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IT ALL HAPPENS HERE

CITY OF NEW HAVEN  
John DeStefano, Jr.  
Mayor





Mayor John DeStefano, Jr.

**City of New Haven**  
**Office of the Economic Development Administrator**  
**165 Church Street**  
**New Haven, Connecticut 06510**



Kelly Murphy, AICP  
Economic Development  
Administrator

**Dear Business Partners and Friends,**

**Welcome** to New Haven! Here in Connecticut, as well as, within New England, New Haven is an impressive city, representing a major center for business activity, culture and entertainment and world-class research and education.

New Haven, now, is truly at the dawn of a new era for business growth. The City is in the midst of a notable transformation designed to render this New England gem even more as a destination city. Major projects include a massive \$1.5 billion agenda designed to grow New Haven's Downtown, where nearly half of the city's jobs are centered, and renew the New Haven waterfront. Existing projects include IKEA and Pfizer and more than 1,000 units of housing that have come on line in the last 5 years. The new \$500 million Yale-New Haven Cancer Center project is currently in construction and other projects in progress include the relocation of Gateway Community College downtown, the construction of a Long Wharf Theatre. Transit oriented developments and green constructions are sprouting across the City, including integrated shopping and transportation at our Union Station and the new State Street Station, and one of the first LEED certified projects and largest recent private developments downtown is the \$150 million 745 Chapel Street development, which will result in 475 luxury rentals.

There is no comparison for a city in Connecticut with the diversity of choices for entertainment, dining, and unique cultural experiences. An annual calendar of special events energizes city life in New Haven. There's an up-and-coming film festival showcasing independent filmmakers, the New Haven Jazz Festival, one of the nations largest outdoor music celebration that fills the downtown green regularly with over 100,000 supporters, and the innovative International Festival of Arts and Ideas, a massive event that engages the city in performances, hands-on arts experiences and symposiums. Museums like the Peabody Museum of Natural History, arts centers like the Yale University Art Gallery, and performance centers like the Shubert, exemplify the quality mix of unique cultural destinations.

New Haven invites you to become a part of our future growth. The following document will provide you a socio-economic context for doing business in New Haven, and it will provide you with programs and options for the relocation or expansion of your business. If you need more information, please do not hesitate to contact the Office of Economic Development at 203.946.2366.

Very truly yours,

Kelly Murphy, AICP  
Economic Development Administrator

# SOCIO-ECONOMIC INFORMATION



**CITY OF NEW HAVEN**  
**John DeStefano, Jr.**  
**Mayor**

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## I. Socio-Economic Setting

The City of New Haven is the social and economic center of southern Connecticut. The city encompasses 18.9 square miles and is located approximately 75 miles northeast of New York City, 140 miles southwest of Boston and 40 miles south of Hartford, the state capital. The City is bounded to the south by Long Island Sound. New Haven is the seat of New Haven County, one of eight counties in the State of Connecticut.



New Haven is widely considered the leading medical, educational, cultural and entertainment center of Connecticut. Yale University, Southern Connecticut State University, Gateway Community College and Albertus Magnus College all are located in New Haven and contribute to a vibrant academic and business environment.

Due to its geographic location, New Haven also is a transportation center. The north / south rail line to Hartford and the east / west rail line between New York and Boston converge in New Haven. Union Station is the hub of the state's passenger rail system (Amtrak, Metro-North and Shoreline East).

The interstate highway system follows the same pattern, with Interstate 91 (north / south inland to Hartford) and Interstate 95 (north / south shoreline) converging in New Haven. Tweed New Haven Regional Airport, one of two commercial airports in Connecticut, also is located in the city.

**Population:** New Haven's 2006 resident population is 127,288 and the County population, which also is the Census Metropolitan Statistical Area (MSA) is 845,244. New Haven is the second most populated city in Connecticut, following Bridgeport. The Connecticut Economic Resource Center (CERC) estimates the City's population will grow at 0.7% per year from 2007 to 2012, beating the growth rate of Bridgeport or Hartford. As an incorporated place, New Haven ranks among the Top 200 largest communities nationwide. See Table 1 for a comparison of the city, county and state populations.

Table 1: Population of the City, County and State 1950-2012

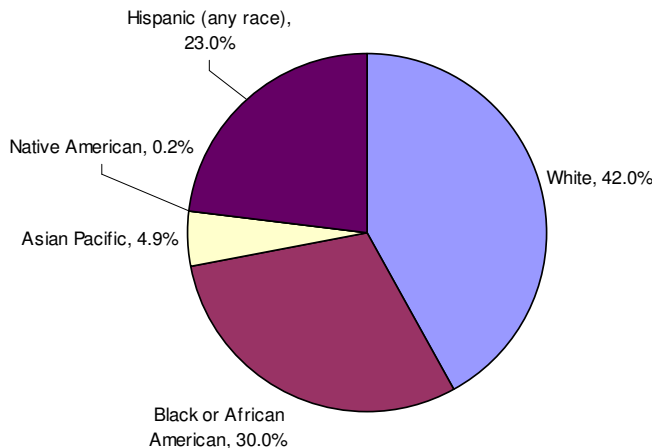
Year	New Haven	County	Connecticut
1950	164,433	546,048	2,016,068
1960	152,048	659,500	2,544,000
1970	137,721	744,947	3,032,217
1980	126,109	761,337	3,107,756
1990	130,474	804,219	3,287,116
2000	123,626	824,008	3,405,565
2007 est	130,625	855,457	3,549,606
2012 est	135,029	877,523	3,647,526

- Age:** The median age in New Haven is 30 years old. Approximately 23% of New Haveners are under age 18; 66% are between the ages of 18 and 64; and 11% are 65 years of age and older. See Table 2 for the age distribution of city and state residents.<sup>1</sup>

Table 2: Population Age Distribution 2007

Age	Male	Female	New Haven	County	State
0-4	4,201	4,133	8,334	50,587	211,025
5-17	11,250	10,969	22,219	145,630	609,581
18-24	10,916	11,221	22,137	82,770	332,254
25-49	21,866	22,771	44,637	297,311	1,223,861
50-64	9,013	10,383	19,396	159,565	683,396
65+	5,479	8,423	13,902	119,594	489,489
Total	62,725	67,900	130,625	855,457	3,549,606

- Households:** The average household size is 2.56 residents and the average family size is 3.34 residents. Approximately 27.6% of all households are married couple families. 31.6% of households speak a second language at home.<sup>2</sup>
- Race / Ethnicity:** By race and ethnicity, New Haven is among the state's most diverse communities. Approximately 36% of the city's residents are White, non-Hispanic or Latino; 37% are Black; 21% are Hispanic, of any race; and 4% are Asian.



## II. Market Characteristics

New Haven is positioned between the major economic markets of New York City and Boston. As such, the regional market is classified in several different ways. New Haven is the central city for the New Haven Labor Market Area as well as the New Haven Workforce Investment Area, the New Haven Tourism District and the South Central Regional Council of Governments.

- **Metropolitan Area:** The New Haven / Milford Metropolitan Statistical Area (New Haven County) is ranked 56<sup>th</sup> largest in the nation, with a population of 845,244, behind the Marion County of Indiana. The change in population from 2000 is 20,136 (a 2.44% increase)<sup>3</sup>.
- **Media Market:** Hartford-New Haven is the primary media market, with just over 1.0 million television homes (.9% of the national market). Hartford / New Haven is the 28<sup>th</sup> largest market in the country and is comparable to San Diego (CA), Charlotte (NC) and Raleigh / Durham (NC).<sup>4</sup>
- **Income:** The effective buying income of the Hartford / New Haven media market is \$57,815 (113%) of the national average.<sup>5</sup> In New Haven alone, the median household income is \$35,841.
- **Retail Trade:** There are 370 retail establishments in New Haven, generating annual sales of \$552 million and an annual payroll of \$72 million.<sup>6</sup> The largest single retail establishment in the city is the 310,000 s.f. IKEA, which is located on Sargent Drive. IKEA opened in 2004 and is therefore not included in the aforementioned citywide totals.
- **Leading Employers:** New Haven is home to leading state and global companies. Table 3 below lists the top employers in New Haven and Section III provides more specific information on their contribution to the local economic base.

Table 3: Leading Employers in New Haven

Employer	Total
Yale University*	10,529
Yale New Haven Hospital*	6,589
Hospital of St. Raphael*	3,400
AT&T / SBC Southern New England Telephone*	2,712
Southern Connecticut State University*	970
New Haven Register	680
Knights of Columbus	640
Assa Abloy / Sargent	600
American Medical Response	555
APT Foundation	600
Prichard Industries	600
UIL Corp. / United Illuminating	375
CuraGen	350
Priority Care, Inc.	250
C Cowles	200
Applied Engineering	165

Source: City Plan Department

\*Top 100 employer in Connecticut (Dunn and Bradstreet, 2006).

### III. Economic Base

New Haven is home to the largest concentration of economic activity in southern Connecticut. In recent years, the business mix has evolved from a traditional industrial city to a broad and diverse economic center. The City is encouraged as employment in basic industries continues to increase in spite of global competition in knowledge-based economic sectors.

- **Establishments and Employment:** There are approximately 3,000 commercial and institutional establishments in New Haven, employing 73,160 (see Tables 4 & 5). The average annual unemployment rate in New Haven for 2005 was 7.2%. This compares to a 4.9% rate for the state as whole. Since 2003, the gap between the city and state unemployment rates has held steady at approximately 2%.

Table 4: Industries, Employment and Wages in New Haven, 2005

NAICS	Industry	Units	Annual Average	Total Annual	Annual Average
	<b>Total - All Industries</b>	<b>2,939</b>	<b>73,160</b>	<b>\$3,703,059,975</b>	<b>\$50,616</b>
11	Agric., Forestry, Fishing and Hunting	*	*	*	*
22	Utilities	*	*	*	*
23	Construction	152	1,267	\$68,897,668	\$54,371
31	Manufacturing	102	3,191	\$143,366,550	\$44,932
42	Wholesale Trade	108	1,100	\$64,225,465	\$58,400
44	Retail Trade	341	3,549	\$99,542,611	\$28,051
48	Transportation and Warehousing	46	1,419	\$53,944,062	\$38,009
51	Information	65	3,610	\$221,987,915	\$61,495
52	Finance and Insurance	125	2,426	\$165,251,045	\$68,126
53	Real Estate and Rental and Leasing	145	1,183	\$43,175,755	\$36,497
54	Professional, Scientific, and Technical Services	427	3,327	\$266,010,237	\$79,945
55	Management of Companies and Enterprises	9	586	\$56,324,405	\$96,171
56	Administrative and Waste Management	106	2,509	\$85,176,012	\$33,952
61	Educational Services	*	*	*	*
62	Health Care and Social Assistance	410	17,784	\$890,825,185	\$50,091
71	Arts, Entertainment, and Recreation	36	575	\$15,767,745	\$27,414
72	Accommodation and Food Services	309	3,585	\$64,729,714	\$18,056
81	Other Services (except Public Administration)	419	2,162	\$58,948,241	\$27,271
99	Unclassifiable/unknown industry	6	8	\$124,161	\$15,683
	Total Government	79	10,717	\$532,386,151	\$49,679
	Federal Government	29	975	\$70,770,840	\$72,554
	State Government	25	3,421	\$176,359,333	\$51,549
	Local/Municipal Government	25	6,320	\$285,255,978	\$45,135

Source: Connecticut Department of Labor, 2005.

The total employment in the city represents approximately 27.4% of the regional employment base, known as the New Haven Labor Market Area. The largest employer in New Haven is Yale University (11,000+ employees). The corporate headquarters for the United Illuminating Company (UIL Corporation) and the Knights of Columbus are in New Haven. AT&T (which had consolidated with Southern New England Telephone Company) still has a large corporate presence, reporting over \$2 billion in sales and over 5,000 employees (13<sup>th</sup> largest in the state).<sup>7</sup>

Manufacturing remains an important component to the overall employment base, but with fewer employees, far greater specialization, and advanced technology manufacturing processes. Major manufacturers include Assa Abloy and Ingersoll Rand (Ives Manufacturing). Of note, Assa Abloy is the largest American facility of this Swedish-based company and includes the renowned Sargent Manufacturing Company. Assa Abloy reports \$1.5 billion in total sales, ranking 48<sup>th</sup> in Connecticut, and is among the top 500 private/foreign owned companies in the United States (based on sales volume).<sup>8</sup>

Other sectors are similarly noteworthy. New Haven has a large concentration of legal services, generally due to the location of federal and state court facilities. There are 110 law firms in the city, representing approximately 10% of the state total.

The government sector includes major federal facilities, mainly at the Giaimo Federal Services Building in Downtown. In addition, the Federal Bureau of Investigation, Naval Reserve Center and United States Coast Guard have stand-alone regional centers in the city.

The 46 transportation and warehousing companies generally take advantage of the city's prime access to highways, port facilities and rail. Gateway Terminal and Logistec Terminal are among the largest port facilities in Connecticut. Roadlink (formerly Westchester Motors) handles a substantial portion of the state's containerized freight.

**Table 5: Employment by Sector in the New Haven Labor Market Area, 1990 - 2003**

Labor Market Area	1990	2000	2001	2002	2003	% Change 1990-2003	% LMA 2003
<b>New Haven Labor Market Area</b>							
Total Nonagricultural Employment	254.6	263.8	259.7	260.1	255.8	0.5%	100.0%
Construction, Nat. Res. & Mining	10.3	10.5	10.5	10.4	9.9	-3.9%	3.9%
Manufacturing	38.5	35.2	34.4	32.7	30.8	-20.0%	12.0%
Trade, Transport., Utils.	49.1	46.5	45.7	47.0	46.1	-6.1%	18.0%
Information	11.0	9.8	9.9	9.6	9.1	-17.3%	3.6%
Financial Activities	17.6	13.5	13.7	13.9	13.8	-21.6%	5.4%
Professional & Business Serv.	23.0	29.4	28.0	27.4	26.0	13.0%	10.2%
Educational & Health Serv.	48.4	56.9	56.2	58.3	59.4	22.7%	23.2%
Leisure and Hospitality	15.9	17.0	16.7	16.9	17.6	10.7%	6.9%
Other Services	8.5	9.6	9.8	10.2	10.0	17.6%	3.9%
Government	32.2	35.4	34.7	33.8	33.3	3.4%	13.0%

Source: Connecticut Market Data, 2006. (not seasonally adjusted).

The City Plan Department compared 1990 and 2000 employment figures to better gauge the growth of basic industries within the New Haven Workforce Investment Area. Between 1990 and 2000, the basic employment base expanded 7.2%, well ahead of overall employment growth. This shift suggests an increase in basic economic activity, which was evident in the large percent gains in printing and publishing (+37.9%); health services (+33.7%); primary metals (+24.2%); and chemicals and allied products (+22.6%). Chemical and allied products includes the emerging biotechnology cluster.

- **Advanced Manufacturing:** Although many of the City's traditional, large scale manufacturing companies have moved operations overseas, others have opened or modified to meet the needs of the global marketplace. In Science Park for example, a number of high technology companies occupy space within the campus of the former Winchester Repeating Arms Company. Smaller manufacturers also operate in stand-alone facilities, such as the C. Cowles Company on Water Street, Assa Abloy on Sargent Drive, and Applied Engineering in Fair Haven.

Specialized food services, including bakeries, meat distributors and food wholesalers serve a regional and growing market. Food service companies are found mainly in the city's industrial areas – including the Long Wharf Food Terminal and the Mill River Industrial Park. For example, Chabaso Bakery, located in Mill River, grew from a one-store outlet to one of the leading specialized bread makers on the Eastern Seaboard. Last Year in New Haven, Chabaso Bakery expanded its facilities and added a freezer warehouse. Leveraging a \$160,000 City contribution, Chabaso invested over \$1.5 million to expand operations and increased its local employee base to over 150.

- **Chemical, Allied Products and Life Sciences:** Chemical and allied products, which includes much of the life sciences and biotechnology sector, has the second highest location quotient in the region (3.944). As evidence of this emerging cluster, 4,010 of the 5,372 jobs in chemical and allied products are basic jobs. Within New Haven proper, the largest chemical and allied product concerns include Curagen, Genaissance Pharmaceuticals and Achillion Pharmaceuticals. New Haven is positioned at the center of a large statewide bioscience cluster. The Connecticut United for Research Excellence (CURE) estimates that 17,402 people work statewide in this cluster, which has total expenditures of nearly \$7.6 billion.<sup>9</sup> The employment multiplier is 3.03 and ranks among the highest of all segments of the economy.<sup>10</sup> Connecticut bioscience employs more than 18,000 people and spends more than \$6 billion on operations annually within the state. Of the 52 biotech firms in the state, 39 are located in the Greater New Haven Region. Professional scientific employment rates rose 4.1% from 2006 compared to a mere 1.0% growth rate for all other non-farm employment rates. Growth in the bioscience industry will be accelerated further by Governor Rell's 2005 approval of \$100 million State allocation over ten years to support Stem Cell research by Connecticut institutions and companies.
- **Education:** With the largest overall basic employment (13,180) and location quotient (4.295), educational services are a core element of the region's economy. The strength of this industry includes the higher education cluster – Yale University, Southern Connecticut State University, the University of New Haven, Albertus Magnus, Gateway College and others. Aside from its core education functions, this sector is increasingly active in local economic initiatives. In particular, Yale University's technology transfer activities have been instrumental in the citing of new biotechnology companies in the region.
- **Yale University:** The role of Yale University cannot be understated. Yale provides employment stability to the regional economy and provides a platform for New Haven to compete in the global era. Yale has an annual operating budget of \$1.7 billion and a direct economic impact of \$1 billion statewide.<sup>11</sup> From a research and developmental perspective, Yale has \$307 million in federal R&D obligations, which ranks 16<sup>th</sup> nationwide.<sup>12</sup>

Its global reach includes 1,770 international scholars and 1,759 international students, all of whom contribute to the basic economy. As a basic industry, Yale's ability to form partnerships across the globe creates untold academic and economic

opportunities. Yale provides financial assistance to every undergraduate seeking the opportunity to intern or study abroad. Yale ranks #3 among the world's "most global" institutions<sup>13</sup> and its President Richard Levin has positioned the university to form longstanding partnerships in China, with over 60 faculty members participating in Yale-China programs.<sup>14</sup>

#### **IV. Economic and Community Investments**

The City of New Haven and its community partners strive to establish a competitive business environment for investing in and sustaining local and regional economic vitality. In doing so, the City's top objectives are as follows:

- (1) Basic Industrial Development: Promote basic industries, including advanced manufacturing, health sciences, health services, education, and the arts / cultural cluster;
- (2) Investment in Transportation and Facility Support Systems: Invest in economic / transportation / port infrastructure support systems, as well as local infrastructure and public schools;
- (3) Tax Base Enhancements: Expand the City's tax base;
- (4) Workforce Development: Develop a well-educated and competitive workforce;
- (5) Business Development: Attract and retain living wage jobs;
- (6) Housing and Livable City Initiatives: Build and rehabilitate housing for homeowners, renters and populations with special needs;
- (7) Quality of Life: Improve environmental performance and overall quality of life;
- (8) Neighborhood Revitalization: Enhance the City's residential neighborhoods, commercial districts and retail destinations;
- (9) Downtown Revitalization: Expand the critical mass of downtown residential, office, retail and arts/culture space; and
- (10) Site Development Projects: Expand the inventory of development sites downtown and along the waterfront.

This section briefly describes recent and ongoing initiatives in support of the City's core objectives.

##### **(1) Basic Industrial Development**

As mentioned earlier, life sciences and medical services are vital and quickly-growing sectors of the New Haven economy. The City is home to more than 20 leading biotechnology firms. In addition, several new firms are established every year. Proximity to Yale University, Yale School of Medicine, and Yale-New Haven Hospital are key locational advantages for New Haven-based businesses. In addition to other established firms such as CuraGen, Genaissance Pharmaceuticals, and Achillion Pharmaceuticals, Pfizer recently completed \$30 million drug testing facility.

In full recognition of its competitive advantage for biotechnology, the City and its community partners are focused on encouraging expansion and attraction of technology-intensive businesses and the firms that support biotech operations. New Haven is already channeling its scientific, academic and medical resources towards supporting existing biomedical and health care businesses. Some examples of investment in New Haven's scientific, academic and medical assets that in turn support biomedical and health care businesses include:

- **Yale-New Haven Hospital**, the largest health care provider in the New Haven and a leading hospital nationwide, is constructing a \$500 million Yale-New Haven Cancer Center, which is expected to open in early 2010. The Cancer Center, which will be

located in a new 450,000 s.f. new facility is intended to support clinical care and cancer research. The existing Yale Cancer Center is an acknowledged leader in cancer care. The facility is one of just 39 designated cancer center by the National Cancer Institute. Approximately 350 construction jobs and 600 permanent jobs are projected. Groundbreaking occurred in September 2006.

- **55 Park Street** Fusco Corporation from New Haven is developing an \$80 million, 150,000 s.f. medical lab/office facility adjacent to the new Cancer Center. The building will have street level retail and is scheduled to begin construction in mid 2008 and be completed by mid 2010. This site is located within the Route 34 corridor ROW and is another project that will link the two sides of the City and the Yale University campus that was divided to build the never-completed Route 34.
- **2 Howe Street (“Lot E”)**, Intercontinental Real Estate Corporation out of Boston, MA will build a \$60-70 million 845-space garage to meet the parking needs of the Cancer Center. The project will include 57,000 GSF office space, 15,560 GSF of ground floor retail and 24 residential housing units in a “wrap” structure. This project is scheduled to start construction during the Fall 2008 and be completed by December 2010. The 2 Howe Street project will reconnect the Hill, West River, and Dwight neighborhoods. It is the latest development in the key City development initiative “Route 34 Corridor”, which will convert the existing highway to urban boulevard with mixed use development, neighborhood reconnections to each other and to downtown. 2 Howe Street exemplifies Route 34 Corridor’s potential for large and catalyzing developments.
- **Yale University School of Medicine** recently completed the \$176 million, 430,000 s.f. Anlyan Center, which is a state-of-the-art research facility located in the heart of the medical district. Also known as 300 Cedar Street, the development is the largest building ever constructed at the School of Medicine, home to nine research programs, and houses a 154-seat auditorium, conference rooms, offices, flexible teaching and research labs. The project began planning phase in July 1998, construction in November 1999, and it was completed in October 2002.
- **300 George Street**, Winstanley Enterprises, LLC, completed a \$50 million renovation of the 520,000 s.f. building. The building is located between the Yale School of Medicine and Downtown and is improved with an outstanding mechanical and utility infrastructure. These locational advantages have attracted numerous tenants and the building is now 100% occupied.<sup>15</sup>
- **Science Park**, is located at the site of the former Winchester Repeating Arms factory. Buildings 4 and 5, which encompass a total of approximately 150,000 sq. ft., have been renovated by Science Park Development Corporation (SPDC), and are leased to the following cutting age corporate clients: Clinical Data Inc., Vion Pharmaceuticals Inc., Ikonisys, Inc., PhytoCeutica Inc., Carestream Health Inc., Yale University, and Amistad Academy. These buildings are now fully occupied.

SPDC also holds the ground leases for 344 Winchester Avenue, and Building 25 and its related parking lot, and the ground leases for Tracts A, B-2, D, E within the Park. Tracts A, B-2, D, and E are targeted for development in the very near future. AT&T owns and occupies two of the buildings in the Park. U. S. Repeating Arms Company (USRAC) is currently in discussions with a potential buyer for its former manufacturing plant building at 344 Winchester Avenue, which it owns. SPDC recently issued a Request for Qualifications for the redevelopment of Tract A. They received several responses from well known development companies and have selected Forest City Enterprises. Forest City has proposed residential, retail and commercial uses for this location.

- **25 Science Park**, Winstanley Enterprises, LLC recently assumed the ground lease for Building 25 and its related parking lot, and is in the planning stage of constructing a major parking structure with ground floor office and retail.. A previous SPDC ground lease tenant, Lyme Properties, LLC, completed a \$20 million rehabilitation of Building 25 at Science Park and expanded the building to approximately 267,000 sq. ft. to accommodate existing tenants and new companies. Building 25 is home to two 5,500 s.f. lab incubators managed by Connecticut Innovations, Inc.

Building 25's largest tenant currently is Higher One, a leading provider of customized financial services for the higher education market. The company recently was named a "Rising Star" in the Deloitte & Touche USA Technology Fast 50 Program for the Connecticut Region. The company is named Inc 500 and Innovator of the year by Business New Haven. Higher One saw an almost 1,000 percent increase in revenue from 2003 to 2005, and continues to grow at a rapid pace. Additionally, Higher One's workforce has tripled in the last two years.

- **Yale University Technology Transfer Initiatives:** Many of the aforementioned companies benefit from inventions and emerging research at Yale University. Yale has produced 40 new start-up companies in Greater New Haven. These companies have attracted over \$3 billion in private capital. In addition, Yale has invested in its own facilities, including a 25% expansion in medical lab space.<sup>16</sup>

## (2) Investment in Transportation and Facility Support Systems

The entire New Haven community understands the critical need to maintain and enhance its transportation and facility support systems, which are vital to global economic competitiveness. With substantial assistance from the State of Connecticut and the federal government, the City's transportation and public facility systems (see below and Tables 6 and 8) are improving at a dramatic rate. Moreover, private investments, particularly by Yale University, position the city for long-term sustainable economic growth (see Table 7).

### *Transportation*

New Haven is located at the gateway to New England and is easily accessed by highway, rail, air or port facilities. Each system, along with numerous local facilities, is expanding to meet anticipated future demand, as highlighted below:

- **New Haven Harbor Crossing Corridor (I-95) Improvement Project:** I-95 carries approximately 130,000 vehicles per day and is the main gateway to New England. The Connecticut Department of Transportation (CDOT) is investing \$1.5 billion to reconstruct and expand 7.2 miles I-95, between Exit 46 (Sargent Drive) in New Haven and Exit 54 (Cedar Street) in Branford. In this project, CDOT is building a major signature structure for Connecticut (the new 10-lane Pearl Harbor Memorial Bridge), adding new lanes and reconfiguring certain access points to Interstate 95. The project was initiated in 1999 and is expected to be completed in 2016.
- **New State Street Station:** As part of the I-95 project, CDOT completed a new State Street train station. State Street is the smaller of the two New Haven passenger stations and primarily serves commuters from the eastern suburbs on Shoreline East. Already, State Street Station is attracting interest in transit-oriented development. The abutting Shartenberg site is the largest construction project down town in many years. This \$150 million investment project will develop up to 400 new residential units and related office / retail space.

- Union Station / Rail Maintenance Facility:** Union Station is the hub of passenger rail service in the state and is home to a substantial portion of back-of-house maintenance facilities for the MTA / Metro-North Railroad (New Haven Line) and AMTRAK. Metro-North serves approximately 3,000 daily passengers (5th highest on the New Haven Line) and AMTRAK serves approximately 700 daily passengers (28% of Connecticut total). The City, New Haven Parking Authority and CDOT recently prepared a \$208 million concept plan to expand commuter parking at Union Station, restore the existing terminal with 925 net new parking spaces; remerchandising of the terminal (50,000 s.f.) and new construction of 200,000 s.f. mixed use development on the site.
- New Haven–Hartford–Springfield Railroad:** The City of New Haven actively supports a Connecticut / Massachusetts initiative to establish commuter rail service along the New Haven to Springfield corridor. The project was approved in 2006 for 11 stations. The line expects to draw over 600,000 annual passengers.
- Structured Parking Facilities:** Given recent economic growth in the City, many of the structured / public parking facilities operate at over 85% capacity. In 2004, the City, New Haven Parking Authority and many of the largest users worked to understand the problem and to address the need for additional capacity. To that end, several new structured facilities are proposed. Table 6 indicates recently-completed and planned parking investments in the city.

<b>Table 6: Recent and Proposed Parking Facilities, New Haven</b>			
<b><u>Completed</u></b>	<b>Developer</b>	<b>Net New Spaces</b>	<b>Notes</b>
Temple Street Garage	New Haven Parking Authority	200	Additional 1100 spaces renovated
Amistad Street Garage	CDS	1020	Accommodates Yale School of Medicine
Yale Sachem Garage	Yale University	352	Accommodates Yale University
Yale Howe Street	Yale University	300	Accommodates Yale University
<b><u>Proposed</u></b>			
Union Station	New Haven Parking Authority	900	Second garage on-site
Mid-Block Garage	New Haven Parking Authority	850	Additional downtown capacity
Yale Cancer Center	YNHH	845	Medical district capacity
Shartenberge Garage	Becker & Becker	500	Public and private parking

- Port of New Haven:** The Port of New Haven is the largest commercial port in Connecticut and a leading port of call on the Atlantic Seaboard. The port is ranked 51st nationally, handling 10.4 million short tons annually. The new New Haven Port Authority was formed to better coordinate the economic and transportation benefits of the 366-acre port district. In just three years, the Port Authority has secured an additional 14 acres of land for to address the critical need for port storage and laydown space; will soon announce the hiring of a new Executive Director; and is coordinating a proposal to the Connecticut Transportation Strategy Board to introduce container handling at New Haven Terminal.
- Commercial Freight Rail:** The Providence and Worcester Railroad is the primary freight carrier in New Haven. Until recently, overall freight movement was limited to under 70,000<sup>17</sup> gross tons due to track removal and poor connections between the

port district and the rail grid. In 2006, the Waterfront Street Railroad was reopened. This \$10 million project reestablishes direct rail service between the port terminals and the freight rail grid.

- **Tweed New Haven Regional Airport:** Tweed New Haven Airport is located on the East Shore and accommodates commercial carrier service (US Airways) to Philadelphia as well as a number of private / charter services. To capitalize on an effective service area of 1.5 million people, the Tweed Airport Authority recently prepared a new master plan which proposes extended safety zones and long-term runway extensions. Recognizing the major investments and long-term planning of the facility, Tweed was named “regional airport of the year” in 2005 by the Regional Airport Association. The first phase of master plan implementation will start in Spring, 2008 with the construction of Runway Safety Areas to the South (\$10.05 million) and North (\$15.2 million) of the main runway.

#### *Local Infrastructure*

The City of New Haven strives to maintain a regional infrastructure to a state-of-good-repair. These facilities include 225 miles of locally-maintained public roadway, 50 local bridges, a public deepwater pier, numerous parks and community facilities.<sup>18</sup> Since 2000, the City has invested over \$802 million in new and/or renovated schools<sup>19</sup> and/or over \$70 million in new and renovated public facilities.

The City’s School Construction program is widely-recognized for its role transforming a deteriorated physical plant into a model for central city public schools. Program investment is now over \$1.4 billion, resulting in 4.2 million s.f. of new or renovated space (see Table 9).

Other notable projects include the new branch library in the Hill neighborhood and the new Church Street South bridge across the railroad tracks. The new bridge connects Union Station and the Hill neighborhood directly to the waterfront. Generally, major public facility projects are funded in part by state- and federal-cost sharing programs.

In addition to these projects, the City has invested over \$8 million in our nationally-recognized park system in the past six (6) years. The Farmington Canal Greenway, which runs between New Haven and Northampton, Massachusetts, is well underway. In recent years, City completed sections in the Dixwell and Newhallville neighborhoods and Yale University has completed the first of several downtown sections. With a new federal earmark, funding is in place to connect the greenway to Hamden to the north and downtown / waterfront to the south.

#### *Yale University*

On the private side, Yale University has made the most substantial investment in existing and new buildings in New Haven. Since 2003 alone, Yale has invested \$400 million in new and/or renovated facilities (see Table 8). In addition, projects now in planning, design or construction total another \$1.7 billion.<sup>20</sup> Many of the signature residential colleges have been completely renovated and new buildings, such as the Malone Engineering Center (64,330 s.f.) expand the academic base of the campus. Not included in this list of planned developments, and part of Yale Tomorrow’s \$3 billion capital Campaign, are the just-approved plans to add two new residential colleges to accommodate projected increase in admissions. A site located on Prospect Street behind the Grove Street Cemetery has been designated for location of the two new residential colleges, which will be about 235,000 s.f. each with a projected cost of \$600 million. These are the first new residential colleges on the campus in more than 40 years.

Facility	Investment	Date Completed
Chapel Square Mall Tunnel Upgrade	\$100,000	2000
Wooster Square Site Improvements	\$110,500	2000
Ann Street Playground	\$111,000	2000
Bishop Woods School Playground	\$150,000	2000
Trowbridge Square Reconstruction (Ph 1 and 2)	\$476,000	2000
Grand Avenue Bridge over Quinnipiac River	\$850,000	2000
Mitchell Library Renovations	\$1,600,000	2000
Permanent Blake Street Bridge over West River	\$1,700,000	2000
City Hall Façade and Millenium Plaza	\$2,400,000	2000
Central Services Building Renovations	\$2,500,000	2000
Temple Street Park	\$3,000,000	2000
Blake Field Renovations	\$103,000	2001
Veitch Field Renovation	\$250,000	2001
South Genneseek Park Renovation and Splash Pad	\$406,000	2001
Public Pier at Long Wharf Renovation	\$800,000	2002
State Street Commuter Train Station	\$7,500,000	2002
Tomlinson Lift Bridge (over Route US1) Replacement	\$95,000,000	2002
Bayview Park Improvements	\$170,000	2003
Stetson Library Renovations	\$300,000	2003
New Fountain on the New Haven Green	\$660,000	2003
DeGale Field Improvements	\$700,000	2003
Temple Street Parking Garage Renovation	\$9,000,000	2003
Church Street South Bridge over Amtrak	\$36,605,000	2003
Lighthouse Park Splash Pad	\$115,000	2004
Edgewood Pong Dredging	\$300,000	2004
Implementation of the West River Memorial Park Plan	\$720,000	2004
Alling Memorial Golf Course Renovation	\$1,100,000	2004
East Shore (Eng. 16) Fire Station Addition	\$1,200,000	2004
Grand Avenue Bridge over Quinnipiac River	\$450,000	2005
Pop Warner Football Field	\$706,000	2005
Chapel Street Bridge over PWRR	\$731,000	2005
DPW Facility Modernization	\$800,000	2005
Farmington Canal Greenway	\$1,700,000	2005
Blake Street Bridge over Wintergreen Brook	\$950,000	2006
Honeywell Energy Conservation System (various buildings)	\$3,000,000	2006
New Wilson / Hill Neighborhood Library	\$8,000,000	2006
<b>Total Investment</b>	<b>\$184,263,500</b>	
<b>Ongoing and Planned</b>	<b>Investment</b>	<b>Partners</b>
Dover Beach Park Shoreline Stabilization	\$1,000,000	1, 2
Downtown MDP Site Preparation	\$13,500,000	1
Farmington Canal Greenway	\$8,700,000	1, 3, 4
Ferry Street Bridge over the Quinnipiac River	\$20,000,000	1, 3, 4
Grand Avenue Bridge over AMTRAK	\$9,000,000	1, 3, 4
Hillhouse Ave Bridge replacement	\$4,500,000	1, 3, 4
Howard Avenue Bridge Reconstruction	\$94,000,000	1, 3, 4
Intermodal Ferry Service to Long Island	\$5,000,000	1, 3, 4
Interstate 95 Corridor Project, Contract C1	\$13,200,000	1, 3, 4
Interstate 95 Corridor Project, Contract C2	\$17,500,000	1, 3, 4
Interstate 95 Corridor Project, Contract B (new Q Bridge)	\$413,000,000	1, 3, 4
Interstate 95 Corridor Project, Contract E (I-91 interchange)	\$278,000,000	1, 3, 4
Interstate 95 Corridor Project, Long Wharf Section	\$94,000,000	1, 3, 4
Interstate 91 / Exit 8 Reconstruction	\$22,800,000	1, 3, 4
Long Wharf Shoreline Stabilization	\$3,000,000	1, 3, 4
New Community Boathouse	\$30,000,000	1, 3, 4
Prospect Street over Canal Line	\$3,500,000	1, 3, 4, 6
River Street MDP Infrastructure & Waterfront Park	\$2,500,000	1, 5, 7
Scantelbury Park Master Plan / Reconstruction	\$500,000	6
State Street Bridge over Mill River	\$5,000,000	1, 3, 4
Temple Street over Canal line	\$1,000,000	1, 3, 4, 6
Washington Ave Bridge over the West River	\$4,200,000	1, 3, 4
Quinnipiac Avenue Reconstruction	\$5,200,000	1, 3, 4
<b>Total</b>	<b>\$1,049,100,000</b>	

**Partners**

- |  |   |
|--|---|
| 1. State of Connecticut                          | 4. Federal Highway Administration         |
| 2. Housing Authority of New Haven                | 5. US Economic Development Administration |
| 3. South Central Regional Council of Governments | 6. Yale University                        |
|  | 7. US Environmental Protection Agency     |

Table 8: Selected Capital Investments at Yale University, 2003 - 2005

Facility	Project s.f.	Investment (\$000)	Year
Kline Biology Tower Priority #2	105,772	\$6,420	2003
Park, 215 Renovation (YUAG)	9,975	\$3,020	2003
Payne Whitney Gym Locker Room Renovation	13,000	\$3,710	2003
Physical Plant Relocation to 370 James St	50,000	\$3,390	2003
Prospect Street, 285 Relocation	10,500	\$1,880	2003
Sprague Memorial Hall Renovation	30,243	\$16,090	2003
SSS Roof & Masonry Repairs	81,415	\$3,350	2003
Vanderbilt Hall Renovation	79,750	\$20,870	2003
Whitney, 55, 5th Fl. Renovation	12,600	\$1,510	2003
135 College Street	N/A	\$1,200	2003
George 300 2 Oligo Synthesis & 2nd Fl Clean Rm	5,280	\$1,460	2003
SHM B 2 & 3 Lab Renovations	32,000	\$11,980	2003
SHM I 210/214,334,AHU Replace,E43-45, Elev, Fire	5,410	\$1,110	2003-4
YPB 2 Oncol,3OB/GYN,B Air Hand,B Mam.,Elev,LL Pub.	10,648	\$2,380	2003-4
Pierson College Comprehensive Renovation	157,392	\$44,370	2004
Pierson Sage Parking Structure Renovation	197,915	\$5,700	2004
SSS Fire Protection	81,415	\$4,030	2004
FMP 1	7,818	\$1,110	2004
George 300 G Mass Spectrometry	5,600	\$2,190	2004
LEPH 4 Renovation	9,020	\$2,410	2004
LH 3 Lab Renovations	6,000	\$2,410	2004
SHM BE 29-37 Laboratory Renovations	3,500	\$1,160	2004
Sterling Power Plant Capacity	24,800	\$20,520	2004
YSM Backfill - Renovations	44,990	\$3,610	2004
Beinecke/Hewitt Plaza Rehabilitation	N/A	\$5,830	2005
Beinecke/Hewitt Plaza Landscape	N/A	\$3,640	2005
Chemistry Research Building	105,000	\$48,500	2005
Chemistry Research Building Utility Services	N/A	\$6,420	2005
Chemistry Research Building Utility Services, Phase 2	N/A	\$1,570	2005
CPP Gas Turbines Overhaul FY05	N/A	\$2,690	2005
Davenport College Renovation	166,250	\$46,100	2005
Edwards Street, 309 Misc. Renovations	14,000	\$1,450	2005
Engineering Research Building	64,330	\$31,560	2005
Engineering Building Steam and Chilled Water	N/A	\$3,540	2005
Hall of Graduate Studies ED Entry Restrms	6,200	\$2,850	2005
Kline Biology Tower Exterior Renovation	120,000	\$7,750	2005
Leigh Hall Renovation	28,997	\$8,400	2005
Pros77, Trum89 Renovation and Addition	15,000	\$3,690	2005
University Police Facility	38,077	\$12,840	2005
Woodbridge Hall Roof Replacement	4,186	\$1,250	2005
York 220 Renovation	12,282	\$3,550	2005
Cedar Street Renovations	N/A	\$1,930	2005
Hunter 2/3 Laboratory Renovations	17,600	\$5,620	2005
MRC/PET Center	21,780	\$9,940	2005
NSB 2 Lab Renovation	7,000	\$2,090	2005
SHM C 3 Laboratory Renovations	16,031	\$6,370	2005
YPB 2 & 4 Oncology/Plastic/Transplant	7,060	\$1,690	2005
<b>Total</b>	<b>1,628,836</b>	<b>\$385,150</b>	

Source: Office of New Haven and State Affairs, 2006

Table 9: New Haven Construction Program			
School (State Grant #)	Grades	Investment	Date
<b>Completed Projects</b>			
Hill Regional Career High School (093-145)	9-12	\$ 30,310,000	8/20/1998
Edgewood School (093-292)	K-8	\$ 10,384,981	8/20/1999
Lincoln Bassett School (093-316)	K-8	\$ 18,395,000	8/28/2000
Clarence Rogers School (093-293)	K-2	\$ 8,030,000	8/28/2000
Conte West Hills Magnet School (093-315)	K-8	\$ 21,750,000	9/1/2000
Wexler/Grant School (093-314)	PK-8	\$ 25,550,000	8/1/2002
James Hillhouse High School Phase 1 (093-326)	9-12	\$ 7,700,000	8/30/1999
James Hillhouse High School Phase 2 & Field House (093-326)	9-12	\$ 67,479,183	8/1/2002
Wilbur Cross High School Phase 1 (093-308)	9-12	\$ 7,700,000	8/30/1999
Wilbur Cross High School Phase 2 (093-327)	9-12	\$ 53,965,394	10/30/2002
Aquaculture Sound School (093-291)	9-12	\$ 28,349,515	2/1/2003
Betsy Ross Arts Magnet Middle School (093-307)	5-8	\$ 29,224,041	1/31/2002
Katherine Brennan School (093-318)	3-8	\$ 14,400,000	8/1/2001
Nathan Hale School (093-333)	PK-8	\$ 28,190,000	8/27/2003
Satellite Kitchens (093-346)		\$ 7,660,000	8/1/2003
Fair Haven School (093-319)	K-8	\$ 55,776,000	4/1/2004
John S. Martinez School (093-329)	PK-8	\$ 38,550,000	8/1/2004
King/Robinson Magnet School (093-329)	PK-8	\$ 36,800,000	4/1/2004
Truman School (093-335)	PK-8	\$ 31,506,911	8/1/2004
Ross/Woodward School & Central Kitchen (093-332)	PK-8	\$ 39,046,000	8/1/2004
Celentano School (093-338)	PK-8	\$ 33,650,000	8/1/2005
Clinton Avenue School (093-344)	PK-8	\$ 37,315,000	8/1/2005
New John Daniels (093-306)	PK-8	\$ 44,900,000	8/1/2006
Barnard Magnet (093-339)	PK-8	\$ 43,100,000	8/1/2006
Beecher (093-345)	PK-8	\$ 40,350,000	4/20/2007
Hooker Renovation (093-340)	K-2	\$ 14,295,000	3/20/2007
New Jepson Magnet (093-334)	PK-8	\$ 40,000,000	8/1/2007
Pardee Greenhouse Magnet (093-347)	9-12	\$ 3,475,000	10/31/2007
<b>Subtotal Completed</b>		\$ 817,852,025	
<b>Construction</b>			
New Cooperative Arts High Magnet (093-341)	9-12	\$ 69,000,000	12/30/2008
New Hooker (093-342)	3-8	\$ 35,500,000	8/1/2009
Sheridan Magnet (093-349)	PK-8	\$ 45,500,000	12/1/2008
New Christopher Columbus (093-348)	PK-8	\$ 38,500,000	8/1/2008
Bishop Woods (093-352)	PK-8	\$ 38,000,000	8/1/2009
Metro Business Magnet (093-350)	9-12	\$ 38,540,141	8/1/2009
<b>Subtotal Construction</b>		\$ 265,040,141	
<b>Design</b>			
Roberto Clemente (093-351)	PK-8	\$ 42,000,000	12/1/2009
Hill Central Replacement (093-353)	PK-8	\$ 45,700,000	8/1/2011
Davis Magnet (093-354)	PK-8	\$ 42,000,000	12/1/2010
Mauro Magnet	PK-8	\$ 35,900,000	8/1/2010
East Rock	PK-8	\$ 45,000,000	8/1/2011
Dwight (awaiting State approval)	PK-8	\$ 39,000,000	8/1/2012
UNH Science & Engineering Magnet	6-12	\$ 59,500,000	8/1/2011
<b>Subtotal Design Phase</b>		\$ 309,100,000	
<b>Proposed School Construction Projects</b>			
New Haven Academy Magnet (into existing Coop)	9-12	\$ 10,000,000	8/30/2011
HSC Magnet Additions & Renovation	9-12	\$ 15,000,000	8/30/2011
Helene Grant	EL	\$ 5,000,000	8/1/2010
Urban Youth Center (at M.L. King)	6-8	\$ 5,000,000	8/1/2010
Cross CT Scholars (Nash St.)	9-12	\$ 1,000,000	11/1/2009
Hallock Ave. Renovation	9-12	\$ 1,000,000	11/1/2008
Gateway Learning Academy (at old Prince)	9-12	\$ 1,000,000	11/1/2008
<b>Subtotal Proposed</b>		\$ 38,000,000	
<b>TOTAL all projects</b>		\$ 1,429,992,166	

### (3) Tax Base Enhancements

The City strives to enhance the tax base, using its resources to leverage private sector development. By focusing our efforts on key target areas, private development often builds its own momentum, as surface parking lots, brownfields and vacant land are converted into taxable uses. A good recent example is the proposed College Square development (272 condominiums). College Square proposes to build mainly on a surface parking lot and the assessment will rise substantially upon completion. Similarly, the City acquired vacant brownfields in the Fair Haven neighborhood, which will be converted into new tax generating light industrial uses of between 20,000 and 50,000 s.f.

The City rarely grants full tax abatements. Rather, developers are encouraged to renovate or build new facilities which qualify for 5-year assessment phase-ins. For example, the property tax exemption allows for an 80% phase-in over five years for manufacturers and certain service industries. A state corporation business tax credit further allows for a 25% to 50% credit allocable to the improvement for a period of 10 years. State and federal empowerment zone incentives provide for customize employee training (grants of \$2,500 per employee) and federal income tax credits for zone employee hiring. The Connecticut Urban Site Investment Tax Credit Program provides additional benefits for investments greater than \$5 million.

This City also negotiates a tax or other financial benefit by Development Agreement, when the City is a development partner. For example, a Development Agreement between the City and Yale University for development in the Sachem-Prospect area includes a \$10 million payment to the City which supports various infrastructure projects. Similarly, the Development Agreement with Yale-New Haven Hospital stipulates that off-site, related projects are taxable.

In addition, biotech companies are eligible for state programs, including,

- **R&D Tax Credit:** In 1996 the Legislature passed a three-pronged tax incentive bill aimed specifically at the biotechnology industry. The legislation included a sales tax exemption for R&D equipment, a property tax exemption for new equipment purchased by the biotech companies, and a 15-year carry-forward for unused R&D tax credits. The credit is based on incremental increases in spending on R&D in Connecticut. The tax credit is 20% of such increases.

Companies with \$70 million or less in gross sales can exchange unused R&D tax credits to the State for a cash payment equal to 65% of the value of the credit. In addition, companies may carry forward net operating losses (NOL) for 20 years. This is an extension of 15 years from the previous 5-year carry-forward term.

- **Enterprise Zone Program:** The state provides a 50% income tax credit for operating in an enterprise zone. This credit can be carried forward for 10 years.
- **Tax Credits and Exemption:** Connecticut provides a tax credit on the sales, storage, use or other consumption of machinery, equipment, tools, material, supplies and fuel used directly in the biotechnology industry.

### (4) Workforce Development

The City and its regional, non-profit, and for-profit partners are working to give New Haven's residents the tools to let them share in the benefits of economic growth. The Partnership for Jobs Advisory Committee, originally convened in 1998 in support of New Haven's Empowerment Zone application, helped start to coordinate the region's workforce development agents and crystallize both goals and strategies for achieving

them. It identified four main issues in workforce development: (1) reaching and serving those who need job-related services; (2) targeting job readiness programs at industry sectors of competitive advantage to move New Haven residents into jobs with higher incomes; and (3) implementing performance measurement systems and using the results to enhance service delivery to job-seekers and employers.

These issues are being addressed with the support of the City's non-profit organization established to implement the Empowerment Zone Strategic Plan, and through the Workforce Investment Act (WIA). The WIA, which began implementation in July, 2000, provides federal funds for states to use in support of comprehensive locally implemented workforce development services.

Regional employment data indicate a strong need for entry-level workers in industries including health care, retail, financial services, and some sectors of manufacturing. The State is matching \$1.5 million in funds provided by private biotechnology and pharmaceutical companies for the "Biobus", a state-of-the-art mobile laboratory that takes biotechnology education on the road. Similarly, the City's public schools work in cooperation with local universities and businesses to provide appropriate teacher training, materials and curricula. New Haven commits resources to bringing technology to the classroom and makes it a cornerstone of workforce development programs.

Since "knowledge-based" businesses depend on medium and low-tech goods and service providers that, in turn, offer jobs accessible to most workers, New Haven is working with the Regional Workforce Development Board (RWDB,) Empower New Haven, and industry leaders to train, and re-train, the existing workforce to succeed. Gateway Community College, Southern Connecticut State University and the New Haven Public Schools make substantial contributions to workforce development and are expanding to meet the needs of emerging industries, as noted below:

- **Gateway Community College:** In 2004, Gateway Community College received approval from the State of Connecticut to design a new campus and consolidate current locations in New Haven and North Haven. The new \$240 million facility will be located on two sites in Downtown New Haven. The new facility is approximately 400,000 s.f. and also will serve to revitalize the largest vacant space in the central business district by bringing more than 11,000 students and faculty to Downtown. Further, it will bring the 70 specialized academic programs, such as nursing, biomedical and manufacturing engineering technology, and nuclear medicine technology, within close proximity to hospital and business training locations to create internship and training partnerships within the City.
- **Southern Connecticut State University:** SCSU, which has a total full-time enrollment of 12,100, has completed its 1993 Campus Master Plan, totaling \$260 million in infrastructure and development projects. SCSU now has two new dormitories, a new student center, renovated Engelman Hall, new garages, a new power plant, and the Buley Library is underway. The school has now turned to their 2015 Campus Master Plan, which includes new facilities for the Sciences, Fine Arts, and significant investment into athletic and fitness facilities. In December 2007, the State Bond Commission approved \$3.47 million for facilities improvements and grounds at Connecticut State Universities, of which \$511,700 went to SCSU.
- **New Haven Public Schools:** Significant capital investment (see Table 9) and institutional change have dramatically improved the New Haven public school system. Over 1,800 suburban students now attend New Haven's signature magnet programs and other schools; the cumulative drop-out rate has dropped from 29.6% in 1997 to 16% last year; and enrollment in Advanced Level (AP) classes is up from 210 to 600 in the last five years. The City takes pride in the 140 graduates admitted to the University of Connecticut in 2005, up from 45 in 2004. Students made gains in 8

out of 10 areas on the 2007 Connecticut Mastery Test. At the high school level, SAT scores have increased 21 points since 2003 and rose 4 points on the most recent test at a time when both state and national scores declined. Two high schools, Cooperative Arts & Humanities Magnet and Hill Regional Career high schools earned "Bronze Medals" in the 2008 U.S. News & World Report's America's Best High Schools list.

## (5) **Business Development**

New Haven is focused on small-business development, which is seen as a key economic generator. Working synergistically, experts across Economic Development, Small Business Initiative, Commission on Equal Opportunity, and local community partners administer specific business building ordinances and programs.

- **Economic Development Corporation of New Haven (EDC):** The City in partnership with Yale University and the business community has launched an Economic Development Corporation in February 2008. The formation of the EDC underscores the City's continuing commitment to innovation and investment in economic development. One of the primary missions of the organization – to operate as a one-stop business center to attract new business and to retain existing businesses – will help ensure that New Haven is best positioned for long-term growth and prosperity. Economic development organizations around the country have a proven track record of developing initiatives that lead to job creation and economic growth. The EDC board hired Michele L. Whelley, a 20 year veteran in economic development from Baltimore, as CEO to head this organization.
- **Small Business Initiative:** The Small Business Initiative (SBI) has a mission to help small and minority businesses maximize their potential by providing dedicated resources in the form of loans, façade grants, technical assistance and shelter market construction opportunities. Full-time staff is responsible for engaging and leveraging city resources to make available the a number of unique products including: Small Business Revolving Loan Fund, Small Business Technical & Outreach, Small Business Enterprise Construction Opportunity Initiative, and the Façade Grant Program.
- **Small Business Revolving Loan Fund:** A small business loan fund to startup and existing New Haven businesses in amounts of \$10,000 - \$50,000. Interest rates are based on the current Prime Rate with flexible repayment terms up to seven years. Over the past five years, the Fund has funded over \$2 million in loans to businesses that created over 200 jobs.
- **Small Business Technical Assistance & Outreach:** SBI staff partners with local organizations such as The Greater New Haven Business & Professional Association, Spanish American Merchants Association (SAMA), Service Corps of Retired Executives (SCORE), and CT Small Business Development Center (CSBDC) to provide technical assistance to New Haven small businesses. Counseling is in areas such as Marketing, Bookkeeping & Accounting; Risk Management & Insurance, etc. SBI staff also provides entrepreneurial support to the various neighborhood management teams and related neighborhood entities and works with the local real estate community to identify appropriate business sites for those businesses seeking to locate (or relocate) in New Haven.
- **Small Business Enterprise Construction Opportunity Initiative:** demonstrates the City of New Haven's commitment to developing and nurturing a competitive local

construction industry in which contractors for publicly financed projects provide efficient, high-quality services, pay competitive wages to their employees, and represent New Haven's ethnic diversity. The program was established by ordinance in 2001 and dictates the City's preference to do business with small business contractors by making available bid proposals, estimated to be under \$125,000, to only small contractors registered with the city. In addition, school construction projects are required to utilize these small contractors for at least 10% of the construction value for all new school construction. And for large city construction projects over \$125,000 it is required that successful bidders make a good-faith-effort to achieve 25% Minority Business Enterprise (MBE) utilization of the work that they subcontract. There are currently 136 small contractors registered in the program who have, during 2007, done \$8.9 million in combined school and city projects. Included in those totals are MBE (excluding WBE's) contractors who performed work totaling \$1.3 million. The program has facilitated construction contracts valued at over \$66.9 million since the inception. MBE contractors have received a total of \$11.8 in construction contracts and SBE contractors %55.1 of the \$66.9.

- **Commission on Equal Opportunity:** The City of New Haven's Commission on Equal Opportunity (CEO) administers a local ordinance intended to increase minority, female and apprentice work at federal, state and City-assisted job sites. Created in 1964, it is the nation's oldest municipal civil rights agency. In the 2006-2007 fiscal year, CEO monitored 1,064 contractors, generated \$6.4 million in Transfer of Wealth to New Haven residents from school-related construction projects and placed 700 New Haven residents in construction jobs, and hosted a number of outreach and informational sessions.
- **New Haven Regional Contractors' Alliance:** Created in June, 1999, when the City joined public and private stakeholders into a partnership with the common interest of building business capacity in minority and small construction firms with the New Haven area. The New Haven Regional Contractors' Alliance is a non-profit organization whose mission is to building capacity through contractor education and technical business assistance provides training opportunities, educational resources, and technical assistance—all designed with small, minority and women owned businesses in mind. The Contractors' Alliance currently has over 200 members.

## (6) Housing and Livable City Initiatives

New Haven depends on a strong neighborhood base community for its vitality. Many neighborhoods, such as Wooster Square, Newhallville, Hill, Dwight and Dixwell, have retained their historic flavor while new communities are emerging in Fair Haven Heights and in the City Point section. New Haven's neighborhoods take advantage of the City's density, with many within walking distance to downtown.

The City's coordinated approach to economic development, planning, housing, code enforcement and community development dramatically improves our ability to implement all ten priority objectives. This is particularly true in residential neighborhoods where the reinvestment in housing, neighborhood commercial districts and the living environment all contribute to a stronger community.

The Livable City Initiative (LCI) is a city department and the primary agent for neighborhood development. It administers a variety of housing and neighborhood revitalization activities, combining public improvements and rehabilitation incentives with private investment. Financial resources available include U.S. Department of Housing and Urban Development's Community Development Block Grant ("CDBG") funds, HOME

Program funds, State of Connecticut Department of Housing funds, and local capital project funds and funds available under the Lead-based Paint Hazard Reduction Program. In the last five years, the City has supported the renovation and new construction of 519 units of housing. Part of this success, 321 housing units (201 ownership/120 rentals) was attributed to a \$7 million state investment, which was leveraged seven times to \$52,549,302 supporting 26 projects. In addition to new units of housing, LCI administers a downpayment and closing cost program and a homebuyer gap financing program, which has assisted 144 families over the past five years.

- **New Housing Starts:** The City is encouraged by a healthy number of residential building permits, which have resulted in over 900 new units and 1,000 units of rehabilitated housing over the past decade. In 2007, LCI issued 860 residential rehabilitation permits and 23 residential new construction permits.
- **Yale Homebuyer Program:** Yale University has established a first-time homebuyer program for its employees. In January 2008, The Yale Corporation voted to renew and increase the program by another 20%. The program provides up to \$30,000 incentive for faculty and staff who purchase homes in New Haven neighborhoods. To date, Yale's \$21 million investment has benefited 835 new homeowners and leveraged \$130 million in home sales.
- **Yale New Haven Hospital Homebuyer Program:** In July, 2006 Yale-New Haven Hospital (YNHH) announced a new program offering assistance to hospital employees who are first-time home buyers. The new Home Ownership Made Easier (H.O.M.E.) program provides eligible full-time employees up to \$10,000 in forgivable five-year loans, as well as other incentives and home buying support, when they purchase a home in the city of New Haven. The hospital will pay down the amount of the loan if the employee continues to work at YNHH and live in the home for five years. If hospital employees purchase a home in one of four New Haven neighborhoods – the Hill, Dwight, West River and City Point – they will be eligible for a \$200 a month mortgage subsidy for the first two years of their home ownership.
- **The Hospital of Saint Raphael Home Buyer Program:** Saint Raphael sponsors an Employee Neighborhood Home Ownership Program, which helps employees and enhances the neighborhood surrounding the Hospital. It provides financial assistance to qualified employees who want to buy and live in a one- to four-family home within Saint Raphael's neighborhood. Qualified employees can also receive low-interest loans from Saint Raphael's which can be used for down payment or mortgage closing costs. Since its inception in 1994, 26 workers bought homes close to the hospital with \$5,000 down payment assistance.
- **Housing Authority of New Haven (HANH):** HANH is one of 32 designated "moving-to-work" communities by the US Department of Housing and Urban Development. As such, HANH is encouraged to implement innovative approaches to housing assistance programs and has actively engaged the City and community with new social programs for tenants and capital facility improvements.

HANH's portfolio includes 2,542 units in a variety of public family and elderly facilities.

Monterey Place: Funded by federal "HOPE VI" dollars with substantial contributions from the City and private equity partners, this project will create a 392-unit mixed-income neighborhood that follows a traditional New England street pattern. This project cost \$89 million and was fully completed and occupied since June 2005. In 2003, the American Institute of Architects recognized Monterey Place as the winner of its Professional Interest Area Awards for design.

Quinnipiac Terrace: Quinnipiac Terrace is situated in an attractive waterfront area in the Fair Haven neighborhood. Funded with "HOPE VI" contributions and substantial partner investments, the project began in 2005. Quinnipiac Terrace will be a \$20 million project and will provide 229 new housing units. In Phase One there is 81 rental units of that 23 are Section 8 units and 58 are ACC units. Phase Two there will be 79 rental units of that 23 are Section 8 units and 56 are ACC units and 25 affordable homeownership units with 25 market rent units. This project will complete in May 2008.

Eastview Terrace: Eastview Terrace is located at 145 Eastern Street with a total development cost of \$45 million and will result in 90 rehabilitated and 12 newly constructed rental units and a community center. The project is currently underway and is anticipated to be completed in May 2009.

West Rock Development is a \$190 million undertaking, currently plans for 500 mixed-income, mixed rental/homeownership units and the expansion of the community center. Phase I which involves the 20 homeownership units will get underway in Fall 2008 and Phase II which includes 121 rental units will get underway in Spring 2009.

904 Howard Avenue: The City issued a Request for Qualifications for 904 Howard Avenue due on February 24, 2008. This 171 unity building built in 1971 only has 60 units currently occupied. The plan calls for total rehab or replacement of the building commercial uses on the first few floors and mixed-income housing on the remaining floors with some supportive services. The location is next to the new Yale New Haven Hospital Cancer Center and other related projects. A developer is expected to be selected no later than the 3<sup>rd</sup> quarter 2008.

## (7) **Quality of Life**

New Haven's cultural institutions are a world-renown market. New Haven is home to three theaters that have won Tony awards for Best Regional Theater, with many productions that move directly to Broadway. The Greater New Haven Arts and Entertainment Facilities Study was commissioned in 2000 to better understand the economic impact and long-term needs of this cluster. The study reported that the arts contribute an incremental economic impact of \$88.1 million and are well-positioned for long-term success. Equally noteworthy is New Haven's position in "Competing in the Age of Talent: Quality of Place in the New Economy". In this study by Richard Florida, New Haven ranks 16<sup>th</sup> of 35 places for overall amenities and 19<sup>th</sup> for high technology.<sup>21</sup>

The City's Office of Cultural Affairs provides a range of services which collectively enhance the arts/cultural cluster. Market New Haven, the City's Official Marketing Organization is a public/private partnership funded by the City of New Haven and its Board of Aldermen, Yale University and the local business community. The mission of Market New Haven is to enhance the positive image of New Haven, communicate its renaissance and to improve the prosperity of the City, its residents and its businesses.

With hundreds of galleries, theatres and venues offering live entertainment, New Haven is considered the "Cultural Capital of Connecticut"! New Haven's cultural institutions are world-renowned, including:

- Long Wharf Theatre  
Long Wharf attracts over 100,000 patrons annually to view fresh and imaginative revivals of classics and modern plays, rediscoveries of neglected works and a variety

of world and American premieres. Past productions have transferred to Broadway and earned Pulitzer, Tony, and New York Drama Critics Awards.

- **Shubert Performing Arts Center**  
The Center presents plays, musicals, opera, dance, classical music recitals and concerts, vaudeville, jazz artists, big bands, burlesque, and a variety of solo performances. Since opening in 1914, the Center hosted over 600 pre-Broadway try-outs, including over 300 world premieres and 50 American premieres; totals are double that of any theater in New York City or any of the other try-out cities like Boston, Philadelphia, or Washington.
- **Yale Repertory Theatre**  
This is a Tony Award winning professional theatre offering innovative productions of classics and daring new works by today's most exciting playwrights
- **The Yale Center for British Art**  
This museum contains the largest collection of British art outside the United Kingdom. It is free and open to the public.
- **The Yale University Art Gallery**  
This is the nation's oldest college museum. The gallery houses a collection of 185,000 objects that ranks with those of major public art museums in the United States. It is free and open to the public.
- **Peabody Museum of Natural History**  
The Peabody Museum of Natural History is a world-class collection spanning 4 billion years of Earth history. The collection ranks in the top dozen natural history museums in the western world.
- **Eli Whitney Museum (Hamden)**  
The Museum was established in 1979 as a not-for-profit historic site and educational organization. The Museum preserves the site on which Whitney constructed the first American factory in 1798.
- **New Haven Museum**  
This local museum preserves New Haven history with an extensive collection spanning four centuries and including fine, folk and decorative arts, a photograph archive, and extensive manuscript collection. Its galleries, programs and Whitney Library offer a wide range of opportunities for visitors.
- **The Amistad Memorial**  
The 10' three panel bronze and top of the memorial deals with the three phases of the Amistad Incident. The first side depicts Sengbe Pieh in Africa before he and the other Africans were kidnapped. The backside is a scene of the courtroom trial. The third side is Cinque ready to board the ship, The Gentleman, back to his homeland. The top depicts the body parts of Africans that were thrown or jumped overboard.
- **Knights of Columbus Museum**  
The Knights of Columbus Museum is just two blocks from the Supreme Council office, and features both special exhibits of religious art and history and a large permanent exhibit showcasing the Order's history.
- **Connecticut Children's Museum**  
The building houses three programs: Creating Kids Child Care Center, Creating Curriculum Child Care Provider Training Program and the Connecticut Children's Museum itself. A rich and resourceful, cutting edge educational facility.

- **International Festival of Arts and Ideas**  
The Festival draws well-known performers and artists from across the globe. In the past ten years, the festival has attracted 1.2 million visitors and featured 13,337 artists.
- **Art Space**  
Art Space organizes the third largest open studios in the nation. It regularly presents rotating series of new art exhibitions by locally and nationally recognized artists.
- **Pilot Pen Tennis**  
This is a major stop for men and women players on the international tennis tour. Just one week before the nearby US Open Tennis Championships, this event draws 100,000 spectators and boasts 20 hours on CBS and ESPN2 annually.
- **New Haven Symphony Orchestra (NHSO)**  
The NHSO is one of the oldest symphony orchestras in The United States. Since its inception, the NHSO has performed regularly in New Haven, most of that time in Yale's historic Woolsey Hall. It has also toured throughout Connecticut and beyond
- **New Haven Green**  
Is a 16-acre public park and recreation area located in the downtown district It comprises the central square of the nine square settlement plan of the original Puritan colonists, The green is host to numerous public events and concerts that can draw hundreds of thousands of people, as well as typical daily park activities. It became a National Historic District on December 30, 1970.
- **Grove Street Cemetery**  
In 1997 the Department of the Interior added the Grove Street Cemetery to the National Register of Historic Places. The Grove Street Cemetery antedates the expansive and distinguished cemeteries of Pere-Lachaise in Paris and Mt. Auburn in Cambridge, Massachusetts.

## (8) **Neighborhood Revitalization**

The City has initiated target programs which relate and complement the aforementioned quality of life and livable city initiatives. These include aggressive code enforcement policies, incentive programs to improve neighborhood aesthetics and an emerging environmental program, which strives to improve public health through environmental performance.

- **Residential Rental License Program:** Following two years of program planning, the City worked closely with the Board of Aldermen and the residential landlords to develop the Residential Rental License Program (RRL), which establishes standards to protect the health, safety and general welfare of renters and to safeguard the integrity of our residential building stock. LCI is now implementing the RRL and city landlords must have a valid license and meet LCI standards for operating one of the City's 33,000 rental units.
- **Façade Grant Program:** The City of New Haven continues to support the business community and fight neighborhood blight with its Façade Improvement Program. With funding supplemented by its community partner, Empower New Haven, this Program has supported over \$5 million in façade projects over the past five years with approximately \$3 million in façade grants. Over 40% of these projects were located in

the City's Empowerment Zones.

- **Urban Environment:** LCI, the New Haven Land Trust, the Community Foundation for Greater New Haven, and the Yale Urban Resources Initiative (URI) have dedicated nearly \$.5 million to 98 community gardens, greenspaces and similar enhancements. The City and URI further collaborated on a Green Map of the city's urban environment.
- **Green New Haven:** In partnership with the US Environmental Protection Agency and several community partners, the City Plan Department has initiated the Green New Haven program. Green New Haven strives to elevate environmental performance through planning and zoning reviews, voluntary pollution control efforts and coastal zone management. To date, the City has retrofitted all of its school buses with pollution control equipment, elevated its school construction standards and adopted the new coastal program. With assistance from the South Central Council of Governments, the City is working to reduce local truck traffic.

## (9) **Downtown Revitalization**

Downtown New Haven is widely acknowledged to be among the most vibrant central business districts in Connecticut and all of New England. Downtown with the New Haven Green at its center and organized around the colonial-era Nine Square Plan, is a cultural attraction, a commercial center and the home of Yale University. In addition, Downtown is a lively residential neighborhood with more residents than the downtowns of many major metropolitan centers, including Denver, Charlotte and Phoenix.<sup>22</sup>

- **Business Development:** Well over 130 businesses<sup>23</sup> have opened in and around downtown New Haven in the past four years. The City notes that the business mix is diversifying with a large superstore (IKEA) and a seven-screen first-run cinema (Bow Tie Criterion Cinema). With few business failures during the same five year period, the market has opened up to other businesses including restaurants, consulting firms, clothing stores, stationers, galleries, specialty food markets, a spa, a florist, bakeries and gift shops. In addition, new banks are penetrating the market as TD BankNorth, Chase, and Citibank opened their first New Haven branches within the last two years.
- **Yale Properties** plays a leading role in retail positioning and leasing of several university-owned properties, all taxable. Yale's portfolio includes 90 retail tenants. Many of these tenants are locally-owned New Haven traditions, including Cutler's record store, which now benefit from their location next to nationally-recognized chains, such as J. Crew, Urban Outfitters and the Yale Barnes and Noble Bookstore.
- **Residential Development:** Because of the diverse mix of long-time residents and the constant influx of new employees and students, New Haven supports strong rental and home ownership markets. The downtown alone contains more than 3,720 housing units. As of March 2005, the average downtown rent was \$850 for an efficiency apartment, \$1,090 for a one-bedroom, and \$1,700 for a two-bedroom. New condos are selling for between \$200,000 and \$1 million.

Recent years have shown a burst of activity in residential development and there is a prevailing sense that this underserved market will be addressed even as the national residential market softens. Approximately 1,000 new housing units have been developed in and around Downtown New Haven. New units are found in historic mill environments and more contemporary settings, such as the Chapel Square Mall (117

units). A signature Downtown office tower (the former Southern New England Telephone headquarters) was converted to 141 upscale residential units (see Table 11).

- **Shartenberg Site:** 745 Chapel Street, is a prominent site in downtown New Haven located just one block from the New Haven Town Green. This 1.5 acre parcel development represents the largest private investment in downtown New Haven in the last few decades. Located in the central business district, the project will aim at intensifying mix use and will include the following components: approximately 475 new residential housing units with amenities including a swimming pool and fitness area, a courtyard terrace, and views to the Long Island Sound; at least 50 affordable residential units; a full-service urban grocery store, the likes of Whole Foods, Trader Joe's, Wild Oats, or other full service grocery store of comparable quality; at least 500 parking spaces; green, sustainable building design (one of the first LEED certified projects in New Haven); and a 7,200 square feet early childhood center which would serve about 100 children.

Location	Apartment Rental	Owner	Total
Strouse Adler*	146	0	146
Liberty Building*	124	0	124
Palace Theater (RKO)*	21	0	21
Centerpinte Apartments*	83	0	83
900 Chapel Street*	117	0	117
The Eli*	141	0	141
Temple Square/Bowtie*	45	0	45
Johnson Building	19	0	19
Wooster Gables*	0	13	13
Chapel Lofts*	16	0	16
Old New Haven Hotel*	0	8	8
State Street Lofts*	8	0	8
Sage Arts*	0	39	39
Ninth Square (Salatto)	36	0	36
Ninth Square (Howard Arnold)	30	0	30
Ninth Square (S.Z. Fields)	15	0	15
Ninth Square (State St)	30	0	30
The Mews	0	22	22
804 Chapel	9	0	9
140 Orange	8	0	8
116 Court St	0	8	8
1198 Chapel	9	0	9
College Square	0	272	272
Shartenberg	475		475
<b>Total</b>	<b>857</b>	<b>837</b>	<b>1,694</b>

\*completed

- **Town Green Special Services District:** Founded in 1999, the Town Green District was established to create a safe, attractive and clean downtown environment for workers, residents, and visitors, and to stimulate private investment downtown. Its

work focuses on retail retention and development and a hospitality program that includes graffiti removal, trash pick-up and street sweeping services to supplement City-provided services. In recent years, the Town Green District downtown has also grown to organize and sponsor a sense of camaraderie among downtown business owners, by publishing Tea Leaves, a document that announces local happenings and publicizes the openings or events of downtown businesses, and by organizing contests among business owners for the best summer flower boxes, the best window displays. The downtown Town Green District is bounded by Frontage Road, Yale University, State Street, and the Audubon Arts area, and includes 390 taxable properties and 153 tax-exempt properties.

#### (10) **Site Development Projects**

New Haven has a fixed area of 18.9 square miles and there is a limited supply of vacant, ready-to-develop commercial / industrial space. The City recognizes this limitation and actively enables and directs new growth within a development framework. The City is capturing the dramatic economic growth in the medical district, the strong interest in new residential development and the vibrant sense of place in / around downtown. The model is now applied in strategic planning programs for the central business district, for Route 34 and along the waterfront.

Target areas are identified in the Comprehensive Plan (2003) and various implementation plans, known as "municipal development projects" (MDPs). MDPs are approved by the State of Connecticut and eligible for state infrastructure grants. The City works closely with the Environmental Protection Agency (EPA) on a number of EPA-funded brownfield assessment grants. The Connecticut Department of Environmental Protection and the Connecticut Department of Economic and Community Development likewise are key partners. Existing and planned projects are highlighted below:

- **Downtown Municipal Development Plan:** The Downtown Plan, which covers the eastern half of the central business district, recently was amended to accommodate the \$240 million relocation of Gateway Community College (to be opened by 2012) and demolition of the New Haven Coliseum. In addition to the community college, the development concept proposes infill development on the Coliseum site, consisting of 280 market-rate residential units, 54,000 s.f. retail and commercial space, relocation of the Long Wharf Theatre and other uses.
- **River Street Municipal Development Plan.** River Street is one of New Haven's prime locations, with its proximity to Interstates 91 and 95 and its location along the Quinnipiac River. Years of neglect and industrial use has caused historic structures along River Street to fall into disrepair and the property there to require significant environmental cleanup. The River Street Municipal Development Project Plan was approved by the New Haven Board of Aldermen in January, 2002, in order to bring jobs and investment to this area with the acquisition, clean up and marketing of 25 acres of blighted and underutilized property for light industrial and commercial use. The Plan also includes street improvements, shoreline stabilization and a new waterfront park. Progress to date is noted below:
  - Suraci Metal Finishing became the first business to invest in the River Street Project area when it closed on the four-acre property located at 90 River Street in December, 2005. Suraci has grown from 40 to 56 employees since completing renovation of the 80,000 square foot facility and relocating there in 2006
  - Capasso Restoration, LLC entered into a lease with an option to buy the two-acre property located at 34 Lloyd Street. Capasso is in the process of

completing significant improvements to the 14,000 square foot building on the site and expects to move about 25 employees there in the spring of 2008/

- Environmental assessment of the former Hess Oil Terminal at 100 River Street has been completed and negotiations in progress with a local business which is proposing to construct a 165,000 square foot building there. An agreement is in place for the City to purchase the property when soil cleanup, which is expected to be initiated this summer, is completed. The project created some 200 jobs.

- The City acquired the long vacant former Bigelow Boiler building in November 2006. Since, the City has constructed a new roof on a section of the complex at 198 River Street. Brick cleaning and re-pointing was also done in order to stabilize the structures on the four-acre site until a developer for them can be secured.

- Grants of \$200,000 each were received by the City from the U. S. Environmental Protection Agency for the cleanup of 56 River Street and 34 Lloyd Street.

- Concept plans for side street improvements and waterfront stabilization were completed by the City's consultants, Milone and MacBroom, and presented for comment to the community and to the New Haven Development Commission.

When complete, the City anticipates that the project will create at least 300 new jobs and over 200,000 SF of new and renovated space for industrial and commercial use.

- **Route 34 East (Downtown Crossing):** The connector is a 6-lane divided highway serving some 30,000 vehicles per day, linking I 91 & I 95 to Downtown. An initial feasibility study was completed and presented in mid-2007 supporting the conversion of the connector to an urban boulevard. The City has received a \$4 million federal earmark to move forward on the feasibility. The other proposed concepts include: up to 4 new development sites totaling approximately 10 acres, two reconnected streets: Orange Street and Temple Street, mixed-use development: residential, commercial, and bio-medical units, along with structured parking, and an initial bio-medical, development by Winstanley Enterprises on College Street. These proposed developments will result in 121,000 s.f. of retail, 444,000 s.f. of commercial, 144,000 s.f. of residential (180 units), over 2,000 new jobs, and an estimated increase of about \$4 million in assessments.
- **Long Wharf / Harbor Access Program:** With further improvements planned along Interstate 95 at Long Wharf and with the new IKEA development on Sargent Drive, the City is presented with an exceptional opportunity to reconnect the city with New Haven Harbor. The 700-acre Long Wharf area was created on fill, stretching over one-mile along the highway. The area is separated from downtown by the main rail yard and has developed in a low-density light industrial manner. In addition, Long Wharf Park, a linear waterfront park, is at risk from shoreline deterioration and from additional highway encroachment. To capture the full economic and recreational potential at Long Wharf, the City is implementing a four-part strategy, as summarized below:
  - New Boathouse: The City is constructing a new \$30 million boathouse for use as the new home of the *Amistad* and *Quinnipiack* schooners and as a waterfront recreation center. The project is funded by Connecticut DOT as part of the I-95 mitigation program.

- Long Wharf Park Shoreline Stabilization: Approximately \$3 million is programmed for shoreline stabilization and related enhancements to Long Wharf Park. The park connects a nature preserve with the public pier and provides some of the most memorable waterfront views of the city.

- Land Use Planning. The City worked with Cooper Robertson & Partners to develop a land use concept for Long Wharf. The plan proposes to optimize land use within the 200-acre district by creating a critical mass of 3.4 million s.f. of new light industrial, commercial and mixed-use. New development is around neighborhood center concepts with much of the new construction replacing the current generous supply of surface parking in the district.

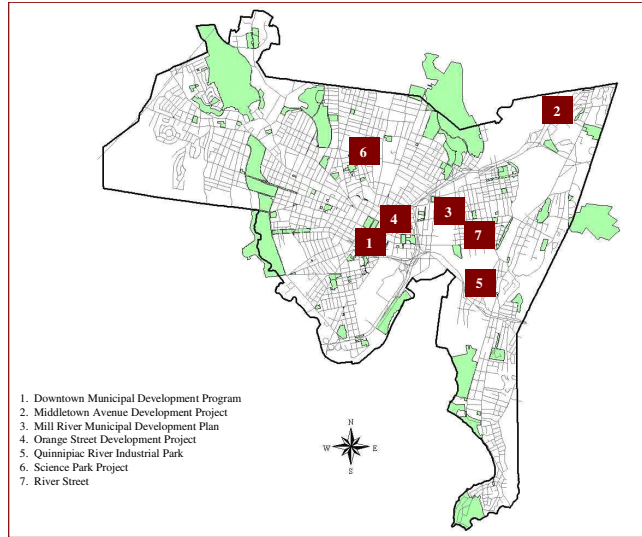
- Commercial Ferry Service. The City recently was awarded a \$5 million federal transportation earmark to develop a commercial ferry service between New Haven and Long Island. The closest ferry service currently is in Bridgeport, approximately 20 miles south, which generally precludes economic trade between New Haven-based businesses and Long Island. The ferry project seeks to create a closer economic relationship with Long Island and seeks to catalyze economic activity on the western side of the harbor.

- **Route 34 West and Medical District Plan:** The City is actively seeking to develop the vacant Route 34 highway corridor. Between 1966 and 1970, the State of Connecticut acquired 26 acres of land, clearing all buildings within the right-of-way. This acquisition was intended to allow the construction of a major highway but instead resulted in just two frontage roads, which operate as a one-way pair. The median strip in between these two roads separated the medical district from downtown and the West River from the Dwight neighborhoods. The median essentially was unutilized for many years

The project is underway as the easternmost portion of the corridor is developing with uses building out from downtown and the medical district. Current developments along Route 34 include Yale Cancer Center-related facilities and the new Pfizer clinical research lab. Intercontinental Real Estate, out of Boston, MA (developer for 2 Howe Street or "Lot E" project) owns half the block bounded by Howard/Legion and Ward/Slyvan streets. The developer plans to build medical offices, retail and parking. Zoning was already approved on January 16, 2008.

In 2006, the City established the Route 34 Project, which seeks to: (a) expand the tax base; (b) generate jobs; (c) reconnect neighborhoods; (d) create home ownership and business opportunities for all income groups; (e) preserve some open space; and (f) enhance pedestrian safety. The conceptual plan for the corridor calls for a mix of residential, retail/commercial and bio-medical uses, along with some structural parking.

As proposed, the concept plan calls a total of 1.1 million s.f. of new development comprised of 141 mid-rise units, 179 townhouse units, 164 loft units, 124 multi-family units, 12 cottages, 86,600 SF of commercial/retail, 229,000 SF of bio-medical space, and 1,958 structured parking spaces. When fully implemented, the project investment of is \$342 million is expected to generate over \$225 million in assessed value and over \$9.6 million in property taxes annually. In addition, an estimated 730 new jobs will be created separate from the construction-related employment.



- Municipal Development Plans in New Haven

## V. References and Additional Resources

**For more information on socio-economic data pertaining to the City of New Haven, please contact the Office of Economic Development, 165 Church Street, Room 4R, New Haven, CT 06510, or visit the City online at [www.cityofnewhaven.com](http://www.cityofnewhaven.com).**

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- <sup>1</sup> 2007 Connecticut Economic Resource Center Town Profiles
  - <sup>2</sup> 2006, American Community Survey
  - <sup>3</sup> 2006, American Community Survey
  - <sup>4</sup> Nielsen Market Research, 2005.
  - <sup>5</sup> Trade Dimensions International, 2005.
  - <sup>6</sup> US Census, Economic Census of 2002, Retail Trade / Connecticut
  - <sup>7</sup> Dunn and Bradstreet Business Rankings, 2006 (SBC and SNET statistics only, not including AT&T units).
  - <sup>8</sup> Dunn and Bradstreet Business Rankings, 2006.
  - <sup>9</sup> Connecticut United for Research Excellence, July, 2006.
  - <sup>10</sup> Analysis prepared for CURE by Mark A. Thompson, PhD, Quinnipiac University, 2005
  - <sup>11</sup> Yale Office of New Haven and State Affairs, 2006.
  - <sup>12</sup> U.S. National Science Foundation, 2002 (Table 780 of the Statistical Abstract of the United States, 2006).
  - <sup>13</sup> Newsweek International, August, 2006.
  - <sup>14</sup> "The internationalization of Yale", Richard Levin, 2005.
  - <sup>15</sup> Courtesy, Winstanley Enterprises, 2007
  - <sup>16</sup> Yale Office of New Haven and State Affairs, 2006.
  - <sup>17</sup> Providence and Worcester Railroad, 2006.
  - <sup>18</sup> New Haven Data Book, 2002.
  - <sup>19</sup> New Haven Board of Education, 2007.
  - <sup>20</sup> Yale Office of New Haven and State Affairs, 2006.
  - <sup>21</sup> "Competing in the Age of Talent", Richard Florida, 2000.
  - <sup>22</sup> Downtown Rebound, Sohmer and Lang. Fannie Mae Foundation and Brookings Institute, May, 2001.
  - <sup>23</sup> New Haven Office of Business Development, 2007.