NORTHWEST CONNECTICUT

Comprehensive Economic Development Strategy (CEDS)

2023 - 2028 UPDATE

ADOPTED BY NWCT EDC (DATE)
ENDORSED BY NHCOG (DATE)

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Acronyms & Abbreviations

CEDS: Comprehensive Economic Development Strategy

EDA: USA Economic Development Administration

EDD: Economic Development District

NHCOG: Northwest Hills Council of Governments

NWCTDD: Northwest CT Development District

NW CT EDC: Northwest CT Economic Development Collaborative

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INTRODUCTION

What is a Comprehensive Economic Development Strategy (CEDS)?

A CEDS is a regional plan for economic growth and for developing resilience to economic shock. The four parts of a CEDS as required by the US Economic Development Administration (EDA)are Summary Background, Strength/Weakness/Opportunity/Threat (SWOT) Analysis, Strategic Direction/Action Plan and Evaluation Framework. The implementation of the CEDS will be led by the NW CT EDC, NHCOG and strategic partners identified throughout this plan.

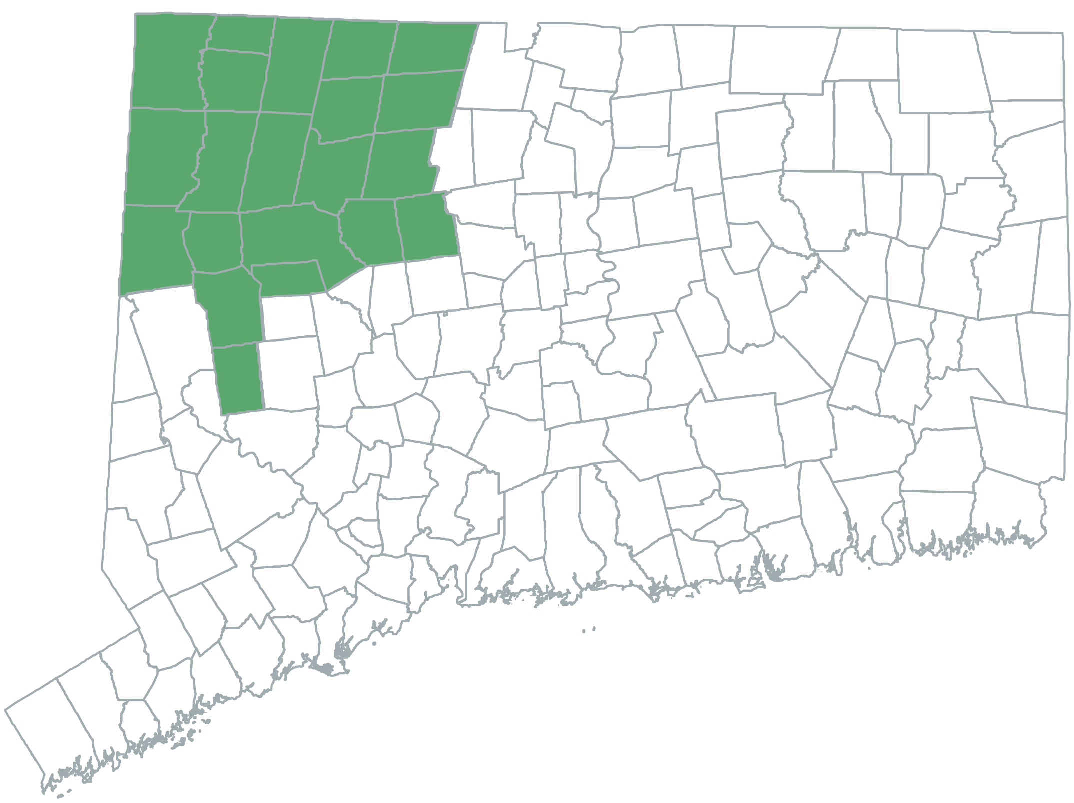

Photo by Lindsey Victoria Photography

What is the Northwest Connecticut Development District (NWCTDD)?

The NWCTDD is an Economic Development District (EDD) operating under the United States Economic Development Administration (EDA). NW CT includes 21 Towns in the Northwest Corner of CT, also referred to as the "district" or "region" throughout this plan. The region consists of communities in both Litchfield and Hartford County. Towns in Litchfield County include: Barkhamsted, Canaan, Colebrook, Cornwall, Goshen, Harwinton, Kent, Litchfield, Morris, New Hartford, Norfolk, North Canaan, Roxbury, Sailsbury, Sharon, Torrington, Warren, Washington, and Winchester. Towns in Hartford County include Burlington and Hartland.

What is the Northwest Hills Council of Governments (NHCOG)?

The NHCOG is a coordinating body for chief elected officials maintained by the same 21 towns in the NWCTDD. NHCOG's mission is to make Northwest Connecticut a better place to live, do business, and visit by providing a forum for local officials to discuss issues of inter-municipal concern, promote regional cooperation, and direct various regional initiatives to enhance government planning, efficiency and service delivery. NHCOG provides staffing for the NWCTDD.

What is the Northwest Hills Economic Development Collaborative (NW CT EDC)?

The NW CT EDC is a special committee of the NHCOG. NW CT EDC is comprised of members having broad-based representation of the Development District's public, private, non-profit, education and labor sectors. Members represent all towns within the NWCTDD, a wide range of industries, and have a diverse set of socio-economic characteristics. During the planning and development of the CEDS the NW CT EDC acted as the strategy committee. The NW CT EDC is also charged with providing administrative and technical guidance to the NHCOG for the implementation of the CEDS.

History of the EDD

This EDD was approved by the U.S. Economic Development Administration (EDA) and is made up of 21 municipalities in the northwest corner of Connecticut. These 21 Towns mirror the jurisdictional boundary off the Northwest Hills Council of Governments (NHCOG). The EDD is primarily Litchfield County, with the exclusion of 6 towns, and the inclusion of Hartland and Burlington from Hartford County.

The formal administration, management, and fiduciary responsibility for the EDD was originally assigned to the Northwest CT Economic Development Corporation; however, since 2014 the NHCOG has been partnering with the NWCT EDC as a de facto administrator to perform such duties.

In 2023, EDA officially designated the Northwest Hills Council of Governments (NHCOG) as the administrator of the EDD and the Northwest CT Economic Development Corporation was redesignated as the NW CT Economic Development Collaborative, a special committee of the NHCOG which will continue to function in much the same way as the Economic Development Corporation has since 2014.

Village Center for the Arts Night Out. Source: Steph Burr

Litchfield, CT. Photo by Lindsey Victoria Photography

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EXECUTIVE SUMMARY

Through a robust public outreach effort, common themes were identified by stakeholders. These themes, along with a set of core values, guided the development of the Strategic Direction and Goals of this CEDS.

Top Themes

Housing Needs → Business Environment → Workforce Development → Tourism → Arts and Culture

Core Values

- Innovation & Creativity
- High Quality Education
- Diverse and Inclusive Atmosphere
- Environment Consciousness
- Resilient & Sustainable Businesses and Communities
- Equitable Economic Growth
- Business Friendly Environment

Goals

GOAL #1

Address the Housing Needs of the Region

GOAL #2

Encourage Business Growth and Expansion

GOAL #3

Support Workforce Development that Aligns Talent with the Needs of the Regional Business Sectors

GOAL #4

Increase Tourism in the Region

GOAL #5

Strengthen the Creative Economy

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ACKNOWLEDGEMENTS

This planning process and resulting CEDS was funded, in part, by the U.S. Economic Development Administration and the Northwest Hills Council of Governments with significant in-kind contributions from the NW CT EDC, who doubled as the CEDS Strategic Planning Committee, and the NHCOG Staff & Executive Board.

NW CT EDC Members

Amanda Freund – Freund's Farm

Amy Wynn – American Mural project

Andrew Maistack – Challenging Minds

Anne Green – NW Community Foundation

Bill Riiska – Attorney

Brian E. Mattiello – Hartford Healthcare / CHH

Catherine Awwad – WIB

Christal Preszler – Norfolk Hub

Christian Allyn – Canaan EDC

Dan Bolognani – Housatonic Valley Heritage

Dan Cocchiola – Ed Advance

Dave Barger – Town of Canaan

Denise Raap – Town of Litchfield

Don Stein – Town of Barkhamsted

Elinor Carbone – City of Torrington

Evan Dobos – Civic Lift

Henry Todd – Town of Canaan

Jacque Williams – Culture 4 A Cause

JoAnn Ryan – NW CT Chamber of Commerce

Judith McElhone – 5- Points Center for the Visual Arts

Jocelyn Ayer – Litchfield County Center for Housing Opportunity

John Fiorello – CT State Community College Northwestern, Entrepreneurial Center

Kristy Barto – Nutmeg Fudge

Laura McCarthy – CT State Community College Northwestern

Lelah Campo – Cozy Hills Campground

Lindsey Turner – Litchfield EDC

Mark Waterhouse – Economic Development Specialist

Michelle Gorra – Town of Washington

Pam LaRosa – NW CT Chamber of Commerce

Rich Dupont – Manufacturing Regional Sector Partnership

Rista Malanca – NHCOG

Rob Philips – NHCOG

Shannan Kinsella – Winsted Area Child Care Center

Steph Burr – NW Arts Council

Stephanie Fried – Warner

Tara Bares – Litchfield EDC

Ted Shafer – Town of Winsted

NHCOG Board Members

Nick Lukiwsky, First Selectman – Barkhamsted
Don Stein, Retired First Selectman – Barkhamsted
Douglas Thompson, Firs Selectman – Burlington
David Barger, First Selectman – Canaan
Henry Todd, Retired First Selectman – Canaan
Bradley Bremer, First Selectman – Colebrook
Gordon Ridgeway, First Selectman – Cornwall
Todd Carusillo, First Selectman – Goshen
Magi Winslow, First Selectman – Hartland
Michael Criss, First Selectman – Harwinton
Martin Lindenmayer, First Selectman – Kent
Denise Rapp, First Selectman – Litchfield
Thomas Weik, First Selectman – Morris
Daniel Jerram, First Selectman – New Hartford
Matthew Riiska, First Selectman – Norfolk
Brian Ohler, First Selectman – North Cannan
Patrick Roy, First Selectman – Roxbury
Curtis Rand, First Selectman – Sailsbury
Casey Flanagan, First Selectman – Sharon
Elinor Carbone, Mayor – Torrington
Greg LaCava, First Selectman – Warren
Jim Brinton, First Selectman – Washington
Robert Geiger, Interim Town Manager – Winchester

Land Acknowledgement

We acknowledge the local history of indigenous peoples, including the Mohican, Munsee Lanape, Paugussett, Pocumtuc, and Wappinger tribes who inhabited the land of Northwest Connecticut. We would also like to shine light on the current residents of the Schaghticoke Tribal Nation and acknowledge their ongoing legal battle for the reinstatement of their federal tribal recognition. We embrace their continued connection to this region and thank them for allowing us to live, work, learn, and collaborate on their traditional homeland.

Special Thanks

FHI Studio
Stakeholder Engagement & Report Production

Words and Numbers
Trend Information

CTDATA
Data

Mark Waterhouse
Overall consulting and guidance in public outreach and goal development

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OUTREACH & DEVELOPMENT OF THE CEDS

A broad diversity of the region's voices partnered to help develop the CEDS. This included many local and regional organizations, stakeholders, and economic development leaders to help inform the strategies developed. NHCOG engaged stakeholders in a variety of ways, including stakeholder interviews, public meetings, the formation of an economic development committee, and a robust online survey. The array of engagement tools provided stakeholders a variety of ways to submit their input and help shape the development of the CEDS.

Stakeholder Interviews

Interviews were conducted with business owners, workforce development strategists, economic development leaders, and elected officials to provide them an opportunity to express their view on the region's economic development strengths and challenges. NHCOG staff conducted 18 interviews with stakeholders from across the region.

Public Meetings

Public meetings were held to bring together a variety of stakeholders to introduce the CEDS and discuss the regional Strengths, Weaknesses, Opportunities, and Threats (SWOT). Two public meetings were held at the American Mural Project in Winsted and at the EdAdvance center in Litchfield.

Economic Development Collaborative (EDC)

A strategy committee of stakeholders that represent the region's diverse economic interests was formed to facilitate the planning process and to provide guidance and feedback to the CEDS process. Members of the EDC included members of the business community, civic leaders, municipal officials, non-profit leaders, and implementation partners. The EDC gathered six times over the course of five months.

Online Survey

A digital survey was developed and distributed to the region's business community. This survey was designed to increase participation across the broader business community by providing an accessible virtual option for participation in the economic development process. The information collected from this survey was used to inform the SWOT analysis. One hundred twenty stakeholders from the region's business and non-profit community participated in the online survey.

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SUMMARY BACKGROUND

A. Overview: Understanding the Region

Overall, the Northwest region is a rural region, with 112,277 people in 21 Towns covering 787 square miles. Due to its rural nature and local-dependency, the US Census Bureau has designated this area as the "Torrington Micropolitan Statistical Area", 1 of the 542 Micropolitan Statistical Areas in the country and the only Micropolitan Statistical Area in CT. Micropolitan Statistical Area are defined as *"areas consist(ing) of at least one urban area of at least 10,000 but less than 50,000 population, plus communities that have a high degree of social and economic integration with the core as measured through commuting ties."* Both Torrington and Winchester exceed the 10,000-population threshold.

This unique designation helps us understand the economic eco-system of the region as a whole. Torrington, the largest community in the region, is home to 32% of the population and provides the majority of social, civic and cultural services in the region. However, the Urban Core of the region is made up of four distinct municipalities - Torrington, Winchester, Burlington and Litchfield, which comprise 57% (63,454) of the population and 60% of the jobs in the region. Having an Urban Core comprised of 4 municipalities poses challenges (such as disjointed decision making and lack of access to federal funding, all non-entitled units that do not receive direct federal spending), but also presents many benefits such as a plethora of outdoor recreation, healthy environmental conditions, and lack of congestion.

Make Music NWCT. Source: Jamie

Whiting Mills Creative Day. Source: Steph Burr

Make Music NWCT. Source: Jamie

Make Music NWCT. Source: Jamie

Photo by Lindsey Victoria Photography

The remaining towns all have their own economic eco-systems, but in many ways are dependent on regional services and must rely on Urban Core for jobs, healthcare, social services, shopping and entertainment.

In addition to the diversity in population size, there is a significant diversity in wealth throughout the region. Kiplinger reports that the Torrington Micropolitan Statistical Area (μSA) is the 4th highest μSA in density of millionaires with 9.5% of households considered millionaires. Most of this density of wealth is concentrated in the towns further out in the Northwest corner. Torrington and Winchester are considered distressed municipalities by the State of CT and 8 of the 21 Towns have a poverty rate of 10% or higher.

The extreme difference in both density and wealth poses very different needs and approaches to economic growth and development throughout the region. However, this CEDS makes a concerted effort to foster a symbiotic approach throughout the region, by improving and promoting the assets that both the core urban area and the rural character bring to the region, in turn creating employment, generating wealth and stimulating economic growth throughout region.

In the development of the goals this CEDS focuses on those initiatives that support both urban and rural needs and provide overall benefit to the region. Careful consideration was made to ensure the implementation and evaluation criteria are adjustable for the varying needs of the region.

B. Current Data

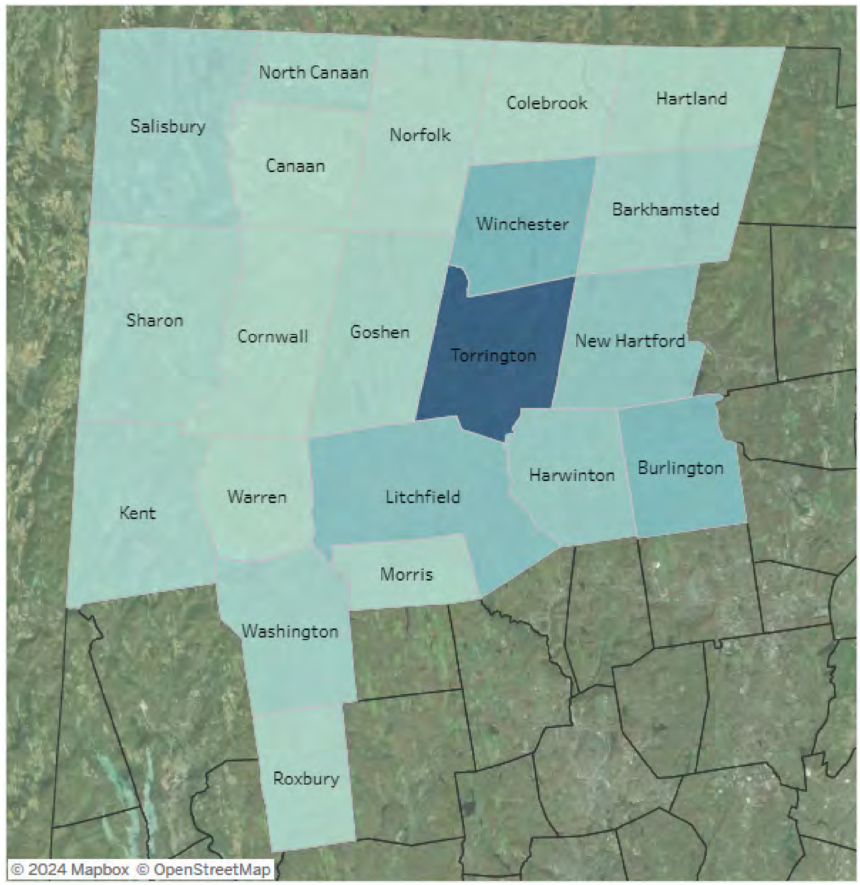
All data is based on the 21 communities in the NW CT EDD.

Population Data*

- 57 % of all residents and 60% of all jobs are located in 4 communities: Torrington, Burlington, Winsted & Litchfield.

Population: 2021 Total

	Estimate
Connecticut	3,605,330
NHCOG	112,277
Barkhamsted	3,659
Burlington	9,511
Canaan	1,223
Colebrook	1,422
Cornwall	1,379
Goshen	3,139
Hartland	1,971
Harwinton	5,499
Kent	2,970
Litchfield	8,161
Morris	2,149
New Hartford	6,685
Norfolk	1,685
North Canaan	3,209
Roxbury	2,104
Salisbury	4,048
Sharon	2,679
Torrington	35,447
Warren	1,383
Washington	3,619
Winchester	10,335



Median Household Income*

Income: Median Household Income

	Estimate
Connecticut	83,572
NHCOG	87,815
Barkhamsted	107,969
Burlington	143,038
Canaan	80,938
Colebrook	106,406
Cornwall	95,089
Goshen	127,344
Hartland	105,921
Harwinton	118,508
Kent	89,348
Litchfield	98,286
Morris	94,167
New Hartford	100,156
Norfolk	76,382
North Canaan	60,789
Roxbury	107,328
Salisbury	87,688
Sharon	93,385
Torrington	63,135
Warren	133,125
Washington	109,712
Winchester	65,537

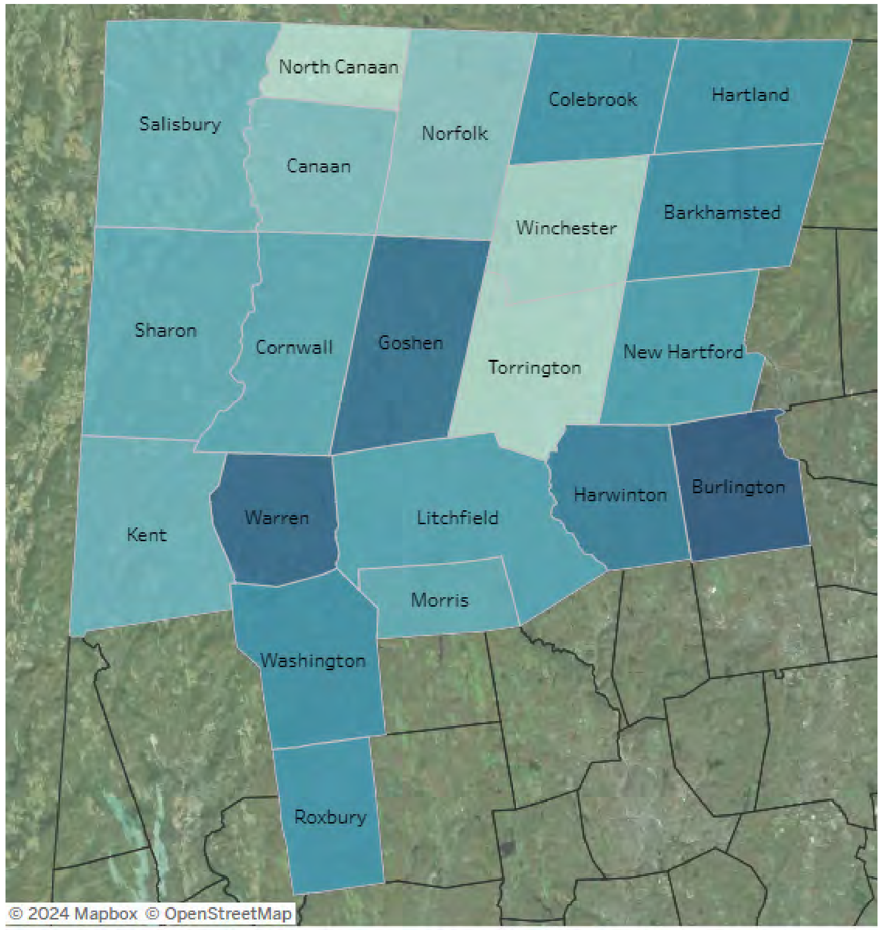
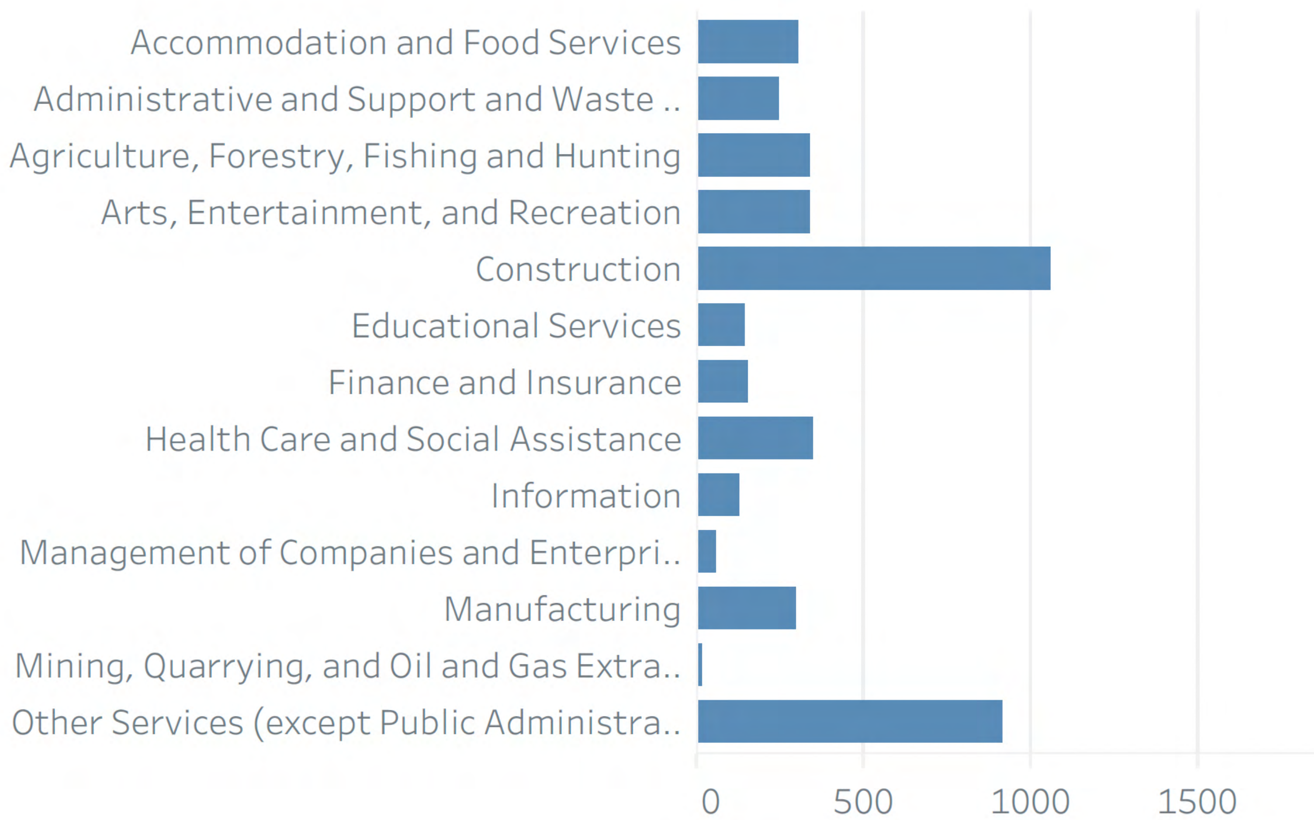


Photo by Lindsey Victoria Photography

Current Business Environment*

Active Businesses by Industry, as of July 3, 2023



Number of Employees per Worksite, Quarter 4 2022

Number of Employees	Number of Worksites	Percent of Worksites
Total	3496	100.0%
0 to <1	699	20.0%
1 to <5	1711	48.9%
5 to <10	516	14.8%
10 to <20	304	8.7%
20 to <50	166	4.8%
50 to <100	54	1.5%
100 to <250	39	1.1%
More than 250	7	0.2%

DOL employees per worksite data is for Torrington-Northwest LMA, since town-level data is not available. It does not include data for Harwington, New Hartford, Barkhamsted, and Hartland.

According to the Connecticut Secretary of the State (SOTS) Business Registry, there are 9,043 active busineses in the region as of July 3, 2023. 22%of these businesses registered within the last three years, 28% are 4 to 9 years old, 23% are 10 to 19 years old, and 27% are at least 20 years old. Since January 1, 2020 2,305 new businesses registered, and 1,262 businesses dissolved. Dissolutions may be understated because not all businesses report their stops to SOTS.

10% of workers 16 and over in the region are self-employed in their own incorporated business, compared to 6% statewide. Towns with the highest self-employment rates include Cornwall (18%), Kent (18%) and Washington (17%).

The top industries in the NW CT EDD are:

- Educational services and healthcare and social assistance (26% of workers)
- Professional, scientific, and management, and administrative and waste management services (12%)
- Manufacturing (12%)
- Retail Trade (11%)

Compared to the State of CT, the region is home to proportionally more jobs in the agriculture, forestry, fishing and hunting, and mining industry

Nearly half of all jobs in the region are:

- Management, business, science, and arts occupations (44%)
- Sales and office occupations (20%)
- Service occupations (17%
- Production, transportation, and material moving occupations (10%)
- Natural resources, construction, and maintenance occupations (10%)

Economic & Social Impact of the Non-profit Arts and Cultural Organizations & Their Audiences**

In NW CT the arts and cultural organizations, along with their audiences, make a significant contribution to the local economy. The Arts and Culture Prosperity 6 Study further details this impact, below is a summary of total expenditures made by the Organizations and their Audiences.

Direct Economic Activity	Organizations	Audiences	Total Expenditures
Total Industry Expenditures (FY2022)	$19,498,510	$10,777,120	$30,275,630

Economic Impact of Spending by Arts and Culture Organizations and Their Audiences

Total Economic Impacts *(includes direct, indirect, and induced impacts)*	Organizations	Audiences	Total Impacts
Employment (Jobs)	523	127	650
Personal Income Paid to Residents	$24,032,285	$4,718,046	$28,750,334
Local Tax Revenue (city and county)	$620,723	$367,229	$987,952
State Tax Revenue	$1,049,122	$385,713	1,434,835
Federal Tax Revenue	$5,736,379	$917,121	$6,653,500

C. Trends

All trends are based on the 21 communities in the NW CT EDD.

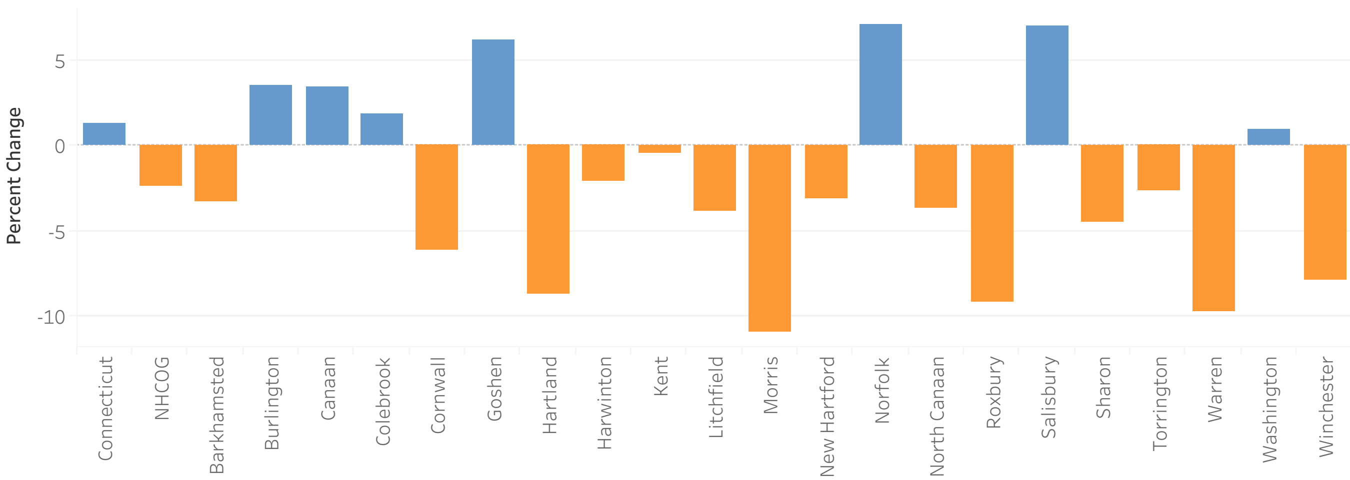
Population Trends

The region has an aging population, it is expected that by 2040 the number of individuals over 65 years of age will increase by 62% and the number of young adolescents (ages 5 to 19) will decline by 9%, the number of young adults (ages 20-24) will decline by 19% and the number of adults (age 40-54) will decline by 17%. Trends indicate a potential shortfall in the size and quantity of the workforce.****

The NW CT EDD population is 112,277. Torrington (35,447) is the largest town, followed by Winchester (10,335), Burlington (9,511) and Litchfield (8,161). ***

Between 2011 & 2021, the population decreased by just under 3,000 people (-2.4%) and Connecticut increased by 1.3%. Much of this decrease happened between 2011 and 2016. From 2016-2021, the regional population decreased at a slower rate, by 434 people (-.39%). Over the same time period, Connecticut's population increased by .47%***

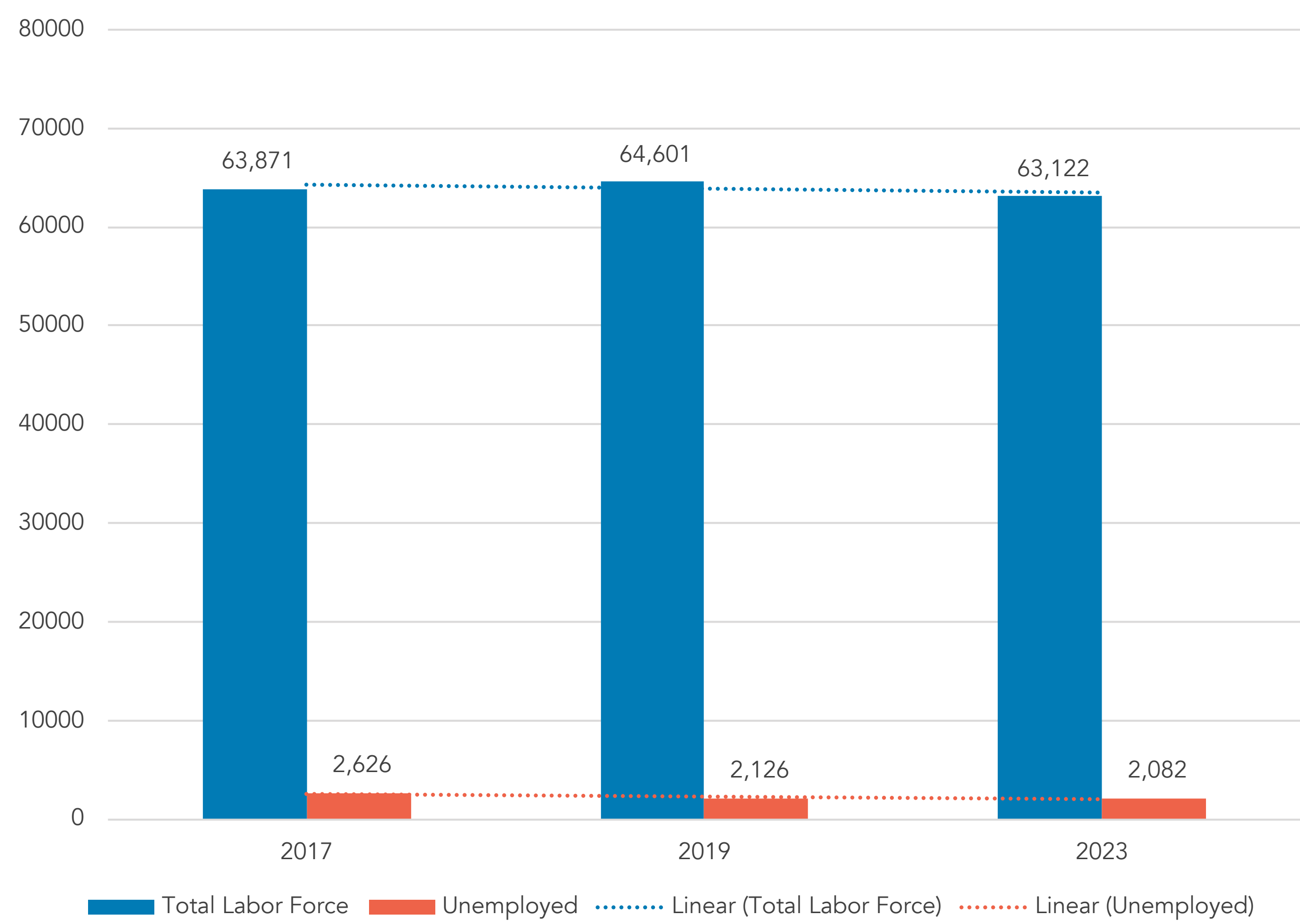
Population Percent Change, 2011-2021



Trends in Labor Force***

- From 2017 to 2023, the total labor force decreased by 801 individuals for a -1.2% drop. Aging of the population with resultant retirements is a likely factor.
- The two largest labor forces in Northwest CT, Torrington and Winchester, made up the majority of the decrease during this time period with a loss of 535 and 149 workers, respectively. Burlington and Litchfield, other relatively large labor forces in the region, remained unchanged from 2017 to 2023.
- Unemployment has declined slightly over the 2017 to 2023 period from 4.1% to 3.3%, or from 2,719 to 2,157 unemployed persons. This was a difference of 562 fewer unemployed individuals.The job market's recovery from the impact of Covid could be a factor for the decline in unemployment.
- The unemployment rate for 20 of the 21 towns has declined. The only exception was Canaan which had an increase from 2.8% to 3.4%, or 18 to 22 persons unemployed. The small numbers must be taken into account, however.
- Torrington with a larger labor force saw unemployment drop from 5.1% to 4%. The total number of unemployed dropped from 987 to 747 or a 24% change in the number of unemployed persons.
- Similarly, Winsted with another large labor force had a drop from 4.7% to 3.8%. The total number of unemployed decreased from 292 to 229, or a 22% change in the number of unemployed persons.

Labor Trends 2017, 2019, and 2023



Occupational and Wage Trends

Between 2017 and 2023***

Notable **growth was realized** in the following occupational areas:

- Computer/ mathematical (150 jobs or 63%)
- Healthcare support (650 jobs or 50%)
- Life, physical and social sciences (50 jobs or 45%)
- Architecture and engineering 110 jobs or (30%)
- Business and financial (180 jobs or 19%)
- Installation, maintenance and repair (150 jobs or 14%)
- Healthcare practitioners and technical (280 jobs or 12%)
- Transportation and material moving (100 jobs or 6%)
- Management (90 jobs or 4%)
- Education, training and library (70 jobs or 2%)

On the other hand, there was considerable **decline** in the following occupational areas:

- Arts, design, entertainment, sports and media (180 jobs or -34%)
- Personal care and service (420 jobs or -34%)
- Food preparation and serviing (390 jobs or -13%)
- Building/ grounds, cleaning and maintenance (190 jobs or -13%)
- Office and administrative support (630 jobs or -12%)
- Community and social sercies (90 jobs or -8%)
- Sales (130 jobs or -5%)

From 2017 to 2019 employment in occupational areas decreased by 2% or 710 fewer jobs. Some of that loss was recovered from 2019 to 2023 during which time 410 jobs were added for a 1% increase. During the seven-year period from 2017 to 2023, the work force decreased by 1% or -300 jobs.

Creative Festival. Source: DaSilva

Litchfield Jazz Festival. Photo by Lindsey Victoria Photography

From 2017 to 2023 the occupational areas of healthcare support (+650) and Healthcare practitioners (+280) added the greatest number of new opportunities. Business and financial (+180), Computer/mathematical (+150) and Installation, maintenance and repair (+150) followed.

During the same time-period, employment availability substantially declined. Office and administrative (-630); Personal care and service (-420); and Food preparation and service (-390). Buildings/ grounds cleaning and maintenance (-190); Arts, design, entertainment, sports, and media (-180); and Sales (-130) lost a considerable number of jobs.

In 2023 the highest median hourly wages were in Management ($51.32); Life, physical and social science ($39.93); Architecture and engineering ($39.09); Healthcare practitioners and technical ($38.92); Computer and Mathematical ($38.40); Legal ($37.86); and Education, training, and library ($29.98). According to the Connecticut Department of Labor Occupational Requirements for Education and Work Experience, most jobs in these seven areas require at the minimum a Bachelor's degree and relevant work experience.

The occupational areas with the lowest median hourly wages were in Food preparation and Serving-related ($15.55); Personal care and service ($16.05); Sales and related ($15.29); Healthcare support ($17.70); Transportation and material moving ($18.35); and building/grounds cleaning and maintenance ($18.73). The occupational requirements for employment in these areas generally require a high school diploma and minimal, if any, work experience.

Litchfield High School 2023 Graduation. Photo by Lindsey Victoria Photography

Photo by Lindsey Victoria Photography

Trends in Housing Costs: Rental ***

In discussing housing data for the NW CT region, it is important to recognize that, as with any region, individual communities comprise a range of cost data. Further, there are multiple sources of data offering different perspectives and potential conclusions; but the bottom line is that the NW CT region as a whole has a rental housing affordability problem. The data used herein shows:

- The majority of median rental prices were between $1,000 and $2,000 per month with the following towns over $2000: Kent, New Hartford, Roxbury, Sharon and Washington.
- Seasonal and short term rentals (rented through platforms like AirBnB or VRBO) have a significant impact on the cost and availability of rental housing in many of the region's towns.
- The lack of availabile rentals in all NHCOG towns is a significant issue. The January 2024 Coldwell Banker data on available rental units show a scarcity. Torrington is the only exception with 21 units available for renters. Additionally the waitng lists for Section 8 housing vouchers were closed in both Torrington and Winchester.
- Torrington, Winchester, Litchfield, Morris, North Canaan and Sharon have housing authorities which offer apartments for low to moderate income individuals. All have long waiting lists.
- Torrington has 430 apartments for elderly, disabled or handicapped individuals. It operates two programs designed to provide affordable housing: Housing Choice Voucher (Section 8) and Public Housing. At the time of this research, the Section 8 waiting list was closed. The Public Housing program, consisting of five sites and 430 apartments, was adding applications to its waiting list. Income limits for one person was $54,950 and for two persons, $62,800.
- Winchester Housing Authority offers two sites for affordable elderly housing: Chestnut Grove with 80 units of federally funded public housing for the elderly and disabled; and, Greenwoods Garden with 40 units. Both sites had waiting lists. Winchester does not offer public housing for families.

Trends in Housing Costs: Ownership ***

- Median home values skyrocketed from 2017 to 2023 at a 65% average increase or $171,816 additional dollars on the average. The largest dollar value gain was in Washington ($378,335) and the smallest, in Torrington ($112,612). However, percentage wise, Torrington's gain was an 84% jump in median home values from $133,666 in 2017 to $246,278 in 2023, whereas Washington started with a high median value of $579,119 in 2017 which rose to $957,454 in 2023.

2023

All of the 22 towns had median home values well above $200,000 with Torrington the lowest at $246,278.

- North Canaan, Canaan, Winchester, Colebrook, Hartland, Barkhamsted, Harwinton, New Hartford and Winchester had median home values between 300K and 400K.
- Burlington, Norfolk, Litchfield and Morris had median home values between 401K and 500K.
- Goshen, Warren, Kent and Sharon had median home values between 501K and 600K.
- Cornwall, Salisbury, Roxbury and Washington had median home values over 601K.
- The downside is *affordability.* From 2017 to 2023 the median home value for the region increased by $171,816 or 65% with the median annual mortgage payment plus utilities skyrocketing to $24,432 or 93%. The median costs due at closing grew by 65% or $15,463. However, the median increase in income was only $16,436 or 22%.
- In each of the 22 towns, the annual income required to allocate 30% to housing costs exceeded the median household incomes for that town. Clearly, income did not keep pace with the rising costs of housing.
- Residents in Colebrook, Barkhamsted, Hartland, Goshen, New Hartford, Canaan, Warren and Torringon needed to allocate around 40 percent of their median incomes for housing.
- Residents in Bethlehem, Litchfield, Morris, North Canaan and Winchester needed to access half of their median incomes to support housing costs.
- The least affordable towns were Norfolk, Cornwall, Kent, Sharon, Roxbury, Washington and Salisbury with over 60% of annual median incomes needed to support housing in those towns. Salisbury was an outlier with 93% of median income needed to pay housing costs.
- Given that caveat, Burlington and Harwinton were the most affordable with a little more than 30% of their annual median incomes tapped to support housing costs.

References

* CTData Dashboard: Northwest Hills Data Explorer | Tableau Public

** Arts & Economic Prosperity 6 (AEP6) Study: https://www.artsnwct.org/arts-economic-prosperity-6-aep6-study-results

*** Words & Numbers: See Appendix C

**** Community Crossroads Report (as updated): Community Crossroads, Where We Are Now and Where We Are Headed (yournccf.org)

Northwest CT Plan of Conservation and Development: Regional-Plan-of-Conservation-and-Development-NHCOG-2017.pdf (northwesthillscog.org)

AdvancedCT Town Profiles: Town Profiles (advancect.org)

D. SWOT Analysis

Strengths	Weaknesses
High quality of Life	Limited pool of qualified workforce
Outdoor Economy & recreational amenities	High cost of living
Convenient location between NYC & Boston	Lack of Housing availability & affordability
Educated workforce	Limited utilities - i.e. broadband, sewer, public water
Strong arts & cultural sector	Limited public transportation
Business resources available	

Opportunities	Threats
Collaboration among organizations	Lack of access to childcare
Robust support system for small businesses, entrepreneurs & Start-ups	Declining & aging population
Workforce development opportunities	Increasing construction costs
	Reduction of housing stock
	Rising interest rates

6
STRATEGIC DIRECTION

A. Commitment to Diversity, Equity and Inclusion

Civic, private, and public leaders have an unwavering commitment to sustaining an environment that is welcoming and inclusive to people of all backgrounds, ethnicities, races, genders, age, economic status, ability and education. The two guiding principles of our approach are to continually work to:

1. Identify and eliminate systemic barriers that create disadvantages for individuals based on their socioeconomic status and create a more inclusive system.
2. Move beyond tolerance, to embrace and celebrate individuals, their heritage and their journey.

Integrated into the planning, development and implementation of this CEDS are fair and just initiatives to aid individuals in their quest to reach their full potential. We believe that providing opportunities for all individuals to be self-sufficient and gain upward economic mobility will have a greater impact on the region as a whole, and in turn provide greater economic growth for both individuals and businesses.

By embracing diversity in this manner, we will cultivate a culture where everyone feels valued, respected, and empowered. By working together and not only accepting, but celebrating our differences, we can leverage the abundance of unique talent, knowledge, experiences and skills that exist within the region to develop new ideas, innovation and success that will enrich the region.

Diversity - a definition:

"The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual."

Source: http://gladstone.uoregon.edu/~asuomca/diversityinit/definition.html

B. Vision Statement

C. Plan for Economic Resilience

Nestled inland among the hilly terrain of Litchfield County, this region is protected from many major natural disasters; however, none of us are completely sheltered from the physical and economic impacts of natural and human-caused disasters.

Recognizing the need to plan for these risks, we have woven the principles of economic resilience into the CEDS. We continue to rely on the 2022-2027 "Northwest Hills Council of Governments Hazard Mitigation Plan", which encompasses a risk assessment, mitigation strategies and an implementation plan.

Understanding the significant impacts of natural and human-caused disasters and the importance of planning for these impacts in the CEDS, EDA provides the following guidance to address economic resilience:

Establishing economic resilience in a local or regional economy requires the ability to anticipate risk, evaluate how that risk can impact key economic assets, and build a responsive capacity. Often, the shocks/disruptions to the economic base of an area or region are manifested in three ways:

- *Downturns or other significant events in the national or international economy which impact demand for locally produced goods and consumer spending;*
- *Downturns in particular industries that constitute a critical component of the region's economic activity; and/or*
- *Other external shocks (a natural or man-made disaster, closure of a military base, exit of a major employer, the impacts of climate change, etc.).*

In building economic resilience, it is critical that economic development organizations consider their role in the pre- and post-incident environment to include ***steady-state*** and ***responsive*** initiatives.

Steady-state initiatives tend to be long-term efforts that seek to bolster the community or region's ability to withstand or avoid a shock. Responsive initiatives can include establishing capabilities for the economic development organization to be responsive to the region's recovery needs following an incident.

EDA further describes economic resilience as having three primary attributes:

1. The ability to recover quickly from a shock
2. The ability to withstand a shock
3. The ability to avoid the shock altogether

Planning for this CEDS integrates EDA's two-pronged approach to resilience:

1. **Planning for and implementing resilience** through specific goals or actions to bolster the long-term economic durability of the region (**steady-state**), and
2. **Establishing information networks** among the various stakeholders in the region to encourage active and regular communication between the public, private, education, and non-profit sectors to collaborate on existing and potential future challenges (**responsive**)

The Committee wove the following initiatives throughout the CEDS to provide the foundation for economic resilience:

3. Attract and support a wide range of industries, such as agriculture, manufacturing, healthcare, education, construction and creative economies. Within each industry, encourage diversity in the sector they serve through innovation and specialized services/products.
4. Foster relationships within and between the business community, residents, non-profit organizations, service providers and state and local government leaders to allow for expedited, meaningful communication during a disaster and the alignment of services, resources, and strategies pre- and post-disaster.
5. Actively work to implement the mitigation strategies identified in the Hazard Mitigation Plan, including infrastructure improvements that will reduce vulnerability and protect human life (i.e. roads, bridges, hospitals, broadband networks, GIS mapping, and others as appropriate).

3. Develop educational opportunities that train the workforce in a wide variety of skills that are transferable across industries to support an effective labor force and entrepreneurship.
4. Provide affordable workforce housing to retain younger workers until they are capable of affording market rate housing.
5. Connect businesses with trusted partners to ensure businesses understand their vulnerabilities and are prepared to take action to become more resilient.

Directly address the impacts of the COVID-19 Pandemic

In discussing economic resilience, we would be remiss if we didn't identify the impacts the COVID-19 pandemic had on the region. As new data becomes available, we will continue to monitor the long-term impacts of the pandemic to see if the trajectory of the region's trends have changed direction or if the rate of change has increased/decreased.

NW CT has an aging population and a declining workforce. While both trends existed prior to the pandemic, the pandemic significantly exacerbated both conditions and shined a bright light on the impact these trends have on the local economy.

During the pandemic, many of our retirement or near-retirement-age individuals left the workforce, opening a significant number of jobs that remain unfilled. In many instances, this has limited the growth of existing businesses (e.g., restaurants have reduced hours and manufacturing companies have eliminated shifts) and made it difficult to attract new businesses or private investment into the region.

Manufacturing and Healthcare, the top two industries in NW CT, have both been significantly impacted by the reduction of the workforce. Both industries, along with construction and the trade industries, have seen a significant increase in demand but struggle to fill enough positions to meet this demand. There has been limited success attracting employees from beyond the region and competition for available labor increases the demand for compensation as does increase commuting distances.

The Creative Economy has gained momentum and is now a growing industry in the region. There has been an increase in artisan markets and many small business start-ups, both home-based business and brick & mortar operations that occupy downtown store fronts. Additionally, collaborative artist studios and workspaces have also found a place in this region. The Creative Economy continues to create jobs, improve the quality of life of our communities and contribute to the economic growth occurring in the region.

The Creative Economy was starting to take hold in NW CT prior to the pandemic; however, the pandemic launched this industry forward. Individuals who were laid off or let go during the pandemic had an opportunity to shift focus to their "hobby," strengthening the cottage industries of crafters, artists and creative thinkers. These individuals shifted to working from home and selling their wares and services online and in local retail stores. Instead of going back to work, or taking on a second job, many individuals have now chosen to pursue their craft as a career or second income. This is considered a positive impact on the region; however, it is worth noting that this movement adds additional stressors to the already reduced workforce. This industry has created jobs, increasing the number of available job openings, creating competition for part-time and entry to mid-level positions in manufacturing, healthcare, trade and hospitality industries, which did not previously exist. At the same, individuals are not returning to the workforce, further reducing the size of the available workforce.

Northwest CT was an attractive place for people to move during the pandemic due to its rural characteristics and proximity to both New York City and Boston. As new data emerges, we suspect it will show this inflow migration has done little to lower the median age of the region and attract individuals that would ultimately fill the jobs within the region.

In fact, this has created additional demand on the limited, available housing stock, nearly depleting affordable and middle-income housing options for both ownership and rental. It has also significantly driven up the cost of housing, adding barriers for the entry-level and mid-level employees to live in this area, making it difficult to attract a workforce. Increased construction costs have also contributed to the lack of new affordable housing being developed by the private sector.

Creative Economy

The creative economy has no single definition. It is an evolving concept which builds on the interplay between human creativity and ideas and intellectual property, knowledge, and technology. Essentially it is the knowledge-based economic activities upon which the 'creative industries' are based.

The creative industries – which include advertising, architecture, arts and crafts, design, fashion, film, video, photography, music, performing arts, publishing, research & development, software, computer games, electronic publishing, and TV/radio – are the lifeblood of the creative economy. They are also considered an important source of commercial and cultural value.

The creative economy is the sum of all the parts of the creative industries, including trade, labor and production. Today, creative industries are among the most dynamic sectors in the world economy providing new opportunities for developing countries to leapfrog into emerging high-growth areas of the world economy.

Source: United Nations Conferences on Trade and Development

This set of factors poses a conundrum of sorts – in order to support business growth, we must first attract the workforce; however, we do not have the housing stock necessary to support the increased workforce. In the development of the CEDS there was an elevated urgency to address regional housing needs, expand the existing workforce, and attract future workforce to meet the needs of our existing and future businesses.

Dan Damerson, Northern California Community Development Director recognized that the fight for human talent has become a national trend as summarized by in an article titled *"Central Cities on the Rise Attracting Housing and Jobs."*, He states:

"It was not very long ago that a company could decide where they wanted to be located and employees followed… There is a new trend with a growing number of employees, millennials in particular, deciding where they want to live first and then finding jobs. Companies are following the talent." This is not a new concept – it was written about in Richard Florida's 2002 book *The Rise of the Creative Class*.

We understand that to retain and attract the workforce necessary to support existing businesses, we must first improve the factors that promote a high-quality of life that is attractive to the next generation of workforce and while continuing to support our current population.

Simultaneously, we must focus on initiatives that support existing business while also supporting the development of new businesses, develop training programs for the existing and future workforce and support economic development projects.

Both short-term and long-term goals are to create vibrant communities that will produce and attract a qualified workforce, support local businesses and ultimately bring in more discretionary spending to the region.

Make Music NWCT. Source: Jamie

D. Goals

GOAL #1

Address the Housing Needs of the Region

GOAL #2

Encourage Business Growth and Expansion

GOAL #3

Support Workforce Development that Aligns Talent with the Needs of the Regional Business Sectors

GOAL #4

Increase Tourism in the Region

GOAL #5

Strengthen the Creative Economy

E. Action Plan

The NW CT EDC will work in collaboration with stakeholders on the following initiatives. We encourage fresh ideas from both public and private organizations and will work collaboratively with those organizations to support initiatives that meet the overall goals detailed in the CEDS.

The "estimated costs" include anticipated costs by the NW CT EDD, NHCOG, Municipalities and all relevant Stakeholders. Funding may come from the federal, state and/or local governments as well as investments from private for profit and non-profit businesses, developers, investors and organizations.

GOAL #1

Address the Housing Needs in the Region

Housing is essential to the economic stability and growth of the region. There is currently a deleted supply of houses that has driven up the cost of both rental and ownership. Inadequate housing supply is making it difficult to attract new s workforce to the region as well as making it difficult for teachers, police, fire and emergency workers, hospitality industry workers, and young entrepreneurs to afford to live in the region. We strive to have a diverse housing market that offers a range of choices and price points that can accommodate different stages of life, affordability, and a broad spectrum of housing needs.

STAKEHOLDERS & RESOURCES

Litchfield County Center for Housing Opportunity (LCCHO); State of CT; Municipalities; Housing Authorities, non-profit Housing Trusts; Health Districts; Banks; CT Children's Hospital Healthy Homes Program; Hospitals; Social Determinants of Health as defined by the U.S. Department of Health and Human Services.

ACTION PLAN ELEMENTS

Develop new housing options that create choice and increase availability. These efforts will include creating options such as build-to-rent developments that are affordable and accessible to those who live and work in the region or would like to.

Support adaptive reuse of brownfields and underutilized properties to help meet our housing needs. These projects tend to be complex and are only financially feasible with public-private partnerships, due to the significant cost to remediate contamination, liability concerns and the size and age of structures. Nonetheless, many of these sites are desirable from both locational and infrastructure perspectives.

Rehabilitate our older housing stock to address health, safety, efficiency and accessibility issues and return vacant units to productive use.

Reduce systemic barriers to creating housing opportunities. Many of these barriers have already been identified in each Town's "Municipal Affordable Housing Plan." We must continue to support municipalities in implementing the zoning and policy changes recommended in their affordable housing plans, while also identifying and eliminating other systemic barriers that exist now or in the future. Local land use regulations must be conducive to the operation of home-based businesses.

Year	Task	Estimated Costs
1-5	In collaboration with the Litchfield County Center for Housing Opportunity (LCCHO), advocate for new and continued state and federal resources to cover feasibility, pre-development, acquisition and construction costs associated with affordable housing projects.	$5,000
1-5	Create and implement neighborhood revitalization efforts that identify and target neighborhoods in various states of decline.	$5M
1-5	Identify and/or create grant and loan programs to encourage lead abatement and housing rehabilitation.	$10M
1-5	Capitalize on State and Federal Brownfield assessment and remediation programs to encourage adaptive reuse projects.	$10M
1-5	Provide technical assistance to municipalities for Zoning and other land use Regulations and policy changes that are recommended in their Affordable Housing Plans.	$50,000
1-5	Invest in public-private partnerships to encourage housing development. Work with residential developers to increase the number of residential building permits and construction throughout the region.	$30M

Caption

GOAL #2

Encourage Business Growth and Expansion

While the NW CT region has some larger businesses, the rural nature of the region tends to attract small to mid-sized businesses; therefore, the focus is on supporting start-ups, home-based, small and mid-sized businesses. To support business growth and expansion we will take a two-pronged approach by developing both a business-friendly culture and an improved physical environment intended to attract new business investment and employment.

STAKEHOLDERS & RESOURCES

Northwest CT Chamber of Commerce; CT State College Northwest; Local, State & Federal Governmental Organizations (i.e. USEDA, US Office of Rural Development, SBA, Score, SBIC and others as appropriate); Naugatuck Railroad; municipalities; AdvanceCT, Women's Business Development Council.

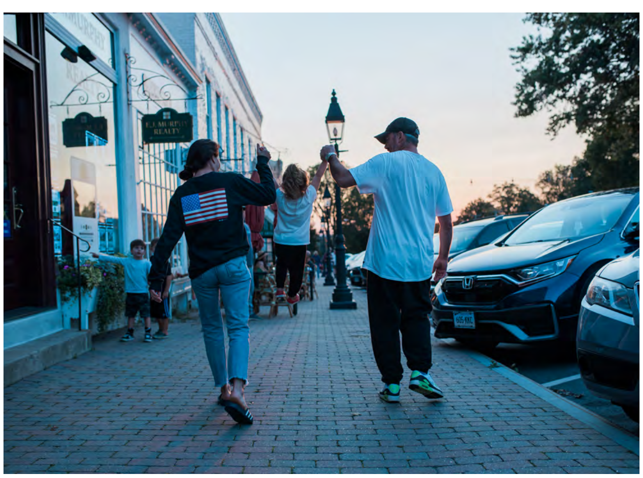


Photo by Lindsey Victoria Photography

ACTION PLAN ELEMENTS

Cultivate a Business-Friendly Environment by developing business resources and networking opportunities that support all businesses and encourage job growth.

Increase Grand List Growth and Stabilize Property Tax Rates. We recognize businesses have a choice in where they want to be located and that tax cost is a factor in determining where they wish to locate. To be competitive in attracting and retaining businesses we must continually look for ways to increase grand list growth so as to reduce/stabilize municipal expenses and necessary property tax rates. A particularly critical element is the cost of Municipal Solid Wate (MSW) disposal which has the potential to add significant cost to more than half the municipalities in the region.

Invest in public infrastructure, utilities and resources that support business expansion and attract new businesses. Having adequate roads, sidewalks, water, sewer, gas, electricity, broadband and municipal services will support responsible growth.

Reduce barriers to employment such as childcare, transportation and language training for both workers and supervisors. Limited and costly childcare and lack of transportation are two crucial impediments preventing individuals from gaining meaningful employment. It is important that information pertaining to job opportunities are available in multiple languages and that business workers and supervisors can communicate effectively.

Year	Task	Estimated Costs
1-5	Identify opportunities for collaboration among small businesses to share services that will improve efficiencies, increase employee benefits and create purchasing coalitions.	$5,000/year
1-5	Hold a series of business workshops and networking events to strengthen local businesses and increase resilience	$10,000/year
1	Partner with the National Center for Economic Gardening to implement their entrepreneurial approach to economic development.	$30,000
1-3	Support cost-effective ways to address Municipal Solid Waste and local recycling initiatives.	$15M
1-5	Identify or create resources for implementation of Façade Grant Programs.	$500,000/year
1-5	Provide guidance and technical assistance for downtown and village center improvements.	$10,000
1	Create a task force to identify best practices and develop a customized approach to increasing the capacity and cost-effectiveness of childcare in the region and assist childcare providers in capitalizing on all programs available.	$20,000
1-5	Identify, design and fund infrastructure and utility construction projects necessary to support business growth in appropriate locations and support these construction projects.	$20M
1-5	Partner with the Regional Sector Partnerships (RSP) in the region to pool resources in order to advance their goals and initiatives.	$10,000
1-2	Identify and create resources that assist businesses in communicating with employees in multiple languages, particularly with on-boarding and Human Resources.	$30,000

GOAL #3

Support Workforce Development that Aligns Talent with the Needs of the Regional Business Sectors

We will support Workforce Development across all business sectors; however, it has been identified that there is significant need for additional workforce-related services and programs in the following industries: manufacturing; healthcare; agriculture; hospitality; construction/trades; public safety and local government.

STAKEHOLDERS & RESOURCES

CT State College Northwest; Ed Advance; Local School Districts; Vocational Agricultural High School Programs; Oliver Wolcott Technical School; Workforce Investment Board; CT Department of Labor; private educational businesses.

Caption

ACTION PLAN ELEMENTS

Promote and create workforce development programs for current and future jobs in the region. Workforce development programs should include high-school, postsecondary and postgraduate levels. Focus on opportunities that accelerate an individual's ability to join the workforce or advance their career.

Promote occupations prevalent throughout the region to create awareness and change negative perceptions. With new advances in technology many occupations, particularly in the manufacturing sector, have changed significantly, but are still viewed as dangerous, dark and/or dirty jobs, which is simply no longer the case. These technological advances have also created new occupations with which many are not yet familiar.

Improve Business efficiencies by exploring & adopting innovative Smart Growth opportunities such as Artificial Intelligence and state-of-the-art Technology.

Year	Task	Estimated Costs
1-5	Support the development of the programs that accelerate an individual's ability to join the workforce or advance their career.	$5M
1-5	Encourage shared workspace, artist collaboratives and technology/ innovation labs.	$40M
1-5	Identify and develop training programs for municipal jobs, including positions in Town Hall, Public Works, Public Safety and Education.	$50,000
1-5	Align promotion of occupations with "CT for Me" initiatives.	$15,000
1-5	Continue to promote regional occupation videos as part of the Discover Litchfield Hills Marketing Campaign.	$3,000/year
1-5	Partner with the Workforce Investment Board to identify, create and/or promote workforce development opportunities for both employers and employees.	$15,000

Photo by Lindsey Victoria Photography

GOAL #4

Increase Tourism in the Region

NW CT is fortunate to have an abundance of natural resources, parks, trails, and art and cultural assets that draw people to our communities. By leveraging these assets, we can attract visitors that will support local businesses, increase discretionary spending, and strengthen the local economy.

STAKEHOLDERS & RESOURCES

Discover Litchfield Hills; Western Regional Tourism District; Municipalities; NW Arts Council; Northwest CT Chamber of Commerce; Local Cultural & Historic Districts; State of CT.

Photo by Lindsey Victoria Photography

ACTION PLAN ELEMENTS

Continue to promote the Discover Litchfield Hills marketing campaign in a manner that protects and preserves the very same assets being promoted. A significant amount of effort has been devoted to the development of the Discover Litchfield Hills marketing campaign which requires a continued level of effort to extend the reach of this campaign.

Foster stronger relationships with the State of CT marketing efforts and Western Regional Tourism District to broaden reach and align resources. The State of CT has made significant investments in tourism, and it is essential that our regional efforts are in alignment with their initiatives and are supported by receipt of a fair share of state funding.

Invest in Social Infrastructure "Third Places" with focused efforts on public trails, greenways, parks and playgrounds. Third Places improve the overall social, emotional and physical wellbeing of individuals. They also play a vital role in breaking down social barriers and building acceptance between diverse groups of people. These same factors can be an important part of the region's tourism efforts.

NW CT EDC will work in collaboration with stakeholders on the following tasks. We encourage fresh ideas from both public and private organizations and will work collaboratively with those organizations to support initiatives that meet the overall goals stated on the previous page.

Year	Task	Estimated Costs
1	Create a 3–5-year strategy for the promotion of Discover Litchfield Hills, exploring all options, i.e. TV, radio, social media (paid & organic), billboard and print material.	$35,000
1-5	Continue to maintain and update the Discover Litchfield Hills website.	$25,000/year
1	Explore the possibility of a brand "refresh," which is widely recommended to be done every 3-5 years.	$25,000
1-5	Further the development and promote the Naugatuck River Greenway, Western New England Greenway, Sue Grossman Greenway, Appalachian Trail, Blue Blazed Trails and local trails.	$10M
2	Promote the use of & create informational material to increase visitation, raise awareness and improve stewardship of our natural resources, trails, parks and art and cultural assets.	$30,000

Third Places

Third places is a term coined by sociologist Ray Oldenburg that refers to places where people spend time between home (first place) and work (second place). They are locations where we exchange ideas, have a good time and build relationships.

For young American, many third places are now virtual, but the most effective ones for building real community seem to be physical places where people can easily and routinely connect with each other: churches, parks, recreation centers, hairdressers, gyms and even fast-food restaurants.

It is proven that investing in third places, such as trails, parks and playgrounds, improves the health and well-being of individuals. These spaces, since they attract people of all ages with different political preferences and ethnic, religious or class status, provide opportunities for interactions between people that wouldn't otherwise occur, helping break down stereotypes and showing people how to deal with differences, density, diversity and other people's needs.

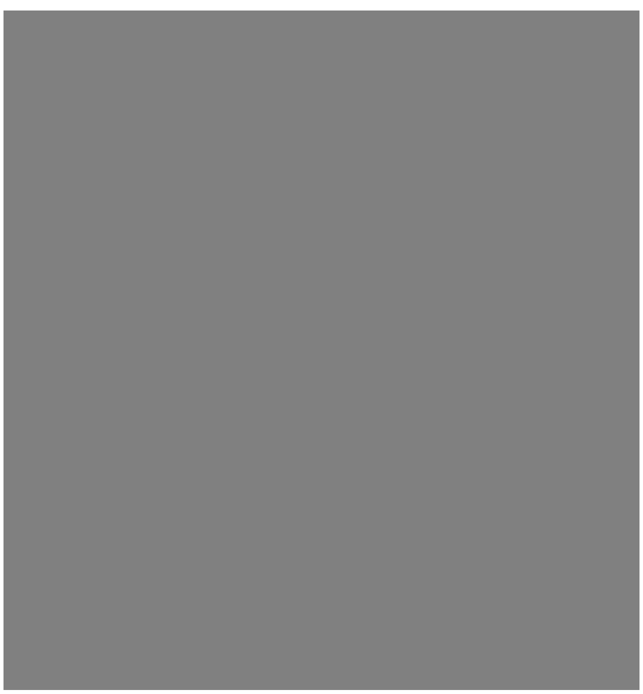
GOAL #5

Strengthen the Creative Economy

NW CT has a growing Creative Economy that contributes to the high-quality of life in the region and positive impact on the regional economy.

STAKEHOLDERS & RESOURCES

NW Arts Council; 5-Points Artist Launch Pad; Northwest CT Chamber of Commerce, Local Cultural Districts; Local Arts and Cultural Organizations; https://portal.ct.gov/DECD/Content/Arts-and-Culture/Programs_Services/AIR-Collaborative/Facilitator---Eligibility-and-Training. CT Office of the Arts, CT Humanities Council, and the CT Arts Alliance.



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ACTION PLAN ELEMENTS

Advocate for artists and the broader creative process by promoting an understanding of culture & creativity as vital to strong communities. It is essential to amplify the voices and reach of artists, cultural organizations and creative workers to align efforts with statewide initiatives.

Build infrastructure to support the Creative Economy through networks and knowledge that strengthens the capacity of cultural and creative leaders to find, engage, and support diverse creative voices. Empower our towns by spreading awareness about available resources and advocating for investment in the Creative Economy through community and economic development leaders.

Preserve and expand access to the arts. Preserve the availability of affordable arts programming through community investment and resource sharing. Facilitate large scale collaborative programming initiatives.

Provide regulatory and technical guidance supporting all aspects of the Creative Economy, including installations and performances of art in public places, copywrite and trademark guidelines. These efforts are aimed to strengthen businesses in the creative economy sector and support positive experiences for the community, which can be impeded by the artist, business owner, private property owner and/or local government's limited knowledge of legal, regulatory, or technical factors.

Year	Task	Estimated Costs
1	Develop a framework for the implementation of both public and private art installations and performances in public places. Provide legal, regulatory and technical guidance supporting art installations and performances in public places.	$5,000
1-5	Facilitate networking and resource sharing through networking events; promoting the use of cohesive technology and digital platforms to connect artists and organizations; and amplifying voices and the reach of artists and cultural organizations through shared marketing efforts and communication.	$10,000/year
1-5	Leverage the state's Cultural District program, the Air Collaborative, and Sustainable CT to help create arts infrastructure at the municipal level.	$5,000
1-5	Systematically evaluate programming to determine accessibility for people with disabilities.	$10, 000
1-5	Pursue opportunities to secure regional funding for the creative economy sector through grants as they arise.	$5,000
1-5	Identify regulatory and policy barriers the Creative Economy Sector faces and work to eliminate them.	$10,000

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7

IMPLEMENTATION & EVALUATION CRITERIA

A. Implementation

This CEDS is intended to provide the basic framework for improving the NW CT region's economy over the next five years and to increase the competitiveness of the region for attracting new business investment and employment.

This is not a plan solely for the Northwest CT Economic Development Collaborative, although the NW CT EDC will be the overall coordinating entity. This CEDS recognizes that economic development is a team sport and success in implementing the CEDS is dependent on the combined efforts of the NHCOG, NW CT EDC and public, private and not-for-profit stakeholders throughout the region. Some initiatives will be implemented by one organization, but most will be the result of collaborative efforts.

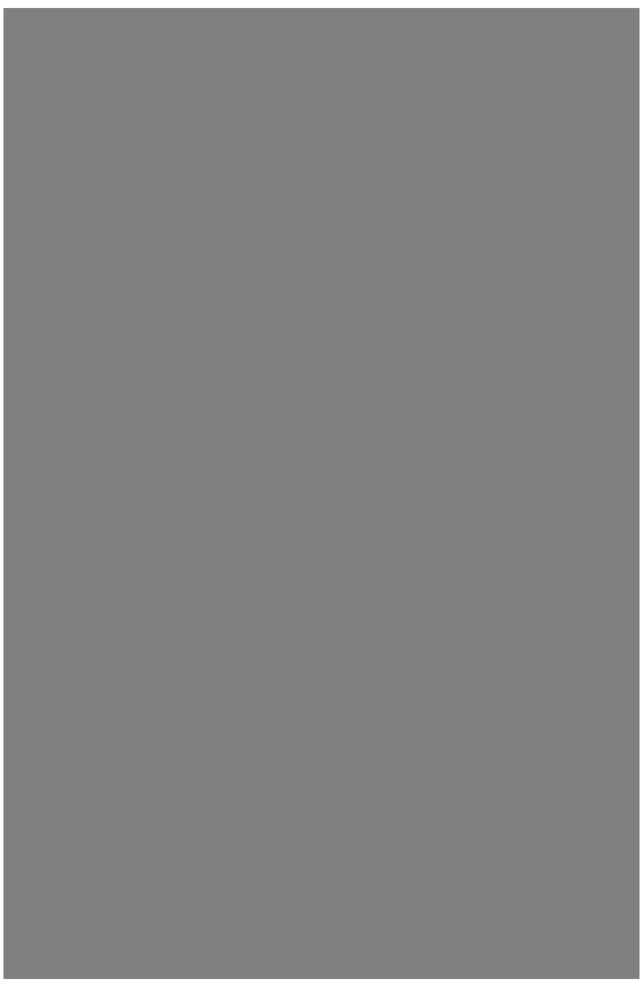
As already stated, the CEDS is a framework that sets forth a basic direction. On an annual basis NW CT EDC will develop a detailed Action Plan that more fully describes what needs to be done, how it will be done, resources needed, and how performance will be measured. When developing specific implementation plans for each action step, consideration will be given to all local, regional and state plans and reports. The CEDS reflects and is consistent with current plans, but they are subject to change over time and new plans may be created.

As part of its Annual Progress Report to EDA, the NW CT EDC will perform an annual review of the previous year's initiatives and develop a specific work plan for the following year. This work plan will identify specific tasks on which the NW CT EDC will take the lead and will be developed based on available resources to fully execute this plan.

B. Evaluation Criteria

The following criteria will be used to evaluate the progress being made to achieve the vision, goals and action steps described in this CEDS:

- Public (federal, state, regional, local governments) investment in CEDS goals
- Private (businesses, non-profit organizations) investment in CEDS goals
- Increased number of business start-ups in the region
- Increased number of jobs in the region (job growth)
- Increased wage rates and benefits
- Increased number of housing starts across the spectrum of housing types and costs
- Increased attendance at arts, culture, and tourism venues
- Improved broadband availability and cell phone service
- Improved sustainability of businesses and industry sectors
- Reduced time period for filling job openings as reported by employers



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APPENDICES

Appendix A. Regional Infrastructure Project

Project	Location	Description & Status	Cost
Transportation			
Housatonic Railroad	Cornwall, Sharon, Salisbury, Lakeville, Falls Village, Canaan, Kent, New Milford & Danbury	Much of the track itself, which is owned by the State, is between 90-140 years old and must be replaced to avoid costly derailments and interruption of freight service.	$50M
Western New England Greenway	Salisbury, Canaan, Falls Village, Cornwall, Sharon & Kent	Identify and develop section of trail to be moved off-road	$5.14M
Naugatuck River Greenway	Torrington, Harwinton and Litchfield	Design of final route & construction of segment between Torrington & Litchfield/ Harwinton.	**Section 1** $3.5M **Section 2** $7.8M **Section 3** $28,000
Sue Grossman Still River Greenway	Winsted, Torrington	Extend the trail the final mile into downtown Winsted and 5-miles into Downtown Torrington. Design on both complete, construction only.	Winsted $1M Torrington $5M
5-way intersection	Torrington	Priority intersection with safety issues needs fully engineered design plans from ConnDOT	$2M
Roadway improvements to reach vision zero initiative by implementing complete streets initiatives	All Towns	NW CT is committed to Vision Zero. Vision Zero initiative will help eliminate traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all.	$50M
Improve Gateways into region	Route 8, Route 44, Route 7, Route 63 Route 202	Gateways are first impressions of the region, ensuring there is proper signage and inviting welcome mat of all highways exits and along major routes to direct people to business districts, downtowns, historic districts and cultural districts	$10M

Project	Location	Description & Status	Cost
Improve Public Parking in Downtowns and Village Centers	All Towns	Providing public parking infrastructure (i.e. parking lots, signage, meters/enforcement technology, staff etc.…) to attract visitors and support local businesses	$5M
Water & Sewer			
Torrington Sewer Line Extension	Torrington	Extension of sewer line & pump station down S. Main Street to expand development opportunities	$2M
Energy			
Natural Gas	Burlington	CT Natural Gas has run a pipeline to Burlington from Farmington. A new housing development, an elementary school and the new fire station are currently on this pipeline. CT Natural Gas has extended this line through Burlington's central business district and to the high school which is near the Harwinton/ Burlington town line. This proposed extension would cover a total of six miles.	Cost?
Communications			
Broadband Internet and enhanced cell phone reception	All Towns	Work is underway on a technology and business model study to determine the most feasible way to connect homes and businesses in the region to fiber optic broadband. This study is being funded by the State Regional Performance Incentive Program.	$350 million
Improve Cellular Service	Warren, Kent, Washington	Cell Tower installation is necessary	Cost?
Marketing website and social media platform	All Towns	Maintain and develop existing platform. Annual subscription and updated data to ensure business listings are accurate and content development	$25,000/year

Appendix B. Regional Development/Redevelopment Projects

Development Stage Key

Feasibility	Pre-Development/Design	Shovel Ready

Town	Project Name	Sector(s)	# of units
Barkhamsted	Mallory View	Housing	20
Cornwall	Parcel Program Homes	Housing	4
Kent	South Common Expansion	Housing	14
Litchfield	Wells Run Extension	Housing	8
Morris	East Street	Housing	8
New Hartford	New Hartford Village	Housing	300+
Norfolk	Haystack Woods	Housing	10
Salisbury	Dresser Woods	Housing	20
Salisbury	Holley Place	Housing	12
Salisbury	Sarum Village III	Housing	10
Salisbury	Pope/Salmon Kill Road	Housing	64
Salisbury	Perry Street	Housing	2
Salisbury	Grove Street	Housing	2
Salisbury	Community Center	Housing	4
Torrington	Slaby Village	Housing	92
Torrington	Hotchkiss Square	Mixed Use / Housing & Commercial	150+
Torrington	Career & College Accelerator Program	Workforce Development	N/A
Torrington	Regional Social Service Complex & Winter Shelter	Health Care / Grand List Growth	N/A
Torrington	Torrington Standard / Torrington Business Park	Industrial	N/A
Warren	Town Hall Property	Housing	8
Washington	Baldwin Hill Road	Housing	1
Winchester	Redevelopment of Winsted Health Center property	Mixed Use / Housing & Workforce Development	40
Winchester	Adaptive reuse of 10 Bridge Street	Mixed Use	N/A
Winchester	Batcheller School	Housing	32

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Appendix C. Words with Numbers

Appendix C begins on following page.

Connecticut Labor Force Data by Place of Residence

Town	Labor Force	2017	2019	Change 2017-2019 N	Change 2017-2019 %	2023	Change 2019-2023 N	Change 2019-2023 %	Change 2017-2023 N	Change 2017-2023 %
Barkhamsted	Total Labor Force	2,344	2,344	0	0%	2,257	-87	-3.7%	-87	-3.7%
	No. Employed	2,243	2,271	28	1%	2,194	-77	-3.4%	-49	-2.2%
	No. Unemployed	101	73	-28	-28%	63	-10	-13.7%	-38	-37.6%
	Unemployment Rate	4.3	3.1	--	-1.2%	2.8	--	-0.3%	--	-1.5%
Burlington	Total Labor Force	5,733	5,877	144	3%	5,726	-151	-2.6%	-7	-0.1%
	No. Employed	5,540	5,715	175	3%	5,560	-155	-2.7%	20	0.4%
	No. Unemployed	193	162	-31	-16%	167	5	3.1%	-26	-13.5%
	Unemployment Rate	3.4	2.8	--	-0.6%	2.9	--	0.1%	--	-0.5%
Canaan	Total Labor Force	643	656	13	2%	657	1	0.2%	14	2.2%
	No. Employed	625	642	17	3%	635	-7	-1.1%	10	1.6%
	No. Unemployed	18	14	-4	-22%	22	8	57.1%	4	22.2%
	Unemployment Rate	2.8	2.1	--	-0.7%	3.4	-	1.3%	--	0.6%
Colebrook	Total Labor Force	837	839	2	0%	818	-21	-2.5%	-19	-2.3%
	No. Employed	794	809	15	2%	787	-22	-2.7%	-7	-0.9%
	No. Unemployed	43	30	-13	-30%	31	1	3.3%	-12	-27.9%
	Unemployment Rate	5.1	3.6	--	0.8%	3.7	--	0.1%	--	-1.4%
Cornwall	Total Labor Force	772	787	15	2%	782	-5	-0.6%	10	1.3%
	No. Employed	750	768	18	2%	762	-6	-0.8%	12	1.6%
	No. Unemployed	22	19	-3	-14%	20	1	5.3%	-2	-9.1%
	Unemployment Rate	2.8	2.4	--	-1%	2.6	--	0.2%	--	-0.2%

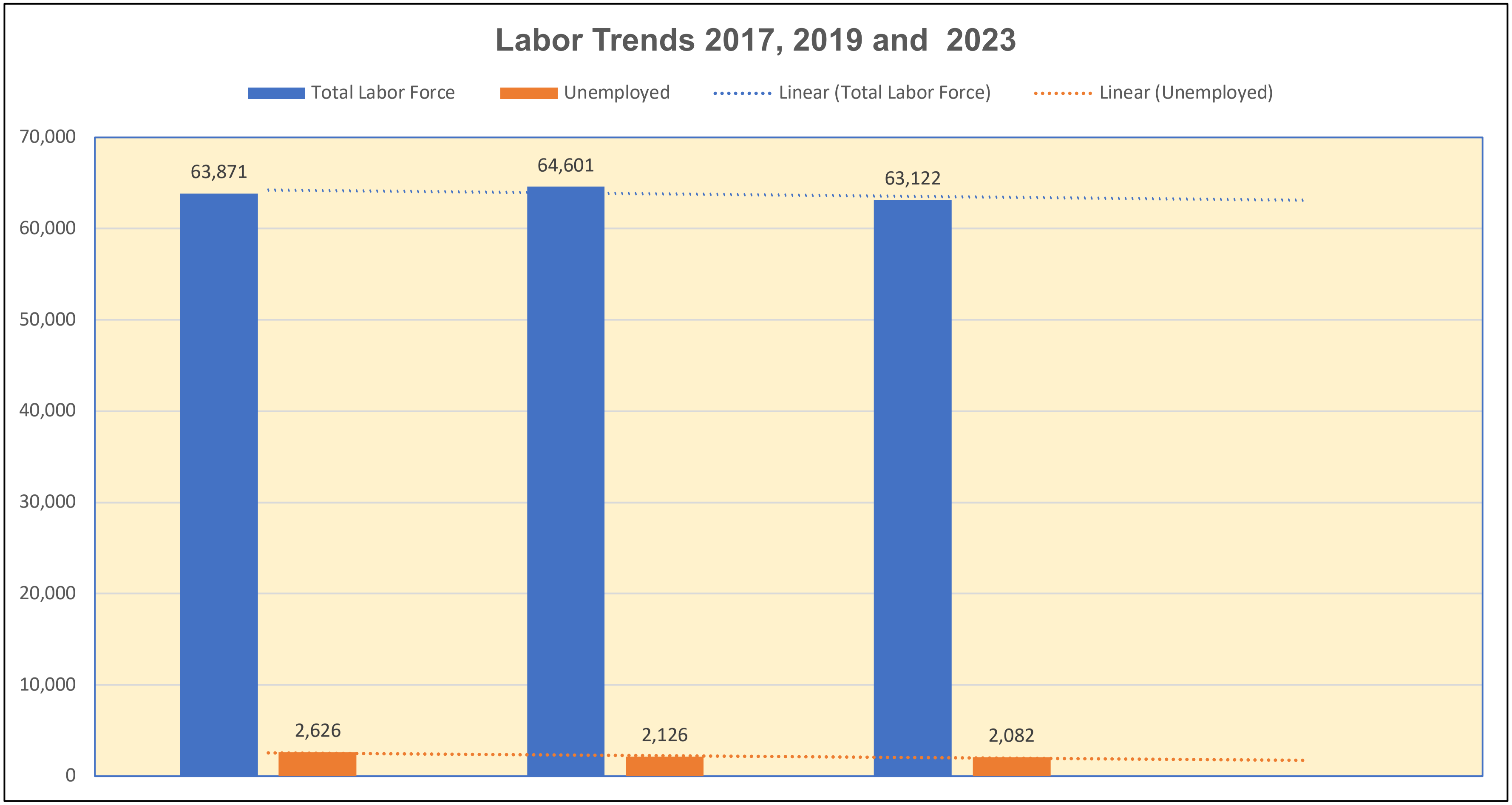
Town	Labor Force	2017	2019	Change 2017-2019 N	Change 2017-2019 %	2023	Change 2019-2023 N	Change 2019-2023 %	Change 2017-2023 N	Change 2017-2023 %
Goshen	**Total Labor Force**	1,649	1,682	33	2%	1,666	-16	-1.0%	17	1.0%
	No. Employed	1,593	1,633	40	3%	1,619	-14	-0.9%	26	1.6%
	No. Unemployed	56	49	-7	-13%	47	-2	-4.1%	-9	-16.1%
	Unemployment Rate	3.4	2.9	--	-0.7%	2.9	--	0.0%	--	-0.5%
Hartland	**Total Labor Force**	1,161	1,189	28	2%	1,148	-41	-3.4%	-13	-1.1%
	No. Employed	1,119	1,151	32	3%	1,112	-39	-3.4%	-7	-0.6%
	No. Unemployed	42	38	-4	-10%	36	-2	-5.3%	-6	-14.3%
	Unemployment Rate	3.6	3.2	--	-0.4%	3.2	--	0.0%	--	-0.4%
Harwinton	**Total Labor Force**	3,246	3,295	49	2%	3,189	-106	-3.2%	-57	-1.8%
	No. Employed	3,136	3,196	60	2%	3,092	-104	-3.3%	-44	-1.4%
	No. Unemployed	110	99	-11	-10%	96	-3	-3.0%	-14	-12.7%
	Unemployment Rate	3.4	3.0	--	-0.4%	3.0	--	0.0%	--	-0.4%
Kent	**Total Labor Force**	1,514	1,536	22	1%	1,519	-17	-1.1%	5	0.3%
	No. Employed	1,456	1,493	37	3%	1,478	-15	-1.0%	22	1.5%
	No. Unemployed	58	43	-15	-26%	41	-2	-4.7%	-17	-29.3%
	Unemployment Rate	3.8	2.8	--	-1%	2.7	--	-0.1%	--	-1.1%
Litchfield	**Total Labor Force**	4,818	4,904	86	2%	4,858	-46	-0.9%	40	0.8%
	No. Employed	4,644	4,761	117	3%	4,716	-45	-0.9%	72	1.6%
	No. Unemployed	174	143	-31	-18%	142	-1	-0.7%	-32	-18.4%
	Unemployment Rate	3.6	2.9	--	-0.7%	2.9	--	0.0%	--	-0.7%
Morris	**Total Labor Force**	1,428	1,451	23	2%	1,441	-10	-0.7%	13	0.9%
	No. Employed	1,379	1,411	32	2%	1,400	-11	-0.8%	21	1.5%
	No. Unemployed	49	40	-9	-18%	41	1	2.5%	-8	-16.3%
	Unemployment Rate	3.4	2.8	--	-0.6%	2.9%	--	0.1%	--	-0.5%

Town	Labor Force	2017	2019	Change 2017-2019 N	Change 2017-2019 %	2023	Change 2019-2023 N	Change 2019-2023 %	Change 2017-2023 N	Change 2017-2023 %
New Hartford	Total Labor Force	4,031	4,063	32	1%	3,944	-119	-2.9%	-87	-2.2%
	No. Employed	3,887	3,948	61	2%	3,825	-123	-3.1%	-62	-1.6%
	No. Unemployed	144	115	-29	-20%	119	4	3.5%	-25	-17.4%
	Unemployment Rate	3.6	2.8	--	-0.8%	3.0	--	0.2%	--	-0.6%
Norfolk	Total Labor Force	905	927	22	2%	913	-14	-1.5%	8	0.9%
	No. Employed	874	898	24	3%	888	-10	-1.1%	14	1.6%
	No. Unemployed	31	29	-2	-6%	26	-3	-10.3%	-5	-16.1%
	Unemployment Rate	3.4	3.1	--	-0.3%	2.8	--	-0.3%	--	-0.6%
North Canaan	Total Labor Force	1,764	1,805	41	2%	1,785	-20	-1.1%	21	1.2%
	No. Employed	1,703	1,746	43	3%	1,727	-19	-1.1%	24	1.4%
	No. Unemployed	61	59	-2	-3%	58	-1	-1.7%	-3	-4.9%
	Unemployment Rate	3.5	3.3	--	-0.2%	3.3	--	0.0%	--	-0.2%
Roxbury	Total Labor Force	1,337	1,358	21	2%	1,352	-6	-0.4%	15	1.1%
	No. Employed	1,297	1,331	34	3%	1,321	-10	-0.8%	24	1.9%
	No. Unemployed	40	27	-13	-33%	31	4	14.8%	-9	-22.5%
	Unemployment Rate	3.0	2.0	--	-1%	2.3	--	0.3%	--	-0.7%
Salisbury	Total Labor Force	1,835	1,869	34	2%	1,856	-13	-0.7%	21	1.1%
	No. Employed	1,773	1,823	50	3%	1,803	-20	-1.1%	30	1.7%
	No. Unemployed	62	46	-16	-26%	52	6	13.0%	-10	-16.1%
	Unemployment Rate	3.4	2.5	--	-0.9%	2.9	--	0.4%	--	-0.5%
Sharon	Total Labor Force	1,504	1,525	21	1%	1,522	-3	-0.2%	18	1.2%
	No. Employed	1,457	1,491	34	2%	1,483	-8	-0.5%	26	1.8%
	No. Unemployed	47	34	-13	-28%	39	5	14.7%	-8	-17.0%
	Unemployment Rate	3.1	2.2	--	-0.9%	2.6	--	0.4%	--	-0.5%
Torrington	Total Labor Force	19,309	19,361	52	0%	18,774	-587	-3.0%	-535	-2.8%
	No. Employed	18,322	18,573	251	1%	18,027	-546	-2.9%	-295	-1.6%
	No. Unemployed	987	788	-199	-20%	747	-41	-5.2%	-240	-24.3%
	Unemployment Rate	5.1	4.1	--	-1%	4.0	--	-0.1%	--	-1.1%

Town	Labor Force	2017	2019	Change 2017-2019 N	Change 2017-2019 %	2023	Change 2019-2023 N	Change 2019-2023 %	Change 2017-2023 N	Change 2017-2023 %
Warren	**Total Labor Force**	803	810	7	1%	805	-5	-0.6%	2	0.2%
	No. Employed	770	789	19	2%	780	-9	-1.1%	10	1.3%
	No. Unemployed	33	21	-12	-36%	24	3	14.3%	-9	-27.3%
	Unemployment Rate	4.1	2.6	--	-1.5%	3.0	--	0.4%	--	-1.1%
Washington	**Total Labor Force**	2,073	2,109	36	2%	2,094	-15	-0.7%	21	1.0%
	No. Employed	2,010	2,063	53	3%	2,044	-19	-0.9%	34	1.7%
	No. Unemployed	63	46	-17	-27%	49	3	6.5%	-14	-22.2%
	Unemployment Rate	3.0	2.2	--	-0.8%	2.4	--	0.2%	--	-0.6%
Winchester	**Total Labor Force**	6,165	6,214	49	1%	6,016	-198	-3.2%	-149	-2.4%
	No. Employed	5,873	5,963	90	2%	5,787	-176	-3.0%	-86	-1.5%
	No. Unemployed	292	251	-41	-14%	229	-22	-8.8%	-63	-21.6%
	Unemployment Rate	4.7	4.0	--	-0.7%	3.8	--	-0.2%	--	-0.9%

Labor Force Data by Place of Residence: All Towns - Change from 2017 to 2023

	Year	Total Labor Force N	Employed N	Unemployed N	Unemployment Rate %
	2017	63,871	61,245	2,626	4.1%
	2019	64,601	62,475	2,126	3.3%
	2023	63,122	61,040	2,082	3.3%
Change 2017-2023		-749 (-1.2%)	-205 (<-.1%)	-544 (-21%)	- .8%



Sources:

Connecticut Department of Labor, Labor Market Area Information 2017,2019,2023
Words and Numbers Research, Inc.

Summary Points

- From 2017 to 2023, the total labor force decreased by 749 individuals for a -1.2% drop. Aging of the population with resultant retirements is a likely factor.

- The two largest labor forces in Northwest CT, Torrington and Winchester, made up the majority of the decrease during this time period with a loss of 535 and 149 workers, respectively. Burlington and Litchfield, other relatively large labor forces in the region, remained unchanged from 2017 to 2023.

- Unemployment has declined slightly over that period from 4.1% to 3.3%, or from 2,626 to 2,082 unemployed persons. This was a difference of 544 fewer unemployed individuals.The job market's recovery from the impact of Covid could be a factor for the decline in unemployment.

- The unemployment rates for the 21 towns have declined. The only exception was Canaan which had an increase of 2.8% to 3.4%, or 18 to 22 persons unemployed. The small numbers must be taken into account, however.

- Torrington with a larger labor force saw unemployment drop from 5.1% to 4%. The total number of unemployed dropped from 987 to 747 or a 24% change in the number of unemployed persons.

- Similarly, Winsted with another large labor force had a drop from 4.7% to 3.8%. The total number of unemployed decreased from 292 to 229, or a 22% change in the number of unemployed persons.

Inflow/ Outflow Analysis of all Jobs for Northwest Connecticut Towns

2017

Town	Non-residents employed in town *INFLOW*		Residents employed in town		Total residents and non-residents employed in town	Total residents employed	Residents employed in town		Residents employed out of town *OUTFLOW*		Difference Between Inflow/ Outflow
	N	%	N	%	N	N	N	%	N	%	
Barkhamsted	507	84%	99	16%	606	2,043	99	5%	1,944	95%	-1,437
Burlington	789	72%	301	28%	1,090	5,183	301	6%	4,882	94%	-4,093
Canaan	424	90%	48	10%	472	551	48	8%	503	92%	-79
Colebrook	155	75%	51	25%	206	816	51	6%	765	94%	-610
Cornwall	264	79%	69	21%	333	581	69	12%	512	88%	-248
Goshen	280	72%	111	28%	391	1,536	111	7%	1,425	93%	-1,145
Hartland	92	56%	71	44%	163	1,047	71	7%	976	93%	-884
Harwinton	587	85%	105	15%	692	3,209	105	3%	3,104	97%	-2,517
Kent	637	68%	301	32%	938	1,151	301	26%	850	74%	-213
Litchfield	3,052	82%	665	18%	3,717	4,000	665	17%	3,335	83%	-283
Morris	418	86%	70	14%	483	1,184	70	6%	1,114	94%	-701
New Hartford	1,193	84%	236	16%	1,429	3,586	236	7%	3,353	93%	-2,157
Norfolk	286	85%	49	15%	335	712	49	7%	663	93%	-377
North Canaan	1,775	77%	539	23%	2,314	1,644	539	33%	1,105	67%	670
Roxbury	365	77%	109	23%	474	957	109	11%	848	89%	-483
Salisbury	1,438	69%	635	31%	2,073	1,517	635	42%	882	58%	556
Sharon	979	83%	208	17%	1,187	1,081	208	19%	873	81%	106
Torrington	9,118	65%	4,958	35%	14,076	19,330	4,958	26%	14,372	74%	-5,254
Warren	139	79%	37	21%	176	677	37	5%	640	95%	-501
Washington	1,049	74%	373	26%	1,422	1,382	373	27%	1,009	73%	40
Winchester	2,272	79%	605	21%	2,877	5,182	605	12%	4,577	88%	-2,305
Total NWCT	25,819	73%	9,640	27%	35,454	57,369	9,640	17%	47,732	83%	-21,915

Inflow/ Outflow Analysis of all Jobs for Northwest Connecticut Towns

2019

Town	Non-residents employed in town *INFLOW*		Residents employed in town		Total residents and non-residents employed in town	Total residents employed	Residents employed in town		Residents employed out of town *OUTFLOW*		Difference Between Inflow/ Outflow
	N	%	N	%	N	N	N	%	N	%	
Barkhamsted	441	81%	102	19%	543	1,968	102	5%	1,866	95%	-1,425
Burlington	734	72%	293	28%	1,027	5,171	293	6%	4,878	94%	-4,144
Canaan	431	90%	50	10%	481	503	50	10%	453	90%	-22
Colebrook	123	87%	19	13%	142	822	19	2%	803	98%	-680
Cornwall	265	78%	73	22%	338	579	73	13%	506	87%	-241
Goshen	263	71%	108	29%	371	1,431	108	7%	1,323	93%	-1,060
Hartland	50	46%	59	54%	109	1,005	59	6%	946	94%	-896
Harwinton	629	87%	93	13%	722	2,981	93	3%	2,888	97%	-2,259
Kent	796	68%	371	32%	1,167	1,143	371	32%	772	68%	24
Litchfield	3,130	81%	726	19%	3,856	4,039	726	18%	3,313	82%	-183
Morris	494	90%	56	10%	550	1,176	56	5%	1,120	95%	-626
New Hartford	1,273	83%	261	17%	1,534	3,428	261	8%	3,167	92%	-1,894
Norfolk	288	85%	53	15%	341	719	53	7%	666	93%	-378
North Canaan	1,795	78%	509	22%	2,304	1,558	509	33%	1,049	67%	746
Roxbury	334	78%	97	22%	431	886	97	11%	789	89%	-455
Salisbury	1,258	68%	603	32%	1,861	1,473	603	41%	870	59%	388
Sharon	948	82%	204	18%	1,152	1,042	204	20%	838	80%	110
Torrington	9,046	64%	5,008	36%	14,054	18,995	5,008	26%	13,987	74%	-4,941
Warren	122	77%	37	23%	159	653	37	6%	616	94%	-494
Washington	1,176	78%	334	22%	1,510	1,453	334	23%	1,119	77%	57
Winchester	2,096	77%	638	23%	2,734	5,149	638	11%	4,511	89%	-2,415
Total NWCT	25,692	73%	9,694	27%	35,386	56,174	9,694	17%	46,480	83%	-20,788

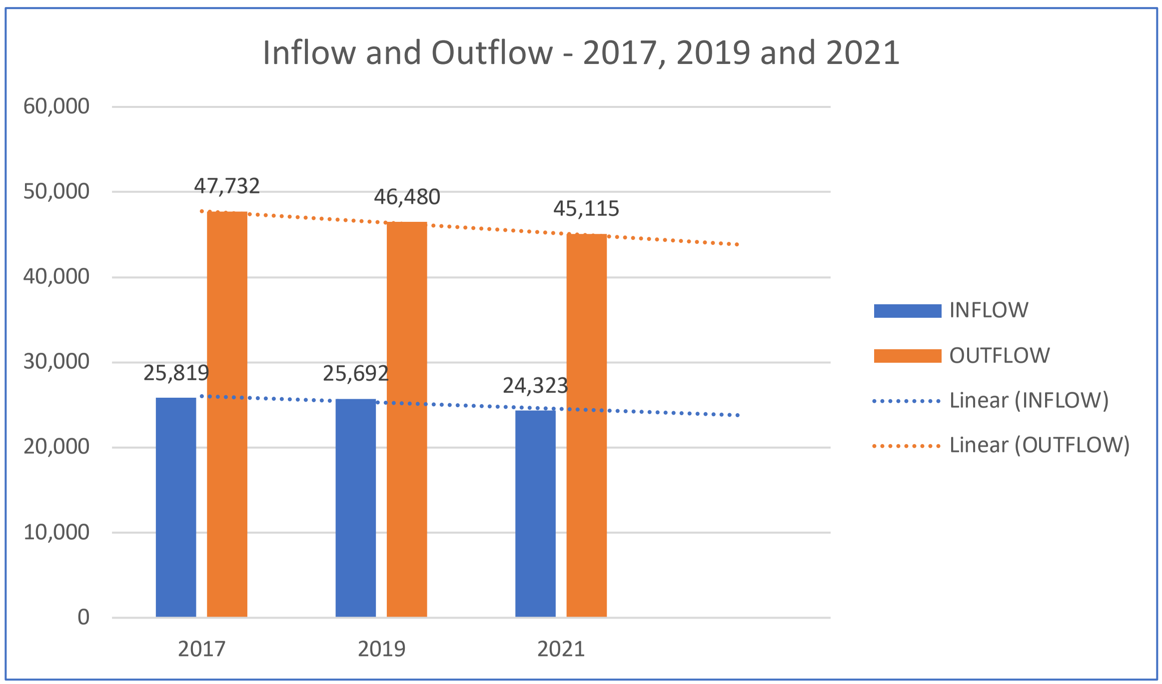
Inflow/ Outflow Analysis of all Jobs for Northwest Connecticut Towns

2021

Town	Non-residents employed in town *INFLOW*		Residents employed in town		Total residents and non-residents employed in town	Total residents employed	Residents employed in town		Residents employed out of town *OUTFLOW*		Difference Between Inflow/ Outflow
	N	%	N	%	N	N	N	%	N	%	N
Barkhamsted	355	79%	95	21%	450	1,867	95	5%	1,772	95%	-1,417
Burlington	695	73%	257	27%	952	4,905	257	5%	4,648	95%	-3,953
Canaan	390	88%	55	12%	445	511	55	11%	456	89%	-66
Colebrook	130	87%	19	13%	149	716	19	3%	697	97%	-567
Cornwall	295	79%	78	21%	373	543	78	14%	465	86%	-170
Goshen	242	74%	87	26%	329	1,486	87	6%	1,399	94%	-1,157
Hartland	72	53%	64	47%	136	951	64	7%	887	93%	-815
Harwinton	573	84%	108	16%	681	2,995	108	4%	2,887	96%	-2,314
Kent	843	70%	369	30%	1,212	1,079	369	34%	710	66%	133
Litchfield	2,731	81%	662	19%	3,393	3,822	662	17%	3,160	83%	-429
Morris	431	89%	54	11%	485	1,093	54	5%	1,039	95%	-608
New Hartford	1,236	86%	206	14%	1,442	3,258	206	6%	3,052	94%	-1,816
Norfolk	230	71%	96	29%	326	688	96	14%	592	86%	-362
North Canaan	1,658	78%	462	22%	2,120	1,518	462	30%	1,056	70%	602
Roxbury	337	74%	121	26%	458	897	121	13%	776	87%	-439
Salisbury	1,291	70%	551	30%	1,842	1,517	551	36%	966	64%	325
Sharon	905	85%	156	15%	1,061	927	156	17%	771	83%	134
Torrington	8,716	66%	4,416	34%	13,132	18,117	4,416	24%	13,701	76%	-4,985
Warren	123	71%	50	29%	173	651	50	8%	601	82%	-478
Washington	1,174	79%	316	21%	1,490	1,411	316	22%	1,095	78%	79
Winchester	1,896	77%	554	23%	2,450	4,939	554	11%	4,385	89%	-2,489
Total NWCT	24,323	74%	8,776	26%	33,099	53,891	8,776	16%	45,115	84%	-20,792

Total Inflow/ Outflow Analysis of all Jobs for Northwest Connecticut Towns, 2017, 2019 & 2021

Year	Total residents and non-residents employed in town	Non-residents employed in town INFLOW	%	Residents employed in town	%	Total residents employed	Residents employed out of town OUTFLOW	%	Residents employed in town	%	Difference Between Inflow/ Outflow
2017	35,454	25,819	73%	9,640	27%	57,369	47,732	83%	9,640	17%	-21,915
2019	35,386	25,692	73%	9,694	27%	56,174	46,480	83%	9,694	17%	-20,788
2021	33,099	24,323	74%	8,776	26%	53,891	45,115	84%	8,776	16%	-20,792



Gap Between Inflow/ Outflow for Northwest Connecticut Towns 2017, 2019 & 2021

	2017	2019	2021
Barkhamsted	-1,437	-1,425	-1,417
Burlington	-4,093	-4,144	-3,953
Canaan	-79	-22	-66
Colebrook	-610	-680	-567
Cornwall	-248	-241	-170
Goshen	-1,145	-1,060	-1,157
Hartland	-884	-896	-815
Harwinton	-2,517	-2,259	-2,314
Kent	-213	24	133
Litchfield	-283	-183	-429
Morris	-701	-626	-608
New Hartford	-2,157	-1,894	-1,816
Norfolk	-377	-378	-362
North Canaan	670	746	602
Roxbury	-483	-455	-439
Salisbury	556	388	325
Sharon	106	110	134
Torrington	-5,254	-4,941	-4,985
Warren	-501	-494	-478
Washington	40	57	79
Winchester	-2,305	-2,415	-2,489
Total NWCT	-21,915	-20,788	-20,792

Sources:

U.S. Census Bureau. OnTheMap Application. LODES – Longitudinal-Employer Hosehold Dynamics Program; 2017,2019 and 2021.
Words and Numbers Research, Inc.

Summary Points

Outflow

- Northwest Connecticut is losing over 80% of its employed residents to out of town employment. In 2017, 47,732 residents sought jobs outside of their town. This declined slightly to 46,480 in 2019, and 45,115 in 2021. Some of this decline may be accounted for in retirements with an aging population base. However, in 2021 the outflow percentage actually increased slightly to 84%. In 2021, ninety percent or more of the residents in the following towns sought employment out of their hometown: Barkhamsted, Burlington, Colebrook, Goshen, Hartland, Harwinton, Morris, and New Hartford. Winchester and Canaan at 89% respectively were nearly at that threshold.

Inflow

- At the same time, nearly three-fourths of workers came into the 22 towns of which they were <u>not</u> a resident for employment. Specifically, 25,819 in 2017, 25,692 in 2019, and 24,323 in 2021. In 2021 the percentage of non-residents employed by nearly every town was 70% or higher. The only exceptions were Torrington with 66% of non-residents working in that town, and Hartland with 53% of non-residents. However, the size of these markets was substantially different with Torrington at 8,716 non-resident workers and Hartland at 72.

Gap

- What these data suggest is that considerably more town residents sought employment out of their town of residence than non-residents coming into their town to work. Over the period from 2017 to 2021 there has been an annual shortfall of about 21,000 workers who left their town of residence to work elsewhere.The exception to the shortfall occurred in North Canaan, Salisbury, Sharon, and Washington where more non-residents were coming into these towns to work than those residents leaving the town to work elsewhere. (Kent also had this trend in 2019 and 2021.)

- The towns with the largest numeric gap of inflow/ outflow of workers in 2021 were Torrington (-4,985); Burlington (-3,953); Winchester (-2,489); Harwinton (-2,314); New Hartford (-1,816); Barkhamsted (-1,417); and, Goshen (-1,157).

Median Home Values - 2017 to 2019

Town	2017							2019					
	2017 Median Home Value	Mortgage plus utilities (annual)	Median Household Income 2017	Annual Income Required (at 30% housing costs)	Mortgage (monthly)	Due at Closing (5% down, 4% closing costs)		2019 Median Home Value	Mortgage plus utilities (annual)	Median Household Income 2019	Annual Income Required (at 30% housing costs)	Mortgage (monthly)	Due at Closing (5% down, 4% closing costs)
Barkhamsted	**238,367**	23,412	111,198	78,040	1,709	21,454		**247,419**	24,852	109,688	82,840	1,816	22,268
Burlington	**297,256**	29,352	121,635	97,840	2,204	26,753		**296,514**	30,048	127,353	100,160	2,249	26,287
Canaan	**186,467**	18,948	77,417	63,160	1,337	16,783		**185,027**	19,368	80,298	64,560	1,359	16,653
Colebrook	**220,668**	21,900	84,583	73,000	1,583	19,861		**226,686**	23,040	98,250	76,800	1,665	20,366
Cornwall	**383,592**	35,928	76,563	119,760	2,752	34,524		**396,141**	37,980	80,000	126,600	2,910	35,654
Goshen	**318,548**	30,324	96,026	101,080	2,285	28,670		**318,967**	31,176	109,886	103,920	2,343	28,707
Hartland	**239,451**	24,204	94,569	80,680	1,775	21,551		**246,192**	25,476	99,722	84,920	1,868	22,158
Harwinton	**249,469**	24,372	104,205	81,240	1,789	22,453		**252,541**	25,320	111,202	84,400	1,855	22,730
Kent	**344,540**	32,568	64,464	108,560	2,472	31,009		**342,507**	33,252	78,125	110,840	2,516	30,826
Litchfield	**294,619**	28,500	78,375	95,000	2,133	26,516		**283,384**	28,032	84,694	93,440	2,081	25,505
Morris	**282,357**	27,216	89,107	90,720	2,026	25,412		**297,712**	29,304	87,308	97,680	2,187	26,794
New Hartford	**259,911**	25,260	96,291	84,200	1,863	23,392		**263,079**	26,256	106,765	87,520	1,933	23,677
Norfolk	**279,233**	26,928	74,844	89,760	2,002	25,131		**275,295**	27,324	75,208	91,080	2,022	24,777
North Canaan	**178,508**	18,264	72411	60,880	1,280	16,066		**177,529**	18,720	62,432	62,400	1,305	15,987
Roxbury	**562,870**	51,348	119,167	171,160	4,037	50,659		**550,971**	51,624	118,971	172,080	4,047	49,588
Salisbury	**473,369**	43,644	83,217	145,480	3,395	42,604		**476,947**	45,084	72,658	150,280	3,502	42,926
Sharon	**364,709**	34,296	81,442	114,320	2,616	32,824		**360,832**	34,860	81,919	116,200	2,650	32,475
Torrington	**133,666**	14,412	61,313	48,040	959	12,031		**138,515**	15,276	63,172	50,920	1,018	12,467
Warren	**392,246**	36,660	98,750	122,200	2,813	35,303		**390,684**	37,500	104,375	125,000	2,870	35,162
Washington	**579,119**	52,740	93,975	175,800	4,153	52,121		**589,417**	55,008	108,250	183,360	4,329	53,048
Winchester	**200,826**	20,184	57,468	67,280	1,440	18,075		**209,512**	21,528	68,750	71,760	1,539	18856

Median Home Values - 2017 to 2023

	2017							2023					
Town	2017 Median Home Value	Mortgage plus utilities (annual)	Median Household Income 2017	Annual Income Required (at 30% housing costs)	Mortgage (monthly)	Due at Closing (5% down, 4% closing costs)		2023 Median Home Value	Mortgage plus utilities (annual)	Median Household Income 2023	Annual Income Required (at 30% housing costs)	Mortgage (monthly)	Due at Closing (5% down, 4% closing costs)
Barkhamsted	**238,367**	23,412	111,198	78,040	1,709	21,454		**382,211**	43,776	116,705	145,920	3,326	34,399
Burlington	**297,256**	29,352	121,635	97,840	2,204	26,753		**437,506**	50,820	154,611	169,400	3,913	39,376
Canaan	**186,467**	18,948	77,417	63,160	1,337	16,783		**324,432**	37,740	87,487	125,800	2,823	29,199
Colebrook	**220,668**	21,900	84,583	73,000	1,583	19,861		**372,806**	42,780	115,016	142,600	3,243	33,553
Cornwall	**383,592**	35,928	76,563	119,760	2,752	34,524		**607,987**	66,396	102,783	224,520	5,291	54,719
Goshen	**318,548**	30,324	96,026	101,080	2,285	28,670		**515,805**	57,720	137,648	192,400	4,488	46,423
Hartland	**239,451**	24,204	94,569	80,680	1,775	21,551		**373,608**	43,956	114,491	143,320	3,341	33,625
Harwinton	**249,469**	24,372	104,205	81,240	1,789	22,453		**389,292**	43,560	128,097	146,520	3,388	35,037
Kent	**344,540**	32,568	64,464	108,560	2,472	31,009		**567,457**	63,108	96,577	207,160	4,937	51,071
Litchfield	**294,619**	28,500	78,375	95,000	2,133	26,516		**469,741**	52,920	106,239	176,400	4,088	42,278
Morris	**282,357**	27,216	89,107	90,720	2,026	25,412		**481,056**	53,844	101,786	179,480	4,165	43,295
New Hartford	**259,911**	25,260	96,291	84,200	1,863	23,392		**397,665**	45,384	108,260	151,280	3,460	35,791
Norfolk	**279,233**	26,928	74,844	89,760	2,002	25,131		**462,507**	51,924	82,562	173,080	4,005	41,626
North Canaan	**178,508**	18,264	72411	60,880	1,280	16,066		**309,831**	36,216	65,708	120,720	2,696	27,885
Roxbury	**562,870**	51,348	119,167	171,160	4,037	50,659		**884,554**	95,772	116,012	319,240	7,659	79,610
Salisbury	**473,369**	43,644	83,217	145,480	3,395	42,604		**807,848**	88,236	94,793	294,120	7,031	72,707
Sharon	**364,709**	34,296	81,442	114,320	2,616	32,824		**598,667**	66,384	100,941	221,280	5,210	53,881
Torrington	**133,666**	14,412	61,313	48,040	959	12,031		**246,278**	29,580	66,616	98,600	2,143	22,165
Warren	**392,246**	36,660	98,750	122,200	2,813	35,303		**560,755**	62,124	143,896	207,080	4,855	50,468
Washington	**579,119**	52,740	93,975	175,800	4,153	52,121		**957,454**	103,344	118,589	344,480	8,290	86,171
Winchester	**200,826**	20,184	57,468	67,280	1,440	18,075		**346,604**	40,056	70,840	133,520	3,016	31,195

Increase in Home Values from 2017 to 2023 and Annual Income Required for Housing Costs

Town	Increase in Median Home Value		Increase in Mortgage plus utilities (annual)		Increase in Median Household Income (with noted exceptions*)		Increase in Annual Income Required (at 30% housing costs)		Increase in Mortgage (monthly)		Increase Due at Closing (5% down, 4% closing costs)	
	N	%	N	%	N	%	N	%	N	%	N	%
Barkhamsted	143,844	60%	20,364	87%	5,507	5%	67,880	87%	1,617	95%	12,945	60%
Burlington	140,250	47%	21,468	73%	32,976	27%	71,560	73%	1,709	78%	12,623	47%
Canaan	137,965	74%	18,792	99%	10,070	13%	62,640	99%	1,486	111%	12,416	74%
Colebrook	152,138	69%	20,880	95%	30,433	36%	69,600	95%	1,660	105%	13,692	69%
Cornwall	224,395	58%	30,468	85%	26,220	34%	104,760	87%	2,539	92%	20,195	58%
Goshen	197,257	62%	27,396	90%	41,622	43%	91,320	90%	2,203	96%	17,753	62%
Hartland	134,157	56%	19,752	82%	19,922	21%	62,640	78%	1,566	88%	12,074	56%
Harwinton	139,823	56%	19,188	79%	23,892	23%	65,280	80%	1,599	89%	12,584	56%
Kent	222,917	65%	30,540	94%	32,113	50%	98,600	91%	2,465	100%	20,062	65%
Litchfield	175,122	59%	24,420	86%	27,864	36%	81,400	86%	1,955	92%	15,762	59%
Morris	198,699	70%	26,628	98%	12,679	14%	88,760	98%	2,139	106%	17,883	70%
New Hartford	137,754	53%	20,124	80%	11,969	12%	67,080	80%	1,597	86%	12,399	53%
Norfolk	183,274	66%	24,996	93%	7,718	10%	83,320	93%	2,003	100%	16,495	66%
North Canaan	131,323	74%	17,952	98%	-6,703*	-9%*	59,840	98%	1,416	111%	11,819	74%
Roxbury	321,684	57%	44,424	87%	-3,155*	-3%*	148,080	87%	3,622	90%	28,951	57%
Salisbury	334,479	71%	44,592	102%	11,576	14%	148,640	102%	3,636	107%	30,103	71%
Sharon	233,958	64%	32,088	94%	19,499	24%	106,960	94%	2,594	99%	21,057	64%
Torrington	112,612	84%	15,168	105%	5,303	9%	50,560	105%	1,184	123%	10,134	84%
Warren	168,509	43%	25,464	69%	45,146	46%	84,880	69%	2,042	73%	15,165	43%
Washington	378,335	65%	50,604	96%	24,614	26%	168,680	96%	4,137	100%	34,050	65%
Winchester	145,778	73%	19,872	98%	13,372	23%	66,240	98%	1,576	109%	13,120	73%
Median	**$168,509**	**64%**	**$24,420**	**93%**	**$19,499**	**23%**	**$81,400**	**91%**	**$1,955**	**99%**	**$15,165**	**64%**

Affordability: Percent of Median Household Income that Mortgage Costs Consume

(Greater than 30%)

	2023 Percent of Median Income needed to pay housing costs
1. **Burlington**	33%
2. **Harwinton**	34%
3. **Colebrook**	37%
4. **Barkhamsted**	38%
5. **Hartland**	38%
6. **Goshen**	42%
7. **New Hartford**	42%
8. **Canaan**	43%
9. **Warren**	43%
10. **Torrington**	44%
11. **Litchfield**	50%
12. **Morris**	53%
13. **North Canaan**	55%
14. **Winchester**	57%
15. **Norfolk**	63%
16. **Cornwall**	65%
17. **Kent**	65%
18. **Sharon**	66%
19. **Roxbury**	83%
20. **Washington**	87%
21. **Salisbury**	93%

***Notes*:**

Calculations include the following:

- Mortgage includes principal and interest, property tax, home insurance and PMI mortgage insurance based on a 30-year fixed mortgage.
- Five-percent down payment and 4% closing costs.
- Interest rates: 2017: 4.20%; 2019: 4.51; 2023: 6.764%.

- Utilities for 2017 - $166 per month for electricity and $76 per month for heating oil.
- Utilities for 2019 - $151 per month for electricity and $104 per month for heating oil.
- Utilities for 2023 - $209 per month for electricity and $113 per month for heating oil.

Sources:

Zillow Home Values, January, 2024
Realtor Mortgage Calculator
CT.gov – "Heating Facts in Connecticut"
US Energy Information Administration
Saveonenergy.com – "Electricity Bill Report: January 2024"
Words and Numbers Research, Inc.

Summary Points

- Median home values skyrocketed from 2017 to 2023 at a 64% average increase or $168,509 additional dollars on the average. The largest dollar value gain was in Washington ($378,335) and the smallest, in Torrington ($112,612). However, percentage wise, Torrington's gain was an 84% jump in median home values from $133,666 in 2017 to $246,278 in 2023, whereas Washington started with a high median value of $579,119 in 2017 and it rose to $957,454 in 2023.

2023

- All of the 21 towns had median home values well above $200,000 with Torrington the lowest at $246,278.
    - North Canaan, Canaan, Winchester, Colebrook, Hartland, Barkhamsted, Harwinton, New Hartford and Winchester had median home values between 300K and 400K.
    - Burlington, Norfolk, Litchfield and Morris had median home values between 401K and 500K.
    - Goshen, Warren, Kent and Sharon had median home values between 501K and 600K.
    - Cornwall, Salisbury, Roxbury and Washington had median home values over 601K.

- The downside is *affordability.* From 2017 to 2023 the median home value for the region increased by $168,509 or 64% with the median annual mortgage payment plus utilities skyrocketing to $24,420 or 93%. The median costs due at closing grew by 64% or $15,165. However, the median increase in income was only $19,499 or 23%.

- In each of the 21 towns, the annual income required to allocate 30% to housing costs exceeded the median household incomes for that town. Clearly, income did not keep pace with the rising costs of housing.

- Colebrook, Barkhamsted, Hartland, Goshen, New Hartford, Canaan, Warren and Torringon needed to allocate around 40 percent of their median incomes for housing.

- Litchfield, Morris, North Canaan and Winchester needed to access half of their median incomes to support housing costs.

- The least affordable towns were Norfolk, Cornwall, Kent, Sharon, Roxbury, Washington and Salisbury with over 60% of annual incomes needed to support housing in those towns. Salisbury was an outlier with 93% of median income need to pay housing costs.

  Given that caveat, Burlington and Harwinton were the most affordable with a little more than 30% of their annual incomes tapped to support housing costs.

Median Rental Prices 2023

Town	2023 Median Rent	Rent plus utilities (annual)	Median Household Income 2022	Annual Income Required (at 30% housing costs)	Hourly Wage Required (40 hrs./wk. & 52 wks./yr.)
Barkhamsted	$1,568	$22,680	$116,705	$75,600	$36.35
Burlington	$1,405	$20,724	$154,611	$69,080	$33.21
Canaan	--	--	$87,487	--	--
Colebrook	$1,731	$24,636	$115,016	$82,120	$39.48
Cornwall	$1,829	$25,812	$102,783	$86,040	$41.36
Goshen	--	--	$137,648	--	--
Hartland	--	--	$114,491	--	--
Harwinton	$1,484	$21,672	$128,097	$72,240	$34.73
Kent	$2,068	$28,680	$96,577	$95,600	$45.96
Litchfield	$1,589	$19,068	$106,239	$63,560	$30.56
Morris	--	--	$101,786	--	--
New Hartford	$2,191	$30,156	$108,260	$100,520	$48.33
Norfolk	$1,249	$18,852	$82,562	$62,840	$30.21
North Canaan	$1,331	$19,836	$65,708	$66,120	$31.79
Roxbury	$2,164	$29,832	$116,012	$99,440	$47.81
Salisbury	$1,514	$22,032	$94,793	$73,440	$35.31
Sharon	$2,574	$34,752	$100,941	$115,240	$55.40
Torrington	$1,301	$19,476	$66,616	$64,920	$31.21
Warren	--	--	$143,896	--	--
Washington	$2,100	$29,064	$118,589	$96,880	$46.58
Winchester	$1,157	$17,748	$70,840	$59,160	$28.44

Affordability: Percent of Median Household Income that Rental Costs Consume

(Greater than 30%)

Town	Rent plus utilities (annual)	Median Household Income 2022	% of income rent consumes	Available rents as of Jan2024	Monthly rent only
Canaan	--	$87,487	NA		
Goshen	--	$137,648	NA		
Hartland	--	$114,491	NA		
Morris	--	$101,786	NA		
Warren	--	$143,896	NA		
Burlington	$20,724	$154,611	13%	1	$2,200
Harwinton	$21,672	$128,097	17%	1	$1,695
Litchfield	$19,068	$106,239	18%	1	$2,200
Barkhamsted	$22,680	$116,705	19%		
Colebrook	$24,636	$115,016	21%		
Norfolk	$18,852	$82,562	23%		
Salisbury	$22,032	$94,793	23%	1	$3,300
Cornwall	$25,812	$102,783	25%		
Washington	$29,064	$118,589	25%		
Winchester	$17,748	$70,840	25%	2	$1,000-$1,800
Roxbury	$29,832	$116,012	26%		
New Hartford	$30,156	$108,260	28%	3	$1,800-$2,200
Torrington	$19,476	$66,616	29%	21	$1,250-$1,900
Kent	$28,680	$96,577	30%		
North Canaan	$19,836	$65,708	30%		
Sharon	$34,752	$100,941	34%	1	$2,000

NA- *indicates no data available, or no rental units available.*

Notes:

- Utilities include monthly costs for electricity at $209 and heat at $113, Save on Energy.Com. and Money Geek, December 1, 2023.
- HUD Fair Market Rent 2023 - $1,384.
- As of Jan 2, 2024, the average hourly pay in Connecticut is $24.64 an hour. While ZipRecruiter is seeing salaries as high as $40.25 and as low as $16.24, the majority of hourly wages currently range between $23.80 (25th percentile) to $26.54 (75th percentile) in Connecticut. January, 2024.

Sources:

U.S. Census Bureau Quick Facts, Median Household Income (in 2022 dollars), 2018-2022.
American Community Survey, Median Gross Rent by Bedroom, 2017-2021.
CT Insider, "Track How Connecticut's Rent Prices Compare Around the State and Beyond", October, 3, 2023.
Coldwall Banker Realty, Rental Availability, January, 13, 2024.
Words and Numbers Research, Inc.

Summary Points

- Median rental prices are varied. Sharon has the highest listing at $2,574, while Winchester was lowest at $1,157. Torrington and North Canaan also had low median rental prices. But they also had low median income levels.
- The majority of rental prices were between $1,000 and $2,000 per month with the following towns over $2,000: Kent, New Hartford, Roxbury, Sharon and Washington.
- Given the 30% housing cost allocation, all towns appear to have a median income level to support the rents with the exception of Sharon. Thirty-four percent of median household income in Sharon must be allocated to rent a unit; this exceeds the 30% threshhold.
- On the other hand, several towns were close to the threshold of 30%. North Canaan, Kent, Torrington and New Hartford are also towns with the least affordable rental units. Burlington was the most affordable town for renting due to its higher median income level.
- However, the **lack of availabile rentals** is a compounding factor. The January 2024 Coldwell Banker data on available rental units show a scarcity. Torrington is the only exception with 21 units available for renters. Additionally the waitng lists for Section 8 housing vouchers were closed in both Torrington and Winchester.

- Both Torrington and Winchester have housing authorities which offer apartments for low to moderate income individuals.

- Torrington has 430 apartments for elderly, disabled, handicapped and/or needy individuals. It operates two programs designed to provide affordable housing: Housing Choice Voucher (Section 8) and Public Housing. At the time of this research, the Section 8 waiting list was closed. The Public Housing program, consisting of five sites and 430 apartments, was adding applications to its waiting list. Income limits for one person was $54,950 and for two persons, $62,800.

- Winchester Housing Authority offers two sites for affordable housing: Chestnut Grove with 80 units of federally funded public housing for the elderly and disabled; and, Greenwoods Garden with 40 units. Both sites had waiting lists. Winchester does not offer public housing for families.

Employment and Wages by Occupational Area: *Comparisons between 2017 and 2019*

Occupational Areas	2017 Employment	Median Hourly	Median Annual	Entry Hourly	Entry Annual	2019 Employment	Median Hourly	Median Annual	Entry Hourly	Entry Annual	Change 2017-2019 (N)	Change 2017-2019 (%)
Management	2,380	43.04	89,522	23.37	48,603	2,210	43.91	91,346	25.14	52,274	-170	-7%
Business and Financial	960	28.53	59,348	17.39	36,174	820	29.12	60,581	19.64	40,857	-140	-15%
Computer and Mathematical	240	36.67	76,262	21.66	45,052	260	31.59	65,704	20.55	42,752	20	8%
Architecture and Engineering	370	33.58	69,842	21.65	45,042	460	32.48	67,546	22.08	45,916	90	24%
Life, Physical, and Social Science	110	30.00	62,409	20.85	43,361	110	29.56	61,482	21.17	44,044	0	0%
Community and Social Services	1,090	25.20	52,414	15.47	32,192	1,150	21.02	43,718	15.00	31,194	60	6%
Legal	140	N/A	N/A	N/A	N/A	150	N/A	N/A	N/A	N/A	10	7%
Education, Training, and Library	3,010	28.33	58,925	16.15	33,589	2,940	30.82	64,097	17.02	35,396	-70	-2%
Arts, Design, Entertainment, Sports, Media	530	18.62	38,733	10.27	21,357	270	20.06	41,724	11.68	24,286	-260	-49%
Healthcare Practitioners and Technical	2,300	31.86	66,267	18.98	39,473	2,360	32.45	67,475	19.50	40,574	60	3%
Healthcare Support	1,310	15.37	31,965	12.72	26,439	1,280	16.65	34,616	13.64	28,372	-30	-2%
Protective Service	520	29.93	62,266	15.37	31,965	490	31.67	65,878	15.38	31,984	-30	-6%
Food Preparation and Serving-Related	3,070	10.96	22,803	9.92	20,636	3,150	12.39	25,761	11.19	23,263	80	3%
Building /Grounds, Cleaning, Maintenance	1,480	14.36	29,870	10.99	22,854	1,600	16.16	33,625	12.19	25,348	120	8%
Personal Care and Service	1,250	14.25	29,623	10.62	22,094	1,280	14.15	29,435	11.52	23,955	30	2%
Sales and Related	2,860	12.47	25,940	10.24	21,290	2,780	14.22	29,583	11.52	23,949	-80	-3%
Office and Administrative Support	5,140	18.14	37,740	11.97	24,884	4,990	18.85	39,210	12.74	26,508	-150	-3%
Farming, Fishing, and Forestry	40	10.60	22,054	9.79	20,362	60	14.13	29,392	11.79	24,519	20	50%
Construction and Extraction	1,420	26.26	54,615	18.26	37,993	1,490	25.51	53,067	17.91	37,236	70	5%
Installation, Maintenance, and Repair	1,050	22.36	46,501	15.06	31,339	1,020	23.24	48,325	14.95	31,086	-30	-3%
Production	2,670	16.63	34,591	12.04	25,035	2,580	18.80	39,113	13.62	28,332	-90	-3%
Transportation and Material Moving	1,780	16.16	33,621	10.90	22,674	1,560	16.95	35,267	12.41	25,820	-220	-12%
Total	**33,720**					**33,010**					**-710**	**-2%**

Employment and Wages by Occupational Area: *Comparisons between 2019 and 2023*

Occupational Areas	2019 Employment	Median Hourly	Median Annual	Entry Hourly	Entry Annual	2023 Employment	Median Hourly	Median Annual	Entry Hourly	Entry Annual	Change 2019-2023 (N)	Change 2019-2023 (%)
Management	2,210	43.91	91,346	25.14	52,274	2,470	51.32	106,748	31.55	65,638	260	11%
Business and Financial	820	29.12	60,581	19.64	40,857	1,140	33.23	69,116	22.91	47,648	320	28%
Computer and Mathematical	260	31.59	65,704	20.55	42,752	390	38.40	79,866	25.28	52,576	130	33%
Architecture and Engineering	460	32.48	67,546	22.08	45,916	480	39.09	81,299	27.08	56,335	20	4%
Life, Physical, and Social Science	110	29.56	61,482	21.17	44,044	160	39.93	83,054	26.22	54,539	50	31%
Community and Social Services	1,150	21.02	43,718	15.00	31,194	1,000	27.44	57,062	17.72	36,854	-150	-15%
Legal, lawyers and paralegals (2023)	150	N/A	N/A	N/A	N/A	160	37.86	78,745	22.66	47,124	10	6%
Education, Training, and Library	2,940	30.82	64,097	17.02	35,396	3,080	29.98	62,358	18.79	39,076	140	5%
Arts, Design, Entertainment, Sports, Media	270	20.06	41,724	11.68	24,286	350	27.95	58,152	17.72	36,844	80	23%
Healthcare Practitioners and Technical	2,360	32.45	67,475	19.50	40,574	2,580	38.92	80,946	23.66	49,211	220	9%
Healthcare Support	1,280	16.65	34,616	13.64	28,372	1,960	17.70	36,802	15.32	31,879	680	35%
Protective Service	490	31.67	65,878	15.38	31,984	510	28.40	59,065	15.63	32,506	20	4%
Food Preparation and Serving-Related	3,150	12.39	25,761	11.19	23,263	2,680	15.55	32,349	13.95	29,015	-470	-18%
Building /Grounds, Cleaning, Maintenance	1,600	16.16	33,625	12.19	25,348	1,290	18.73	38,965	15.36	31,952	-310	-24%
Personal Care and Service	1,280	14.15	29,435	11.52	23,955	830	16.05	33,384	13.95	29,025	-450	-54%
Sales and Related	2,780	14.22	29,583	11.52	23,949	2,730	15.29	31,808	13.81	28,715	-50	-2%
Office and Administrative Support	4,990	18.85	39,210	12.74	26,508	4,510	22.29	46,359	16.34	33,984	-480	-11%
Farming, Fishing, and Forestry	60	14.13	29,392	11.79	24,519	50	19.23	39,984	15.03	31,254	-10	-20%
Construction and Extraction	1,490	25.51	53,067	17.91	37,236	1,390	29.42	61,205	20.34	42,309	-100	-7%
Installation, Maintenance, and Repair	1,020	23.24	48,325	14.95	31,086	1,200	27.03	56,212	17.90	37,215	180	15%
Production	2,580	18.80	39,113	13.62	28,332	2,580	22.51	46,812	16.23	33,754	0	0%
Transportation and Material Moving	1,560	16.95	35,267	12.41	25,820	1,880	18.35	38,158	14.40	29,948	320	17%
Total	**33,010**					**33,420**					**410**	**1%**

Employment and Wages by Occupational Area: *Comparisons between 2017 and 2023*

Occupational Areas	2017 Employment	Media n Hourly	Median Annual	Entry Hourly	Entry Annual	2023 Employment	Median Hourly	Median Annual	Entry Hourly	Entry Annual	Change 2017-2023 (N)	Change 2017-2023 (%)
Management	2,380	43.04	89,522	23.37	48,603	2,470	51.32	106,748	31.55	65,638	90	4%
Business and Financial	960	28.53	59,348	17.39	36,174	1,140	33.23	69,116	22.91	47,648	180	19%
Computer and Mathematical	240	36.67	76,262	21.66	45,052	390	38.40	79,866	25.28	52,576	150	63%
Architecture and Engineering	370	33.58	69,842	21.65	45,042	480	39.09	81,299	27.08	56,335	110	30%
Life, Physical, and Social Science	110	30.00	62,409	20.85	43,361	160	39.93	83,054	26.22	54,539	50	45%
Community and Social Services	1,090	25.20	52,414	15.47	32,192	1,000	27.44	57,062	17.72	36,854	-90	-8%
Legal, lawyers and paralegals (2023)	140	N/A	N/A	N/A	N/A	160	37.86	78,745	22.66	47,124	20	14%
Education, Training, and Library	3,010	28.33	58,925	16.15	33,589	3,080	29.98	62,358	18.79	39,076	70	2%
Arts, Design, Entertainment, Sports, Media	530	18.62	38,733	10.27	21,357	350	27.95	58,152	17.72	36,844	-180	-34%
Healthcare Practitioners and Technical	2,300	31.86	66,267	18.98	39,473	2,580	38.92	80,946	23.66	49,211	280	12%
Healthcare Support	1,310	15.37	31,965	12.72	26,439	1,960	17.70	36,802	15.32	31,879	650	50%
Protective Service	520	29.93	62,266	15.37	31,965	510	28.40	59,065	15.63	32,506	-10	-2%
Food Preparation and Serving-Related	3,070	10.96	22,803	9.92	20,636	2,680	15.55	32,349	13.95	29,015	-390	-13%
Building /Grounds Cleaning/ Maintenance	1,480	14.36	29,870	10.99	22,854	1,290	18.73	38,965	15.36	31,952	-190	-13%
Personal Care and Service	1,250	14.25	29,623	10.62	22,094	830	16.05	33,384	13.95	29,025	-420	-34%
Sales and Related	2,860	12.47	25,940	10.24	21,290	2,730	15.29	31,808	13.81	28,715	-130	-5%
Office and Administrative Support	5,140	18.14	37,740	11.97	24,884	4,510	22.29	46,359	16.34	33,984	-630	-12%
Farming, Fishing, and Forestry	40	10.60	22,054	9.79	20,362	50	19.23	39,984	15.03	31,254	10	25%
Construction and Extraction	1,420	26.26	54,615	18.26	37,993	1,390	29.42	61,205	20.34	42,309	-30	-2%
Installation, Maintenance, and Repair	1,050	22.36	46,501	15.06	31,339	1,200	27.03	56,212	17.90	37,215	150	14%
Production	2,670	16.63	34,591	12.04	25,035	2,580	22.51	46,812	16.23	33,754	-90	-3%
Transportation and Material Moving	1,780	16.16	33,621	10.90	22,674	1,880	18.35	38,158	14.40	29,948	100	6%
Total	**33,720**					**33,420**					**-300**	**-1%**

Sources:

Connecticut Department of Labor, Labor Market Area Information, 2017, 2019, 2023.
Words and Numbers Research, Inc.

Summary Points

Between 2017 and 2023

Notable **growth was realized** in the following occupational areas:

- Computer/ mathematical (150 jobs or 63%)
- Healthcare support (650 jobs or 50%)
- Life, physical and social sciences (50 jobs or 45%)
- Architecture and engineering 110 jobs or (30%)
- Business and financial (180 jobs or 19%)
- Installation, maintenance and repair (150 jobs or 14%)
- Healthcare practitioners and technical (280 jobs or 12%)
- Transportation and material moving (100 jobs or 6%)
- Management (90 jobs or 4%)
- Education, training and library (70 jobs or 2%)

On the other hand, there was considerable **decline** in the following occupational areas:

- Arts, design, entertainment, sports and media (180 jobs or -34%)
- Personal care and service (420 jobs or -34%)
- Food preparation and serviing (390 jobs or -13%)
- Building/ grounds, cleaning and maintenance (190 jobs or -13%)
- Office and administrative support (630 jobs or -12%)
- Community andn social sercies (90 jobs or -8%)
- Sales (130 jobs or -5%)

From 2017 to 2019 employment in occupational areas decreased by 2% for 710 fewer jobs. Some of that loss was recovered from 2019 to 2023 during which time, 410 jobs were added for a 1% increase. During the seven-year period from 2017 to 2023, the work force decreased by 1% or -300 jobs.

From 2017 to 2023 the occupational areas of Healthcare support (+650) and Healthcare practitioners (+280) added the greatest number of new opportunities. Business and financial (+180), Computer/mathematical (+150) and Installation, maintenance and repair (+150) followed.

During the same time-period, employment availability substantially declined. Office and administrative (-630); Personal care and service (-420); and, Food preparation and service (-390). Buildings/ grounds cleaning and maintenance (-190); Arts, design, entertainment, sports, and media (-180); and, Sales (-130) lost a considerable number of jobs.

In 2023 the highest median hourly wages were in Management ($51.32); Life, physical and social science ($39.93); Architecture and engineering ($39.09); Healthcare practitioners and technical ($38.92); Computer and Mathematical ($38.40); Legal ($37.86); and, Education, training, and library ($29.98). According to the Connecticut Department of Labor Occupational Requirements for Education and Work Experience, most jobs in these seven areas require at the minimum a Bachelor's degree and work experience.

The occupational areas with the lowest median hourly wages were in Food preparation and Serving-related ($15.55); Personal care and service ($16.05); Sales and related ($15.29); Healthcare support ($17.70); Transportation and material moving ($18.35); and, building/ grounds cleaning and maintenance ($18.73). The occupational requirements for employment in these areas generally require a high school diploma and minimal, if any, work experience.

Appendix D. CT DATA Charts & Population Spreadsheet

Northwest Hills Data Explorer

Population Overview | Business and Industry Overview | Town Data Explorer | Business Data Explorer | Industry Data Table | Occupation Data Table | Documentation

Northwest Hills Council of Governments (NHCOG) serves 21 towns in Connecticut. The analysis below provides an overview on topics such as population and population change using 2021 American Community Survey (ACS) 5-year estimates. To explore the data below in more detail, and to explore more data topics including labor force, employment, businesses, income, and commuting, click on the dashboard and table buttons in the navigation toolbar above. See the Documentation tab for more information about data sources and margins of error.

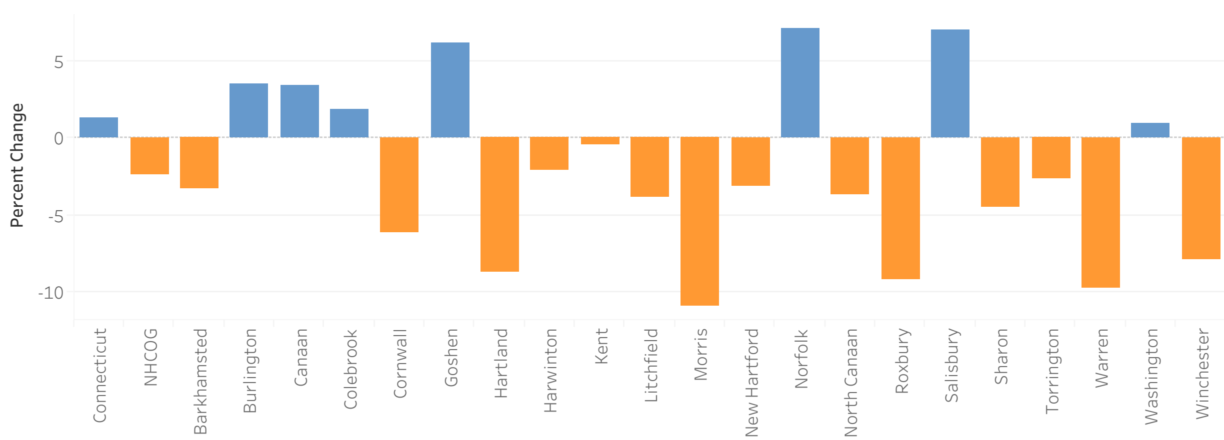
Population & Population Change

The NHCOG region's population is 112,277, according to the ACS 2021 5-year estimates. Torrington (35,447) is the largest town, followed by Winchester (10,335), Burlington (9,511), and Litchfield (8,161).

Between 2011 and 2021, the NHCOG population decreased by just under 3,000 people (-2.4%), and Connecticut's population increased by 1.3%. Much of this decreased happened between 2011 and 2016. From 2016 to 2021, the regional population decreased at a slower rate, by 434 people (-0.39%). Over the same time period, Connecticut's population increased by .47%.

Eight towns had population increases between 2016 and 2021, most notably, Norfolk, which grew by 16% (238 people). Salisbury saw a 10% increase (379 people), and Goshen experienced an 8% increase (220 people). Colebrook experienced a 10% decrease in population (163 people). Winchester's population fell by 591 (5%).

Population Percent Change, 2011-2021



Northwest Hills Data Explorer

Population Overview	Business and Industry Overview	Town Data Explorer	Business Data Explorer	Industry Data Table	Occupation Data Table	Documentation

The analysis below provides an overview on topics such as business, labor force, and commuting using 2021 American Community Survey (ACS) 5-year estimates and the CT Secretary of the State Business Registry. See the Documentation tab for more information about data sources and margins of error.

Businesses
According to the Connecticut Secretary of the State (SOTS) Business Registry, there are 9,043 active businesses in NHCOG as of July 3, 2023. 22% of these businesses registered within the last three years, 28% are 4 to 9 years old, 23% are 10 to 19 years old, and 27% are at least 20 years old. Since January 1, 2020, 2,305 new businesses registered, and 1,262 businesses dissolved. Dissolutions may be understated because not all businesses report their stops to SOTS.

Of businesses that shared their industry information, the most common industries in NHCOG are Real Estate and Rental and Leasing; Construction; Professional, Scientific, and Technical Services; and Health Care and Social Assistance.

Labor Force & Employment Type
The region's labor force participation rate-- the proportion of the population 16 years and over that is in the labor force-- is 65%, very similar to the state's rate of 66%. The rate varies across towns in the region: Colebrook (73%) and Burlington (72%) are over 70%, while three towns are below 60%: Kent (54%), Salisbury (54%), and Norfolk (59%).

Of employed workers aged 16 to 64, 65% of workers in the NHCOG region worked full-time, year-round and 35% of workers worked either part-time or for part of the year. Barkhamsted (74%) and Harwinton (73%) had the highest rates of full-time workers.

10% of workers 16 and over in the NHCOG region are self-employed in their own not incorporated business, compared to 6% statewide. Towns with the highest self-employment rates include Cornwall (18%), Kent (18%), and Washington (17%).

Similar to Connecticut, most commuters in NHCOG drove alone to work (74.1% and 78.5%, respectively). Almost 7% of commuters carpooled, 2% walked, and 10% worked from home. 5.5% of workers worked in another state, compared to 7% of Connecticut workers. In Sharon and North Canaan, 24.8% of workers worked in another state.

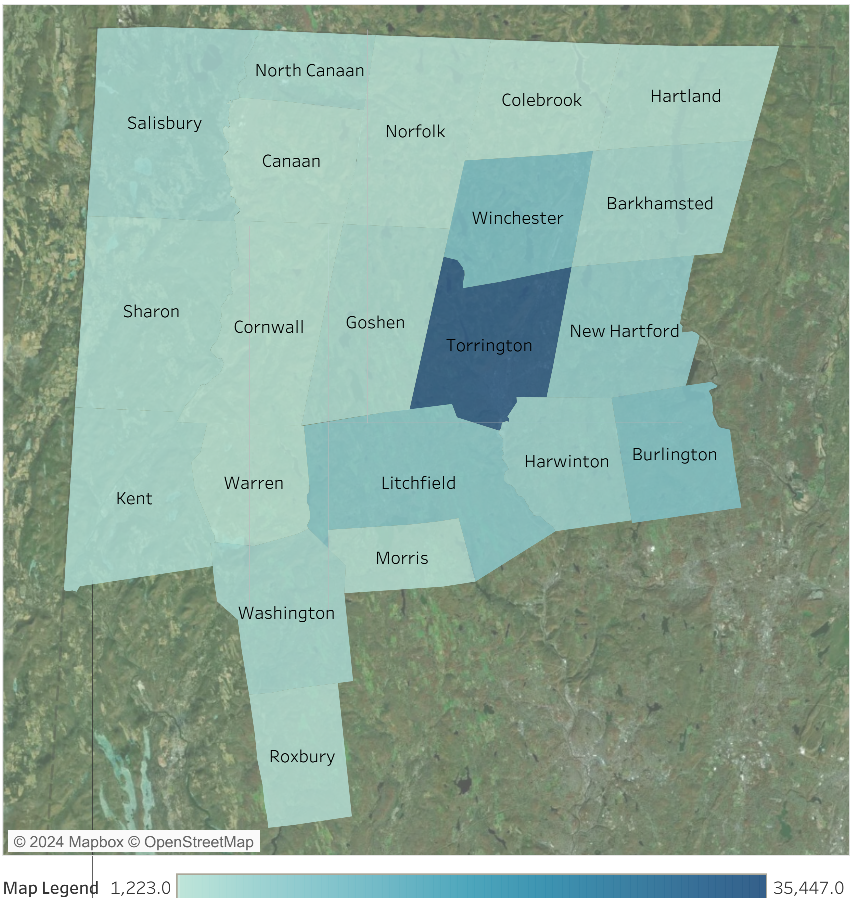
Industries & Occupations
NHCOG's top industries are: Educational services and healthcare and social assistance (26% of workers), Professional, scientific, and management, and administrative and waste management services (12%), Manufacturing (12%), and Retail trade (11%). The breakdown can be seen in the chart below. Compared to the state, the region's mix of industries is similar, although the region is home to proportionally more jobs in the Agriculture, forestry, fishing and hunting, and mining industry.

Nearly half of all jobs in the region are management, business, science, and arts occupations (44%). This is followed by sales and office occupations (20%), service occupations (17%), production, transportation, and material moving occupations (10%), and natural resources, construction, and maintenance occupations (10%). Connecticut's breakdown is very similar, although slightly less of the state's jobs are natural resources, construction, and maintenance occupations (7%).

Northwest Hills Data Explorer

Population Overview	Business and Industry Overview	Town Data Explorer	Business Data Explorer	Industry Data Table	Occupation Data Table	Documentation

This dashboard provides data from the 2021 ACS 5-year estimates on the 21 towns in the Northwest Hills Planning Region. Please see the Documentation tab for more information about Margins of Error and Number of Jobs data...



Select a variable:
Population: 2021 Total

Population: 2021 Total

	Estimate	Margin of Error
Connecticut	3,605,330	
NHCOG	112,277	598
Barkhamsted	3,659	17
Burlington	9,511	22
Canaan	1,223	169
Colebrook	1,422	147
Cornwall	1,379	176
Goshen	3,139	23
Hartland	1,971	224
Harwinton	5,499	19
Kent	2,970	21
Litchfield	8,161	27
Morris	2,149	276
New Hartford	6,685	21
Norfolk	1,685	159
North Canaan	3,209	20
Roxbury	2,104	231
Salisbury	4,048	20
Sharon	2,679	13
Torrington	35,447	33
Warren	1,383	255
Washington	3,619	19
Winchester	10,335	17

Northwest Connecticut CEDS

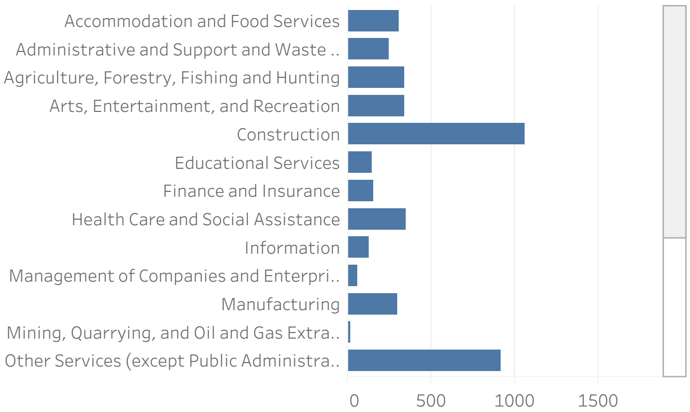
Northwest Hills Data Explorer

Population Overview	Business and Industry Overview	Town Data Explorer	Business Data Explorer	Industry Data Table	Occupation Data Table	Documentation

Select a Town:
NHCOG

Data comes from the Connecticut Business Registry, maintained by the Secretary of the State, Business Services Division. Not all businesses provide industry information or report dissolutions.

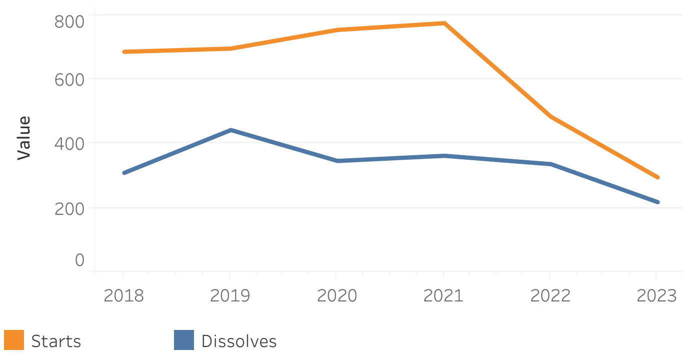
Active Businesses by Industry, as of July 3, 2023



Age of Active Businesses (Years), as of July 3, 2023

Town	Total	0-3	4-9	10-19	20-29	30+
Connecticut	451,728	158,872	128,677	84,237	43,440	36,502
NHCOG	9,043	2,032	2,497	2,096	1,279	1,139
Barkhamsted	174	41	47	40	28	18
Burlington	620	150	190	134	88	58
Canaan	123	33	28	24	20	18
Colebrook	97	19	35	26	6	11
Cornwall	101	25	19	23	20	14
Goshen	304	61	78	87	48	30
Hartland	139	32	36	40	16	15
Harwinton	411	82	135	98	53	43
Kent	363	86	101	82	52	42
Litchfield	993	187	265	243	184	114
Morris	233	43	70	70	32	18
New Hartford	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

Business Starts & Dissolutions, January 1, 2018 - July 3, 2023



Number of Employees per Worksite, Quarter 4 2022

Number of Employees	Number of Worksites	Precent of Worksites
Total	3496	100.0%
0 to <1	699	20.0%
1 to <5	1711	48.9%
5 to <10	516	14.8%
10 to <20	304	8.7%
20 to <50	166	4.8%
50 to <100	54	1.5%
100 to <250	39	1.1%
More than 250	7	0.2%

DOL employees per worksite data is for Torrington-Northwest LMA, since town-level data is not available. It does not include data for Harwington, New Hartford, Barkhams..

Northwest Hills Data Explorer

Population Overview | Business and Industry Overview | Town Data Explorer | Business Data Explorer | **Industry Data Table** | Occupation Data Table | Documentation

Town	Agriculture, forestry, fishing and hunting, and mining		Arts, entertainment, and recreation, and accommodation and food services		Construction		Educational services, and health care and social assistance		Finance and insurance, and real estate and rental and leasing		Information
	Percent	MOE	Percent	MOE	Percent	MOE	Percent	MOE	Percent	MOE	Percent
Connecticut	0.4	0.1	8.2	0.2	6.2	0.2	26.5	0.3	9.0	0.2	2.0
NHCOG	1.3	0.4	7.1	1.0	8.9	1.2	25.7	1.6	7.3	0.8	2.5
Barkhamsted	0.0	2.1	7.3	3.8	9.8	3.9	22.1	6.2	16.3	7.7	1.5
Burlington	1.1	1.1	7.8	2.7	7.9	2.1	23.2	3.7	14.8	3.5	3.6
Canaan	3.7	2.9	7.0	3.3	9.8	3.6	23.4	6.0	4.7	2.7	4.7
Colebrook	0.0	4.4	7.4	4.1	13.7	4.6	24.1	5.8	6.8	3.3	0.3
Cornwall	1.8	1.8	4.9	3.5	12.2	8.2	22.0	5.8	11.3	7.3	2.3
Goshen	1.2	1.3	6.8	3.2	8.8	3.5	28.3	6.8	7.1	3.3	4.5
Hartland	2.5	1.7	4.4	2.8	13.1	4.1	21.3	5.0	10.7	4.2	1.2
Harwinton	0.5	0.5	4.8	2.0	5.6	2.4	24.5	5.1	6.3	3.0	3.7
Kent	1.6	2.6	10.3	6.1	3.9	3.2	35.1	6.9	4.7	4.1	1.1
Litchfield	0.4	0.4	5.3	1.7	11.5	3.4	28.9	3.9	7.3	2.3	2.1
Morris	1.8	2.8	2.5	2.6	3.2	2.3	35.0	9.3	4.8	3.3	7.7
New Hartford	0.0	1.1	6.6	3.7	14.6	5.5	23.5	6.3	10.4	4.7	0.5
Norfolk	0.9	0.9	4.7	2.4	8.6	4.2	20.4	4.5	7.0	3.3	5.9
North Canaan	7.9	8.9	1.8	1.6	13.2	7.8	22.1	7.2	5.5	6.0	2.6
Roxbury	2.5	2.3	5.3	3.0	5.4	2.7	21.5	6.3	12.0	4.6	3.0
Salisbury	3.0	3.3	6.5	4.6	3.7	2.7	22.1	6.3	5.7	4.0	2.7
Sharon	3.9	2.5	11.2	6.7	7.2	3.8	31.2	7.9	4.9	3.2	1.0
Torrington	0.3	0.2	6.9	1.7	9.5	2.7	25.0	2.8	5.1	1.3	1.8
Warren	0.4	0.6	4.6	2.5	5.9	3.3	22.9	5.1	4.6	2.6	0.4
Washington	6.6	7.1	8.0	4.0	3.9	2.2	31.0	7.6	7.6	3.7	4.1
Winchester	1.7	1.8	12.4	6.5	8.1	3.9	29.4	6.0	4.2	2.4	3.1

Northwest Hills Data Explorer

	Management, business, science, and arts occupations		Natural resources, construction, and maintenance occupations		Production, transportation, and material moving occupations		Sales and office occupations		Service occupations	
Town	Percent	MOE	Percent	MOE	Percent	MOE	Percent	MOE	Percent	MOE
Connecticut	45.1	0.3	7.3	0.2	10.4	0.2	20.3	0.3	17.0	0.3
NHCOG	43.6	1.4	9.8	1.1	10.4	0.9	19.6	1.3	16.7	1.2
Barkhamsted	53.1	6.9	8.8	3.3	6.9	3.1	18.3	7.6	12.8	5.4
Burlington	54.9	4.5	8.9	3.0	5.9	1.6	18.6	3.2	11.7	2.8
Canaan	54.0	10.0	7.7	2.9	12.3	5.2	11.6	4.5	14.4	4.8
Colebrook	33.6	6.6	15.9	4.4	11.9	4.5	20.9	5.4	17.7	5.1
Cornwall	49.9	8.5	10.7	8.5	4.9	2.3	18.4	6.9	16.1	4.7
Goshen	50.3	6.1	10.5	3.7	8.3	3.8	19.0	5.4	12.0	4.6
Hartland	43.8	7.0	14.0	4.2	11.1	6.3	15.9	4.8	15.2	4.3
Harwinton	49.5	5.9	7.3	2.3	5.6	2.1	24.4	5.1	13.1	4.6
Kent	41.8	9.1	3.9	3.4	3.9	3.3	13.8	5.9	36.6	9.4
Litchfield	44.5	4.4	12.6	3.1	8.5	2.7	18.4	3.8	16.0	4.0
Morris	47.2	9.8	9.0	4.7	6.1	3.1	18.9	9.8	18.8	6.2
New Hartford	49.7	8.3	12.8	6.0	4.5	2.8	19.4	5.8	13.7	4.8
Norfolk	54.5	7.3	6.9	2.7	7.7	2.8	13.0	4.4	18.0	6.0
North Canaan	33.2	8.8	14.3	6.5	15.7	6.7	19.0	6.0	17.8	7.9
Roxbury	51.7	8.1	4.3	2.3	7.0	3.0	23.6	5.9	13.3	4.7
Salisbury	45.6	9.1	7.6	4.1	6.6	4.1	24.5	8.3	15.7	5.0
Sharon	55.5	12.1	10.0	5.1	5.1	2.9	14.2	6.1	15.2	6.9
Torrington	35.0	2.9	10.1	2.4	16.7	2.2	20.6	2.5	17.6	2.1
Warren	56.5	9.4	5.9	3.2	8.3	4.2	16.0	4.9	13.2	4.8
Washington	56.9	7.4	5.0	2.7	5.1	2.7	19.4	6.6	13.5	4.9
Winchester	36.5	5.9	10.0	4.1	10.3	4.0	20.4	5.5	22.8	7.4

Northwest Hills Data Explorer

This dashboard uses data from the American Community Survey (ACS) 5-year estimates. It is important to note that the ACS is a survey of a sample of residents, not all residents. Therefore ACS estimates have margins of error which provide information about the precision of the estimate. Roughly speaking, we have 90% certainty that the "real" value is around the estimated value plus-or-minus the margin of error. We show the margins of error after each estimate in the tables and maps. Additional information about margins of error is available here.

The ACS is a sample survey administered on a rolling basis. Responses are combined from responses throughout the five year period to create the 5-year estimates, so the 2021 ACS 5-year estimates include data from 2017, 2018, 2019, 2020, and 2021. To look at population change, data from non-overlapping 5-year estimates were used: the 2011, 2016, and 2021 ACS 5-year estimates.

2021 ACS 5-year estimates for Connecticut and for the 21 towns in the Northwest Hills Planning Region was accessed via data.census.gov. Town-level data was aggregated to provide data for the Northwest Hills Planning Region. Margins of error were calculated according to U.S. Census Bureau guidance; more information about margin of error methodology is available here.

Total population data is from Table DP05. Data on self-employment, median household income, labor force participation rate, industry, and occupation come from Table DP03. Full-time and part-time employment data is from Table S2303. Educational attainment data is from Table S1501. Commuting data is from Table S0801.

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Number of jobs data is from the U.S. Census Bureau's Longitudinal Employer-Household Dynamics Origin-Destination Employment Statistics, Workplace Area Characteristics file for 2020. The file only includes data for employees covered by unemployment insurance and does not include self-employed individuals.

Business data is from the Connecticut Secretary of the State Business Registry as of July 3, 2023. Businesses are not required to provide industry information. Not all businesses report dissolutions, so dissolution data may be incomplete.

Number of Employees per Worksite data comes from the Connecticut Department of Labor. Because town-level data is not available, this data is for the Torrington-Northwest Labor Market Area (LMA). It includes all towns in NHCOG except for Harwington, New Hartford, Barkhamsted, and Hartland. Data is from Quarter 4 of 2022. Worksite data excludes government worksites, as well as some multi-location firms and firms without a physical location that are coded as statewide.

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Dashboard and analysis by Connecticut Data Collaborative, last updated July 10, 2023

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NORTHWEST CONNECTICUT

Comprehensive Economic Development Strategy (CEDS)

2023 - 2028 UPDATE

ADOPTED BY NWCT EDC (DATE)
ENDORSED BY NHCOG (DATE)