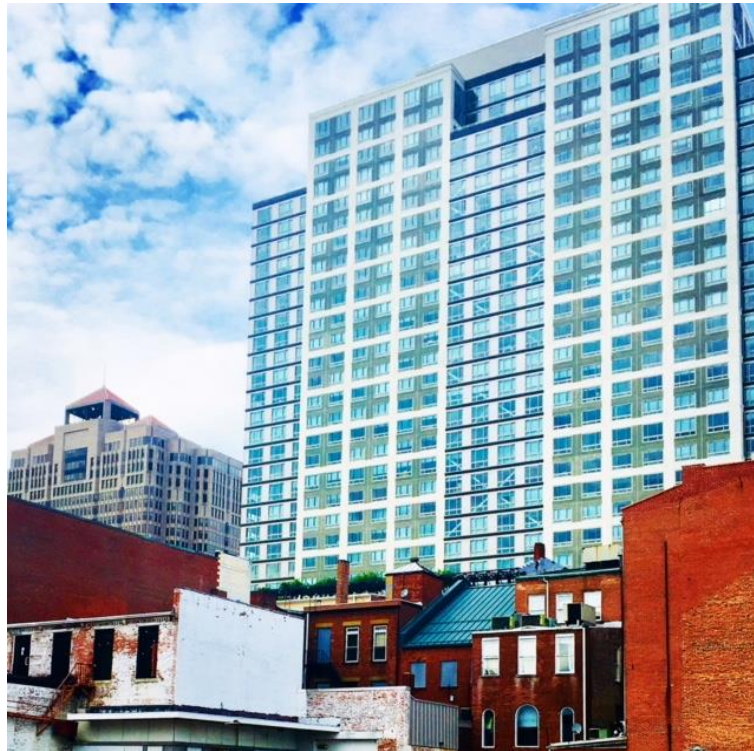


New Haven Economic Development Official Statement



July 2018

Toni N. Harp
Mayor

Matthew Nemerson
Economic Development Administrator

TABLE OF CONTENTS

Introduction to New Haven	3
SECTION I: Attracting and Retaining Quality Investment.....	7
Residential Real Estate Development	9
Hotel Development.....	14
→ Section Highlights: Hill-to-Downtown & The District NHV	17
The Biotech Industry	22
The Digital/Tech Industry	26
The Food Industry.....	28
Economic Drivers	29
SECTION II: Developing Local Jobs and Businesses.....	30
Business Development	31
Workforce Development.....	35
→ Section Highlight: Elm City Innovation Collaborative	37
SECTION III: Revitalizing New Haven’s Neighborhoods	40
Neighborhood Infill Development.....	42
Neighborhood Commercial	45
Neighborhood Specific Initiatives.....	46
→ Section Highlight: Long Wharf Responsible Growth Plan	47
SECTION IV: Improving New Haven’s Regional Competitiveness.....	50
Arts, Culture, & Tourism	52
Access to World-Class Healthcare.....	56
Transportation Infrastructure.....	57
Educational Opportunities	61

INTRODUCTION TO NEW HAVEN

New Haven is an old city made new. Founded in 1638, New Haven was the first planned city in America,¹ a key port city and center of innovation during the country's first industrial revolution, a central driver of the Northeast's rise in manufacturing and railroad shipping prominence, and the poster child for the federal government's revolutionary urban renewal program in the 1960s². For centuries New Haven produced Winchester rifles, Corsair Aircrafts, Yale-educated men and women whose leadership and charisma have forever changed the country.

Today, New Haven continues to champion its reputation as a city of makers. Its entrepreneurs, innovators, and leaders are at the forefront of progress in everything from biomedical technology to public private partnerships. At a glance, New Haven is quickly establishing itself as a city of the future: in terms of medical advancements, New Haven's 50+ biotech companies³ develop cutting edge technology and treatments; and in 2017 it was reported that venture capital firms and large pharmaceutical companies had invested more than \$700M in New Haven startups.⁴ Private real estate developers, seeing the value of New Haven's rise in popularity and unbeatable location, have invested hundreds of millions of dollars in New Haven real estate and built nearly 1,500 new market rate apartments since 2010.⁵

In less than a decade, New Haven has been reborn as an exemplar of a vibrant, diverse, human-scaled city. Its renaissance has attracted new residents from all over Connecticut and the United States at large. Between 2000 and 2014, New Haven attracted 6,900 new residents,⁶ and according to the most recent U.S. Census Report, New Haven had the highest growth rate (5.0%) among major New England cities.⁷ This influx of increasingly diverse, international, and well-educated residents has helped New Haven become the most demographically representative city of the United States as a whole according to popular political blog Five Thirty Eight.⁸

With an attractive mix of housing, transportation, public amenities, educational opportunities, and world-class arts and cultural offerings, and with major cities like Boston and New York less than a few hours away, New Haven has all the comforts of a small town with the panache of a big city. As it continues to become home to more young professionals, innovators, community leaders, startup companies, and biotech and digital tech ventures, New Haven will inch closer and closer to becoming the #Greatest Small City in America.

REGIONAL CONTEXT

New Haven is located on Long Island Sound between New York City (75 miles), Boston (140 miles), and Hartford (40 miles). It is directly connected each of these cities by I-95, I-91, and the Northeast Rail Corridor, which recently added the Hartford Line, a high-speed train connecting New Haven to Hartford and Springfield, MA.



New Haven is just as dynamic a city as New York or Boston only smaller and more affordable. New Haven prides itself on offering residents an array of world-class cultural offerings and attractive living options at a fraction of the price expected in most big cities. The cost of housing, for example, is more than 100% less expensive in New Haven than in New York City and approximately 96% less expensive than in Boston.

Average Rent, 1-BR Apartment in New York City	\$3,180
Average Rent, 1-BR Apartment in Boston	\$2,535
Average Rent, 1-BR Apartment in New Haven	\$1,121

Source: RentJungle Comparison Tool as of July 2018

DEMOGRAPHICS

New Haven is the densest, most populous, and most economically significant city in the Greater New Haven region.⁹ It is also one of Connecticut's most diverse¹⁰ and fastest growing cities¹¹. With a median age of 31 years old¹², New Haven's current population has the capacity to impact and drive the regional economy for many years to come.

POPULATION¹³

	New Haven City	New Haven MSA	Connecticut
Total Population	131,014	860,435	3,588,184

AGE¹⁴

	New Haven City	New Haven MSA	Connecticut
Population below age 18	22%	20%	21%
Population ages 18-64	68%	63%	62%
Population 65 and older	10%	17%	17%

RACE & ETHNICITY¹⁵

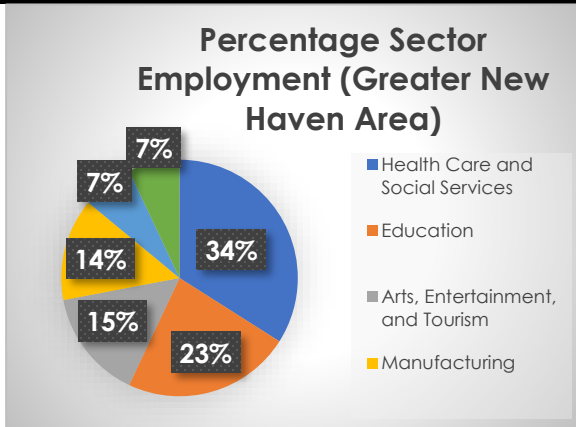
	New Haven City	New Haven MSA	Connecticut
White	31%	63%	67%
Black	34%	15%	12%
Hispanic	29%	18%	16%
Asian	5%	4%	5%
Two or More Races	2%	2%	2%

ECONOMIC SNAPSHOT

New Haven is a city with . . .

A diverse economic base

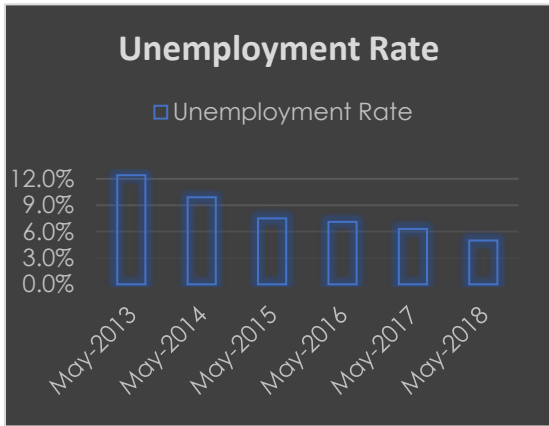
- **2nd largest** bioscience cluster in New England.¹⁶
- 50+ biotech firms employing 5,000 employees.¹⁷
- **554 new businesses** openings in 2017.¹⁸



REX Development, 2017 Southern Connecticut Comprehensive Economic Development Update

A declining unemployment rate

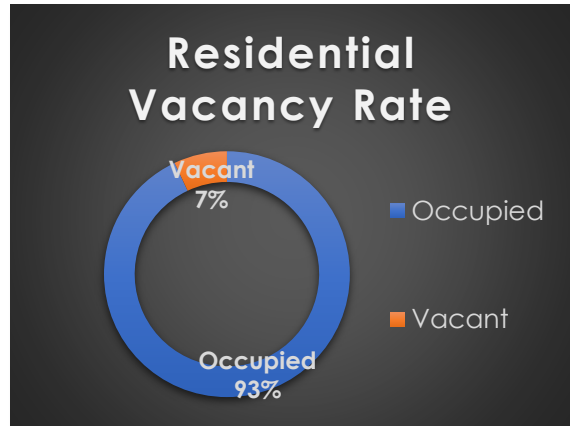
- As of June 2018, the unemployment rate was 5.0%, down from a high of 12.4% in 2013.



Connecticut Department of Labor

A low residential vacancy rate

- Despite a sharp increase in rental housing stock in recent years, the city's residential vacancy is still low at 7.7%.



Department of Numbers

Department of Numbers

Strong Anchor Institutions

- **Yale University** employs 14,000 people, 4,000 of whom reside in New Haven. The university has committed to hiring 1,000 more NH residents by April 2019.
- **Yale-New Haven Hospital** is the 9th largest hospital by bed-count in the country.
- **Seven colleges in the New Haven area** enroll nearly 54,000¹⁹ students, employ more than 30,000 people, and contribute more than \$2B to the local economy each year²⁰.

SECTION I

**ATTRACTING AND RETAINING QUALITY
INVESTMENT**

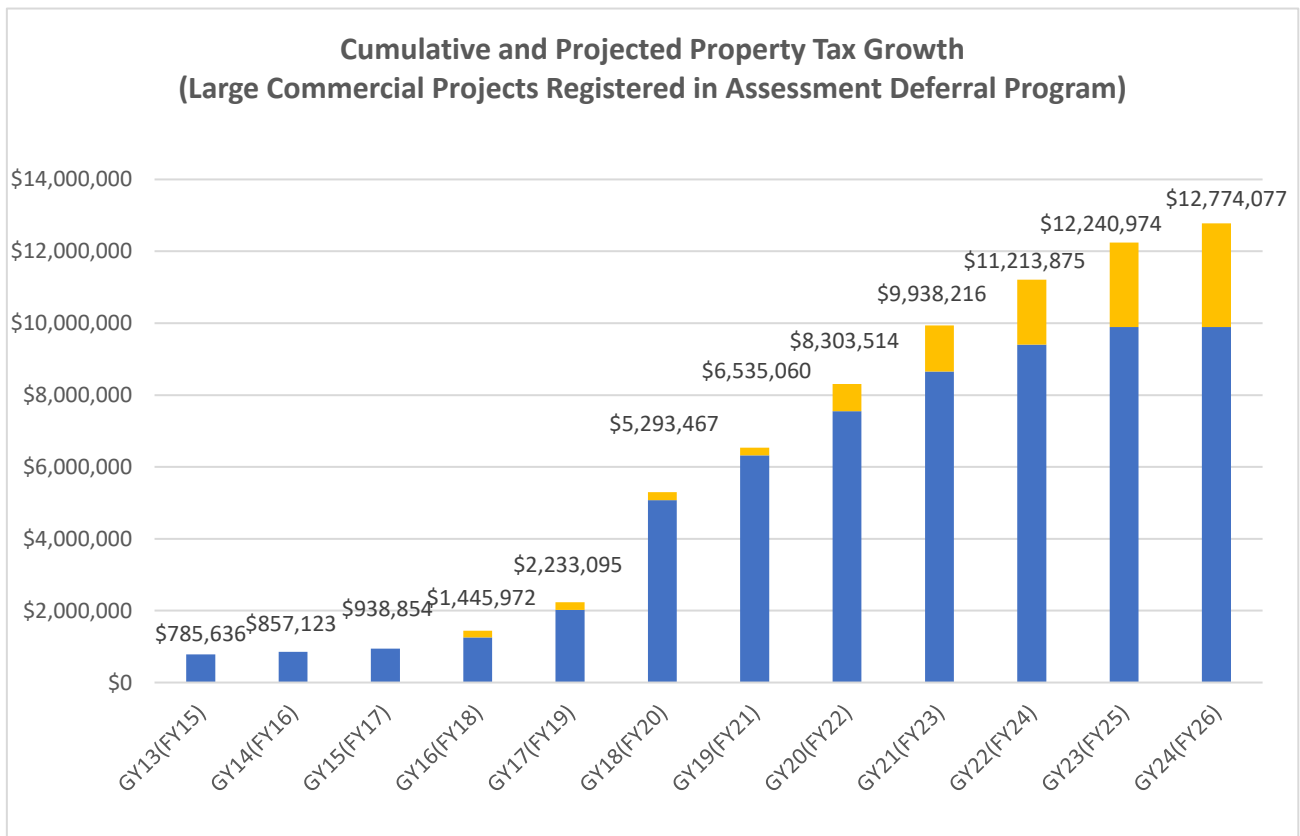
ATTRACTING & RETAINING QUALITY INVESTMENT

The City actively partners with private entities to attract investment capital to New Haven. In recent years, the private market has expressed great interest in investing in New Haven due to the city’s rise in prominence among mid-sized cities.

Just in the last few years, New Haven has attracted new residents and businesses due in large part to the quality of its recent real estate development efforts.

The City of New Haven’s Office of Economic Development (“Economic Development”) has been committed to expanding New Haven’s grand list to generate increased property tax revenues. By working closely with private investors through the planning process, leveraging project finance incentives, and facilitating communication with community stakeholders, Economic Development has succeeded in bringing dozens of new development projects to New Haven.

One of the city’s most successful project finance incentives is the Tax Assessment Deferral Program, which enables developers to phase taxable value of new development projects over a period of five years. The City expects to generate approximately **\$12M** in property tax revenues by 2026 from the development projects that currently registered and under contract with the Tax Assessment Deferral Program.



RESIDENTIAL REAL ESTATE DEVELOPMENT

Overview

- The residential rental vacancy rate in New Haven is roughly **7.7%**²¹.
- Private developers have built more than **1,470** market-rate housing units in mixed-use development projects.²²
- As of July 2018, an additional **2,572** market-rate housing units were underway.²³



The Lofts at Audubon Square 550-unit mixed use development broke ground in July 2018. The development, which will create a mini-city built around a 750-space concrete parking garage, is projected to cost \$75M. The developer, Spinnaker Real Estate Partners, based out of South Norwalk, CT, is working on three concurrent projects in New Haven.

State of the Market

Developers regard New Haven as one of the most attractive places in the nation in which to do business. The combination of colleges and universities located in and around New Haven, the heavy concentration of health care-focused businesses, and New Haven's small, walkable, and accessible size creates a vibrancy that few other regions in

“Whether it’s Nashville; Durham, North Carolina; Portland, Maine; or Brooklyn, **New Haven** can be compared to many of the hip population centers that urban designers are talking about right now.”

Northside Development Company, 2017

the Northeast can match. Furthermore, as young professionals reject the single-family home model of the past, demand increases for market-rate housing in the center of all the excitement that downtown has to offer. With more to do, less space to maintain, and easier access to work and play, more and more people are coming to New Haven in search of a hip urban lifestyle.

Retaining Quality Real Estate Investment

The New Haven real estate market has proved so promising that several Connecticut and New England based real estate developers have launched serious development platforms with multiple concurrent projects in New Haven. These developers have each invested hundreds of millions of dollars into New Haven real estate, adding value to New Haven's neighborhoods, housing stock, and long-term economic potential.



Metro 260, 280, 301 The 116-unit mixed-use developments by Metro Star Properties redeveloped nearly two blocks. Before and After photos of the corner of Crown and High St.

Long-Term Development Partners

Spinnaker Real Estate Partners	RMS Companies	MetroStar Properties
<ul style="list-style-type: none"> ▪ 3 Projects ▪ 489 Apartment Units ▪ 1 Boutique Hotel 	<ul style="list-style-type: none"> ▪ 3 Projects ▪ 1,536 Apartment Units ▪ 1 Boutique Hotel 	<ul style="list-style-type: none"> ▪ 3 Projects ▪ 116 Apartment Units

Abundant Development Opportunities

Real estate developers find New Haven an attractive city for development projects in part because New Haven has so many infill and redevelopment sites. New Haven’s underutilized surface parking lots, previously locked rights-of-way, and older buildings give developers ample opportunities to modernize the city while maintaining its historic charm.



Harold’s Formal Wear, 19 Elm Street. The 46-unit project will be built where an inefficient one-story building now stands.

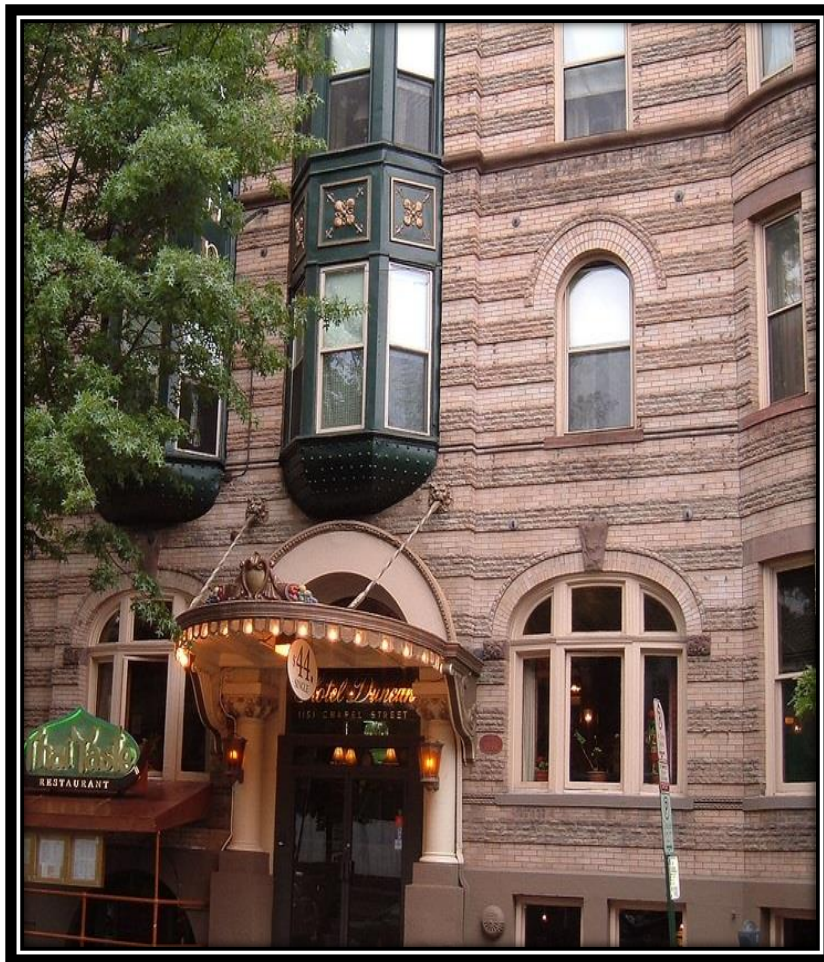
Recent Multi-Family Real Estate Projects: Completed and Current

Year	Project Name	Address	Developer	Investment	Units
2014	College and Crown	200 College	CenterPlan Development	\$55M	160
2015	The Novella	1245 Chapel	RMS Companies	\$35M (Sold: \$40M)	136
2015	Winchester Lofts	275 Winchester	Forest City	\$54M	158
2015	Metro 280	280 Crown	Metro Star Properties	Not Disclosed	24
2016	The Corsair	1050 State	Post Road Residential	\$30M (Sold: \$145M)	235
2016	The Union	205 Church	Cooper Church LLC	\$33M	145
2016	Metro 260	260 Crown	Metro Star Apartments	Not Disclosed	12
2017	Former YMCA railroad building	1435 State Street	Ocean Management	\$4M	21
2018	Metro 303	301-5 George and 274 Crown	Metro Star Apartments	Not Disclosed	80
2018	Audubon Square	335 & 367 Orange	Spinnaker Real Estate Partners	\$160M	550
2019	Lofts at Wooster Square	630 & 673 Chapel Street	Spinnaker Real Estate Partners	\$80M	232
2019	Torrington Plumbing Supply Site	87 Union	Epimoni/Adam America	Not Disclosed	325
2019	The Clock Factory	133 Hamilton	Reed Realty	\$40M	120
2020	Former Olin Site	201 Munson	Double A Development Partners	\$80M	395

2020	Union Addition	85 Elm Street	Cooper Church LLC	Not Disclosed	40
2020	Heights on the River	62 East Grand	NHR Properties/Petra Construction	Not Disclosed	60
2020	Former Harold's Formal Wear Building	19 Elm	MOD Equities	Not Disclosed	46
2020	Hill-to-Downtown	Congress Avenue and Church Street South	RMS Companies	\$100M	334
2020	Coliseum Site	89 George Street	LiveWorkLearnPlay	\$400M	450
2020	808 Chapel Street	808 Chapel	Northside Development	Not Disclosed	45
2020	Former Red Cross Building	703 Whitney	Nancy Greenberg	Not Disclosed	42
2020	Former Lehman Printing Site	191,197, and 199 Foster	Ocean Management	\$9M	30
2020	John English Building	418 State Street	MOD Equities	Not Disclosed	50
2020	East River Partners parking lot	302 State Street	East River Partners	Not Disclosed	40

HOTEL DEVELOPMENT

Given the strength of the mixed-use residential market, several of New Haven’s most avid private developer partners have expanded their development portfolios to include boutique hotels. These developers join several other nationally recognized hotel developers as they expand New Haven’s hotel room stock and capitalize on New Haven’s booming hospitality and tourism industry. At present, there are **341** hotel rooms approved or pending approval with another **400+** rooms in the pipeline.



The Duncan | Façade of the historic building.

The Duncan

Project: The iconic 125-year old hotel will undergo an internal renovation, preserving the façade. Located in the middle of Yale University’s arts campus next to the Yale University Art Gallery, Yale Center for British Art, and dozens of bars and restaurants.

Developer: AJ Capital Partners, a national developer headquartered in Chicago specializing in restoring architecturally-significant hotels in college towns.

Purchase Price: \$8M

Progress The company began construction work in late 2017 to transform the Duncan into a 72-room boutique hotel.

The renovated hotel is slated to open in 2019.

The Blake

Project 108-room boutique hotel with a restaurant and rooftop amenities

Developer RMS Companies, developer of the Novella apartments and the Hill-to-Downtown mixed-use project.

Investment \$8M

Located on the corner of High and George Streets, the Blake will offer both traditional and extended-stay rooms, and is slated to open in 2018.



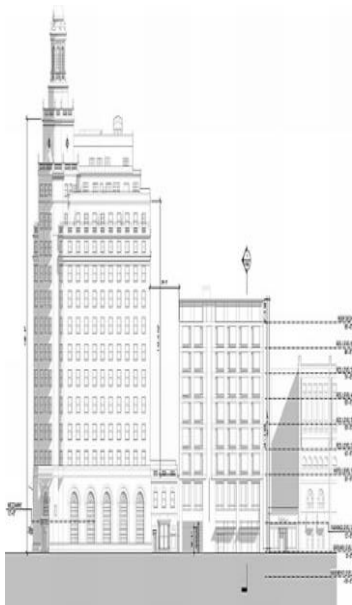
Rendering of the Blake Hotel, located at the corner of George and High.

The Union Trust Phase II, 85 Elm

Developer Cooper Church LLC/Elm Cooper LLC, the owner and developer of The Union apartments at 205 Church Street, announced plans to build a companion mixed-use building on the site of its current parking lot at 85 Elm Street.

Project Seven-story building with residential apartments, **21 extended-stay hotel rooms**, rooftop amenities, and ground-floor retail.

Investment \$35M



Webster Bank Building, 80 Elm

Proposed Project 120-room boutique hotel with amenities.

Developer Spinnaker Real Estate Partners, developer of mixed use projects Audubon Square and the Lofts at Wooster Square

Located across the street from the approved Union companion hotel at 85 Elm, this project seeks to convert a vacant bank building into a boutique hotel in the center of Downtown New Haven.

Spinnaker Real Estate Partners purchased the building and underlying land in late 2017 and expects to finalize development plans by the end of Summer 2018.



Webster Bank Building Hotel Project, 80 Elm | Spinnaker Real Estate Partners

Development Incentives Offered by The City of New Haven

- Tax Assessment Deferral Program
- Façade Improvement Program
- Development and Land Disposition Agreements
- Municipal Development Plans
- Access to grants and loans available through the State of Connecticut Department of Economic and Community Development (DECD)



Former Bank Building, 809 Chapel | Redevelopment Opportunity

HILL-TO-DOWNTOWN

As a growing city with room to expand, New Haven can accommodate the projected future expansion of its growing biotech industry. On the border of Yale-New Haven Hospital and the Yale School of Medicine, Hill-to-Downtown is perfectly positioned to absorb future expansions of either institution as well as the demands of the many spin-off biotech firms looking for lab and office space in New Haven. Much of the district's property remains underused and neglected, occupied by outmoded buildings or large surface parking lots.

Altogether, the Hill-to-Downtown Project envisions remaking the district into a vibrant, walkable, and mixed-use neighborhood that centers around a newly-created public green space—Union Square—by expanding the existing medical district, promoting infrastructure investments, and improving the street network.



Over the next ten years, the project will result in 1,400 new housing units, of which 300 will be priced to accommodate low-to-moderate-income renters. Additionally, the project will feature up to 1M additional square feet. of lab/research space, up to 40,000 square feet of retail, 2,500 new permanent jobs, 10,000 temporary

construction jobs, and \$165M in annual tax receipts. The project will better connect New Haven's train station, the Yale medical facilities, the Hill neighborhood, and downtown.

Phase I

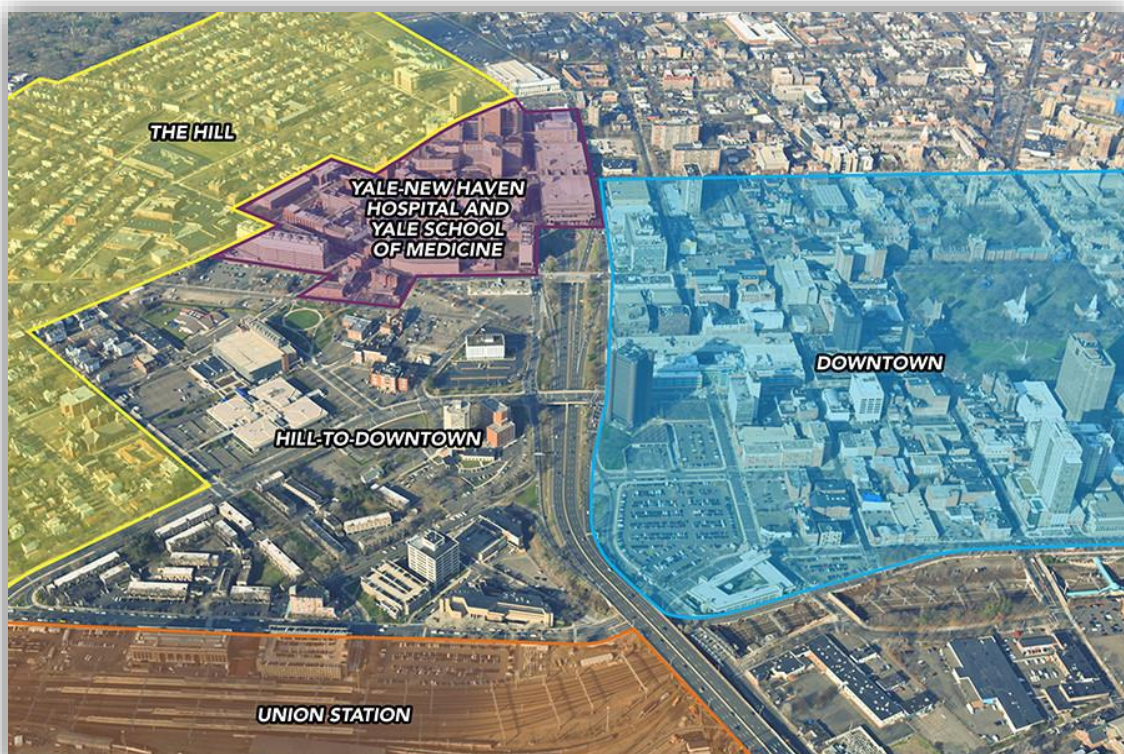
The City and RMS Companies of Stamford, CT entered into a Development and Land Disposition Agreement whereby RMS agreed to spend \$100-150M to construct 337 apartments, 7,000 square feet of retail, 120,000 square feet of research space and 50,000 square feet of offices on 20 acres of mostly-vacant lots with a significant affordable housing component. Phase I of the project broke ground in the Fall of 2017.

Phase II Church Street South

The next priority of the Hill-to-Downtown project is the redevelopment of a former 300-unit publicly-subsidized housing complex known as Church Street South. Demolition work began in July 2018. The City is working with property owner Northland Investment Corporation to create 750 new housing units, made up primarily of mid-rise apartments with approximately 150 affordable units and ground-level retail. This project will transform the area surrounding the Union Station train station into a modern hub of community activity and transit-oriented real estate and business development.

Phase III Municipal Land

The City commissioned a \$160,000 study to explore the feasibility of relocating municipal public service departments (police, health, and education) from their current outdated spaces in the Hill-to-Downtown area. In their place, the City is entertaining plans for a general repurposing of land and buildings located on the block generally bound by Meadow, Union, and Lafayette Streets. Due to the irregular parcel size, the age of the existing structures, and the proximity to the train station, the City foresees a higher and better use for these properties and will continue to explore alternative uses over the course of the next year.



The Hill-to-Downtown Project will reconnect Downtown, Union Station, the Hospital, and The Hill.

THE DISTRICT — 470 JAMES STREET

In 2016, in partnership with the State of Connecticut, the City signed a Development and Land Disposition Agreement for the redevelopment of a contaminated former CT Transit Depot at 470 James Street. The site was transferred to a development entity formed by two local New Haven business owners who planned to invest nearly \$17M into converting the brownfield into Connecticut’s first state-of-the-art tech and innovation campus called The District.

The City transferred the underlying land for \$1, and assisted the developer in obtaining a **\$5.5M** grant from the State of Connecticut Department of Economic and Community Development (“DECD”) to remediate the contaminated soil. Thereafter, the developers raised the rest of the capital needed to finance the project. It is estimated that the final project cost will be more than \$25M.



Today, the **6.95-acre campus** boasts a 100,000 square foot building that contains 40,000 square feet of private office space, 15,000 square feet of coworking space, event space, and a full-service athletic center. The building opened its doors in February 2018 and at present The District is presently home to **four** anchor companies, nearly a dozen private offices, coworking desks, and an athletic club. Although the campus buildout is only a little more than halfway complete, the available office space is already **60% leased**, and more than 150 individual and small team companies are operating out of the coworking space.

Once complete, The District will feature a beer garden and restaurant conceived by Caseus Fromagerie and Black Hog Brewing Co-Founder Jason



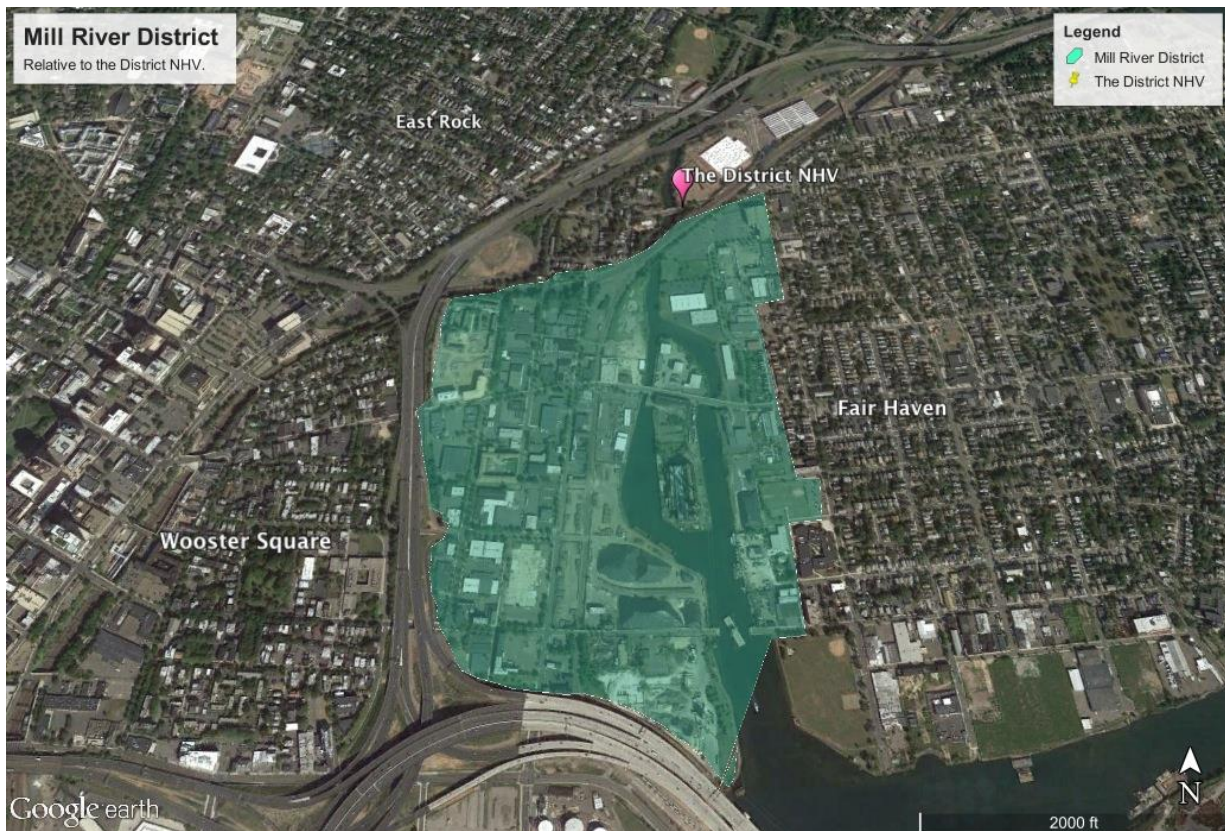
City of New Haven Economic Development, Official Statement

Sobocinski; as well as an outdoor amphitheater, indoor/outdoor event space, and a kayak launch into the Mill River.

The District has already begun to have positive economic impacts on the surrounding community and the City at large. Not only has the campus become a magnet for new professional talent, it serves as an emblematic example of New Haven’s forward-thinking pursuit of true public-private partnerships.

The collective excitement around The District is drawing attention to investment opportunities in the Mill River District of New Haven—a sparsely populated, former industrial area of New Haven. Recently, the developers of The District signed a Development and Land Disposition Agreement with the City whereby the developers, with the aid of local preservationist groups, have agreed to create an extensive bike trail along the banks of the Mill River. The Mill River Trail, as it will be known, will extend from East Rock Park to the point where the Mill River meets the Long Island Sound.

Between the physical improvements The District is making to neighborhood, the jobs that The District’s businesses are creating, and the City’s ongoing efforts to expand the existing Mill River Municipal Development Plan, the City anticipates that investors will soon discover the value of redeveloping parcels in the Mill River District.



City of New Haven Economic Development, Official Statement

NEW HAVEN'S KEY EMPLOYMENT CLUSTERS

New Haven's recent boom in real estate development has shown employers that New Haven is a place where employees and managers thrive.

Because recent development projects have created a more vibrant downtown scene, employers have begun to relocate corporate and operational headquarters to New Haven with increasing enthusiasm. Additionally, new startup companies—particularly biotech startups—are founding their operations in New Haven to take advantage of the city's immense resources, its established biotech clusters and proven track record of retaining quality investments.

The next few pages summarize the strength of New Haven's business sector across a diverse range of industries.

- BIOTECH
- DIGITAL TECH
- FOOD
- PROFESSIONAL SERVICES
- FINANCIAL SERVICES
- ADVANCED MANUFACTURING

THE BIOTECH INDUSTRY

Overview

- New Haven is home to upwards of **50** biotech and medical device companies, which together employ more than **5,000** people.²⁴
- Venture capital firms and big pharmaceutical companies have invested more than **\$700M** in startup capital and nearly **\$5B** in equity in New Haven biotech companies.²⁵
- New Haven is one of the few small cities in the United States successfully competing in an industry dominated by big cities. The industry drives housing, job growth, and investment inflow throughout the entire Southern Connecticut area.

Biotech Clusters

➤ **The Center for Bioscience and Technology, 300 George Street**

The Center for Bioscience and Technology is a 500,000 square foot office and research space within walking distance of the Yale School of Medicine. Many of the life science ventures that arise out of Yale University's science and medical research base their operations out of 300 George St.

➤ **Science Park**

Science Park is an urban reuse project located at the former site of the Winchester Repeating Arms Factory. The 80-acre, redeveloped campus is home to more than 20 biotech companies.

➤ **Downtown New Haven**

Numerous biotech companies base their corporate operations out of Downtown New Haven's abundant and reasonably priced Class A office space, finding it advantageous to locate their corporate operations close to research facilities.

➤ **100 College Street**

The 12-storey building was originally constructed to be Alexion Pharmaceuticals' global headquarters. The site—located in the former Route 34 right of way—was made available for development and transferred to Alexion by a Development and Land Disposition Agreement as part of the City's award-winning infrastructure initiative Downtown Crossing. 100 College Street contains 450,000 sq. ft. of lab and office space, as well as a 600-space parking garage.



100 College Street | Construction Made Possible by Phase I of the City's Downtown Crossing infrastructure initiative.

Highlighted Biotech Companies



Melinta Therapeutics, a manufacturer of antibiotic drugs, recently acquired by The Medicines Company (NASDAQ: MDCO) for **\$270M**.



NextCure, Inc., an immune therapy cancer treatment startup, raised **\$67M in Series A funding** from Canaan Partners, Lilly Asia Ventures, OrbiMed Advisors, Pfizer Inc., Sofinnova Ventures, and Alexandria Venture Investments, making it one of the largest Series A financing rounds ever for a biotech startup.



Ikonisys, Inc. is a designer and manufacturer of medical diagnostic products for the diagnosis of various cancers. Its products include the Ikoniscope Robotic Microscope and the Ikonisoft explorer tissue. While in its nascent stages, Ikonisys raised **\$48.7M** in startup funding.



Arvinas develops cancer and autoimmune disease therapies using research on protein degradation. In 2017 Genentech and Merck invested over **\$700M** in Arvinas. In January 2018 Arvinas signed an \$830M contract with Pfizer to develop a small-molecule protein degradation drug



Biohaven Pharmaceuticals is a clinical-stage biopharmaceutical company with a portfolio of late-stage product candidates targeting neurological diseases. In June 2018, private equity firm Royalty Pharma acquired approximately 2% royalty rights on global annual net sales of two Biohaven products for **\$100M**.



Achillion Pharmaceuticals develops and commercializes anti-infective drug therapies. In May 2015 it received a license agreement and a **\$225M** investment from Janssen Pharma.



Invicro develops imaging products for use in translational drug discovery and development. It is a Konica Minolta company. In 2016, Invicro acquired Molecular Neuroimaging. Invicro will soon occupy two locations in New Haven, having recently taken a real estate position in 100 College Street.



Kolltan Pharmaceuticals is an anti-body-based drug producer. It was recently purchased by CellDex (NASDAQ: CLDX) for **\$235M**.



Alexion Pharmaceuticals is a leading producer of drug therapies for rare diseases and disorders. The company was founded in 1992 in New Haven's Science Park. It is involved in immune system research related to auto-immune diseases.

THE DIGITAL/TECH INDUSTRY

Overview

- New Haven tech companies have attracted over **\$200M** in venture capital funding.
- Verizon named New Haven the **Best City in America** to start a tech business because of its low real estate prices and high density of tech-savvy millennials.
- New Haven ranked 16th in **CityLab's 2017 list of the Top 20 metros** based on venture capital investment per capita. New Haven claimed \$234 of VC funds per person.
- New innovation and collaborative spaces such as **The District, Ives Squared,** and **The Grove** enable New Haven residents build and expand creative new businesses.

Highlighted Companies

➤ **Digital Surgeons**

Annual Revenue: \$15.6M

Digital Surgeons is a New Haven-based digital marketing firm focused on brand and product development. It achieved national recognition through its Webby Award-winning "GaGa's Workshop" microsite for Barney's New York. Its other major clients include Lego, the U.S. Open, Camelbak, and Sperry's.

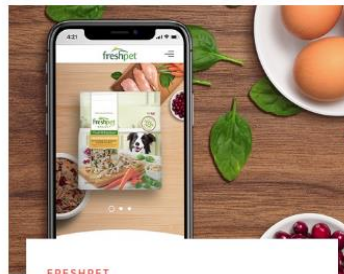
Digital Surgeons' owners are part of the development entity developing **The District NHV**, the tech/innovation campus in the Mill River District. Digital Surgeons is one of the anchor tenants at the new facility. Since moving to the partially opened campus, Digital Surgeons has been able to expand its team by five new employees.



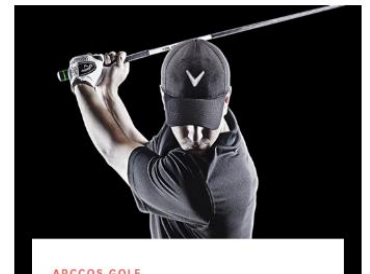
JARLSBERG
Bringing Life's Best to Life



SPERRY
Seamlessly Combining Content and Commerce



FRESHPET
Driving Pet Parents to Purchase through Digital Product Innovation



ARCCOS GOLF
Connecting Golf To The Future

Digital Surgeons' Previous Work | Photo Courtesy of Digital Surgeons Webpage

➤ **Technolutions**

Annual Revenues: \$3.1M

Founded 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. Over the past decade, Slate has been adopted by hundreds of colleges and universities and continues to grow its community. Technolutions is the de facto standard-bearer for admissions technology. Technolutions has more than 60 employees working out of its office in Downtown New Haven.

➤ **Grey Wall Software**

Grey Wall Software LLC develops web and mobile SaaS solution for enabling effective team collaboration and response during crisis situations and other disruptive events.

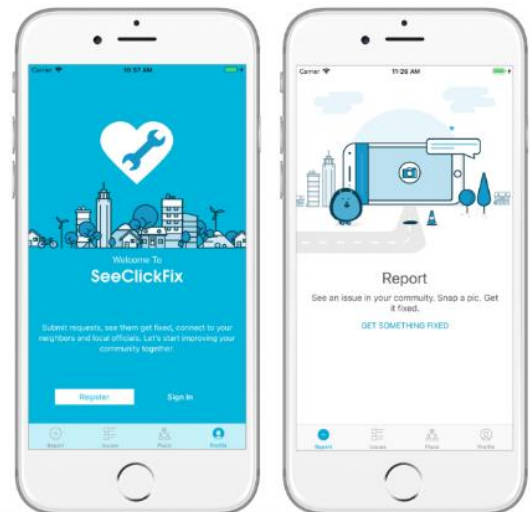
Grey Wall’s main product is Veoci, a web and mobile-based software for managing communication and coordinating activities between teams during crisis and emergency situations. Veoci also allows users to create tasks and interact with tasks that have been assigned to them. The product is **used in airports, governments, higher education, hospitals, and finance** and is the leader in Emergency Management & Operations software. At last count, Grey Wall had 40 employees.

➤ **SeeClickFix**

SeeClickFix is a web tool that allows citizens to report non-emergency neighborhood issues that are communicated to local government

Its smooth web and mobile app services help people and governments build more transparent, collaborative, and happy communities.

SeeClickFix is used in 300+ cities, counties, and states across the country, including Oakland, CA; Houston, TX; and Albany, NY, among others. SeeClickFix employs 35 people in New Haven and is a staple presence of the Downtown New Haven business community.



THE FOOD INDUSTRY

New Haven's food culture defines what the city is today. From award-winning international cuisine to arguably the best pizza in the country, New Haven delivers a diverse and creative menu of options to satisfy any appetite and budget.

New Haven is a foodie city. Restaurants and bars represent the largest retail sector in the city. Within a half-mile radius of the New Haven Green, there are **175** restaurants and bars which collectively generate **\$131M** in gross receipts per year.²⁶

Apart from New Haven's bustling dining scene, the city is also home to historic food manufacturers and arterial food distribution terminals.

Palmieri Food Products

Becoming a full-scale operation by 1935, Palmieri Food Products has been manufacturing high-quality pasta sauces for over 80 years. As the company grew, they began to produce horseradish, cocktail sauce, and even began to privately label for several companies throughout the country. Palmieri Food Products is considered a "New Haven Original."

FreshBev Craft Juicery

In pursuit of all fresh, all-natural ingredients free from corn syrup, artificial flavors and preservatives, FreshBev developed a proprietary juicing process that retains the color, flavor, and nutrients of the fruit. Only four years after its founding, FreshBev was named the "Best Juice or Juice-Based Beverage" by BevNET, a beverage-oriented media company. FreshBev currently sells its juices across most of the United States at Whole Foods, H.E.B., and Stop & Shop, among other smaller retailers.

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.

Onofrio's Ultimate Foods

Located in the Annex/East Shore Area of New Haven, Onofrio's is a private label food packing, copacking, bottling, and manufacturing company. Onofrio's has long been a leader in the Food Preparation and Distribution industry.

ECONOMIC DRIVERS

Professional Services

Professional and government services are hugely important to the New Haven's economy. More than 35,000 professionals from surrounding towns commute to New Haven each day to work in this sector.

- **Law**—There are 110 law firms in the city, representing approximately 10 percent of the state total.
- **Architecture**—New Haven's 75 architecture firms employ more than 500 professionals and support staff.
- **Government**—New Haven is home to several major federal facilities such as the Giaimo Federal Services Building, the Federal Bureau of Investigation's regional office, and the regional centers of the Naval Reserve Center and United States Coast Guard.

Financial Services

New Haven is also home to two notable financial service firms:

- **Knights of Columbus** is the world's largest Catholic fraternal service organization, was founded in 1882 and is headquartered in New Haven. A Fortune 1000 insurance company, it employs 850 people, with holdings of more than \$100B in life insurance, annuities, disability insurance, and long-term care insurance in force.
- **Blackboard/Higher One** was founded by Yale alumni in 2000, Higher One provides students with customized financial services through college business offices. The company 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 Connecticut and is part of Deloitte's "Fast 100."

Advanced Manufacturing Services

New Haven is home to several specialty manufacturers, such as **Assa Abloy**, a Swedish manufacturer and global leader in lock production. Assa Abloy has been named one of Forbes's 100 most innovative companies multiple times. Other examples of New Haven advanced manufacturing firms include **Urettek**, a high-tech fabric manufacturer; and **Radiall**, a global manufacturer of connectors for use in electronic applications.

SECTION II
DEVELOPING LOCAL JOBS & BUSINESSES

SMALL BUSINESS DEVELOPMENT

In addition to attracting new businesses and investment capital to New Haven, the City actively works to support and develop local businesses.

The Office of Economic Development's staff provide business development advice, counseling, and technical assistance to walk-in clients, on everything from how to start a business or secure permitting, to how to evaluate project financing options.

On average, over 300 small business owners and would-be entrepreneurs received such assistance per year. Historically, approximately 10% of these entrepreneurs go on to establish businesses, within the city.

Small Business Development

The Small Business Development division strives to enhance the City's tax base and support business, community, and resident employment by using public resources to leverage private sector investment. In addition to providing technical assistance to small businesses regarding business plans, loan applications, and city/state/federal regulations, the Small Business Development Division connects businesses with public funding sources, such as the City's Façade Improvement Grant program or the State of Connecticut's DECD Small Business Express program.



35-39 Church Street | Received a Façade Improvement Grant to restore a historic façade, create two ground-floor retail spaces, and convert the upper floors into apartments.

➤ The Façade Improvement Program

The Façade Improvement Program is one of the City's most attractive investment incentives available to brick and mortar businesses. The program reimburses businesses for building

improvements, thereby investing in the growth of brick and mortar locations while enabling businesses to address blighted conditions and rehabilitate existing business structures for everyone's benefit. Over the past year, the program's matching grants leveraged a ratio of 1:22, that is, every \$1 of public façade money was matched by \$22 of private investment.

Small Business Resource Center

The Office of Economic Development's Small Business Resource Center (SBRC) offers New Haven entrepreneurs technical assistance, training, and access to startup capital, networking events, and mentorship opportunities. To date, hundreds of entrepreneurs from the community have participated in SBRC events and programs. After completing SBRC's programs, many community members have gone on to launch small businesses of their own. In 2017 alone, SBRC served more than 200 clients.

While SBRC holds numerous events and workshops throughout the year, its most concerted efforts include its Fit For Business Workshop, its recruitment for national small business training programs like Goldman Sachs' 10,000 Small Businesses Program, and its seasonal Pop-Up Shops.

➤ Fit For Business

To help New Haven's new entrepreneurs working on early-stage companies, SBRC developed the "Fit for Business" workshop. Workshop participants learn business fundamentals and examine in a comprehensive way the benefits, responsibilities, and challenges associated with owning a business. Participants take a skills-assessment test to better understand their strengths and weaknesses as potential small business operators. They then follow a carefully curated curriculum that includes components on topics such as incorporation, marketing, social media, accounting, business plan writing, and presentation skills to help prepare them for launch. SBRC leverages relationships with program graduates and local professionals and leaders to benefit New Haven's resident participants. Each Fit For Business module is taught by an experienced practitioner from the New Haven Business community. These professionals volunteer to teach and serve as networking contacts.



SBRC Networking Event Spring 2018

➤ **National Training Programs for Small Businesses**

SBRC has relationships with local and national service and training providers to meet entrepreneurs' needs regardless of the stage of their business or extent of their education. SBRC hosts classes for existing businesses in collaboration with the Connecticut Small Business Development Center and the Federal Small Business Administration; SBRC partners with organizations such as the Spanish American Merchant Association, the Urban League of Southern Connecticut, and SCORE. SBRC is working to establish a relationship with the Connecticut Supplier Connection, a conduit platform for Fortune 500 companies, which will give New Haven businesses access to an elite clientele.



In 2017, SBRC established a relationship with Goldman Sachs' 10,000 Small Businesses program and has begun referring some of New Haven's most successful private businesses to it for elite-level training.

Through this program, business owners join with others from around the region and the country, and engage an executive MBA-like program that uses each student's business as the basis of their study. Sixty-nine percent of program graduates report increasing revenues just six months after graduating, 48% of graduates create new jobs, and 85% expand their sales through contacts they make in the program. Thanks to recruiting efforts by SBRC, several New Haven businesses have been accepted into the 10,000 Small Businesses Program, including a Latin American bakery in Fair Haven generating close to \$1M in annual sales.

➤ **Pop Up Shops**

In 2017, SBRC also launched a “pop-up shop” for local, primarily home-based, entrepreneurs to sell their unique products for the holidays. This pilot program proved that demand exists for flexible micro-retail venues. These pop-up shops helped SBRC identify technical deficiencies among these entrepreneurs and enabled SBRC to focus its training efforts on areas where entrepreneurs need the most help. Over the next year, SBRC will provide training that responds to these deficiencies so that the City can better support these businesses, and businesses like them, succeed in New Haven.

Small Contractor Development

Healthy local businesses build strong, sustainable communities by creating job opportunities for residents and keeping money circulating in the local economy. In 2001, the Board of Alders adopted Section 12 $\frac{1}{4}$ of the New Haven Code of Ordinances to create the Small Contractor Development (SCD) Program. Through this ordinance, the City provides opportunities to small and minority contractors to establish parity in New Haven construction contract procurement. SCD, which administers Section 12 $\frac{1}{4}$, is responsible for building a base of emerging business enterprises that can perform high-quality construction at competitive prices. Businesses need know-how to succeed, and SCD provides them with opportunities to grow from startups into profitable, sustainable, competitive companies.



SCD Workshop | Industry Professionals Teach Best Practices Workshops

The SCD's primary goals are to expand opportunities for small, minority-, and woman-owned construction-related businesses, grow the capacity of small, minority-, and woman-owned construction businesses to undertake larger contracts, increase the number, size, and quality of contracts awarded to small, minority-, and woman-owned businesses, and assist small, minority-, and woman-owned construction businesses to overcome challenges.

It accomplishes these goals by hosting training workshops, OSHA certification courses, and networking events where general contractors and developers pitch construction projects to SCD subcontractors and elicit bids. SCD also connects registered businesses to industry professionals who volunteer to act as mentors.

In 2017, SCD helped New Haven resident construction businesses secure roughly **\$14.7M** in contracts. As of June 2018, **567** small contractors were registered with the program. In the last year alone, businesses registered with the SCD program were awarded **748** contracts.²⁷

WORKFORCE DEVELOPMENT

Bioscience Career Ladder

New Haven is home to the largest concentration of life science companies in Connecticut and the second largest bioscience cluster in New England. The bioscience industry has tremendous growth potential due in large part to the volume and quality of research coming out of the Yale School of Medicine.

The City has worked to bring together workforce development partners to categorize job typologies, bolster related educational fields, and create specific job training opportunities wherever possible. Two notable initiatives are currently underway:

1. A partnership with Connecticut United for Research Excellence (CURE) to assist New Haven-based companies with key capital purchases to support local operations and stimulate job growth.
2. A partnership with Southern Connecticut State University (SCSU) to design new academic programs that leverage the university's new science building 103,608 sq. ft. science and research facility located in the West Rock neighborhood. The City and SCSU entered into a partnership to make the following career academic pathways available for students completing their studies in New Haven: BS in Biotechnology, Chemistry, and STEM. To support SCSU in this effort, the City gave the university an initial start-up grant and helped assemble an industry advisory committee. The City is proud to report that there are 60 students currently registered in SCSU's new academic programs.

Tech Career Ladder

Given the growth of the IT/Tech sector in Downtown New Haven, the City worked with Gateway Community College to launch a new "Learn to Code" certificate course, with tuition scholarships available for five New Haven residents. The course launched in February 2016. All of the graduates of the program found work in the New Haven area in tech roles. The "Web Development Certificate" program, as it has been renamed, is in its third year. The success of the Web Development Certificate program led Gateway's Advisory Committee to offer two more tech-related certificate courses, Business Analysis and Web Design.

The City continues to emphasize the importance of developing the tech career ladder as a way of attracting tech jobs to New Haven. Recently, the City has succeeded in persuading its partners

in the private business sector to contribute to workforce development effort by making educational opportunities in coding available to members of the community.

- **The Grove** coworking space continues to work on the A-100 coding project, a software apprenticeship program that provides technical training to aspiring software developers to get them startup-ready, then matches them up with paid internships at local startups
- **The District** tech/innovation campus will unveil a series of software development courses in Fall 2018.
- **Workforce Alliance**, a partner of American Jobs Center network, applied for a federal “Tech Hire” grant to introduce tech-related workforce training programs for its clientele at the New Haven Adult Education Center.

Hospitality Career Pipeline

The recent emphasis on hotel development will lead to a dramatic increase in hotel and hospitality industry jobs. Currently, with 341 hotel rooms planned or approved, New Haven is preparing to add between 550 and 1,023 hotel and hospitality jobs to its economy.²⁸

To best develop a hospitality jobs pipeline, the City urged Workforce Alliance to create a training course specifically for hospitality management. Thus, in partnership with the University of New Haven’s Hospitality Program, Workforce Alliance welcomed its first cohort of 24 students in June 2018.

Upon completion of the Hospitality and Tourism Management program, students receive two ServSafe certifications, recognition from the American Hotel and Lodging Industry, and access to the region’s largest and most prestigious hotel and hospitality employers.

HOTEL & RESORTS

FOODSERVICE

HOSPITALITY

EVENT PLANNING

IS HOSPITALITY & TOURISM MANAGEMENT
Your Passion?

Discover your hidden talent and true passion for the Hospitality & Tourism Industry while getting a head start in an entry level career!

Classes Every Tuesday, Wednesday, and Thursday from **June 5th until June 28th, 2018**
Time: 10am – 3pm | **Location:** University of New Haven-West Haven Campus

Program Highlights:
-Learn the hospitality industry: Food Service, Event Planning, Lodging and Tourism
-Earn American Hotel & Lodging Association and ServSafe Credentials
-Includes Hands-On Experience at Hotels and Restaurants, plus Job Placement Assistance After Completion

Register for an Information Session Here: <https://zur1.co/02L6g>

A Partnership Of: University of New Haven **Workforce Alliance**

Funding for this program is provided by Workforce Alliance, through the U.S. Department of Labor, WIOA Governor's Reserve grant.

Workforce Alliance | Hospitality and Tourism Management Certificate Program

ELM CITY INNOVATION COLLABORATIVE

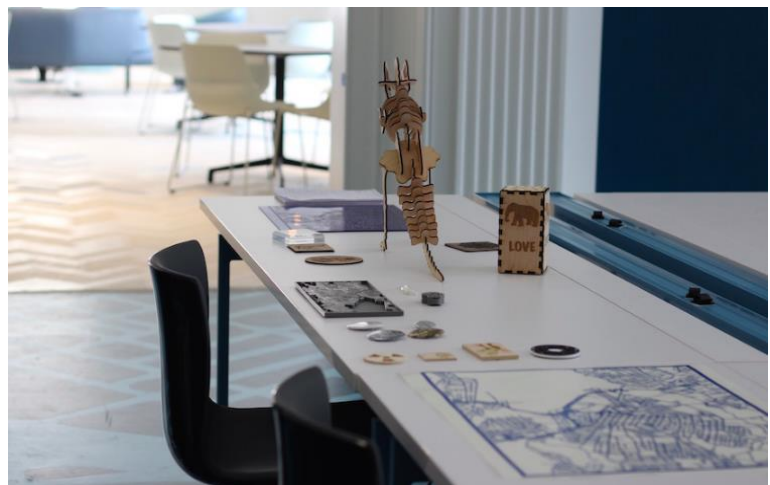
In June 2017, after hearing pitches and conducting visits to nearly a dozen municipalities, CTNext designated New Haven as one of four “Innovation Places” statewide. This recognition brought with it a \$2M implementation grant, which the City is expected to use to proactively lay the foundation for a thriving innovation economy.



Upon receiving the grant, the City created the Elm City Innovation Collaborative (“ECIC”). ECIC is run by a joint steering committee with members from the Economic Development Corporation, the City’s Office of Economic Development, members of the Mayor’s cabinet, and some of New Haven’s most recognizable innovators. The ECIC Steering Committee began the implementation process by identifying six sub-areas where the CTNext Innovation Place grant would most benefit New Haven’s economy: Bioscience, Digital Divide, Digital Tech, Educational Institutions, Incubators, and Development.

In November 2017, ECIC began greenlighting “projects”—organizations and initiatives run by members of the community—which the ECIC steering committee believed would solidify New Haven’s innovation ecosystem and stimulate the economy around innovation and entrepreneurship. ECIC then distributed the grant monies to selected projects and hired an implementation manager to track the progress of each project.

The ECIC projects selected to receive grant funds range in type and size. The Ives Squared project, for example, which recently opened to the public, entailed a significant construction project that expanded the New Haven Free Public Library’s main branch to include a maker space with 3-D printers, a café, and small-team workshop rooms. By contrast, the Collaboratory project is a hands-on training program for very early-stage entrepreneurs focusing on community inclusivity run by two recent college graduates. Each of these projects makes a unique contribution to New Haven’s innovation landscape.



Ives Squared Tinker Lab | Photo Courtesy of The Arts Paper

Projects



- **Collaboratory** — Collaboratory is incubating new ventures with an inclusive model for providing a lattice of supports: mentorship, childcare, transportation and translation services as well as seed funding. Events at Ives and The Grove.
- **Concepts for Adaptive Learning** — Concepts for Adaptive Learning is training parents to use technology to support their children’s education and build job skills and readiness. 5 Science Park.
- **The District NHV**— The District is establishing a new epicenter for entrepreneurship and tech training in New Haven with a full-service campus featuring recreational amenities, educational programs, and business supports for life science and tech startups. 470 James St.
- **Economic Development Corporation of New Haven** — The Economic Development Corporation is marketing New Haven as a center for innovation and introducing the community to participating organizations through the work of its Implementation Manager / Superconnector. Citywide.
- **Gateway Community College** — Gateway Community College is supplying the pipeline of tech talent through scholarships to build in-demand skills and professional development opportunities for recent certificate-holders. 20 Church St.
- **The Grove** — The Grove is improving the coworking experience by enhancing communications and building out new team space to connect more entrepreneurs and grow companies. 760 Chapel St.
- **Health Haven Hub** — Health Haven Hub is creating a new incubator specializing in supporting startups in digital health, advanced diagnostics and medical devices. Key tenants are Bridge Innovations, HealthVenture and Origami Innovations. 195 Church St.
- **Ives Squared** — Ives Squared at New Haven Free Public Library is creating an Innovation Commons to provide public access to entrepreneurship. 133 Elm St.
- **MakeHaven** — Make Haven is expanding facilities for makers with upgraded equipment and more avenues for inventors to bring products to market. 770 Chapel St.

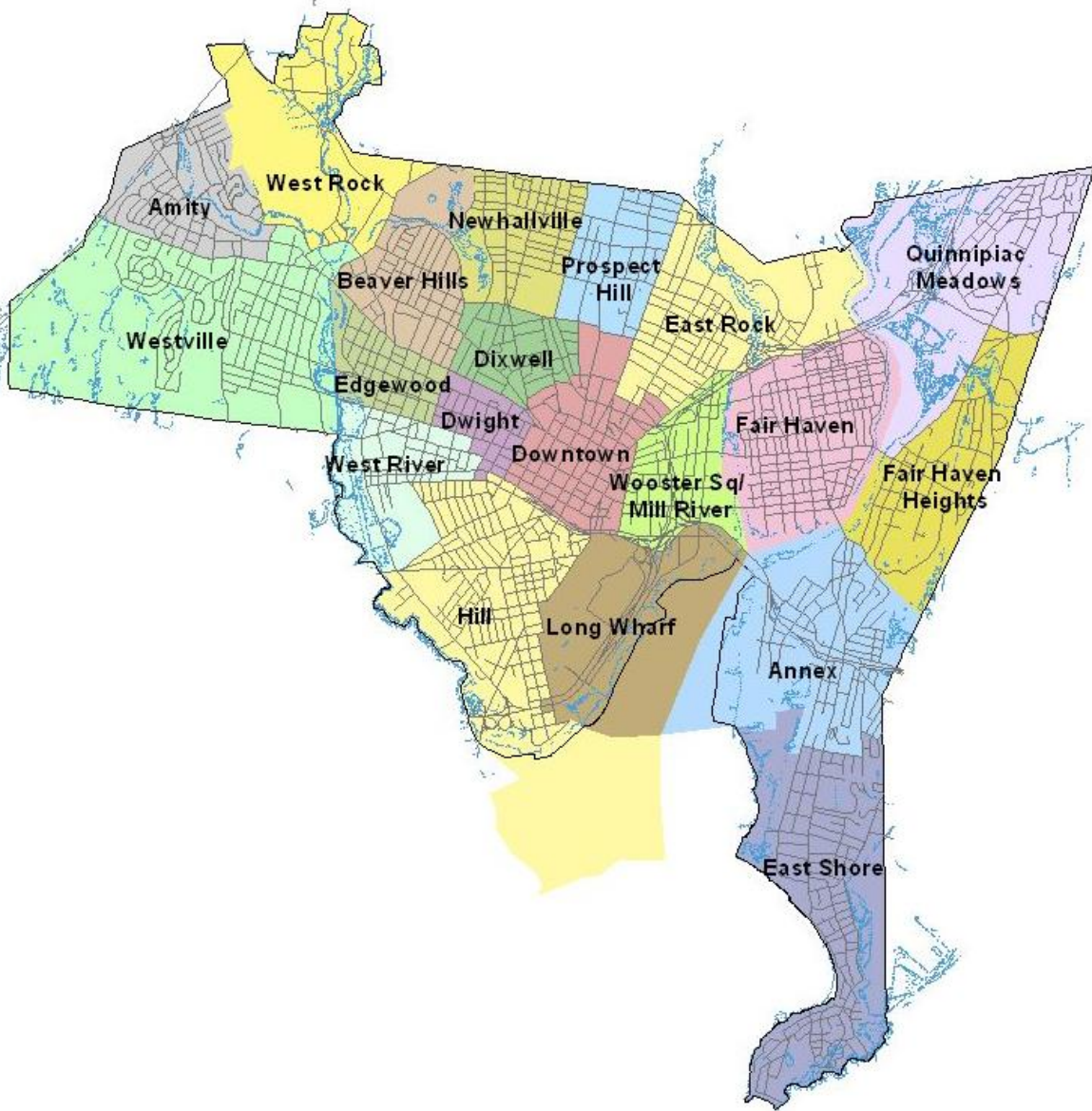
- **Mobile CSP** — Mobile CSP is helping New Haven’s high schoolers fall in love with coding at Southern Connecticut State University’s new center for STEM innovation. 501 Crescent St.
- **Science Park Development Corporation** — Science Park Development Corporation is creating a shared facility to make pharmaceutical research more accessible to growing companies. It is also launching community-building programs for professionals in its life science and tech incubators, just a short bike ride from downtown along the Farmington Canal. 4 & 5 Science Park.
- **A Small Instrumentation Fund at SCSU** — A Small Instrumentation Fund at SCSU is enabling professors from area higher education institutions in industry relevant disciplines to purchase specialized equipment along with accompanying equipment and software so they can prepare students in ways that match the talent needs of local companies. Citywide.
- **The State House** — State House is launching a new mid-size, multi-purpose space to produce innovation events. 294 State St.
- **Town Green Special Services District** — Town Green Special Services District is advancing the connectivity and livability of downtown through various placemaking activities. 900 Chapel St.

ECIC Progress Report²⁹

- **32** organizations engaged in developing NHV’s innovation economy
- **\$2.4M** funds deployed
- **9** New companies created as a result of ECIC grant funds
- **31K** square feet of new space developed
- **\$10M** generated by venture capital investment, public / private grants, and sales
- **3** Patents registered
- **3** Prescription drug licenses approved/submitted
- **8** Prototypes developed
- The City expects to receive a second **\$2M** grant from CTNext’s Innovation Places for FY2018-2019 to continue investing in New Haven’s innovation infrastructure

SECTION III
REVITALIZING NEW HAVEN'S
NEIGHBORHOODS

REVITALIZING NEW HAVEN'S NEIGHBORHOODS



NEIGHBORHOOD INFILL DEVELOPMENT

Currently, the City is working on an extensive array of infill projects with both private developers and community organizations. The following is a list of projects by neighborhood.

Newhallville

➤ The OLIN PROJECT, 201 MUNSON STREET

The City has partnered with Eclipse Development, a nationally-known developer, to build nearly **400 units** of multifamily housing on the former Olin Metals site at 201 Munson Street. The project will feature housing, retail, community amenity space, and major greenspace improvements. The developer has received a needed zone change from the Board of Alders and is close to receiving final approvals.



Dixwell

➤ The Q HOUSE

Q HOUSE Community Center will feature a full gym, workout space, a senior center, a recording studio, a new home for the Stetson Library branch, and a new



location for Cornell-Scott Hill Health Center. The Q House will be a community hub for residents of Newhallville and Dixwell.

➤ NEXTHAVEN

Community members led by two Yale School of Art graduates plan to revamp an industrial complex at 169 Henry St. into 38,000 square feet of apartments, artists' studios, gallery spaces, offices, an assembly hall and a cafe. The project aims to develop into an artists-incubator to enable New Haven to retain artistic talent and help redevelop the Dixwell neighborhood. The \$5.8 million project is funded largely by private donors. It received grants from the Ford Foundation and RISC Foundation, as well as a \$200,000 investment from the City and State's brownfield remediation revolving loan fund.

Westville

➤ FORMER DELANEY'S SITE

In 2017, Economic Development began working with Lior Excavating, the new owner of the vacant development site at the corner of Whalley Avenue and Fountain Street in the heart of Westville, on possible redevelopment concepts. The owner now envisions a mixed-use, two-story building, with roughly 21 apartments above ground-floor retail and restaurant space. The owner obtained approvals in June 2018.

The Hill

➤ HILL-TO-DOWNTOWN PROJECT

The City and RMS Companies of Stamford, CT entered into a Development and Land Disposition Agreement whereby RMS agreed to spend \$100-150M to construct 337 apartments, 7,000 square feet of retail, 120,000 square feet of research space and 50,000 square feet of offices on 20 acres of mostly-vacant lots with a significant affordable housing component.



In mid-2017, RMS kicked off this redevelopment by starting the renovation of the former Prince and Welch Annex elementary schools. The school buildings will be converted into a residential housing development, which will feature with an affordable housing component.

Later this year, RMS plans to accelerate its efforts on this project by beginning redevelopment of two sites near the Yale School of Medicine into nearly **200 studio, one-, and two-bedroom units**.

Fair Haven Heights

➤ **HEIGHTS ON THE RIVER, 62 EAST GRAND AVENUE**

NHR Group, a local builder, announced in 2017 that it intends to develop a mixed-use project that will transform the eastern gateway of New Haven at the corner of East Grand and Quinnipiac Avenues. The company plans to renovate three existing buildings onsite and construct a fourth to create 68 apartments, a café, and two or three locally-owned retail stores. NHR Group currently is engaged in community outreach and design work on the project.

West Rock

➤ **1155 WHALLEY AVE**

Developer Turnkey Senior Living LLC is planning a 124 market-rate senior apartment project in the shadow of West Rock.

East Rock

➤ **EAST ROCK BREWING CO., 285 NICOLL STREET**

New Haven's first commercial brewery since Elm City Brewing Co. closed in 1998, East Rock Brewery Co. is set to open in Summer 2018 after refurbishing a portion of the former Rockbestos factory. It will initially produce 4,500 barrels of beer per year to serve its own tasting room as well as the local market, but it has plans to eventually expand its operation to more than 45,000 barrels per year.



NEIGHBORHOOD COMMERCIAL ACTIVITY

The City has continued to identify, design, and implement “Main Streets” improvements to the neighborhood business districts. To this end, the City launched a citywide effort to inventor and repair uneven sections of sidewalk and worked to increase green spaces through tree-planting and landscaping efforts. Additionally, the City has undertaken a number of neighborhood-specific Main Streets improvements.

- **Grand Avenue Business District:** The City repainted crosswalks, worked with the Grand Avenue Special Services District (GASSD) to improve street cleaning and trash pickup, updated the GASSD website, and a revamped the “Business Map & Guide” for Grand Avenue businesses
- **Dixwell Avenue Business District:** The City continues to improve the Broadway “gateway,” is moving forward with the Q-House community center project, and is realizing plans to redevelop the former Dixwell Plaza commercial shopping center.
- **Broadway Business District:** Every year Yale University initiates several major construction projects that bring millions of dollars to New Haven. The City coordinates communications between the Office of Economic Development, City Plan, and the Building Department to facilitate Yale’s projects. This fall, Yale will complete a major addition to the Broadway Business District in the form of a new mixed-use graduate student-housing complex with ground floor retail. A three-story LL-Bean store will serve as one of the complex’s anchor tenants.



City of New Haven Economic Development, Official Statement

NEIGHBORHOOD-SPECIFIC INITIATIVES

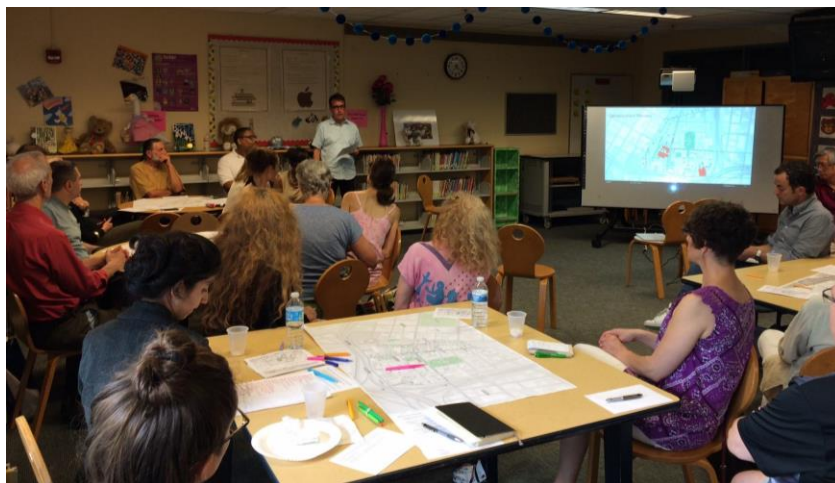
➤ Mill River District Municipal Development Plan

In 2014, 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 Mill River to take advantage of emerging growth opportunities in advanced manufacturing, food processing and home improvement product sales.

The planning study has led the City Plan department to apply for an expansion to the existing municipal development plan (MDP) to help guide investment money to the Mill River District. If the application is approved, the expanded MDP is anticipated to help preserve existing jobs, create new industries, and spur development that will greatly enhance the district's physical appearance through public and private investment.

➤ Wooster Square TOD Planning Grant

Economic Development obtained a \$125,000 grant to develop, design and provide development guidance for the Wooster Square neighborhood and southern portion of Downtown along State Street. The project has featured significant community involvement in the form of two well-attended community meetings, four stakeholder advisory meetings and opportunities for public comment at the City Plan Commission. In addition, the grant funded



a transportation demand management roundtable with major employers in the Downtown Crossing area with the intent of developing shared “best practices” to reduce single-occupant trips to the area.

LONG WHARF RESPONSIBLE GROWTH PLAN

The Long Wharf District is a sparsely-populated industrial zone between two dense residential neighborhoods that backs up to the Union Station train tracks and is separated from the coast by I-95.

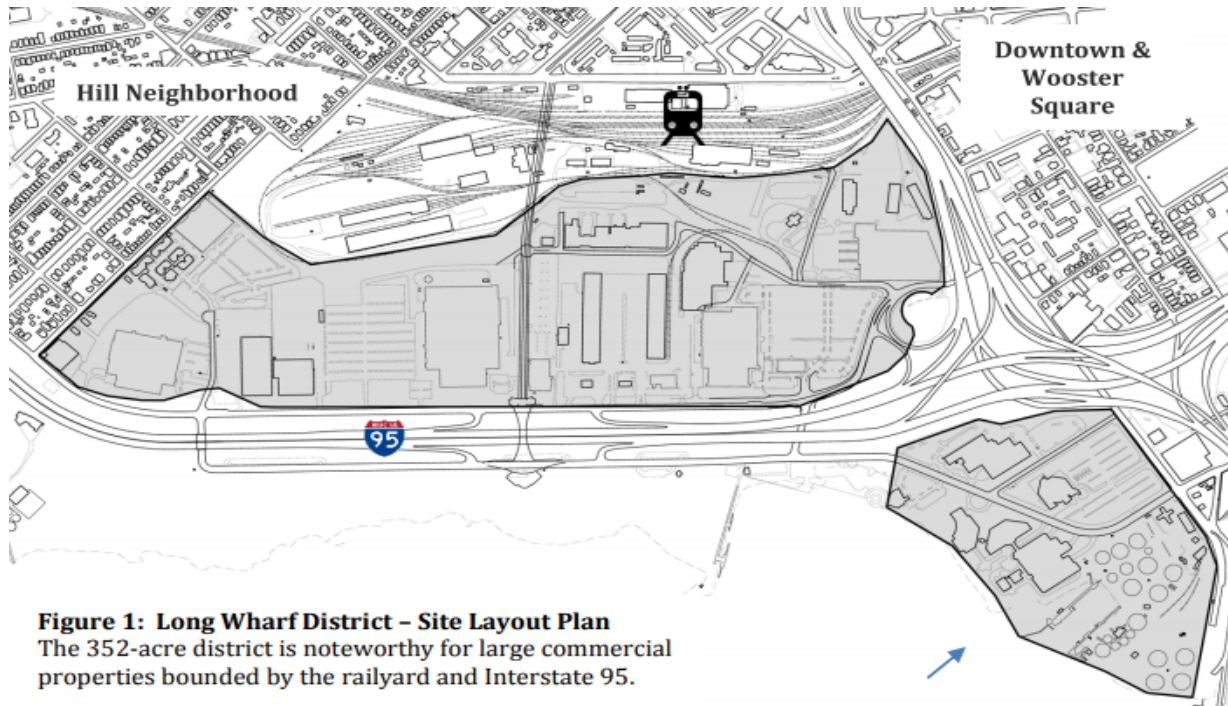


Figure 1: Long Wharf District – Site Layout Plan
The 352-acre district is noteworthy for large commercial properties bounded by the railyard and Interstate 95.

Currently, the Long Wharf District is home to destination retailers and manufacturers like IKEA, ASSA ABLOY, and the Jordan’s Furniture shoppertainment complex, which, in addition to furniture, features an indoor ropes course, a pizza restaurant, and an ice cream shop. Notably, the Long Wharf District is also home to the Food Truck Paradise along Long Wharf Drive.

The City received nearly \$1M in state funds to create a responsible growth plan to strengthen the long-term economic vitality of the Long Wharf District.

To this end, the City first addressed the need to support the small local businesses that operated the many food trucks along Long Wharf Drive. The City used \$500,000 of the grant to implement major infrastructure improvements to the Long Wharf Vending District. These improvements included 1,000 feet of new sidewalk, three new pedestrian crossings with 12-foot-tall pedestrian lights, four solar-powered “Bigbelly” trash compactors, a two-way protected bike lane along the length of Long Wharf Drive, and 17 new electricity outlet

stations that enable 34 trucks to plug in rather than rely on noisy and air polluting power generators.



To begin the process of envisioning what the new Long Wharf should include, the City has contracted with internationally-renowned design firm Perkins Eastman to develop a series of public works projects and planning initiatives aimed at stimulating vibrant mixed-use real estate development, fortifying coastal resiliency in anticipation of impending sea level rise, and advancing the economic

development of the overall Long Wharf Business District.

To date, the City and Perkins Eastman have co-hosted two community listening sessions with local stakeholders to refine Perkins Eastman's proposed plan, which envisions transforming the Long Wharf District into five walking districts with space for 4,000 residential units, 460,000 square feet of retail, more than 250,000 square feet of Class A office/research space, and 350 hotel keys.



The City hopes the Long Wharf Responsible Growth Plan activate economic prosperity in the Long Wharf District.

While the City presses forward with envisioning a new Long Wharf District, it also remains committed to revitalizing the community's renewed interest in using and enjoying New Haven's waterfront along Long Wharf Park. The City is investing heavily in amenities along the waterfront.

➤ **The Canal Dock Boathouse**

The City is about to finish construction a new \$40M boathouse, education, and waterfront recreation center. The Canal Dock Boathouse 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 new home for parts of UNH's Marine Biology Program. The project was funded by the Federal Highway Administration as part of the I-95 mitigation program and will be completed by end of Summer 2018.



Canal Dock Boathouse as of July 2018. The Boathouse overlooks the Long Island Sound and serves as a gateway to Long Wharf Park and the Long Wharf Food Truck Paradise.

➤ **The Snack Shack**

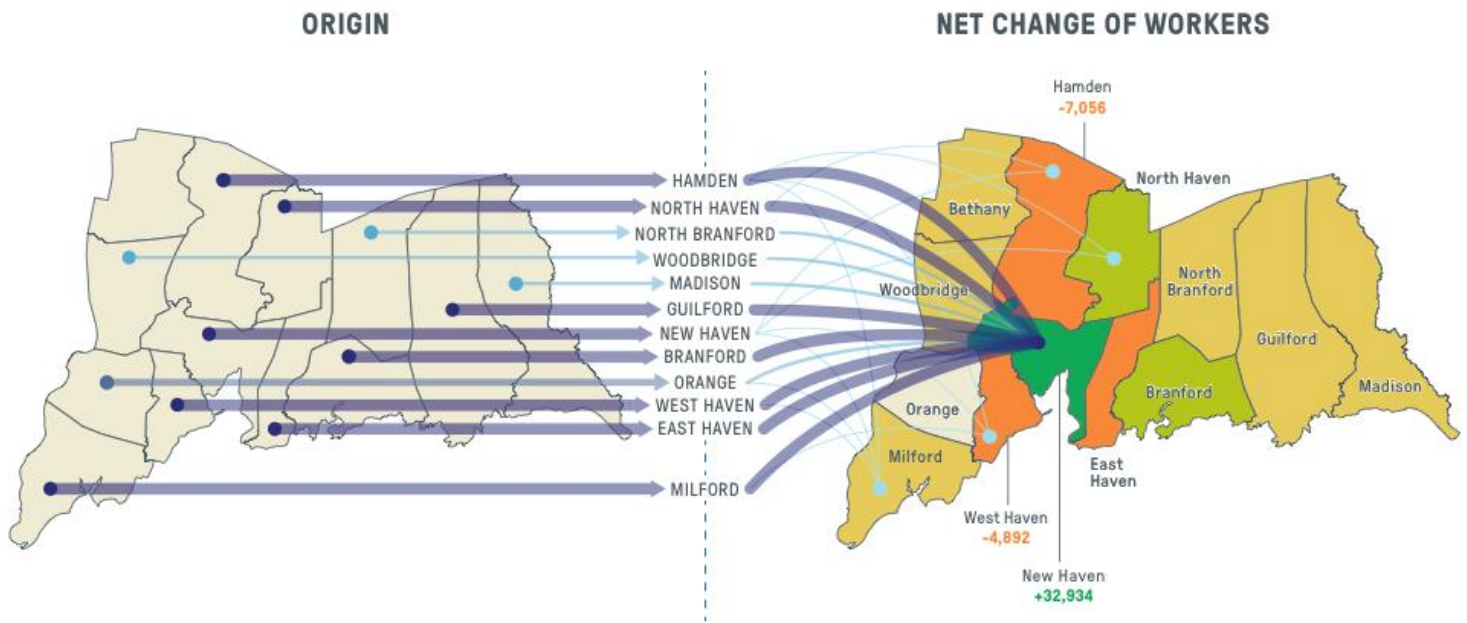
The City leveraged state funds to reopen the New Haven Visitors' Center—fondly known as the “Snack Shack”—which offers prepared foods and locally-made gelato, as well as visitors guides and tourist information. Visible from the 1-95 and located right off Exit 46, the Visitors' Center and Food Truck Paradise are often out-of-town visitors' first stop in New Haven.

SECTION IV
IMPROVING NEW HAVEN'S REGIONAL
COMPETITIVENESS

IMPROVING NEW HAVEN'S REGIONAL COMPETITIVENESS

New Haven is not only attracting quality investment and businesses. It is attracting quality residents. People are attracted to New Haven's employment opportunities, one of a kind educational opportunities, cultural amenities, and overall high quality of life.

New Haven is the region's commercial center. There are more than 80,000 jobs in New Haven, which represents the majority of jobs available in the region. Due to the City's density of job opportunities, more than 30,000 commuters from outer-ring suburbs commute to New Haven every day for work.³⁰



More than 32,000 commuters from Connecticut suburbs commute to high-wage jobs in New Haven daily. Figure 4.15, Greater New Haven Community Index (2016).

With respect to educational opportunities, New Haven is home to seven universities that, combined, enroll nearly 54,000 students every year. These universities employ more than 8,000 full-time faculty and nearly than 30,000 employees, and make a \$2B economic impact on the region each year³¹. With respect to New Haven's K-12 appeal, it is estimated that 3,000 students from the region's suburbs attend New Haven magnet schools.

New Haven’s regional competitiveness is founded on four factors: 1) its array of arts and culture offerings, 2) its proximity to high quality health care, 3) its extensive transportation networks, and 4) its strong and innovative schools.

ARTS, CULTURE, & TOURISM

➤ Shopping

New Haven is home to world-class shopping. Most notably, New Haven is home to some of the region’s most popular shopping destinations, including the Apple Store, IKEA, Jordan’s Furniture, the brand new 3-story LL Bean, Barbour, and Ten Thousand Villages.

Apart from the big destination stores, New Haven proudly boasts a mix of eclectic boutiques and one-of-a-kind shops selling everything from vintage kitchen wares to trendy clothing.

New Haven’s walkable downtown core creates a street-level urban mall, where shoppers can stop in to upscale shops like L’Occitane and Gant as they stroll over to Urban Outfitters and Patagonia, all the while making intermittent stops for ice cream or coffee.



➤ Dining

New Haven is a regional culinary destination, drawing visitors from around the state and southern New England. Options range from world-famous “New Haven-Style Pizza” to Louis' Lunch, the site of the first hamburger, to international cuisines including Ethiopian, Spanish, French, Greek, Latin, Mexican, Italian, Thai, Chinese, Japanese, Vietnamese, Korean, Indian, Jamaican, Cuban, Peruvian, Syrian/Lebanese, and Turkish. This wide selection of options at a variety of price points has made New Haven the culinary heart of Connecticut.

New Haven’s reputation as a foodie destination has attracted investments from major regional and national restaurateurs. Mario Batali, for instance, opened Tarry Lodge, while Danny Meyers’ Union Square Hospitality Group opened a New Haven location for Shake Shack.



Crêpes Chouquette | Broadway Island, Yale’s new graduate student housing building with the ground floor LL Bean Store in the background.

➤ Art Galleries, Museums, and Theaters

New Haven's world-class collection of museums, art galleries and theaters that attract approximately 800,000 visitors to the city each year. Notable galleries include:

The Yale Art Gallery, which possesses one of the world's largest collections of masters and modernist works. The gallery was built by modernist architect Louis Kahn and recently underwent \$15M. An estimated 150,000 visitors attend the Yale Art Gallery each year.

The Yale Center for British Art, which contains the largest, most comprehensive collection of British art outside of the United Kingdom. It reopened May 2016 after a 16-month, \$33M "conservation" effort to restore the Louis Kahn-designed treasure to the architect's original vision. The gallery attracts an estimated 110,000 visitors per year.

The Peabody Museum of Natural History, which contains artifacts of four billion years of history. The gallery is ranked among the top 12 natural history museums in the nation, and benefits from frequent exhibitions coordinated by Yale professors. The Peabody is the New Haven, with 160,000 visitors annually.

The Long Wharf Theatre, which attracts more than 100,000 patrons annually to view imaginative revivals of classics and new works by world-renowned playwrights.

Past productions have earned multiple Pulitzer Prizes and Tony Awards.

The New Haven Symphony Orchestra, which 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.



Dining sit in a terrasse in front of Atticus Bookstore and Café overlooking the Yale University Art Gallery.

College Street Music Hall, which opened at 238 College Street at the site of the old Palace and Roger Sherman Theatres in May of 2015. The 2,000-seat fully-renovated venue is in the heart of downtown New Haven’s arts and entertainment district. Each month, it hosts an average of 3-5 big-ticket acts, such as Jose Gonzales and Franz Ferdinand, which draw concertgoers from as far away as Brooklyn, NY.

➤ **Annual Festivals**

The International Festival of Arts & Ideas, held annually in mid-June, draws performers, thinkers and artists from around the world.

Music on the Green is a free series of late July concerts in that bring the community together several times each season to enjoy popular music by world-renowned acts.

The New Haven Jazz Festival is a landmark week-long event in August on the New Haven Green and in “pop-up” locations around town.

The Connecticut Open at Yale, held annually in mid-

August, 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.

The New Haven Grand Prix, co-sponsored each September by the City and the Connecticut Cycling Advancement Program, is a multi-event celebration of bicycling in New Haven. This event annually brings several thousand spectators downtown to enjoy activities that promote youth bicycling programs in New Haven's schools, encourage a more bicycling and pedestrian-friendly community, and highlight the New Haven’s cultural vibrancy.



The International Festival of Arts & Ideas | Sampling of Events.
Photo Courtesy of the 2018 International Festival of Arts & Ideas Website.

ACCESS TO WORLD-CLASS HEALTHCARE

Yale-New Haven Hospital and Yale University's School of Medicine are world leaders in healthcare, research, and education. The medical facilities affiliated with these institutions that attract patients, doctors, and students from across the world, region, and state.

➤ **Yale-New Haven Hospital**

Yale-New Haven Hospital is the ninth largest hospital in the country, with 1,552 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 19 out of 26 specialties by *U.S. News & World Report*, and ranks in the Top 10 nationally in two specialties, geriatrics (#10) and psychiatry (#10).

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

➤ **Smilow Cancer Hospital**

Part of Yale-New Haven Hospital, 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 48 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. Smilow has 168 hospital beds and has 500 permanent employees.

TRANSPORTATION INFRASTRUCTURE

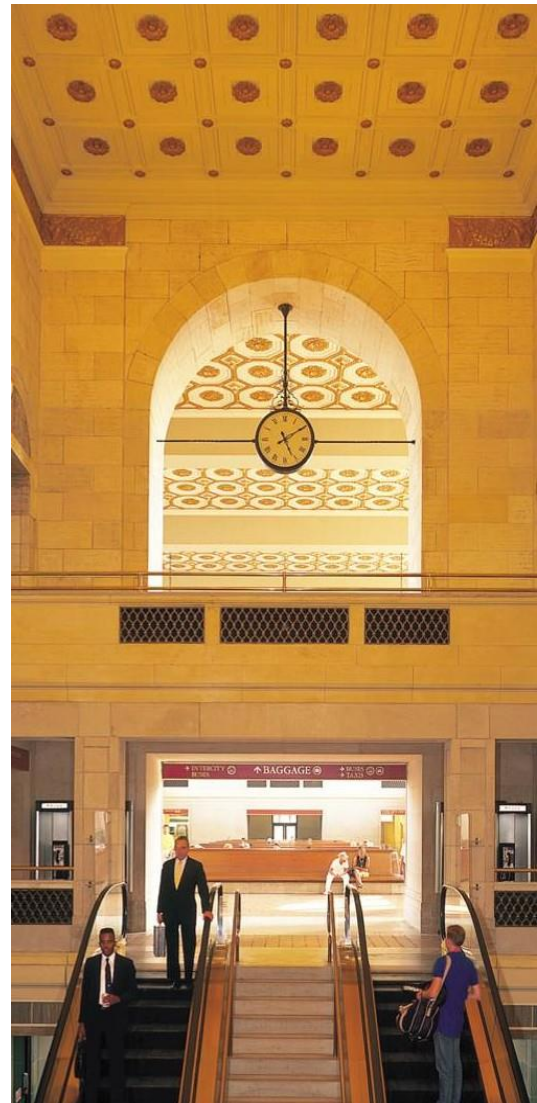
New Haven—often considered the gateway to New England—is an important transportation hub situated between New York and Boston. Maintaining and further developing the transportation infrastructure is therefore a critical component of economic development. The City works closely with federal and state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

New Haven's 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**

Union Station serves more than 3,500 passengers daily, the fifth-busiest station on the New Haven Line. It is also the 16th busiest station in the national Amtrak system in terms of ridership numbers, with over 642,000 passengers in 2016. Most notably, Union Station services the Metro-North Railroad's New Haven Line, which runs between New Haven and New York's Grand Central Terminal, and Amtrak's Northeast Regional, which runs from Boston to Newport News, VA, making stops in New Haven, New York, Philadelphia, Baltimore, and Washington D.C.



➤ **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 State Street station, along with Union Station, serves as the southerly hub for the new CTRail Hartford Line, which runs from New Haven to Hartford and then on to Springfield, MA. Minimal stops allow speeds of up to 110 miles per hour. The Hartford Line opened in Jun 2018 and is expected to draw more than 600,000 passengers annually.

➤ **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 #52 in the nation for domestic trade (7.1 million short tons) and #52 in the nation for foreign trade (2.7 million short tons) based on 2015 volume. The Port of New Haven moves 75 percent of the annual tonnage entering through Connecticut ports. The federal navigation channel at New Haven Harbor is periodically dredged to maintain its 35 feet depth. To maintain its global competitiveness in the 21st century, New Haven is conducting a study with the Army Corps of Engineers on the feasibility of deepening the channel from 35 feet to 40+ feet. The study is being carried out in tandem with the environmental impact study and is expected to take three years to complete.

➤ **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. Each year there are between 25-30K enplanements in and out of Tweed.

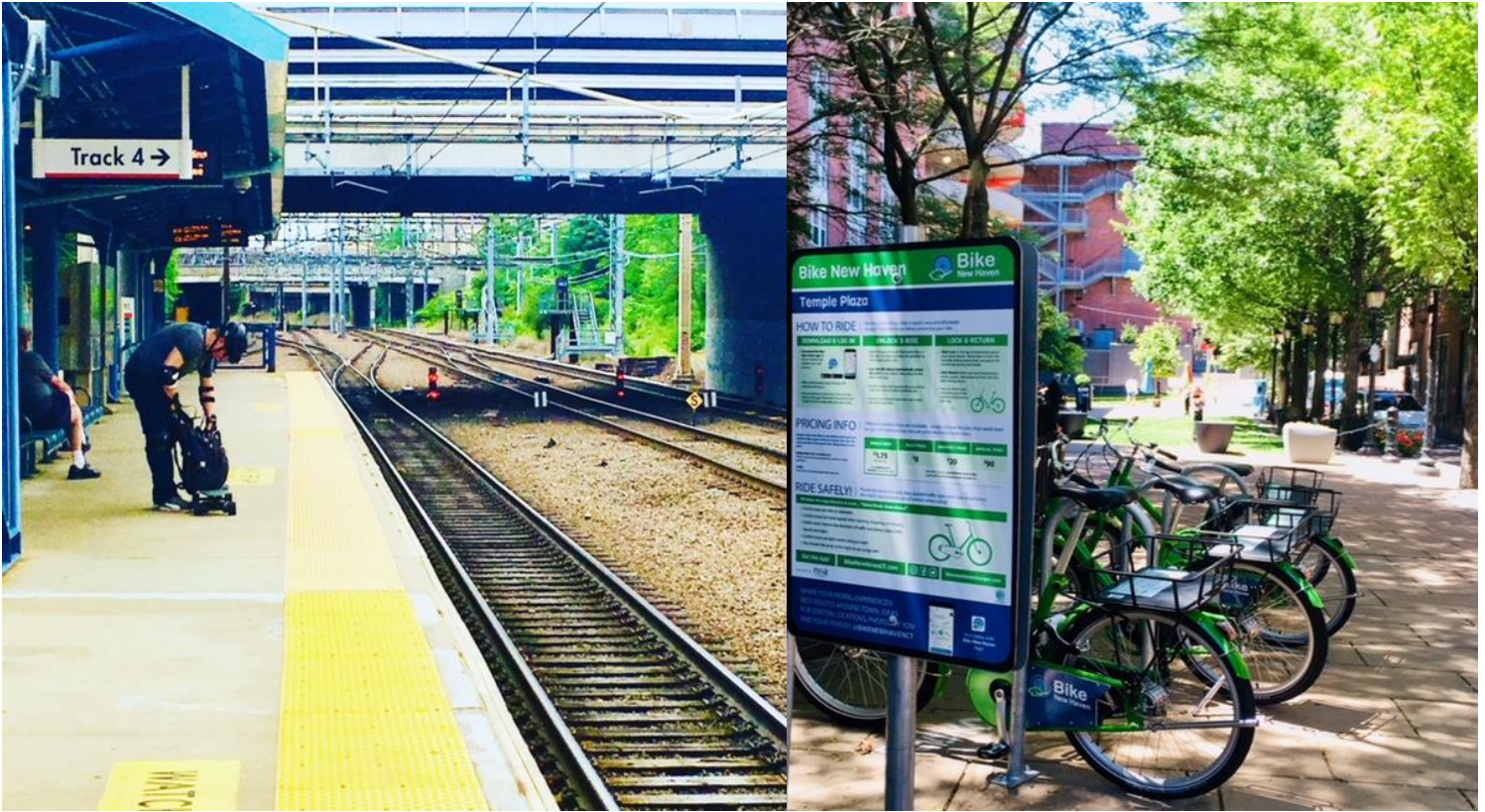
➤ **Farmington Canal Greenway**

Once a canal and railroad, the Farmington Canal Heritage Greenway extends for 84 miles between New Haven, CT and Northampton, MA. More than half of this distance has been paved and converted into a bike trail, and the City continues to work on paving the rest: Phase IV of the repaving effort, which will reconnect sections of the greenway north of Downtown, is under construction and anticipated to open in 2019; while the Long Wharf section was completed in May 2018.

➤ **goNewHavengo**

To further reduce vehicular traffic in New Haven, the Department of Transportation, Traffic and Parking (TTP) launched goNewHavengo, a smart transportation initiative that aims to make the city more human-scaled by increasing transportation affordability, educating communities about transit alternatives, providing convenient public transportation options, and reducing environmental contamination. This comprehensive transportation initiative engages employers, residents and commuters to identify transit and bike/pedestrian alternatives across the community. goNewHavengo runs various programs and events year-round such as the New Haven Bike Share, the Clean Air Run, PARK[ing] Day, and Transportation on Tap.

Recently, goNewHavengo has made strides in increasing New Haven's bicycle infrastructure. New Haven now has a 40-mile bike lane system and a citywide bike share system.



Transportation Improvement Initiatives

➤ 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 642,000 Amtrak passengers annually. In addition to Amtrak, Union Station also serves as a hub for the heavily-used New Haven MetroNorth Line to Grand Central Terminal. With that in mind, the City and State are pursuing policies to address the station’s limited commuter parking supply as part of a comprehensive transit-oriented development program, which envisions redeveloping the area around Union Station—and parts of the station itself—into a vibrant mixed-use commercial and residential community.

The City leases the Union Station parking garage from the CTDOT, and Park New Haven operates the parking garage station on behalf of the City.

In 2016, Economic Development began working with CTDOT on major issues related to the design of a second garage at Union Station, which would feature intermodal transit hubs and retail amenities.

EDUCATIONAL OPPORTUNITIES

➤ Higher Education

New Haven's universities provide a platform from which the city can compete in the global arena. 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. Undergraduate and graduate programs at these universities bring students from all over the country and all over the world to New Haven. Many graduates stay and make New Haven their homes for years to come.

Yale University, located in the heart of downtown New Haven, recently completed development of two new residential colleges. The project cost \$600 million to construct and added 800 additional students, faculty and staff. It was Yale University's first major expansion in over 40 years.

Institution	Faculty	Enrolled Students
Yale University	4,420 Full-time	16,774
Southern Connecticut State University	439 Full-time & 566 Part-time	10,473
Quinnipiac University	371 Full-time	10,000
Gateway Community College	107 Full-time & 462 Part-time	8,200
University of New Haven	262 Full-time & 379 Part-time	6,786
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	53,912

➤ New Haven's K-12 Education

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. Cooperative High school earned a silver medal in the 2017 *U.S. News & World Report's* America's Best High Schools list.

The City of New Haven recently completed a \$1.5B 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 the School Change Initiative which aims to eliminate the achievement gap between New Haven and the rest of the state, decrease the dropout rate by half, and ensure 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. By 2016, the district's graduation rate climbed to 83 percent, a 21 percent increase since 2010.

The City's school renovation efforts rebranded several historic schools as magnet or lab schools. Two notable examples are the Strong School and ESUMS.

Strong School as the Strong 21st Century Communications Magnet & SCSU Lab School, a K-4 STEM-focused school that strives to develop an understanding of the history and impact of communications. With a rigorous STEM-infused curriculum and a project-based learning approach, Strong prepares students to utilize digital media, global technologies, and other languages to communicate effectively in an evolving world. Through its unique partnership with Southern Connecticut State University (SCSU) as a Lab School, students receive support from future educators in a dynamic learning environment.

The Engineering and Science University Magnet School (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 the University of New Haven 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 opened a new building on the University of New Haven's campus in early 2017. The 122,000 square feet, \$35M building is the most technologically advanced of New-Haven's 41 school construction projects.



➤ **The New Haven Promise Program**

New Haven Promise is a scaled scholarship and support program to (1) cultivate an aspiration for a college education in New Haven public school students, (2) build community and parental engagement, and (3) foster economic development in the City of New Haven.

New Haven Promise Scholars receive full tuition to in-state public colleges and universities or up to \$2,500 annually to in-state private colleges and universities. The program supported 359 scholars in the 2017-2018 academic year. New Haven is only the third community in the nation to have such a scholarship program for its residents.

➤ **Continuing Education and Certification Programs**

Both Gateway 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. Gateway's proximity to the Medical District (Yale New Haven Hospital and the Yale School of Medicine) has made it a primary funnel for employees, and a clear step on the healthcare career ladder. To the same end, SCSU launched a Nanotechnology Center and a 14-credit program to certify students in nanotechnology.

Other educational institutions have also developed continuing education programs to help meet the need to greater adult and workforce training opportunities. The Connecticut Center for Arts and Technology (ConnCAT), for example, has become for technical training programs, offering adult students certificates in such diverse fields as culinary arts and phlebotomy.

Additionally, 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 demand positions by offering them 50-75% salary reimbursement during the new hire's on-the-job training.

NOTES

¹ The New Haven Colony’s Nine Square Plan—a four-by-four grid plan—was established in 1638. <https://connecticuthistory.org/towns-page/new-haven/>

² In the 1950s, New Haven received the most federal funding for urban renewal efforts than any other city in the US. <https://www.citylab.com/equity/2016/09/making-a-better-city-out-of-model-city/499679/>

³ New Haven has upwards 50 biotech and medical device companies that employ more than 5,000 people in greater New Haven region.

<https://medicine.yale.edu/news/article.aspx?id=14982>

⁴ “Venture capital firms and large pharmaceutical companies have invested more than \$700 million in startups—and these startups have attracted another \$5 billion in equity investments.” Ibid.

⁵ Private real estate projects have added 1,471 new market rate apartments to New Haven’s housing stock. See Appendix A (“Residential Real Estate Spreadsheet”).

⁶ New Haven gained 6,900 people—more than any other town in the Greater New Haven region—from 2000 to 2014. Greater New Haven Community Index (2016), p. 8. Mark Abraham and Mary Buchanan, DataHaven, available at: ctdatahaven.org

⁷ New Haven ranked first in terms of growth rate between 2000 and 2010 on the list of Northeast cities with populations over 100,000. New Haven grew faster than Boston (+4.8%) and New York City (+2.1%). Analysis available at:

<http://downtownnewhaven.blogspot.com/2011/03/census-2010-new-haven-shows-fastest.html>.

⁸ “The metropolitan area that looks most like the U.S. is New Haven, Connecticut.” Nate Silver, April 28, 2016: <https://fivethirtyeight.com/features/normal-america-is-not-a-small-town-of-white-people/>.

⁹ “New Haven, the most populous and densest of the 13 towns, is the region’s major city.” Greater New Haven Community Index (2016), p.9.

¹⁰ US Census Bureau, Data as of July 1, 2017. Available at <https://www.census.gov/quickfacts/fact/table/newhavencountyconnecticut,newhavencityconnecticut/PST045217>

¹¹ <https://www.homesnacks.net/fastest-growing-cities-in-connecticut-127069/>

¹² The median age of New Haven, 31, is much younger than that of other towns, and in recent years the city has witnessed an increase in the number of young adults moving to New Haven. Greater New Haven Community Index (2016), p.9.

¹³ US Census Bureau, QuickFacts: Connecticut; New Haven County, Connecticut; New Haven city, Connecticut, available at: <https://www.census.gov/quickfacts/fact/table/ct,newhavencountyconnecticut,newhavencityconnecticut/PST045217>

¹⁴ Ibid.

¹⁵ Ibid.

¹⁶ “Greater New Haven: A Strategy for Economic Success,” South Central Connecticut Comprehensive Economic Development Strategy, 2018-2023, p. 12, available at

https://www.rexdevelopment.org/index.php?option=com_content&view=article&id=30&Itemid=229.

¹⁷ New Haven has upwards 50 biotech and medical device companies that employ more than 5,000 people in greater New Haven region.

<https://medicine.yale.edu/news/article.aspx?id=14982>

¹⁸ Calculations determined by the Director of the Office of Economic Development's Small Business Development Division, Clay Williams.

¹⁹ See page 61, *infra*.

²⁰ "Greater New Haven: A Strategy for Economic Success," South Central Connecticut Comprehensive Economic Development Strategy, 2018-2023, p. 13.

²¹ Department of Numbers: <https://www.deptofnumbers.com/rent/connecticut/new-haven/>

²² See Appendix A ("Residential Real Estate Spreadsheet").

²³ *Ibid*.

²⁴ New Haven has upwards 50 biotech and medical device companies that employ more than 5,000 people in greater New Haven region.

<https://medicine.yale.edu/news/article.aspx?id=14982>

²⁵ *Ibid*.

²⁶ Town Green Special Services, Prosperity, Data:

<http://www.downtownnewhaven.com/retailsqft/demographics/retail-data/>.

²⁷ The Office of Economic Development, Small Contractor Development Division. Registered businesses tracked by Lil Snyder.

²⁸ According to the International Finance Corporation, a sister organization of the World Bank, each newly constructed hotel room generates 1.5-3 new jobs. Available at: <http://www.ifc.org/wps/wcm/connect/7b21e4804a7d834d909cfd998895a12>.

²⁹ Figures from ECIC's FY17-18, Q3 Report, available through ECIC Steering Committee Member Mike Harris and at: <https://www.elmcityinnovationcollaborative.com/index.php/quarterly-updates/year-one-q3>.

³⁰ Figure 4.15, Greater New Haven Community Index (2016), p. 55.

³¹ "Greater New Haven: A Strategy for Economic Success," South Central Connecticut Comprehensive Economic Development Strategy, 2018-2023, p. 13.