

New Haven Economic Development Official Statement



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TABLE OF CONTENTS

Introduction to New Haven	4
Regional Context.....	5
Demographics	6
Major Initiatives & Projects	8
Recently Completed Projects.....	12
Project Pipeline	13
Attracting and Retaining Quality Companies	17
Developing Local Jobs and Businesses	23
Workforce Development	23
Business Development	25
Revitalizing New Haven’s Neighborhoods	28
Improving New Haven’s Regional Competitiveness	32
Arts & Culture	32
Healthcare Industry.....	37
Transportation Industry.....	38
Education & Innovation.....	42

Leading Employers

New Haven is home to many leading international companies:

Organization	Number of Employees	Industry
Yale University	13,875	Education and Research
Yale-New Haven Hospital	12,152	Healthcare Services
Yale Medical Group	1,500	Healthcare Services
Southern Connecticut State University	1,541	Educational Services
Alexion Pharmaceuticals	1,200	Pharmaceutical Company
New England Home Care Inc.	875	Healthcare Services
Knights of Columbus	750	Financial Services
Assa Abloy Inc.	750	Advanced Manufacturing
Performance Environmental Services	620	Maintenance Services
Cornell Scott-Hill Health Center	500	Healthcare Services
Comcast Corporation	450	Information Technology 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

Sources: Dunn & Bradstreet; City of New Haven Office of Economic Development

INTRODUCTION 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 providing new job growth. For the first time since 1991, there are now more than 80,000 jobs in the city, comprising 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 crossroads of arts, culture, education, healthcare, and business. As the second-largest city in Connecticut, with a population of 130,322 (2015 est.), New Haven is also the economic center of a broader MSA region of 859,470 (2015 est.), and is home to an evolving mixed-use urban core, strong and diverse neighborhoods, 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 Yale-New Haven Hospital give the city stable jobs and world-class participation in these sectors. With ample spin-offs from these institutions, entrepreneurial activity in the bioscience field has grown exponentially. Thirty-four of Connecticut's 64 biotech firms are located in the Greater New Haven area with room for even more in coming years.

The Office of Economic Development, in collaboration with other groups in the city, maintains a variety of projects and programs to make the economy fertile for growth. The Economic Development Administration (EDA) oversees all business and regulatory departments, and works closely with the Economic Development Corporation of New Haven (EDC), which was founded eight years ago, to foster economic growth and expand the city's tax base. The Office of Economic Development leverages its own resources through public-private partnerships, engaging private investors and developers in projects to achieve greater results than the City could alone. These efforts have produced tangible results, helping to keep the city's economy stable: the Grand List currently stands at \$6,072,447,797.

New Haven continues to make great strides across a variety of indices while continuing to demonstrate great promise for future growth. The city 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 and the northeast rail corridor.



DEMOGRAPHICS

New Haven is the center city for the New Haven - Milford Metropolitan Statistical Area (MSA), and is part of the larger New York - Newark, NY, NJ, CT, PA Combined Statistical Area (population 23,723,696). 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 City	New Haven MSA	Connecticut
Total Population	130,322	859,470	3,590,886
Growth Rate	0.3%	-0.2%	0.5%

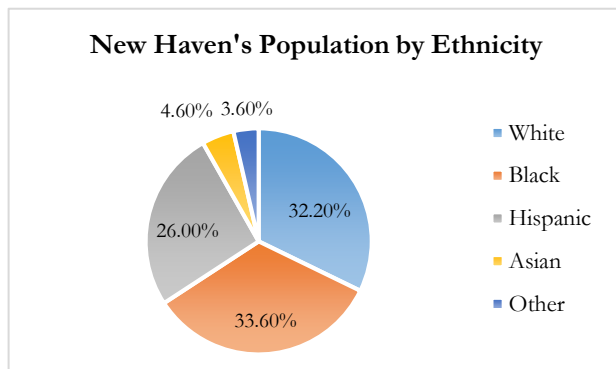
AGE

	New Haven City	New Haven MSA	Connecticut
Population below age 18	22.8%	21.7%	21.6%
Population between ages 18 & 64	68%	63.3%	62.9%
Population older than 65	9.2%	15%	15.5%

RACE & ETHNICITY

	New Haven City	New Haven MSA	Connecticut
White	31.8%	73%	69.8%
Black	33.4%	13.1%	9.5%
Hispanic	27.4%	9.8%	14.3%
Asian	4.6%	2.7%	4.5%
Other	2.8%	1.4%	1.9%

Source: US Census Bureau





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.

MAJOR INITIATIVES & PROJECTS

Due to economic growth and the city's 2 percent residential vacancy rate, one of the lowest in the country, New Haven's rental market is undeniably hot. Private developers are continually interested and active in New Haven, and over the past 10 years, New Haven has seen a significant increase in private investment in its real estate. The diverse mix of long-time residents and constant influx of new employees and students supports the strong rental and homeownership markets. Smaller local and regional development interests have made more than \$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 keep the city's vacancy rate very low while increasing the overall quality of housing stock.

Downtown Crossing/ Route 34

This project is the City of New Haven's ambitious effort to replace Route 34, a 0.8 mile limited-access highway that cuts through Downtown. Economic Development is working closely with City Plan, Transportation, Traffic and Parking, and Engineering to replace Route 34 between Union Avenue and York Street with two urban boulevards and new or rebuilt crossings at Orange Street, Church Street, Temple Street and College Street. Downtown Crossing is taking back approximately 10.5 acres of land formerly used as a highway and is putting them to good use generating jobs and growing our tax base.



Downtown Crossing broke ground in March 2013 leading the way for the world headquarters of Alexion Pharmaceuticals, which opened in February 2016, 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)

Phase I Downtown Crossing and 100 College Street (College Street)

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

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

All elements were designed to city-wide Complete Streets standards and supported the economic development of Connecticut's growing life sciences industry. Phase I construction activities were completed in 2015, including the streetscape improvements and new service drives. This enabled the completion of the 100 College Street development, new home of Alexion Pharmaceuticals and the first development in the former highway corridor. As previously mentioned, 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 thousands of new jobs, both during construction and permanently thereafter.

Phase II Downtown Crossing and Coliseum Site (Orange Street)

As previously mentioned, in December 2013 the City signed an agreement with LiveWorkLearnPlay (LWLP) to redevelop the former Coliseum site into an active mixed-use, mixed-income neighborhood with residential, retail and office components as well as a major hotel. This \$400 million project will essentially create a new neighborhood and is the linchpin of Downtown Crossing Phase 2, which will reconnect Orange Street across Route 34 by creating an at-grade street for pedestrians, cyclists and automobiles.



LiveWorkLearnPlay, developer of the former Coliseum site, is currently in the final phases of design. Upon completion it will be a 1,000,000 square-foot mixed use development including space for a hotel, homeownership, residential rental units, retail, recreation and leisure.

Phase III 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.

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, a recognized 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 world.

- Hospital Beds: 168
- Hospital Size: 497,000 square-feet
- Permanent Jobs: 500
- Project Cost: \$467 million

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 fourth-largest hospital in the country by bed count. Yale-New Haven also recently agreed to acquire Lawrence and Memorial Hospital in Norwich, CT – which is pending State approval.

Continuum of Care Headquarters

The City's Office of Economic Development partnered with local nursing and home-care not-for-profit Continuum of Care and Centerplan Development to build a new, centralized headquarters on an existing surface parking lot on Route 34 in New Haven. Founded in New Haven in 1966, Continuum is a rapidly growing organization with strong local ties, and a reputation for providing top-notch care to those with mental illness and intellectual disabilities. The mixed-use office, retail and medical development opened in April 2016.

- Administrative and Home Health Services Space: 30,000 square-feet
- Permanent Jobs: 130
- Project Cost: \$20.5 million

350 George Street

In November 2015, Yale University bought the former Frontier Communications switching-station site from Winstanley Enterprises, developer of 300 George and 100 College Streets, for \$16.5 million. The 116,000 square-foot building will be converted to biotech use and provide new laboratory space for Yale Medical School researchers.

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 thirty 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 square-feet
- 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 residential units and retail components catering to employees.

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

Alexion Pharmaceuticals

Founded in New Haven in 1992, Alexion has become the world's leading company focused on the discovery and commercialization of "orphan drugs" for rare diseases. Alexion Pharmaceuticals has made 100 College Street, built in the former Route 34 highway right-of-way for its proximity to Yale-New Haven Hospital and the Yale School of Medicine, its world headquarters. Alexion is a global biopharmaceutical company with a strong research pipeline, focused on developing and delivering therapies for patients with severe and life-threatening diseases.

- Medical / Lab Space: 495,000 square-feet
- Construction Jobs: 2,000
- Permanent Jobs: 1,200
- Project Cost: \$140 million

344 Winchester

In 2009, Winstanley Enterprises expanded its commitment to Science Park by investing \$20 million into the shuttered US Repeating Arms Factory – the last remaining manufacturing building in use at the former Winchester / Science Park Campus. The facility now houses additional Yale University offices and personnel. 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 square-feet
- Project Cost: \$30 million.

Science Park-Winchester Garage/Retail Facility

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

- Retail Space: 15,000 square-feet
- Parking Spaces: 1,186
- Project Cost: \$30 million

SCSU Academic Science and Laboratory Building

In 2015 SCSU completed its Academic Science and Laboratory Building. The building is a 103,608-square-foot, four-level academic and laboratory science facility with a construction cost of \$49 million. Embracing innovative sustainable design, it houses teaching and research training laboratories for nanotechnology, physics and optics, the earth sciences, the environmental sciences, cancer research, astronomy, molecular biology and chemistry.



The new Academic Science and Laboratory Building, built in 2015, enhances the ongoing expansion of SCSU's science programs and the university's capacity to educate more students in the STEM disciplines – science, technology, engineering and mathematics.

City of New Haven Economic Development, Official Statement

Recently Completed Projects

The Novella

The Novella is a newly-constructed mixed-use development on the site of a former parking lot at the corner of Chapel and Howe Streets. This six-story, modern-style building contains 136 studio, one-bedroom, and two-bedroom residential units and approximately 4,500 square-foot of ground-floor retail space. The development also includes three historic buildings on Dwight and Chapel Streets, which developer, RMS Companies, acquired and preserved as part of its project. It offers amenities such as a cinema-style movie theater, a rooftop sun terrace with grilling stations and an indoor lounge for tenants. The developer invested \$35 million of its own money and received no public subsidy for the project. The Novella opened in late summer 2015, and as of June 2016 is almost fully leased.

Winchester Lofts

Leading Ohio development company, Forest City, transformed 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 percent of which will be affordable, government subsidized housing. The project started construction in summer 2013, opened to tenants in the summer of 2015, and as of June 2016 is almost fully leased.

The Union

What is now known as simply The Union was once home to The Union & New Haven Trust Company. Constructed in 1927, this elegant building was the tallest in the city at the time. In 2013, Cooper Church LLC, a New York-based developer, purchased the 184,480 square-foot building from Hampshire Hotels & Resorts for \$13.5 million. Construction to convert the former office building to 138 market-rate rental apartments with first-class amenities began in April 2014. Leasing at The Union started in spring 2015, with a ribbon-cutting in July, 2016.

College & Crown: A Centerplace

CenterPlan College Square LLC opened its downtown, six-story, mixed-use building, complete with 160 market-rate apartments and 20,000 square-foot of ground-level retail space, in late summer 2015. Apartments are now leasing and the building serves as the new home for the iconic J. Press men's clothing store.

Corsair Apartments

Corsair Apartments is a new and renovated mixed-use development at the corner of Mechanic and State Streets. The former factory building, which began as a steam laundry and textile dyeing plant, later served as a fighter aircraft assembly plant for F4U Corsairs during World War II. Post Road Residential, a distinguished regional residential developer, is constructing 235 studio, one-bedroom, and two-bedroom units on the site. Corsair Apartments began leasing units for occupancy in spring 2016.

Metro 260

In April 2015, the City Plan commission approved a dozen studio apartments on the second floor of the 260 Crown Street building that also houses the popular BAR restaurant. Metro Star Capital, the developer, plans to market the apartments to workers coming to Alexion, as well as workers at Yale-New Haven Hospital and graduate students in New Haven. Leasing started in early 2016 and the building is almost fully occupied.



Clockwise from top left: Corsair Apartments, Centerplace Apartments, The Union, The Novella.

Project Pipeline

As of June 2016, approximately 950 residential units have received approval or are under construction in New Haven, and another 1,300 are in the planning stage.

Hill-to-Downtown Project

Developer RMS Companies of Stamford is in final negotiations with the City's Board of Alders and Hill neighborhood stakeholders on a mixed-use development to be built on 20 acres of mostly empty lots in the Hill North section of the city. It plans to spend \$100-150 million to construct 150 apartments, 7,000 square-feet of retail, 120,000 square-feet of research space and 50,000 square-feet of offices. This project, with substantial input from the surrounding community resulting in a significant affordable housing component, will revitalize an underutilized section of the city and reconnect the Hill neighborhood to Downtown. Construction is expected to be begin by 2017.

Former New Haven Coliseum Site

On December 2, 2013, the City signed an agreement with LiveWorkLearnPlay (LWLP) to redevelop the former Coliseum site into an active mixed-use, mixed-income neighborhood consisting of 1000 residential units, 76,900 square-feet of retail, 160 hotel rooms, 200,000 square-feet of class A office space and 52,620 square-feet of public space. This landmark project is part of Downtown Crossing Phase 2, which will reconnect Orange Street across Route 34 by creating an at-grade street for pedestrians, cyclists and automobiles. It will create approximately:

- 2,700 direct and 2,000 indirect and induced jobs during construction, and
- 1,400 direct and 1,400 indirect and induced permanent jobs during full operation

The agreement between the City and LWLP also provides job opportunities for New Haven residents by requiring the construction workforce to be 25 percent New Haven residents, 25 percent minorities and 6.9 percent women, and 25 percent of construction sub-contracts to be with New Haven area minority or women-owned businesses. The total project cost is estimated to be \$400 million. Utility infrastructure improvements are currently underway and a hotel partnership announcement is expected in summer 2016.

Lofts at Wooster Square

Spinnaker Real Estate Partners received zoning approval from the Board of Alders to develop the 250,000 square-foot former Comcast property at 630-673 Chapel Street in Wooster Square into more than 220 units of market-rate housing with ground-floor retail. The \$35 million transit-oriented development (TOD) project will start in late 2016.

Torrington Plumbing Supply Site

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 apartments, as well as townhouses and ground-floor retail. The already-approved TOD project at 87 Union Street will activate dormant Union and Fair Streets, while a potential extension would reconnect Olive and Union Streets. The total project will consist of approximately 325 market rate units, and is slated to start in late 2016.

City of New Haven Economic Development, Official Statement

Metro 280

Approved in mid-2015, Metro Star Capital is also converting the parking garage at 280 Crown Street into an apartment complex. The restoration and adaptive re-use of the Crown Street Garage, located on the corner of Crown and High Streets, just steps from Yale University, will be a boutique residential building with modern architecture and outdoor decks. The 24-unit mixed-use project is slated to open in spring 2017.

Metro 301

A multi-building 38,000 square-foot development encompassing much of the block of George Street between High and College Streets and part of Crown Street, this is the largest of three Metro Star projects in the area. It will consist of four new mixed-use buildings with 80 market-rate apartments and a renovated historic chapel building. The project will transform and reactivate this underutilized section of Downtown.

Former New Haven Clock Factory

In July 2015, Gov. Malloy announced that the State will grant New Haven \$200,000 to study remediating and redeveloping the large historic former industrial building at 133 Hamilton Street in Mill River. The grant will help its owners determine the best way to develop a mixed-use site that fits with existing Mill River District planning.

Frontier Communications Lot

In February 2016, Spinnaker Real Estate Partners also contracted with Frontier Communications to buy one of the last prime pieces of land in downtown New Haven, at 335 and 367 Orange Street. The development of the 3.3-acre property, currently a surface parking lot for Frontier employees, will potentially add hundreds of residential units to Downtown and create a new community that will help grow the existing Audubon-Whitney neighborhood and spur development along Orange and State Streets.

Former Harold's Formal Wear and the John English Building

In May 2016, MOD Equities, led by brothers Jacob and Josef Feldman, received City approval for two separate Downtown projects: four new stories on top of the one-story former Harold's Formal Wear building at 19 Elm Street, creating 46 new apartments and a restaurant space on the first floor, and 18 new residential units on the third and fourth floors of the existing John English Building at 418 State Street. The two conversions will help bridge the area across the train tracks to the Wooster Square neighborhood by intensifying the use of existing buildings and increasing foot traffic near State Street.

George and High Streets

MOD Equities is also building 108 furnished apartments at the former Budget Rental Car site at 323 George Street, on the corner of George and High Streets. This innovative style of housing will cater to shorter-term students at Yale and extended stay employees at local biotech firms. The building will also have 2,000 square-feet of retail space and a "concierge activity zone" that will include a coffee shop. MOD will also renovate an adjacent historic home at 15 High Street for additional guest rooms. The project will complement the Metro 301 development by completing the revitalization of the block of George between High and College Streets.

Boathouse at Canal Dock

The City is constructing a new \$40 million boathouse, education and waterfront recreation center. It will restore the public's access to the waterfront and be available to host a variety of water-related activities including crew, kayaking, canoeing and sailing as well as serve as the planned new home for parts of UNH's Marine Biology Program. The project is funded by CT DOT as part of the I-95 mitigation program, a project backed by the Federal Highway Administration (FHWA). Construction for the boathouse platform is complete and building construction is expected to begin in July 2016.

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, CT DOT is reconstructing and expanding 7.2 miles of I-95 between Exit 45 in New Haven and Exit 54 in Branford. The centerpiece of this effort is the rebuilt Pearl Harbor Memorial Bridge, a signature ten-lane extradosed cable-stayed bridge the first of its kind in the United States, which reopened eight months ahead of schedule in September 2015. The corridor project also includes improvements to the I-91/I-95/ Route 34 Interchange, such as the new I-95 flyover, which improves access into the city for east-bound traffic. The final portion of work, the so-called I-95 “Leave Behind”, will address local road conditions following such an intense, prolonged construction period and will be completed in 2018.

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

Union Station Rail Maintenance Facility

The New Haven yard is among the largest rail maintenance facilities in the Northeast and CT 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.

DISTRICT NHV

This site, located next to I-91 at the intersection of State and James Streets on the border of East Rock and Fair Haven, is one of the city’s most valuable unused properties. This project envisions establishing a tech campus that will foster innovation through the creation of startup incubator space, Class A office space, a performing arts amphitheater, and a boat and kayak launch to the Mill River.

The project will retain nearly 100 jobs in New Haven, and create an additional 200-300 new jobs at all skill levels. The project has received \$5.5 million in State remediation funds to clean up the property. It began demolition in June 2016, with occupancy scheduled for 2017.



Ceremonial groundbreaking for the DISTRICT NHV tech hub took place in June 2016. This \$22.5 million partnership between the State, the City and a homegrown private development team is scheduled to open in 2017.

ATTRACTING AND RETAINING QUALITY COMPANIES

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; Uretek, a high-tech fabric manufacturer; Radiall, a global manufacturer of connectors for use in electronic applications; 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; Chabaso Bakery, a leading regional bakery that sells to all major grocery stores, and relative new-comer Whole G, a wholesale baker of artisanal German-style breads

Made in New Haven Label

To promote greater awareness of, and interest in, the burgeoning development of distinctive, locally-made products and services, the City debuted a “Made in New Haven” program in May 2016. The City of New Haven commissioned a graphic mark (otherwise known as a “logo”), to be registered as a national trademark. Eligible businesses are encouraged to use the mark in different ways, such as: on product packing and shipping containers; in-store displays; on retail bags and stickers on purchases; on websites and/or digital products; on the outside of a building or inside offices, and in general advertising. This mark is and will be a sign of distinction, which we will make available, free-of-charge through a license agreement with:

1. Manufacturers and makers that produce goods in or in honor of New Haven.
2. Retail establishments that sell such goods.
3. Production companies and web-based businesses that create digital products and promote New Haven as an attractive place to live, learn, work and play.

To date approximately 42 companies are participating, with more inquiring and signing up each week. For instance, one company proudly participating in the Made in New Haven campaign is Fair Haven’s Vespoli USA. It operates a 33,000 square-foot plant and employs 40 people on the west bank of the Quinnipiac River. The largest supplier of competitive racing shells to the U.S. market, it accounts for half of racing shell sales nationwide and produces up to 600 shells annually.



Mike Vespoli, at center, owner and CEO of Vespoli USA.

Professional Services

Professional and government services are also important to the local economy. With proximity to a large number of federal and state administrative agencies as well as 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 percent of the state total. In addition, there are 75 architecture firms employing more than 500 professionals and support staff. The government sector includes major federal facilities, primarily 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.

Biotechnology in New Haven

Many small biotechnology firms continue to thrive in New Haven and play an increasingly important role in the regional economy. Jobs from New Haven-based firms are driving housing and economic growth throughout the entire southern Connecticut area. The biomedical sector accounts for approximately 12,000 jobs in the New Haven region (EDC/REX, 2013), and New Haven placed #13 in the FierceBiotech Top 15 cities for biotech venture funding in 2014.

- **Achillion**

Achillion discovers, develops, and commercializes anti-infective drug therapies. In May 2015, it announced a worldwide license and collaboration arrangement with Janssen Pharma (a division of Johnson & Johnson), which included a \$225 million investment in Achillion. In June 2016 they expanded its footprint at 300 George Street to more than 40,000 square-feet and announced that staff had grown by 20 percent in the last year to 84 full-time employees.

- **Arvinas**

Launched in 2013 with \$15 million in capital (including \$1 million from DECD and Connecticut Innovations), Arvinas is commercializing Dr. Craig Crews's research into degradation of proteins to treat cancer and certain autoimmune diseases. In April 2015 it announced an R&D collaboration with Merck which could be worth up to \$434 million if all milestones are achieved.

- **Kolltan Pharmaceuticals**

A privately held clinical-stage company focused on the discovery and development of novel antibody-based drugs, the company now has two clinical stage development programs in oncology, and is advancing a research pipeline focused on TAM receptors for potential use in oncology, inflammation and autoimmunity.

- **Melinta Therapeutics**

An antibiotics company, it is engaged in the discovery, development, and commercialization of antibiotics to overcome drug-resistant, life-threatening infections.



Source: EDC New Haven / REX

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 not-for-profit that has successfully redeveloped several of the buildings on the 80-acre campus. It is now home to many emerging biotech corporations and innovative not-for-profits, including:

- Clinical Data Inc.
- Vion Pharmaceuticals Inc.
- Ikonisys, Inc.
- Arvinas
- PhytoCeutica Inc.
- Carestream Health Inc.
- Pepsi Research Lab
- Yale University
- Higher One
- Connecticut Center for Arts and Technology (CONNCAT)

City of New Haven Economic Development, Official Statement

In late 2008, Winstanley Enterprises completed the transformation of 25 Science Park into a 250,000-square-foot premier class A office space – at a cost of \$30 million. Yale University's Information Technology and Human Resources departments lease space in the building along with a Pepsi research lab.



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.

Digital Surgeons

Digital Surgeons, a New Haven-based digital marketing firm focused on brand and product development, achieved national recognition through its Webby Award-winning "GaGa's Workshop" microsite for Barney's New York. Other major clients include Lego, the U.S. Open tennis tournament, and Camelbak. Digital Surgeons currently employs 40 people and its owners are redeveloping, with the assistance of the State and City, a contaminated industrial site into New Haven's first tech park (see DISTRICT NHV) that will allow them to expand and attract other tech and new media companies. The \$17 million project is slated to open in 2017.

Grey Wall Software

Founded in New Haven in 2011, Grey Wall Software created Veoci, a web and mobile-based emergency management system. A tool for communication across organizations with geo-locational specificity, the product is targeted at institutions such as municipalities, universities, and airports. Currently the company is testing new products and collaborating with the City to launch test runs of its software products. It has grown to 40 employees in the last year.

Technolutions

Founded in New Haven in 1994, Technolutions has served the education industry for more than two decades. In 2000, Technolutions introduced Slate, its flagship information management system, at Yale University. Slate is the leading software product for college and university admissions offices. It facilitates all communications and document management between admission offices and prospective students. Over the past decade, Slate has been adopted by hundreds of colleges and universities and continues to grow quickly. It currently employs 60 people.

Knights of Columbus

The world's largest Catholic fraternal service organization, the Knights of Columbus was founded in 1882 and is headquartered in New Haven. A Fortune 1000 insurance company, it employs 850 people, with more than \$100 billion in life insurance, annuities, disability insurance, and long-term care insurance in force, and \$22 billion in assets.

Higher One

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 publicly-traded company, founded in 2000, already provides services to five million students at more than 700 colleges and universities. It is consistently rated one of the top places to work in CT and is part of Deloitte's "Fast 100."



A.H. Harris opened its new 35,000 square-foot facility on Wheeler St in May 2016. The company, a distribution center for construction materials, has quadrupled in size over the last six years.



DISTRICT NHV developer David Salinas also co-founded New Haven digital marketing firm, Digital Surgeons. Its clients include many major companies like Lego, for whom it created an online interactive-marketing solution to serve its top performing franchise, Lego Star Wars.

Continuity

Continuity is the recognized regulation technology leader, providing compliance management software solutions for more than 200 financial institutions throughout the country. The company raised \$10 million in 2014, and opened a signature new office space in New Haven in June 2015. It currently employs 60 people, with plans to reach 100 by the middle of next year. Continuity was named to the Inc. 5000 list of fastest growing companies in America for 2015.

SeeClickFix

A New Haven “e-gov” start-up that is growing exponentially, SeeClickFix allows people to virtually report issues in their community and facilitates communication between citizens and government officials to address them. Cities all over the world have adopted the online platform including Washington, D.C., Houston, Philadelphia and Tucson. SeeClickFix raised \$1.4 million in June 2015, and plans to double its headcount to 50 by the end of 2016.

Square 9 Softworks

Square 9 is a New Haven-based, industry-leading developer of 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.

The Office of Economic Development worked closely with the company to identify a new location for its expanding operation and the company recently moved into 20,000 of space at 123 Church Street. 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 by the end of 2016 and a total of 50 employees over the next five years.

Long Wharf Food Terminal

Since the 1960s, Long Wharf has been home to the New Haven Food Terminal, which houses successful restaurants and venerable food service companies including Carbonella and DeSarbo, Lamberti’s Sausage and Carl’s Boned Chicken. Directly adjacent to the Terminal is a mix of iconic New Haven food brands like Hummel Brothers, along with popular newer additions like Something Sweet and Gelato Giuliana. Further cementing Long Wharf as a food hub are the many food trucks that congregate on nearby Long Wharf Drive, drawing more activity to the area. By Fall 2016, the City expects to have completed streetscape improvements along with new public amenities on Long Wharf specifically geared towards the growing popularity of food trucks. Similarly, the city is moving to have the area designated as a formal food vending district via City ordinance.



Businesses located on Long Wharf include: Something Sweet, Lamberti’s Sausage, Hummel Brothers and Gelato Giuliana.

DEVELOPING LOCAL JOBS AND BUSINESSES

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, GWCC, SCSU 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 New Haven 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.

Workforce Development

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 EDC, continues to operate under a series of grants from the State of Connecticut. Over the three-year period ending in 2015, The Grid provided assistance to 109 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. Since then a cohort of these companies, including Continuity, SeeClickFix and Square 9 have secured significant funding and expanded office spaces and workforces substantially. Economic Development staff and the EDC have worked with Continuity and SeeClickFix on talent development efforts as well as on securing new office space. As noted earlier, Economic Development staff worked closely with Square 9 on its expansion into new Downtown office space.

Regional Workforce Development Board

Since 2013, a staff member from the EDA has sat on the Regional Workforce Development Board (RWDB). The RWDB, also known as the Workforce Alliance, serves as the federal- and state-funded hub for workforce programs, provides policy and strategic direction, oversees the use of workforce development funds and convenes key players in workforce/economic development, education and other appropriate systems. A key element of the Workforce Alliance is the One Stop Center which provides employment and counseling services, along with avenues for training and skill development.

In 2015, the Workforce Alliance transformed itself as a result of the Workforce Innovation and Opportunity Act (WIOA), which was signed into law in 2014. With that new law's emphasis on improving service to, and placing into employment, young adults between the ages of 18 and 24, the Workforce Alliance reduced the size of its board of directors and added key industry/academic partners, including representatives from Alexion and SCSU.

Jobs Pipeline / New Haven Works

In January 2012, the City created the Jobs Pipeline Working Group, which in turn developed a proposal for a new organization called New Haven Works. New Haven Works launched on December 5, 2012. Economic Development staff participated in 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. EDA staff continue to assist New Haven Works with its work plan and outreach efforts to local employers.

In 2015, the first year of stabilized operations, New Haven Works placed 323 residents into employment and established 23 Partner Agreements with local employers. The need for placements, however, remains very important as there are currently more than 500 residents in a pre-screened “ready-to-work” pool.

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 the potential to grow, mainly due to the high quality and volume of research at the Yale School of Medicine. To that end, the EDA and the EDC have worked to bring together workforce development partners to more fully understand job typologies, education and training requirements.

Three initiatives are underway. The first is a partnership with CURE to assist New Haven-based companies with key capital purchases that will support their base of operations in New Haven. The second involves internship programs, one administered by the Workforce Alliance and a second administered through CURE.

The third, and most significant recent initiative, involves new academic pathways leveraging the new science building at SCSU. In 2015, Economic Development collaborated with the EDC, CURE (a statewide biotech organization), SCSU, and other workforce development partners to launch a Bioscience Career Ladder. The City signed a memorandum of agreement with SCSU to advance the career ladder through four new academic pathways: BS/Biotechnology; BS/Chemistry (with Biotechnology concentration); BS/STEM (with Biotechnology concentration); and Graduate level certificate programs. To further support SCSU in this effort, the City made available an initial start-up grant and provided support to a new industry advisory committee. In 2016, SCSU gained approval from the Board of Regents for the new BS/Biotechnology degree.

Tech Career Ladder

Given the growth of the IT/Tech sector in Downtown New Haven, the Office of Economic Development worked with the EDC and GWCC to launch a new “Learn to Code” certificate course, with tuition scholarships made available for five New Haven residents. The course launched in February, 2016 with the goal of its first graduates entering the workforce later in the year.

As part of this pilot project, Gateway also convened an advisory committee to peer review the curriculum and monitor the project in future years. The ladder is one of a number of important initiatives related to tech jobs: the Grove continues to work on the A-100 coding project; and GWCC has brought together industry partners, the Workforce Alliance, and the City to apply for a federal “Tech Hire” grant.

Entrepreneurship Efforts

Yale Entrepreneurial Institute (YEI) incubates twelve start-up firms a year while the consortium the City assembled in 2012, under the banner of “The Grid New Haven” and led by EDC, provided assistance to 104 technology companies over the two-year period ending in 2014. The Grove has become the leading co-working space in the state, with more than 160 members. Located in the Ninth Square at 760 Chapel Street since 2013, The Grove expanded in 2015 into an additional 4,000-square-foot building. Recognizing the importance of tech companies and the skills they require, GWCC, with support from the City and EDC, launched an intensive “learn-to-code” course in 2015 which teaches the most in-demand web-development skills. All these efforts contribute to making New Haven an increasingly attractive location to base a technology company.

Business Development

Business Services

Economic Development staff, with support from the EDC 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 10 percent of all those who make inquiries go on to establish businesses within the city, typically home-based businesses with one or two employees.

Food Incubator

Economic Development, in collaboration with the EDC, proposes to create New Haven's first food-based business incubator and co-working program to foster early-stage catering, retail and wholesale food businesses. By covering the capital cost of shared kitchen facilities, which are made available to members on a timeslot basis, the incubator enables a business to develop to the stage where it can invest in its own facilities - by assisting its tenants with business planning, access to capital, mentoring and other business facilities.

The continued popularity of Long Wharf as a food production and food service destination has inspired the City to establish a food-based business incubator. Entrepreneurs have expressed great interest in the creation of a place where early-stage food-related businesses could share production space. The incubator, slated to open in 2017, would help both small restaurants and other specialized food service companies take root and grow in the New Haven-area, strengthening an already-bustling gastronomy industry.

Moreover, the incubator is intended to be a supportive community, creating a sense of shared values and a commitment to success. It will provide subsidized use of space and training to cultivate the development and growth of small businesses and address food accessibility, neighborhood revitalization, and small business development for New Haven residents, thereby creating jobs and employment opportunities for New Haven residents.

Project Storefronts

In 2015, Project Storefronts furthered economic development in New Haven by matching qualified creative entrepreneurs with vacant and underutilized commercial retail spaces, and coaching them to prove their business concepts according to lean startup principles. Readiness for a storefront is assessed and built through info sessions with experts in various aspects of small business and product development, individual coaching by the Program Manager, and referral to other City resources and vending opportunities. In the process, a growing pool of realtors, property managers and commercial property owners have become actively engaged contributors to the city's creative economy.

In 2015, Project Storefronts held 111 promotional events including the introduction of CityLove, a new bike-propelled cart for vending at area events, helped 207 entrepreneurs, and assisted in the launch of seven new small businesses. A publication called "CityLove: Celebrating New Haven's Creative Economy" is presently in progress, which further details these achievements in the form of a series of self-guided walking tours.

Small Contractor Development Program

Healthy local businesses are a basic component of strong, sustainable communities. They create job opportunities for residents and keep money circulating in the local economy. To that end, the City adopted Section 12 1/4 of the New Haven Code of Ordinances in 2001, which created the Small Contractor Development Program (SCD). Through this ordinance, the City provides opportunities to small and minority contractors to establish parity in New Haven construction contract procurement and provide them with opportunities to grow, compete and succeed. The SCD program uses a two-pronged strategy to achieve an increase in Minority Business Enterprise (MBE) and Women's Business Enterprise (WBE) contractor participation for public projects that are funded, in whole or part, by City funds or by a developer that has received any type of subsidy from the City.

At the start of the program in 2001, 4.7 percent of City contracts were awarded to women and minority business enterprises. As of the end of 2015, 25.7 percent of the \$13.6 million in City construction contracts were awarded to women and minority businesses, and there are currently 137 contractors registered in the program. Since its founding, SCD has also assisted more than 600 small, women, and minority firms with contract issues, bid documents, payments, credit, contractor conflicts, and registration. In 2016:

- New Haven resident construction businesses received \$18.8 million in contracts
- Women owned construction businesses received \$13.7 million in contracts
- Minority owned construction businesses received \$1.6 million in contracts

Food Truck Festival

The second annual Food Truck Festival was held on Long Wharf in June 2016. The event featured more than 30 New Haven-area food trucks and craft vendors, beer gardens, a Dragon Boat Race and all-day entertainment. Thousands attended over the course of the event.

Small Business Technical Assistance & Outreach

The EDA 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 in areas such as 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

The Small Business Service Center opened in May 2014, currently serves approximately 300 Greater New Haven small businesses, and is part of the City's Office of Economic Development. The mission of the Small Business Service Center is to assist in the development and growth of aspiring small businesses and entrepreneurs, by providing them with access to capital along with technical assistance. The Center's core initiatives are business development, business retention and attraction, neighborhood business revitalization and business advocacy. It has assisted in the opening of 70 small businesses and assisted in securing funds for 30 small businesses totaling \$500,000 for member businesses. It also facilitates a 16-week comprehensive small business program educating entrepreneurs on how to be effective business owners.

The Small Business Service Center plays a lead role in encouraging the development of entrepreneurship and microenterprises by providing technical assistance and promoting incentive programs coupled with financing programs that assist in creating jobs that serve as an important catalyst for the future economic growth and prosperity of the city and the region.

Start Up Weekends

Part of Start Up America, this weekend is held annually in November and includes events for entrepreneurs to pitch ideas, build teams, network, learn skills and find mentors. It is an intense 54-hour event which focuses on building a web or mobile application which could form the basis of a credible business. In 2015, it was held in collaboration between Yale School of Management and New Haven's co-working epicenter, The Grove.



In partnership with the EDC, 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.

REVITALIZING NEW HAVEN'S NEIGHBORHOODS

Neighborhood Commercial Revitalization

The City uses the nationally-recognized “Main Streets” model as its principal tool to reactivate its key business corridors, including Dixwell, Grand, and Whalley Avenues. Working with community volunteers, City personnel, and other stakeholders, Economic Development staff coordinate and implement projects that keep neighborhoods “clean, safe, and friendly”, promote culturally-vibrant events, and identify value-added redevelopment opportunities.

During 2016, Economic Development staff worked with various City departments and external partners to deliver various projects on these three thoroughfares:

- Conducted streetlight and sidewalk assessments to repair fixtures and other infrastructure
- Restriped and signalized pedestrian crossings at certain heavily-traveled intersections
- Planted and watered nearly 30 new trees in all three districts
- Initiated an improved and updated Grand Avenue Business Map & Guide
- Sponsored community festivals, such as RiverFest and Wheels on Whalley



left: Wheels on Whalley participants; right: a family at the Riverfest event.

In 2017, the Office of Economic Development will continue working with community members in each of these neighborhoods to design and execute projects that enhance their economic revitalization.

Neighborhood Commercial Districts (Special Service Districts)

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

- Town Green Special Services District
- Grand Avenue Special Services District
- Whalley Avenue Special Services District
- Chapel West Special Services District

Municipal Development Incentives

The City rarely grants full tax abatements; instead, it looks for 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.

Façade Improvement Program

The Façade Improvement Program is one of the tools Economic Development uses to fight blight in New Haven neighborhoods, to stimulate economic growth, promote the welfare of its citizens, and strengthen local communities through a combination of redevelopment and rehabilitation. In 2015, the Program supported 18 Façade projects, with eligible grants totaling in excess of \$1.0 million, leveraging nearly \$15 million in private investment.

2015 - 2016 Highlights:

- In 2015 Bender Plumbing received a major assistance grant to expand to a new facility at 580 Grand Avenue Economic Development support included a façade grant for the new location as well as the existing showroom. Façade work on the showroom will be completed in fall 2016.
- The acquisition and redevelopment of 320 Ashmun Street in Newhallville by Juan Salas-Romer from a blighted building with a problem bar into a new G Café on the ground floor with residential apartments above.
- Believe in Me Empowerment Center, located at 423 - 425 Dixwell Avenue: in 2013-14, James Walker, owner of the building and executive director of BIMEC, used façade funding to restore facades on Dixwell and Argyle Streets. A fire in the spring of 2015 destroyed much of the façade and rendered the building uninhabitable. Once again, the Façade Program assisted with the exterior repairs and enabled BIMEC to quickly get back into its headquarters.
- Reclamation Realty, LLC, the real estate holding company for Reclamation Lumber at 424 Grand Avenue in the Mill River District: Economic Development designed a special program to facilitate the funding of its Grand Avenue and Haven Street façades using a combination of interim funding and external financing. The Grand Avenue façade has been completed and the Haven Street façade will be complete by summer 2016.

2016 - 2017 Initiatives:

- Implement a pilot program in the “Main Street” corridors (Whalley, Dixwell and Grand Avenues) that provides a portion of a façade grant at the start of the project, to help stimulate program participation in these neighborhoods.



A before and after picture of Bender Plumbing Supply Company's new facility which was part of the Façade Improvement Program.

Mill River District Planning Study

In 2014, the Office of Economic Development, in partnership with the EDC of New Haven, 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 addressing deteriorating and vacant properties along the river to take advantage of emerging growth opportunities in advanced manufacturing, food processing and home improvement product sales. 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 research of waterfront protection methodologies, development of an infrastructure investment strategy, coordinating with the Housing Authority of New Haven on the Farnam Courts Redevelopment, and redeveloping the CT Transit garage at 470 James Street (DISTRICT NHV).

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 and Luckey Playgrounds.
- Approximately 100 new jobs.
- Lloyd Street Reconstruction and boat launch using \$1.6 million in EDA and EPA grants.
- 46 River Street remediation by DuPont.
- 56 River Street remediation complete using EPA funds.
- 100 River Street remediation by Hess Oil.
- 34 Lloyd Street for Capasso Restoration using Department of Economic and Community Development (DECD) and City funds.
- 198 River Street (Bigelow Boiler) partial building demolition, stabilization and abatement.
- 142 River Street partial demolition.
- Reconstruction of River Street and blocks of Blatchley Avenue, Lloyd and Poplar Streets, using DECD, EDA and EPA funds.
- New sidewalks on Chapel Street.
- Property and building improvements at 34 Lloyd Street, 90 River Street, 168-196 Chapel Street, 24 River Street and 76 Blatchley Avenue.
- Centric Sports & Cycling Velodrome, 100 River Street.

Long Wharf TOD Grant

New Haven won \$1 million in state funds for responsible growth projects that create jobs in the Long Wharf area. The City will use \$500,000 to cover the cost of infrastructure improvements to Long Wharf Drive including a two-way cycle track on the water side of the street and a more organized area for the food trucks that congregate on Long Wharf. This is part of a larger Long Wharf makeover that will transform the area with the new Boathouse, improvements to sidewalks and right-of-ways, the Farmington Canal Line and Vision Trail as well FEMA-funded repairs to areas damaged by recent storms.



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 the Powerhouse Building at 458 Grand Avenue. It is already home to many manufacturers, including Reclamation Lumber, Space Craft, Radiall and more.

IMPROVING NEW HAVEN'S REGIONAL COMPETITIVENESS

Arts & Culture

New Haven is home to world-class shopping featuring more than 50 specialty boutiques in four distinct shopping districts - Broadway, Chapel, Audubon and Ninth 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 first Urban Outfitters. The Chapel Street Historic District, home to the newly-refurbished Yale Center for British Art and 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, a revitalized area between the heart of Downtown and Union Station, is home to several Project Storefronts businesses including the Grove and Artspace, as well as some of the city's best wine bars, restaurants, and coffee shops.

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. Recent additions include Tarry Lodge by Mario Batali, Five Guys Burgers and Fries, and Shake Shack.



Clockwise from top left: Arethusa Farm Dairy on Chapel Street, the Apple Store New Haven and Barbour on Broadway, ShakeShack on Chapel Street and J.Crew on Broadway.



The Yale Center for British Art holds the largest and most comprehensive collection of British art outside the United Kingdom, presenting the development of British art and culture from the Elizabethan period to the present day. (Photo courtesy of Great Buildings).

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 Kahn. The Gallery underwent a \$15 million expansion in 2012 (part of a larger fourteen-year renovation effort totaling \$135 million), earning the American Institute of Architects' Honor Award for the preservation and restoration efforts. An estimated 150,000 visitors attend the Yale Art Gallery each year.
- **Yale Center for British Art** contains the largest, most comprehensive collection of British art outside of the United Kingdom. It reopened to the public in May 2016 after a 16-month closure that included a \$33 million "conservation" effort to restore the Louis Kahn-designed treasure to the architect's original vision. 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 four billion years of history. It is ranked among 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 visitors 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. Whitney Library and other special exhibitions offer its 15,000 annual visitors many opportunities to engage with the rich history of the city.
- **The Connecticut Children's Museum** houses day care programs, education for care providers, and an interactive museum. 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 celebrated its centennial in 2015 and has recently completed Phase I of its planned renovations.
- **The Long Wharf Theatre** attracts more than 100,000 patrons annually to view imaginative revivals of classics and new works by world-renowned playwrights. Past productions have earned Pulitzer Prizes, Tony Awards, and the New York Drama Critics' Award.
- **The Yale Repertory Theatre** is a New Haven theater institution that partners with the premier Yale Drama School to produce new works that have garnered Tony Awards and Pulitzer Prizes. With five or six new works each season, the Yale Rep draws thousands to New Haven regularly.
- **The New Haven Symphony Orchestra** is the fourth-oldest symphony orchestra in America. It is housed at Woolsey Hall at Yale while also touring internationally. The well-attended Symphony draws 120,000 spectators annually.
- **College Street Music Hall** opened at 238 College Street, on the site of the old Palace and Roger Sherman Theatres, in May of 2015. The 2,000-seat fully-renovated venue is located in the heart of downtown New Haven's arts and entertainment district. It joins the scene as the hub for live music performance in New Haven and all of southern New England with an average of five events per month.

Long Wharf Visitors Center

In 2015, the City of New Haven selected Long Wharf mainstay Brazi's Restaurant to renovate and enhance the Long Wharf Visitors Center as a food service and resource and information center. The City, in conjunction with Brazi's, is restoring and augmenting this facility's amenities for visitors and travelers by creating an affordable take-out restaurant that will complement the Visitors Center's role as a gateway to the city. Throughout the past year, the City has worked with Brazi's to prepare updated design renderings for the building, finalize operational parameters, and assist in site plan review and approval processes. The Center will be completed in fall 2016.



The Visitors Center will be renovated and then operated as both a visitor information center and small café where pre-packaged and prepared foods will be available.

Special Events

- **The International Festival of Arts & Ideas**, held annually in June, draws performers, thinkers and artists from around the world. The events take place throughout the city, on the New Haven Green and Yale campus as well as in New Haven's neighborhoods.
- **The Connecticut Open** at Yale is a major stop for players on the international Women's Tennis Association (WTA) tour. Just one week before the nearby US Open, this event draws 50,000 spectators and boasts twenty hours of on-air coverage on CBS and ESPN2 annually.
- **Music on the Green** is a free series of summer shows that bring the community together several times each season to enjoy popular music by world-renowned acts that can draw up to 15,000 per performance.
- **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 Ninth Square and Downtown to put on a themed set of events and activities, and help to bring significant traffic to the area. An On 9 event typically includes engaging opportunities for consumers to meet business owners. Examples include restaurant samples, previews, performances, special sales, art and fashion shows along with raffles and community competitions.



The Festival of Arts and Ideas has attracted more than one million visitors since its founding in 1996.

Healthcare Industry

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 leverage the enduring strength of 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. The biomedical sector accounts for approximately 12,000 jobs in the New Haven region (2013 CEDS report for greater New Haven), and New Haven placed #13 in the FierceBiotech Top 15 cities for biotech venture funding in 2014.

Yale-New Haven Hospital

Yale-New Haven Hospital is the sixth-largest hospital in the country, with 1,576 beds and 12,152 employees, and serves as the primary teaching hospital for Yale School of Medicine. Ranked as the number one hospital in Connecticut, it provides comprehensive and multidisciplinary care in more than 100 medical specialty areas, and includes Smilow Cancer Hospital, Yale-New Haven Children's Hospital and Yale-New Haven Psychiatric Hospital. Yale-New Haven is also widely considered one of the best hospitals in the United States, and is nationally ranked in seven out of 18 specialties by *U.S. News & World Report*, and ranks in the Top 10 nationally in two specialties, diabetes (#8) and psychiatry (#10).

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 1,589 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 \$352.2 million in awards from the NIH, the sixth-highest total amount in the nation and the second-highest per faculty member. There have been 61 Yale-founded biotech companies to date.

Quinnipiac School of Medicine

In 2013 Quinnipiac University opened its School of Medicine with 60 matriculating students. This augments a university that is already noteworthy for having made "innovative and promising changes in academics, faculty, and campus life" in recent years. Class size is anticipated to grow to 120 students in future years. The School of Medicine is accredited by the Liaison Committee on Medical Education, and currently holds preliminary accreditation - full accreditation is anticipated in 2017. The school is also authorized by the state of Connecticut to award the M.D. degree, and a member of the American Association of Medical Colleges.

FACTS:

 2015 U.S. News and World Report ranks YALE UNIVERSITY #3 overall in the U.S.	In 2014 FierceBiotech ranked NEW HAVEN AS THE 13TH BEST CITY FOR BIOTECH venture funding in the country 
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Source: EDC New Haven / REX

Transportation Industry

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 works closely with federal and state partners on plans to go beyond state-of-good repair improvements to make forward-thinking and job-creating investments.

New Haven-Hartford-Springfield Commuter Railroad (CTrail Hartford Line)

This joint venture between Connecticut and Massachusetts will establish new commuter rail service between New Haven and Springfield. 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 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 more than 600,000 annual passengers once completed. CT DOT expects for the commuter line to be ready in January 2018.

Public Transportation Infrastructure

The City, State and Federal governments are also investing heavily in New Haven's public transportation infrastructure. New Haven is the hub of all passenger rail service in Connecticut with historic Union Station 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. It is also the 12th busiest station in the national Amtrak system in terms of ridership numbers, with 698,656 passengers for the 2015 year.

State Street Station

In 2000, as part of the I-95 project, CT DOT constructed 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 CT DOT likewise was awarded a US DOT TIGER grant to develop a second platform. The Hartford Line is expected to attract more than 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 an important asset for New Haven, not only as a transportation hub, but also as a welcome center and economic catalyst, hosting more than 400,000 passengers annually. 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 a half-mile of the station, including portions of the station site itself. The City leases the Union Station Transportation Center from the CT DOT and Park New Haven operates the station on behalf of the City.

In 2015, CT DOT initiated the environmental screening and design work for a long-awaited second garage at Union Station. The garage will consist of up to 1,000 spaces, connected to the existing garage and to the platforms by various walkways. A public information session was held on December, 2015 and design has progressed over the course of the year. The City continues to discuss with State officials a requested long-term lease extension to the station. In this instance, the lease extension is extremely important for re-merchandising the station and creating a welcoming experience for visitors.

Port of New Haven

The Port of New Haven is the largest deep-water commercial port in Connecticut and a leading port of call on the Atlantic Seaboard. The port is ranked #51 in the nation for domestic trade (5.9 million short tons) and #53 in the nation for foreign trade (2.7 million short tons) based on 2013 volume. The Port of New Haven moves 55 percent 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.

Tweed-New Haven Regional Airport

Economic Development is increasing its efforts to support Tweed-New Haven Regional Airport. Tweed is an FAA-certified Class-I airport, providing both scheduled commercial (American) and general aviation services (Robinson Aviation). With the merger of American and US Airways, there are more than 330 destinations to which you can fly through the American hub in Philadelphia. In 2015, there were 31,031 enplanements out of Tweed, down slightly from 33,608 in 2014. Capital improvements in 2015 include purchase of the new airfield snow sweeper, the first phase of the noise attenuation program, and painting and crack sealing of main runway 2-20, together with upgrades to security, communications and tide gate/drainage systems.

While the Tweed Airport Authority continues its aggressive air service development program, it is increasingly clear that the airport will need to enhance its financial incentive packages and extend runway 2-20 to attract new service. In May, 2015, the Airport Authority initiated a community conversation about extending runway 2-20 (500 feet to the north and 1,000 feet to the south) and took the process a step further in November 2015 by requesting a declaratory ruling from the Connecticut Attorney General claiming that the state law which limits runway 2-20 to 5,600 linear feet is inconsistent with federal law.

Farmington Canal Greenway

Once a railroad, the Farmington Canal Heritage Greenway covers 84 miles from New Haven, CT to Northampton, MA. Currently more than half has been developed as a paved trail with the remainder in progress. The City is helping to reconstruct the portion between Temple Street and the New Haven waterfront at Long Wharf. Upon completion, this will give people in nearly all of New Haven the ability to bike, walk or run to Downtown easily. The construction documents are 90 percent complete and City Plan is expecting to go to bid in the fall of 2016.

Complete Streets Manual

To promote and facilitate street safety, the City has adopted a multi-faceted approach. In 2008 the Board of Alders 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. Since the adoption of the Complete Streets Manual in September 2010, there have been 15 projects completed.

goNewHavengo

In an effort to further reduce vehicle trips in New Haven, the Transportation, Traffic and Parking (TTP) Department launched goNewHavengo, with the goal of making the city more people-friendly, increasing the transportation affordability, educating communities about transit alternatives, providing convenient options for public transportation, helping reduce environmental contamination, and improving the health of the population. This comprehensive transportation demand management effort works with employers, residents and commuters to identify transit and bike/pedestrian alternatives across the community. goNewHavengo runs different programs and events all year-round.



Top row: City workers installing bike lanes on Clinton Avenue; Bottom row: cyclists using new bike lanes on Elm Street.

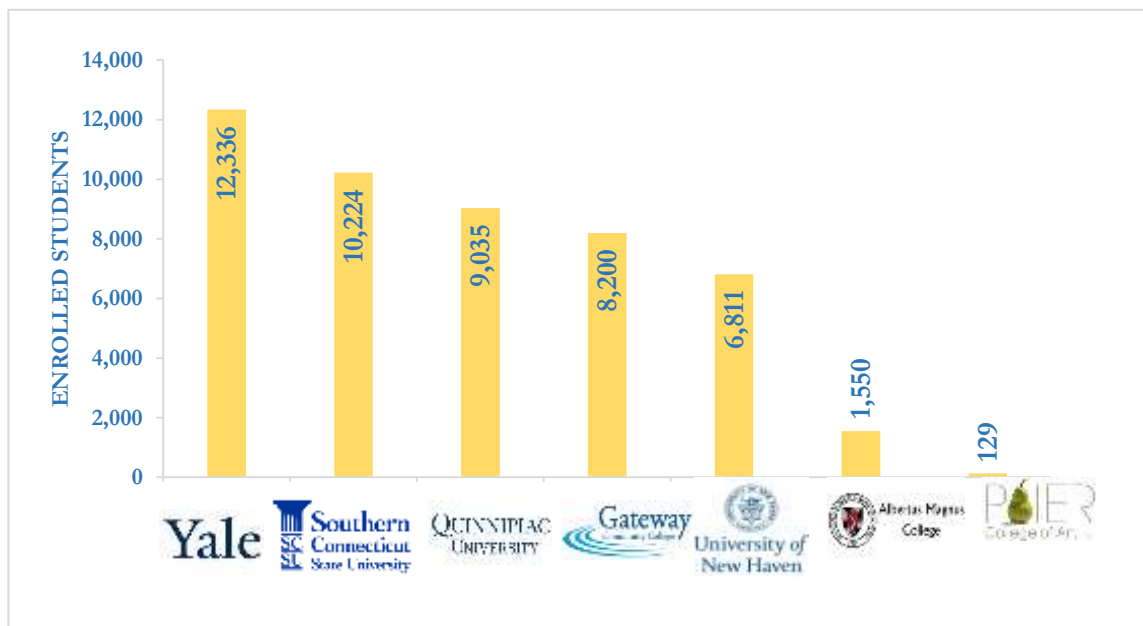


Clockwise from top right: Gateway Community College (GWCC) library, Albertus Magnus College Main Entrance, University of New Haven (UNH) basketball team, Yale University graduation, SCSU, and Quinnipiac University athletic facilities.

Education & Innovation

Yale University, Southern Connecticut State University, Albertus Magnus, 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 while the schools continue to expand. Yale opened its new state-of-the-art School of Management building in 2014, adding 200 students. In addition, Yale is currently building two new residential colleges, slated to open in fall 2017. This project will cost \$600 million to construct, and will add 800 additional students, faculty and staff. It is Yale’s first major expansion in over 40 years. GWCC completed its new Downtown campus in 2012 which brings 11,000 students and faculty to the city each day. SCSU recently opened a nanotechnology program with a four-course graduate certificate program open to the entire Connecticut State University System (CSCU). A regional leader in science and technology, its Master’s program in Computer Science was recently redesigned to culminate in a signature capstone project.

Institution	Faculty	Enrolled Students
Yale University	4,698 Full-time & 811 Part-time	12,336
Southern Connecticut State University	439 Full-time & 566 Part-time	10,224
Quinnipiac University	371 Full-time	9,035
Gateway Community College	107 Full-time & 462 Part-time	8,200
University of New Haven	263 Full-time & 379 Part-time	6,811
Albertus Magnus College	44 Full-time & 230 Part-time	1,550
Paier College of Art	8 Full-time & 26 Part-time	129
Total	8,404	58,285



Source: EDC New Haven/Rex

New Haven's universities 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. As mentioned previously, Yale has produced some 61 new start-up companies in Greater New Haven. These companies have attracted over \$3.6 billion in private capital.

Yale, in particular, has a truly global reach and includes 2,239 international scholars and 2,135 international students, all of whom contribute to the local 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 more than 60 faculty members participating in Yale-China programs, and by establishing Yale-NUS College—the first liberal arts college in Singapore.

New Haven Public Schools

New Haven Public Schools are dedicated to preparing students for the 21st century workforce. They 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 nearing the end of a \$1.5 billion program to renovate or rebuild every school in the New Haven school system. Since 1995, the City has rebuilt 38 schools through its 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. In 2014, the district's graduation rate climbed to 75 percent while the dropout rate fell 4.2 percentage points 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 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 Education to fund the New Haven Professional Educator Program that develops, supports, and retains great teachers and administrators.

Strong 21st Century Communications Magnet & SCSU Lab School

Strong 21st Century Communications Magnet and SCSU Lab School strives to develop an understanding of the history and impact of communications and how it has changed the world. With a rigorous STEM-infused curriculum and a project-based learning approach, it will prepare students to utilize digital media, global technologies, and other languages to communicate effectively in an evolving world. Students also have multiple language offerings including American Sign Language and Chinese or French. Finally, through its unique partnership with SCSU as a Lab School, students receive support from future educators in a dynamic learning environment and make a difference by inspiring and developing the next generation of teachers. This project has a total cost of \$45 million.

The Engineering and Science University Magnet School (ESUMS)

ESUMS was established in 2008, with a very special purpose: to educate and train the next generation of engineers, scientists, and leaders. The partnership between UNH and ESUMS is aimed at leveraging the strengths of UNH in STEM fields towards ESUMS students. The engineering curriculum currently used at ESUMS is based on Project Lead the Way (PLTW), a national program that forms partnerships among public schools, higher education institutions and the private sector to increase the quantity and quality of engineers and engineering technologist graduates in the US. ESUMS is co-funded by both State and City, and the project totals \$85 million.



NHPS' Engineering and Science University Magnet School (ESUMS), a college preparatory middle and high school, challenges students to imagine, investigate and invent while preparing them for demanding STEM programs at the collegiate level.

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 to cultivate an aspiration for a college education in New Haven public school students, build community and parental engagement, and foster 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.



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

Continuing Education and Certifications

Both GWCC and SCSU 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 GWCC 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, ConnCAT 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 to 75 percent salary reimbursement during the on-the-job training.



The mission of ConnCAT is to inspire, motivate and prepare youth and adults for educational and career advancement, through after-school arts and job training programming.