



SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

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

Carl J. Amento, Executive Director

**SCRCOG MEETING NOTICE & AGENDA**

**May 22, 2013 – 10:00 A.M.**

**Location: 127 Washington Avenue, 4<sup>th</sup> Floor West  
North Haven, CT 06473**

**Full agenda materials can be found at our website – [www.scrcog.org](http://www.scrcog.org)**

1. Call to Order and Introductions– Mayor John Picard, *Chairman*
2. **Presentation: United Way of Greater New Haven**—Jack Healy, *Executive Director and Jennifer Heath, Executive Vice President*
3. Adoption of 4/24/13 SCRCOG Minutes – First Selectman Michael Freda, *Secretary* Pages 2-4
4. Treasurer’s Report for month ending 4/30/13 - First Selectman Fillmore McPherson, *Treasurer* Pages 5,6
5. Transportation Committee Report, Mayor William Dickinson, *Chairman* Pages 7-20  
Adopt Resolution to approve 2012-2015 TIP Amendment Fourteen Pages 19, 20
6. Congressional Reports - Louis Mangini, *Legislative Aide to U.S. Rep. Rosa DeLauro, Riju Das, Aide to Senator Richard Blumenthal*
7. State Legislative Report- Carl Amento, *Executive Director* Handout
8. SCRCOG Executive Director’s Report - Carl Amento, *Executive Director*
9. **Presentation: Comprehensive Economic Development Strategy (CEDS) Update- Including Action Plan** - Ginny Kozlowski, *REX Executive Director* Action Plan Attached
10. REX Development Report – Ginny Kozlowski, *REX Executive Director* Pages 21,22
11. Appointment of Fire Chief and EMD Robert J. Healy from Milford to the DESPP/DEMHS Region II Steering Committee
12. DESPP/ DEMHS Report - John B. Field, Jr., *Region 2 Coordinator*
13. RPC Action Table Page 23
14. Regional Cooperation / Other Business
15. Adjournment

The agenda and attachments for this meeting are available on our website at [www.scrcog.org](http://www.scrcog.org). Please contact SCRCOG for copy of agenda in a language other than English. Auxiliary aids/services and limited English proficiency translators will be provided with two week’s notice.  
“Necesidades especiales: a las personas con discapacidad auditiva se les proveerá con medios auditivos y/o intérpretes de signos. Igualmente intérpretes para personas que hablan poco inglés, pero será preciso avisar con dos semanas de antelación. Se puede solicitar la agenda en otro idioma que no sea inglés comunicándose con SCRCOG”.

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

[www.scrcog.org](http://www.scrcog.org) T (203) 234-7555 F (203) 234-9850 [camento@scrcog.org](mailto:camento@scrcog.org)



SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

Planning for Our Region's Future

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

Carl J. Amento, Executive Director

TO: **SCRCOG Board**  
FROM: **First Selectman Michael Freda, Secretary**  
DATE: **May 15, 2013**  
SUBJECT: **SCRCOG Minutes of April 24, 2013**

**Present:**

Bethany First Selectwoman Derrylyn Gorski  
Guilford First Selectman Joseph S. Mazza  
Hamden Mayor Scott Jackson—***Vice Chairman***  
Madison First Selectman Fillmore McPherson -- ***Treasurer***  
Meriden Lawrence Kendzior, City Manager, ***proxy for Mayor Michael Rohde***  
Milford Mayor Benjamin Blake  
New Haven Mayor John DeStefano, Jr.  
North Branford Michael Paulhus, Town Manager, ***proxy for Mayor Anthony Candelora***  
North Haven First Selectman Michael Freda – ***Secretary***  
Orange First Selectman James Zeoli  
Wallingford Mayor William Dickinson  
West Haven Mayor John Picard – ***Chairman***

SCRCOG Staff Carl J. Amento – ***Executive Director***  
Steve Dudley, Al Ruggiero, Jim Rode, Eugene Livshits, Chris Rappa, Alicia Leite (intern)

**Other Guests:** Miriam Brody, *Hamden-North Haven League of Voters*; Donna Carter and Mary Bigelow, *Greater New Haven Transit District*; Barbara Malmberg, *REX Development*; Louis Mangini, *Office of Congresswoman Rosa DeLauro*; Riju Das, *Office of Senator Richard Blumenthal*; Robert Michalik, *Office of Senator Christopher Murphy*; Tom Carriglio, *United Illuminating*; William Villano, *Regional Workforce Alliance*; Edgar Wynkoop, *CDOT*;

1. **Call to order and Introductions:**

Chairman John Picard called the meeting to order at 10:15 a.m. Chairman Picard asked the members around the table to share remembrances of Woodbridge First Selectman Ed Sheehy, who passed away suddenly on Monday. Guests introduced themselves and all observed a moment of silence in paying respect to First Selectman Sheehy. News articles and a copy of First Selectman Sheehy’s obituary were at the top of each member’s agenda packets.

2. **Adoption of March 31, 2013 SCRCOG meeting minutes:**

First Selectman Freda presented the minutes as shown on Pages 2-4 of the agenda packet. Mayor Dickinson moved that the minutes be approved. First Selectwoman Gorski seconded the motion. It was approved unanimously.

3. **Treasurer’s Report for month ending March 31, 2013:**

First Selectman McPherson presented the Treasurer’s Report which is found on pages 5 and 6 of the agenda packet. Our balance sheet shows that we have \$498,628 in cash and investments and \$147,924 due from CT DOT for transportation planning. Expenses seemed appropriate for the month. First Selectman McPherson moved for acceptance of the Treasurer’s Report. First Selectman Mazza seconded the motion, which carried unanimously.

4. **Transportation Committee Report:**

Mayor Dickinson presented the Transportation Committee Report contained on pages 7-15 of the agenda packet. Mayor Dickinson moved for the approval of 2012-2015 TIP Amendment Thirteen found on pages 12-13 of the agenda packet. First Selectwoman Gorski seconded the motion. It passed unanimously. Mayor Dickinson moved for adoption of a Resolution found on pages 14 and 15 of the agenda packet concerning the proposed Local Capital Transportation Program (Senate Bill 849). First Selectman McPherson seconded the motion, which was approved unanimously.

5. **Congressional Reports:**

Louis Mangini, Legislative Aide to U.S. Representative Rosa DeLauro, deferred to the reports from his colleagues. Riju Das, Aide to Senator Richard Blumenthal, noted that the Senator is among 33 bipartisan co-sponsors of legislation to restore funding that threatens to close traffic control towers at airports across the country including the tower at Tweed New Haven Airport. Robert Michalik, Aide to Senator Christopher Murphy, reported that the comment period regarding the CDBG Action Plan closes this Friday. He also announced that the Connecticut Congressional delegation is sponsoring a roundtable discussion for municipal officials concerning Hurricane Sandy on Friday, May 3<sup>rd</sup> from 11:30 am to 1 pm at the Sound School in New Haven. Executive Director Amento was asked to send a reminder notice to all SCRCOG members.

6. **State Legislative Report:**

Executive Director Amento reviewed a 28-page handout report on the status of bills before the General Assembly pertaining to municipal and regional issues.

7. **SCRCOG Executive Director's Report:**

Executive Director Amento reported that, as instructed by the SCRCOG Board, he had sent a letter dated March 28<sup>th</sup> to the Deputy Commissioner of the state's Department of Emergency Management and Public Protection requesting an extension from 72 hours to seven days of the eligible reimbursement timeframe for the February 8-9 Snowstorm. An April 5<sup>th</sup> letter from the Deputy Commissioner indicated that the State was diligently pursuing such an extension. Copies of both letters were distributed to SCRCOG members. Amento referred to copies of news reports regarding the proposed Tweed tower closure that were added to each member's agenda packets at the table. He also reviewed the Northeast Corridor (NEC) FUTURE Preliminary Alternatives Report and a news article concerning the Workshop held on April 8<sup>th</sup> at Gateway Community College in New Haven. These items had also been added to the member's agenda packets at the table. Amento and REX Executive Director Kozlowski participated in the NEC FUTURE Workshop. Amento also reported on the MORE Commission Regional Entities Subcommittee and distributed a presentation by CDOT proposing fewer Metropolitan Planning Organizations. Amento concluded his report by noting that the Quarterly Report of CTRides had been added to the member's agenda packets at the table.

8. **REX Development Report:**

Barbara Malmberg presented for Executive Director Ginny Kozlowski who was away on business. Malmberg referred to Kozlowski's REX Executive Director Report on pages 16 and 17 of the agenda packet. She noted that the development of the Region's Comprehensive Economic Development Plan Update was nearing completion, and would be ready for SCRCOG approval next month.

9. **DESPP/ DEMHS Report:**

Region 2 Coordinator John Field was not in attendance.

10. **RPC Action Table for March:**

The Action Table for April on page 18 of the agenda packet was reviewed.

11. **Regional Cooperation/ Other Business:**

Chairman Picard said that the Executive Committee had earlier begun reviewing the SCRCOG proposed budget for next year which led to a discussion of SCRCOG's mission and future direction. Chairman Picard indicated that he would set up two meetings during May-June to discuss SCRCOG's mission and future direction.

Mayor DeStefano announced that the REX Board and the New Haven Economic Development Corporation Board had both agreed in principle to a merger of the two organizations with Ginny Kozlowski serving as Executive Director of both organizations. REX would move out of its present offices at SCRCOG to the EDC offices in New Haven in May.

First Selectman Freda asked the other members about being approached by Mayors Against Illegal Guns. Mayor DeStefano pointed out that it is a project of the U.S. Conference of Mayors and that Mayor Bloomberg of New York City and Mayor Menino of Boston had signed on to the campaign. Mayor Jackson noted that 8-10 mayors from Connecticut had signed on to the campaign.

12. **Adjournment:**

First Selectman Mazza moved for adjournment. Mayor Blake seconded the motion and all approved. The meeting adjourned at 10:50 a.m.

Respectfully submitted,

First Selectman Michael Freda, Secretary

**BALANCE SHEET - April, 2013**

<b>ASSETS</b>	
<b>Cash and Investments</b>	
First Niagara Bank	180,787
Connecticut Short-Term Investment Fund - SCRCOG	255,186
<b>Total Cash and Investments</b>	<b>435,973</b>
<b>Accounts Receivable</b>	
Connecticut Department of Transportation	192,451
DESPP - Homeland Security Planning	0
RPA - Sustainable Communities	4,683
OPM - RPI Grants	0
CT DEEP - Regional Hazard Mitigation Plan	115,703
Shoreline Greenways Trail - Federal Share	4,570
Amount for Accrued Leave	11,058
Pre-Paid Expense & Other Receivables	13,955
<b>Total Accounts Receivable</b>	<b>342,418</b>
<b>Property and Equipment</b>	
COG Equipment	19,940
<b>Total Property &amp; Equipment</b>	<b>19,940</b>
<b>TOTAL ASSETS</b>	<b>798,331</b>

<b>LIABILITIES AND FUND BALANCE</b>	
<b>Liabilities</b>	
Accounts Payable	-928
Accrued Payroll Taxes	6
Deferred Revenue - Municipal	39,771
RPI Grant - GIS Project	22,005
RPI Grant - Shared Services	12,867
Shoreline Greenways Trail - Municipal Share - H074(1)	12,893
Shoreline Greenways Trail - Municipal Share - H103(1)	4,027
<b>Total Current Liabilities</b>	<b>90,640</b>
<b>Fund Balance</b>	
Estimated Fund Balance - July 1, 2012	714,953
Amount for Accrued Leave	11,058
Investment in Equipment	19,940
Fund Change	-38,260
<b>Fund Balance - April, 2013</b>	<b>707,691</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>798,331</b>

Statement of Resources and Expenditures - April, 2013

<i>Resources</i>	<i>FY 13 Budget</i>	<i>Month of Apr, 2013</i>	<i>To Date</i>
<b>Municipal Contribution</b>	<b>154,100</b>	<b>12,842</b>	<b>128,417</b>
<b>SCRCOG Reserve Account</b>	<b>10,000</b>	<b>0</b>	<b>10,000</b>
<b>ConnDOT - Transportation Planning</b>			
<i>U.S. Dept of Transportation</i>	<b>1,023,305</b>	<b>75,621</b>	<b>484,375</b>
<i>Connecticut Dept of Transportation</i>	<b>127,914</b>	<b>9,453</b>	<b>60,547</b>
<b>Connecticut Office of Policy &amp; Management</b>			
<i>Regional Planning</i>	<b>14,000</b>	<b>0</b>	<b>0</b>
<i>RPI Grant - GIS Project</i>	<b>159,370</b>	<b>13,053</b>	<b>27,995</b>
<i>RPI Grant - Shared Services</i>	<b>16,960</b>	<b>1,708</b>	<b>2,133</b>
<b>Federal Emergency Management Agency</b>			
<i>Hazard Mitigation Plan</i>	<b>175,500</b>	<b>108,631</b>	<b>131,420</b>
<i>Municipal - In-Kind Contribution</i>	<b>58,500</b>	<b>0</b>	<b>0</b>
<b>Emergency Response Planning</b>			
<i>DESPP - FY 09 NHASH Grant</i>	<b>16,300</b>	<b>0</b>	<b>16,265</b>
<b>Sustainable Communities Grant</b>			
<i>Sustainable Communities Reg Planning Grant</i>	<b>20,000</b>	<b>589</b>	<b>21,354</b>
<b>REX Development</b>			
<i>Reimbursement for SCRCOG Support</i>	<b>10,000</b>	<b>0</b>	<b>0</b>
<b>Interest</b>	<b>1,200</b>	<b>17</b>	<b>350</b>
<b>TOTAL</b>	<b>1,787,149</b>	<b>221,912</b>	<b>882,856</b>

<i>Expenses</i>	<i>FY 13 Budget</i>	<i>Month of Apr, 2013</i>	<i>To Date</i>
<b>Total Labor - Salaries &amp; Benefits</b>	<b>618,100</b>		<b>509,784</b>
<i>Salaries</i>		<b>32,981</b>	<b>355,250</b>
<i>Fringe Benefits</i>		<b>40,063</b>	<b>154,534</b>
<b>Travel</b>	<b>8,930</b>	<b>65</b>	<b>4,546</b>
<b>Data Process</b>	<b>65,226</b>	<b>10,035</b>	<b>15,736</b>
<b>General Operations</b>	<b>158,860</b>		
<i>Rent</i>	<b>0</b>	<b>15,986</b>	<b>91,225</b>
<i>Postage &amp; Telephone</i>	<b>0</b>	<b>191</b>	<b>2,788</b>
<i>Print &amp; Reproduction</i>	<b>0</b>	<b>0</b>	<b>361</b>
<i>Office Supplies</i>	<b>0</b>	<b>72</b>	<b>1,270</b>
<i>Equipment Maintenance</i>	<b>0</b>	<b>1,176</b>	<b>8,700</b>
<i>Publications</i>	<b>0</b>	<b>0</b>	<b>964</b>
<i>Insurance &amp; Professional Services</i>	<b>0</b>	<b>44</b>	<b>6,559</b>
<i>Meeting Expenses &amp; Advertising</i>	<b>0</b>	<b>98</b>	<b>4,297</b>
<i>Miscellaneous &amp; Equipment Use</i>	<b>0</b>	<b>0</b>	<b>1,172</b>
<b>Transportation Consultants</b>	<b>515,000</b>	<b>39,405</b>	<b>94,968</b>
<b>Capital Purchase</b>	<b>40,300</b>	<b>2,866</b>	<b>15,537</b>
<b>FEMA - PreDisaster Mitigation Plan</b>	<b>205,750</b>	<b>6,265</b>	<b>126,536</b>
<b>NHASH Grant</b>	<b>16,300</b>	<b>0</b>	<b>16,409</b>
<b>ROOF - Regional Foreclosure Protection</b>	<b>10,000</b>	<b>0</b>	<b>10,000</b>
<b>Regional GIS Program</b>	<b>61,714</b>	<b>0</b>	<b>0</b>
<b>Shard Services Study</b>	<b>15,000</b>	<b>0</b>	<b>0</b>
<b>Contingencies</b>	<b>71,969</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>1,787,149</b>	<b>149,246</b>	<b>884,445</b>

**South Central Regional Council of Governments**  
2012-2015 TRANSPORTATION IMPROVEMENT PROGRAM  
Amendment Number 14

- Project** 0014-0177 2011-A21-1 **Replace Bridge 02675 over Sybil Creek**  
**Changes** Amendment 13 changes the source of funds from STPA to STPNH  
**Reason** In order for funds to be obligated they must be moved to the current fiscal year.
- Project** 0043-0126 2007-054 **Shoreline Greenway Trail EH, BFD, GLFD**  
**Changes** Amendment 14 removes this project from the TIP  
**Reason** Work will be completed under different project numbers. Action necessary to prevent funding from being shown twice.
- Project** 0043-0128 2013-A13-1 **Replace Bridge 01665 O/ Farm River**  
**Changes** Amendment 13 introduces project to TIP to be funded using STPNH dollars  
**Reason** In order for funds to be obligated they must be moved to the current fiscal year.
- Project** 0059-0157 2011-A21-2 **Replace Bridge 02677 over Stream**  
**Changes** Amendment 13 moves ROW to FY13 and replaces STPA with STPNH.  
**Reason** In order for funds to be obligated they must be moved to the current fiscal year.
- Project** 0098-0101 2013-A13-2 **Replace Bridge 01127 O/ Farm Riv**  
**Changes** Amendment 13 introduces project to TIP to be funded using STPNH dollars  
**Reason** In order for funds to be obligated they must be moved to the current fiscal year.
- Project** 0098-0102 2011-A0-16 **Replace Bridge 02489 o/ Munger Brook**  
**Changes** Amendment 14 removes this project from the TIP  
**Reason** A recent inspection was ordered and the bridge was upgraded. Because of the upgrade it no longer qualified for the replacement program and the project was removed.
- Project** 0092-0531 1999-009 **I-95/I-91/Rt 34 Interchange Reconstruction E**  
**Changes** Amendment 14 increases NHPP funds  
**Reason** As work continues this action is necessary to maintain project schedule No change to total cost. Reduction will be applied to FYI at a later date.
- Project** 0092-0532 1999-002 **I-95: Quinnipiac River Bridge Construction B**  
**Changes** Amendment 14 replaces BRX funds with NHPP  
**Reason** As work continues NHPP funds are introduced for the current fiscal year to replace BRX funds No change to total cost. Reduction will be applied to FYI at a later date.

<b>Project</b>	<b>0098-0093</b>	<b>1999-110</b>	<b>Rte 80: Rte 22 to West of Rte 139 Widening</b>
<b>Changes</b>	Amendment 14 moves funds to FY13 reduces amount and changes source		
<b>Reason</b>	Action is necessary to maintain schedule. In order for NHPP funds to be used they must be shown in the appropriate fiscal year		
<b>Project</b>	<b>0167-0100</b>	<b>1999-122</b>	<b>Route 63:Route 67 Intersection Improvements</b>
<b>Changes</b>	Amendment 13 moves funds to FY13 and adds STPB funding		
<b>Reason</b>	In order for funds to be obligated they must be moved to the current fiscal year.		
<b>Project</b>	<b>0170-3217</b>	<b>2013-A14-1</b>	<b>Dev countermeasures- off ramp wrong way Drivers</b>
<b>Changes</b>	Amendment 14 introduces new project.		
<b>Reason</b>	Study to review field conditions and develop construction plans to reduce the instances of drivers traveling the wrong way on Connecticut's freeways and highways. The location of existing wrong-way signing and pavement markings at the 700 off-ramps will be reviewed by an on-call consultant and plans developed to reduce wrong-way entries.		
<b>Project</b>	<b>0171-0375</b>	<b>2013-A14-2</b>	<b>Replace VMS: I-91, 84, 384, CT2, 5, 15, and 20</b>
<b>Changes</b>	Amendment 14 introduces new project		
<b>Reason</b>	Project to replace existing variable message signs using the existing support structures on I-91, I-84, Rte 2 and other major roadways serving District 1. Project will include a new sign on Rte 2 West and replacement of portable signs on Rte 9 and Rte 15.		



South Central Regional Council of Governments  
 FFY2012-FFY2015 Transportation Improvement Program  
 Amendment 14

---

**State Project** 0014-0177

**SCRCOG #** 2011-A21-1

**Municipality** Branford

Proposed

**Project Name** Replace Bridge 02675 over Sybil Creek

**Description** Project for the Replacement of Bridge 02675 which carries Rte 146 over Sybil Creek. Only ROW phase at this time

**Current TIP Funding (In Thousands)**

<i>Funding</i>	<i>Phase</i>	<i>Prior</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>FYI</i>
STPA	ROW	Federal		60			
		State		15			
	CON	Federal				2,240	
		State				560	
<b>Total Cost</b>	<b>\$2,875</b>	0	0	75	2,800	0	0

**Proposed TIP Funding (In Thousands)**

<i>Funding</i>	<i>Phase</i>	<i>Prior</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>FYI</i>
STPNH	ROW	Federal		60			
		State		15			
STPA	CON	Federal			2,240		
		State			560		
<b>TIP Funds</b>	<b>\$2,875</b>	0	0	75	2,800	0	0

**Amendment Notes**

FY10 TIP Amend 21 introduces new project. FY12 TIP Amendment 5 increases ROW funds. FY12 Amend 10 moves ROW to FY13. FY12 TIP Amend 14 changes STPA to STPNH

South Central Regional Council of Governments  
 FFY2012-FFY2015 Transportation Improvement Program  
 Amendment 14

---

**State Project** 0043-0126

**SCRCOG #** 2007-054

**Municipality** East Haven

Delete

**Project Name** Shoreline Greenway Trail EH, BFD, GLFD

**Description** Shoreline Greenway Trail in EH, BFD, GFD project to begin study to evaluate cost, route etc. may lead to design and construction HPP# 1197 and HPP 3882

**Current TIP Funding (In Thousands)**

<i>Funding</i>	<i>Phase</i>	<i>Prior</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>FYI</i>
HPP	CON	Federal		1,440			
		Local		160			
<b>Total Cost</b>	<b>\$1,600</b>		0	0	1,600	0	0

**Proposed TIP Funding (In Thousands)**

<i>Funding</i>	<i>Phase</i>	<i>Prior</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>FYI</i>
HPP	CON	Federal		0			
		Local		0			
<b>TIP Funds</b>	<b>\$0</b>		0	0	0	0	0

**Amendment Notes**

FY07 TIP Amend 7 introduces new project, FY07 TIP Amend 9 adds ROW and CON phase funding. Project moved into FY10 TIP ROW moved from FFY09 to FFY10. FY10 TIP Amend 7 moves ROW from FY10 to FY11. FY10 TIP Amend 20 moves ROW from FY11 to FY12 FY12 TIP Amend 1 deletes ROW phase. FY12 TIP Amend 14 deletes project

**State Project** 0043-0128

**SCRCOG #** 2013-A13-1

**Municipality** East Haven

Proposed

**Project Name** Replace Bridge 01665 O/ Farm Riv

**Description** Replacement of bridge 01665 which carries Route 100 over the Farm River in East Haven

**Current TIP Funding (In Thousands)**

**Proposed TIP Funding (In Thousands)**

<i>Funding</i>	<i>Phase</i>	<i>Prior</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>FYI</i>
STPNH	ROW	Federal		160			
		State		40			
<b>TIP Funds</b>	<b>\$200</b>		0	0	200	0	0

**Amendment Notes**

Amendment 14 introduces project

South Central Regional Council of Governments  
 FFY2012-FFY2015 Transportation Improvement Program  
 Amendment 14

**State Project 0059-0157**

**SCRCOG # 2011-A21-2**

**Municipality** Guilford

Proposed

**Project Name** Replace Bridge 02677 over Stream

**Description** Project for the Replacement of Bridge 02677 which carries Rte 146 over an un-named Stream. Only ROW phase at this time

**Current TIP Funding (In Thousands)**

<i>Funding</i>	<i>Phase</i>	<i>Prior</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>FYI</i>
STPA	ROW	Federal	40				
		State	10				
	CON	Federal			1,920		
		State			480		
<b>Total Cost</b>	<b>\$2,450</b>	0	50	0	2,400	0	0

**Proposed TIP Funding (In Thousands)**

<i>Funding</i>	<i>Phase</i>	<i>Prior</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>FYI</i>
STPNH	ROW	Federal		40			
		State		10			
STPA	CON	Federal			1,920		
		State			480		
<b>TIP Funds</b>	<b>\$2,450</b>	0	0	50	2,400	0	0

**Amendment Notes**

FY10 TIP Amend 21 introduces new project. FY12 TIP Amend 14 moves ROW to FY13 and replaces STPA with STPNH.

**State Project 0061-TMPI**

**SCRCOG # 2013-A14-3**

**Municipality** Hamden

Proposed

**Project Name** Hamden Signals

**Description** Complete replacement of 7 existing Signals Whitney Ave @ Worth, Dixwell, School, Washington, Church Dr, Rte 40 and Dixwel @ Washington Ave.

**Current TIP Funding (In Thousands)**

**Proposed TIP Funding (In Thousands)**

<i>Funding</i>	<i>Phase</i>	<i>Prior</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>FYI</i>
STPNH	PD	Federal		200			
<b>TIP Funds</b>	<b>\$200</b>	0	0	200	0	0	0

**Amendment Notes**

Amendment 14 introduces new project

South Central Regional Council of Governments  
 FFY2012-FFY2015 Transportation Improvement Program  
 Amendment 14

**State Project 0092-0531**

**SCRCOG # 1999-009**

**Municipality** New Haven

Proposed

**Project Name** I-95/I-91/Rt 34 Interchange Reconstruction E

**Description** Reconstruct I-95/I-91/Rt 34 interchange to accommodate new 10-lane Quinnipiac River Bridge and reconfigure nb I-95 to Rt 34 ramp as a "right hand take off". Post-FY05 CN with Surface Transportation Program statewide and National Highway System support.

**Current TIP Funding (In Thousands)**

<i>Funding</i>	<i>Phase</i>	<i>Prior</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>FYI</i>
I-M	CON AC-Entry		0				
	Federal	21,521	10,000		9,770	28,000	30,714
	State	3,216	1,111		1,086	3,111	3,413
I-MD	Federal	950					
NHPP	Federal			14,000			
	State			1,556			
NHS	AC-Entry		0				
	Federal	19,009	11,256				
	State	2,112	1,251				
STPA	Federal	34,570		31,000	28,570	28,000	29,800
	State	3,841		3,444	7,143	3,111	3,311
<b>Total Cost</b>	<b>\$334,866</b>	85,219	23,618	50,000	46,569	62,222	67,238

**Proposed TIP Funding (In Thousands)**

<i>Funding</i>	<i>Phase</i>	<i>Prior</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>FYI</i>
HPP	CON Federal			1,440			
	State			360			
I-M	AC-Entry		0				
	Federal	21,521	10,000		9,770	28,000	30,714
	State	3,216	1,111		1,086	3,111	3,413
I-MD	Federal	950					
NHPP	Federal			26,000			
	State			2,889			
NHS	AC-Entry		0				
	Federal	19,009	11,256				
	State	2,112	1,251				
STPA	Federal	34,570		31,000	28,570	28,000	29,800
	State	3,841		3,444	7,143	3,111	3,311

South Central Regional Council of Governments  
FFY2012-FFY2015 Transportation Improvement Program  
Amendment 14

---

<b>TIP Funds</b>	<b>\$349,999</b>	85,219	23,618	65,133	46,569	62,222	67,238
------------------	------------------	--------	--------	--------	--------	--------	--------

**Amendment Notes**

FY10 TIP amend 5 adds NHS funds and adjusts \$ as project is ready to be advertised FY10 TIP Amend 9 moves funds from FFY11 to FFY10 FY10 TIP Amend 18 increases STPA funds for FY11 and add IMD funds. FY10 TIP Amend 23 reduces NHS funds for FY12. FY12 TIP Amend 4 adds I-M to FY12. FY12 TIP Amend 7 increases NHS for FY 12. FY12 TIP Amend 11 Adjusts Funds FY12 TIP Amend 13 increases STPA for FY13 FY12 TIP Amend 14 increases NHPP funds

South Central Regional Council of Governments  
 FFY2012-FFY2015 Transportation Improvement Program  
 Amendment 14

**State Project** 0092-0532

**SCRCOG #** 1999-002

**Municipality** New Haven

Proposed

**Project Name** I-95: Quinnipiac River Bridge Construction B

**Description** Construct a new 10-lane bridge across New Haven Harbor between Route 34/I-91 interchange and Stiles Street

**Current TIP Funding (In Thousands)**

<i>Funding</i>	<i>Phase</i>	<i>Prior</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>FYI</i>
BRXZ	CON AC-Entry		0				
	Federal		103,103	22,380	23,370	74,525	143,648
	State		15,406	3,344	3,492	11,136	21,465
<b>Total Cost</b>	<b>\$421,869</b>	0	118,509	25,724	26,862	85,661	165,113

**Proposed TIP Funding (In Thousands)**

<i>Funding</i>	<i>Phase</i>	<i>Prior</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>FYI</i>
BRXZ	CON AC-Entry		0				
	Federal		103,103		23,370	74,525	143,648
	State		15,406		3,492	11,136	21,465
NHPP	Federal			33,000			
	State			4,931			
<b>TIP Funds</b>	<b>\$434,076</b>	0	118,509	37,931	26,862	85,661	165,113

**Amendment Notes**

FY07TIP Amendment 1 accurately displayed Q Bridge project FY07 TIP Amendment 4 moves 52.7M from FFY 05,06 into FFY07. FY07 TIP Amend 5 moves IMD & SEC117 Funds From FY05 TIP into FY07 TIP. FY07 TIP Amend 9 reduces funds as 92-613, 92-617 are added to TIP as breakout projects. The project cost is decreased FY07 TIP Amend 11 redistributes funds as breakout Projects # 092-618 is added to the TIP Project cost is increased. FY07 TIP Amend 14 NCIIP funds moved to #92-618. FY07 TIP Amend 23 shifts all unobligated funds from FFY08 to FFY09 as project is ADV 2/4/09. Bridge funds increased by \$60M for FFY10. Project moved into FY10 TIP FY10 TIP Amend 6 increases FFY10 funds & Decreases FFY11 Funds. FY10 TIP moves BRXZ funds from FY12 to FY11. FY12 TIP includes ongoing project. FY12 TIP Amend 4 add BRXZ to FY12. FY12 TIP Amend 6 moves BRXZ funds from 14 to 12 and replaces state Bonds funds with BRXZ funds. FY12 TIP Amend 7 increases BRX for FY12 .FY12 TIP Amend 14 replaces BRX with NHPP in FY13

South Central Regional Council of Governments  
 FFY2012-FFY2015 Transportation Improvement Program  
 Amendment 14

---

**State Project** 0098-0093

**SCRCOG #** 1999-110

**Municipality** North Branford

Proposed

**Project Name** Rt 80: Rt 22 to West of Rt 139 Widening

**Description** Widen from two to four lanes from easterly leg of Route 22 (North Branford Center) to west of (including) railroad bridge w/o Rt 139.

**Current TIP Funding (In Thousands)**

<i>Funding</i>	<i>Phase</i>	<i>Prior</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>FYI</i>
STPA	CON AC-Entry		0				
	Federal		12,000				
	State		3,000				
<b>Total Cost</b>	<b>\$15,000</b>	0	15,000	0	0	0	0

**Proposed TIP Funding (In Thousands)**

<i>Funding</i>	<i>Phase</i>	<i>Prior</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>FYI</i>
NHPP	CON AC-Entry			0			
	Federal			500			
	State			9,500			
<b>TIP Funds</b>	<b>\$10,000</b>	0	0	10,000	0	0	0

**Amendment Notes**

CON moved from FY05 to post-FY05 by FY03 TIP Amend 2 due to financial constraint; CN moved from FY05 to FY06 by FY05 TIP Amend 2. CON moved from FY 06 to FY 07 per FY05 TIP Amend 12. FY07 TIP Amend 2 moves CON out to FFY08. FY07 TIP Amend 13 Moves project to FFY10. Project moved into FY10 TIP CON increased \$8.7 M. FY!) TIP Amend 21 moves funds to FFY12 and decreases Fed amount. FYTIP Amend 23 adjusts funding levels. FY12 TIP Amend 14 moves funds to FY13 reduces amount and changes source

South Central Regional Council of Governments  
 FFY2012-FFY2015 Transportation Improvement Program  
 Amendment 14

---

**State Project 0098-0101**

**SCRCOG # 2013-A13-2**

**Municipality** North Branford

Proposed

**Project Name** Replace Bridge 01127 O/ Farm Riv

**Description** Replace Bridge 01127 which carries Route 80 over the Farm River in North Branford

**Current TIP Funding (In Thousands)**

**Proposed TIP Funding (In Thousands)**

<i>Funding</i>	<i>Phase</i>	<i>Prior</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>FYI</i>
STPNH	ROW	Federal		40			
		State		10			
<b>TIP Funds</b>	<b>\$50</b>		0	0	50	0	0

**Amendment Notes**

Amendment 14 introduces project

**State Project 0098-0102**

**SCRCOG # 2011-A0-16**

**Municipality** North Branford

Delete

**Project Name** Replace Bridge 02489 o/ Munger Brook

**Description** Replace Bridge 02489 in North Branford which carries Route 80 over Munger Brook

**Current TIP Funding (In Thousands)**

<i>Funding</i>	<i>Phase</i>	<i>Prior</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>FYI</i>
STPA	ROW	Federal	40				
		State	10				
	CON	Federal			1,600		
		State			400		
<b>Total Cost</b>	<b>\$2,050</b>		0	50	0	2,000	0

**Proposed TIP Funding (In Thousands)**

<i>Funding</i>	<i>Phase</i>	<i>Prior</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>FYI</i>
STPA	CON	Federal			0		
		State			0		
<b>TIP Funds</b>	<b>\$0</b>		0	0	0	0	0

**Amendment Notes**

FY12 TIP adds new project. FY12 TIP Amend 14 deletes project



South Central Regional Council of Governments  
 FFY2012-FFY2015 Transportation Improvement Program  
 Amendment 14

---

**State Project** 0167-0100

**SCRCOG #** 1999-122

**Municipality** Woodbridge

Proposed

**Project Name** Rt 63: Rt 67 Intersection Improvements

**Description** Add northbound Rt 63 left hand turn lane at Rt 67 by lowering Rt 63 vertical crest, reconstructing approx 300' of Rt 63 and constructing a retaining wall.

<b>Current TIP Funding (In Thousands)</b>								
<i>Funding</i>	<i>Phase</i>		<i>Prior</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>FYI</i>
STPA	CON	Federal		3,440				
		State		860				
<b>Total Cost</b>	<b>\$4,300</b>		0	4,300	0	0	0	0
<b>Proposed TIP Funding (In Thousands)</b>								
<i>Funding</i>	<i>Phase</i>		<i>Prior</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>FYI</i>
STPA	CON	Federal			2,405			
		State			601			
STPBS		Federal			1,035			
		State			259			
<b>TIP Funds</b>	<b>\$4,300</b>		0	0	4,300	0	0	0

**Amendment Notes**

CN moved from FY03 to FY04 by FY01 Amend 7; ROW to FY03 per FY01 Amend 10. FY03 ROW moved to 100 percent state by FY03 Amend 4. Design began in fall, 2003. CN moved to FY06 by FY05 TIP Amend 2 and to FY07 by FY05 TIP Amend 9. Introduced to FY07 TIP with CON in FY08, FY07 TIP Amend 8 moves CON to FFY09 and increases cost. FY07 TIP Amend 13 moves CON to FFY10. Project moved into FY10 TIP CON cost increased \$1.7 M FY10 TIP Amend 7 moves CON from FFY10 to FFY11. FY10 TIP Amend 14 replaces STPR funds with STPA and increases amount. FY12 TIP includes ongoing project. FY12 TIP Amend 14 moves funds to FY13 and adds STPB funding

South Central Regional Council of Governments  
 FFY2012-FFY2015 Transportation Improvement Program  
 Amendment 14

---

**State Project** 0170-3217

**SCRCOG #** 2013-A14-1

**Municipality** Statewide

Proposed

**Project Name** Devlp countermeasures- off ramp wrong way drivers

**Description** Planning Study to review field conditions and develop construction plans to reduce the instances of drivers traveling the wrong way on CT's freeways and expressways

**Current TIP Funding (In Thousands)**

**Proposed TIP Funding (In Thousands)**

<i>Funding</i>	<i>Phase</i>	<i>Prior</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>FYI</i>
NHPP	PL	Federal		900			
		State		100			
<b>TIP Funds</b>	<b>\$1,000</b>		0	0	1,000	0	0

**Amendment Notes**

FY12 TIP Amend 14 Introduces new project.

**State Project** 0171-0375

**SCRCOG #** 2013-A14-2

**Municipality** District 1

Proposed

**Project Name** Replace VMS: I-91, 84, 384, CT2, 5, 15, 20

**Description** Project to replace existing variable message signs using existing structures on major roadways serving District 1.

**Current TIP Funding (In Thousands)**

**Proposed TIP Funding (In Thousands)**

<i>Funding</i>	<i>Phase</i>	<i>Prior</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>FYI</i>
CMAQ	PD	Federal			319		
	FD	Federal			137		
	CON	Federal				6,500	
<b>TIP Funds</b>	<b>\$6,956</b>		0	0	0	456	6,500

**Amendment Notes**

FY12 TIP Amend 14 introduces new project



SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

*Planning for Our Region's Future*

---

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

---

Carl J. Amento, Executive Director

***Resolution***

***Fiscal Year 2012-Fiscal Year 2015 Transportation Improvement Program Amendment***

***Fourteen***

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

*Whereas:* The Council, per 23 *CFR* 450.324 and in cooperation with the Connecticut Department of Transportation (ConnDOT) and public transit operators and relying upon financial constraints offered by ConnDOT, adopted a *Fiscal Year 2012-Fiscal Year 2015 Transportation Improvement Program* on January 25, 2012, after finding the *Program* conforming per U.S. Environmental Protection Administration (U.S. EPA) final conformity rule (40 *CFR* 51 and 93) and relevant Connecticut Department of Transportation air quality conformity determinations: *Air Quality Conformity Reports: Fiscal Year 2012-2015 Transportation Improvement Program* and the Region’s *Long-Range Transportation Plans—2011 to 2040, (April, 2011)*; and

*Whereas:* The Council, on January 25, 2012, indicated that periodic *Program* adjustment or amendment was possible; and

*Whereas:* Projects referenced in the *Program* amendment (below) are consistent with the region’s long-range transportation plan (*South Central Regional Long Range Transportation Plan—2011 to 2040, (April, 2011)*); and

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

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

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



SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

*Planning for Our Region's Future*

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

Carl J. Amento, Executive Director

***Resolution***

***Fiscal Year 2012-Fiscal Year 2015 Transportation Improvement Program Amendment  
Fourteen (continued)***

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

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

The undersigned duly qualified and acting Secretary of the South Central Regional Council of Governments certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the South Central Regional Council of Governments on **May 22, 2013**

Date: **May 22, 2013.**

By:

\_\_\_\_\_  
First Selectman Michael Freda, *Secretary*  
South Central Regional Council of Governments



Executive Director's Report – May 16, 2013  
Ginny Kozlowski

### **Brownfield Projects**

- Contract with Department of Economic and Community Development for Regional Brownfield Inventory Grant under review
- Application being prepared by the Town of Guilford for Brownfield assessment funding
- Submitted Newhall Asbestos clean-up scope to EPA for review
- RLF Loan modification increase to Church Street LLC to continue clean up of the Atlantic Wire site in Branford
- Will Warren is attending the 2013 EPA Conference in Atlanta
- Submitting EPA Grant Application of additional supplemental funding for the Revolving Loan Fund

### **Business Development**

- As part of the Comprehensive Economic Development Strategy process the Strategic Planning Committee has developed the Regional Action Agenda – the final draft of the 2013 Comprehensive Economic Development Strategy is completed and now is open for public comment through June 15
- REDFO Presentation on Friday, May 26 – Noon, presentation by Susan Froshauer, CURE
- Executing a regional Cash Mob program to support local retailers – (Madison, Guilford, Bethany, Wallingford, Milford, New Haven, Hamden, Branford and East Haven held). The next location for the Cash Mob will be held in West Haven at Metamorphosis. Date to be announced.
- 19 Business Outreach Meetings

### **Marketing**

- Media Hits:
  - Posted 2013-14 Cultural & Visitor Guide available on all of the local Patches
  - WTNH Connecticut Style: Iron Chef
  - New Haven Register: Iron Chef
  - New Haven Register: Tweed New Haven Sequestration Issues
- Inquiries:
  - Amtrak Arrive Magazine
  - Drive I-95: Food trucks & Wooster Street
  - Smart Meetings: General information and seafood options for groups
  - Press release about the new guide
  - Bi-weekly feature in the New Haven Advocate highlighting summer attractions
- Get Away Day Collaboration at Grand Central Terminal, May 22, 2013
- Re-design of the MD&M display booth due this week
- Distributed 28,000 Cultural & Visitors Guides
- Posting a cooperative ad on Drive I-95's website



- Tradeshows
  - BIOMEDevice Exposition & Conference, Boston, MA
  - EASTEC, Springfield, MA
  - 2013 National EPA Conference
  - Discover New England, Stowe, VT April 28 – May 1, 2013
- Upcoming Tradeshows
  - MD&M Philadelphia, PA June 18-20, 2013
  - Connecticut Conference on Tourism Hartford, CT May 21, 2013
- Newsletters, calendar, website update and social media updates – on-going

### **Administrative**

- Packing and moving office to 195 Church Street

SOUTH CENTRAL CONNECTICUT  
Regional Planning Commission

**May 9, 2013 Action Table**

<b>Ref. #</b>	<b>Received</b>	<b>Description</b>	<b>Adjacent RPC Towns</b>	<b>Abridged RPC Action</b>
<b>2.1</b>	04/12/13	<i>Town of Hamden:</i> Proposed Zoning Regulation Amendments to Flood Plain Zones and Special Flood Hazard Areas	Bethany, New Haven, North Haven, Wallingford, Woodbridge	By resolution, the RPC has determined that the Proposed Zoning Regulation Amendments do not appear to cause any negative inter-municipal impacts to the towns in the South Central Region nor do there appear to be any impacts to the habitat or ecosystem of the Long Island Sound.
<b>2.2</b>	04/24/13	<i>Town of Southington:</i> Proposed Zoning Regulation Amendments to Section 2-01.A.5 and Section 2-18R (Definitions)	Meriden	By resolution, the RPC has determined that the Proposed Zoning Regulation Amendments do not appear to cause any negative inter-municipal impacts to the towns in the South Central Region nor do there appear to be any impacts to the habitat or ecosystem of the Long Island Sound.
<b>2.3</b>	05/06/13	<i>Town of Hamden:</i> Proposed Zoning Regulation Amendments to Section 718.2.i – Review by Independent Consultants	Bethany, New Haven, North Haven, Wallingford, Woodbridge	By resolution, the RPC has determined that the Proposed Zoning Regulation Amendments do not appear to cause any negative inter-municipal impacts to the towns in the South Central Region nor do there appear to be any impacts to the habitat or ecosystem of the Long Island Sound.
<b>2.4</b>	05/06/13	<i>City of New Haven:</i> Proposed Zoning Regulation Amendments to Section 56 – Flood Damage Prevention District )	East Haven, Hamden, North Haven, Orange, West Haven, Woodbridge	By resolution, the RPC has determined that the Proposed Zoning Regulation Amendments do not appear to cause any negative inter-municipal impacts to the towns in the South Central Region nor do there appear to be any impacts to the habitat or ecosystem of the Long Island Sound.
<b>2.5</b>	05/06/13	<i>Town of Clinton:</i> Proposed Zoning Regulation Amendments to Sections 28.8 and 28.8.5 – Temporary Signs and Sections 10.33.4 (5) and 10.33.4 (6)	Madison	By resolution, the RPC has determined that the Proposed Zoning Regulation Amendments do not appear to cause any negative inter-municipal impacts to the towns in the South Central Region nor do there appear to be any impacts to the habitat or ecosystem of the Long Island Sound.





# Action Plan

In an effort to increase regional collaboration and reduce duplication of services throughout the region, a new implementation process for the 2013 update has been envisioned. As the previous CEDS recognized, the heart of the CEDS is the regional action agenda. This remains true in the five-year update with an emphasis on regional collaboration and implementation. Similar to the 2008 CEDS update, the new agenda recognizes six major goals for the area to focus its economic development efforts. Over the course of the update process the strategic planning committee refined the past goals, recognizing the changes in the regional and national economy and the current economic development priorities for the region. The six goals are:

- ◆ Regional Marketing, Communications and Advocacy
- ◆ Infrastructure
- ◆ Business Development and Retention
- ◆ Workforce Enhancement and Housing
- ◆ Real Estate, Land Use and Sustainability
- ◆ Funding and Implementation

As an update to the changing economy, the strategic planning committee revised the goal statements to better align with the current economic structure and priorities. The programmatic and policy initiatives, or objectives, were also refined to help the region realize its goals.

## **Evaluation**

New to the five-year update is an evaluation of the performance of the policies and an implementation strategy to encompass involvement from the whole region. Through the planning process, the Strategic Planning Committee realized the importance of measuring the performance of the overall strategy. In an effort to increase transparency and effectiveness of the plan, a comprehensive evaluation strategy was developed by the committee. This process includes the establishment of implementation teams around each objective, output and efficiency measurements around the stated objectives, overall goal outcome indicators to show the progress (or lack thereof) of the entire region, and assessment of short term strategies or plans of action. The idea is for the implementation teams to champion a specific objective, continually updating strategies and measurements when needed, and working towards the effective implementation. This strategy will allow each team to have a specific focus and continually work to update and revise the agenda as needed, making the plan truly a working document. As the economy changes the working groups will have the opportunity to envision needed changes for the most effective outcome for the current economic environment.

## **Lead Implementers**

The Lead Implementers will be the champions of the implementation teams, driving the agenda and organizing the teams to continue to develop action items, measure success and delineate performance based timelines. The Lead Implementer will also be tasked to represent the team at quarterly Strategic Planning Meetings to report on the success of the specific objective. The duties and tasks of the lead implementer are outlined in a Memorandum of Understanding (MOU), attached as an appendix to this plan. Upon signing of the MOU and acceptance of the responsibilities, the lead will work with the team to achieve the suggested agenda and provide modifications or additions to the agenda items as deemed necessary. Many of the lead implementers were volunteers from the stakeholders present at the public forums during the outreach process.

The following are the six goals and 27 objectives recognized by the strategic planning committee, based on the assessment of the region and input gained through public outreach. In addition, each objective (where appropriate) has output and efficiency measurements to evaluate progress and each goal has an overall list of outcome indicators to measure the economic progress of the region as a whole. In order to achieve progress towards the goals, each objective has a list of short term action items to be performed by the implementation team, that will be continually assessed, updated and modified when deemed appropriate for success.

# Action Plan

Enhance the region's image as a desirable location and destination to live, work, play and operate a business through an aggressive, cooperative external and internal marketing program and creation of a credible regional economic development team.

GOAL 1 : REGIONAL MARKETING & COMMUNICATIONS

Overall Outcome Indicators	Current	2013	Change	Rating	2014	2015	2016	2017
% increase in regional website traffic								
Annual unemployment rate								
Total number of jobs/employment (annual average)								
Total number of business establishments								
Growth of private sector payroll								
State Hotel Tax Collections								
# of regional home sales								

## Objective 1: Regional Marketing, Communications and Advocacy

Enhance and implement the regional marketing and communications strategy in 2013 and beyond, including working from and with the State's marketing strategy.

### Output Measurements

- ◇ Number of business prospects contacted/attracted through marketing materials
- ◇ Amount of \$ administered toward marketing
- ◇ Number of trade shows attended
- ◇ Number of media outlets

### Lead Implementer

- ◇ REX Development

### Implementation Team

- ◇ DECD Representative
- ◇ Regional Economic Development Forum (REDFO)
- ◇ South Central Regional Council of Governments (SCRCOG)
- ◇ Visit New Haven
- ◇ Utilities
- ◇ Municipal Economic Development Organizations

### Short-Term/Immediate Action Items

- ◇ Update the regional website
- ◇ Establish marketing committee and coordinate with state let marketing efforts
- ◇ Generate additional funding for marketing campaign
- ◇ Continue regional marketing campaign, drawing on cluster research to identify specific businesses to target, and to highlight regional assets
- ◇ Establish regional awareness and buy-in of campaign
- ◇ Periodically hold regional meetings with commercial and industrial real estate brokers and site selectors

## Objective 2: Regional Economic Program & Best Practices

Maintain an Economic Development Program, based on best-practices, education and training, throughout the next five years.

### Output Measurements

- ◇ Number of programs
- ◇ Number of participants in REDFO

### Lead Implementer

- ◇ REX Development

### Implementation Team

- ◇ South Central Regional Council of Governments (SCRCOG)
- ◇ Regional Economic Development Forum (REDFO)
- ◇ Municipal Economic Development Organizations
- ◇ Utilities
- ◇ CEDAS

### Short-Term/Immediate Action Items

- ◇ Research best practices for regional economic development training programs
- ◇ Reach out to key stakeholders who could assist in developing a program
- ◇ Based on research, develop an education program available to all municipalities in the region

# Action Plan

Enhance the region’s image as a desirable location and destination to live, work, play and operate a business through an aggressive, cooperative external and internal marketing program and creation of a credible regional economic development team.

## Objective 3: Advocacy

Collaborate as “one voice” and advocate for policy on the municipal, state and federal level, supporting the goals and objectives described here and supportive of economic development needs in the region.

### Output Measurements

- ◇ Annual approval of regional legislative agenda
- ◇ # of organizations supporting agenda
- ◇ # of municipalities/organizations supporting CEDS

### Lead Implementer

- ◇ Greater New Haven Chamber of Commerce

### Implementation Team

- ◇ Regional Chambers of Commerce
- ◇ CCM
- ◇ Municipal legislative liaisons

### Short-Term/Immediate Action Items

- ◇ Coordinate outreach strategies with all municipalities in region
- ◇ Continue implementation and support of CEDS
- ◇ Coordinate regional legislative agenda support and outreach, and seek approval in a timely manner

## Objective 4: Regional Collaboration

Support and promote policies that would enforce regional collaboration and reduce competition among municipalities and other regions throughout the state.

### Output Measurements

- ◇ # of policies/studies introduced to combat regional competition
- ◇ # of shared services within the region
- ◇ \$ saved as a result of shared services

### Lead Implementer

- ◇ South Central Regional Council of Government

### Implementation Team

- ◇ Regional Chambers of Commerce
- ◇ Regional Economic Development Forum (REDFO)
- ◇ Chief Elected Officials & staff members
- ◇ Municipal economic development directors and commissions

### Short-Term/Immediate Action Items

- ◇ Pending OPM funding, complete regional tax base sharing study
- ◇ Pending OPM funding, perform asset mapping project for region
- ◇ Initiate conversation regarding regional energy/sustainability plan
- ◇ Continue regional advocacy, including representation on the MORE commission and other outlets

# Action Plan

Goal 1: Regional Marketing, Communications & Advocacy		Current	2013	Change	Rating	2014	2015	2016	2017
1.1	Annual % website traffic (REX)								
1.1	Amount of \$ administered toward marketing								
1.1	# of trade shows attended								
1.1	# of media outlets								
1.2	# of business leads attracted through marketing materials								
1.2	# of programs								
1.2	# of participants at REDFO								
1.3	Annual approval of regional legislative agenda								
1.3	# of organizations supporting agenda								
1.3	# of municipalities/organizations endorsing the CEDS								
1.4	# of policies/studies introduced to combat regional competition								
1.4	# of shared services within the region								

\*Performance measures may be edited on an as needed basis

GOAL 1 : REGIONAL MARKETING & COMMUNICATIONS

# Action Plan

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

Overall Outcome Indicators	Current	2013	Change	Rating	2014	2015	2016	2017
% Broadband access in region								
# of shovel ready sites in region								
# of commuters								
% increase in exports/imports								

## Objective 1: Tweed New Haven Regional Airport

Continue physical, structural and safety enhancements to airport to support a needed increase in air service.

### Output Measurements

- ◇ \$ amount of investment in TWEED
- ◇ # of enplanements
- ◇ # of carriers

### Lead Implementer

- ◇ South Central Regional Council of Governments (SCRCOG)

### Implementation Team

- ◇ Tweed New Haven Regional Airport
- ◇ City of New Haven
- ◇ Town of East Haven
- ◇ Regional Chambers of Commerce

### Short-Term/Immediate Action Items

- ◇ Continue advocacy of TWEED, including collaboration with State and other regional airports
- ◇ Maintain current service upon recent announcement of cuts
- ◇ Continue efforts to modernize and expand TWEED

## Objective 2: Port of New Haven Dredging Project

Provide support for the dredging of New Haven Harbor. The Harbor, which has not been dredged since 2004, needs to be returned to its 35 foot depth and 400-800 foot width to support port industries and deepwater cargo shipping. Currently, it is uncertain whether the federal government will provide the \$10 million needed to complete this project.

### Output Measurements

- ◇ Depth of harbor
- ◇ Width of harbor
- ◇ Reorganization of city and state port authorities
- ◇ Increase in # of ships/containers
- ◇ # of jobs

### Lead Implementer

- ◇ South Central Regional Council of Governments (SCRCOG)

### Implementation Team

- ◇ City & State Port Authorities

### Short-Term/Immediate Action Items

- ◇ Garner support and advocate for continued federal funding
- ◇ Coordinate action plan around potential opportunities and uses of port

# Action Plan

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

## Objective 3: New Haven-Springfield and Shore Line East/Metro-North Commuter Rail

Complete the New Haven-Hartford-Springfield commuter rail line by 2016, with the goal of increasing annual trips by 1.26 million by 2030. Support rail service conducive to regional growth and increase rail service to both rail lines, while investing in necessary facilities and infrastructure, to include advocacy for Amtrak's NextGen High-speed Rail through New Haven, as opposed to inland routes.

### Output Measurements

- ◇ Annual trips (upon completion) of NHHS
- ◇ Public Investment in NHHS
- ◇ # of travelers on Shore Line East/Metro North

### Lead Implementer

- ◇ South Central Regional Council of Governments (SCRCOG)

### Implementation Team

- ◇ Connecticut Department of Transportation
- ◇ Municipalities with rail service
- ◇ Transportation authorities
- ◇ NHHS Corridor Advisory Committee representative

### Short-Term/Immediate Action Items

- ◇ Coordinate status reports of the NHHS rail line to regional partners
- ◇ Continue engagement of public and private partners in planning an economic development strategy around the NHHS rail corridor, highlighting opportunities for Transit Oriented Development (TOD)
- ◇ Seek additional funding, upgrades and support for Shoreline East and Metro-North, to include parking and other municipal issues
- ◇ Coordinate advocacy for Amtrak to include proposed route through New Haven Union Station, one of the most travelled stations in the North East

## Objective 4: Bus Service

Increase ridership of the region's bus and ridesharing services by 10% by 2017. Improve effectiveness by increasing frequency of existing routes by 25% and adding 10 new east-west bus routes in the South Central Region service areas, parallel with employment corridors.

### Output Measurements

- ◇ \$ - Public Investment in Bus Service
- ◇ Number of riders on region's bus service

### Lead Implementer

- ◇ South Central Regional Council of Governments (SCRCOG)

### Implementation Team

- ◇ Connecticut Department of Transportation
- ◇ Transit authorities

### Short-Term/Immediate Action Items

- ◇ Develop regional private sector incentives program to promote greater transit use among employees
- ◇ Promote necessary upgrades to all services in region
- ◇ Review COG Transportation Study

# Action Plan

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

## Objective 5: Roadways & Bridges

Ensure adequate investment in the region’s roadways and bridges to maintain current infrastructure, improve safety and reduce traffic congestion. More specifically, this goal focuses on the state-of-good repair projects and new investments which directly support economic development and job growth.

### Output Measurements

- ◇ \$ - Public investment in roadways and bridges

### Lead Implementer

- ◇ South Central Regional Council of Governments (SCRCOG)

### Implementation Team

- ◇ Connecticut Department of Transportation
- ◇ SCRCOG Transportation Committee

### Short-Term/Immediate Action Items

- ◇ Advocate for infrastructure dollars
- ◇ Maintain balance between local and regional interests in considering approval of infrastructure projects
- ◇ Coordinate site development projects with transportation improvement plans contained in the region’s Long-Range Transportation Plan

## Objective 6: Telecommunications

Ensure that the entire region has adequate infrastructure to support 21st century communications and information systems, in order to benefit economic growth and business development.

### Output Measurements

- ◇ % residents with access
- ◇ # hot spots
- ◇ Measurement of bandwidth

### Lead Implementer

- ◇ TBD

### Implementation Team

- ◇ TBD

### Short-Term/Immediate Action Items

- ◇ Determine access and infrastructure needs throughout the region
- ◇ Organize partners willing to participate in the development of regional access

# Action Plan

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

## Objective 7: Utilities

Support the expansion of natural gas mains to commercial/industrial districts over the next five years in order to lower energy costs for commercial customers, create new construction jobs, and to use a domestic fuel that is currently underutilized and safer for the environment.

### Output Measurements

- ◇ # of natural gas conversions
- ◇ Miles of new gas mains installed

### Lead Implementer

- ◇ United Illuminating/Southern Connecticut Gas
- ◇ Connecticut Light & Power/Yankee Gas

### Implementation Team

- ◇ DEEP
- ◇ PURA
- ◇ Wallingford Power representative

### Short-Term/Immediate Action Items

- ◇ *Continue to advocate and educate for natural gas use throughout region*
- ◇ *Market energy efficiency programs*
- ◇ *Initiate the discussion around a regional energy plan, in direct support of the State Plan*



# Action Plan

Goal 2: Infrastructure		Current	2013	Change	Rating	2014	2015	2016	2017
2.1	\$ amount of federal investment TWEED								
2.1	# of enplanements TWEED								
2.1	# of carriers TWEED								
2.2	Depth of Harbor								
2.2	Width of Harbor								
2.3	Annual trips of NHHS								
2.3	Public investment NHHS								
2.3	# travelers on Shoreline East/Metro-North								
2.4	\$ public investment bus								
2.4	# riders on region bus system								
2.5	\$ public transportation investment								
2.6	# of residents with broadband access								
2.6	# of regional hot spots								
2.7	# of natural gas conversions								

GOAL 2: INFRASTRUCTURE

\*Performance measures may be edited on an as needed basis

# Action Plan

On a continuing basis, identify and assist in the development of policies, priority clusters and other businesses that capitalize on the region's diverse strengths and emerging opportunities.

Overall Outcome Indicators	Current	2013	Change	Rating	2014	2015	2016	2017
% increase/decrease in overall grand list								
% increase/decrease patents								
Growth in private sector payroll								
Average weekly wage								
Manufacturing as % of employment by number of establishments								

## Objective 1: Regional Business Assistance Program

Develop and implement an effective regional business assistance and retention strategy by 2014 to help existing businesses grow or remain in the region.

### Output Measurements

- ◇ # of businesses visited (annually)
- ◇ # of businesses expanded (annually)
- ◇ # of jobs created/retained

### Lead Implementer

- ◇ REX Development

### Implementation Team

- ◇ Municipal Economic Development directors
- ◇ CT DECD
- ◇ REDFO

### Short-Term/Immediate Action Items

- ◇ Continue the development of the Regional Business Retention and Expansion Task Force
- ◇ Educate on the importance and significance of a unified business assistance program
- ◇ Develop a workable plan to be agreed upon by all regional stakeholders
- ◇ Work with other business assistance strategies throughout the region

## Objective 2: Entrepreneurs & Start-Ups

Foster innovation and new business development by promoting "The Grid" (innovation ecosystem hub) and continuing to identify and assist prospective companies and entrepreneurs in priority business sectors to start and grow new business ventures in the region.

### Output Measurements

- ◇ # of business start-ups
- ◇ Amount venture capital (\$)
- ◇ # of business utilizing Grid services

### Lead Implementer

- ◇ Economic Development Corporation of New Haven

### Implementation Team

- ◇ The Grid
- ◇ Business subject experts
- ◇ Connecticut Innovations
- ◇ Yale Entrepreneurial Institute
- ◇ Make Haven
- ◇ YES

### Short-Term/Immediate Action Items

- ◇ Initiate and develop all Grid programs to be successfully launched
- ◇ Continue to market the Grid program
- ◇ Identify additional support and collaboration among all assistance programs, to include angel, venture and seed capital investments
- ◇ Study the need for additional incubators throughout the region and coordinate collaboration among existing incubators/accelerators
- ◇ Prepare master list of all services available to entrepreneurs in the region
- ◇ Coordinate technology commercialization programs in the region

# Action Plan

On a continuing basis, identify and assist in the development of policies, priority clusters and other businesses that capitalize on the region's diverse strengths and emerging opportunities.

## Objective 3: Small Business Development

Increase collaboration and connection of small businesses in the region, and work to provide needed assistance, training and support to small businesses throughout the region, to include better links between business and existing programs.

### Output Measurements

- ◇ # of small business expansions/relocations)
- ◇ # of chamber members
- ◇ # of creative class employees

### Lead Implementer

- ◇ REX Development

### Implementation Team

- ◇ SCORE
- ◇ Small Business Administration
- ◇ Small Business Development
- ◇ Regional Chambers of Commerce
- ◇ CEDF
- ◇ CDA
- ◇ CTCIC

### Short-Term/Immediate Action Items

- ◇ Ensure access to capital for smaller establishments, to include studying the opportunity for a Revolving Loan Fund
- ◇ Support Downtown Business Development
- ◇ Encourage and expand creative and artistic opportunities throughout the region
- ◇ Support the coordination and development of a regional small business network

## Objective 4: Improve the Regulatory Environment

Continue to advocate for improved policies and procedures that are detrimental to the economic growth of the region, over the next five years to focus on regional permitting processes, cost of doing business, tax structure and a comprehensive energy strategy.

### Output Measurements

- ◇ N/A

### Lead Implementer

- ◇ Middlesex and Greater New Haven Chambers of Commerce

### Implementation Team

- ◇ Chambers of Commerce Governmental Affairs Committees

### Short-Term/Immediate Action Items

- ◇ Align Statewide, regional and local policies
- ◇ Assist and encourage business to take advantage of process improvement initiatives (i.e. lean manufacturing)
- ◇ Connect businesses with resources to help them reduce energy usage and associated costs
- ◇ Initiate development of a regional energy strategy
- ◇ Advocate for processes to make the region more "business friendly" and continue to educate local and statewide stakeholders on the value of business on the regional economy and encourage evaluation of current regulations and policies

# Action Plan

On a continuing basis, identify and assist in the development of policies, priority clusters and other businesses that capitalize on the region's diverse strengths and emerging opportunities.

## Objective 5: Expand Global Opportunities

Support and develop new opportunities for business to access expanded markets.

### Output Measurements

- ◇ Amount of annual exports (\$)
- ◇ Amount of annual imports (\$)

### Lead Implementer

- ◇ REX Development

### Implementation Team

- ◇ U.S. Department of Commerce (Middletown)
- ◇ New Haven Manufacturers Association
- ◇ Colleges & universities

### Short-Term/Immediate Action Items

- ◇ Assist firms in accessing export assistance programs
- ◇ Educate the region on the significance of export opportunities
- ◇ Initiate international trade programs for the region

# Action Plan

Goal 3: Business Development & Retention		Current	2013	Change	Rating	2014	2015	2016	2017
3.1	# of businesses visited (annual)								
3.2	# of start-ups								
3.2	\$ amount venture capital								
3.2	# businesses through Grid								
3.3	# small business expansions/relocations								
3.3	# of chamber members (regional)								
3.5	\$ annual exports								
3.5	\$ annual imports								

\*Performance measures may be edited on an as needed basis

GOAL 3: BUSINESS DEVELOPMENT & RETENTION

# Action Plan

Identify, stimulate and, where necessary, coordinate programs, services and initiatives ensuring that the region's residents have affordable access to the high quality training, education and housing opportunities they desire in order to be a productive member of the region's workforce.

Overall Outcome Indicators	Current	2013	Change	Rating	2014	2015	2016	2017
Dropout rate of high school students								
% of residents with a bachelor's degree								
Average age of region workforce (ages 16-64)								
Percentage of home owners paying more than 30% on mortgage								
Percentage of renters paying more than 30% on rent								
Median sale price of a single family home								

## Objective 1: Support Incumbent Worker Training

Support the need for additional annual funding, mergers or additional training programs for Incumbent Worker Training, to maintain or exceed the \$1,000,000 (\$1.82/capita in region) threshold per year.

### Output Measurements

- ◇ Amount of annual funding for IWT

### Lead Implementer

- ◇ Workforce Alliance

### Implementation Team

- ◇ Gateway Community College
- ◇ Middlesex Community College
- ◇ Vo-tech schools
- ◇ Chambers of Commerce
- ◇ New Haven Works

### Short-Term/Immediate Action Items

- ◇ Coordinate education and efforts around support and significance of IWT to the region
- ◇ Advocate for increased support of IWT

## Objective 2: Align Education to Business Growth

Work with State to build collaboration among public and private sector partners to engage in discussion of critical school-to-work issues, and grow STEAM (Science, Technology, Engineering, Arts and Mathematics) related education at all levels.

### Output Measurements

- ◇ N/A

### Lead Implementer

- ◇ Chambers of Commerce

### Implementation Team

- ◇ Gateway Community College
- ◇ Middlesex Community College
- ◇ New Haven Manufacturers Association
- ◇ CONNSTEP

### Short-Term/Immediate Action Items

- ◇ Promote education and training in skilled professions to the region's high school students, and provide career readiness services
- ◇ Advocate for the importance of STEAM education in school reform
- ◇ Advocate for more innovation and creativity for students in school reform
- ◇ Coordinate and continue support of mentorship and skilled trades training programs at all education levels

# Action Plan

Identify, stimulate and, where necessary, coordinate programs, services and initiatives assuring that the region’s residents have affordable access to the high quality training, education and housing opportunities they desire in order to be a productive member of the region’s workforce.

## Objective 3: Support Community Colleges and & High School Technical Programs

Meet emerging workforce needs by supporting innovative workforce development efforts at Gateway Community College, Middlesex Community College and area high schools, including priority cluster specific workforce efforts such as manufacturing technology programs.

### Output Measurements

- ◇ # of technical skills training programs

### Lead Implementer

- ◇ New Haven Manufacturers Association

### Implementation Team

- ◇ Workforce Alliance
- ◇ Gateway Community College
- ◇ Middlesex Community College

### Short-Term/Immediate Action Items

- ◇ Continue support and development of CC’s workforce development programs and high school technical programs
- ◇ Coordinate efforts of CC’s and technical schools

## Objective 4: Educate Primary/Secondary Students on Cluster Industries & Entrepreneurship

Initiate and utilize regional and state programs to educate primary and secondary students on real world work experience, including updating and introducing curriculum and internships.

### Output Measurements

- ◇ # of programs

### Lead Implementer

- ◇ TBD

### Implementation Team

- ◇ TBD

### Short-Term/Immediate Action Items

- ◇ Initiate discussion of regional youth summer jobs program
- ◇ Initiate discussion of integrating business and entrepreneurship curriculum into high schools
- ◇ Coordinate innovative approaches to teaching throughout the region

# Action Plan

Identify, stimulate and, where necessary, coordinate programs, services and initiatives assuring that the region’s residents have affordable access to the high quality training, education and housing opportunities they desire in order to be a productive member of the region’s workforce.

## Objective 5: Retain & Attract Young Professionals

Build upon and promote existing regional young professional organizations and work to develop additional programs, policies and mentorships to attract and retain young professionals to the excellent quality of life in the New Haven Region.

### Output Measurements

- ◇ # of members in young professional organizations
- ◇ # of 18-40 year-olds in the region

### Lead Implementer

- ◇ TBD

### Implementation Team

- ◇ TBD

### Short-Term/Immediate Action Items

- ◇ Coordinate efforts around young professional attraction and retention, to include the coordination of key groups throughout the region
- ◇ Work with public and private employers to establish and maintain annual/seasonal internship programs
- ◇ Encourage and expand cultural and artistic amenities
- ◇ Improve mobility among downtown districts and improve access to public transportation
- ◇ Support and promote diversity
- ◇ Educate the importance of creating healthy, vibrant and strong communities
- ◇ Engage young professionals in the municipal development and local legislative processes
- ◇ Promote and encourage public safety efforts

## Objective 6: Workforce Housing

Improve the amount and diversity of workforce housing by offering design and policy resources to the region’s communities to help them address the region’s critical shortage of housing at price points for middle income families.

### Output Measurements

- ◇ # of affordable housing units
- ◇ # of foreclosures
- ◇ # of housing permits

### Lead Implementer

- ◇ TBD

### Implementation Team

- ◇ TBD

### Short-Term/Immediate Action Items

- ◇ Identify the need for affordable/workforce housing in the region, to include a feasibility study
- ◇ Educate, encourage and promote smart growth principles in regards to housing development
- ◇ Support incentive housing zone programs that encourage construction of affordable housing



# Action Plan

Goal 4: WORKFORCE ENHANCEMENT & HOUSING		Current	2013	Change	Rating	2014	2015	2016	2017
4.1	\$ annual funding for IWT								
4.3	# of technical skills training programs								
4.5	of members in young professional organizations								
4.5	# of 18-40 year-olds in the region								
4.6	# affordable housing units								
4.6	# foreclosures								
4.6	# of new housing permits								

\*Performance measures may be edited on an as needed basis

GOAL 4: WORKFORCE ENHANCEMENT & HOUSING

# Action Plan

Assist and support communities in developing and devising local land use policies and regulations that encourage effective and sustainable development, conducive to a livable region.

Overall Outcome Indicators	Current	2013	Change	Rating	2014	2015	2016	2017
# of vacant properties in region								
% increase in density (if measurable)								
Average increase/decrease in creative economy workforce								

## Objective 1: Brownfields Redevelopment

Continue the existing REX Brownfields program and expand funding for assessment and redevelopment by 2017, as well as expanding regional brownfields programs to include additional funding and advocacy.

### Output Measurements

- ◇ # of Brownfields redeveloped
- ◇ # of Brownfields assessed
- ◇ Amount of overall funding for regional Brownfields program

### Lead Implementer

- ◇ REX Development

### Implementation Team

- ◇ Regional Economic Development Forum (REDFO)
- ◇ CT Department of Energy and Environmental Protection
- ◇ EPA

### Short-Term/Immediate Action Items

- ◇ Identify resources and seek out additional funding sources
- ◇ Market the Brownfields program throughout the region
- ◇ Educate the region on the important of Brownfield redevelopment
- ◇ Coordinate efforts among regional entities conducting Brownfield assessment and remediation, and prioritize sites

## Objective 2: Transit-Oriented Development & Smart Growth

Assist the region's communities in developing and implementing land-use policies that employ transit-oriented development and Smart Growth principles to meet local challenges and needs.

### Output Measurements

- ◇ # of new business starts around train/bus stations
- ◇ # of new housing starts around train/bus stations

### Lead Implementer

- ◇ South Central Regional Council of Governments (SCRCOG)

### Implementation Team

- ◇ RPC

### Short-Term/Immediate Action Items

- ◇ Continue to educate municipalities and elected officials on the benefits of TOD and Smart Growth Principles
- ◇ Implement critical TOD projects at Union Station in New Haven
- ◇ Prioritize projects that support downtown, train station and transit corridor development
- ◇ Prioritize projects at the regional level that make use of existing infrastructure
- ◇ Coordinate discussions and planning processes around these principles

# Action Plan

Assist and support communities in developing and devising local land use policies and regulations that encourage

## Objective 3: Integrate Arts, Culture and Preservation with Economic Development

Promote community and neighborhood revitalization through artistic, cultural or creative policies, to include the reuse of existing sites, buildings or vacant lots for arts and cultural purposes (i.e. temporary public art).

### Output Measurements

- ◇ # of reused sites for pop up art

### Lead Implementer

- ◇ Arts Council of Greater New Haven

### Implementation Team

- ◇ All regional arts councils
- ◇ Historic Preservation Trust
- ◇ Connecticut Trust
- ◇ Local arts agencies

### Short-Term/Immediate Action Items

- ◇ Continue support for Arts funding and education in regional municipalities and schools
- ◇ Prioritize the creative economy cluster, where in New Haven County it is twice the national average in overall arts centric businesses (4.49% compared to 2.52% respectively)
- ◇ Coordinate conversations with the arts, culture and economic development communities in the region

## Objective 4: Agriculture & Open Space Preservation

Encourage growth while maintaining or increasing agricultural production and open space preservation, to include at least 21% of the region's land area to be preserved as open space by 2017.

### Output Measurements

- ◇ % of open space land area

### Lead Implementer

- ◇ South Central Regional Council of Governments
- ◇ Regional Land Trust
- ◇ Connecticut Department of Agriculture

### Implementation Team

- ◇ TBD

### Short-Term/Immediate Action Items

- ◇ Coordinate with regional conservation and development planning processes to identify responsible growth
- ◇ Initiate discussion around a regional agriculture plan
- ◇ Coordinate regional tourism and agricultural plans
- ◇ Expand the regional farmers market network

# Action Plan

Goal 5: Real Estate Land Use & Sustainability		Current	2013	Change	Rating	2014	2015	2016	2017
5.1	# Brownfields redeveloped								
5.1	# of Brownfields assessed								
5.1	\$ funding regional Brownfields program								
5.2	# new business starts around train/bus								
5.2	# new housing permits around train/bus								
5.3	# of reused sites (art)								
5.4	% open space land area								

\*Performance measures may be edited on an as needed basis

# Action Plan

Secure adequate funding to implement the objectives proposed by this CEDS.

## Objective 1: Implementation Funding

Establish a multi-year funding commitment to support implementation of the Goals and Objectives of this Strategic Plan.

### Output Measurements

- ◇ \$ amount of institutional funding levels for regional coordination

### Lead Implementer

- ◇ REX Development

### Implementation Team

- ◇ TBD

### Short-Term/Immediate Action Items

- ◇ Increase support for regional economic development and collaboration
- ◇ Research and identify additional funding streams and concepts

## Objective 2: Implementation Teams

Develop implementation teams and committees to supervise the implementation progress of these objectives over the next five years.

### Output Measurements

- ◇ # of Lead Implementers signing MOUs

### Lead Implementer

- ◇ REX Development

### Implementation Team

- ◇ REX Development Board of Directors

### Short-Term/Immediate Action Items

- ◇ Continue to garner support for CEDS and CEDS process
- ◇ Conduct outreach to lead implementers

# Action Plan

Goal 6: Funding & Implementation		Current	2013	Change	Rating	2014	2015	2016	2017
6.1	\$ amount of institutional funding levels for regional coordination								
6.2	# of Lead Implementers signing MOUs								

\*Performance measures may be edited on an as needed basis