June 2022
Annual Update

Naugatuck Valley Corridor (19 Communities) Economic Development District / Comprehensive Economic Development Strategy

Naugatuck Valley Corridor EDD/CEDS

Presented by

Shelton Economic Development Corporation / Waterbury Development Corporation

Presented to

U.S. Department of Commerce,

Economic Development

Administration

E★D★A
U.S. ECONOMIC DEVELOPMENT ADMINISTRATION

2022 Annual Update

**Naugatuck Valley Corridor Comprehensive Economic Development Strategy/
Economic Development District**

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Naugatuck Valley Corridor Comprehensive Economic Development Strategy/ Economic Development District

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Special Thanks for Photos received from:
NVCOG; City of Ansonia; Borough of Naugatuck; and Shelton Economic Development Corporation

Introduction

The Shelton Economic Development Corporation (SEDC) under the direction of its President Paul J. Grimmer continues to act as the official agent for monitoring and implementing the Naugatuck Valley Corridor Economic Development District/Comprehensive Economic Development Strategy (NVC EDD/CEDS) for July 1, 2021 to June 30, 2022.

Economic Development District (EDD) Designation

The Naugatuck Valley Council of Governments was officially created on December 31, 2014, effectively joining the Valley Council of Government and the Central Naugatuck Valley Council of Government into the CT Office of Policy & Management (OPM) approved Naugatuck Valley Planning Region.

The Naugatuck Valley Council of Governments (NVCOG) is one of nine approved Connecticut Planning Regions. The 19 communities included in the NVCOG are as follows: Ansonia, Beacon Falls, Bethlehem, Bristol, Cheshire, Derby, Middlebury, Naugatuck, Oxford, Plymouth, Prospect, Seymour, Shelton, Southbury, Thomaston, Waterbury, Watertown, Wolcott and Woodbury.

The US Department of Commerce, Economic Development Administration (EDA) approved the NVC Economic Development District (EDD) on August 23, 2013. This approval was based on recommendations from the State DECD, OPM and a letter from the Connecticut Governor. It designated the following 18 communities as the NVC EDD: Ansonia, Beacon Falls, Bethlehem, Cheshire, Derby, Middlebury, Naugatuck, Newtown, Oxford, Prospect, Seymour, Shelton, Southbury, Thomaston, Waterbury, Watertown, Wolcott, and Woodbury.

OPM approved the State's nine area designated Planning Regions (map attached). The US EDA and State of Connecticut (OPM & DECD) also worked to have all of the State EDD's, CEDS and Planning Regions to be identical (map attached). This was accomplished. Newtown moved out of the NVC CEDS area to Western Connecticut. The NVC EDD/CEDS now has 19 communities. This report is tailored to align itself with the CT EDD/CEDS Planning Region.

Goals/Work Plan and Accomplishments for 2021/2022

The 2022 Annual Report of the NVC was assembled by the Shelton Economic Development Corporation (SEDC) with assistance from the Advisory Committee Chairperson Sheila O'Malley of the City of Ansonia Economic Development Office. The Waterbury Development Corporation (WDC) remains available to assist when and as needed. SEDC continues to distribute information to all CEDS communities, committees and stakeholders. The NVCOG will post the 2022 Annual Report on their website.

EDA provided a two-year continuation matching Grant to SEDC for the program years July 1, 2020 to June 30, 2022. This report is focused on the time period of July 1, 2021 to June 30, 2022. The CEDS program year is coordinated with the US EDA CARES ACT two year Planning Program. No difficulties have been encountered and both program schedules were maintained. The final US CARES ACT Report is included within this report as an Exhibit.

The 2021/2022 goals and work plan prepared and implemented the fruition of the EDD and continued the implementation of the NVC EDD/CEDS and the 19 communities organization units to carry out the EDD/CEDS needs and requirements.

2021-2022 Goals for the NVC EDD/CEDS

Based on the results of the CEDS 2022 Survey, the goals are as follows:

Goal 1: Provide opportunities for job growth, advancement and job training, utilizing and identifying Connecticut Industry clusters as the engine to support and sustain the regional economy, supporting and encouraging private investment in all these areas.

Goal 2: Continue to develop local infrastructure that supports economic expansion while maintaining and protecting the environment.

Goal 3: Continue the implementation and reclamation of Regional Brownfields Partnership (RBP) and to support the management, capacity and financial resources for the municipal members.

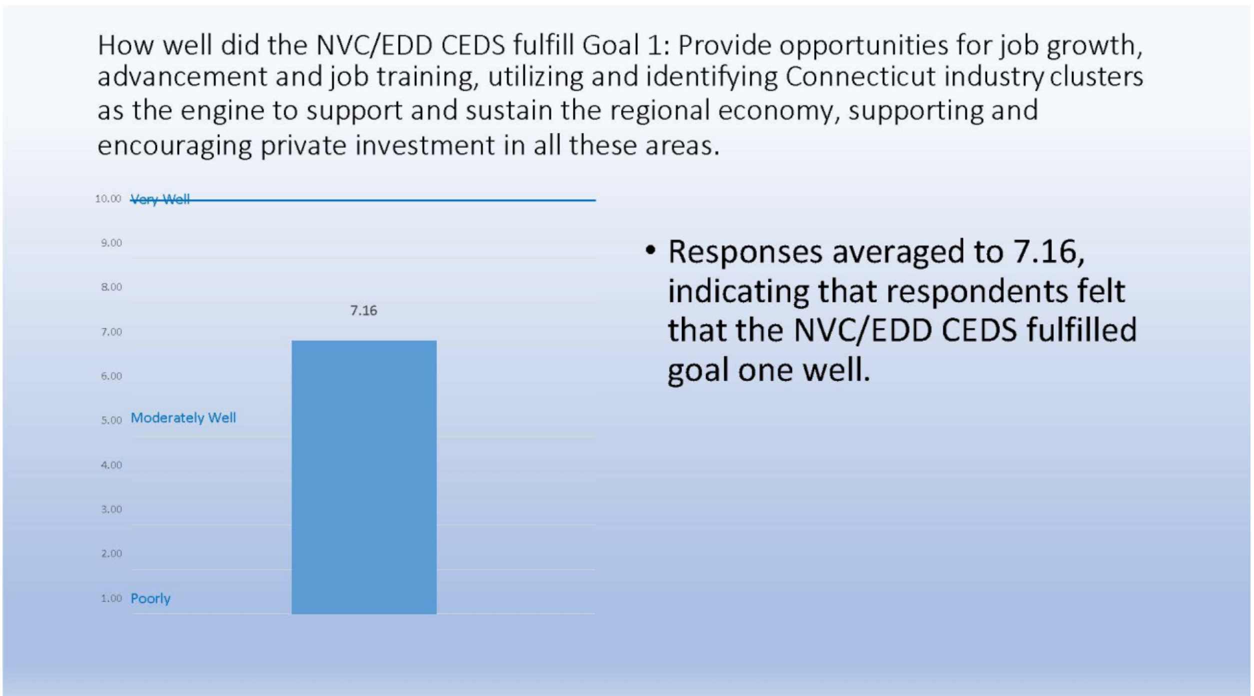
Goal 4: Improve overall Transportation and Communications systems.

Goal 5: Sustain economic expansion while reinforcing and complimenting the regional land use and quality of life of the NVC/EDD.

Goal 6: Encourage growth and participation in the philanthropic efforts in the NVC/EDD, through the private sector and individuals and other stakeholders' efforts and contributions.

Goal 7: Continue to support and encourage the designation of the NVC/EDD as a National Heritage Area under the National Park Service, which will capitalize on the history, culture and natural attraction of the NVC/EDD.

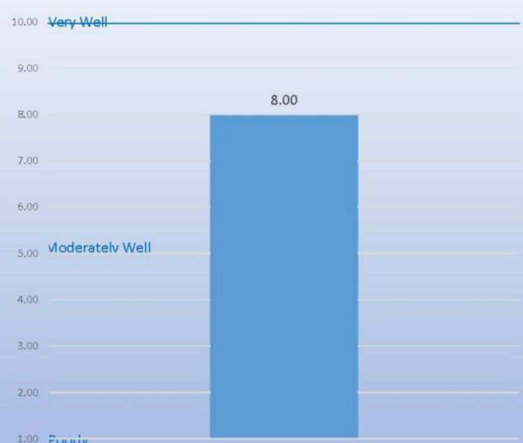
For each goal, we asked respondents to answer, "How well did the NVC/EDD CEDS fulfill each of these goals over the last five years?" with 1 indicating Poorly, 5 indicating Moderately Well, and 10 indicating Very Well.



How well did the NVC/EDD CEDS fulfill Goal 2: Continue to develop local infrastructure that supports economic expansion while maintaining and protecting the environment.

- Responses averaged to 7.47, indicating that respondents felt that the NVC/EDD CEDS fulfilled goal two well.

How well did the NVC/EDD CEDS fulfill Goal 3: Continue the implementation and reclamation of Regional Brownfields Partnership (RBP) and to support the management, capacity and financial resources for the municipal members.



- Responses averaged to 8.0, indicating that respondents felt that the NVC/EDD CEDS fulfilled goal three well.

How well did the NVC/EDD CEDS fulfill Goal 4: Improve overall Transportation and Communications systems.

- Responses averaged to 7.26, indicating that respondents felt that the NVC/EDD CEDS fulfilled goal four well.

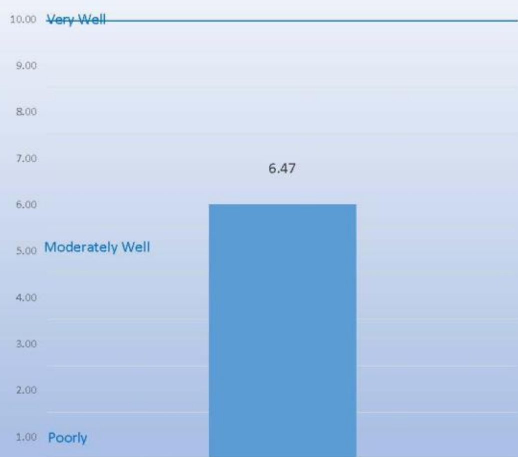
How well did the NVC/EDD CEDS fulfill Goal 5: Sustain economic expansion while reinforcing and complimenting the regional land use and quality of life of the NVC/EDD.

- Responses averaged to 7.79, indicating that respondents felt that the NVC/EDD CEDS fulfilled goal five well.

How well did the NVC/EDD CEDS fulfill Goal 6: Encourage growth and participation in the Philanthropy efforts in the NVC/EDD, through the private sector and individuals and other stakeholders' efforts and contributions.

- Responses averaged to 7.21, indicating that respondents felt that the NVC/EDD CEDS fulfilled goal six well.

How well did the NVC/EDD CEDS fulfill Goal 7: Continue to support and encourage the designation of the NVC/EDD as a National Heritage Area under the National Park Service, which will capitalize on the history, culture and natural attraction of the NVC/EDD.



- Responses averaged to 6.47, indicating that respondents felt that the NVC/EDD CEDS fulfilled goal seven more than moderately well.

2021-2022 Executive Summaries - Goals

Goals and Economic Climate:

- This survey gauges public stakeholders' perceptions of the NVC/EDD CEDS goals, economic conditions, employment, transportation, infrastructure, brownfields, and COVID-19 and CARES Act.
- Respondents believe that the NVC/EDD CEDS has done well at accomplishing six of its seven goals over the last five years.
- Respondents report that the seventh goal, which is to continue to support and encourage the designation of the NVC/EDD as a National Heritage Area under the National Park Service, is being fulfilled moderately well.
- Respondents believe that the first five goals have significant importance and the other two are important.
- Respondents felt the economic climate of the NVC/EDD was somewhat better than the previous year.
- Respondents note that the economic climate in their town was better than the previous year.
- Respondents felt that there was improvement in the quality of communications networks from five years ago. Most towns believe that their towns are in good to very good health.
- Most towns believe that the national economy is in poor health.
- Most towns are somewhat confident to very confident that their municipality will fully recover from the pandemic and related economic downturn.
- Nine of the 19 towns expect business revenues in their municipality to stay about the same over the next year.
- Eight of the 19 towns expect business revenues in their municipality to increase over the next year.
- Most towns believe that business revenues, staffing levels in their municipality's businesses, and investments made by their local businesses will stay about the same or increase over the next year.

Employment:

- Respondents felt that the employment situation in their town was slightly better than a year ago.
- Respondents felt that the accessibility of job-training programs in the NVC/EDD is slightly better compared to five years ago.

- Respondents believe that the quality of job-training programs in the NVC/EDD is slightly better compared to five years ago.
- Respondents felt that the quality of life in the NVC/EDD is slightly better compared to five years ago.

Transportation:

- Forty-two percent of the towns rate the quality of mass/public transportation in their municipality as average.
- Close to 32% of the towns rate the quality of mass/public transportation in their municipality as fair.
- Slightly more than 20% of the towns have no public transit option.
- More than 31% of the towns rate the further development of public transit as important to their municipality.
- More than one quarter of the municipalities rate the development of public transit as somewhat important to their town.
- More than one quarter of the municipalities believe that CTDOT's recent $12 million grant to upgrade the Derby train station will exert a great impact on the region.
- Close to 37% of the towns believe that CTDOT's recent $12 million grant to upgrade the Derby train station will exert some impact on the region.

Infrastructure:

- Respondents felt that the local public infrastructure in their town was somewhat better than a year ago.
- Respondents believed that local transportation in their town was about the same as one year ago.
- Respondents reported that the existing highways and roads in their town were slightly improved from one year ago.
- Of the 17 towns that answered this question, nine reported that the total dollars spent on local infrastructure in their town increased over the last year and eight reported no change.

Brownfields:

- Respondents reported slight improvement in the condition of brownfields in their town compared to a year ago.

COVID and CARES ACT:

- Respondents felt that their municipality has more than somewhat recovered from the pandemic.
- Respondents reported that the NVC/EDD was more than somewhat prepared to respond to the global pandemic.
- All but two towns reported that they received CARES Act funding.
- Ten towns used CARES Act funding in part for COVID-19 medical expenses.
- Nine towns used CARES Act funding in part for educational institutions.
- Eight towns used CARES Act funding in part for local businesses.
- Six towns used CARES Act funding in part of food assistance.

Recovery and Resilience Plan from the CARES Act Recovery and Resiliency Survey):

- The EDA makes a distinction between resilience, which is a community or region's ability to withstand or avoid a shock, and recovery, which is an area's ability to respond once a disaster has hit.
- The EDA refers to resilience efforts as steady-state initiatives and recovery efforts as responsive initiatives.
- In terms of responsive initiatives, survey data from the CARES Act Recovery and Resiliency Survey indicate that businesses need assistance with their supply chain and availability of supplies, marketing and sales of their products and services, hiring and retention of employees, and access to financial assistance.
- In regard to steady-state initiatives, the area will increase its resiliency by improving supply chains, the education level of its workforce, transportation, and broadband networks. The region also needs to rely less on a single employer or industry and employers need access to financial resources. Businesses also reported that an economic weakness of the NVC/EDD is that major employers are located in vulnerable areas.

Capital Improvement Project Advancements

City/Project	Activity	Cost	Need
Ansonia	Ansonia Copper MDP, Extrusion Mill	$10,000,000	Public Works / Renovation
	ACB Access Road	$3,000,000	Public Works
	ACB Bridge	$3,626,000	Public Works
	35 North Main St. Demolition	$2,900,000	Public Works
Beacon Falls	Data Center	$200,000,000 Private Investment and $10,000,000 Local Investment	Public Works
	Beacon Falls/Seymour Road New Access Road	$20,000,000	NVCOG/CTDOT/FHWA/CTDECD
Cheshire	Parking for Linear Trail	$500,000	Public Works
	Infrastructure Improvements I-691 & Route 10	$1,900,000*	Public Works
Derby	67-71 Minerva Street	$500,000	Public Works
	Downtown Derby Riverfront Development	$5,000,000	Public Works / Engineering
Middlebury	Village Center Streetscape Plan	$35,000	Technical Assistance
	Design Guidelines	$35,000	Technical Assistance
Naugatuck	Transit Oriented Development	$3,500,000	Public Works
	Port of Naugatuck	$156,000,000	Public Works

Oxford	Sanitary Sewer / Water Expansion	$4,000,000	Public Works
	Local Infrastructure: Little River Walkway; Riverside Walkway; Sidewalk Quarry Walk; Train Station Shuttle	$4,000,000	Technical Assistance/Public Works
	Hawley Road Reconstruction	$2,000,000	Public Works
	Dutton Street Bridge Replacement	$1,300,000	Public Works
	Rigg Street Reconstruction	$2,700,000	Public Works
Seymour	Beacon Falls-Seymour Road New Access Road	$20,000,000	NVCOG/CTDOT/FHWA/CTDECD
Shelton	Canal and Wooster Road Reconstruction & Rail Crossing	$2,500,000	Public Works
	Constitution Boulevard Road Extension	$10,000,000	Public Works
	Municipal Development Planning – Downtown	$80,000	Technical Assistance
Southbury	Kettletown Brownfields Development	$30,000	Technical Assistance
Thomaston	Downtown Business District Plan	TBD	Technical Assistance
	Plume & Atwood Business Park	TBD*	Technical Assistance/Public Works
	Multi-Road Reconstruction	TBD	Technical Assistance/ Public Works
	Downtown Business	TBD	Technical Assistance

	Streetscape/Sidewalk Connection		
Waterbury	East Main Street	$3,200,000	Public Works
	Brass City Regional Food Hub	$400,000	Technical Assistance
	Waterbury Active Transportation Economic Resurgence	$38,000,000 (next phase needs $2,500,000)	CT DOT/FHWA

*The 2022 Capital Improvement Projects Questionnaire is on-file at SEDC. NVC Capital Investment Projects from the 2018 through 2022 have also been carried over in the June 2022 Annual Report (as noted above).

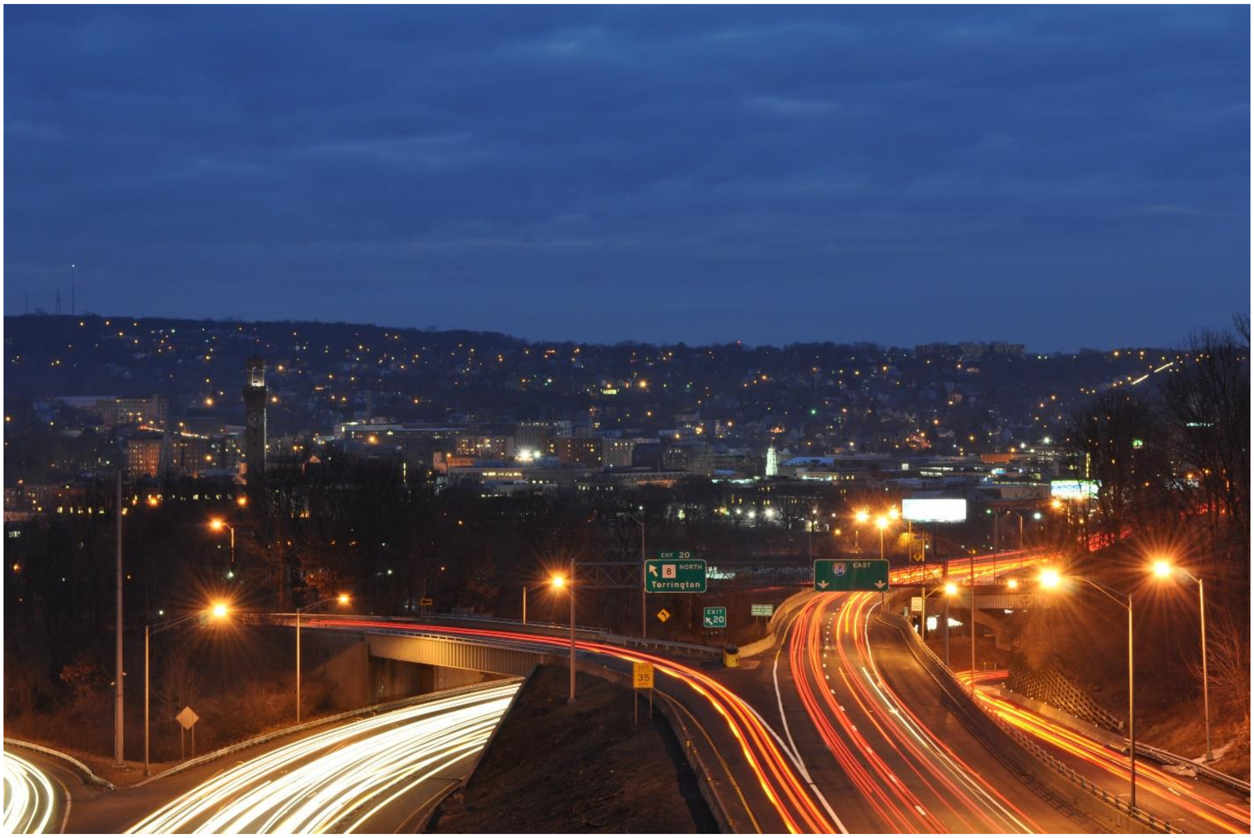
Administration

The SEDC agreed to continue its 22nd year as the lead fiduciary of the grant with assistance from the Advisory and Strategy Committees. The NVC EDD/CEDS was approved on August 23, 2013 by EDA and has been is in full operation since that period.

Sheila O'Malley continued to act as the Chairperson for the NVC EDD/CEDS. Sheila is the City of Ansonia's Director of Economic Development and is further assisting Seymour on its economic development program activities. Sheila will continue in the Chairperson position for the coming year.

Paul J. Grimmer is the President of SEDC. Mr. Grimmer and SEDC are committed to continuing the overall EDD/CEDS process. Paul has extensive knowledge and involvement with the past CEDS as a long time economic development official in the Valley.

The President and staff of SEDC provided the lead administrative services necessary for the maintenance of the CEDS/EDD. During November 2021 to February 2022 SEDC prepared a new Sustainability and Resiliency Survey (CEDS 2022 Survey) and requested the 19 municipalities respond. The CEDS 2022 Survey results are presented later in this report. All 19 communities participated in this year's survey, this is the fourth year for 100% participation in the history of the NVC EDD/CEDS process. A special thanks to all the Mayors and Selectmen for their continued cooperation.


EXIT 20
8 NORTH
Torrington
EAST
35


The Crescent
Main Street
South Gateway
North Gateway

The CEDS 2022 Survey indicated a very strong support for the continuation of the EDD/CEDS particularly with the current administration of the CEDS under the direction of the Advisory Committee and the Strategy Committee.

The CEDS Planning Organization is made up of the Chairperson and SEDC President who work together to manage and oversee the CEDS process. The Advisory Committee members meet quarterly and/or as needed. The Strategy Committee membership, which is made up of community and business leaders, also meet as needed. Minutes of these meetings are located within the Exhibits section of this submission. (See organizational chart at the end of this section.)

The six-person Advisory Committee consists of the Chairperson and a member of the Shelton Economic Development Corporation, the Waterbury Development Corporation, the Naugatuck Valley Council of Governments, Greater Valley Chamber of Commerce and Waterbury Regional Chamber of Commerce.

The Strategy Committee includes Mayors, First Selectmen and/or Town Managers from each of the 19 communities plus representatives from banking, business, community organizations, education, finance, government, higher education, industry, labor, minorities, professional, public health, public safety and women. The Strategy Committee monitors and revises, as necessary, the CEDS document.

Regional Profile

The Naugatuck Valley Corridor (NVC) is made up of nineteen Connecticut communities that have been a part of the historic fabric of the Connecticut economy for over 380 years. Today, the NVC is positioned to be an active region in support of the twenty-first century economy including Governor Lamont and State Agency's support of the NVC as one of Connecticut's Economic Development Districts (EDD). OPM/DECD and the Governor's office continue to work with all of the CT EDDs. See map attached. EDA/DECD/OPM continue to monitor the nine EDDs. Governor Lamont appointed David Lehman as the Commissioner of the Department of Economic and Community Development.

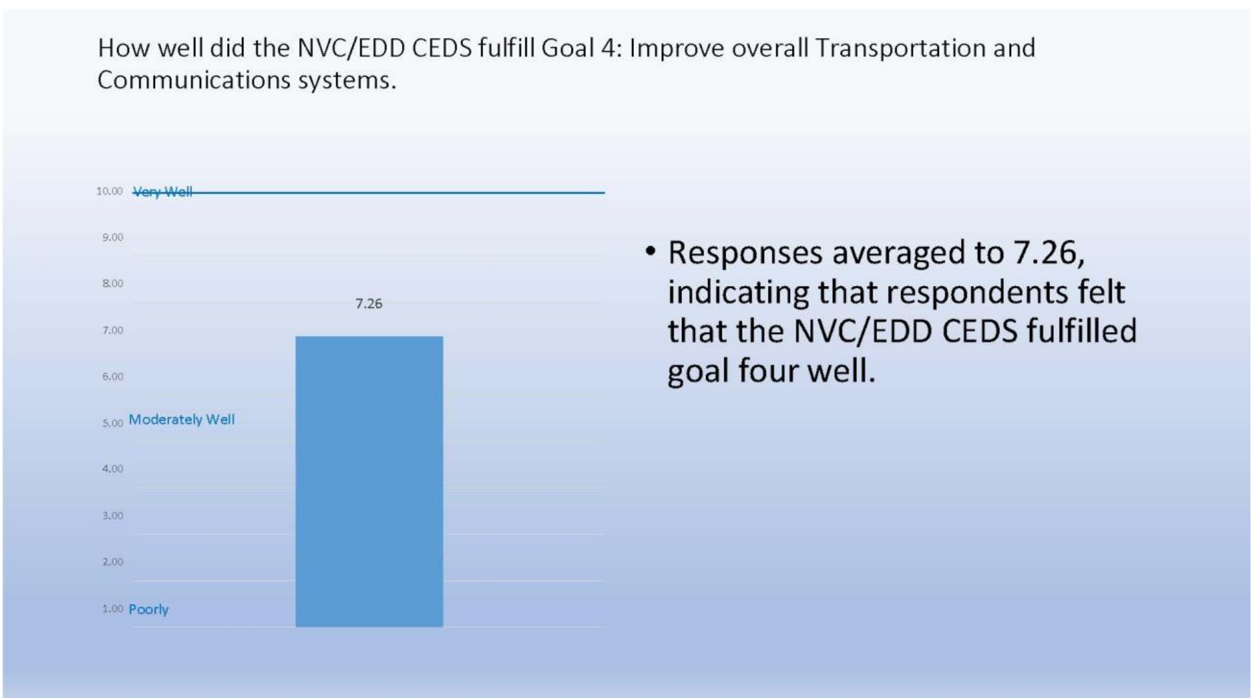
AdvanceCT is a non-profit organization that works to engage, retain and recruit businesses and advance overall economic competitiveness in Connecticut.

In collaboration with CTDECD, AdvanceCT strives to rebuild a place where businesses, government, higher education and non-profits come together to implement high impact and inclusive economic development solutions for the State of Connecticut and its municipalities.

For the 2022 NVC CEDS/EDD Annual Report data was compiled and utilized statistical information from the US Census for years 2010 to 2020. Unemployment labor force data is from the Connecticut Labor Department.

The NVC is an area of 19 communities that is best serviced from a transportation means by Interstate 84 which runs East to West on the northerly section of the CEDS area, with Bristol on the East and Oxford/Southbury on the West, and CT Route 8 with Thomaston most northerly and Shelton on the South. The NVC provides for an excellent traffic circulation route.

The rail service for passengers is provided by CTDOT/MetroNorth via the Waterbury to Bridgeport line. The CEDS process encourages and supports the upgrading of this passenger service. In the CEDS 2022 Survey, stakeholders believed that improvement of the overall transportation and communications systems held significant importance. They felt that the NVC/EDD CEDS fulfilled this goal moderately well.



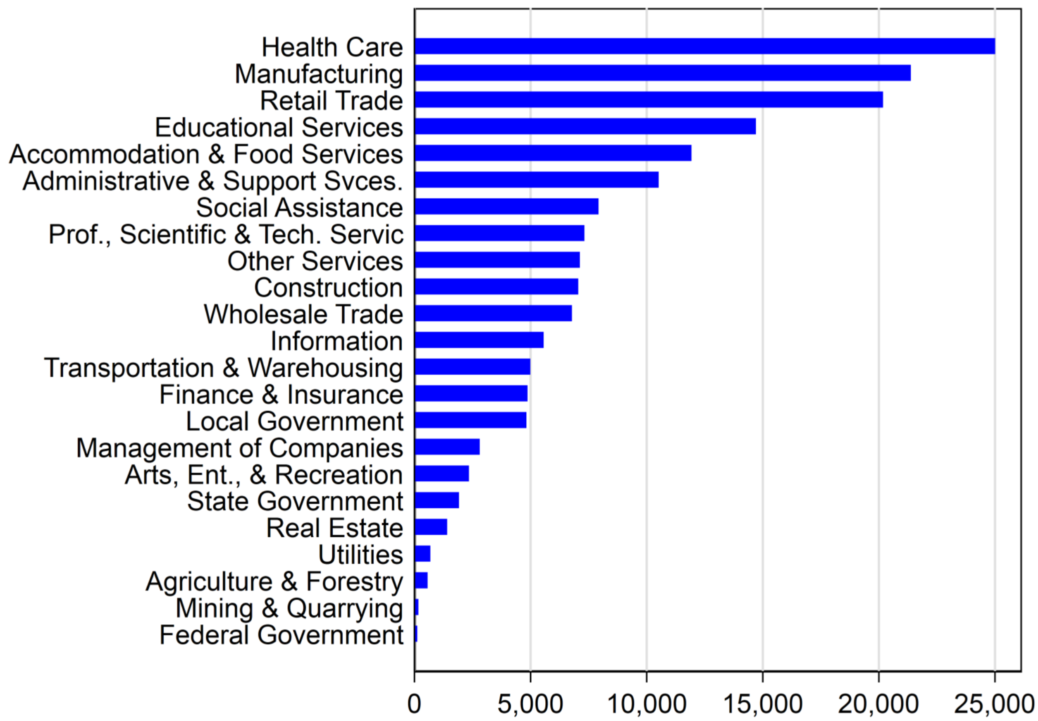
Source: CEDS 2022 Survey

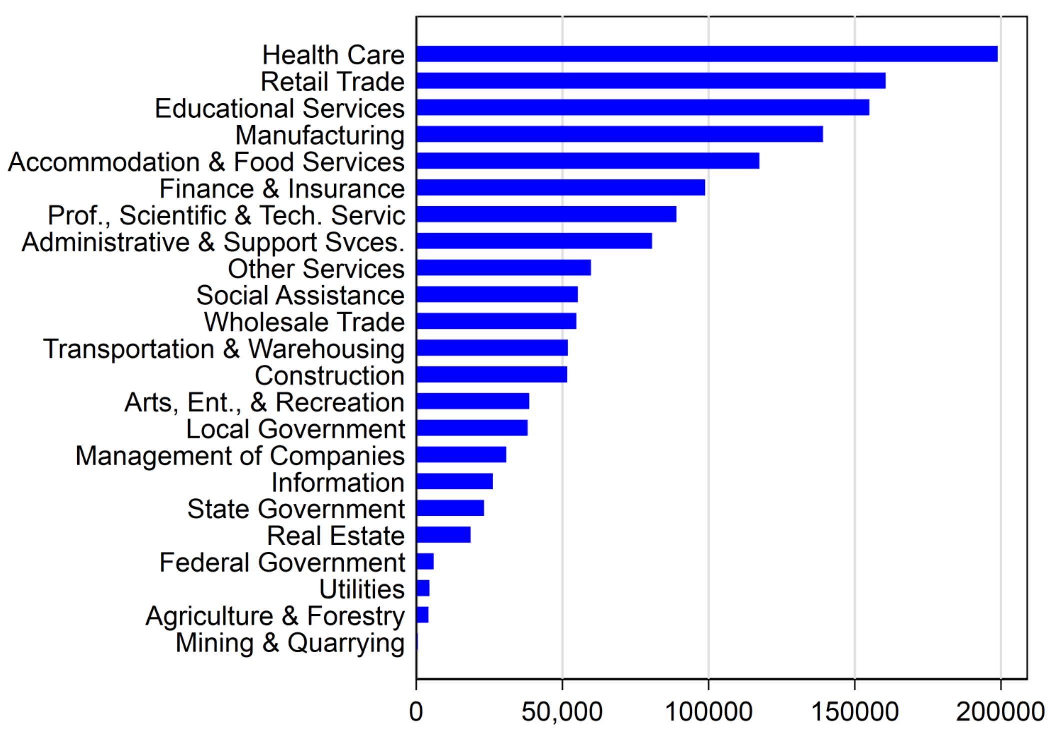
Source: CEDS 2022 Survey

CHARACTERISTICS OF THE NVC

Population: ***450,376 NVC (2020 US Census)*** ***3,563,077 Connecticut***	**Regional Airport:** ***Waterbury/Oxford Airport***
Land Area: ***421.5 square miles***	**Largest Population: (2020 US Census)** Waterbury 114,403
Median Household Income: (DATAHAVEN) ***Connecticut: $78,444*** ***New Haven County: $69,905*** ***Hartford County: $75,148*** ***Litchfield County: $79,906*** ***Fairfield County: $95,645***	**Smallest Population:** Bethlehem 3,385 14 Municipalities Decreased in population (2010-2020) 5 Municipalities Increased in population (2010-2020)
Total Employment February 2022 (CTDOL): ***218,335*** **Unemployed:** ***13,558*** **Labor Force:** ***231,903*** **Unemployment Rate:** ***NVC Rate: 5.8%*** ***State Rate: 4.9%*** ***US Rate: 3.8%*** ***12 Towns above State Rate: 4.9%*** ***1 Towns below Federal Rate: 3.8%***	**Transportation:** Interstate 84: East to West Route 8: North to South Metro-North: Waterbury-Bridgeport Line – underperforms Extensive rail replacement upgrade in process.

Connecticut Employment - Job Trends (CTDOL 2019)





Financial Assistance

The SEDC continued to act as the lead agency with the fiduciary responsibility for implementing and continuing the NVC EDD/CEDS 2021-2022 Annual Report. SEDC has submitted and received assistance from the Naugatuck Valley Council of Governments, and other funding from private foundations and from local utility providers located within the CEDS project area. SEDC will continue to request financial partnerships in order to fulfill the NVC EDD/CEDS obligation.

Without this financial support and continued financial support the CEDS process will be unable to continue with the implementation/administration of the NVC EDD/CEDS. EDA financial support has allowed the monitoring and implementing of the CEDS. Communities have indicated via survey responses a willingness to support the overall EDD/CEDS process. However, the actual funding mechanism is a work in progress. EDA has not indicated a funding plan through 2022-2023. SEDC will request EDA funding for the next phases of the NVC EDD/CEDS.

Organization 2021-2022

The Naugatuck Valley Corridor organization and committee structure have not changed since approval of the 2015 CEDS.

SEDC continues to lead the administrative effort subject to continued financial support from EDA, various community and non-profit grants and private business organizations.

The SEDC, under the direction of its President Paul J. Grimmer with assistance as needed/required from WDC, continued to provide the staffing and coordination for the various meetings, grant reports and finances. SEDC Board of Directors agreed to continue the CEDS Administration and SEDC staff assisted with the monitoring and implementation of the CEDS Strategy during the grant period 2021-2022.

The NVCOG provided administrative assistance to the overall CEDS process under the direction of Rick Dunne Executive Director of the NVCOG. The NVCOG will post the annual report on the NVCOG website.

For the purpose of the 2022 Annual Report submission changes were anticipated in the current Connecticut EDD boundary. While the State of Connecticut OPM/DECD and the Governor's office re-establish the nine State EDDs with EDA's concurrence.

Members of the Advisory Committee agreed to continue with the overall CEDS program. There was no interruption in the program, SEDC/WDC and the NVCOG administered a clear vision of the 2021-2022 Work Plan.


COMPANY.
FOR SALE

Work Plan 2021-2022/Recommendations

The top priority of the 2021-2022 work plan was to continue the overall administrative strategy to carry out the Federal EDA and State of Connecticut designation of the NVC as one of Connecticut's EDDs. This may be revised during the next 5-year CEDS in coordination with the ongoing US CARES ACT grant timeframe which continues through June 30, 2022.

The EDA/OPM financial support is an essential part of the improvements intended to implement some of the various capital infrastructure projects and/or sufficient allocations to remedy the growing list of Brownfields or vacant/underutilized buildings. These numerous improvement projects within the NVC EDD/CEDS require financial commitment to spur economic growth of the 19 communities and the surrounding Regions. Implementation of the Capital Projects will support economic growth and offer greater potential for new investment through the private sector in partnership with the public sector. These investments will produce new construction jobs and long term jobs, improve tax base and economic return to the state and federal treasuries, will result.

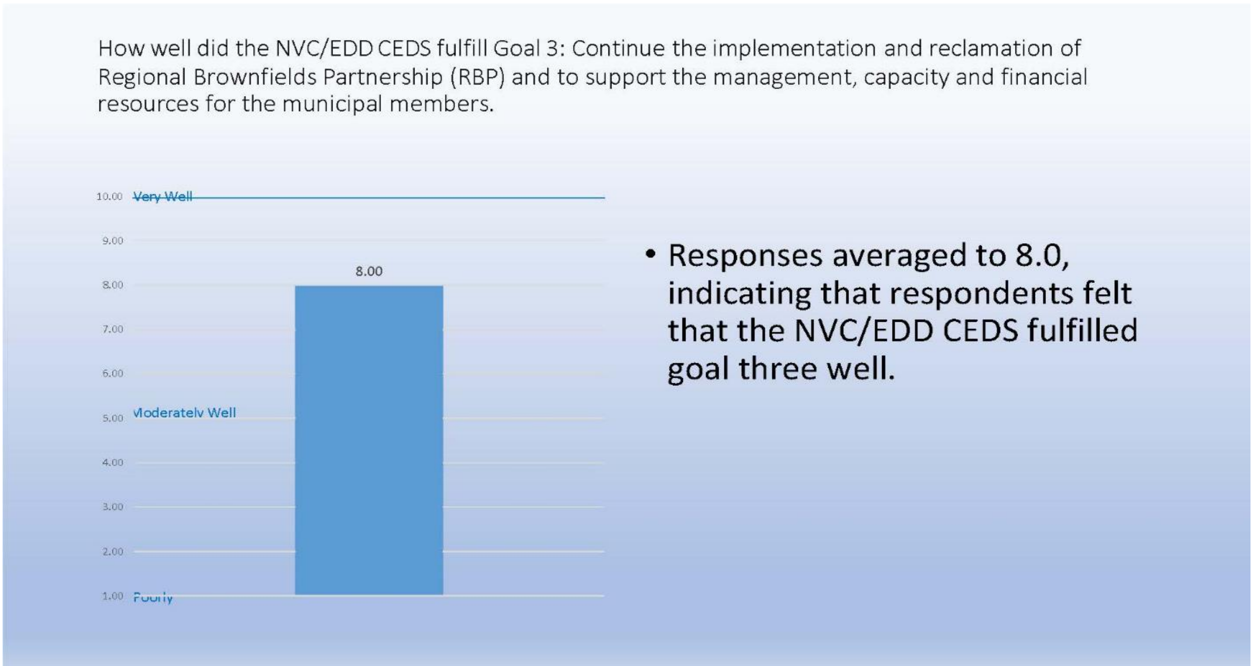
In keeping with EDA's mission, the NVC EDD/CEDS will promote innovation and competitiveness among the municipalities in order to promote growth and success within each and every municipality. The NVC EDD/CEDS tasks for the upcoming year include the following:

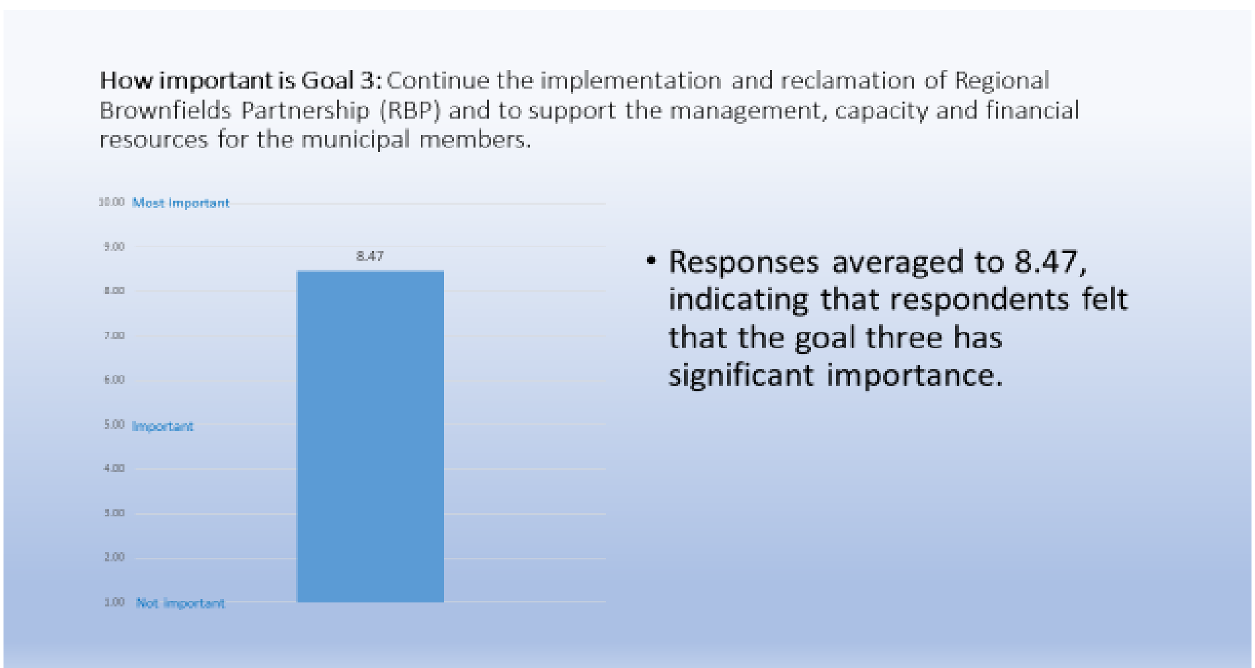
NVCOG is the host of the Regional Brownfields Partnership (RBP) a 27 city and town volunteer association that is now the primary recourse for assisting the 19 communities in the NVC EDD/CEDS area for the upcoming program year.

- The RBP Advisory Committee will maintain, update, and consolidate brownfield property inventories that are reported throughout the NVC and will be assisted with some additional staff changes at NVCOG per the Executive Director of the NVCOG.
- Update list of brownfields requiring assessment and/or remediation (Refer to the Brownfields Data Narrative and Chart section).
- Assist with requesting financial assistance regarding funding for remediation and/or assessment.
- Identify CTDEEP, EPA, OPM and DECD financing programs.
- Encourage Federal EPA and others to provide financial resources, numerous projects are currently identified, however a lack of financial support is a growing economic strain on the CEDS communities.

Concentration will be on job retention for our existing businesses with assistance as appropriate. The state list of pending or actual businesses - WARN report attached. There were no WARN Notices for the NVC for the period of 2021-2022. Also, based on availability of federal and/or state funds, assist those communities that have been impacted with plant shutdowns or relocation of businesses including Municipal Development Plan (MDP), Brownfield Remediation, and improve access to local and major arteries.

According to the CEDS 2022 Survey, NVC towns and cities feel that the implementation and reclamation of Regional Brownfields Partnership is a goal with high importance and one that the NVC EDD/CEDS has fulfilled better than moderately well.





Source: CEDS 2022 Survey

SWOT Analysis for The 2021-2022 EDD/CEDS process continues to examine the NVC's needs, problems, and resources. (SWOT analysis below); it revises goals and objectives as needed, selects a multi-year plan of action, and establishes a process for evaluating its achievements and illustrating changing conditions.

Strengths	**Weaknesses**
• Stakeholders believe that the NVC/EDD CEDS has done well at fulfilling six of its seven goals over the last five years. • Respondents believe that the economic climate of the NVC/EDD is somewhat better than the previous year. • Improvement in the quality of communications networks in the NVC/EDD compared to five years ago. • Respondents felt that their local public infrastructure was somewhat better than a year ago. • Respondents felt that their municipality has more than somewhat recovered from the pandemic. • Respondents reported that the NVC was more than somewhat prepared to respond to the global pandemic.	• Most towns believe that the national economy is in poor health. • Forty-two percent of the towns rate the quality of mass/public transportation in their municipality as average. • Close to 32% of the towns rate the quality of mass/public transportation in their municipality as fair. • Respondents believed that the local transportation in their town was about the same as one year ago.
Opportunities	**Threats**
• Agreement that NVC/EDD goals are being fulfilled well • Agreement that the first five goals hold significant importance. • Agreement that goals 6 and 7 are important. • Perceived improvement of the economic climate in the NVC/EDD and individual towns. • Most towns believe that they are in good to very good health. • Most towns are somewhat confident to very confident that their municipality will fully recover from	• Most towns believe that the national economy is in poor health. • A small number of towns report negative opinions about aspects of their economic futures. • Fair to average mass/public transit systems in the towns. • Some towns report serious, negative aspects of their economy, transportation, and infrastructure.

the pandemic and related economic downturn.

- Respondents felt that the employment situation in their town was slightly better than a year ago.
- Respondents felt that the accessibility of job-training programs in the NVC/EDD is slightly better compared to five years ago.
- Respondents believe that the quality of job-training programs in the NVC/EDD is slightly better compared to five years
- Respondents felt that the quality of life in the NVC/EDD is slightly better compared to five years ago.
- More than 31% of the towns rate the further development of public transit as important to their municipality.
- More than one quarter of the municipalities rate the development of public transit as somewhat important to their town.
- More than one quarter of the municipalities believe that CTDOT's recent $12 million grant to upgrade the Derby train station will exert a great impact on the region.
- Close to 37% of the towns believe that CTDOT's recent $12 million grant to upgrade the Derby train station will exert some impact on the region.
- Respondents reported slight improvement in the condition of brownfields in their town compared to a year ago.

Source: CEDS 2022 Survey

Capital Needs/Infrastructure Program was maintained with open requests from all 19 communities and implemented with a new e-mail only questionnaire keeping with green standards. The projects submitted were presented to the Advisory Committee for inclusion in the EDD/CEDS document as the building block of the public works infrastructure program. As of this Annual Report (June 30, 2022), 12 towns had submitted 31 projects, 21 Public Works type and 10 Technical Assistance requests for consideration and incorporation into the 2021-2022 CEDS. The Project Matrix is included within this Annual Report. Plus this Annual Report carries over the prior year's NVC project requests from the now 19 communities.

The Strategy Committee is responsible for developing, implementing, revising, or replacing the EDD/CEDS. The Strategy Committee does consist of broad-based representatives of the main economic interests of the region including private sector representatives, Mayors, First Selectmen and/or Town Managers, public officials, community leaders, and representatives of workforce development boards, representatives of institutions of higher education, minority and labor groups and private individuals who have an interest in the economic development activities of the 19-town NVC EDD/CEDS.

The Advisory Committee will continue to implement the overall CEDS and will update and modify as necessary and appropriate the following:

- Background of the economic development situation of the 19 towns that paints a realistic picture of the NVC including a narrative on the economy, population, geography, workforce development and use, transportation access, resources, environment and other pertinent information.
- Analysis of Economic Development Problems and Opportunities identifying strengths and weaknesses in the 19-town NVC.
- Incorporate relevant material from other government-sponsored plans and demonstrate consistency with other state and local workforce investment strategies.
- Identify past, present and projected future economic development investments in the region.
- Goals and Objectives – monitor the existing goals and objectives necessary to evaluate the economic problems and/or capitalize on the resources of the region over the 5 year time frame of the EDD/CEDS, and modify as conditions mandate.
- Community and Private Sector Participation – discuss in narrative form the relationship between the community in general and the private sector in the development and implementation of the EDD/CEDS.
- Strategic Projects, Programs and Activities – Identify regional projects, programs and activities designed to implement the Goals and Objectives of the CEDS/EDD including suggested projects and vital projects including projects that have been listed as potential Brownfield redevelopment projects or zones.
- EDD/CEDS Plan of Action – A narrative/guide necessary to implement the goals and objectives of the EDD/CEDS to promote economic development opportunities, foster effective transportation access, enhance and protect the environment while maximizing effective development. Use of the workforce to be consistent with any applicable state or local workforce investment strategies. Promote the use of technology, including the use of Green Building Council standards and technology to foster the use of the State Energy Program (SEP) with LEED and partner with utilities (CL&P and UI) to conserve energy.

- Methodology for cooperating and integrating the EDD/CEDS with the State's economic development priorities, including clusters and Brownfield redevelopment projects.
- Performance Measures – a list of performance measures used to evaluate the Planning Organization's successful development and implementation of the EDD/CEDS, such as number of jobs created after implementation of a EDD/CEDS activity, number and types of investments undertaken in the region, number of jobs retained in the region, amount of private sector investment.

Local Infrastructure Capital Improvements Projects / Brownfields / CEDS 2022 Survey

The Stakeholders 2022 Capital Improvement Municipal Questionnaire was recommended by the CEDS Advisory Committee to be emailed to all 19 communities. The communities were encouraged to submit new or revised Capital Improvement Projects, Brownfields and/or infrastructure projects. Results are incorporated in the June 2022 Annual Report.

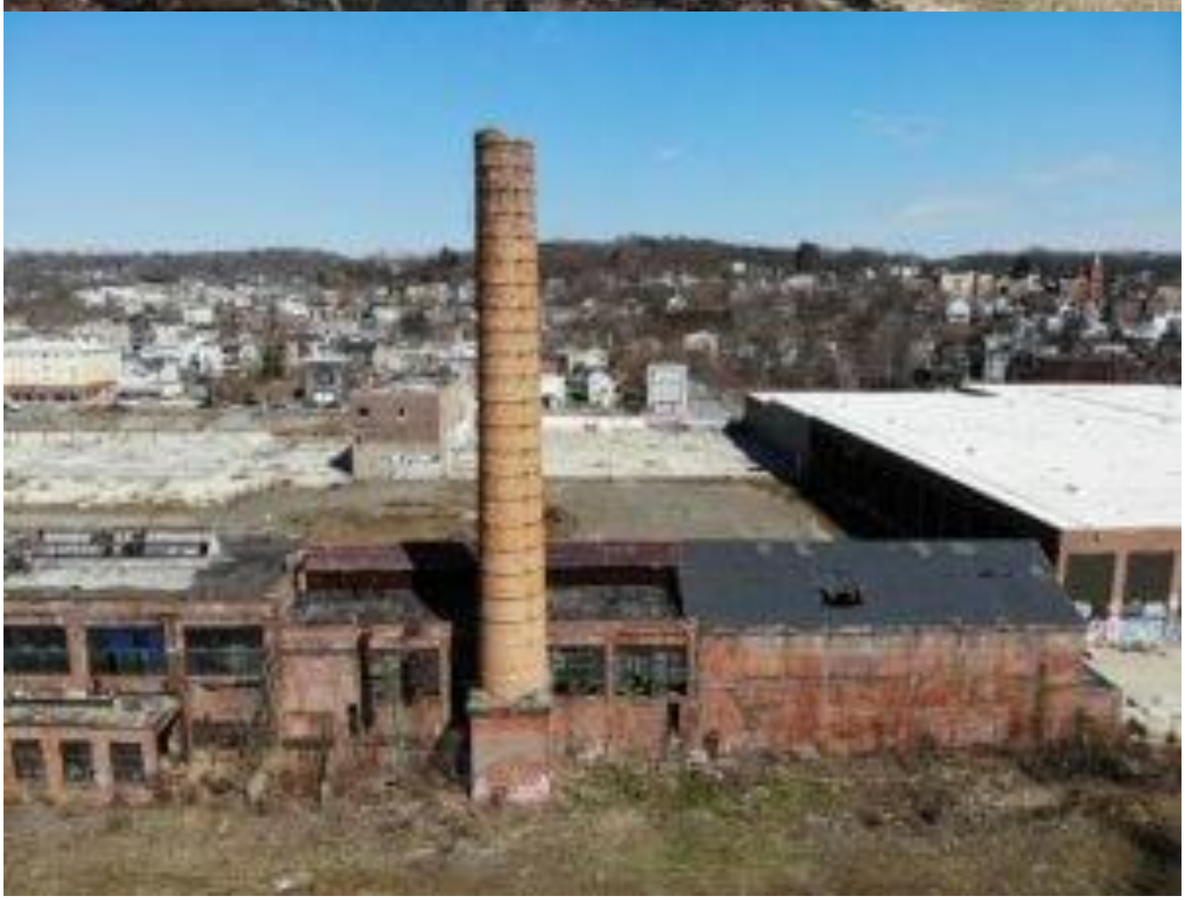
All 19 communities were invited to complete the questionnaire and were encouraged to respond. As of the preparation of this Annual Report 12 communities responded with 31 Capital Projects. Requests for 21 Public Works type projects and 10 for various Technical Assistance needs. Copies are on file with SEDC staff/office.

The CEDS 2022 survey indicated that governments in the towns and cities in the NVC EDD/CEDS continue to strongly agree with the CEDS goals, which emphasize opportunities for job growth, development of local infrastructure, and improvement of transportation, specifically the Waterbury Branch line and communication systems, among other things.

NVC EDD/CEDS towns and cities believe that the current economic climate in the individual towns was somewhat better than the previous year and their town was better than the previous year.

The NVC EDD/CEDS towns and cities responded that their towns were slightly improved from five years ago in the areas of local public infrastructure, local transportation, existing highways and roads, and the condition of underutilized and vacant buildings and brownfields.

The NVC EDD/CEDS towns and cities report local public infrastructure is somewhat better (7%) than five years ago.



The town and cities were asked "to what extent do people in your town rely upon some form of public transportation?" 26.3% say below average amount; "How would you rate the quality of mass/public transportation in your municipality?" Eight towns indicated average (42.1%); "Regardless of whether your municipality currently has public transit, how important is the further development of public transit to your municipality?" 31.6% indicated it is important.

In a related matter CTDOT recently received a $12 million grant to upgrade the Derby train station, including the station itself, additional trains each day, increased bus service, and vehicle charging stations. The grant will also improve bike and pedestrian paths between Derby and the station. How do you think this will impact the region? The response indicated some impact (7 communities) or 36.8%; and five communities indicated a great impact or 26.3%.

The towns and cities in the NVC EDD/CEDS responded to the question on how much has your municipality recovered from the economic impact of the pandemic? Average response Responses averaged to 6.74, indicating that respondents felt that their municipality has more than somewhat recovered from the pandemic.

Similarly, the question was asked how prepared was the NVC to respond to the global pandemic? Responses averaged to 6.11, indicating that respondents felt that the NVC was more than somewhat prepared to respond to the global pandemic.

The NVC towns were asked if they received CARES Act funding? Seventeen towns replied yes. As a follow up question the NVC towns were asked what types of controls did you put in place to ensure compliance with CARES Act oversight, management, and reporting requirements? Eight towns created a spend plan and updated status weekly. Nine towns added an extra level of internal review. Three towns held weekly meetings and two towns hired a consultant.

The towns and cities in the NVC EDD/EDS response to the question on how would you rate the economic climate in the NVC/EDD compared to one year ago. Average response was 6.47, indicating that respondents felt the economic climate of the NVC/EDD was somewhat better than the previous year.

Survey results were received from 19 communities with a 100% return for the fourth year in a row. The results are enclosed within the 2021-2022 CEDS Annual Report Executive Summary CEDS 2022 Survey section of this report. The Capital Improvement Project Matrix was included in the beginning of this Annual Report. The full survey and questionnaires are on-file at SEDC.

Plan of Action

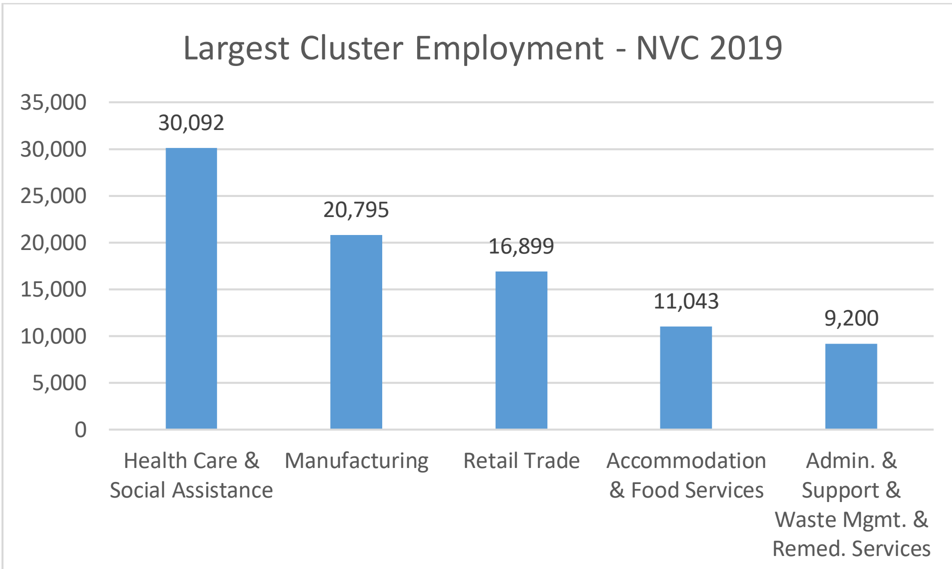
The CEDS Plan of Action "implements the goals and objectives of the CEDS in a manner that," among other things, fosters effective transportation access, enhances and protects the environment, and balances resources through sound management of physical development (CEDS Summary of Requirements). The NVC CEDS plan of action focuses upon transportation access, the enhancement and protection of the environment through the use of brownfields identification, assessment and remediation, and sound physical development including projects that support jobs both short and long term.

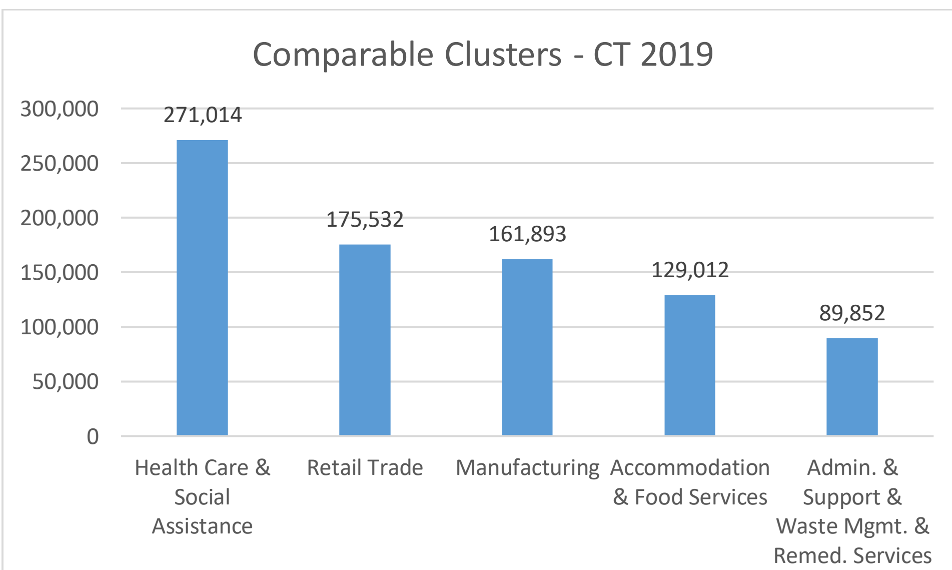
This CEDS report uses a survey of local leaders to identify public infrastructure projects, upgrades and expansions to existing highways and roads, and improvements to underutilized buildings and sites that are in progress. As one part of the NVC CEDS plan of action, those projects need to be completed with Federal/EDA financial assistance. The survey also identifies necessary improvements to the infrastructure, needed upgrades or expansions to highways and roads, and essential improvements to vacant buildings, namely town centers and shopping centers. As a second part of the NVC CEDS plan of action, these projects need to be started. This report also indicates that funding for infrastructure, transportation, underutilized buildings and sites has increased over the past year. In addition, the number of brownfields that have been identified, assessed, and cleaned has also risen. A third element of the plan of action calls for the progress in funding levels and brownfield identification, assessment, and clean up to be continued.


LORRAINE


ON THE AVENUE
A SALON

The five largest employment clusters in the NVC are Health Care & Social Assistance (30, 092), Manufacturing (20,795), Retail Trade (16,899), Accommodation & Food Services (11,043), and Administration & Support & Waste Management & Remediation Services (9,200), according to the Connecticut Department of Labor. In addition, those same employment clusters are shown with their statewide employment numbers for the same time period.



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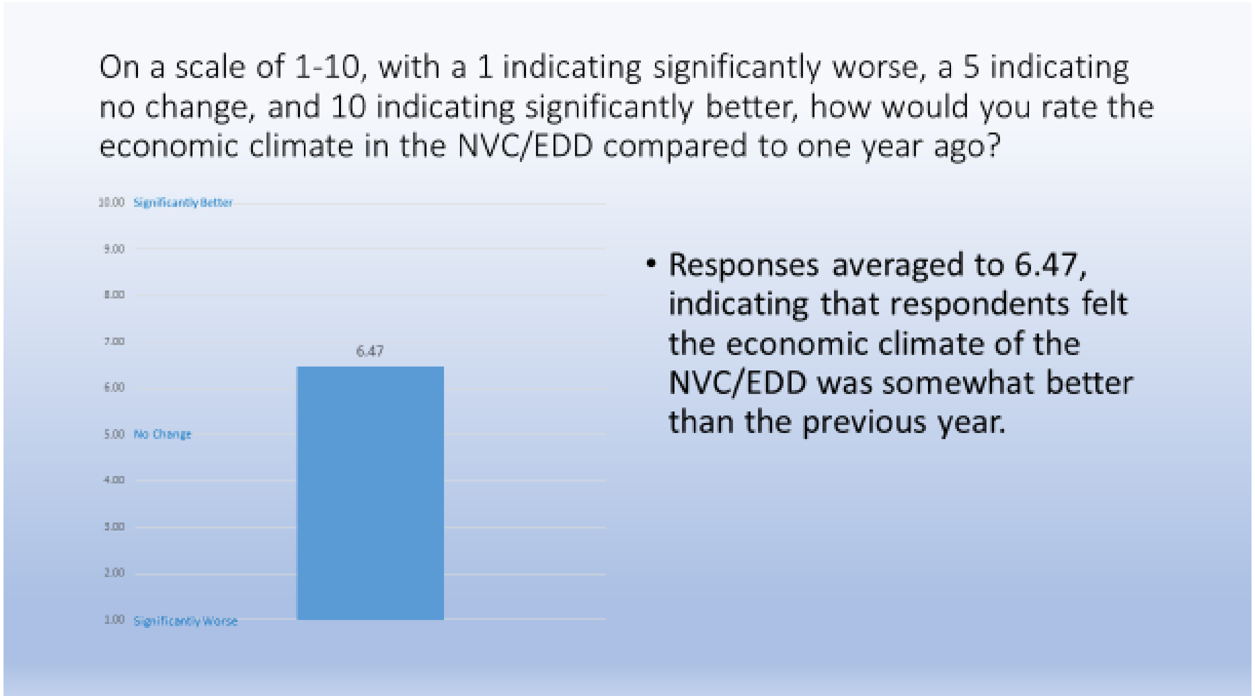
Naugatuck Valley Corridor Economic Climate



Source: CEDS 2022 Survey

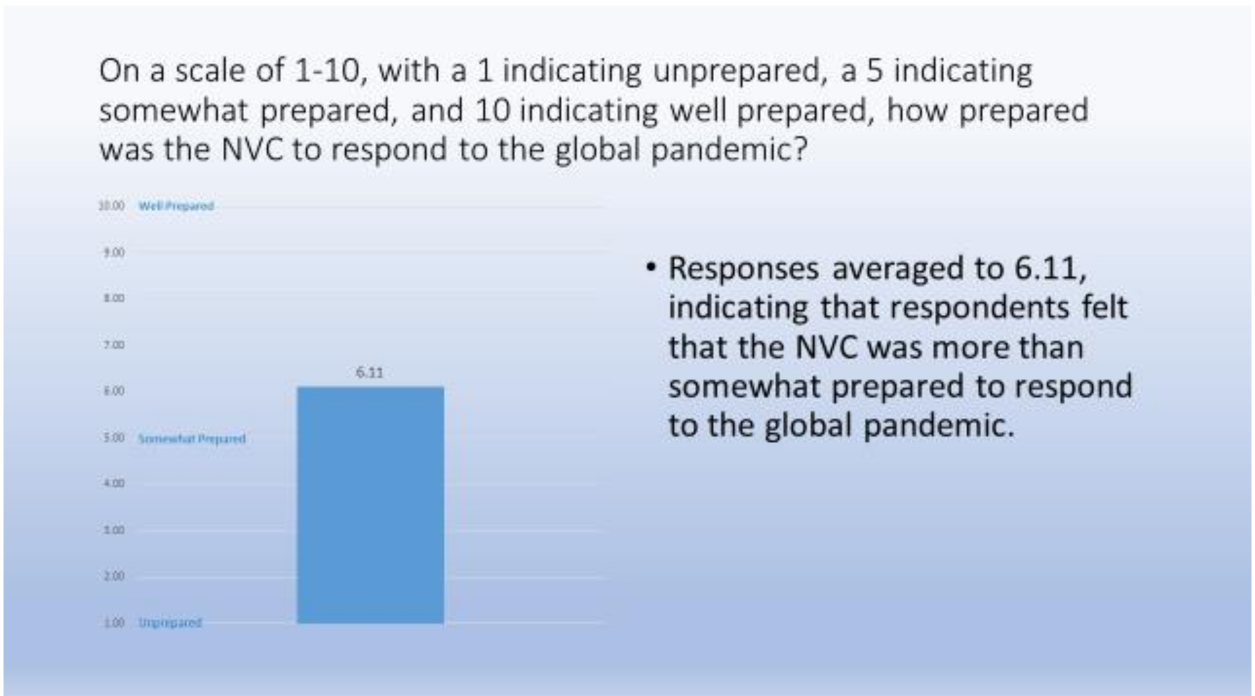
CORONAVIRUS IMPACT ON THE NAUGATUCK VALLEY CORRIDOR

	March 2020				February 2022			
	Labor Force	Employed	Unemployed	Rate	Labor Force	Employed	Unemployed	Rate
Connecticut	1,915,644	1,842,200	73,444	3.8%	1,869,300	1,778,100	91,200	4.9%
U.S. (Adjusted)	162,721,000	155,536,000	7,185,000	4.42%	163,991,000	157,722,000	6,270,000	3.8%
NVC Towns	234,901	223,162	11,729	5.0%	231,903	218,335	13,558	5.8%
Ansonia	9,217	8,628	579	6.3%	9,116	8,421	695	7.6%
Beacon Falls	3,562	3,420	142	4.0%	3,525	3,374	151	4.3%
Bethlehem	1,947	1,864	83	4.3%	1,967	1,827	140	7.1%
Bristol	33,535	31,883	1,652	4.9%	32,927	30,864	2,063	6.3%
Cheshire	15,816	15,397	419	2.6%	15,851	15,324	527	3.3%
Derby	6,593	6,239	354	5.4%	6,461	6,084	377	5.8%
Middlebury	4,011	3,856	155	3.9%	3,968	3,814	154	3.9%
Naugatuck	17,263	16,385	878	5.1%	17,071	16,038	1,033	6.1%
Oxford	7,301	7,008	293	4.0%	7,198	6,868	320	4.4%
Plymouth	6,720	6,366	354	5.3%	6,534	6,156	378	5.8%
Prospect	5,620	5,416	204	3.6%	5,654	5,366	288	5.1%
Seymour	8,952	8,487	465	5.2%	8,778	8,275	503	5.7%
Shelton	21,969	21,003	966	4.4%	21,686	20,534	1,152	5.3%
Southbury	8,649	8,312	337	3.9%	8,584	8,129	455	5.3%
Thomaston	4,807	4,590	217	4.5%	4,636	4,438	198	4.3%
Waterbury	50,535	46,983	3,552	7.0%	49,820	45,974	3,846	7.7%
Watertown	12,935	12,441	494	3.8%	12,754	12,223	531	4.2%
Wolcott	9,915	9,549	366	3.7%	9,853	9,396	457	4.6%
Woodbury	5,554	5,335	219	3.9%	5,520	5,230	290	5.3%
Totals	**234,901**	**223,162**	**11,729**	**5.0%**	**231,903**	**218,335**	**13,558**	**5.8%**

Current unemployment rates in the NVC range from a low of 3.3% in Cheshire, to a high of 7.7% in Waterbury. Twelve towns are equal to or above the state's unemployment rate of 4.9%, while seven of the towns are below the state's rate. This is a significant change from the past Annual Reports. One town (Cheshire 3.3%) is below the U.S. Rate of 3.8%.

In a comparison of employed and unemployment rates from March 2020 to February 2022, all of the NVC towns had a decrease in the number of employed and the number of unemployed.

The COVID impact had an additional negative impact across the nineteen NVC communities, as shown below for the time period of March 2020 to February 2022.

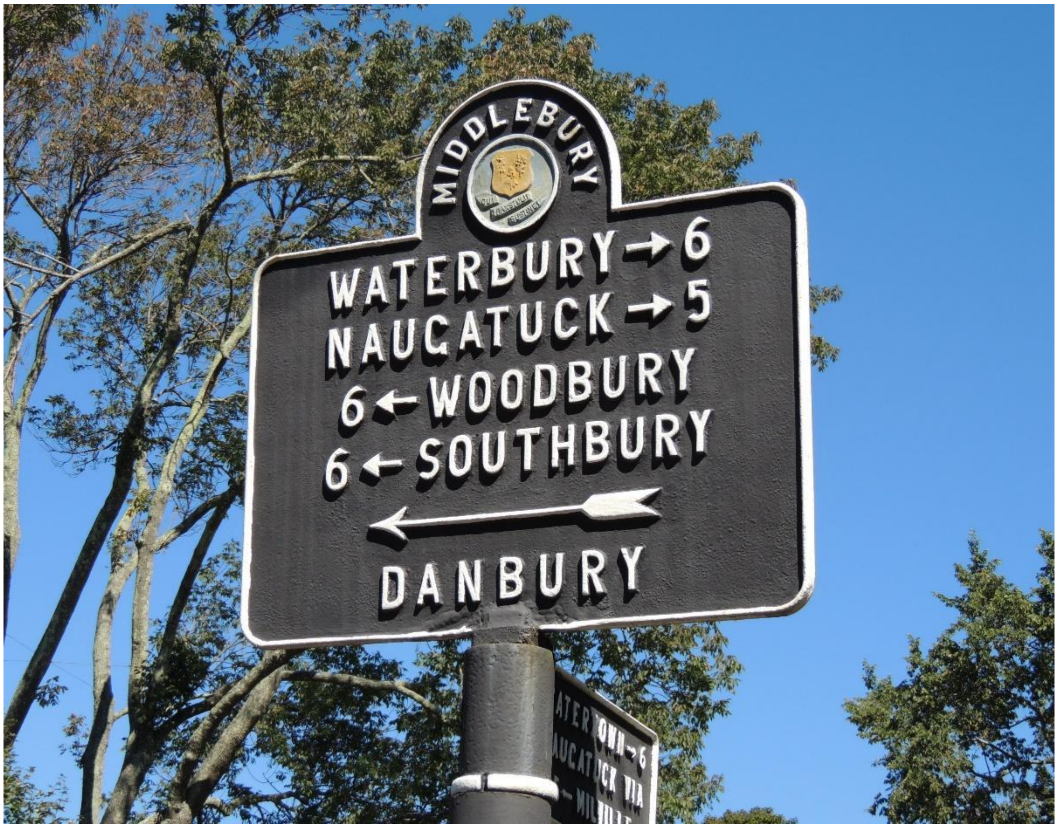


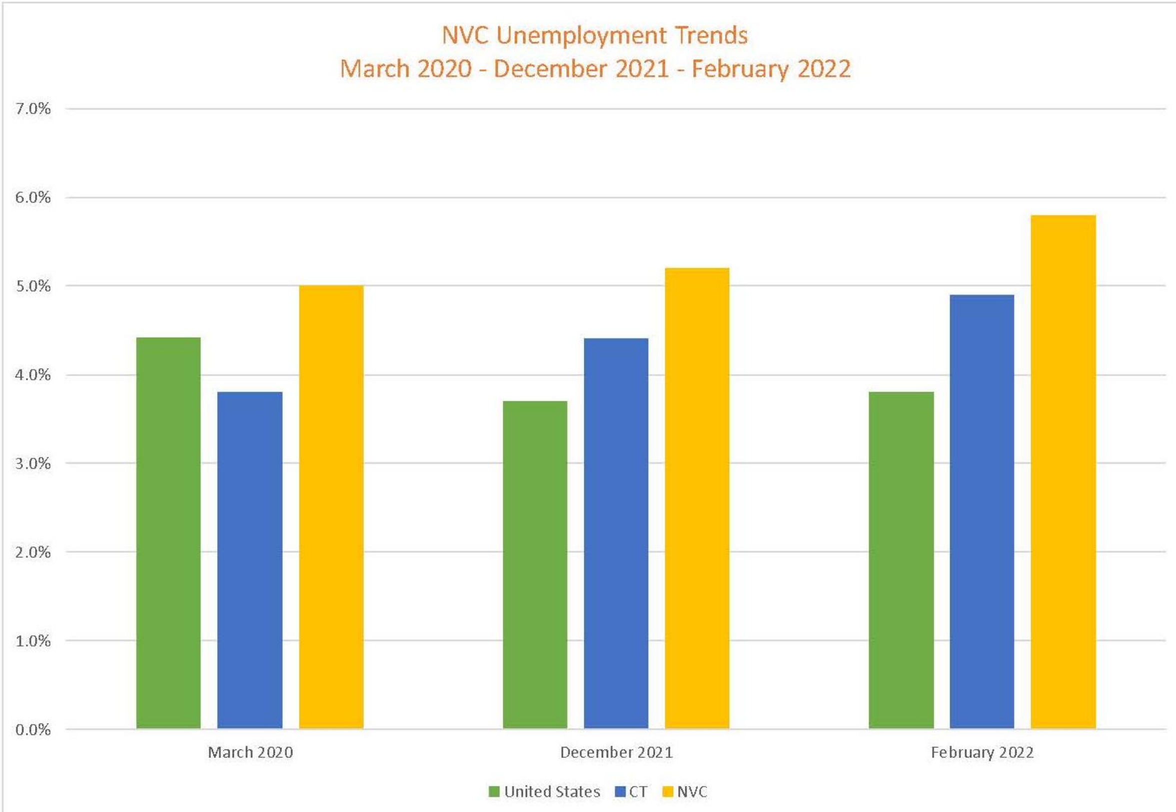
Source: 2022 Survey

Business & Employment Changes

Based on sudden and severe economic conditions of higher unemployment rates and plant closings or a reduction in business employment changes as incorporated within the annual report, EDA has made the entire NVC area eligible to receive funding providing the communities have submitted projects that have been received by the Strategy and Advisory Committees. The CEDS Administration Team contacted each of the 19 chief elected officials, highly recommending that they review their capital infrastructure improvement projects relative to job growth, economic development and Brownfield Redevelopment needs.

EDA has advised all communities of its Economic Development Assistance Programs Application (EDAP) Notice of Funding Opportunity (NOFO). EDA solicits applications from applicants in order to provide investments that support construction, non-construction, planning, technical assistance and revolving loan fund projects under EDA's Public Works program and Economic Adjustment Assistance (EAA) programs. There are no submission deadlines under this opportunity. Proposal and applications will be accepted on an ongoing basis until the publication of a new EDAP NOFO.





The Town of Newtown, while a community member of NVC EDD/CEDS, received a new grant for Public Works improvements for water, sewer and infrastructure improvements. The Newtown project is now under construction and is expected to be completed by June 30, 2022. The City of Ansonia has submitted an application for the Ansonia Copper & Brass Complex and SHW property, which is currently being reviewed by EDA. EDA recently approved the US CARES ACT for the NVC CEDS area, which is a 2-year commitment running until June 2022. EDA is providing Technical Assistance grants for the implementation and monitoring of the 2021-2022 NVC EDD/CEDS. The Annual Report will be prepared and submitted by June 30, 2022.

Local officials have become more aware of the CEDS/EDD process and their participation in the committee meetings improved during the program year including 100% participation in the Annual CEDS Resiliency Survey.

Distressed Communities

The State of Connecticut DECD municipalities and OPM, PIC ranking shows that 3 Distressed Municipalities for 2021 and 4 PICs for 2022 but their rankings varied and in some cases it was significant.

The State of Connecticut DECD latest publication of distressed municipalities as defined by the CT General Statutes Title 32, Chapter 578, and Department of Economic & Community Development Sec. 32-9p has identified twenty five Connecticut municipalities as distressed. Within the NVC CEDS area there are 3 such communities. OPM also lists 4 communities as

PIC/private investment municipality. The list ranked by scores is as follows:

Distressed 2021 and PIC 2022

Municipality	Ranked	Score	PIC*
Ansonia	3	1384	9
Derby	6	1360	13
Waterbury	8	1332	2
Bristol			16

*Public Investment Committee

Sixteen percent of the NVC CEDS area is defined as distressed according to DECD and the US Department of Housing and Urban Development.

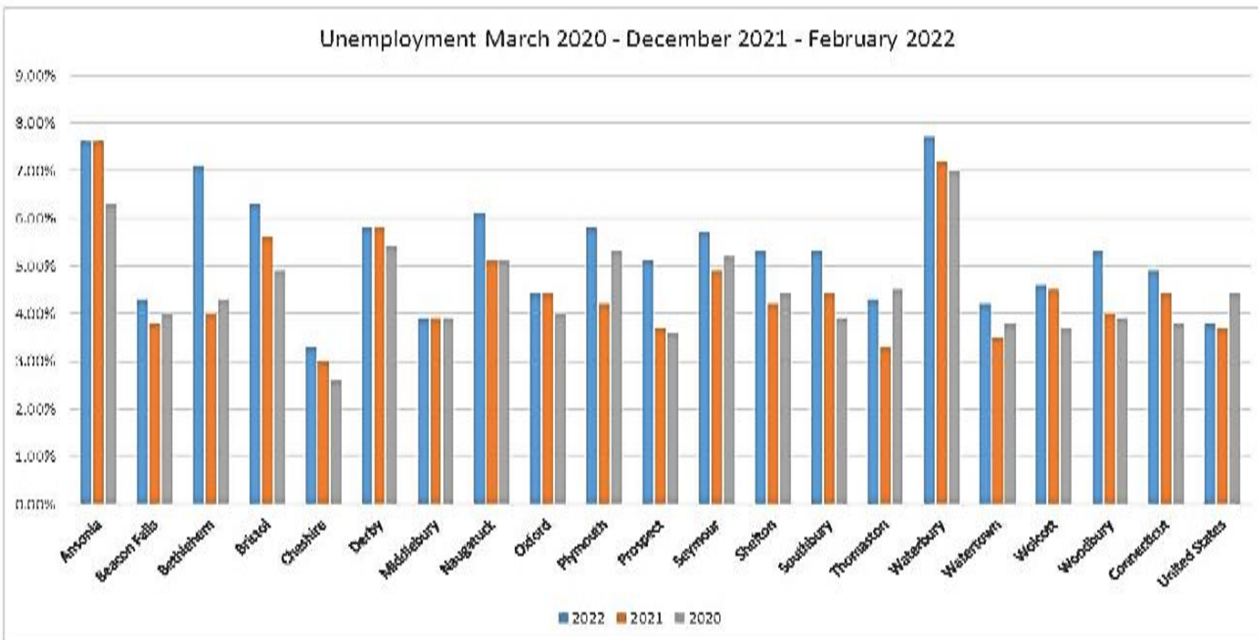
Demographics – NVC – 19 Communities

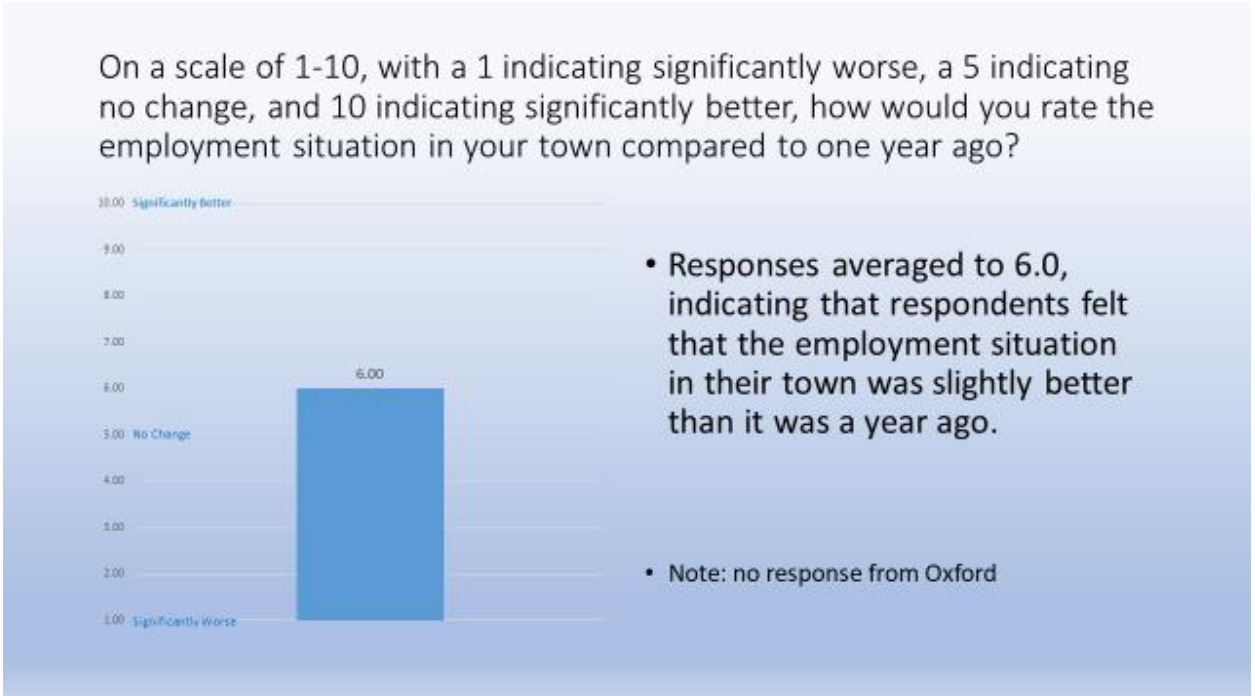
The demographics presented represent the EDD/CEDS 19 communities. The 19 NVC communities population in 2010 was 448,708 per the US Census. The 2020 US Census population stated 450,376, a slight increase of 1,668 citizens. Four communities had an increase: Bristol, Seymour, Shelton and Waterbury. All others had decreases (see chart for details). The Connecticut population in 2010 was 3,574,097 and in 2020 it was 3,563,077 (a difference of -11,020).

Fifteen communities had a decrease in population from 2010 to 2020 per US Census while four communities had a slight increase.

Unemployment and Labor Force Characteristics - NVC March 2020 – December 2021 – February 2022

The Connecticut unemployment rate for the timeframe of March 2020 to February 2022 increased from 3.8% to 4.9%. The average unemployment rate for the nineteen NVC communities increased from 5.0% to 5.8%. Twelve of the nineteen communities were at or above the state and State unemployment rates with Cheshire the lowest at 3.3%. The United States adjusted rate for the same period went from 4.42% to 3.8%. Eighteen communities were at or above the Federal rate. The labor force for the NVC decreased to 231,903 people. Waterbury had the largest labor force with Bristol second and Shelton third. Bethlehem had the smallest labor force.





Source: CEDS 2022 Survey

Changes in Employment Force and Unemployment Rate over Time

The labor force in the NVC and the State of Connecticut had an overall decrease of 2,998 and 46,344 respectively from March 2020 to February 2022. Sixteen of the 19 communities in the NVC had a decrease in their labor force from March 2020 to February 2022 per Labor Department Statistics.

Connecticut's employed labor force decreased from March 2020 to February 2022 by 64,100 people according to the CT Labor Department. The NVC employed workforce decreased by 4,827 people during the same period.

Within the NVC from the period of March 2020 to February 2022 the employment criteria, employed and unemployed and overall unemployment rates declined. The labor force decreased by 2,998. The number of unemployed increased to, 1,829 people. The overall unemployment rate for the same period in the NVC was 5.8%. The State of Connecticut was 4.9% and the U.S. was 3.8%. Cheshire had the lowest rate at 3.3%.

Unemployment and Labor Force Characteristics - NVC March 2020 – February 2022

The Connecticut unemployment rate for the period from March 2020 to February 2022 increased from 3.8% to 4.9%. The average unemployment rate for the nineteen NVC communities increased from 5.0% to 5.8%. The United States adjusted rate for the same period went from 4.4% to 3.8%. One community (Cheshire) was at or below the national average. Cheshire was the lowest at 3.3% of the NVC community at or below the national average of 3.8%. The labor force for the NVC decreased from 234,901 to 231,903 people in February 2022. Waterbury had the largest workforce with Bristol second and Shelton third. Bethlehem had the smallest work force.

Conclusions

The Advisory and Strategy Committees under the leadership of its Chairperson, Sheila O'Malley of the City of Ansonia has continued to develop a partnership with government and business leaders through the EDD/CEDS Outreach process. The public forums continue to have good Citizen Participation.

SEDC/WDC continues to utilize the EDD/CEDS process to encourage economic partners within the nineteen communities and prepare data and information to support one of Connecticut's nine EDD, which are the same as the CT OPM Planning Regions. The Strategy Committee continues to oversee the EDD/CEDS document, maintain, update and adjust, prepare and submit reports, monitor significant changes in the economy, coordinate all committees, outsource information by communicating with all the partners, all of which are reported in detail throughout the annual update.

Implementation and monitoring of the CEDS will have direct impacts on each of the communities with some communities having a greater economic benefit through economic growth, job expansion, new businesses and/or relocation than others, but the entire region will benefit because job opportunities will be available for all residents of the corridor. The demographics show that all 19 communities had a major decrease in the labor force during the past year. The NVC labor force statistics from March 2020 to February 2022 reflected a significant impact, and a point of impact of the COVID-19 pandemic first hit, in the employed and unemployment rates in all 19 communities. This is a negative sign concerning the economy's future as we set our vision for 2022/2023. The CEDS process is also to be used as a measuring stick for improving transportation, which is the bloodline for economic growth since the majority of our residents and/or businesses use our highways to commute and to deliver their products and services. Improved rail service on the Waterbury Branch line is strongly recommended by community leaders and legislators.

Connecticut Congressional representatives are aware of the NVC EDD/CEDS and have assisted with economic development grants for our communities. Their assistance in procuring additional grants in aid for our individual communities or a regional organization will have an overall economic benefit.

Summary of Performance Measures

Unemployment in the NVC since the Last CEDS Annual Report

The number of employed has decreased in all of the 19 NVC communities since March 2020 thru February 2022, unemployment increased by 0.8% in the NVC.

The average unemployment rate for the 19 NVC towns fluctuated over time from 6.9% in February 2016 to 5.0% in March 2020 to 9.3% in February 2021 to 5.8% in February 2022.

In February 2022, unemployment rates that were below the Connecticut average of 4.9% were in the following communities; Beacon Falls, Cheshire, Middlebury, Oxford, Thomaston, Watertown and Wolcott. In February 2022, the unemployment rate in Waterbury was 2.8 percentage points higher than the Connecticut average. The unemployment rate was 2.7 percentage points higher in Ansonia and 1.9 points higher in Derby than the Connecticut average.

Overall, number of unemployed in the NVC increased from December 2020 to February 2022. Overall unemployment again increased in the NVC by 1,829 jobs.

The overall NVC labor force decreased from March 2020 to February 2022 by 2,998. The employed labor force showed a decreased from March 2020 to February 2022 of 4,827 jobs.

Cluster/Sector Analysis of the Main Employment Sectors in the NVC

An examination of the key employment sectors in the NVC shows that some areas have taken on a much larger percentage of the overall business employment in just a few years. Retail trade remains relatively stable, while growing as a percentage of the overall business employment. Social Assistance, as well as Manufacturing showed a decline in the percentages of the overall business employment that they represent, but are still critically important business sectors. Finally, Health Care and Construction continue to improve as the economy grows, and the percentage of overall business employment from the construction industry posted a significant increase.

Executive Summary – CEDS Survey 2022

The CEDS 2022 Survey continues to gauge public stakeholders' perceptions of the CEDS goals, economic climate, public infrastructure and transportation, and brownfields. Respondents fell that the NVC/EDD CEDS fulfills its seven goals moderately well to more than moderately well. They believe that the first five goals (job growth, local infrastructure, transportation and communication, brownfields, and economic expansion) have significant importance while the other two goals (National Heritage Area and philanthropy) are important. Stakeholders rate the economic climate in the NVC/EDD and their towns to be slightly better than compared to one year ago.

The NVC towns and cities believed that their towns were somewhat prepared to deal with the economic impact of the pandemic. They also concluded that the NVC was somewhat prepared to respond to economic downturns or other crises. However, eleven communities indicated that they felt the national economy was in poor health.

All nineteen communities responded to the question regarding how would you rate the local public infrastructure in your town compared to one year ago? 6.42% responded somewhat better than one year ago. Stakeholders who took the survey felt that their local transportation was about the same as it was one year ago.

Nine NVC municipalities report that spending on local infrastructure in their towns has increased over the past year and eight towns indicated no change.

Respondents reported that better than average progress (6.21/10) had been made on upgrades or expansions to existing highways and roads in their towns over the past year.

Survey respondents concluded that the employment situation was slightly better in their town compare to one year ago (6/10). Responses averaged to 6.24, indicating that respondents felt that the accessibility of job-training programs in the NVC/EDD is slightly better compared to five years ago. Responses averaged to 6.59, indicating that respondents felt that the quality of job-training programs in the NVC/EDD is somewhat better compared to five years ago.

The stakeholder were asked how would you rate the condition of brownfields in your town compared to one year ago? Responses averaged to 5.74, indicating that respondents felt that there was slight improvement from one year ago.

For the fourth year in a row, all stakeholders participated in the NVC EDD/CEDS survey. Each of the 17 towns that responded to this question are willing to keep the NVC EDD/CEDS effort financially viable.

The survey was administered from December 31, 2021 to February 28, 2022.

Total number of responses: 19

Communities participating in the survey: Ansonia, Beacon Falls, Bethlehem, Bristol, Cheshire, Derby, Middlebury, Naugatuck, Oxford, Plymouth, Prospect, Seymour, Shelton, Southbury, Thomaston, Waterbury, Watertown, Wolcott, and Woodbury

Response rate: 19 of the 19 CEDS Towns (100%) for the 4^{th} year in a row.

The full survey and questionnaires are on-file at SEDC.

NVC/EDD CEDS Survey 2022

Executive Summary – Goals and Economic Climate

- This survey gauges public stakeholders' perceptions of the NVC/EDD CEDS goals, economic conditions, employment, transportation, infrastructure, brownfields, and COVID-19 and CARES Act.
- Respondents believe that the NVC/EDD CEDS has done well at accomplishing six of its seven goals over the last five years.
- Respondents report that the seventh goal, which is to continue to support and encourage the designation of the NVC/EDD as a National Heritage Area under the National Park Service, is being fulfilled moderately well.
- Respondents believe that the first five goals have significant importance and the other two are important.
- Respondents felt the economic climate of the NVC/EDD was somewhat better than the previous year.
- Respondents note that the economic climate in their town was better than the previous year.
- Respondents felt that there was improvement in the quality of communications networks from five years ago.

Executive Summary – Economic Climate Continued

- Most towns believe that their towns are in good to very good health.
- Most towns believe that the national economy is in poor health.
- Most towns are somewhat confident to very confident that their municipality will fully recover from the pandemic and related economic downturn.
- Nine of the 19 towns expect business revenues in their municipality to stay about the same over the next year.
- Eight of the 19 towns expect business revenues in their municipality to increase over the next year.
- Most towns believe that business revenues, staffing levels in their municipality's businesses, and investments made by their local businesses will stay about the same or increase over the next year.

Executive Summary – Employment

- Respondents felt that the employment situation in their town was slightly better than a year ago.
- Respondents felt that the accessibility of job-training programs in the NVC/EDD is slightly better compared to five years ago.
- Respondents believe that the quality of job-training programs in the NVC/EDD is slightly better compared to five years ago.
- Respondents felt that the quality of life in the NVC/EDD is slightly better compared to five years ago.

Executive Summary – Transportation

- Forty-two percent of the towns rate the quality of mass/public transportation in their municipality as average.
- Close to 32% of the towns rate the quality of mass/public transportation in their municipality as fair.
- Slightly more than 20% of the towns have no public transit option.
- More than 31% of the towns rate the further development of public transit as important to their municipality.
- More than one quarter of the municipalities rate the development of public transit as somewhat important to their town.
- More than one quarter of the municipalities believe that CTDOT’s recent $12 million grant to upgrade the Derby train station will exert a great impact on the region.
- Close to 37% of the towns believe that CTDOT’s recent $12 million grant to upgrade the Derby train station will exert some impact on the region.

Executive Summary – Infrastructure

- Respondents felt that the local public infrastructure in their town was somewhat better than a year ago.
- Respondents believed that local transportation in their town was about the same as one year ago.
- Respondents reported that the existing highways and roads in their town were slightly improved from one year ago.
- Of the 17 towns that answered this question, nine reported that the total dollars spent on local infrastructure in their town increased over the last year and eight reported no change.

Executive Summary – Brownfields

- Respondents reported slight improvement in the condition of brownfields in their town compared to a year ago.

Executive Summary – COVID-19 & CARES Act

- Respondents felt that their municipality has more than somewhat recovered from the pandemic.
- Respondents reported that the NVC/EDD was more than somewhat prepared to respond to the global pandemic.
- All but two towns reported that they received CARES Act funding.
- Ten towns used CARES Act funding in part for COVID-19 medical expenses.
- Nine towns used CARES Act funding in part for educational institutions.
- Eight towns used CARES Act funding in part for local businesses.
- Six towns used CARES Act funding in part of food assistance.

Executive Summary (Recovery and Resilience Plan from the CARES Act Recovery and Resiliency Survey)

- The EDA makes a distinction between resilience, which is a community or region's ability to withstand or avoid a shock, and recovery, which is an area's ability to respond once a disaster has hit.
- The EDA refers to resilience efforts as steady-state initiatives and recovery efforts as responsive initiatives.
- In terms of responsive initiatives, survey data from the CARES Act Recovery and Resiliency Survey indicate that businesses need assistance with their supply chain and availability of supplies, marketing and sales of their products and services, hiring and retention of employees, and access to financial assistance.
- In regard to steady-state initiatives, the area will increase its resiliency by improving supply chains, the education level of its workforce, transportation, and broadband networks. The region also needs to rely less on a single employer or industry and employers need access to financial resources. Businesses also reported that an economic weakness of the NVC/EDD is that major employers are located in vulnerable areas.

SWOT Analysis – NVC/EDD CEDS

Strengths	**Weaknesses**
• Stakeholders believe that the NVC/EDD CEDS has done well at fulfilling six of its seven goals over the last five years. • Respondents believe that the economic climate of the NVC/EDD is somewhat better than the previous year. • Improvement in the quality of communications networks in the NVC/EDD compared to five years ago. • Respondents felt that their local public infrastructure was somewhat better than a year ago. • Respondents felt that their municipality has more than somewhat recovered from the pandemic. • Respondents reported that the NVC was more than somewhat prepared to respond to the global pandemic.	• Most towns believe that the national economy is in poor health. • Forty-two percent of the towns rate the quality of mass/public transportation in their municipality as average. • Close to 32% of the towns rate the quality of mass/public transportation in their municipality as fair. • Respondents believed that the local transportation in their town was about the same as one year ago.

SWOT Analysis – NVC/EDD CEDS (cont.)

Opportunities	Opportunities (Cont.)
• Agreement that NVC/EDD goals are being fulfilled well • Agreement that the first five goals hold significant importance. • Agreement that goals 6 and 7 are important. • Perceived improvement of the economic climate in the NVC/EDD and individual towns. • Most towns believe that they are in good to very good health. • Most towns are somewhat confident to very confident that their municipality will fully recover from the pandemic and related economic downturn. • Respondents felt that the employment situation in their town was slightly better than a year ago. • Respondents felt that the accessibility of job-training programs in the NVC/EDD is slightly better compared to five years ago. • Respondents believe that the quality of job-training programs in the NVC/EDD is slightly better compared to five years • Respondents felt that the quality of life in the NVC/EDD is slightly better compared to five years ago. • More than 31% of the towns rate the further development of public transit as important to their municipality.	• More than one quarter of the municipalities rate the development of public transit as somewhat important to their town. • More than one quarter of the municipalities believe that CTDOT's recent $12 million grant to upgrade the Derby train station will exert a great impact on the region. • Close to 37% of the towns believe that CTDOT's recent $12 million grant to upgrade the Derby train station will exert some impact on the region. • Respondents reported slight improvement in the condition of brownfields in their town compared to a year ago. **Threats** • Most towns believe that the national economy is in poor health. • A small number of towns report negative opinions about aspects of their economic futures. • Fair to average mass/public transit systems in the towns. • Some towns report serious, negative aspects of their economy, transportation, and infrastructure.

Survey Information

- The Survey was administered from December 30, 2021 to February 28, 2022.
- Total number of responses: 19
- Communities participating in the survey: Ansonia, Beacon Falls, Bethlehem, Bristol, Cheshire, Derby, Middlebury, Naugatuck, Oxford, Plymouth, Prospect, Seymour, Shelton, Southbury, Thomaston, Waterbury, Watertown, Wolcott, and Woodbury
- Response rate: 19 of the 19 CEDS Towns (100%)

Survey Topics

- CEDS Goals
- Economic Conditions
- Employment
- Transportation
- Infrastructure
- Brownfields
- COVID-19 & CARES Act

NVC/EDD CEDS Goals

Goal 1: Provide opportunities for job growth, advancement and job training, utilizing and identifying Connecticut Industry clusters as the engine to support and sustain the regional economy, supporting and encouraging private investment in all these areas.

Goal 2: Continue to develop local infrastructure that supports economic expansion while maintaining and protecting the environment.

Goal 3: Continue the implementation and reclamation of Regional Brownfields Partnership (RBP) and to support the management, capacity and financial resources for the municipal members.

Goal 4: Improve overall Transportation and Communications systems.

Goal 5: Sustain economic expansion while reinforcing and complimenting the regional land use and quality of life of the NVC/EDD.

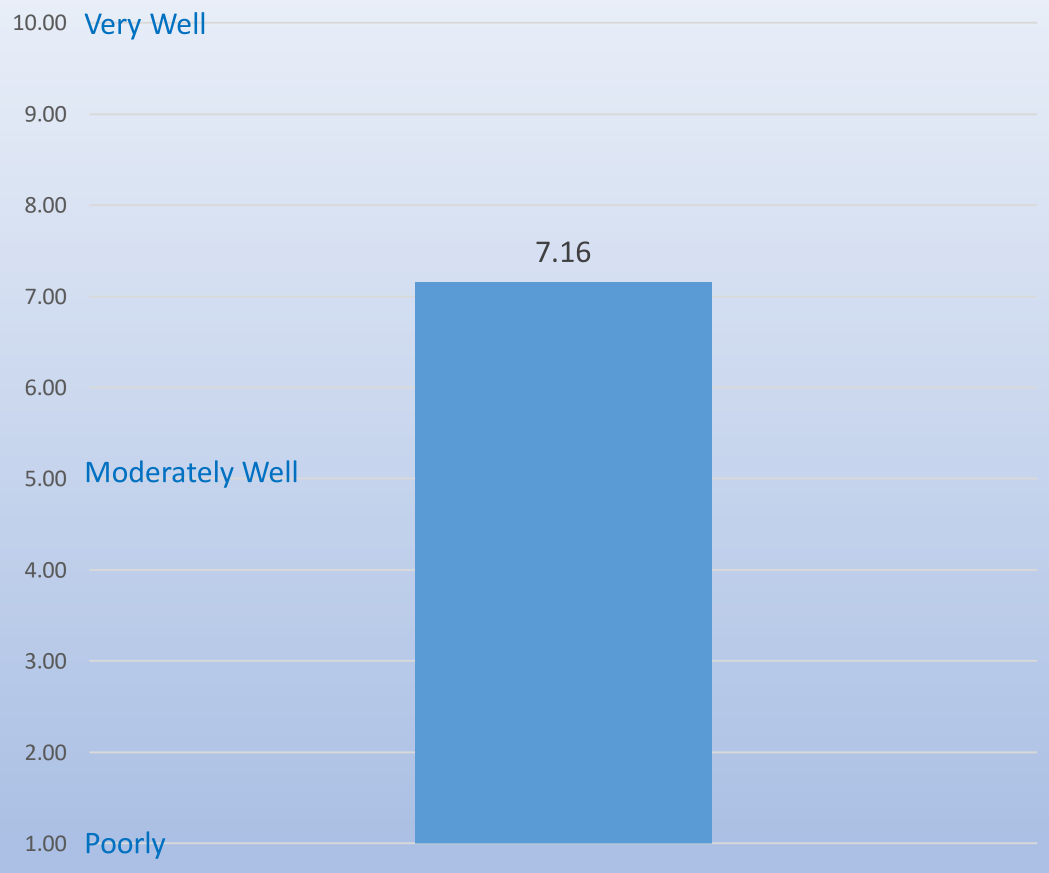
Goal 6: Encourage growth and participation in the philanthropic efforts in the NVC/EDD, through the private sector and individuals and other stakeholders' efforts and contributions.

Goal 7: Continue to support and encourage the designation of the NVC/EDD as a National Heritage Area under the National Park Service, which will capitalize on the history, culture and natural attraction of the NVC/EDD.

Individual Goals – Rating Importance

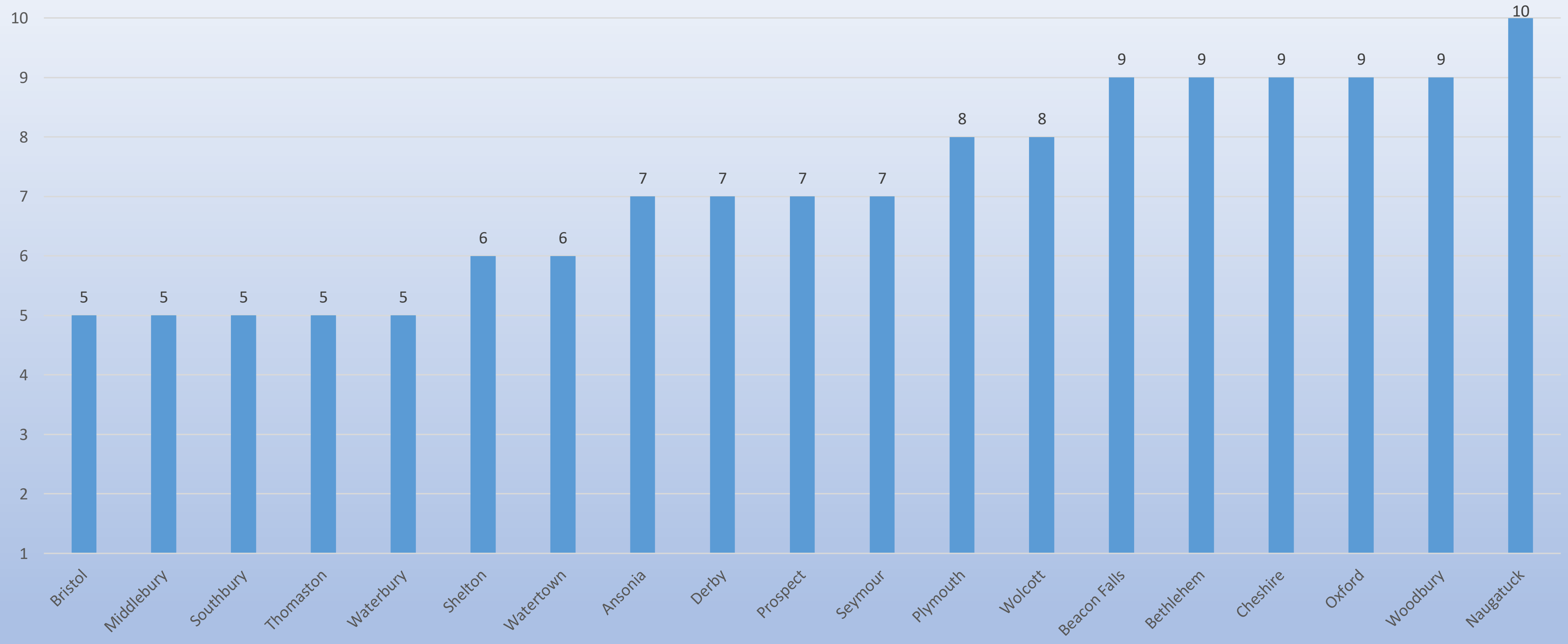
- For each goal, we asked respondents to answer, “How well did the NVC/EDD CEDS fulfill each of these goals over the last five years?” with 1 indicating **Poorly**, 5 indicating **Moderately Well**, and 10 indicating **Very Well.**

How well did the NVC/EDD CEDS fulfill Goal 1: Provide opportunities for job growth, advancement and job training, utilizing and identifying Connecticut industry clusters as the engine to support and sustain the regional economy, supporting and encouraging private investment in all these areas.

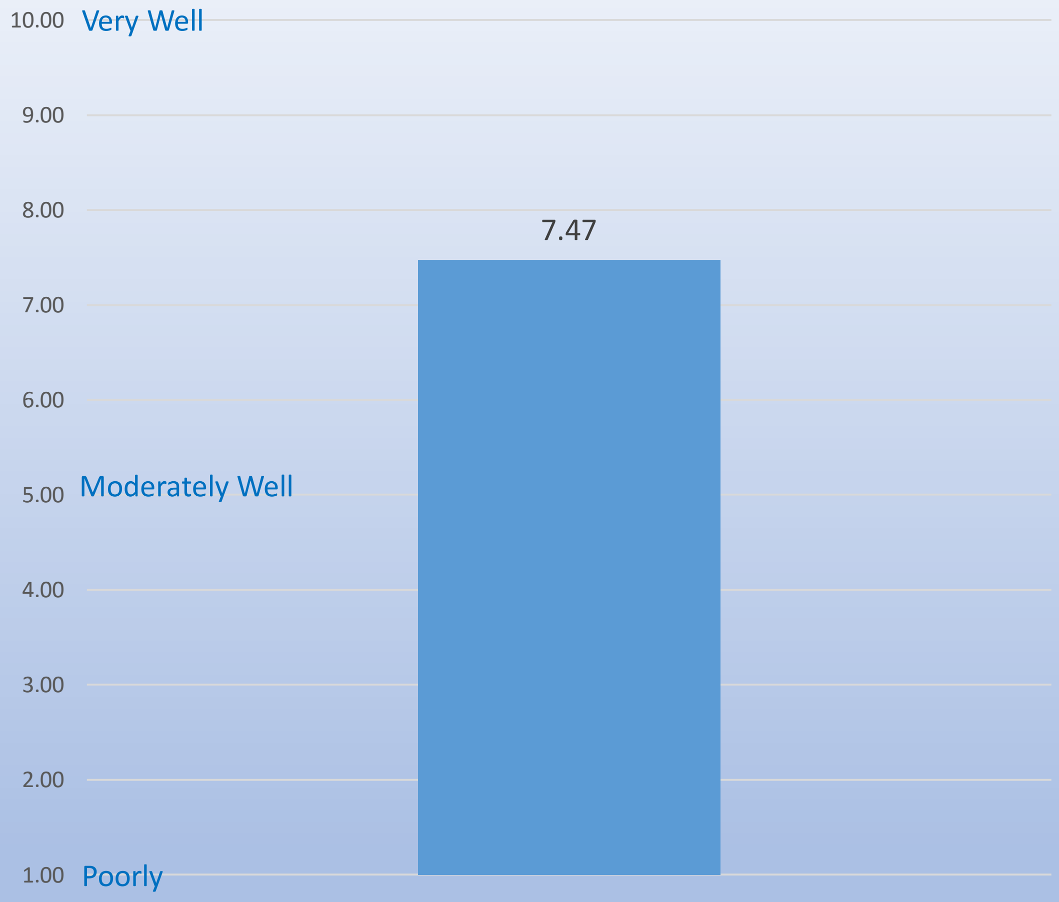


- Responses averaged to 7.16, indicating that respondents felt that the NVC/EDD CEDS fulfilled goal one well.

How well did the NVC/EDD CEDS fulfill Goal 1: Provide opportunities for job growth, advancement and job training, utilizing and identifying Connecticut industry clusters as the engine to support and sustain the regional economy, supporting and encouraging private investment in all these areas.

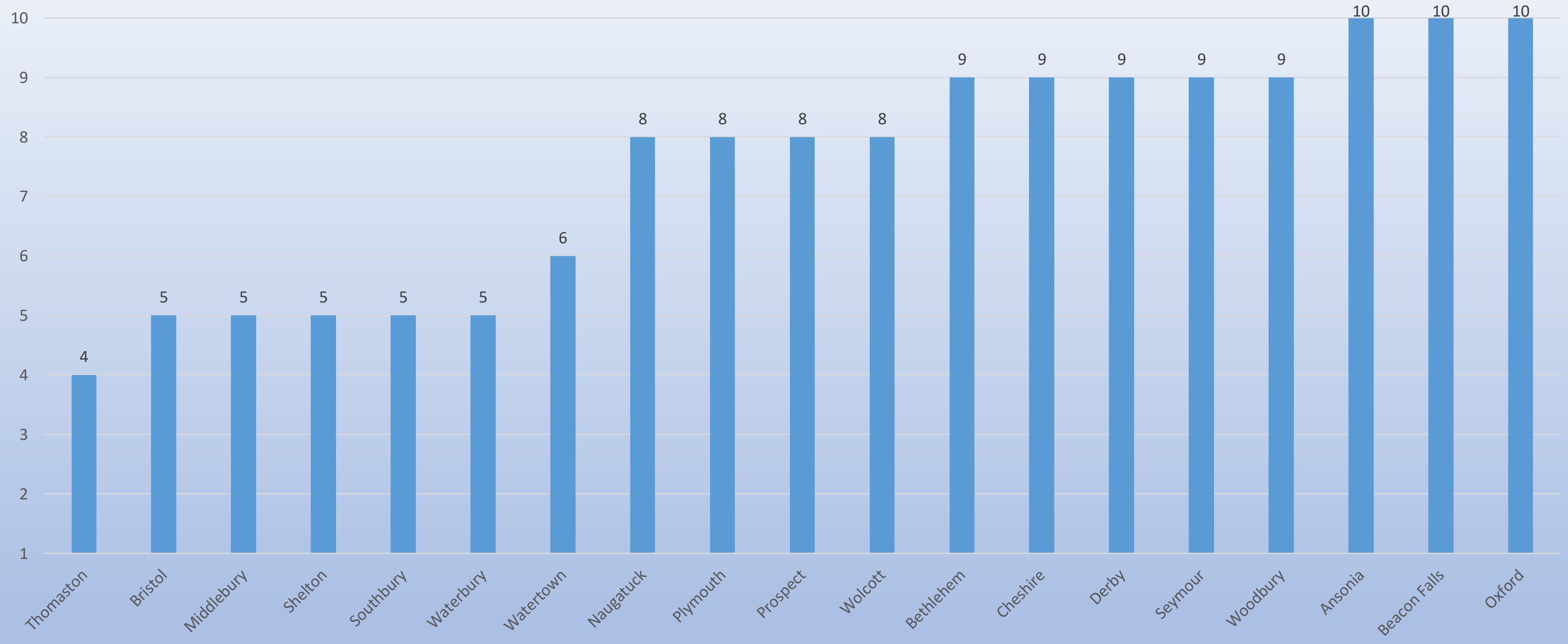


How well did the NVC/EDD CEDS fulfill Goal 2: Continue to develop local infrastructure that supports economic expansion while maintaining and protecting the environment.

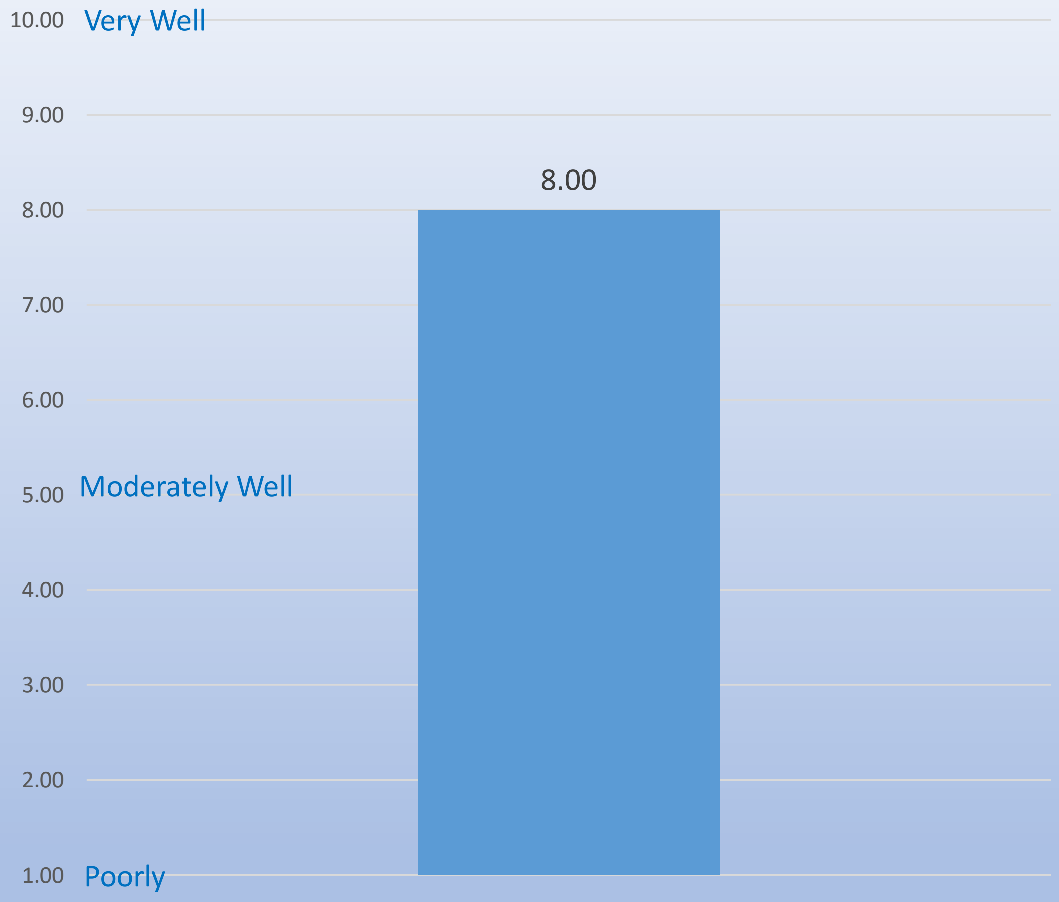


- Responses averaged to 7.47, indicating that respondents felt that the NVC/EDD CEDS fulfilled goal two well.

How well did the NVC/EDD CEDS fulfill Goal 2: Continue to develop local infrastructure that supports economic expansion while maintaining and protecting the environment.

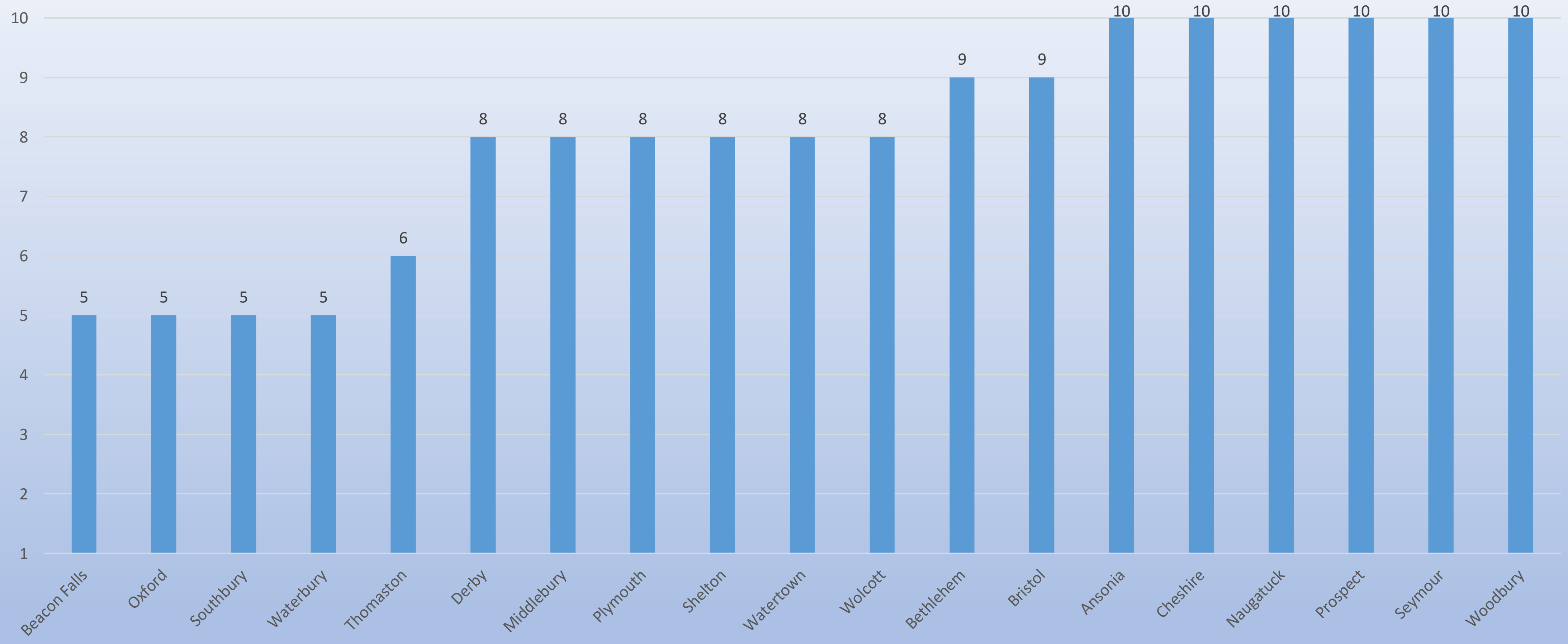


How well did the NVC/EDD CEDS fulfill Goal 3: Continue the implementation and reclamation of Regional Brownfields Partnership (RBP) and to support the management, capacity and financial resources for the municipal members.

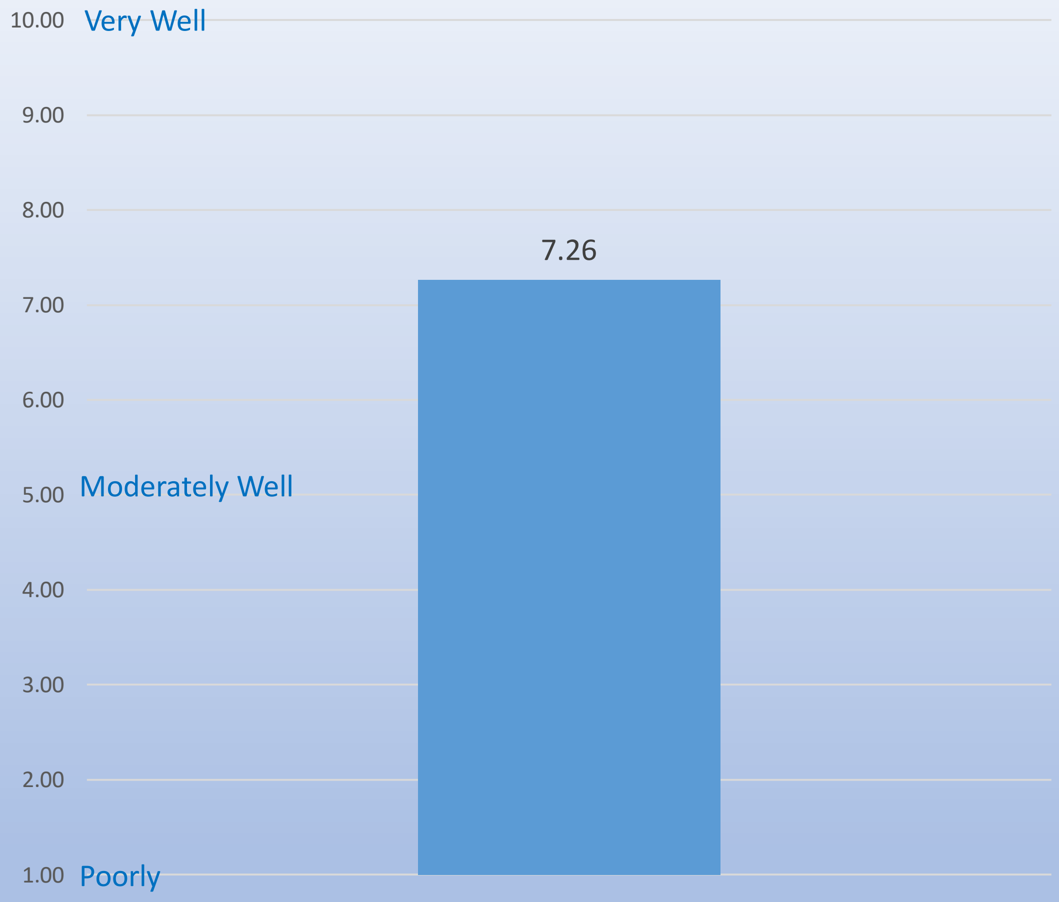


- Responses averaged to 8.0, indicating that respondents felt that the NVC/EDD CEDS fulfilled goal three well.

How well did the NVC/EDD CEDS fulfill Goal 3: Continue the implementation and reclamation of Regional Brownfields Partnership (RBP) and to support the management, capacity and financial resources for the municipal members.

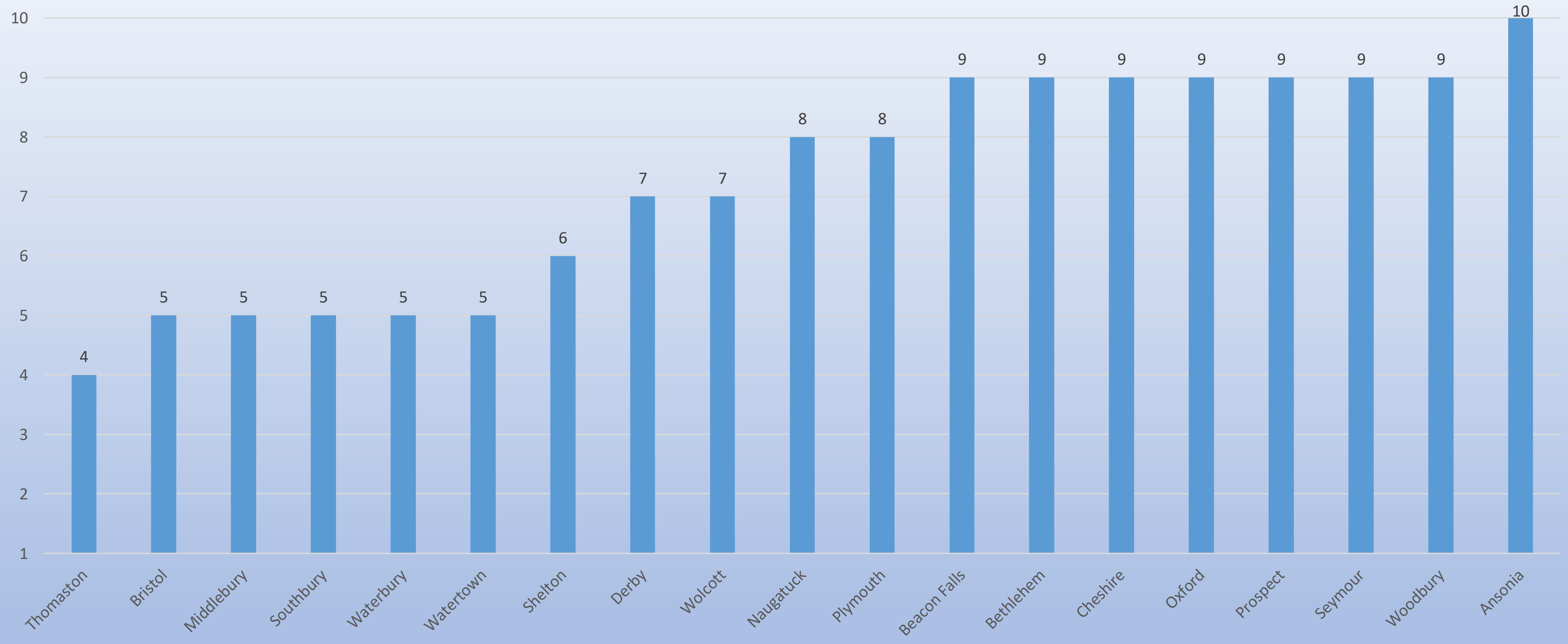


How well did the NVC/EDD CEDS fulfill Goal 4: Improve overall Transportation and Communications systems.

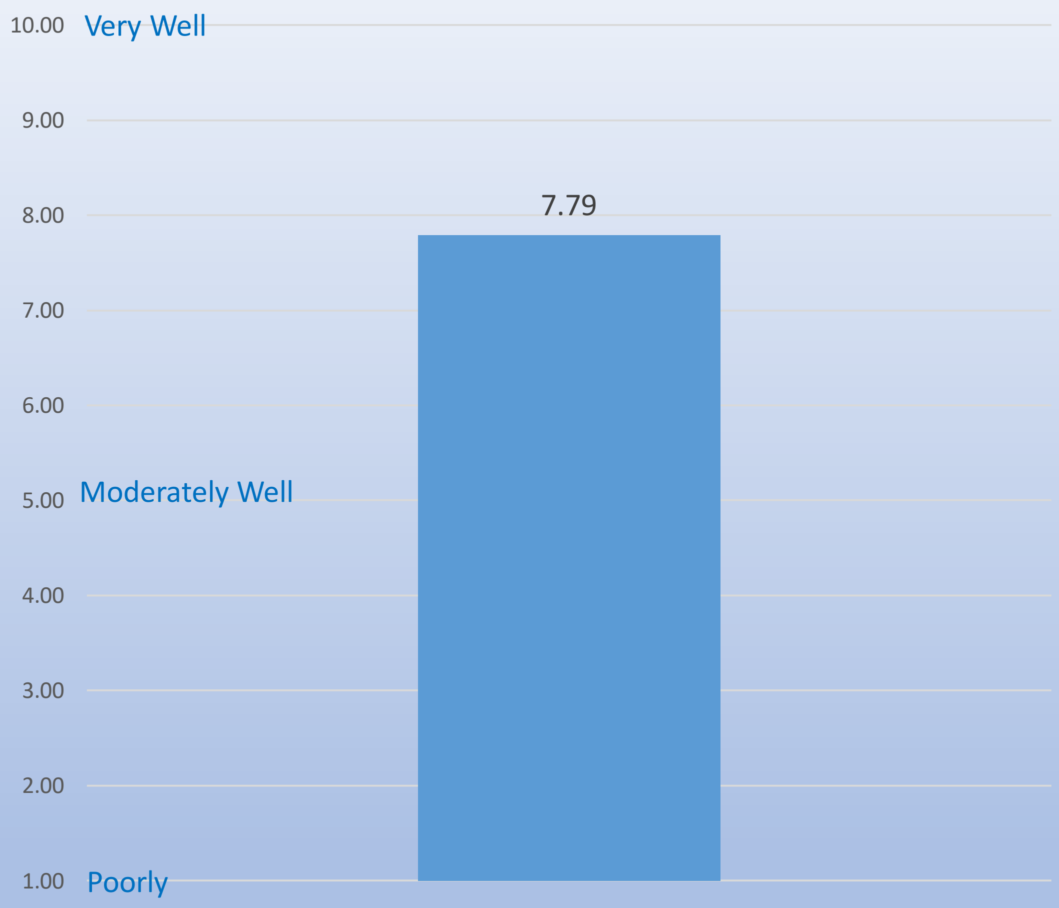


- Responses averaged to 7.26, indicating that respondents felt that the NVC/EDD CEDS fulfilled goal four well.

How well did the NVC/EDD CEDS fulfill Goal 4: Improve overall Transportation and Communications systems.

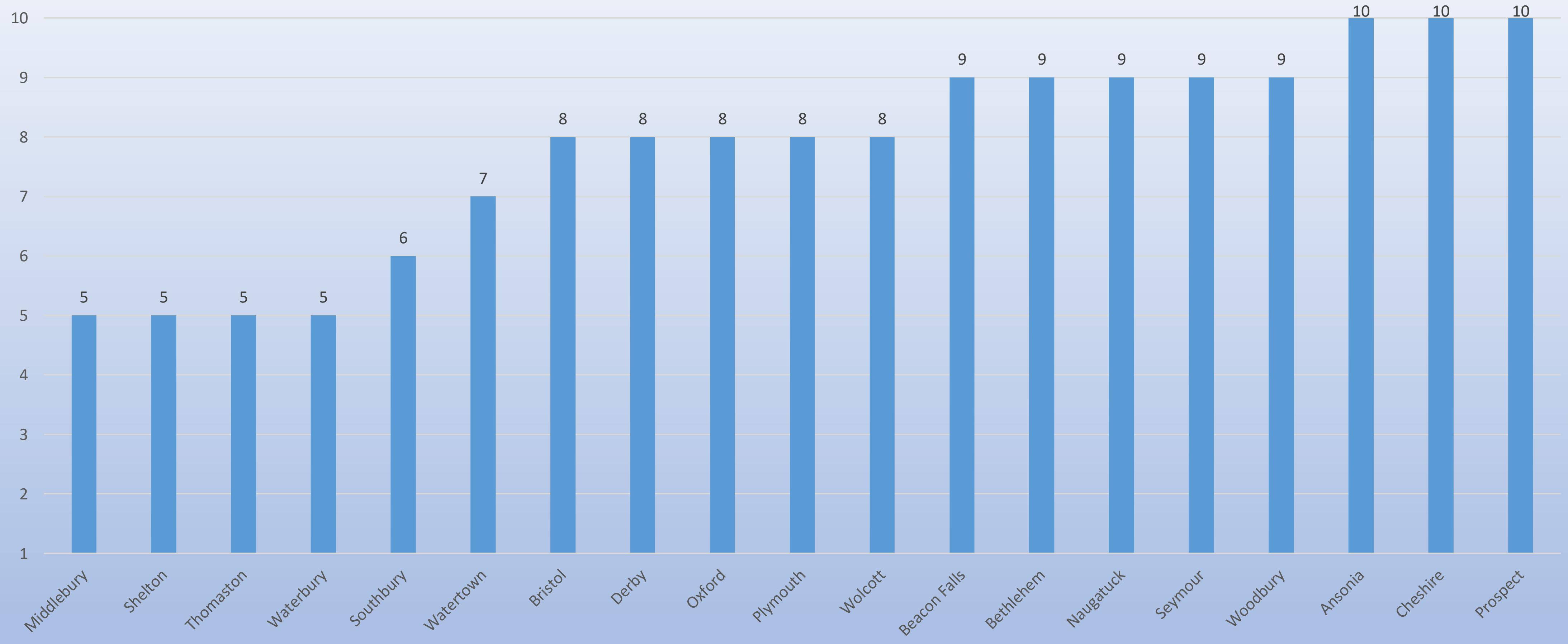


How well did the NVC/EDD CEDS fulfill Goal 5: Sustain economic expansion while reinforcing and complimenting the regional land use and quality of life of the NVC/EDD.

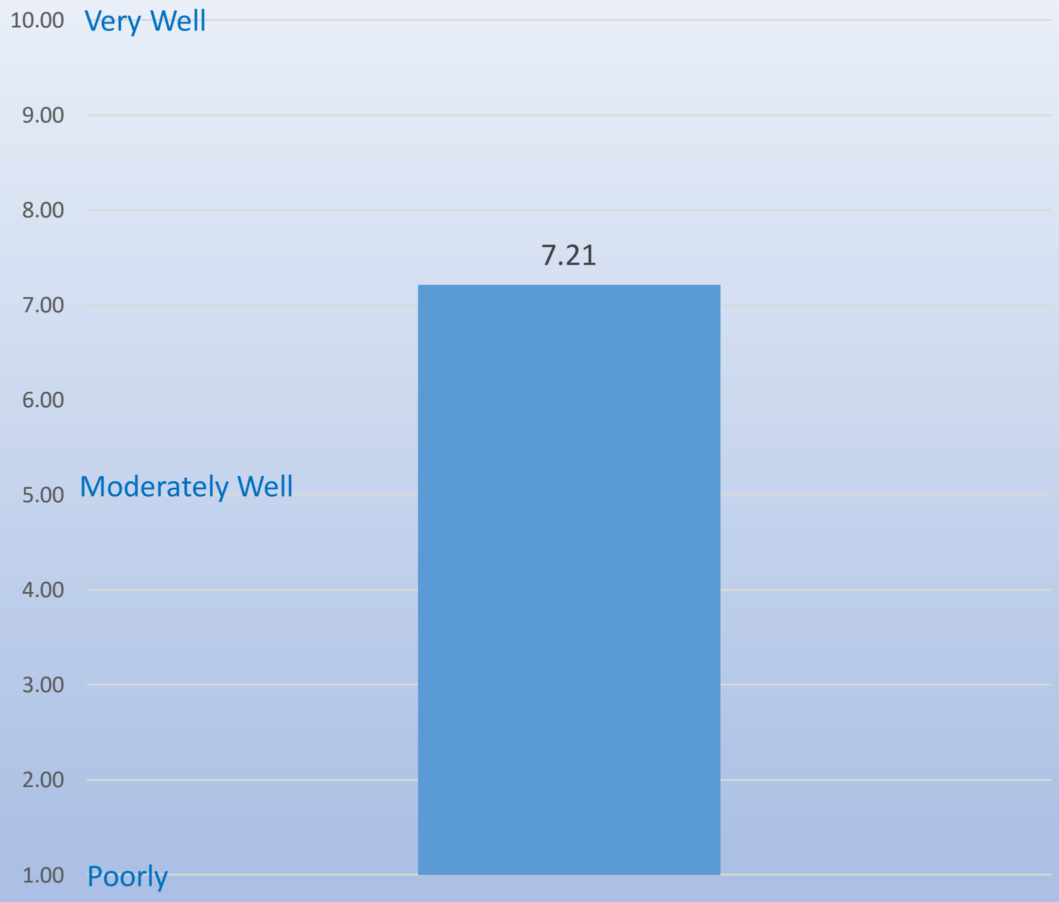


- Responses averaged to 7.79, indicating that respondents felt that the NVC/EDD CEDS fulfilled goal five well.

How well did the NVC/EDD CEDS fulfill Goal 5: Sustain economic expansion while reinforcing and complimenting the regional land use and quality of life of the NVC/EDD.

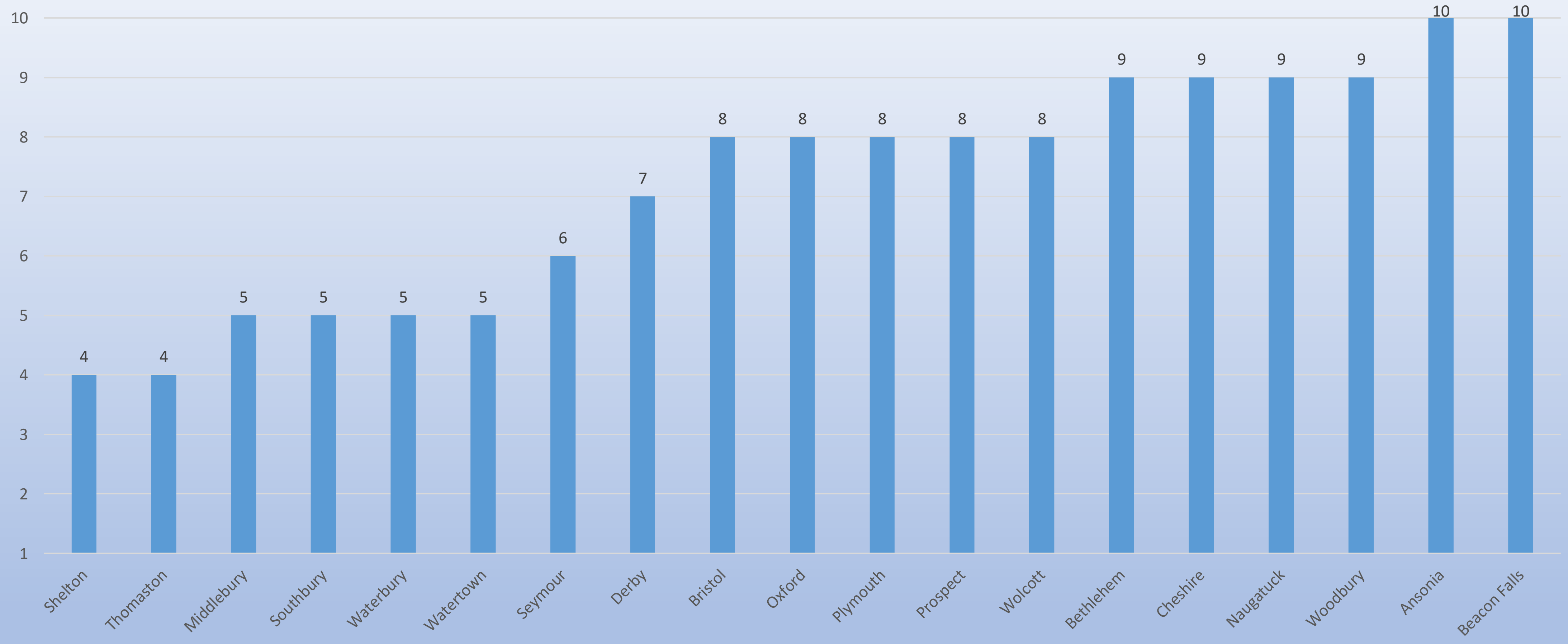


How well did the NVC/EDD CEDS fulfill Goal 6: Encourage growth and participation in the Philanthropy efforts in the NVC/EDD, through the private sector and individuals and other stakeholders' efforts and contributions.

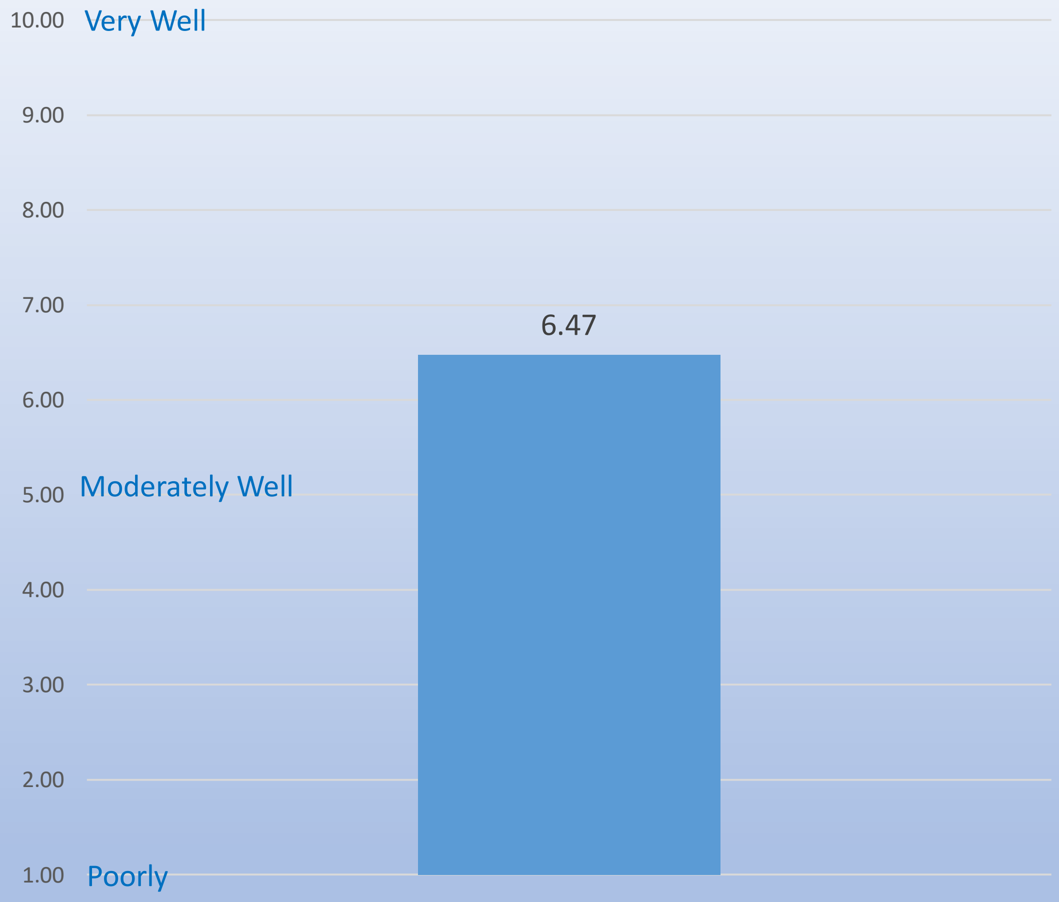


- Responses averaged to 7.21, indicating that respondents felt that the NVC/EDD CEDS fulfilled goal six well.

How well did the NVC/EDD CEDS fulfill Goal 6: Encourage growth and participation in the Philanthropy efforts in the NVC/EDD, through the private sector and individuals and other stakeholders' efforts and contributions.

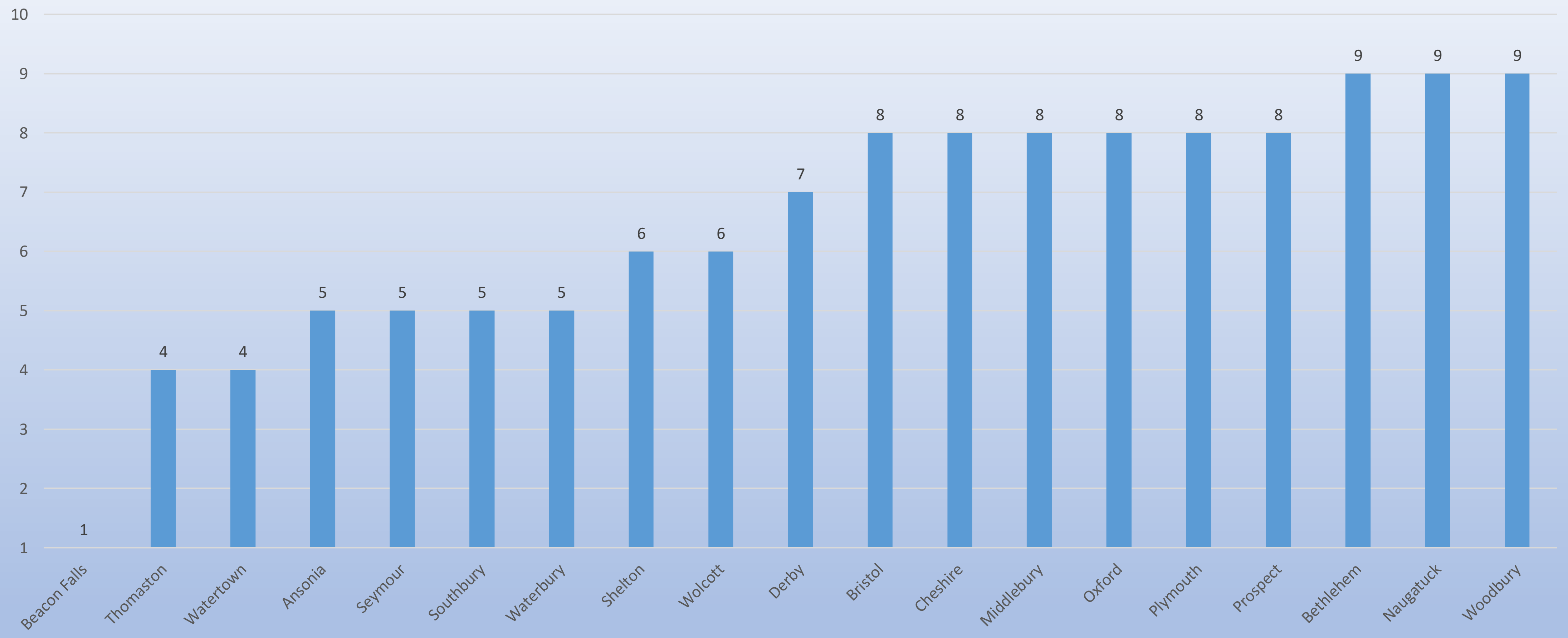


How well did the NVC/EDD CEDS fulfill Goal 7: Continue to support and encourage the designation of the NVC/EDD as a National Heritage Area under the National Park Service, which will capitalize on the history, culture and natural attraction of the NVC/EDD.



- Responses averaged to 6.47, indicating that respondents felt that the NVC/EDD CEDS fulfilled goal seven more than moderately well.

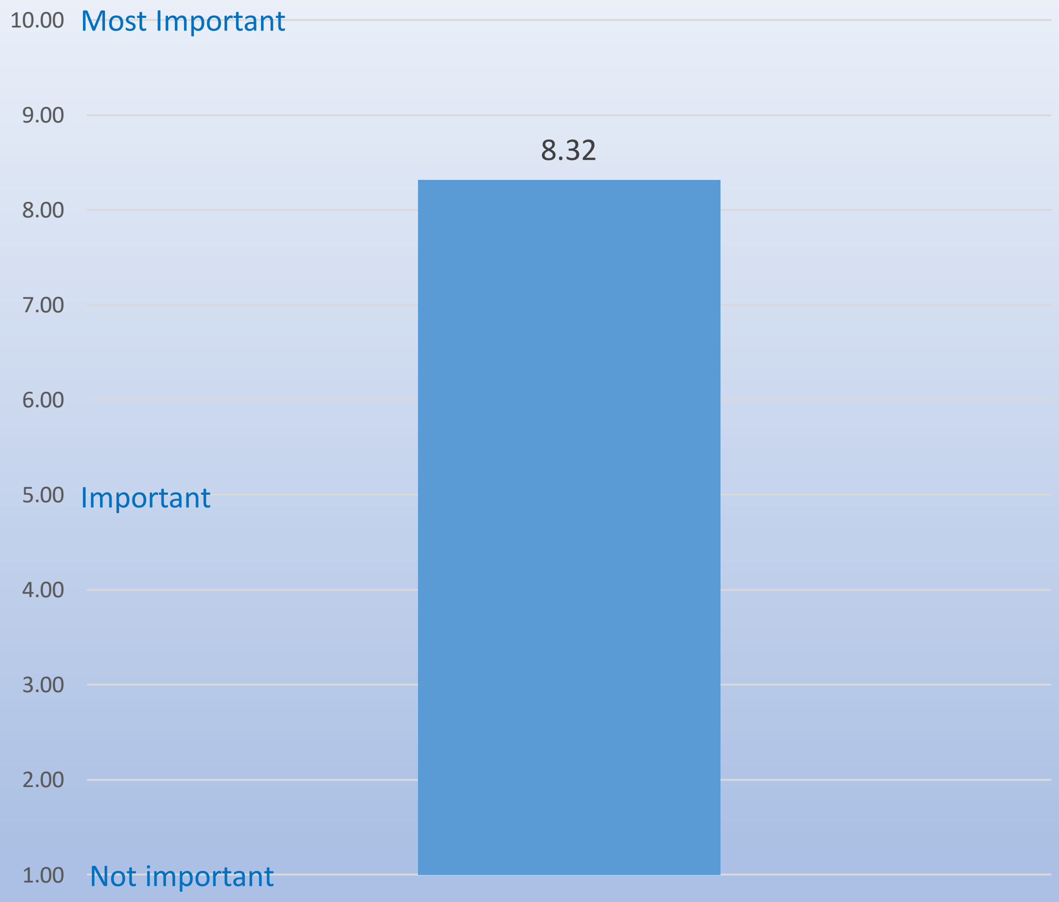
How well did the NVC/EDD CEDS fulfill Goal 7: Continue to support and encourage the designation of the NVC/EDD as a National Heritage Area under the National Park Service, which will capitalize on the history, culture and natural attraction of the NVC/EDD.



Individual Goals – Rating Importance

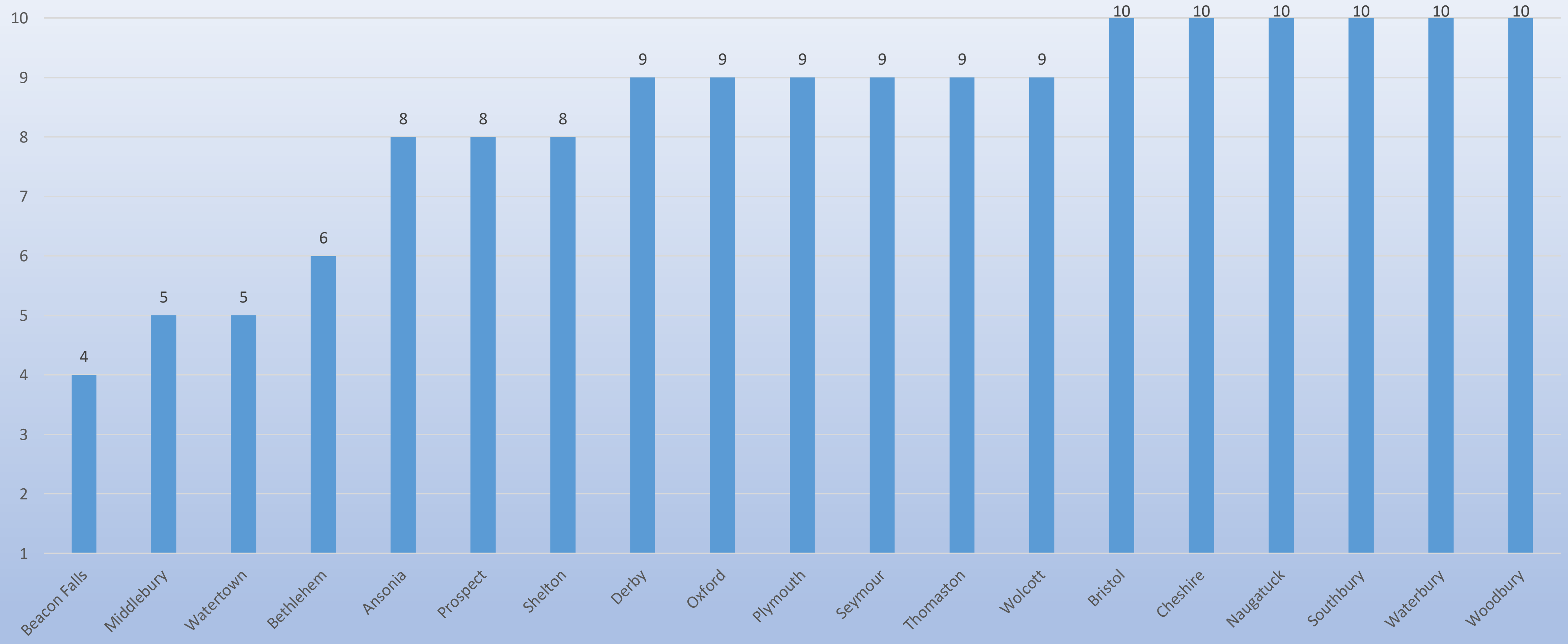
- We asked respondents to specify how important each individual NVC/EDD CEDS Goal is moving forward, with 1 indicating **Not Important**, 5 indicating **Important**, and 10 indicating **Most Important**

How important is Goal 1: Provide opportunities for job growth, advancement and job training, utilizing and identifying Connecticut industry clusters as the engine to support and sustain the regional economy, supporting and encouraging private investment in all these areas.

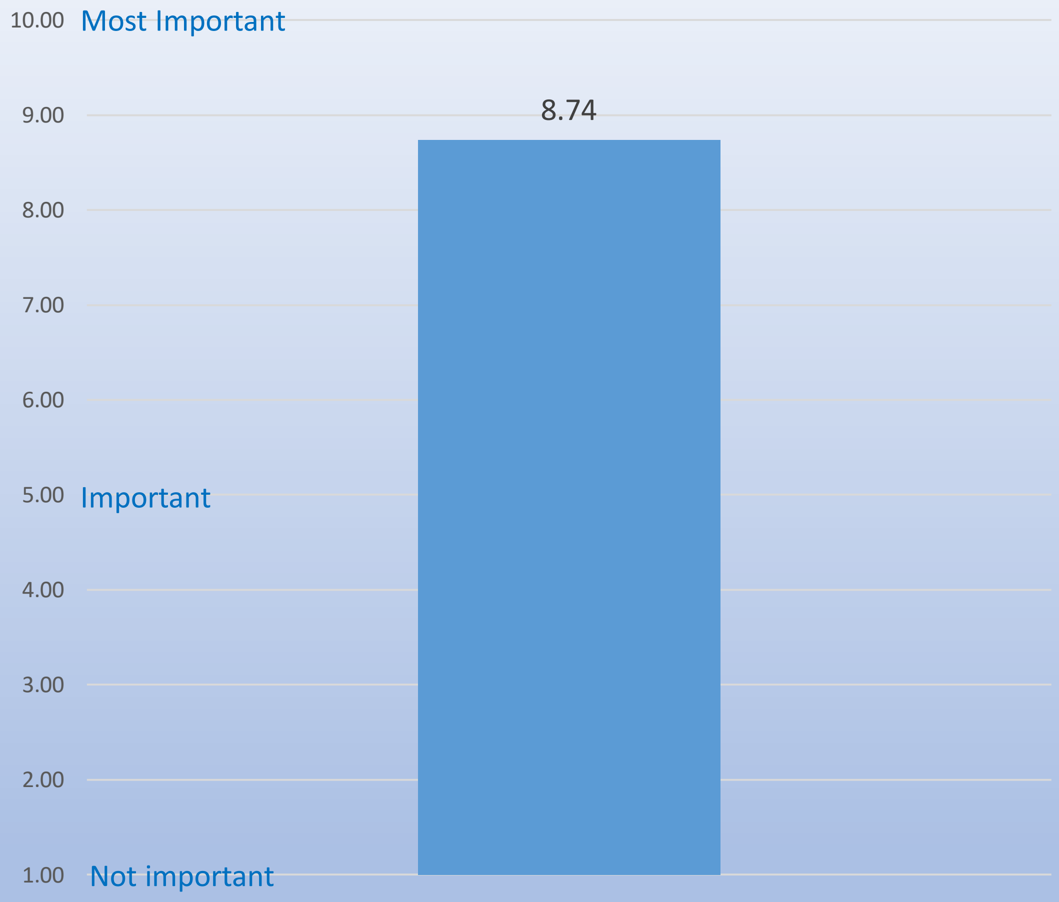


- Responses averaged to 8.32, indicating that respondents felt that the goal one has significant importance.

How important is Goal 1: Provide opportunities for job growth, advancement and job training, utilizing and identifying Connecticut industry clusters as the engine to support and sustain the regional economy, supporting and encouraging private investment in all these areas.

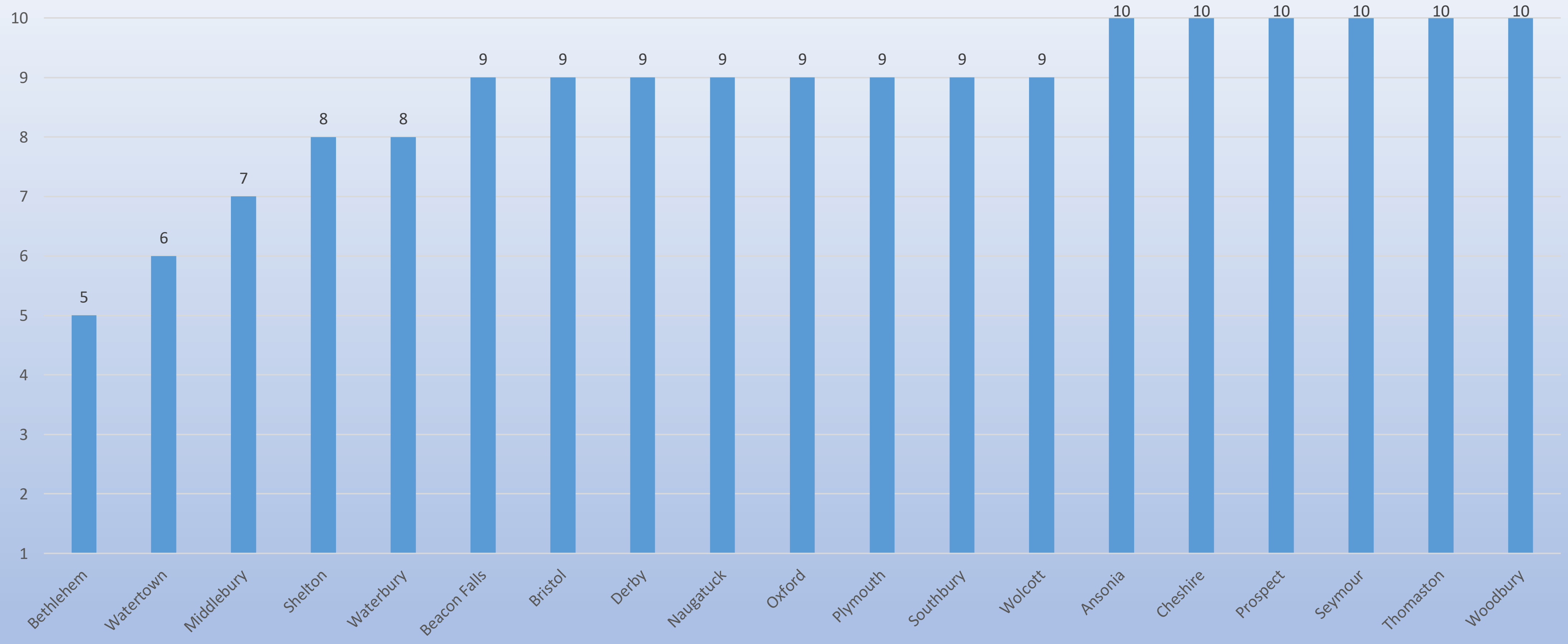


How important is Goal 2: Continue to develop local infrastructure that supports economic expansion while maintaining and protecting the environment.

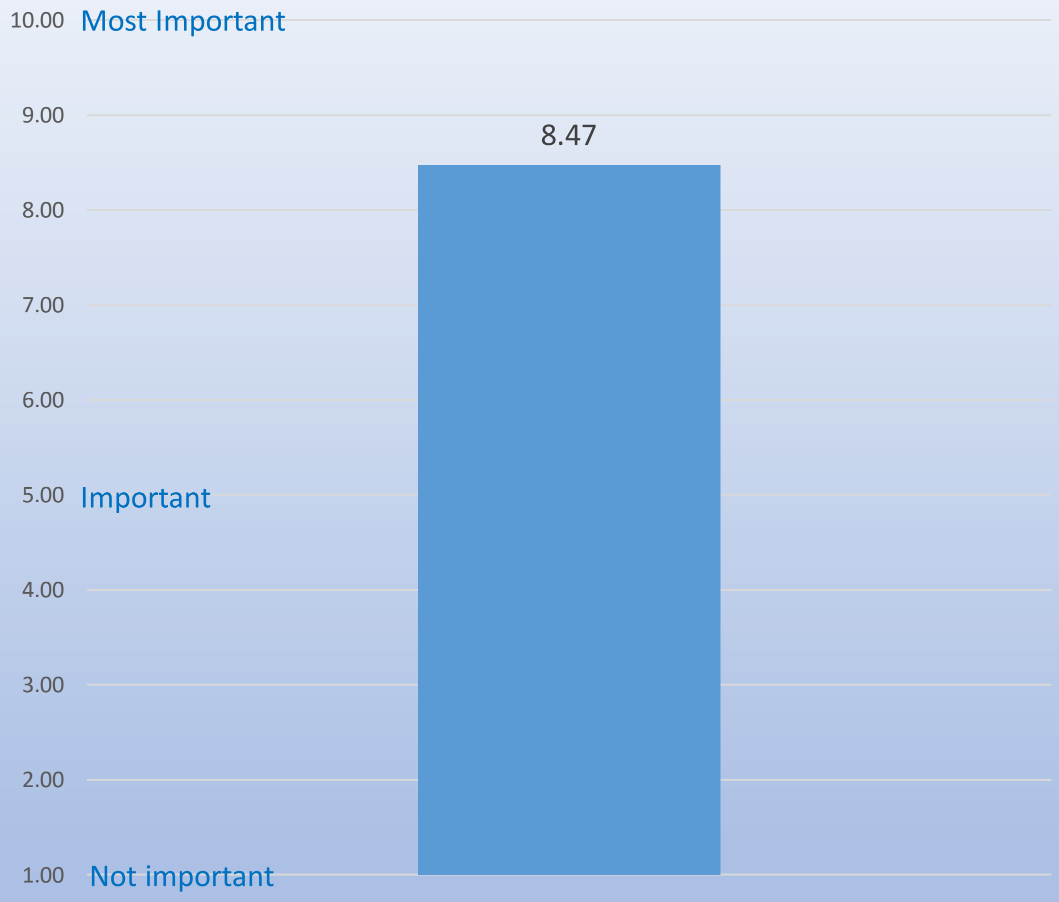


- Responses averaged to 8.74, indicating that respondents felt that the goal two has significant importance.

How important is Goal 2: Continue to develop local infrastructure that supports economic expansion while maintaining and protecting the environment.

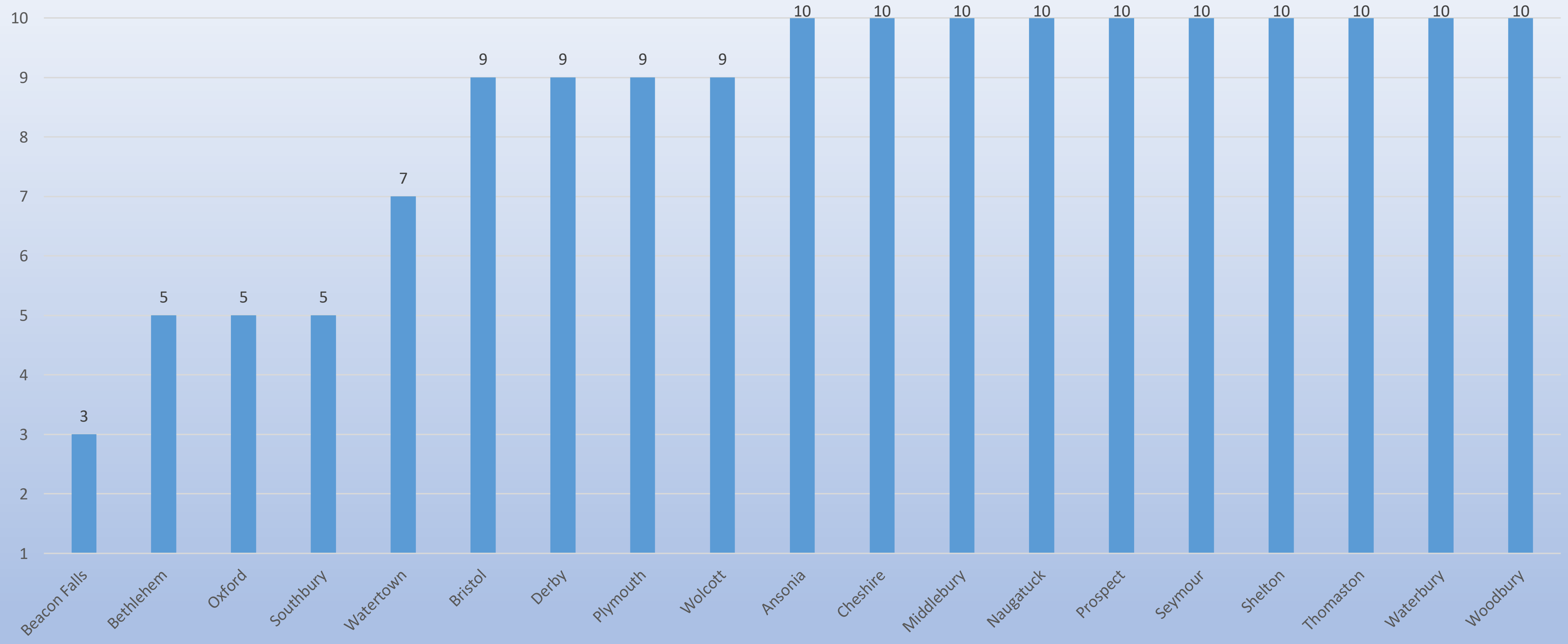


How important is Goal 3: Continue the implementation and reclamation of Regional Brownfields Partnership (RBP) and to support the management, capacity and financial resources for the municipal members.

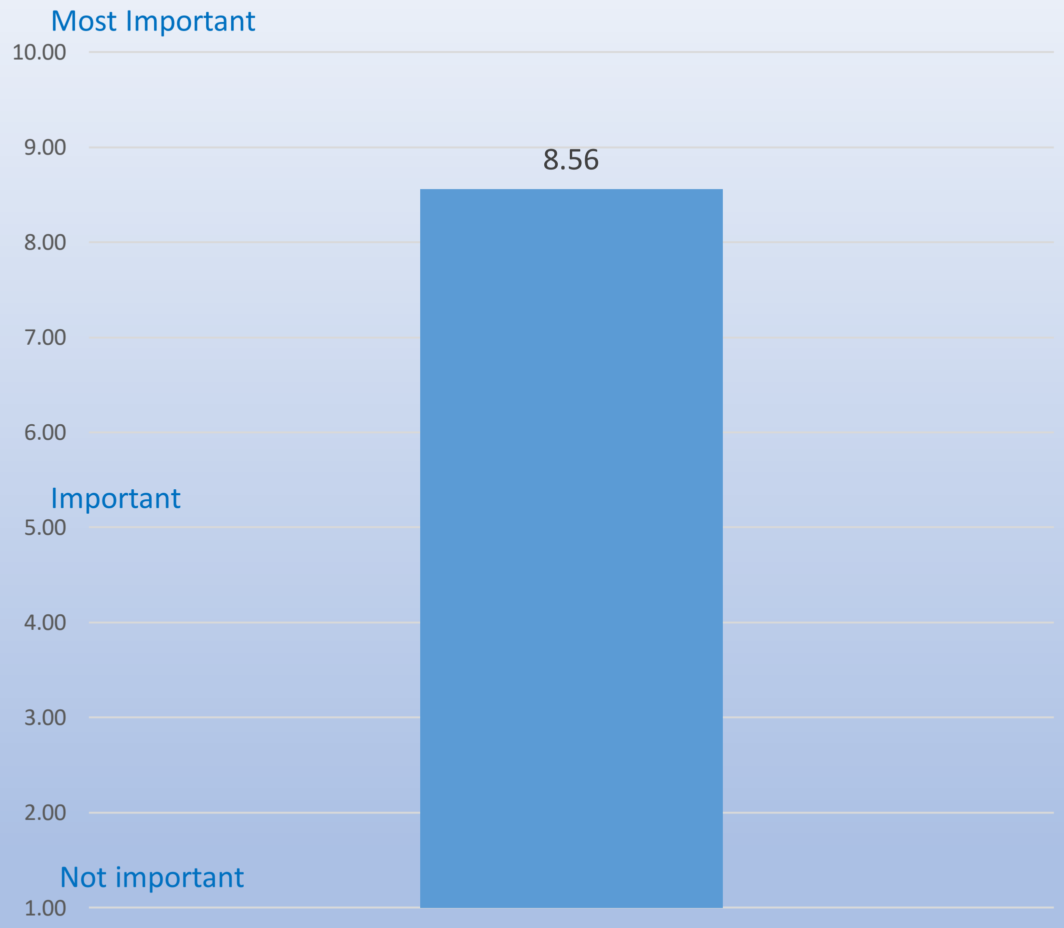


- Responses averaged to 8.47, indicating that respondents felt that the goal three has significant importance.

How important is Goal 3: Continue the implementation and reclamation of Regional Brownfields Partnership (RBP) and to support the management, capacity and financial resources for the municipal members.



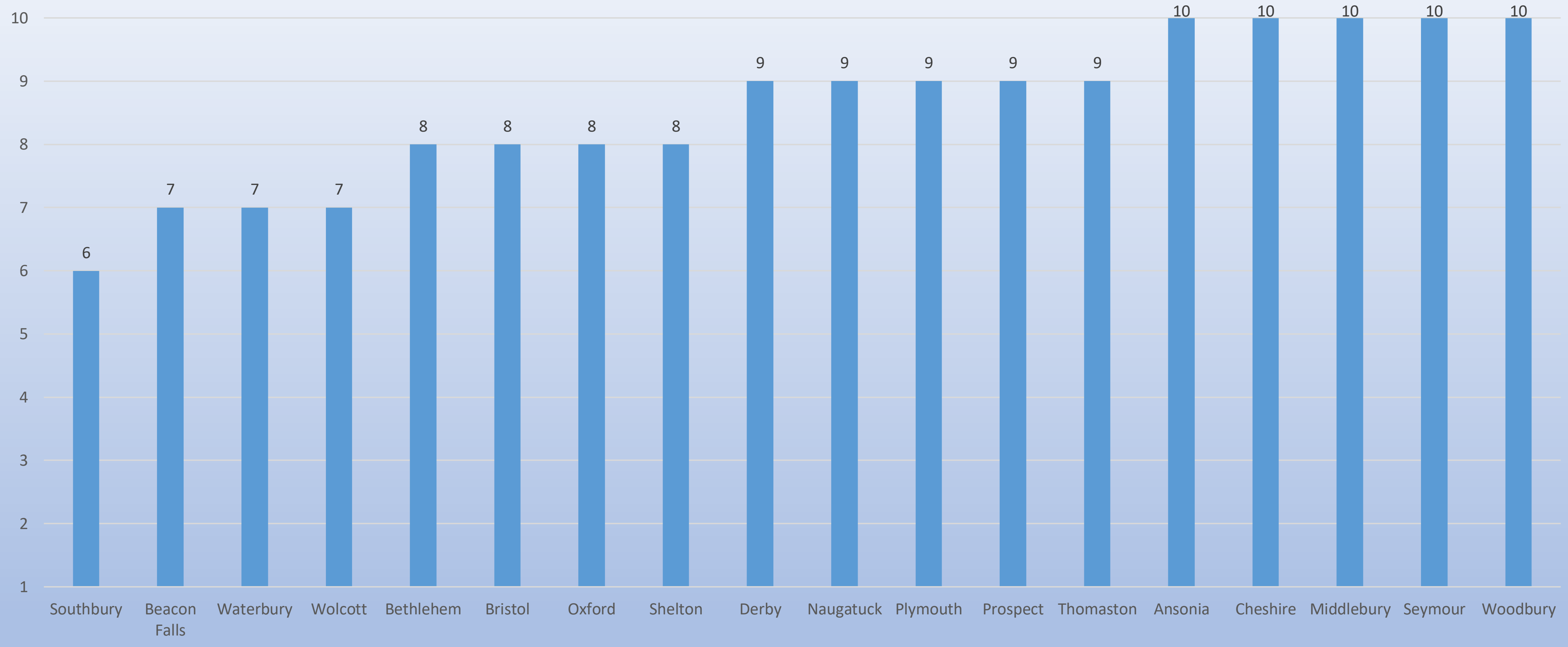
How important is Goal 4: Improve overall Transportation and Communications systems.



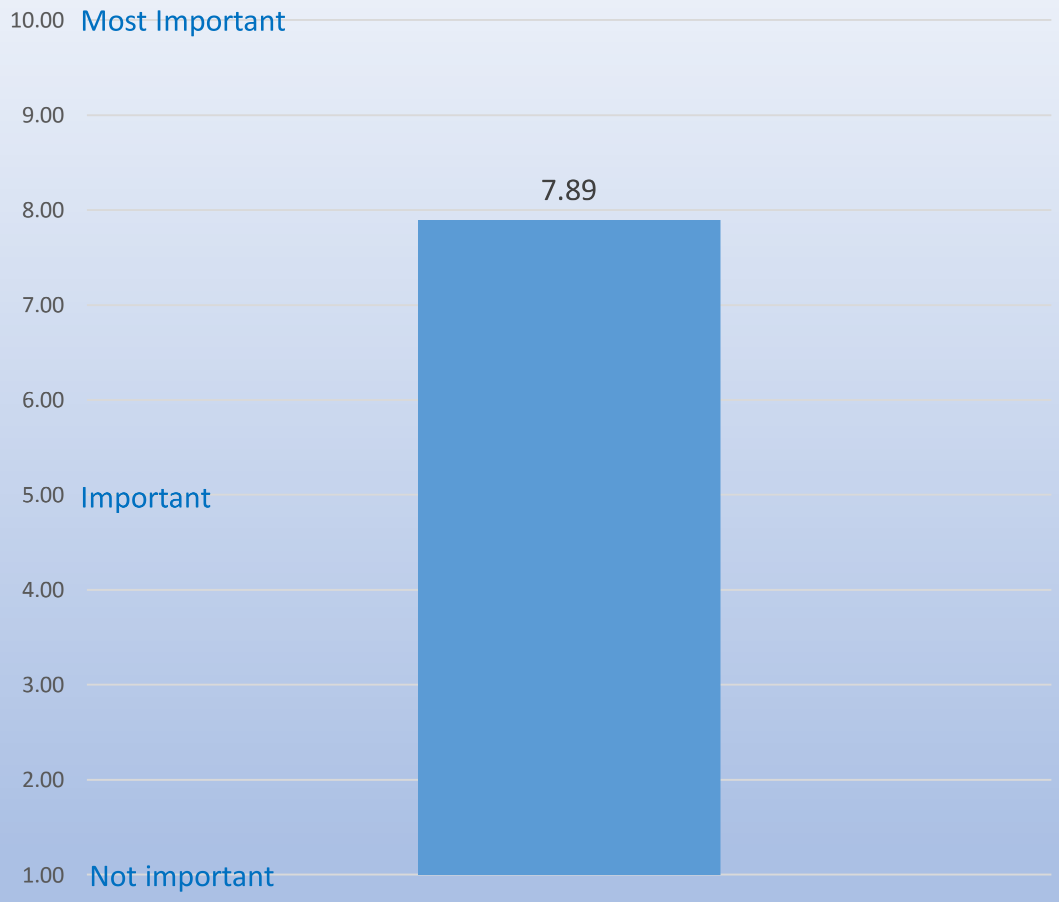
- Responses averaged to 8.56, indicating that respondents felt that the goal four has significant importance.

- Note: Watertown did not respond

How important is Goal 4: Improve overall Transportation and Communications systems.

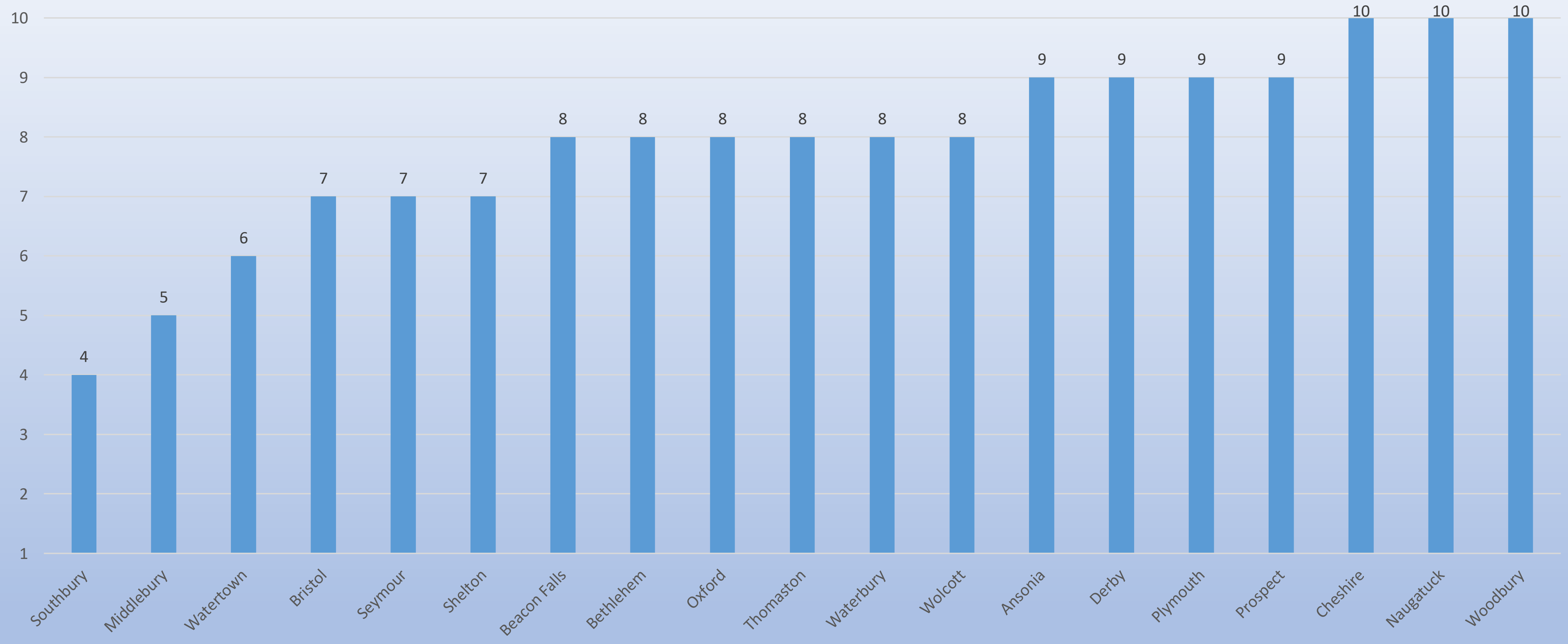


How important is Goal 5: Sustain economic expansion while reinforcing and complimenting the regional land use and quality of life of the NVC/EDD.

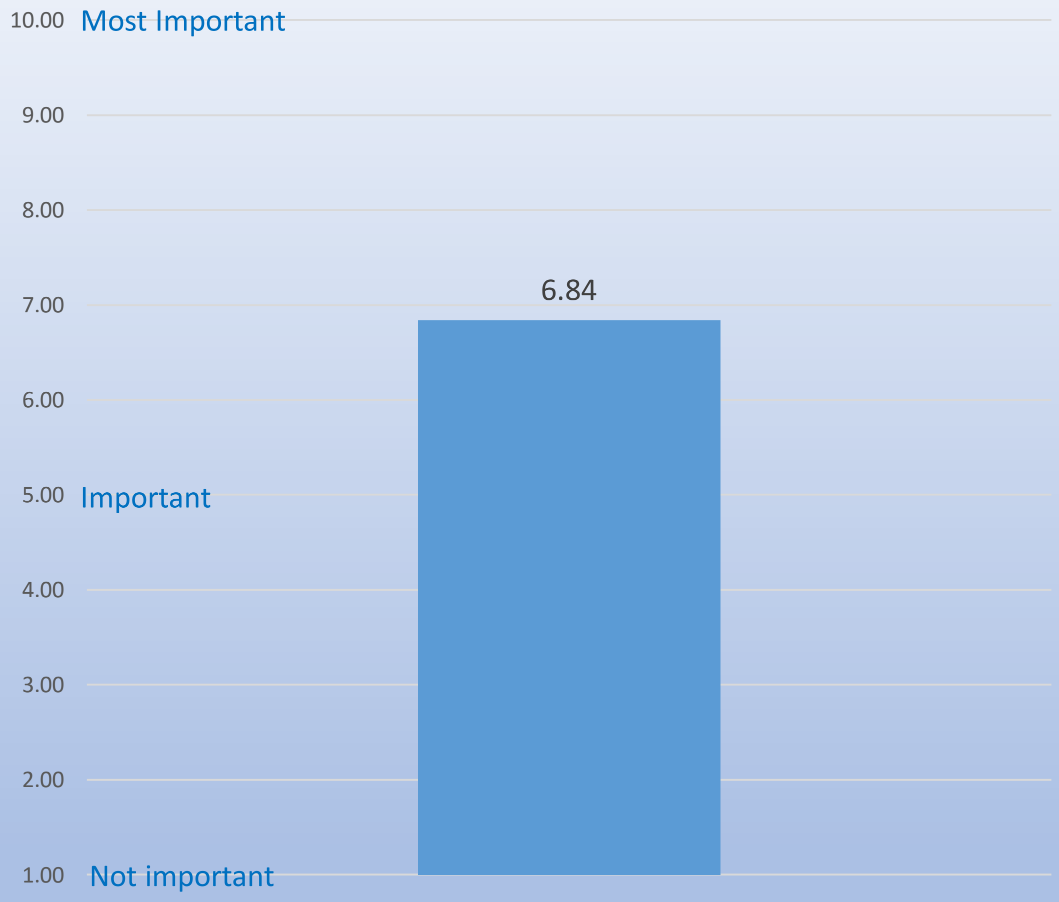


- Responses averaged to 7.89, indicating that respondents felt that the goal five has significant importance.

How important is Goal 5: Sustain economic expansion while reinforcing and complimenting the regional land use and quality of life of the NVC/EDD.

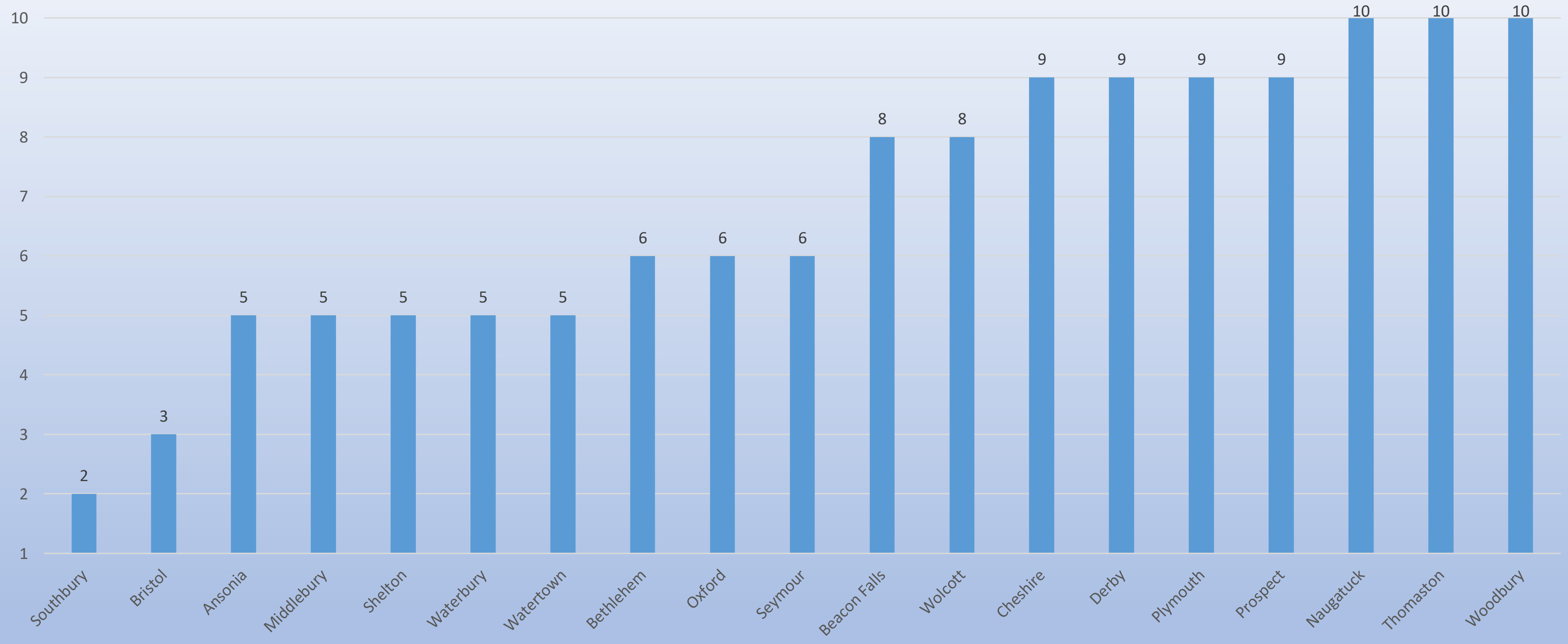


How important is Goal 6: Encourage growth and participation in the Philanthropy efforts in the NVC/EDD, through the private sector and individuals and other stakeholders' efforts and contributions.

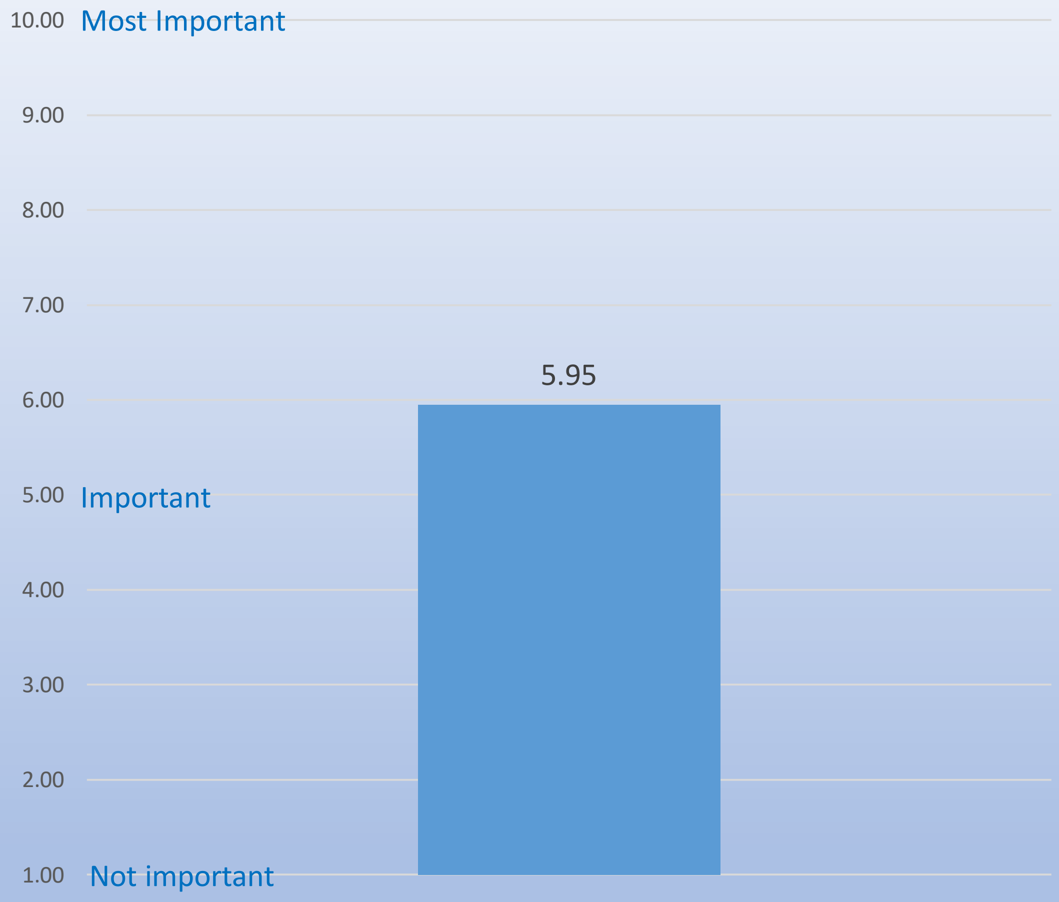


- Responses averaged to 6.84, indicating that respondents felt that the goal six is important.

How important is Goal 6: Encourage growth and participation in the Philanthropy efforts in the NVC/EDD, through the private sector and individuals and other stakeholders' efforts and contributions.

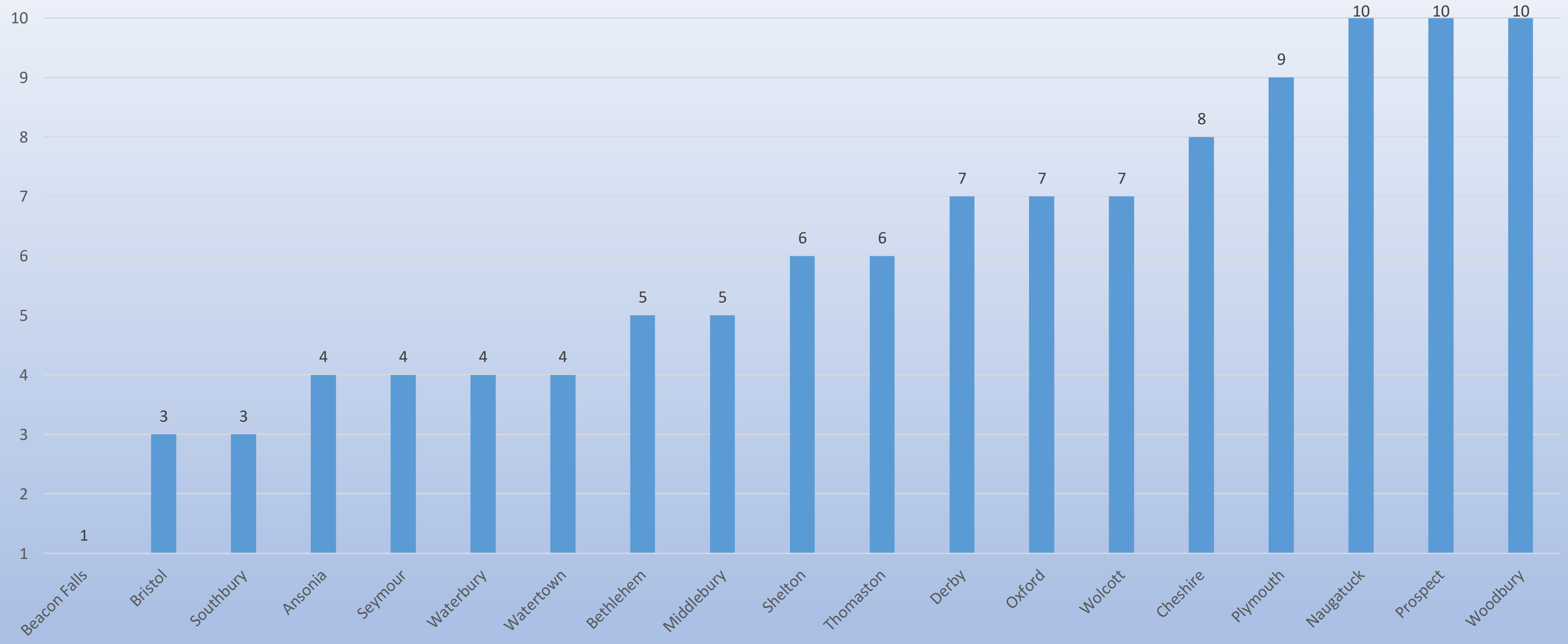


How important is Goal 7: Continue to support and encourage the designation of the NVC/EDD as a National Heritage Area under the National Park Service, which will capitalize on the history, culture and natural attraction of the NVC/EDD.



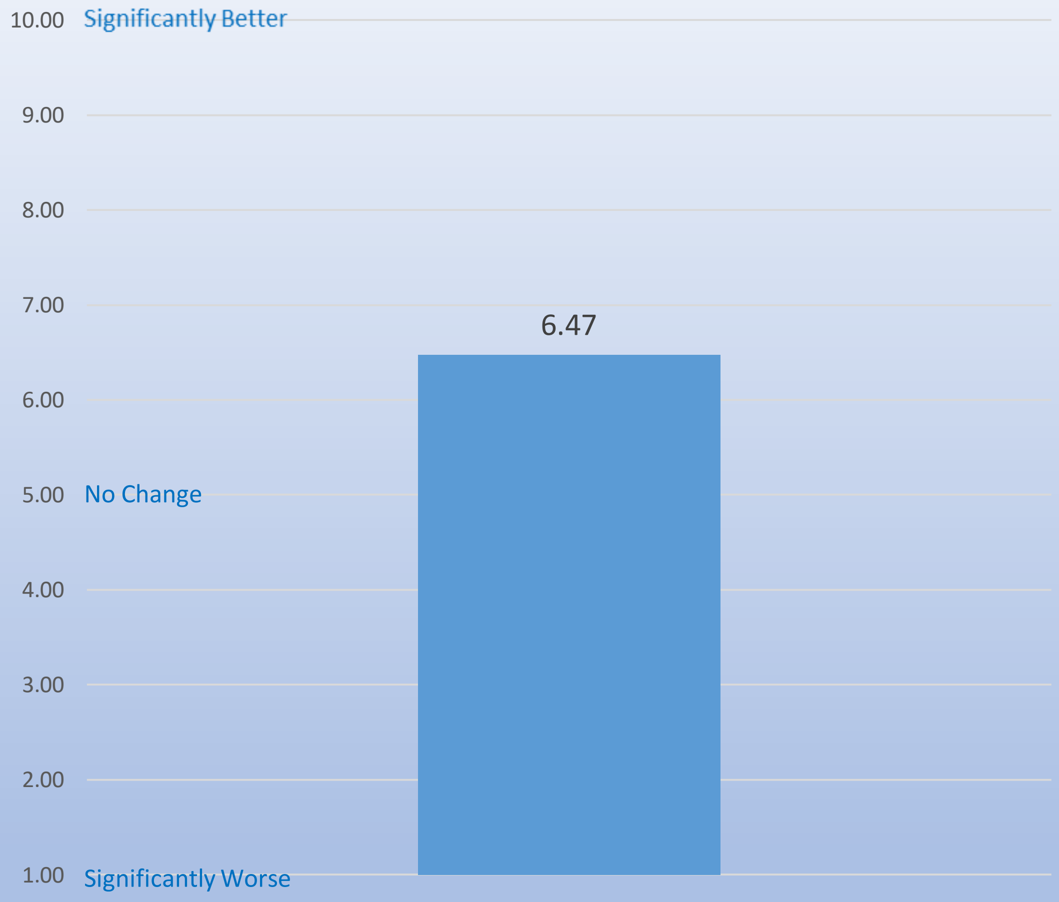
- Responses averaged to 5.95, indicating that respondents felt that the goal seven is important.

How important is Goal 7: Continue to support and encourage the designation of the NVC/EDD as a National Heritage Area under the National Park Service, which will capitalize on the history, culture and natural attraction of the NVC/EDD.



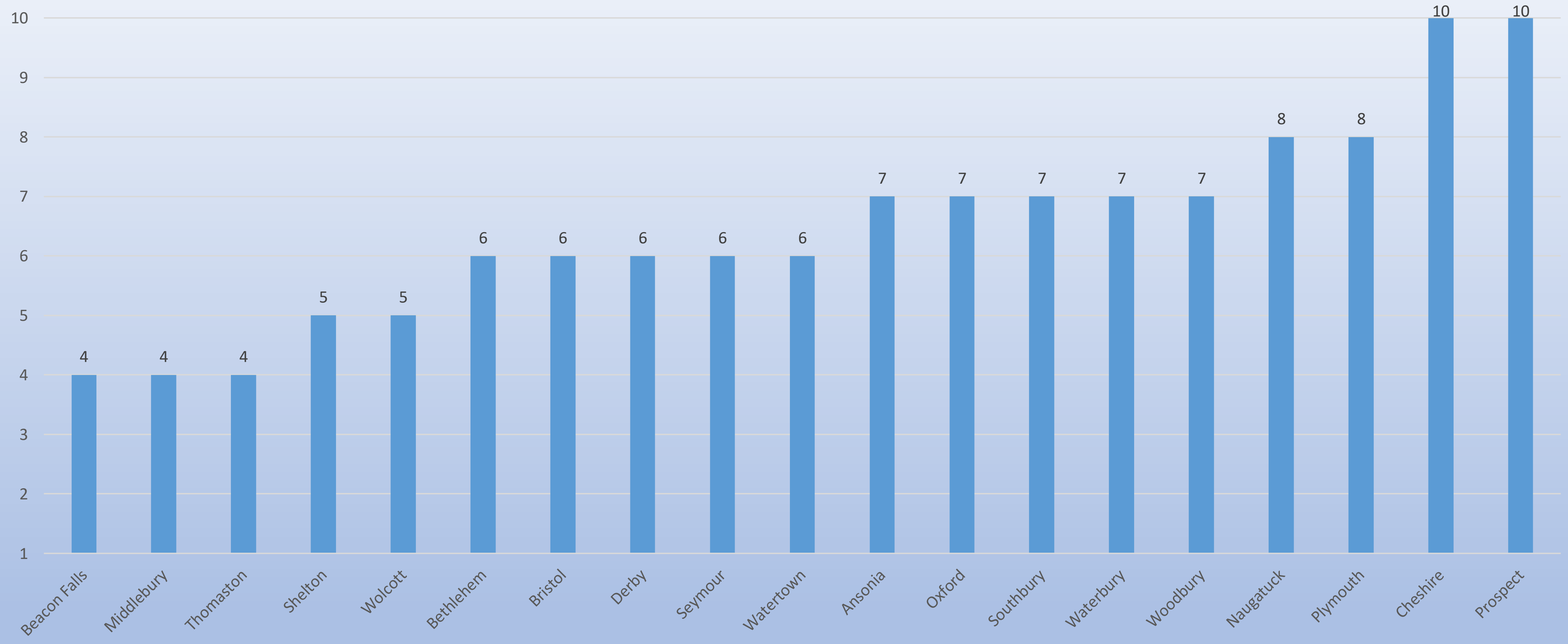
Economic Conditions

On a scale of 1-10, with a 1 indicating significantly worse, a 5 indicating no change, and 10 indicating significantly better, how would you rate the economic climate in the NVC/EDD compared to one year ago?

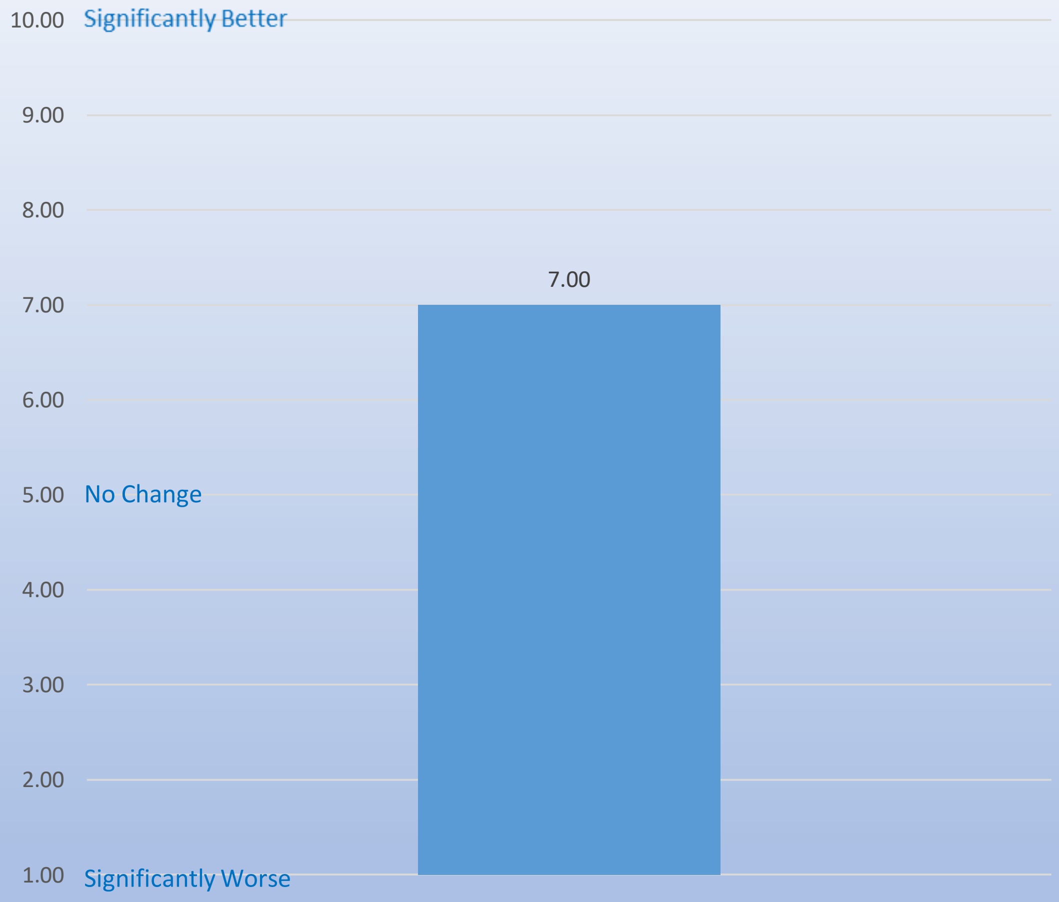


- Responses averaged to 6.47, indicating that respondents felt the economic climate of the NVC/EDD was somewhat better than the previous year.

How would you rate the economic climate in the NVC/EDD compared to one year ago?

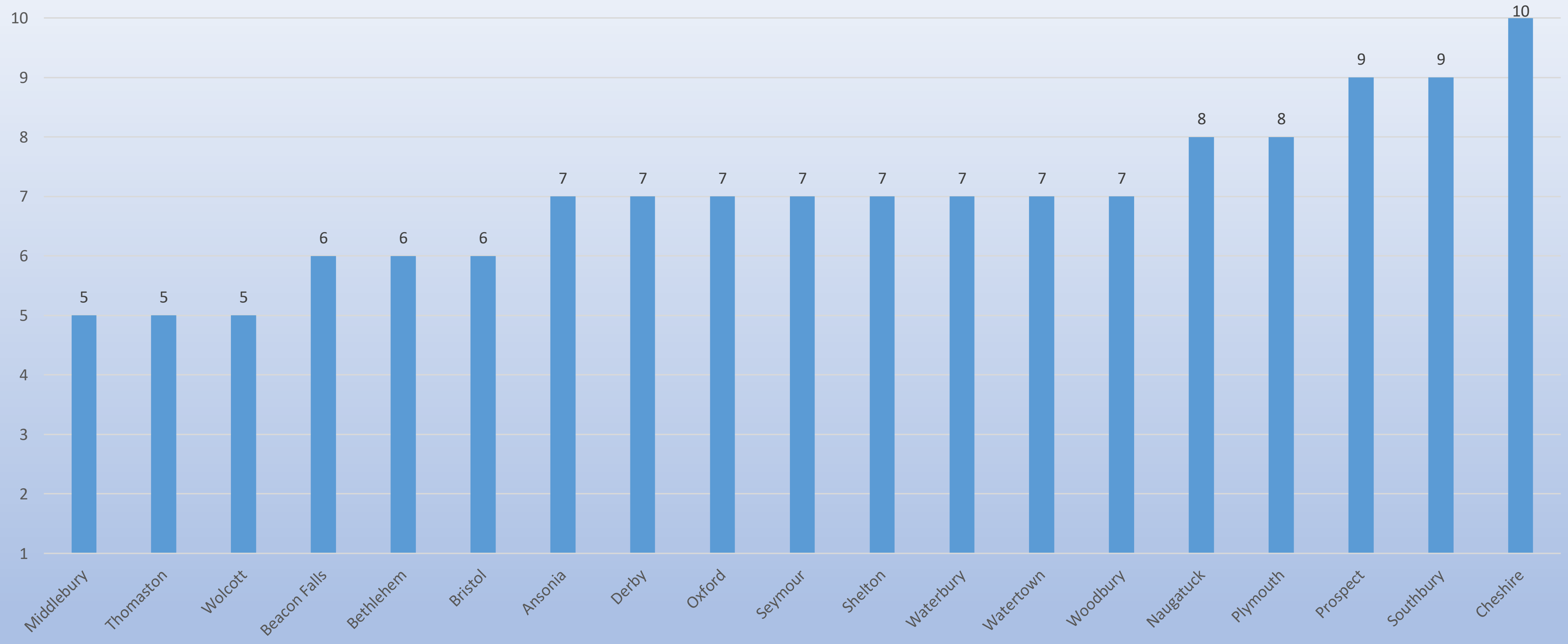


On a scale of 1-10, with a 1 indicating significantly worse, a 5 indicating no change, and 10 indicating significantly better, how would you rate the economic climate in your town compared to one year ago?

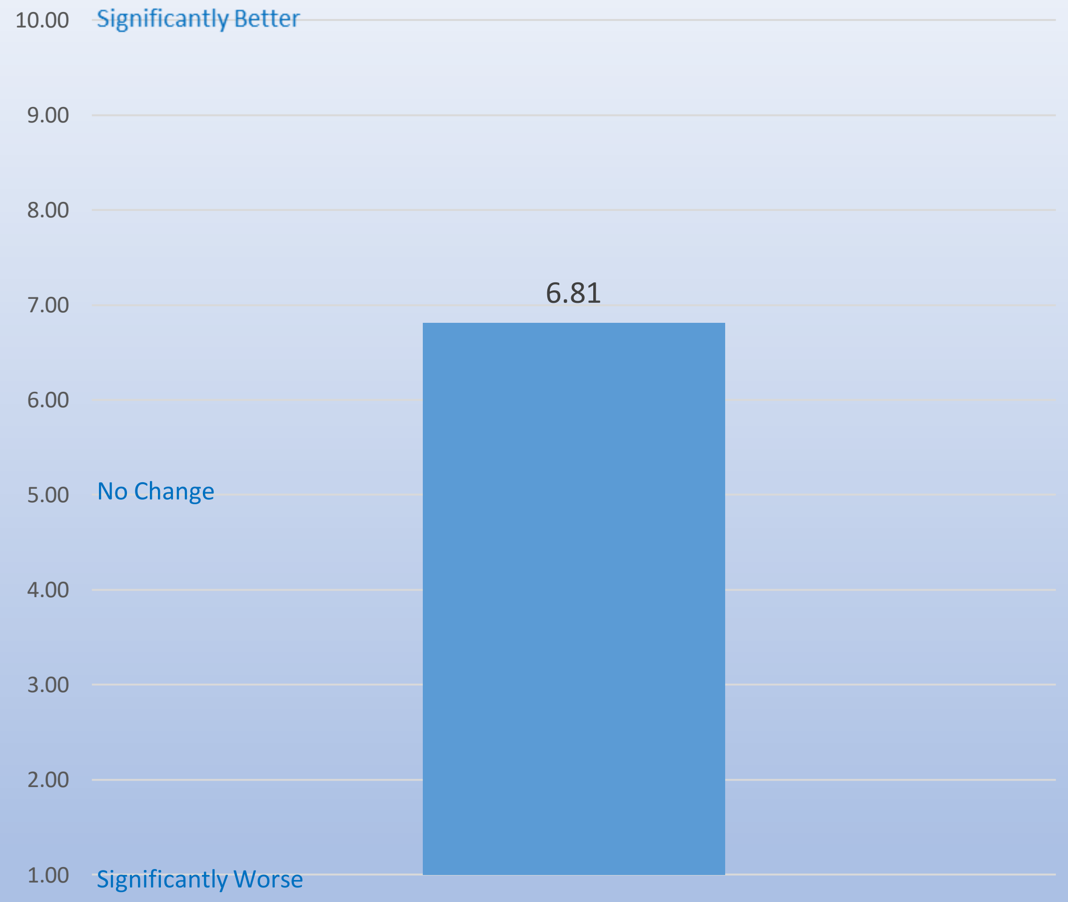


- Responses averaged to 7.0, indicating that respondents felt the economic climate in their town was better than the previous year.

How would you rate the economic climate in your town compared to one year ago?



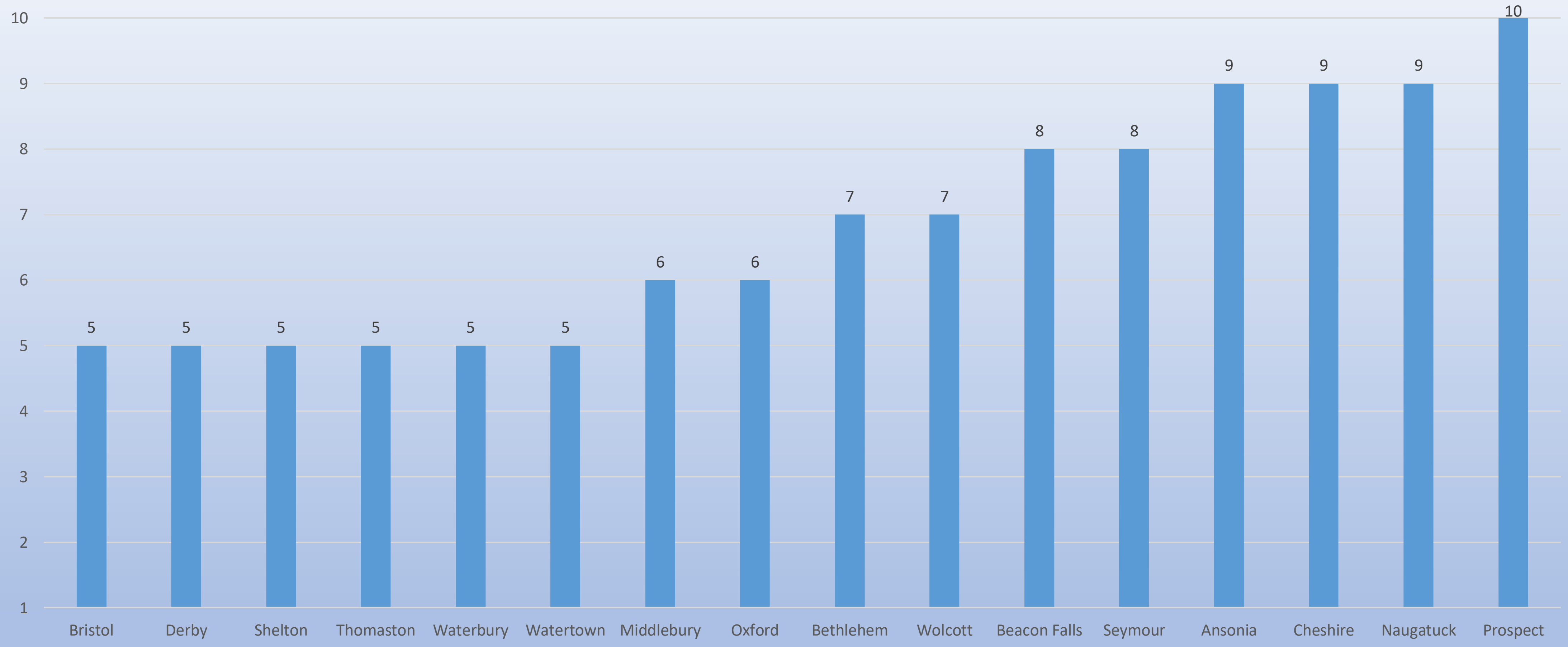
How would you rate the quality of the communications networks in the NVC/EDD compared to five years ago?



- Responses averaged to 6.81, indicating that respondents felt that there was improvement from five years ago.

- Note: Plymouth, Southbury, and Woodbury indicated “Don’t Know”

How would you rate the quality of the communications networks in the NVC/EDD compared to five years ago?



How would you rate the health of your town's economy?

Average Health	Good Health	Very Good Health
Beacon Falls Bethlehem Bristol Naugatuck Plymouth Thomaston	Ansonia Derby Middlebury Seymour Shelton Waterbury Watertown Wolcott	Cheshire Oxford Prospect Southbury Woodbury

How would you rate the national economy?

Poor Health	Average Health	Good Health
Beacon Falls Bethlehem Bristol Derby Middlebury Oxford Plymouth Seymour Southbury Thomaston Woodbury	Ansonia Cheshire Naugatuck Prospect Shelton Wolcott	Waterbury Watertown

How confident are you that businesses in your municipality will fully recover from the pandemic and related economic downturn?

Not Very Confident	Somewhat Confident	Very Confident
Watertown	Ansonia Beacon Falls Bristol Cheshire Derby Shelton Thomaston Waterbury	Bethlehem Middlebury Naugatuck Oxford Plymouth Prospect Seymour Southbury Wolcott Woodbury

In your opinion, how much time do you think will pass before businesses in your municipality return to their normal level of operations?

2-3 Months	4-6 Months	Far more than 6 Months	Business returned to normal level	There hasn't been an effect on business operations
Cheshire	Ansonia Bristol Middlebury Naugatuck Oxford Prospect Seymour Shelton Southbury Waterbury Wolcott	Beacon Falls Bethlehem Derby Plymouth Watertown	Thomaston	Woodbury

Over the next year, do you expect business revenues to decrease, stay about the same, or increase in your municipality?

Decrease	Stay About the Same	Increase
Bethlehem Bristol	Ansonia Beacon Falls Derby Middlebury Oxford Plymouth Thomaston Watertown Woodbury	Cheshire Naugatuck Prospect Seymour Shelton Southbury Waterbury Wolcott

Over the next year, do you expect staffing levels to decrease, stay about the same, or increase in your municipality's businesses?

Decrease	Stay About the Same	Increase
Bristol Watertown	Ansonia Beacon Falls Bethlehem Derby Oxford Prospect Seymour Waterbury Woodbury	Cheshire Middlebury Naugatuck Plymouth Shelton Southbury Thomaston Wolcott

Over the next year, do you expect the investments your municipality's business owners make to decrease, stay about the same, or increase?

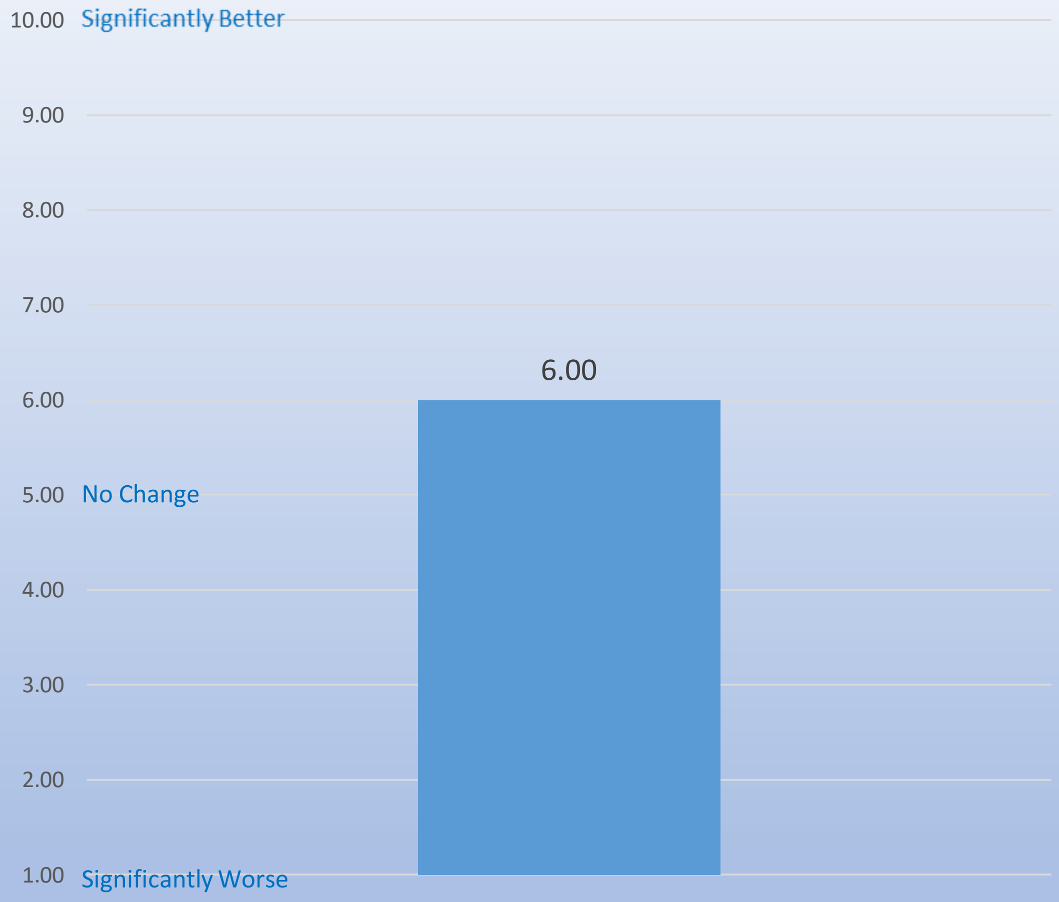
Decrease	Stay About the Same	Increase
Bristol Watertown	Ansonia Beacon Falls Cheshire Middlebury Naugatuck Plymouth Seymour Southbury Wolcott	Bethlehem Derby Oxford Prospect Shelton Thomaston Waterbury Woodbury

How do you expect business employment to change in your municipality over the next 12 months?

Decrease	No Change	Increase
Ansonia	Bethlehem Derby Seymour Shelton Woodbury	Beacon Falls Bristol Cheshire Middlebury Naugatuck Oxford Plymouth Prospect Southbury Thomaston Waterbury Watertown Wolcott

Employment

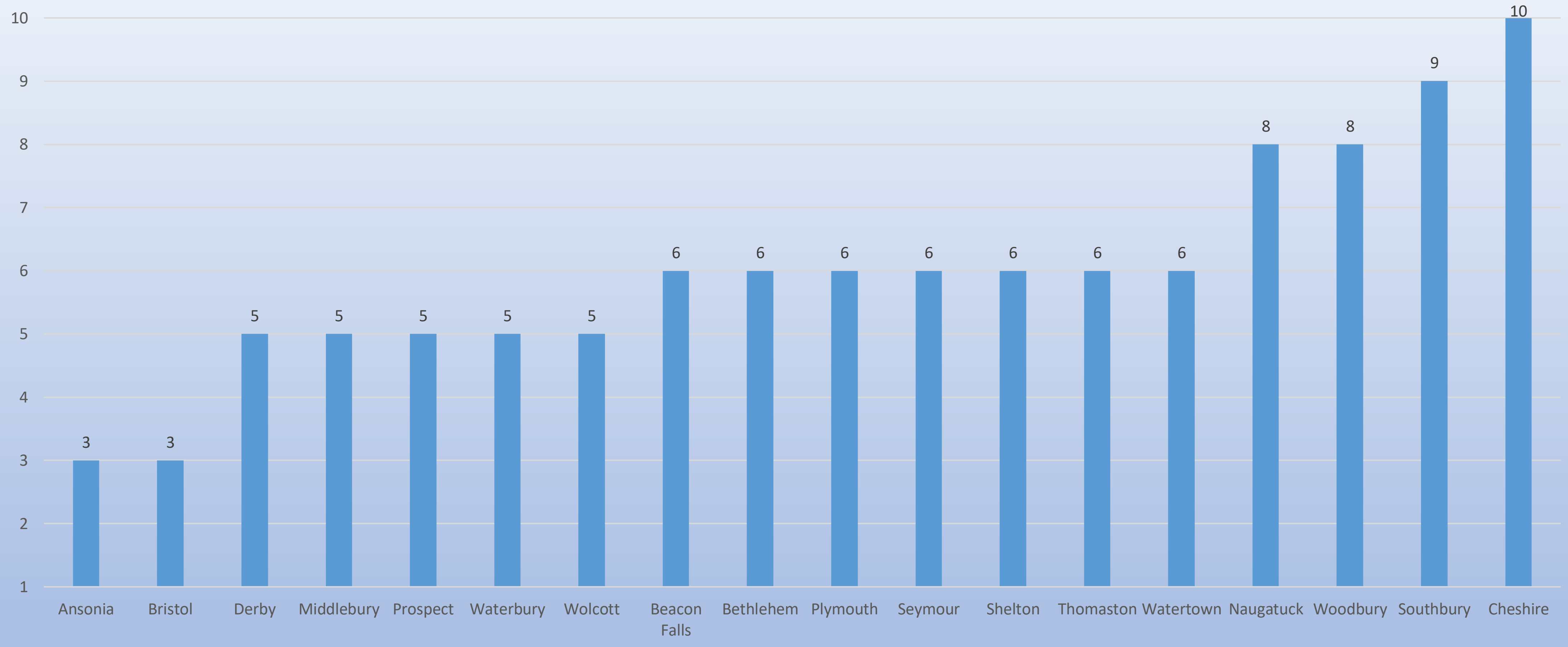
On a scale of 1-10, with a 1 indicating significantly worse, a 5 indicating no change, and 10 indicating significantly better, how would you rate the employment situation in your town compared to one year ago?



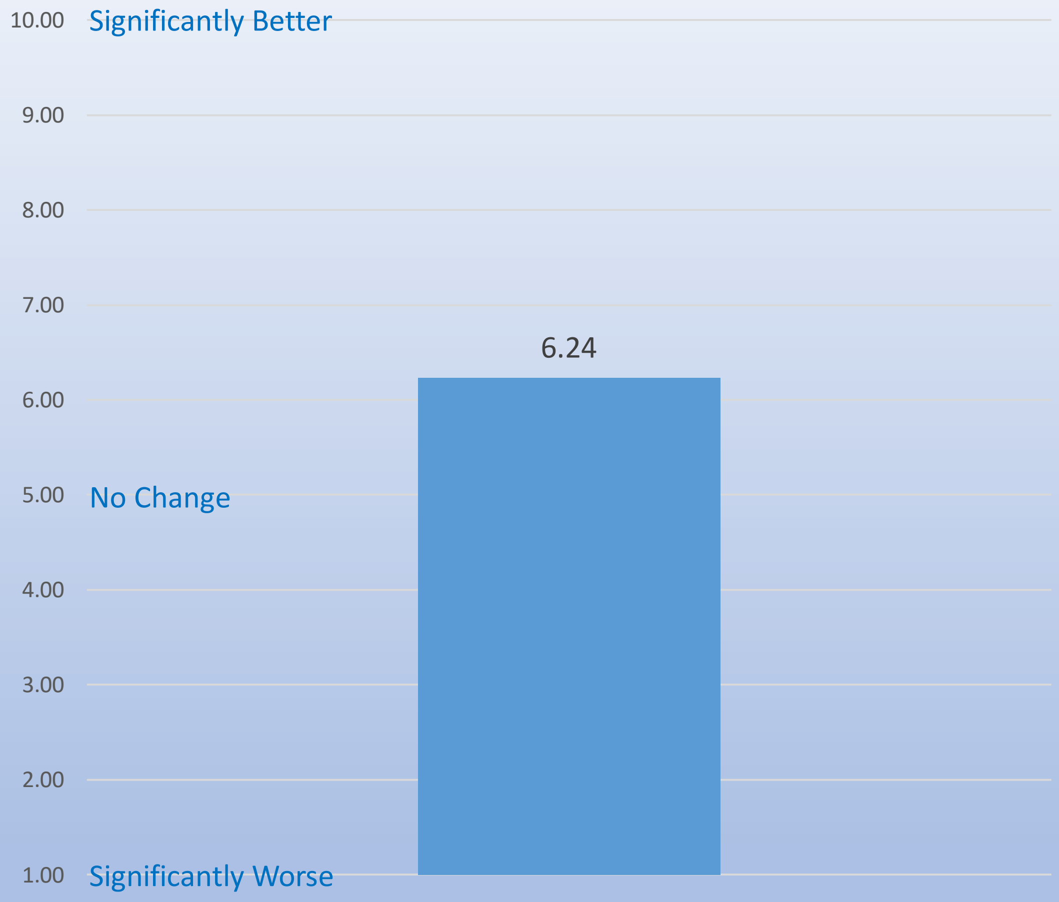
- Responses averaged to 6.0, indicating that respondents felt that the employment situation in their town was slightly better than it was a year ago.

- Note: no response from Oxford

How would you rate the employment situation in your town compared to one year ago?



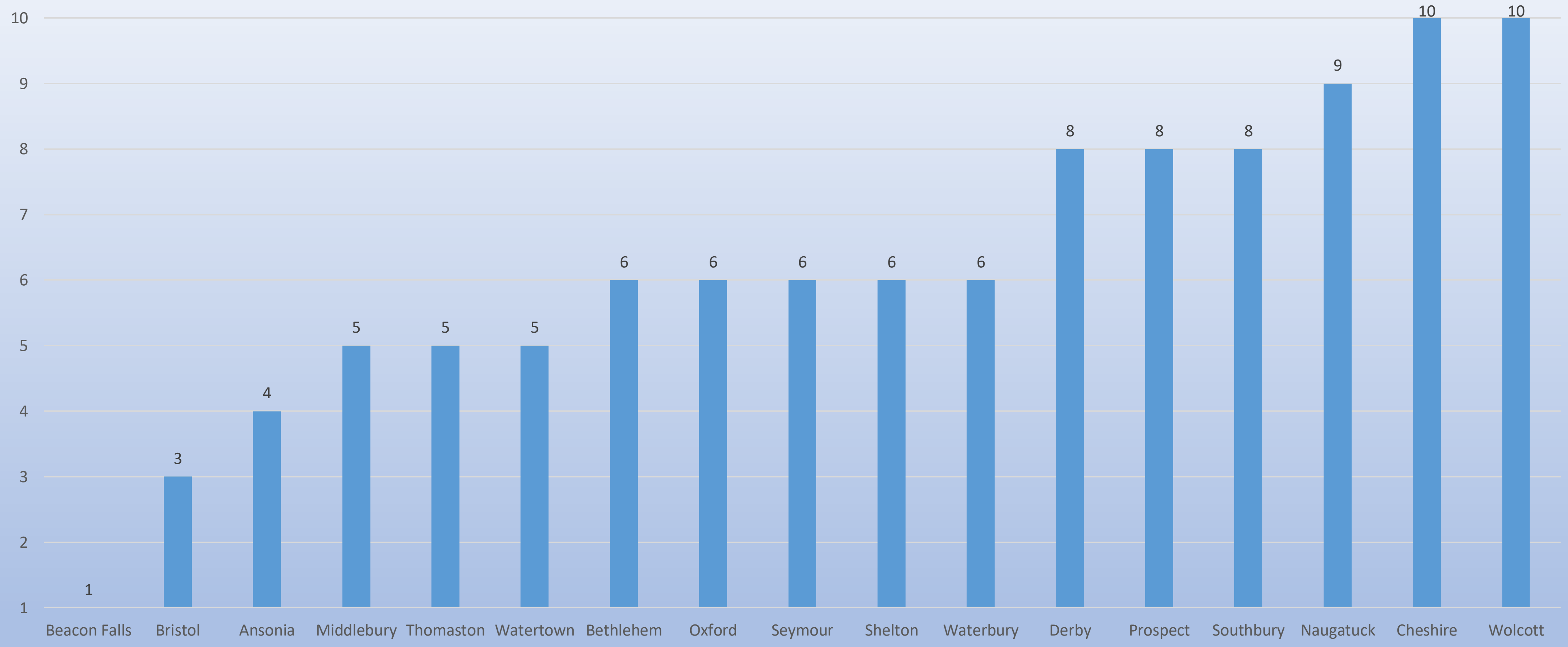
How would you rate the accessibility of job-training programs in the NVC/EDD compared to five years ago?



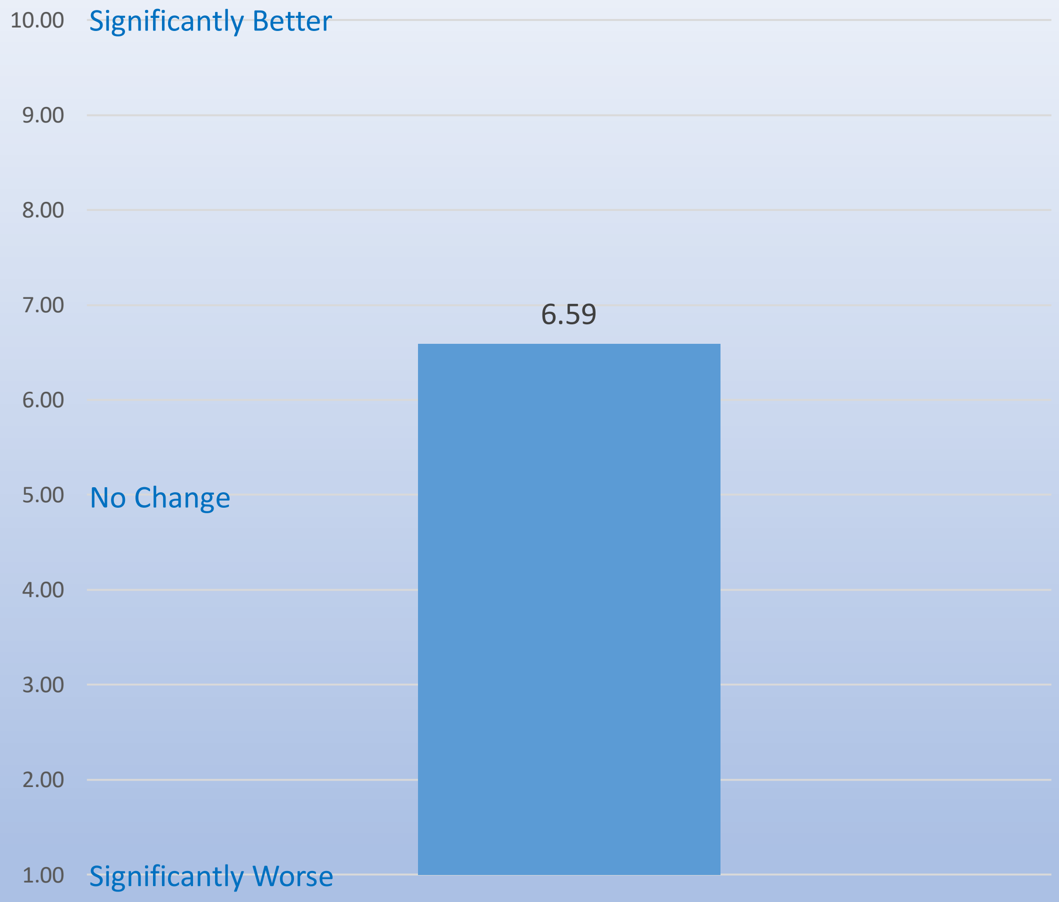
- Responses averaged to 6.24, indicating that respondents felt that the accessibility of job-training programs in the NVC/EDD is slightly better compared to five years ago.

- Note: Plymouth and Woodbury indicated “Don’t Know”

How would you rate the accessibility of job-training programs in the NVC/EDD compared to five years ago?



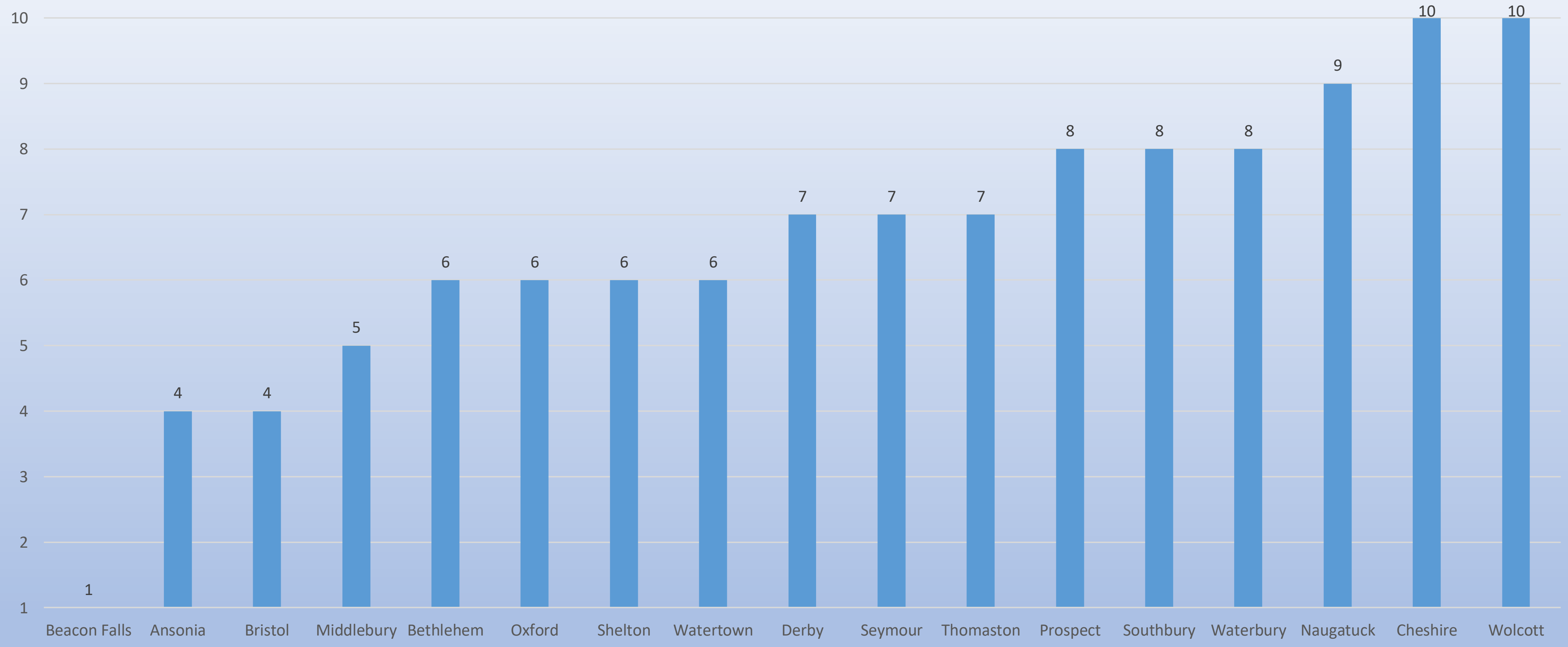
How would you rate the quality of job-training programs in the NVC/EDD compared to five years ago?



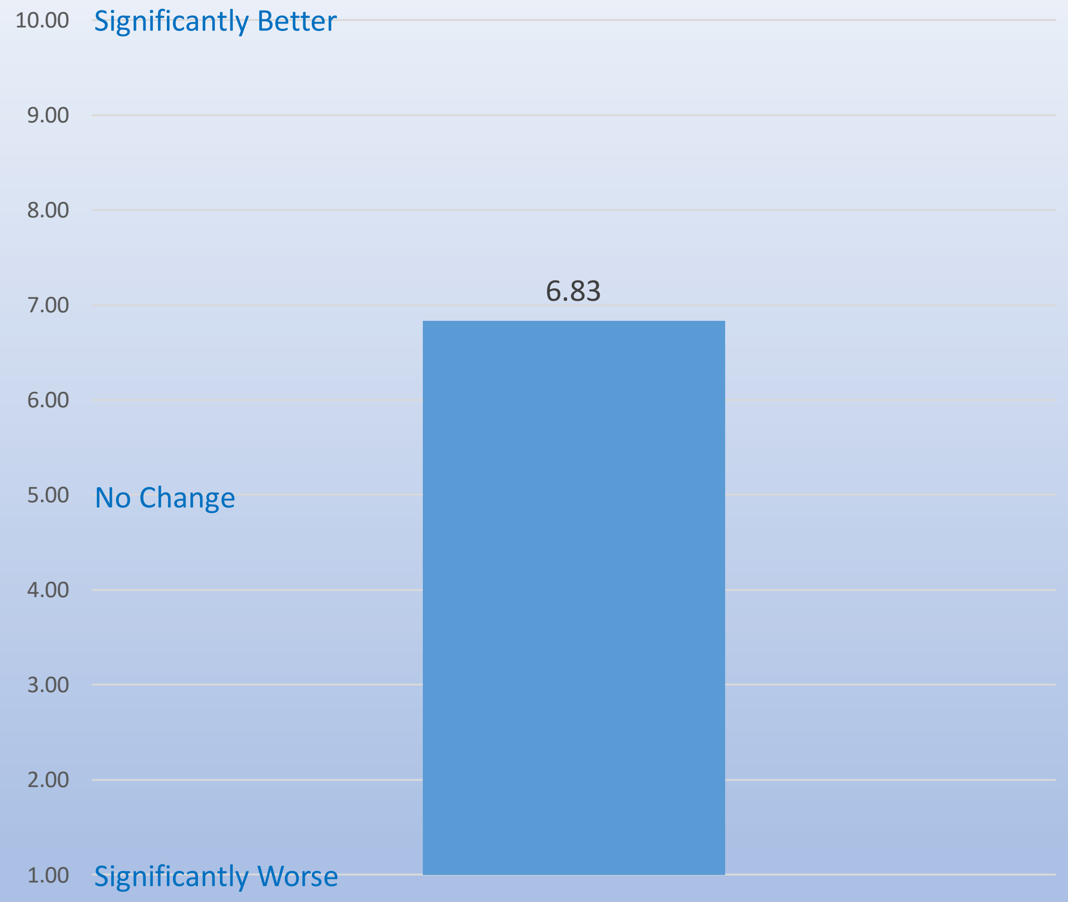
- Responses averaged to 6.59, indicating that respondents felt that the quality of job-training programs in the NVC/EDD is somewhat better compared to five years ago.

- Note: Plymouth and Woodbury indicated “Don’t Know”

How would you rate the quality of job-training programs in the NVC/EDD compared to five years ago?



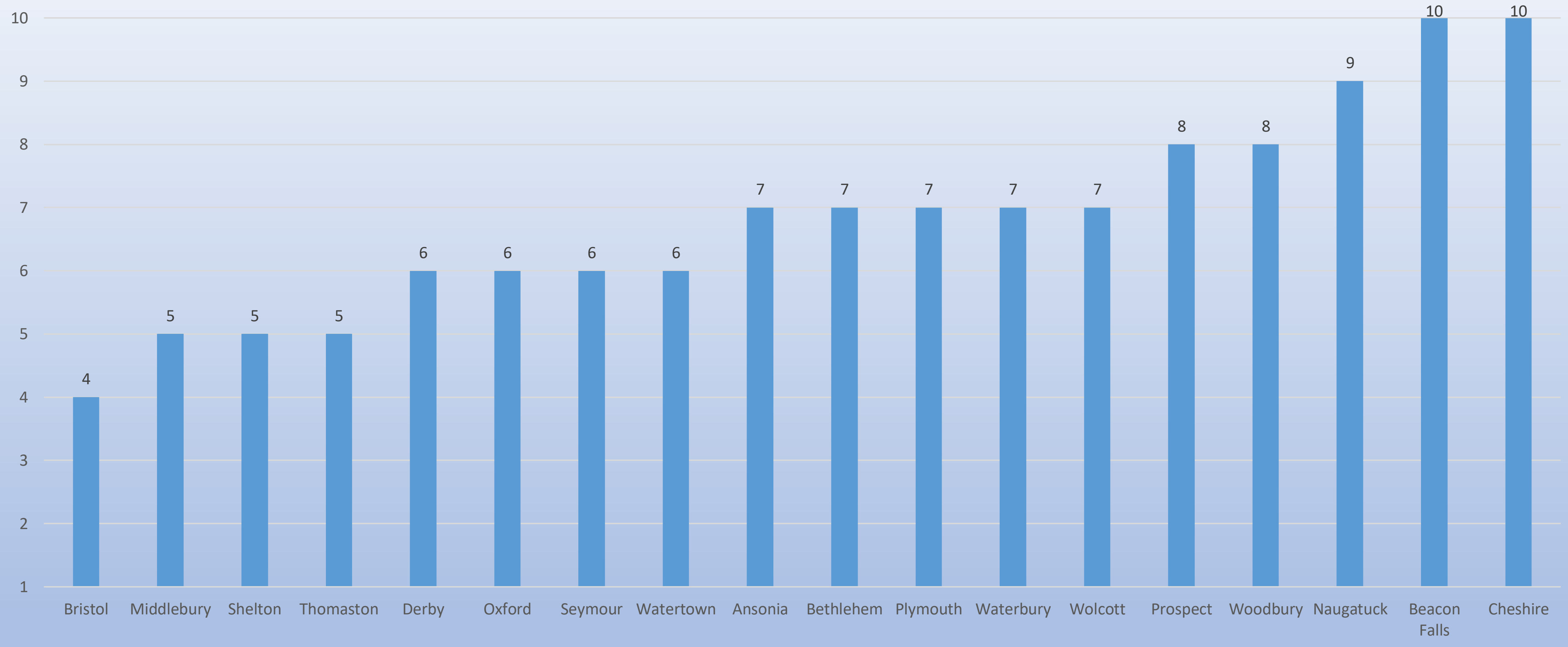
How would you rate the quality of life in the NVC/EDD compared to five years ago?



- Responses averaged to 6.83, indicating that respondents felt that the quality of life in the NVC/EDD is slightly better compared to five years ago.

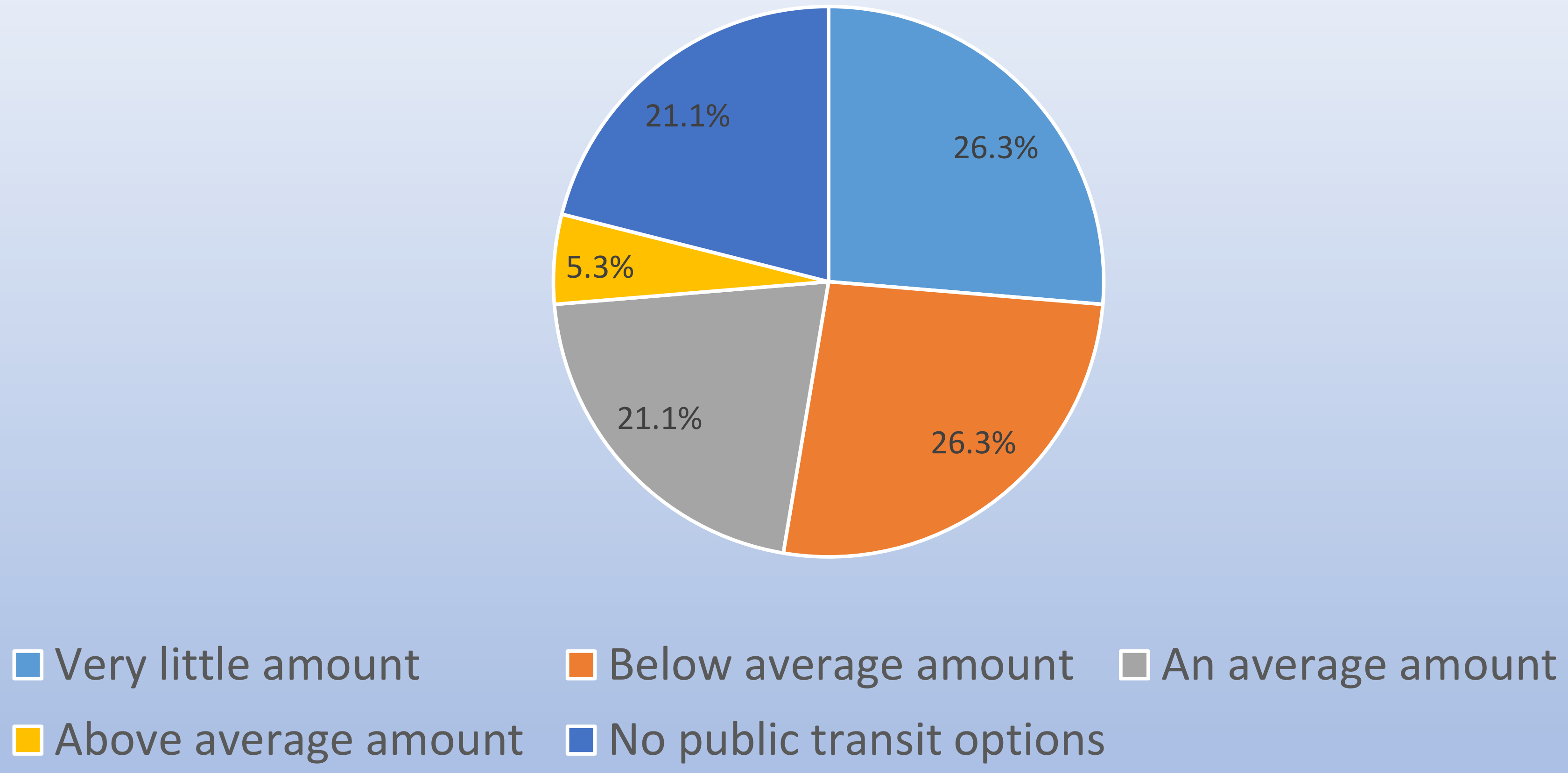
- Note: Southbury indicated “Don’t Know”

How would you rate the quality of life in the NVC/EDD compared to five years ago?



Transportation

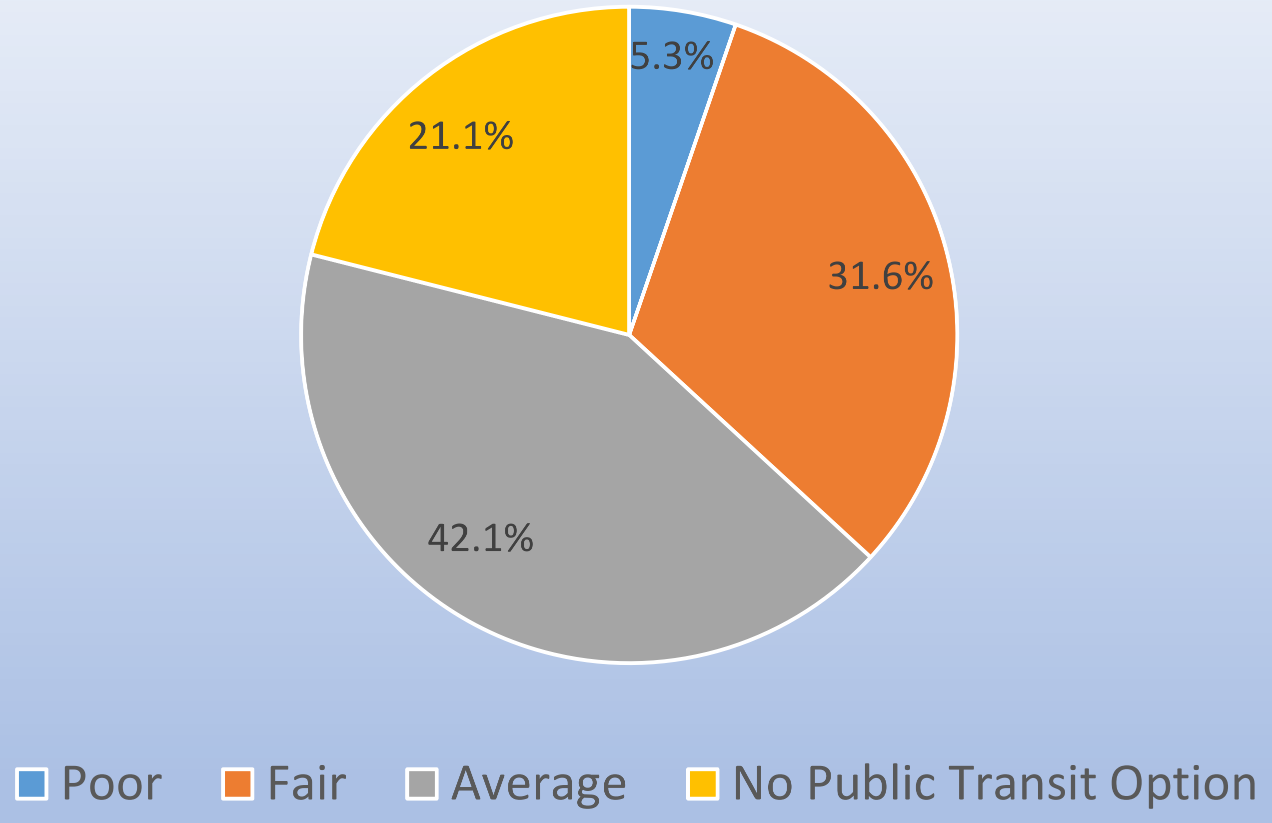
To what extent do people in your town rely upon some form of public transportation?



To what extent do people in your town rely upon some form of public transportation?

Very little amount	Below average amount	An average amount	Above average amount	No public transit options
Bethlehem Oxford Shelton Southbury Thomaston	Beacon Falls Cheshire Middlebury Seymour Watertown	Ansonia Bristol Derby Naugatuck	Waterbury	Plymouth Prospect Wolcott Woodbury

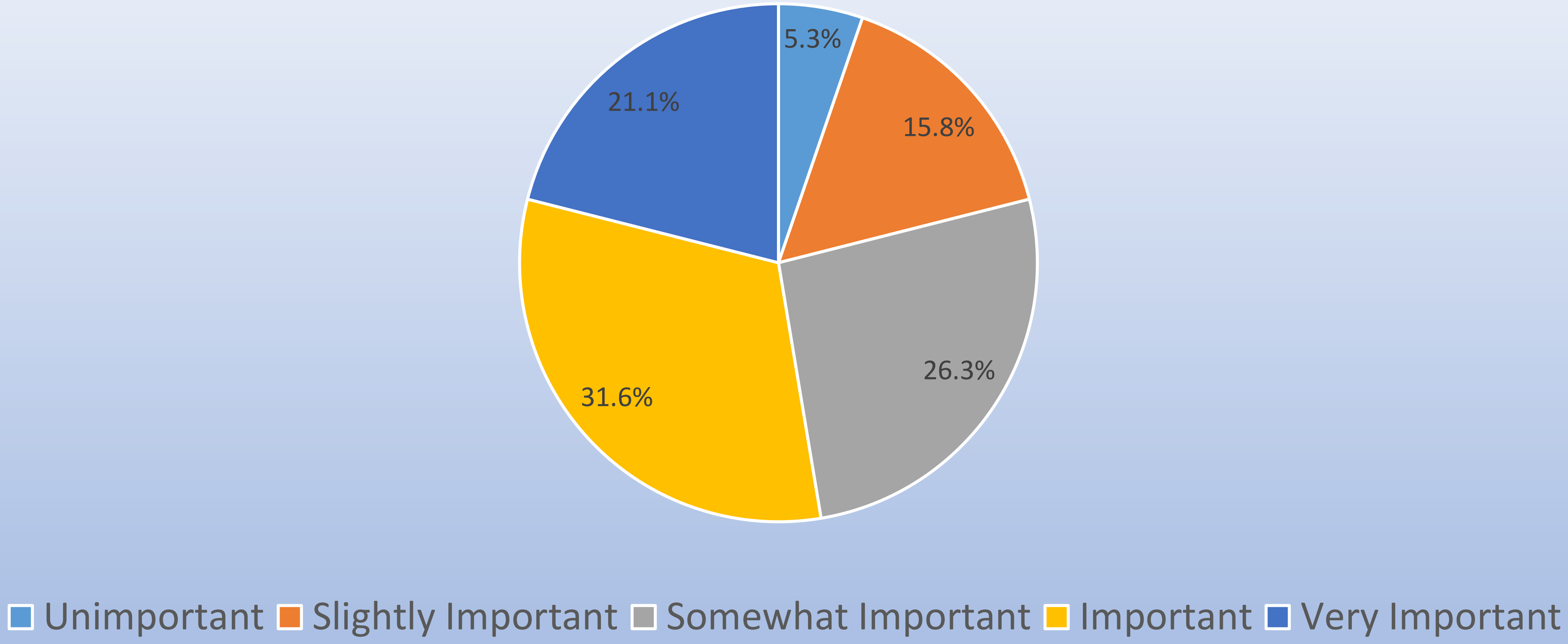
How would you rate the quality of mass/public transportation in your municipality?



How would you rate the quality of mass/public transportation in your municipality?

Poor	Fair	Average	No public transit
Southbury	Middlebury Oxford Prospect Seymour Shelton Thomaston	Ansonia Beacon Falls Bristol Cheshire Derby Naugatuck Waterbury Watertown	Bethlehem Plymouth Wolcott Woodbury

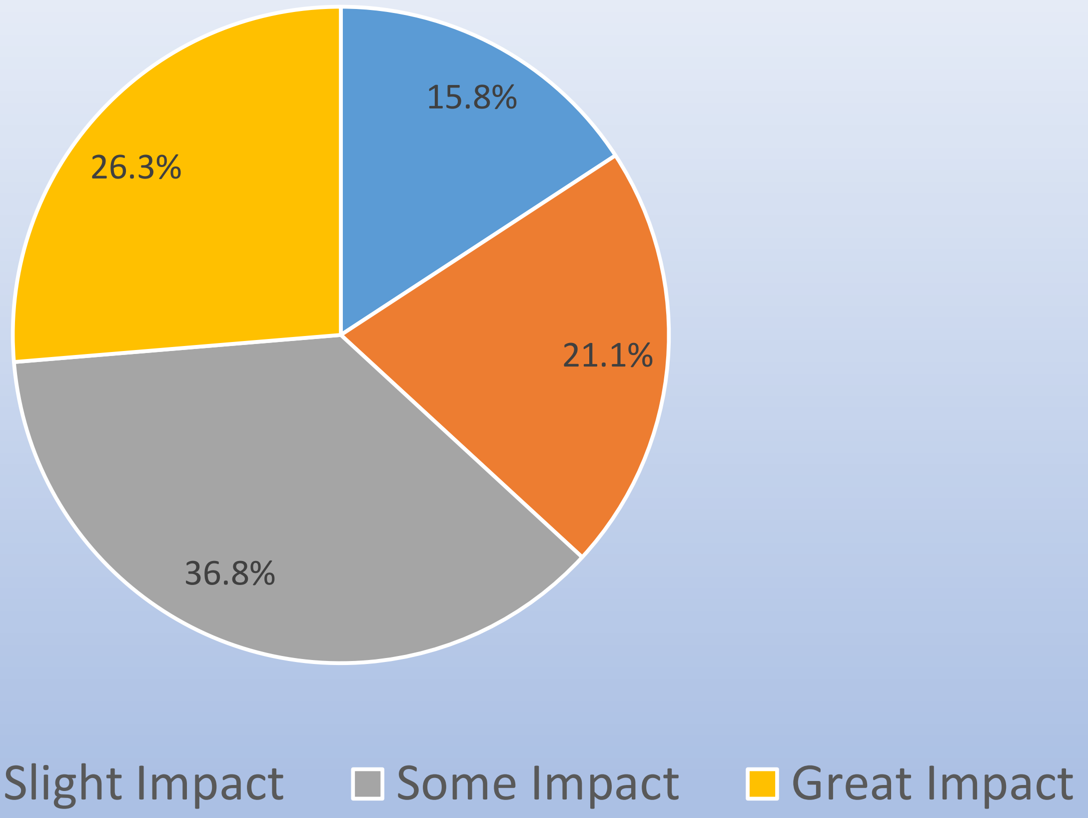
Regardless of whether your municipality currently has public transit, how important is the further development of public transit to your municipality?



Regardless of whether your municipality currently has public transit, how important is the further development of public transit to your municipality?

Unimportant	Slightly Important	Somewhat Important	Important	Very Important
Oxford	Shelton Watertown Woodbury	Bethlehem Middlebury Prospect Seymour Southbury	Bristol Cheshire Derby Naugatuck Thomaston Waterbury	Ansonia Beacon Falls Plymouth Wolcott

CTDOT recently received a $12 million grant to upgrade the Derby train station, including the station itself, additional trains each day, increased bus service, and vehicle charging stations. The grant will also improve bike and pedestrian paths between Derby and the station. How do you think this will impact the region?

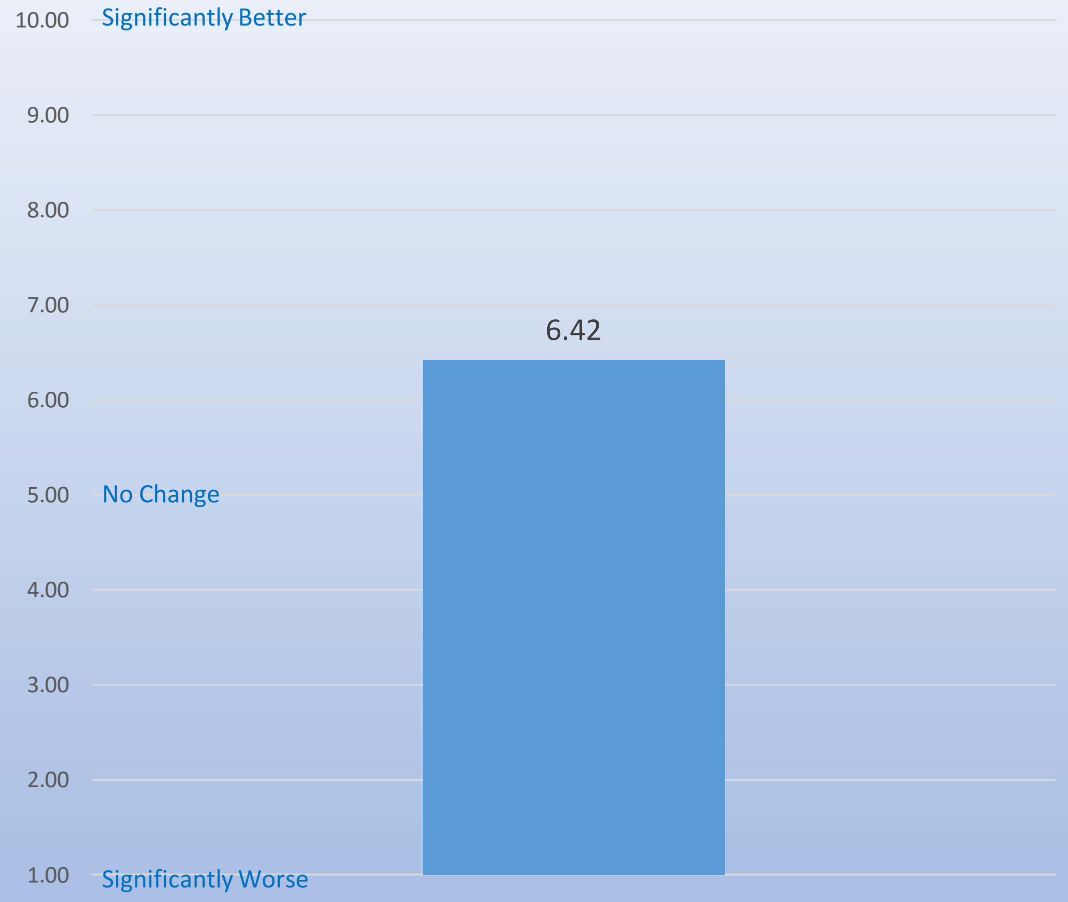


CTDOT recently received a $12 million grant to upgrade the Derby train station, including the station itself, additional trains each day, increased bus service, and vehicle charging stations. The grant will also improve bike and pedestrian paths between Derby and the station. How do you think this will impact the region?

No Impact	Slight Impact	Some Impact	Great Impact
Oxford Seymour Thomaston	Ansonia Cheshire Watertown Woodbury	Beacon Falls Bristol Naugatuck Prospect Shelton Southbury Waterbury	Bethlehem Derby Middlebury Plymouth Wolcott

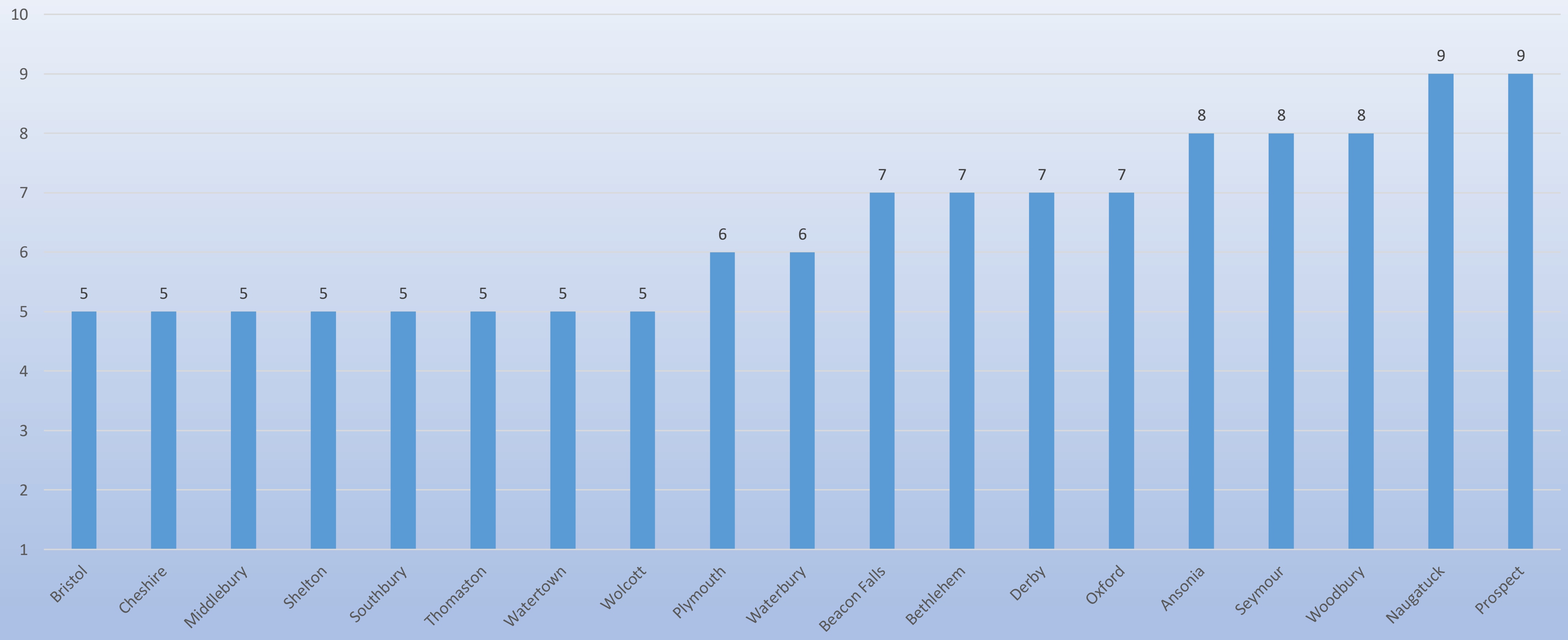
Infrastructure

On a scale of 1-10, with a 1 indicating significantly worse, a 5 indicating no change, and 10 indicating significantly better, how would you rate the local public infrastructure in your town compared to one year ago?

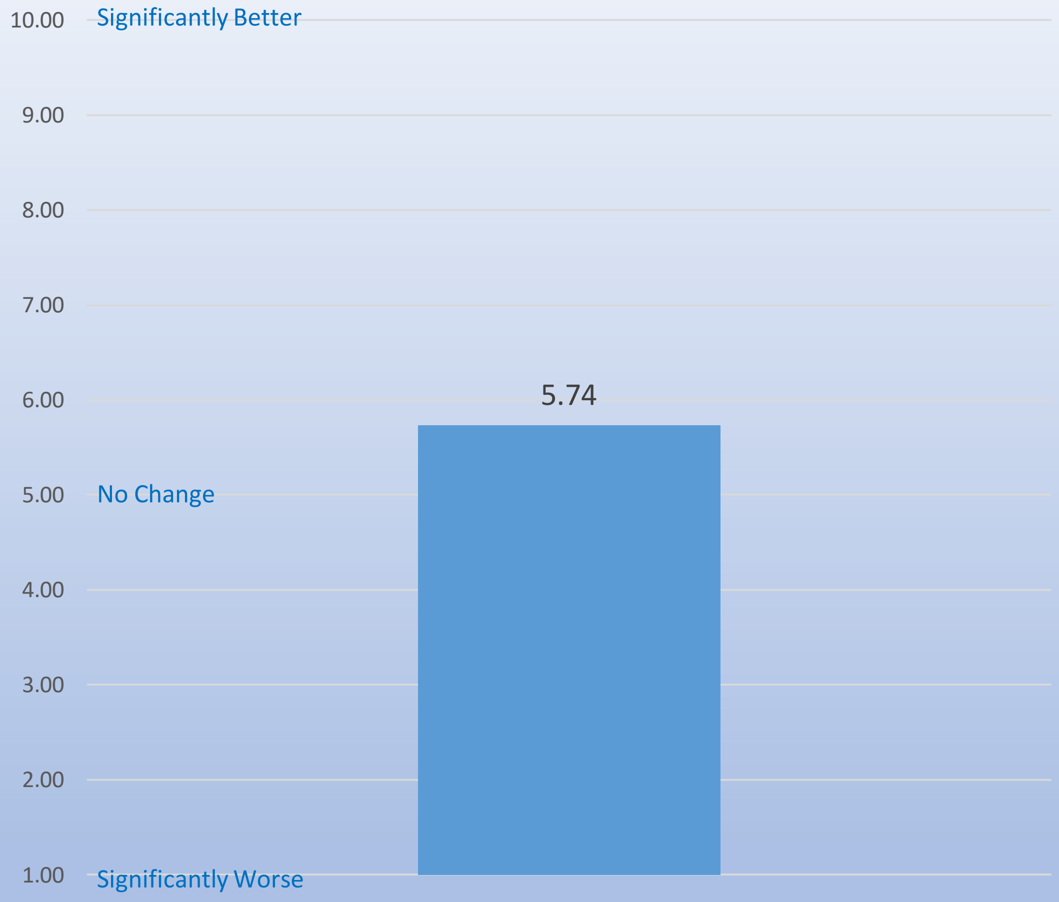


- Responses averaged to 6.42, indicating that respondents felt that their local public infrastructure was somewhat better than it was one year ago.

How would you rate the local public infrastructure in your town compared to one year ago?

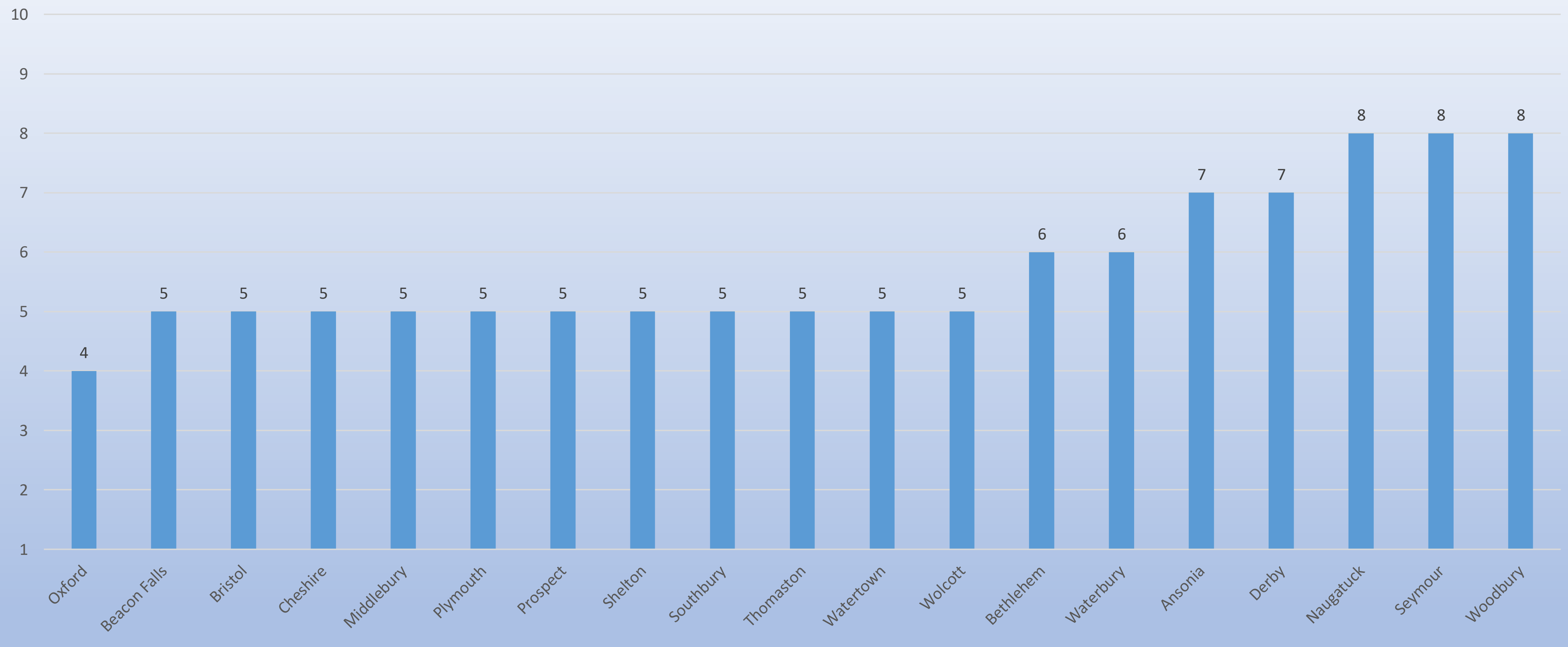


On a scale of 1-10, with a 1 indicating significantly worse, a 5 indicating no change, and 10 indicating significantly better, how would you rate the local transportation in your town compared to one year ago?

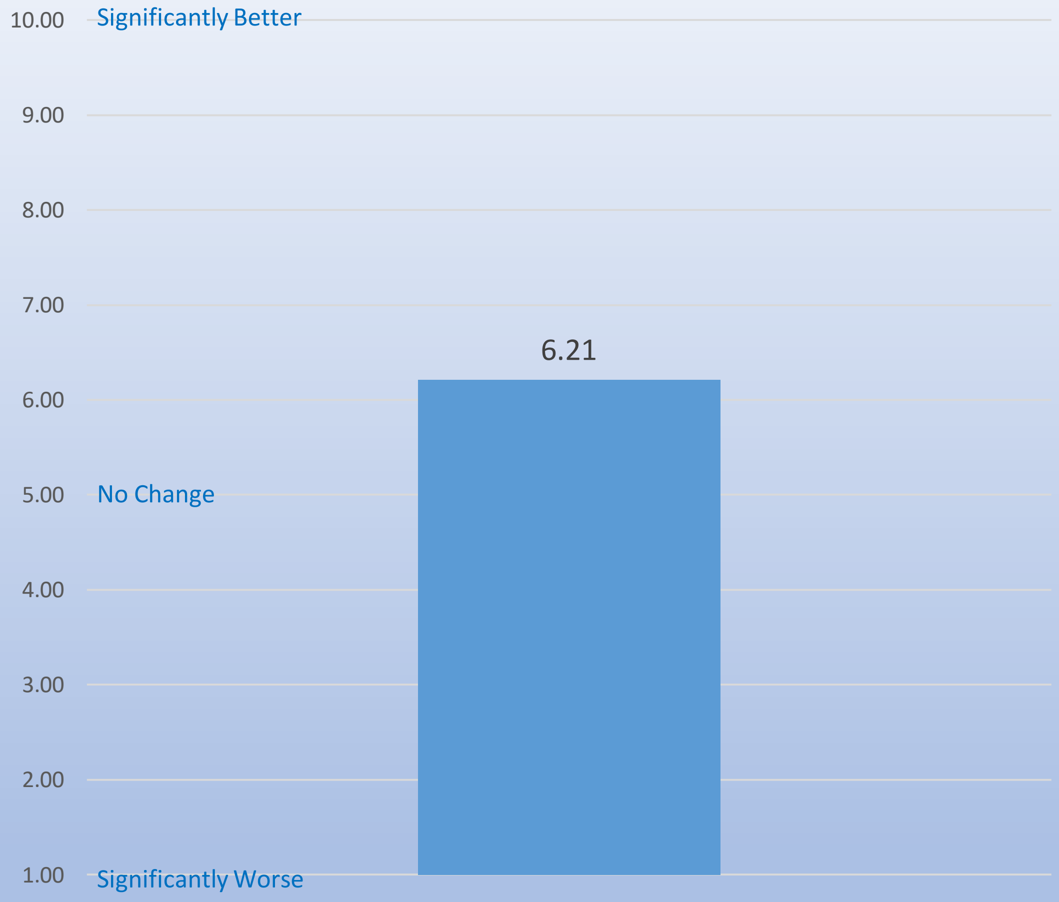


- Responses averaged to 5.74, indicating that respondents felt that their local transportation in their town was about the same as it was one year ago.

How would you rate the local transportation in your town compared to one year ago?

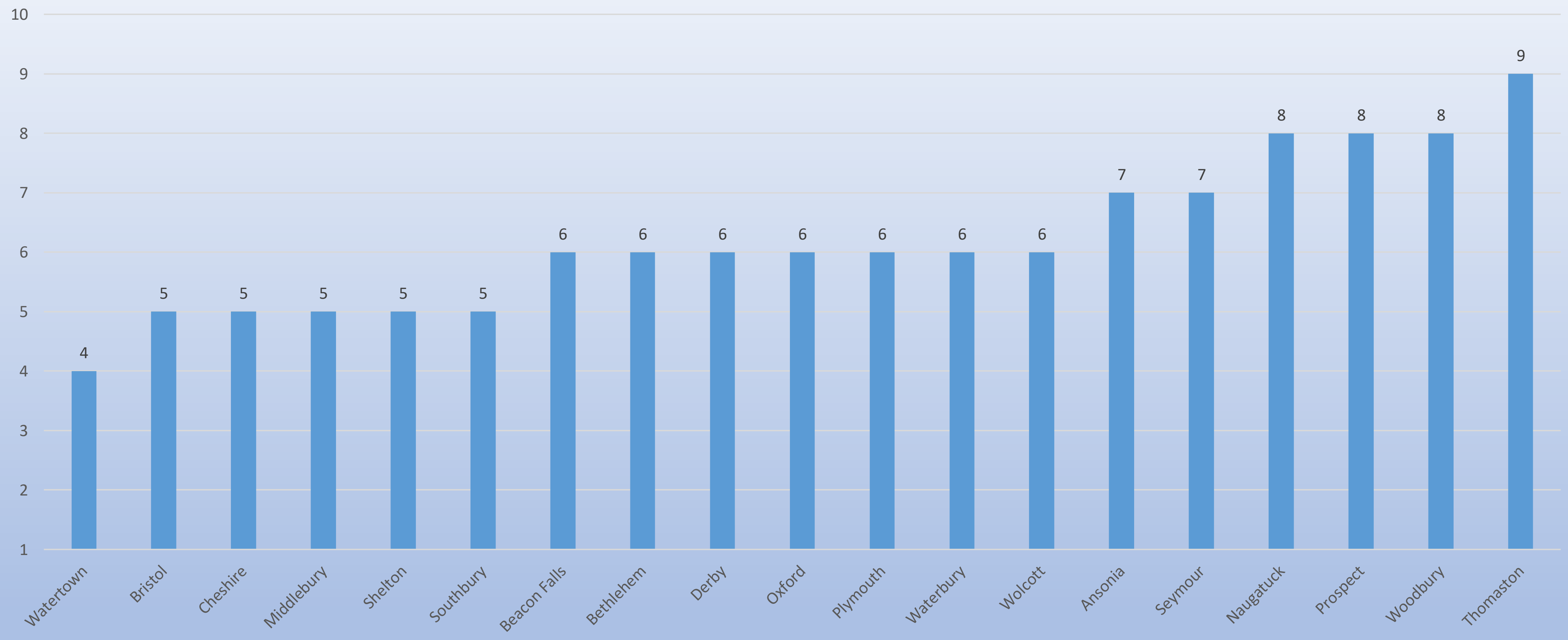


On a scale of 1-10, with a 1 indicating significantly worse, a 5 indicating no change, and 10 indicating significantly better, how would you rate the existing highways and roads in your town compared to one year ago?



- Responses averaged to 6.21, indicating that respondents felt that the existing highways and roads in their town were slightly improved from one year ago.

How would you rate the existing highways and roads in your town compared to one year ago?



Have the total dollars spent on local infrastructure in your town increased or decreased?

	Increased	No Change	Decreased	No Response
Last (1) Year	Ansonia, Beacon Falls, Bristol, Derby, Naugatuck, Prospect, Seymour, Shelton, Waterbury	Bethlehem, Cheshire, Middlebury, Southbury, Thomaston, Watertown, Wolcott, Woodbury	None	Oxford, Plymouth

By what percentage have the total dollars for local public infrastructure projects increased or decreased over the last year?

Towns Reporting an Increase

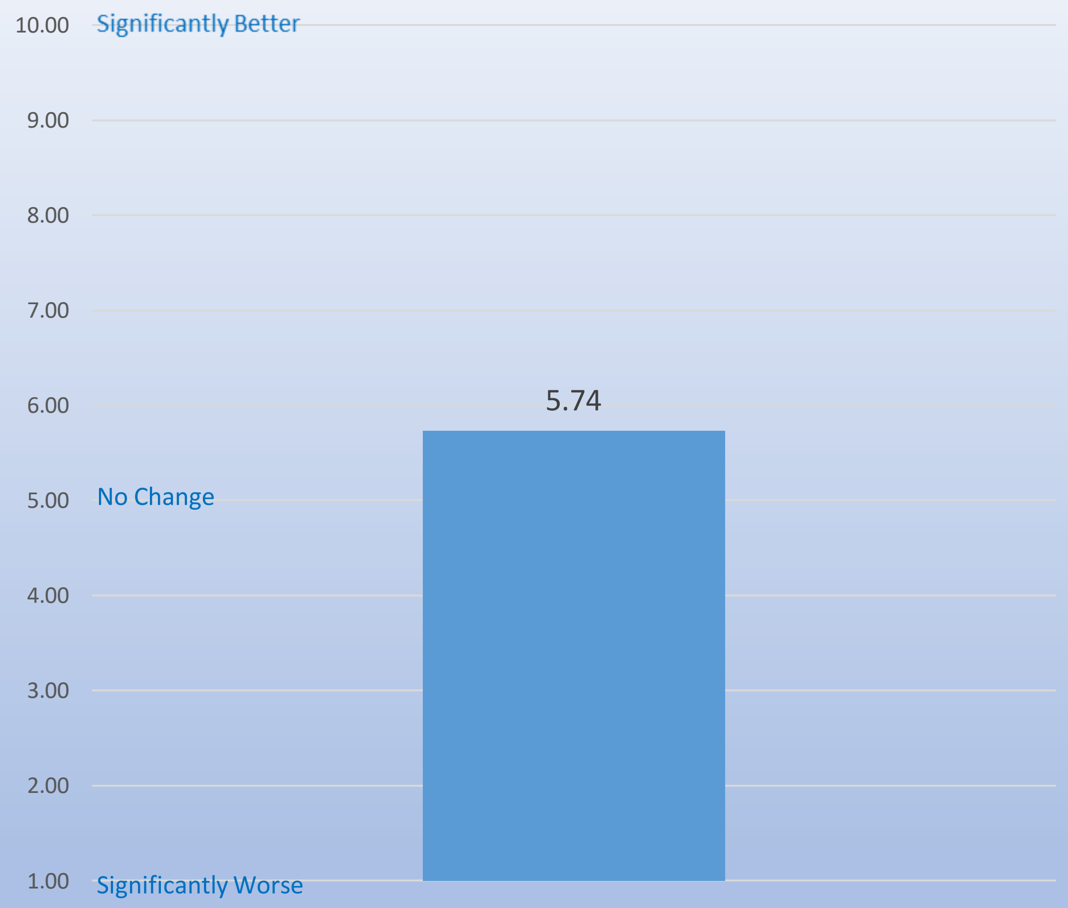
- 1-10% - Bristol, Seymour, Shelton
- 11-20% - Ansonia, Prospect
- 21-30% - Beacon Falls, Naugatuck
- 41-50% - Derby

Towns Reporting a Decrease

- 1-10% - Middlebury, Southbury, Thomaston
- 11-20% - Oxford

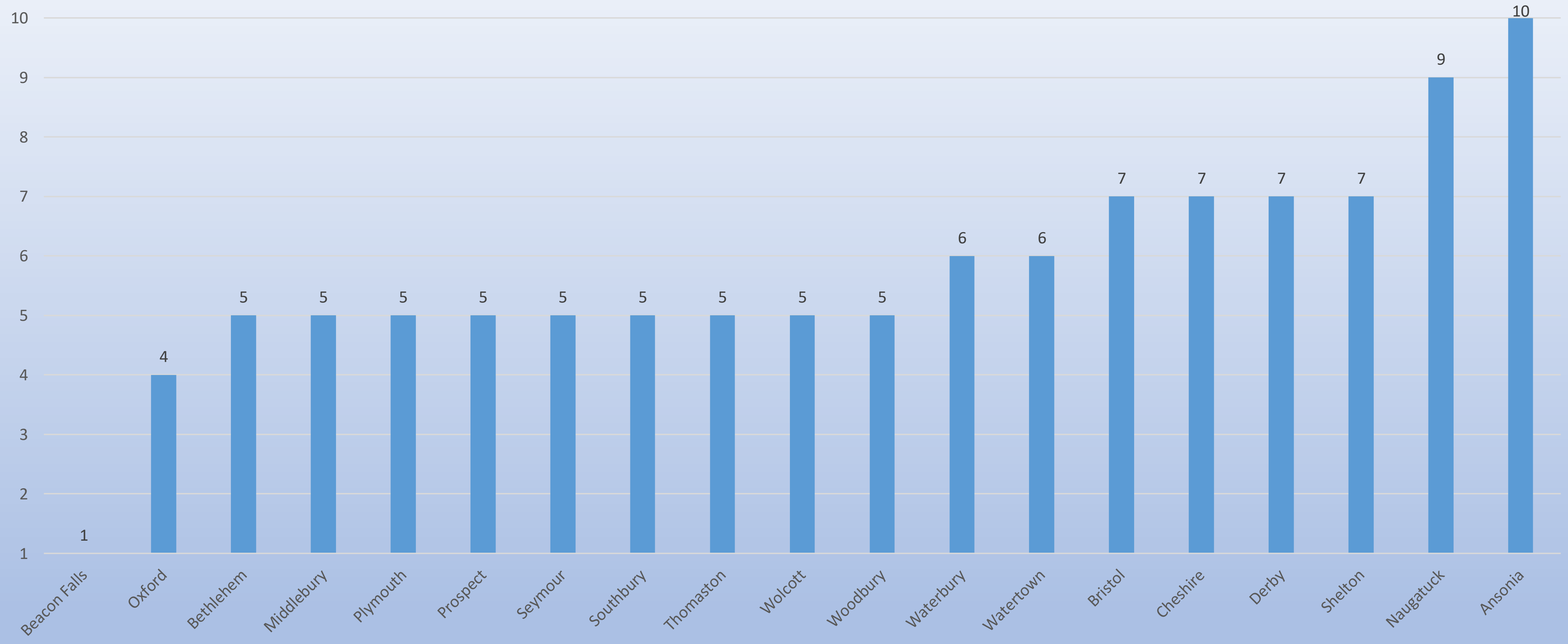
Brownfields

On a scale of 1-10, with a 1 indicating significantly worse, a 5 indicating no change, and 10 indicating significantly better, how would you rate the condition of brownfields in your town compared to one year ago?



- Responses averaged to 5.74, indicating that respondents felt that there was slight improvement from one year ago.

How would you rate the condition of brownfields in your town compared to one year ago?



Brownfields – Number of Sites Identified in past year

1-4 Sites	5 or More	Zero Sites
Beacon Falls Bristol Cheshire Derby Naugatuck Plymouth Southbury Thomaston Watertown	Ansonia Waterbury	Bethlehem Middlebury Oxford Prospect Seymour Shelton Wolcott Woodbury

Brownfields – Number of Sites Assessed in the past year

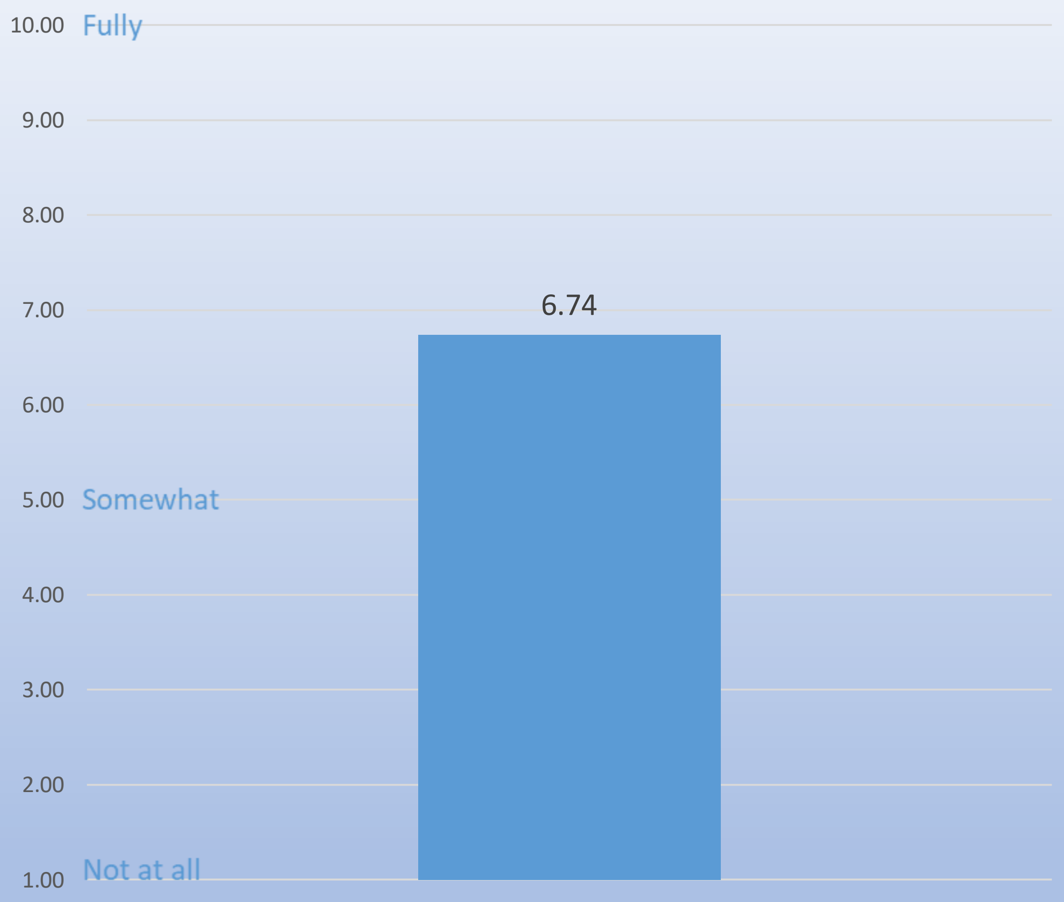
1-4 Sites	5 or More	Zero Sites
Ansonia Bristol Cheshire Derby Naugatuck Seymour Shelton Southbury Watertown	None	Beacon Falls Bethlehem Middlebury Oxford Plymouth Prospect Thomaston Waterbury Wolcott Woodbury

Brownfields – Number of Sites Remediated in the past year

1-4 Sites	5 or More	Zero Sites
Ansonia Bristol Cheshire Naugatuck Plymouth Seymour Shelton Waterbury Watertown	None	Beacon Falls Bethlehem Derby Middlebury Oxford Prospect Southbury Thomaston Wolcott Woodbury

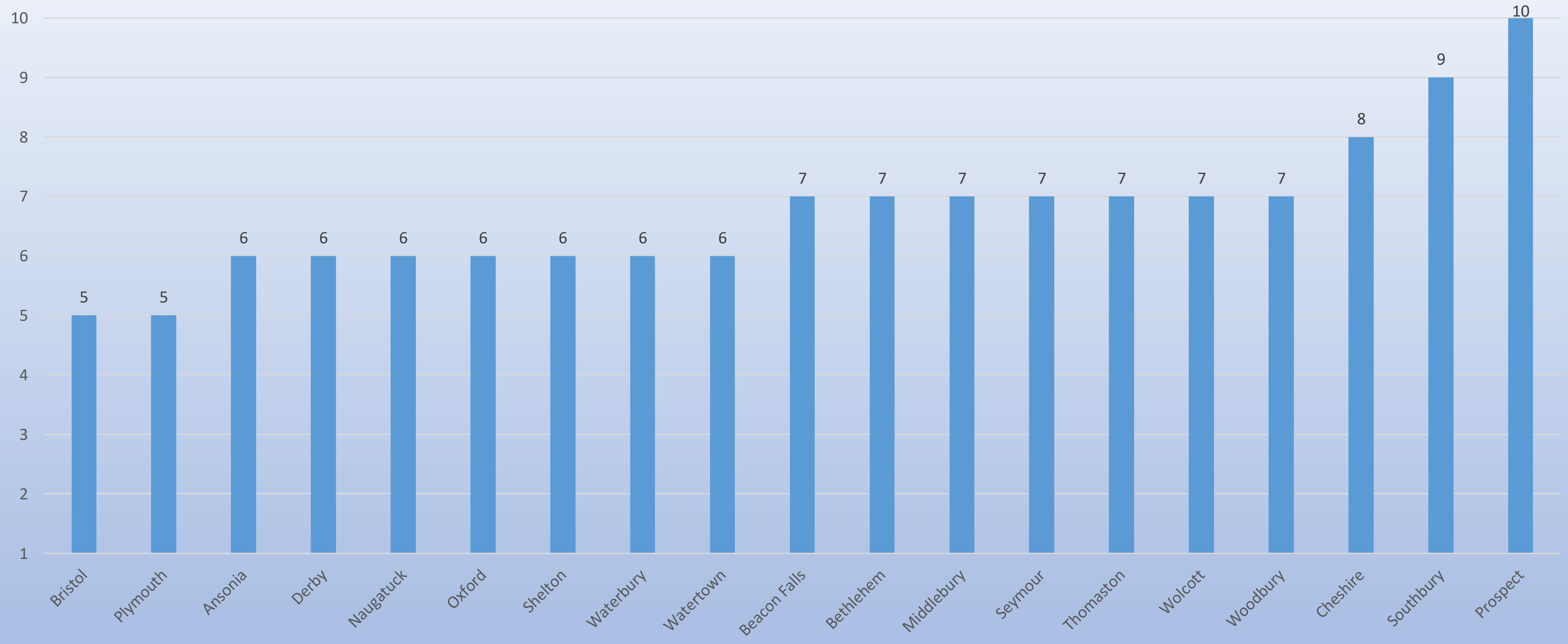
COVID-19 & CARES Act

How much has your municipality recovered from the economic impact of the pandemic?

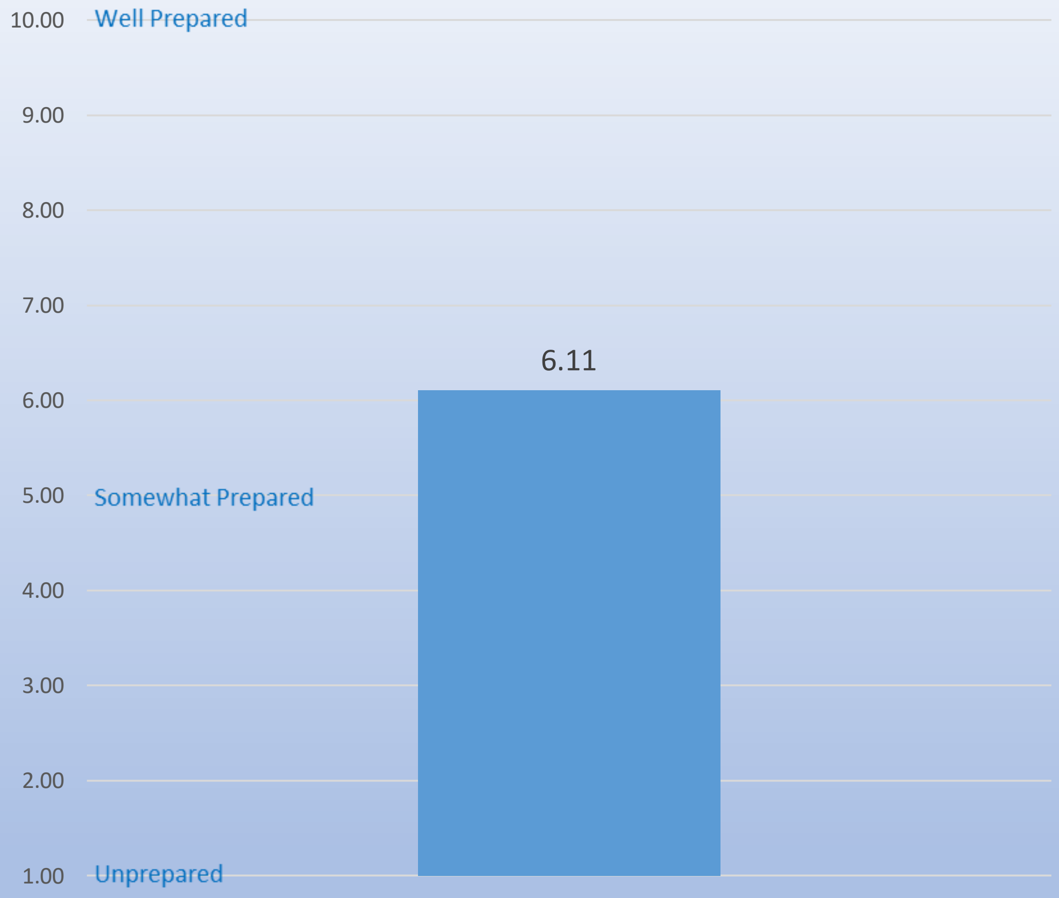


- Responses averaged to 6.74, indicating that respondents felt that their municipality has more than somewhat recovered from the pandemic.

How much has your municipality recovered from the economic impact of the pandemic?

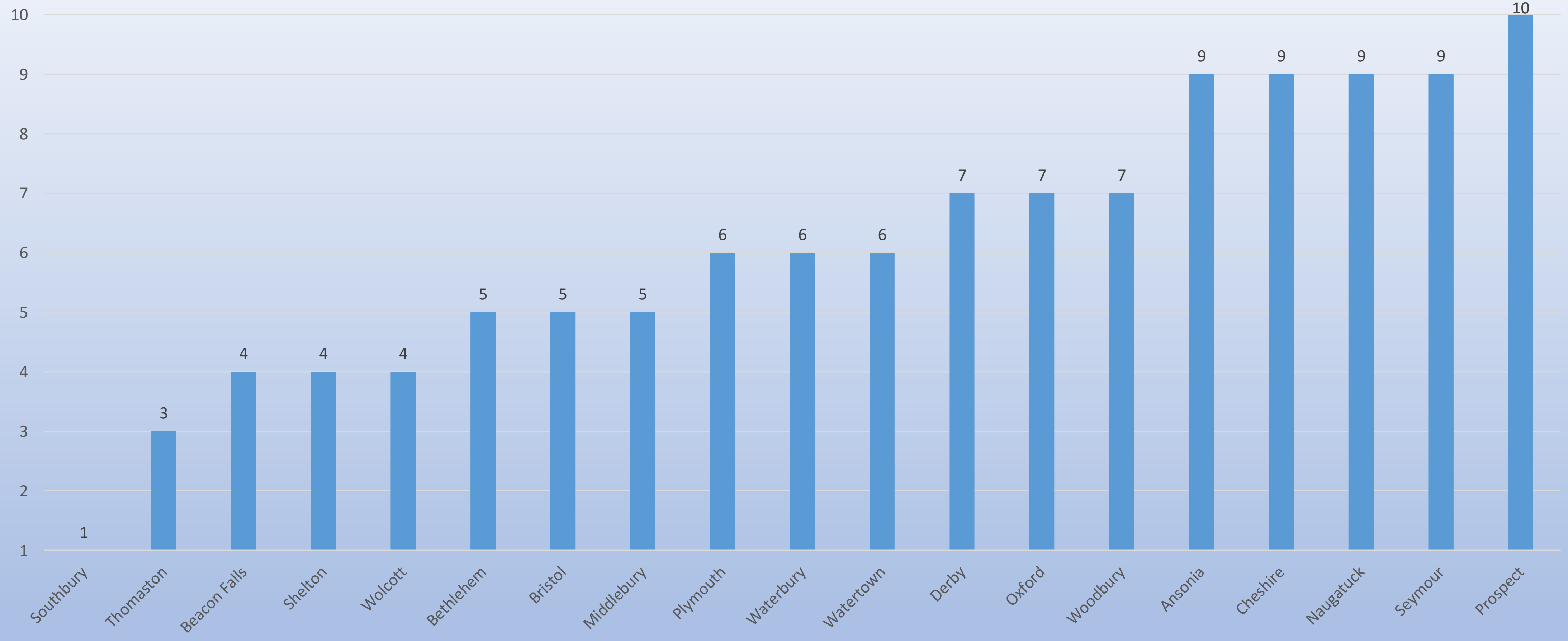


On a scale of 1-10, with a 1 indicating unprepared, a 5 indicating somewhat prepared, and 10 indicating well prepared, how prepared was the NVC to respond to the global pandemic?



- Responses averaged to 6.11, indicating that respondents felt that the NVC was more than somewhat prepared to respond to the global pandemic.

On a scale of 1-10, with a 1 indicating unprepared, a 5 indicating somewhat prepared, and 10 indicating well prepared, how prepared was the NVC to respond to the global pandemic?



Did your town receive CARES Act funding?

Yes	No
Ansonia Beacon Falls Bristol Cheshire Derby Middlebury Naugatuck Oxford Plymouth Prospect Seymour Shelton Southbury Thomaston Waterbury Wolcott Woodbury	Bethlehem Watertown

What types of controls did you put in place to ensure compliance with CARES Act oversight, management, and reporting requirements?

Created a spend plan and updated status weekly	Added an extra level of internal review	Held weekly meetings	Hired a consultant
Ansonia Bethlehem Bristol Cheshire Naugatuck Seymour Wolcott Woodbury	Ansonia Beacon Falls Bethlehem Bristol Cheshire Derby Oxford Plymouth Seymour	Ansonia Prospect Seymour	Derby Watertown

What types of controls did you put in place to ensure compliance with CARES Act oversight, management, and reporting requirements? (cont.)

- Other Measures:
  - Board of Finance Reporting
  - Conduct Audit to ensure funds are being spent in accordance with the regulations.
  - Have not put controls in place yet.
  - Monitored by Financial Director

Please identify how your town used CARES Act funding to help the community. Select all that apply.

None of the above	Homeless people	Food assistance	Emergency financial assistance	Eviction/foreclosure prevention
Beacon Falls Derby Southbury Wolcott	Bristol Waterbury	Bristol Cheshire Naugatuck Prospect Waterbury Watertown	Ansonia Bristol Cheshire Oxford	Bristol

Please identify how your town used CARES Act funding to help the community. Select all that apply. (cont.)

Local businesses	Arts organizations	Educational institutions	Internet/distance learning	COVID-19 medical expenses
Ansonia Bethlehem Bristol Cheshire Middlebury Naugatuck Seymour Thomaston	Waterbury	Bristol Cheshire Naugatuck Oxford Seymour Shelton Thomaston Waterbury Watertown	Bristol Cheshire Prospect Shelton	Ansonia Bethlehem Bristol Cheshire Naugatuck Plymouth Seymour Waterbury Watertown Woodbury

Please identify how your town used CARES Act funding to help the community. Select all that apply. (cont.)

- Other Responses:
  - Storm water upgrades, Emergency EMS supplies/equipment
  - Purchase sanitation measure to prevent COVID spread & upgrades to Town Hall.
  - The town has not decided how it will use the CARES Act (ie. ARPA) funding

Responsive Initiatives

The recovery plan must address each of the following areas, which businesses report are of importance to them now.

- **Improve the Supply Chain and Increase Access to Supplies**: Businesses identify interruption in the supply chain and shortage of supplies as impediments to economic success. These areas are critical to recovery and must be addressed.
- **Improve and Increase Marketing and Sales Efforts**: In response to the pandemic, businesses are increasing their marketing and sales efforts. Any assistance they can receive in these areas will improve the NVC/EDD's economic performance. Businesses can also use assistance as they further develop their online presence via websites and other social media tools.
- **Hire and Retain Employees**: Businesses express concerns about the safety and wellbeing of their employees. They fear that they will be unable to retain current employees. They also seek to hire new employees. Any efforts to hire, retain, and make employees available will aid the NVC/EDD's economic performance.
- **Access to Financial Assistance:** Businesses need access to financial assistance or additional capital.

Steady-State Initiatives

- The NVC/EDD CEDS can increase its resiliency by improving supply chains, the education level of its workforce, transportation, and broadband networks.
- The region also needs to rely less on a single employer or industry and employers need access to financial resources.
- Businesses also reported that an economic weakness of the NVC/EDD is that major employers are located in vulnerable areas.

Connection of Steady-State Initiatives to the CEDS Goals

The current CEDS goals cover some of the areas needed for steady-state initiatives:

- Goal 1 addresses the need for diverse industry clusters, job training, and private investment.
- Goal 4 addresses improvement of transportation and communications systems.
- Consequently, the need for an educated workforce, diversification of industries, improved transportation and broadband, and increased access to financial assistance and resources can be integrated into the existing goals.
- Likewise, the responsive initiatives to hire and retain employees and increase access to financial assistance are also part of the CEDS goals and must be integrated into future CEDS plans.

Are you willing to keep the NVC/EDD CEDS effort viable?

- Seventeen towns answered affirmatively, one town answered no, and one town did not respond.

2021-2022 Economic Development and/or Technical Assistance Capital Projects Questionnaire

Naugatuck Valley Corridor - Comprehensive Economic Development Strategy (CEDS) - Economic Development District (EDD)

General Information

Municipality:		**Project Title:**	
Chief Elected Official:			**Title:**
E-Mail:	**Phone:**	**Fax:**	**Cell:**
Project Contact Person:			
E-Mail:	**Phone:**	**Fax:**	**Cell:**
Address:	**City:**	**State: CT**	**Zip Code:**
Website:			

A. Capital Project Information

1. Please provide a brief summary of your project including proposed funding use (200 words max):

2. Number of projects requested? __________ Please prioritize and complete a questionnaire for each project.

3. Jobs created: Short term jobs: ☐ 0-25 ☐ 25-100 Long term jobs: ☐ 0-25 ☐ 25-100 ☐ 100+

4. Project Infrastructure Needs:

Roads and Highway Access	☐ Adequate	☐ Minor Improvements	☐ Major Upgrade
Utilities ALL	☐ Adequate	☐ Minor Improvements	☐ Major Upgrade
Sewers (storm water/sanitary)	☐ Adequate	☐ Minor Improvements	☐ Major Upgrade

5. Projects Correlation to Local, Regional and State Development Requirements:

	Fully Complies	**Not Applicable**	**Comments, if any**
Local Plan of Development	☐	☐	
NVC EDD/CEDS	☐	☐	
Regional Plan	☐	☐	
State Development Strategies	☐	☐	
Economic Recovery & Resiliency Plan	☐	☐	

Capital Investment

Total Project Cost: $

Local Investment: $

State Investment Agency Name:

Federal Investment Agency Name:

Private Investment:

Are investments currently committed and available? ☐ yes ☐ no

Tax Abatement provided? ☐ yes ☐ no ☐ under consideration

2021-2022 Economic Development and/or Technical Assistance Capital Projects Questionnaire

Naugatuck Valley Corridor - Comprehensive Economic Development Strategy (CEDS) - Economic Development District (EDD)

Economic Benefit (estimated): ______________________________

Impact Local Grand List: ______________________________

Real $ Personal Property $ State Tax Benefit $

Project Status (Planning, Design, Construction Phases)

Local government status:	☐ Approved	☐ Pending	☐ Unapproved	☐ N/A
Local Regulatory approval:	☐ Approved	☐ Pending	☐ Unapproved	☐ N/A
State approval:	☐ Approved	☐ Pending	☐ Unapproved	☐ N/A
Regional approval:	☐ Approved	☐ Pending	☐ Unapproved	☐ N/A

☐ Property is owned by municipality ☐ Property is in negotiation ☐ Property owner is supportive
☐ Property owner is not yet involved ☐ Not relevant

Current status of property: ☐ vacant land ☐ vacant building in good repair ☐ vacant building in poor repair ☐ occupied building ☐ other explain Brownfield

Shovel Ready? ☐ Now ☐ 6-12 months ☐ 1-2 years ☐ 3 years and beyond

Which phase applies? ☐ Planning ☐ Design ☐ Bidding Negotiation ☐ Construction

B. Technical Assistance Projects ONLY

1. Project planning and feasibility studies	Land: ☐ yes ☐ no Building: ☐ yes ☐ no Municipal Owned: ☐ yes ☐ no (describe 150 words or less) Please attach a description.

C. Brownfield Project Status

1. Is your project in a designated/define Brownfield?	☐ yes ☐ no
2. Is your project dependent on Environmental Remediation?	☐ yes ☐ no
3. Is there an accepted Remediation Plan?	☐ yes ☐ no
4. Is a Remediation Plan needed?	☐ yes ☐ no
5. Has an EIE been initiated?	☐ yes ☐ no Stage 1: ☐ yes ☐ no Stage 2: ☐ yes ☐ no
6. Are you aware of the funding opportunities for Brownfields offered by the Regional Brownfields Partnership?	☐ yes ☐ no
7. Are you a member of the Regional Brownfield Partnership (RBP)?	☐ yes ☐ no
8. Anti-blight Management on Abandoned Site/Building?	☐ yes ☐ no
9. Tax Foreclosure:	☐ yes ☐ no

2021-2022 Economic Development and/or Technical Assistance Capital Projects Questionnaire

Naugatuck Valley Corridor - Comprehensive Economic Development Strategy (CEDS) - Economic Development District (EDD)

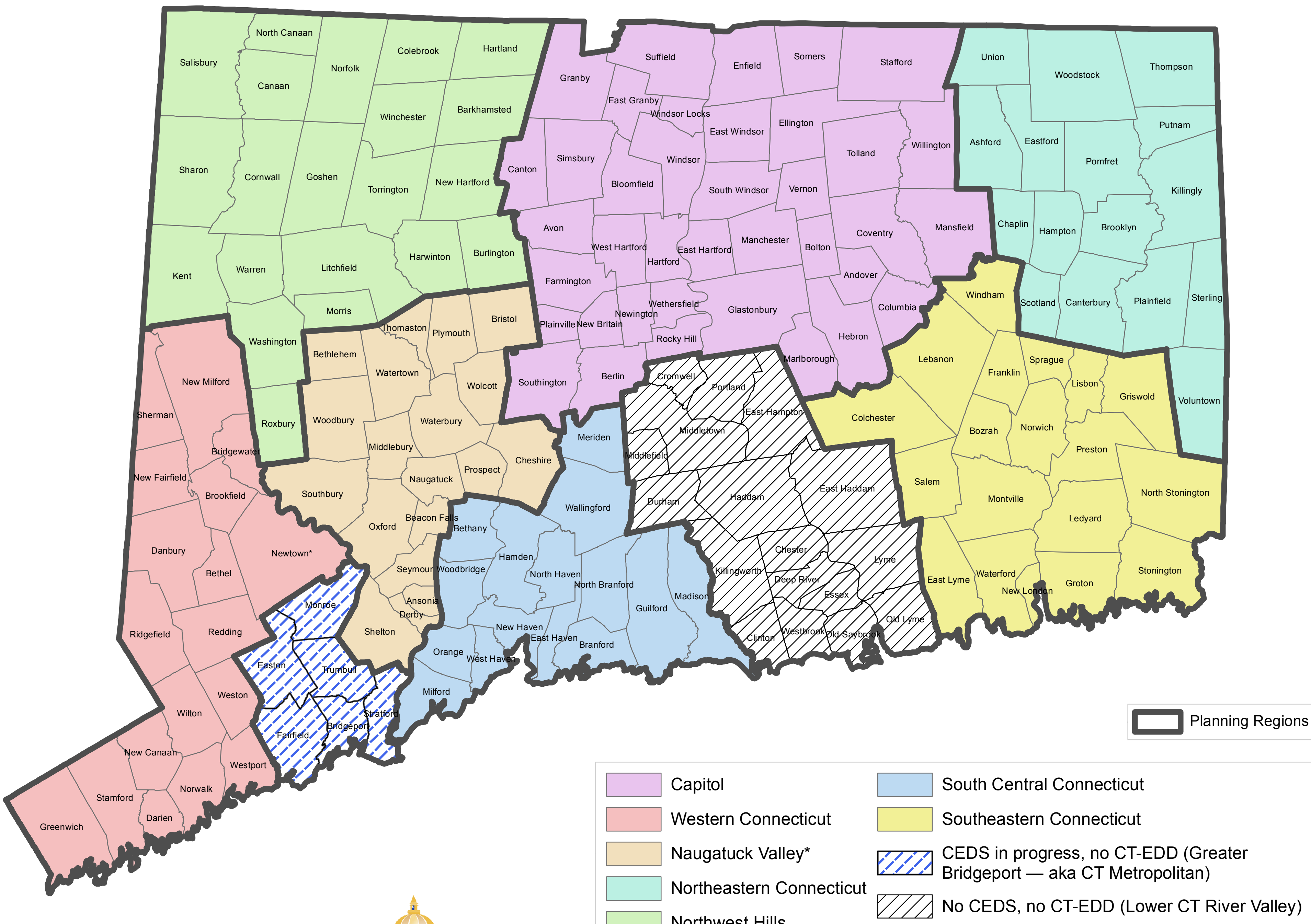
Please review and complete this survey by: January 20, 2021

Questions: Please contact Paul Grimmer, President
Shelton Economic Development Corporation (NVC District Office), 25 Brook Street, Shelton, CT 06484 / 203-924-2521 / Sedc4@sheltonedc1.com

NVC - EDD CEDS - 2022 Capital Improvement Project Advancement

Municipality	Activity	Cost	Need	Action
Ansonia	Ansonia Copper Municipal Development Plan	$ 500,000	Technical Assistance	Active
Ansonia	Ansonia Copper & Brass - Access Road	$ 450,000	Public Works	Active
Ansonia	Ansonia Copper & Brass - Bridge	$ 3,626,000	Public Works	Active
Ansonia	35 North Main Street Demolition	$ 500,000	Public Works	Active
Ansonia	ACB Extruding Mill	$ 10,000,000	Public Works	New
Beacon Falls	Commerce Park	$ 10,000,000	Public Works	New
Cheshire	Parking for Linear Trail	$ 500,000	Public Works	Active
Cheshire	Pulic Infrastructure - I-691 & Route 10	$ 1,900,000	Public Works	Active
Derby	67-71 Minerva Street	$ 500,000	Public Works	Active
Derby	Downtown Derby Riverfront Development	$ 5,000,000	Public Works / Engineering	Active
Middlebury	Village Center Streetscape Plan	$ 35,000	Technical Assistance	Active
Middlebury	Design Guidelines	$ 35,000	Technical Assistance	Active
Naugatuck	Transit Oriented Development	$ 3,500,000	Public Works	Active
Naugatuck	Port of Naugatuck	$ 156,000,000	Public Works	Active
Oxford	Sanitary Sewer / Public Water Expansion	$ 4,000,000	Public Works	Active
Oxford	Local Infrastructure: Little River Walkway, Riverside Walkway, Quarry Walk Sidewalk, Train Station Shuttle	$ 4,000,000	Public Works / Technical Assistance	Active
Oxford	Hawley Road Reconstruction	$ 2,000,000	Public Works	Active
Oxford	Dutton Bridge Replacement	$ 1,300,000	Public Works	Active
Oxford	Rigg Street Reconstruction	$ 2,700,000	Public Works	Active
Shelton	Canal Street & Wooster Street Road Reconstruction & Rail Crossing	$ 2,500,000	Public Works	Active
Shelton	Constitution Boulevard Road Extension	$ 14,000,000	Public Works	Active
Shelton	Shelton Canal Restoration	$ 5,000,000	Public Works	New
Shelton	Municipal Development Planning - Downtown	$ 80,000	Technical Assistance	Active
Southbury	Kettletown - Brownfields Assessment	$ 30,000	Technical Assistance	Active
Thomaston	Downtown Business District - Planning	TBD	Technical Assistance	Active
Thomaston	Plume & Atwood Business Park	TBD	Public Works / Technical Assistance	Active
Thomaston	Multi-Road Reconstruction	TBD	Public Works / Technical Assistance	Active
Thomaston	Downtown Business Streetscape / Sidewalk Improvements	TBD	Technical Assistance	Active
Waterbury	Active Transportation - Economic Resurgence (Water)	$ 38,000,000	Public Works	Active
Waterbury	Brass City Regional Food HUB	$ 3,100,000	Public Works	New
Waterbury	East Main Street	$ 3,200,000	Public Works	Active

Connecticut Economic Development Districts (CT-EDD)



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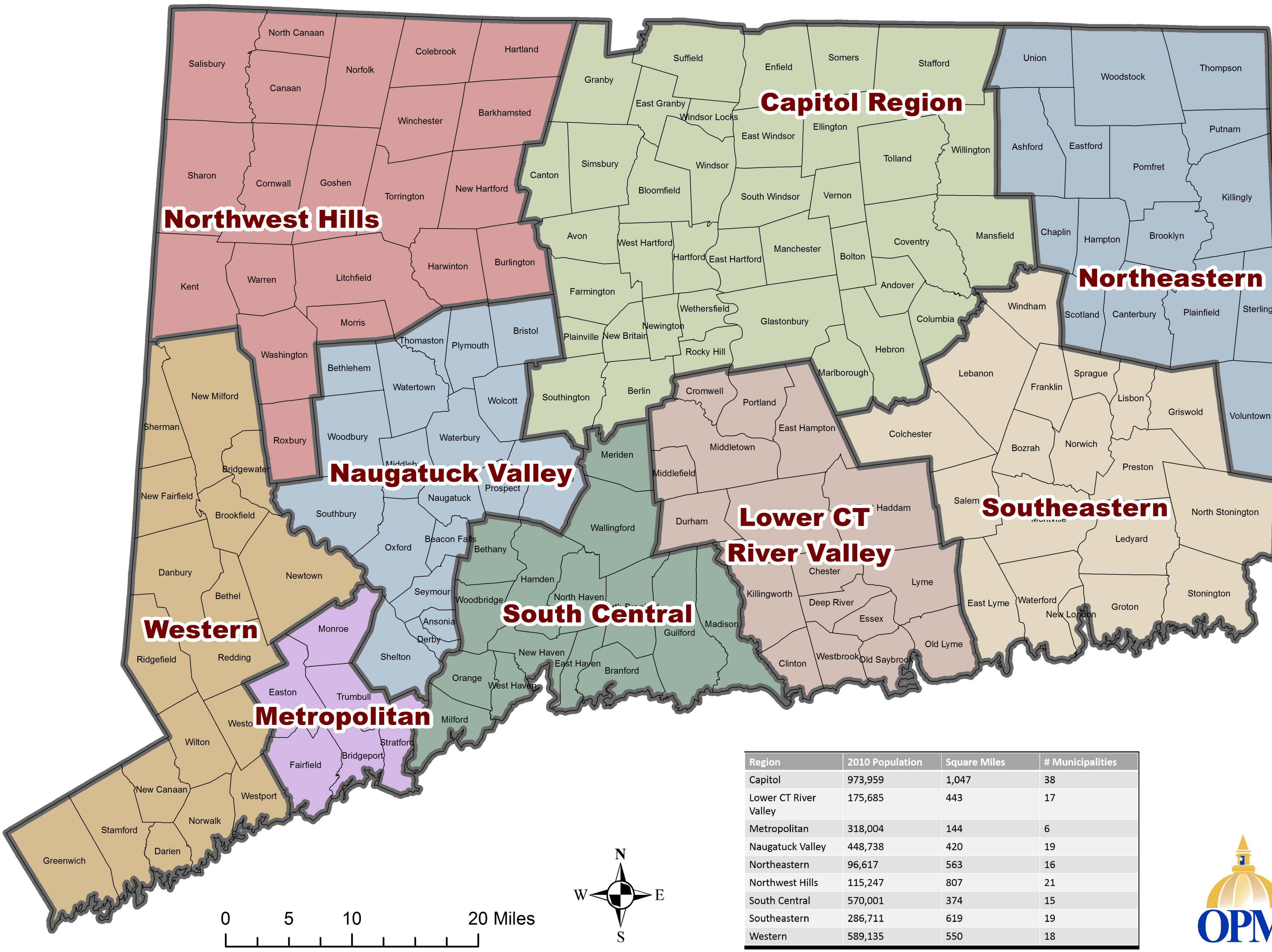
Regional Councils of Governments in Connecticut



Region	2010 Population	Square Miles	# Municipalities
Capitol	973,959	1,047	38
Lower CT River Valley	175,685	443	17
Metropolitan	318,004	144	6
Naugatuck Valley	448,738	420	19
Northeastern	96,617	563	16
Northwest Hills	115,247	807	21
South Central	570,001	374	15
Southeastern	286,711	619	19
Western	589,135	550	18

OPM

NVC CEDS 19 Towns Business and Employment Changes
Sudden and Severe Impacts
CT Labor Department through April 2022

The NVC EDD CEDS has maintained the businesses that were planning or closed since 2007. For the 2022 Report we are reporting information from January 2014 until April 2022.

The State Labor Department, has listed 25 businesses in the now 19 Towns NVC EDD CEDS area during that time period that have or plan to have, a reduction in their workforce. 2,494 full and/or seasonal jobs have been or will be lost.

During the period July 2021 – April 2022 - no firms within the NVC communities announced a reduction in their business workforce. (See list below). WARN Notices

Layoff/Staff Reduction Date	*Company Name and Location*	*Principal Product*	*Workers Impacted*
January 2021	Express Delivery, Inc. Bristol	Trucking	61
July 2020	Sheffield Express, LLC Bristol	Trucking	95
July 2020	Systemize Logistics< Bristol	Trucking	53
July 2020	Conodco/Unilever, Shelton	Manufacturing/Research	90
March 2020	121 @ Oxford LLC (DBA 121 Restaurant and Bar), Oxford	Hospitality	41
March 2020	Panera Bread, Bristol	Retail	N/A
April 2020	Precision Resource, Shelton	Manufacturing	51
January 2019	Petland Discount Inc. Southbury & Derby	Retail	7
February 2019	Spectrum Pharmaceuticals, Middlebury	Pharmaceutical	3
May 2019	Durham School Services, L.P., Shelton	Contract Loss	107
June 2019	Hubble Lighting, Newtown	Manufacturing	143
September 2019	Urban Mobility Now, LLC, Bristol	Contract Dissolution	74
April 2018	Birmingham Health Center, Derby	HealthCare	
April 2018	Dannon Company, LLC, Naugatuck	Manufacturing	147

November 2018	Danone US LLC, Naugatuck	Manufacturing	129
June 2017	SEDEXO,Inc., Shelton	HealthCare	54
May 2017	Walmart, Bristol	Retail	114
August 9, 2016	CSC Holdings, Shelton	Cable Provider	482
July 11, 2016	Adams, Derby	Grocery	64
May 17, 2016	Compass Group USA, Newtown	DBA Chartwells	40
March 16, 2016	Walmart, Derby	Retail Store	143
July 2015	Community Development Institute Head Start, Waterbury/Naugatuck	Educational	56
March 2015	SSC Disability Services, LLC, Shelton	Veterans Advocacy	47
August 2014	REM Connecticut, Watertown/Waterbury	Nursing Home	342
January 2014	Macy's Logistics & Operations, Cheshire	Warehouse/ Manufacturing	151

Naugatuck Valley Corridor Population Trends
2010 - 2020 - 2025

	2010 Census	2020 Census	2025 CDC	DIFFERENCE 2010-2020	DIFFERENCE 2020-2025	% Change 2010-2020	% Change 2020-2025
Connecticut	3,574,097	3,563,077	3,618,755	-11,020	55,678	-0.3%	1.5%
NVC Towns	448,708	450,376	459,557	1,668	9,181	0.4%	2.0%
Ansonia	19,249	18,918	20,265	-331	1,347	-1.7%	6.6%
Beacon Falls	6,049	6,000	6,532	-49	532	-0.8%	8.1%
Bethlehem	3,607	3,385	3,596	-222	211	-6.2%	5.9%
Bristol	60,477	60,833	59,395	356	-1,438	0.6%	-2.4%
Cheshire	29,261	28,733	28,937	-528	204	-1.8%	0.7%
Derby	12,902	12,325	13,553	-577	1,228	-4.5%	9.1%
Middlebury	7,575	7,574	8,412	-1	838	0.0%	10.0%
Naugatuck	31,862	31,519	32,537	-343	1,018	-1.1%	3.1%
Oxford	12,683	12,706	15,695	23	2,989	0.2%	19.0%
Plymouth	12,213	11,671	12,156	-542	485	-4.4%	4.0%
Prospect	9,405	9,401	9,702	-4	301	0.0%	3.1%
Seymour	16,540	16,748	16,880	208	132	1.3%	0.8%
Shelton	39,559	40,869	41,828	1,310	959	3.3%	2.3%
Southbury	19,904	19,879	19,164	-25	-715	-0.1%	-3.7%
Thomaston	7,887	7,442	7,781	-445	339	-5.6%	4.4%
Waterbury	110,366	114,403	114,896	4,037	493	3.7%	0.4%
Watertown	22,514	22,105	21,640	-409	-465	-1.8%	-2.1%
Wolcott	16,680	16,142	16,885	-538	743	-3.2%	4.4%
Woodbury	9,975	9,723	9,703	-252	-20	-2.5%	-0.2%
Totals	448,708	450,376	459,557	1,668	9,181	0.4%	2.0%

Employment
Annual Averages March 2020 - December 2021 - February 2022
Employment in Connecticut, the U.S. and the NVC Towns

	March 2020				December 2021				February 2022			
	Labor Force	Employed	Unemployed	Rate	Labor Force	Employed	Unemployed	Rate	Labor Force	Employed	Unemployed	Rate
Connecticut	1,915,644	1,842,200	73,444	3.8%	1,832,500	1,751,000	81,400	4.4%	1,869,300	1,778,100	91,200	4.88%
U.S. (Adjusted)	162,721,000	155,536,000	7,185,000	4.4%	161,696,000	155,732,000	5,964,000	3.4%	163,991,000	157,722,000	6,270,000	3.82%
NVC Towns	234,901	223,162	11,729	5.0%	226,945	215,190	11,755	5.2%	231,903	218,335	13,558	5.85%
Ansonia	9,217	8,628	579	6.3%	8,959	8,280	679	7.6%	9,116	8,421	695	7.6%
Beacon Falls	3,562	3,420	142	4.0%	3,443	3,312	131	3.8%	3,525	3,374	151	4.3%
Bethlehem	1,947	1,864	83	4.3%	1,881	1,805	76	4.0%	1,967	1,827	140	7.1%
Bristol	33,535	31,883	1,652	4.9%	32,153	30,351	1,802	5.6%	32,927	30,864	2,063	6.3%
Cheshire	15,816	15,397	419	2.6%	15,720	15,246	474	3.0%	15,851	15,324	527	3.3%
Derby	6,593	6,239	354	5.4%	6,351	5,981	370	5.8%	6,461	6,084	377	5.8%
Middlebury	4,011	3,856	155	3.9%	3,885	3,734	151	3.9%	3,968	3,814	154	3.9%
Naugatuck	17,263	16,385	878	5.1%	16,719	15,869	850	5.1%	17,071	16,038	1,033	6.1%
Oxford	7,301	7,008	293	4.0%	7,026	6,718	308	4.4%	7,198	6,868	320	4.4%
Plymouth	6,720	6,366	354	5.3%	6,337	6,069	268	4.2%	6,534	6,156	378	5.8%
Prospect	5,620	5,416	204	3.6%	5,445	5,246	199	3.7%	5,654	5,366	288	5.1%
Seymour	8,952	8,487	465	5.2%	8,557	8,135	422	4.9%	8,778	8,275	503	5.7%
Shelton	21,969	21,003	966	4.4%	21,017	20,133	884	4.2%	21,686	20,534	1,152	5.3%
Southbury	8,649	8,312	337	3.9%	8,338	7,968	370	4.4%	8,584	8,129	455	5.3%
Thomaston	4,807	4,590	217	4.5%	4,523	4,375	148	3.3%	4,636	4,438	198	4.3%
Waterbury	50,535	46,983	3,552	7.0%	49,030	45,504	3,526	7.2%	49,820	45,974	3,846	7.7%
Watertown	12,935	12,441	494	3.8%	12,490	12,049	441	3.5%	12,754	12,223	531	4.2%
Wolcott	9,915	9,549	366	3.7%	9,687	9,248	439	4.5%	9,853	9,396	457	4.6%
Woodbury	5,554	5,335	219	3.9%	5,384	5,167	217	4.0%	5,520	5,230	290	5.3%
Totals	234,901	223,162	11,729	5.0%	226,945	215,190	11,755	5.2%	231,903	218,335	13,558	5.8%

CORONAVIRUS IMPACT ON THE NAUGATUCK VALLEY CORRIDOR

	March 2020				February 2022			
	Labor Force	Employed	Unemployed	Rate	Labor Force	Employed	Unemployed	Rate
Connecticut	1,915,644	1,842,200	73,444	3.8%	1,869,300	1,778,100	91,200	4.9%
U.S. (Adjusted)	162,721,000	155,536,000	7,185,000	4.42%	163,991,000	157,722,000	6,270,000	3.8%
NVC Towns	234,901	223,162	11,729	5.0%	231,903	218,335	13,558	5.8%
Ansonia	9,217	8,628	579	6.3%	9,116	8,421	695	7.6%
Beacon Falls	3,562	3,420	142	4.0%	3,525	3,374	151	4.3%
Bethlehem	1,947	1,864	83	4.3%	1,967	1,827	140	7.1%
Bristol	33,535	31,883	1,652	4.9%	32,927	30,864	2,063	6.3%
Cheshire	15,816	15,397	419	2.6%	15,851	15,324	527	3.3%
Derby	6,593	6,239	354	5.4%	6,461	6,084	377	5.8%
Middlebury	4,011	3,856	155	3.9%	3,968	3,814	154	3.9%
Naugatuck	17,263	16,385	878	5.1%	17,071	16,038	1,033	6.1%
Oxford	7,301	7,008	293	4.0%	7,198	6,868	320	4.4%
Plymouth	6,720	6,366	354	5.3%	6,534	6,156	378	5.8%
Prospect	5,620	5,416	204	3.6%	5,654	5,366	288	5.1%
Seymour	8,952	8,487	465	5.2%	8,778	8,275	503	5.7%
Shelton	21,969	21,003	966	4.4%	21,686	20,534	1,152	5.3%
Southbury	8,649	8,312	337	3.9%	8,584	8,129	455	5.3%
Thomaston	4,807	4,590	217	4.5%	4,636	4,438	198	4.3%
Waterbury	50,535	46,983	3,552	7.0%	49,820	45,974	3,846	7.7%
Watertown	12,935	12,441	494	3.8%	12,754	12,223	531	4.2%
Wolcott	9,915	9,549	366	3.7%	9,853	9,396	457	4.6%
Woodbury	5,554	5,335	219	3.9%	5,520	5,230	290	5.3%
Totals	**234,901**	**223,162**	**11,729**	**5.0%**	**231,903**	**218,335**	**13,558**	**5.8%**

February 2022	Labor Force	Employed	Unemployed	Rate
Connecticut	1,869,300	1,778,100	91,200	4.9%
U.S. (Adjusted)	163,991,000	157,722,000	6,270,000	3.8%
NVC Towns	231,903	218,335	13,558	5.8%
Ansonia	9,116	8,421	695	7.6%
Beacon Falls	3,525	3,374	151	4.3%
Bethlehem	1,967	1,827	140	7.1%
Bristol	32,927	30,864	2,063	6.3%
Cheshire	15,851	15,324	527	3.3%
Derby	6,461	6,084	377	5.8%
Middlebury	3,968	3,814	154	3.9%
Naugatuck	17,071	16,038	1,033	6.1%
Oxford	7,198	6,868	320	4.4%
Plymouth	6,534	6,156	378	5.8%
Prospect	5,654	5,366	288	5.1%
Seymour	8,778	8,275	503	5.7%
Shelton	21,686	20,534	1,152	5.3%
Southbury	8,584	8,129	455	5.3%
Thomaston	4,636	4,438	198	4.3%
Waterbury	49,820	45,974	3,846	7.7%
Watertown	12,754	12,223	531	4.2%
Wolcott	9,853	9,396	457	4.6%
Woodbury	5,520	5,230	290	5.3%
Totals	**231,903**	**218,335**	**13,558**	**5.8%**

February 2021	Labor Force	Employed	Unemployed	Rate
Connecticut	1,688,900	1,545,800	143,100	8.5%
U.S. (Adjusted)	160,008,000	149,522,000	10,486,000	6.6%
NVC Towns	209,761	190,171	19,590	9.3%
Ansonia	8,199	7,231	968	11.8%
Beacon Falls	3,154	2,935	219	6.9%
Bethlehem	1,756	1,600	156	8.9%
Bristol* (2015)	30,010	27,149	2,861	9.5%
Cheshire	14,172	13,417	755	5.3%
Derby	5,841	5,223	618	10.6%
Middlebury	3,526	3,309	217	6.2%
Naugatuck	15,455	14,062	1,393	9.0%
Oxford	6,339	5,866	473	7.5%
Plymouth	5,941	5,411	530	8.9%
Prospect	4,989	4,649	340	6.8%
Seymour	7,794	7,104	690	8.9%
Shelton	19,234	17,581	1,653	8.6%
Southbury	7,557	6,958	599	7.9%
Thomaston	4,206	3,901	305	7.3%
Waterbury	46,267	40,324	5,943	12.8%
Watertown	11,512	10,677	835	7.3%
Wolcott	8,842	8,195	647	7.3%
Woodbury	4,967	4,579	388	7.8%
Totals	**209,761**	**190,171**	**19,590**	**9.3%**

APRIL 2021	Labor Force	Employed	Unemployed	Rate
Connecticut	1,741,800	1,601,200	140,500	8.1%
U.S. (Adjusted)	160,988,000	151,176,000	9,812,000	6.1%
NVC Towns	216,590	198,399	18,190	8.4%
Ansonia	8,595	7,607	988	11.5%
Beacon Falls	3,284	3,062	222	6.8%
Bethlehem	1,776	1,668	108	6.1%
Bristol* (2015)	30,628	28,032	2,595	8.5%
Cheshire	14,589	13,914	675	4.6%
Derby	6,114	5,495	619	10.1%
Middlebury	3,640	3,452	188	5.2%
Naugatuck	15,984	14,669	1,315	8.2%
Oxford	6,584	6,172	412	6.3%
Plymouth	6,073	5,613	460	7.6%
Prospect	5,137	4,849	288	5.6%
Seymour	8,073	7,474	599	7.4%
Shelton	19,987	18,497	1,490	7.5%
Southbury	7,886	7,321	565	7.2%
Thomaston	4,356	4,047	309	7.1%
Waterbury	47,802	42,063	5,739	12.0%
Watertown	11,898	11,138	760	6.4%
Wolcott	9,104	8,549	555	6.1%
Woodbury	5,080	4,777	303	6.0%
Totals	**216,590**	**198,399**	**18,190**	**8.4%**

5 Communities are above the State and US average
6 Communities are below the US average
8 Communities are in between the State and US average

Unemployed		
March 2020	11,729	
February 2021	19,590	-7,861
April 2021	18,190	-6,461
From 2/21 to 4/21 +1,400		

Employed		
March 2020	223,162	
February 2021	190,171	32,991
April 2021	198,399	24,768
From 2/21 to 4/21 +8,228		

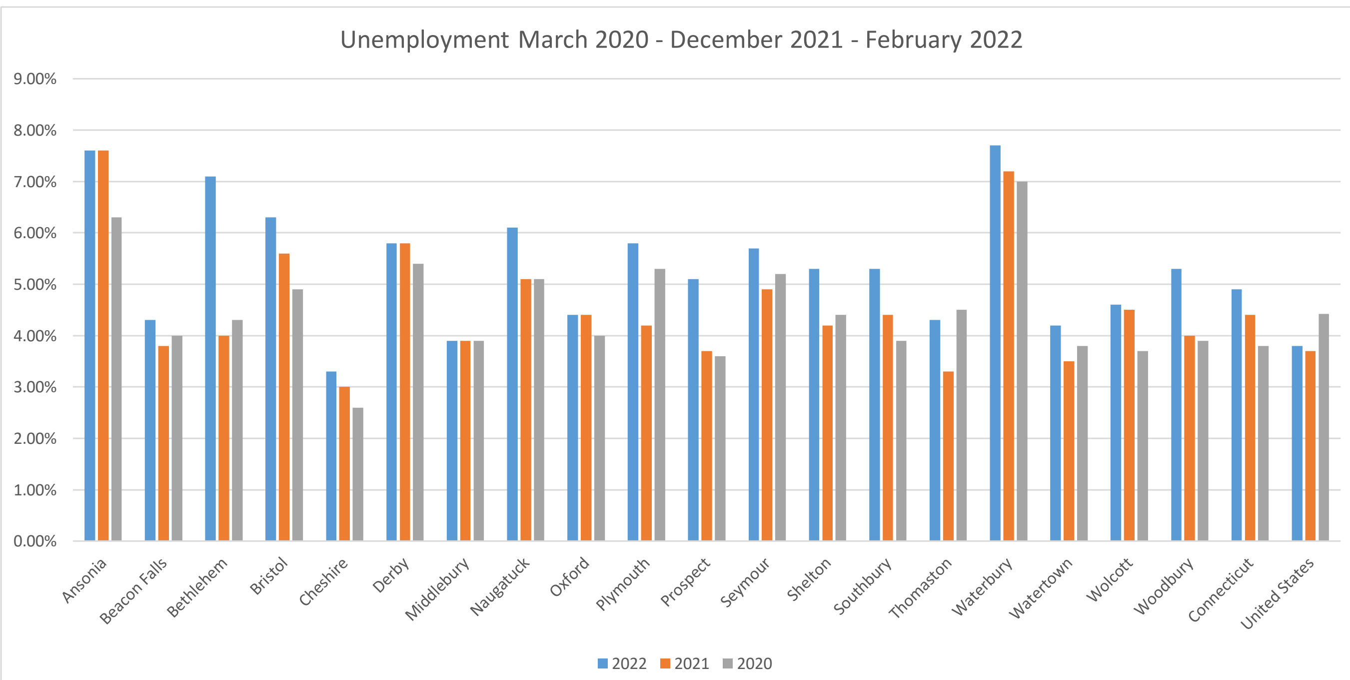
Labor Force		
March 2020	234,901	
February 2021	209,761	-25,140
April 2021	216,590	-18,311
From 2/21 to 4/21 +6,829		

December 2021	Labor Force	Employed	Unemployed	Rate
Connecticut	1,832,500	1,751,000	81,400	4.4%
U.S. (Adjusted)	161,696,000	155,732,000	5,964,000	3.7%
NVC Towns	226,945	215,190	11,755	5.2%
Ansonia	8,959	8,280	679	7.6%
Beacon Falls	3,443	3,312	131	3.8%
Bethlehem	1,881	1,805	76	4.0%
Bristol	32,153	30,351	1,802	5.6%
Cheshire	15,720	15,246	474	3.0%
Derby	6,351	5,981	370	5.8%
Middlebury	3,885	3,734	151	3.9%
Naugatuck	16,719	15,869	850	5.1%
Oxford	7,026	6,718	308	4.4%
Plymouth	6,337	6,069	268	4.2%
Prospect	5,445	5,246	199	3.7%
Seymour	8,557	8,135	422	4.9%
Shelton	21,017	20,133	884	4.2%
Southbury	8,338	7,968	370	4.4%
Thomaston	4,523	4,375	148	3.3%
Waterbury	49,030	45,504	3,526	7.2%
Watertown	12,490	12,049	441	3.5%
Wolcott	9,687	9,248	439	4.5%
Woodbury	5,384	5,167	217	4.0%
Totals	**226,945**	**215,190**	**11,755**	**5.2%**

	Mar-20			
	Labor Force	Employed	Unemployed	Rate
Connecticut	1,915,644	1,842,200	73,444	3.8%
U.S. (Adjusted)	162,721,000	155,536,000	7,185,000	4.42%
NVC Towns	234,901	223,162	11,729	5.0%
Ansonia	9,217	8,628	579	6.3%
Beacon Falls	3,562	3,420	142	4.0%
Bethlehem	1,947	1,864	83	4.3%
Bristol* (2015)	33,535	31,883	1,652	4.9%
Cheshire	15,816	15,397	419	2.6%
Derby	6,593	6,239	354	5.4%
Middlebury	4,011	3,856	155	3.9%
Naugatuck	17,263	16,385	878	5.1%
				#DIV/0!
Oxford	7,301	7,008	293	4.0%
Plymouth* (2015)	6,720	6,366	354	5.3%
Prospect	5,620	5,416	204	3.6%
Seymour	8,952	8,487	465	5.2%
Shelton	21,969	21,003	966	4.4%
Southbury	8,649	8,312	337	3.9%
Thomaston	4,807	4,590	217	4.5%
Waterbury	50,535	46,983	3,552	7.0%
Watertown	12,935	12,441	494	3.8%
Wolcott	9,915	9,549	366	3.7%
Woodbury	5,554	5,335	219	3.9%
Totals	**234,901**	**223,162**	**11,729**	**5.0%**

April 2020	Labor Force	Employed	Unemployed	Rate
Connecticut	1,761,800	1,621,100	140,700	8.0%
U.S. (Adjusted)	155,830,000	133,326,000	22,504,000	14.4%
NVC Towns	231,268	212,470	19,771	8.5%
Adjusted April 2020*				
Connecticut	1,788,400	1,647,700	140,700	7.9%
United States	156,481,000	133,403,000	23,078,000	14.7%
Ansonia	8,543	7,577	966	11.3%
Beacon Falls	3,288	3,035	253	7.7%
Bethlehem	1,800	1,647	126	7.0%
Bristol* (2015)	31,926	29,077	2,849	8.9%
Cheshire	14,724	13,888	836	5.7%
Derby	6,143	5,531	612	10.0%
Middlebury	3,673	3,413	260	7.1%
Naugatuck	16,131	14,718	1,413	8.8%
Newtown* (2007)	12,663	11,830	833	6.6%
Oxford	6,576	6,111	465	7.1%
Plymouth* (2015)	6,386	6,826	560	8.8%
Prospect	5,209	4,880	329	6.3%
Seymour	8,226	7,450	776	9.4%
Shelton	20,040	18,343	1,697	8.5%
Southbury	7,899	7,297	602	7.6%
Thomaston	4,533	4,197	336	7.4%
Waterbury	47,085	42,165	4,920	10.4%
Watertown	12,054	11,142	912	7.6%
Wolcott	9,231	8,560	671	7.3%
Woodbury	5,138	4,783	355	6.9%
Totals	**231,268**	**212,470**	**19,771**	**8.5%**

*State Labor Force statistics must be considered inaccurate! Current population survey caused Residential Unemployment to be severely underestimated.

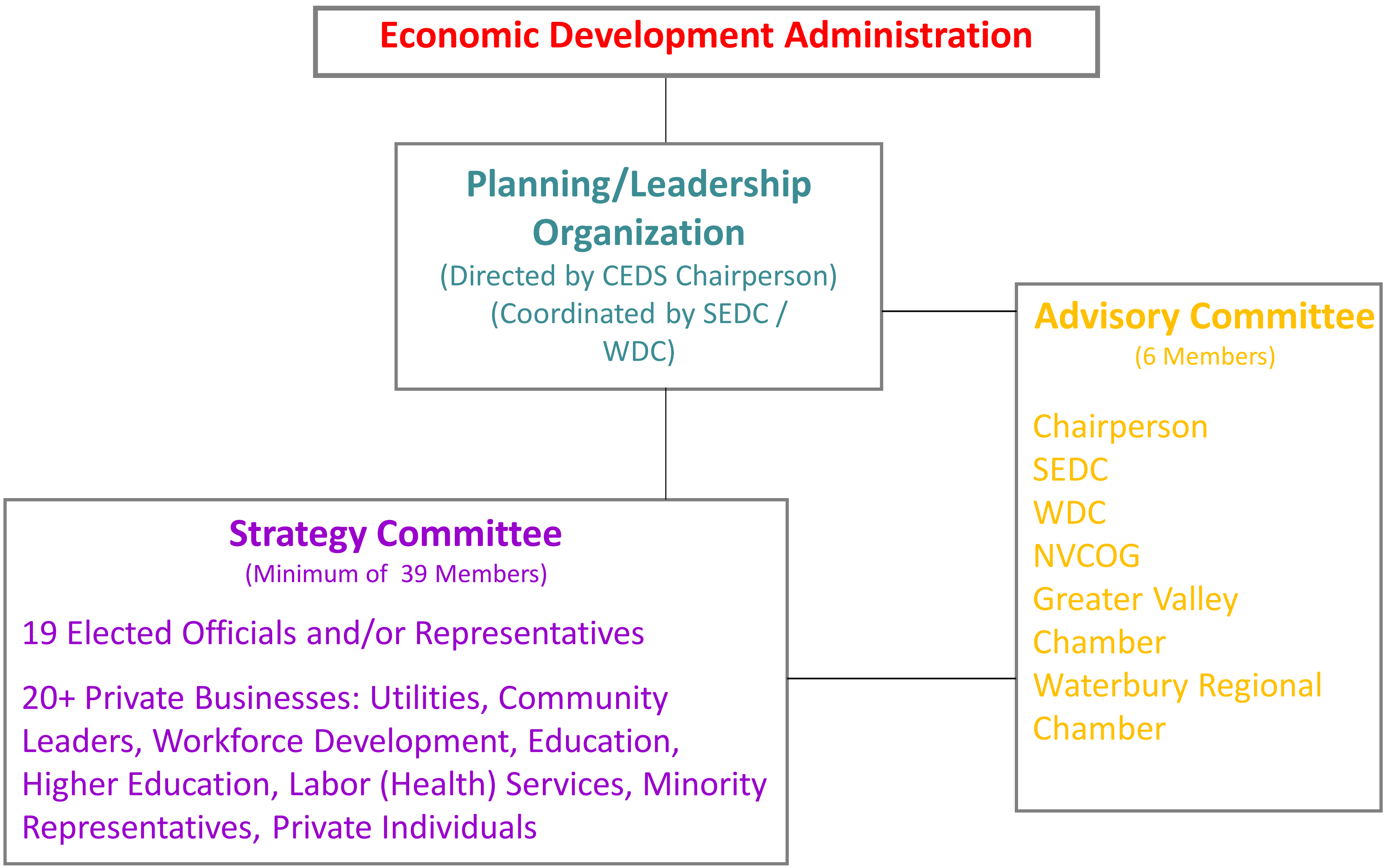


Unemployment March 2020 - December 2021 - February 2022
9.00%
8.00%
7.00%
6.00%
5.00%
4.00%
3.00%
2.00%
1.00%
0.00%
Ansonia
Beacon Falls
Bethlehem
Bristol
Cheshire
Derby
Middlebury
Naugatuck
Oxford
Plymouth
Prospect
Seymour
Shelton
Southbury
Thomaston
Waterbury
Watertown
Wolcott
Woodbury
Connecticut
United States
2022
2021
2020

NVC EDD CEDS

Naugatuck Valley Corridor Organizational Chart

Program Year July 1, 2021 to June 30, 2022



2021-2022 NVC EDD CEDS
Implementation/Coordination of Partners

19 Communities Mayors, First Selectman and/or Town Managers - Naugatuck Valley Corridor

Ansonia Beacon Falls Bethlehem Bristol Cheshire Derby Middlebury Naugatuck Oxford Plymouth Prospect Seymour Shelton Southbury Thomaston Waterbury Watertown Wolcott Woodbury

Planning Organization (3)

Chairman – Sheila O'Malley

Shelton Economic Development Corporation

Staff – Paul J. Grimmer

Waterbury Development Corporation

- Oversee CEDS/EDD
- Maintain, Update and Adjust
- Prepare & Submit Reports
- Monitor Significant Change in the Economy
- Provide day-to-day Management Service
- Coordinate Committees
- Outsource Information
- Communicate with All Partners

Advisory Committee Membership (6)

Chairman

SEDC & WDC (Nonprofit Corporations 1 person from each)

Chambers of Commerce: Waterbury Regional / Greater Valley

Council of Government (NVCOG)

- Meetings as needed
- Review NVC Economic Conditions
- Coordinate and Update Capital Improvement Projects from NVC Towns
- Review Stakeholders Results
- Monitor CEDS/EDD Progress

Strategy Committee Membership (20+)

Banking	**Industry**
Business	**Labor**
Community Organizations	**Minorities**
Education	**Professional**
Finance	**Public Health**
Gov/ED Staff	**Public Safety**
Higher Education	**Women**

- Meetings as needed
- Monitor-Review Revised Documents As Required
- Build on Local Regional Planning Process – Incorporate Recommendations
- Monitor Goal Objectives and Adjust to Insure Results are Satisfied
- Stakeholders Survey & Resiliency surveys
- Support Funds – Seek Grants as warranted
- Incorporate Advisory Committee – Capitol Projects
- Encourage through Membership full Citizen Participation

NVC EDD CEDS
Strategy Committee
Program Year July 1, 2021 – June 30, 2022
Organization Chart

Government Membership:

One Member from each of the 19 Communities
(Mayor-First Selectman-Town Manager)

Ansonia Beacon Falls Bethlehem Bristol Cheshire Derby Middlebury Naugatuck Oxford Plymouth Prospect Seymour Shelton Southbury Thomaston Waterbury Watertown Wolcott Woodbury

Private & Non-Profit Representatives (20+):

Chambers of Commerce:

Greater Valley Chamber of Commerce

Waterbury Regional Chamber of Commerce

Nonprofit Corporations:

Shelton Economic Development Corporation

Waterbury Development Corporation

Councils of Government (19 Towns):

Naugatuck Valley Council of Government

Banking/Finance	Industry
Business	Utilities
Government/Economic Development Staff	
Labor	
Work Force Development	Minorities
Higher Education	Public Health
Community Organizations	Women

Chairman selected from membership

Brownfields

Background

West Central Connecticut has a long history of industrial production and innovation. Driven initially by the power of moving water, companies of all sizes-built production facilities along the Naugatuck and Housatonic Rivers and their tributaries. The brass, copper, rubber, and timepiece production industries, among others, drove the economy of the Naugatuck Valley for generations. Now, following the decline of those industries, the region is left with the physical remains of their industrial facilities, including contamination. The brick-and-mortar buildings left behind by these industries are perhaps the most visible examples of brownfield sites in our region. According to the Environmental Protection Agency (EPA), a brownfield is a property, the expansion, redevelopment, or reuse of which may be complicated by the presence of potential presence of a hazardous substance, pollutant, or contaminant. Brownfield designated sites are not exclusive to older manufacturing buildings, however. A brownfield may be designated anywhere known or suspected environmental contamination has hindered investment in a parcel. Brownfield sites can range in scale from vacant auto-repair facilities and dry cleaners to underutilized historic commercial properties and former agricultural lands. More familiar are the sprawling abandoned industrial campuses, conjured to demonstrate the very real investment needs and opportunities regions like ours have.

Some brownfield properties may require relatively small investments to make them safe for occupancy. Other brownfields require clean-up actions that far exceed the value of the property. Private parties often choose to avoid locations suspected of requiring environmental clean-up activities because the potential cost of remediation may exceed the value of the property, reduce the potential for profit, or represent financial risks too great or uncertain for lenders to finance. Nevertheless, it is in our communities' best interest to find solutions for these properties. The remediation and reuse of these properties protects public health, creates jobs and vibrancy, and supports the efficient use of existing infrastructure. Consistent with historic development patterns, many brownfields are located in areas served by public transit and are located in areas with water, sewer, energy, and road facilities. The latter is critical. Road maintenance together with road widening and new road construction is one of our nation's largest public liabilities long-term. Utilizing existing road footprints more efficiently for living and development will contribute to fiscal sustainability at both the local and state levels. Although more challenging than developing clean and clear sites ("Greenfields"), prioritizing the reuse of brownfields strengthens a community's employment opportunities, housing options, and contributes to our region's overall economic resiliency.

Environmental Regulation Governing Brownfields in the U.S. and Connecticut

Environmental regulation that affects brownfield properties in Connecticut is shaped by legislation at both the state and federal levels. Most federal environmental statutes are monitored by the U.S. Environmental Protection Agency (EPA) and its compliance monitoring programs. These programs were enabled by a body of legislation conceived over decades including the bills below:

- Clean Air Act (CAA)
- Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA).
- Clean Water Act (CWA)
- Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA)

• Resource Conservation and Recovery Act (RCRA)
• Safe Drinking Water Act (SDWA)
• Toxic Substances Control Act (TSCA)

The 1976 Resource Conservation and Recovery Act (RCRA) is the primary law governing the disposal of solid and hazardous wastes in the United States. RCRA established programs for managing solid waste, hazardous waste, and underground storage tanks. These programs set criteria for waste disposal, prohibited open dumping of solid waste, established a system of controlling hazardous waste through EPA, and regulated underground storage tanks containing hazardous substances and petroleum. The contemporaneous Toxic Substances Control Act (TSCA) provided EPA authority to regulate chemical substances and mixtures from production through use and disposal (with the exception of pesticides addressed under FIFRA). Common contaminants like PCBs, asbestos, and lead based paint are regulated under TSCA and are subject to compliant remediation practices. These landmark federal acts designed the role the federal government plays in the health of the environment. Through decades of iterating, they have been shaped into what is known today to be one of the most significant bodies of legislation implemented in the twentieth century. While many good outcomes were witnessed at the national level, the processes and procedures that these laws created did not solve all issues at the local and state levels.

Recognizing the financial and legal burden that contaminated sites present to all levels of government and the private sector alike, the EPA began piloting a brownfields funding program in the mid-1990s. The pilot programs were intended to direct funding to high priority sites identified by municipalities. With community support and input, the funding began a now twenty-year history of federal investment implemented by local governments on sites challenged by known or suspected contamination. In contrast to the superfund site programs conducted under CERCLA, largely led by EPA staff on vast sites with extensive contamination, these programs encouraged ground up collaboration to realize good outcomes on more manageable properties. One such pilot was the Naugatuck Valley Pilot program established in 1996.

While the EPA has the primary role of regulating hazardous substances and chemical contaminants in soils, structures, and water resources, states have enacted their own legislation to fulfill requirements of federal environmental laws and to address environmental concerns specific to their respective regions. As in all U.S. states and territories, Connecticut in 1971 established the Connecticut Department of Environmental Protection (CT DEP) to oversee and aid in the implementation of environmental law. The CT DEP was consolidated with the Department of Public Utility Control in 2011 to create the current Connecticut Department of Energy and Environmental Protection (CT DEEP). In addition to federal environmental laws, Connecticut has its own set of regulations governing brownfields. The Remediation Standards Regulations (RSRs) set guidelines and standards that may be used at any site to determine remediation needs. While the RSRs alone do not trigger any required actions, Connecticut has enacted legislation surrounding the sale and transfer of contaminated sites that does set mandatory assessment and remediation milestones. Connecticut's property transfer law, commonly known as the Transfer Act, applies to sites that qualify as an establishment. An establishment is defined as any site meeting the following criteria stipulated by Connecticut General Statute 22a-134 Section 3):

> *"Establishment" means any real property at which or any business operation from which (A) on or after November 19, 1980, there was generated, except as the result*

of (i) remediation of polluted soil, groundwater or sediment, or (ii) the removal or abatement of building materials, more than one hundred kilograms of hazardous waste in any one month, (B) hazardous waste generated at a different location was recycled, reclaimed, reused, stored, handled, treated, transported or disposed of, (C) the process of dry cleaning was conducted on or after May 1, 1967, (D) furniture stripping was conducted on or after May 1, 1967, or (E) a vehicle body repair facility was located on or after May 1, 1967"

More than any other state level brownfield regulation, the Transfer Act has had perhaps the most profound effect on brownfield redevelopment in Connecticut. Since it was signed into law in 1985, the Transfer Act has been modified to address the ground level needs of developers and municipalities to realize successful remediation and redevelopment projects. CT DEEP and the Connecticut Department of Economic and Community Development (CT DECD) work collaboratively to oversee and implement brownfields grants and loans, voluntary remediation programs, and liability relief programs enabled by the legislature. The Abandoned Brownfield Cleanup (ABC) program, for example, provides liability relief and allows Transfer Act sites with limited existing environmental conditions to enter into an expedited environmental closure process. This program ensures environmental remedial management and safety while providing banks and developers more certainty and fewer administrative requirements stipulated in the original Transfer Act. In the past, many brownfield sites subject to the Transfer Act required massive investments in time and resources from the public and private sectors. Programs like the ABC make brownfields more feasible sites for all types of redevelopment projects, small and large.

Regional and Municipal Brownfield Programs

The Naugatuck Valley Council of Governments (NVCOG) hosts the Regional Brownfields Partnership (RBP) to help municipalities meet the challenges of brownfield properties. The RBP grew out of the Naugatuck Valley Pilot program established by EPA's 1996 pilot funding round. Since then, the RBP has expanded to 27 eligible cities and towns in west central Connecticut. The RBP is geographically diverse, representing a collection of historic downtowns, neighborhood centers, and surrounding suburban and rural communities from Torrington to Shelton north to south and Newtown to Berlin west to east.

Municipalities and affiliated economic development organizations do much of the groundwork on brownfield properties. Municipalities eligible to participate in the Regional Brownfields Partnership may choose to maximize staff capacity by requesting the assistance of the Naugatuck Valley Council of Governments. Outside of NVCOG brownfields programs, most local work dedicated to brownfield activities is completed by municipal economic development professionals and municipal planning staff in coordination with chief elected officials. In publicly funded assessment and remediation projects, technical activities are largely conducted by Licensed Environmental Professionals (LEPs) contracted by the municipality or by the state. This privatized system of environmental professionals seeks approval from and works cooperatively with regulatory agencies to fulfill assessment and remediation activities required by state and federal law. As state and federal funding for brownfield assessment and remediation has been made more available in the last decade, many municipalities have chosen to dedicate staff time to managing brownfields related activities. A high return on investment in addition to the immense public benefit that brownfield projects yield makes prioritizing such work at all levels an appropriate and rational allocation. The Connecticut DECD estimates that nearly seven dollars are leveraged for everyone dollar invested in its brownfield properties.

At the request of a dues paying municipal member of the Regional Brownfields Partnership, the NVCOG brownfields team may conduct initial site investigations for any given property address at no additional cost. Such work may include researching past assessments conducted on the site, reviewing any files available through CT DEEP, and meeting with chief elected officials and municipal staff. The process is guided by a context specific approach to each site. There are several physical, legal, and historical characteristics that affect how a brownfield property might move through the assessment, cleanup, and redevelopment process. These include site ownership, location, historical use, current use, past assessment history, history of transfer, ground, and surface water resources on or in close proximity to the site, and more. If a site appears to be a good candidate for further assistance, NVCOG staff will discuss a strategy for bringing the site through the brownfields process. Additional assistance may be completed through a negotiated maximum fee to the municipality attached to a scope of services, billed on a per diem basis. Services include but are not limited to preparation of grant applications, preparation of liability relief applications, project management, and strategy development.

Over the last two decades, NVCOG staff have been involved in hundreds of brownfield site inquiries.

As a service to members of the RBP, NVCOG has secured federal funding to assess and remediate brownfield sites in our region. There are three EPA resources available both through NVCOG and directly to municipalities:

> <u>EPA Revolving Loan Fund:</u> Municipalities are eligible to apply for an EPA Revolving Loan Fund (RLF) directly. Due to the heavier administrative burdens and funding commitments inherent to operating a Revolving Loan Fund, NVCOG has chosen to host an RLF for the benefit of all Regional Brownfields Partnership eligible communities. The ongoing funding of EPA RLF grants is critical to the success of brownfield projects throughout the Naugatuck Valley Corridor, private and public alike.
>
> The EPA's Revolving Loan Fund program allows NVCOG to issue sub-award grants to municipalities, affiliated economic development organizations, and non-profits while making low-interest loans available to non-profits and private developers. Loans from an EPA RLF are dedicated to clean-up activities only. Such funding is often not available to developers due to most lending institution's assessment of financial risk associated with remediation activities. RLF funding thus fills a critical gap in private development of brownfield sites, where reuse and redevelopment would not occur but for the RLF loan or grant.
>
> The NVCOG was awarded $1.2 million in RLF funding through the FY 2020-2021 EPA supplemental rounds. All funding is committed at this time, however, additional funding may be made available as previous private borrowers make loan payments. NVCOG will continue to apply for additional funding as is determined necessary and available.
>
> <u>EPA Assessment Grants:</u> This funding may be used to collect environmental information for a site to better understand existing conditions. Data is leveraged to develop cleanup strategies with the goal of remediation and reuse. Most recently (FY 2021), NVCOG was awarded a highly competitive $300,000 assessment grant. NVCOG staff have begun two assessment projects to date and are continuously reviewing applications for assessment funding on a rolling basis. Municipalities are eligible to apply directly either on a site-specific or community-wide basis.

EPA Cleanup Grants: Municipalities may request up to $200,000 in cleanup funding per parcel. Funding rounds are highly competitive and generally released on an annual basis. Cleanup funding must target sites with well-defined and immediately actionable remediation and redevelopment goals. NVCOG does not have a standing EPA clean-up grant in its brownfields portfolio due to the targeted nature of the funding, however, staff may assist a municipal application to EPA cleanup funding.

In addition to grants offered by EPA, Connecticut offers brownfield funding assistance through the DECD's Office of Brownfield Remediation and Development, described below:

Connecticut Department of Economic and Community Development (DECD) Office of Brownfield Remediation and Redevelopment Municipal Grant Program: DECD grants provide funding for a range of cleanup activities and associated costs, including but not limited to abatement, assessment, demolition, and remediation. NVCOG may apply to DECD grant funding rounds on behalf of a municipality or assist in the development of a grant completed by the municipality. Municipalities frequently choose to apply to DECD's municipal grant program directly. These funds have aided dozens of projects throughout the region.

Municipalities may choose to utilize a mix of these funding sources and others on any given brownfield project depending on site eligibility and project context. Additional public resources that have been utilized on brownfields projects in our region include the Community Development Block Grant (CDBG) program, the former American Resource and Recovery Act (ARRA) program, U.S. Department of Defense grants, and funding managed by the U.S. Fish and Wildlife Service in fulfillment of the Housatonic River Basin Natural Resources Restoration Plan.

While these programs are helping communities realize successful outcomes, many contaminated properties remain prohibitively expensive to remediate. Some sites cost far more to remediate than their worth, presenting very real financial obstacles to development even with multiple funding sources. Currently, public funding for brownfield sites is limited and highly competitive both at the state and federal level. Additionally, the legal complications related to ownership of these sites and the liability that ownership begets has led to continued abandonment and negligence. Until technological advancements are able to reduce the cost of remediation enough to solve the market failures that lead to abandoned, vacant, and underutilized environmentally challenged sites, economic development on brownfields in our region will continue to require robust public investment together with efficient government, creative developers and adaptable lending institutions.

Project Precedents

Even the most challenging brownfield site is not impossible to develop. It does require, however, careful alignment of all the elements discussed above. With current remediation technologies, there is no prescription available to cure all brownfield sites. Perhaps more than any other type of development, brownfield redevelopment must be site specific. In the precedents described below, public and private entities came together to realize good outcomes on sites that might otherwise have sat abandoned in perpetuity.

Waterbury Industrial Commons

Luvata Waterbury, NVCOG

Waterbury Industrial Commons is a testament to the City of Waterbury's commitment to supporting advanced manufacturing in the region. The undertaking has leveraged tens of millions in public and private investment. Once home to Chase Metal Works' nearly one-mile long complex, the site is now occupied by multiple industrial tenants and anchored by international superconductor producer Luvata. Made possible by several EPA clean-up grants, a $15 million Department of Defense grant, and multiple private sources, soils are being remediated incrementally as derelict buildings are demolished and usable structures rehabilitated. The project has created new jobs while protecting water quality along the nearby Naugatuck River, a win-win for the environment and for the region's economy.

Waterbury Police Activity League

Waterbury PAL Park, www.waterburypal.org

The Police Activity League (PAL) of Waterbury is a staple of after-school and summer programs for youth in the city. Serving over 4,000 students, staff organize athletic and educational programs at their expanded campus in the North End. Reusing a site formerly occupied by abandoned and dangerous structures, the Police Activity League built new basketball courts and a baseball diamond. The site's unique geography allowed daylighting of the Mad River beneath it, now a feature running between the park's amenities. The project was funded by multiple sources including two direct EPA grants totaling $400,000, a $100,000 EPA RLF subaward from the former Valley Council of Government's Revolving Loan Fund, and over $500,000 raised through crowdfunding.

Shelton Downtown

Shelton Farmer's Market, www.sheltonctfarmersmarket.com

Multiple former industrial sites throughout the Shelton downtown area along the Housatonic have been remediated and reimagined. Projects include the City's Farmer's Market completed in 2005, the $60 million 250-unit Avalon apartment complex on Canal Street completed in 2013, and a recent $200,000 EPA clean-up grant alongside a $1.5 million DECD grant for demolition and remediation at the former Chromium Process site.

Derby 251 Roosevelt Drive – Bad Sons Beer Company
www.badsons.com

A new brewery founded by Connecticut natives John Walsh and brothers Mark and Bill DaSilva will soon occupy an underutilized former manufacturing complex near downtown Derby. The project was made possible in part by an $85,000 CT DECD assessment grant. An application to DECD and CT DEEP to the Abandoned Brownfield Clean-up program prepared by NVCOG staff was critical to securing the project's financing. The $2,000,000 brewery project will feature state of the art equipment and a tasting room. The new owners will lease additional spaces in the building over time.

Ansonia Road Ready Used Cars

Road Ready Used Cars, LLC, www.roadreadyusedcars.com

NVCOG awarded a $400,000 loan to Road Ready Used Cars through NVCOG's EPA Revolving Loan Fund to remediate and reuse a former car dealership south of downtown Ansonia. Financing was made possible in part by the Abandoned Brownfield Cleanup program, providing more certainty to the owner and the lender. The project is bringing new life to a long vacant building through energy efficient adaptive reuse.

Current Projects:

Derby Main Street South Project

The City of Derby received multiple inquiries from private parties regarding city-owned parcels south of Main Street. These parcels have long been part of Derby's central design district and are approved for high-density, mixed-use development. The City of Derby requested that NVCOG apply on its behalf for Round 11 funding through the Connecticut Department of Economic and Community Development's (CT DECD) Municipal Grant Program. NVCOG was awarded $200,000 to conduct assessment activities in the Derby Main Street South project area. Environmental assessment activities will support the construction of local roads in the area and will target parcels most ready for development. This assessment project is critical to the success of the City of Derby's $5 million Urban Act grant, which will directly fund construction of local roads and infrastructure. Site assessed under Derby Main Street South Assessment grant are as follows: 23 Factory Street, 2 Factory Street, 90 Main Street, and 0 Water Street. The remaining funding under this grant will be allocated to additional testing within the funding area.

O'Sullivan's Island Recreation Park Assessment Project

O'Sullivan's Island is a peninsula at the confluence of the Housatonic and Naugatuck Rivers, located south of Derby's downtown commercial district. Over the last decade, NVCOG has been significant player in the orchestration of funding contributions and work completed by the City of Derby and the Connecticut Department of Economic and Community Development. O'Sullivan's Island Recreation Park opened to the public for the first time in over twenty years in 2009. In 2013 the City of Derby completed its portion of the Naugatuck River Greenway trail that runs across the site's northern edge. NVCOG was awarded a $200,000 DECD grant to conduct environmental assessment activities and develop remediation strategies on the site. Any remaining funding will be used in conjunction with the O'Sullivan's Island Fishing and Viewing Platform project for the assessment of soils generated through its construction.

O’Sullivan’s Island Fishing and Viewing Platform

The U.S. Fish and Wildlife Service (USFWS) on behalf of the Connecticut Housatonic Natural Resource Trustee Council awarded NVCOG $325,000 to construct an accessible fishing and viewing platform at O’Sullivan’s Island Recreation Park, Derby. All required permits for the O’Sullivan’s Island Fishing Pier have been approved. NVCOG is currently working with HRP, the selected engineering firm, to obtain the final design plans. The project will consist of a handicap-accessible fishing pier with viewing benches that will overlook the Housatonic River. The construction of the fishing pier will be scheduled around the sturgeon breeding season.

Waterbury – 130 Freight Street & 00 West Main Street

The Revolving Loan Fund Committee of the NVCOG has awarded the Waterbury Development Corporation a $200,000 sub-grant for cleanup planning activities at 130 Freight Street & 00 West Main Street, Waterbury. Funds at this former Anaconda Mill site would be applied for assessment, cleanup planning as well as environmental professional services on site. The site is included in the City of Waterbury’s Master Plan for the Freight Street District in which mixed-rate residential units, commercial space and industrial space with a portion of the site returning to green space has been proposed.

Waterbury – 359 Mill Street (Brass City Harvest)

The Revolving Loan Fund Committee of NVCOG has awarded the Waterbury Development Corporation a $86,000 sub-grant to assist with State remedial closeout requirements at 359 Mill Street. The Site, also known as the Brass City Harvest, is a 501(c)(3) non-profit organization that uses urban agriculture to build self-reliance skills, empower residents to modify their dietary behaviors, and increase fresh food access points in the community. This food hub now infuses more than 200,000 pounds of fresh, locally grown food into the community each year. Steps towards providing the required "closeout verification work" has commenced with the initiation of environmental work Spring 2022.

Waterbury – 698 South Main Street (Anamet)

The Revolving Loan Fund Committee of NVCOG has awarded the Waterbury Development Corporation a $200,000 sub-grant for cleanup planning at 698 South Main Street, Waterbury. This large property nestled between the Naugatuck and Mad Rivers was once the campus of the Anamet network of factory buildings. The City of Waterbury's plan for this site includes repurposing the 200,000 square foot building back into light industrial and demolishing the remaining dilapidated factories, rebuilding with mixed use, and incorporating the strip of land alongside the river into the Naugatuck River Greenway. This multiuse trail will provide opportunities for exercise, active transportation, and recreation while raising property values and connecting regional economic corridors. Environmental activities are currently ongoing.

Naugatuck – 226 Rubber Avenue
(Former Naugatuck Recycling Center)

The Borough of Naugatuck was sub-granted $45,000 for assessment activities at 226 Rubber Ave. Environmental data collected on site will help the
Borough determine redevelopment options for future reuse. Environmental site assessment activities have been completed with environmental reports in development.

Naugatuck – 0 Andrew Avenue (Risdon Site)

The Borough of Naugatuck was sub-granted $200,000 for assessment and remedial activities at the former Risdon Manufacturing site (0 Andrew Ave). Environmental data collected on site will help the Borough of Naugatuck determine redevelopment options for future reuse. SLR, the awarded environmental firm, is currently working on the Quality Assurance Project Plan for the Site. Environmental site assessment activities are anticipated to commence mid-Spring 2022 with remediation occurring after.

Derby - 67-71 Minerva Street

Assessment – The City of Derby requested assistance from the NVCOG at 67-71 Minerva Street after taking ownership of the site in September 2018. A previous Phase II environmental assessment, funded by NVCOG's FY2012 EPA Assessment Grant, provided information critical to the site-transfer. Due to funding limitations and the advanced depth at which groundwater is present on-site, the 2014 Phase II report had some data gaps and limitations. During the 3rd quarter of 2021, the City of Derby was awarded additional funding from NVCOG's FY2016 EPA Assessment Grant in means to provide a resolution to past limited data. Remediation - The Revolving Loan Fund Committee of NVCOG awarded the City of Derby $293,000 for the remediation of the former autobody shop. Remedial activities are expected to commence in the Spring/Summer of 2022. The City of Derby has gone through the process of selecting the developer where the proposed redevelopment plans for the site consist of transforming this abandoned brownfield into mixed residential and commercial.

Waterbury - 313 Mill Street

The Revolving Loan Fund Committee of NVCOG has awarded the Waterbury Development Corporation a $200,000 sub-grant to assist with assessment activities in means of closing any data gaps at 313 Mill Street. These funds are meant to supplement the $3 million already granted to the City of Waterbury from the State for remedial and construction activities. The City of Waterbury has proposed to redevelop the site as a Base Ball Park for the local community. Steps towards providing the additional assessment work on site have commenced with the initiation of the Quality Assurance Project Plan (QAPP). Environmental work is anticipated the start late-Spring 2022.

Waterbury – 526 North Main Street

The Regional Brownfield Partnership has awarded the Neighborhood Housing Services of Waterbury a $100,000 sub-grant for environmental assessment activities at 526 North Main Street, Waterbury. Data will be used to determine the level of remediation (if any) needed on site. The proposed redevelopment of this former industrial site consists of a 100+ unit apartment building with commercial space on the first two floors. Environmental assessment activities are anticipated to commence late Spring 2022.

For more information on current projects, please visit:
https://nvcogct.gov/project/current-projects/brownfields/

Data

In July 2015, NVCOG brownfields staff began assembling a comprehensive brownfields inventory. Announced and released as part of the 2016 NVCOG Annual Report, the NVCOG Brownfields Inventory is a collection of data on brownfield properties located within the 27-municipality region of the RBP. Properties included in the inventory are those with existing environmental information in the NVCOG brownfields library in addition to those that have received state and federal brownfields funding through Connecticut DEEP, CT DECD, and EPA.

As of April 2022, the NVCOG brownfield inventory documents 130 parcels within the Naugatuck Valley Corridor CEDS area. The parcels represent projects totaling an estimated 1,822.45 acres. At least 124.55 of these acres have been remediated and fully redeveloped. An estimated 866 of these acres are awaiting further investment. Of the projects awaiting further investment, these projects will be vying for competitive grant funding should a committed developer express interest in a site in coordination with a municipality.

Over the past decade, NVCOG has managed more than $5.6 million in federal brownfields funding awarded and administered by EPA. Through redevelopment projects led by the municipality and aided by state and federal partners, this funding has leveraged more than $82 million in additional federal, state, municipal, and private investment. Economic development through brownfield reuse is a cost-effective strategy for strengthening our communities while building a new legacy firmly grounded in the past, looking to the future.

The NVCOG inventory can be viewed online via interactive map at https://nvcogct.gov/what-we-do/brownfields-2/. The map includes properties which have entered into an NVCOG brownfield program or are documented by CT DECD or EPA. In addition to these parcels, NVCOG may at a future date incorporate sites listed within the CT DEEP List of Contaminated or Potentially Contaminated Sites. The criterion for this list is broader. The PDF list provided by CT DEEP is easily searched for specific property addresses. A link is provided below:

http://www.ct.gov/deep/cwp/view.asp?a=2715&q=325018&depNav_GID=1626

Fully understanding the potential risks and opportunities for each of these parcels requires deeper analysis and discussion than can be represented by a map. Please contact Ricardo Rodriguez, NVCOG Environmental Planner at 203.489.0513 if you have any general brownfields questions or if you are interested in learning more about a specific site.

MUNICIPALITY	LOCATION	SITE NAME
Ansonia	5 State Street	Armory
Ansonia	26 Beaver Street	Cook Industrial
Ansonia	17 Henry Healey Drive	Road Ready
Ansonia	19 Henry Healey Drive	Road Ready
Ansonia	520 Main Street	Road Ready
Ansonia	522 Main Street	Road Ready
Ansonia	153 Main Street	Palmer
Ansonia	497 East Main Street	Palmer
Ansonia	74 Grove Street	
Ansonia	296 Main Street	Haddad Park
Ansonia	7 Riverside Drive	Ansonia Copper & Brass
Ansonia	420 Main Street	
Ansonia	35 North Main Street	
Beacon Falls	100 Railroad Avenue	Murtha
Beacon Falls	Breault Road	Nutmeg Bakery Property
Beacon Falls	164 Pinesbridge Road	Pines Bridge
Beacon Falls	103 Breault Road	
Bristol	894 Middle Street	Laviero Metals
Bristol	273 Riverside Avenue	Sessions
Bristol	316 Park Street	Former Sunshine Mart
Bristol	43 East Main Street	
Bristol	50 Franklin Street	Gavlick Machinery
Bristol	72 Franklin Street	Gavlick Machinery
Bristol	100 Franklin Street	Gavlick Machinery
Bristol	149-151 Church Street	H.J. Mills Box Factory Property
Bristol	15 Downs Street	Trudon & Platt Motor Lines
Bristol	360 Riverside Ave.	United Auto Property
Cheshire	493 West Main Street	Ball & Socket
Derby	304 Seymour Avenue	City Tool Sharpening
Derby	8 Caroline Street	Derby Garden Center
Derby	67-71 Minerva Street	67-71 Minerva
Derby	150 Roosevelt Drive	150 Roosevelt Drive
Derby	0 Caroline Street	OSI
Derby	46-50 Commerce Street	Valley Auto
Derby		DOT Site
Derby	160 Elizabeth Street	Checkers Food Store
Derby	2 Factory Street	Jacobs Metal
Derby	90 Main Street	Lifetouch
Derby		Hines Farm
Derby	251 Roosevelt Drive	Bad Sons
Derby	251 Roosevelt Drive	251 Roosevelt Drive
Derby	0 Water Street	Housatonic Railroad Spur
Derby	23 Factory Street	Barretta Gardens & Landscape
Naugatuck	27 Andrew Avenue	27 Andrew Avenue

Naugatuck	58 Maple Street	Parcel C
Naugatuck	6 Rubber Avenue	Parcel A
Naugatuck	0 Maple Street	Parcel B
Naugatuck	100 Prospect Street	Prospect St School
Naugatuck	251 Rubber Avenue	
Naugatuck	0 Church Street	
Naugatuck	0 West Mountain Road	Landfill
Naugatuck	0 West Mountain Road	Landfill
Naugatuck	0 Elm Street	
Naugatuck	122 School Street	
Naugatuck	226 Rubber Ave	Naugatuck Recycling Center
Naugatuck	0 Andrew Ave	Risdon Site
Naugatuck	12 Spencer Street	
Plymouth	142 Main Street	Mayfair Garage
Plymouth	268 Main Street	Hart
Plymouth	272 Main Street	B&J tool
Plymouth	12 Prospect Street	Prospect St School
Prospect	214 New Haven Road	U.S. Cap And Jacket
Seymour	33-37 Bank Street	
Seymour	29 Maple Street	LoPresti School
Seymour	768 Avenue	Carson Location
Seymour	79-101 Bank Street	Seymour Lumber
Seymour	4 Progress Avenue	Silvermine Road
Seymour	109 River Street	Housatonic Wire
Seymour		Seymour Specialty Wire Company
Seymour	119 Old Ansonia Road	
Shelton	113 Canal Street	Chromium Process
Shelton	223 Canal Street	
Shelton	100 Canal Street	
Shelton	131 Canal Street East	Rolfite
Shelton	123 East Canal Street	Samarius Industries
Shelton		Mutual Housing
Shelton	93 Canal Street	Cel-Lastik Sponge Rubber
Shelton	267 Canal Street	
Shelton	726 River Road	
Southbury	1230 S Britain Road	STS
Southbury	1461 S Britain Road	STS
Thomaston	235 East Main Street	Plume And Atwood Brass Mill
Thomaston	200 East Main Street	New England Oil Terminal
Waterbury	39 Cherry Avenue	New Opportunities
Waterbury	44 Chapel Street	Verjune
Waterbury	777 South Main Street	Mad River
Waterbury	313 Mill Street	Nova Dye Site
Waterbury	835 South Main Street	Mad River
Waterbury	272 River Street	Mad River

Waterbury	16 Cherry Avenue	NOW
Waterbury	167 Maple Street	NOW
Waterbury	66 Buckingham Street	
Waterbury	1981 East Main Street	Former Mattaco
Waterbury	279 Thomaston Avenue	
Waterbury	116 Bank Street	Howland Hughes
Waterbury	27 Division Street	27 Division Street
Waterbury	1875 Thomaston Avenue	Waterbury Industrial Commons
Waterbury	526 North Main Street	526 N. Main St
Waterbury	324 Mill Street	324 Mill Street
Waterbury		Bunker Hill Park
Waterbury	1200 South Main Street	Everybody's Market
Waterbury	130 Freight Street	Ridan Inc
Waterbury	31 Burton Street	31 Burton Street
Waterbury	40 Bristol Street	40 Bristol Street
Waterbury	37 Bristol Street	37 Bristol Street
Waterbury	99 Pearl Street	99 Pearl Street
Waterbury	57 Division Street	57 Division Street
Waterbury	177 Cherry Street	177 Cherry Street
Waterbury	47-103 Pearl Street	Pearl Street Park
Waterbury	215 Cherry Street	215 Cherry Street
Waterbury	526 Huntingdon Avenue	MacDermid
Waterbury	33 Mill Street	Mill Street
Waterbury	1200 Watertown Avenue	Municipal Stadium
Waterbury	698 South Main Street	Anamet
Waterbury	South Main Street	Lot 19
Waterbury	2100 South Main Street	
Waterbury	359 Mill Street	Food Hub
Waterbury	909 Bank Street	909 Bank Street
Watertown	20 Main Street	Pin Shop
Watertown	0 Old Baird Road	Murtha Site
Watertown		Rujack
Watertown	0 French Street	0 French Street

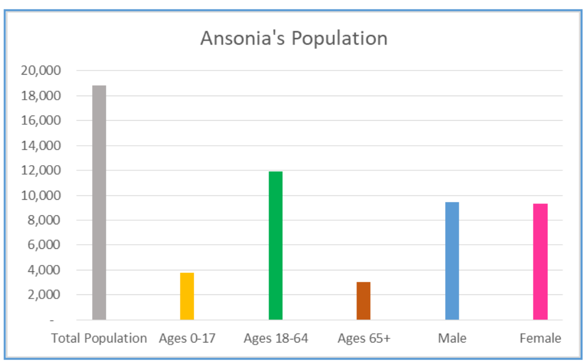
Ansonia's Demographics

Total Population:	18,918
Adults:	14,944
Children:	3,974
Male:	9,516
Female:	9,402
US Census 2020	
Hispanic:	4,493
White:	10,688
African American:	2,474
Other:	1,263
Poverty Rate:	13.7%

Ansonia is one of the nineteen communities that make up the Naugatuck Valley Corridor Economic Development District/Comprehensive Economic Development Strategy (NVC EDD/CEDS). The following demographic information is a snapshot of Ansonia and its overall importance and impact on the NVC EDD/CEDS.

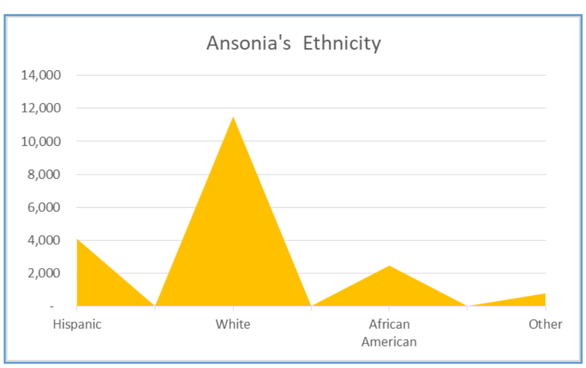
Population: the population annual update is based on statistics from the 2010 U.S. Census, and 2020 US Census. Ansonia's population for 2020 is 18,918 people. Ansonia ranks 8th of the 19 communities.

The population of the NVC for the similar period is 450,376 people. Ansonia's population decreased from the 2010-2020 period by 331 people (refer to the population chart 2010-2020-2025 period to review the modification in the population).



Unemployment and Labor Force Characteristics: the recent unemployment figure from the CT Labor Department indicates Ansonia has 695 unemployed workers or 7.6%. Ansonia possessed the 2nd highest unemployment rate amongst the NVC communities.

The unemployment and labor force have changed substantially during the past report period based on the COVID Pandemic local/state/national/worldwide economics. All of the communities in the NVC reflected an increase in their Labor force and employed workforce. Most communities had a decrease in their individual unemployment rate, with one town below the Federal average and twelve at or above the state average.



The NVC overall labor force increased by 22,142 from February 2021 reporting period. The NVC employed workforce increased by 28,164 from the previous reporting period. The NVC unemployment rate is 5.8%. One town is below the federal rate and twelve are at or below the state unemployment rate. Individual community statistics are shown on the unemployment chart. The state's labor force increased by 180,400. The state's number of unemployed increased by 51,900 to a rate of 4.9%. The US rate is 3.8%.

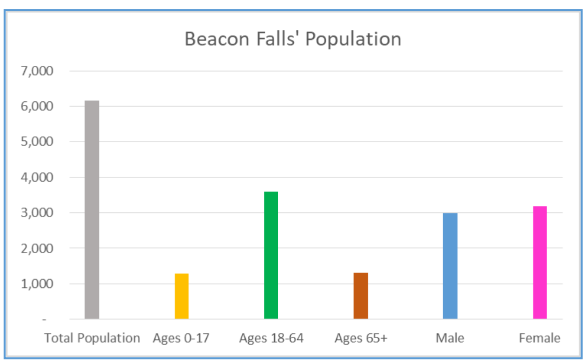
Beacon Falls' Demographics

Total Population:	6,000
Adults:	4,672
Children:	1,377
Male:	2,910
Female:	3,090
US Census 2020	
Hispanic:	360
White:	5,496
African American:	84
Other:	60
Poverty:	6.9%

Beacon Falls is one of the nineteen communities that make up the Naugatuck Valley Corridor Economic Development District/Comprehensive Economic Development Strategy (NVC EDD/CEDS). The following demographic information is a snapshot of Beacon Falls and its overall importance and impact on the NVC EDD/CEDS.

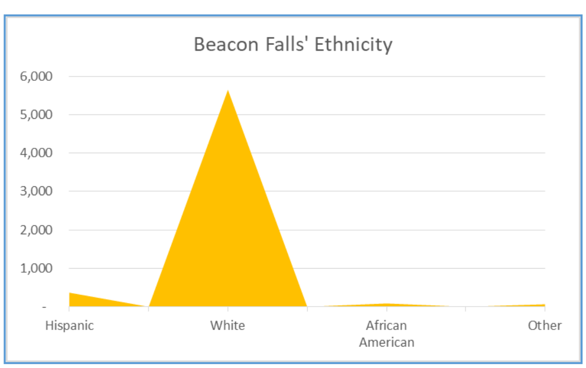
Population: the population annual update is based on statistics from the 2010 US Census, and 2020 US Census. Beacon Falls' population for 2020 is 6,000 people. Beacon Falls ranks 18th out of the 19 NVC communities.

The population of the NVC for the similar period is 450,376 people. Beacon Falls' population decreased from the 2010-2020 period by 49 people (refer to the population chart 2010-2020-2025 period to review the modification in the population).



Unemployment and Labor Force Characteristics: the recent unemployment figure from the CT Labor Department indicates Beacon Falls has 151 unemployed workers or 4.3%. Beacon Falls possessed the 4th lowest unemployment rate amongst the NVC communities.

The unemployment and labor force have changed substantially during the past report period based on the COVID Pandemic local/state/national/worldwide economics. All of the communities in the NVC reflected an increase in their Labor force and employed workforce. Most communities had a decrease in their individual unemployment rate, with one town below the Federal average and twelve at or above the state average.



The NVC overall labor force increased by 22,142 from February 2021 reporting period. The NVC employed workforce increased by 28,164 from the previous reporting period. The NVC unemployment rate is 5.8%. One town is below the federal rate and twelve are at or below the state unemployment rate. Individual community statistics are shown on the unemployment chart. The state's labor force increased by 180,400. The state's number of unemployed increased by 51,900 to a rate of 4.9%. The US rate is 3.8%.

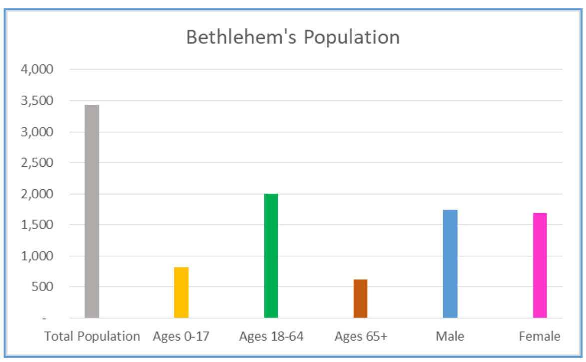
Bethlehem's Demographics

Total Population:	3,385
Adults :	2,854
Children:	531
Male:	1,731
Female:	1,677
US Census 2020	
Hispanic:	81
White:	3,087
African American:	34
Other:	183
Poverty Rate:	5%

Bethlehem is one of the nineteen communities that make up the Naugatuck Valley Corridor Economic Development District/Comprehensive Economic Development Strategy (NVC EDD/CEDS). The following demographic information is a snapshot of Bethlehem and its overall importance and impact on the NVC EDD/CEDS.

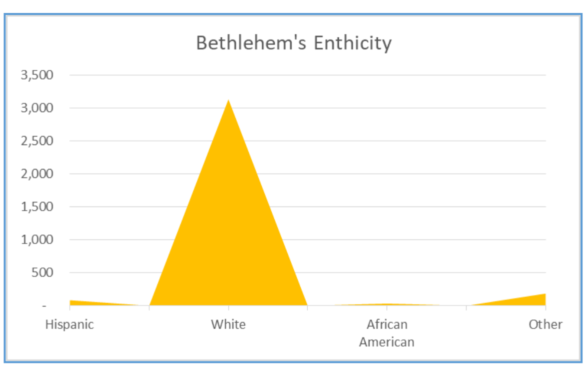
Population: the population annual update is based on statistics from the 2010 US Census, and 2020 US Census. Bethlehem's population for 2020 is 3,385 people. Bethlehem ranks 19th out of the 19 NVC communities.

The population of the NVC for the similar period is 450,376 people. Bethlehem's population decreased from the 2010-2020 period by 222 people (refer to the population chart 2010-2020-2025 period to review the modification in the population).



Unemployment and Labor Force Characteristics: the recent unemployment figure from the CT Labor Department indicates Bethlehem has 140 unemployed workers or 7.1%. Bethlehem possessed the 3rd highest unemployment rate amongst the NVC communities.

The unemployment and labor force have changed substantially during the past report period based on the COVID Pandemic local/state/national/worldwide economics. All of the communities in the NVC reflected an increase in their Labor force and employed workforce. Most communities had a decrease in their individual unemployment rate, with one town below the Federal average and twelve at or above the state average.



The NVC overall labor force increased by 22,142 from February 2021 reporting period. The NVC employed workforce increased by 28,164 from the previous reporting period. The NVC unemployment rate is 5.8%. One town is below the federal rate and twelve are at or below the state unemployment rate. Individual community statistics are shown on the unemployment chart. The state's labor force increased by 180,400. The state's number of unemployed increased by 51,900 to a rate of 4.9%. The US rate is 3.8%.

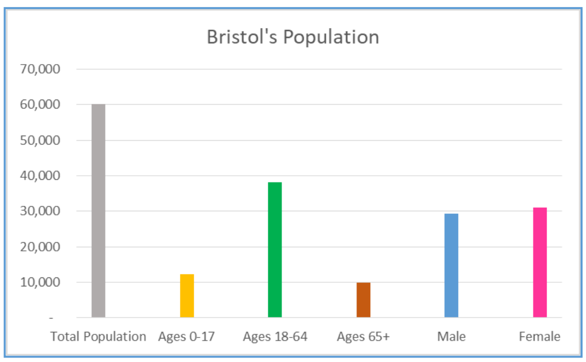
Bristol's Demographics

Total Population:	60,833
Adults;	47,514
Children:	12,963
Male:	31,268
Female:	29,565
US Census 2020	
Hispanic:	10,524
White:	44,743
African American:	2,251
Other:	3,285
Poverty Rate:	10.1%

Bristol is one of the nineteen communities that make up the Naugatuck Valley Corridor Economic Development District/Comprehensive Economic Development Strategy (NVC EDD/CEDS). The following demographic information is a snapshot of Bristol and its overall importance and impact on the NVC EDD/CEDS.

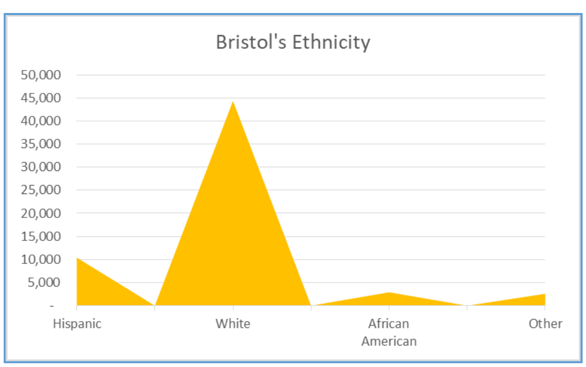
Population: the population annual update is based on statistics from the 2010 US Census, and 2020 US Census. Bristol's population for 2020 is 60,833 people. Bristol ranks 2nd of the 19 communities.

The population of the NVC for the similar period is 450,376 people. Bristol's population increased from the 2010-2020 period by 356 people (refer to the population chart 2010-2020-2025 period to review the modification in the population).



Unemployment and Labor Force Characteristics: the recent unemployment figure from the CT Labor Department indicates Bristol has 2,063 unemployed workers or 6.3%. Bristol possessed the 4th highest unemployment rate amongst the NVC communities.

The unemployment and labor force have changed substantially during the past report period based on the COVID Pandemic local/state/national/worldwide economics. All of the communities in the NVC reflected an increase in their Labor force and employed workforce. Most communities had a decrease in their individual unemployment rate, with one town below the Federal average and twelve at or above the state average.



The NVC overall labor force increased by 22,142 from February 2021 reporting period. The NVC employed workforce increased by 28,164 from the previous reporting period. The NVC unemployment rate is 5.8%. One town is below the federal rate and twelve are at or below the state unemployment rate. Individual community statistics are shown on the unemployment chart. The state's labor force increased by 180,400. The state's number of unemployed increased by 51,900 to a rate of 4.9%. The US rate is 3.8%.

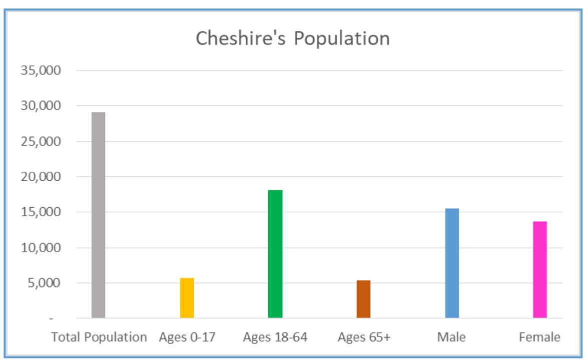
Cheshire's Demographics

Total Population:	28,733
Adults	22,733
Children	5,990
Male:	15,316
Female:	13,417
US Census 2020	
Hispanic:	1,293
White:	23,762
African American:	1,063
Other:	2,615
Poverty Rate:	2.0%

Cheshire is one of the nineteen communities that make up the Naugatuck Valley Corridor Economic Development District/Comprehensive Economic Development Strategy (NVC EDD/CEDS). The following demographic information is a snapshot of Cheshire and its overall importance and impact on the NVC EDD/CEDS.

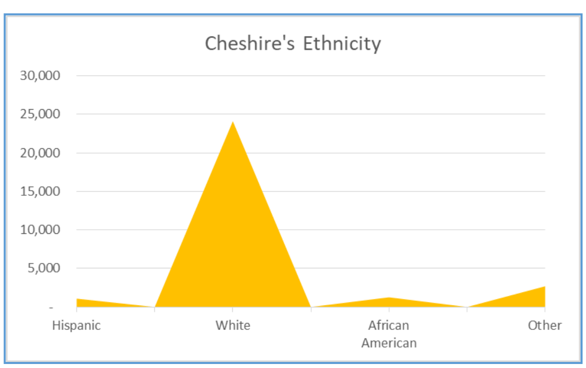
Population: the population annual update is based on statistics from the 2010 US Census, and 2020 US Census. Cheshire's population for 2020 is 28,733 people. Cheshire ranks 5th of the 19 communities.

The population of the NVC for the similar period is 450,376 people. Cheshire's population decreased from the 2010-2020 period by - 528 (Refer to the population chart 2010-2020-2025 period to review the modification in the population).



Unemployment and Labor Force Characteristics: the recent unemployment figure from the CT Labor Department indicates Cheshire has 527 unemployed workers or is 3.0%. Cheshire possessed the lowest unemployment rate amongst the NVC communities.

The unemployment and labor force have changed substantially during the past report period based on the COVID Pandemic local/state/national/worldwide economics. All of the communities in the NVC reflected an increase in their Labor force and employed workforce. Most communities had a decrease in their individual unemployment rate, with one town below the Federal average and twelve at or above the state average.



The NVC overall labor force increased by 22,142 from February 2021 reporting period. The NVC employed workforce increased by 28,164 from the previous reporting period. The NVC unemployment rate is 5.8%. One town is below the federal rate and twelve are at or below the state unemployment rate. Individual community statistics are shown on the unemployment chart. The state's labor force increased by 180,400. The state's number of unemployed increased by 51,900 to a rate of 4.9%. The US rate is 3.8%.

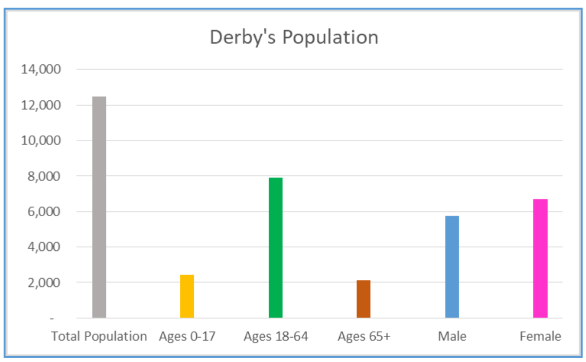
Derby's Demographics

Total Population:	12,325
Adults:	9,986
Children:	3,339
Male:	5,768
Female:	6,717
US Census 2020	
Hispanic:	2,706
White:	8,067
African American:	1,096
Other:	456
Poverty Rate:	13%

Derby is one of the nineteen communities that make up the Naugatuck Valley Corridor Economic Development District/ Comprehensive Economic Development Strategy (NVC EDD/CEDS). The following demographic information is a snapshot of Derby and its overall importance and impact on the NVC EDD/CEDS.

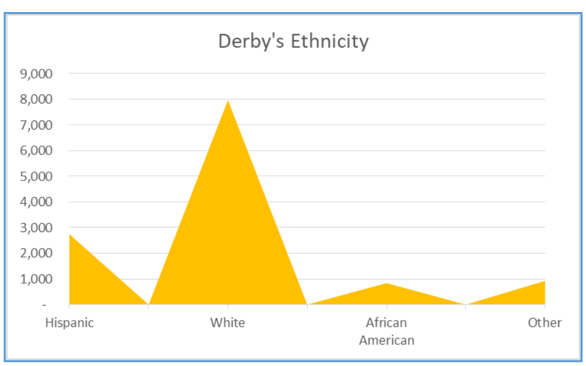
Population: the population annual update is based on statistics from the 2010 US Census, and 2020 US Census. Derby's population for 2020 is 12,325 people. Derby ranks 12th of the 19 communities.

The population of the NVC for the similar period is 450,376 people. Derby's population decreased from the 2010-2020 period by -577 people. (Refer to the population chart 2010-2015-2020-2025 period to review the modification in the population).



Unemployment and Labor Force Characteristics: the recent unemployment figure from the CT Labor Department indicates Derby has 377 unemployed workers or 5.8%. Derby possessed the 6th highest unemployment rate amongst the NVC communities.

The unemployment and labor force have changed substantially during the past report period based on the COVID Pandemic local/state/national/worldwide economics. All of the communities in the NVC reflected an increase in their Labor force and employed workforce. Most communities had a decrease in their individual unemployment rate, with one town below the Federal average and twelve at or above the state average.



The NVC overall labor force increased by 22,142 from February 2021 reporting period. The NVC employed workforce increased by 28,164 from the previous reporting period. The NVC unemployment rate is 5.8%. One town is below the federal rate and twelve are at or below the state unemployment rate. Individual community statistics are shown on the unemployment chart. The state's labor force increased by 180,400. The state's number of unemployed increased by 51,900 to a rate of 4.9%. The US rate is 3.8%.

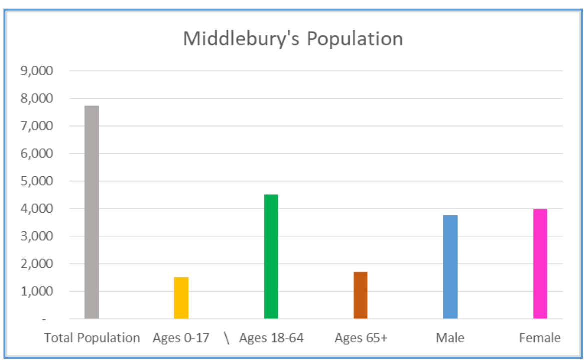
Middlebury's Demographics

Total Population:	7,574
Adults	5,926
Children	1,648
Male:	3,673
Female:	3,901
US CENSUS 2020	
White:	6,786
Hispanic:	341
African American:	30
Other:	417
Poverty Rate:	4.0%

Middlebury is one of the nineteen communities that make up the Naugatuck Valley Corridor Economic Development District/Comprehensive Economic Development Strategy. (NVC EDD/CEDS). The following demographic information is a snapshot of Middlebury and its overall importance and impact on the NVC EDD/CEDS.

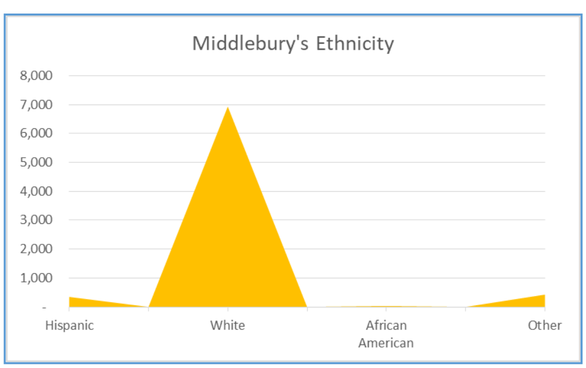
Population: the population annual update is based on statistics from the 2010 US Census, 2020 US Census. Middlebury's population for 2020 is 7,574 people. Middlebury ranks 16th out of the 19 NVC communities.

The population of the NVC for the similar period is 450,376 people. Middlebury's population decreased from the 2010-2020 period by -1 person (refer to the population chart 2010-2020-2025 period to review the modification in the population).



Unemployment and Labor Force Characteristics: the recent unemployment figure from the CT Labor Department indicates Middlebury has 154 unemployed workers or 3.9%. Middlebury possessed the 2nd lowest unemployment rate amongst the NVC communities.

The unemployment and labor force have changed substantially during the past report period based on the COVID Pandemic local/state/national/worldwide economics. All of the communities in the NVC reflected an increase in their Labor force and employed workforce. Most communities had a decrease in their individual unemployment rate, with one town below the Federal average and twelve at or above the state average.



The NVC overall labor force increased by 22,142 from February 2021 reporting period. The NVC employed workforce increased by 28,164 from the previous reporting period. The NVC unemployment rate is 5.8%. One town is below the federal rate and twelve are at or below the state unemployment rate. Individual community statistics are shown on the unemployment chart. The state's labor force increased by 180,400. The state's number of unemployed increased by 51,900 to a rate of 4.9%. The US rate is 3.8%.

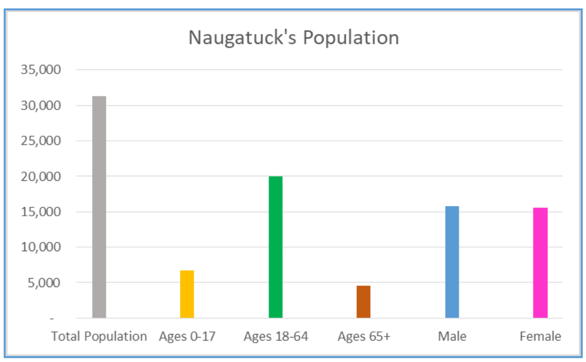
Naugatuck's Demographics

Total Population:	31,519
Adults:	24,872
Children:	6,647
Male:	15,886
Female:	15,633
US Census 2020	
Hispanic:	3,940
White:	22,693
African American:	2,931
Other:	1,955
Poverty Rate:	7.9%

Naugatuck is one of the nineteen communities that make up the Naugatuck Valley Corridor Economic Development District/Comprehensive Economic Development Strategy (NVC EDD/CEDS). The following demographic information is a snapshot of Naugatuck and its overall importance and impact on the NVC EDD/CEDS.

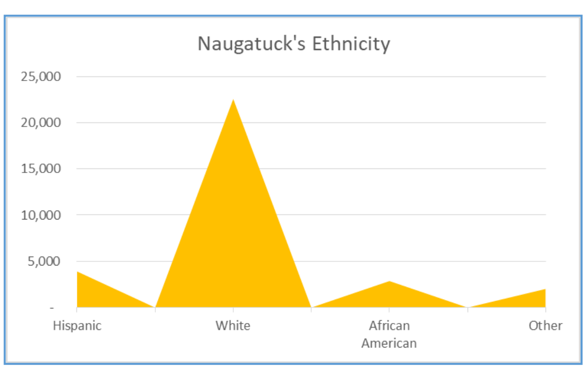
Population: the population annual update is based on statistics from the 2010 US Census, 2020 US Census. Naugatuck's population for 2020 is 31,519 people. Naugatuck ranks 4th out of the 19 NVC communities.

The population of the NVC for the similar period is 450,376 people. Naugatuck's population decreased from the 2010-2020 period by -343 people (refer to the population chart 2010-2020-2025 period to review the modification in the population).



Unemployment and Labor Force Characteristics: the recent unemployment figure from the CT Labor Department indicates Naugatuck has 1,033 unemployed workers or 6.1%. Naugatuck possessed the 5th highest unemployment rate amongst the NVC communities.

The unemployment and labor force have changed substantially during the past report period based on the COVID Pandemic local/state/national/worldwide economics. All of the communities in the NVC reflected an increase in their Labor force and employed workforce. Most communities had a decrease in their individual unemployment rate, with one town below the Federal average and twelve at or above the state average.



The NVC overall labor force increased by 22,142 from February 2021 reporting period. The NVC employed workforce increased by 28,164 from the previous reporting period. The NVC unemployment rate is 5.8%. One town is below the federal rate and twelve are at or below the state unemployment rate. Individual community statistics are shown on the unemployment chart. The state's labor force increased by 180,400. The state's number of unemployed increased by 51,900 to a rate of 4.9%. The US rate is 3.8%.

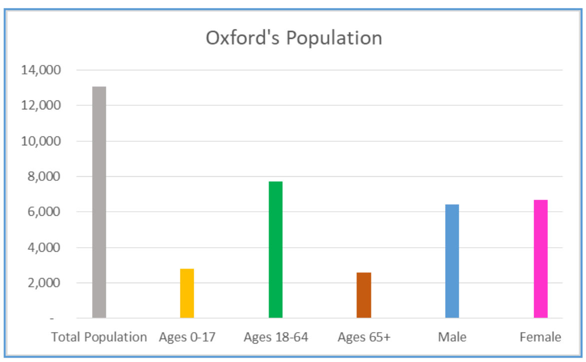
Oxford's Demographics

Total Population:	12,706
Adults :	10,182
Children:	2,524
Male:	6,480
Female:	6,226
US Census 2020	
Hispanic:	825
White:	11,270
African American:	407
Other:	204
Poverty Rate:	2.5%

Oxford is one of the nineteen communities that make up the Naugatuck Valley Corridor Economic Development District/ Comprehensive Economic Development Strategy (NVC EDD/CEDS). The following demographic information is a snapshot of Oxford and its overall importance and impact on the NVC EDD/CEDS.

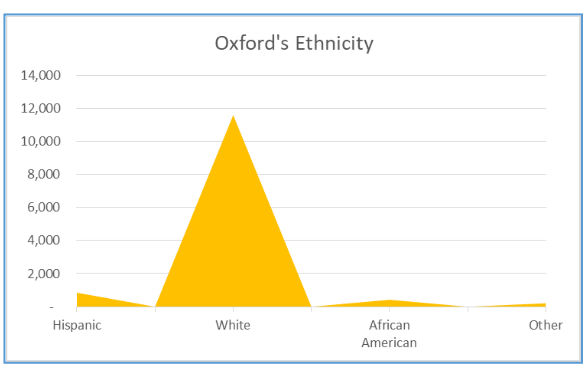
Population: the population annual update is based on statistics from the 2010 US Census, and the 2020 US Census. Oxford's population for 2020 is 12,706 people. Oxford ranks 11th out of the 19 NVC communities.

The population of the NVC for the similar period is 450,376 people. Oxford's population decreased from the 2010-2020 period by 23 people (refer to the population chart 2010-2020-2025 period to review the modification in the population).



Unemployment and Labor Force Characteristics: the recent unemployment figure from the CT Labor Department indicates Oxford has 320 unemployed workers or 4.4%. Oxford possessed the 5th lowest unemployment rate amongst the NVC communities.

The unemployment and labor force have changed substantially during the past report period based on the COVID Pandemic local/state/national/worldwide economics. All of the communities in the NVC reflected an increase in their Labor force and employed workforce. Most communities had a decrease in their individual unemployment rate, with one town below the Federal average and twelve at or above the state average.



The NVC overall labor force increased by 22,142 from February 2021 reporting period. The NVC employed workforce increased by 28,164 from the previous reporting period. The NVC unemployment rate is 5.8%. One town is below the federal rate and twelve are at or below the state unemployment rate. Individual community statistics are shown on the unemployment chart. The state's labor force increased by 180,400. The state's number of unemployed increased by 51,900 to a rate of 4.9%. The US rate is 3.8%.

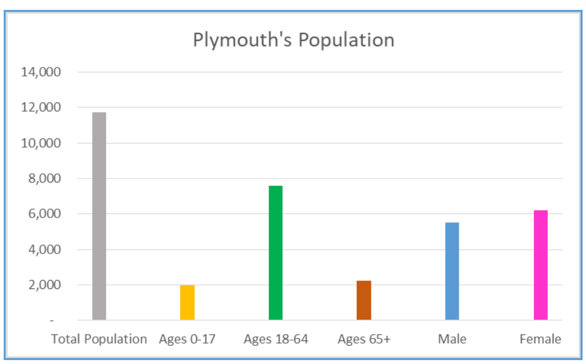
Plymouth's Demographics

Total Population:	11,671
Adults:	9,619
Children:	2,052
Male:	5,474
Female:	6,197
2020 US Census	
Hispanic:	724
White:	10,285
African American:	163
Other:	499
Poverty Rate: 4.9%	

Plymouth is one of the nineteen communities that make up the Naugatuck Valley Corridor Economic Development District/ Comprehensive Economic Development Strategy (NVC EDD CEDS). The following demographic information is a snapshot of Plymouth and its overall importance and impact on the NVC EDD/CEDS.

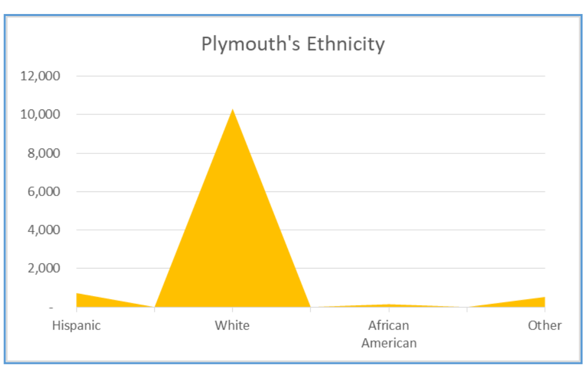
Population: the population annual update is based on statistics from the 2010 US Census, and 2020 US Census. Plymouth's population for 2020 is 11,671. Plymouth ranks 13th of the 19 communities.

The population of the NVC for the similar period is 450,376 people. Plymouth's population decreased from the 2010-2020 period by -542 people (refer to the population chart 2010, 2020, 2025 period to review the modification in the population).



Unemployment and Labor Force Characteristics: the recent unemployment figure from the CT Labor Department indicates Plymouth has 378 unemployed workers or 5.8%. Plymouth possessed the 6th highest unemployment rate amongst the NVC communities.

The unemployment and labor force have changed substantially during the past report period based on the COVID Pandemic local/state/national/worldwide economics. All of the communities in the NVC reflected an increase in their Labor force and employed workforce. Most communities had a decrease in their individual unemployment rate, with one town below the Federal average and twelve at or above the state average.



The NVC overall labor force increased by 22,142 from February 2021 reporting period. The NVC employed workforce increased by 28,164 from the previous reporting period. The NVC unemployment rate is 5.8%. One town is below the federal rate and twelve are at or below the state unemployment rate. Individual community statistics are shown on the unemployment chart. The state's labor force increased by 180,400. The state's number of unemployed increased by 51,900 to a rate of 4.9%. The US rate is 3.8%.

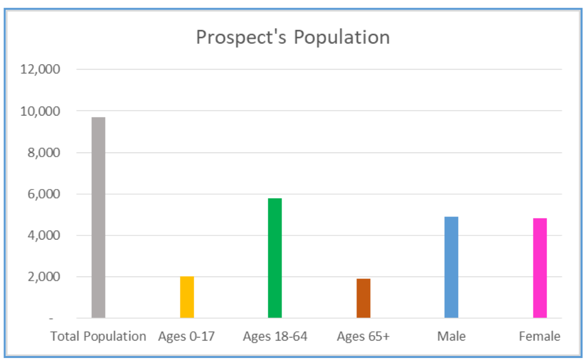
Prospect's Demographics

Total Population:	9,401
Adults:	7,583
Children:	1,818
Male:	4,653
Female:	4,748
2020 US Census	
Hispanic:	338
White:	8,216
African American:	630
Other:	217
Poverty Rate:	1.0%

Prospect is one of the nineteen communities that make up the Naugatuck Valley Corridor/Economic Development District Comprehensive Economic Development Strategy. (NVC EDD/CEDS). The following demographic information is a snapshot of Prospect and its overall importance and impact on the NVC EDD/CEDS.

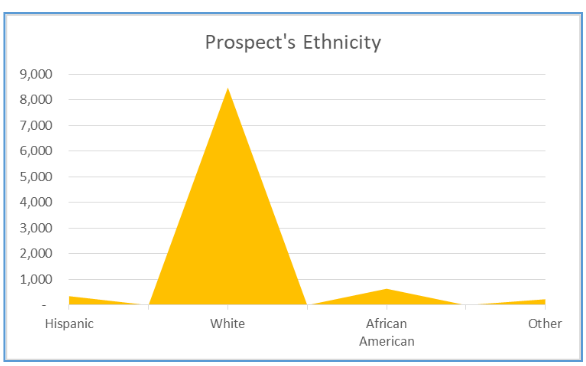
Population: the population annual update is based on statistics from the 2010 US Census, and 2020 US Census. Prospect's population for 2020 is 9,401 people. Prospect ranks 15th out of the 19 NVC communities.

The population of the NVC for the similar period is 450,376 people. Prospect's population decreased from the 2010-2020 period by -4 people (refer to the population chart 2010-2020-2025 period to review the modification in the population).



Unemployment and Labor Force Characteristics: the recent unemployment figure from the CT Labor Department indicates Prospect has 288 unemployed workers or 5.1 %. Prospect possessed the 6th lowest unemployment rate amongst the NVC communities.

The unemployment and labor force have changed substantially during the past report period based on the COVID Pandemic local/state/national/worldwide economics. All of the communities in the NVC reflected an increase in their Labor force and employed workforce. Most communities had a decrease in their individual unemployment rate, with one town below the Federal average and twelve at or above the state average.



The NVC overall labor force increased by 22,142 from February 2021 reporting period. The NVC employed workforce increased by 28,164 from the previous reporting period. The NVC unemployment rate is 5.8%. One town is below the federal rate and twelve are at or below the state unemployment rate. Individual community statistics are shown on the unemployment chart. The state's labor force increased by 180,400. The state's number of unemployed increased by 51,900 to a rate of 4.9%. The US rate is 3.8%.

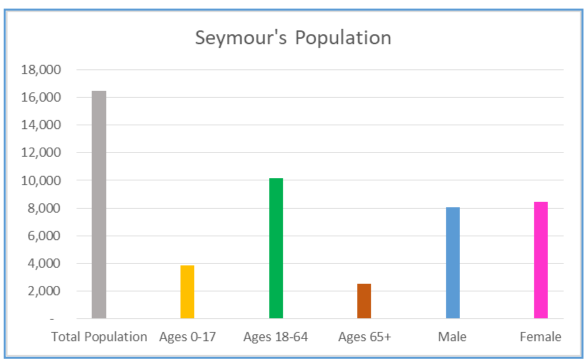
Seymour's Demographics

Total Population:	16,748
Adults:	13,486
Children:	3,262
Male:	8,173
Female:	8,575
US Census 2020	
Hispanic:	2,696
White:	13,080
African American:	620
Other:	352
Poverty Rate: 5.2%	

Seymour is one of the nineteen communities that make up the Naugatuck Valley Corridor Economic Development District/ Comprehensive Economic Development Strategy (NVC CEDS/EDD). The following demographic information is a snapshot of Seymour and its overall importance and impact on the NVC EDD/CEDS.

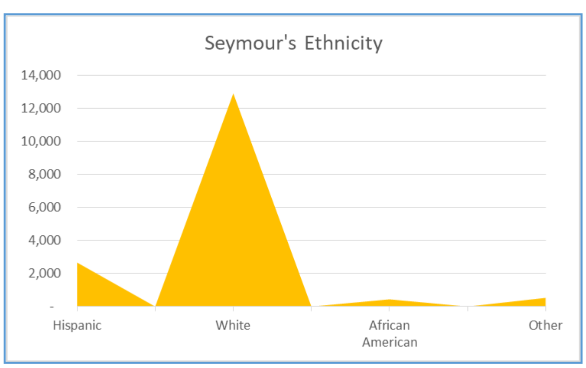
Population: the population annual update is based on statistics from the 2010 US Census, and 2020 US Census. Seymour's population for 2020 is 16,748 people. Seymour ranks 9th out of the 19 NVC communities.

The population of the NVC for the similar period is 450,376 people. Seymour's population increased from the 2010-2020 period by 208 people (refer to the population chart 2010-2020, 2025 period to review the modification in the population).



Unemployment and Labor Force Characteristics: the recent unemployment figure from the CT Labor Department indicates Seymour has 503 unemployed workers or 5.7 %. Seymour possessed the 8th highest unemployment rate amongst the NVC communities.

The unemployment and labor force have changed substantially during the past report period based on the COVID Pandemic local/state/national/worldwide economics. All of the communities in the NVC reflected an increase in their Labor force and employed workforce. Most communities had a decrease in their individual unemployment rate, with one town below the Federal average and twelve at or above the state average.



The NVC overall labor force increased by 22,142 from February 2021 reporting period. The NVC employed workforce increased by 28,164 from the previous reporting period. The NVC unemployment rate is 5.8%. One town is below the federal rate and twelve are at or below the state unemployment rate. Individual community statistics are shown on the unemployment chart. The state's labor force increased by 180,400. The state's number of unemployed increased by 51,900 to a rate of 4.9%. The US rate is 3.8%.

Shelton's Demographics

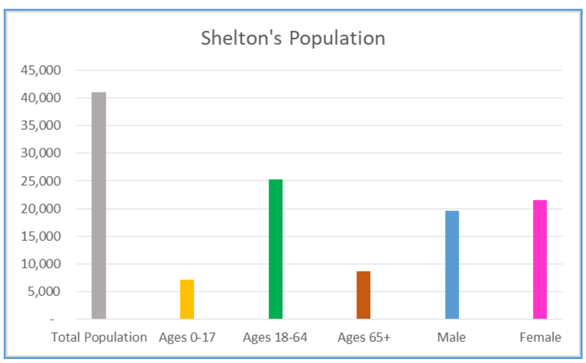
Total Population:	40,869
Adult:	33,739
Children:	7,130
Male:	19,535
Female:	21,334
US Census 2020	
Hispanic:	3,596
White:	34,207
African American:	777
Other:	2,289
Poverty Rate:	5.1%

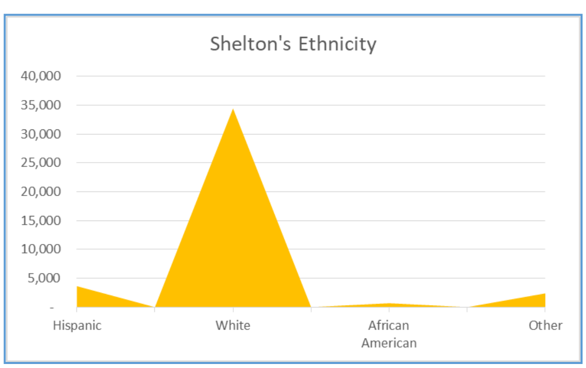
Shelton is one of the nineteen communities that make up the Naugatuck Valley Corridor Economic Development District/Comprehensive Economic Development Strategy (NVC EDD/CEDS). The following demographic information is a snapshot of Shelton and its overall importance and impact on the NVC EDD/CEDS.

Population: the population annual update is based on statistics from the 2010 US Census, and 2020 US Census. Shelton's population for 2020 is 40,869 people. Shelton ranks 3rd out of the 19 NVC communities.

The population of the NVC for the similar period is 450,376 people. Shelton's population increased from the 2010-2020 period by 1310 people (refer to the population chart 2010--2020-2025 period to review the modification in the population).

twelve





Unemployment and Labor Force Characteristics: the recent unemployment figure from the CT Labor Department indicates Shelton has 1,152 unemployed workers or 5.3%. Shelton possessed the 9th highest unemployment rate amongst the NVC communities.

The unemployment and labor force have changed substantially during the past report period based on the COVID Pandemic local/state/national/worldwide economics. All of the communities in the NVC reflected an increase in their Labor force and employed workforce. Most communities had a decrease in their individual unemployment rate, with one town below the Federal average and twelve at or above the state average.

The NVC overall labor force increased by 22,142 from February 2021 reporting period. The NVC employed workforce increased by 28,164 from the previous reporting period. The NVC unemployment rate is 5.8%. One town is below the federal rate and twelve are at or below the state unemployment rate. Individual community statistics are shown on the unemployment chart. The state's labor force increased by 180,400. The state's number of unemployed increased by 51,900 to a rate of 4.9%. The US rate is 3.8%.

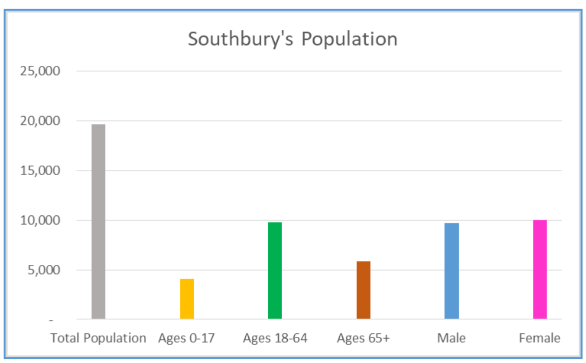
Southbury's Demographics

Total Population:	19,879
Adults:	16,530
Children:	3,349
Male:	9,781
Female:	10,098
US Census 2020	
Hispanic:	1,054
White:	17,851
African American	338
Other:	636
Poverty Rate: 4.6%	

Southbury is one of the nineteen communities that make up the Naugatuck Valley Corridor Economic Development District/Comprehensive Economic Development Strategy (NVC EDD/CEDS). The following demographic information is a snapshot of Southbury and its overall importance and impact on the NVC EDD/CEDS.

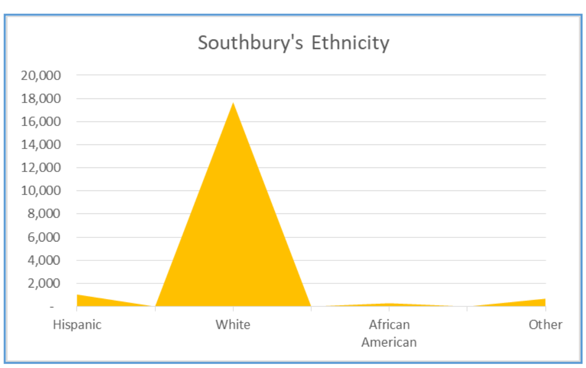
Population: the population annual update is based on statistics from the 2010 US Census, and 2020 U.S. Census 2020. Southbury's population for 2020 is 19,879 people. Southbury ranks 7th out of the 19 NVC communities.

The population of the NVC for the similar period is 450,376 people. Southbury's population decreased from the 2010-2020 period by -25 people (refer to the population chart 2010-2020-2025 period to review the modification in the population).



Unemployment and Labor Force Characteristics: the recent unemployment figure from the CT Labor Department indicates Southbury has 455 unemployed workers or 5.3%. Southbury possessed the 9th highest unemployment rate amongst the NVC communities.

The unemployment and labor force have changed substantially during the past report period based on the COVID Pandemic local/state/national/worldwide economics. All of the communities in the NVC reflected an increase in their Labor force and employed workforce. Most communities had a decrease in their individual unemployment rate, with one town below the Federal average and twelve at or above the state average.



The NVC overall labor force increased by 22,142 from February 2021 reporting period. The NVC employed workforce increased by 28,164 from the previous reporting period. The NVC unemployment rate is 5.8%. One town is below the federal rate and twelve are at or below the state unemployment rate. Individual community statistics are shown on the unemployment chart. The state's labor force increased by 180,400. The state's number of unemployed increased by 51,900 to a rate of 4.9%. The US rate is 3.8%.

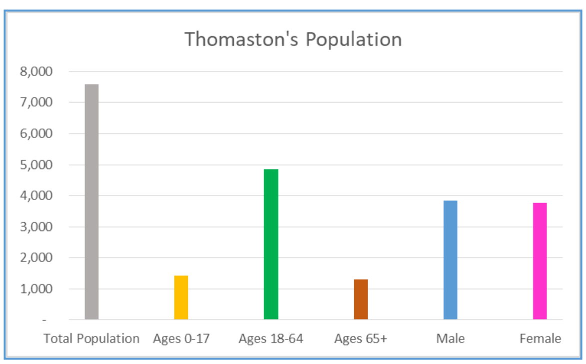
Thomaston's Demographics

Total Population:	7,442
Adults:	6,083
Children:	1,359
Male:	3,691
Female:	3,751
U.S. Census 2020	
Hispanic:	231
White:	7,085
African American:	45
Other:	81
Poverty Rate: 6.7%	

Thomaston is one of the nineteen communities that make up the Naugatuck Valley Corridor Economic Development District/Comprehensive Economic Development Strategy (NVC EDD/CEDS). The following demographic information is a snapshot of Thomaston and its overall importance and impact on the NVC EDD/CEDS.

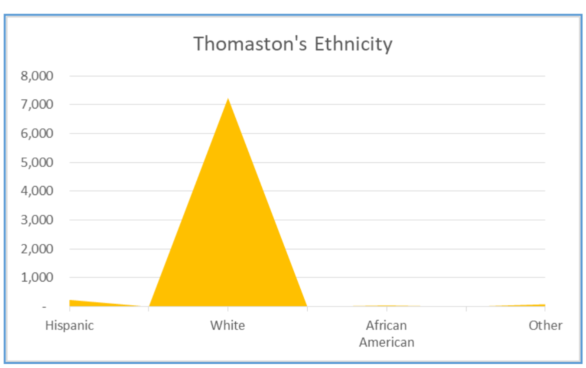
Population: the population annual update is based on statistics from the 2010 US Census, and 2020 US Census. Thomaston's population for 2020 is 7,442 people. Thomaston ranks 17th out of the 19 NVC communities.

The population of the NVC for the similar period is 450,376 people. Thomaston's population decreased from the 2010-2020 period by -445 people (refer to the population chart 2010-2020-2025 period to review the modification in the population).



Unemployment and Labor Force Characteristics: the recent unemployment figure from the CT Labor Department indicates Thomaston has 198 unemployed workers or 4.3%. Thomaston possessed the 4th lowest unemployment rate amongst the NVC communities.

The unemployment and labor force have changed substantially during the past report period based on the COVID Pandemic local/state/national/worldwide economics. All of the communities in the NVC reflected an increase in their Labor force and employed workforce. Most communities had a decrease in their individual unemployment rate, with one town below the Federal average and twelve at or above the state average.



The NVC overall labor force increased by 22,142 from February 2021 reporting period. The NVC employed workforce increased by 28,164 from the previous reporting period. The NVC unemployment rate is 5.8%. One town is below the federal rate and twelve are at or below the state unemployment rate. Individual community statistics are shown on the unemployment chart. The state's labor force increased by 180,400. The state's number of unemployed increased by 51,900 to a rate of 4.9%. The US rate is 3.8%.

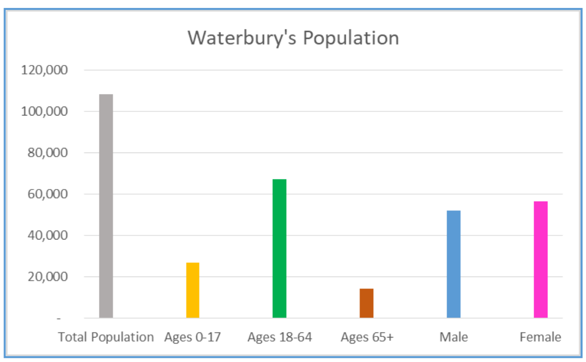
Waterbury's Demographics

Total Population:	114,403
Adults:	86,056
Children:	28,347
Male:	54,739
Female:	59,664
U.S. Census 2020	
Hispanic:	42,786
White:	43,244
African American:	24,825
Other:	3,548
Poverty Rate:	23.4%

Waterbury is one of the nineteen communities that make up the Naugatuck Valley Corridor Economic Development District/Comprehensive Economic Development Strategy (NVC EDD/CEDS). The following demographic information is a snapshot of Waterbury and its overall importance and impact on the NVC EDD/CEDS.

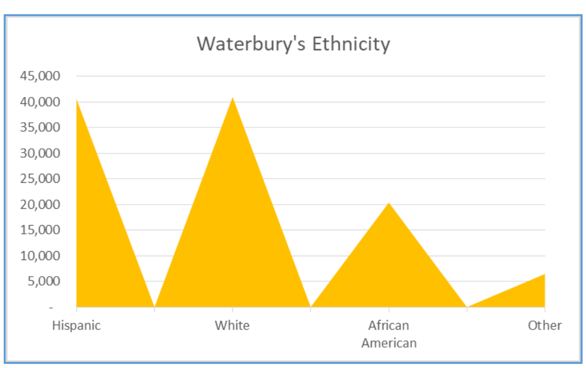
Population: the population annual update is based on statistics from the 2010 US Census, and US Census 2020. Waterbury's population for 2020 is 114,403 people. Waterbury ranks 1st out of the 19 NVC communities.

The population of the NVC for the similar period is 450,376 people. Waterbury's population increased from the 2010-2020 period by 4,043 people (refer to the population chart 2010-2020-2025 period to review the modification in the population).



Unemployment and Labor Force Characteristics: the recent unemployment figure from the CT Labor Department indicates Waterbury has 3,846 unemployed workers or 7.7%. Waterbury possessed the highest unemployment rate amongst the NVC communities.

The unemployment and labor force have changed substantially during the past report period based on the COVID Pandemic local/state/national/worldwide economics. All of the communities in the NVC reflected an increase in their Labor force and employed workforce. Most communities had a decrease in their individual unemployment rate, with one town below the Federal average and twelve at or above the state average.



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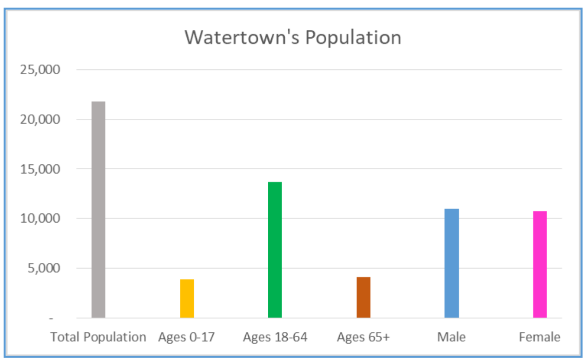
Watertown's Demographics

Total Population:	22,105
Adults:	17,955
Children:	4,150
Male:	11,141
Female:	10,964
U.S. Census 2020	
Hispanic:	1,458
White:	19,521
African American:	398
Other:	728
Poverty Rate: 5.4%	

Watertown is one of the nineteen communities that make up the Naugatuck Valley Corridor Economic Development District/Comprehensive Economic Development Strategy (NVC EDD/CEDS). The following demographic information is a snapshot of Watertown and its overall importance and impact on the NVC EDD/CEDS.

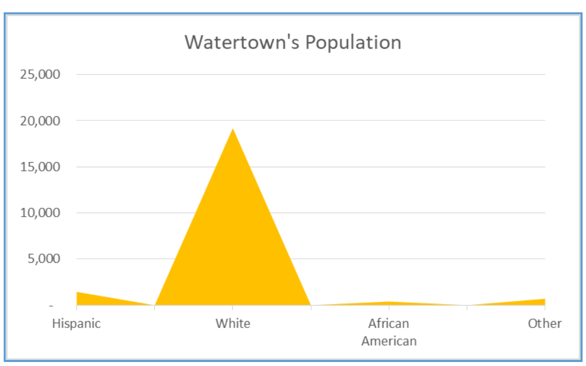
Population: the population annual update is based on statistics from the 2010 US Census, and US Census 2020. Watertown's population for 2020 is 22,105 people. Watertown ranks 6th out of the 19 NVC communities.

The population of the NVC for the similar period is 450,376 people. Watertown's population decreased from the 2010-2020 period by -409 people (refer to the population chart 2010-2020-2025 period to review the modification in the population).



Unemployment and Labor Force Characteristics: the recent unemployment figure from the CT Labor Department indicates Watertown has 531 unemployed workers or 4.2%. Watertown possessed the 3rd lowest unemployment rate amongst the NVC communities.

The unemployment and labor force have changed substantially during the past report period based on the COVID Pandemic local/state/national/worldwide economics. All of the communities in the NVC reflected an increase in their Labor force and employed workforce. Most communities had a decrease in their individual unemployment rate, with one town below the Federal average and twelve at or above the state average.



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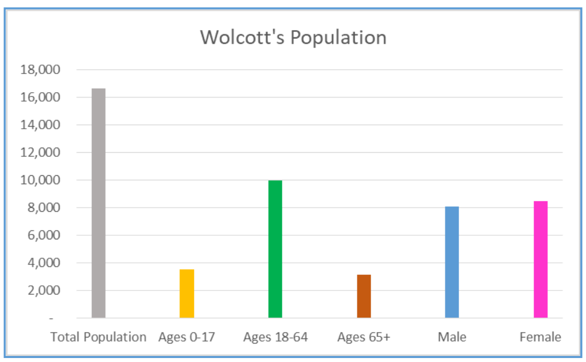
Wolcott's Demographics

Total Population:	16,142
Adults:	13,063
Children:	3,079
Male:	7,877
Female:	8,265
U. S. Census 2020	
Hispanic:	1,065
White:	14,221
African American:	387
Other:	469
Poverty Rate:	3.9%

Wolcott is one of the nineteen communities that make up the Naugatuck Valley Corridor Economic Development District/ Comprehensive Economic Development Strategy (NVC EDD/CEDS). The following demographic information is a snapshot of Wolcott and its overall importance and impact on the NVC EDD/CEDS.

Population: the population annual update is based on statistics from the 2010 US Census, and 2020 US Census. Wolcott's population for 2020 is 16,142 people. Wolcott ranks 10th out of the 19 NVC communities.

The population of the NVC for the similar period is 450,376 people. Wolcott's population decreased from the 2010-2020 period by -538 people (refer to the population chart 2010-2020-2025 period to review the modification in the population).



Unemployment and Labor Force Characteristics: the recent unemployment figure from the CT Labor Department indicates Wolcott has 457 unemployed workers or 4.6%. Wolcott possessed the 7th lowest unemployment rate amongst the NVC communities.

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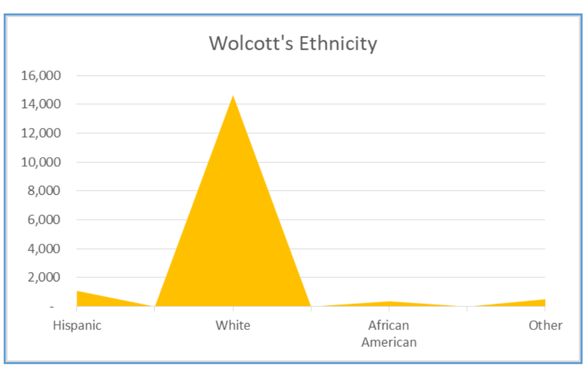

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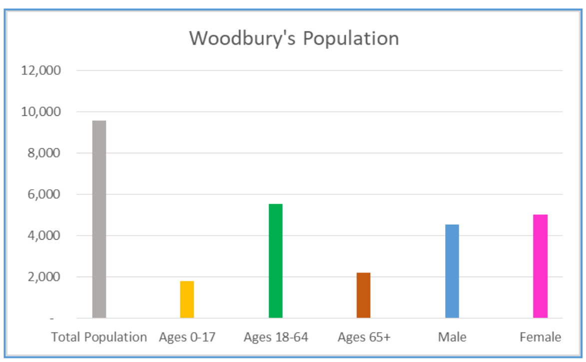
Woodbury's Demographics

Total Population:	9,723
Adults:	8,154
Children:	1,569
Male:	4,629
Female:	5,094
U.S. Census 2020	
Hispanic:	486
White:	8,848
African American:	68
Other:	321
Poverty Rate:	5.5%

Woodbury is one of the nineteen communities that make up the Naugatuck Valley Corridor Economic Development District/Comprehensive Economic Development Strategy (NVC EDD/CEDS). The following demographic information is a snapshot of Woodbury and its overall importance and impact on the NVC EDD/CEDS.

Population: the population annual update is based on statistics from the 2010 US Census, and 2020 U.S. Census. Woodbury's population for 2020 is 9,723 people. Woodbury ranks 14th out of the 19 NVC communities.

The population of the NVC for the similar period is 450,376 people. Woodbury's population decreased from the 2010-2020 period by -252 people (refer to the population chart 2010-2020-2025 period to review the modification in the population).



Unemployment and Labor Force Characteristics: the recent unemployment figure from the CT Labor Department indicates Woodbury has 290 unemployed workers or 5.30%. Woodbury possessed the 9th highest unemployment rate amongst the NVC communities.

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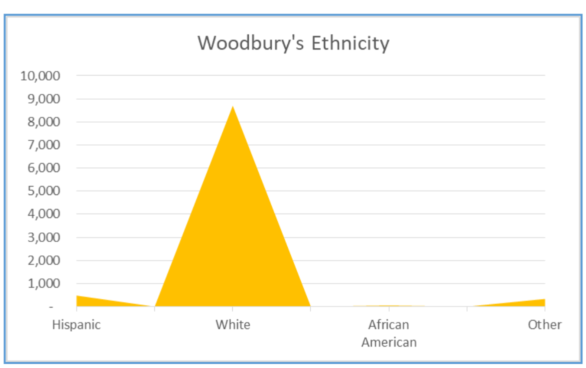

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CARES Act Recovery and Resiliency Plan

Report Contents

Overview and Purpose

- This report uses a survey of 143 businesses in the NVC EDD to gauge the effects of the Coronavirus pandemic on businesses in the NVC EDD.
- The survey identified strategies used to respond to business closure and it assessed opinions about possible strategies that can make the economy more resilient to economic shocks in the future.
- This survey, along with supplemental information, is used as the basis to create an economic recovery and resilience plan that is to be integrated into the CEDS.
- More than one-third of the businesses surveyed had between 1-4 employees.
- Close to 20% of the businesses surveyed were minority-owned businesses (18.05%).
- Close to one-quarter of the businesses surveyed were women-owned while 30.83% were equally owned.

Executive Summary (The Recovery)

- The CEDS report from the late 1990s told a narrative of a Two Valleys, one thriving, the other struggling. In much the same way, there appear to be two business recovery experiences, one that is on the road to recovery and the other that is struggling.
- Most businesses are on the road to recovery or have recovered. They report that they are fully open, experienced no change to operating capacity at the moment, have a majority of their workforce in the workplace, and are confident that they will fully recover. They believe that their revenues, staff levels, investments in their business, and employment will increase over the next year.
- About 10% of survey respondents are struggling and express pessimistic views of the recovery. They have operated at a loss, experienced a decrease in operating capacity, are not confident that they will fully recover, and don’t believe that their business will return to pre-pandemic levels.
- Likewise about 10% of businesses report that their revenues, staffing, investment in their business, and employment will likely decrease over the next year.
- At this time, 63.83% of respondents are most concerned about a return to restrictions on their business related to increases in cases of COVID-19.

Executive Summary (Recovery and Resilience Plan)

- The EDA makes a distinction between resilience, which is a community or region's ability to withstand or avoid a shock, and recovery, which is an area's ability to respond once a disaster has hit.
- The EDA refers to resilience efforts as steady-state initiatives and recovery efforts as responsive initiatives.
- In terms of responsive initiatives, survey data indicate that businesses need assistance with their supply chain and availability of supplies, marketing and sales of their products and services, hiring and retention of employees, and access to financial assistance.
- In regard to steady-state initiatives, the area will increase its resiliency by improving supply chains, the education level of its workforce, transportation, and broadband networks. The region also needs to rely less on a single employer or industry and employers need access to financial resources. Businesses also report that an economic weakness of the NVC EDD is that major employers are located in vulnerable areas. A resiliency plan needs to address this deficiency as well.

Survey Details

- Survey designed to elicit feedback from NVC EDD business stakeholders.
- The Waterbury Regional Chamber of Commerce and Greater Valley Chamber of Commerce distributed the survey to its members.
- Various stakeholders, including both chambers, reviewed a draft of the survey and provided feedback before distribution.
- The survey opened for completion on August 1, 2021, and closed on August 31, 2021.
- A total of 143 respondents in the NVC completed the survey.

- Note: Respondents were able to skip questions, so not all questions have 143 responses.

Part I

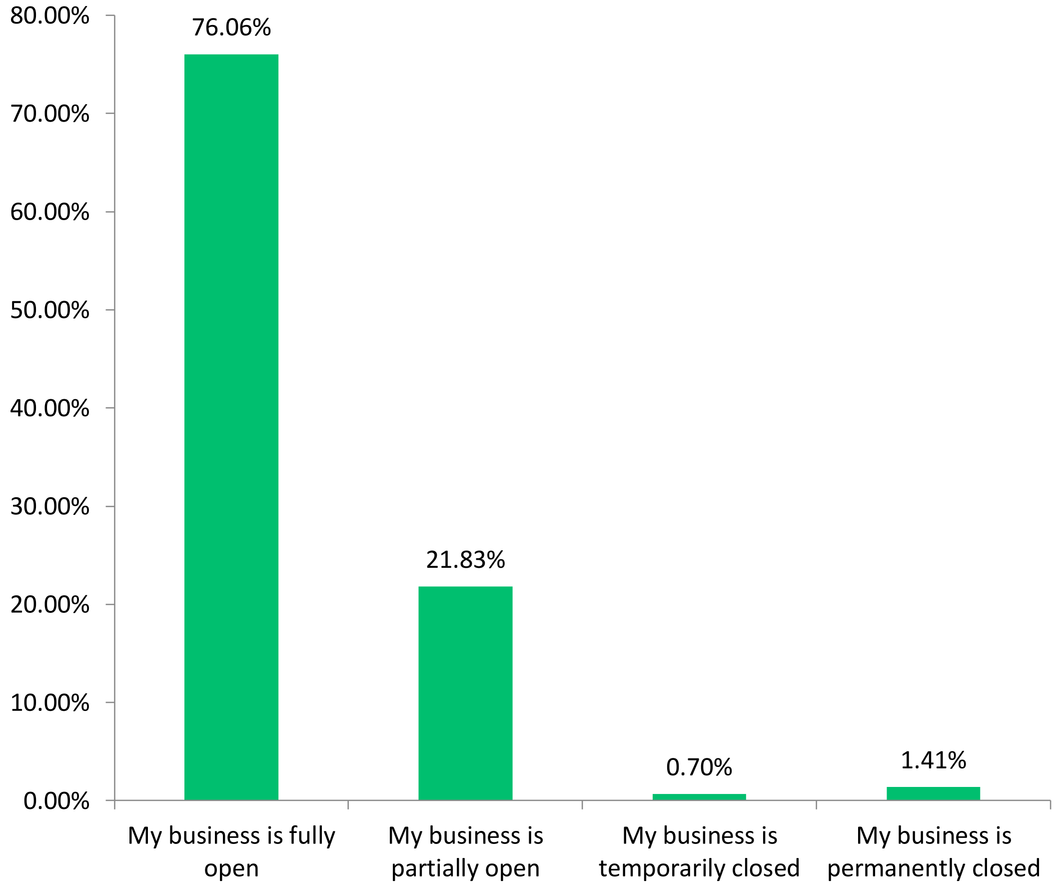
Effects of COVID-19 on NVC EDD Businesses

Effects of COVID-19 on NVC EDD Businesses

- More than 75% of the businesses surveyed are fully open with more than 20% partially open. About 2% of the businesses surveyed are temporarily or permanently closed.
- More than 42% of businesses report that the Coronavirus pandemic exerted a moderate negative effect on them. Close to 30% report a large negative effect. Close to a quarter of respondents (23.24%) report that the pandemic exerted little to no effect on their businesses.
- More than a third of the businesses (37.32%) have taken a loss since March 2020. A third (33.80%) have operated at a profit and 28.87% have broken even.
- More than 40% of businesses (44.60%) report that there has been no change in operating capacity relative to performance prior to the Coronavirus pandemic. Another 30% report that operating capacity has decreased by less than 30%. About 10% report a decrease in operating capacity by more than 50% whereas more than 14% report an increase in operating capacity.

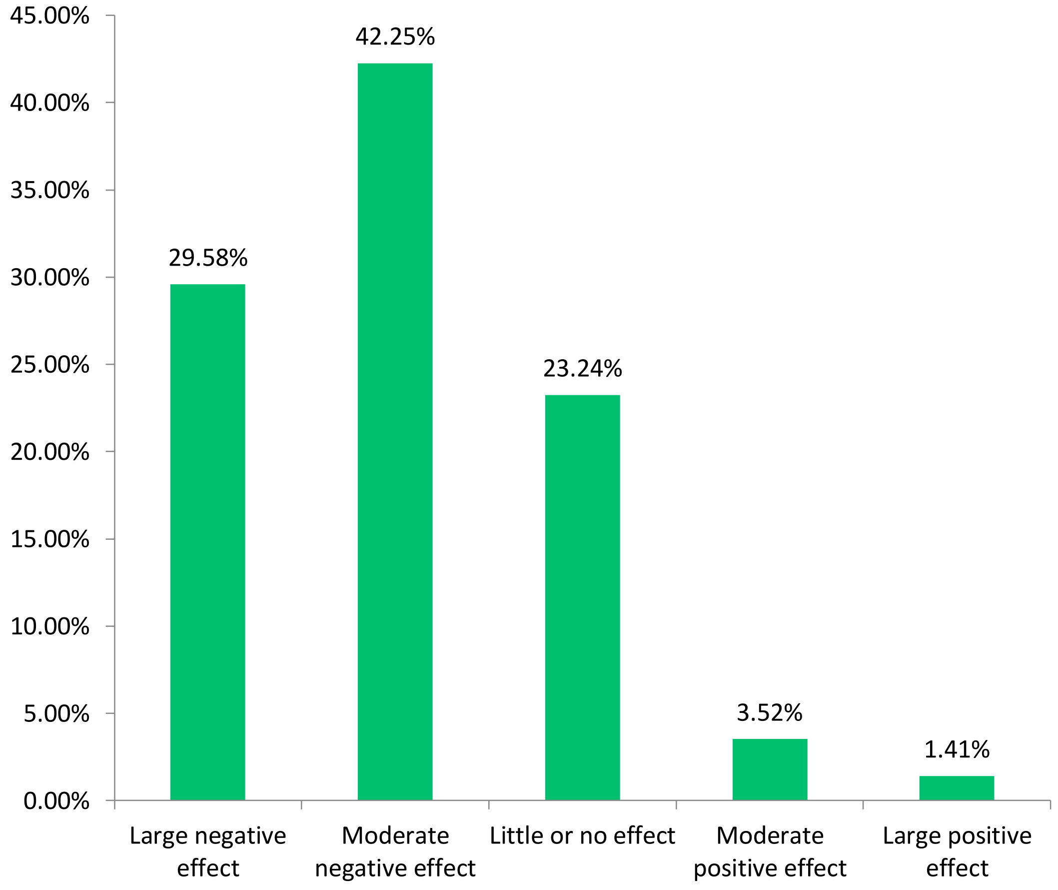
(Figures for each of these results follow)

What is the status of your business?



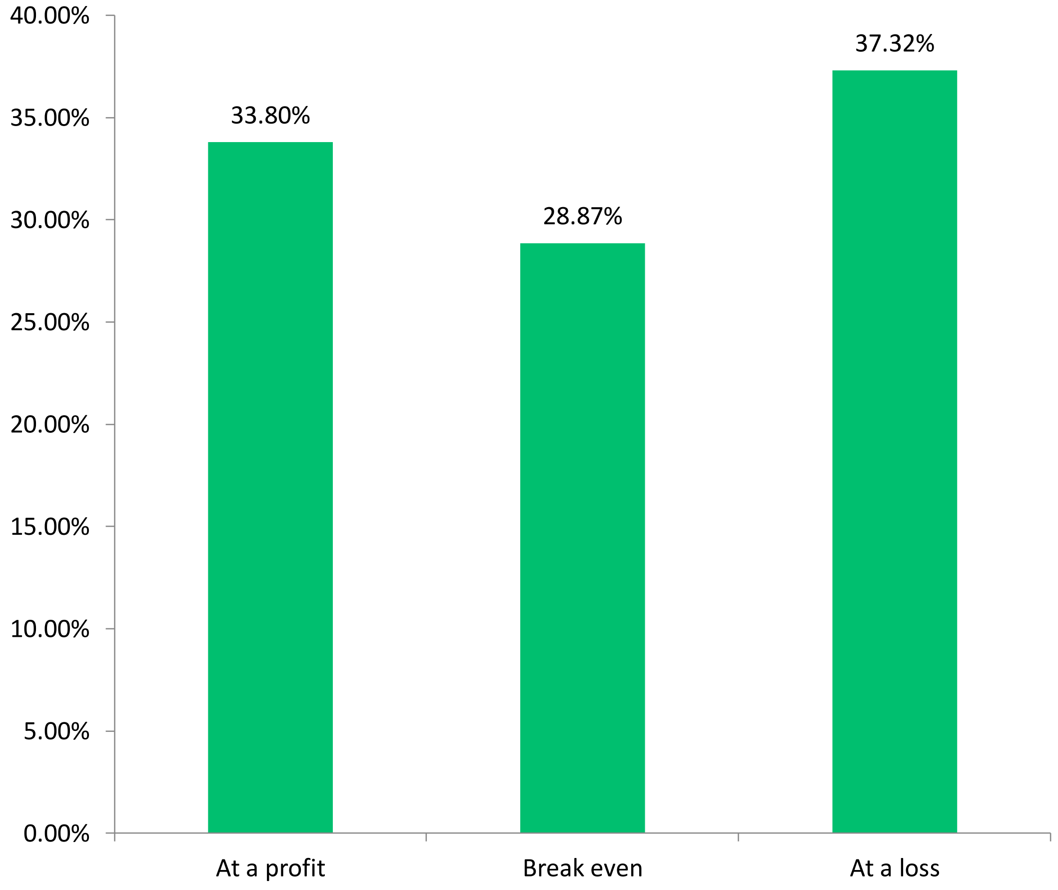
Answer Choices	Responses	
My business is fully open	76.06%	108
My business is partially open	21.83%	31
My business is temporarily closed	0.70%	1
My business is permanently closed	1.41%	2

Overall, how has this business been affected by the Coronavirus pandemic?



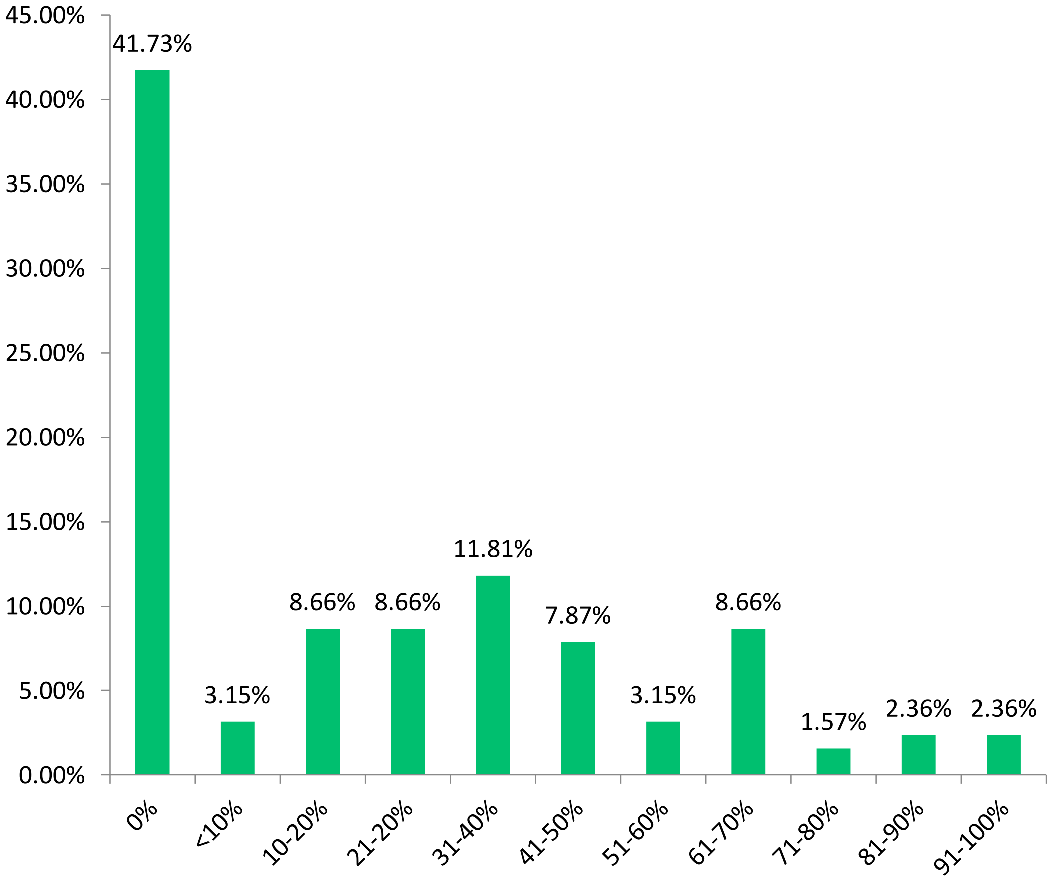
Answer Choices	Responses	
Large negative effect	29.58%	42
Moderate negative effect	42.25%	60
Little or no effect	23.24%	33
Moderate positive effect	3.52%	5
Large positive effect	1.41%	2

What was your business's performance since March 2020?



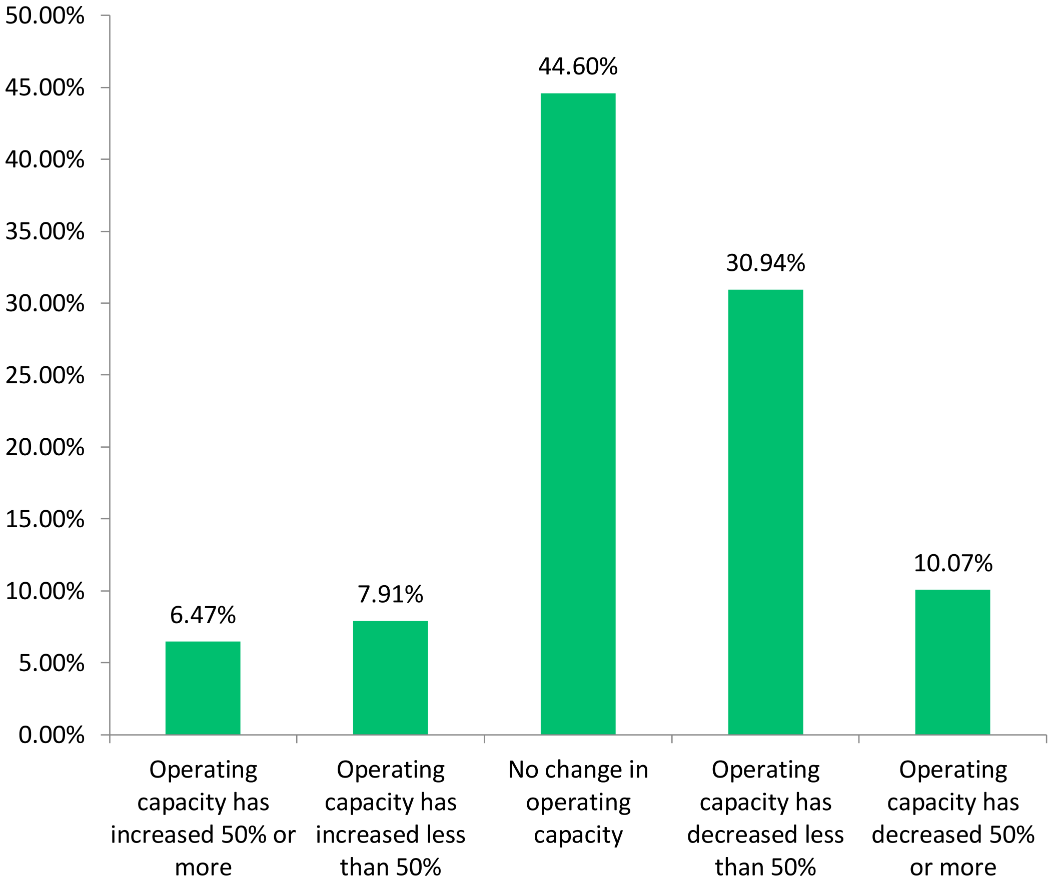
Answer Choices	Responses	
At a profit	33.80%	48
Break even	28.87%	41
At a loss	37.32%	53

If your business's performance has been at a loss, please estimate the decrease in revenue you have experienced due to COVID-19 since March 1, 2020:



Answer Choices	Responses	
0%	41.73%	53
<10%	3.15%	4
10-20%	8.66%	11
21-20%	8.66%	11
31-40%	11.81%	15
41-50%	7.87%	10
51-60%	3.15%	4
61-70%	8.66%	11
71-80%	1.57%	2
81-90%	2.36%	3
91-100%	2.36%	3

How would you describe your business's current operating capacity relative to its operating capacity prior to the Coronavirus pandemic? Note: Operating capacity is the maximum amount of activity this business could conduct under realistic operating conditions.



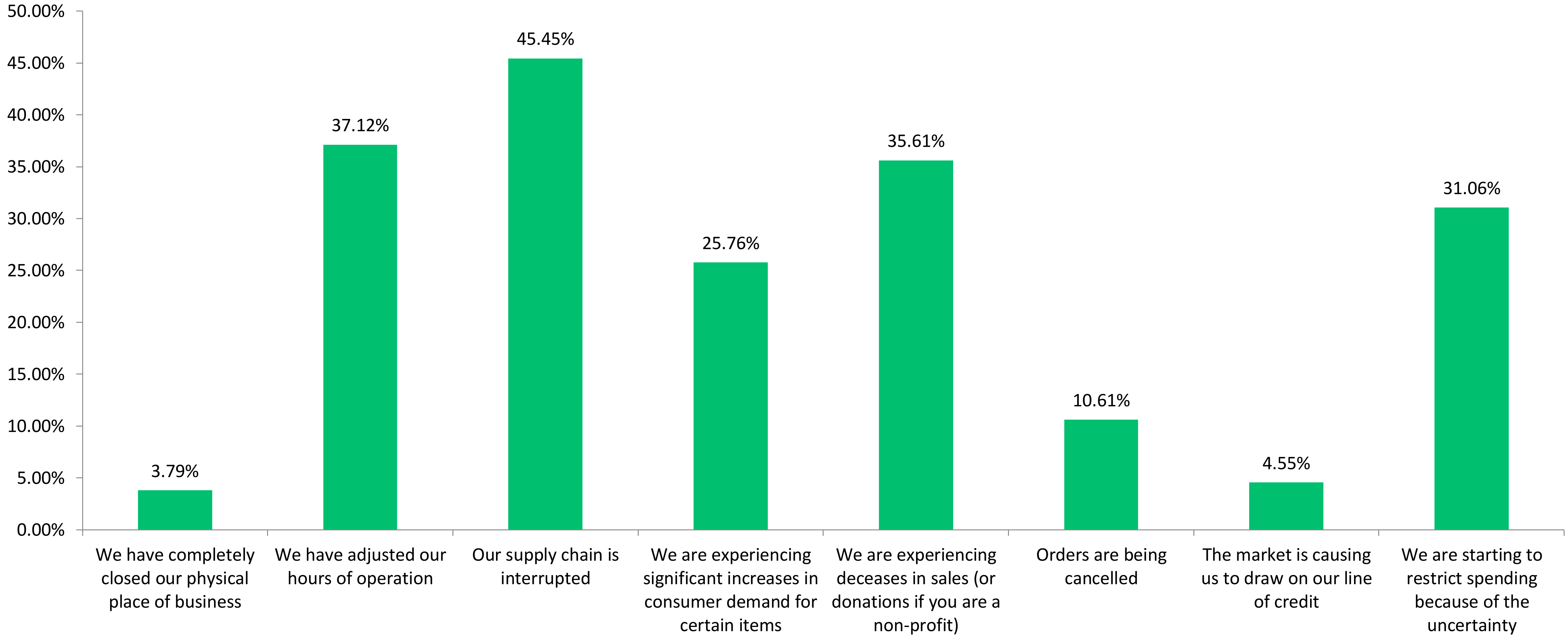
Answer Choices	Responses	
Operating capacity has increased 50% or more	6.47%	9
Operating capacity has increased less than 50%	7.91%	11
No change in operating capacity	44.60%	62
Operating capacity has decreased less than 50%	30.94%	43
Operating capacity has decreased 50% or more	10.07%	14

Effects of COVID-19 on NVC EDD Businesses (cont.)

- More than 45% of respondents report that their supply chain is interrupted.
- More than a third report that they have had to adjust their hours of operation (37.12%) and are experiencing decreased sales/donations (35.61%).
- More than 25% are starting to restrict spending because of the uncertainty (31.06%) and are experiencing significant increases in consumer demands on certain items (25.76%).

(Figures for each of these results follow)

How are your business's operations being impacted by COVID-19 right now? (check all that apply today)



How are your business's operations being impacted by COVID-19 right now? (check all that apply today) (CONTINUED)

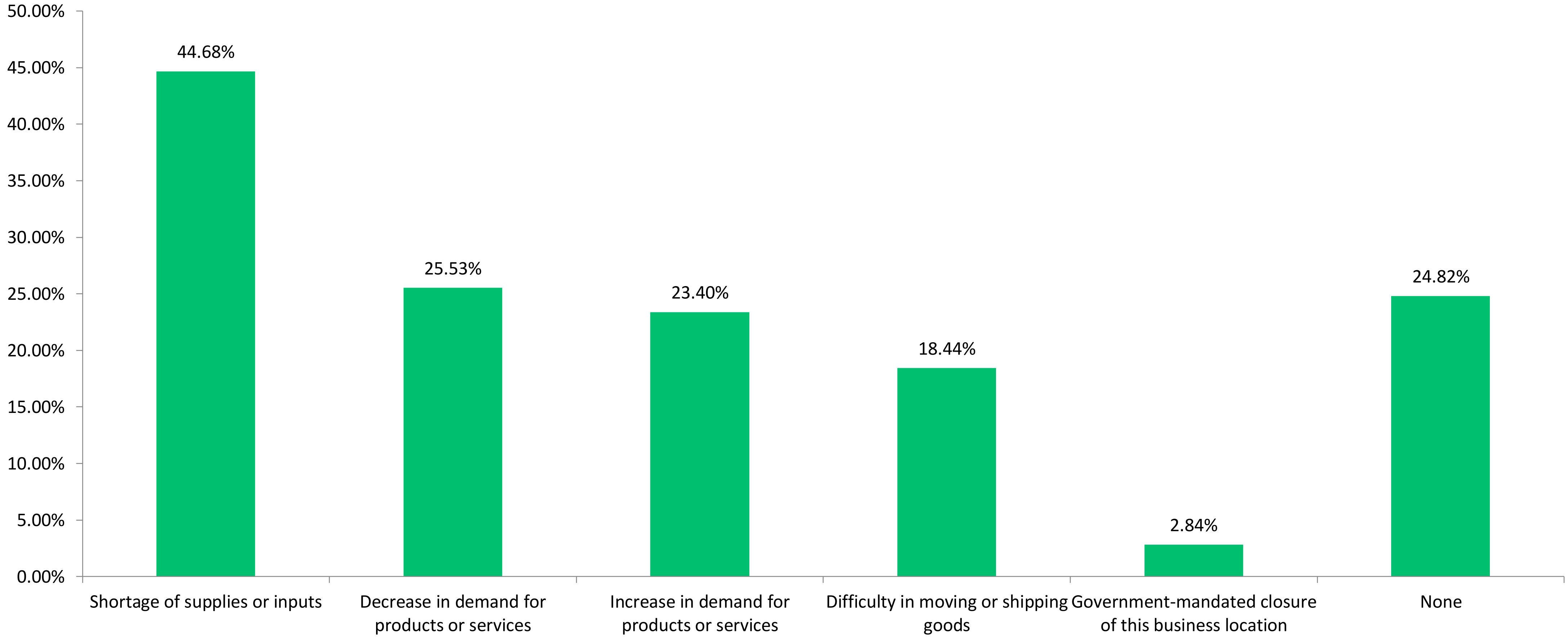
Answer Choices	Responses	
We have completely closed our physical place of business	3.79%	5
We have adjusted our hours of operation	37.12%	49
Our supply chain is interrupted	45.45%	60
We are experiencing significant increases in consumer demand for certain items	25.76%	34
We are experiencing deceases in sales (or donations if you are a non-profit)	35.61%	47
Orders are being cancelled	10.61%	14
The market is causing us to draw on our line of credit	4.55%	6
We are starting to restrict spending because of the uncertainty	31.06%	41

Effects of COVID-19 on NVC EDD Businesses (cont.)

- Close to 45% of respondents report that their business location is experiencing a shortage of supplies or inputs right now.
- Slightly more than a quarter report a decrease in demand for products or services.
- Slightly less than a quarter report an increase in demand for products or services.
- Less than 20% report difficulty in moving or shipping goods right now (18.44%).

(Figures for each of these results follow)

As a result of the Coronavirus pandemic, which of the following is your business location experiencing right now (select all that apply)?



As a result of the Coronavirus pandemic, which of the following is your business location experiencing right now (select all that apply)? (CONTINUED)

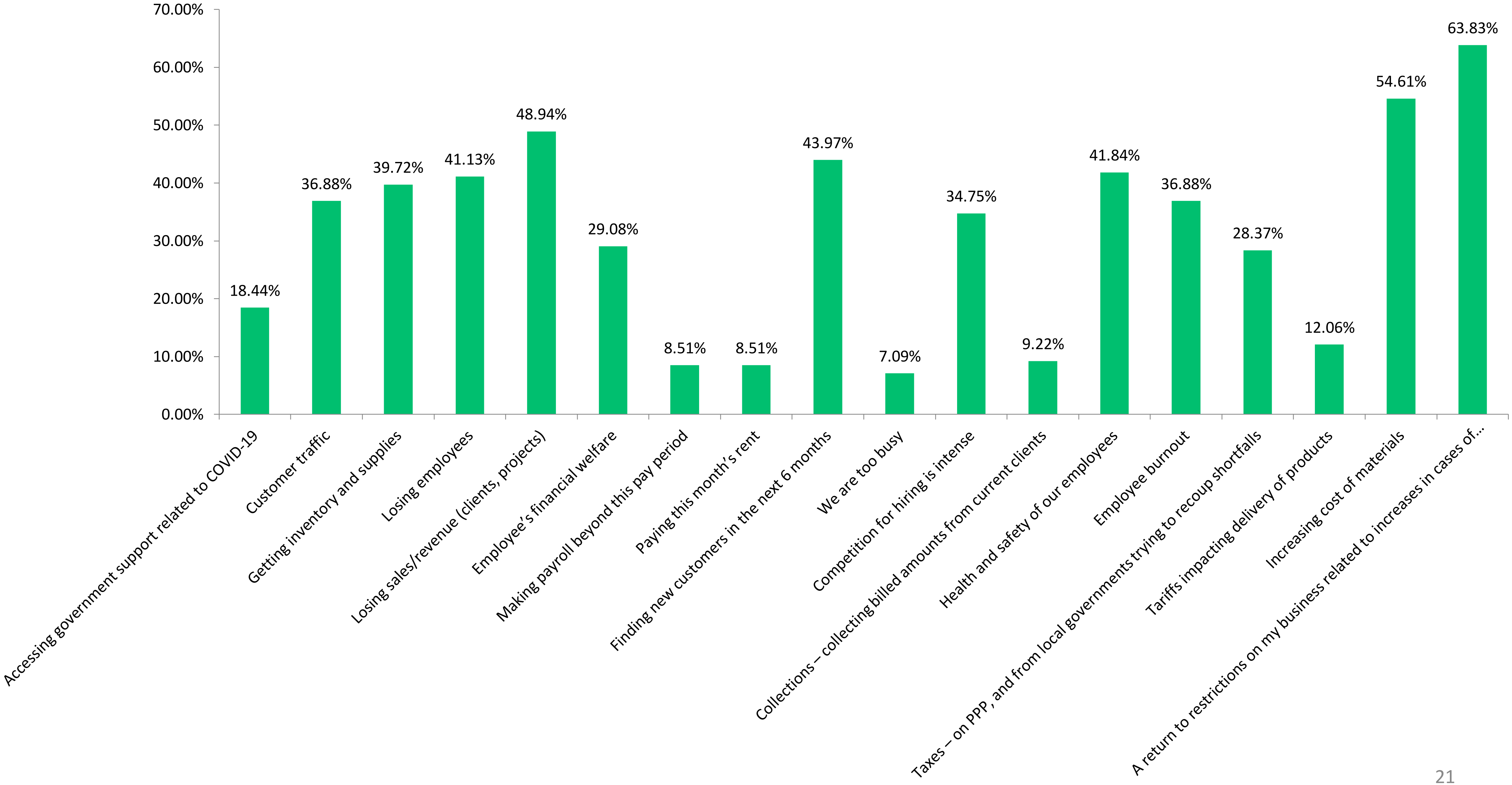
Answer Choices	Responses	
Shortage of supplies or inputs	44.68%	63
Decrease in demand for products or services	25.53%	36
Increase in demand for products or services	23.40%	33
Difficulty in moving or shipping goods	18.44%	26
Government-mandated closure of this business location	2.84%	4
None	24.82%	35

Effects of COVID-19 on NVC EDD Businesses: Most Pressing Concern Now

- At this time, 63.83% of respondents are most concerned about a return to restrictions on their business related to increases in cases of COVID-19.
- At this time, more than half of respondents are most concerned about increasing cost of materials (54.61%).
- More than 40% are most concerned about losing sales/revenues (clients, projects) (48.94%), finding new customers in the next six months (43.97%), health and safety of their employees (41.84%), and losing employees (41.13%).
- More than one-third are most concerned about getting inventory and supplies (39.72%), customer traffic (36.88%), and employee burnout (36.88%), intense competition for hiring (34.75%).
- More than one-quarter are most concerned about their employees' financial welfare (29.08%) and taxes on PPP and from local governments trying to recoup shortfalls (28.37%).

(Figures for each of these results follow)

At this time, I am most concerned about (check all that apply):



At this time, I am most concerned about (check all that apply): (CONTINUED)

Answer Choices	Responses	
Accessing government support related to COVID-19	18.44%	26
Customer traffic	36.88%	52
Getting inventory and supplies	39.72%	56
Losing employees	41.13%	58
Losing sales/revenue (clients, projects)	48.94%	69
Employee’s financial welfare	29.08%	41
Making payroll beyond this pay period	8.51%	12
Paying this month’s rent	8.51%	12
Finding new customers in the next 6 months	43.97%	62
We are too busy	7.09%	10
Competition for hiring is intense	34.75%	49
Collections – collecting billed amounts from current clients	9.22%	13
Health and safety of our employees	41.84%	59
Employee burnout	36.88%	52
Taxes – on PPP, and from local governments trying to recoup shortfalls	28.37%	40
Tariffs impacting delivery of products	12.06%	17
Increasing cost of materials	54.61%	77
A return to restrictions on my business related to increases in cases of COVID-19	63.83%	90

Part II:

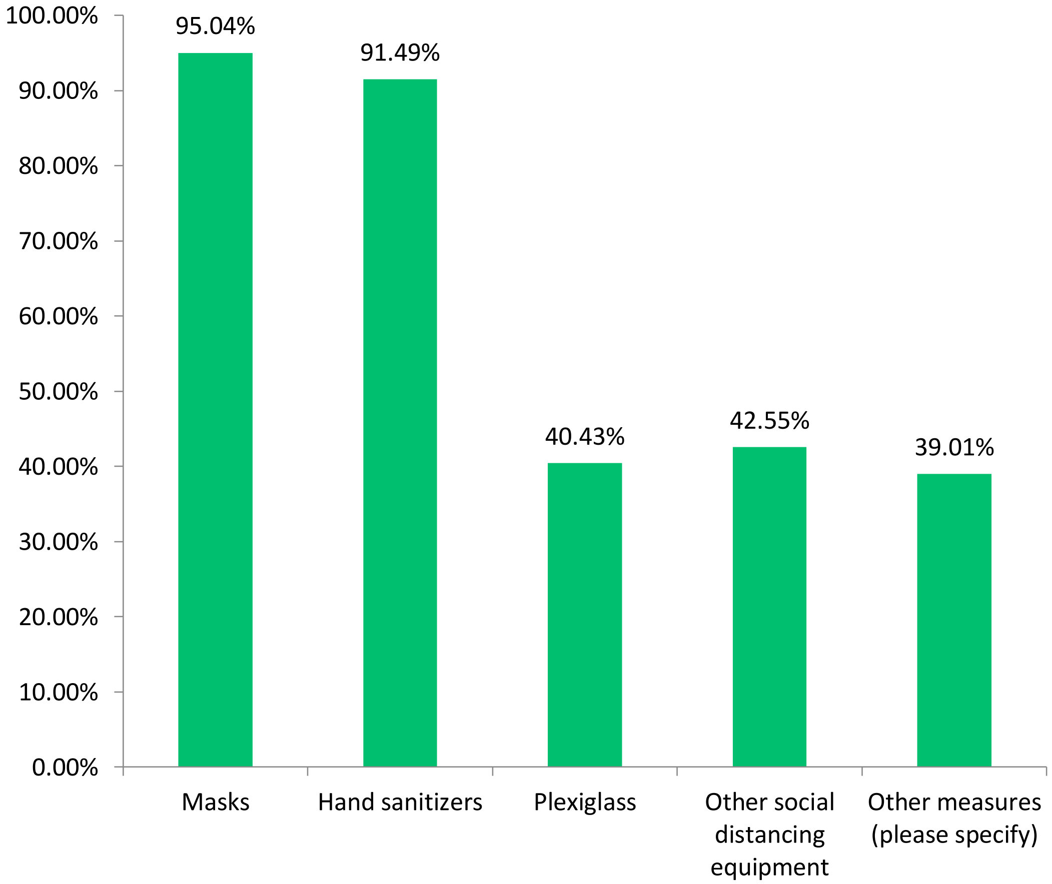
Business Response to COVID-19

Business Response to COVID-19

- More than 90% of businesses purchased masks and hand sanitizers as a response to COVID-19.
- More than 40% purchased Plexiglass (40.43%) and social distancing equipment other than Plexiglass (42.55%).
- Slightly less than 40% took other measures, which are specified below (39.01%).
- Close to 40% of respondents spent less than $1,000 on these purchases (39.57%).
- More than 30% spent between $1,000 and $5,000 on these measures (30.22%).
- More than 10% spent between $5001 and $10,000 (12.23%).
- More than 15% spent more than $10,000 (17.99%)

(Figures for each of these results follow)

Which of the following did you enact as a response to COVID-19 (check all that apply)



Answer Choices	Responses	
Masks	95.04%	134
Hand sanitizers	91.49%	129
Plexiglass	40.43%	57
Other social distancing equipment	42.55%	60
Other measures (please specify)	39.01%	55

Which of the following did you enact as a response to COVID-19 (check all that apply)
Open-ended Responses

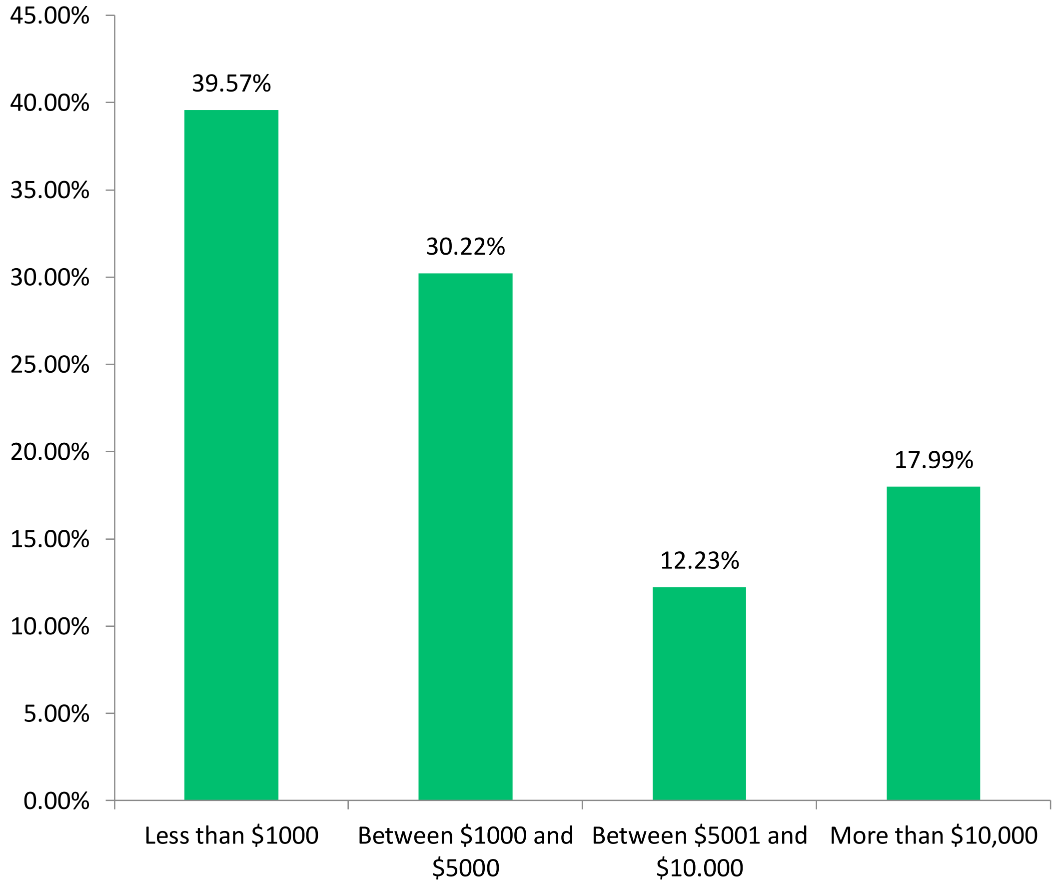
- Outdoor eating
- Vaccines for employees and customers
- Box lunches not buffet, on line POS software
- Signage. Gloves.
- Remote online learning offered for music lessons
- Work from home
- remote work
- Social distancing 6 ft apart
- Staggered Remote working schedules
- no in person meetings
- Testing
- opening other areas of common rooms to accomidate social distancing. Sanitization of all surfaces after each visitation
- remote work
- remote work where possible
- virtual meetings with clients. reduced on site meetings.
- limited clients to enter office-virtual meetings
- Many work at home
- social distance break areas
- Curbside pickup
- Disinfection procedures; incident reporting & contact tracing; essential visitor policies; temperature screening
- Temperature taken on entry
- NO PERSON TO PERSON MEETINGS OUT OF THE OFFICE
- no public exposure
- face shields, disinfection, testing

Which of the following did you enact as a response to COVID-19 (check all that apply)

Open-ended Responses (CONTINUED)

- separate work areas in my home office
- Daily health check all employees and visitors
- Teleconferencing, Separating Work Stations
- Mostly work from home
- Changed how events on site were conducted
- virtual program delivery (partial)
- Close down
- Temperature checks
- IR light filters in HVAC, ionized disinfecting sprayer, limited capacity to 50%
- none
- Cleaning EVERYTHING between customers
- Temp Checks
- air purifiers
- air sanitizer
- Temp Screening, New PTO Policy, etc.
- created outdoor space
- rotating staff day in day out for social distance
- Remote meetings
- moved business online with web conferencing
- Patients call from car or wait in the hall.
- split shifts, temperatures, no outside visitors, no travel
- Nothing
- Work from home
- touch free where applicable
- Distancing of desks
- If I had any business I'd do all of the above
- appointment only operations
- portable handwashing stations, hand-free drinking water dispensers
- Spaced tables
- hand washing and oral mouth rinses prior to being seen, uv lights and air filtration
- office employees worked from home

What was the total cost of these COVID-19 measures?



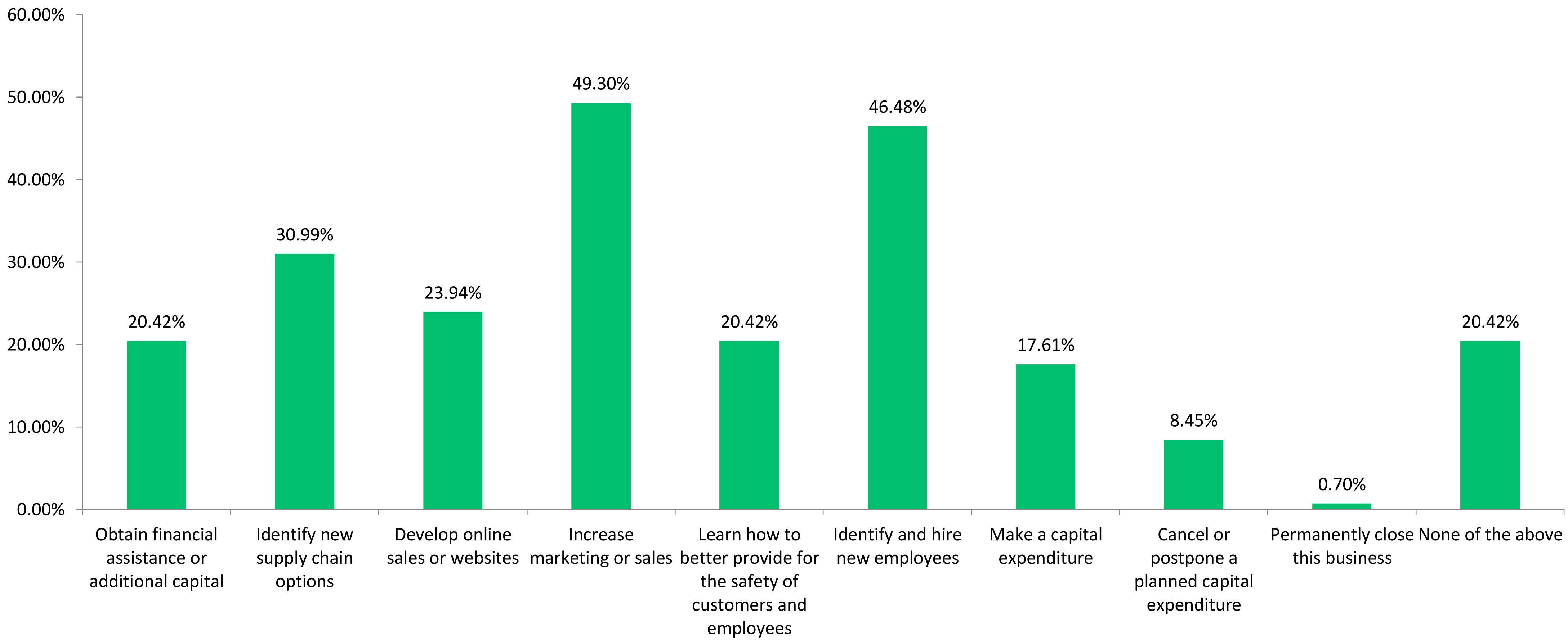
Answer Choices	Responses	
Less than $1000	39.57%	55
Between $1000 and $5000	30.22%	42
Between $5001 and $10.000	12.23%	17
More than $10,000	17.99%	25

Business Response to COVID-19 (cont.)

- In the next six months, close to 50% of the businesses report that they will have to increase marketing or sales (49.30%).
- In the next six months, more than 45% of the businesses report that they will have to identify and hire new employees (46.48%).
- More than 30% report that they will have to identify new supply chain options in the next six months (30.99%).
- More than 20% report that they will have to develop online websites (23.94%), obtain financial assistance or additional capital (20.42%), and learn how to better provide for the safety of the customers and employees (20.42%).

(Figures for each of these results follow)

In the next 6 months, do you think this business will need to do any of the following?



In the next 6 months, do you think this business will need to do any of the following? (CONTINUED)

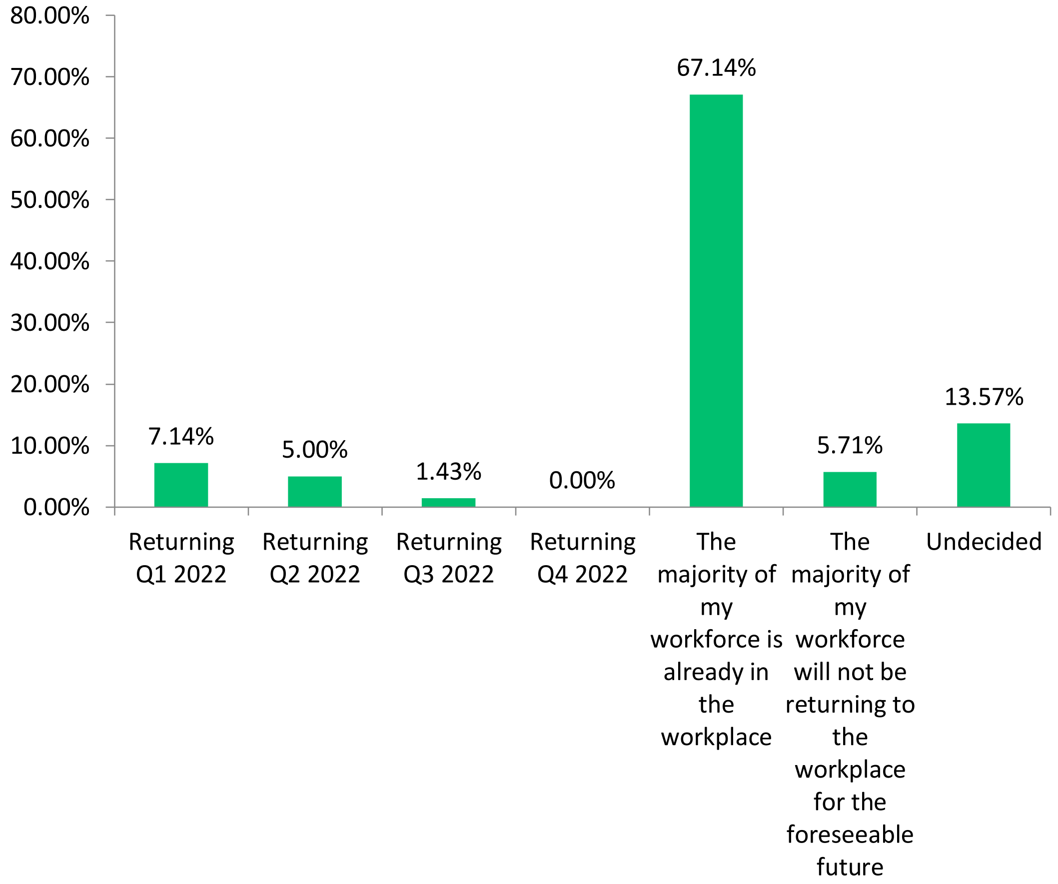
Answer Choices	Responses	
Obtain financial assistance or additional capital	20.42%	29
Identify new supply chain options	30.99%	44
Develop online sales or websites	23.94%	34
Increase marketing or sales	49.30%	70
Learn how to better provide for the safety of customers and employees	20.42%	29
Identify and hire new employees	46.48%	66
Make a capital expenditure	17.61%	25
Cancel or postpone a planned capital expenditure	8.45%	12
Permanently close this business	0.70%	1
None of the above	20.42%	29

Business Response to COVID-19: Plans for Returning the Majority of Workforce to the Workplace

- More than two-thirds of respondents have the majority of their workforce already in place (67.14%).
- More than 10% are undecided about their plans for returning the majority of the workforce to the workplace (13.57%).

(Figures for each of these results follow)

What are your plans for returning the majority of your workforce to the workplace?



Answer Choices	**Responses**	
Returning Q1 2022	7.14%	10
Returning Q2 2022	5.00%	7
Returning Q3 2022	1.43%	2
Returning Q4 2022	0.00%	0
The majority of my workforce is already in the workplace	67.14%	94
The majority of my workforce will not be returning to the workplace for the foreseeable future	5.71%	8
Undecided	13.57%	19

Part III:

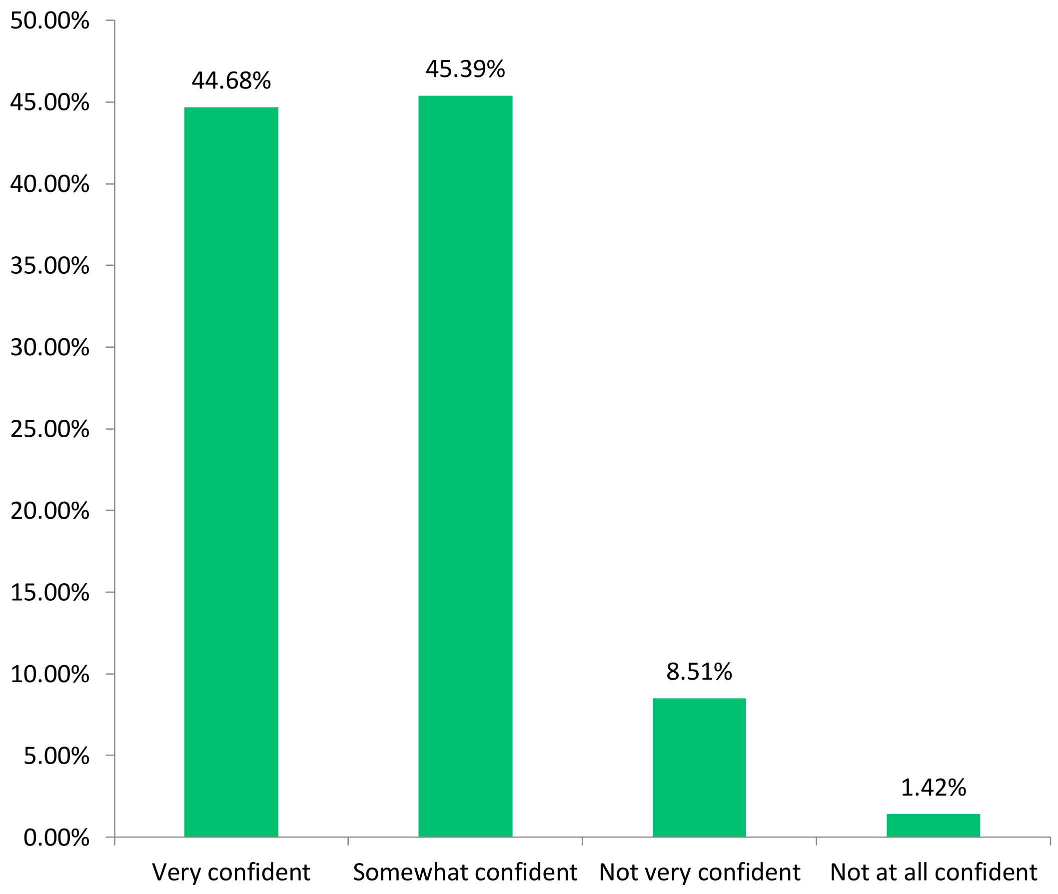
Perceptions of Continuing Recovery

Perceptions of Continuing Recovery

- More than 45% of respondents are somewhat confident that their business will fully recover from the pandemic and related economic downturn (45.39%).
- Slightly less than 45% of respondents are very confident that their business will fully recover from the pandemic and related economic downturn (44.68%).
- Close to 10% are not very confident that their business will fully recover from the pandemic and related economic downturn (8.51%).
- Less than 2% are not at all confident that their business will fully recover from the pandemic and related economic downturn (1.42%).
- Of those whose businesses are not closed, 81.56% think that their business will fully recover in the next two years while 18.44% do not.
- Most who will believe that their business will fully recover in the next two years believe that the recovery time will be 12-24 months while many others believe that the recovery will take a year or less than a year.
- Of those who believe that it will take more two years from their businesses to fully recover, 92.38% believe that their businesses will fully recover at some point while 7.62% do not feel this way.

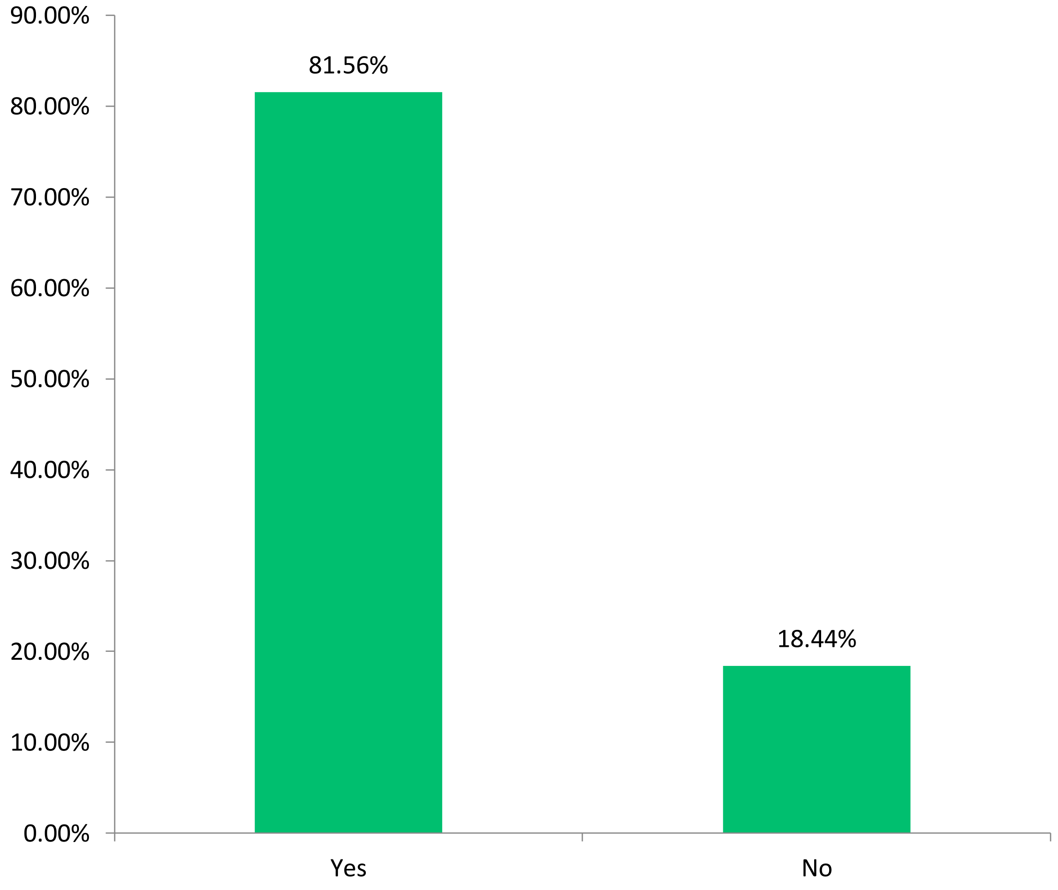
(Figures for each of these results follow)

How confident are you that your business will fully recover from the pandemic and related economic downturn?



Answer Choices	Responses	
Very confident	44.68%	63
Somewhat confident	45.39%	64
Not very confident	8.51%	12
Not at all confident	1.42%	2

If your business is not closed, do you think your business will fully recover within the next two years?



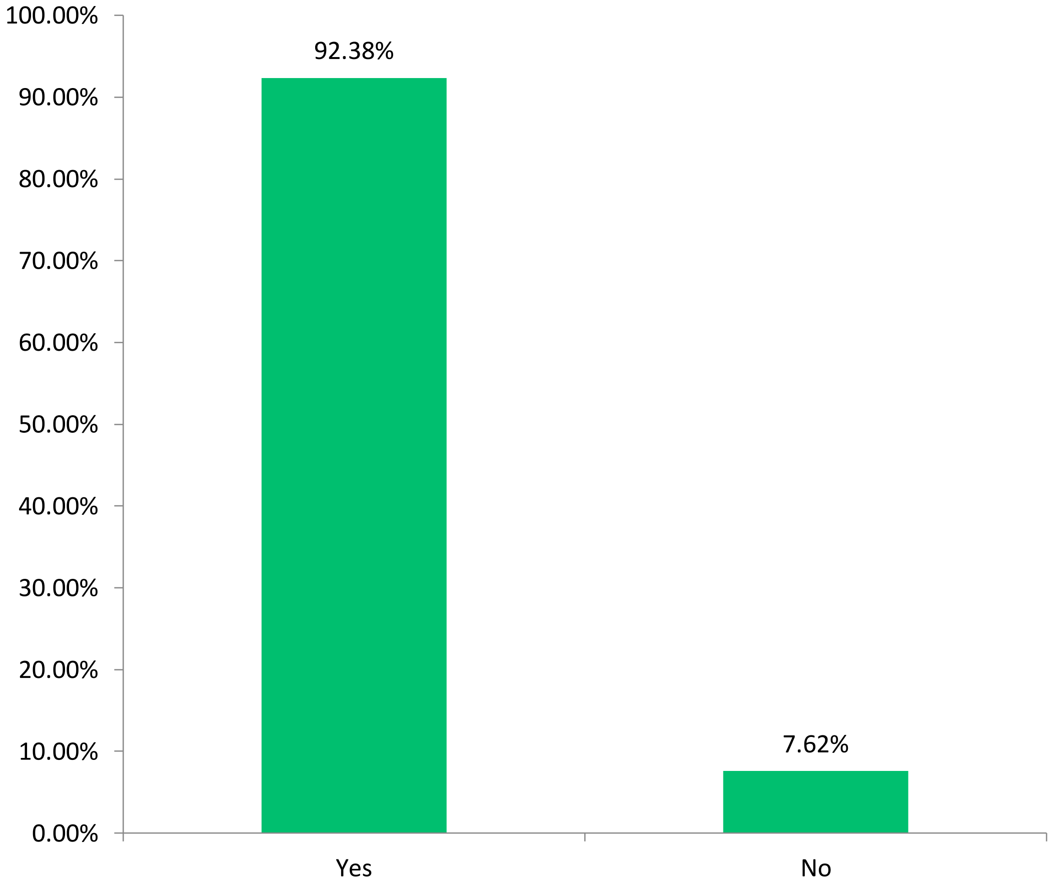
Answer Choices	Responses	
Yes	81.56%	115
No	18.44%	26

If yes (in response to: Do you think your business will fully recover within the next two years?), **how many months do you think this will take?**

Zero Months	7
Less than 12 Months	22
12 Months	24
12 to 24 Months	35
More than 2 Years	3

- Already fully recovered.
- Already have
- Already recovered
- depends on how long supply chain disruptions and employment(finding more employees) issues go on
- depends on how the pandemic proceeds
- Hard to measure, if they mandate another close, we start all over again. With the virus numbers increasing how will we go back to full business?
- I couldn't guess
- immediate
- immediately
- It depends on the current variant and demand of vaccination
- Need the local corporation employees to return
- no decline in business
- Not closed
- Nothing to recover from - business has been steady, even a bit better, for me during this time.
- Ok
- Unknown at this time
- We are fully open
- we are operating at close to full capacity presently

If not (in response to: Do you think your business will fully recover within the next two years?)**, do you think that your business will ever recover?**



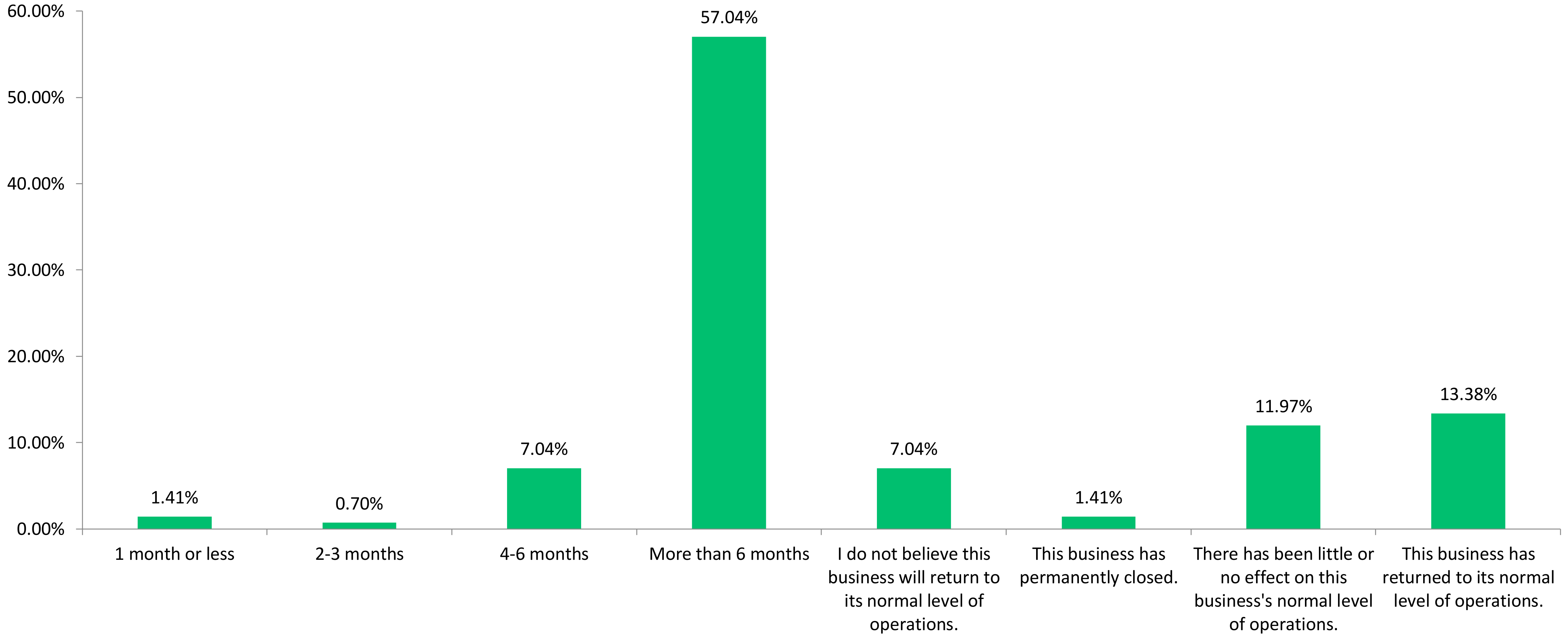
Answer Choices	**Responses**	
Yes	92.38%	97
No	7.62%	8

Perceptions of Continuing Recovery (cont.)

- More than 50% of respondents believe that more than six months will pass before business returns to its normal level of operations (57.04%).
- Close to 15% report that their business has returned to normal levels of operations (13.38%).
- More 10% report that there has been no effect on their business's normal level of operations (11.97%).
- Slightly less than 10% do not believe that their business will return to normal levels of operation (7.04%).
- Less than 2% of the businesses have permanently closed (1.41%).

(Figures for each of these results follow)

In your opinion, how much time do you think will pass before this business returns to its normal level of operations?



In your opinion, how much time do you think will pass before this business returns to its normal level of operations? (CONTINUED)

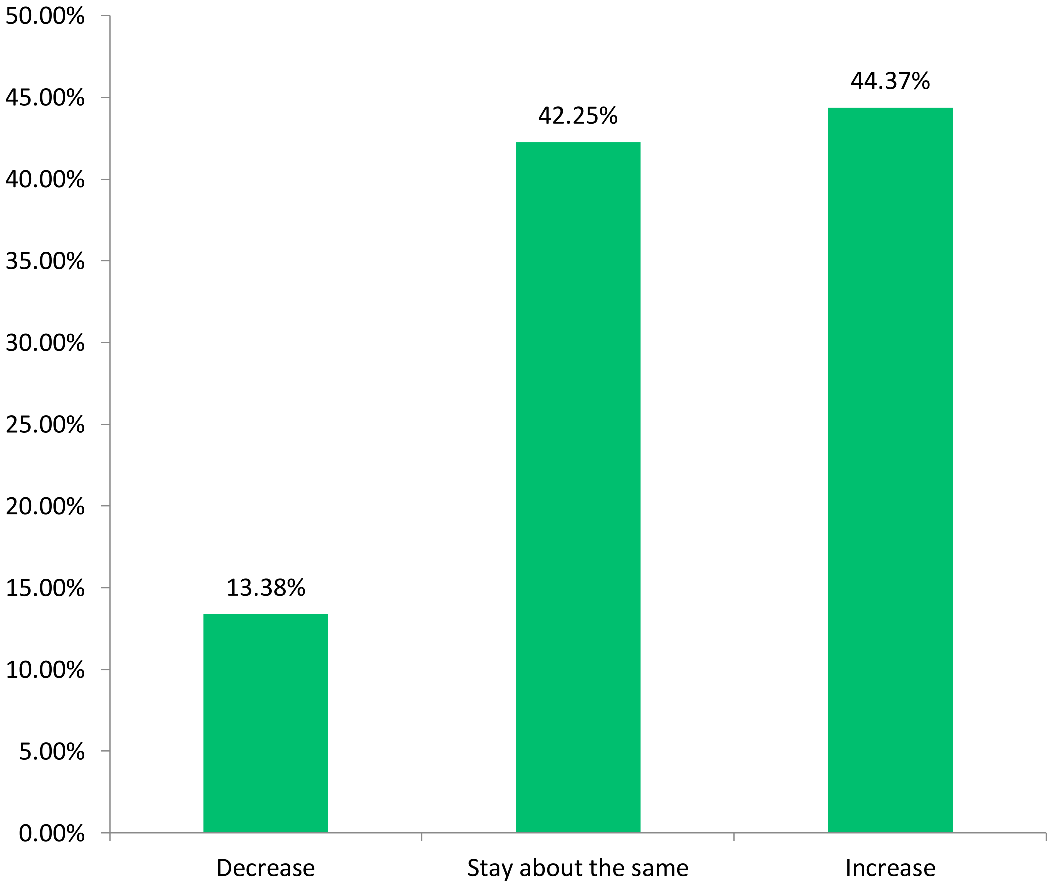
Answer Choices	Responses	
1 month or less	1.41%	2
2-3 months	0.70%	1
4-6 months	7.04%	10
More than 6 months	57.04%	81
I do not believe this business will return to its normal level of operations.	7.04%	10
This business has permanently closed.	1.41%	2
There has been little or no effect on this business's normal level of operations.	11.97%	17
This business has returned to its normal level of operations.	13.38%	19

Perceptions of Continuing Recovery (cont.)

- Close to 45% of businesses believe that their revenues will increase in the next year (44.37%).
- More than 40% of businesses believe that their revenues will stay about the same in the next year (42.25%).
- More than 10% of businesses believe that their revenues will decrease over the next year (13.38%).
- More than 50% of business believe that their staffing levels will stay about the same over the next year (58.45%); one-third believe that they will increase their business's staffing levels over the next year (33.10%); less than 10% believe that their staffing levels will decrease over the next year (8.45%).

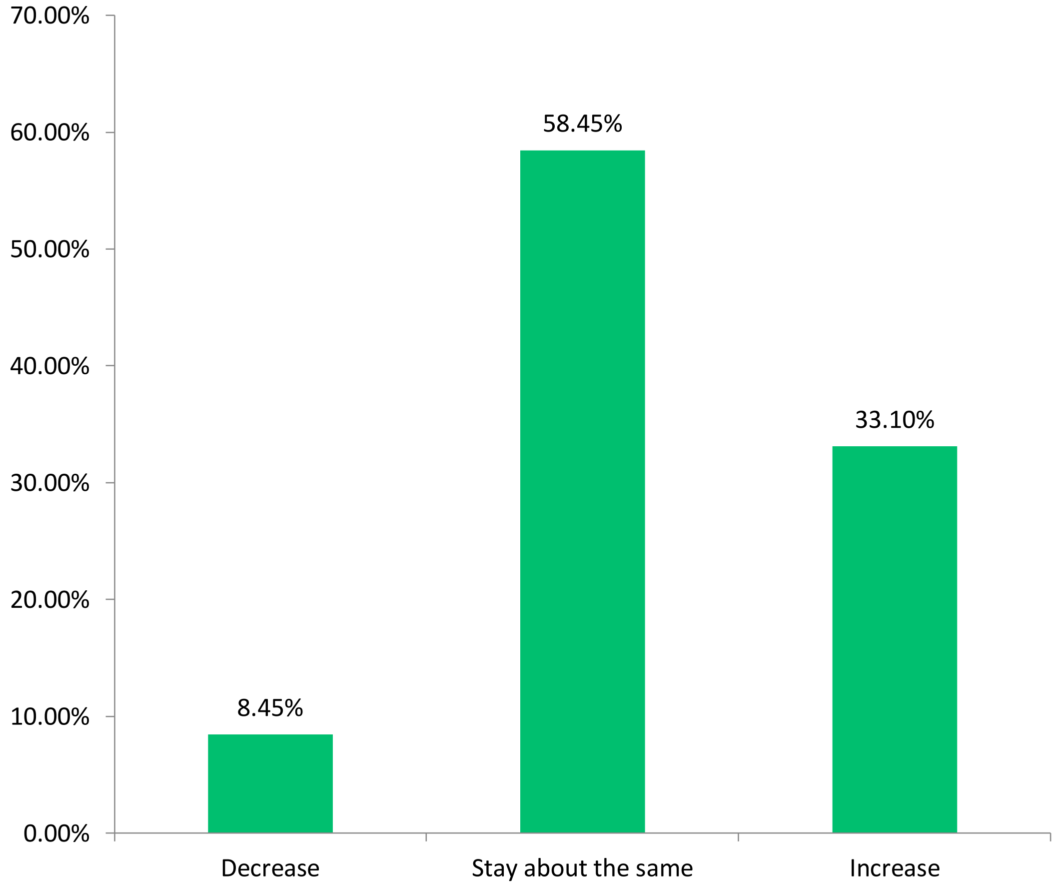
(Figures for each of these results follow)

Over the next year, do you expect your business's revenues to decrease, stay about the same, or increase?



Answer Choices	Responses	
Decrease	13.38%	19
Stay about the same	42.25%	60
Increase	44.37%	63

Over the next year, do you expect your business's staffing levels to decrease, stay about the same, or increase?



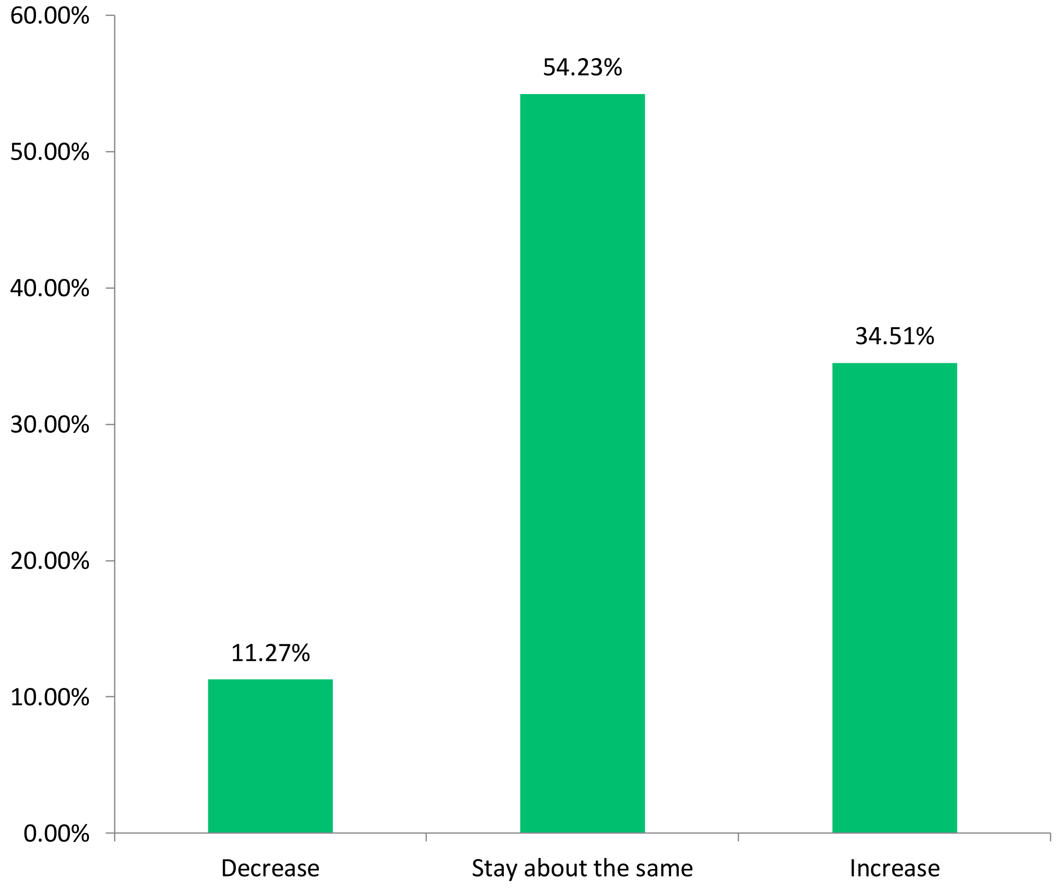
Answer Choices	Responses	
Decrease	8.45%	12
Stay about the same	58.45%	83
Increase	33.10%	47

Perceptions of Continuing Recovery (cont.)

- More than 50% of businesses expect that investments in their business to remain about the same over the next year (54.23%).
- More than one-third of businesses believe that investments in their business will increase over the next year (34.51%).
- More than 10% of the businesses expect investments in their business to decrease over the next year (11.27%).
- More than 50% of the businesses expect that their employment levels will not change in the next 12 months (54.51%).
- More than one-third of the businesses expect their employment levels to increase in the next year (36.17%).
- Slightly less than 10% of the businesses believe that their employment levels will decrease in the next year (9.22%).

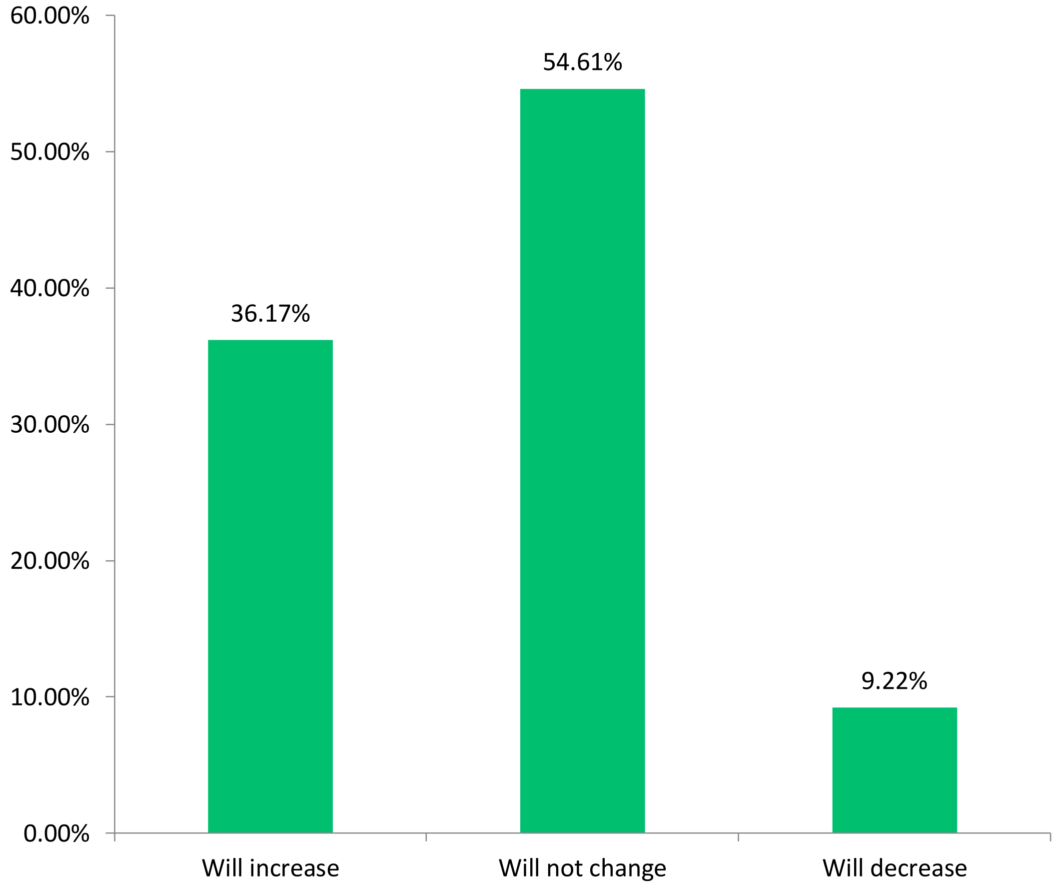
(Figures for each of these results follow)

Over the next year, do you expect the investments you make in your business to decrease, stay about the same, or increase?



Answer Choices	Responses	
Decrease	11.27%	16
Stay about the same	54.23%	77
Increase	34.51%	49

How do you expect your business's employment to change in the next 12 months?



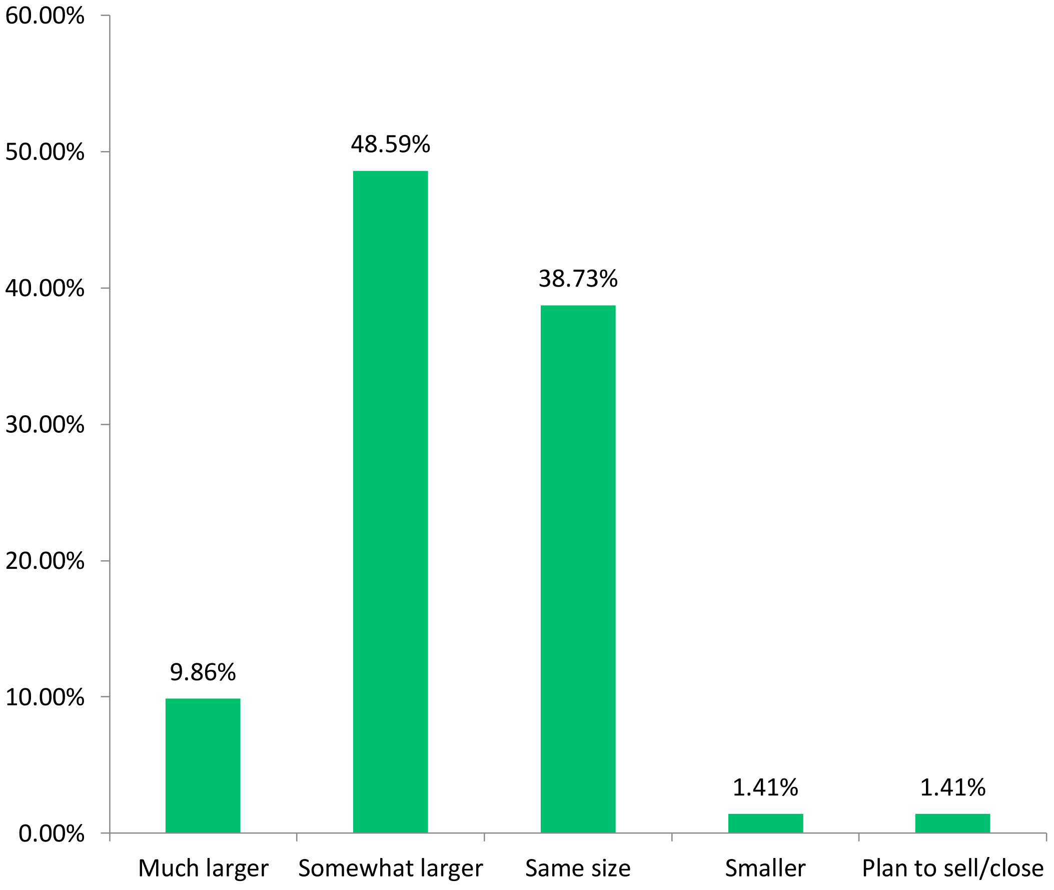
Answer Choices	Responses	
Will increase	36.17%	51
Will not change	54.61%	77
Will decrease	9.22%	13

Perceptions of Continuing Recovery (cont.)

- Most businesses prefer the future size of their business to be somewhat larger (48.59%) or the same size (38.73).
- Slightly less than 10% prefer their future size to be much larger (9.86%).
- Less than one percent (1.41%) prefer their business size to be smaller.
- Less than one percent (1.41%) plan to sell or close.

(Figures for each of these results follow)

What is your preference for the future size of your business?



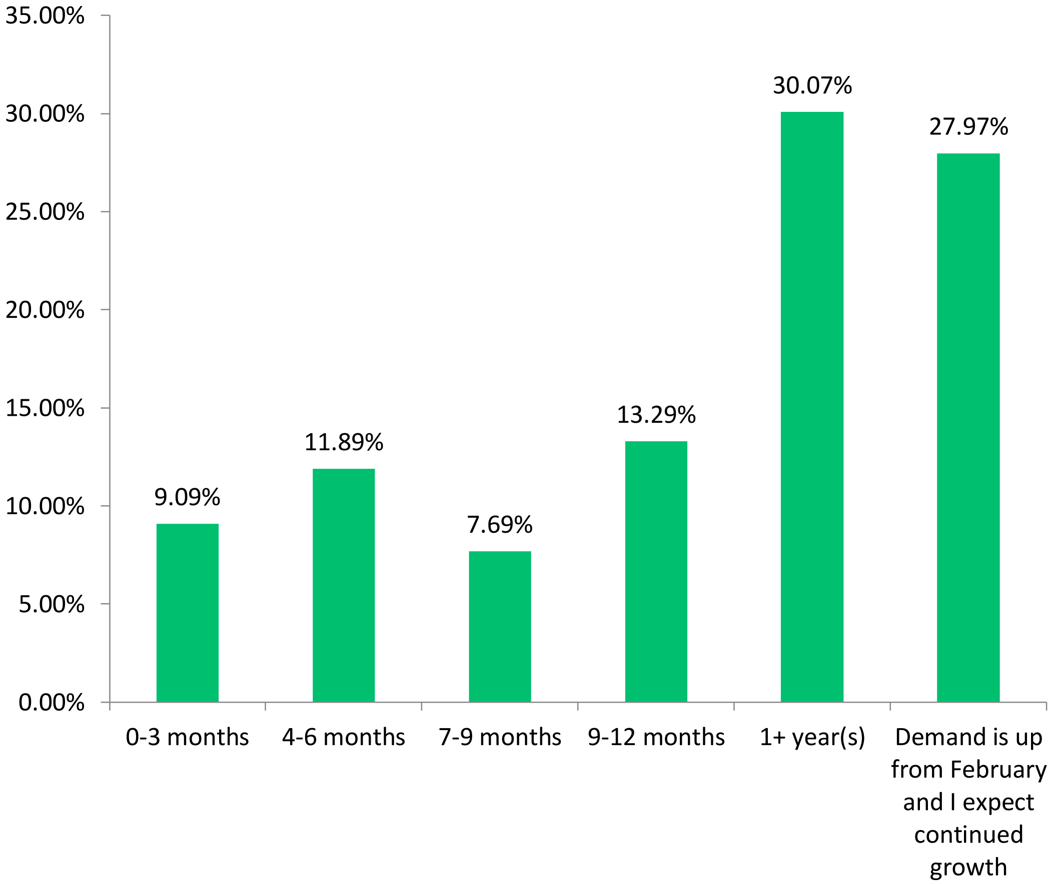
Answer Choices	Responses	
Much larger	9.86%	14
Somewhat larger	48.59%	69
Same size	38.73%	55
Smaller	1.41%	2
Plan to sell/close	1.41%	2

Perceptions of Continuing Recovery: How Quickly Do You Expect Demand for Your Service or Product to Return to Levels at or Near February 2020.

- Slightly more than 30% of respondents expect demand for their service or product to return to levels at or near February 2020 in more than a year.
- More than one-quarter report that demand is up from February 2020 and they expect continued growth (27.97%).
- The rest of respondents report that demand will return to pre-pandemic levels in less than a year.

(Figures for each of these results follow)

How quickly do you expect demand for your service or product to return to levels at or near February 2020?



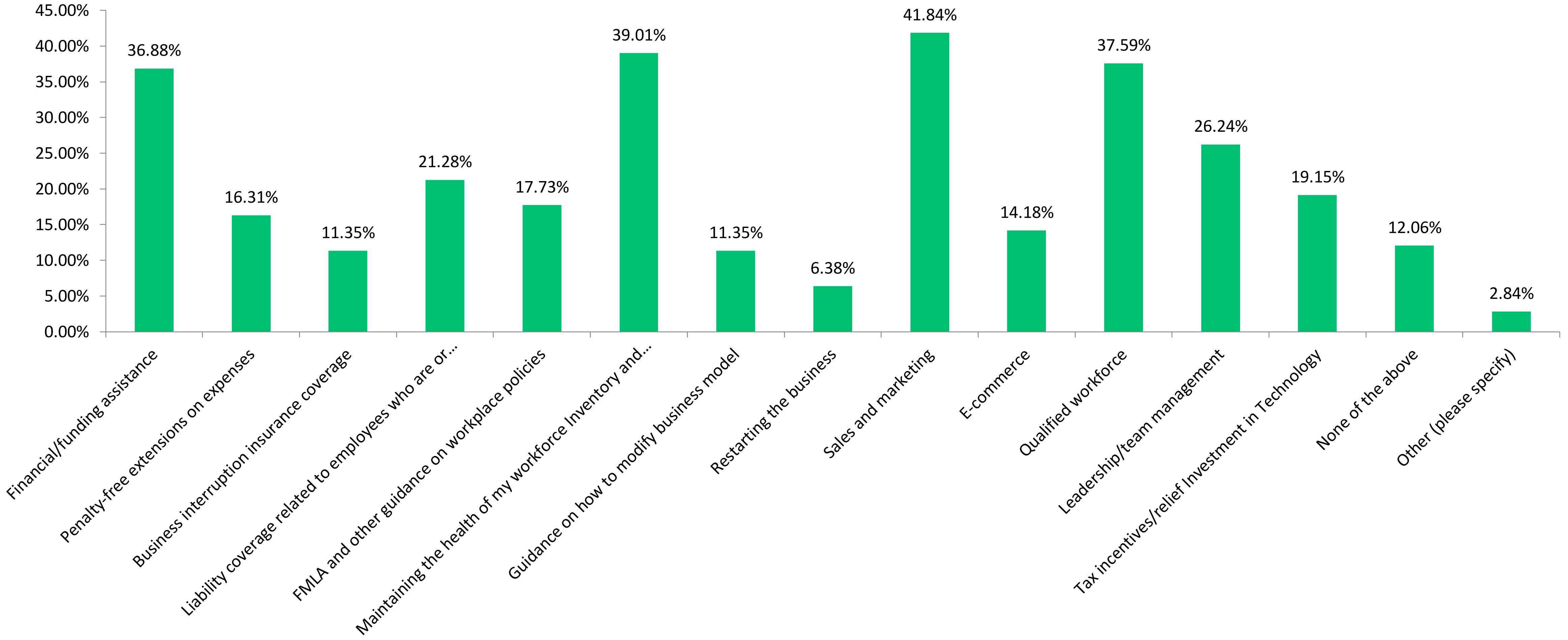
Answer Choices	Responses	
0-3 months	9.09%	13
4-6 months	11.89%	17
7-9 months	7.69%	11
9-12 months	13.29%	19
1+ year(s)	30.07%	43
Demand is up from February and I expect continued growth	27.97%	40

Perceptions of Continuing Recovery: Top Priorities for Future Assistance

- More than 40% of businesses report that sales and marketing is their top priority for future assistance (41.84%).
- More than 30% report that maintaining the health of their workforce inventory and supply chain (39.01%), qualified workforce (37.59%), and financial/funding assistance (36.88%) is their top priority for future assistance.
- More than 20% report that leadership/team management (26.24%) and liability coverage related to employees who are or may become infected after returning to work (21.28%) is their top priority for future assistance.

(Figures for each of these results follow)

What do you see as your top priorities for future assistance (check all that apply)?



What do you see as your top priorities for future assistance (check all that apply)? (CONTINUED)

Answer Choices	Responses	
Financial/funding assistance	36.88%	52
Penalty-free extensions on expenses	16.31%	23
Business interruption insurance coverage	11.35%	16
Liability coverage related to employees who are or may become infected after returning to work	21.28%	30
FMLA and other guidance on workplace policies	17.73%	25
Maintaining the health of my workforce Inventory and supply chain	39.01%	55
Guidance on how to modify business model	11.35%	16
Restarting the business	6.38%	9
Sales and marketing	41.84%	59
E-commerce	14.18%	20
Qualified workforce	37.59%	53
Leadership/team management	26.24%	37
Tax incentives/relief Investment in Technology	19.15%	27
None of the above	12.06%	17
Other (please specify)	2.84%	4

Part IV:

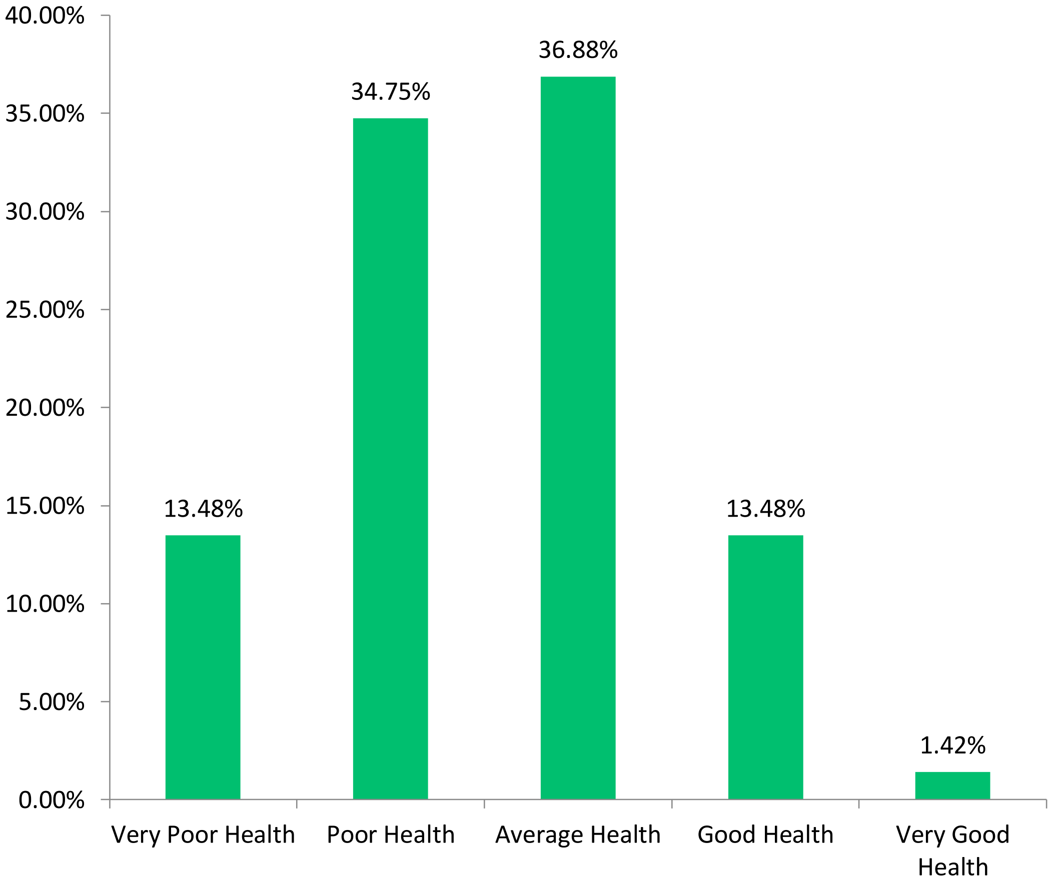
Regional Context

Perceptions of the National and Local Economies

- Respondents have more positive opinions of their local economy than the national economy.
- A plurality of respondents rate the health of the national economy (36.88%) and their town's economy (43.66%) at about average health.
- More than 15% rate their local economy as in good health while 13.48% have this perception of the national economy.
- More than one-third rate the national economy as in poor health (34.75%) while 26.76% regard their local economy as in poor health.
- More than 10% believe that the national economy is in very poor health (13.48) while less than 10% claim that their local economy is in very poor health (8.45%).

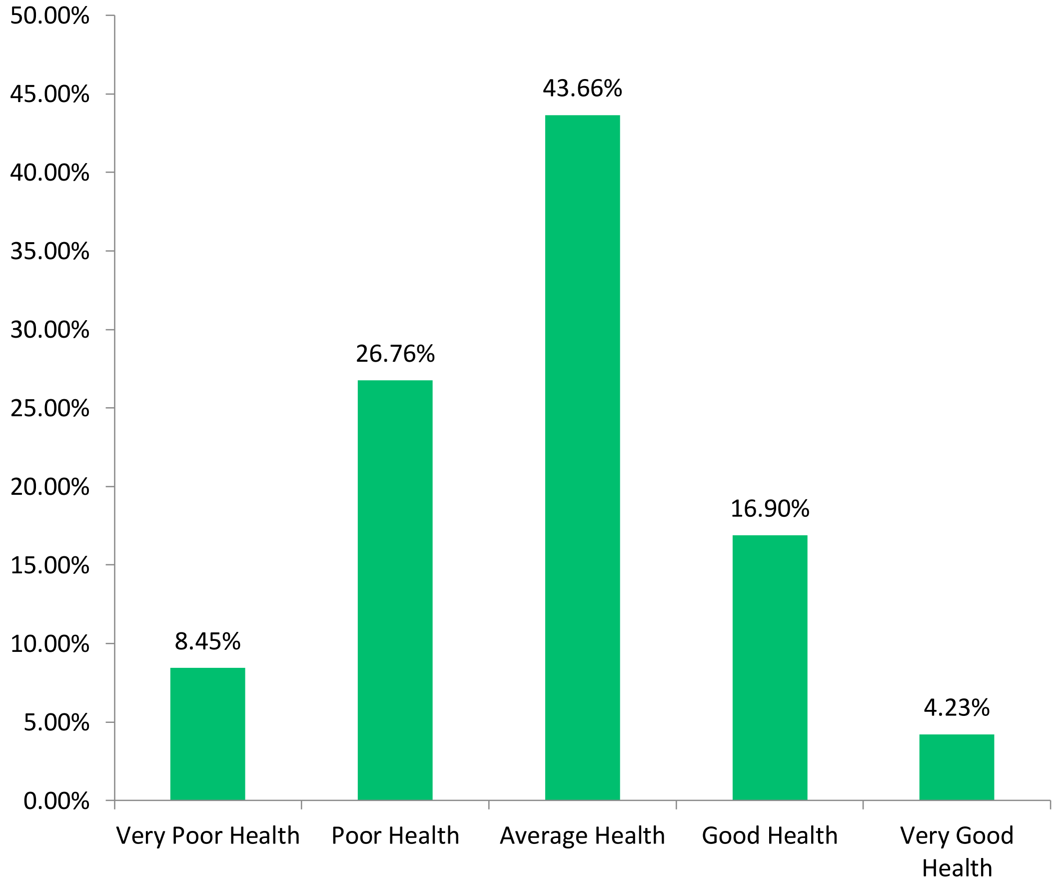
(Figures for each of these results follow)

How would you rate the health of the national economy?



Answer Choices	Responses	
Very Poor Health	13.48%	19
Poor Health	34.75%	49
Average Health	36.88%	52
Good Health	13.48%	19
Very Good Health	1.42%	2

How would you rate the health of your town's economy?



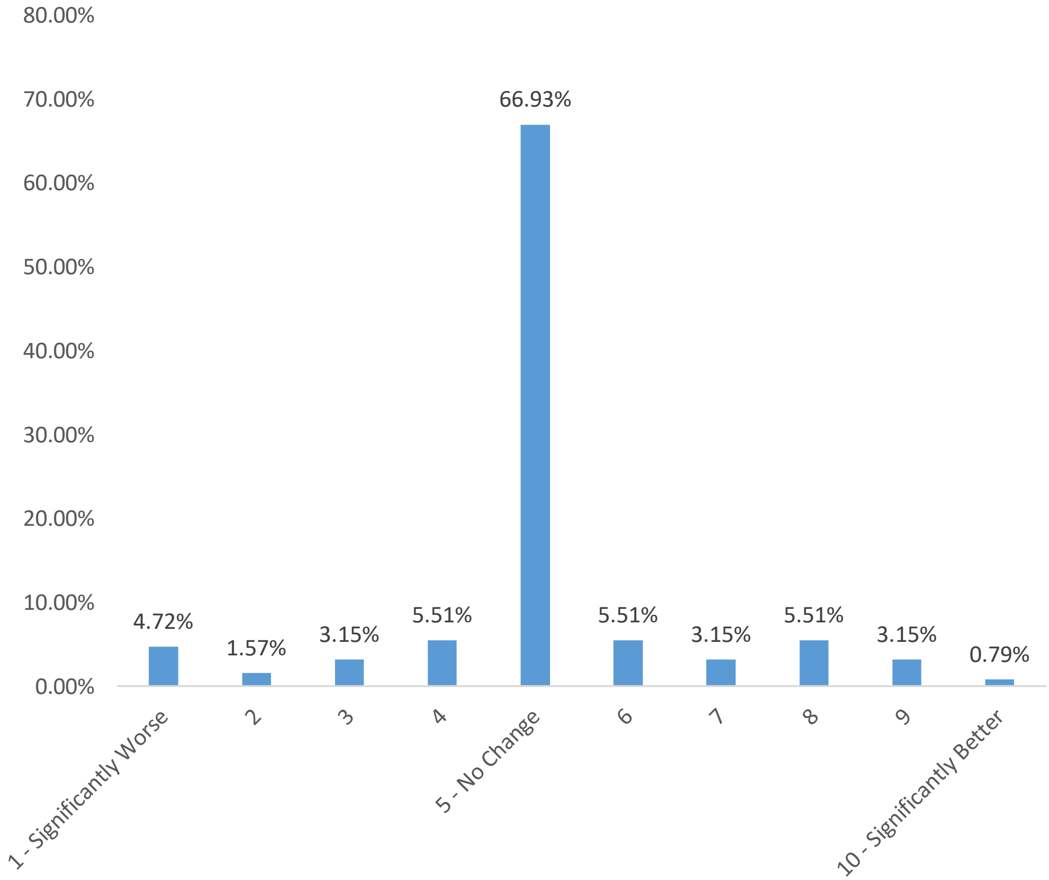
Answer Choices	Responses	
Very Poor Health	8.45%	12
Poor Health	26.76%	38
Average Health	43.66%	62
Good Health	16.90%	24
Very Good Health	4.23%	6

Perceptions of Job-Training Programs in the Last Five Years and Since the Pandemic Began

- More than two-thirds of respondents report no change to the accessibility of job-training programs in the NVC EDD compared to five years ago.
- More than two-thirds of respondents report no change to the accessibility of job-training programs in the NVC EDD since the pandemic began.
- More than 60% of respondents report no change in the quality of job-training programs in the NVC EDD compared to five years ago (61.60%).
- Sixty-five percent of respondents report no change in the quality of job-training programs in the NVC EDD since the pandemic began.

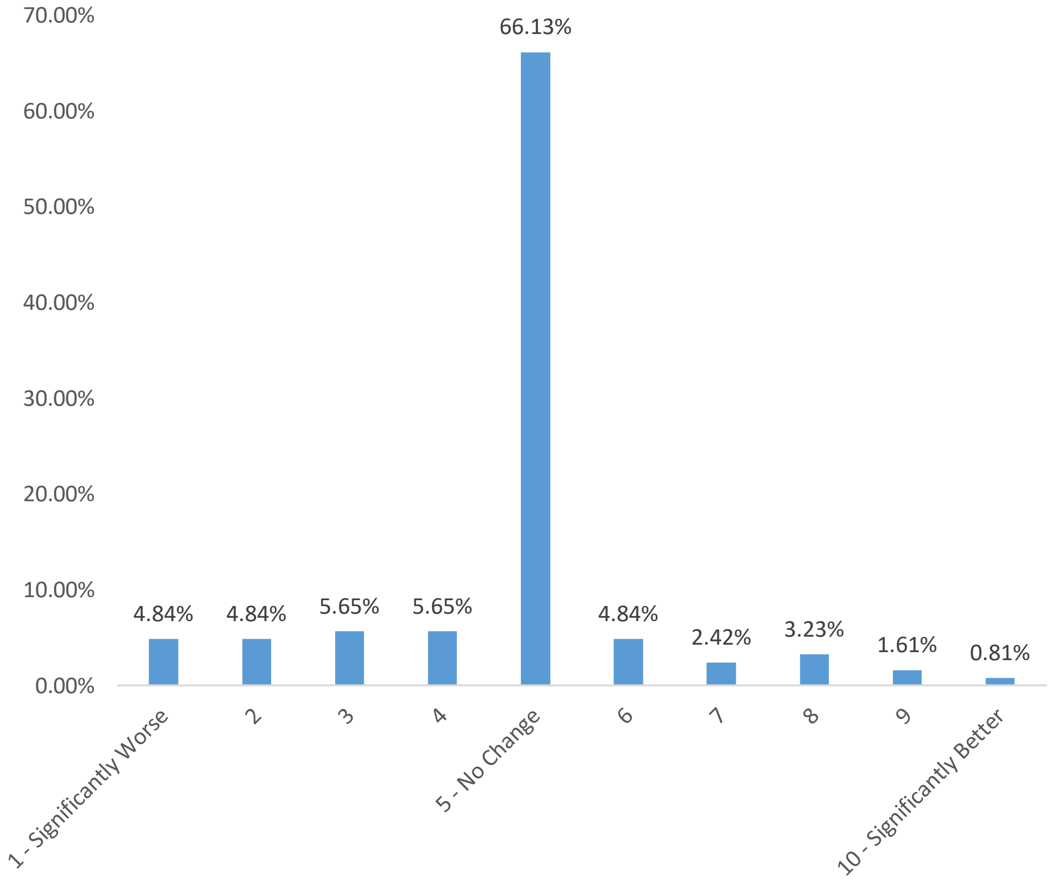
(Figures for each of these results follow)

On a scale of 1-10, with a 1 indicating significantly worse, a 5 indicating no change, and 10 indicating significantly better, how would you rate the accessibility of job-training programs in the NVC EDD compared to five years ago?



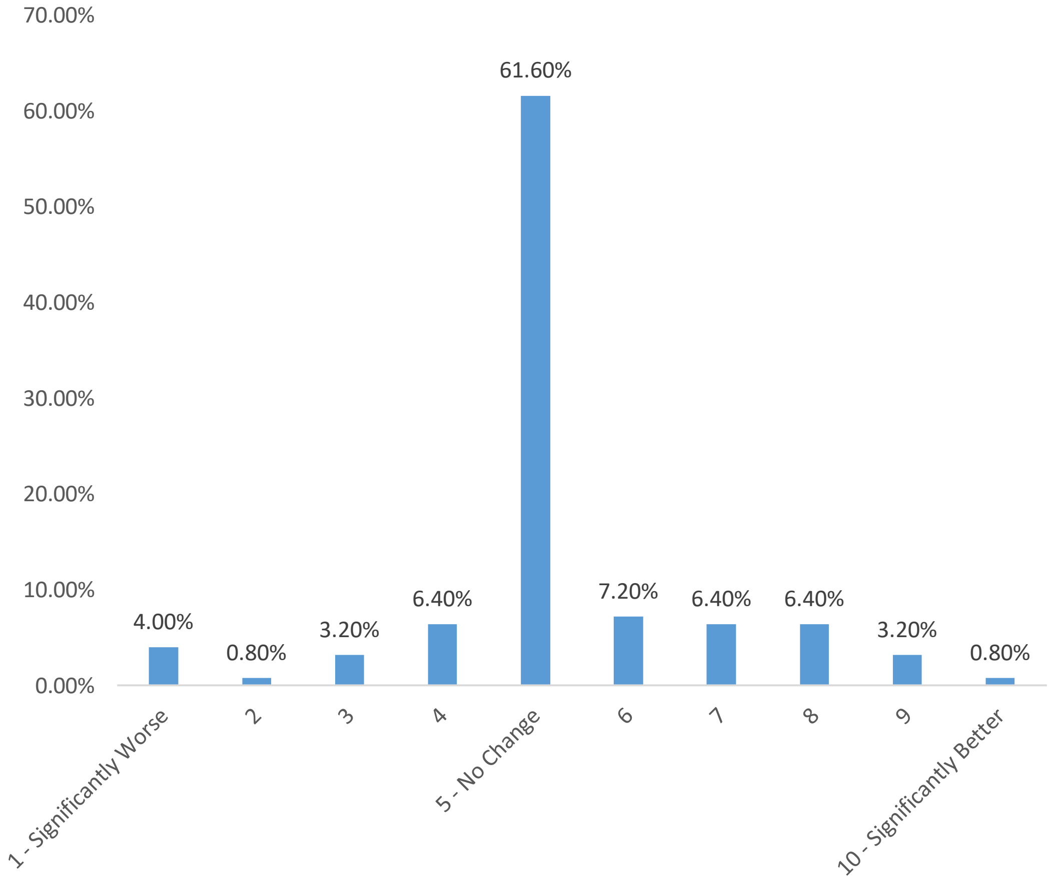
Answer Choices	Responses	
1 - Significantly Worse	4.72%	6
2	1.57%	2
3	3.15%	4
4	5.51%	7
5 - No Change	66.93%	85
6	5.51%	7
7	3.15%	4
8	5.51%	7
9	3.15%	4
10 - Significantly Better	0.79%	1

On a scale of 1-10, with a 1 indicating significantly worse, a 5 indicating no change, and 10 indicating significantly better, how would you rate the accessibility of job-training programs in the NVC EDD since the pandemic began?



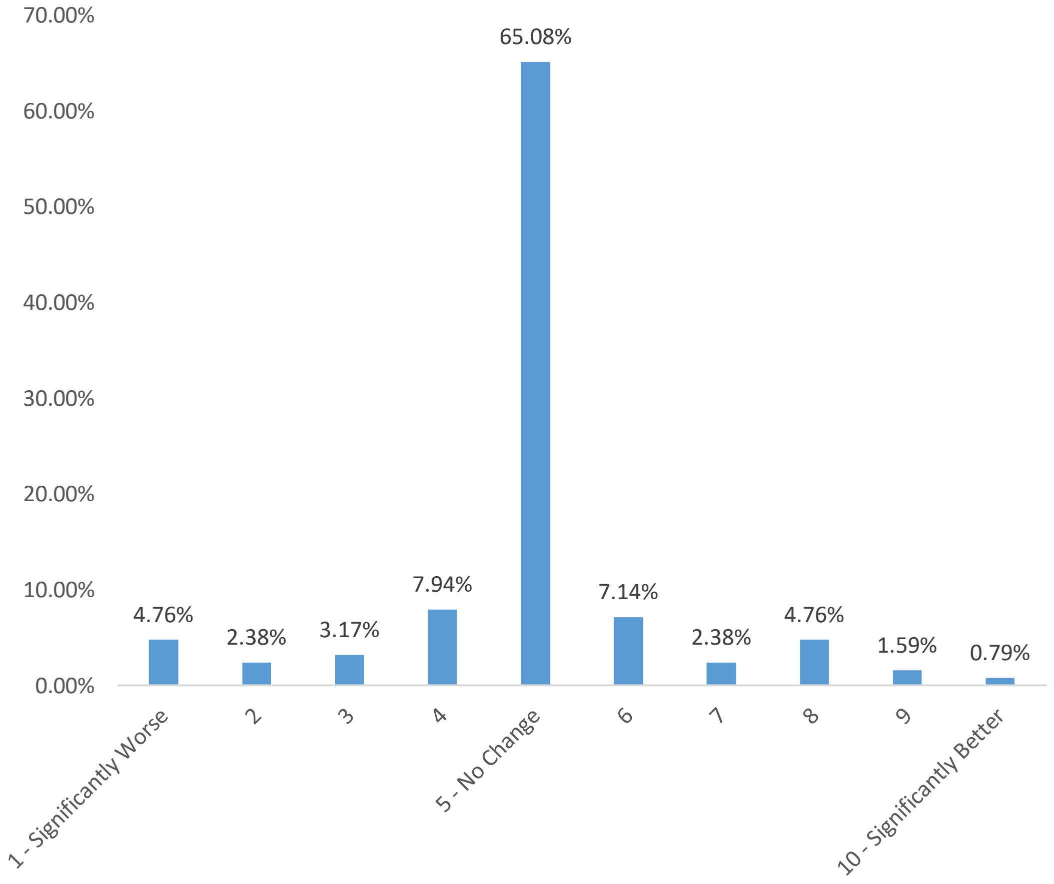
Answer Choices	Responses	
1 - Significantly Worse	4.84%	6
2	4.84%	6
3	5.65%	7
4	5.65%	7
5 - No Change	66.13%	82
6	4.84%	6
7	2.42%	3
8	3.23%	4
9	1.61%	2
10 - Significantly Better	0.81%	1

On a scale of 1-10, with a 1 indicating significantly worse, a 5 indicating no change, and 10 indicating significantly better, how would you rate the quality of job- training programs in the NVC EDD compared to five years ago?



Answer Choices	Responses	
1 - Significantly Worse	4.00%	5
2	0.80%	1
3	3.20%	4
4	6.40%	8
5 - No Change	61.60%	77
6	7.20%	9
7	6.40%	8
8	6.40%	8
9	3.20%	4
10 - Significantly Better	0.80%	1

On a scale of 1-10, with a 1 indicating significantly worse, a 5 indicating no change, and 10 indicating significantly better, how would you rate the quality of job- training programs in the NVC EDD since the pandemic began?



Answer Choices	Responses	
1 - Significantly Worse	4.76%	6
2	2.38%	3
3	3.17%	4
4	7.94%	10
5 - No Change	65.08%	82
6	7.14%	9
7	2.38%	3
8	4.76%	6
9	1.59%	2
10 - Significantly Better	0.79%	1

Part V:

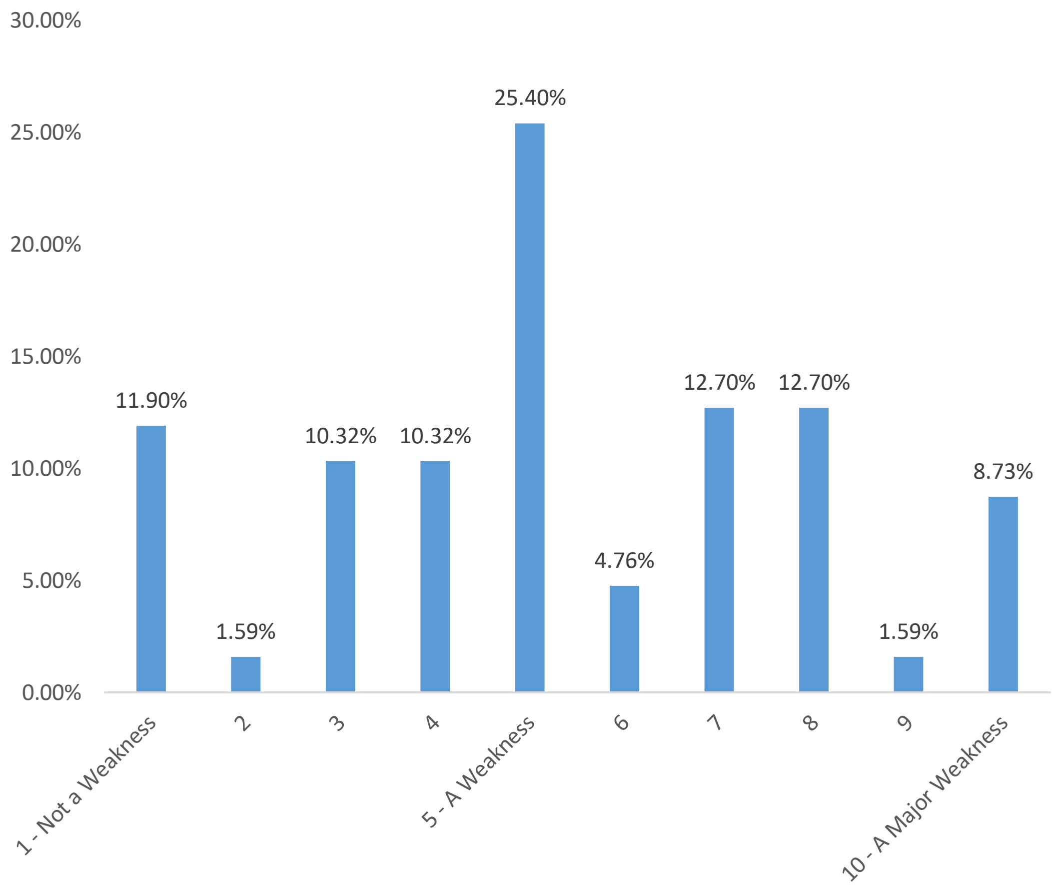
Identified Weaknesses

Weaknesses

- More than two-thirds of respondents (65.88%) identify a poorly educated workforce as an economic weakness or worse in the NVC EDD.
- More than half of respondents (53.97%) identify excessive dependency on a single employer or industry as at least an economic weakness in the NVC EDD.
- Close to 60 percent of respondents identify lack of transportation access/options as a weakness to a major economic weakness in the NVC EDD (58.75%).
- More than 50 percent of businesses identify low levels of broadband availability and/or adoption as a weakness to a major economic weakness in the NVC EDD (51.56%).
- More than 50 percent of respondents report that impediments hindering a firm's ability to gain access to financial resources required to advance its business is a weakness to a major weakness for the NVC EDD economy (52.37%).
- More than 50 percent of businesses regard the location of major employers in vulnerable areas as weakness to a major weakness for the NVC EDD economy (53.66%).

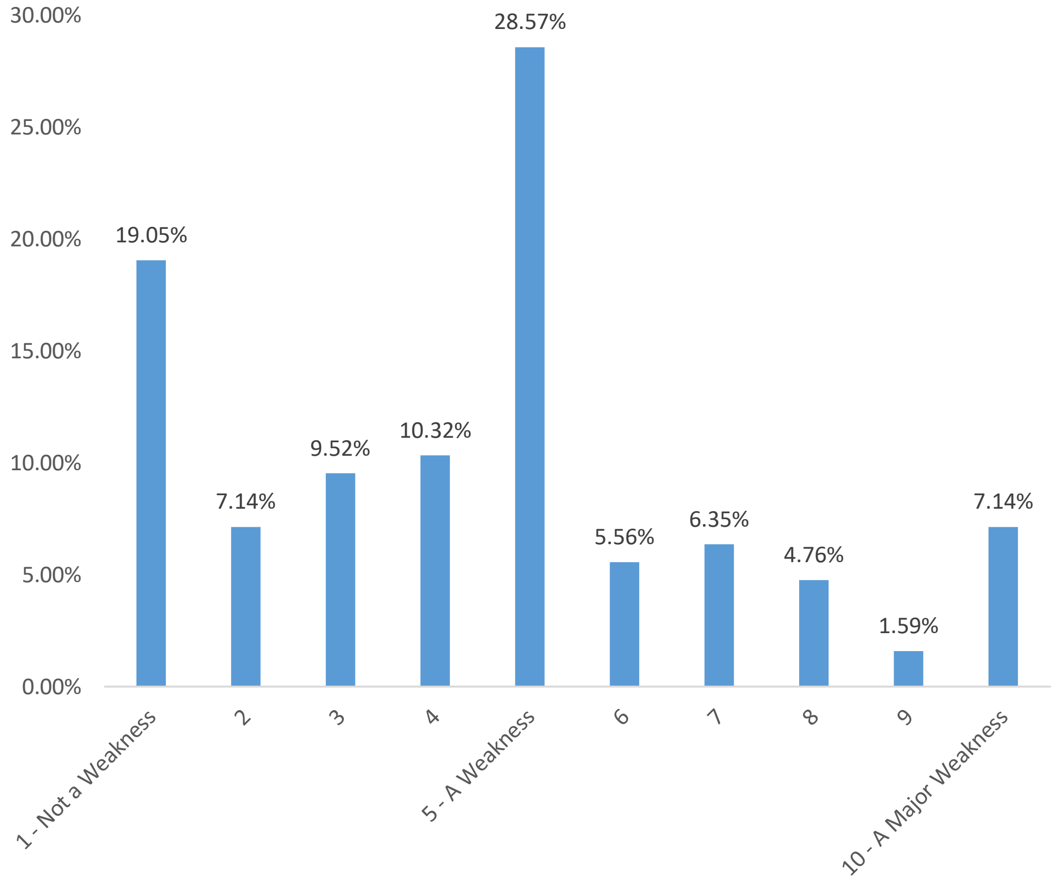
(Figures for each of these results follow)

On a scale of 1-10, with a 1 indicating not a weakness, a 5 meaning a weakness, and a 10 signifying major weakness, how would you rate each of the following in terms of an economic weakness in the NVC EDD: Poorly educated workforce



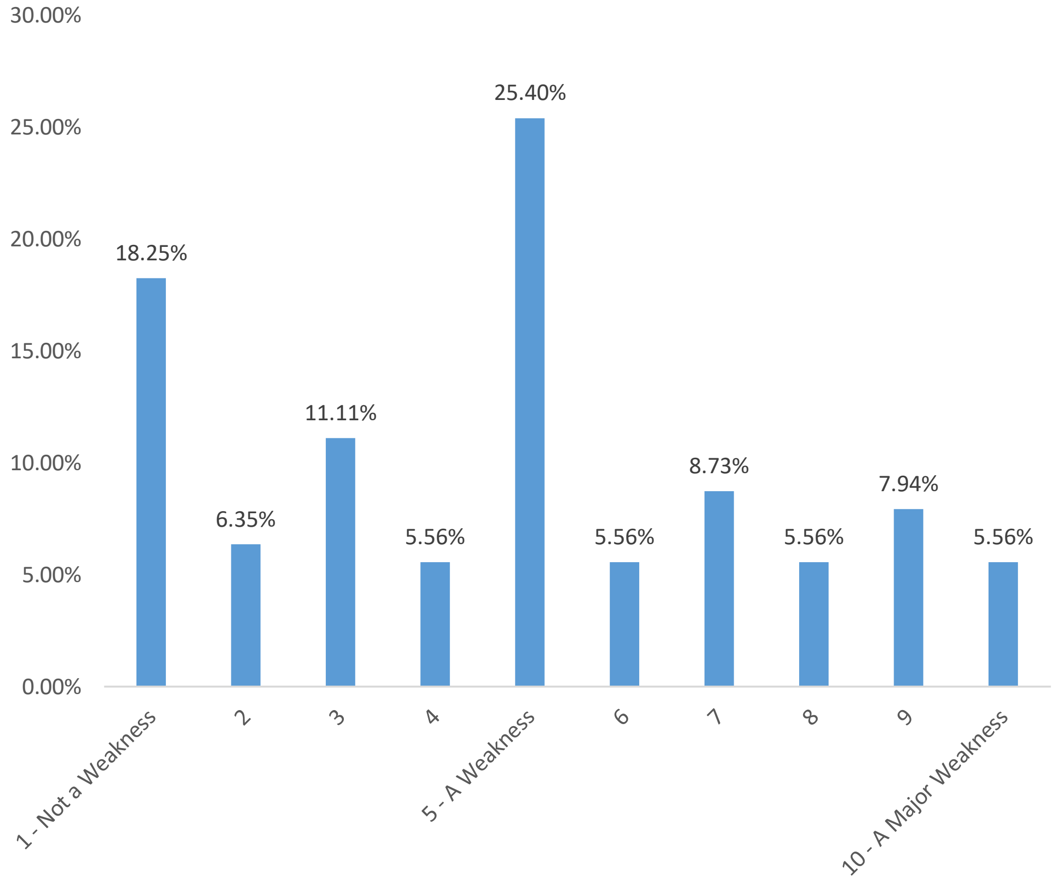
Answer Choices	Responses	
1 - Not a Weakness	11.90%	15
2	1.59%	2
3	10.32%	13
4	10.32%	13
5 - A Weakness	25.40%	32
6	4.76%	6
7	12.70%	16
8	12.70%	16
9	1.59%	2
10 - A Major Weakness	8.73%	11

On a scale of 1-10, with a 1 indicating not a weakness, a 5 meaning a weakness, and a 10 signifying major weakness, how would you rate each of the following in terms of an economic weakness in the NVC EDD: Excessive dependency on a single employer or industry



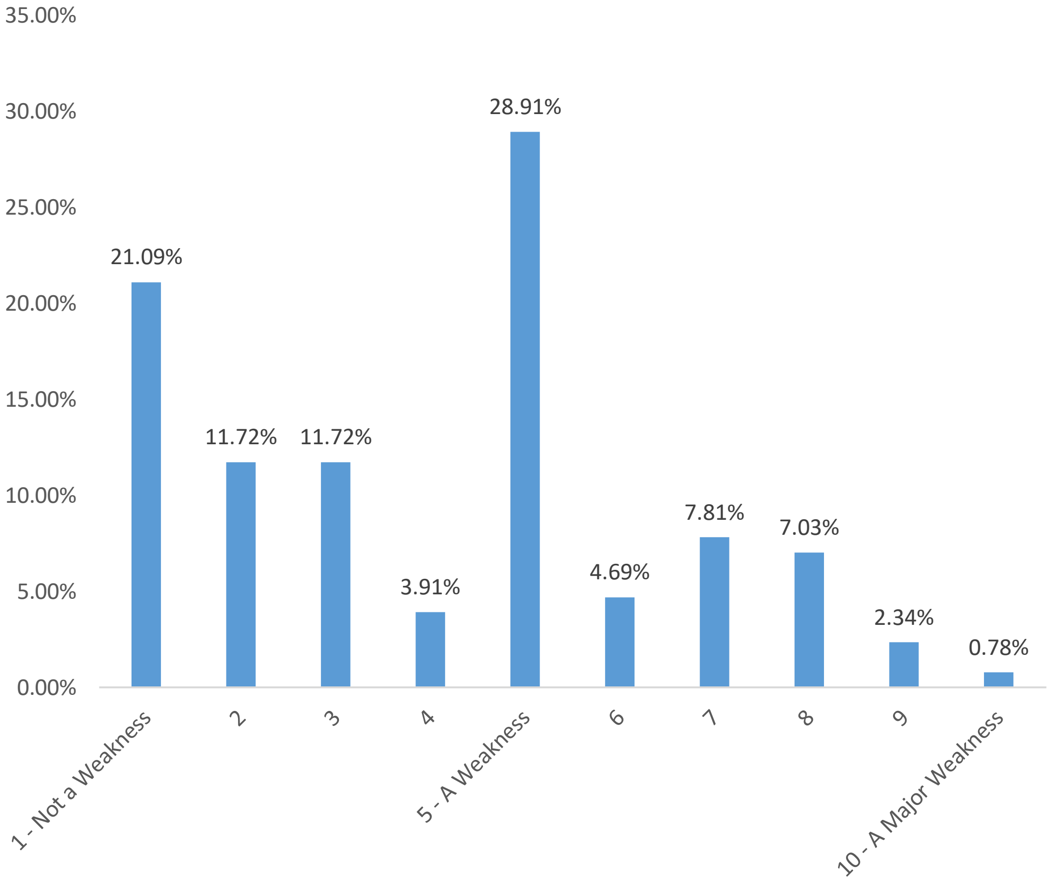
Answer Choices	Responses	
1 - Not a Weakness	19.05%	24
2	7.14%	9
3	9.52%	12
4	10.32%	13
5 - A Weakness	28.57%	36
6	5.56%	7
7	6.35%	8
8	4.76%	6
9	1.59%	2
10 - A Major Weakness	7.14%	9

On a scale of 1-10, with a 1 indicating not a weakness, a 5 meaning a weakness, and a 10 signifying major weakness, how would you rate each of the following in terms of an economic weakness in the NVC EDD: Lack of transportation access/options



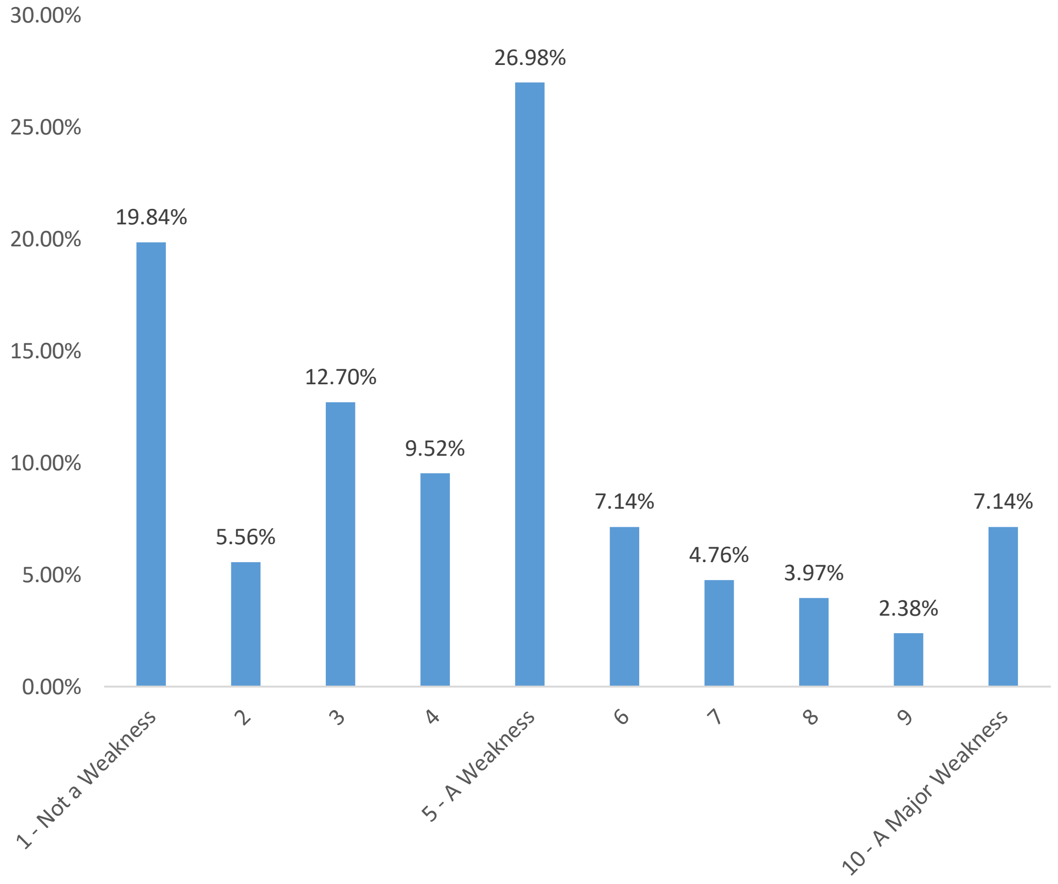
Answer Choices	Responses	
1 - Not a Weakness	18.25%	23
2	6.35%	8
3	11.11%	14
4	5.56%	7
5 - A Weakness	25.40%	32
6	5.56%	7
7	8.73%	11
8	5.56%	7
9	7.94%	10
10 - A Major Weakness	5.56%	7

On a scale of 1-10, with a 1 indicating not a weakness, a 5 meaning a weakness, and a 10 signifying major weakness, how would you rate each of the following in terms of an economic weakness in the NVC EDD: Low levels of broadband availability and/or adoption



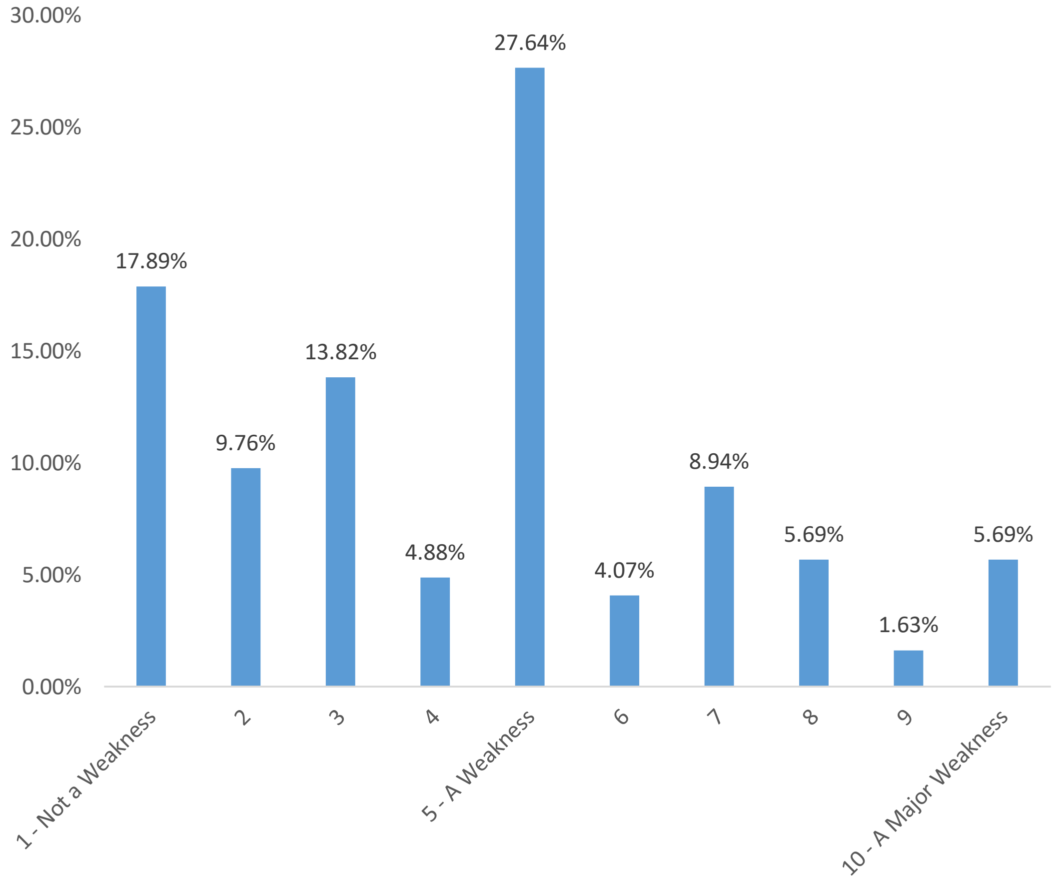
Answer Choices	Responses	
1 - Not a Weakness	21.09%	27
2	11.72%	15
3	11.72%	15
4	3.91%	5
5 - A Weakness	28.91%	37
6	4.69%	6
7	7.81%	10
8	7.03%	9
9	2.34%	3
10 - A Major Weakness	0.78%	1

On a scale of 1-10, with a 1 indicating not a weakness, a 5 meaning a weakness, and a 10 signifying major weakness, how would you rate each of the following in terms of an economic weakness in the NVC EDD: Impediments hindering a firm's ability to gain access to the financial resources required to advance its business



Answer Choices	Responses	
1 - Not a Weakness	19.84%	25
2	5.56%	7
3	12.70%	16
4	9.52%	12
5 - A Weakness	26.98%	34
6	7.14%	9
7	4.76%	6
8	3.97%	5
9	2.38%	3
10 - A Major Weakness	7.14%	9

On a scale of 1-10, with a 1 indicating not a weakness, a 5 meaning a weakness, and a 10 signifying major weakness, how would you rate each of the following in terms of an economic weakness in the NVC EDD: Major employers located in vulnerable areas



Answer Choices	Responses	
1 - Not a Weakness	17.89%	22
2	9.76%	12
3	13.82%	17
4	4.88%	6
5 - A Weakness	27.64%	34
6	4.07%	5
7	8.94%	11
8	5.69%	7
9	1.63%	2
10 - A Major Weakness	5.69%	7

Part VI:

Recovery and Resiliency Initiatives

Responsive Initiatives

The recovery plan must address each of the following areas, which businesses report are of importance to them now.

- **Improve the Supply Chain and Increase Access to Supplies**: In various questions, businesses identify interruption in the supply chain and shortage of supplies. These areas are critical to recovery and must be addressed.
- **Improve and Increase Marketing and Sales Efforts**: In response to the pandemic, businesses are increasing their marketing and sales efforts. Any assistance they can receive in these areas will improve the NVC EDD's economic performance. Businesses can use assistance as they further develop their online presence via websites and other social media tools.
- **Hire and Retain Employees**: Businesses express concerns about the safety and wellbeing of their employees. They fear that they will be unable to retain current employees. They also seek to hire new employees. Any efforts to hire, retain, and make employees available will aid the NVC EDD's economic performance.
- **Access to Financial Assistance:** Businesses need access to financial assistance or additional capital.

Steady-State Initiatives

The resilience plan must address each of the following areas:

- **Economic Shocks Come with Costs**: Businesses had to spend money on masks, hand sanitizer, and social distancing equipment. The resilience plan should include provisions for reserved capital for the next economic shock.
- **Work on Multiple Sources of Supplies:** This pandemic has shown the importance of supply chains. For any industry, the resilience plan must include efforts to develop multiple sources of supplies in the future.
- **Improve the Education of the Workforce:** More than two-thirds of respondents identify a poorly educated workforce as an economic weakness or worse in the NVC EDD. The workforce needs more education and training in order to increase the NVC EDD's resilience.
- **Diversify Industries:** More than half of respondents (53.97%) identify excessive dependency on a single employer or industry as at least an economic weakness in the NVC EDD. Consequently, efforts must continue to diversify the economy of the NVC EDD. More than 50 percent of businesses regard the location of major employers in vulnerable areas as weakness to a major weakness for the NVC EDD economy (53.66%).
- **Improve Transportation:** Close to 60 percent of respondents identify lack of transportation access/options as a weakness to a major economic weakness in the NVC EDD (58.75%).
- **Improve Broadband Availability and or Adoption:** More than 50 percent of businesses identify low levels of broadband availability and/or adoption as a weakness to a major economic weakness in the NVC EDD (51.56%).
- **Increase Access to Financial Resources:** More than 50 percent of respondents report that impediments hindering a firm's ability to gain access to financial resources required to advance its business is a weakness to a major weakness for the NVC EDD economy (52.37%).

Connection of Steady-State Initiatives to the CEDS Goals (Part 1)

The following are the CEDS goals:

- Goal 1: Provide opportunities for job growth, advancement and job training, utilizing and identifying Connecticut Industry clusters as the engine to support and sustain the regional economy, supporting and encouraging private investment in all these areas.
- Goal 2: Continue to develop local infrastructure that supports economic expansion while maintaining and protecting the environment.
- Goal 3: Continue the implementation and reclamation of Regional Brownfields Partnership (RBP) and to support the management, capacity and financial resources for the municipal members.
- Goal 4: Improve overall Transportation and Communications systems. (*-tie)
- Goal 4: Sustain economic expansion while reinforcing and complementing the regional land use and quality of life of the NVC/EDD. (*-tie)
- Goal 6: Encourage growth and participation in the Philanthropy efforts in the NVC/EDD, through the private sector, individuals and other stakeholders' efforts and contributions.
- Goal 7: Continue to support and encourage the designation of the NVC/EDD as a National Heritage Area under the National Park Service, which will capitalize on the history, culture and natural attraction of the NVC/EDD.

Connection of Steady-State Initiatives to the CEDS Goals (Part 2)

The current CEDS goals cover some of the areas needed for steady-state initiatives:

- Goal 1 addresses the need for diverse industry clusters, job training, and private investment.
- Goal 4 addresses improvement of transportation and communications systems.
- Consequently, the need for an educated workforce, diversification of industries, improved transportation and broadband, and increased access to financial assistance and resources can be integrated into the existing goals.
- Likewise, the responsive initiatives to hire and retain employees and increase access to financial assistance are also part of the CEDS goals and must be integrated into future CEDS plans.

Part VII:

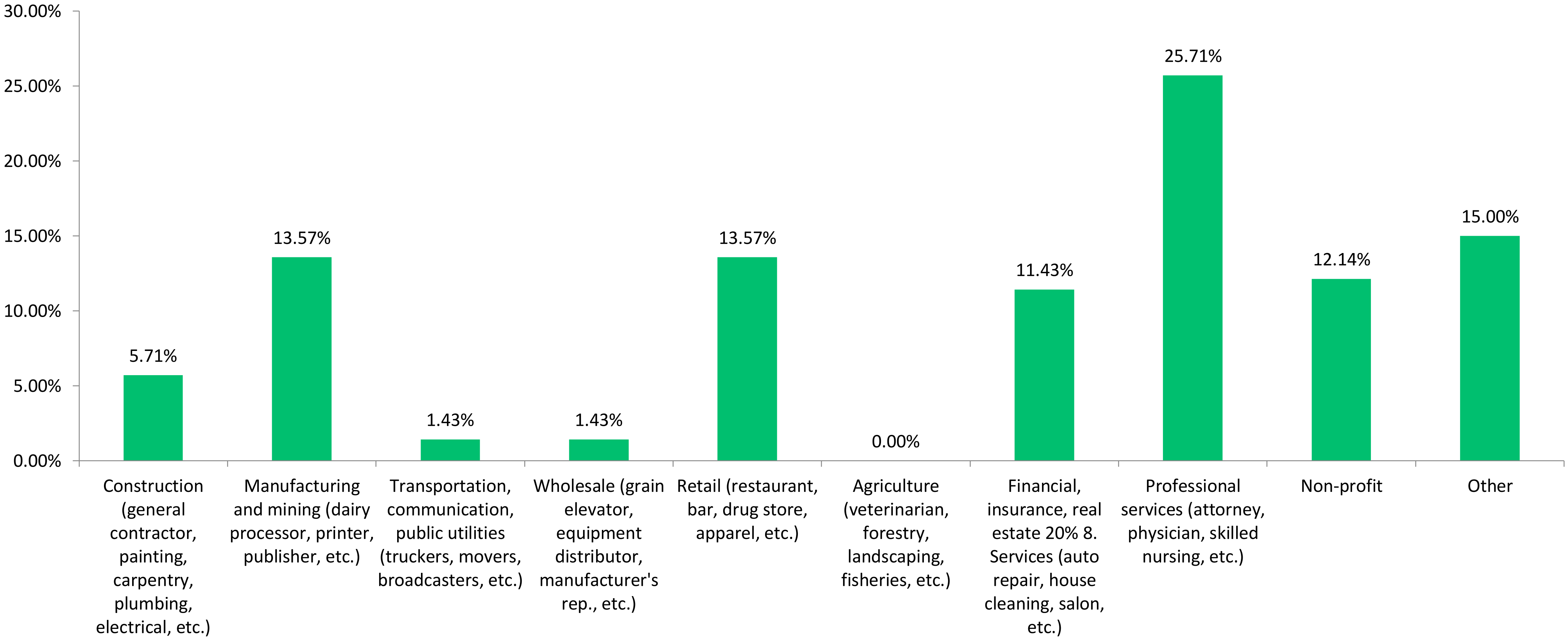
Respondent Demographics

Demographics of Respondents

- About one-quarter of respondents come from professional services, such as attorney, physician, skilled nursing (25.71%).
- Manufacturing and mining (13.57%), retail (13.57%), non-profits (12.14%), and financial, insurance, and real estate (11.43%) each make up more than 10 percent of the respondents.
- Close to 60 percent of the respondents have been in business for more than 21 years (59.29) more than 10 percent have been in business for either 6-10 years (12.14%) or 11-15 years (12.14%).
- Close to 20 percent of the respondents are minority-owned businesses (18.05%). XX
- Women own or co-own more than 50% of the responding businesses.
- More than 50 percent of the responding businesses employ less than 19 people.
- More than one-third of the respondents employ between 1-4 people.

(Figures for each of these results follow)

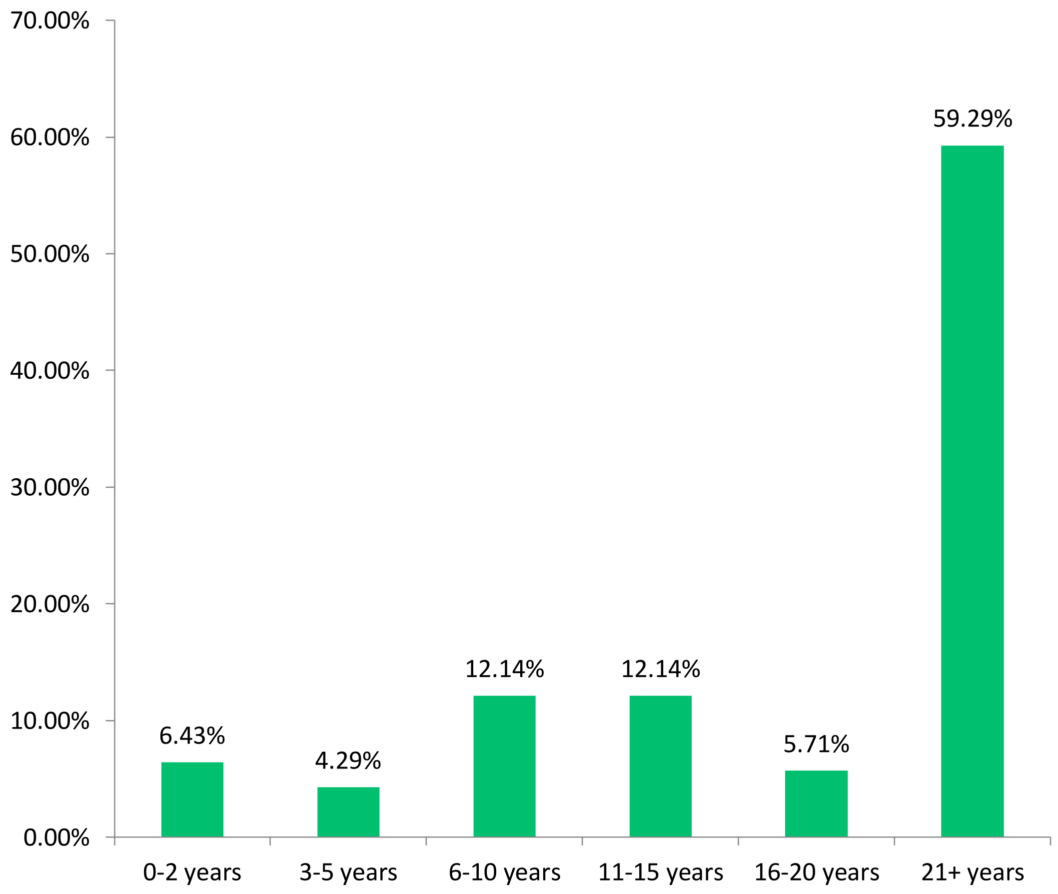
Please classify your major business activity, using one of the categories of examples below.



Please classify your major business activity, using one of the categories of examples below. (CONTINUED)

Answer Choices	Responses	
Construction (general contractor, painting, carpentry, plumbing, electrical, etc.)	5.71%	8
Manufacturing and mining (dairy processor, printer, publisher, etc.)	13.57%	19
Transportation, communication, public utilities (truckers, movers, broadcasters, etc.)	1.43%	2
Wholesale (grain elevator, equipment distributor, manufacturer's rep., etc.)	1.43%	2
Retail (restaurant, bar, drug store, apparel, etc.)	13.57%	19
Agriculture (veterinarian, forestry, landscaping, fisheries, etc.)	0.00%	0
Financial, insurance, real estate 20% 8. Services (auto repair, house cleaning, salon, etc.)	11.43%	16
Professional services (attorney, physician, skilled nursing, etc.)	25.71%	36
Non-profit	12.14%	17
Other	15.00%	21

What is the age of your business?



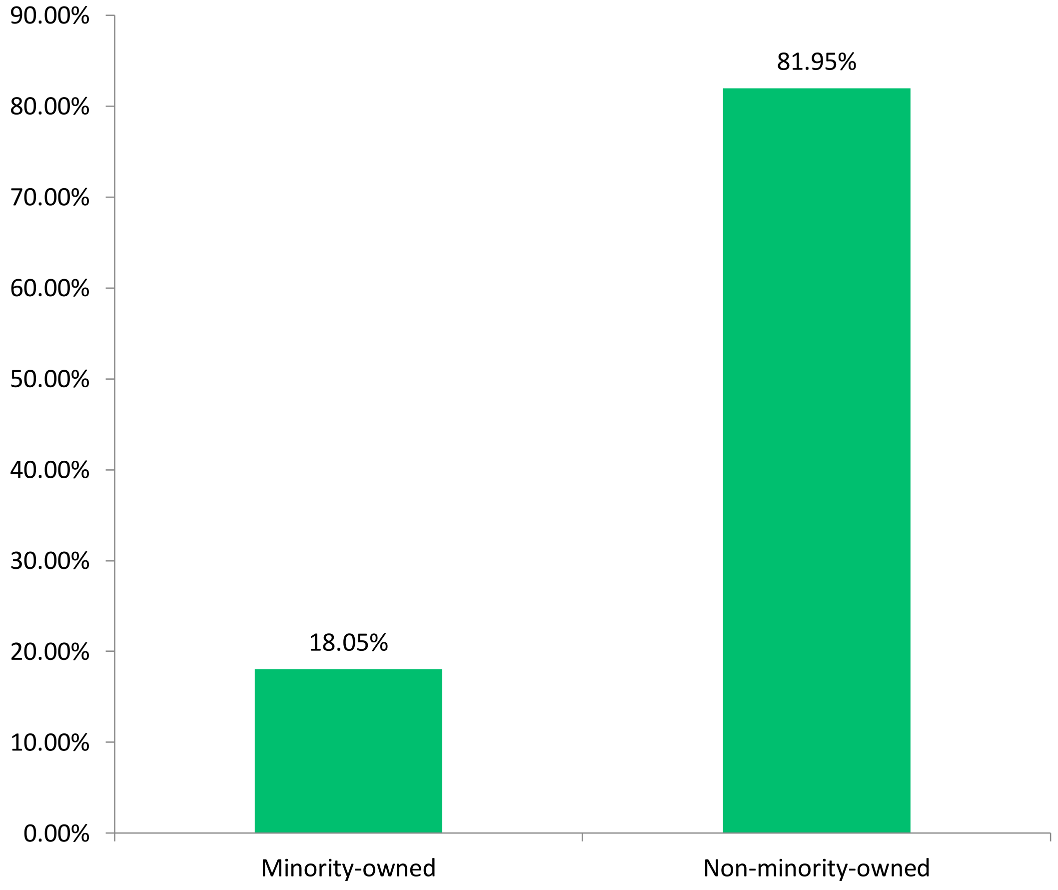
Answer Choices	Responses	
0-2 years	6.43%	9
3-5 years	4.29%	6
6-10 years	12.14%	17
11-15 years	12.14%	17
16-20 years	5.71%	8
21+ years	59.29%	83

Where is your business located?

Ansonia	2
Beacon Falls	1
Bethlehem	0
Bristol	2
Cheshire	5
Derby	2
Middlebury	2
Naugatuck	11
Oxford	6
Plymouth	0
Prospect	1
Seymour	9
Shelton	26
Southbury	4
Thomaston	3
Waterbury	56
Watertown	6
Wolcott	3
Woodbury	3

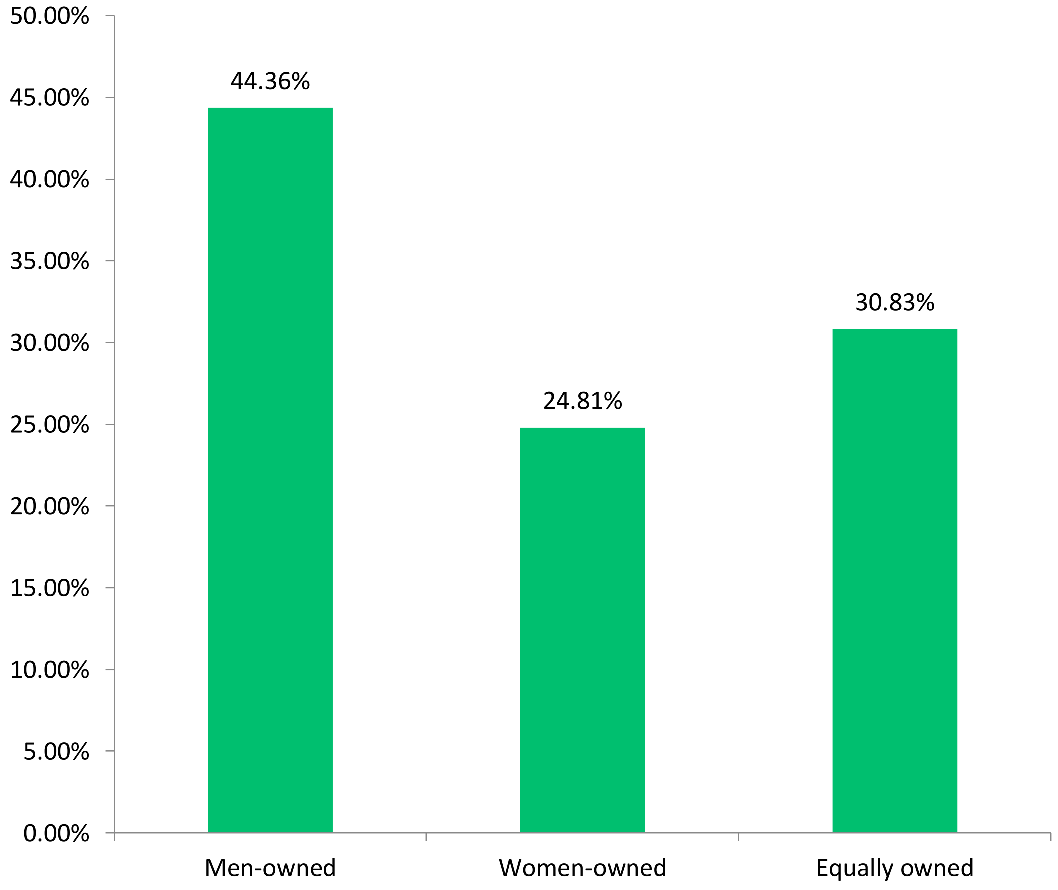
One respondent indicated that their business is located in Prospect, Southbury, and Watertown

Business Ownership



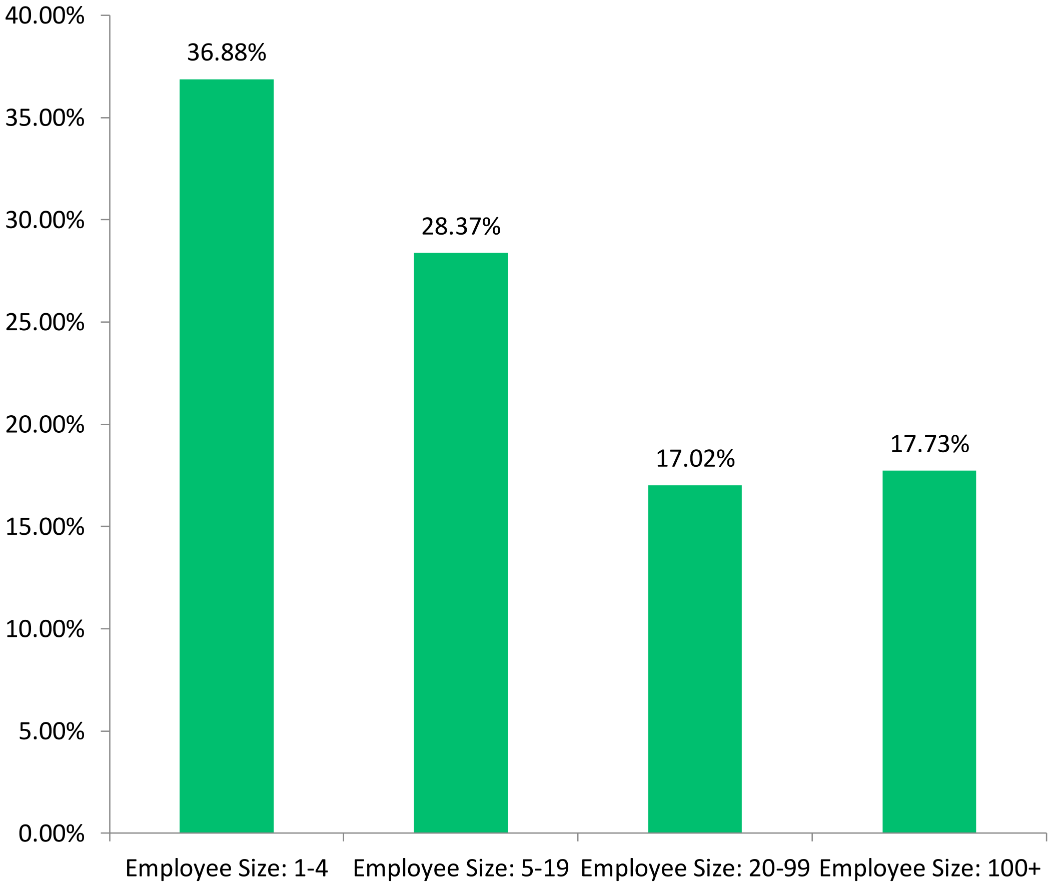
Answer Choices	Responses	
Minority-owned	18.05%	24
Non-minority-owned	81.95%	109

Gender



Answer Choices	Responses	
Men-owned	44.36%	59
Women-owned	24.81%	33
Equally owned	30.83%	41

What is your current employee size?



Answer Choices	Responses	
Employee Size: 1-4	36.88%	52
Employee Size: 5-19	28.37%	40
Employee Size: 20-99	17.02%	24
Employee Size: 100+	17.73%	25

Global Resilience Institute
at Northeastern University

Regional Resilience Baseline Assessment

Prepared for the State of Connecticut LTER Region 5

Finalized February 2021

Front and Back Cover:

https://en.wikipedia.org/wiki/Litchfield,_Connecticut

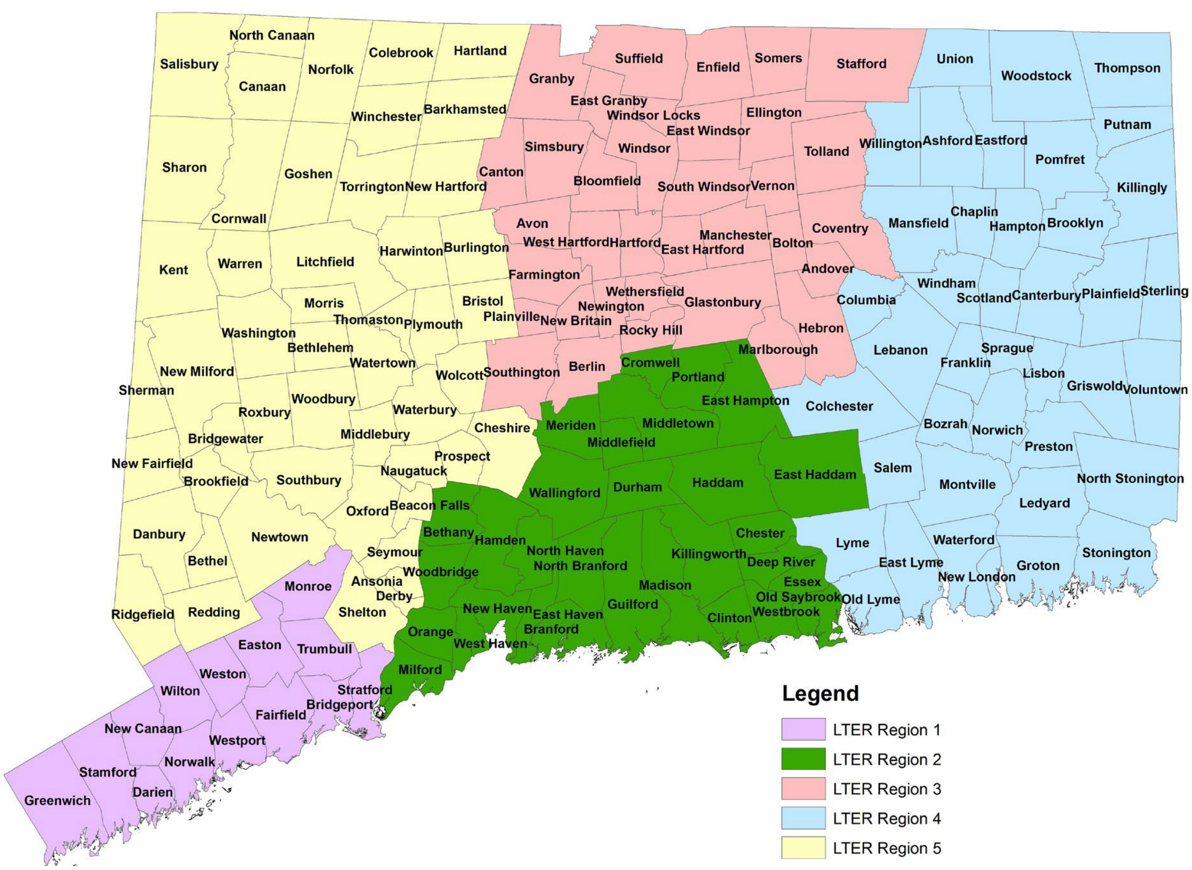
Prepared by

Global Resilience Institute
at Northeastern University

This report has been prepared for the exclusive use and benefit of the addressee(s) and solely for the purpose for which it is provided.

Executive Summary

Beginning in September 2020, researchers from the Global Resilience Institute (GRI) at Northeastern University undertook a baseline resilience assessment of the five Connecticut Department of Emergency Management and Homeland Security (DEMHS) regions. In Region 5, Regional Long Term Economic Recovery planning region boundaries have been defined to be consistent with Council of Governments regions where possible. This effort has been done to support the state's long-term economic recovery process by identifying the core regional challenges and the best opportunities for directing resources and efforts that will leverage each region's unique regional characteristics and strengths. Importantly, the methodology deployed by the research team is tailored to identify system interdependencies and broad areas of convergence where the most favorable resilience, sustainability, and equity outcomes are most likely to be achieved. This helps to position the region and the state to apply for federal disaster assistance and other federal grants that require documentation of how resilience, sustainability, and equity outcomes will be achieved as a condition for successfully securing federal recovery support.



LTER Regions

Long Term Economic Recovery (LTER) Region 5 is situated within the Housatonic River watershed, including the Naugatuck River, and includes 50 municipalities with long-standing ties to New England's manufacturing and farming traditions. The region comprises the Northwest Hills Council of Governments (NHCOG), Naugatuck Valley Council of Governments (NVCOG) and the northern portion of the Western Connecticut Council of Governments (WestCOG), including the communities of Ridgefield and Redding. Outside of the midsize urban centers of Waterbury and Danbury, and smaller urban centers including Bristol, Shelton and Torrington, much of the region is made up of small suburban and rural communities. The region's arts and cultural institutions and natural areas serve as an important attraction for visitors from other regions of Connecticut, as well as New York and Massachusetts. Interviews conducted by GRI researchers identified a shared commitment for supporting and sustaining the region's vibrant urban centers and high-quality public education systems, as well as ensuring a range of affordable housing opportunities which make these communities both attractive and welcoming to young families from diverse backgrounds. An unanticipated outcome of the COVID-19 pandemic is that it has generated an influx of new residents and rising average property values in these towns as some former urban residents have sought out more rural settings and space from which to work from home.

Connecticut in general--and Region 5 in particular--has found retaining and attracting young workers to be challenging. As a result, the populations of the communities are aging. Efforts to attract and retain workers into the healthcare and advanced manufacturing sectors have been ongoing. So too have been efforts to diversify the industries located within Region 5 and to attract new large employers to the region.

Over a period of 90 days, GRI conducted interviews with local government leaders, industry representatives, business owners, healthcare system managers, educators, infrastructure managers, social service providers, and civic and community organizations across Region 5. These interviews highlighted longstanding challenges of poverty as well as gaps in social services available to support Region 5 residents. Overall, interviewees spoke to the need for focused efforts for addressing the distinctive resilience challenges that the Housatonic Valley's urban centers and rural communities face. Four overarching findings relevant to regional economic resilience emerged:

Finding 1: For already vulnerable residents in Region 5, the COVID-19 crisis has exacerbated their economic insecurity, contributed to food and housing insecurity, and has widened inequities in health care access and education.

Finding 2: The information technology divide across Region 5 is limiting the ability of vulnerable residents to gain access to employment opportunities and health and social services, a challenge that is compounded by transportation challenges and a shortage of employment opportunities in close proximity to population centers. Gaps in broadband access are also hampering the ability for many small businesses to gain access to the digital economy.

Finding 3: There is a significant need for aggressive workforce development efforts to facilitate the ability for recently unemployed workers in Region 5 to obtain the skills that will match them with unfilled employment opportunities in the healthcare and manufacturing sectors.

Finding 4: The tourism economies of many small towns in rural northwest Connecticut depend heavily on nonprofit community arts and culture organizations that are in struggling to survive in the face of the disruptions associated with the COVID-19 emergency.

These findings, along with the underlying data that informs them, provide a baseline for guiding the economic recovery efforts for Region 5 while also achieving long-term economic development goals. Importantly, to achieve a successful and sustainable resilient outcome, all four must be addressed concurrently. This will require sustaining the exceptional level of collaboration and cooperation which Region 5 stakeholders have demonstrated since the start of the pandemic.

To be clear, this report is but a preliminary step in supporting the creation of a comprehensive regional strategy for resilient economic recovery and development following the COVID-19 pandemic. It represents the first stage of a detailed regional analysis guided by the GRI Integrated Resilience Enhancement Solutions (I-RES). Over a period of just 120 days, GRI has mobilized a team of researchers and conducted a high-level assessment of the existing conditions that have been exacerbated by the pandemic within all five LTER regions. This initial basic analysis provides the underpinning that will be used by the Regional Recovery Steering Committees (RRSC) and associated Councils of Government to complete detailed regional strategies based on further analysis of municipal strengths, opportunities, and challenges. That effort is intended to be guided by the deployment of the GRI Resilience Analysis Toolkit during follow-on work.

The report that follows provides a baseline analysis that:

- Synthesizes resilience indicator data that is informed by community interviews, so as to highlight the critical community functions that have been most impacted by the COVID-19 emergency and which need urgent attention;
- Explicitly includes an examination of equity issues revealed by data and interviews provided by representatives of underrepresented communities at the regional and community level;
- Leverages existing priorities identified by the State's Economic Development Districts, Councils of Governments, Chambers of Commerce, and local governments to guide considerations for economic recovery planning at the regional level, and
- Shares consideration for action that can guide the economic recovery and resilience-building efforts by key stakeholders at the state, regional, and municipal levels, and by corporate, not-for-profit, and philanthropic leaders.

The significant stakeholder engagement undertaken for the preparation of this report has accomplished something else that is important to the success of economic recovery efforts: It has helped to strengthen the basis for collaborations around a shared recognition that the COVID-19 emergency provides an opportunity to bounce forward in ways that address longstanding economic development challenges.

The following are a summary of the considerations that should frame the creation of strategies and actions to ensure equitable and resilient economic recovery and development in Region 5:

- Strive to ensure that social service assistance programs are adequately resourced to offer a "no wrong door" service delivery model that can address integrated needs related to health, housing, food assistance, education, transportation and employment support. Additionally, providers of social assistance should be provided with greater flexibility to presume eligibility when requests for assistance are made so as to ensure a timely and comprehensive response to urgent needs.
- Strive to ensure that the public education system is resourced to provide support for vulnerable students across Region 5. It is particularly important to assist graduating high school students with identifying employment opportunities and/or supporting their efforts to continue on with higher education.
- Prioritize support for community healthcare providers and mental health services as a cornerstone for regional recovery, including scaled up support for vaccine distribution.
- Accelerate efforts to expand broadband service that is affordable and reliable for all residents in Region 5.
- Improve the availability and access to transit services that enables residents of Region 5 to connect with employment training opportunities, their places of work, and support access to health and other social services.
- Overcome barriers to developing affordable housing, this may include revising zoning restrictions, considering new incentives for affordable housing development with efficient transportation access to employment centers, and developing programs to support homeownership, so as to attract and retain a capable and diverse workforce.
- Strengthen collaboration among community organizations, employers, community colleges, 4-year colleges, to create entry-level and career pathway workforce training and education with an emphasis on health-care and advanced manufacturing.
- Leverage Region 5's Opportunity Zones to attract and retain new manufacturing, healthcare, information technology, biotechnology, and shipping and logistics industries.
- Build on farm-to-table efforts that capitalize on the over 1,500 farms in LTER Region 5, supporting new employment opportunities in agriculture and value added food processing. At the same time, deepening partnerships among food and agriculture sector businesses and government and non-profit food security organizations may increase pathways to address food insecurity by providing vulnerable residents with access to nutritious and affordable local food.
- Mobilize efforts to assist arts and cultural institutions with gaining access to coronavirus relief funding for this sector provided for the December 2020 Stimulus Package and anticipated in future State and federal relief measures.

- Mobilize efforts to assist small and micro-business with gaining access to new funding for the Paycheck Protection Program (PPP) and the Economic Injury Disaster Loan (EIDL) program that is a part of the December 2020 Stimulus Package and is anticipated for future economic relief and stimulus measures.

The ongoing COVID-19 crisis has validated the focused efforts by leaders at all levels to work collaboratively. The State of Connecticut is facing the risk a significant budget deficit in coming years which makes it critical to aggressively pursue new sources of federal funding and private investment. Funders will be seeking scalable and impactful projects that address long-standing equity issues, increase inclusivity in economic development, and build long-term resiliency. The newly established Regional Recovery Steering Committees (RRSCs) are playing an important role in bridging the efforts of State-level economic development planners, the regional Councils of Governments (COGs), and municipal efforts, so as to enable the most effective community engagement and prioritization of requests for funding.

Table of Contents

Regional Resilience Baseline Assessment

Introduction

Purpose of Report

The Global Resilience Institute's (GRI) Integrated Resilience Enhancement Solution (I-RES) is a research methodology designed to provide public, private, and community stakeholders with information, insights, and analysis that can guide a strategic and highly integrated approach to undertaking economic recovery. The overall objective is to position communities to bounce forward as opposed to simply bouncing back from the COVID-19 emergency. The extended public health crisis along with the economic upheaval associated with this pandemic has highlighted the extent to which longstanding social and income inequities have caused disproportionately adverse effects on Connecticut's most vulnerable populations. If those inequities are not adequately addressed as a part of the state's current recovery efforts, they will become even more pronounced when future disasters and disruptions occur.

In collaboration with a variety of CT emergency management and economic development stakeholders, the I-RES process has been applied to the State of Connecticut to develop resilience baselines for the five Long Term Economic Recovery (LTER) Regions under work funded by the Coronavirus Aid, Relief, and Economic Security (CARES) Act. This report is derived from work undertaken over a 120-day period beginning in September 2020. It has been prepared to support the state of Connecticut's long-term economic recovery process by identifying the core regional challenges and the best opportunities for directing limited resources and undertaking efforts that will leverage each region's unique regional characteristics and strengths.

The I-RES methodology deployed by the GRI research team is tailored to identify system interdependencies and broad areas of convergence where the most favorable resilience, sustainability, and equity outcomes are most likely to be achieved. By doing this, the region and the state are better positioned to apply for federal disaster assistance that requires documentation of how resilience, sustainability, and equity outcomes will be achieved as a condition for successfully securing federal recovery support.

GRI's assessment examines the conditions within each LTER region which can be used to attract federal assistance and investment in resilience-building efforts. This report provides a baseline analysis that:

1. Synthesizes resilience indicator data that is informed by community interviews, so as to highlight the critical community functions that have been most impacted by the COVID-19 emergency and which need urgent attention;

2. Explicitly includes an examination of equity issues revealed by data and interviews provided by representatives of underrepresented communities at the regional and community level;
3. Leverages existing priorities identified by the State's Economic Development Districts, Councils of Governments, Chambers of Commerce, and local governments to guide considerations for economic recovery planning at the regional level, and
4. Shares consideration for action that can guide the economic recovery and resilience-building efforts by key stakeholders at the state, regional, and municipal levels, and by corporate, not-for-profit, and philanthropic leaders.

Evaluating Community Resilience

GRI's I-RES takes a functional approach to evaluating a community's needs and strengths pertaining to resilience-building. People and organizations receive benefits and services by residing in a chosen community with a functioning government, cultural attractiveness, and robust social and economic activities. By adopting a functional approach, it becomes possible to evaluate how the community's resilience, or a lack thereof, impacts the day-to-day lives of those who live in it. This is done by synthesizing the quantitative and qualitative data on a broad range of functions that are elemental to a community's resilience. The data is collected from both publicly-available databases as well as by direct questioning of key stakeholders through community engagement. It is not a detailed systems, or systems-of-systems, approach. Such approaches, while critical to experts, are not how communities and their leaders and citizens plan, work, and live. In day-to-day life, people are affected by the functions (i.e., services) provided by their community, from energy and transportation to arts, education, and recreation. The I-RES approach provides an understanding of how resilience strengths and needs manifest themselves in the delivery of these functions under normal conditions and suggests how changes to these functions represented by investment and development may positively or negatively affect the community's resilience. The I-RES does this by assessing three core elements of a community: physical infrastructure, social dynamics, and economic conditions. It examines how community functions are interrelated and interdependent and how these functional connections impact one another, including key points of convergence where resilience factors are reinforcing one another, thus identifying the largest overall opportunities for impact. Such resilience-building also requires solutions at multiple scales, from the individual and family levels to regional levels and beyond.

A. Regional Context

1. Regional Background

For the purposes of this report, LTER Region 5 includes the 43 municipalities of the Connecticut Department of Emergency Management and Homeland Security (DEMHS) Region 5, in addition to five municipalities located in DEMHS Region 2 (Shelton, Ansonia, Derby, Seymour and Cheshire), and two municipalities located in DEMHS Region 3 (Burlington and Bristol). In total, the number of municipalities included in this report is 50. These municipalities belong to four different counties: 26 are in Litchfield County, 9 are in Fairfield County, 12 are in New Haven County, and 3 are in Hartford County. While County boundaries are generally not significant in Connecticut from an economic development planning perspective, some of the business and economic data that is collected by the federal government is only available at the county scale; county designations may also play a role in the allocation of federal funds.[a]

Economic development planning in LTER Region 5 is overseen by three Councils of Governments (COGs): Northwest Hills COG, Naugatuck Valley COG and Western Connecticut COG, which also represents communities included in LTER Region 1. The total regional population is approximately 782,352 residents.[1] The Housatonic Valley region is known for scenic vistas, rolling hills and history rooted in mill development along the Naugatuck and Housatonic rivers, as well as agriculture and manufacturing. The Region's largest cities are Waterbury (107,568 residents) and Danbury (84,694 residents), and the Region also has several other urban centers, including Bristol (59,946 residents), Shelton (41,129 residents) and Torrington (34,044 residents.[2] To the west, Region 5 borders the State of New York, allowing residents – especially those living in towns and

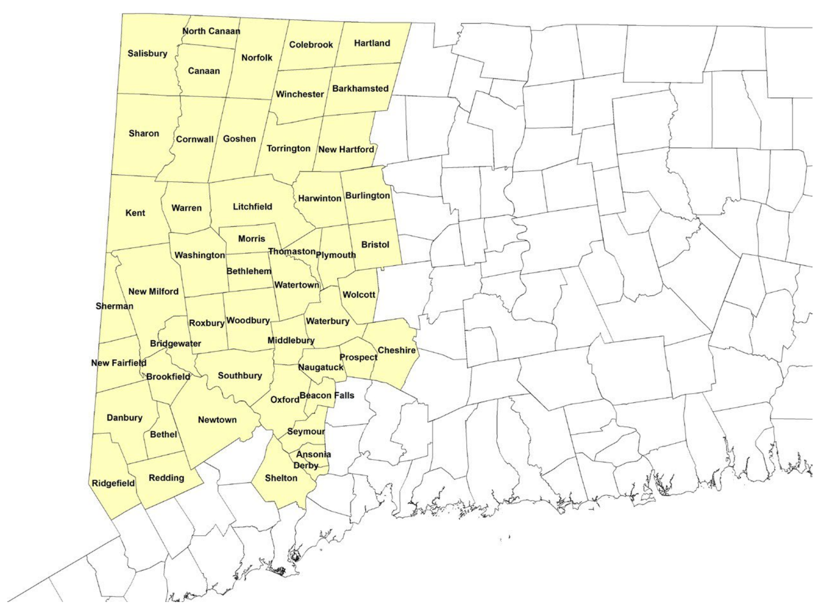


Figure 1: LTER Region 5 comprises 50 municipalities.

a. Data used throughout this report comes from publicly available sources and are aggregated at various organizational levels. Unemployment and DECD grant data presented in the Economic Environment section are reported at the municipal scale for unemployment and DECD Grant data, Employment and Wage by Industry data are reported according to Labor Market Area. Business revenue and closure data are reported at the county scale. Throughout the report, analysis of demographics, household incomes, industries sectors, food insecurity, housing, education, healthcare, transportation, language use and internet connectivity is based on data that are aggregated at the levels of census tracts, municipalities, and counties. Where data are reported at the county level, it is because this is the finest spatial resolution at which the data are currently available. As the counties referenced in this report contribute a different number of municipalities to the LTER Region, their individual relevance to the overall picture of the Region should be considered by readers.

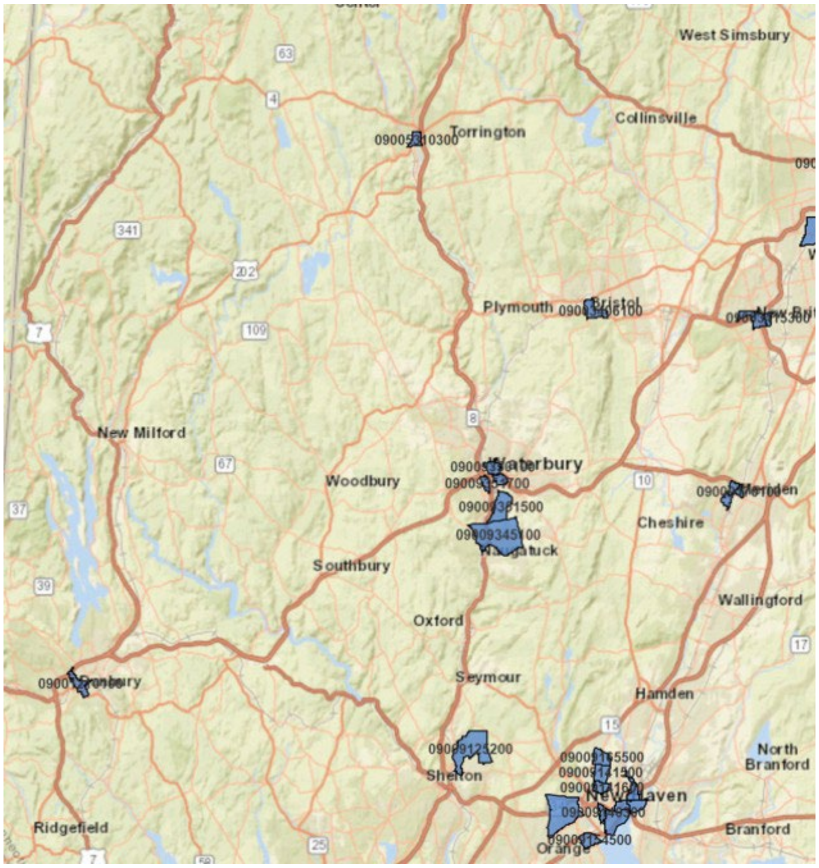


Figure 2: Opportunity Zones in Region 5. (Source: Opportunity DB the Opportunity Zone Database. Opportunity Zone Map)

cities in the southern portion of the Region, such as Ridgefield, Redding, Bethel, Newtown, and Danbury, to commute to jobs in the New York metropolitan area. Census tracts designated as Opportunity Zones are located in Danbury, Waterbury, Bristol, Naugatuck, Ansonia and Torrington.[3] Private investment projects within these Opportunity Zones can be eligible for considerable capital gains tax advantages, a feature that incentivizes development in economically disadvantaged communities.[4]

2. Population Dynamics:

Region 5's population is most dense in Bristol, Waterbury, Naugatuck, Danbury, Bethel, Seymour, Ansonia, Derby, and Shelton. Census tracts in Waterbury and Danbury have some of the most diverse demographic profiles in the area; in Danbury 30% of residents are Hispanic, 9% of residents are Black, and 6% of residents are Asian.[5] And in Waterbury, 20% of residents are Hispanic, 36% of residents are Black, and 2% of residents are Asian.[6] Danbury and Waterbury are home to growing immigrant populations, with several thousand Danbury residents reporting Brazilian heritage and Portuguese as their first language.[7] As demonstrated in Figures 4 and 5, higher percentages of Litchfield County residents are white and over the age of 65 as compared to residents of Fairfield, Hartford and New Haven counties. These differences can influence the general economic trends within the Region, and may be used to guide the way various resources are put to use for resilient recovery. Examining median household income provides an indication of fluctuating economic conditions throughout Region 5. The median household income in Fairfield County has consistently been higher than that in the other Region 5 counties, likely due to the number of white-collar Fairfield residents who commute to jobs in New York City. Ridgefield reports a median household income of $133,647, which is substantially higher than in Waterbury ($42,401), Ansonia ($54,901), and Derby ($56,357).[8] These statistics and those reflected in the Figures below indicate that Region 5's wealthy households are in suburban communities with access NYC metro job opportunities, while residents of cities such as Ansonia, Derby, Danbury, Torrington, Bristol, and Waterbury who work more locally are less wealthy on average.

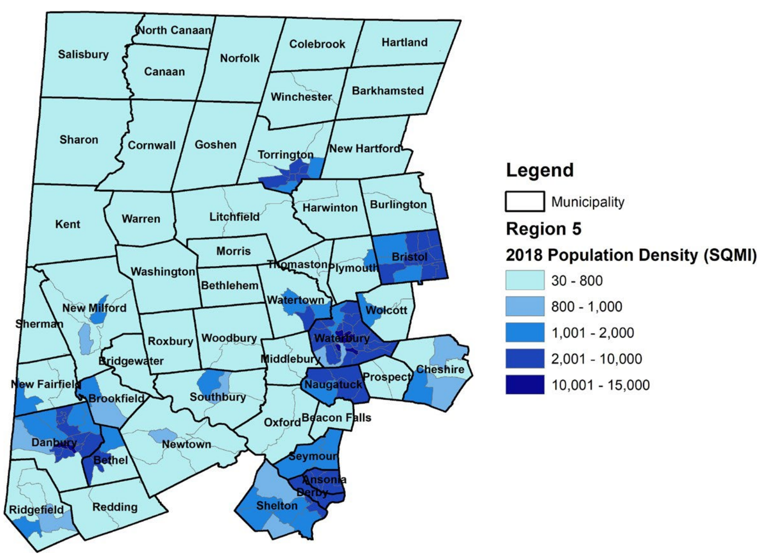


Figure 3: Region 5 Population Density by Census Tract. (Source: U.S. Census Bureau 2018 American Community Survey 5-year Estimates)

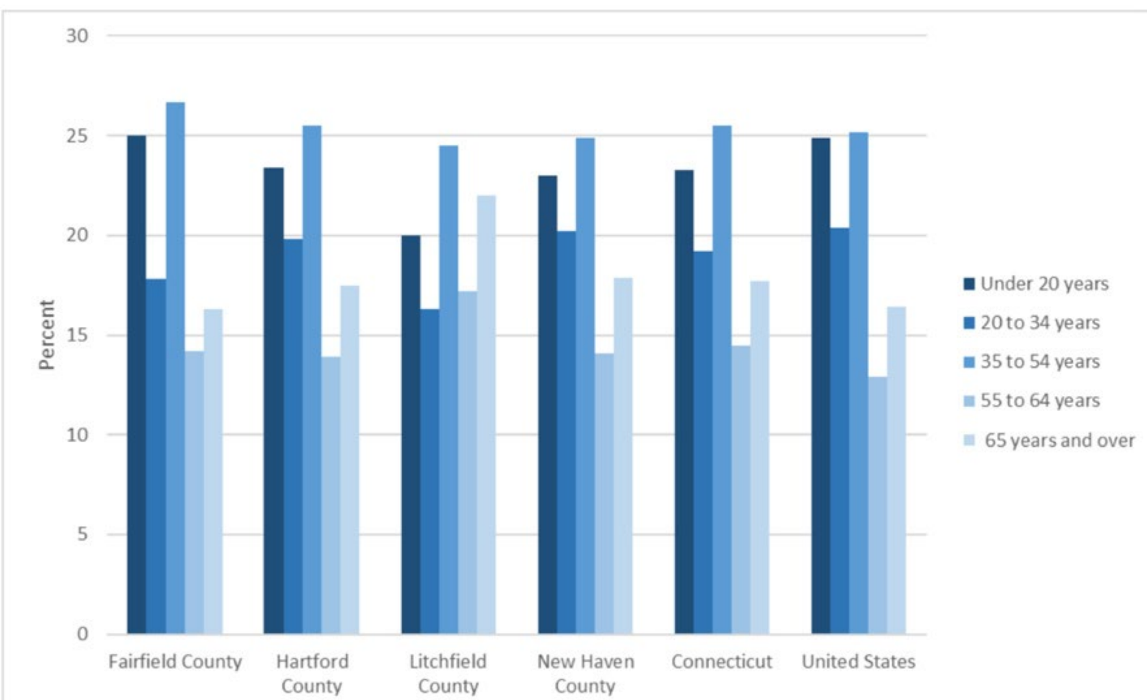


Figure 4: Region 5 Population Age Distribution. (Source: U.S. Census Bureau 2018 American Community Survey 5-year Estimates)

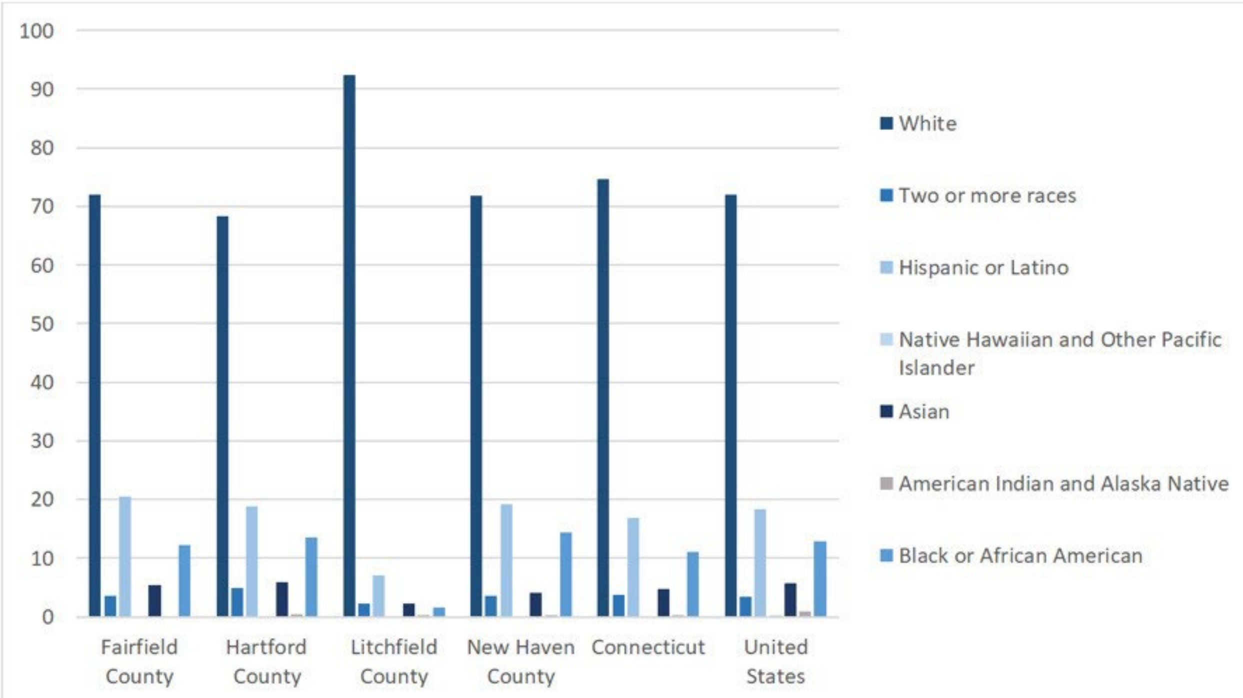


Figure 5: Region 5 Population by Race. (Source: U.S. Census Bureau 2018 American Community Survey 5-year Estimates)

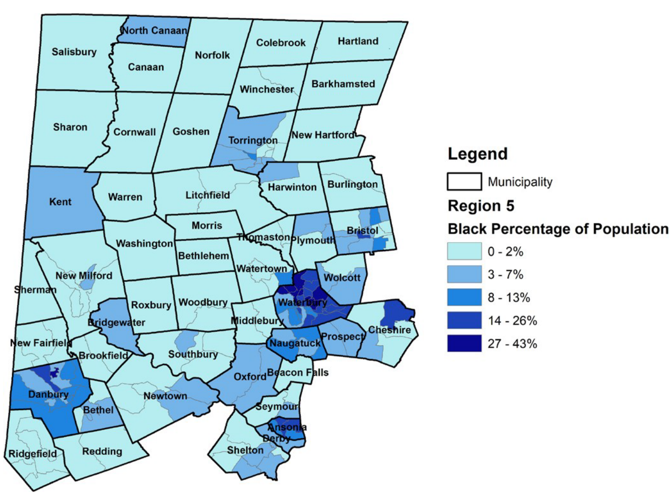


Figure 6: Distribution of Black Residents in Region 5. Note that percentage Black population data should be considered in comparison with population density data (Figure 3). Several low-population rural communities on the map, including Bridgewater and Kent, report between 3-7% Black residents, but the total Black population in these communities is small relative to more densely populated urban areas in Region 5. (Source: U.S. Census Bureau 2018 American Community Survey 5-year Estimates)

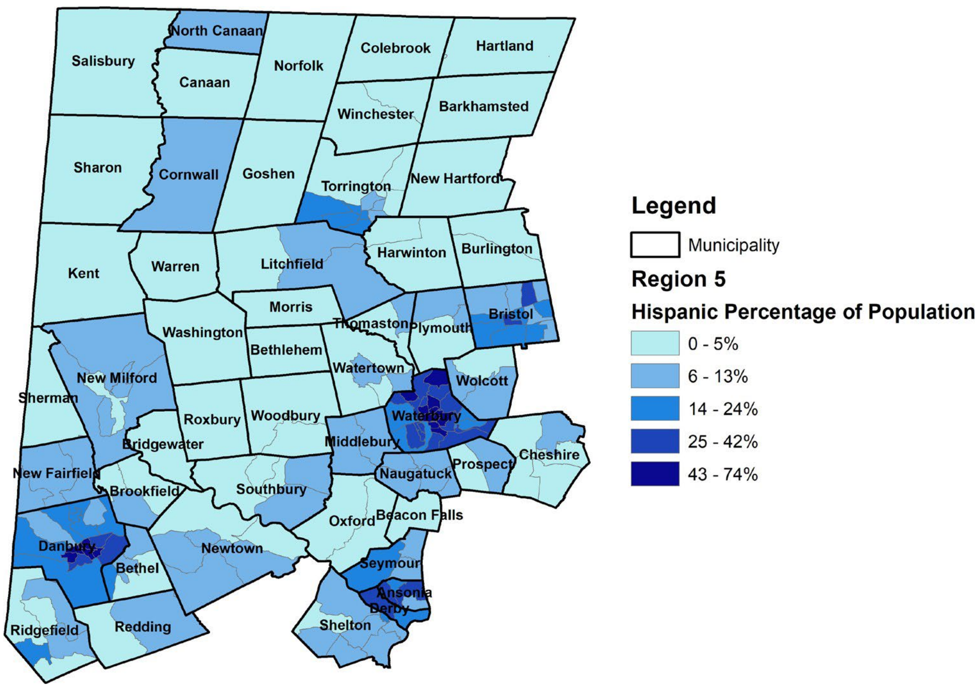


Figure 7: Distribution of Hispanic Residents in Region 5. Note that percentage Hispanic population data should be considered in comparison with population density data (Figure 3). (Source: U.S. Census Bureau 2018 American Community Survey 5-year Estimates)

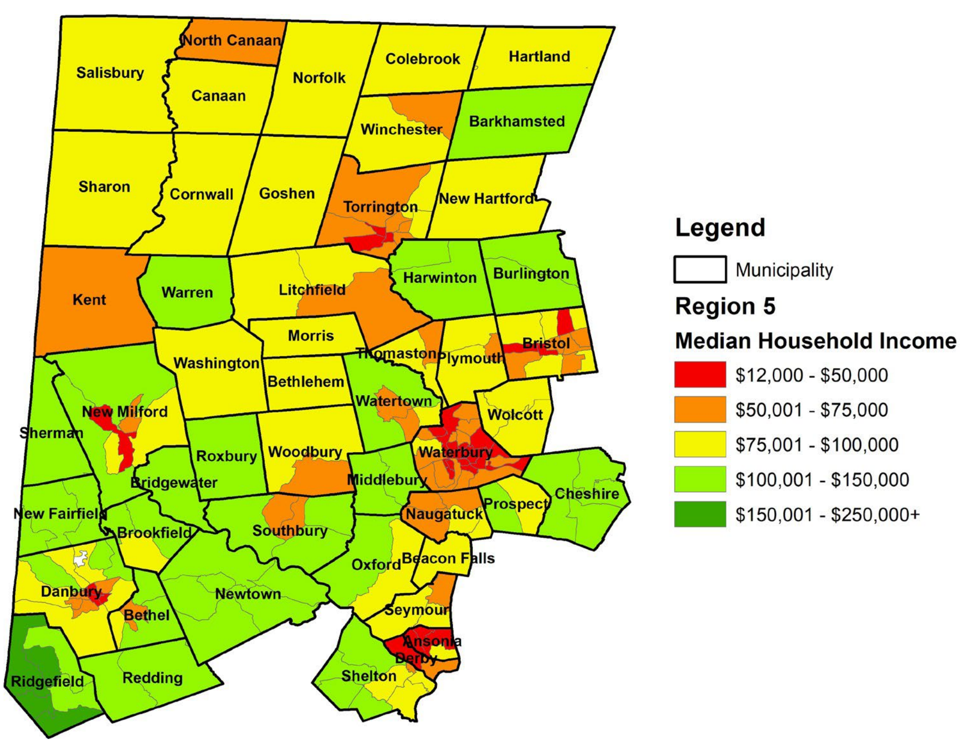


Figure 8: Median Household Income in Region 5 Communities. (Source: U.S. Census Bureau 2018 American Community Survey 5-year Estimates)

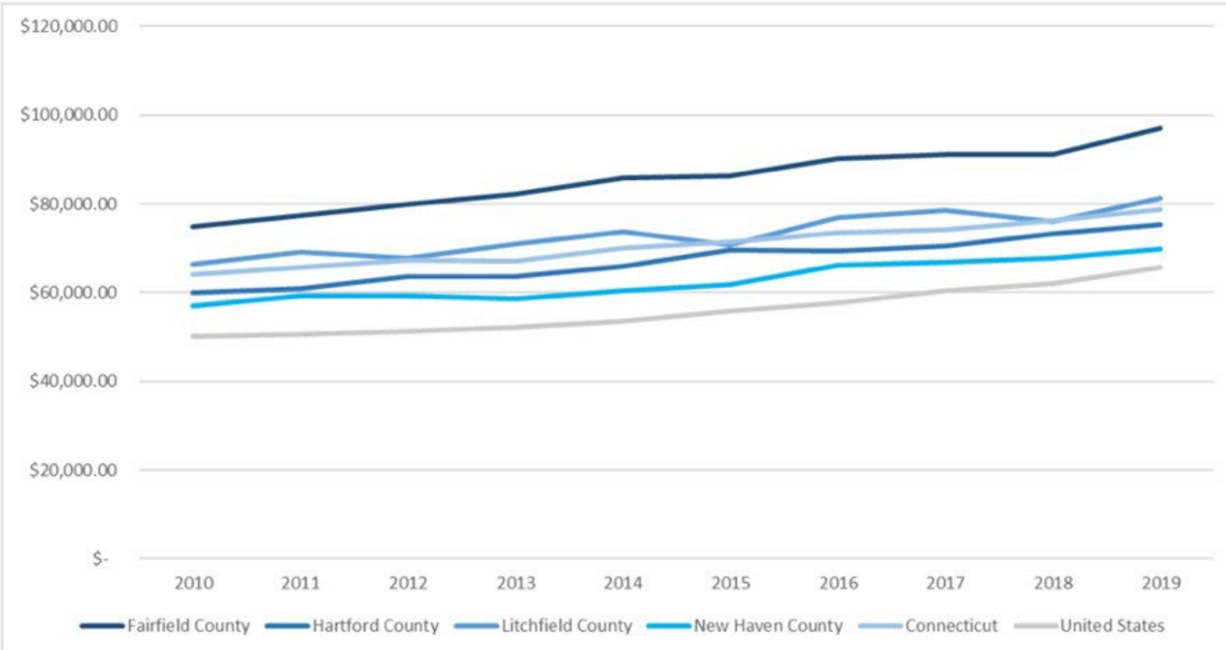


Figure 9: Median Household Income Over Time. (Source: U.S. Census Bureau 2010-2019 1-Year Estimates)

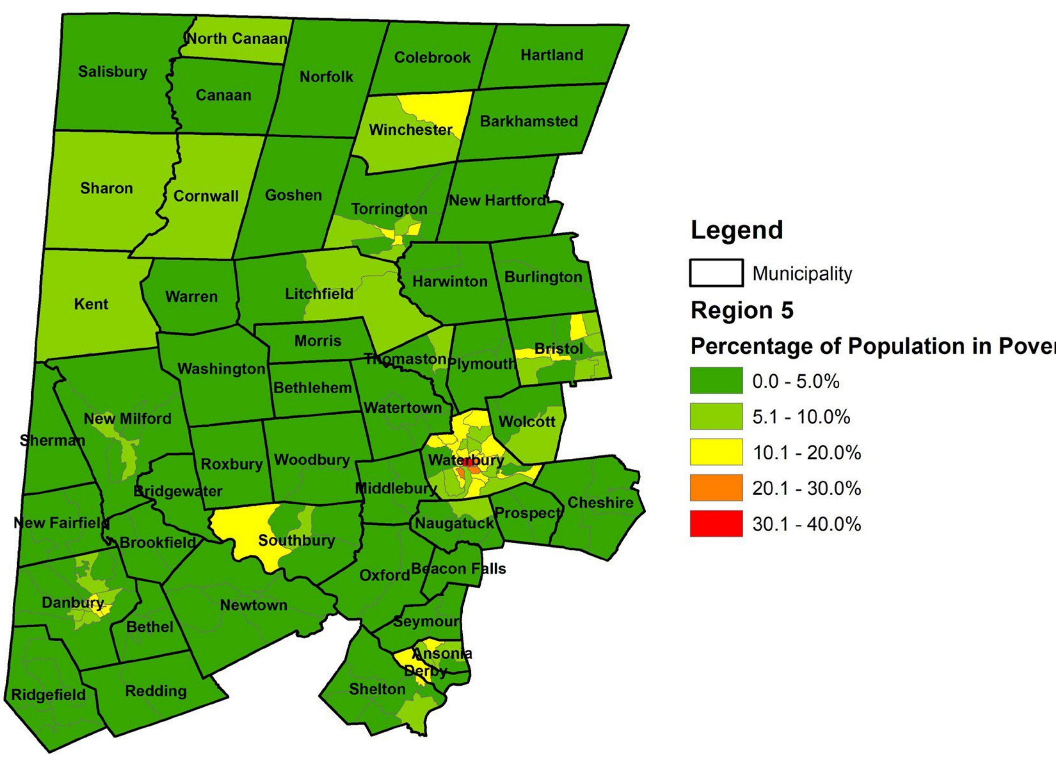


Figure 10: Region 5 Percentage of Population in Poverty. (Source: U.S. Census Bureau 2018 American Community Survey 5-year Estimates)

3. Regional Economic Drivers:

This section provides an overview of Region 5's largest industries and employment by industry. The Naugatuck Valley COG reports that the top 5 industries by employment are administrative and support services, construction, other services, healthcare, and social assistance.[9] Since the 1960s, a regional shift has been underway from a manufacturing-oriented economy to a service industry-oriented economy. Health care and social assistance is the largest job sector followed by manufacturing (12.8%) and government (12.3%) which includes public school teachers.[10] A majority of the Naugatuck Valley COG's manufacturing jobs are located outside of the urban core communities.[11] The Western Connecticut COG reports that top industries by employment in 2017 were educational services and health care (21% of estimated employment); professional, scientific and management and administrative services (17%); finance, insurance and real estate (14%); retail trade (10%) and arts, entertainment, recreation and accommodation and food services (8%).[12] Many residents of Western COG communities commute to workplaces outside of their immediate town of residence, including to employers in New York City.[13] The Northwest Hills COG regards healthcare, tourism, and advanced manufacturing as its leading economic clusters.The COG also reports that the top 5 industries by employment in Litchfield County, which accounts for 26 of the 50 municipalities in Region 5, are healthcare and social assistance (9,636 jobs), retail trade (8,759 jobs), manufacturing (8,684 jobs), accommodation and food services (4,838 jobs), and construction (3,423 jobs).[14] Within Litchfield County, more than 50% of businesses are small businesses that employ four or fewer employees, and 15% of workers in the county are self-employed.[15] The majority of residents commute to jobs elsewhere, leading local economic development agencies to describe much of the Northwest Hills as a bedroom community.

Several healthcare companies contribute to Region 5's strong healthcare industry profile, this includes Nuvance Health (locations in Sharon, New Milford and Danbury, RVNAhealth, a visiting nurses association based in Ridgefield, and each of the Region's hospitals.[16] There are also several institutions of higher education in the Region: Post University in Waterbury (7,681 students), Naugatuck Valley Community College in Waterbury (6,651 students), the Waterbury Branch of the University of Connecticut (796 students), Western Connecticut State University in Danbury (5,721 students), and Northwestern Connecticut Community College in Winsted (1,406 students).[17,18] These institutions create considerable economic stimulus and employment for their host communities and play an important role in preparing students for the workforce.

In addition to Region 5's healthcare and educational institutions, several large businesses have locations in the Region. In Danbury, FuelCell Energy is a key employer in the green technology/electric services sector, corporate relocation agency Cartus employs 2,700, and Ethan Allen, a furniture retailer, operates a store, hotel, and design center.[19,20,21] In Waterbury, Webster Bank is an anchor in the financial services industry and Duracell Operations in Bethel is part of a corporate grouping of 7,506 other companies.[22] ESPN is headquartered in Bristol, with a total of 4,200 employees.[23] Shelton hosts Hubbell, a company which employs 19,000 people globally in the electric products sector, and Edgewell's Personal Care, which employs 6,000 people globally in the personal products sector.[24,25] A number of other manufacturers and financial and business service corporations have facilities based in the Lower Naugatuck Valley region. Together, these large employers contribute significantly to the employment opportunities landscape in Region 5. Statewide, stakeholders interviewed shared the perspective that a coordinated approach to retain and attract businesses that offer well-paying jobs will be important for Connecticut's long term economic recovery. Throughout the region, a diverse array of small and micro-businesses support the overall business environment.

B. Economic Environment

The resilience implications of the Region's economic environment can be understood by looking at the type of industries providing the employment, the regions' level of employment/unemployment, and the state of larger business and commercial activity present in the Region. Data for employment by industry sector is gathered according to defined Labor Market Areas (LMAs) which are not precisely congruent with Region 5 as it is defined in this report. Three Labor Market Areas (LMA) Danbury, Waterbury, and the Torrington-NW LMA cover most of Region 4's land and its key population centers.[26] For these reasons, the following discussion will focus on these LMAs in order to provide the most accurate analysis of regional employment dynamics. In addition to the above listed LMAs, seven southern Region 5 cities and towns are listed under the Bridgeport-Stamford LMA (Southbury, Oxford, Seymour, Ansonia, Derby, Ridgefield and Redding) and eight communities in eastern Region 5 are clustered in the Hartford-West Hartford-East Hartford LMA (Plymouth, Thomaston, Bristol, Harwinton, Burlington, New Hartford, Barkhamsted and Hartland).[27] However, analysis of these LMAs is not included in this report, as the majority of their geographical area and major population centers fall outside of the LTER Region 5 boundaries. [28] However, unemployment averages over the past year (by town/city) include all municipalities within the Region.

1. Region 5 LMA Employment Averages

Pre-COVID-19 Sector Employment

Based on Department of Labor data, Region 5's employment trends prior to the pandemic (January 2020) reported total non-farm employment of 176,900 and a strong reliance on Service-Providing Industries for its job base (Figure 11).[29]Z In the Danbury LMA, 22% of all non-farm workforce was employed in the Trade, Transportation, and Utilities sector. In the Waterbury LMA 26% of the non-farm workforce was employed in Education and Health Services. For the Torrington-Northwest LMA, 27% the non-farm workforce was employed in Education and Health Services.

January 2020 Employment by Industry in Region 5 LMAs

Industry Sector	Region 5 LMAs (Combined) Employment by Industry	% of Total Nonfarm Employment
TOTAL NONFARM EMPLOYMENT	176,900	100.0%
TOTAL PRIVATE	151,700	86.6%

GOVERNMENT	25,200	14.3%
Industry Sectors (Includes Private and Government Employment)		
GOODS PRODUCING INDUSTRIES	27,300	165.8%
Construction, Natural Resources & Mining	4,200	33.0%
Manufacturing	11,400	87.8%
SERVICE PROVIDING INDUSTRIES	149,600	84.2%
Trade, Transportation, Utilities	35,100	19.0%
Information	900	10.6%
Financial Activities	3,100	2.0%
Professional & Business Services	17,300	9.1%
Education and Health Services	26,500	17.9%
Leisure and Hospitality	16,100	9.3%
Other Services	4,100	32.8%

Figure 11: Region 5 LMAs (Torrington-NW, Danbury, Waterbury) January 2020 employment averages. Note – Table excludes Bridgeport-Stamford LMA and Hartford-West Hartford-East Hartford LMA. (Source: Connecticut Department of Labor. Local Area Unemployment Statistics Program. November 2020)

Change in Region 5 LMA Workers Employed

LMA Employment Impacts

Region 5 Industry Sectors	Danbury LMA	Torrington-NW LMA	Waterbury LMA
TOTAL NONFARM EMPLOYMENT	-7.1%	-6.6%	-9.6%
TOTAL PRIVATE	-7.4%	-6.6%	-8.1%
GOVERNMENT	-5.0%	-6.4%	-17.6%
Federal Government	25.0%	0.0%	-20.0%
State Government	-4.0%	0.0%	-8.3%
Local Government	-8.8%	-8.8%	-20.3%
Industry Sectors (Includes Private and Government Employment)			

GOODS PRODUCING INDUSTRIES	-9.0%	-6.8%	-5.6%
MINING, LOGGING, AND CONSTRUCTION	Data N.A.	-5.3%	0.0%
MANUFACTURING	Data N.A.	-7.5%	-8.0%
SERVICE PROVIDING INDUSTRIES	-6.7%	-6.6%	-10.4%
PRIVATE SERVICE PROVIDING INDUSTRIES	-7.0%	-6.6%	-8.7%
TRADE, TRANSPORTATION, AND UTILITIES	-3.0%	-3.9%	-3.9%
Wholesale Trade	Data N.A.	0.0%	-10.0%
Retail Trade	-2.5%	-4.8%	1.1%
Transportation, Warehousing, and Utilities	Data N.A.	0.0%	-19.1%
INFORMATION	Data N.A.	-33.3%	-16.7%
FINANCIAL ACTIVITIES	Data N.A.	0.0%	10.0%
PROFESSIONAL AND BUSINESS SERVICES	-2.9%	-8.0%	-7.6%
EDUCATION AND HEALTH SERVICES	Data N.A.	-2.3%	-9.0%
Healthcare and Social Assistance	Data N.A.	Data N.A.	-8.3%
LEISURE AND HOSPITALITY	-6.6%	-19.4%	-22.0%
OTHER SERVICES	Data N.A.	-7.1%	-14.8%

Figure 12: Change in Workers Employed (in %, October 2019-October 2020) for individual LMAs within Region 5. Note - Limited industry sector data for Danbury LMA. Bridgeport-Stamford LMA data reserved for Region 1 analysis. (Source: Connecticut Department of Labor (CT DOL) – Current Employment Statistics (CES). Historical Employment Statistics – 1990 to Present. (Accessed December 2020)

The variations between the LMAs in unemployment rate increases (by industry sector) can be interpreted through the differences in population densities across the municipalities of Region 5. With the Waterbury LMA containing the majority of census tracts within the region with a population density greater than 2000 people per sq. mile, the Waterbury-Naugatuck-Watertown area displays higher job losses.[30,31] Through interviews with key stakeholders in the Region, GRI researchers have confirmed that because workers in the more severely impacted sectors are more concentrated in urban communities with average household median incomes that are below the State's average median income, those areas are experiencing more severe economic impacts as a result of the pandemic. With increased proportions of low-wage employees working in Leisure and Hospitality and other Service-Providing industry sectors that were directly affected as a result of the pandemic-necessitated shutdowns, Waterbury LMA's municipalities record the largest decreases in total employment for these sectors. The average quarterly wage for the second quarter of 2020 (Q2 2020) across the 3 LMAs that lie within the boundaries of Region 5 is $14,774.[32] Employees working in Other Services (average quarterly wage $9,847) and Accommodation and Food Services workers (average quarterly wage $5,892) earned approximately 33% and 60% less than Waterbury LMA regional average wages for the same period, Q2 2020.

This uneven employment loss (and recovery) is visible through comparing Figures 14 and 16, where the northern areas of Region 5 underwent lower levels of increase in unemployment rate (as compared to rest of Region 5, January – August), while also displaying a slower job recovery trajectory in the subsequent months (August-October). For more densely populated communities in Region 5, the opposite trends were observed, with increased rates of unemployment followed with a faster recovery of net employment. This reflects the fact that service industry workers, many of whom were classified as "front line workers" during the pandemic, are more likely to reside in Region 5's urban center communities, where suburban and rural communities in Region 5 are home to a higher concentration of "white collar" workers who were able to shift to remote work during the COVID-19 crisis. Stakeholders interviewed noted that some employment sectors, for example hospitality and retail, are likely to be disrupted for an extended period of time, and options for retraining and transitioning to new and higher-paying careers are needed for those workers. While programs exist to support workforce development in manufacturing and healthcare sectors, there are persistent challenges in communicating about available employment and training opportunities. These gaps in communication represent an impediment towards connecting unemployed residents with available training and employment opportunities for long-term economic recovery. A key workforce development approach in need of increased attention is apprenticeships as an alternative to traditional higher education pathways. Stakeholders noted that improved public outreach regarding alternative employment avenues would greatly assist anchor institution employers meet a regional need for a larger skilled workforce.

Industry Sector Employment Impacts

Region 5 Industry Sectors	October 2019 Employment	October 2020 Employment	Variance (2019-2020)	Variance (%)
TOTAL NONFARM EMPLOYMENT	180,000	165,700	-14,300	-7.9%
TOTAL PRIVATE	154,400	142,800	-11,600	-7.5%
GOVERNMENT	25,600	22,900	-2,700	-10.5%
Federal Government	1,600	1,700	100	6.2%
State Government	5,900	5,600	-300	-5.0%
Local Government	18,100	15,600	-2,500	-13.8%
Industry Sectors (Includes Private and Government Employment)				
GOODS PRODUCING INDUSTRIES	28,800	26,700	-2,100	-7.2%

MINING, LOGGING, AND CONSTRUCTION	5,100	5,000	-100	-1.9%
MANUFACTURING	11,500	10,600	-900	-7.8%
SERVICE PROVIDING INDUSTRIES	151,200	139,000	-12,200	-8.07%
PRIVATE SERVICE PROVIDING INDUSTRIES	125,600	116,100	-9,500	-7.5%
TRADE, TRANSPORTATION, AND UTILITIES	34,800	33,600	-1.200	-3.4%
Wholesale Trade	2,500	2,300	-200	-8.0%
Retail Trade	25,000	24,600	-400	-1.6%
Transportation, Warehousing, and Utilities	2,600	2,200	-400	-15.3%
INFORMATION	900	700	-200	-22.2%
FINANCIAL ACTIVITIES	2,900	3,100	200	6.9%
PROFESSIONAL AND BUSINESS SERVICES	18,000	17,100	-900	-5.0%
EDUCATION AND HEALTH SERVICES	26,600	24,800	-1,800	-6.7%
Healthcare and Social Assistance	15,700	14,400	-1,300	-8.2%
LEISURE AND HOSPITALITY	17,100	14,600	-2,500	-14.6%
OTHER SERVICES	4,100	3,600	-500	-12.2%

Figure 13: Change in Workers Employed (combined) for 3 LMAs within Region 5, October 2019-October 2020. Note - Limited industry sector data for Danbury LMA. Bridgeport-Stamford LMA data reserved for Region 1 analysis. (Source: Connecticut Department of Labor (CT DOL) – Current Employment Statistics (CES). Historical Employment Statistics – 1990 to Present. (Accessed December 2020)

Since October 2020, a second wave of increasing COVID-19 case rates in Connecticut and associated public health measures to slow the spread of the virus have resulted in continued negative impacts for Connecticut's employment rate.[33] For the week ending December 5th, 2020, Connecticut state-level data recorded a 31% increase (unadjusted) in the number of initial unemployment claims filed as compared to the previous week, indicating a significant rise in newly unemployed workers across the state.[34] Data through December and into early January 2021 indicate that unemployment claims are on the rise again as the pandemic continues. These state and national trends are concerning developments for regional economies, particularly coupled with the temporary conclusion of Connecticut's Extended Benefits period on December 12th, 2020, which increased the risk levels for unemployed workers across the state. Although the CARES Act Extension has provided a new Federal Pandemic Unemployment Compensation

(FPUC) allocation of $300 per week up till the program end date (March 13th, 2021), the brief period between the conclusion of the first extended benefits (mid-December) and the resumption in mid-January has likely added to the financial burdens on individuals and families that have been heavily dependent on unemployment benefits due to loss of livelihood.[35]

2. Region 5 Unemployment

The COVID-19 crisis's economic impacts have been detrimental for communities in Region 5, as demonstrated by the surging unemployment rates reported in August 2020, which was more than 2 months after the first round of restrictions on commercial activities were partially or completely lifted. GRI utilized January 2020 unemployment rates across all municipalities within Region 2 as a benchmark figure to compare against August and October unemployment numbers for 2020. For all municipalities assessed in Region 5, February 2020 unemployment rates closely follow January 2020 unemployment rates. Because several industry sectors in the Region, including Accommodation and Food Services, experienced some early disruptions in operations as a result of the pandemic, January 2020 data is used as a benchmark for pre-pandemic employment data.

Across Connecticut and the nation, pandemic-related job losses have disproportionately impacted women, racial minorities, and workers who have less than a high school education.[36] Detailed weekly data for initial and continued unemployment filed according to workforce investment area and age, education level, race and other demographic characteristics is available from the Connecticut Department of Labor. It is important to note that the State of Connecticut only processes unemployment claims filed by workers who are employed within the State. Connecticut Department of Labor (DOL) unemployment claims records do not account for unemployment claims filed by workers who are employed out-of-state, and also does not include the unemployed self-employed or those who are ineligible for the State's unemployment system, including federal workers and religious workers.[37]

GRI's analysis of the impacts of the COVID crisis on employment is based upon Local Area Unemployment Statistics (LAUS) monthly employment, unemployment, and labor force data.[38] The unemployment rate and labor force estimates are based on a household survey and measure the work status of the civilian noninstitutional population 16 years old and over residing in Connecticut.[39] Throughout the pandemic, Connecticut's unemployment rate has been underestimated due to low response rate and misinterpretation of survey questions during the collection of data for the September Current Population Survey (CPS) which is the foundation of the statistical model used to determine all states' unemployment rates.[40] The effect of the CPS misclassification for Connecticut's LAUS unemployment rate has declined since April 2020 and is now estimated to be in line with the misclassification at the national level.[41] Regional unemployment estimates are best understood in the context of their relative rates by municipality and by sector and their movement over several months rather than observed changes in a single month's value.

Pre-COVID 19 Unemployment Rates

In January 2020, before the onset of the COVID-19 crisis, the cities and towns in Region 5 exhibited an average unemployment rate of 4.6%.[42] Major urban centers – Waterbury (6.7%), Torrington (5.1%), and Naugatuck (5.3%) – posted higher unemployment rates than the regional average. In contrast, the five smallest municipalities (by population) recorded an average unemployment rate of 3.9% for January 2020. This may be in part attributable to the high population of retired adults in Region 5, as well as to the fact that many of the Region's service industry workers live in the Region's urban centers. The highest unemployment rates for this period were recorded by Waterbury (6.7%), Ansonia (5.9%), and Plymouth (5.4%). The lowest unemployment rates were Warren (2.9%), Roxbury (2.9%), and Cheshire (3.0%).

Covid-19 Impact on Unemployment

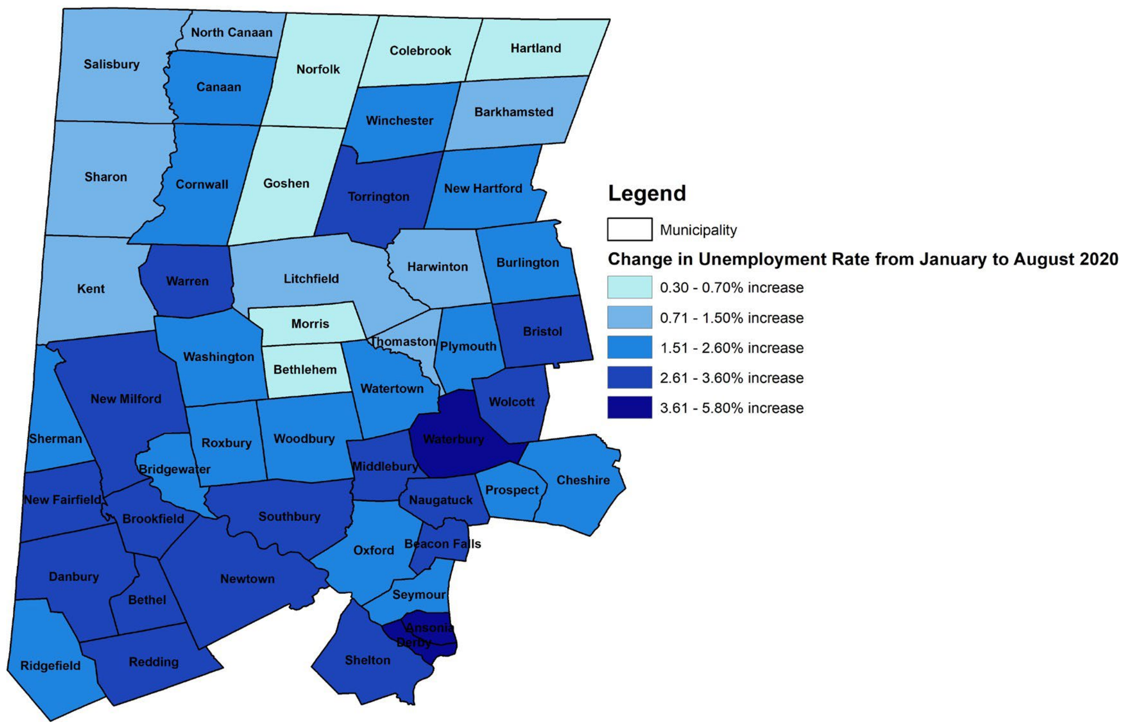


Figure 14: Change in Unemployment Rate from January to August. (Source: Connecticut Department of Labor. Local Area Unemployment Statistics Program. September 2020)

By the end of August 2020, the average unemployment rate across all municipalities in Region 5 was 7.8%, reflecting a total increase of 3.2 points from 4.6% in January 2020.[43] As described at the beginning of this section, the August 2020 unemployment estimates across the State of Connecticut were underestimated due to low response rate and misinterpretation of survey questions during the collection of data for the monthly Current Population Survey (CPS) which is the foundation of the statistical model used to determine all states' unemployment rates. The five largest municipalities (by population) within this Region experienced the largest increases in unemployment rates. While the average increase for these five large municipalities, concentrated in southern Region 5, was +4.1 points for the Jan-Aug period, Waterbury stood out with an increase of 5.8 points for this period, ending August 2020 with a 12.5% unemployment rate. In contrast, the five smallest municipalities (by population) in Region 5 experienced significantly smaller increases in unemployment, with an average increase of 1.7 points from January to August. Based on the concentrations of high unemployment increases, the following geographical clusters were identified by GRI:[44]

Lower Naugatuck Valley Cluster – Increase of 4.1 points from January (4.9%) to August (9.0%). (Towns - Shelton, Ansonia, Derby, Average population – 24,040)

Waterbury Cluster – Increase of 4.5 points from January (5.7%) to August (10.2%). (Towns - Waterbury, Wolcott, Bristol, Naugatuck, Beacon Falls, Average population – 44,286)

Danbury Cluster – Increase of 3.1 points from January (3.9%) to August (7.1%). (Towns - Danbury, Bethel, Brookfield, New Fairfield, Redding, Newtown, Average population – 28,725)

The average population of each of these three clusters is greater than the average regional municipal population. In addition to the clusters, the largest August unemployment rates were Waterbury (12.5%) and Ansonia (11.1%), while the lowest rates were recorded in Sharon (4.2%) and Salisbury, Hartland (4.5%).[45] Waterbury and Ansonia also recorded the highest increases in unemployment across Region 5, at +5.8 and +5.2 points respectively. Hartland recorded the lowest Regional increase in unemployment (+0.3 points) for the Jan-Aug period, as compared to the Region-wide average increase of +2.3 points. Examining the changes in unemployment rates on the regional and statewide levels reveals that most heavily urbanized and densely populated municipalities have experienced a sharper increase in unemployment during the COVID-19 pandemic.

2020 Unemployment Rate for Region 5 Municipalities

	Town	January	August	October	December
Largest Municipalities	Waterbury	6.7	12.5	9.5	11.7
	Danbury	4.1	7.2	5.3	6.2
	Bristol	5.0	8.6	6.2	8.3
	Shelton	4.5	7.9	5.6	7.5
	Torrington	5.1	8.3	6.1	8.4
	MEAN	5.2	9.3	6.8	8.7
Smallest Municipalities	Canaan	3.1	5.3	5.5	7.7
	Cornwall	3.5	6.0	4.6	3.6
	Warren	2.9	5.8	3.8	5.8
	Colebrook	5.0	5.5	4.0	5.7
	Norfolk	4.9	5.5	4.5	5.7
	MEAN	3.9	5.6	4.4	5.6
Lower Naugatuck Valley Cluster	MEAN	4.9	9.0	6.6	9.0
Waterbury Cluster	MEAN	5.7	10.2	7.4	9.5
Danbury Cluster	MEAN	3.9	7.1	5.1	6.2
Region 5	MEAN	4.6	7.8	5.6	7.5
State-Wide	MEAN	4.4	8.2	5.8	7.5

Figure 15: Unemployment Rate (in %) for Municipalities across Region 5. (Source: Connecticut Department of Labor. Local Area Unemployment Statistics Program. January 2021)

Between August and October 2020, LTER Region 5's labor force gained momentum in economic recovery, as restrictions on commercial and personal activities were further lifted. In 2 months from August to October 2020, Region 5 reported an average of 2.3-point reduction in unemployment.[46] The highest unemployment rates for October continued to be recorded by Waterbury (9.5%), followed by Ansonia (8.3%). The lowest unemployment rates for this month were Sharon (2.8%) and Washington (2.9%). The largest decreases in unemployment rate for the Aug-Oct period were recorded by Derby (reduction of 4.3 points) and Shelton (reduction of 4.0 points). In contrast, Canaan and Redding recorded no change in unemployment rate from August to October.Shelton's significant reduction brought the Lower Naugatuck Valley Cluster's average unemployment (October) to 6.6%, which is a reduction of 2.4 points from August. The Waterbury and Danbury clusters also recorded decreases in unemployment rate for this period, at -2.7 and -2.0 points respectively. An interesting development across Region 5 was 17 municipalities recording an

October 2020 unemployment rate that was lower than January 2020 figures. Amongst these municipalities, Colebrook recorded the largest decrease (-0.9 points) from January (5.0%) to October (4.1%). However, Region 5 as a whole recorded an average increase of +1.0 points for the Jan-Oct period. The municipalities that experienced the highest increase rates of unemployment were also the ones to see the strongest recovery, with an average decrease of 2.4 points across the 5 largest cities/towns in Region 5 (Aug-Oct).

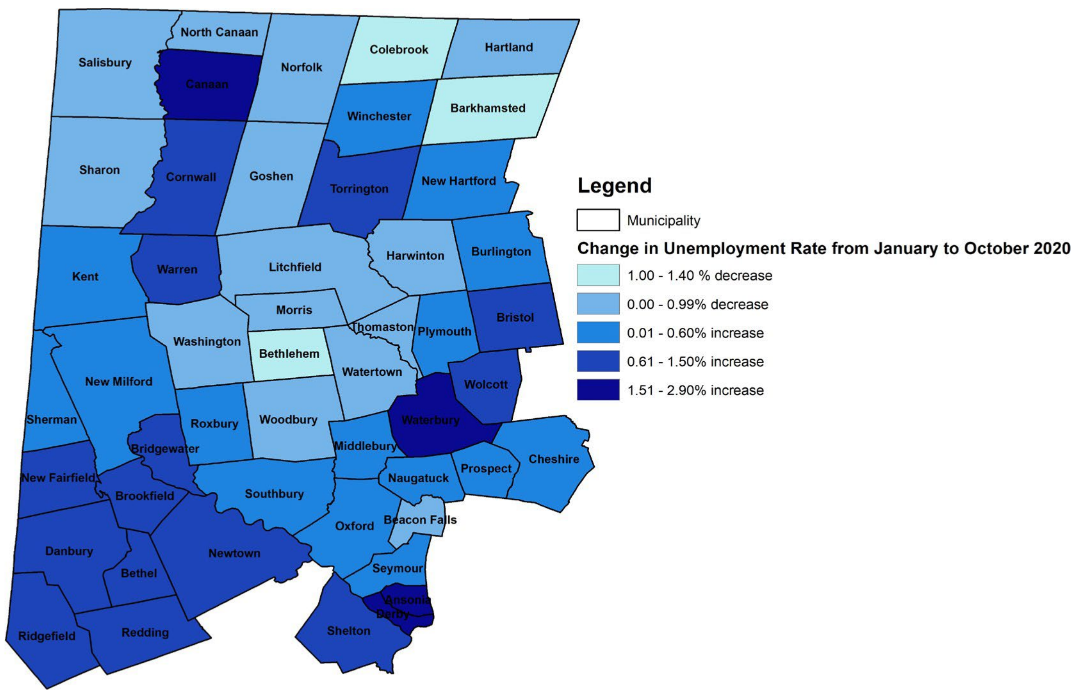


Figure 16: Change in Unemployment Rate from January to October. (Source: Connecticut Department of Labor. Local Area Unemployment Statistics Program. November 2020)

By December 2020, the employment recovery experienced across Region 5 over the Aug-Oct period was reversed, as the average regional unemployment rate increased by 1.9 points (as compared to October).[47] Waterbury (11.7%), Ansonia (11.5%) and Derby (10.1%) recorded the highest unemployment rates for this month, while the lowest figures were recorded by Cornwall (3.6%), Washington (4.0%), and Sharon (4.5%). Derby also experienced the highest increase in unemployment for the Oct-Dec period at +4.7 points, followed by Shelton (+3.6 points) and Ansonia (+3.2 points). Amongst all 50 Region 5 municipalities, only Cornwall and Redding continued to experience reductions in unemployment. While each of the three identified geographical clusters experienced an increase for this period, the Danbury Cluster stood out with a minor 1.1-point increase, which was better than the Lower Naugatuck Valley Cluster (+2.3 points) and Waterbury Cluster (+2.1 points). In accordance with previously observed unemployment-population dynamics, the largest five municipalities recorded an increase of 1.8 points, which was larger than the increase experienced by the 5 smallest municipalities (+1.2 points). Overall, Region 5's abrupt reversal of employment recovery can be attributed in part to the reinstatement of restrictions on commercial activity due to the increased health risks posed by the current pandemic during the winter months.

Increases to Unemployment Rate Across Calendar Year 2020

	TOWN	Variance (Jan-Aug)	Variance (Aug - Oct)	Variance (Oct-Dec)	Variance (Jan-Dec)
Largest Municipalities	Waterbury	5.8	-3.1	2.2	5.0
	Danbury	3.1	-1.9	0.9	2.1
	Bristol	3.6	-2.4	2.1	3.3
	Shelton	3.4	-2.3	1.9	3.0
	Torrington	3.2	-2.3	2.4	3.3
	MEAN	4.1	-2.4	1.8	3.5
Smallest Municipalities	Canaan	2.3	0.1	2.2	4.6
	Cornwall	2.5	-1.4	-1.0	0.1
	Warren	3.0	-2.1	2.0	2.9
	Colebrook	0.5	-1.5	1.7	0.7
	Norfolk	0.6	-1.0	1.2	0.9
	MEAN	1.7	-1.2	1.2	1.7
Lower Naugatuck Valley Cluster	MEAN	4.1	-2.4	2.3	4.1
Waterbury Cluster	MEAN	4.5	-2.7	2.1	3.9
Danbury Cluster	MEAN	3.1	-2.0	1.1	2.3
Region 5	MEAN	3.3	-2.3	1.9	2.9
State-Wide	MEAN	3.7	-2.4	1.7	3.1

Note – Table lists changes to unemployment rate across various Region 5 municipalities and clusters across CY20. Positive values correspond to net increase in unemployment for listed column period. Color Legend - Values in Red indicate undesirable unemployment rate variance worse than the Region 2 average for the same period. Values in Green indicate desirable unemployment rate variance better than the Region 5 average for the same period. Values in Black indicate identical unemployment rate variance to Region 5 average for the same period.

Figure 17: Variance in Unemployment Rate (in %) for Municipalities across Region 5. (Source: Connecticut Department of Labor. Local Area Unemployment Statistics Program. January 2021)

During the course of CY2020, the average unemployment rate of all Region 5 municipalities increased by 2.9 points, from 4.6% (January) to 7.5% (December.[48] Each of the 50 communities encompassed within Region 5 experienced a net increase in unemployment over the year, however this was not evenly distributed. Cornwall (+0.1 points) recorded a negligible increase, while Ansonia (+5.6 points), Derby (+5.3 points), and Waterbury (+5.0 points) experienced increases over the year that were greater than the regional unemployment rate for January 2020 (4.6%). Region 5's average unemployment rate increase over 2020 was lower than the State-wide figure by 0.2 points. Additionally, the Lower Naugatuck Valley Cluster recorded the highest increase over this period (+4.1 points), while the Danbury Cluster (+2.3 points) performed significantly better. Canaan was a municipality that had not recorded large increases for any one period over the year, but the lack of employment recovery during Aug-Oct resulted in this municipality ending the year at 7.7% unemployment, an increase of 4.6 points. Overall, detrimental economic effects of the current pandemic are further emphasized through the rise in unemployment rates across the Region, highlighting the need for long-term recovery strategies that are based on resilient employment avenues and workforce development.

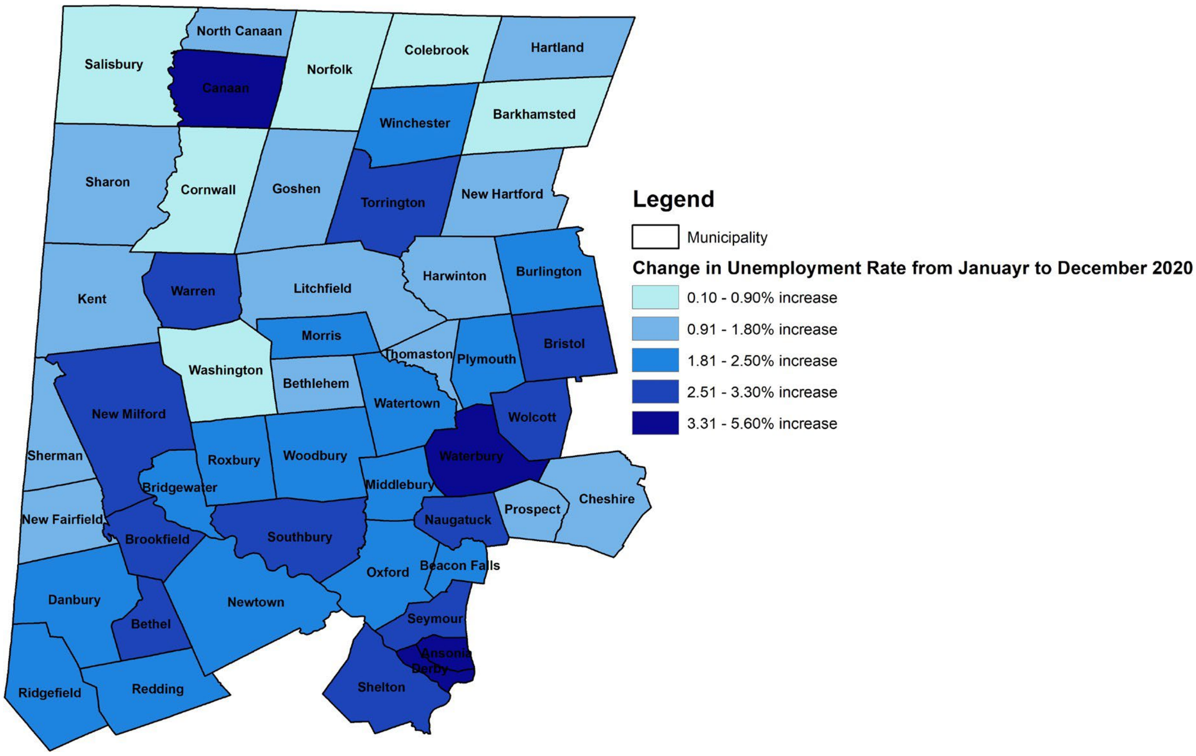


Figure 18: Change in Unemployment from January to December. (Source: Connecticut Department of Labor. Local Area Unemployment Statistics Program. January 2021)

Impacts on Businesses and Commercial Activities

Through the assistance of the Office of Policy and Management and the Department of Economic Community Development, GRI researchers acquired a preliminary breakdown of the total applications received under the CT Cares Small Business Grant Program. There was a considerable demand amongst small business owners for this $5,000 grant, with approximately 18,000 applications received by DECD (state-wide).[49] In the analysis of this dataset, GRI researchers encountered data entry issues, with missing/incorrect locations creating several inconsistencies. Due to these technical difficulties, the following analysis does not include every single application filed under the grant program.

DECD CT Cares Grant Program Applicant data for Region 5

Industry Sector	Region 5 Applications	% of Total Applications (Region 5)	% of Total Applications (Statewide)
Accommodation and Food Services	384	10.8%	19.5%
Agriculture, Forestry, Fishing, and Hunting	37	1.0%	24.7%
Arts, Entertainment, and Recreation	306	8.6%	22.8%
Construction	319	9.0%	27.3%

Educational Services	105	3.0%	19.2%
Finance and Insurance	56	1.6%	18.3%
Healthcare and Social Assistance	218	6.1%	18.5%
Information	27	0.8%	16.5%
Manufacturing	116	3.3%	25.1%
Other	635	17.9%	21.7%
Other Services	524	14.8%	19.6%
Professional, Scientific, and Technical Services	250	7.0%	19.7%
Real Estate, Rental, and Leasing	167	4.7%	23.7%
Retail Trade	242	6.8%	18.1%
Transportation and Warehousing	76	2.1%	21.4%
Utilities	2	0.1%	11.1%
Wholesale Trade	87	2.5%	24.5%
Total	3,551	100.0%	21.0%

Figure 19: DECD CT Cares Grant Program Applicant data for Region 5. Note - Table does not include complete application data due to missing/incorrect location entries. (Source: Office of Policy and Management/Department of Economic Community Development)

At the end of the application period, Arts Entertainment and Recreation, Accommodation and Food Services, and Other Services submitted 34% of Region 5's total estimated applications under the DECD program.[50] This figure aligns with GRI's interview data from the region's stakeholders regarding which business sectors have undergone the heaviest impacts as a direct or indirect result of the current pandemic. DECD criteria for grant applications limits eligibility to businesses employing 20 or fewer employees, therefore none of the applications in this dataset are major employers with Region 5.45 The total number of applications from accommodation/food services, other services, and Arts, Entertainment, and Recreation stands at an estimated 1,214 businesses, and the three full time employee average state-wide for all applications indicates a conservative estimate of 3,642 employees currently working for these applicants.[51] The area of concern lies in the average quarterly wages for these business sectors as per the CT Department of Labor's quarterly publications of wage data. The continuation of financial distress for businesses belonging to these industry sectors increases the risk level of further layoffs and business closures, which has the potential to affect employees who were earning significantly lower quarterly wages as compared to other industries and regional average wages.

The continuation of economic distress for small businesses is further displayed through data published by Womply and the Opportunity Insights Economic Tracker. Figure 20 outlines the total revenues for small businesses in Litchfield county (which comprises Region 5's northern municipalities, of which Torrington is the population and business center).

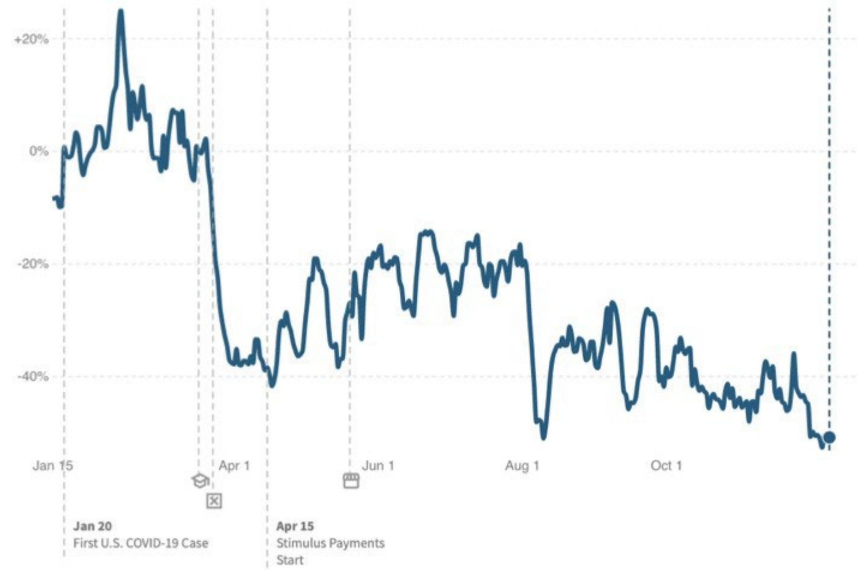


Figure 20: Percent Change in Small Business Revenue, indexed to January 4th, 2020 and seasonally adjusted. (Source: Data published by Womply and Opportunity Insights (Accessed January 2020))

As of December 9th, 2020, small business in Litchfield County were experiencing a 50% reduction in revenue as compared to pre-pandemic numbers. Despite the initial recovery during the period of June-August displaying a positive uptick in revenue for the county, there has been a second period of revenue reductions towards the third quarter of 2020. This reduction in revenues holds the potential to negatively affect business viability, as displayed in Figure 21.

The total number of small businesses that were open as of December 9th, 2020 was 38% lower than pre pandemic benchmarks in January 2020. This graph, produced by Opportunity Insights from data published by Affinity Solutions, aligns with the revenue curve for the same period. In particular, the post-August 2020 period is the area of concern, where the initial recovery from the pandemic-necessitated lockdown has been negated, with business closures approaching the levels recorded during the initial month of the pandemic (April). Stakeholder interviews have provided anecdotal information on service industry businesses (eating establishments, salons/spas) having the lowest chances of reopening from temporary closures. However, the lack of current data on the permanency of business closures limits GRI's analysis to observing closures without context on the chances of reopening. Across multiple interviews with key economic stakeholders and experts in Region 5, PPP loans were mentioned as a key lifeline towards assisting small and medium scale businesses in maintaining employment and operations during the pandemic. The large numbers of grant applications towards the end of 2020, combined with opening/revenue data, indicates that a second round of targeted funding through loan or grant programs is needed to assist businesses in surviving through the early period of 2021.

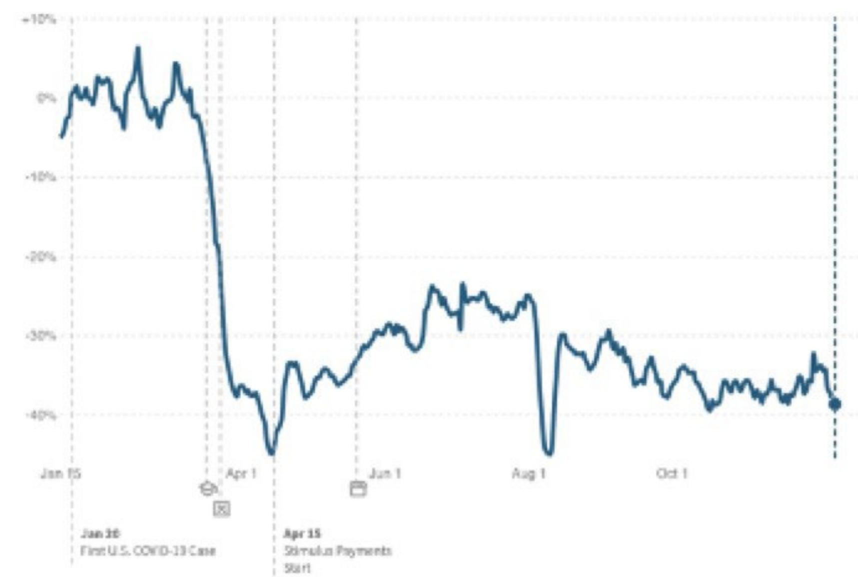


Figure 21: Percent Change in Small Businesses Open, indexed to January 2020 and seasonally adjusted. Data published by Affinity Solutions and Opportunity Insights. (Source: Data published by Affinity Solutions and Opportunity Insights (Accessed January 2020))

C. Resilience Landscape

1. Public Services

Public K-12 Education

Public schools throughout the region have struggled to keep up with constantly shifting priorities throughout the pandemic. Stakeholders expressed concern over the loss of operating capacity within school administrations and staff, in part due to a lack of coordinated decision making among school districts. This has led to stark differences in the delivery of education across each town, with some schools choosing to be entirely remote and others attempting to be partially in-person. It is estimated that 15,000 students across the state have not engaged with their school since the academic year began in September 2020. Many of these students do not have Wi-Fi access or devices to use to participate in virtual classes. School districts in urban areas have used donations and fundraising to purchase devices for these students, while suburban towns have been able to rely on school budgets. Stakeholders shared concern that communities including Waterbury, Danbury, Ansonia, Derby, Winchester and Torrington have been unable to adapt as well as wealthier areas. This inequality, while exacerbated by the pandemic, was a major issue even before the transition to remote learning. Interviewees shared that affluent communities with the political will and financial ability consistently provide higher quality education with greater resources than districts without the property tax wealth or income to invest in their schools. Region 5 stakeholders interviewed shared the perspective that the town where a student lives is one of the primary determinants of the quality of their public school experience and ultimate educational attainment, and as such there is a reinforcing feedback loop throughout the region which results in students from economically insecure households attending less well-resourced schools.

Higher Education

Similar to public schools in the region, higher education institutions in Region 5 were forced to quickly shift to online learning in March 2020 and have struggled to maintain their normal operations and engagement during the fall semester. This has had adverse impact on their communities given the central role higher education institutions play as economic and social anchors. At the same time, some young adults who ordinarily may have attended a higher education institution outside of the Region remained at home, attending classes remotely. Colleges and universities provide both primary and secondary employment opportunities. Accordingly, communities that are home to institutions of higher education are experiencing both direct and indirect financial impacts. The successful recovery of colleges and universities will be key to the long-term economic prosperity and resilience of Region 5 communities.

Western Connecticut State University (WCSU), located in Danbury, planned to start with some in-person classes in September 2020, but was forced to move to remote learning for the first few weeks when cases spiked just before the start of the academic year. The University saw a 6% drop in enrollment compared to last year, leading to a financial loss of at least $2 million. The school may need to cut back on the number of programs offered in the future to make up for this loss. Students at WCSU are usually significant contributors to the local economy in Danbury. Despite prioritizing a strong relationship with the community in previous years, WCSU is now trying to keep students on campus to avoid causing an increase in COVID cases in surrounding neighborhoods. This, combined with the drop in enrollment, has decreased students' spending at local businesses and negatively impacted the city's economy.

Post University is another higher education institution serving the local economy of Region 5. With its main campus near Interstate 84 and a satellite downtown campus both located in Waterbury, this private university has been a significant contributor to the economy of Waterbury for more than a century.[52,53] A stakeholder representing the Waterbury commerce points out that the COVID crisis's impact on the local economy has been palpable as the university's downtown campus on Bank Street has gone through a major transition to remote, online operations. In early 2019, Post had relocated its 400 employees to the renovated historic Howland-Hughes building on Bank Street.[54] This move almost immediately contributed to the revitalization and historic preservation effort that Waterbury had been promoting, attracting new businesses into the area. While the institution has been expressing its longstanding commitment to the city, the inexorable spread of the virus led most of its workers to working remotely. In December 2020, the building once planned to host 600 employees was being used by just 20 people.[55] The subsequent decline of foot traffic on the downtown streets has resulted in establishments, even those which typically had a steady customer base and were traditionally considered to be resistant to disruptions, to close their businesses.[56]

Workforce Development

The COVID-19 pandemic has widened the existing workforce gaps in the healthcare, manufacturing, and childcare sectors of Region 5, in part due to the inability to run in-person workshops and the impact on recruitment efforts for workforce training programs. The Small Manufacturers Association of Connecticut previously relied on hosting skills workshops and advertising at local high schools as a pipeline to refill an aging manufacturing workforce. With many in-person activities suspended and the move to remote learning for students in high school, the organization has faced considerable challenges with reaching graduating high school students so as to inform them of the opportunities available when considering a career in manufacturing. The pandemic has also prompted a need for more individuals working in the technology sector, as most businesses and organizations transitioned their operations to an online platform. Many are still in need of employees who can effectively facilitate the transition, train other employees on the new technology being utilized, and implement business strategies appropriate for their online operations. Not only is it challenging for education and workforce development providers to offer programs, it is also now more challenging for individuals to access programs which are in effect. Many people who would want to avail themselves to workforce training and education opportunities may not have access to a device to enroll and participate in online learning.

Generally, the percent of residents in Region 5 counties that have higher education degrees is higher than residents of other parts of the country. This is particularly true for Fairfield County, as seen in Figure 22. However, as shown in Figure 23, neighborhoods in Waterbury, Danbury, Ansonia, Derby and Southbury have particularly low educational attainment rates compared to surrounding municipalities. Some census tracts display 30-45% of individuals above the age of 25 who have not received high school diplomas in these towns and cities. In some cases, educational attainment levels are aligned with the layers of urban, suburban and rural core, where urban communities report the lowest educational attainment. These cities are also home to higher percentages of low-income and minority communities compared to wealthy suburban municipalities and are the same communities that are less likely to have access to Wi-Fi, devices, and other resources necessary to access programs. Stakeholders suggest that future employment programs must be carefully planned as many existing workforce training programs are currently underutilized. These programs should be designed and offered to serve their community members so that their new skills will lead to a direct form of future employment.

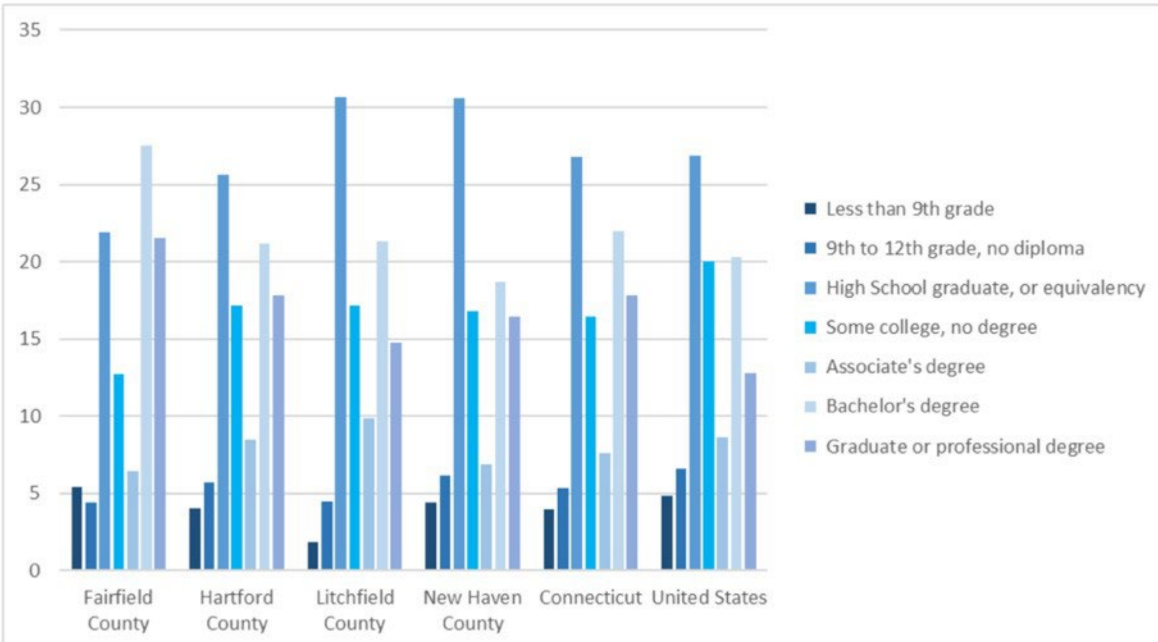


Figure 22: Educational Attainment Distribution Across Population 25 years and Over. (Source: U.S. Census Bureau 2019 American Community Survey)

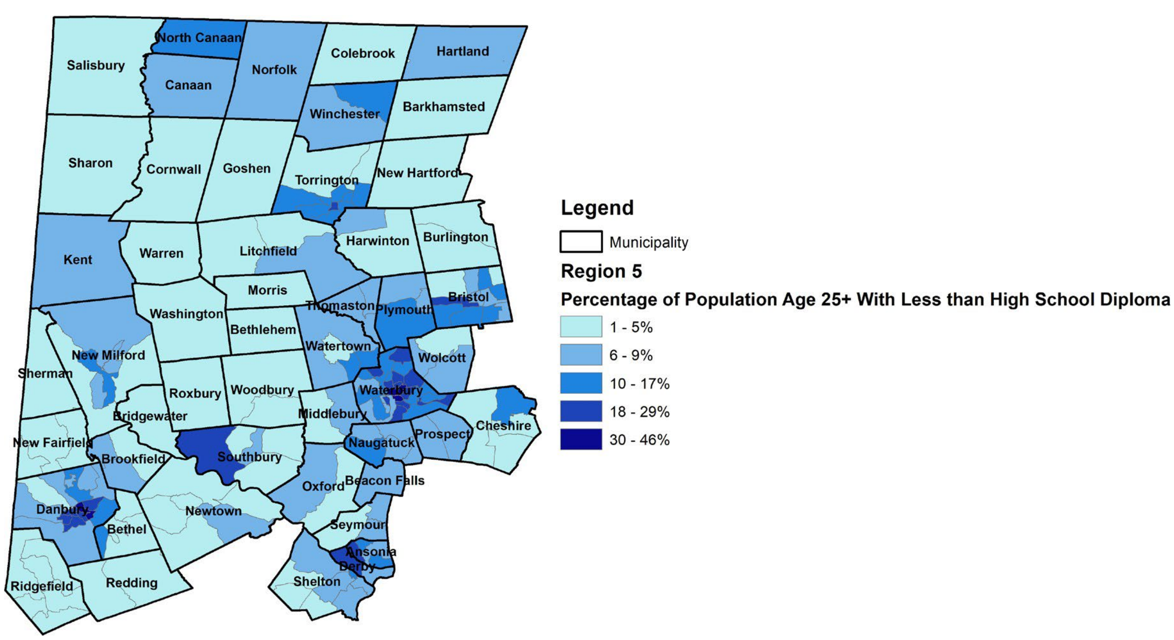


Figure 23: Percentage of Population Aged 25 and above With Less than High School Diploma (Source: U.S. Census Bureau 2018 American Community Survey 5-year Estimates)

Childcare

Childcare is essential to the viability of businesses in every sector because the availability of childcare heavily impacts parents' ability to continue to work. As the pandemic has forced many schools to move to remote learning and restricted the normal operations of childcare centers, parents who are essential workers or cannot work from home have been struggling to find alternative childcare options. At the same time, childcare programs are seeing low enrollment as many families choose to keep their children home. This has made it challenging for childcare providers to remain open to families who need them. Early on in the pandemic, the state was willing to pay for childcare enrollment to state-funded programs, allowing them to continue running almost near normal.[57,58] Despite this funding availability, many families face other barriers that prevent them from using state-funded childcare options, such as lack of transportation or fear of COVID exposure. Similarly, engagement with stakeholders revealed that childcare programs in wealthy suburban communities and privately funded programs have also remained open and functioning with little need for assistance. However, there is a stark divide in experience on communities of color in large urban communities that are struggling to pay for the limited childcare services that are available. In cities such as Waterbury, many families are out of work and can no longer afford even the copay associated with a childcare program. The pandemic has only exacerbated this challenge – in previous years, across the state about 94% of parents of color could not afford full-time infant childcare.[59] Low-income and essential workers are also more likely to work non-traditional hours and face longer commutes to work, leaving them with fewer childcare center options. In Region 5 specifically, workforce training programs are working to address childcare shortages and incentivize enrollment. However, interviewed stakeholders shared that a state-funded program to provide childcare to people pursuing workforce training opportunities saw an extremely low participation rate. This could be in part due to the challenge of reaching prospective trainees who are most in need through the traditional communication channels. It will be important to address the barriers to childcare as businesses and schools look to reopen moving forward.

Transportation Services

A significant portion of the workforce in Region 5 has shifted to working from home during the COVID-19 pandemic, impacting usage of public transportation and revenue collected by transit providers. The Metro-North Railroad's New Haven Line, which has been traditionally used by Connecticut residents commuting to jobs in New York City or cities in the southwest portion of the state, saw an estimated 95% drop in ridership in the first month of the pandemic, March-April 2020. While ridership has rebounded slightly from those numbers, the majority of former commuters to New York City have shifted to fully remote work from home or do not feel comfortable using public transit during the pandemic. Similarly, the Waterbury branch of the Metro-North New Haven Railway line saw a 75-80% drop in ridership from typical monthly levels in March 2020. As shown in Figure 24, before the pandemic, workers in Waterbury were more likely to use public transit than individuals in surrounding suburbs and rural communities were. Stakeholders reported that the majority of Region 5's bus lines experienced a smaller decline in ridership than commuter railway lines because many transit-dependent workers in Waterbury, Danbury and other urban centers in Region 5 are considered essential workers, and lack the option to work remotely. These individuals tend to be from low-income minority groups and require public transportation to get to work, regardless of their level of comfort.

Statewide, the majority of local transit districts suspended fare collection during the pandemic to ensure minimal contact between riders and drivers. Consequently, there has been a significant loss in revenue that will impact the transit districts' ability to provide future services and improvements to infrastructure. This reinforces the critical need for State and federal investments focused on improving transportation infrastructure. Stakeholders noted that investing in efficient, accessible and sustainable public transportation infrastructure may be a key to the long term economic revitalization of communities in Region 5, the Metro North transit system is presently underutilized, but is an important connector for the region as a whole.

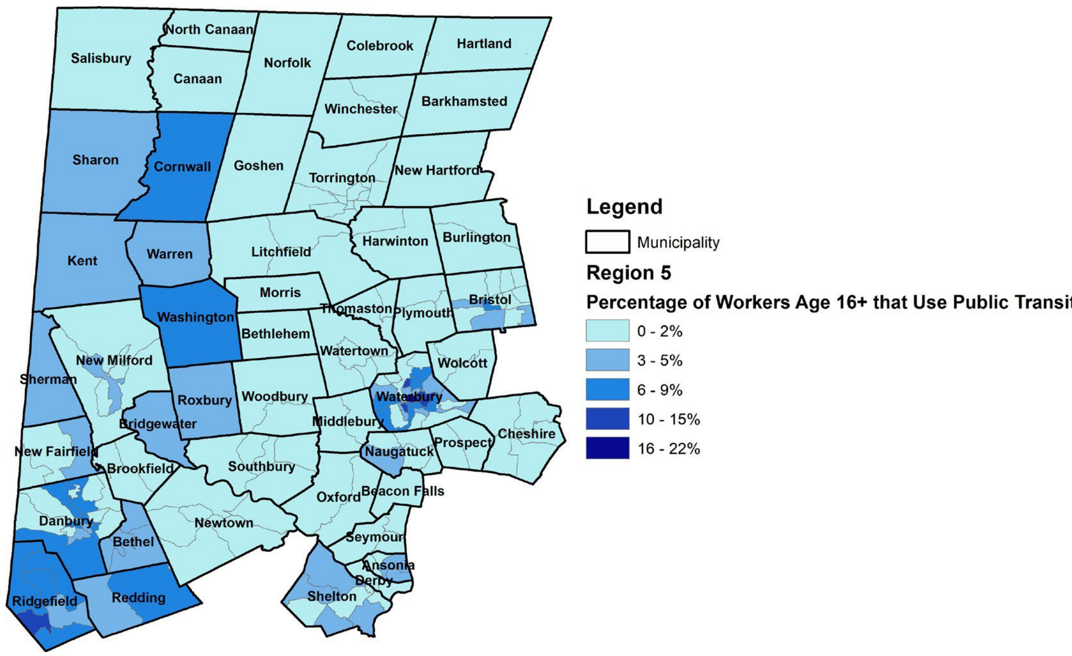


Figure 24: Percentage of Workers Age 16 and Up that Use Public Transit to Get to Work. (Source: U.S. Census Bureau 2018 American Community Survey 5-year Estimates)

Arts and Cultural Institutions

Both rural and urban communities in Region 5 are home to many art and cultural institutions that are closely tied to the local and regional economy. In Torrington, the Warner Theater is a major attraction that brings tourism to the area. The theater has been closed since March 2020 and struggling to stay open as in-person shows are still not an option. The lack of shows and tourism being brought into the downtown area significantly impacts local restaurants and small businesses, with fewer people coming to the area to shop. Stakeholders expressed concern that the loss of business will have cascading impacts throughout the town, affecting property values and hurting the overall economy. Waterbury and Ridgefield art institutions face a similar challenge; the Palace Theater, Aldridge Museum, and Ridgefield Playhouse all lack funds and struggle to stay financially afloat throughout the pandemic.

These types of institutions confront unique challenges when it comes to moving to an online platform and accessing grant opportunities. Many communities in the region are rural with old infrastructure, making it challenging for households and small businesses to have a reliable internet connection. While there is a grant program from the State of Connecticut specifically for artists, many individual business owners have no prior experience applying for a grant and funds available are insufficient to meet the needs of all small businesses in the arts and culture sector.[60] They need assistance in interpreting the guidelines and general training on how to apply. Stakeholders also expressed concern that because arts and cultural institutions are funded in part through the State's hotel occupancy tax, they are very vulnerable to reduced revenues in hospitality industry tied to the COVID-19 crisis.[61] There is a concern among some Region 5 stakeholders that the needs of arts and cultural organizations have not yet been adequately addressed to ensure that those organizations survive in the wake of the COVID-19 crisis. There are calls the State to end a practice of direct budget appropriations to some arts and cultural institutions and to institute multi-year unrestricted general operating support to all qualifying organizations with simplified, fair processes for accountability to increase the diversity of organizations supported and equitability of funding allocation.[62]

2. Social Services

Housing Services

Structural inequities combined with economic hardship triggered by the pandemic are shaping the way Region 5's residents interact with the housing market. While in some areas of the region rent and mortgage prices limit the housing options for residents, other areas have experienced devalued and blighted properties. Prior to the pandemic, zoning laws, constrained water and wastewater infrastructure systems, cost of building materials, property taxes and lack of community support have acted as prohibitive factors in regard to affordable housing. These factors and their consequences have proven to be especially impactful for the ALICE (Asset Limited Income Constrained, Employed) population, who struggles to make ends meet and secure housing in a region with high housing costs. As seen in Figure 25, areas of Region 5 with the highest concentrations of renters are in Waterbury, Danbury, Ansonia, Derby, Bristol, and Naugatuck. Many of these cities have census tracts where more than 66% of housing units are occupied by renters. Among renters in Litchfield County, 48.7% are rent burdened, meaning 30% or more of their income is spent on rent payments. In Fairfield County, 55.2% of renters are rent burdened, 27% of Hartford County renters are rent burdened, and 53.5% of New Haven County renters are rent burdened. These conditions suggest that historically many residents in the region struggled to afford rent, and many of these renters are concentrated in urban centers.

As Region 5 stakeholders representing the housing sector were interviewed in November and December 2020, the potential of a "tsunami" of evictions and homelessness was of top concern. Without substantial financial relief, this problem is likely to persist and further compound along with other closely linked social issues, including food insecurity, gaps in behavioral health services, and unemployment. Resources such as those through the Homelessness Prevention Program (HPP) are available, but their limited scale and decentralized management constrains their ability to meet a service in need. Stakeholders also note that systemic barriers like criminal records and low credit scores prevent residents from securing long-term housing and require comprehensive solutions to resolve.

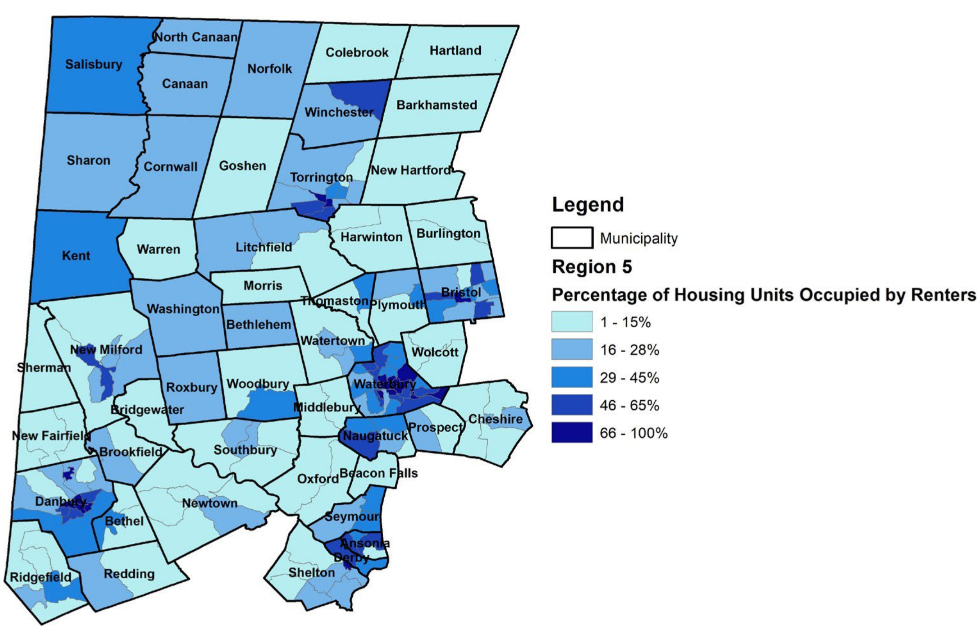


Figure 25: Percentage of Housing Units Occupied by Renters. (Source: U.S. Census Bureau 2018 American Community Survey 5-year Estimates)

Food Security Services

Food security is interdependent with long-term housing security and is also impacted by the shifting timelines of federal and state supplemental unemployment assistance programs, and the eviction moratorium. At the time of the writing on this report, Connecticut plans to begin dispersing federal unemployment assistance from December's COVID-relief bill in mid-January. Even so, food insecurity has been an issue for residents in Region 5 before the pandemic, particularly for the ALICE (Asset-Limited, Income-Constrained, Employed) population. Statewide, 47% of seniors fall into this category. These residents, as well as those who have disabilities and lack dependable access to transportation, are most vulnerable to food insecurity. Further, as seen in Figure 26, residents in the most northern portion of Region 5 report higher rates of food insecurity than residents of towns in more southern areas of the Region. In the Region's southern portion, food insecurity is more prevalent in urban centers, such as Danbury, Waterbury, Naugatuck, Ansonia, Derby, Shelton and Monroe. Residents of Waterbury and several of its surrounding municipalities are most likely to receive Supplemental Nutrition Assistance Program (SNAP) benefits, indication that these areas struggle with food insecurity. Interviewed stakeholders reported that 1 in 4 Woodbury residents have been struggling to figure out how to make ends meet even before the financial constraints brought on by the pandemic, and that this community has an unmet need for food access despite its affluent reputation.[63]

As nonprofits and food pantries attempt to address the increasing scale of food insecurity, they are challenged by limitations of their infrastructure, finances, and staffing. Stakeholders from local food banks in the Region have shared that they are experiencing a threefold increase in the number of clients as they did before the pandemic and thankfully do have enough refrigerated space to store the food for this influx of demand. Pressures on staff from other pandemic-related factors have also meant that some organizations have been forced to shorten their hours or close altogether. Fortunately, interest in small and local farms and food systems has proven to offer relief to some challenges. With established and coordinated systems to strategically locate distribution hubs, farmer-to-family food boxes can benefit both local business and families in need. Stakeholders report that the coordination of this system in Danbury has been exemplary of how the farmer-to-family food box program can work. It is essential to have multiple regional coordinators collaborate to schedule distribution effectively and be aware of individuals and families that need personal delivery due to transportation barriers, age, and other limiting factors.

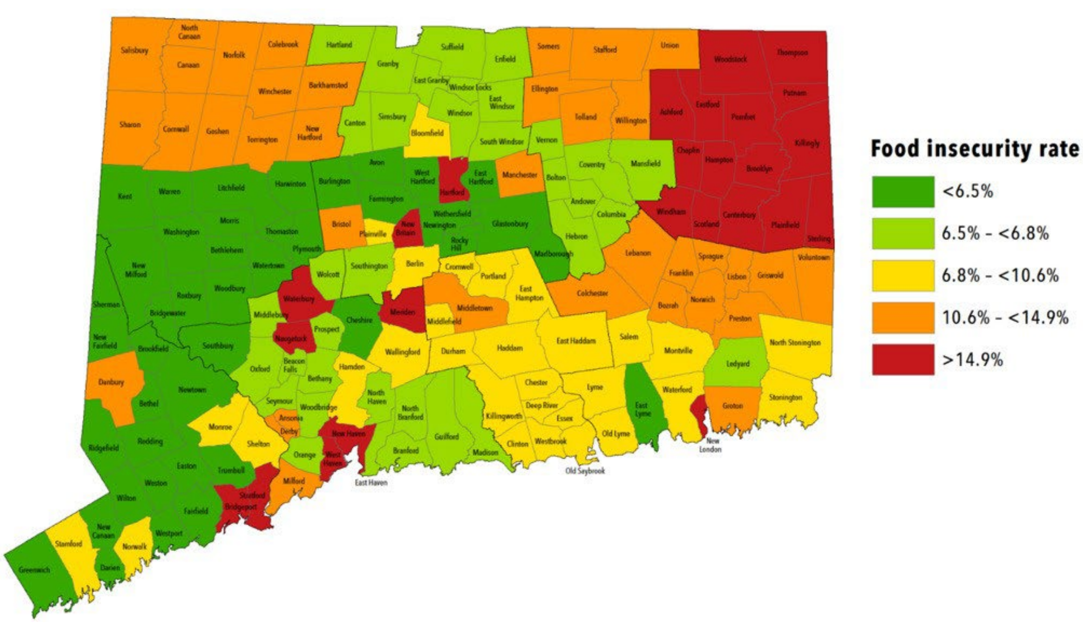


Figure 26: Statewide Food Insecurity. (Source: Zwick Center for Food and Resource Policy. Food Insecurity and Obesity Incidence Across Connecticut)

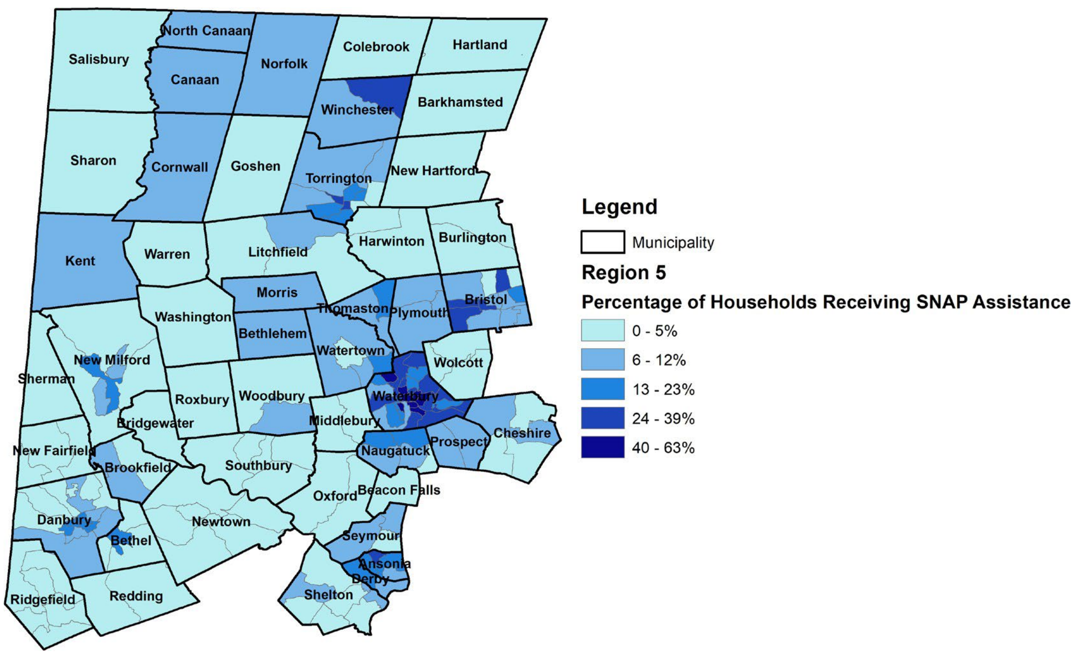


Figure 27: Percentage of Households Receiving SNAP Assistance by Census Tract. (Source: U.S. Census Bureau 2018 American Community Survey 5-year Estimates)

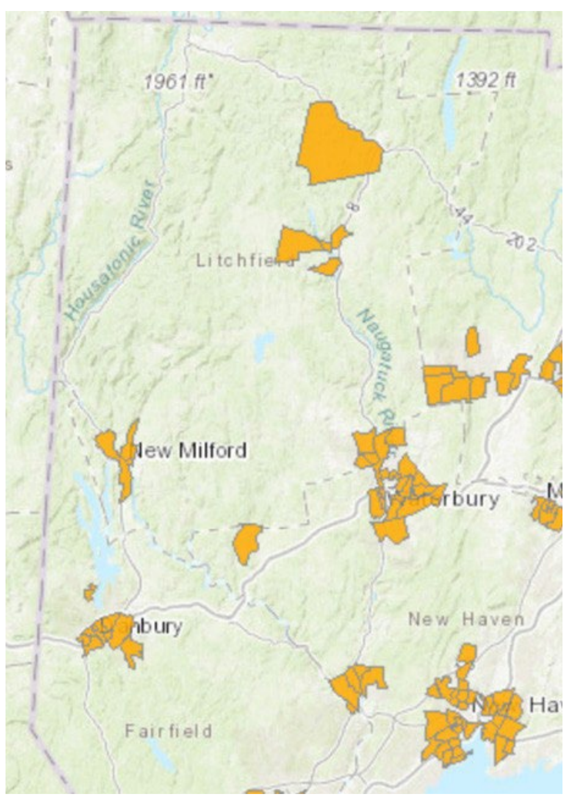


Figure 28: Low-income census tracts where a significant number or share of residents is more than ½ mile (urban) or 10 miles (rural) from the nearest supermarket. (Source: USDA Economic Research Service. Food Access Research Atlas)

Societal Challenges

The COVID-19 pandemic has intensified challenges to social cohesion. Domestic and sexual violence, behavioral health, and financial struggles have been obstacles to strong social cohesion for Region 5's poorest residents. The pandemic has created conditions where many more, and often middle-class residents, are feeling these burdens. For many residents who do not speak English as a first language, access to assistance with these issues through formal institutions can be marred by a lack of trust and translation resources. Translation barriers are most relevant in the urban centers of Region 5 (Waterbury, Danbury, Bristol, Torrington, Naugatuck, Ansonia and Derby) as demonstrated in Figure 29. Stakeholders expressed that the severity of the dynamics has increased along with increasing racial tensions, police presence, and decreasing accessibility to mental health treatment.

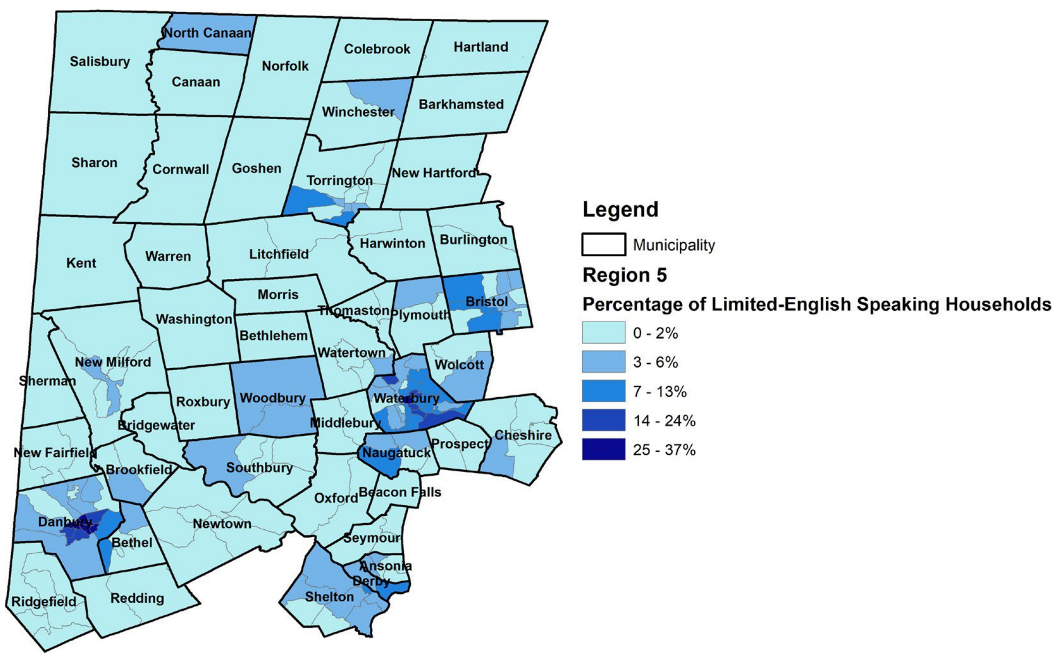


Figure 29: Percentage of Limited-English Speaking Households. (Source: U.S. Census Bureau 2018 American Community Survey 5-year Estimates)

3. Infrastructure and Physical Systems

Broadband Infrastructure

Regional access to internet service is dependent on both the landscape of physical infrastructure—fiber and towers-- and residents' practical and financial ability to access those services. As seen in Figure 31, there are fewer broadband service providers operating in rural Region 5 communities in comparison to urban communities in the region. Stakeholders interviewed shared the perspective that gaps in physical infrastructure for many Region 5 cities and towns is important to address before a true examination of access can be carried out. Many municipalities lack knowledge about how they can develop internet infrastructure and increase access for their communities. . This is demonstrated by the different funding and permitting models that exist among the towns in the absence of a regional or state strategy. A

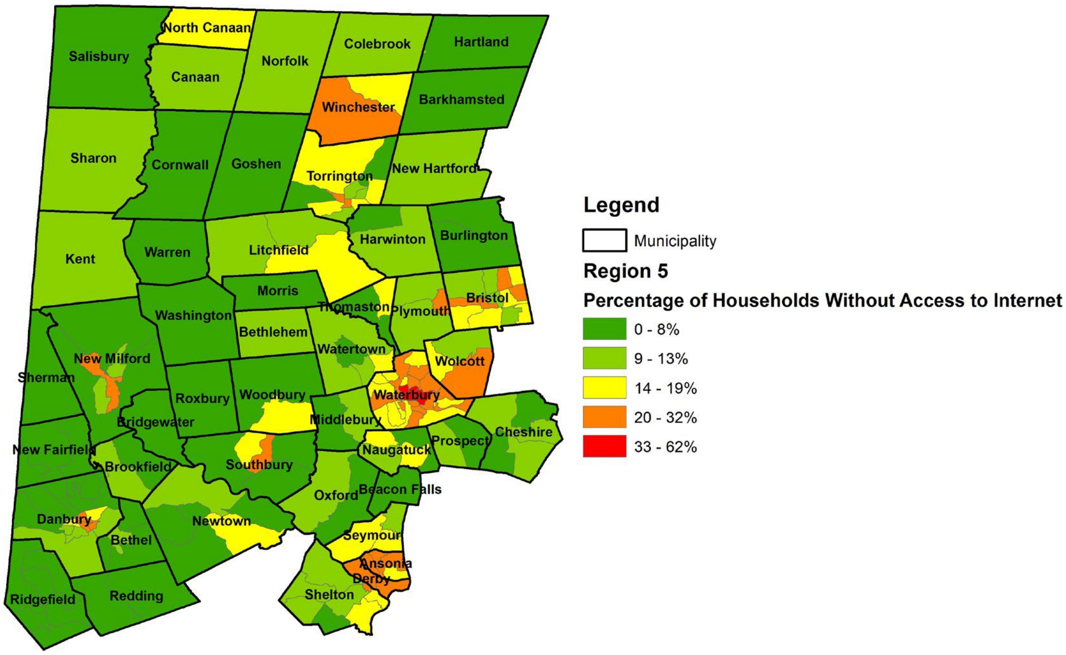


Figure 30: Percentage of Households without Access to Internet. (Source: U.S. Census Bureau 2018 American Community Survey 5-year Estimates)

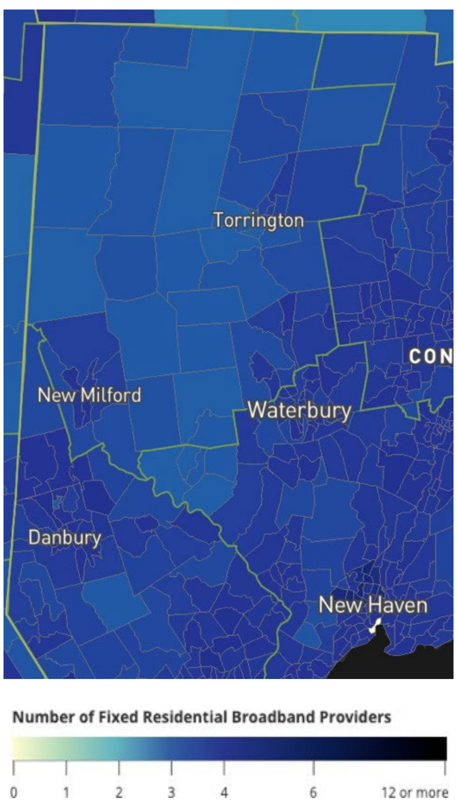


Figure 31: Internet Service Provider Density. (Source: Federal Communications Commission. Fixed Broadband Deployment)

newly developed resource, the Western Connecticut Council of Government's Land Use Planning for Wireless Telecommunication Task Force, represents an important step toward a coordinated regional policy for broadband infrastructure development.[64] The urgency of addressing broadband infrastructure challenges is compounded by an influx of new home-based workers moving to Connecticut as a direct result of the pandemic, thereby adding increased demand for high speed access. Increased data demands have created a heavy burden on existing infrastructure, highlighting both coverage and capacity issues. As having access to reliable broadband has become essential in the post-COVID world where many of residents' day-to-day activities are now done virtually, stakeholders emphasize that ensuring equitable access to high speed service is a significant concern.

With fewer opportunities to interact face-to-face, internet access has become even more essential for residents of Region 5 and the nation at large. Students, the elderly, patients seeking medical care, health care professionals, at-home business owners, and musicians are some of the most impacted groups by the degree of internet access available. Stakeholders reported that taking advantage of internet infrastructure through a school-based platform can be a sort of "middle-way" option to increase access. For instance, the Connecticut Education Network has an infrastructure that can reach virtually every school in the state.

Healthcare Infrastructure

Equitable access to healthcare is a challenge in Region 5, particularly for rural communities in the state's northwest corner, where residents may live more than 45 minutes away from the nearest hospital, and urban centers including Waterbury, Danbury, Ansonia and Derby, where there are higher rates of uninsured and underinsured residents. These dynamics within Region 5 are depicted in Figure 32, where the urban areas and the rural northwest communities have higher dependency rates on public health insurance than suburban counterparts. Due to the pandemic's economic and health impacts, pre-existing challenges have been exacerbated and new challenges have been added. Stakeholders have pointed out that the Region's rural communities have fewer options for medical care. For example, the state's northwest corner recently integrated local dentistry services into the Medicaid program. As demonstrated by Figures 33 and 34, many municipalities in Region 5 are considerably distant from acute healthcare hospitals and community health centers. This area also struggles with higher rates of alcohol and opioid-related incidents. The opioid epidemic affects residents of the Region from all socioeconomic backgrounds, and throughout the COVID crisis regional community health outreach workers have seen an increase in the number of overdose deaths. Improving residents' access to addiction treatment and behavioral health services is a critically important priority, and one that community health stakeholders believe does not yet have sufficient resources devoted to it.

Furthermore, broadband availability is crucial for the successful delivery of health care to patients. Many of the communities without dependable access to the internet (the Region's northwest rural areas and Waterbury's urban centers) are typically under-resourced through traditional healthcare delivery systems. Some health care offices have encouraged their patients to drive to the office to conduct their telehealth appointments from their cars. This way, they have access to the internet while adhering to the social distancing and other rules put in place to prevent the spread of COVID-19. In addition to disparities based upon location, maternal and post-partum patients and chronic disease patients have been identified as groups needing additional resources the most.

Community healthcare organizations have pivoted their operations in several ways to respond to the pandemic, including initiating processes that can potentially have a lasting effect on the area. For example, community healthcare organizations began shifting their funding and resources to new practices such as PPE procurement, webinars, technology training, coordination of physical spaces to conduct virtual meetings, monetary assistance to the community for medicinal purchases, and streamlining their grant delivery process to rapid response. Changes and pressures put upon community healthcare organizations are myriad, prompting some organizations to communicate more frequently or adopt completely new coordination in order to ensure survival of the organizations. Stakeholders noted that the lack of a mental health crisis response team at a regional level adds to the pressure they bear.

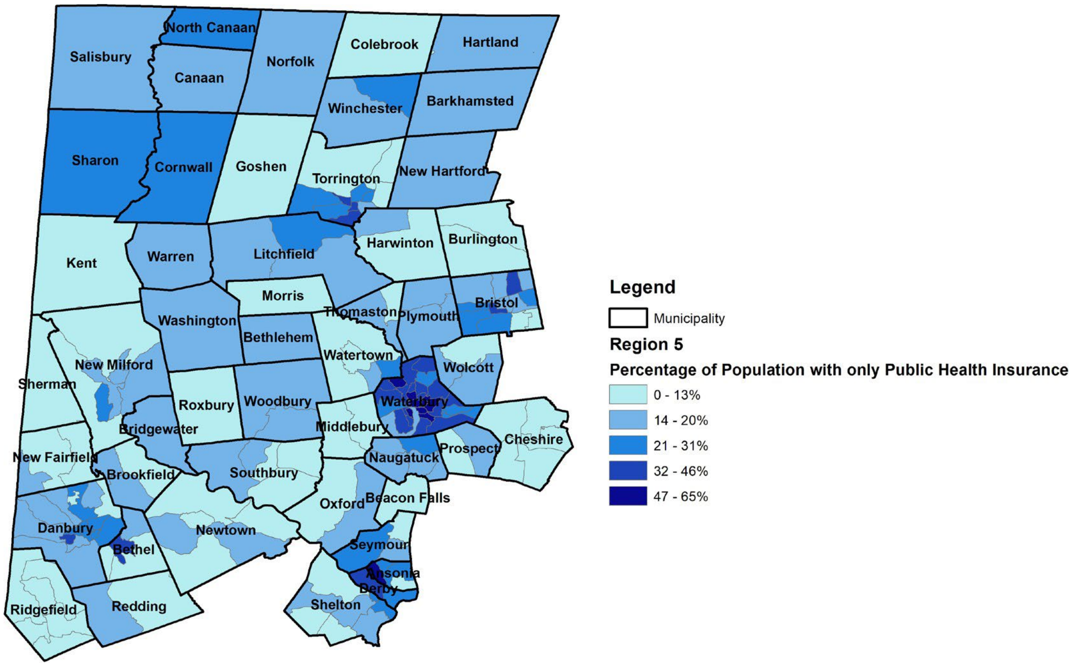


Figure 32: Percentage of Population with Only Public Health Insurance. (Source: U.S. Census Bureau 2018 American Community Survey 5-year Estimates)

Figure 33: Statewide Acute Care Healthcare Hospitals. (Source: CT Data, CT Acute Care Hospitals Map) Note: "Acute care hospital is defined as a short-term hospital that has facilities, medical staff and all necessary personnel to provide diagnosis, care and treatment of a wide range of acute conditions, including injuries."[65]

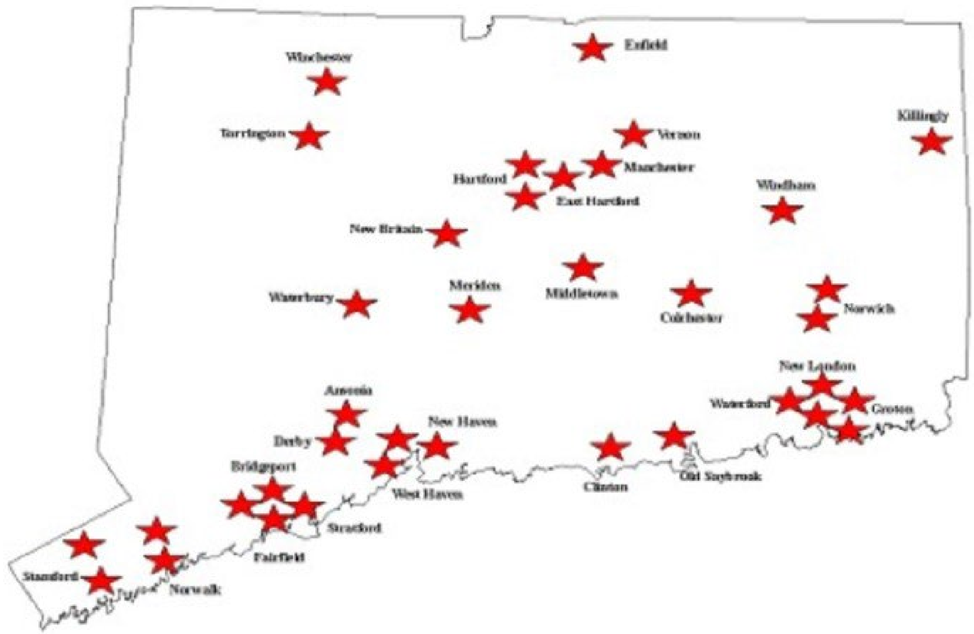


Figure 34: Statewide Community Health Centers. (Source: Connecticut State Department of Health, Community Health Centers)

Note: "Community Health Centers are nonprofit, health care practices located in medically underserved areas that provide high quality, primary health care in a culturally appropriate manner to anyone seeking care."[66]

Transportation Infrastructure

Transportation infrastructure challenges and development priorities are variable across the region. Northern Region 5 is largely rural, and challenges exist in providing reliable services to transit-dependent residents who are spread over a large geographic area. Southern Region 5 is in many respects a satellite to the New York City metropolitan area, and is home to many workers who, pre-pandemic, commuted to jobs in New York. In the southern portion of Region 5, there is significant highway access, various bus routes and dial-ride services provided by Housatonic Area Regional Transit District, and rail access via Metro-North. According to stakeholders, the Waterbury and Danbury branch rail lines stand out as underfunded public transit hubs for many residents and workers. These rail lines connect Waterbury and Danbury with the New Haven Metro-North line, which provides a route to New York City.

Some challenges are consistent for transit agencies across Region 5. For one, there is a severe shortage of drivers; this is true for services catering to seniors, local bus service, and shuttle bus service. Some schools have offered financial bonuses in order to recruit needed drivers. Stakeholders suggested that in some cases, approaches to meeting communities' transportation needs should be reevaluated, for example, the model of providing school bus service for every child who may ride to school needs to be updated to reflect the fact that many families opt-out of bus service. Coordination, both in terms of technology systems used by transit agencies and the level of awareness corporations could provide their workforce with respect to transit options, could be improved. Working towards a long-term goal of having each regional transportation agency using the same technology applications and farebox infrastructure, as well as establishing a streamlined system for coordinating workforce transit that works for companies and agencies, is important. Lastly, as some agencies have moved towards investing in electric buses, preparations must be made for power-outage scenarios at the same time that transportation infrastructure is managed to ensure full access for emergency vehicles in power outages or other disaster scenarios that lead to downed trees and blocked roads.

Housing Infrastructure

In some parts of Region 5, while zoning laws may allow developers to build affordable housing in areas where the current supply is inadequate, this development is difficult to execute in reality due to the limitation of public water and sewer infrastructure, environmental regulations and cost of construction materials. In some of the more rural areas of the Region, lack of community support for affordable housing poses yet another obstacle to the development process. Stakeholders stressed that strategic location of housing developments is essential, and that the current development of affordable housing relative to transportation, employment and social service access could be improved. As eviction and homelessness rates are expected to rise, stakeholders point to the northwest corner of Region 5 as an area that may face a critical shortage of housing infrastructure. This means that programs such as the Rapid Rehousing Program (which utilizes federal funding to provide housing for residents in crisis situations) do not have the physical infrastructure component necessary to fully facilitate the application of their resources.[67,68] Additionally, as shown in Figure 35, housing stock in Region 5 counties tends to be older than the rest of the nation's housing infrastructure. Older housing, if not weatherized, can indicate energy inefficiency, in turn generating more expensive heating and cooling bills for occupants.

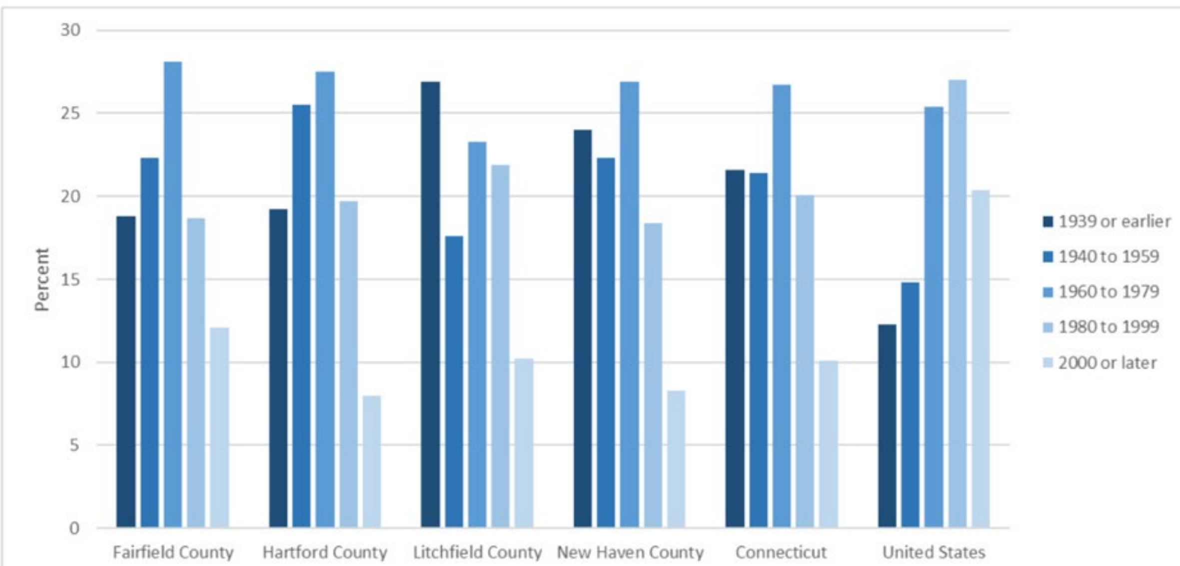


Figure 35: Age Distribution of Housing Units. (Source: United States U.S. Census Bureau, American Community Survey 2019 Estimates)

Water Infrastructure

One of the largest challenges for stakeholders who manage infrastructure in Region 5 is securing the necessary funding to replace equipment or invest in new infrastructure materials. Water infrastructure is critical for individual residents and major healthcare providers in the Region. Hospitals are particularly dependent on water systems. Often, communities overlook their water infrastructure as a funding priority because it is not easily noticed in daily life. However, upkeep of the facilities remains a priority for stakeholders. With the pandemic outbreak, some of the Region's residents worried that the virus might spread via the water systems. While stakeholders were able to increase their engagement with residents to reassure them the water supply is safe and not a potential source of the pandemic's spread, such an anecdote showcases the need to raise general awareness on how the water infrastructure serves the residents.

Power Infrastructure

In recent years, Connecticut has fallen into the path of several major storms that caused significant electrical power disruptions lasting from days to weeks in some cases. These historical power outages indicate a power infrastructure system that needs investment and general updating. It is important to note that power outages create discomfort and disruptions in day-to-day life and also have the potential to cause significant health, wellbeing and financial issues for community members. In a power outage, people can be trapped in their homes, without physical access to work or to medical care. People who work from home may be unable to work, and students may be unable to access remote learning. These outages can potentially affect low-income households more severely. If they do not have access to generators, they can quickly lose the ability to refrigerate food and keep their homes at a comfortable and safe temperature and to prevent pipes from freezing, causing major damage to residences. Moreover, frequent and unpredicted power outages can quickly cause financial harm to small and local businesses. They can easily lose the ability to operate and potentially accumulate unplanned expenses to mitigate the disruptions caused by power loss. Long-term investments that provide financial security to both residential and commercial customers in the event of an outage are essential to resilient economic recovery and business prosperity. Especially, the State of Connecticut's high cost of energy should be taken into consideration when speculating the possible consequences of more severe failures of the power infrastructure. The State's average residential rate is 23.67 cents per Kilowatt hour, making Connecticut the second most expensive state in the nation for electricity.[69] In the last year, there have been 22,226 calls from Fairfield, New Haven, Hartford and Litchfield counties (combined) to Infoline (AKA 211, the statewide information referral service) regarding assistance for utility payments, most often to request help with heating fuel or electricity payments.[70] Unmanageable utility costs can create particularly dire consequences for families and individuals who are already experiencing economic distress and discourage businesses from choosing Connecticut for their development.

D. Regional Resilience Areas

This section of the report synthesizes core findings about regional resilience challenges and perspectives on long-term economic recovery priorities. The Global Resilience Institute (GRI) research team has sought to identify system interdependencies and broad areas of convergence around which resources could be applied to address core regional challenges and to create opportunities for economic recovery that advances social equity and resilience by leveraging unique regional characteristics and strengths.

Largely situated within the Housatonic River watershed, including the Naugatuck River, the 50 municipalities that make up LTER Region 5 have long-standing ties to New England's manufacturing and farming traditions, while part of the region is a satellite to New York City, and as such in culturally and economically tied to this major metropolitan center. Outside of the midsize urban centers of Waterbury, Danbury, and smaller urban centers including Bristol, Shelton, Ansonia, Derby and Torrington, much of the region is made up of suburban and small rural communities. The region's arts and cultural institutions and natural areas serve as an important attraction for visitors from other regions of Connecticut, as well as New York and Massachusetts. Interviews conducted by GRI researchers identified a shared commitment for supporting and sustaining the vibrant small-town centers and high quality public education systems, as well as ensuring a range of affordable housing opportunities which make these communities both attractive and welcoming to young families from diverse backgrounds. An unanticipated outcome of the COVID-19 pandemic is that it has generated an influx of new residents and rising average property values in these towns as some former urban residents have sought out more rural settings and space from which to work from home.

Connecticut in general--and Region 5 in particular--has found maintaining and attracting young workers to be challenging. As a result, the populations of the communities are aging. Efforts to attract and retain workers into the healthcare and advanced manufacturing sectors have been ongoing. So too have been efforts to diversify the industries located within Region 5 and attracting new large employers to the region.

Over a period of 90 days, GRI conducted interviews with local government leaders, industry representatives, business owners, healthcare system managers, educators, infrastructure managers, social service providers, and civic and community organizations across Region 5. These interviews highlighted longstanding challenges of poverty as well as gaps in social services available to support residents in the small urban centers and rural communities of Region 5. Overall, interviewees spoke to the need for focused efforts for addressing the distinctive resilience challenges that small cities and rural communities face in northwestern Connecticut. Four overarching findings relevant to regional economic resilience emerged that are outlined in detail below.

These findings along with the underlying data that informs them provides a baseline for guiding the economic recovery efforts for Region 5 while also achieving long-term economic development goals. Importantly, to achieve a successful and sustainable resilient outcome, all four must be addressed concurrently. This will require sustaining the exceptional level of collaboration and cooperation which Region 5 stakeholders have demonstrated since the start of the pandemic.

As a home rule state with counties that have no associated government structure, the regional assessment must be translated into recovery approaches and economic development plans that strike the optimal balance between be responsive to local municipal needs and favorable region-wide outcomes. To that end, each of the four core findings include a number of considerations that should be the foundation of these implementation strategies in the next phase of the long-term economic recovery effort that will be developed by the Councils of Governments working directly with the Region's municipalities.

Resilient Recovery Findings and Considerations

Finding 1: For already vulnerable residents in Region 5, the COVID-19 crisis has exacerbated their economic insecurity, contributed to food and housing insecurity, and has widened inequities in health care access and education.

In Region 5, the health, social and economic consequences of the COVID-19 crisis have been felt most severely by individuals and families who were economically vulnerable prior to the pandemic. The impact on employment for lower-wage workers has been far greater than during the 2008-2009 recession. Food insecurity and housing insecurity throughout the region have increased as a result of loss of employment, loss of hours, and disruptions to individuals' ability to access support services. Many working families faced intensified challenges tied to disruptions to in-person schooling and safety concerns about sending children to care providers. Stakeholders interviewed by GRI researchers noted that undocumented workers in Region 5 communities are particularly vulnerable since they are generally not allowed access to most government support programs. Social service supports do not always reach individuals most in need because they feel that there is a stigma around accessing support or because they are unaware that they are eligible for the available services. The challenge of reaching people in need is illustrated by the launch of a regional workforce training program that included childcare assistance for trainees. However, it was under enrolled.

The COVID crisis has been disruptive and devastating for many older adults living in northwest Connecticut. The COVID-19 crisis has limited opportunities for seniors living at home to be active and engaged in their communities and to access regular medical appointments and basic services, which many worry will contribute to other negative physical and mental health impacts. Necessary health and safety measures led to reduced access to regional transportation services, which are critical to older adults who rely on bus, van or shuttle services to access medical care and basic necessities such as groceries. Responding to the risk of COVID transmission in medical facilities and senior living facilities has presented significant challenges for management, staff, patients, and residents.

The COVID-19 pandemic has disrupted the lives of everyone in ways that would have been difficult to imagine before the outbreak. Economic recovery requires overcoming the consequences of these disruptions. Identifying way to provide direct support to the most vulnerable community members who have experienced significant health and economic impacts as a result of the COVID-19 crisis will be essential to the region's long-term economic recovery.

Consideration 1.1

Strive to ensure that social service assistance programs are adequately resourced to offer a "no wrong door" service delivery model that can address integrated needs related to health, housing, food assistance, education, transportation and employment support.

Additionally, providers of social assistance should be provided with greater flexibility to presume eligibility when requests for assistance are made so as to ensure a timely and comprehensive response to urgent needs.

The COVID-19 pandemic has disproportionately impacted the lives of low-income service workers, especially immigrants who have little to no savings. These workers often live in multigenerational homes with relatively crowded conditions and have limited access to preventive healthcare. Region 5's economic recovery depends on helping these individuals' and households' ability to get back on their feet. That will require improving their access to individual healthcare the basic essentials for life – food, housing, and security.

Stakeholders interviewed by GRI researchers expressed widespread concerns about a likely sudden rise in homelessness once the home eviction moratorium is lifted. Many tenants have been unable to pay rent and a growing number of homeowners have been unable to keep up with their mortgage payments. There are long-term effects associated with evictions and foreclosures on credit score, access to housing, and on health, and student educational achievement outcomes. Managing this challenge necessitates being able to provide case management support to community members facing intergenerational poverty and acute social and economic disruptions. Separations among social service assistance programs, in terms of program-specific operating strategies and systems for tracking the population being served, need to be overcome so that social service providers can offer a "no wrong door" service delivery model. It is important to address health, housing, food assistance, education, transportation and employment support in an integrated way. This is because most vulnerable populations are confronted by all of these challenges concurrently to varying degrees. Given the urgency arising from the COVID-19 emergency, in responding to requests for social assistance, there should be a presumption of eligibility to expedite the speed and efficiency at which those services can be provided.

Consideration 1.2

Strive to ensure that the public education system is resourced to provide support for vulnerable students across Region 5. It is particularly important to assist graduating high school students with identifying employment opportunities and/or supporting their efforts to continue on with higher education.

Education is the bedrock of a skilled workforce and is essential to sustaining a vibrant economy. Schools and institutions of higher education are often important economic and social anchors for the communities where they are located. Schools provide essential services such as providing a safe place for children to be while their parents work as well as providing for the nutritional needs of those who come from economically disadvantaged families. Colleges and universities play an important role in supporting local businesses and social service organizations and in providing an educated workforce. COVID-19 has disrupted education from its lowest to its highest levels in ways that were previously unimaginable with the result that many children and young people face the potential for falling seriously behind, affecting their ability to complete high school and pursue meaningful employment opportunities. The uncertainty surrounding education at all levels and the requirements to deal with the impacts of the COVID-19 pandemic impose significant costs on schools and strain state and municipal budgets. It also impacts on the decision of parents to return to work.

One of the major challenges facing public education administrators and families across Region 5 as the pandemic unfolded has arisen from the localized decision-making processes on how to safely ensure equitable education opportunities for students. Since the start of the pandemic, individual school districts have been largely responsible for making their own determinations about when and how to transition to remote education which has invariably led to inconsistencies among neighboring communities, contributing to public confusion around public health guidance.

It is estimated that 15,000 students across Connecticut have not engaged with their school since the start of the school year in September. Region 5 school district leaders put systems in place to provide students with Wi-Fi access and devices so that they could participate in virtual classes. But concerns remain over how disruptions to K-12 education may end up exacerbating existing inequalities in the education system. Administrators and teachers highlighted the challenges associated with reaching the most marginalized learners including those with special education needs, English-language learners, and low-income students in the context of remote instruction.

Educators also expressed concern that the stresses of COVID-19 shutdown will show up in students with increased mental health and behavioral issues. For the foreseeable future, public school systems will likely need to provide both in-person and distance learning. Faculty members and staff will be challenged to have both the online tools necessary to maintain quality education services while continuing to succeed in the classroom. In all cases, schools are facing the need to train their teachers and staff on best practices for using internet-based educational tools.

Ensuring that school districts are able to support all students with a special emphasis on those who are at-risk, is critical to the long term economic outlook for Region 5. Students graduating high school will need added advising support and assistance in securing financial assistance if the region is to achieve its workforce development goals. Supporting pathways for students to enter in-state public and private institutions will be an important to ensuring the economic health of the higher education sector. For instance, Western Connecticut State University saw a 6% drop below its pre-COVID enrollment, leading to a financial loss of at least $2 million. The school will likely need to cut back on the number of programs it is able to offer to address this shortfall.

Consideration 1.3

Prioritize support for community healthcare providers and mental health services as a cornerstone for regional recovery, including scaled up support for vaccine distribution.

Disruptions associated with the pandemic, including economic stress and social distancing requirements have contributed to increasing mental health challenges for residents in Region 5 as well as increased instances of depression, substance abuse and suicide. Community organizers and healthcare providers connected to the local healthcare system emphasized to GRI researchers the need for increased and continued mental health support systems for community members, and especially healthcare system workers, who have been experiencing loss of family members or neighbors because of the virus. Many of the region’s agencies and non-governmental social service organizations that address these problems are projected to receive less funding at the state and municipal levels as a result of lost tax revenues due to the economic disruptions connected to the pandemic. There are direct connections between community mental health and a vibrant labor force. Workers who have become ill because of pandemic-related stresses or who now must be caregivers to family members who have become ill are may end up leaving the workforce. Non-profit social service organizations providing community mental health services are also anticipating declines in funding because of a reduction in charitable donations associated with a recession. Many municipalities in Region 5 are located a considerable distance from acute healthcare facilities and community health centers. This Region also struggles with high rates of alcohol and opioid related incidents-- an issue that community health stakeholders believe will require increased resources to address. In the near term, public health stakeholders identified a need for increased logistical support and resources to be distributed to COVID vaccine distribution and coordinated strategies for community health data collection to ensure equitable and efficient vaccine distribution.

Residents in Region 5 have been confronting the many stresses associated with the pandemic with what was recognized before the COVID-19 outbreak to be a shortage of trained mental healthcare providers. Capacity at all levels will need to grow, including for healthcare workers, in schools, and workplaces. There is an acute need for to increase mental health support to the elderly and for those who are dealing with substance abuse. Programs also must to be effectively promoted within underserved communities to include providing culturally appropriate and multi-lingual services.

Stakeholders reported that the decrease in reports to Child Protective Services across the State since the beginning of the COVID-19 crisis likely is a result of decreased contacts with schools. Teachers are often best positioned to identify instances of abuse and neglect amongst their students.

Community interviews by GRI researchers identified mounting concerns about rising opioid overdose cases which is particularly acute in small cities in the state which had limited resources to provide behavioral health care services. Several stakeholders familiar with community mental health services identified the challenge associated with providing additional treatment programs to those who are still employed but struggling. Limited resources for counseling and treatment have been directed to primarily to deal with those with the most extreme needs such as the homeless as opposed to earlier interventions.

Restoring and sustaining the healthcare system for Region 5 will be a complex task but is essential to economic recovery. State and municipal mental health programs will require an infusion of new resources to meeting this need, with a particular focus on opioid and other substance abuse and suicide prevention. Where possible, non-governmental organizations who normally receive public funding should be considered for increased federal disaster funding where their budgets have been affected by either a loss of public funding or donations linked to the COVID-19 crisis.

Finding 2: The information technology divide across Region 5 is limiting the ability of vulnerable residents to gain access to employment opportunities and health and social services. It is also hampering the ability for many small businesses to gain access to the digital economy. At the same time, a shortage of employment opportunities in close proximity to population centers and transportation challenges limit regional workers' ability to access new economic opportunities.

A central challenge for Region 5's small rural municipalities and workers and businesses within those communities is geographic isolation and lack of connections to information and resources that could support them in adapting to the changing conditions and new stressors associated with the COVID-19 emergency. For example, a lack of reliable high-speed broadband infrastructure in rural communities has restricted opportunities for small businesses to adapt to the disruptions arising from COVID-19 public health protocols and has also impacted residents' ability to access remote education, healthcare and other online services and resources.

As businesses moved to remote work and academic institutions moved to at-home learning as a result of the COVID-19 disaster, reliable access to highspeed broadband has become a universal need. But there are gaps in broadband coverage within the state and access to the internet where it is available can be prohibitively high for lower-income residents that is exacerbating inequities.

Enhancing the ability for transportation infrastructure to provide greater mobility options for residents is also a priority for the long-term economic recovery of Region 5. Workers living throughout the region need reliable transportation to access places of employment. Stakeholders interviewed by GRI researchers reported that there are limited public transportation services for workers in rural northwest communities to reach their places of employment. A lack of efficient and accessible transportation options was also cited as one of the barriers that healthcare facilities face in attracting and retaining employees.

Transportation agencies throughout Region 5 were challenged to adapt their service delivery models to provide safe transportation for seniors and others who lacked access to a private vehicle. Within Waterbury, bus lines saw less of a decline in ridership than routes serving more rural populations, due to the fact that many public transit-dependent workers in Waterbury are considered essential workers and lacked the option to work remotely. These individuals tend to be from low-income minority groups and require public transportation to get to work.

A core priority for Region 5's economic recovery will be to develop, attract and retain professional workers, including new residents of the region relocating to Region 5 communities from New York City and other large urban centers. Attracting and retaining diverse anchor institution businesses and professional skilled workers ensures stable state and municipal tax revenues, which support vital public infrastructure and social service programs.

Consideration 2.1

Accelerate efforts to expand broadband service that is affordable and reliable for all residents in Region 5.

A recent survey conducted by the Northwest Hills Council of Governments found that 35% of homes in the northwest region do not have adequate broadband service. Investing in municipal broadband infrastructure could create new business opportunities and could pave the way for more workers to work from home or access education and training opportunities online. To incentivize broadband infrastructure expansion, municipalities would benefit from working collaboratively. Access and the capacity of the system are the biggest concerns. The influx of new people moving into Connecticut placing additional stress on the system. Several communities in Region 5 are taking initiative to collaboratively work together to develop and implement fiber optic infrastructure improvement plans that would benefit from increased levels of funding support.

The lack of broadband access is particularly prevalent in low-income neighborhoods and in rural areas where broadband access is either physically limited or is unaffordable to some citizens. This gap is detrimental to business flexibility, employment opportunities and education and substantially reduces the ability of government to communicate with its citizens in times of crisis. Home-based business in particular could benefit greatly from improved telecommunications infrastructure to enable new pathways for connecting with colleagues and customers. Low-income residents of Waterbury and Danbury also face limitations in employment opportunities tied to lack of broadband connectivity due to the cost burden of paying for household internet access, and lack of technological literacy or access to internet devices for members of the household.

Consideration 2.2

Improve the availability and access to transit services that improved the ability of residents of Region 5 to connect with employment training opportunities, their places of work, and support access to health and other social services.

Recent regional transportation plans reference a considerable unmet demand for transit services. Transit agencies in Region 5 have developed creative solutions to provide essential medical appointments, transportation for elderly, but there is a great deal of unmet demand for transportation for commuters and transportation to access other services.

Ensuring accessible transportation options is vital for connecting residents of Region 5 with employment training opportunities and with places of work. This consideration is consistent with regional transportation plans put forth that prioritize modernized bus and rail infrastructure to connect urban and suburban residents with places of employment.

Finding 3: There is a significant need for aggressive workforce development efforts to facilitate the ability for recently unemployed workers in Region 5 to obtain the skills that will match them with unfilled employment opportunities in the healthcare and manufacturing sector.

Across Region 5, and particularly in small rural communities in the State's northwest corner, stakeholders interviewed by GRI researchers described challenges in filling open positions at healthcare institutions. The region also projects shortages in trained workers for advanced manufacturing jobs and in computer science and information technology. Attracting new large employers to Region 5 communities that will offer well-paying jobs in diverse sectors is a priority for the region's future.

Prior to the COVID-19 emergency, Region 5 communities including Danbury, Waterbury and the Lower Naugatuck Valley communities of Shelton, Seymour, Ansonia and Derby, were poised for a return and rebirth of manufacturing businesses, with strong partnerships with local government around zoning and site development plans. Advanced manufacturing workforce development has been a core priority as the region's manufacturing workforce was aging and moving toward retirement and there was a growing need for new specialized skills in advanced manufacturing and supporting supply chains. There is potential for continued adaptation and growth in the manufacturing sector as well as in shipping and logistics, biotech and healthcare industries in Region 5.

Consideration 3.1

Overcome barriers to developing affordable housing, including addressing zoning restrictions, and consider developing new incentives for affordable housing development with efficient transportation access to employment centers so as to attract and retain a capable and diverse workforce.

Creating housing that is well connected to transit systems and is energy efficient should be top priorities for efforts to provide more affordable housing. The longstanding shortage of affordable and livable housing, particularly in and around town centers would facilitate people being able to live closer to the jobs that are available in small northern communities. Economic mobility for low income families in Waterbury, Danbury and Lower Naugatuck Valley towns depends on having access to quality, efficient, affordable housing close to places of employment and services and education opportunities.

The region's highest concentrations of renters are in Waterbury, Danbury, Ansonia, Derby and Torrington; each of these cities have census tracts where more than 66% of housing units are occupied by renters. Over 50% of renters in Region 5 are rent burdened, meaning 30% or more of their income is spent on rent payments. Rental assistance resources such as those through the Homelessness Prevention Program (HPP) are available, but not at the scale necessary to meet the need. Local management of this program limits the ability strategically manage housing assistance needs at the regional scale. In some Region 5 communities, property values are moderate compared to Statewide averages, but a scarce rental market keeps rental rates comparatively high. Stakeholders interviewed in fall of 2020 stressed that the development of additional affordable housing in Region 5 with good access to public transportation services, workplaces, and service is essential. Additionally, there is support for increasing resources for first-time home buyer programs and addressing the challenge of cost burdened renters through raising minimum wages and rental assistance programs to ensure a more equitable and resilient economic recovery.

Consideration 3.2

Strengthen collaboration among community organizations, employers, community colleges, 4-year colleges, to create entry-level and career pathway workforce training and education with an emphasis on health-care and advanced manufacturing.

Many Region 5 stakeholders interviewed expect that the regional economy that emerges from the COVID-19 pandemic will be significantly altered. Hiring for jobs in some industries will be slow to recover. The potential widespread failure of small and micro-businesses may lead to many jobs disappearing altogether. There is little doubt that the economy of 2021 and beyond will require a workforce with new and different skills as businesses adapt to an altered business environment and business models change to utilize new technologies and cater to changing customer needs and priorities. Examples of emerging trends include increased utilization of telehealth services, decreasing need for commercial office space and increasing demand for home offices and tools for remote collaboration, and consumer demand for same-day delivery services. These and other changes will require stepped-up workforce development efforts at all levels. For Region 5 residents currently in high-school and all post-secondary education, the job market they will enter may require different skills training than the one they were expecting. For some service industry workers who find their jobs eliminated or structurally altered, the new business models will likely require different skills from those obtained in the past. COVID-19 has already disrupted workforce training at all levels. Educational institutions from the public-school system to universities have been forced to change their teaching methods with results yet unknown. Adult education, language instruction, and skills training have been disrupted as parents have been forced to stay at home with children or hands-on skills training has been curtailed. The need for new adult education and for reimagined workforce development has been underscored and intensified by the pandemic and will require significant investments to ensure economic recovery in a new post-COVID-19 environment.

There is an opportunity for workforce development planners in Region 5 and throughout the State of Connecticut to work collaboratively identify ways in which economic recovery funding and federal disaster recovery assistance can be tailored to support workforce development and continuing adult education related to preparing workers for a new economy. This funding should be available to both public and private organizations with validated career training and technical certification programs focused on training a workforce for a post-COVID-19 business environment. Programs that emphasize community colleges working in collaboration with local employers to design and execute programs with applies and theoretical skills-based education may be especially vital for supporting successful career placement opportunities.

Stakeholders shared that a state funded program to provide childcare to people pursuing workforce training opportunities saw an extremely low participation rate, in part due to the fact that those who are most in need of programs like this are do not have the same communication channels and access to information that would expose them to similar opportunities.

Consideration 3.3

Leverage Region 5's Opportunity Zones to attract and retain new manufacturing, healthcare, information technology, biotechnology, and shipping and logistics industries.

A core priority for Region 5's long term economic recovery will be to attract new large employers to the region to ensure that there are well paying job opportunities in diverse industries that will attract and retain a young workforce. There is an opportunity for regional economic development leaders to promote the region's Qualified Opportunity Zones to attract and support new manufacturing, healthcare, information technology, biotechnology, and other industries. Region 5 is geographically strategically located on railway and highway lines connecting between New York City and more northern New England cities, and could potentially attract new shipping and distribution industry development.

Finding 4: The tourism economies of many small towns in rural northwest Connecticut depend heavily on nonprofit community arts and culture organizations that are in struggling to survive in the face of the disruptions associated with the COVID-19 emergency.

In the cities of Danbury, Waterbury and Torrington, as well as in small towns throughout the region, main street restaurants and retail businesses as well as arts and culture organizations are an important aspect of communities' sense of place as well as a draw for tourism. Hospitality and tourism revenues have been severely disrupted as a result of the COVID-19 crisis, and as a result communities in Region 5 risk long-term loss of arts and culture organizations, as well as small retailers and service industry businesses. In Torrington, the Warner Theater is a major attraction that brings tourism to the area. The Theater has been closed to the public since March and is struggling to stay open as in person shows are still not an option. The lack of shows and tourism being brought into the downtown area has a significant impact on local restaurants and small businesses, with fewer people coming to the area to shop. Stakeholders expressed concern that the loss of business will have cascading impacts throughout the town, affecting property values and hurting the overall economy.

Communities throughout Region 5 have potential to attract new residents leaving New York City and other major urban centers in search of more living space, proximity to nature, high quality public school systems, and a livable urban village feeling, but maintaining this feeling or vibrant town centers is vital to attracting and retaining a young and diverse workforce. The theaters and arts organizations are part of what sustains local restaurants and other small businesses and there are opportunities to direct support to these institutions to help them weather the cascading financial impacts of the COVID-19 crisis and to support town centers that are attractive and welcoming to tourism and to new residents.

Consideration 4.1

Build on farm-to-table efforts that capitalize on Region 5's farming industry and deepen partnerships among food service industry businesses and community organizations, increasing food and agriculture industry career opportunities and improving vulnerable residents' access to nutritious and affordable local food.

Across Region 5, there are over 1,500 farms, an estimated 300 of which serve as a sole source of income for farm owners.[71] Regional efforts can be coordinated to sustain and support new employment opportunities in agriculture and value added food processing. Support for regional food and agriculture businesses can play an important role in connecting communities, creating a sense of place founded on agricultural traditions and increasing residents' ease of access to nutritious and affordable local food. Programs that support local food processing and packaging, increase access to cold storage, and allow agricultural producers more time to get products to local markets or to sell in other areas would significantly alter the region's agricultural opportunities landscape. Also vital to the long-term viability of the region's agricultural producers are programs that preserve land for farming and provide pathways for new farmers to lease and own farmland.

Residents in urban centers including Waterbury, Danbury, and Torrington, as well as isolated residents in small northern Region 5 communities report high rates of food insecurity in comparison with state averages. Public school closures also disrupted sources of free or subsidized meals for thousands of children, forcing their income-constrained families to turn to the emergency food system until schools could set up their own feeding centers. Especially hard hit were undocumented immigrants, who without access to SNAP, must depend on emergency food assistance programs administered by private non-profit and faith-based organizations. Many otherwise eligible immigrants did not apply for SNAP benefits because of changes in the public charge rule, finalized in February 2020, that made them fearful of jeopardizing their chances of permanent residency or citizenship.

Food system stakeholders interviewed in Region 5 shared the perspective that there are opportunities to provide incentives for partnerships between the food service industry and local food transportation to food banks. Federal emergency food assistance programs including the USDA Farmers to Families Food Box program are a model that should be evaluated and pursued, with emphasis on drawing on the capacity of local agricultural producers to help meet the region's needs for food assistance.

Consideration 4.2

Mobilize efforts to assist arts and cultural institutions with gaining access to coronavirus relief funding for this sector provided for the December 2020 Stimulus Package and anticipated in future State and federal relief measures.

Arts institutions in Region 5 are suffering due to necessary public health response measures that curtailed normal operations and lost revenue from typical funding sources, including the state hotel occupancy tax. Theaters and galleries and museums in small towns were a big draw for weekend tourism from New York City, now severely disrupted. Stakeholders interviewed by GRI researchers note that when arts institutions such as galleries and theaters and cultural institutions such as historical museums cannot operate, the surrounding restaurants and small businesses also suffered greatly.

Maintaining arts and culture institutions can be core to supporting community members' sense of place and fostering civic engagement, for example by hosting educational programs for youth and families. At their best, these institutions bring together diverse community members and strengthen social ties. Supporting the arts and cultural institutions within small communities that make them unique will attract new residents and new businesses. These amenities, along with proximity to nature, are a strong draw for tourists and for new residents in the Region.

Consideration 4.3

Mobilize efforts to assist small and micro-business with gaining access to new funding for the Paycheck Protection Program (PPP) and the Economic Injury Disaster Loan (EIDL) program that is a part of the December 2020 Stimulus Package and anticipated in future State and federal relief measures.

Communities in Region 5, like those across all of America, saw their business community and particularly small businesses severely impacted with little or no time for preparation and few support systems in place to address all of the interrelationships of business and society that make an economy functional. To recover, Region 5' recovery plan must go beyond the significant efforts being made to re-open businesses. It will have to address how businesses survive the shutdown, how they adapt to long-term uncertainty, how they facilitate the return of the workforce and how they help ensure a trained future workforce.

Small businesses such as restaurants, salons and retail shops, as well as sole proprietorships, or micro-businesses in Connecticut's Region 5 are critical to the economy and to the identity and sense of place of the communities in which they are embedded. Many of these small businesses began the COVID-19 emergency without the financial resources to sustain themselves for the duration of the shutdown, leading them to go out of business.

Initially, many small and micro-businesses were not able to access the support available through the Paycheck Protection Program (PPP) and the Economic Injury Disaster Loan (EIDL) structures because of initial oversubscription, confusion, congestion of processing applications and uncertainty about reopening and debt repayment. These factors weighed most heavily on small businesses in disadvantaged, immigrant, and marginalized communities. Additionally, for those who were able to access PPP, the cessation of the program in the summer or 2020 came well before many were in a position to fully reopen. Many small businesses have negotiated other types of loans to continue in business under normal conditions and have reached their limit of new debt given the uncertain conditions surrounding economic recovery. While some businesses have been able to utilize CARES Act funding for these pivots, others are finding it difficult to make the adjustments required by continued COVID-19 requirements and are at risk of failing.

To survive in the new reality, many small and micro-businesses may have had to pivot to new business models and new approaches to customer service, for example developing online ordering platforms, new delivery services, renovations to property to allow outdoor social distanced dining options, and plexiglass screens between customers and employees. The new funding for the Paycheck Protection Program (PPP) and the Economic Injury Disaster Loan (EIDL) program that is a part of the December 2020 Stimulus Package should be fully leveraged to accomplish this.

Chambers of Commerce and regional business organizations play a critically important role in supporting the ability of small businesses to continue operation during the difficult period of economic recovery. Incentives should be tailored so as to support businesses who are seeking to implement plans to develop their business models to become more resilient to disruption and disaster, for example, technical training to develop online business platforms, marketing resources, and targeted supports for small business owners to access accounting, insurance and legal guidance. Regional leaders should consider establishing a small business insurance cooperative to prepare for future shocks.

Concluding Observations

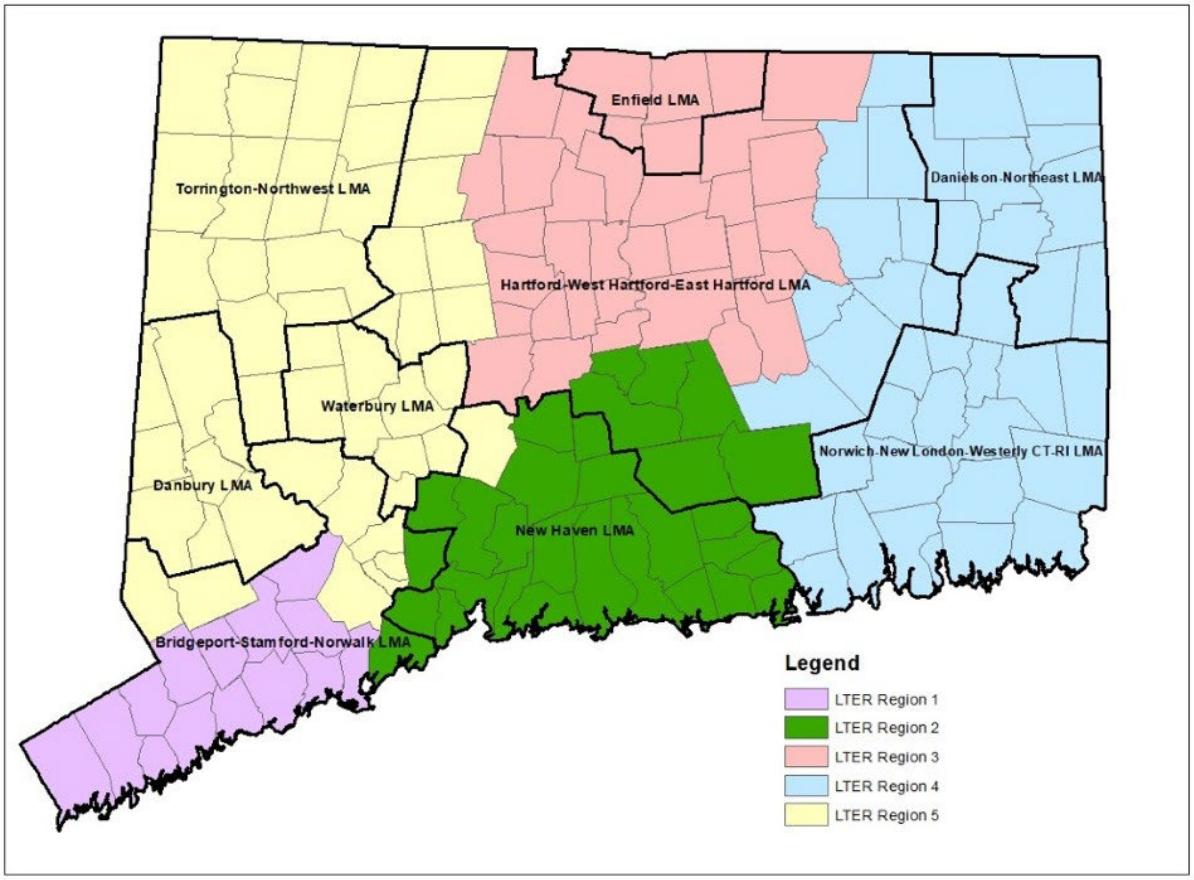
The new Biden Administration is poised to deploy a $2-3 trillion between its response to the COVID emergency and the investment it is seeking to make in infrastructure projects. The next two years could be a historic opportunity for states to receive federal funding on a level that has not been available since the 1960s. Assembling ambitious regional plans that are supported by the documentation that outlines why they are needed and how they will advance greater equity and resilience will be key to securing a significant amount of federal assistance. The goal of this report has been to serve as both a starting point and a catalyst for Region 5 and the State of Connecticut to take advantage of this once-in-a-lifetime opportunity to achieve its longstanding economic development goals.

Managing COVID-19 effects so as to "bounce forward" instead of simply trying to bounce back will be best accomplished at the regional level. A regional view can accelerate opportunity by recognizing that development in one municipality can spur complimentary development in another. For example, if one community expands manufacturing, the other can capitalize on the need to provide worker housing, retail, and amenities. A regional view can also identify incipient challenges such as when rising property values in one community is causing lower-income populations to leave, placing stress on another already economically distressed community that exacerbates inequities. In all instances, combining regional understanding with the capacity and shared commitment to coordinate action is the most successful way to spur growth and ameliorate problems.

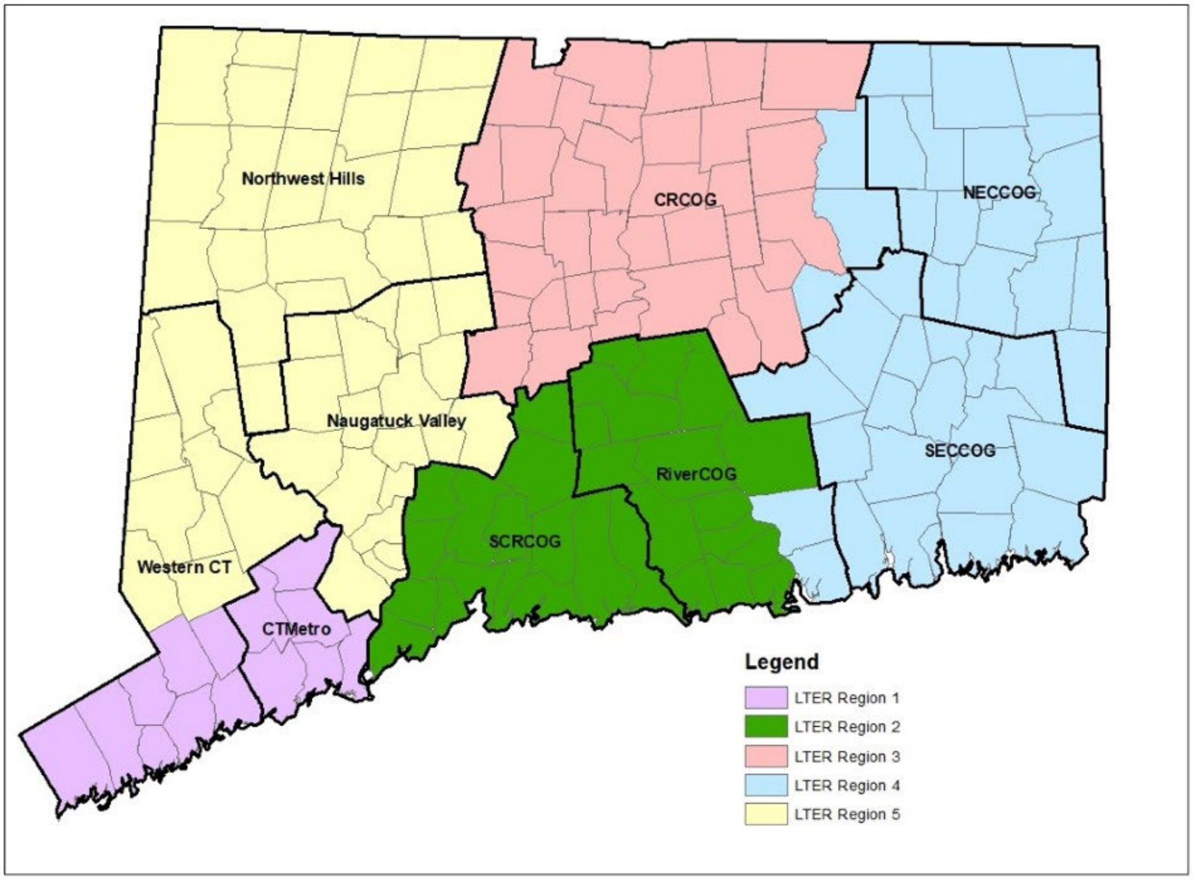
The COVID-19 pandemic and the pressing need to recover from it creates an ideal opportunity to reexamine regional economic development strategies such as the regional Comprehensive Economic Development Strategies (CEDS) and develop well-coordinated economic development plans and projects to ensure long term resilient economic recovery and development that is more equitable and sustainable. The reexamination of plans and strategies should seek to understand the assets, plans and programs that currently exist in the various regional municipalities and how these can be leveraged to support a regional recovery and economic development strategy. Each municipality within the region has strengths and challenges and it is the interrelationships among those strengths and challenges that provide the most significant opportunities for economic development. No municipality is an island and few municipal infrastructures (physical, economic, or social) truly stop at the municipal boundaries. Mapping these interrelationships and gaining a deep understanding of what communities want and, equally importantly, what they will accept, is key to finding the paths to synchronize strategies, plans and resources. This type of well-coordinated planning creates the class of large-scale, long-term plans that are most attractive to not just federal agency funders, but to private investors as well.

Appendices

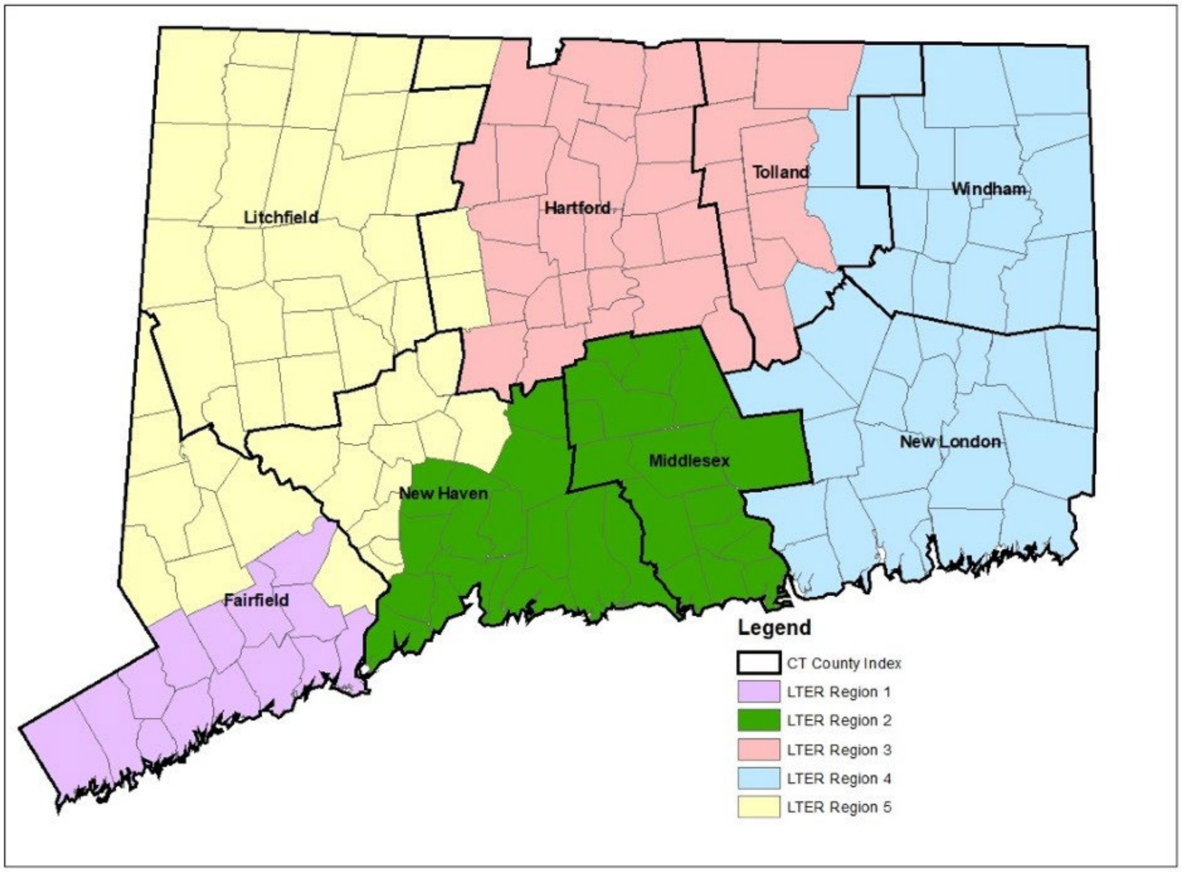
A. LTER Regions and LMAs



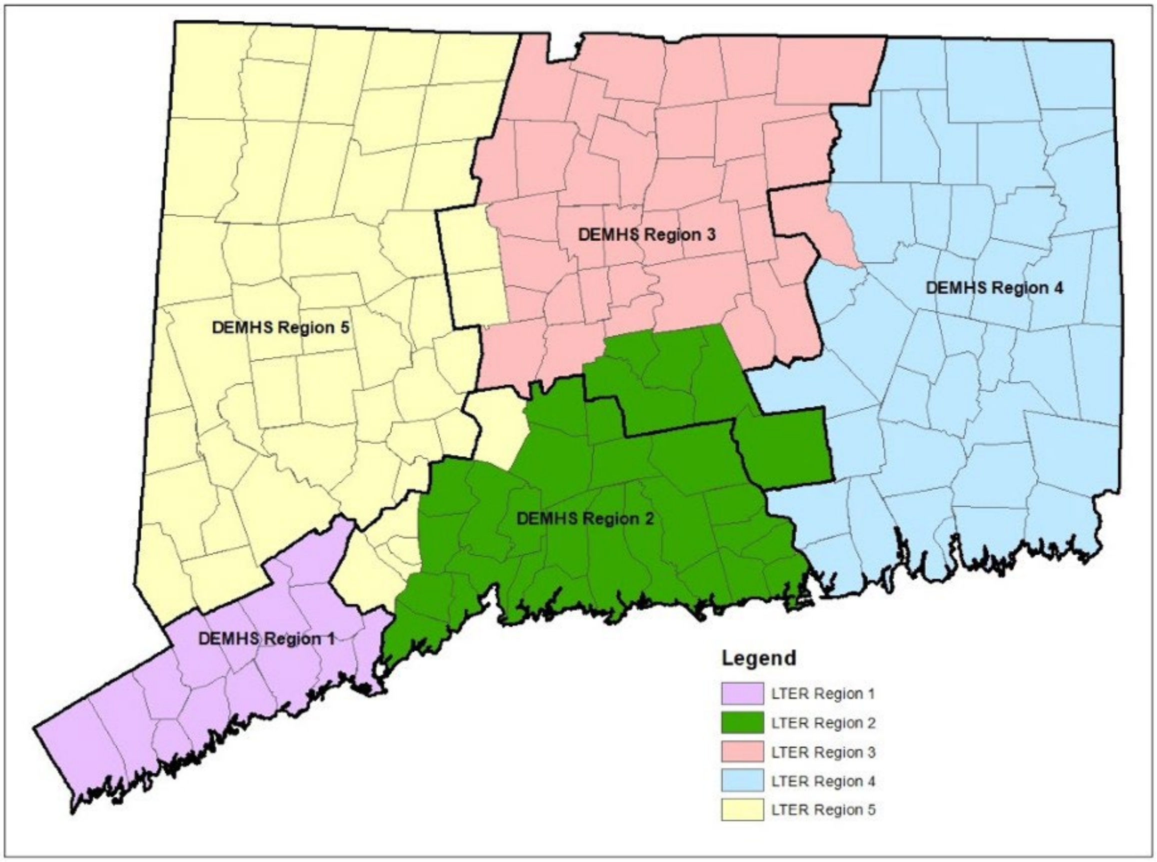
B. LTER Regions and COGs



C. LTER Regions and Counties



D. LTER Regions and DEMHS Regions



E. Organizations Interviewed

Region	Organizations Interviewed
LTER Region 5	City of Ansonia City of Waterbury Connecticut Energy Marketers Association Connecticut Health Foundation Connecticut Voices for Children CT Community Foundation (Waterbury) CT Lodging Association CT Office of Rural Health EdAdvance End Hunger CT Foundation for Community Health, Sharon Geer Village, Canaan Greater Valley Chamber Greater Waterbury Health Partnership Hartford Healthcare Charlotte Hungerford Hospital Housatonic Area Regional Transit District Lit Communities (And Former First Selectwoman of Sharon) Naugatuck Valley Council of Governments Northwest Hills Council of Governments Northwest Hills Council of Governments (NHCOG) Northwest Connecticut Chamber of Commerce Northwest Regional Workforce Investment Board Northwest Connecticut Arts Council Northwest Connecticut Food Hub Our Culture is Beautiful Perkin Elmer Prudential Annuities Shelton Economic Development Corporation Smaller Manufacturers Association of CT Spooner House, All Congregations Together Sun One Organic Farm, Bethlehem (previously: Sterling Planet renewable energy TEAM Inc. United Way of Greater Waterbury University of Connecticut Waterbury Regional Chamber of Commerce Western Connecticut Council of Governments Western Connecticut Economic Development District Western CT Council of Governments Western CT Health Network Western CT State University (WCSU)

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About The Global Resilience Institute

Based at Northeastern University in Boston, MA, the Global Resilience Institute's (GRI) research and educational mission is to develop and deploy practical and innovative tools, applications, and skills that drive social and technical changes, which strengthen the capacity of individuals, communities, systems, and networks to adapt to an increasingly turbulent world. Launched in 2017, GRI is the world's first university-wide institute to respond to the resilience imperative. Today, GRI undertakes multi-disciplinary resilience research and education efforts that draw on the latest findings from network science, health sciences, coastal and urban sustainability, engineering, cybersecurity and privacy, social and behavioral sciences, public policy, urban affairs, business, law, game design, architecture, and geospatial analysis. GRI works in close partnership with industry, government, communities, and non-governmental organizations, as well as engages in external outreach to inform, empower, and scale bottom-up efforts that contribute to individual and collective resilience.

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Founded in 1898, Northeastern is a global research university and the recognized leader in experience-driven lifelong learning. Our world-renowned experiential approach empowers our students, faculty, alumni, and partners to create impact far beyond the confines of discipline, degree, and campus. Our locations—in Boston; Charlotte, North Carolina; the San Francisco Bay Area; Seattle; Toronto; and the Massachusetts communities of Burlington and Nahant—are nodes in our growing global university system. Through this network, we expand opportunities for flexible, student-centered learning and collaborative, solutions-focused research. Northeastern's comprehensive array of undergraduate and graduate programs—on-campus, online, and in hybrid formats—lead to degrees through the doctorate in nine colleges and schools. Among these, we offer more than 140 multi-discipline majors and degrees designed to prepare students for purposeful lives and careers.

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