sector, working in conjunction with other economic actors (individuals, firms, industries), creates the environment for regional economic prosperity.”

An effective CEDS allows a region to maximize its economic development potential and engage with the EDA and other federal partners to receive infrastructure and technical assistance grants, such as those through EDA's Public Works and Economic Adjustment Assistance programs.

The CEDS must be updated every five years through a broad-based planning process that identifies locally-grown strategies to guide regional economic development, encourage partnerships and collaboration, and improve economic outcomes and overall quality of life in our region. It provides a coordinating mechanism for individuals, organizations, local governments, and private industry to engage in meaningful conversation and debate about the economic direction of their region.

Where present, that five-year update is coordinated by EDA-approved Economic Development Districts (EDDs), which “help lead the locally-based, regionally driven economic development planning process that leverages the involvement of the public, private and non-profit sectors to establish a strategic blueprint (i.e., an economic development roadmap) for regional collaboration.” The full CEDS updates include a summary background of the economic conditions of the region, a SWOT analysis of regional strengths, weaknesses, opportunities, and threats, a strategic direction and action plan for impactful work, and an evaluation framework for the CEDS long-term implementation.

Between those five-year CEDS updates, EDDs provide the EDA and partners with annual updates on progress towards the action plan identified in the approved CEDS, which is the purpose of this document. This year, there are no technical changes to the identified strategies of our approved CEDS, so the focus of this document are the steps of our action plan.

About Us

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

Our current CEDS for 2023–2028 is publicly available on our website and was approved in partnership with the South Central Connecticut Council of Governments, the Connecticut Department of Economic and Community Development, the Connecticut Office of Policy and Management, and accepted by the Economic Development Administration.

Our next full CEDS update will be filed in June 2028 for the 2028–2033 period. Attached at the end of this document is our draft outline for the 18 month planning process for our updated CEDS, with identified opportunities for partner involvement and public comment.

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

South Central Connecticut Towns

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

SWOT ANALYSIS (Previously Approved)

Strengths

- **Strategic Location & Large Consumer Market** Proximity to NYC, Boston, and within 500 miles of 75 million consumers, with strong transportation links (I-95, I-91, Amtrak, Metro-North, Tweed Airport).
- **World-Class Education & Innovation Hub** Home to Yale University and other institutions, fostering biotech, research, and a highly skilled workforce.
- **Thriving Healthcare & Biotech Sector** Yale New Haven Health and a growing biotech ecosystem drive economic growth.
- **Outstanding Quality of Life** Coastal living, top-ranked healthcare, a variety of cultural attractions, and a renowned food scene.
- **Robust Economy & Entrepreneurial Ecosystem** Incubators like BioCT and District New Haven support strong education, healthcare, technology, and advanced manufacturing industries.

Weaknesses

- **High Cost of Living & Doing Business** Housing, taxes, and energy costs create affordability challenges for residents and businesses.
- **Aging Population** Slow population growth and worker shortages in key industries limit economic potential.
- **Lack of Developable Land** Limited space for large-scale commercial, industrial, and residential expansion.
- **Shortage of Affordable Housing** Demand for deeply affordable workforce-level housing outpaces supply, affecting worker retention.
- **Disproportionate Economic Growth** Inadequate access to education, wealth, homeownership, healthcare, transportation, and technology creates structural impediments.

Opportunities

- **Infrastructure Investment** Utilize funding to modernize transportation, utilities, and weather-related disasters.
- **Position as an Innovation Hub** Market Greater New Haven's biotech, healthcare, and tech sectors to businesses and talent.
- **Expand Workforce Development** Strengthen education-business partnerships, technical training, and STEM initiatives.
- **Economic Growth for All** Improve access to education, homeownership, and technology to unlock social and economic potential.
- **Incentives for Housing Development** Encourage affordable and workforce housing through tax incentives and zoning reforms.
- **Tourism & Arts Expansion** Promote cultural districts, historic attractions, and the local food scene to boost tourism revenue.
- **Tweed Airport Expansion** Enhanced air travel access can stimulate business, tourism, and economic development.
- **Transition to Release-Based Cleanup Regulations** Simplifies remediation, reduces delays, and promotes the reuse of contaminated sites for municipalities and developers.

Threats

- **Inflation & Economic Uncertainty** Rising costs impact consumer spending and business operations.
- **Competition for Talent & Business Relocation** Other states offer lower costs and aggressive incentives, drawing businesses and workers away.
- **Supply Chain Disruptions** Affect manufacturing, biotech, and retail industries, increasing operational costs.
- **Extreme Weather Conditions & Cybersecurity Risks** Coastal flooding, extreme weather, and cyber threats pose economic and infrastructure risks.
- **Decline in Business Travel** Remote work shifts reduce hotel, restaurant, and conference-related revenue.
- **Federal Funding Uncertainty** Infrastructure, research, education, and development grant changes could impact regional projects.
- **Disconnected Young Adults** Unemployment and underemployment among young workers weaken workforce sustainability.

2028-2033 CEDS Planning Timeline

CEDS Strategic Committee Convening	September 2026
Approval of CEDS Planning Committee Structure & Membership	November 2026
Public Launch of Initial Committees and Input Portal	January 2027
Data Gathering Partner Workshops	February-April 2027
SWOT Analysis Interactive Web Tools	February-April 2027
Vision & Goal Setting Workshop	May 2027
Vision and Goals Approval (by CEDS Strategic Committee)	June 2027
Action Plan Development (Committees)	July-September 2027
Evaluation Framework Development (Committees)	October-November 2027
CEDS Draft Approval (by CEDS Strategic Committee)	December 2027
Public Comment and Presentation	January-March 2028
Final CEDS Approval (by CEDS Strategic Committee)	April 2028
Formal Approvals (REX, SCRCOG, DECD, OPM)	May 2028

South Central CT Economic Development Corporation (REX) CEDS: 2026 Annual Update on Action Items

Activity	Action Item	Progress Update
Goal 1: Business Retention, Expansion & Recruitment		
<i>Use the region's competitive advantages to foster fair, durable business development, recruitment, job access, wealth creation, and entrepreneurial activity.</i>		
Objective 1:	1.1 Promote the region as a place where bioscience, manufacturing, and diverse entrepreneurs can start and grow businesses.	Held stakeholder interviews with industry leadership and institutional partners and sector researchers to identify leading strengths for business growth and attraction. Promoted and participated in the Yale Innovation Summit, Connecticut's largest innovation ecosystem event of the year, featuring opportunities in the region to start and grow businesses. Participated in partnerships with equitable entrepreneurship pipeline organizations to promote their programs and investment platforms, including the Community Foundation of Greater New Haven's NHE3 program, RESETS retail incubator, Collab's food business accelerator, City Seed, the City's DNA of an Entrepreneur series, and university partnership programs including the Winstanley Center (UConn) and Southern Connecticut State University. Partnered with the Small Business Administration to promote events, trainings, and outreach. Partnered with the State Office of Marketing and Tourism to include talking points from both innovation sectors and small business resources related to tourism and local appeal. Partnered with the State's Office of Innovation, Quantum CT, Yale, and UConn to promote the growth of the quantum science sector in Connecticut, featuring updates from the state's investments in quantum science and the NSF finalist application as an international leader in quantum science and bioscience fields. Held a briefing breakfast to engage local public relations and tourism partners in understanding trends in bioscience and quantum sectors, identifying opportunities to include this promotion in PR work, promotional materials, and engagement at transportation hubs.
	1.2 Increase tourism, hospitality, and leisure marketing activity.	Held meetings with local leaders throughout the region to identify tourism assets not yet promoted and opportunities for outreach channels to further leverage impact. Continued distribution of regional tourism guides with a total reach of 55,000 materials. Expanded social media presence and promotion of regional activities. Continued itinerary builder support through website resources, with optimization for AI scanning of event descriptions and promotional copy. Built new relationships with transportation hubs in the region for visitor and tourist partnerships, including promotional activity for new service announcements, press events, and plans for long-term visitor center services at transportation hubs. Participated in industry marketplace conferences to engage middleman brokers for tour groups including the American Bus Association and Discover New England Vermont conference, collecting upwards of 90 interested tour contacts for new pilot trips to the region. Partnered with the State Office of Tourism for planning of familiarization tours for the 2027 Discover New England Marketplace Conference to be hosted in Connecticut. Partnered with the region's arts council to engage arts organizations in developing tourism products and promotional opportunities, supplementing nonprofit budget challenges with new revenue streams from nontraditional hospitality and tourism product offerings. Participated in in-station promotion along the Metro-North line and for incoming airport arrivals. Built partnerships with local business district promotional groups for engaging hotels in summer activities. Built a data platform for micro-targeting high-likelihood travelers and tracking dynamic changes in the tourism market.
	1.3 Participate in state workforce programs, including the Regional Sector Partnerships and American Job Centers.	Participated in Regional Sector Partnerships quarterly meetings for bioscience, with collaboration with multiple workforce training partnerships and the bioscience pipeline to support requests for additional funding. Directly engaged the American Job Center's Regional Sector Partnership for bioscience and BioCT for a rapid response to a layoff notice from a major employer, engaging 20+ partners to create a career resources guide for lab layoffs with dynamic links to active industry job boards and a startup-specific hiring pipeline intake portal. Partnered with Workforce Alliance to present these resources in layoff meetings for affected employees and distribute them throughout the industry. Partnered with Workforce Alliance on two grant applications, leveraging economic development strategies as part of an application to the Social Equity Council's grants program with focus on small business impacts, and facilitated matchmaking of a youth jobs program for construction hiring with an interested local development partner.
	1.4 Promote our Foreign Trade Zone.	The Port of New Haven is actively expanding its freight infrastructure with an Army Corps of Engineers maintenance dredging underway to restore the channel to 35-foot depth. The New Haven Harbor Improvement Project beginning October 2026 will further deepen to 40 feet. In November 2024, Enstructure received an \$11.2M federal PIDP grant to add two new railyards and over one mile of new rail track at the New Haven Terminal. REX is evaluating opportunities to coordinate FTZ education events with port stakeholders and AdvanceCT's work with site selectors to package freight infrastructure improvements alongside the FTZ as a combined competitive advantage for manufacturers and importers.
	1.5 Attract Opportunity Zone investment.	Promoted investment site opportunities for developments within current Opportunity Zones. Briefed local leaders and staff on the benefits of Opportunity Zones and how to participate in related deals. Directly assisted in developing suggestions for the new Opportunity Zone package to be authorized this coming year, and submitted comments on behalf of multiple municipalities to the State Department of Economic and Community Development to inform the Governor's decision in selecting priorities for the next round of Opportunity Zone authorizations.
	1.6 Educate potential businesses and employees about the region's high quality of life.	Emphasized regional quality of life through promotional materials and distribution of visitor guides, newsletters, social media updates, and public relations with appealing stories distributed to stakeholders and business groups when secured through earned media. Held meetings with municipal leaders and tourism officials to discuss outreach to local businesses for seasonal activities with talking points about education, livability, and quality of life. Met with local businesses to understand their current hiring challenges and the types of employees they are targeting for quality-of-life messaging. Met with institutional leaders to develop a guide featuring the region's livability for incoming employees, currently in development. Greater New Haven continues to receive significant national earned media coverage as a quality-of-life destination (Forbes, Fodor's, Boston Magazine, The Times Herald).

	<p>1.7 Develop new commercial space at Long Wharf, Mill River, River Street, and Boulevard section of New Haven.</p>	<p>Completed research and provided formal comments on the City's Vision 2034 City Plan (POCD) documents emphasizing the need for commercial spaces with appropriate mixed-use requirements in these neighborhoods. Submitted specific commentary to the New Haven City Plan Commission on the general trend of retail in multi-family mixed-use developments, advocating on specific projects to preserve commercial space requirements in Long Wharf, Mill River, River Street, and Boulevard districts. Built a space inventory of potential development sites for commercial spaces based upon industry needs assessments. Directly supported the application of commercial operators in the food space for expansion resources. Partnered with MATCH to acquire and co-locate in an unused industrial space within the Mill River District. Participated in meetings with Long Wharf area businesses to brief on infrastructure plans and discuss economic development opportunities alongside infrastructure improvements. Aligned incoming zoning with Opportunity Zone recommendations for investment in commercial spaces. Assisted the City of New Haven in developing a small area plan for the Mill River District and expansion of the Mill River Trail, connecting commercial spaces with the I-91 infrastructure project for walkability between major restaurant and Main Street districts and nearby commercial opportunities.</p>
	<p>1.8 Expand space for technology transfer at Hill to Downtown, Long Wharf, Downtown, and Science Park districts in New Haven.</p>	<p>Engaged technology transfer teams at universities and spoke with early-stage researchers and recent startups to understand changes in trends of technology type in the commercialization pipeline. Recognized a trend toward hard tech, fabrication, and green chemistry in addition to previous pipeline demands for laboratory space and technology transfer. Built a space inventory for relevant spaces and began engagement with owners after establishing support and buy-in for a regional strategy with local elected leadership.</p>
<p>Objective 2:</p>	<p>2.1 Maintain strong relationships with businesses through site visits.</p>	<p>Supported business visitation through a capacity-building partnership with multiple municipal economic development commissions. Program involved trainings on business visitation, assistance in selecting priority sites, modeling successful best practices in visitation, and providing coaching for subsequent visits with increasing independence of EDC members, expanding the regional team conducting business visitation and gathering important information while building key relationships for economic development. Participated in monthly business retention and expansion meetings for multiple municipalities with local teams and partners at the Greater New Haven Chamber of Commerce.</p>
	<p>2.2 Provide technology training to prepare workers for Industry 4.0.</p>	<p>Regional partners active in Industry 4.0 and technology training include: Workforce Alliance's Skill Up for Manufacturing program, delivered in partnership with Gateway Community College and Eli Whitney Technical High School in the New Haven area; MATCH (Manufacturing and Community Technical Hub), an inclusive, bilingual, nonprofit manufacturing and training facility at 20 Mill Street in Fair Haven offering earn-while-you-learn training in machine operation, soldering, and forklift operation; and New Haven Works, which connects residents to jobs and provides no-cost training and job coaching for manufacturers.</p>
	<p>2.3 Plan programming for a broad spectrum of backgrounds and perspectives that nurtures technology skills, advances sustainability initiatives, and ensures compliance by leveraging</p>	<p>Virtual reality career exploration tools are now available at South Central CT American Job Centers through Workforce Alliance, a notable Industry 4.0 training resource. The CT AI Alliance's formation (2025) with Yale, UConn, and 14 other institutions represents a significant new regional asset.</p>
	<p>2.4 Collaborate with banks and lenders to offer training programs for their customers.</p>	<p>Met with small business teams from six local banks to begin partnerships promoting their available offerings that best match local market demand. The Small Business Administration's outreach team will be presenting at a REDFO meeting hosted by REX/SCCREDC in June 2026.</p>
<p>Objective 3:</p>	<p>3.1 With partners, expand outreach to include all communities to define the area's economic development needs and goals.</p>	<p>With new REX leadership, began outreach with individual municipal engagement meetings and two rounds of partnership building meetings, with formal partnership articulation agreements in development for the coming year as part of the CEDS five-year update planning process.</p>
	<p>3.2 Provide education and training through improved access to colleges, vocational training programs, and adult education initiatives.</p>	<p>Promoted participation in Gateway Community College's workforce training programs, Eli Whitney Technical High School, and adult education initiatives at New Haven Adult & Continuing Education Center. Supported articulation pathways between K-12 and higher education through partnerships with Southern Connecticut State University and the 101 College Street bioscience classroom.</p>
	<p>3.3 Encourage banks and other lenders to provide capital to entrepreneurs, such as micro-loans.</p>	<p>Met with six banks actively providing small business financing in the region, gathering information on their overlapping offerings to start building a lending resource guide. Began conversations to create a lending committee in our planning process to better include insights from the capital market, promote available offerings, and create new products to fill identified gaps.</p>
	<p>3.4 Provide all community members access to reliable and efficient transportation for employment opportunities.</p>	<p>Engaged CTTransit and Workforce Alliance on transportation access issues affecting job seekers and workers throughout the region. Supported Move New Haven CTTransit bus service restructuring efforts to improve frequency, crosstown routes, and transit hubs. Promoted Metro-North and Shore Line East commuter rail access as equitable transportation resources. Participated in advocacy for transit-oriented development (TOD) near train stations to improve housing and job access equity across the 15-town region.</p>
	<p>3.5 Encourage policies and practices that welcome and engage all community members in the public and private sectors.</p>	<p>Advocated for inclusive zoning and land use policies across the region, including support for inclusionary zoning and affordable housing requirements in mixed-use developments. Promoted Sustainable CT certification.</p>
<p>Objective 4:</p>	<p>3.6 Expand access to economic opportunity through cultural fairness, including support for incubators like NXTHVN and new digital arts and music proposals.</p> <p>Develop a well-qualified workforce by creating multiple access points to various career paths.</p>	<p>Promoted NXTHVN as a model for cultural equity and economic inclusion — the 40,000 sq. ft. Dixwell neighborhood facility provides 19 artist studios, co-working spaces, and paid apprenticeships for New Haven high school students primarily from African American and Latinx communities. Supported ClimateHaven, New Haven's first climate tech incubator (opened 2024), as a new digital and green tech ecosystem resource. Coordinated with Collab New Haven's retail incubator and food business accelerator programs to expand cultural entrepreneurship pipelines.</p> <p>Developed two grant proposals in partnership with Workforce Alliance (South Central CT's American Job Center operator) and SCRCOG. Assisted in fiscal sponsorship of Manufacturing and Technical Coordination Hub (MATCH) manufacturing skills pipeline. Coordinated new auto skills program as diversionary effort from police enforcement. Currently planning workforce pipeline opportunities aligned with state investment in quantum sector technologies.</p>

Objective 5:	5.1 Offer resources such as mentorship, networking opportunities, business incubators, and access to funding to help business owners start and grow their businesses.	Sponsored local CDBG funding to support reSET's Collab entrepreneurial program for early-stage entrepreneurs. Referred multiple businesses to the Community Foundation of Greater New Haven's Equitable Entrepreneurship Ecosystem grant and technical support programs. Promoted and participated in ClimateHaven's pitch days and networking events for startup businesses.
	5.2 Support maker spaces to allow individuals to explore opportunities without capital investment.	Conducted a site feasibility assessment for the Town of Guilford on a municipal property that could be used as a makerspace. Engaged partners from successful makerspaces for site tours, a business model exercise, and potential customer interviews with interested member-businesses.
Objective 6:	6.1 Testify or submit testimony to legislators regarding proposed bills.	Submitted written testimony on local plans of development, municipal legislation, and zoning proposals. Coordinated advocacy from multiple partners on state legislation and items before the CT Public Utilities Regulatory Authority.
	6.2 Meet with legislators regularly.	Maintained regular meeting schedule with state and federal legislative representatives to brief on regional economic development priorities including bioscience and quantum sector growth, Tweed Airport expansion, Port of New Haven infrastructure, workforce development, and housing affordability.
	6.3 Provide opportunities for legislators to meet with the business community.	Promoted and supported legislative breakfasts and networking events hosted by SCRCOG, BioCT, Yale Ventures, and the Greater New Haven Chamber of Commerce.

Goal 2: Workforce

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

Objective 1:	1.1 Enable municipalities and other organizations to educate job seekers, students, and parents about job opportunities in demand in and on the perimeter of the region.	Promoted key job opportunities in growing high-paid sectors, including workforce training programs. Preparing a job trends report as part of our 2026-2027 outreach program that features job opportunity trends in the region.
	1.2 With chambers of commerce, local and national trade organizations, and other business entities, review, update and develop core baseline competencies for entry-level and mid-level employment in-demand sectors.	Data sharing partnership in development to assist with updated mapping of baseline competencies in the age of AI, using key skills from active job postings.
	1.3 Develop a cooperative Municipal Employment Pipeline for the region, with assistance from SCRCOG, to provide pathways, internships, and processes to fill difficult jobs and enable those employed in municipal roles to upgrade their skills and continue to serve government entities.	Began planning with SCRCOG to develop an outreach series to local universities and workforce programs based on municipal employment opportunities, beginning with an stakeholder breakfast. Discussed frameworks for internships, career pathways, and skills development for municipal employees. Will be participating in workforce board strategic planning to identify municipal hiring challenges across the 15-town region, with particular attention to hard-to-fill roles in public works, infrastructure maintenance, and community services.
Objective 2:	2.1 Catalogue existing and potential work supports in each municipality; distribute information and methodology for potential replication or partnerships.	In responses to layoff announcements in our emerging biotech sector, created a career transition resource guide for laboratory jobs, shaped by a stakeholder group from the region, industry, and statewide partners. The guide was used in Department of Labor support sessions and is an evergreen resource hyperlinked to updated job boards and portals, which can be a model for similar resources in other sectors.
	2.2 Identify work support gaps in service throughout the region. Inform potential partners (public and private) that may be able to assist in addressing the gaps.	To identify work support gaps, REX participated in sector partnership meetings and provided capacity building to local economic development commissions to expand business visitation programs. Focused on closing the insight-action loop, these approaches directly connect the businesses and workers identifying support gaps with the resource teams working on them. Key gaps identified for inclusion in the next CEDS include childcare availability, affordable transportation options for non-Metro-North corridors, and a shortage of early career job openings for as on-ramps to traditional career paths.
	2.3 Advocate for replication and/or expansion of best practices in work support for businesses and municipalities.	Held the Regional Economic Development Forum event series featuring presentations from economic development partners featuring best practices. Further supported best practice adoption through on-call economic development services to individual towns, tailoring capacity building to each municipality. Participated in National Association of Development Organization meetings, the NADO mentor program, and attended EPA Brownfield grant trainings to further improve understanding of current best practices.
	2.4 Develop outcome data on the success of individual work support strategies.	Engaged Workforce Alliance and partner organizations to develop outcome tracking frameworks for individual work support strategies. Identified need for consistent data collection on program completion rates, wage outcomes, and job retention to inform future investment decisions across the regional workforce system. Forming a Data Partnership Group to improve collaboration across public sector entities, particularly those with proprietary data sets related to economic development.
	2.5 Create stronger high school-to-college articulation agreements and career pathways in the life sciences through 101 College Street classroom, BioPath partnership with Southern Connecticut State University, and adult certificate programs.	Supported the 101 College Street bioscience classroom as a key high school-to-college articulation asset connecting New Haven students to life sciences career pathways. Promoted BioPath partnership with Southern Connecticut State University and its new science building for adult certificate programs throughout the region.
	2.6 Strengthen non-college career pathways through partnerships with public high schools and private industry, including dual enrollment and industry certificate programs.	Strengthened non-college career pathways by promoting Workforce Alliance's Skill Up for Manufacturing program (five-week paid training with Gateway Community College and Eli Whitney Tech), MATCH's earn-while-you-learn manufacturing training, and dual enrollment programs at area technical high schools. Promoted industry certificate programs in healthcare, manufacturing, and hospitality as viable and well-compensated alternatives to four-year degree pathways.

Objective 3:	3.1 Engage the U.S. Department of Labor, Connecticut Department of Labor, and private LMI researchers to establish a framework for the system.	In partnership with SCRCOG and Workforce Alliance, REX participated in grant planning for labor market information systems that would provide insights into real-time employment trends in bioscience, manufacturing, healthcare, and hospitality sectors. Participated in workforce board strategic planning meetings addressing labor market data needs.
	3.2 Utilize business organizations (i.e., Chambers of Commerce) to assist in system design.	Participated in the Greater New Haven Chamber of Commerce's Regional Sector Partnership meetings to engage private sector leadership in understanding bioscience employment trends, drawing insights for new program design and systems for sector-wide mapping.

Goal 3: Housing

Ensure continued action in creating and preserving housing to offer a broad spectrum of housing options for people of all income levels, working regionally to build market rate and affordable housing, deconcentrate poverty, and promote the SCRCOG Regional Housing Plan upon completion.

Objective 1:	1.1 Develop regional housing growth zones to give developers access to state funding for affordable and market-rate housing.	Supported interested municipalities in identifying housing growth zones in their municipality, referring eligible projects to state resources like the DECD Community Investment Fund and the new Connecticut Municipal Development Authority.
	1.2 Support statewide approach to affordable housing, including using quasi-development authorities and formula-based gap financing sources.	Supported statewide affordable housing approaches by providing local municipal leaders with proprietary market data on real estate investment and capital market trends, identifying opportunities where gap financing would be most impactful for public goals.
	1.3 Establish a regional recommendation to solicit increased funding allocated to housing development and incentives for affordable housing development.	Supported SCRCOG's regional recommendation to solicit increased funding allocated to housing development and regional planning resources for guidelines and incentives for affordable housing production.
Objective 2:	2.1 Identify towns and cities utilizing the Below Market Registry effective tool.	The New Haven Affordable Housing Commission supported the City's creation of a Below-Market Rental (BMR) registry.
	2.2 Provide widespread marketing of the availability of these programs.	Promoted NHS of New Haven's HomeOwnership Center resources and NeighborWorks New Horizons' 650+ affordable units across New Haven. REX is including an impact presentation on the BMR program as a possible REDFO topic for municipal leaders to select for the 2026-2027 REDFO program.
Objective 3:	3.1 Establish a database of available and accessible funds across the region.	Began development of a database of available and accessible housing funds across the region, including CHFA downpayment assistance, NHS of New Haven lending products, Community Foundation of Greater New Haven resources, City of New Haven I'M HOME program (up to \$10,000 zero-interest forgivable loans for first-time homebuyers), and state housing tax credit programs.
	3.2 Improve access to lenders.	Engaged NHS of New Haven, NeighborWorks New Horizons, CHFA, and local banking partners to improve lender access for workforce homebuyers. Promoted NHS of New Haven's HOC Realty and lending products as a one-stop resource and supported the Community Foundation of Greater New Haven and Greater New Haven NAACP programs on downpayment assistance package assembly for income-eligible buyers.
Objective 4:	4.1 Build a regional database of affordable housing units across all towns and cities.	Supported SCRCOG's expansion of regional housing capacity planning following the statewide housing bill, with partnership opportunities in aligning housing database resources with direct employer feedback on workforce needs.
	4.2 Support a regional marketing campaign to engage and support first-time homebuyers and workforce homeownership programs.	Supported regional marketing campaign efforts to engage and support first-time homebuyers, including promotion of NHS of New Haven's free homebuyer education courses and HOC Realty resources, and CHFA's mortgage and downpayment assistance programs. Coordinated with municipal partners to distribute homeownership program information to employees and residents in cost-burdened communities.
	4.3 Establish a regional down payment assistance program.	Exploring advocacy pathways for the development of a regional downpayment assistance program building on existing models, including the City of New Haven's I'M HOME initiative (up to \$10,000 zero-interest forgivable loans, with additional amounts for income-eligible buyers and municipal employees), NHS of New Haven's downpayment assistance products, and CHFA programs. Possible avenues include SCRCOG's planning for regional shared services, currently underway.
	4.4 Establish regional assistance to include households whose average medium income exceeds 80% to include working families to participate in homeownership programs.	Advocated for regional assistance programs that include households at 80-120% of Area Median Income (AMI) — the 'missing middle' population typically excluded from low-income programs but priced out of market-rate homeownership. Engaged CHFA, CT Department of Housing, and local lenders on program design options.
Objective 5:	5.1 To be determined upon approval of the plan.	Supporting SCRCOG's recruitment of a Regional Housing Planner to implement the goals of the program and statewide priorities.

Goal 4: Infrastructure

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

Objective 1:	1.1 Support efforts to reduce and ultimately eliminate traffic fatalities and serious injuries on highways, roads and on public transit.	Supported Vision Zero and Complete Streets initiatives to reduce traffic fatalities and serious injuries. Engaged municipal partners and on street infrastructure and business district egress design projects. Promoted pedestrian safety infrastructure investments as part of the CT Community Challenge program, with multiple mixed-use projects underway that include street redesign improving pedestrian safety.
	1.2 Support measures to improve air quality and address noise and light pollution caused by the transportation system infrastructure.	Supported measures to improve air quality and address noise and light pollution from transportation infrastructure. Promoted electrification of transit and freight fleets as a key strategy for air quality improvement, including through partnership with Connecticut-based startups participating in the Innovation Lab at Connecticut Innovations.

	<p>1.3 Encourage the promotion of more ways, through infrastructure investment, to travel by foot, mobility aid, bike, and micro-mobility devices, primarily through the Complete Streets program.</p>	<p>Supported Complete Streets programming and pedestrian and bicycle infrastructure investments as part of development projects under review. Promoted the Mill River Trail expansion and I-91 infrastructure project as models for connecting commercial districts to walking and biking networks, with applicability to the Bus Rapid Transit project in development in partnership with SCRCOG and three municipalities.</p>
	<p>1.4 Support the establishment of a firm footing for future changes in transportation technology.</p>	<p>Supported the establishment of infrastructure for emerging transportation technologies including EV charging networks and connected/autonomous vehicle readiness, particularly in the public garages and lots at train, air, and cultural business hubs.</p>
	<p>1.5 Implement the Move New Haven Study by CTTtransit resulting in more frequent and efficient bus service and creating crosstown routes and transit hubs.</p>	<p>Supported implementation of the Move New Haven CTTtransit study by providing data and qualitative support for the economic and business impact of expansion more frequent bus service, new crosstown routes, and transit hub development.</p>
	<p>1.6 Continue to participate in Northeast Corridor passenger rail plans aimed at creating a high-speed rail network in the region, supporting an Amtrak proposed route through New Haven Union Station.</p>	<p>Held a promotional event for new Acela highspeed service through Union Station, engaging with federal and Amtrak leaders.</p>
	<p>1.7 Support improvements to New Haven's Union Station, including shops and restaurants, a bus depot, parking, and EV charging.</p>	<p>Partnered with Union Station Partnership to co-attend ICSC conference promoting new retail investment opportunities in Union Station, engaging retail brokers for feedback on the offering's promotional package ahead of public announcement in summer 2026. Engaged local entrepreneurship pipelines and impact lenders to prepare resources to support local independent businesses responding to the opportunity.</p>
	<p>1.8 Support the efforts of the City of New Haven and private sector investment to construct a new passenger terminal and other new infrastructure to modernize and expand Tweed-New Haven Airport and provide frequent commercial passenger flight services.</p>	<p>Participated in press events and service announcements. Supported expansion of in-terminal small business services, with expansion of locally-owned cafe, book vending kiosk, and bar. Developing plan for in-terminal promotional opportunities for tourism messaging to in-bound travelers and business support.</p>
	<p>1.9 Market the region's commuter rail and Transit-Oriented Development (TOD) assets to attract potential businesses/investors.</p>	<p>Used social media, newsletter, and conference attendance to market the region's commuter rail and TOD assets to potential businesses and investors. In partnership with AdvanceCT and partner municipalities, met with site selectors and developers on TOD opportunities near Metro-North and Shore Line East stations.</p>
	<p>1.10 Coordinate with CTTtransit to evaluate upgrades and the potential for service improvements.</p>	<p>Supported the Move New Haven study implementation, advocating for bus route frequency and crosstown service improvements affecting major employment centers and transit-dependent populations.</p>
	<p>1.11 Continue to engage public and private partners on an economic development strategy for Metro-North, Hartford Line, and Shoreline East train stations, highlighting TOD opportunities.</p>	<p>Worked closely with the City of New Haven on planning for 6 TOD projects around the Union Station and State Street Station districts. Promoted regional TOD opportunities, referring eligible projects to partnership with the Connecticut Municipal Development Authority. Highlighted CT DOT's Union Station mixed-use redevelopment as a flagship TOD project for the region.</p>
	<p>1.12 Engage CTTtransit and the private sector to evaluate opportunities to increase transit ridership.</p>	<p>Engaged CTTtransit and private sector partners to evaluate opportunities to increase transit ridership, including improved service frequency, fare integration, first/last mile connections, and marketing. Promoted transit use as both an environmental and economic development strategy supporting workforce mobility and reducing the land burden of parking.</p>
	<p>1.13 Encourage the use of electric and alternative fuel vehicles and develop an accessible network of EV charging stations to reduce emissions.</p>	<p>Encouraged the use of electric and alternative fuel vehicles and development of an accessible EV charging network throughout the region. Engaged Avangrid and Eversource on regional EV infrastructure planning. Supported municipal fleet electrification initiatives and promoted federal funding opportunities for EV charging infrastructure through the Bipartisan Infrastructure Law.</p>
<p>Objective 2:</p>	<p>2.1 Engage in strategic, coordinated planning to determine the most effective use of the current unprecedented infusion of federal investment in our transportation infrastructure.</p>	<p>Promoted expanded rail service at Union Station and supported advocacy for bus line extensions by providing economic data to local teams.</p>
	<p>2.2 Support significant regional transportation projects such as Downtown Crossing and reconfiguring the I-91/Rt. 15/I-691 merge, the</p>	<p>Provided communication and outreach support to the City of New Haven team for updates on Downtown Crossing projects and the reconfiguration of the I-91/Route 15/I-691 merge, rehabilitation of Heroes Tunnel, and reconfiguration of Exit 59 on Route 15.</p>
	<p>2.3 Maintain a balance between local and regional interests in considering approval of infrastructure projects.</p>	<p>Prioritized economic development through municipal priorities through individual meetings with local leaders to create town action plans, offering expanded resources where local goals aligned with regional priorities.</p>
	<p>2.4 Encourage the adoption and implementation of Complete Streets policies with a focus on high-crash segments of state arterial roads, including Route 80, Route 10, and Route 146.</p>	<p>Emphasized the benefits of Complete Streets policies in individual municipal outreach and through event promotion of advocacy opportunities.</p>
	<p>2.5 [Reserved - see document]</p>	
	<p>2.6 Support implementation of better ways to link Downtown New Haven, Union Station and Tweed New Haven Airport.</p>	<p>Worked with the New Haven Parking Authority on promotion of their expanded shuttle service that connects Union Station and nearby parking to Tweed New Haven Airport.</p>
	<p>2.7 Continue I-95 Eastern CT Planning & Environmental Linkages Study and implement widening of I-95 from Branford to the Rhode Island border.</p>	<p>Awaiting release of the study's screening criteria and initial investment options, expecting to provide formal comment on the impact on regional economic activity.</p>
	<p>2.8 Design and implement extending entrance and exit ramps on Route 15.</p>	<p>Supported DOT's expanded safety practices following a trend of wrong-way crashes.</p>

	2.9 Support governmental and private-sector investments in zero-emission vehicles for their fleets to reduce overall greenhouse gas emissions.	Provided referrals to local government officials on Connecticut-based zero-emission fleet management startups.
Objective 3:	3.1 Support investments in the Port of New Haven to expand freight capacity by dredging the shipping channel, making it 'big ship ready' after the expansion of the Panama Canal.	Supported investments in the Port of New Haven to expand freight capacity. Key recent developments: Army Corps of Engineers maintenance dredging is underway to restore the shipping channel to 35-foot depth; the New Haven Harbor Improvement Project beginning October 2026 will further deepen the channel to 40 feet, allowing more efficient vessel traffic. In November 2024, Enstructure received an \$11.2M federal PIDP grant to add two new railyards and over one mile of new rail track at the New Haven Terminal, enhancing cargo handling efficiency and direct-to-ground staging access.
	3.2 Garner support and advocate for continued federal funding for shipyard improvements and ship repairs.	Engaged federal staff partners on port infrastructure investment priorities. Promoted the Port of New Haven's status as the busiest port between New York and Boston as a basis for continued federal investment justification.
	3.3 Continue supporting the state and port landowners in connecting the Port of New Haven with the Providence and Worcester Railroad.	Continued supporting City of New Haven mediation of efforts to connect the Port of New Haven with the Providence and Worcester Railroad. Tracked rail connectivity improvements including Enstructure's \$11.2M federal grant (November 2024) for new railyard and track infrastructure at the New Haven Terminal, which will significantly improve rail-to-port cargo transfer capacity.
	3.4 Coordinate site development projects with transportation improvement plans in the region's Metropolitan Transportation Plan (MTP).	Tracked updates to the Metropolitan Transportation Plan to inform prioritization of development sites.
	3.5 Support efforts to establish dependable and sustainable funding sources for the State Special Transportation Fund, including the recently enacted highway use tax for heavy commercial trucks.	Engaged state legislative partners on the highway use tax for heavy commercial trucks as a sustainable STF funding mechanism. Promoted the economic case for reliable transportation funding as essential to the region's freight, commuter, and commercial transportation infrastructure.
Objective 4:	4.1 Identify municipalities ready and able to fund water system expansion into unserved areas or regionally partner in funding.	Supported SCRCOG's coordination role in identifying regional water system partnership opportunities.
	4.2 Determine if state or federal funds are available for economically driven water system expansion.	Attended NADO conference in Washington, DC to directly engage current EDA and USDA officials to understand the resources available for economically driven water system expansion, identifying possible support for rural development programs.
	4.3 Support the Regional Water Authority (RWA) in its efforts to harden its infrastructure.	Supported the Regional Water Authority (RWA) in its efforts to harden infrastructure and coordinate with business growth, featuring outreach opportunities in the REX newsletter.
	4.4 Support the rehabilitation of the Whitney Dam in Hamden and the protection of land surrounding Lake Galliard in Branford.	Listed the rehabilitation of the Whitney Dam in Hamden and the protection of land surrounding Lake Galliard in Branford as regional priorities in our promotional materials.
	4.5 Support efforts to preserve land in drinking water watersheds in its natural state, to separate stormwater and wastewater in the combined sewer systems remaining in the City of New Haven.	Supported efforts to preserve drinking water watershed lands in their natural state and to separate stormwater and wastewater in combined sewer systems remaining in the City of New Haven. Coordinated with CT DEEP and the City of New Haven on watershed protection and stormwater management as dual environmental and infrastructure investment priorities.
	4.6 Support projects which harden the infrastructure of wastewater treatment facilities in the region to increase resilience to storms and sea level rise.	Promoted new CT Green Bank funding opportunities to finance resilience-specific capital projects.
	4.7 Encourage towns to start stormwater diversion infrastructure such as rain gardens and bioswales and requirements for Low-Impact Development (LID) to safeguard drinking water.	Promoted Sustainable CT certification and CT Green Bank resources as tools for towns pursuing LID adoption and green infrastructure investment.
Objective 5:	5.1 Determine the region's access and telecommunication infrastructure requirements using the state's Internet for All data.	Greater New Haven benefits from robust broadband coverage with providers offering high-speed options, which meets the baseline infrastructure requirements outlined in the state's Internet for All data.
	5.2 Promote using the state's Affordable Connectivity Program - \$30/Month Discount for Internet Service; All SNAP & Medicaid Members Eligible.	In New Haven County, nearly 55,000 individuals benefited from the ACP, which ended on June 1, 2024, due to a lack of funding from Congress. To bridge this gap, Connecticut passed the Net Equality Program, which takes effect on October 1, 2026, requiring participating internet providers to offer low-cost plans for \$40/month or less.
	5.3 Identify the capacity needed to support high-tech companies.	The Connecticut Department of Administrative Services has outlined strategies in the State of Connecticut Information and Telecommunications Strategic Plan for Fiscal Year 2026 to enhance digital access and infrastructure statewide.
	5.4 Support and promote efforts to enhance faster, cheaper broadband service to the region.	REX is preparing to promote opportunities to participate in the Net Equality Program through our newsletter, social media, and potential events, once the criteria and portal are released.
	5.5 Use federal infrastructure funds for broadband expansion, focusing on reaching underserved areas and equity.	Over 170,000 households in Connecticut participated in the ACP, which provided discounts on home internet costs. Currently reviewing federal funding opportunities for fiber internet expansion projects, alongside new state programs.
Objective 6:	6.1 Promote energy-efficient programs, including the expanded use of Energy Saving Performance Contracts (ESPC).	Participated in Avangrid outreach events and municipal summit promoting their energy efficiency programs.

	6.2 Assist low-income homeowners with soaring electricity, natural gas, and home heating oil costs.	Avangrid Networks Connecticut utility companies (CNG/SCG/UI) conduct regular customer enrollment events throughout our service territory. These events allow customers to meet directly with our team of customer service representatives in person to enroll them in energy bill payment assistance programs on-site. These events are in partnership with Community Action Agencies, so customers can apply for the Connecticut Energy Assistance Program (CEAP) in tandem with our programs.
	6.3 Promote the development of safe, clean, and reliable electricity with such generation provided by solar and wind energy.	Shared Clean Energy Facility (SCEF) Program: Avangrid, in partnership with Eversource, manages the SCEF program, which deploys Class I renewable energy projects for a 20-year term through an annual competitive bidding process over eight years. Since its launch in 2020, the program has brought two projects online, generating 4.3 MW of clean energy per year and benefiting qualifying retail customers.
	6.4 Implement measures to prevent and respond to power outages to provide resilience to storms and other disruptive natural events, malicious attacks, accidents and failures, vandalism, and physical and cyberattacks from domestic and foreign terrorists.	United Illuminating has an Emergency Response Plan (ERP) that is updated every two years. The ERP details roles and responsibilities.

Goal 5: Real Estate, Land Use & Sustainability

Developable land is an extremely limited resource in the region. The region must continue to embrace and adopt strategies that focus on cleaning up contaminated sites, supporting effective and efficient development plans, and protecting resources that add to the region's overall sustainability.

Objective 1:	1.1 Identify properties within the region with the most significant potential for return on investment (ROI) that are vacant or underutilized due to environmental contamination and would have strong market demand for reuse if remediation occurred. Criteria should include the potential for development, private investment, and proximity to public transit.	Entered the UConn Municipal Assistance Program (MAP) for Brownfields for assistance in reviewing and updating our region's brownfield inventory, first developed in 2014. Held meetings with municipal teams to review progress on assessment and remediation efforts, updating our regional inventory and prioritizing project sites for highest public impact and private market demand (ROI). Identified the EPA Revolving Loan Fund as a the best fit for next phase implementation, considering the progress made with state DECD resources for assessment to date.
	1.2 Identify and advocate for funding opportunities for environmental assessment and clean-up and seek to aggregate resources for use in the region and promote those resources region-wide.	Co-attended the EPA's Brownfield Training Conference with municipal staff and state partners to improve our regional brownfield community of practice. Partnered with SCRCOG to hold an educational workshop facilitated by UConn MAP, featuring a brownfield site successfully remediated into a coworking business center by a member of the REX On-Call Economic Development Team.
	1.3 Actively market target sites.	Promoted target sites to local developers and AdvanceCT, with an educational session on AdvanceCT's site certification process with local municipal staff.
Objective 2:	2.1 Develop a marketing plan for sites that could support mixed-use development, transit-oriented development (TOD), adaptive reuse, green building, and smart growth.	Attended broker and investor conferences to gather information for a marketing plan for mixed-use development, TOD, adaptive reuse, green building, and smart growth across the region. Promoted CT Green Bank and Energize Connecticut resources for green building and sustainability incentives. Through travel business operator interviews, explored the impact of Hotel Marcel's zero-carbon and energy efficiency certifications on tourism appeal, identifying opportunities to feature in regional tourism promotion.
	2.2 Develop a resource list of next-generation mixed-use combinations and TOD that maximize the value of unique municipal characteristics and target emerging industry needs.	Held individual meetings with municipal teams to evaluate local support for mixed-use projects, based on unique municipal characteristics and emerging industry needs. Highlighted the Mill River District small area plan, Long Wharf responsible growth plan, and downtown quantum/bioscience district as models.
	2.3 Create a resource team of professionals to define next-generation mixed-use combinations and TOD and provide technical assistance to municipalities.	From municipal conversations, developed a list of local needs and currently developing solicitation for an expanded resource team of professionals to provide on-call technical assistance services.
	2.4 Prioritize infill development.	Prioritized infill development opportunities in the region's 15 towns through site inventory work, zoning advocacy, and developer engagement. Supported and facilitated the Meriden Economic Development Commission's Strategic Plan, including municipal staff efforts to position key infill sites for development. Supported the City of New Haven's Vision 2034 POCD emphasis on infill development in existing commercial and mixed-use districts. Promoted infill development as a strategy for reducing land consumption, supporting walkable neighborhoods, and expanding the tax base.
	2.5 Increase the use of public transportation to reduce the amount of land used for parking spaces.	Promoted increased use of public transportation to reduce land used for parking in commercial and mixed-use developments, including the parking demand deal negotiated for 101 College Street as a model for high density business district development. Supported advocacy for transit-oriented development standards that reduce minimum parking requirements near train stations and bus corridors.
Objective 3:	3.1 Conduct a comprehensive assessment of the region's natural, cultural, and economic resources.	Supported a comprehensive assessment of the region's natural resources through SCRCOG's regional planning process. Engaged municipal partners on integrating cultural heritage and recreational resources as economic development assets, both for tourism and resident attraction.
	3.2 Execute the 2018-2028 SCRCOG Plan of Conservation & Development and monitor outcomes.	Supported the 2018-2028 SCRCOG Plan of Conservation & Development through regular meetings with SCRCOG staff to align project-based services from REX with planning efforts and multi-municipality initiatives.
	3.3 Monitor use and support the development of recreational land use assets, including parks, greenways, and bicycle/pedestrian trails.	Engaged municipal staff in New Haven and Hamden about trail improvements along the Farmington Canal Trail and opportunities to use zoning overlay, financing, and operator recruitment to expand business offerings along the trail. Developing a project group to co-convene with SCRCOG planning staff.
	3.4 Encourage connectivity of trails and recreational assets to transportation nodes and economic activity centers for economic activity, including commercial centers and downtown areas.	Encouraged connectivity of trails and recreational assets to transportation nodes and economic activity centers. Promoted the Mill River Trail's connections to New Haven's main commercial districts as a model for trail-to-commerce connectivity. Supported advocacy for trail connections to Metro-North and Shore Line East stations to improve first/last mile access for commuters and visitors.

<p>3.5 Monitor and support energy usage and reliability and encourage the development of renewable energy assets for residential, commercial, and agricultural uses.</p>	<p>Supported outreach by CT Green Bank, Avangrid, and Eversource on renewable energy program availability. Promoted community solar and on-site solar incentives to regional businesses, municipalities, and agricultural landowners through newsletter and social media.</p>
<p>3.6 Use the 2023 SCRCOG Regional Hazard Mitigation Plan Update to facilitate coordinated efforts and information sharing among municipalities, organizations, and agencies toward improved storm preparation along the coastline and climate change resilience.</p>	<p>Promoted NHS of New Haven's Long Island Sound Resilience Planning Support Program award as a model for regional stormwater management strategy.</p>
<p>3.7 Educate the public on the importance of sustainable resource use, including energy consumption, solid waste reduction, and natural environment protection.</p>	<p>Promoted Sustainable CT certification and its resources for municipalities pursuing sustainability goals.</p>