

GREATER NEW HAVEN: A STRATEGY FOR SUCCESS

2020 SOUTH CENTRAL CONNECTICUT COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY



REX Development

P.O. Box 1576

New Haven, CT 06506

203-821-3682

www.rexdevelopment.com



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PREFACE

This year, REX Development is providing the second annual update to the 2018-2023 South Central Connecticut Comprehensive Economic Strategy. Following the customary timeframe for the annual CEDS update, the 2020 version required all committee reports to be submitted by February 29, 2020. In March, the economic landscape of the world shifted. In consultation with strategic partners and the US EDA, the preface of this document provides some initial observations from the early stages of the crisis. The remainder of the document provides updates from the established processes and data resources from the original timeline.

Still in the midst of the COVID-19 pandemic, we can only guess at the potential impact this global economic crisis will have on Greater New Haven. Moving forward we will need reliable data that is not yet available to measure the economic and social impact of this unprecedented event on our region.

After the Great Recession, we saw increases in business closures and a significant increase in unemployment, but we were somewhat insulated from the impact due to our stalwart healthcare and higher education sectors. **The COVID-19 crisis appears to be a great equalizer, with none of our sectors emerging unscathed.**

HEALTHCARE

The healthcare industry is experiencing a massive reduction in revenue with the elimination of elective surgeries, one of the largest revenue generators for the industry. The costs associated with caring for COVID-19 patients is significantly higher than for the general hospital population. As we have seen, COVID-19 patients with existing health issues have experienced more severe symptoms, required more extensive treatment for an extended period of time, and suffered the highest number of deaths.

While certainly a known issue, the magnitude of healthcare inequality impacted our region's ability to contain the virus and required extraordinary interventions.

BIOSCIENCE

To support the development of convenient, accurate diagnostics and potential therapeutics for COVID-19, we can anticipate an increase of NIH funding to Yale University. Given the higher costs of care associated with patients with underlying health issues, continued R&D is needed for existing diseases. We have a number of early-stage and mature bioscience companies working on treatments for co-morbidities such as diabetes, high blood pressure, cancer and more.

HIGHER EDUCATION

We can foresee a very different landscape in our higher education sector. With classes transitioning to distance learning in March 2020 and the possibility of remote education continuing through fall 2020, the economic impact will be immediate and harsh on the region's economy. Currently local colleges and universities are implementing austerity measures including hiring freezes, wage cuts and re-evaluation of current capital projects. We are seeing layoffs and furloughs for staff members in food services, building maintenance and other support functions. Many shops and restaurants that are already under duress will be unable to survive a decline in demand for goods and services from college students.

HOSPITALITY & LEISURE

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

Hotels, motels, inns and B&Bs were also devastated by the public health crisis. With the steep decline in both leisure and business travel, many lodging facilities were forced to shutter at least temporarily. The negative impact increased when the Governor restricted the use of hotels for any guests other than essential personnel, hospital employees, first responders and the at-risk population.

With a decline in hotel occupancy to less than 20% nationwide and no expectation for a meaningful increase when the economy reopens, there will be many permanent hotel closures and additional employee layoffs. How long it will take for the industry to recover is unknown, but according to the American Hotel & Lodging Association and STR (the global leader in lodging data collection and analysis), the timeframe is expected to exceed the post-9/11 recovery. Lodging establishments are also challenged by ineligibility for some SBA funding which is resulting in critical financial distress.

MANUFACTURING

The manufacturing sector may provide an opportunity to increase productivity and employment. In a time of urgent need, some of our manufacturers have re-invented themselves to provide the most essential goods for controlling the spread of the virus. The fabrication of face masks and surgical gowns, as well as the production of hand sanitizers, has been quickly implemented. As new shortages arise, such as swabs for the collection of test samples, we expect to see additional retooling of existing facilities to meet the scarcity of essential goods. The region's manufacturers that have attempted to

integrate into the healthcare supply chain have experienced limited access due to existing procurement processes. On a positive note, we have seen the expansion of 3D printing as a small-scale solution to some of our most pressing needs. There may be the opportunity to enhance capacity for this type of manufacturing.

The national interruption of the supply chain may also necessitate the process of reshoring essential manufacturing.

NEXT STEPS

As the new economy reveals itself, we will need to review, revise and re-envision our resiliency plans. Still in the early stages of the crisis, some issues have become clear:

1. Access to technology is unequal and an impediment to working from home and distance learning.
2. Basic healthcare is not available for all residents.
3. Critical technology at the state level is outdated and has been overwhelmed by this crisis.
4. Many of our small businesses do not have a relevant digital presence for online sales and customer communication.
5. Meal distribution to those who are food insecure is challenging.
6. Quarantining people experiencing homelessness is exceedingly difficult.
7. Distributing information to all residents on available assistance programs is difficult.
8. The current supply chain is unreliable with shortages for essential products.
9. Undocumented individuals are at additional risk due to their ineligibility for certain programs.

This is just the starting point for our future planning. We have confidence that our region will rise to the long-term challenge as capably as it has to the immediate crisis. The emerging threats and opportunities will continue to reveal themselves. With the members of the CEDS Strategic Planning Committee under the leadership of First Selectman Mike Freda, we will craft a new strategic plan for 2021 and beyond to address the new economy.

OVERVIEW

REX Development is the Economic Development District for South Central Connecticut. This public/private partnership promotes economic development in the towns of Bethany, Branford, East Haven, Guilford, Hamden, Madison, Meriden, Milford, New Haven, North Branford, North Haven, Orange, Wallingford, West Haven and Woodbridge. Funded by private sector partners and the towns of the South Central Regional Council of Governments, REX supports programs and policies aimed at making the region more competitive in the global economy and providing stakeholder education regarding municipal economic development opportunities. REX also coordinates the development and implementation of the Comprehensive Economic Development Strategy.



GREATER NEW HAVEN VISION STATEMENT

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

The 2018 5-year update of the CEDS, Greater New Haven: A Strategy for Economic Success, established an implementable roadmap for the region's economic growth. Prior to March 1, 2020, the region was making significant headway towards its goals and objectives. Given the timeline of our CEDS, the subcommittees' updates on the progress towards the goals and objectives were completed before March 1, 2020.

With knowledgeable and robust committees, the 2018 CEDS set forth goals, objectives and action items to propel the region's economic vitality. As we move through 2020 and beyond, we fully expect to make major adjustments to the goals and objectives for South Central Connecticut.

SWOT UPDATE

Through February 2020, the SWOT analysis performed in 2018 remained essentially unchanged.

Strengths

1. Prime location on the eastern seaboard
2. Highly educated workforce
3. Stable employer base

4. Access to a huge consumer market
5. Exceptional quality of life

Weaknesses

1. State government's fiscal instability
2. Mismatched workforce skill set
3. Aging transportation infrastructure

Opportunities

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

Threats

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

DEMOGRAPHICS

The region's population, number of households and education has been essentially flat. Both median household income and median age increased slightly.

Population ⁽²⁰¹⁷⁾ ¹	570,865
Households ⁽²⁰¹⁷⁾ ¹	221,157
Per Capita Income ⁽²⁰¹⁷⁾ ¹	\$36,639
Median Household Income ⁽²⁰¹⁷⁾ ¹	\$69,217
Median Sales Price Single Family Homes – New Haven County ⁽²⁰¹⁹⁾ ²	\$217,500
Median Age ⁽²⁰¹⁷⁾ ¹	40.3
Largest Population ⁽²⁰¹⁷⁾ ¹	New Haven, 130,884
Smallest Population ⁽²⁰¹⁷⁾ ¹	Bethany, 5,526
Workforce Population ⁽²⁰¹⁹⁾ (age 16+) ³	314,261

EDUCATIONAL ATTAINMENT OF THE POPULATION 25 YEARS AND OLDER, 2017

Greater New Haven region⁴

	Population 25 Years and Older	High School		College	
		No Diploma	Diploma	Associate's Degree	Bachelor's Degree or Higher
Region	387,368	9.00%	30.26%	6.86%	37.32%
Connecticut	2,480,297	9.78%	27.16%	7.60%	38.43%

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

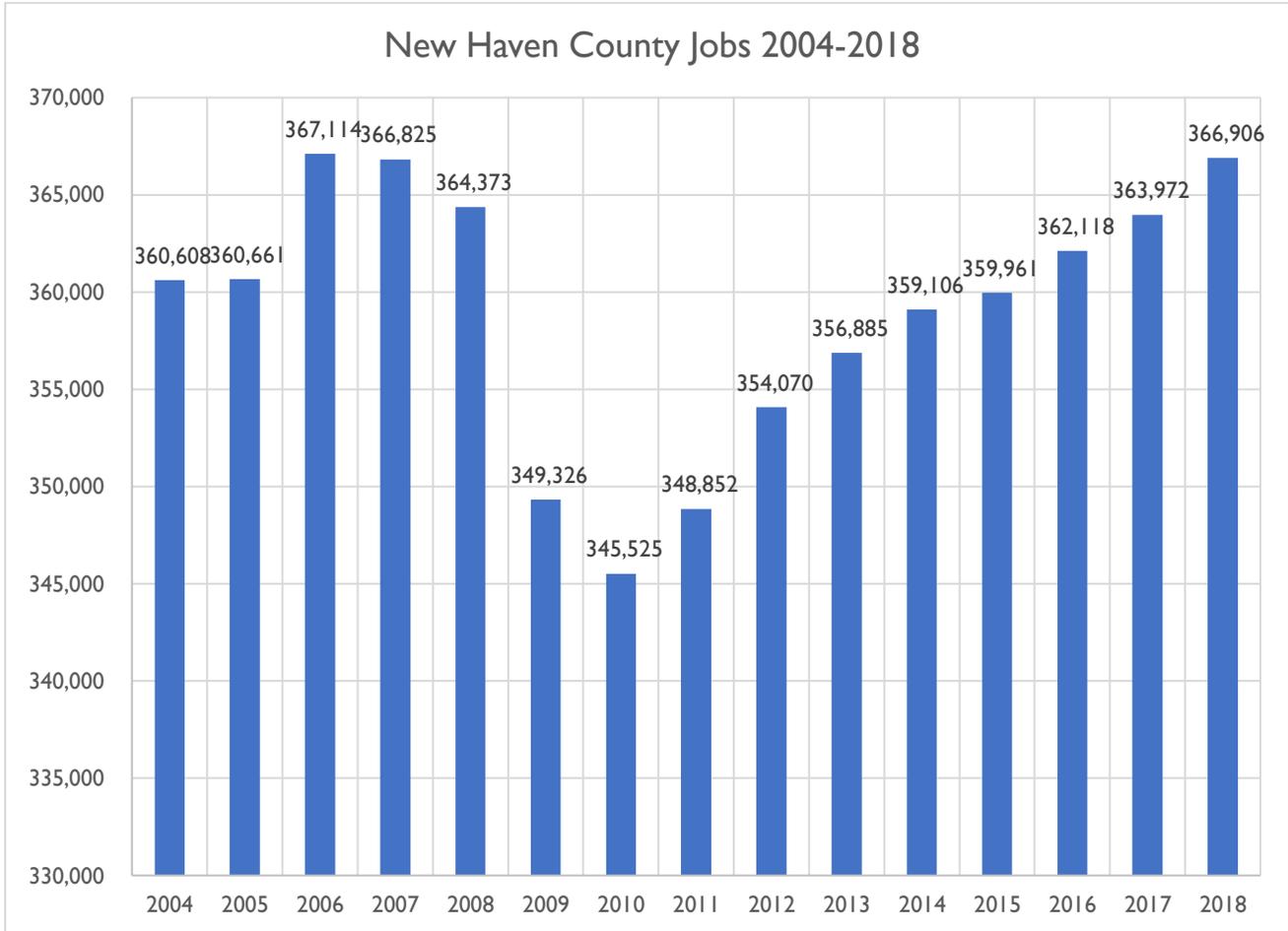
² Berkshire Hathaway Home Services, New England Properties, 4th Quarter 2019 Market Report New Haven County

³ Connecticut Department of Labor, Labor Force 2019 Annual Average

⁴ U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates (B15002)

JOB RECOVERY

New Haven County employment continued to recover from the 2010 low of 345,525. As of 2018, we were just 300 jobs shy of the 2006 high of 367,114.⁵



⁵ StatsAmerica, statsamerica.org/USCP, 2019

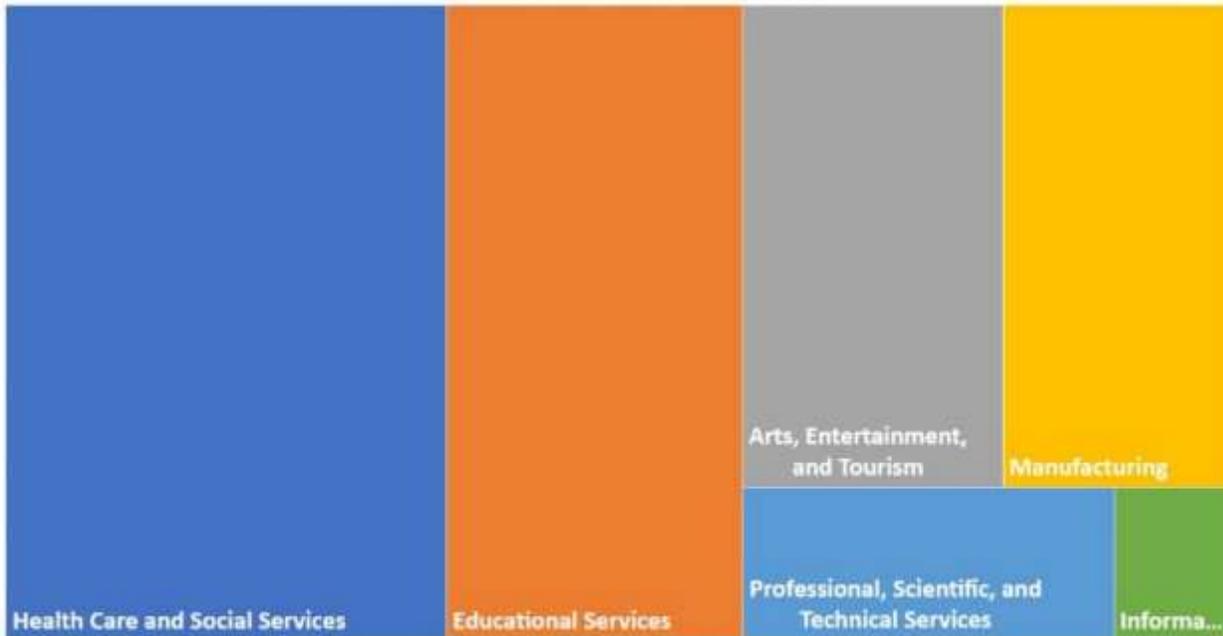
TOP ECONOMIC DRIVERS

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

Since the 2019 update, the top economic drivers are unchanged. In terms of economic resiliency, the region is fortunate to have a diverse economy with no single sector dominating the region.⁶

Annual Industry Distribution of Jobs by Key Sectors	Jobs	%
Health Care and Social Services (includes Biomedical & Life Sciences)	76,569	35.98%
Educational Services	51,457	24.1%
Arts, Entertainment & Tourism	34,375	16.15%
Manufacturing	30,003	14.1%
Professional, Scientific, and Technical Services	15,564	7.31%
Information	4,870	2.29%
Total Number of Jobs in Key Sectors	212,818	

SHARE OF CLUSTER EMPLOYMENT 2018



⁶ StatsAmerica, statsamerica.org/USCP, 2019

HEALTHCARE, BIOMEDICAL AND LIFE SCIENCES

Healthcare and Life Sciences serve as major drivers in the local economy. Yale New Haven Health (YNHH), one of the largest and highly respected healthcare delivery networks in the country, continues to expand its services and investment in the community. YNHH completed construction in 2019 of a regional distribution center, and has recently been approved for a \$838 million Neuroscience Center at its Saint Raphael's hospital campus. The start date of construction of the Neuroscience Center is yet to be announced.

In 2019, NIH provided over \$500 million in grants to colleges, universities and private ventures in Greater New Haven.⁷

HIGHER EDUCATION

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

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

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

⁷ National Institute of Health, report.nih.gov/award, 2019

Recent Higher Ed Facility Investment

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

Quinnipiac University

- 2017 – Frank H. Netter MD School of Medicine \$100M
- 2017 – soccer and lacrosse venues \$28M

University of New Haven

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

\$250 million in investment in the last decade

Southern Connecticut State University

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

Yale University

- 2016 – Yale Center for British Art renovation \$33M
- 2016 – Beinecke Rare Book & Manuscript Library renovation \$73M
- 2017 – Yale University opens two additional undergraduate colleges, Pauli Murray College and Benjamin Franklin College, increasing undergraduate enrollment by 800 students \$600M
- 2018 – Yale undergraduate degrees in neuroscience were first offered in 2018 as a partnership between the Psychology Department and Molecular, Cellular and Developmental Biology Department.
- 2019 – Yale Science Building construction \$283M
- Underway – Tsai Center for Innovative Thinking at Yale, to be completed summer 2020
- Underway – Center for the Humanities, to be completed summer 2020
- Underway – Yale Peabody Museum expansion and renovation. Expected completion 2023. \$250M
- Underway – Stephen A. Schwarzman Center at Yale – a world class center for student life and the arts. Yale \$150M+

HOSPITALITY AND LEISURE

The hospitality and leisure sector includes the accommodations, food service, arts, entertainment, and recreation industries. As of December 2019, statewide employment in the sector was 155,900, down 2.9% from December 2018.⁸

In FY 2019, the lodging industry generated approximately \$130M in state occupancy taxes, essentially flat from the prior year. The Connecticut tourism industry has been hampered by inconsistent funding for

⁸ Connecticut Department of Labor, www1.ctdol.state.ct.us/lmi/SecEmp.asp, December 2019

statewide marketing. Connecticut consistently lags behind the rest of our New England competitive set in terms of RevPAR (revenue per available room).

As of February 2020, there were eighteen hotels in the pipeline for Greater New Haven, and Workforce Alliance was applying for grants to fund the Hospitality Career Initiative.

ADVANCED MATERIALS AND MANUFACTURING

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

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

Public schools are engaging students earlier regarding manufacturing careers.

- North Branford's Project Lead the Way coursework has added engineering opportunities in this STEM program.
- Both Milford and Hamden have public technical high schools.
- The Hamden Board of Education launched their first cohort of the STEM Academy, offered through the Hamden Engineering Careers Academy (HECA) in September 2019. The STEM Academy will welcome the second cohort in September 2020 and in partnership with Gateway Community College, students will obtain both a high school diploma and an Associate's degree.
- Wallingford has an established program supporting STEM skills and career opportunities.

During our outreach sessions for the 2020 CEDS, the towns demonstrated interest in expanding STEM education in public schools. Many would like to see the program expanded to the middle schools. The stigma of not going to college is being replaced with general support for a direct-to-career path in manufacturing. Student and parents recognize the value of immediate earning potential, avoiding college debt, and postponing, not necessarily bypassing, a college education.

TECHNOLOGY SUPERCLUSTER

Quantum Circuits, a spinoff of Yale University, is at the forefront of providing access to the first practical quantum computer. The company plans to grow significantly over the next several years, increasing both the size of the facilities and the number of highly-skilled employees in New Haven. Applications will include drug design for biotech, materials science, improved processes for industrial chemicals, fintech, logistics, machine learning, and energy.⁹ There has never been a more opportune moment for this life-altering technology.

Commercialization

Yale University is the primary source for technology transfer in New Haven. Since 2000, over 60 startups based on Yale IP in the New Haven area have raised over \$1.1 billion in venture capital and \$11 billion from public markets. In 2019, the Yale Office of Cooperative Research and the Yale Entrepreneurial Institute reported 1,367 cumulative active patents in 60 countries.¹⁰

EXTERNAL TRENDS & FORCES

Insufficient Developable Land

The lack of available property for development is impinging on our ability to:

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

Updates to the current zoning regulations in each town could provide additional areas for expansion.

State of Connecticut Budget and Transportation Tradeoffs

The governor's transportation plan was waylaid by the legislature in the face of opposition to reinstating tolls to fund the expansive project. The state's budget was projected to have a \$450 million surplus as of February 1, but COVID-19 expenses will exhaust that surplus.

REGIONAL PROJECTS

- The South Central Regional Council of Governments (SCRCOG) Agricultural and Cultural Asset Mapping project completed in June 2019.
- The SCRCOG Business Inventory Database has been extended through June 2020 to incorporate

⁹ Quantum Circuits, Inc., quantumcircuits.com, January 2019

¹⁰ Yale Office of Cooperative Research, ocr.yale.edu/sites/default/files/files/2018-infographic.pdf, April 2019

NAICS codes into the database.

- The Haven/West Haven, a 100-store development, is moving forward.
- The Amazon Fulfillment Center opened in 2019 in North Haven.
- The statutory restriction regarding the paving of the safety areas at Tweed New Haven Airport has been removed. The airport is in the process of updating its Master Plan.
- The Army Corps of Engineers is recommending dredging New Haven's port to 40 feet and is expected to send the signed report to Congress in April 2020. The projected completion date is Q4 2025.
- There are multiple housing projects (market-rate and affordable) in the development pipeline across the region.
- The Elm City Innovation Collaborative provides entrepreneurial assistance with funding from CTNext.
- A 500,000 sq. ft. lab and office space building is proposed for New Haven's medical district. The proposed project, 101 College St., is a second phase of Downtown Crossing. A similar project at 100 College St. has been completed and is fully occupied.
- As of February 2020, there were 18 hotels in the pipeline. It's to be determined which projects will move forward in the aftermath of the COVID-19 pandemic.
- Meriden Commons Phase 2 was completed in December 2019.
- Yale University plans to launch the Yale Jackson School of Global Affairs in 2022.

COLLABORATORS/SUPPORTERS FOR ECONOMIC DEVELOPMENT

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

- AdvanceCT
- ABCT
- Albertus Magnus
- Arts Council of Greater New Haven
- AT&T
- Avangrid
- BioCT
- CEDAS
- Central Regional Tourism District
- Community Foundation for Greater New Haven
- Connecticut Department of Economic and Community Development (CTDECD)
- Connecticut Department of Energy & Environmental Protection
- Connecticut Lodging Association/American Hotel & Lodging Association
- Connecticut Office of Tourism
- CTNext
- Discover New England
- Elm City Innovation Collaborative
- Eversource
- Frontier Communications
- Gateway Community College

- Greater New Haven Chamber of Commerce
- MakeHaven
- Market New Haven
- Milford Progress, Inc.
- Municipal Economic Development Staff & Commission Members
- New Haven Festivals
- New Haven Manufacturers Association
- Regional Chambers of Commerce
- Regional Leadership Council
- Regional Water Authority
- South Central Regional Council of

Governments

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

GOAL 1: BUSINESS DEVELOPMENT AND RECRUITMENT

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

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

Action Items

- Identify best practices from towns that are described as “business-friendly” and share with all towns within the region. Completion: Ongoing
 - We have promoted the Connecticut Economic Development Association (CEDAS) best practice program – Four of the region's fifteen towns were certified in 2019: Madison, Milford, New Haven, and North Haven.
 - CEDAS presentation at a Regional Economic Development Forum (REDFO) meeting to provide guidance to the towns regarding best practices. The application process is currently under review by CEDAS for some tweaking.
 - REX is to provide support to the towns with interns/fellows for completion of the application.
- Act upon short-term recommendations obtained through interviews and outreach meetings, including increased support for anchor institutions, expanded promotion of the region, and building the workforce pipeline. Completion: Ongoing
 - Workforce Alliance is pursuing additional funding for both the Hospitality Career Initiative and the SkillUp Manufacturing program.
- Provide entrepreneurial support in all sectors, directly and through referrals to other organizations. Completion: Ongoing
 - REX and its sister organization, the Economic Development Corporation of New Haven (EDC), work directly with the Elm City Innovation Collaborative. Some projects include:
 - **Collab** provides funding, mentorship, education, and more to underserved early stage entrepreneurs in Connecticut at no cost.
 - **Ives Squared**, located in the New Haven Free Public Library, is a center for innovation and collaboration designed to assist entrepreneurs and creatives at no cost.
 - **Concepts for Adaptive Learning (CFAL)** uses the resources of technology to improve the education of public school children and boost workforce development skills for adults residing in New Haven.

- **MakeHaven** supports the development of, and collaboration on, a wide variety of projects including prototyping, fabrication, mechanics, electronics, crafts, art, and woodworking.
 - BOROUGH496 is a business incubator in Hamden that is focused on innovation and inclusivity in three main areas: sustainability, workforce development and micro-enterprise entrepreneurship.
- Continue to engage key sectors and businesses through one-on-one conversations, professional meetings and networking events. Completion: Ongoing
 - Funded by a grant from the Regional Water Authority and the Elm City Innovation Collaborative, the Greater New Haven Chamber of Commerce is conducting outreach to individual businesses across a variety of sizes and industries. Visits typically include the town's economic development administrator or a commission member. Businesses are not required to be members of the Chamber of Commerce in order to participate. We have heard concerns regarding regulations, access to skilled workforce, and limited space for expansion, particularly in the bioscience sector.
- Maintain communication with town economic development administrators and commissions through the Regional Economic Development Forum meetings. Completion: Ongoing
 - 2019-2020 REDFO presenters:
 - March – COVID-19 Response
 - February – Census 2020
 - January – Garrett Sheehan CEDAS Best Practices
 - November/December – Dale Kroop, BOROUGH496/Hamden Incubator
 - October – Chris Reardon, Workforce Alliance
 - September – Carl Russell, H. Pearce Realtors
 - July – Ryan Wolfe, Avangrid
 - June – regional economic development collaboration session
 - May – Derek Slap, Connecticut Technology Council
 - April – Jamison Scott, New Haven Manufacturers Association

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

Action Items

- REX and the municipalities are creating an inventory of lab space throughout the region to assist in locating new and expanding biotech enterprises in the area.
- The SCRCOG-funded data initiative with REX and the CT Data Collaborative will be extended.
- Increase the REX newsletter list by 2%. Completion: Ongoing

- Exceeded goal in 2019-2020.
- Post events, programs and media announcements on social media a minimum of three times per week. Completion: Ongoing
 - Achieved goal in 2019-2020.
- Continue active participation in associations, chambers of commerce and municipal economic development initiatives. Completion: Ongoing
 - Achieved goal in 2019-2020.

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

Action Items

- Support business-friendly initiatives through legislative outreach and community involvement. Completion: Ongoing
 - We receive monthly updates from representatives of our Congressional offices, Connecticut Conference of Municipalities (CCM) and Connecticut Council of Small Towns (COST) at SCRCOG meetings.
 - REX is a leading advocate for state and federal tourism initiatives.
- Testify on relevant economic development issues. Completion: Ongoing
 - We provided testimony for:
 - Tweed New Haven Regional Airport
 - Hotel occupancy tax
 - Tourism marketing funding
 - Revision to the Transfer Act
 - It is unclear how the 2020 legislative session will move forward with a scheduled end date of June 5, 2020.

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

Action Items

- Regularly attend national and international trade shows to promote our key economic drivers. Completion: Ongoing
 - Tradeshow update:
 - 2020 BIO International Convention – virtual conference June 2020
 - Hannover Messe Tradeshow for Industrial Technology (Hannover, Germany) – canceled
 - IMTS 2020: International Manufacturing Technology Show – tentative

- 2019 International Council of Shopping Centers (ICSC) Tradeshow at the Javits Center (New York)
 - Medica Trade Fair (Dusseldorf, Germany) – tentative September 2020
 - Discover New England Annual Tourism Summit – canceled
- Host international travel writers and tour operators to familiarize them with the arts, culture, recreational and tourism assets of the region. Completion: Ongoing
 - Hosted 16 tour operators from the UK, Germany and Australia
- Meet with visiting foreign delegations to promote the region. Completion: Ongoing
 - Benin/Togo delegation

GOAL 2: WORKFORCE AND HOUSING

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

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

- Create database of training and education resources for local economic development professionals and/or town planners. Completion: Ongoing
 - New Haven Promise - a first-of-its-kind scholarship program in Connecticut. Promise is a location-based program that provides scholarships of up to 100% tuition for New Haven residents and graduates of New Haven Public Schools and approved charter schools.
 - The committee is on its way to achieving this goal. Members are reaching out to the other communities in the region to gather this information. As the information is gathered, a formalized process for disseminating the information needs to be enacted.
 - Regional Key Industry Cluster Meetings:
 - New Haven Manufacturers Association monthly workshops.
 - Bioscience Clubhouse speaker/workshop/network events held in collaboration with BioCT.
 - Regional tourism meetings with the lodging and tourism businesses.
 - Holberton School hosts meetups and open houses to increase awareness of their intensive coding program.
 - Elm City Innovation Collaborative that targets a number of workforce initiatives including entrepreneurs and small-scale manufacturing.
 - Develop marketing campaign for distribution to the public school system
 - Committee has initiated this program.

- Workforce Alliance is identifying training gaps and opportunities for program expansion.
 - The Town of Hamden has completed an eight-part series on workforce readiness. Part Two of this series will be offered in 2020.
- Retain and attract young professionals. Build upon and promote a variety of regional young professional organizations to develop additional programs, policies and mentorships to attract, engage and retain young professionals in the CEDS region. Completion: Ongoing
 - A new project is being launched with the Central Regional Tourism District to increase interaction with local colleges and universities. While an improvement on the existing objective, the participation base needs to include all segments of the post-secondary-school population.
- Prioritize education and training opportunities in collaboration with the evolving economy and prioritize the needs of the local and regional industry clusters. Completion: Ongoing (due date updated to reflect the dramatic change in the economy)
 - Continue collaboration with private industry to make it a part of the town's workforce development initiatives.
 - Workforce Alliance's Project CEO, a work readiness/career development program for older youth.
 - Industry Pipeline Programs/Initiatives for Youth and Adults in areas of Manufacturing, Hospitality and Healthcare. IT and Transportation & Logistics to be completed by Year 4.
 - Tech Talent Bridge through CTNext - a grant opportunity for Connecticut small businesses to provide funding for the hire of student interns. The program aims to develop a talent "bridge" between the small business and the student, to ultimately create jobs.
 - New Haven Works – a program to train New Haven residents and connect them to good jobs.
- Utilize available public and private resources to support incumbent worker training for lifelong learning to assure marketable skills are maintained and earning potential is increased. Completion: Year 3
 - All new Workforce Alliance programs must include career pathways. A Plastics Program in manufacturing was initiated in 2019 in response to business demand. Future plans include Metatronics and Welding programs for incumbent manufacturing workers.
 - Workforce Alliance and regional partners will meet emerging workforce needs within priority industry clusters by publicizing innovative workforce development efforts at

Gateway Community College, Middlesex Community College, Southern Connecticut State University, Albertus Magnus College, and area middle and high schools.

- Actively engage public and private sector partners to address critical school-to-work issues by providing educational programs in STEM, Artificial Intelligence (AI), and Internet Technology (IT) at all levels. Completion: Year 5
 - Wallingford has developed a model for Healthcare which we anticipate will be replicated. Regional chambers of commerce have been instrumental in identifying business partners.
 - The Hamden Board of Education launched its first cohort of the STEM Academy, offered through the Hamden Engineering Careers Academy (HECA), in September 2019. The STEM Academy will welcome the second cohort in September 2020, and in partnership with Gateway Community College, students will obtain both a high school diploma and an Associate's degree. The New Haven Manufacturers Association will serve as the private sector partner to create internships with manufacturers.
- Prepare primary and secondary school students for college, internships, externships, apprenticeships or vocational/technical programs to meet existing, anticipated and emerging employment needs. Completion: Year 5
 - Existing programs include the North Branford public schools, Eli Whitney Technical High School and Platt Technical High School. Expansion of these programs has been hampered by the lack of certified teachers. Efforts are underway to update the certification requirements for these programs to increase the pool of qualified instructors.
 - Proposed tactics by Workforce Alliance:
 - Create database of existing career pathways programs in the public school system with completion by Year 5 in all school districts that cooperate. Wallingford's program is underway.
 - Develop Memorandums of Understanding between public schools, colleges and trade organizations for internship programs in workforce development in cooperation with colleges and universities.
 - Directly involve the local school systems, including vocational and parochial systems, into the Workforce series.
 - The Connecticut Department of Housing and Connecticut Housing Finance Authority (CHFA) has developed a Housing and Community Leadership Institute to focus on the emerging field of community development and sustainability. The program will be launched in September 2020 at the BOROUGH496 (the new Hamden business incubator).

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

- Create a database for distribution that includes housing options related to location, cost and type. Completion: Ongoing
 - There is an existing website, lowincomehousing.us/CT, that provides partial information.
- Create a database and marketing plan for transportation options. Completion: Year 2 – revised Year 4
 - The Move New Haven study was completed in the fall of 2019. It proposed additional hubs in New Haven, but no changes in the remaining towns. CT Department of Transportation required that the proposal not exceed current costs leaving the committee with few options. We have previously experienced this zero-sum solution with additional service from New Haven to North Haven’s Amazon Fulfillment Center resulting in route cuts on other weekend service.
- Improve the quality, affordability, quantity and diversity of housing in the region. Seek design and funding opportunities for the region’s communities to help the municipalities address the region’s critical housing shortage at price points for service and technical workers, low- and middle-income families as well as for the Millennial-aged workforce. Completion: Year 2 – completion date revised to Year 3
 - SCRCOG Housing Committee has presented some measures to ease affordable housing problems. As the committee moves into its second year, the focus will be on best practices for different types of towns.
 - Density bonuses: Cities may allow developers extra population density if they reserve at least a portion of housing for lower earners.
 - Tax relief: Since many urban areas are subject to high property taxes, cities may offer tax cuts for properties that provide low-income housing.
 - Accelerated permits: Cities may expedite building or rehabilitation permits to help increase the housing supply faster.
 - Land banks: This system helps developers get financing for land that contains buildings that are scheduled for demolition or renovation.
 - Lower parking requirements: Some cities may reduce their typical onsite parking requirements for buildings that are close to mass transportation.
 - Yale New Haven Health and Yale University offer homebuyer programs to workers to encourage employees to purchase homes in New Haven. The funding consists of forgivable loans or direct grants.
- Create a marketing plan for housing opportunities for all workers. Completion: Year 3

- Pending funding.
- Working with state, federal, local and industry partners to create a fundable strategy to improve public transportation throughout the region, especially considering east-to-west routes to meet workforce needs. Completion: Year 5
 - The completed Move New Haven study has not received approval or funding for implementation.
 - Currently, progress on transportation infrastructure projects is stalled due to funding issues at the state level. There is currently a proposal to impose tolls on some Connecticut roadways that has been met with significant resistance.
- Encourage real estate developers, municipalities, residents and local businesses to invest in and support diverse housing options for singles, couples, families, millennials, baby boomers and seniors in integrated communities. Completion: Year 5
 - Integrated housing is a priority for much of the transit-oriented development in the region.
- Develop a transportation strategy aligned with priority clusters for the region and the towns. Completion: Year 5
 - In April 2019, the governor created a new position, senior coordinator to the governor on housing and transit-oriented development.

GOAL 3: INFRASTRUCTURE

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

Note: As of February 2020, a statewide transportation plan had not been funded.

Objective 1: Enhance multi-modal transportation network.

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

- Completion of the Move New Haven study by CTTransit to create more frequent and efficient bus service. Completion: Year 2
 - The Move New Haven study was completed in 2019. At the present time there is no funding mechanism.
 - Work in conjunction with RPA's Connecticut office to promote smart and efficient land use practices, sound environmental policies and economic development that is connected to the transit network.

- Continue to participate in NEC Future to create a high-speed rail network in the region.
Completion: Ongoing
 - The region has monitored the NEC Future Northeast Corridor Rail Project which has had little activity.
- Continue efforts to modernize and expand Tweed New Haven Airport and provide advocacy for collaborations with the State and other regional airports. Completion: Ongoing
 - In 2020, the state statute limiting the length of the runway at Tweed New Haven Regional Airport was overturned by the U.S. Second Circuit Court of Appeals.
 - The paving of the runway safety areas is expected to be completed by 2024, after the completion of all state and federal safety and environmental studies and adjustments.
 - Upon completion of the paving of the runway safety areas, the airport anticipates being able to potentially provide nonstop service to Chicago, DC, and a Florida destination.
 - Annual enplanements increased by more than 25.79% from 38,668 in 2018 to 48,642 in 2019.¹¹
 - The airport is current updating its master plan with anticipated completion date of Q1 2021.
- Market the region's commuter rail and TOD assets to attract potential businesses/investors.
Completion: Ongoing
 - Meriden Commons Phase 2 was completed in December 2019.
 - The Town of Wallingford collaborated with the Connecticut Department of Transportation to develop a Hartford Line TOD Action Plan. The issues identified included:
 - Prepare a development feasibility concept plan for priority sites in Wallingford's downtown, based on different development and financing scenarios.
 - Explore options to modify zoning in the downtown to support TOD.
 - Develop a parking management plan to build on previous parking studies and address short- and long-term needs.
 - Identify and implement strategies to leverage the old station building and Railroad Green as a focal point in the downtown.
- The Town of North Haven is not yet funded for its train station.
- Coordinate with CTTransit to evaluate upgrades and the potential for service improvements.
Completion: Ongoing
 - The Move New Haven study was completed in 2019. At the present time there is no funding mechanism.

¹¹ Bureau of Transportation Statistics, [bts.gov](https://www.bts.gov)

- Continue engagement of public and private partners in planning an economic development strategy around the New Haven-Hartford-Springfield, Shoreline East, and Metro-North rail corridors, highlighting opportunities for TOD. Completion: Ongoing
 - Hartford Line service was launched in June 2018 to provide faster and more frequent rail service between New Haven, Hartford and Springfield. As of January 2020, the rail line is on track to exceed 750,000 passenger trips during its second year – outpacing the 666,960 passenger trips originally forecast.¹²
 - Shore Line East announced in August 2019 that Amtrak was concluding its major track work program between New Haven and Branford, allowing CTrail Shore Line East to return to full rail service, as opposed to bus substitutions needed during the maintenance period.
- Engage CTTransit and the private sector to evaluate opportunities to increase transit ridership. Completion: Ongoing
- Support upcoming projects in West Haven including Allingtown conversion to College Village, The Haven, Stiles and TOD along with the replacement of the Kimberly Avenue Bridge. Completion: Ongoing

Objective 2: Expand freight capacity of the region.

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

- Support investments in the Port of New Haven to expand freight capacity through dredging of the channel, as well as economic development opportunities in Milford and West Haven. Completion: Ongoing
 - The Army Corps of Engineers is recommending dredging the port's channel depth to 40 feet, and is expected to send the signed report to Congress in April 2020. The projected completion date is Q4 2025.
 - The Connecticut Port Authority Five Year State Maritime Strategy released in August 2018 is consistent with the objectives set forth in the region's CEDS.
 - Garner support and advocate for continued federal funding to perform shipyard improvements and ship repairs. Completion: Ongoing
 - Continue supporting the State and port landowners in connecting the Port of New Haven with the Providence and Worcester Railroad. Completion: Ongoing
 - Coordinate site development projects with transportation improvement plans contained in the region's Long-Range Transportation Plan. Completion: Ongoing

¹² <https://portal.ct.gov/Office-of-the-Governor/News/Press-Releases/2020/01-2020/Governor-Lamont-Announces-Hartford-Line-Surpasses-One-Million-Riders>

- The Port of New Haven also has Foreign Trade Zone designation.
- Support efforts to establish dependable funding sources for the state's Special Transportation Fund. Completion: Ongoing
 - The state legislature is considering funds for a transportation lockbox to increase investment in transportation throughout the state funded through tolls for commercial vehicles. The bill has not passed the legislature.
 - In order to establish dependable funding sources for the state's Special Transportation Fund, the state is increasing the portion of the rental car tax to transportation funding in 2021.

Objective 3: Support continued investments in roadways and bridges.

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

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

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

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

- Determine access and infrastructure requirements in the region. Completion: Year 3

- Internet Access Rankings: Connecticut ranked #35 overall, #14 for broadband access, #48 ultra-fast internet access in 2018 for connectivity by US News.¹³
- Low-income areas are underserved with access to broadband and technology in general.
- Frontier filed Chapter 11 to recapitalize existing operations on April 14, 2020. Current services should not be impacted.
- Organize partners to develop regional access. Completion: Ongoing
 - In December 2019, a Connecticut Superior Court determined cities and towns had the right to use existing utility infrastructure within their borders to create municipal networks to deliver less expensive, fast Internet. This ruling opens up the possibility of more equitable access to technology.
- Support and promote efforts to enhance faster and cheaper broadband service to the region. Completion: Ongoing
 - Access to highspeed internet access, particularly in cities, is a high priority for state government. Governor Lamont's goal is that New Haven will become the first to reach ultra-fast 5G cellular technology in New England.
 - AT&T will be installing 5G service along the New Haven rail line that serves both Metro-North and Amtrak.
 - While Verizon is rolling out 5G in parts of New Haven, access to it is limited.

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

- Continue to advocate for and educate about natural gas use throughout the region. Completion: Ongoing
 - Submitted testimony in opposition to the state legislature regarding HB 5350 which essentially would prohibit the expansion of natural gas throughout the region, putting Connecticut businesses at a competitive disadvantage.
- Market energy efficient programs. Completion: Ongoing
 - The 2019 State Energy Efficiency Scorecard by the American Council for an Energy-Efficient Economy ranked Connecticut 6th in the nation.¹⁴

¹³ U.S. News & World Reports, [usnews.com/news/best-states/rankings/infrastructure/internet-access](https://www.usnews.com/news/best-states/rankings/infrastructure/internet-access)

¹⁴ American Council for an Energy-Efficient Economy, The 2019 State Energy Efficiency Scorecard, <https://database.aceee.org/state/connecticut>

GOAL 4: REAL ESTATE, LAND USE AND SUSTAINABILITY

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

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

Overall Activities

- SCRCOG completed its 2018-2028 update to the Plan of Conservation and Development in July 2018. The annual update will be completed in July 2020. The full report can be found at scrcog.org.
- Design and Technical Guide for Implementing Innovative Municipal Scale Coastal Resilience in Southern Connecticut is being implemented.
- Sustainable CT (sustainablect.org) offers a voluntary certification program to recognize thriving and resilient Connecticut municipalities based on the following criteria:
 1. Thriving Local Economies
 2. Well-Stewarded Land and Natural Resources
 3. Vibrant and Creative Cultural Ecosystems
 4. Dynamic and Resilient Planning
 5. Clean and Diverse Transportation Systems and Choices
 6. Efficient Physical Infrastructure and Operations
 7. Strategic and Inclusive Public Services
 8. Healthy, Efficient and Diverse Housing
 9. Inclusive and Equitable Community Impacts
 10. Innovation Action

Of the region's fifteen municipalities, five have bronze certification, two have silver certification, six are registered to participate, and two have not registered.

Objective 1: Support brownfield redevelopment.

- Identify properties within the region with the greatest potential for return on investment that are vacant or underutilized due to environmental contamination and that would have strong market demand for reuse if remediation occurred. Criteria should include the potential for development and private investment and proximity to public transit. Completion: Year 2
- Develop Best Practices Guide and facilitate regional information meetings on brownfield redevelopment through REX/REDFO. Completion: Year 2

- UCONN provided an updated list of regional brownfields.
- Identify opportunities for inter-local collaboration on large brownfield redevelopment projects.
Completion: Ongoing
- Identify and advocate for funding opportunities for environmental assessment and clean-up and seek to aggregate resources for use in the region and promote those resources region-wide.
Completion: Ongoing
 - One of the concerns raised by Connecticut real estate brokers and developers in developing brownfields was the regulatory environment surrounding the “Transfer Act” – a restrictive state statute governing properties identified as contaminated – and the difficulties surrounding a clean-up under its rules. State regulations allow a licensed environmental engineer to identify and monitor the clean-up of a property by a new buyer, but the State environmental agency responsible for oversight allowed itself up to three years after the clean-up to “audit” the findings/clean-up. The legislature reduced the three years to one year in the 2019 legislative session. A working group is considering additional changes that will further facilitate a reduction in time and risk to clean-up brownfields while still maintaining health and safety. Completion: Ongoing
- Encourage towns that do not have in-house planning or development staffs to identify, conduct assessments, and apply for clean-up grants to use the state DEEP and DECD, Development Corporations, and non-profits. DEEP and DECD have a variety of programs that allow towns and developers to access funding for assessment and clean-up of brownfields. The UCONN School of Engineering operates the Connecticut Brownfield Initiative that provides towns with technical assistance for the assessment, clean-up, and redevelopment of brownfields. Completion: Ongoing
 - All of the REX Development Revolving Loan Fund money is currently dispensed.
- Actively market target sites. Completion: Ongoing

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

- See Goal 3, Objective 1 for additional information.
- Opportunity Zones provide substantial tax benefits to investors who invest in “opportunity funds.” The opportunity fund model encourages investors to pool their resources, increasing the scale of investments being made in historically underserved areas. These funds may invest equity into businesses, real estate or infrastructure. Capital gains invested via an opportunity fund as equity in qualified projects or businesses will defer capital gains taxes on the initial gains invested and will be exempt from capital gains on the investment in the Opportunity Zone Fund. Four South Central Connecticut municipalities have designated opportunity zones. Completion: Ongoing

- New Haven has two Opportunity Zone projects in the pipeline at the former Radiall and Pirelli sites.

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

- Through a series of events, share the resource list of next-generation mixed-use and TOD opportunities with partners. Completion: Year 3
- Develop a marketing plan for sites that could support these types of development. Completion: Year 3
- Develop a resource list of next-generation mixed-use combinations and TOD that take advantage of unique municipal characteristics and target emerging industry needs. Completion: Year 3
- Create Resource Team of professionals to define next-generation mixed-use combinations and TOD and provide technical assistance to municipalities. Completion: Ongoing

Objective 3: Develop regional resource use and awareness.

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

- Facilitate coordinated efforts and information sharing among municipalities, organizations, and agencies toward improved storm preparation along the coastline and climate change resilience. Completion: Ongoing
 - SCRCOG continues to work with the region's municipalities in alignment with the goals and action items set forth in the 2017 Southern Connecticut Regional Framework for Coastal Resilience.

GOAL 5: MARKETING, COMMUNICATIONS AND STAKEHOLDER EDUCATION

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

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

- Establish a quarterly, regional marketing meeting with economic development professionals and business leaders to disseminate information to other stakeholders. Completion: Ongoing
 - We host monthly REDFO meetings.
 - We participate in the Regional Quarterly Marketing Meeting at CERC. With the restructuring of CERC, they have not held a meeting since April 2019. AdvanceCT, the successor economic development entity, will host quarterly meetings.
- Share best practices from the CEDS Strategic Planning Committee on a dedicated webpage via REX. Completion: Ongoing
 - We promote the CEDAS best practice program – Four of the region's fifteen towns were certified in 2019: Madison, Milford, New Haven, and North Haven. CEDAS presented at REDFO. CEDAS is currently performing a process review and will announce a revamped process shortly. We hope to assist the towns in completing the documentation through the assistance of interns/fellows this coming summer. The updated information will be added to rexdevelopment.com when completed.
 - We distribute bi-weekly e-newsletters with relevant news and events.

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

Develop a regional "pitch" to share at meetings, trade shows, and conferences. Completion: Year 2 Partially complete

- Design an impactful one-page handout that conveys the strengths of region to the business community as outlined in the CEDS. Completion: Year 2 – we are working with the City of New Haven on a high-quality "lure" piece that features Greater New Haven – on hold per City of New Haven.

- Solicit formal feedback from students, young professionals, start-ups, and established business entities who have elected to or are planning to relocate outside of Connecticut. Similarly, collect feedback from stakeholders who have recently relocated to Connecticut. Completion: Year 2
 - We have initiated communications with young professional groups at regional chambers. This has not resulted in participation as of yet. We are developing an alternative program to reach young residents/potential residents in conjunction with the Central Regional Tourism District.
- Additional Actions:
 - Global recruitment brochure – updated in 2019, will update again in spring, 2020.
 - International Council of Shopping Centers (ICSC) collateral – updated November 2019.
 - 2020 Greater New Haven Visitors and Relocation Guide was published. Distribution pending.
 - Cultural and agricultural asset brochures – completed June 30, 2019. Provided both printed and PDF versions of the brochures to the towns and posted on the Visit New Haven (VNH) website.
 - Our media hits and inquiries included AAA World, Adams & Knight/New York Times, Brand USA, Collide Magazine, Focus in Business, Hartford Business Journal, Hartford Courant, History Channel, Irish Times, New Haven Biz, New Haven Independent, New Haven Register, Orange Town News, Pizza Magazine, Shoreline Times, Small Market Meeting, Smart Meetings, TripSavvy, University of New Haven Charger Bulletin, Visit New England, Westfair Online, WSHU, WTNH, Group Tour, Boston Globe, Real Deal Magazine.

Our communications outreach delivered the following results:

- Newsletter subscribers, 3.58% increase in 2019.
- Social media – Economic Development & Tourism, 3.68% increase in 2019.
- Website visits – Decrease in visits by 35.79%.
- CT Visit webpage views – There was an 18% increase in page views for Greater New Haven listings from 2018 to 2019.

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

- Refresh/replace the REX website. Completion: Year 2
 - The project has been initiated. We anticipate the new website to be launched in Q2 2020.

- Refresh/replace the Visit New Haven website. Completion: Year 2
 - Completed (visitnewhaven.com)
- Establish a brand for Greater New Haven to strengthen the state's brand. Completion: Ongoing
 - In response to the Governor's tourism transition team and the Speaker's Blue-Ribbon Panel on Tourism, the State Office of Tourism removed the Still Revolutionary tagline. We anticipate additional changes at the state level.

We are working in conjunction with the Central Regional Tourism District on multiple marketing initiatives to support state tourism marketing strategy, including niche brochures for diners, breweries and BBQ. Fifteen-second ad segments are being produced for movie theaters in NY and Boston.

EVALUATION MEASUREMENTS

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

- Increase the number of new businesses by 2% annually.
 - There was a 5.1% net gain in total businesses from 2018 to 2019.¹⁵
- Reduce regional unemployment to not exceed the national unemployment rate.
 - This goal was achieved with the region, state and US all having an annual unemployment rate of 3.7% in 2019 per the Bureau of Labor Statistics.
- Dredge the Port of New Haven to 42 feet by 2020.
 - The Army Corps of Engineers is recommending dredging the port to 40 feet and is expected to send the signed report to Congress in April 2020. The projected completion date is Q4 2025.
- Increase median household income by 2% annually.
 - The regional median household income increased 3.47% (using US Census data for 2016-2017). Median household income was expected to increase at a more rapid pace given proposed increases in Connecticut's minimum wage. However, with post-pandemic unemployment likely to increase, it is not clear if that outcome will be realized.

¹⁵ Connecticut Data Collaborative, ctbusiness.ctdata.org/#/formations-over-time

- Decrease number of people living below the poverty level in New Haven County by 1% annually.
 - The number of people living below the poverty increased from 11.0% to 11.6%, a 5.5% increase.¹⁶
- Increase enplanements at Tweed New Haven Regional Airport by 5% annually.
 - Annual enplanements increased by more than 25.79%, from 38,668 in 2018 to 48,642 in 2019.¹⁷ Although the number of flights did not increase, American Airlines increased the number of available seats with larger aircraft based on market demand.
- Increase number of airline carriers at Tweed New Haven Regional Airport to 3 by 2020.
 - Tweed currently has one year-round and two seasonal airlines (service to NYC and Nantucket).
- Increase the REX/EDC/VNH newsletter subscription list by 2% annually.
 - Newsletter subscribers increased by 3.58% in 2019.
- Increase website visits to REX, VNH and Greater New Haven section on ctvisit.com by 5% annually.
 - The VNH website experienced a decrease in visits by 35.79%.
 - CT Visit webpage views – There was an 18% increase in page views for Greater New Haven listings from 2018 to 2019.
- Increase housing starts by 2% annually.
 - The number of housing starts increased from 482 in 2017 to 674 in 2018, a 39.83% increase.¹⁸
- Increase number of trade shows by two events per year.
 - Many of the annual conferences we attend have canceled.

¹⁶ StatsAmerica, statsamerica.org/USCP, 2018

¹⁷ Bureau of Transportation Statistics, bts.gov

¹⁸ https://portal.ct.gov/DECD/Content/About_DECD/Research-and-Publications/01_Access-Research/Exports-and-Housing-and-Income-Data

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CONTACT US

REX Development

P.O. Box 1576

New Haven, CT 06506

203-821-3682

info@rexdevelopment.org

www.rexdevelopment.com

Ginny Kozlowski, Executive Director

Sarah Washburn, Tourism Sales Manager

Barbara Malmberg, Director of

Marketing/Project Manager