

New Haven Economic Development Official Statement



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Leading Employers

New Haven is home to many leading international companies.

<i>Organization</i>	<i>Number of Employees</i>	<i>Industry</i>
Yale University	13,767	Education and Research
Yale-New Haven Hospital	12,152	Healthcare Services
Yale Medical Group*	1,245	Healthcare Services
Southern Connecticut State University	1,704	Educational Services
New England Home Care Inc.*	875	Healthcare Services
Knights of Columbus*	750	Financial Services
Sargent Division/ Assa Abloy Inc. *	750	Advanced Manufacturing
Performance Environmental Services*	620	Maintenance Services
Cornell Scott-Hill Health Center	500	Healthcare Services
Comcast Corporation*	450	Information Technologies and Media
Sports Haven*	385	Recreation
Patient Care*	380	Healthcare Services
Easter Seals Goodwill Incorporated*	360	Social Care
Walmart Corp. *	300	Retail Sales
Wiggin and Dana LLP*	228	Professional Services

Source: Business New Haven 2012 and Yale University: <http://onhsa.yale.edu/economic-growth-and-fiscal-impact>

*2012 Data

WELCOME TO NEW HAVEN

New Haven is the social and economic center of southern Connecticut. It is among the fastest growing cities in New England in terms of both population and economic significance. Economic drivers in education, the life sciences, advanced manufacturing, IT, and supporting service industries are supporting new job growth. For the first time since 1991, there are now over 80,000 jobs in the City, making up approximately a quarter of the jobs in the New Haven MSA.

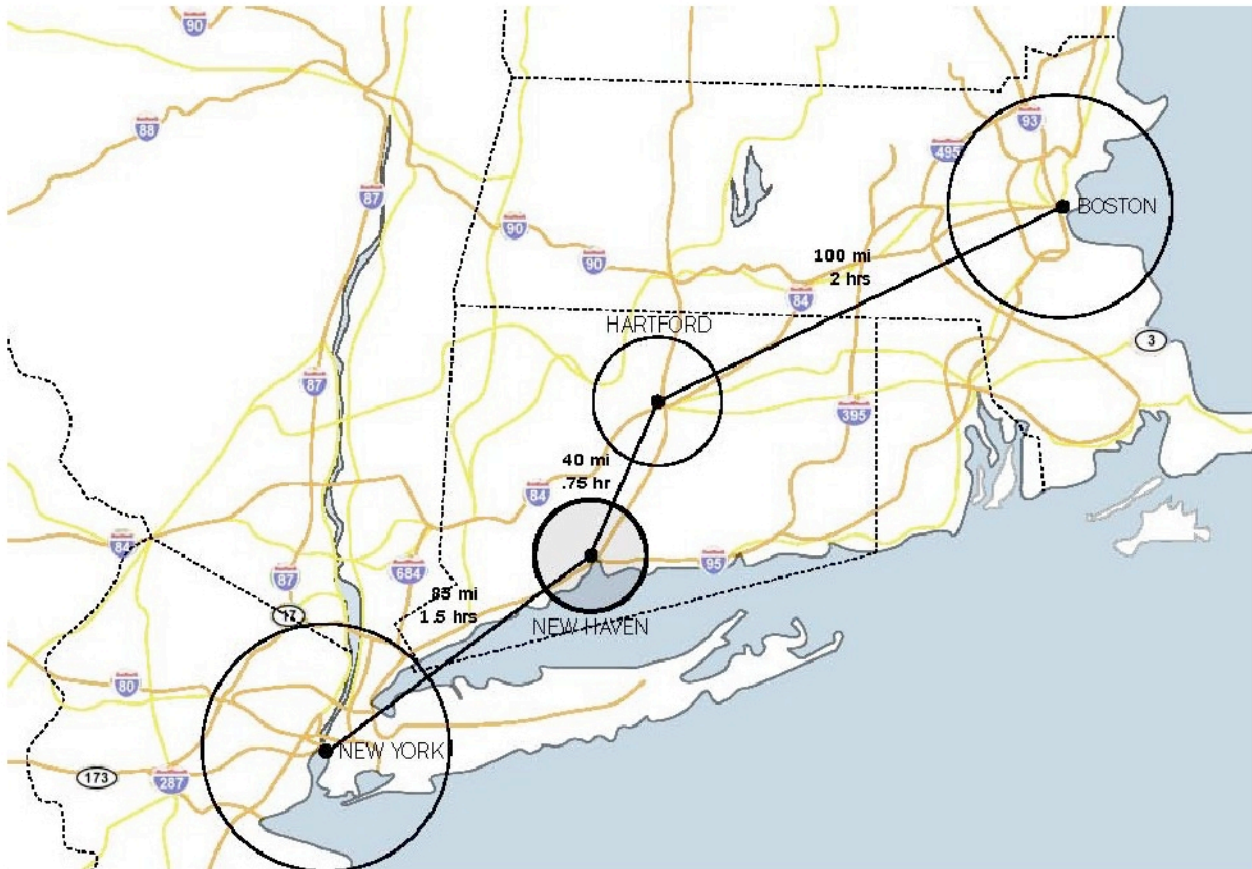
New Haven is a dynamic and growing city, placing its residents, employees and visitors at the cross-section of arts, culture, education, health care, and business. As the second-largest city in Connecticut, with a population of 129,898 (2012 est.), New Haven is the economic center of a broader MSA region of 862,813 people (2012 est.), and is home to an evolving mixed-use urban core, strong and diverse communities and world-class institutions. While already well-established in New Haven, the so-called "eds and meds" (medical, bioscience, and research/development) sector continues to grow. Yale University, Yale Medical School, and the Yale-New Haven Hospital give the city a stable and world-class participation in these sectors. With ample spin-offs from these institutions, entrepreneurial activity in the bioscience field has grown exponentially in New Haven, with room for even further growth in the coming years. Already, 34 of Connecticut's 64 biotech firms are located in greater New Haven.

The Office of Economic Development, in collaboration with other groups in the city, supports a variety of projects and programs to make the economy fertile for growth. The Economic Development Administrator (EDA) oversees all business and regulatory departments and works closely with the Economic Development Corporation of New Haven (EDC), which was founded four and a half years ago, to foster economic growth and expand the City's tax base. The City leverages its own resources through public-private partnerships, engaging private investors and developers in work to achieve greater results than the City could alone. These efforts have produced tangible results keeping the city's economy stable throughout the recession, as well as growing the Grand List and job base as the recession ends. The Grand List currently stands at \$6,093,436,982, down \$10 million from 2013. However, the employment base grew by 3% from 2010-2012, compared to 2% for the State of Connecticut as a whole.

New Haven has great promise and has achieved nationally-recognized success in education reform, medical improvements, urban development, crime reduction, and economic growth.

REGIONAL CONTEXT

New Haven is situated with quick and easy access to the two largest cities in the Northeast. With several major highways passing through the city and frequent service from Amtrak, Metro North, and Shoreline East, travel to and from New Haven is among the most convenient trips in the Northeast.



New Haven is located on Long Island Sound between New York City (75 miles), Boston (140 miles) and Hartford (40 miles), and is directly connected to these cities by Interstates 95 and 91 as well as the northeast rail corridor.

DEMOGRAPHICS

New Haven is the center city for the New Haven - Milford Metropolitan Statistical Area, and is part of the larger New York - Newark, NY, NJ, CT, PA Combined Statistical Area (population 22,214,083). As such, it is the social and economic center of south-central Connecticut as well as the state's youngest, most diverse, and fastest-growing city.

Population

	New Haven	New Haven MSA	Connecticut
Total Population	130,000	862,477	3,574,097
Growth Rate	860,000	38,469	3,405,565
Growth Rate	5%	4.7%	4.9%

Age

	New Haven	New Haven MSA	Connecticut
Population below age 18	23%	21.7%	22.1%
Population between ages 18 and 64	68%	63.3%	63.1%
Population older than 65	9%	15%	14.8%

Race and Ethnicity

	New Haven	New Haven MSA	Connecticut State
White	31.8%	79.6%	82.0%
Black	33.4%	13.9%	11.2%
Hispanic	27.4%	15.9%	14.2%
Asian	4.5%	3.9%	4.2%
Other	2.9%	2.7%	2.7%



The Smilow Cancer Center opened its 168 beds in fall 2008 and is one of only 45 comprehensive cancer centers in the United States, as recognized by the National Cancer Institute.

HEALTHCARE, BIOTECH, & LIFE SCIENCES

Medical District

Healthcare, biotechnology and life sciences are central to New Haven's economy and have been the primary drivers of recent employment and tax base growth. These industries are centered on two core institutions: Yale-New Haven Hospital and Yale University's School of Medicine, both of which are world leaders in healthcare, research, and education that attract patients, doctors, and students from across the world, region, and state. These institutions form the center of a broader regional biotech and life sciences cluster, primarily in the Medical District around Yale-New Haven Hospital and the Yale School of Medicine, as well as in Science Park, which is located just north of Yale University's main campus.

Yale-New Haven Hospital

Yale-New Haven Hospital is the 4th largest hospital in the country, with 1,541 beds and 12,100 employees, and serves as the primary teaching hospital for Yale School of Medicine. It is ranked as the #1 hospital in Connecticut. It provides comprehensive and multidisciplinary care in more than 100 medical specialty areas, and contains Smilow Cancer Hospital, Yale-New Haven Children's Hospital and Yale-New Haven Psychiatric Hospital. Yale-New Haven is widely considered one of the best hospitals in the United States, and is nationally ranked in 8 of 18 specialties by *U.S. News & World Report*. Yale-New Haven ranks in the Top 10 nationally in two specialties, diabetes (#8) and psychiatry (#10).

Yale-New Haven has been expanding significantly over the past few years. In September 2012, it acquired Saint Raphael's Hospital, also located in New Haven, to become the 4th largest hospital in the country by bed count. Yale-New Haven also recently agreed to acquire Lawrence and Memorial Hospital in Norwich, CT.

Yale School of Medicine

Founded in 1810, Yale School of Medicine is the sixth oldest medical school in the country and is a leading institution for bio-medical research, healthcare and education with 4,976 faculty & staff and 1,223 students. The school is consistently ranked as a top 10 school for medical research by *U.S. News & World Report*, and is one of the leading recipients of research funding from the National Institutes of Health. In 2014, it received \$332.8 million in awards from the NIH, the 6th highest total amount in the nation and the 2nd highest per faculty member. There have been 61 Yale-founded biotech companies to date.

Quinnipiac School of Medicine

Opened in 2013 with 60 matriculating students, Quinnipiac University recently has added a School of Medicine. This comes as a much-anticipated addition to a college and graduate program described as noteworthy for having made "innovative and promising changes in academics, faculty, and campus life". Class size is anticipated to grow to 120 students in future years.

100 College Street Medical Lab - Office Building

Construction started on 100 College in June 2013, and when complete in early 2016, it will be the first building developed as part of the City's Downtown Crossing project. 100 College is being built in the former Route 34 highway right-of-way in order to take full advantage of its proximity to Yale-New Haven Hospital and the Yale School of Medicine.

Alexion Pharmaceuticals will be 100 College Street's first tenant occupying nearly all of the 495,000 s.f. building, with 300 employees initially, but with plans to add 300 more over the next five years. Alexion is a global biopharmaceutical company focused on developing and delivering life-transforming therapies for patients with severe and life-threatening diseases, with a strong research pipeline. The company's market cap of \$42.7 billion and global footprint are promising signs of future growth.

- Medical / Lab Space: 495,000 s.f.
- Construction Jobs: 2,000
- Permanent Jobs: 960
- Project Cost: \$140 million

Smilow Cancer Hospital

Completed in 2008, Smilow Cancer Hospital provides individualized cancer treatment regimens in twelve oncology disciplines, and integrates treatment and research with the Yale Cancer Center, an acknowledged leader in cancer care. The facility is one of just 45 comprehensive cancer centers recognized by the National Cancer Institute, and is transforming the City and its medical district into a destination for researchers, medical professionals and patients from around the nation.

- Hospital Beds: 168
- Hospital Size: 497,000 s.f.
- Permanent Jobs: 500
- Project Cost: \$467 million

55 Park Street

Completed in 2008, this building provides complementary support space for Smilow Cancer Hospital and Yale-New Haven Hospital. Because the building is owned by Fusco Corporation, unlike most Yale buildings, it will remain taxable for 30 years per an agreement with the City. From an urban design perspective, the building is an important part of the overall conversion of Route 34 from a limited access expressway into an integrated part of the City's broader fabric.

- Medical Laboratory and Office Space: 150,000 s.f.
- Project Cost: \$80 million

2 Howe Street Mixed-Use Development

In 2009 Boston-based Intercontinental Real Estate Corporation completed 2 Howe Street, the third element of the Smilow Cancer Hospital project. The project provides additional parking and office space for the hospital as well as retail and residential units catering to employees.

- Office Space: 57,000 s.f.
 - Ground Floor Retail: 15,560 s.f.
 - Residential Units: 24 · Parking
- Spaces: 845
- Project Cost: \$70 million

Science Park

Science Park is an urban reuse project located at the former site of the Winchester Repeating Arms Company that is owned and managed by a nonprofit that has successfully redeveloped several of the buildings on the 80-acre campus, and is now home to many innovative corporations, including:

- Clinical Data Inc.
- Vion Pharmaceuticals Inc.
- Ikonisys, Inc.
- Arvinas
- PhytoCeutica Inc.
- Carestream Health Inc.
- Pepsi Research Lab
- Yale University
- Higher One

25 Science Park

In late 2008, Winstanley Enterprises completed the transformation of 25 Science Park into premier class A office space. Yale University's Information Technology and Human Resources departments lease space in the building along with an incubator managed by Connecticut Innovations, Inc., and a Pepsi research lab.

- Office Space: 250,000 s.f.
- Project Cost: \$30 million



Science Park covers 80 acres and is one of New Haven's centers for innovation and economic growth, particularly in scientific research and financial services.

344 Winchester

In 2009, Winstanley Enterprises expanded its commitment to Science Park by investing \$20 million into the shuttered US Repeating Arms Factory. The facility now houses additional Yale University offices and personnel, like 55 Park Street and 2 Howe. Although these buildings are leased to not-for profit institutional users, they are owned by for-profit commercial enterprises and thus remain on the City's tax rolls.

- Office Space: 245,000 s.f.
- Project Cost: \$30 million

Science Park-Winchester Garage/Retail Facility

To support the parking needs of both 25 Science Park and 344 Winchester, in 2010 Winstanley Enterprises constructed a new 1,186 space parking garage with ground level retail space on Winchester Avenue. The project also resulted in significant streetscape improvements including a raised median, planters, street trees, and pedestrian lighting. BL Companies won the AIA Connecticut People's Choice Award 2010 for their plan and design for this building.

- Retail Space: 15,000 s.f.
- Parking Spaces: 1,186
- Project Cost: \$30 million



From left to right, top to bottom: Gateway Community College library, Quinnipiac University athletic facilities, Albertus Magnus College Main Entrance, Southern Connecticut State University aerial view, University of New Haven football team, Yale University graduation.

EDUCATION & RESEARCH

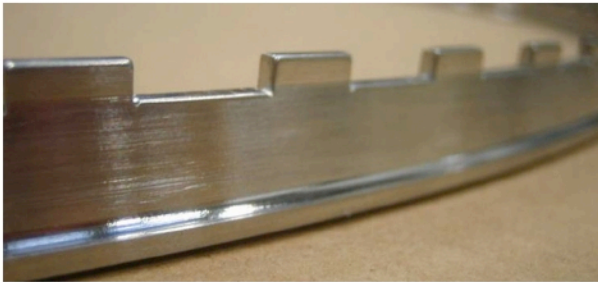
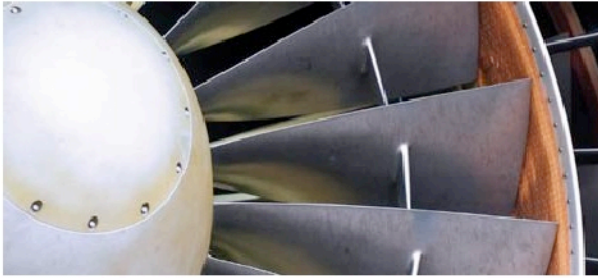
Yale University, Southern Connecticut State University, Albertus Magnus, the University of New Haven, Quinnipiac University and Gateway Community College all call the New Haven region home and are major drivers for the local and regional economy. In the New Haven region, educational services employ 24,000 people. More importantly, however, these schools are expanding. Yale recently opened its new School of Management building, adding 200 students. In addition, Yale is building two new residential colleges, which will cost \$600 million to construct and add 800 additional students, faculty and staff. Gateway Community College also recently completed its new Downtown campus, which brings 11,000 students and faculty to the City each day. Southern Connecticut State University recently opened a nanotechnology program with a four course graduate certificate program open to the entire Connecticut university system. A regional leader in science and technology, its Masters program in Computer Science was recently entirely redesigned, now ending with a signature capstone project.

Source of Innovation

New Haven's universities also provide a platform from which the City can compete in the global arena. For example, Yale has \$360 million in federal R&D obligations, which ranks 14th nationwide, and its Cooperative Research Technology Transfer program has been instrumental in attracting new biotechnology companies to the region. Additionally, Yale has produced some 40 new start-up companies in Greater New Haven. These companies have attracted over \$3.6 billion in private capital.

Yale University, in particular, has a truly global reach and includes 2,239 international scholars and 2,135 international students, all of whom contribute to the basic economy. As a basic industry, Yale's ability to form partnerships across the globe creates significant academic and economic opportunities. Yale provides financial assistance to every undergraduate seeking the opportunity to intern or study abroad. President Peter Salovey has positioned the university to form longstanding partnerships in China, with over 60 faculty members participating in Yale-China programs, and by establishing Yale-NUS College—the first liberal arts college in Singapore.

Institution	Employees	Enrolled Students
Yale University	13,767	12,336
Southern Connecticut State University	1,704	13,094
Albertus Magnus College	325	2,250
Gateway Community College	257 Full-time, 477 Part-time	8,201
University of New Haven	901	6,555
Quinnipiac University	1,555	8,352
Total	18,986	50,788



The City of New Haven developed a comprehensive economic development plan for the Mill River Industrial District. The plan intends to preserve the 3,000 existing jobs and help bring new businesses to the district while revitalizing underutilized spaces like 458 Grand Avenue. It is already home to many manufacturers including acclaimed Assa Abloy, Space Craft, Aqua Comfort and more.

ADVANCED MANUFACTURING AND SPECIALIZED FOOD SERVICES

Despite significant deindustrialization, manufacturing and food services remain important components of New Haven's overall economy, but with fewer employees, far greater specialization, and more advanced fabrication methods. New Haven is home to several specialty manufacturers, such as Assa Abloy, a global leader in lock production; Uretex, a high-tech fabric manufacturer; and Space Craft Manufacturing, a precision parts manufacturer for jet engines. Many specialized food service companies are based in New Haven, including bakeries, meat packers, distributors, and food wholesalers, such as Onofrio's Ultimate Foods, a wholesale plant-based food production company; Palmieri Food Products, a boutique Italian food producer; FreshBev, a premium-quality juicing company; and Chabaso Bakery, a leading regional bakery that sells to all major grocery stores.

Most of New Haven's manufacturers and food service companies are concentrated in the Mill River Industrial District, the River Street Industrial District and Long Wharf Food Terminal. All three of these areas are currently receiving significant investment from the City and State in order to further advance these important sectors of our economy.

Mill River District Planning Study

The Office of Economic Development, in partnership with the Economic Development Corporation (EDC) of New Haven, recently completed an economic development study of the Mill River Industrial District. The district is home to a municipal development plan area, which has been instrumental in stabilizing the district and may be expanded to address deteriorating and vacant properties along the river to take advantage of emerging growth opportunities in advanced manufacturing and food processing. The study will help guide development in Mill River to preserve existing jobs and create new ones, while enhancing the district's physical appearance through public and private investment.

Current efforts include the creation of an innovative zoning scheme for the district, exploration of waterfront protection methodologies and development of an infrastructure investment strategy, coordinating with the Housing Authority of New Haven on the Farnam Court Redevelopment, and redeveloping the CT Transit garage at 470 James Street.

River Street Municipal Development Plan

The City created the River Street Municipal Development Plan (MDP) in 2002 to ensure the responsible development of the 53-acre industrial district in Fair Haven bordered by James, Ferry, and Chapel Streets, and the Quinnipiac River. To date, the city has approved over \$20 million worth of investment from City, State, and Federal funds to generate jobs, preserve historic buildings, explore the creation of entertainment, sports, and "maker" space, and enhance access to the waterfront. There are also expanding businesses like New Haven Awning and Fair Haven Furniture.

Successes to date include:

- New businesses attracted: Capasso Restoration, New Haven Awning, EHR Design, Luckey Playgrounds, and Galicia United
- Approximately 100 new jobs
- Lloyd Street Reconstruction and boat launch using \$1.6 million in EDA and EPA grants
- 56 River Street remediation complete using EPA funds
- 100 River Street remediation in progress
- 142 River Street (New Haven Pipe Bending) cleanup and building partial demolition, stabilization, and abatement planning in progress
- 198 River Street (Bigelow Boiler) partial remediation and partial building demolition, stabilization and abatement to be completed

- 34 Lloyd Street cleanup and parking lot development for Capasso Restoration to be completed
- Reconstruction of River Street and blocks of Blatchley Avenue, Lloyd Street, and Poplar Street
- New sidewalks on Chapel Street
- Continued environmental site assessment at various sites

Long Wharf Food Terminal

The Long Wharf Food Terminal is home to many successful restaurants and food trucks that are all very popular and draw activity to the area. A New Haven hallmark since the sixties, this terminal has inspired the city to establish a Food Incubator. The project is still in its early stages, but entrepreneurs have shown great interest already. This Food Incubator would serve to help both small restaurants and other specialized food service companies take root here in New Haven. The city has a bustling gastronomy industry, and both the Terminal and the Incubator would help grow that industry.



Clockwise: Idiom Boutique on Chapel Street, the Apple Store New Haven on Broadway Avenue, Book Trader Café and Bookstore, Wave Gallery on Chapel St. and Broadway Avenue during College Night, an event to promote retailers in the early fall.

CULTURE, RETAIL AND ENTERTAINMENT

As Connecticut's cultural capital, New Haven attracts visitors from across the state for shopping, dining, arts and entertainment, all of which contribute significantly to the local economy and vitality of the city.

Shopping

New Haven is home to world-class shopping featuring more than 50 specialty boutiques among four distinct shopping districts - Broadway, Chapel, Audubon and 9th Square - all of which are easily navigable on foot. Located in the heart of the Yale campus, the Broadway District features the largest Barnes & Noble Bookstore between Boston and New York City, Connecticut's third Apple Store, J. Crew, and the state's only Urban Outfitters. The Chapel Street Historic District, home to the Yale Center for British Art and the newly refurbished Yale University Art Gallery, also features several high-end shops as well as one-of-a-kind boutiques. The Audubon Arts & Retail District features multiple art galleries and learning centers as well as a unique home furnishing store. Ninth Square represents a revitalized area between the heart of Downtown and Union Station. The area is home to several businesses that were the product of Project Storefronts including the Grove and Artspace. Some of the City's best wine bars, restaurants, and coffee shops can be found here.

Dining

New Haven is a regional culinary destination drawing visitors from around the State and Southern New England. Options range from world-famous "New Haven-Style Pizza" to Louis' Lunch, the site of the first hamburger, to international cuisines including Ethiopian, Spanish, French, Greek, Latin, Mexican, Italian, Thai, Chinese, Japanese, Vietnamese, Korean, Indian, Jamaican, Cuban, Peruvian, Syrian/Lebanese, and Turkish. This wide selection of options at a variety of price points has made New Haven the culinary heart of Connecticut, and has attracted investment from major regional and national restaurateurs and companies. For example, in July 2012, Shake Shack, a high end regional fast food chain, opened in the heart of Downtown and has since been followed by Tarry Lodge by Mario Batali.

Art Galleries, Museums & Theaters

New Haven has a strong collection of museums, art galleries and theaters that attract approximately 800,000 visitors to the city each year:

- **The Yale Art Gallery** possesses a remarkable collection of masters and modernist works that elevates it to the level of major public art museums in cities like New York and Washington, D.C. The Gallery was built by modernist architect Louis Khan. The Gallery was expanded in 2012 for \$15 million, earning the American Institute of Architect's Honor Award for the preservation and restoration efforts. An estimated 150,000 visitors go to the Yale Art Gallery each year.
- **The British Art Gallery** contains the largest, most comprehensive collection of British art outside of the United Kingdom. The British Art Gallery attracts an estimated 110,000 visitors per year.
- **The Peabody Museum of Natural History** has an incredible collection of artifacts and exhibitions spanning 4 billion years of history. It is in the top 12 natural history museums in the nation, and benefits from frequent exhibitions coordinated with Yale professors and their work. This is the most visited museum in New Haven with 160,000 visits annually.
- **The Knights of Columbus Museum** hosts special religious art exhibits and information about the organization's history and roots in New Haven. Approximately 26,000 visitors come to this museum every year.
- **The Museum of New Haven** provides a thorough history of the Elm City from its founding in 1638 to date. Its Whitney Library and many special exhibitions offer its 15,000 annual visitors many opportunities to engage.
- **The Connecticut Children's Museum** houses day care programs and education for care providers. It is an exceptional, cutting-edge facility with roughly 16,500 visitors annually.

- **The Shubert Theater** welcomes approximately 100,000 patrons annually to see the latest Broadway shows, from Book of Mormon to Les Miserables. It is celebrating its centennial in 2015.
- **The Long Wharf Theatre** attracts more than 100,000 patrons annually to view imaginative revivals of classics and modern plays. Past productions have earned Pulitzer Prizes, Tony Awards, and the New York Drama Critics' Award.
- **The Yale Repertory Theatre** is a Tony Award winning institution that partners with the premier Yale Drama School. With performances each season, the Yale Rep draws X to New Haven regularly.
- **The New Haven Symphony Orchestra** is the fourth oldest symphony orchestra in America. It performs regularly in Woolsey Hall at Yale but has toured internationally. A well attended Symphony, this draws 120,000 spectators annually.

Long Wharf Info Center

In 2015, the City of New Haven issued and selected a respondent to a Request for Proposals (RFP) to renovate and enhance its Long Wharf Info Center as a food service and resource and information center. The City intends to restore and augment this facility's amenities for visitors and travelers by creating an affordable take-out restaurant that will complement the Info Center's role as a gateway to the City. Throughout the rest of this year, the City will work with the respondent to prepare updated design renderings for the building, finalize operational parameters, and assist in site plan review and approval processes to completion in 2016.

Special Events

- **The International Festival of Arts + Ideas** in early summer draws not only performers, but also inspiring speakers and artists from around the world. The events take place in the heart of the city, on the New Haven Green.
- **The Connecticut Open** at Yale is a major stop for female players on the international tennis tour. Just one week before the nearby US Open Tennis Championships, this event draws 50,000 spectators and boasts 20 hours on CBS and ESPN2 annually.
- **Concerts on the Green** is a set of summer shows that bring the community together several times each season to enjoy popular music.
- **The New Haven Jazz Festival**, consisting of one landmark event and multiple smaller, pop-up jazz-themed events all week long, usually draws between 2,000 and 5,000 attendees.
- **On 9** is a year-round series on the first Friday of every month that brings together businesses from the 9th Square and Downtown to put on a themed set of events and activities. An On 9 event typically includes engaging opportunities for consumers to meet business owners. Examples include restaurant samples, previews, performances, special sales, art shows and raffles. Attendance is typically approximately 200 people, helping to bring in significant traffic to Downtown New Haven and the 9th Square.



The International Festival of Arts and ideas has attracted over 1 million visitors since its founding in 1996.



The Yale University Art Gallery hosts over 150,000 visitors per year. Designed by the legendary architect Louis Kahn, the building reopened recently after \$15 million of renovations.



The New Haven-born company Digital Surgeons has won many awards for their Lady Gaga Campaign for the luxury retailer, Barney's.

INFORMATION TECHNOLOGIES AND NEW MEDIA

Information technologies and new media are small but increasingly important sectors in New Haven's economy, and are poised for significant growth. For example, Digital Surgeons, a marketing firm focused on web design and other technology and web-based marketing tactics, has recently achieved national recognition through its Webby Award winning "GaGa's Workshop" for Barney's New York website.

Another company, Grewal Software LLC was founded here in 2011. It has launched its first software package, Veoci, to help companies deal with emergency management through streamlined instant messaging between groups and other helpful features. Currently the company is testing new products and collaborating with City government to launch test runs of products. The company is predicted to grow to 40 employees in the next year.

SeeClickFix is a New Haven start-up that is growing exponentially. It works by allowing citizens to virtually report problems or crimes that they see and then facilitating communication between the citizens and city officials to address the problem. Several major cities have adopted the online platform including Washington, D.C., Houston, Philadelphia and Tucson.

Square 9

Square 9 Softworks (Square 9) is a New Haven based, industry-leading developer of innovative, award winning, business centric software solutions. Dedicated to making Content Management available to organizations of all sizes, Square 9 designs highly-scalable solutions built on open architecture and cutting edge technologies that drive efficiency and productivity across multiple vertical and horizontal business applications.

Economic Development worked closely with the company to identify a new location for its expanding operation. The company has signed a lease for 20,000 square feet of space at 123 Church Street and is moving into the location by the end of summer 2015. Square 9 has created a sustained history of strong growth and job creation since its inception in 2006 and is projecting to hire a minimum of 12 additional employees over the next 12 months and a total of 50 employees over the next five years.



Higher One provides specialized financial services to 1,300 schools and over 10.3 million students across the nation.

FINANCIAL AND PROFESSIONAL SERVICES

New Haven is home to major financial services companies, up-and-coming industry stars, and small community service providers. The Knights of Columbus, founded in 1882, are headquartered in New Haven and is a Fortune 1000 insurance company employing 850 people. The Knights currently have more than \$80 million in life insurance, annuities, disability insurance, and long-term care insurance in force, as well as \$15.6 billion in assets.

Higher One, a company created by Yale alumni that provides students with customized financial services through college business offices, is a more recent addition to New Haven's financial industry. The company, founded in 2000, already provides services to 10.3 million students through 1,300 schools. In 2012, it was listed as one of the "Best Places to Work" by Fortune and is part of Deloitte's "Fast 100."

Professional and government services are also important to the local economy. With proximity to a large number of federal and state administrative agencies and federal and state courts, New Haven has a large concentration of attorneys and legal service companies. There are 110 law firms in the City, representing approximately 10% of the state total. In addition, there are some 75 architecture firms employing more than 500 professionals and support staff. The government sector includes major federal facilities, mainly at the Giaimo Federal Services Building in Downtown. The Federal Bureau of Investigation, Naval Reserve Center and United States Coast Guard also have stand-alone regional centers in the City.



The Coliseum redevelopment site is currently in the early phases of design and construction. Upon completion it will be a 1,000,000 sq. ft. mixed use development including space for homeownership, residential rental units, retail, recreation, and leisure.

RESIDENTIAL AND MIXED-USE DEVELOPMENT

Economic Development engages in large scale real estate development projects to enhance our communities built form, and to grow the City's jobs and tax base. Less than 4% of New Haven's 18.5 square miles is developable land. It is essential that we continue to grow our City in order to pay for needed services like education and public safety.

Due to economic growth and the city's low residential vacancy rate, one of the lowest in the country hovering around 2%, private developers have been increasingly interested and active in New Haven. The diverse mix of long-time residents and the constant influx of new employees and students support strong rental and homeownership markets.

Over the past five years, New Haven has seen a significant increase in private investment in its real estate. Smaller local and regional development interests have made over \$35 million in investments into the City's smaller multi-family (3-20 unit) housing stock. These investments, in concert with the larger development activities by private developers and the New Haven Housing Authority (Elm City Communities), have helped reduce the City's vacancy rate and increase the overall quality of housing stock.

Recently Completed Projects

360 State Street

In 2009, Becker and Becker completed the redevelopment of one of the most prominent city-owned sites: a former department store, which had been a surface parking lot for over 40 years, at the corner of Chapel and State. The LEED Platinum, \$190 million, 500-unit, 32-story luxury apartment / mixed use tower is the largest private investment in downtown New Haven in more than two decades. The development also includes 20,000 s.f. of ground floor retail / urban grocery store, 500 spaces of structured parking, as well as planned office space. The development is expected to generate more than \$3 million in property taxes by 2013. The building is currently 97% occupied, profiting from the strong demand for proximity to Downtown amenities, the medical district and Yale University.

Crown Street Apartments

PMC Realty Group opened the building at 38 Crown Street in 2011 with 82 units of luxury rental space. Located in Ninth Square, the building helps to promote the atmosphere of the neighborhood through its well-designed exterior and retail space on the ground floor.

RMS Development (Chapel & Howe)

In 2013, Stamford based RMS Development received the necessary approvals for a 132 apartment development with ground floor retail on a surface parking lot in the Chapel West section of Downtown. Now complete, the new building features a rooftop deck and fitness center. The developer invested \$35 million of his own money and received no public subsidy for the project.

Winchester Lofts Development

A leading Ohio development company, Forest City, is transforming an abandoned rifle factory that was once the economic engine of Newhallville through a \$54 million historic rehab project that will result in 158 apartments, 20% of which will be affordable, government subsidized housing. The project started construction in Summer 2013 and opened to tenants in the summer of 2015.



Winchester Lofts Redevelopment (top left), CenterPlan Development (top right), Chapel & Olive Apartments (bottom left), 205 Church Street (bottom right)

Project Pipeline

Over 600 residential units received approval or are under construction in New Haven, and another 550 are in the planning stage.

205 Church Street

Cooper Square Realty bought 205 Church Street, a historic office building at the heart of Downtown, in April 2013 for \$13.5 million. The 175,000 s.f. building has sat mostly empty since 2009, and will be converted into 145 luxury apartments by Summer 2015. The building will provide tenants with parking and a fitness center. The project requires no public subsidy and is entirely privately financed.

CenterPlan Development (College & George)

CenterPlan Development received approval in June 2013 for a six-story, 160-unit apartment building with 20,000 s.f. of ground floor retail at the center of Downtown. With an underground parking garage with 138 spaces, the building will cost \$50 million and will replace a surface parking lot and two story office building. The project is entirely privately financed and anticipated completion date is Fall 2015.

Chapel & Olive Apartments

Spinnaker Real Estate received approval from the Board of Aldermen for a zoning text and map amendment to allow a Comcast office building to be developed into over 220 units of market rate housing with ground floor retail in the Wooster Square neighborhood. The \$35 million development will start in 2016, pending resolution of litigation.

Star Supply

Goatville Development LLC is building a mixed-use development consisting of 235 apartment and townhouse units (with available parking), and up to 15,000 s.f. of retail space. The development involves the preservation of the historic Star Supply building and features brick and clapboard townhouses with porches that greet the neighborhood, as well as pedestrian mews with "urban gardens" off of Mechanic Street. The project is scheduled to open in 2016.

Torrington Site (87 Union Street)

Petra Construction, in collaboration with David Adam Realty, is replacing a series of warehouses and a plumbing supply store with six wood-framed stories of market-rate studios, one-, two- and three-bedroom apartments, as well as townhouses and ground-floor retail on Olive Street. The project would face Olive Street, Union Street, and Fair Street, with a potential extension that would connect Olive and Union. The total project will consist of approximately 325 market rate units and will start in 2016, pending resolution of litigation.

Former New Haven Coliseum Site

In September 2011, the City of New Haven entered into a Memorandum of Understanding (MOU) with Live, Work, Learn, Play (LWLP) and Newman Architects as the preferred development team for the former Coliseum site. The City's objective is to redevelop the 4.5 acre former Coliseum site into a vibrant mixed-use neighborhood that helps connect and grow this section of the City. LWLP was selected through an RFQ process involving City officials and community members (Board of Aldermen, City Plan Commission, and Town Green Special Services). LWLP has begun predevelopment work with the goal of negotiating a Development Agreement and Land Disposition Agreement. During this predevelopment period, LWLP is conducting various market studies for potential uses and developing concept plans for development approaches that look at shared parking and loading opportunities. They will also host a number of workshops to get community input. The total project cost is estimated to be \$300 million.



Downtown Crossing broke ground in March 2013 leading the way for the headquarters of Alexion Pharmaceuticals and a new chapter in New Haven's development and growth in a competitive 21st century economy (Photos courtesy of the New Haven Register and New Haven Independent)

TRANSPORTATION INFRASTRUCTURE

New Haven, often considered the gateway to New England, is an important transportation hub situated between New York and Boston. Maintaining and further developing the transportation infrastructure is therefore a critical component of economic development. The City thusly works closely with federal and state partners on ambitious plans to go beyond state-of-good repair improvements to make forward-thinking and job-creating investments.

Downtown Crossing/ Route 34

This project is the City of New Haven's ambitious effort to replace Route 34, a .8 mile limited-access highway that cuts through Downtown, with a pair of urban boulevards. The full removal of Route 34 will reconnect Yale-New Haven Hospital, Union Station, the Hill neighborhood and Downtown as well as open over 10 acres of land for new development. The project consists of three phases, with Phase 1 near completion. With each phase, New Haven is increasingly a more livable city with safer streets on which to walk, bike and drive. From an economic development perspective, the project will expand the city's development footprint by re-purposing land currently occupied by the highway while generating jobs and growing the tax base.

Phase 1 Downtown Crossing and 100 College Street

The US DOT awarded the City a \$16 million TIGER II grant in October 2010 and Phase 1 construction began in February 2013. This phase includes:

1. Conversion of North and South Frontage Roads to urban boulevards with various road, streetscape, bicycle and pedestrian enhancements between York Street and Union Avenue
2. Reconfiguration of local street connections
3. Removal of the existing College Street Bridge and replacing it with a fill structure

All elements are designed to citywide Complete Streets standards and support the economic development of Connecticut's growing life sciences industry. This work will enable the construction of 100 College Street, a 495,000 s.f. medical/ lab building, and the first development in the former highway corridor. The infrastructure work will be completed in 2015 and the building will open in the first quarter of 2016 as the new headquarters of Alexion Pharmaceuticals as well as other smaller tenants. The development will strengthen New Haven's life sciences industry and allow it to compete at a global level for future jobs. Involving at least \$100 million in private investment, this project represents a unique opportunity to leverage the removal of Route 34 and convert much of the right of way into an economic engine designed to generate future growth, increase the tax base and create hundreds of new jobs, both during construction and permanently thereafter.

- Construction Jobs: 2,000 (25% resident, 25% minority hiring, 6.9% women hiring goals)
- Permanent Jobs: 600 - 960 (at all skill levels) and up to 2,700 indirect jobs in the economy
- Economic Impact: \$73 million (direct) and \$152 million (indirect)

Phase 2 Downtown Crossing and Coliseum Site

In 2014, the State of Connecticut awarded a \$21.5 million grant toward the construction of Downtown Crossing Phase 2 which involves the reconnection of Orange Street, as well as storm water and bike/pedestrian improvements in the southeastern section of the central business district. State assistance is matched by \$12 million in City bonds. The Phase 2 infrastructure improvements enable \$300 million of private investment at the former Coliseum site, which is proposed to be a 1.1 million s.f. mixed use and mixed income development. This public-private opportunity is further validation of the good investments and substantial progress made through execution of the Phase 1 Downtown Crossing project.

Phase 3 Downtown Crossing (Temple Street)

The third and final phase of Downtown Crossing involves the reconnection of Temple Street from MLK Boulevard to South Frontage Road. The project, now in design, will open up new development parcels to the east and west of the new Temple Street crossing.

Public Transportation Infrastructure

The City, State and Federal government are also investing heavily in the City's public transportation infrastructure. New Haven is the hub of all passenger rail service in Connecticut, historic Union Station is the eastern terminus of Metro-North Railroad's New Haven Line; the western terminus of Shoreline East, and the intersection for AMTRAK service into northern New England. Union Station serves more than 3,500 passengers daily, the fifth busiest station on the New Haven line. New Haven is also one of the busiest AMTRAK stations in the country, serving more than 700 passengers daily, approximately 43% percent of all AMTRAK passengers in Connecticut.

State Street Station

In 2000, as part of the I-95 project, ConnDOT built a new station on State Street in Downtown New Haven. State Street Station provides easy access to and from Downtown for commuters and travelers using Shoreline East and Metro North, and has also attracted new development to the area. For example, the adjacent 360 State Street development is the largest private construction project Downtown in more than 30 years. In support of the new Hartford Line commuter rail service, the ConnDOT likewise was awarded a USDOT TIGER grant to develop a second platform. The Hartford line is expected to attract over 600,000 annual passengers once completed. State Street, as a southerly hub for the service, will provide direct access to the central business district for commuters from as far away as Springfield, MA.

Union Station Transit Oriented Development

Union Station is a tremendous asset for New Haven, not only as a transportation hub, but also as a welcome mat and economic catalyst. It is a hub of Amtrak, Metro-North and Shoreline East. With that in mind, the City and State are pursuing policies to address the station's commuter parking crunch as part of a comprehensive transit oriented development program consisting of mixed-use commercial and residential developments within ½ mile of the station, including portions of the station site itself. It is now the 10th busiest Amtrak station in the nation. In total, over 400,000 passengers come through the station annually, a 195% increase in passenger traffic since 1999.

Union Station Rail Maintenance Facility

The New Haven yard is among the largest rail maintenance facilities in the Northeast and CT DOT is investing approximately \$1.4 billion to bring the yards into a state-of-good-repair and to prepare the shop for care and support of the existing M-2, M-4, and M-6 rail cars. The facilities will expand as Metro-North continues to roll out 300 state-of-the-art M8 railcars to replace the existing fleet.

New Haven-Hartford-Springfield Commuter Railroad

This joint venture between Connecticut and Massachusetts will establish new commuter rail service between New Haven and Springfield, Massachusetts. New Haven would serve as the southern terminus of the line. Initially approved in 2006 for 11 stations, the project cleared a significant hurdle in January 2010, as the State of Connecticut approved \$26 million in funding to design phase for the necessary restoration of double track along the 62 mile route. In February 2010, the project received \$40 million in additional funding from the federal government to reestablish double tracking along the route. The project is expected to allow speeds as high as 110 miles per hour and will include electrification of the entire 62 mile line at a cost of \$650 million. The line is anticipated to draw over 600,000 annual passengers once completed.

Port of New Haven

The Port of New Haven is the largest deepwater commercial port in Connecticut and a leading port of call on the Atlantic Seaboard. The port is ranked #49 in the nation for domestic trade (5.8 million short tons) and #53 in the nation for foreign trade (2.6 million short tons) based on 2013 volume. The Port of New Haven moves 55% of the annual tonnage entering through Connecticut ports, including 71 percent of all petroleum and 98 percent of all manufactured products. The New Haven Port Authority secured an additional 14 acres of land to address the critical need for port storage and lay down space.

Boathouse at Canal Dock

The City is constructing a new \$30 million boathouse, education and waterfront recreation center for the public as well as the planned new home for parts of the University of New Haven's Marine Biology Program. The project is funded by ConnDOT as part of the I-95 mitigation program. Construction for the boathouse platform is now complete and building construction is expected to begin later in 2015.

Tweed New Haven Regional Airport

This airport is vital in the region for both the commercial carrier service provided by American/US Airways and the service it provides to professionals, especially in the medical industry for organ transport. Runway Safety Areas (approx. \$25 million investment) along both ends of the main runway 2-20 were built in 2009. The two principal Taxiways, A and B were renovated in 2010 and 2011 for approximately \$6.5 million. Tweed continues to underperform relative to its market. With under 40,000 enplanements per year, Tweed is one of the most underserved markets in the country. Therefore, the City continues to advocate aggressively for extension of the main runway 2-20 in order to make the airport more attractive to commercial air carriers. Target markets include Washington, DC, Florida and Chicago.

Farmington Canal

Once a railroad, the Farmington Canal Heritage Greenway covers 84 miles from New Haven, CT to Northampton, MA. Currently over half has been developed as a paved trail, and the rest is in progress. The City is helping to reconstruct the portion between Temple Street and the New Haven Waterfront. Upon completion, this will give people in nearly all of New Haven to bike, walk or run to Downtown easily. The Construction documents are 90% complete and the Office of City Plan is expecting to go to bid in the Fall of 2015.

New Haven Harbor Crossing Corridor (I-95) Improvement Project

New Haven is at the center of interstate traffic between New York City and Boston, and as a result Interstate 95 carries approximately 140,000 vehicles per day. To accommodate this traffic, ConnDOT is reconstructing and expanding 7.2 miles of I-95, between Exit 45 in New Haven and Exit 54 in Branford. The new Pearl Harbor Memorial Bridge, the centerpiece of this effort, will be a signature ten-lane extra dosed cable-stayed bridge, the first of its kind in the United States. The corridor project also includes improvements to the I-91/I-95 Interchange, such as the new I-95 flyover, which improves access into the City for east-bound traffic.

- Project Duration: 1999 - 2018
- Project Cost: \$2.2 billion

Bike and Pedestrian Infrastructure

As the fifth largest city in New England, New Haven has the highest percentage of residents who use non-motorized transportation to work, and as more people walk and bike to get to work, the City is investing more heavily in its sustainable transportation infrastructure. In 2009, the Farmington Canal Greenway was connected at the Hamden town line creating uninterrupted access from the outer suburb of Cheshire to Downtown New Haven, a distance of over 10 miles. In 2010, the City completed the Downtown Bike Accommodation, which consists of over 7.8 miles of shared lane markings and way finding signage. The Accommodation connects the Greenway to Westville, Union Station and the Broadway districts. Today, New Haven has 14 miles of bike lanes and 29 miles of sharrows, the most extensive urban network in Southern New England.

Bicycling Infrastructure

New Haven now has roughly 40 miles of bike lanes, bike paths, and shared lane markings in support of a growing bike-to-work community. According to the 2011 US Census American Community Survey (ACS) estimates, 31.3% of total occupied units in the city (nearly 15,300 occupied units) or 17.4% of workers (16 years and older) had no vehicle available. The ACS estimates also indicated that at least 13% of workers (7,600 people) walked to work and 4% of workers (nearly 2,000 people) biked to work. The proportion of people who bike to work in New Haven increased from 0.5% of total population in 1980 to 4% of total population in 2011. The City has also been conducting point-in-time counts of bicyclists and pedestrians at key intersections in Downtown since 2009. The results indicate that bicycle volumes have increased 45% at specific key intersections in Downtown from 2009 to 2011. In 2015, the City intends to construct its first fully-separated bike facility along Edgewood Avenue.

Complete Streets Manual

In an effort to promote and facilitate street safety, the city has adopted a multi-faceted approach. In 2008 the Board of Alderman created a Complete Streets Steering Committee to design an educational campaign and the Complete Streets Manual to help guide both activity and design of New Haven streets making them as safe as possible. The Manual provides technical guidance on the building, rebuilding, repair and rehabilitation of city streets with the intent of balancing the needs of all users. It is guided by a set of principles appropriate for an evolving understanding of the importance of streets to the social and economic fabric of community. Also, the manual is intended to provide the citizens of New Haven with the tools and information needed to engage in constructive conversations about solving local traffic problems with City staff.

goNewHaven

In an effort to further reduce vehicle trips in New Haven, the Transportation, Traffic and Parking Department recently launched goNewHaven. This comprehensive transportation demand management effort works with employers, residents and commuters to identify transit and bike/pedestrian alternatives across the community. Coupled with the State's overall emphasis on transit, the growth in Downtown housing and concentration of jobs in the center city, goNewHaven is a well-timed and impactful way to reduce our community dependence on car trips.

BUSINESS DEVELOPMENT, ATTRACTION, AND RETENTION

Business Services

Economic Development staff, with support from the Economic Development Corporation of New Haven, work to attract new businesses to New Haven and to retain existing New Haven businesses. Economic Development staff routinely provide advice, counseling, and technical assistance to a variety of walk-in clients: in 2014, more than 225 small business owners and would-be entrepreneurs received services in areas such as:

- € How to start and register a business
- € How to secure necessary state and local licenses and permits
- € How to apply for local, state, and federal business/tax incentives
- € How to secure and evaluate different financing options

Historically, approximately ten percent of all those who make inquiries go on to establish businesses within the City, typically home-based businesses with one or two employees.

Technology Innovation

Over the past few years, New Haven has continued to make progress in its efforts to develop an innovation ecosystem. The consortium that the City assembled in 2013, under the banner of "The Grid New Haven" and led by the Economic Development Corporation of New Haven, continues to operate under a series of grants from the State of Connecticut. Over the two-year period ending in 2014, The Grid provided assistance to 104 companies. This assistance encompassed:

- technical assistance around:
 - ideation
 - creating and refining business plans
 - business forecasting
 - customer validation processes
- providing connections with:
 - mentors
 - capital sources - space providers
 - talent sources

As for co-working space in the City, The Grove, which as of the end of 2014 counted nearly 160 members, moved into its present space at 760 Chapel Street at the end of 2013, and in early 2015 expanded into an additional 4,000 square feet in the building next door.

During 2014, the EDC also pivoted to focus more of its efforts on supporting "Stage 2" companies, namely, companies that have sales and more than 10 employees. Several of these companies, including Continuity and SeeClickFix, secured significant funding in the past year and are doubling their workforces. The EDC has worked with both companies on talent development efforts as well as securing new office space.



In partnership with the Economic Development Corporation, New Haven supports the growth and development of new businesses in many ways. These efforts span many industries, and range from educational programs to networking support.

Neighborhood Commercial Revitalization

In 2014, the City of New Haven initiated a “Main Street” approach to revitalizing several New Haven neighborhoods, and began recruiting, training, organizing, and meeting with committees of interested residential and business stakeholders in three corridors to plan and design various improvements.

In 2015, each of these neighborhood groups began to identify projects to stimulate community revitalization. All of the groups have discussed and started to create asset inventories of properties and infrastructure needing rehabilitation. The groups have also begun to meet with City department leaders to design projects to address specific needs (e.g., improved streetlights, sidewalk repairs). Additionally:

- € The Whalley Avenue Committee has focused on increasing blight enforcement, installing new planters, and creating new traffic and parking control measures (e.g., parking meters, crosswalks).
- € The Grand Avenue Committee has focused on conducting a Spring gastronomical tour, addressing trash collection, and recruiting businesses (e.g., coffee shop) for vacant storefronts.
- € The Dixwell Avenue Committee has focused on tree replanting and creating a new community event to bring together residents and business owners.

Later in 2015, the Office of Economic Development staff will work with each of these neighborhood committees to assemble and secure implementation of an “action plan” to convert their design ideas into actual projects.

Town Green Special Services District

The Town Green District's mission is to improve ownership values and the urban appeal of Downtown New Haven for the betterment of the City and region as a whole. Since its founding in 1997, Town Green has worked towards a cleaner, safer, more inviting Downtown. In addition to INFONewHaven.com, the District runs retail retention, development and a hospitality programs that includes graffiti removal, trash pick-up and street sweeping services. The organization is funded through a voluntary levy imposed on properties within the district, and voluntary contributions from otherwise exempt organizations. Town Green is currently working with the EDA on a new way-finding system as well as a new retail repositioning strategy for Downtown.

Grand Avenue Special Services District

The Grand Avenue Special Services District (GASSD) is entering its 5th year of existence and continues to oversee streetscape, cleanup and beautification efforts. City staff, together with staff from the EDC, provide ongoing support to the GASSD Board of Commissioners and work closely with them to implement their initiatives. In 2012, staff worked with GASSD to develop a new website, relocate a farmers market to a city-owned lot on Poplar and Grand, and administer a new round of Project Best energy efficiency retrofit grants.

Whalley Avenue Special Services District

Economic Development and EDC staff continue ongoing work with the Whalley Avenue Special Services District (WASSD), the oldest SSD in the City. In 2012, staff assisted with finding an appropriate tenant for the former Advance Auto Parts site at 220 Whalley as well as significant support for a new Stop & Shop fueling station to be located at the former Taylor Garage site at Elm and Orchard. Staff is also providing advice and support for appropriate proposals about additional zoning overlays and with quality of life issues along the Avenue. Lastly, the owner of Edge of the Woods has acquired the plaza adjacent to his store and, with support from City Façade and Assessment Deferral Programs, proposes to renovate the plaza and the

Façade Improvement Program

The Office of Economic Development operates its Façade Improvement Program to help to revitalize City neighborhoods. The program provides matching grants to owners of blighted commercial or mixed use buildings to transform their building's appearance into attractive real estate that increases the value and economic activity of the neighborhoods that surround them. Over the past five years, the program has supported tens of millions of dollars in real estate development projects, by typically leveraging each dollar of public money into nearly thirteen dollars of private investments.

Kitchen Incubator

In 2012, the City and its Economic Development Corporation (EDC) initiated efforts to repurpose Gateway Community College's commercial kitchen equipment for a start-up food industry business incubator. Such an incubator would address the burgeoning demand by local entrepreneurs and small startups to share much-needed workspace in which they can test new recipes, commercialize their products, and produce sufficient quantities of product to get a business off the ground.

In 2013, the City identified a suitable incubator location: the New Haven Armory on Goffe Street. The City plans to establish and maintain a kitchen, classroom, office, and market space for a prepared-food-based small business incubator there. To that end, this year the City and EDC will look to formalize the program's legal structure, finalize infrastructure improvements, and work to identify and obtain grant funds to support space fit-out and/or initial operating funds.

R&D Tax Credit

In 1996 the Legislature passed a three-pronged tax incentive bill aimed specifically at the biotechnology industry. The legislation included a sales tax exemption for R&D equipment, a property tax exemption for new equipment purchased by the biotech companies and a 15 year carry-forward for unused R&D tax credits. The credit is based on incremental increases in spending on R&D in Connecticut. Companies with \$70 million or less in gross sales can exchange unused R&D tax credits to the State for a cash payment equal to 65% of the value of the credit. In addition, companies may carry forward net operating losses (NOL) for 20 years. This is an extension of 15 years from the previous 5-year carry-forward term.

Tax Credits and Exemption

Connecticut provides a tax credit on the sale, storage, use or other consumption of machinery, equipment, tools, material, supplies and fuel used directly in the biotechnology industry.

Neighborhood Commercial Districts

The City and EDC work with several commercial district organizations to promote businesses and provide additional services in these districts:

€ **Town Green Special Services District:** The Town Green District's mission is to improve ownership values and the urban appeal of Downtown New Haven for the betterment of the City and region as a whole. Since its founding in 1997, Town Green has worked towards a cleaner, safer, and more inviting Downtown. In addition to INFONewHaven.com, the District runs retail retention, development and a hospitality programs that includes graffiti removal, trash pick-up and street sweeping services. The organization is funded through a voluntary levy imposed on properties within the district, and voluntary contributions from otherwise exempt organizations. Town Green is currently working with the EDA on a new way finding system as well as a new retail repositioning strategy for Downtown.

€ **Grand Avenue Special Services District:** The Grand Avenue Special Services District (GASSD) is entering its 5th year of existence and continues to oversee streetscape, cleanup, and beautification efforts. City staff, together with staff from the EDC, provide ongoing support to the GASSD Board of Commissioners and work closely with them to implement their initiatives. In 2012, staff worked with GASSD to develop a new website, relocate a farmers market to a city-owned lot on Poplar and Grand, and administer a new round of Project Best energy efficiency retrofit grants.

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Start Up Weekends

Part of Start Up America, this weekend is held annually in November. The weekend includes events for entrepreneurs to pitch ideas, build teams, network, learn skills and find mentors. New Haven's first start up weekend was a great success, and the winner, ShugaTrak, a company that helps make glucose tracking data more readily available to the public, received \$25,000 from CT Innovations.

Project Storefronts

Project Storefronts is a nationally recognized, award-winning program created by the City of New Haven's Department of Arts, Culture and Tourism. The program brings fresh, innovative arts-related businesses to life in formerly empty retail spaces around New Haven. Conceived as a way to energize some of New Haven's less active commercial areas, Project Storefronts works with entrepreneurs to transform vacant storefronts into places that attract shoppers and potential tenants while increasing area foot traffic. Project Storefronts negotiates with property owners for 90 day access to empty retail spaces. In 2014, Project Storefronts collaborated with 94 creative entrepreneurs, helped create 5 new businesses, hosted a total of 84 events, and received a \$100,000 creative place-making grant from the State's Department of Economic Community Development and another \$100,000 from the National Endowment for the Arts.

Small Contractor Development Program

The City of New Haven is committed to developing and nurturing a competitive local construction industry in which contractors for publicly financed projects provide high-quality services, pay competitive wages to their employees and represent New Haven's ethnic diversity. The City's Office of Small Contractor Development (SCD) administers Section 12¼ of the City ordinances in part by assisting small contractors through all forms of hands-on support. SCD attends meetings with prime contractors, lenders, vendors, and project managers to resolve conflicts, assists in loan applications, reviews regulatory requirements and provides technical assistance to registered contractors. At the program's start in 2001, 4.7% of City contracts were awarded to women and minority businesses. At the end of 2014, women and minority businesses were awarded 25.7% of the City's \$13.6 million construction contracts. There are currently 137 contractors registered in the program, and the SCD has assisted over 600 small, women, and minority firms since its inception.

Municipal Development Incentives

The City rarely grants full tax abatements but instead looks at ways to bring in low or no cost financing to a project by aggressively targeting State and Federal assistance. The City further encourages development by phasing in property tax assessments through two as-of-right assessment deferral programs, which provide five-year or seven-year tax deferrals on the increased assessment attributable to the improvements. The city is also looking to expand the use of Tax Increment Financing with property, income, and sales tax.

Enterprise Zone, Entertainment District and Urban Jobs Programs

The state-authorized enterprise zone and urban jobs programs allow for the abatement of 80% of real and new personal property taxes for a period of five years for qualifying manufacturers and biotech companies citywide and certain other eligible businesses located within the city's Enterprise Zone boundaries. The businesses must rehabilitate property or occupy vacant space for at least one year in order to qualify for the incentives. A 25-50%, 10-year State Corporation Income Tax Credit is also associated with the programs. The citywide Entertainment District program provides the same benefits as the Enterprise Zone and Urban Jobs programs, under the same terms, for media, animation, entertainment, performance, and other related companies.

State of Connecticut Business Incentives: The Connecticut Urban Site Investment Tax Credit Program provides additional benefits for investments greater than \$5 million. In 2009, the City's Office of Economic Development spearheaded efforts to pass a CT Green Building Tax Credit and funding for a CT Innovations incubator.



The New Haven Promise makes a college education possible for every New Haven student who meets its academic qualifications.

WORKFORCE DEVELOPMENT

In order to grow New Haven's economy and prepare residents for the jobs of tomorrow, the Office of Economic Development works with the City's Board of Education, Gateway Community College, Southern Connecticut State University and others to develop a highly trained workforce for the City's emerging employment growth sectors. The City's engagement in these sectors is setting the City at the forefront of knowledge-based sectors including healthcare, bioscience, higher education, advanced manufacturing, information technology, and new media. Academic programs offering nursing, biomedical engineering, and nuclear medicine technology are growing right next to New Haven's globally renowned medical district. The Yale-New Haven Hospital Development Agreement is helping the city create new career ladders helping locals break into industries that were unheard of before.

New Haven Public Schools

New Haven Public Schools are dedicated to preparing students for the 21st century workforce. New Haven Public Schools educate approximately 21,500 students in grades Pre-K through 12. Over 3,000 suburban students now attend New Haven's magnet programs and other cooperative schools forming the largest inter-district magnet program in the area. Several high schools- Common Ground High School, Hill Regional Career High School, and Cooperative Arts and Humanities High School- earned "Silver Medals" and the Sound School earned a "Bronze Medal" in the 2015 *U.S. News & World Report's* America's Best High Schools list.

The City of New Haven is in the midst of a \$1.5 billion program to renovate or rebuild every school in the New Haven school system. Since 1995, the city has rebuilt 37 schools through its landmark \$1.6 billion School Construction Program.

In 2010, New Haven launched a School Change Initiative that is being watched around the country as a model for school reform. In its third year, New Haven School Change is already seeing real progress toward its goals of eliminating the achievement gap with the state, cutting the dropout rate in half and ensuring all students have the tools and knowledge to go to college. Student achievement on standardized tests is growing at twice the rate of the state. The district's graduation rate has soared to 75 percent in 2014, and the dropout rate fell 4.2 points this year to 20.7 percent.

The School Change Initiative is founded upon four principles; increased accountability of education professionals and students, differentiated approaches to provide schools with resources that are tailored to them, not a district-wide approach, a focus on recruiting top quality teachers, and committing to financially supporting every qualified student to go to college through the New Haven Promise. Two achievements have already begun the process of elevating workforce quality in the public school system: the first is the collaborative contract between the New Haven Board of Education and the union representation of New Haven teachers, and the second is a \$53 million grant from the U.S. Dept. of Ed. to fund the New Haven Professional Educator Program that aims to develop, support, and retain great teachers and administrators.

New Haven Promise

In November 2010, the City in partnership with Yale University announced funding for the New Haven Promise scholarship. New Haven Promise is a scaled scholarship and support program with the goals of cultivating an aspiration for a college education in New Haven public school students, building community and parental engagement, and growing economic development in the City of New Haven. New Haven is only the third community in the nation to have such a scholarship program for its residents.

The scholarship covers full tuition to in-state public colleges and universities or up to \$2,500 annually to in-state private non-profit colleges and universities to resident students of New Haven Public Schools and approved City public charter schools that meet all the program requirements. In 2015, the program supported 253 scholars.

Continuing Education and Certifications

Both Gateway Community College and Southern Connecticut State University have made strides to help provide students in New Haven with the opportunity to learn skills necessary to join the emerging markets in the city. The proximity of Gateway to the Medical District has made it a primary funnel for employees, and a clear step on the career ladder. SCSU has just launched a Nanotechnology Center and a 14 credit program to certify students in nanotechnology, just one of many fields growing rapidly in New Haven. Other academies have also developed to help meet such needs. For example, the Connecticut Center for Arts and Technology has become a regional leader training jobless African-American adults in skills needed in the workplace. In addition, the State of Connecticut has made programs available to employers which encourage on-the-job training. These programs include the technical skills training program which helps employers to fill high tech positions by offering a 50%-75% salary reimbursement during the on-the-job training period.

Jobs Pipeline / New Haven Works

In January 2012, the Board of Aldermen created the Jobs Pipeline Working Group, which in turn developed a proposal for a new organization called New Haven Works. The Board approved the working group's recommendations and the new organization was officially launched on December 5, 2012. Economic Development staff participated on the working group, researched best practices, conducted field visits to the workforce development boards in Bridgeport and New Haven, and helped draft the final set of recommendations. Also, in 2012, EDA partnered with the EDC of New Haven to write a grant application to the Bank of America Foundation, which resulted in a \$2,500 grant to New Haven Works, and, more importantly, a foothold for future foundation funding. "In 2013, the new entity was formally launched and began to accept applications from unemployed and underemployed residents across the neighborhoods. New Haven Works focuses extensively on case management, referrals to technical skills providers and relationship-building with local employers. The new entity has already entered into two "partner agreements" with area employers and placed 40 residents into temporary or full time positions. Over \$1.0 million has been raised to date from private companies, foundations and governments in support of this initiative.

Bioscience Career Ladder

New Haven is home to the largest concentration of life science companies in Connecticut and is widely recognized as the #2 bioscience cluster in New England. While much smaller than the Boston cluster, this industry has great potential to grow mainly due to the high quality and volume of research at the Yale School of Medicine and the Yale-New Haven Hospital. To that end, the Office of Economic Development and the EDC have brought together workforce development partners to more fully understand job typologies, education and training requirements. This research will result in the creation of a Bioscience Career Ladder with the final report expected later this year.

Small Business Technical Assistance & Outreach

The Office of Economic Development partners with local organizations such as the Greater New Haven Business & Professional Association (GNHBPA), Spanish American Merchants Association (SAMA), Service Corps of Retired Executives (SCORE) and the CT Small Business Development Center (CSBDC) to provide technical assistance and mentorship to New Haven small businesses focusing on areas like marketing, bookkeeping, and insurance. Staff members also provide entrepreneurial support to the various neighborhood commercial districts and management teams, and work with the local real estate community to identify appropriate business sites for those seeking to locate, or relocate, to New Haven.

Small Business Service Center

To coordinate and improve the City of New Haven's various programs and initiatives to promote small business growth, in 2014 the Mayor established the Small Business Service Center (SBSC). Located at 192 Dixwell Avenue, the SBSC helps small, aspiring businesses and entrepreneurs to develop and grow by providing technical assistance and access to capital. The SBSC provides direct technical assistance to businesses requiring support in areas of negotiating municipal/state incentives and regulations, access to capital, market planning, job development and recruitment, and business and financial planning. SBSC also works with various city and regional Economic Development partners as a resource center for potential new or relocating businesses coming to the city. Additionally, SBSC supports grass roots-based neighborhood groups, and has assisted in their physical and organizational transformation contributing to an increase in property values and communal spirit.

For the past year, SBSC has assessed hundreds of businesses within the New Haven area, identifying challenges and needs, and has interfaced with businesses via referrals from governmental partners, telephone inquiries, and walk-ins. SBSC has redefined its strategy with regards to its core functions and needs in order to prioritize where the agency can provide the greatest value and/or impact in job creation and business retention activities. In 2014, SBSC provided pre-/post-technical support to approximately 300 clients/small-business providers, and assisted in securing funds, totaling \$300,000, for five (5) small businesses. In 2015, the SBSC has focused on implementing an Entrepreneurial Lending Initiative Revolving Loan Fund, an SBSC Youth Entrepreneurial Academy, and an SBSC Incubator Satellite office.

Small Contractor Development

The City of New Haven is committed to developing a competitive local construction industry, in which contractors on publicly-financed projects can provide high-quality services, pay competitive wages to their employees, and reflect New Haven's racial, ethnic, and cultural diversity. Through its Office of Small Contractor Development (SCD), the City seeks to foster the development of a broad base of emerging business enterprises that can perform high-quality construction and/or construction-related services at competitive prices. Created by local ordinance in 2001, and recently reauthorized and extended for another five years, SCD aims to provide emerging startups with the opportunities, as well as the information and technical know-how, to succeed and grow into profitable, sustainable, and competitive companies.