



Executive Summary

South Central Connecticut 2013-2018 Comprehensive Economic Development Strategy

REX Development

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strategic planning committee

name | title | affiliation

Mayor Scott Jackson (Co-Chair) | Town of Hamden | Local Government
Roger Joyce (Co-Chair) | The Bilco Company | Business
Carl Amento | South Central Regional COG | Local Government
Rick Bassett | Southern Connecticut State University | Higher Education
Peggy Brennan | City of Meriden | Local Government
Tom Cariglio | United Illuminating Holdings | LLC | Business | Utility
Gerald Clark | Greater New Haven Business & Professional Association | Business
Jerry Clupper | New Haven Manufacturing Association | Industry
Mary Ellen Cody | Gateway Community College | Higher Education
Jack Crane | CONNSTEP | Industry
Terry Elton | Town of Branford | Local Government
Dale Kroop | Town of Hamden | Local Government
Ginny Kozlowski | REX Development | Business
Chris LaConte | Higher One Finance | Business
Barbara Malmberg | REX Development/Visit New Haven Business, Arts, Culture & Tourism
Tom Marano | Northeast Utilities | Utilities
Sean Moore | Greater Meriden Chamber of Commerce | Business
Ned Moore | Department of Economic and Community Development | Connecticut State Government
Kelly Murphy | City of New Haven | Local Government
Deborah Nason | C4sb.com | Business Journalist Professional, Private Citizen
Bob Polito | Webster Bank | Finance | Business
David Rackey | Management Consultant (retired) Professions, Private Citizen
Christine Reardon | Workforce Alliance | Workforce Development
Tony Rescigno Greater New Haven Chamber of Commerce | Business
Will Warren | REX Development | Business
Carla Weil | Greater New Haven Community Loan Fund | Community Organization, Finance
Marna Wilbur | Assa Abloy | Industry
Lauren Zucker | Yale University Properties | Business, Retail

vision statement

The South Central Connecticut region of 2033 will be widely recognized as a diverse and desirable place to live, work, play and run a business because of its:

- Outstanding quality of life;
- Strong economy and extensive employment opportunities served by effective transportation and communication infrastructure;
- Innovative and entrepreneurial character of its residents and businesses;
- Cost-effective and well-managed local governments;
- Leadership in demonstrating regional pride, cooperation and problem solving.



about the region

South Central CONNECTICUT is a vibrant region of small cities, suburbs and rural communities situated between New York and Boston. The region is made up of 15 municipalities in Southern Central Connecticut: Bethany, Branford, East Haven, Guilford, Hamden, Madison, Meriden, Milford, New Haven, North Branford, North Haven, Orange, Wallingford, West Haven and Woodbridge with a population of 570,001.

STUDENT POPULATION

Yale University

Total Enrollment: 11,906

Number of Employees: 14,552

Southern Connecticut State University

Total Enrollment: 11,117

Number of Employees: 1,002

Quinnipiac University

Total Enrollment: 8,614

Number of Employees: 1,194

Gateway Community College

Total Enrollment: 7,976

University of New Haven

Total Enrollment: 6,351

Number of Employees: 1,022

Middlesex Community College

Total Enrollment: 2,933

Albertus Magnus College

Total Enrollment: 1,667

Paier College of Art

Total Enrollment: 192

Source: College Navigator

REGIONAL PROFILE

| | |
|---|-------------------------------------|
| Population | 570,001 |
| Land Area | 367 mi ² |
| Median Household Income | \$64,653 |
| Median Per Capita Income | \$32,849 |
| Total Employment | 255,679 (2011) |
| Regional Airport | Tweed New Haven Regional Airport |
| Largest Population | New Haven, 132,398 |
| Smallest Population | Bethany, 5,558 |
| Percent of the Population 25+ Years with a Bachelor's Degree or Higher | 30.9% |

U.S. Census Bureau, 2008-2012 American
Community Survey, 5-Year Estimates (B15002)

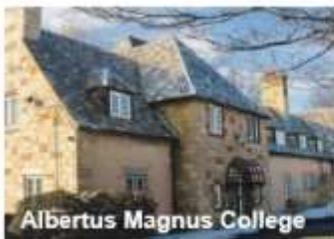


ONE REGION. 15 TOWNS. UNLIMITED POTENTIAL.

TOP 5 ECONOMIC DRIVERS

higher education

The region is home to a vast array of eight colleges and universities, including two law schools, two medical schools and a world renowned university. Although not a true cluster, the education sector is a main economic driver, producing a well-educated workforce, while employing over 15,000 people and having a total economic impact of over \$1.5 billion.



healthcare

The healthcare industry is one of the strongest in the region, being one of two industry sectors that increased employment over the last two years. The region is home to Yale-New Haven Health Systems, the 4th largest hospital system in the nation, and is driven through innovation and research.



Yale-New Haven Health System

Opening a new cancer hospital, acquiring a major hospital and opening a new outpatient center are just a few of the major accomplishments of Yale-New Haven Hospital (YNHH). Consistently named as a top hospital by U.S. News & World Report's annual "Best Hospitals" rankings, YNHH is the largest provider of healthcare in Connecticut. According to the 2012 YNHHS Annual Report, the hospital reported:

- ◆ 1,541 total licensed beds
- ◆ 61,958 inpatient discharges
- ◆ 775,085 outpatient encounters
- ◆ 11,512 employees

TOP 5 ECONOMIC DRIVERS

biomedical/life sciences

With nearly 60,000 employees working in this industry cluster, including healthcare workers, it is one of the strongest in the region. With world class institutional and academic assets to leverage, this region has become a focus of biomedical expertise and development.



advanced materials & manufacturing

The region, built upon a strong manufacturing base, abounds with small manufacturers utilizing highly-skilled workers to produce precision, high value-added products. With a high concentration of employees compared to the nation, of particular strength in the region is primary and fabricated metal manufacturing; electrical equipment and electronic component manufacturing; and medical device manufacturing. The advanced materials cluster is one of the

strongest performers (especially over the last five years) in the region with overlap into other industry sectors, directly associated with the strength of the manufacturing and healthcare industries.

arts, entertainment & tourism

The South Central region serves as the creative capital of Connecticut, boasting world-class theater and museums, extraordinary artistic, design and creative talent, and natural and cultural attractions in every town.



REGIONAL STRENGTHS

workforce

The region is host to eight colleges and universities and has the ability to create opportunities with a well-educated workforce and a home for innovation. The 2008 recession left many residents under or unemployed. It seems they made the best of a bad situation with **every town** reporting an increase in the percentage of residents with a Bachelor's Degree or higher.



creativity

The South Central region serves as the creative capital of Connecticut, boasting world-class theater and museums, extraordinary artistic, design and creative talent, and natural and cultural attractions in every town. The percentage of businesses in the region that are “arts centric” is 4.49% compared to the national average of 2.52%. This creative industry has generated significant new employment opportunities and contributed directly to the economic growth of the region.

Over the last five years the State has shifted the importance from marketing the State from a once budget of \$1, to now budgeting over \$15 million to promote the many attractions the State has to offer. Arts, Entertainment and Tourism will remain a crucial driving force in the regional economy and must be promoted vigorously.

higher education

The region is home to a vast array of eight colleges and universities, including two law schools, two medical schools and a world renowned university.

quality of life

Picturesque New England towns and lively small cities make the region a desirable place for people of all ages. Strong schools and beautiful parks and beaches provide an ideal setting to raise children, while an attractive mix of cultural institutions, restaurants and shopping make it an inviting destination for young professionals and empty nesters.

LOCATION, LOCATION, LOCATION

The region is **strategically located at the intersection of Interstates 91 and 95** with convenient rail connections via Metro-North, Shore Line East and Amtrak to New York, Boston and destinations along the Connecticut shoreline. You can reach the entire northeast easily – the Canadian border to the North Carolina border is all within a 500-mile radius.



fast facts

- ◆ Currently, the **Regional Water Authority** has excess capacity of 18 million gallons a day. This abundance of water may represent a significant economic growth opportunity for South Central Connecticut to recruit water dependent industries to our region.
- ◆ Since 2008, each town reports an **increase** in the percentage of residents with a **Bachelor's Degree or higher**. Most notably, Bethany can boast 56% of its residents with a BA or higher, up from 50% in 2009.
- ◆ **Yale University's** FY 2012 R&D expenditure was \$657 million.
- ◆ The University of New Haven is home to the **Henry C. Lee Institute of Forensic Science**.
- ◆ **South Central Connecticut is home to:**
 - ◆ Yale University
 - ◆ Subway World Headquarters
 - ◆ PEZ Candy U.S. Candy Headquarters
 - ◆ Yale-New Haven Health System
 - ◆ Covidien
 - ◆ Assa Abloy USA
 - ◆ Edible Arrangements World Headquarters



- ◆ Despite the recession, **several major projects** were completed in the region since 2008.
 - ◆ **360 State Street**, a mixed use project, was completed in 2011 with 500 total units, 50 affordable housing units and is the first Connecticut Residence targeting LEED Platinum Certification, including a 400kW fuel cell on-site to produce clean, renewable energy.
 - ◆ **Gateway Community College** relocated to downtown New Haven.
 - ◆ Yale relocated several departments to **Yale Campus West**, located across the town borders of West Haven and Orange (purchased in 2007), including the Yale School of Nursing.
 - ◆ Quinnipiac University in Hamden opened **Ireland's Great Hunger Museum**, home to the world's largest collection of visual art, artifacts and printed materials relating to the Irish Famine and is planning the **Frank H. Netter MD School of Medicine** to open in 2013.

action plan overview

In an effort to increase regional collaboration and reduce duplication of services throughout the region, a new implementation process for the 2013 update has been envisioned. As the previous CEDS recognized, the heart of the CEDS is the regional action agenda. This remains true in the five-year update with an emphasis on regional collaboration and implementation. Similar to the 2008 CEDS update, the new agenda recognizes six major goals for the area to focus its economic development efforts. Over the course of the update process the strategic planning committee refined the past goals, recognizing the changes in the regional and national economy and the current economic development priorities for the region. The six goals are:

- ◆ Regional Marketing, Communications and Advocacy
- ◆ Infrastructure
- ◆ Business Development and Retention
- ◆ Workforce Enhancement and Housing
- ◆ Real Estate, Land Use and Sustainability
- ◆ Funding and Implementation

As an update to the changing economy, the strategic planning committee revised the goal statements to better align with the current economic structure and priorities. The programmatic and policy initiatives, or objectives, were also refined to help the region realize its goals.

lead implementers

The Lead Implementers will be the champions of the implementation teams, driving the agenda and organizing the teams to continue to develop action items, measure success and delineate performance based timelines. The duties and tasks of the lead implementer are outlined in a Memorandum of Understanding. plan. Upon signing of the MOU and acceptance of the responsibilities, the lead will work with the team to achieve the suggested agenda and provide

modifications or additions to the agenda items as deemed necessary. Many of the Lead Implementers were volunteers from the stakeholders present at the public forums during the outreach process. In short, the lead implementers are responsible for managing the teams, goals and objectives (including proposed changes) and timely reports to the Strategic Planning Committee.

action plan: goals & objectives

Goal 1: Regional Marketing & Communications

Enhance the region's image as a desirable location and destination to live, work, play and operate a business through an aggressive, cooperative external and internal marketing program and creation of a credible regional economic development team.

- ◆ Objective 1: Regional Marketing, Communications and Advocacy
Enhance and implement the regional marketing and communications strategy in 2013 and beyond, including working from and with the State's marketing strategy.
- ◆ Objective 2: Regional Economic Program & Best Practices
Maintain an Economic Development Program, based on best-practices, education and training, throughout the next five years.
- ◆ Objective 3: Advocacy
Collaborate as "one voice" and advocate for policy on the municipal, state and federal level, supporting the goals and objectives described here and supportive of economic development needs in the region.
- ◆ Objective 4: Regional Collaboration
Support and promote policies that would enforce regional collaboration and reduce competition among municipalities and other regions throughout the state.

action plan goals & objectives

Goal 2: Infrastructure

Develop, maintain and effectively utilize an excellent, integrated, multi-modal transportation, communications and information system that facilitates the efficient and convenient movement of people, goods and data intra-regionally, inter-regionally and internationally.

- ◆ **Objective 1: Tweed New Haven Regional Airport**
Continue physical, structural and safety enhancements to airport to support a needed increase in air service.
- ◆ **Objective 2: Port of New Haven Dredging Project**
Provide support for the dredging of New Haven Harbor. The Harbor, which has not been dredged since 2004, needs to be returned to its 35 foot depth and 400-800 foot width to support port industries and deep-water cargo shipping. Currently, it is uncertain whether the federal government will provide the \$10 million needed to complete this project.
- ◆ **Objective 3: New Haven-Hartford-Springfield and Shore Line East/Metro-North Commuter Rail**
Complete the New Haven-Hartford-Springfield commuter rail line by 2016, with the goal of increasing annual trips by 1.26 million by 2030. Support rail service conducive to regional growth and increase rail service to both rail lines, while investing in necessary facilities and infrastructure, to include advocacy for Amtrak's NextGen High-speed Rail through New Haven, as opposed to inland routes.
- ◆ **Objective 4: Bus Service**
Increase ridership of the region's bus and ridesharing services by 10% by 2017. Improve effectiveness by increasing frequency of existing routes by 25% and adding 10 new east-west bus routes in the South Central Region service areas, parallel with employment corridors.
- ◆ **Objective 5: Roadways & Bridges**
Ensure adequate investment in the region's roadways and bridges to maintain current infrastructure, improve safety and reduce traffic congestion. More specifically, this goal focuses on the state-of-good repair projects and new investments which directly support economic development and job growth.
- ◆ **Objective 6: Telecommunications**
Ensure that the entire region has adequate infrastructure to support 21st century communications and information systems, in order to benefit economic growth and business development.
- ◆ **Objective 7: Utilities**
Support the expansion of natural gas mains to commercial/industrial districts over the next five years in order to lower energy costs for commercial customers, create new construction jobs, and to use a domestic fuel that is currently underutilized and safer for the environment.



action plan goals & objectives

Goal 3: Business Development & Retention

On a continuing basis, identify and assist in the development of policies, priority clusters and other businesses that capitalize on the region's diverse strengths and emerging opportunities.

- ◆ Objective 1: Regional Business Assistance Program
Develop and implement an effective regional business assistance and retention strategy by 2014 to help existing businesses grow or remain in the region.
- ◆ Objective 2: Entrepreneurs & Start-Ups
Foster innovation and new business development, by promoting "The Grid" (innovation ecosystem hub) and continuing to identify and assist prospective companies and entrepreneurs in priority business sectors to start and grow new business ventures in the region.
- ◆ Objective 3: Small Business Development
Increase collaboration and connection of small businesses in the region, and work to provide needed assistance, training and support to small businesses throughout the region, including the creative economy.
- ◆ Objective 4: Improve the Regulatory Environment
Continue to advocate for improved policies and procedures to promote the economic growth of the region over the next five years. Focus on regional permitting processes, cost of doing business, tax structure and a comprehensive energy strategy.
- ◆ Objective 5: Expand Global Opportunities
Support and develop new opportunities for business to access expanded markets.

Goal 4: Workforce Enhancement and Housing

Identify, stimulate and, where necessary, coordinate programs, services and initiatives ensuring that the region's residents have affordable access to the high quality training, education and housing opportunities they desire in order to be a productive member of the region's workforce.



- ◆ Objective 1: Support Incumbent Worker Training
Support the need for additional annual funding, mergers or additional training programs for Incumbent Worker Training, to maintain or exceed the \$1,000,000 (\$1.82/capita in region) threshold per year.
- ◆ Objective 2: Align Education to Business Growth
Work with State to build collaboration among public and private sector partners to engage in discussion of critical school-to-work issues, and grow STEAM (Science, Technology, Engineering, Arts and Mathematics) related education at all levels.
- ◆ Objective 3: Support Community Colleges and High School Technical Programs
Meet emerging workforce needs by supporting innovative workforce development efforts at Gateway Community College, Middlesex Community College and area high schools, including priority cluster specific workforce efforts such as manufacturing technology programs.

action plan goals & objectives

- ◆ **Objective 4: Educate Primary/Secondary Students on Cluster Industries and Entrepreneurship**
Initiate and utilize regional and state programs to educate primary and secondary students on real world work experience, including updating and introducing curriculum and internships.
- ◆ **Objective 5: Retain and Attract Young Professionals**
Build upon and promote existing regional young professional organizations and work to develop additional programs, policies and mentorships to attract and retain young professionals to the excellent quality of life in the New Haven region.
- ◆ **Objective 6: Workforce Housing**
Improve the amount and diversity of workforce housing by offering design and policy resources to the region's communities to help them address the region's critical shortage of housing at price points for middle income families.

Goal 5: Real Estate, Land Use and Sustainability

Assist and support communities in developing and devising local land use policies and regulations that encourage effective and sustainable development, conducive to a livable region.

- ◆ **Objective 1: Brownfields & Redevelopment Fund**
Continue the existing REX Brownfields program and expand funding for assessment and redevelopment by 2017, as well as expanding regional brownfields programs to include additional funding.
- ◆ **Objective 2: Transit-Oriented Development & Smart Growth**
Assist the region's communities in developing and implementing land-use policies that employ transit-oriented development and Smart Growth principles to meet local challenges and needs.
- ◆ **Objective 3: Integrate Arts, Culture and**

- ◆ **and preservation with Economic Development**
Promote community and neighborhood revitalization through artistic, cultural or creative policies, to include the reuse of existing sites, buildings or vacant lots for arts and cultural purposes (i.e. temporary public art).
- ◆ **Objective 4: Agriculture & Open Space Preservation**
Encourage growth while maintaining or increasing agricultural production and open space preservation, to include at least 21% of the region's land area to be preserved as open space by 2017.

Goal 6: Funding and Implementation

Secure adequate funding to implement the objectives proposed by this CEDS.

- ◆ **Objective 1: Implementation Funding**
Establish a multi-year funding commitment to support implementation of the Goals and Objectives of this Strategic Plan.
- ◆ **Objective 2: Implementation Team (s)**
Develop implementation teams and committees to supervise the implementation progress of these objectives over the next five years.

contact us

For additional information, please contact us at:

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To review the **2013-2018 South Central Connecticut Comprehensive Economic Development Strategy** in its entirety, please visit www.rexdevelopment.org.



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