

Business Retention, Expansion, and Recruitment SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Healthcare, higher education, life science, and manufacturing are stable and growing industries • Excellent quality of life helps in recruiting and retaining employees • Improved state fiscal health • Access to a large consumer base throughout the Northeast • Business support services 	<ul style="list-style-type: none"> • Workforce training • High energy costs • Energy infrastructure • Transportation infrastructure • Broadband infrastructure • Regulatory requirements
Opportunities	Threats
<ul style="list-style-type: none"> • Adopt or expand the use of digital technologies • Develop new relationships with other business sectors • Make capital expenditures • Change business strategies • Introduce new services • Develop online sales or websites • Implement Industry 4.0 	<ul style="list-style-type: none"> • General inflation • Insufficient available workforce • Supply chain disruption/locating alternative suppliers • Cybersecurity

Workforce SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> Regional public workforce system is well-organized with specified target industries, able to serve employers in all sectors and create career pathways for job seekers. Region has several credentialed public and private education and training entities to design, develop and execute short and long-term training in occupations/industries that are in demand. Federal, State, and private resources are available to finance the workforce system, including providing training, work supports, job placement, and employer support after placement. Specialized programming has been developed to address work readiness issues for young people, families, and other populations with multiple barriers to employment. 	<ul style="list-style-type: none"> The pandemic has created several obstacles to the workings of the public workforce system. The pipeline of individuals flowing in and throughout the American Job Centers in the region has dropped drastically. Personal and family issues relating to the pandemic have dramatically increased the number of job seekers with multiple barriers to employment. For young persons, keeping them engaged in education and training services has been extremely difficult, including, but not limited to, school/college attendance. Many employers have redesigned roles within their companies and have sometimes reduced hiring or had difficulty filling the redesigned roles. Real-time labor market information and supporting data have slowed down considerably, resulting in less timely workforce planning.
Opportunities	Threats
<ul style="list-style-type: none"> Workforce “Pipelines” in manufacturing, healthcare, and hospitality industries have been operating in the region. These pipeline programs, developed and executed with assistance from their respective industry employers and trade organizations, are available in the region. All three sectors have had much success and the model could be expanded and replicated in other sectors as needed. The recreational cannabis industry is new to the state and the region. Little training is currently, and developing training modalities in a pipeline format could potentially result in the employment of large numbers of individuals. The federal infrastructure funding will soon flow into the region, promising large numbers of well-paying jobs in rebuilding transit along well-traveled routes in New England and the Northeast. 	<ul style="list-style-type: none"> The “skills gap” of individuals seeking workforce services continues to be a major barrier to employment for job seekers in the region. Without the required reading, math, and functional skills needed for the occupations in demand in the region, job seekers will have great difficulty with the education required to be successful. The lack of coordinated work supports for employers and jobseekers could potentially sabotage any other efforts to provide new hires education, training, and support. A family crisis, lack of adequate daycare arrangements, inadequate housing, or unreliable transportation can create chaos for the employee, the family, and the employer. Public funding to support workforce development has always been a moving target. To make the system effectively operate on the worker and employer side, all partners in the workforce system need adequate funding to sustain the worker throughout education and training and then for at least six additional months on the job.

Housing SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Continued growth of new market-rate rental housing accommodating professionals seeking a live, work, and play environment close to transit and local amenities. • Allocation of federal funding for housing growth and development. 	<ul style="list-style-type: none"> • Need coordinated effort to support regional growth in housing opportunities. • Lack of affordable units for families in 60% Area Median Income (AMI) throughout the region. • Older housing stock requires significant upgrades and code requirements.
Opportunities	Threats
<ul style="list-style-type: none"> • Housing located in center city districts in Meriden and New Haven enables residents to walk or take the train to work and has the potential to expand to other cities and towns. • Post-pandemic numbers of residents moving into the region have increased the need for a continuum of housing options. • Potential for development of mixed-use, mixed-income projects throughout the region. • Growing trend toward coordinating regional efforts for housing development and preservation. 	<ul style="list-style-type: none"> • Lack of affordable units for low-wage workers continues to be a challenge throughout the region. • Lack of a sufficient pipeline may force companies to move away. • Growing public policy prohibiting the development of affordable housing in cities and towns in the region. • Out-migration of young persons, particularly college students, and graduates, due to the affordability of housing, continue to affect the growth in the region adversely.

Infrastructure SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • A robust passenger service to major Northeastern cities located at the intersection of Metro-North, the Hartford Line, and Shoreline East rail corridors, as well as Amtrak service as part of the Northeast Corridor (NEC), with federal funding now being provided for bridge rehabilitation and replacement, track improvements, new trains, and faster travel times. • New Haven’s Union Station is Connecticut’s most used passenger rail facility and is one of the busiest stations in the Amtrak national network. Infrastructure funding is in place for renovating the train station, adding shops and restaurants, expanding parking, and developing a bus depot. • New Haven is at the junction of two major interstate highways, Interstate-95 (which runs along the coastline from Florida to New York City and then to Providence, Rhode Island to Boston, MA, and north) and Interstate-91 (which runs from New Haven, through Hartford and Springfield north to Canada). • Multimodal transportation, including an established Complete Streets and RIDE Share program, are in place. • Climate change and stormwater resilience projects are moving forward in the region, including the planned New Haven Long Wharf flood prevention system, setting the stage for major new economic development. • We have adequate surface water resources and an excess supply of fresh potable water available. 	<ul style="list-style-type: none"> • The region has an aging infrastructure in need of repair. Recent federal infrastructure funding, if used strategically, will help remedy these deficiencies. • Congestion on the interstate highways increases commuter times, but projects are underway to correct these issues. • Using federal and state infrastructure funding, the MOVE New Haven Study will enhance regional bus service, including crosstown routes, transit hubs in suburban locations, reduced headways, and new buses. • Although the region’s transportation infrastructure is vulnerable to natural hazards and sea level rise, federal and state infrastructure funding is being used to remedy these vulnerabilities.
Opportunities	Threats
<ul style="list-style-type: none"> • Transit-oriented development opportunities are along Metro North, the Hartford Line, and Shoreline East rail corridors and near existing and planned rail stations. • The transit network is increasingly accessible and connected. • Service at Tweed-New Haven Airport is increasing and becoming more convenient. • The Transportation Planning Work Program- Unified Planning Work Program will evaluate intermodal issues relating to the Port of New Haven and potential expanded utilization. 	<ul style="list-style-type: none"> • Natural hazards and sea level rise puts the region’s infrastructure at risk. • High energy costs • Limited access to public transportation for low-income households makes it difficult to access employment.

<ul style="list-style-type: none">• Complete Streets and bike share programs are expanding in the region.• Infrastructure resilience is increasing, and construction projects are becoming greener, increasing the resilience of vulnerable infrastructure in future construction.	
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Real Estate, Land Use, & Sustainability SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • A mature transit corridor that will be expanding northward to Hartford • Coordinated efforts to harden shoreline infrastructure following past hurricane impacts • An established brownfield revolving loan fund with projects in the pipeline • An existing and growing network of recreational trails and recreational opportunities, including agri-tourism • Dense and vibrant population centers with a good mix of rural communities, and the region is centrally located between New York City and Boston • Residential apartment boom in New Haven proper • Improved fiscal outlook for the State of Connecticut • Positive legislative and regulatory changes have been made to the Transfer Act • New Haven does not have the same glut of empty offices that other cities are experiencing after the pandemic 	<ul style="list-style-type: none"> • Lack of developable land with many brownfield sites • Vacant retail spaces that will not rebound because of online shopping • Significant infrastructure improvement needs • Changing demographics with younger workers leaving the state and older workers retiring • Lack of affordable housing • Inefficient connections to existing transit • Challenging impacts of a state tax policy that is reliant on property taxes • Aging transit system
Opportunities	Threats
<ul style="list-style-type: none"> • Increased cooperation among municipalities • Transit-oriented development along planned and existing rail corridors • Downtown redevelopment and town centers • Further enhancements of trails and open space • Infill development of brownfield sites • Evolved and innovative zoning to spur high-quality and diverse job growth • Inflow of federal grant funding • Alternative uses for vacant retail and office space 	<ul style="list-style-type: none"> • Stimulus funding will sunset • Hurdles to remediation of contaminated sites through high costs and difficult property owners • Natural hazards and rising sea levels • Continued upward trend of the high cost of living • Additional sprawl that depletes agricultural land, farming, and food security • More changes in demand for central business districts after the pandemic