



**OCTOBER 2019**

**OFFICIAL  
STATEMENT**



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**JUSTIN ELICKER, MAYOR**  
**MICHAEL PISCITELLI, AICP**  
**ECONOMIC DEVELOPMENT ADMINISTRATOR**

# INTRODUCTION TO NEW HAVEN

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New Haven is the socio-economic center of southern Connecticut and the hub of innovation which is driving the economic resurgence of southern New England. The City is home to a global academic powerhouse at Yale University and to a leader in patient care at Yale- New Haven Health. These centers of excellence are the economic base for mature companies and innovative startups in technology, precision medicine, bioscience, food and advance manufacturing across our region.

For centuries, New Haven made products, ranging from the first submarine to the first telephone switch to the first hamburger, which have shaped our nation's culture and transformed the course of history. Today, New Haven is at the forefront of new ideas and ingenuity. This culture of innovation includes the new treatments for rare diseases at Alexion, new approaches to cancer at Arvinas and the development of solid state qubits at Quantum Circuits.

In the first three months of this year alone, New Haven firms brought in

half of the state's total startup funding of \$109 million; and in 2018, Yale University offices reported that New Haven firms hold a total of 1,371 cumulative active patents across 59 countries. The consistently low residential vacancy rate (5.6% in 2018) and 3,700+ new units in the city's real estate pipeline are testaments to New Haven's unbeatable location and increasing popularity, particularly among young professionals.

Centrally located between New York and Boston, New Haven offers high quality transit connections to major markets with far lower cost of living and cost of doing business. With the panache of a big city, New Haven likewise features a dense and compact urban form and high quality of offerings in the arts, cultural and tourism sector. These assets are coupled with the passion of residents and the value of place that is felt not only in the Downtown but in neighborhoods across the city. In no uncertain terms, New Haven is well-positioned to retain its high-skill workforce and attract new talent to support economic development.

# REGIONAL CONTEXT

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New Haven is located on Long Island Sound between New York City, Boston, and Hartford. It is directly connected to 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. Frequent rail service via Amtrak, Metro North, and Shoreline East, make New Haven among the most convenient destinations in the Northeast.



New Haven rivals the dynamic feel of New York or Boston, while remaining 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 rent for a one-bedroom apartment in New York City is nearly twice that of New Haven, while the price of a Boston one-bedroom is more than 80% higher.

Average Rent, 1-BR Apartment in New York City	\$2,945
Average Rent, 1-BR Apartment in Boston	\$2,685
Average Rent, 1-BR Apartment in New Haven	\$1,494

# DEMOGRAPHICS

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

## POPULATION

	New Haven City	New Haven MSA	Connecticut
Total Population	130,418	857,620	3,572,665

## AGE

	New Haven City	New Haven MSA	Connecticut
Population below age 18	22%	20%	21%
Population ages 18-64	67%	63%	62%
Population 65 and older	11%	17%	17%

## RACE & ETHNICITY

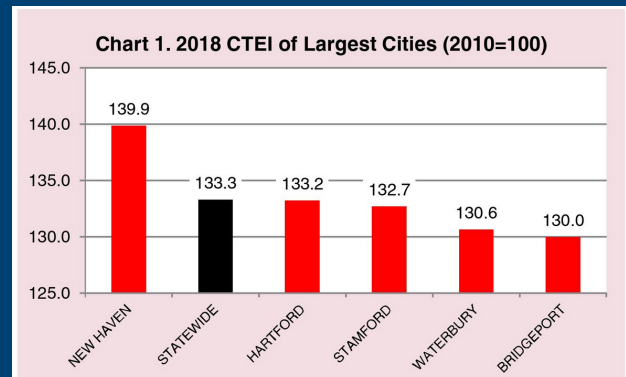
	New Haven City	New Haven MSA	Connecticut
White	30%	62%	67%
Black	33%	15%	12%
Hispanic	30%	19%	17%
Asian	5%	4%	5%
Two or More Races	4%	3%	2%

# ECONOMIC SNAPSHOT

New Haven is a city with...

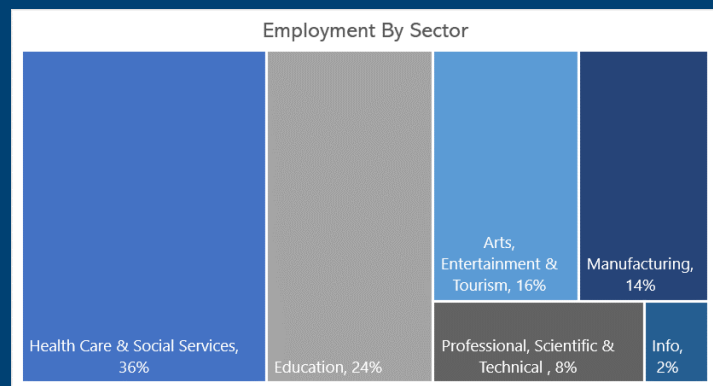
## A robust growth trajectory

- **Ranked 62nd in GDP among all US metro areas**, with a total current-dollar GDP of \$45,252 million in 2017
- Among Connecticut's large cities (100,000+ population), **ranked highest on four economic growth indicators** in 2018\*
- According to the CT Department of Labor's Economic Index of overall economic health, New Haven outperformed all other major cities in statewide average growth since 2010 (see chart above).



## A resilient, diverse economic base

- Top **economic drivers remain steady** year on year: healthcare, higher ed, arts and tourism, manufacturing
- No single sector dominates, creating economic resiliency
- **50+** biotech firms employ **5,000** employees.
- **506** new businesses openings in 2018.

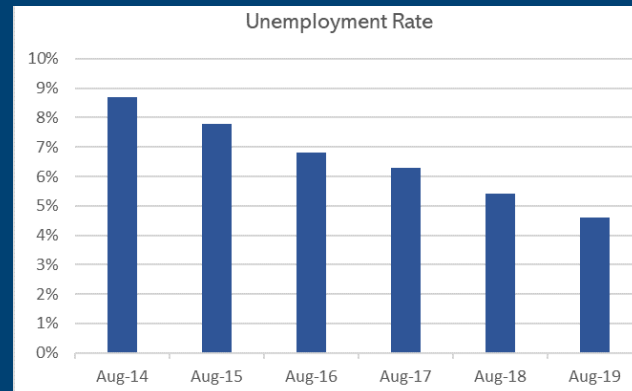


\*The four factor rating includes: number of business establishments, overall employment, inflation-adjusted wages, and unemployment rate. New Haven scored 139.9; Hartford came in second at 133.2.

## Economic Snapshot (Cont'd)

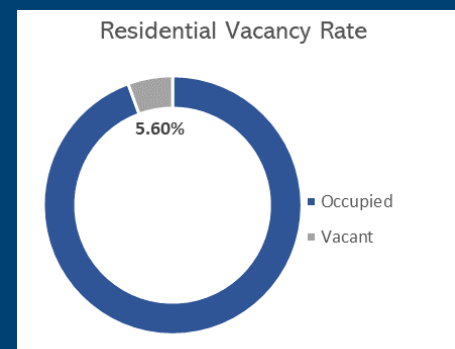
### A declining unemployment rate

- As of August 2019, the unemployment rate was 4.6%, down from a high of 12.4% in 2013.
- Despite a sharp increase in rental housing stock in recent years, the city's residential vacancy remains low at 5.6%.



### A low residential vacancy rate

- Despite a sharp increase in rental housing stock in recent years, the city's residential vacancy remains low at 5.6%.



### Strong Anchor Institutions

New Haven is home to strong anchor institutions in higher education and health care, namely Yale University and Yale-New Haven Health. These and many other anchor institutions are committed to the well-being of the entire community, participating in workforce development, business-to-business collaborations and innovative supply chain initiatives.

- **Yale University** employs 14,000 people, 4,000 of whom reside in New Haven. Through collaboration with a local non-profit, Yale has made over 1,100 local hires in permanent and/or temporary positions since 2015 and is working towards ensuring half of these hires come from neighborhoods of focus.
- **Yale-New Haven Hospital** is the 4th largest hospital by bed-count in the country and has partnered with the city on development of its two large medical campuses in the city and is working with the city on an innovative employee-owned cooperative initiative in the Newhallville neighborhood.
- **Eights universities/colleges in the New Haven area** enroll nearly 52,000 students, employ more than 30,000 people, and contribute more than \$2B to the local economy each year. Southern Connecticut State University and Albertus Magnus College, are both located in New Haven and participate in the New Haven Promise program, connecting New Haven Public School students to Bachelor-level degree opportunities.

*Section I:*

# Attracting & Retaining Quality Investment



The Economic Development Administration secures public-sector investment and private-sector partners that will enhance New Haven's advanced manufacturing, high technology, food processing, health care, and life sciences business and industry clusters.

# Attracting & Retaining Quality Investment

The City of New Haven is organized in a fashion that supports socio-economic development through close collaboration of departments involved in the business development, housing and community development, permits / inspections, workforce, transportation, land use and planning. For example, business development specialists partner with private entities to attract capital and investment and to facilitate dialogue with the community and regulatory agencies to ensure responsible growth and project development. The success of these partnerships is demonstrated in sustained private market interest in New Haven.

In addition to their direct economic impact, Yale University, Yale-New Haven Health and the many other colleges and universities in the area are home to global leaders in their field. The talent and cutting-edge research are the very significant underpinnings to forward progress. With this sound economic base, the City works to demonstrate market confidence in the residential, commercial and industrial market sectors.

## Key Statistics

- The residential rental vacancy rate in New Haven remains low at around 5.6%
- This year, private developers completed or began construction on 1,655+ market-rate housing units in mixed-use and residential development projects
- As of October 2019, an additional 1,937 market-rate units were in planning.
- New Haven's developers favor mixed-use projects, which comprise 61.4% of all current and planned projects



# State of the Market

## *New Haven's Residential Real Estate Market: 2019 Update*

Developers regard New Haven as one of the most attractive places in the nation in which to do business, as evidenced by the state of the New Haven's current real estate market.

New Haven's real estate market outlook continues to be characterized by low residential vacancy rates and a positive future outlook for growth. The overall residential vacancy rate dropped more than one percentage point from the previous year, to 5.6%, as local rental demand successfully absorbed developers' new additions to the market. New Haven's low vacancy rate is more remarkable in comparison to the state and national rates for the same period, at 6.1% across Connecticut and 6.9% nationwide.

In 2019, New Haven also led the regional real estate market in sales velocity, outperforming its peers in number of real estate transactions for the second time in five years. The city's stable supply of local renters, above market capitalization rates, and in-demand housing stock all contributed to the city's historically robust real estate market and its stellar performance over the past year.

***"[New Haven] is a city that has incredible fundamentals and a growth trajectory you can really believe in. This is a very investable city."***

***-Darren Seid, President, Epimoni Real Estate***

# Development Benefits & Incentives

*City and State Programs to Spark & Sustain Real Estate & Business Investment in New Haven*

The City of New Haven offers a number of programs to attract investment and to create a local environment in which businesses can thrive (see box).

This year, Economic Development helped business owners take advantage of these programs to access new financing, update their facilities, and more.

## **Featured Programs**

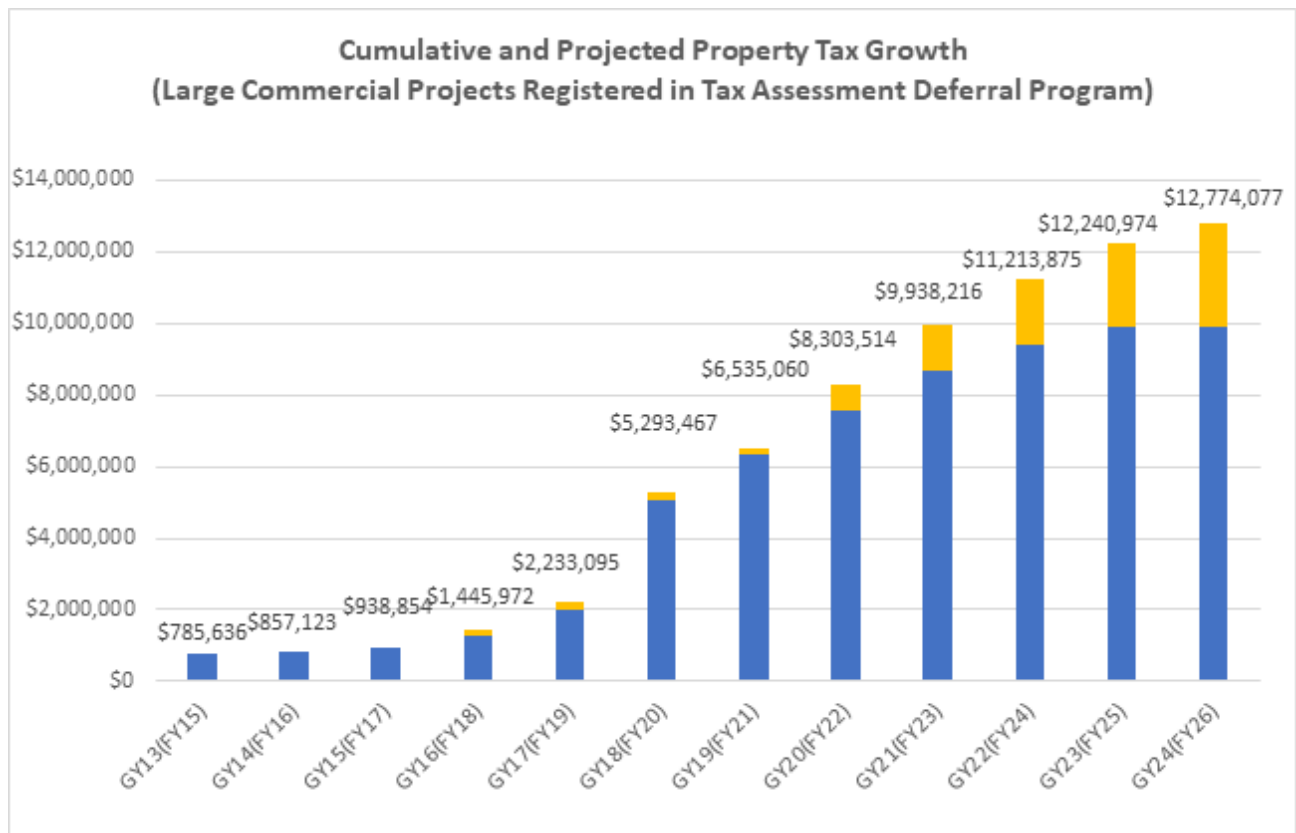
- Tax Assessment Deferral Program
- Facade Improvement Program
- Environmental Assessment Fund
- Flood Mitigation Matching Funds
- CT Enterprise Zone & Urban Jobs Program
- Grants and loans through State of CT Department of Economic and Community Development (DECD)

***"[The Tax Assessment Deferral Program has] been an invaluable tool. It's critical in helping us attract outside investors into these investment opportunities."***

***-Frank Caico, Spinnaker Real Estate Partners,  
September 2018***

## Benefit & Incentive Programs (Cont'd)

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 additional property tax revenues by 2026 from the development projects currently registered and under contract with the Tax Assessment Deferral Program.



# Long-Term Development Partners

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.

Two of New Haven's long-term development partners are Spinnaker Real Estate Partners and RMS Companies.

**\$555 M**

current investment  
planned for New Haven



## SPINNAKER REAL ESTATE PARTNERS

- 3 Projects
- \$555 million investment pipeline
- 1,167 Apartment Units
- 1 Boutique Hotel

**5 + 1**

5 projects completed or  
in planning +  
1 boutique hotel



## RMS COMPANIES

- 5 Projects
- 557 Apartment Units
- 1 Boutique Hotel

# Development Highlights

*Featured residential real estate market projects completed or added to the pipeline this period*

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.

This year, developers completed or continued construction on a total of **1,668 market rate and affordable units**. A selection of these projects is highlighted below. A full listing of current (2018-2019) and planned (2020 and beyond) projects can be found in Annex A.



**Parkside Crossing**  
22 Gold Street  
*RMS Companies*

*Completed 2019*

Part of the Hill-to-Downtown development initiative, this project opened 110 new residential units (with 30% affordable), 101 parking spaces, and 2,300 square feet of retail. This project transformed four underutilized parcels adjacent to Amistad Park, creating a new, four-story building that serves neighborhood residents through proximity to downtown and Union station, ample parking, and street-level retail.



**The Lofts at Audubon Square**  
335, 367 Orange & 29 Audubon St  
*Spinnaker Real Estate Partners*

*Phase I on track for completion 2019*

The \$75 million Audubon development will bring 485 new units to New Haven's downtown, in the form of a mixed-use mini-city. The building welcomed its first residents in July 2019, marking a milestone of Phase I of the project, which comprises 269 residential units and more than 12,000 square feet of retail space. Phases II and III are still underway, and will offer an additional 150 units on Orange Street (Phase II) and 66 units on Audubon Street (Phase III).





**Torrco Design Center Site**  
87 Union Street  
*Epimoni & Adam America Real Estate*

*Broke ground March 2019*

This new, 299-unit mixed-use complex sits at the edge of the iconic Wooster Square neighborhood. The project will replace a series of warehouses and a plumbing supply store with six, wood-framed stories of market-rate apartments, townhouses, and ground-floor retail. The area will revitalize the connection between Downtown New Haven and historic Wooster Square, adding new housing mere blocks from mass transit options at the State Street and Union Stations. The building is anticipated to open in 2021.



This conversion project will transform 68,000 square feet of former industrial building and office space in the Mill River neighborhood into 87 market rate units: 14 studios, 46 one-, and 27 two-bedroom apartments. The reimagined site will add new green space and be tied into the city's existing bicycle infrastructure network through a two-way cycletrack planned along East Street.

**Ann Taylor Office Conversion**  
414 Chapel Street  
Carriage House LLC

*Site plan approved June 2019*

# 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 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 **310** hotel rooms approved or pending approval with another **300+** rooms in the pipeline.

Additional detail on completed or pending hotel developments is provided below. A full listing of hotel development projects in the city's pipeline is located in Annex A.





## The Graduate

*Opened October 2019*

**Project** A renovation of this iconic, 125-year old building preserved its façade while transforming it into a 72-room boutique hotel. 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

## The Blake

*Opened January 2019*

**Project** Located on the corner of High and George Streets, the Blake is New Haven's first high-end boutique hotel. It offers 108-rooms, both traditional and extended-stay. Located in the heart of downtown, the Blake contributes to New Haven's thriving cultural and food scenes, hosting the area's first Michelin-starred chef at its on-site restaurant.

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

**Investment** \$8M



**Hilton Garden Inn, 80 Elm Street**

**Project** This project will convert a vacant, former bank building into a Hilton Garden Inn in the center of Downtown. The six-story, boutique hotel will offer 132 rooms, and will occupy 12,000 square feet including guestrooms and amenities.

*In planning. Targeted for completion, 2021*

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



Rendering of the Hilton Garden Inn at 80 Elm Street

**Cambria Hotel Project, 480 MLK Jr Boulevard**

**Project** This hotel is the final stage of the multi-phase Route 34 West Project. The City of New Haven sold land to the developer through a Land Disposition Agreement in 2014. The Cambria hotel is part of the international Choice Hotel chain, and will feature 6 stories and 130 keys.

*Received approval in October 2019*

# Coliseum Site Development

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Spinnaker Real Estate & Fieber Group (“Spinnaker”) have partnered with the City of New Haven to undertake a large-scale development initiative at 275 South Orange Street, on the site of the former New Haven Coliseum. The current surface lot will become a landmark mini-city, using mixed-use development to revitalize 5.5 acres of desirable downtown-adjacent property.

Spinnaker and the city formalized their partnership this July, with the signing of a modified development plan and land disposition agreement. The \$400 million investment will serve New Haven residents and visitors through the addition of 450 residential units (including up to 20% affordable units), 75,000 square feet of retail space, 200,000 square feet of office space, and the creation of new public open space. .

Prior to construction, Spinnaker will undertake extensive design development and community input activities. As of Fall 2019, community consultations are underway with the Downtown and Hill South neighborhoods, and the developer has already begun discussions with potential tenants for the site’s commercial spaces.

Coliseum site construction will be conducted in two phases.

**Phase I** is anticipated to break ground in Spring 2021, for completion in Spring 2023. Current development plans for this stage include 16,000 square feet of retail and restaurant space, 25,000 square feet of public open space, and 200 rental apartments. The needs of the city’s numerous entrepreneurs and future labor force are reflected in the

## Section I Feature: Coliseum Site Development (Cont'd)

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retail site plans, which include co-working space and areas tailored for business incubation. Spinnaker is seeking collaboration with the Housing Authority to ensure that 20% of rental units are affordable.

**Phase II** comprises the addition of a further 30,000 square feet of retail, 30,000 square feet of public open space, 500 residential units, and 80,000 square feet of as-yet undetermined commercial use space. As part of this phase, Spinnaker has committed to conducting studies to determine whether a hotel and conference center would be feasible additions to the site.



# The District, 470 James Street

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In 2016, the City entered into a development agreement with a local development firm to convert a former brownfield into Connecticut's first state-of-the-art tech and innovation campus called The District. The final project cost is estimated at more than \$25M, and included state support in the form of a \$5.5 million grant from the State of Connecticut Department of Economic and Community Development ("DECD") to remediate contaminated soil. The success of this project serves as an emblematic example of New Haven's forward-thinking pursuit of true public-private partnerships.

The building opened its doors in February 2018. 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 District has already begun to have positive economic impacts on the surrounding community and the city at large. The site houses four anchor companies, nearly a dozen private offices, coworking desks, and an athletic club. The campus has grown to feature a beer garden and restaurant conceived by Caseus Fromagerie and Black Hog Brewing Co-Founder Jason Sobocinski, as well as an outdoor amphitheater, indoor/outdoor event space, and a kayak launch into the Mill River.

## Section I Feature (Cont'd): The District

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As a tech hub for New Haven and the region more broadly, the site has already attracted some of the nation's most innovative firms. In 2018, the San Francisco-based Holberton School opened its doors at the District. The Holberton School trains students to become highly skilled software and operations engineers through project-based and peer learning, enabling them to compete among the best programmers in the world. Holberton graduates have been placed into jobs at LinkedIn, Google, Tesla, IBM, and Apple, among others. Holberton students pay no up-front tuition, instead, contributing a percentage of their salary to the school for a short period following graduation.

The collective excitement around The District has drawn attention to investment opportunities in the Mill River District of New Haven—a sparsely populated, former industrial area. With the aid of local preservationist groups, the developers of the District agreed to create a bike trail along the banks of the Mill River. The Mill River Trail, as it is known, will extend from East Rock Park to the point where the river meets the Long Island Sound. Phase I of this project was completed in August 2019.

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.



# New Haven's Key Employment Clusters

The New Haven economy is notable for its diversity and its resilience. Anchor institutions, such as Yale-New Haven Health and the area's eight higher education institutions, constitute a major economic strength and contribute to New Haven's ranking as the 62nd highest GDP among all metropolitan areas nationwide.

While the city as a whole benefits from a stable employer base, no one sector dominates. Healthcare and biomedical sciences, higher education, hospitality and leisure, and technology continue to dominate and drive the region's growth, resulting in New Haven's first place ranking in 2018 among similarly-sized Connecticut cities across four economic growth indicators.

Due in part to Economic Development's success in attracting quality development, employers have seen that New Haven is a place where employees and managers thrive. And businesses and entrepreneurs increasingly see New Haven as an ideal site for their operational headquarters. This section summarizes the strength of New Haven's business sector across the industries that act as its key economic drivers.

## Featured Sectors & Industries

- Biotech
- Digital Tech
- Food
- Professional Services
- Financial Services
- Advanced Manufacturing

# Biotech Industry

- Greater New Haven is home to upwards of **50** biotech and medical device companies, which together employ more than **5,000** people.
- 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.
- In 2018, the Yale's offices reported **1,371** cumulative active patents in **59** countries
- 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 strength of New Haven's biotech industry allows the city to be responsive in providing for the sector's needs. In recent years, the Economic Development Office has supported the establishment of biotech clusters within the city, each of which offer resources and facilities appropriate for the operational and research needs of new and growing biotech firms. These sites include The Center for Bioscience and Technology, Science Park, Downtown New Haven, and 100 College Street (see next page).



## *Biotech Industry: Biotech Clusters in New Haven (Cont'd)*

### **The Center for Bioscience & Technology, 300 George Street**

A 500,000 square foot office and research space within walking distance of the Yale School of Medicine, housing a number of life science ventures arising from Yale University.

### **Science Park**

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 firms base their corporate operations out of Downtown'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 City entered into a Development Agreement with Winstanley Enterprises which entailed the infill development of a 450,000 s.f. med/lab office building within the former Route 34 highway connector. This first phase of the award-winning Downtown Crossing infrastructure project is now home to the research and development center of Alexion Pharmaceuticals with over 500 jobs on site and is the future expansion space for Yale University's School of Medicine.

## *Biotech Industry: Featured Biotech Firms*

New Haven is home to more than 50 biotech and medical device firms. The following section features a small subset of this group, including both well-established firms, such as Alexion, and more recent additions to the sector, like HaldaTherapeutics. Even this small selection powerfully represents the innovative potential and economic force of the New Haven's biotech sector.

## Biotech Industry: Featured Biotech Firms (Cont'd)



**Alexion Pharmaceuticals** is a leading producer of drug therapies for rare diseases and disorders, particularly related to immune system research and auto-immune diseases. The company was founded in 1992 in New Haven's Science Park. It maintains a significant research division of approximately **500 employees** in New Haven.



**Arvinas** develops cancer and autoimmune disease therapies using research on protein degradation. In 2019, Arvinas had an **IPO of \$120 million**. Bayer also committed \$115 million to Arvinas for ag and pharma research, a partnership with \$685 million in earning potential. In January 2018 Arvinas signed an \$830M contract with Pfizer to develop a small-molecule protein degradation drug therapy.



**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.

## Biotech Industry: Featured Biotech Firms (Cont'd)

**Bioxcel Therapeutics, Inc.** is a clinical stage biopharmaceutical company that uses artificial intelligence to identify new treatments in neuroscience and immunology (NASDAQ:BTAI, **market cap \$83 million**).



**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**.

**Invicro** develops imaging products for use in translational drug discovery and development. It is a Konica Minolta company. In 2018, Invicro established a New Haven clinic facility and offices, complementing their existing Boston and London facilities.

**KLEO Pharmaceuticals.** Founded in 2016, this Science Park-located firm is pioneering creation of a synthetic molecule that engages patients' own immune system to target and destroy cancer.



**NextCure, Inc.**, an immune therapy cancer treatment startup, raised **\$93 M in Series B funding in 2018**. Their \$67 M Series A funding was one of the largest Series A rounds ever for a biotech startup.

# Digital & Tech Industry

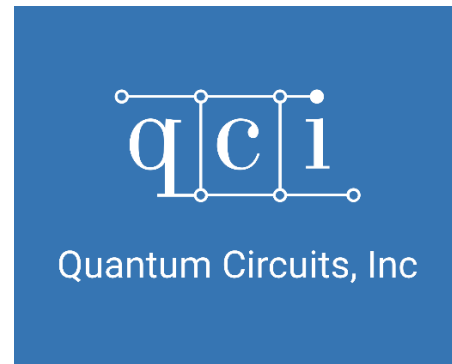
- New Haven brought in half of the state's startup funding of \$109 million in Quarter 1 of 2019
- Since 2000, over 50 startups based on Yale IP in the New Haven area have raised over \$1 billion in venture capital and \$11 billion in public markets
- In 2017, Verizon named New Haven the **Best City in America** to start a tech business because of its low real estate prices and high density of tech-savvy millennials
- New Haven was 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.

## *Digital & Tech Industry: Featured Firms*

The following section highlights a few of New Haven's digital and tech industry companies. Firms such as these are fostered by the City's support for innovation and collaborative spaces, such as **The District**, **Ives Squared**, and **The Grove**, which enable New Haven residents to build and expand creative new businesses.

## *Digital & Tech Industry: Featured Firms (Cont'd)*

**Quantum Circuits, Inc. (QCI)** opened at Science Park January 2019, is the first spin off coming out of the innovative work at Yale University. Co-Founder, Robert Schoelkopf is a pioneer in the development of solid-state qubits and efforts to make the first practical quantum computer.



QCI occupies 6,000 square feet of state-of-the-art laboratories and in-house manufacturing, and employs more than 20 scientists and engineers. Quantum computing has the potential to enable calculations that are orders of magnitudes faster and more powerful than today's supercomputers for certain types of problems. Applications will include drug design for biotech, materials science, improved processes for industrial chemicals, fintech, logistics, machine learning, and energy.

**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 that developed **The District NHV**, the tech/innovation campus in the Mill River District. Digital Surgeons is one of the anchor tenants at the new facility.

**Technolutions** 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 is considered by many to be the de facto standard-bearer for admissions technology. Technolutions has more than 60 employees working out of its office in Downtown New Haven.

## *Digital & Tech Industry: Featured Firms (Cont'd)*

**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**, now a division of CivicPlus, 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 more than 35 people in New Haven and is a staple presence of the Downtown New Haven business community.

# 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.

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.

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

## *Food Industry: Featured Firms*

### **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 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.

# Other Economic Drivers

## Professional & Financial Services

Professional and financial services also act as significant drivers of New Haven's economy. More than 33,000 professionals from surrounding towns commute to New Haven each day, many of them to fill roles in the services industry.

- **Law**—At last count, there were 110 law firms in the city, representing approximately 10 percent of the state total.
- **Architecture**—New Haven's approximately 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.
- **Knights of Columbus**, 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 900 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."



## *Other Economic Drivers (Cont'd)*

### **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.

**Obsidian Advanced Manufacturing** is a high-tech start-up developing atomic-beam multi-material 3D printing. Obsidian has received funding from Connecticut Innovations, and the 2019 TechConnect Defense Innovation Award. Another example of New Haven's advanced manufacturing firms is **Uretek**, a high-tech fabric manufacturer.

*Section II:*

# Developing Local Jobs & Businesses



The Economic Development Administration provides aspiring entrepreneurs and small businesses, particularly those that are minority-, woman-, or locally-owned, with access to the resources to locate and grow in New Haven, and connecting City residents from all backgrounds to sustainable employment opportunities.

# 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.

## *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 nearly 1:66, that is, every \$1 of public façade money was matched by \$65.79 of private investment – a ratio that has nearly tripled in size in comparison with the previous year.



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.

# 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 2018 alone, SBRC's outreach efforts brought together more than **360 entrepreneurs and community members** who participated in SBRC events.

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**.

## SBRC Training Modules

The SBRC provides training modules designed for entrepreneurs and current business owners. This year's programming included modules on:

- Business planning and structure
- Business basics
- Marketing analysis and strategy
- Basic numbers: financing, accounting, and budget planning
- Getting financed
- The web

## *SBRC (Cont'd)*

### **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.

### **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.

## *SBRC (Cont'd)*

SBRC has an established partnership with Goldman Sachs' 10,000 Small Businesses program, which provides entrepreneurs with education, capital, and business support services. SBRC refers some of New Haven's most successful private businesses to the program for elite-level training. During the program, business owners join with others from around the region and the country, to engage in an executive MBA-like program that uses each student's business as the basis of their study.

In the previous year, 18 businesses participated in the program. Eighteen months after completing the program, 74% of graduates report increasing revenues, 55% of graduates have create new jobs, and 88% expand their sales through contacts they make in the program.

**Pop Up Shops, Holiday  
Village, & Night  
Market**



In response to growing levels of interest for producing and purchasing locally-sourced goods and services, Economic Development's SBRC continues to expand its assistance to small, artisanal businesses.

In 2017, SBRC launched a "pop-up shop" for 12 entrepreneurs to sell their unique products for the holidays. The success of this pilot program proved that demand exists for flexible, micro-retail venues. These pop-up shops helped SBRC identify technical deficiencies among the entrepreneurs and enabled SBRC to focus its training efforts on areas where entrepreneurs need the most help. SBRC is committed to providing training that responds to these identified needs, so that the City can help these businesses, and businesses like them, succeed.

## *SBRC (Cont'd)*

In 2018, SBRC built on the “pop-up shop concept” to help local, primarily home-based, entrepreneurs and vendors to sell their products for the holidays, by creating a Holiday Village in Temple Plaza Park. This retail plaza provided 20 vendors with the opportunity to gain exposure for their businesses, and was well received. An even larger event is planned for 2019, and SBRC is considering turning it into a biannual event.



Similarly, in 2019, the Town Green Special Services District launched a Night Market in the Ninth Square, for local companies to sell their goods and services. Thanks to the event’s success, Town Green plans to provide more such opportunities to local vendors.

## **iHaven**

In 2019, the small business team partnered with CT Next and Health Haven Hub to launch iHaven. This initiative brings together college-level entrepreneurs from five area colleges to a modern Downtown incubator setting with training classes and collaborative team-building activities.



# 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 12¼ 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 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 Successes: Networking Events in 2018

- **22 Gold Street:** \$1.4 million electrical contract awarded to a small SCD contractor & \$1.3 million to minority construction contractors
- **384 Blatchley site:** \$400,000 awarded to small, minority, and woman owned construction businesses
- **Judith Terrace:** \$1 million+ awarded to small, minority, and woman-owned construction businesses
- **The Learning Experience at 243 Legion Ave:** 13% woman-owned construction business subcontracting & 16% minority owned business subcontracting

## *SCD (Cont'd)*

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. Since its founding, SCD has assisted **more than 1,000 small, woman, and minority firms** with contract issues, bid documents, payments, credit, contractor conflicts, and registration.

SCD 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. Select workshop topics for 2018 included construction business literacy, sales and use tax, 1099-independent contractors, payroll forms, contracts, workers compensation insurance, and safety regulations (OSHA 10 and Silica dust safety).

In 2018, SCD helped New Haven resident construction businesses secure roughly **\$14.7M in contracts**. As of September 2019, 121 small contractors were registered with the program. In the last year alone, businesses registered with the SCD program were awarded 748 contracts. In 2018, the statewide Minority Construction Council recognized SCD for its outstanding efforts to provide opportunities to the minority contractor community.

# Commercial Gateway District Initiative

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Residents are attracted to New Haven for its vibrant downtown, walkability, and forward-looking orientation towards mixed-use buildings and transit-oriented development. Current and planned real estate development projects have responded to market demand, with nearly two-thirds of total units planned as part of mixed-used developments.

## Benefits of the Initiative

- Zoning to promote infill projects
- Requiring and incentivizing affordable housing incentives
- Creating flexible and predictable building requirements
- Removing barriers to land use and business operation
- Promoting green building and productive use of space
- Right-sizing parking requirements

The Commercial Gateway District initiative addresses the needs of local business owners and residents by promising to transform three of the city's major commercial corridors along Grand Avenue, Whalley Avenue, and Dixwell Avenue. Each commercial corridor is situated in close proximity to New Haven's downtown and, combined, the three areas are home to hundreds of New Haven's local businesses.

Through a multi-year effort, and in close collaboration with the community, the City is conducting a comprehensive review and proposing updates to zoning ordinances for these three economic hubs. Revised zoning will incentivize and promote infill projects, improve and realize the benefits of proximity and walkable

## Section II Feature: Commercial Gateway (Cont'd)

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connections to downtown, and guide a transition between lower-density residential and higher-density business zones. The result will be areas that are vibrant, walkable, and economically robust.

This year marked significant progress in the realization of the Commercial Gateway District initiative. City staff engaged property owners, businesses, and residents in listening meetings and feedback sessions throughout the year, gaining traction and support for the final rezoning plan in anticipation of its presentation to the Board of Alders for adoption.

**Example Site: 117 Whalley Avenue** sits on a highly promising parcel of land, which is poised for redevelopment. As it stands, this site is not eligible for mixed-use development and cannot build to more than 30,492 square feet. Rezoning will encourage mixed-use development on this site, allowing for 68,607 square feet of building, affordable housing, and infill to bring building development up to the sidewalk with parking in the rear.



**Example Site: 265 Dixwell Avenue** is an underutilized parcel, under its current zoning designation. With the proposed commercial corridors update, this parcel becomes an attractive investment opportunity, as the commercial storefront will be zoned for rebuilding and the site can be leased to commercial tenants by right without parking relief.



# 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 **BioCT**, a statewide advocacy organization, 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, a 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.

## 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 private sector partners to contribute to workforce development efforts 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 offers a coding bootcamp to ambitious students through the Holberton School, enabling their graduates to gain programming skills that are competitive in the global market (see Section I).
- **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 surge of hotel development will lead to a dramatic increase in hotel and hospitality industry jobs. Currently, with 314 hotel rooms planned or approved, New Haven is preparing to add between 471 and 942 hotel and hospitality jobs to its economy.

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 graduated its first cohort of 24 students in July 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.

# Elm City Innovation Collaborative

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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 using proactively to 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 entrepreneurs. ECIC then distributed the grant monies to selected projects and hired an implementation manager to track the progress of each project.



## Section II Feature: Elm City Innovation Collaborative

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The ECIC projects selected to receive grant funds range in type and size. The **Ives Squared project**, for example 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 **Collab 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

### ECIC Progress Report (Q3 FY17-18)

- 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 II Feature: Elm City Innovation Collaborative

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### ECIC Projects

- **Collab** — Collab 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 a new incubator specialized in supporting early and seed-stage 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 fabrication tools, such as 3D printers, laser cutters, and home brewing 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. 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 launched a new mid-size, multi-purpose venue to host arts, music, and innovation events and to connect the city’s creative and innovation communities. 294 State St.
- **Town Green Special Services District** — Town Green Special Services District is advancing the connectivity and livability of downtown. Town Green offers business resources, makes public space improvements, hosts events, and runs a downtown ambassador program. 900 Chapel St.

Section III:

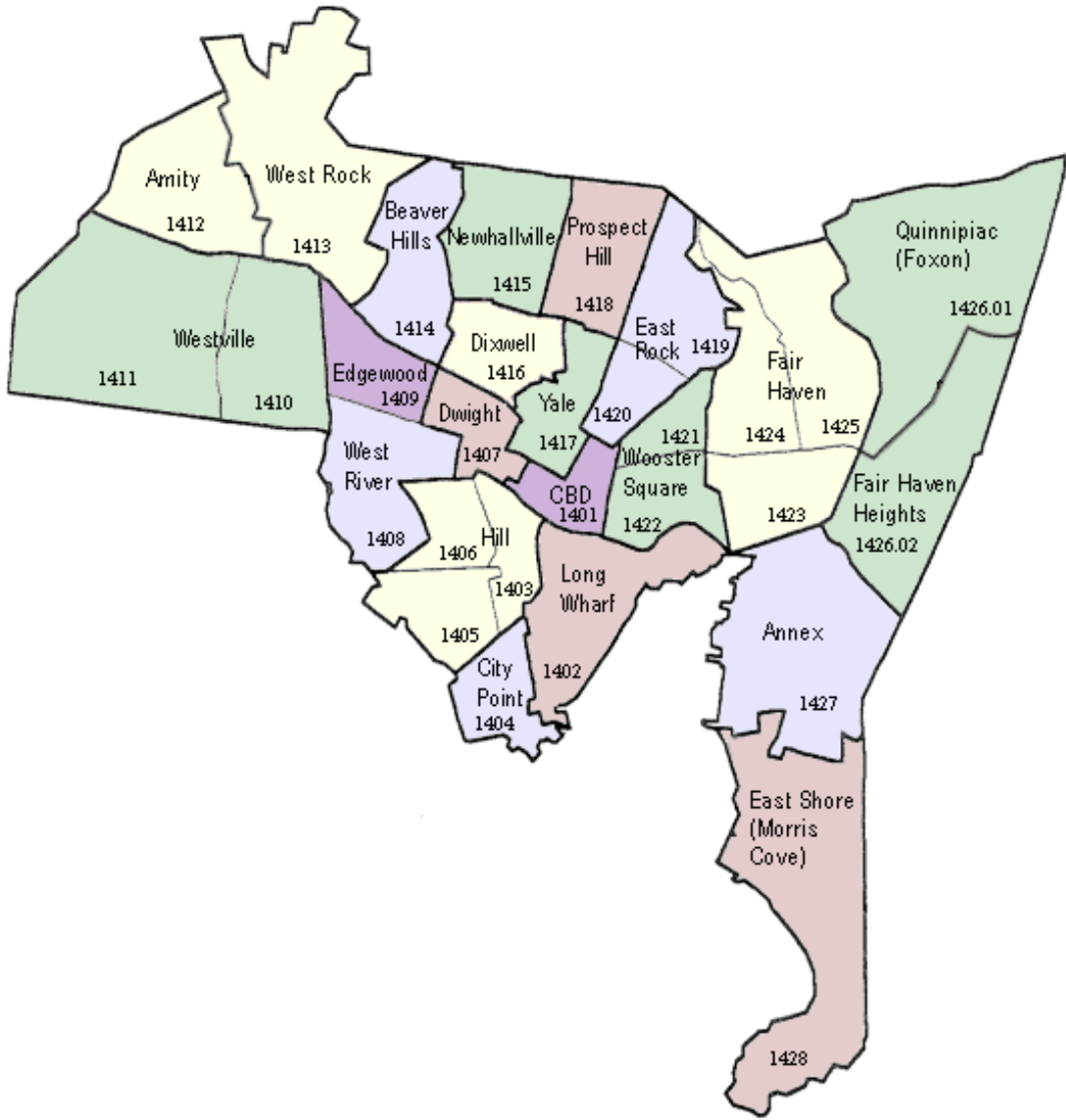
# Revitalizing New Haven's Neighborhoods



The Economic Development Administration fosters mixed-use development that accelerates the formation and enhancement of distinctive, welcoming communities throughout the city; partnering with community stakeholders and accomplished developers to offer residents of all circumstances high-quality housing and retail options; and promoting the growth of diverse educational, artistic, and cultural amenities that will augment New Haven's status as a leading recreational destination for tourists and visitors.

# Neighborhood Infill Development

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



# Newhallville

## *The Olin Project*

### *201 Munson Street*

Eclipse Development, a nationally-known developer, is constructing 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. Construction on the \$16.7 million site began in September 2019.



Rendering of the Q House

## *NXTHVN*

NXTHVN plans 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

A promotional poster for NXTHVN Studio &amp; Curatorial Fellowships. The poster features the NXTHVN logo at the top left, followed by the text 'Studio &amp; Curatorial Fellowships'. The main message is 'APPLICATION DEADLINE JULY 31, 2019' in large, bold, pink letters. Below this, it states 'THE FELLOWSHIPS RUN FROM January-December, 2020'. At the bottom, there is a pink button that says 'CLICK HERE TO APPLY NOW' and the website 'NXTHVN.COM'. The background of the poster shows a modern interior space with a wooden table, a chair, and a window.

# 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 envisions a mixed-use, two-story building, with 22 apartments, above ground-floor retail, and restaurant space. The owner obtained approvals in June 2018.



# 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. opened in October 2018 after refurbishing a portion of the former Rockbestos factory. Its initial production was set at 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.

# The Hill

## *Hill-to-Downtown Project*

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. 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.

The City partnered with RMS Companies of Stamford, CT, which agreed to invest \$100-150 million in developments with a significant affordable housing component.

In 2019, RMS Companies completed construction on the first phase of the project, a four-story, 110-apartment, mixed-used development on Gold Street. A total of 30% of the units are affordable, and residents will enjoy ground-floor retail and proximity to downtown and Union Station.

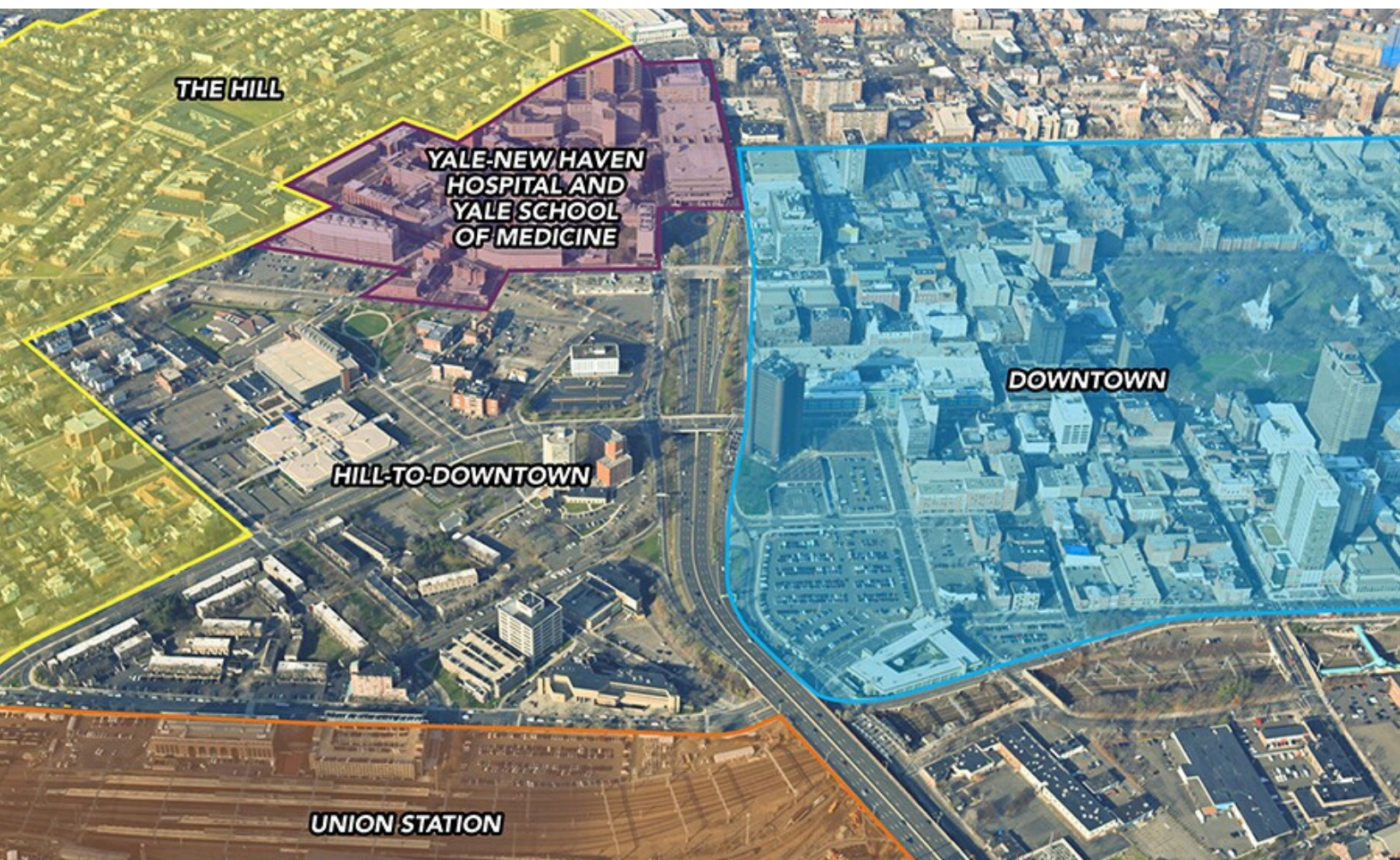




## *The Hill: Hill-to-Downtown Project (Cont'd)*

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. 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.

In addition, 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 continues to explore alternative uses.



# Opportunity Zones

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The 2017 Tax Cuts and Jobs Acts paved the way for state governments to designate "Opportunity Zones." Each Opportunity Zone reflects an economically disadvantaged or underserved community with high investment potential. Real estate and other financial investments in these areas benefit from special tax treatment, including tax deferrals and tax exclusions of 15% or more on capital gains.

The City of New Haven has seven Opportunity Zones (see side panel), each offering unique chances for investment. The Office of Economic Development serves as a key resource and matchmaker, facilitating connections between investors, developers, and business owners, to realize the promise and potential of New Haven's seven zones.

**Newhallville:** Densely populated residential neighborhood ideal for investments in retail and lifestyle businesses.

**Dixwell:** Home to performing arts center and coworking space, NXTHVN, and primed for creative infill development.

**Fair Haven North & South:** Lively multicultural neighborhood with thriving business community, ready for investments in profit-stage businesses.

**Mill River:** Post-industrial warehouse and factory district, with sites for brownfield redevelopment and manufacturing investment.

**Trowbridge Square:** Priority site for the city's Hill-to-Downtown Plan, available for dense development with proximity to Union Station and downtown.

**Long Wharf:** Industrial district along the Long Island Sound, subject of major infrastructure improvements, primed for mixed-use/commercial development.

## Featured Investment: Bassett Street Laundry Co-Op



In October 2019, the city closed a \$900,000 deal to acquire a formerly vacant office at 188-208 and 218-222 Bassett Street in the Newhallville neighborhood. The space will be converted into a worker-owned laundry cooperative, which will employ 150 community members, while building wealth and equity within Newhallville.

The model, based on Cleveland's successful Evergreen Cooperative, includes plans for a full-service fitness facility and daycare on site, which will employ an additional 50 people.

# Neighborhood Commercial Activities

The City has continued to identify, design, and implement “Main Streets” improvements to neighborhood business districts. To this end, the City launched a citywide effort to inventory 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 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.



In August 2018, Yale completed 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 serves as one of the complex’s anchor tenants.

# 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.

*Section III Feature*

# Long Wharf Redevelopment Plan

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In 2018, the City engaged Perkins Eastman, a nationally-recognized firm, to lead a year-long re-envisioning process for Long Wharf. The firm worked with Economic Development, City Plan, Engineering, Parks, elected officials, and community stakeholders through a series of public meetings to craft a Long Wharf Responsible Growth Plan. The city submitted the Long Wharf Responsible Growth Plan to the Board of Alders for approval in early 2019.

The Long Wharf Responsible Growth Plan envisions a transformation of the current Long Wharf area. Currently, this 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 district is also home to the Food Truck Paradise along Long Wharf Drive.

Under the plan, the area is reimagined as five walking districts, reinvigorated with vibrant mixed-use real estate development. The plan comprises 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.

## Section III Feature: Long Wharf Redevelopment Plan (Cont'd)

The Long Wharf Responsible Growth Plan includes measures to fortify coastal resiliency, add streetscape improvements, and create new, multi-modal transit options. The result will be a commercial and residential destination that attracts visitors and new residents, and breathes social and economic life into the Long Wharf Business District.



While the City presses forward with envisioning a new Long Wharf, it 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. These initiatives include investments in the Canal Dock Boathouse and the Snack Shack (see following page).

## Section III Feature: Long Wharf Redevelopment Plan (Cont'd)

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**The Canal Dock Boathouse.** In September 2018, the City finished construction a new \$43M boathouse, education, and waterfront recreation center.



The Canal Dock Boathouse helps restore the public's access to the waterfront and is available to host a variety of water-related activities including crew, kayaking, canoeing and sailing, as well as serving 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.

**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.

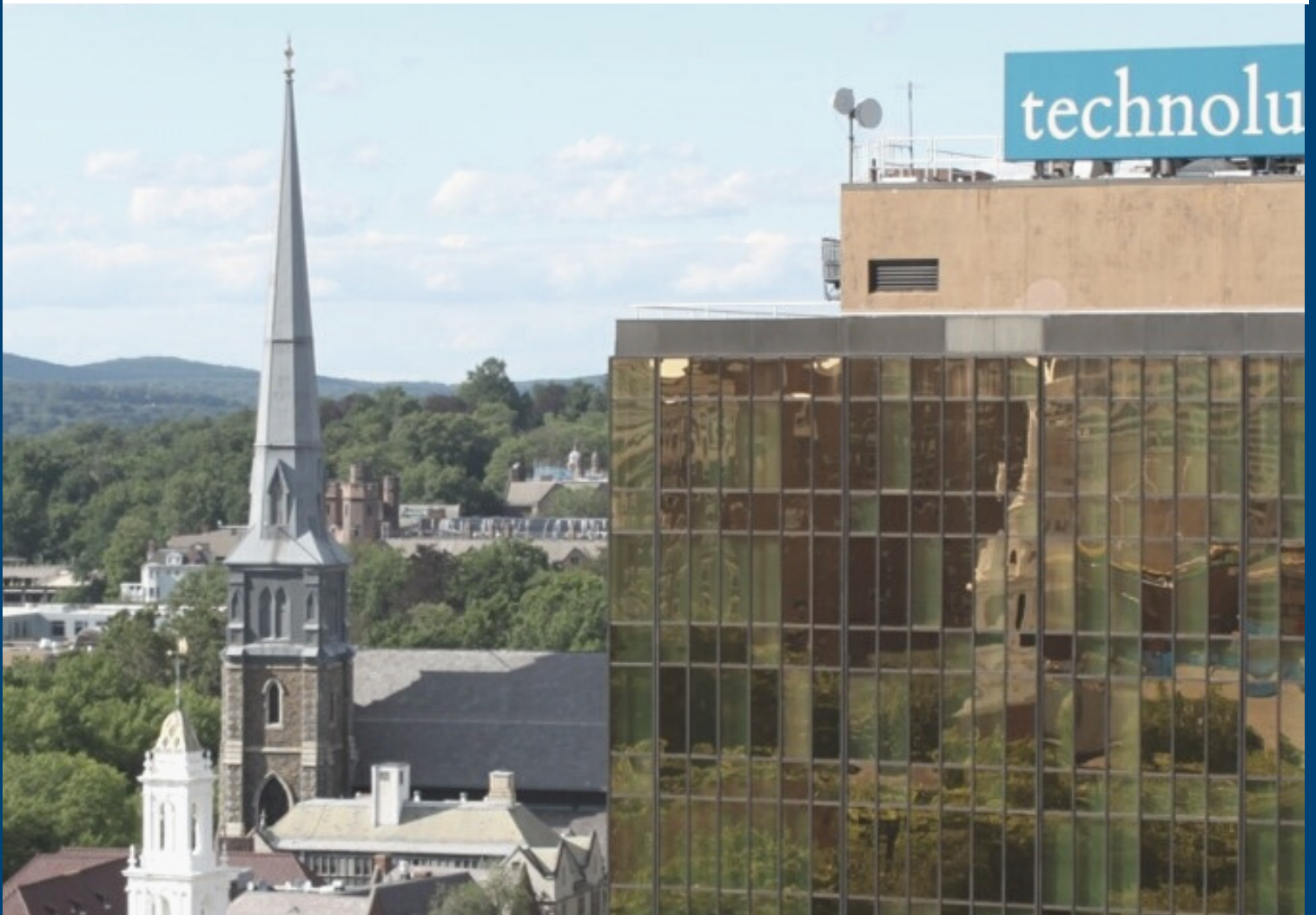
Visible from the 1-95 and located right off Exit 46, the Visitors' Center and Food Truck Paradise are often out-of-town visitors' first stop in New Haven.





*Section IV:*

# Improving New Haven's Regional Competitiveness

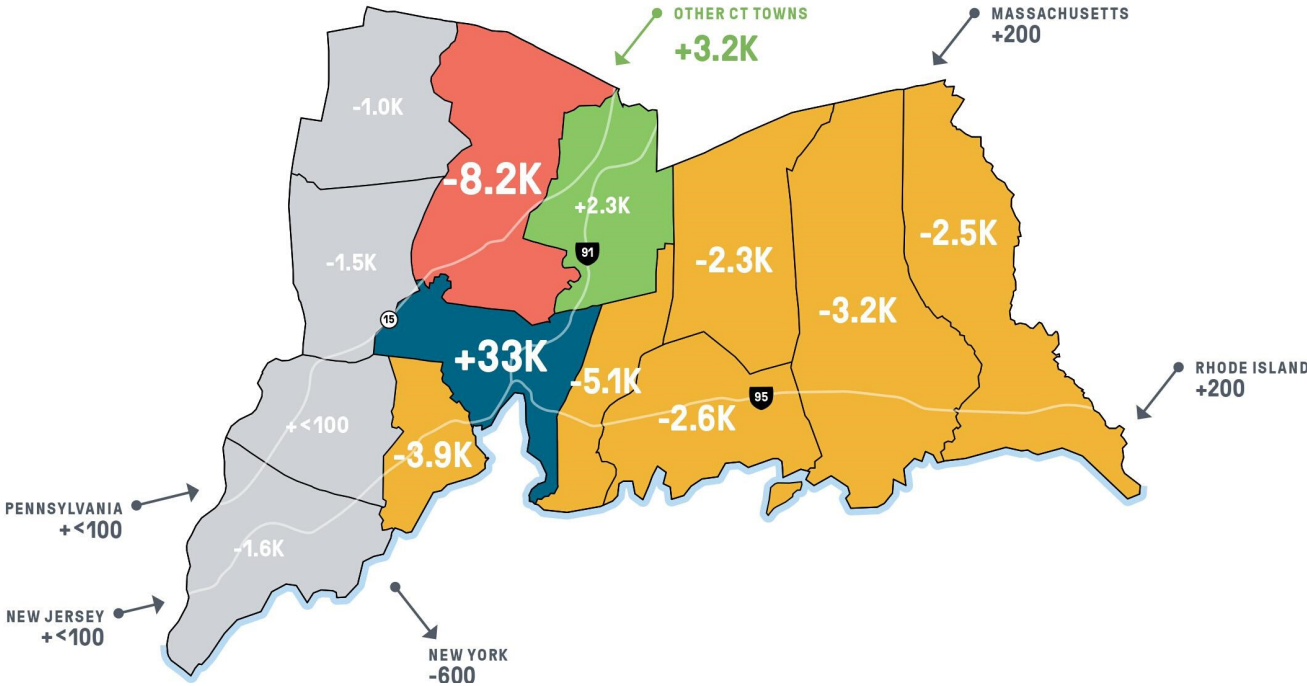


The Economic Development Administration works to expand New Haven's competitive stature regionally, nationally, and internationally, and means of access to the world, by increasing the city's transportation connectivity through State Street Station, Union Station, Tweed-New Haven Airport, targeted road and highway improvements, and new transit alternatives that align closely with the city's essential quality of life.

# Strengthening New Haven's Competitive Position

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, 33,000 commuters from outer-ring suburbs commute to New Haven every day for work.



More than 33,000 commuters from Connecticut suburbs commute to high-wage jobs in New Haven daily. Figure 2.19, Greater New Haven Community Index (2019).

With respect to educational opportunities, New Haven is home to eight universities that, combined, enroll more than 51,000 students every year. These universities employ nearly 9,000 full- and part-time faculty and more than 30,000 employees, and make a \$2B economic impact on the region each year. With respect to New Haven's K-12 appeal, it is estimated that more than 2,600 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 Enson's Idiom, 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.

## Arts, Culture, Tourism (Cont'd)

New Haven's reputation as a foodie destination has attracted investments from major regional and national restaurateurs. For instance, Danny Meyers' Union Square Hospitality Group opened a New Haven location for Shake Shack, and the new Blake hotel is home to the area's first Michelin-starred chef.



### Art Galleries, Museum, & Theaters

New Haven's world-class collection of museums, art galleries, and theaters 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 designed by modernist architect Louis Kahn and underwent a \$135 million renovation completed in 2012.

*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.

## Arts, Culture, Tourism (Cont'd)

*The Peabody Museum of Natural History*, which was founded in 1866, and contains artifacts of four billion years of history. The Peabody benefits from frequent special exhibitions coordinated by Yale professors. In 2018, the Peabody received a \$160 million donation for a two-year renovation, which will allow the museum to expand its visitors' galleries by 50% to better serve its 150,000 annual visitors. The expansion will add a dedicated K-12 education center, and include new student classrooms.



*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. Multiple past productions have earned 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 patrons annually.

*College Street Music Hall*, which opened in May 2015 at 238 College Street, at the site of the old Palace and Roger Sherman Theatres. 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. An economic impact report indicated that the 72 events at College Street in 2018 generated **\$16 million** in economic activity, supplying over **250 jobs**.

## Arts, Culture, Tourism (Cont'd)

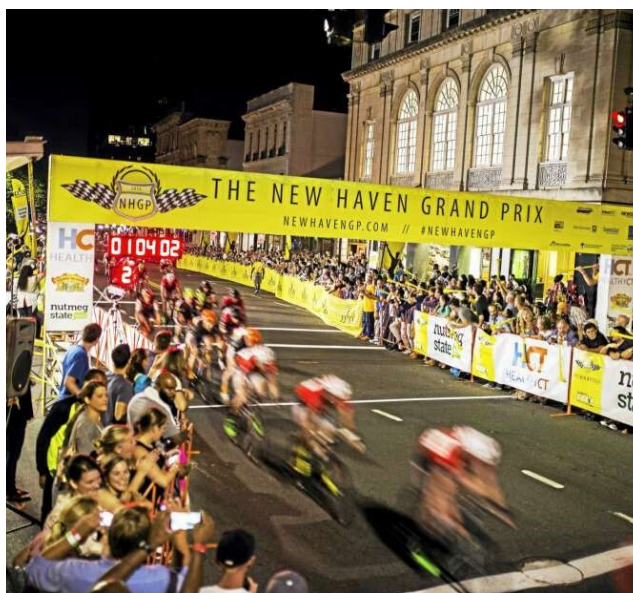
### Annual Festivals

*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 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 New Haven's cultural vibrancy.

# 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 attract patients, doctors, and students from across the world, region, and state.*

## **Yale-New Haven Hospital**

Yale-New Haven Hospital (YNHH) is the fourth largest hospital in the country by bed-count, with 1,541 beds and 12,991 employees (including 4,136 medical staff). It serves as the primary teaching hospital for Yale School of Medicine. YNHH 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.


YNHH is ranked as the number one hospital in Connecticut, and is widely considered one of the best hospitals in the United States. It is nationally ranked in 12 out of 16 specialties by U.S. News & World Report's: Best Hospitals 2019-2020, and ranks in the Top 10 nationally in psychiatry (#9). YNHH has also received Magnet designation from the American Nurses Credentialing Center, the nation's highest honor of nursing excellence.

YNHH has expanded significantly in recent years, including a 2012 acquisition of Saint Raphael's Hospital, a 2016 approval to merge with Lawrence and Memorial Hospital in Norwich, CT, and the 2019 announcement of plans to develop an \$838 million neurosciences center at the St. Raphael campus (see Section Feature below).



## Healthcare (Cont'd)

### **Smilow Cancer Hospital**



Part of Yale-New Haven Health, Smilow Cancer Hospital provides individualized cancer treatment regimens in 13 oncology disciplines, and integrates treatment and research with the Yale Cancer Center, a recognized leader in cancer care. The facility is one of just 51 comprehensive care cancer centers recognized by the National Cancer Institute, and is the only one of its kind in the Northeast. Connecticut's largest provider of cancer care, Smilow's 168-bed inpatient/outpatient facility treats more than 45% of the 20,000 patients diagnosed in state annually. With world class staff and state-of-the-art facilities, Smilow is transforming the city and its medical district into a destination for researchers, medical professionals, and patients from around the world.

# St. Raphael's Campus

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In April, Yale-New Haven Health announced plans for the development of an \$838 million neurosciences center on their St. Raphael campus in the West River neighborhood. The project will include two new patient facilities and a new research center, which will focus on diseases such as Parkinson's, Alzheimer's, and epilepsy. One of the largest projects of its kind in state history, the new center is expected to attract research investments and improve access to Yale-New Haven Health's world class care.

The new facility will cover 505,000 square feet and offer 204 inpatient beds. It is anticipated to generate \$1.0 billion in economic activity during construction and ongoing benefits once opened and in operation. The project will also generate nearly \$12 million for the city in building fees and other payments.

In addition to the physical construction activities, the City is also using a community partnership and a sector strategy to leverage the impact of this project with business attraction and workforce development strategies.



# 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.

The City, State and Federal governments are 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.

- 10th safest cycling city in the country, and the safest cycling city east of the Mississippi
- In 2019, CityLab recognized New Haven as the 4th best medium-sized city to be car free nationwide
- Ranked 2nd for greatest reduction in congestion in 2018, following Salt Lake City and tied with Portland, Oregon
- In 2018, New Haven's State Street and Union Stations hosted 689,680 Amtrak annual passengers, representing an increase in ridership of more than 55,000 passengers in the last two years alone.

# 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 CT Rail 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 June 2018 with resounding success. In its first year, the rail line averaged 51,000 passengers a month and exceeded 630,000 total passengers. New Haven's Union Station was the most frequented stop along the line, serving 41.0% of total riders.

# Union Station

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Union Station is an important asset for New Haven, not only as a transportation hub, but also as a welcome center and economic catalyst. It is the 16th busiest station in the national Amtrak system in terms of ridership numbers, with over 627,000 passengers in 2017. In addition to Amtrak, Union Station also serves as a hub for the heavily-used New Haven MetroNorth Line to Grand Central Terminal, serving over 3 million annual passengers.

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.

This year, the City continued work with the Connecticut Department of Transportation on issues related to the design of a second garage at Union Station, including intermodal transit, retail, and overall design. As part of this process, the State committed to several parallel efforts, including enhanced bike/pedestrian connectivity, streetscape improvements, and financial support to rehabilitate the Grand Avenue Bridge, efforts that are valued at more than \$10 million.



## Section IV Feature: Union Station

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The City remains committed to Union Station's potential as the centerpiece of mixed-use commercial and residential developments in and around Union Avenue. A renovation and expansion of the existing commercial space would transform the restaurant and retail program at the terminal, providing opportunities for an outdoor café and reopening the station's balcony to the general public and second-floor retail space.



# Port of New Haven

The Port of New Haven is the largest and most diverse deep-water commercial port in Connecticut and a leading port of call on the Atlantic Seaboard. The port is ranked #45 in the nation for domestic trade (6.5 million short tons) and #54 in the nation for foreign trade (2.4 million short tons) based on 2017 volume. 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, providing better rail access, and developing the area surrounding the port. The first draft of the study, and its accompanying environmental impact assessment, were released in September 2018. The proposed improvements would remove more than 4 million cubic yards of silt from the channel, while offering the opportunity to create new shellfish habitat, salt marsh habitats, and rock reef creation. If undertaken, the dredging project would expand commerce through the Port of New Haven, create jobs, and have a positive environmental impact.

In 2018, the city announced a \$500,000 grant from the State of Connecticut supporting an additional study to strengthen the link between freight rail lines and the Port of New Haven. Increasing freight linkages with the port has the potential to increase the volume transiting through New Haven, generating jobs to support the increased transit, and decrease freight traffic along city streets.

# Tweed-New Haven Regional Airport

Economic Development has continued its robust support to modernize and expand Tweed-New Haven Regional Airport. Tweed is an FAA-certified Class-I airport, providing both scheduled commercial (American) and general aviation services (Robinson Aviation). It serves as a key economic engine for New Haven, offering more than 330 destinations to which you can fly through the American hub in Philadelphia. Tweed airport supports more than 100 local jobs.

Tweed currently offers one year-round and two seasonal airlines. In 2018, American Airlines added a weekly flight from New Haven to Charlotte and increased their existing, daily round-trip service to Philadelphia. Total annual enplanements increased by more than 35% between 2017 and 2018, from 28,511 to 38,668. In response to market demand, American Airlines adjusted the type of aircraft servicing Tweed, increasing the number of seats available per aircraft.

The background of the advertisement features a close-up, low-angle shot of the tail fin of an American Airlines aircraft. The tail fin is painted with the airline's signature livery, consisting of horizontal stripes of red, white, and blue. The aircraft is set against a clear blue sky with a few wispy white clouds.

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# Transportation Improvement Initiatives

## Farmington Canal Greenway

Once a canal and railroad, the Farmington Canal Heritage Greenway extends for 84 miles between New Haven, CT and Northampton, MA. This adaptive reuse project reimagines an abandoned railroad right-of-way as a statewide bike and pedestrian friendly Rail Trail, which connects communities, transforms the abandoned right-of-way into a neighborhood amenity, and creates new opportunities for safe transit and leisure for cyclists and residents.

This year marked significant progress in finalizing New Haven's section of the Greenway: Phase IV of the repaving effort, which will reconnect sections of the greenway north of Downtown, has received all necessary approvals for easements. Construction will begin in 2020 and is anticipated to be completed in 2021. 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, the City has made notable strides in increasing New Haven's bicycle infrastructure. New Haven now has a 40-mile bike lane system, and has been dubbed the safest cycling city east of the Mississippi. In 2017, the City debuted the state's first two-way protected cycle tracks on Long Wharf Drive. And in 2018, New Haven earned a designation as a Silver-Level Bicycle Friendly Community by the League of American Cyclists.



***"In New Haven, Conn., the city has embraced integrated transit, bicycle, and pedestrian options to ensure job growth happens in locations with non-car commuting options, which has also resulted in a 2 percent congestion dip."***

***-Yahoo! Finance, June 2019***

# Downtown Crossing Infrastructure Project

The Downtown Crossing infrastructure project will transform the portion of Route 34 in New Haven known as the Oak Street Connector from an expressway into pedestrian and bicycle-friendly boulevards. When completed, the Downtown Crossing Project will make it safer and easier for pedestrians and bicyclists to enjoy New Haven, provide new opportunities for economic development, and restore the urban street environment.

**Phase I** was completed in 2016. It rebuilt the College Street Bridge, constructed dedicated bike lanes, added traffic signals and pedestrian lighting, and moved highway exit ramps into further east of the city.

**Phase II** broke ground in July 2019. This phase will reconnect the Orange Street connection between the Hill and Downtown neighborhoods, which was previously severed by Route 34. The reimagined intersection will transform the area around Union Station into a modern hub of community activity and transit-oriented real estate and business development. In this phase, New Haven will build on its reputation as one of the most bike-friendly cities in New England by installing the first protected bike intersection in Connecticut.

**Phase III** will construct a bridge to extend Temple Street to Congress Avenue, providing another multi-modal connection between Downtown and the Hill neighborhoods and reclaiming more land for development.



# Educational Opportunities

## Higher Education

New Haven's universities provide a platform from which the city can compete in the global arena. Eight colleges and universities 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.

<b>Institution</b>	<b>Faculty</b>	<b>Enrolled Students</b>
Yale University	4,739	12,974
Southern Connecticut State University	409 Full-time & 643 Part-time	10,202
Quinnipiac University	378 Full-time & 694 Part-time	10,200
Gateway Community College	106 Full-time & 424 Part-time	7,154
University of New Haven	263 Full-time & 384 Part-time	6,984
Middlesex Community College	124 Full-time & 389 Part-time	2,682
Albertus Magnus College	41 Full-time & 236 Part-time	1,464
Paier College of Art	8 Full-time & 19 Part-time	79
<b>Total</b>	<b>8,857</b>	<b>51,739</b>

**Yale University**, a global leader in higher education, research, and technology transfer, is located in the heart of downtown New Haven. Yale University is a close partner to the City in investing in New Haven's future and shared economic growth (see box next page).

## Higher Education (Cont'd)

In addition to more than \$60 million in investments in 2018 alone, in 2017, Yale completed development of two new residential colleges. The project cost \$600 million to construct and added 800 additional students. It was Yale University's first major expansion in over 40 years.

In 2019, Yale completed a \$200 million building, which houses seven floors of state-of-the-art bioscience facilities.

Additionally, this spring, Yale announced plans for the creation of a new school of public policy, the Yale Jackson School of Global Affairs, which will be the first professional school established since 1976.

### Investing for the Future: Yale's Commitments in 2018

- Baker Hall Renovation- \$31m
- Carol Roberts Field House- \$4.6m
- Dwight Hall Partial Renovation- \$3.6m
- Elm Street Graduate Student Housing- \$8.9m
- Evans Hall Renovation- \$2.8m
- 406 Prospect/Institute of Sacred Music- \$4.5m
- Sterling Memorial Library Partial Exterior Repairs- \$5.5m

## K-12 Education

**New Haven Public Schools** are dedicated to preparing students for the 21st century workforce. They educate approximately 21,300 students in grades Pre-K through 12. Over 2,600 suburban students now attend New Haven's magnet programs and other cooperative schools forming the largest inter-district magnet program in the area.

## *K-12 Education (Cont'd)*

In 2018, Clinton Avenue School educator Lauren Sepulveda was awarded the Milken Educator Award, a prestigious national recognition recognizing promising early and mid-career teachers. 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 41 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.

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.

## *K-12 Education (Cont'd)*

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 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. In nine years, New Haven Promise has supported 1,600 students through college - providing a total of \$13 million in scholarships overall.

## *K-12 Education (Cont'd)*

In the 2018-2019 academic year, New Haven Promise supported 345 scholars, with more than one third coming from households making less than \$30,000 annual income. The success of the program has been demonstrated in its growth, with \$3.7 million disbursed to promise scholars in 2018, representing a substantial increase in scholarship funding over its 2011 disbursement of \$78,000. New Haven is only the third community in the nation to have such a scholarship program for its residents.

***"I'm grateful that New Haven Promise has given me the opportunity to give back to my community. It's my goal to now to re-invest in the City that I was born in because of all the wonderful possibilities it has to offer."***

***- Ziael Aponte, Promise Scholar***

## **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 Health 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.



An aerial, grayscale photograph of a city, likely New Haven, Connecticut. The central focus is a large, ornate building with a prominent dome and classical architectural features like arched windows and columns. The surrounding area is filled with other buildings, streets, and greenery, all rendered in a monochromatic blue-gray tone.

***THE FUTURE OF CONNECTICUT IS  
GOING TO BE DRIVEN BY THE  
NEW HAVEN ENGINE.***

***- JOHN TRAYNOR  
CHIEF INVESTMENT OFFICER,  
PEOPLE'S BANK, DECEMBER 2018***