2017 SOUTHERN CONNECTICUT COMPREHENSIVE ECONOMIC DEVELOPMENT UPDATE

REX Development
PO Box 1576
New Haven, CT 06506
203-821-3682
www.rexdevelopment.com
## Contents

- Overview .................................................................................................................. 1
- Greater New Haven Vision Statement ....................................................................... 1
- Demographics ........................................................................................................... 2
- Educational Attainment of the Population 25 Years and Older, 2015 .................... 2
- Top Economic Drivers ............................................................................................... 3
- Healthcare and Biosciences ...................................................................................... 3
- Higher Education ....................................................................................................... 5
- Hospitality and Leisure ............................................................................................. 6
- Advanced Materials and Manufacturing ..................................................................... 7
- Technology Supercluster ............................................................................................ 7
- Job Recovery ............................................................................................................... 9
- External Trends & Forces .......................................................................................... 9
- Transportation ............................................................................................................ 10
- Workforce Considerations ......................................................................................... 11
- Utility Update ............................................................................................................ 11
- Broadband ................................................................................................................ 11
- Natural Hazards ......................................................................................................... 12
- Housing ..................................................................................................................... 12
- Regional Projects ...................................................................................................... 12
- Collaborators/Supporters for Economic Development ............................................. 13
- Goal 1 Marketing & Communications ....................................................................... 14
- Goal 2 Infrastructure ................................................................................................. 20
- Goal 3: Business Development & Enhancement ....................................................... 25
- Goal 4: Workforce .................................................................................................... 30
- Goal 5: Real Estate, Land Use & Sustainability ......................................................... 33
- Goal 6: Funding & Implementation ......................................................................... 35
- Attachments ............................................................................................................... 36
- Contact Us ................................................................................................................. 36
OVERVIEW

REX Development is a public/private partnership promoting economic development in South Central Connecticut. Funded by private sector partners and the towns of the South Central Regional Council of Governments, REX supports programs and policies aimed at making the region more competitive in the global economy. REX also coordinates the development and implementation of the Comprehensive Economic Development Strategy.

Over the course of the year, we represented the region at international and national trade shows, provided technical assistance to a broad spectrum of companies, expanded our global presence, advocated on key issues and filled the tourism marketing void created with the dissolution of the Central Regional Tourism District. With an eye to the goals and objectives set forth in the Comprehensive Economic Development Strategy, we strengthened our relationships with organizations and agencies, boosted our collaboration with local colleges and universities, and continued our longstanding tradition of communicating essential information to Greater New Haven’s economic development community. Through our extensive network of contacts, we connected entrepreneurs, new businesses and established companies with necessary resources.

This document reflects many of the accomplishments of all of our regional partners, not specifically those of REX Development. As a small organization, we are extremely reliant on the efforts of our community partners to achieve the objectives stated in the 2013-2018 Comprehensive Economic Development Strategy. These collaborations will be essential as we move forward into 2017-2018.

GREATER NEW HAVEN 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.

**DEMOGRAPHICS**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Population* 2015</td>
<td>570,596</td>
</tr>
<tr>
<td>Households* 2015</td>
<td>219,702</td>
</tr>
<tr>
<td>Per Capita Income* 2015</td>
<td>$34,205</td>
</tr>
<tr>
<td>Median Household Income* 2015</td>
<td>$65,662</td>
</tr>
<tr>
<td>Median Sales Price</td>
<td>Average Sales Price of Single Family Homes – New Haven County</td>
</tr>
<tr>
<td>Median Age* 2015</td>
<td>39.7</td>
</tr>
<tr>
<td>Largest Population** 2015</td>
<td>New Haven, 130,612</td>
</tr>
<tr>
<td>Smallest Population*** 2015</td>
<td>Bethany, 5533</td>
</tr>
<tr>
<td>Workforce Population (age 16+)***</td>
<td>305,708</td>
</tr>
</tbody>
</table>

SCRCOG Sources: U.S. Census Bureau, Census 2000 (Tables DP-1 & DP-2), 2010 U.S. Census Demographic Profile Data (Table DP-1), 2006-2010 American Community Survey 5-Year Estimates (Table B19013 & B19301), and 2011-2015 American Community Survey 5-Year Estimates (Tables B01003, DP02, DP05, B19013, B19301)

** Berkshire Hathaway Home Services, New England Properties, 4th Quarter 2016 Market Report New Haven County
*** Connecticut Department of Labor, Labor Force Monthly Data, Region

**EDUCATIONAL ATTAINMENT OF THE POPULATION 25 YEARS AND OLDER, 2015**

Greater New Haven

<table>
<thead>
<tr>
<th></th>
<th><strong>Populations 25 Years and Older</strong></th>
<th><strong>High School/Equivalent</strong></th>
<th><strong>College</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No Diploma</td>
<td>Diploma</td>
</tr>
<tr>
<td>Region</td>
<td>393,242</td>
<td>9.74%</td>
<td>29.15%</td>
</tr>
<tr>
<td>Connecticut</td>
<td>2,462,855</td>
<td>10.15%</td>
<td>27.37%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates (B15002)
TOP ECONOMIC DRIVERS

1. Healthcare, Biomedical & Life Sciences
2. Higher Education
3. Arts, Entertainment & Tourism
4. Advanced Materials & Manufacturing

Since the 2016 Update, the top economic drivers have remained relatively stable. In terms of economic resiliency, the region is fortunate to have a diverse economy with no single sector dominating the region.

Source: http://www.statsamerica.org/USCP/

### Annual Industry Distribution of Jobs by Key Sectors

<table>
<thead>
<tr>
<th>Sectors</th>
<th>Jobs</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Care and Social Services</td>
<td>74,949</td>
<td>33.89%</td>
</tr>
<tr>
<td>Educational Services</td>
<td>50,890</td>
<td>23.01%</td>
</tr>
<tr>
<td>Arts, Entertainment &amp; Tourism</td>
<td>32,322</td>
<td>14.62%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>30,409</td>
<td>13.75%</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>16,559</td>
<td>7.49%</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>11,014</td>
<td>4.98%</td>
</tr>
<tr>
<td>Information</td>
<td>5,005</td>
<td>2.26%</td>
</tr>
</tbody>
</table>

### Total Number of Jobs in Key Sectors

| Total Number of Jobs in Key Sectors | 221,148 |

Source: http://www.statsamerica.org/USCP/ New Haven County

### HEALTHCARE AND BIOSCIENCES

The healthcare industry continues to thrive in Greater New Haven. Yale-New Haven Health System is the 4th largest health system in the country and has expanded its footprint in Connecticut by acquiring additional hospitals and opening new ambulatory centers. As noted in the Demographics section of this document, the median age in the region is 39.7 years. While this is clearly a concern in terms of available workforce and housing needs, there is growing demand for healthcare services from this population.

The Bioscience sector also continues to grow, with Greater New Haven ranked as the 2nd largest bioscience region in New England. A good portion of the Bioscience cluster can be attributed to Alexion in New Haven, Medtronic in North Haven, Icahn School of Medicine of Mt.
Sinai, now known as Sema4, located in Branford, Yale University School of Medicine, Yale-New Haven Hospital and spinoffs from these institutions.

**News**

**iGem (New Haven)**

A team of Southern science students recently earned a bronze medal at a prestigious international synthetic biology competition for its work to find a faster method to detect tuberculosis. The nine students – hailing from a variety of disciplines within the sciences – participated in late October at the International Genetically Engineered Machine Competition in Boston. The event included nearly 300 teams of students – mostly undergraduates, but some graduate and high school students. It marked the first time Southern competed in the program, and SCSU was among only three teams from Connecticut to do so this year. Both Yale University and the University of Connecticut also earned bronze medals. The team sought to develop a screening test for tuberculosis that is both accurate and speedy. The more accurate tests today require a wait that can take several weeks before learning the results. A SCSU student is applying for grants to continue research on the practical implementation of this project.

Source: EDC/City press release

**Arvinas, LLC**

Arvinas LLC, a private biotechnology company creating a new class of drugs based on protein degradation, announced the presentation of new preclinical data on its oral androgen receptor (AR) PROTAC. Regulating the androgen receptor signaling is an important factor in controlling progression in prostate cancer, but currently, standard of care androgen receptor inhibitors like enzalutamide (Xtandi®) have shown limited efficacy because increased androgen production, increased expression of the androgen receptor and specific mutations of the receptor can overcome inhibition. Arvinas’ approach focuses on eradicating the androgen receptor, resulting in its elimination. In contrast to traditional target inhibition, which is a competitive process, degradation is progressive and therefore less susceptible to increases in endogenous ligand, target expression, or mutations in the target.


**Biohaven Pharmaceuticals (New Haven)**

In May 2017, Biohaven Pharmaceuticals raised $168 million in its initial public offering. The company focuses on neurological disease treatment.


**Center for Genome Analysis (West Haven)**

In May 2017, the Yale School of Medicine, partnering with Yale New Haven Hospital, took the next step toward personalized medicine, cutting the ribbon on its Center for Genome Analysis on Yale’s West Campus. In just a few days, gene-sequencing machines can map all of a person’s genes, revealing the cause of a genetic illness and even suggesting the best possible treatment.

Source: http://ycga.yale.edu/
Sema4: A Spinout Company of The Icahn School of Medicine at the Mount Sinai Genomics Research Facility in Branford

In June 2017, the Mount Sinai Health System announced that it has spun out several genetic testing and data sciences components from its Department of Genetics and Genomic Sciences and the Icahn Institute for Genomics and Multiscale Biology into a for-profit company, Sema4. Sema4 will be led by Eric Schadt, PhD, a pioneer in big data and systems biology and founding Director of the Icahn Institute.


Alexion (New Haven)

Alexion announced Q1 2017 total revenues of $870 million, a 24 percent increase compared to the same period in 2016. The company also announced a 7% lay off of its global workforce. It is not known at this time the impact these layoffs will have on its New Haven headquarters.

Source: http://ir.alexionpharm.com/releases.cfm?view=all

Elm Street Ventures backs Yale Spin-out Artizan BioSciences (New Haven)

Artizan Biosciences is a biotechnology company with labs in New Haven, CT, and is focused on drug discovery and development for diseases involving the human intestinal microbiota. Artizan has developed a proprietary platform for distinguishing pathogenic bacteria from the remainder of the intestinal microbiota and has a therapeutic strategy to target these bacteria as treatment for inflammatory bowel diseases (IBD). Potentially, this strategy could be implemented for a variety of other microbiota-driven conditions such as obesity, autoimmune disease and a variety of skin, lung and CNS diseases


New Haven Pharmaceuticals

DURLAZA® to reduce the risk of heart attacks, strokes, or death in high-risk patients such as those with diabetes and cardiovascular disease was acquired by Espero™ Pharmaceuticals.

Source: http://www.durlaza.com/

Bristol-Myers Squibb

In December 2016, Bristol-Myers Squibb confirmed previously announced plans to close its Wallingford, Connecticut site by the end of 2018, and also announced it will no longer build a Connecticut Development site. The site employed 700 employees.


HIGHER EDUCATION

Second only to Healthcare and Biosciences, Higher Education continues to be a major employer in the region. While these institutions have always employed a large number of our residents, they have become an effective partner in solving regional workforce challenges based on educational needs. In the 2016 CEDS Update, we noted strong partnerships between industry and local colleges and universities to address gaps in skills required for the region’s
open positions. These partnerships continue to move forward, however unmet demand for skilled workers in both the bioscience and technical sphere persist.

To a certain extent, this is to be expected. The new Bio Path at Southern Connecticut State University (recently approved by the Connecticut Board of Regents) is a 4-year degree program. What has been disappointing is the lack of enrollment in the Web Coding Certificate program at Gateway Community College.

In addition to Gateway Community College’s coding program, the Town of Hamden announced a collaboration between Checkmate, a full service digital agency and Learn to Program TV. They also offer a Boot Camp that will soon be available for people interested in developing skills in coding and other tech skills for the 21st century.

The education sector is contributing to the region’s economic vitality through continued investment. Yale College is opening two additional residential colleges that will increase enrollment by 200 students.

Insufficient attainable housing for entry-level earners continues to deter recent graduates from settling in the area. In three towns, New Haven, West Haven and Hamden, residential units are being added to the real estate inventory in August 2017.

Several housing developments in New Haven were completed in the last year, with additional units in construction and pre-construction. According to rentjungle.com, the average rate for an apartment in New Haven has dropped from $1623 in May of 2016 to $1514 in May of 2017 (a decline of $109 or 6.7%). With the planned developments, we hope there will be more attainable housing for young residents. According to Sterling’s Best Places Cost Comparison, New Haven’s cost of living is 40.2% less than New York and 36.6% than Boston.

According to cnnmoney.com, a salary of $50,000 is comparable to $90,610 in New York.

HOSPITALITY AND LEISURE

According to the Connecticut Department of Labor’s May 2017 Industry Sectors Employment (CES) - State of Connecticut report, tourism jobs increased by 4,700 jobs over May 2016 (3.1%) statewide. It is the 8th largest employment sector in the state.

During the recession, Hospitality and Leisure employment reached a low of 130,400 in January 2010. As of May 2017, employment in this sector is 158,000. The industry also generates $117.8 million in state occupancy revenue (2016). The sector has benefited from a statewide marketing campaign, re-branding and the launch of a new website. However, statewide marketing funding is unpredictable and is currently at $6.5 million (ranging from a low of a
single dollar in 2010 and 2011 to a high of $15 million in 2012). The Hospitality & Leisure and Arts & Culture clusters are deeply intertwined and face a risky future with potential cuts in state funding. As of June 19, 2017, the Connecticut State Legislature has not passed a budget for FY ’18. At this point, it is impossible to predict Statewide Tourism Marketing funding. If funding is decreased, we should anticipate a decline in tourism as neighboring states are increasing their tourism marketing. Source: 2016 Connecticut State Office of Tourism: Tourism Economic Impact Study

Within the region, we continue to experience increases in hotel occupancy and currently have seven hotel projects in the works.

ADVANCED MATERIALS AND MANUFACTURING
The Advanced Materials & Manufacturing Sector continues to face skilled-labor shortages. Housatonic Community College currently offers a 1-year Advanced Manufacturing Certificate Program with a 100% placement rate per Chris Reardon, Vice-President of Strategic Development and Business Services at Workforce Alliance. Given the success of this program, Middlesex Community College is adding advanced manufacturing to its curriculum.

Much like the under-utilization of Gateway Community College’s Web Coding Certificate program, we believe the advanced manufacturing certificate needs additional marketing. Our region has focused on readying high school students for college to the point of neglecting students who are better suited to technical and trade jobs. Moving forward, we intend to work with the Boards of Education of all the municipalities to promote these other lucrative career opportunities.

TECHNOLOGY SUPERCLUSTER
Commercialization
Yale University is the primary source for technology transfer in New Haven. Since 2000, over 50 startups based on Yale IP in the New Haven area have raised over $700 million in venture capital and $5 billion in equity investments. Over the last 10 years, 100 active YEI companies have raised $175 million+ in funding and created over 400 jobs. In 2016, Yale Office of Cooperative Research worked with 37 prospective companies based on Yale IP, and evaluated 69 potential licensing deals.

Entrepreneurship
Since the end of the great recession new business starts have steadily increased. In 2015, New Haven’s metro had 15% of the state’s businesses and accounted for 22% of new business starts.

In 2014, the New Haven metro had 31,515 jobs in establishments five years and younger. While employment in these young firms accounted for 9% of total employment in the metro area, they represented 24% of new job creation. Firms 5 years or younger accounted for 5146 net new job creation – 84% of net job creation in New Haven after accounting for firm downsizing and exits.
Based on Crunchbase data for tech firms formed since 2012 that have raised outside venture funds, a total of $143m in capital has been raised since their inception. Nearly all of these companies are in their 1st or 2nd round of funding. Approximately $42m has come in the 2nd round. Going back 6 years another $3.7m of capital was raised with 69% coming in the 2nd round.

Other sources point to New Haven as a leader in non-technology related entrepreneurship as well. With 300 projects, New Haven has the highest level of activity on Kickstarter; 25% more campaigns than the next highest city of Hartford (see Plan Appendix/Supplemental Material for Kickstarter data).

**Areas of Sector Strength**
New Haven’s strength is rooted in its strong anchor institutions and diverse economy. The New Haven metro has 778 companies and more than 9,700 people in biotech, biomedical, digital services, software & computer systems, and advanced manufacturing. The city is a leader in biotechnology in the state with an emerging strength in digital technology and software development.

It is not reliant on any one large employer, rather, it has a healthy mix of firms across technology and other sectors. It is also a hub of non-tech entrepreneurial activity, which feeds into the city’s ethos as a creative place.

Approximately, 8,000 people work in tech occupations in metro New Haven. Bio-related occupations and manufacturing engineering / prototyping occupations are a clear area of strength for the city. Computer-related occupations are more mixed.

New Haven is an important contributor to STEM graduates in Connecticut. The area represents more than half of the state’s Masters level STEM graduates in key technology fields such as biosciences and computer science.

Source: Elm City Innovation Collaborative CTNext application

Continued collaboration with the leading technology companies in the region still indicates a skills gap for entry level positions. In combination with the Elm City Innovation Collaborative and Gateway Community College, we will continue to recruit secondary school students and return to work applicants. With a total enrollment of 14 students (fall 2016 and spring 2017), Gateway’s extremely affordable Web Coding Certificate program is not being utilized to its fullest potential and is certainly not addressing the technology sector’s workforce needs. In 2017-18, the CEDS Marketing Committee will be evaluating additional methods for promoting the program. This intense program could attract students from a far larger pool if there was greater awareness. There is anecdotal evidence that less traditional students (older, currently employed) would be interested in upgrading their skills with this type of curriculum.
JOB RECOVERY

Employment continues to recover from the 2010 low of 345,525. As of 2016, we are still lagging the 2006 high of 367,114.

Subway®, whose world headquarters are located in Milford, created 150 new jobs in its new formed Subway Digital program.

In 2018, we anticipate 1800-3000 new jobs coming online with the opening of a second Amazon distribution center in the region. The brand-new facility, located on the former site of Pratt and Whitney, will be located in North Haven. This site was the largest site ready for development in the region.

EXTERNAL TRENDS & FORCES

Insufficient Developable Land

Greater New Haven is home to many brownfields. With the recent acquisition of the 168-acre site for a new Amazon distribution center, our largest available clean development site is 120 acres in West Haven. The lack of available property for development is impinging on our ability to:

- Provide attainable housing
- Transfer research into production
- Business attraction

State of Connecticut Budget Woes

The State of Connecticut’s long-term fiscal concerns are extremely detrimental for business recruitment and retention. In a January 2017 press release Governor Dannel Malloy stated:
Over many decades, legacy costs, insufficient contributions, and lower-than-assumed returns on investments have left Connecticut with an unfunded liability of nearly $15 billion for SERS (State Employee Retirement System).

In addition to the unfunded pension liability, recent budgets have included underperforming tax revenue, resulting in rescissions, layoffs and other cost-cutting actions. Tourism, one of the region’s leading sectors, has been directly influenced by budget reductions.

With these concerns about the State’s coffers, many companies are unwilling to open, relocate or expand in Connecticut as they anticipate some of the tax burden will be shifted to corporations directly or indirectly through municipal property taxes. Existing companies are being offered extremely competitive packages to relocate to other states. Chief elected officials and municipal economic development staff and commissions are actively communicating with influential employers within the region to gauge their commitment to remaining in the region.

In light of this vulnerability, other states are actively pursuing current Connecticut companies to relocate with a host of incentives. REX Development and our partners routinely hear stories from companies who are being recruited by other regions/states. The primary reason companies give for remaining in Connecticut are familial ties and the quality of life. In June of 2017, the Governor of Florida traveled to Connecticut to recruit businesses for his state.

TRANSPORTATION

Transportation continues to be an issue impeding economic development and growth within the region. While the completion of the Pearl Harbor Memorial Bridge and associated connectors has brought significant congestion relief at the I-91 and I-95 interchange, the region continues to struggle with inadequate rail and air service.

While commuter rail continues to grow (Shore Line East and Metro-North), there is decreased Amtrak activity at New Haven’s Union Station. Since 2013, Amtrak ridership has declined from 745,530 to 642,471.
Source: Amtrak National Facts 2015 and 2016

Inter and intrastate transportation continues to be a concern for current and future economic development. NEC Future is a comprehensive planning effort to define, evaluate, and prioritize future investments in the Northeast Corridor (NEC), from Washington, D.C. to Boston.

NEC FUTURE
At the present time, “the preferred route” does include the Connecticut coastline. For additional details see page 23.
WORKFORCE CONSIDERATIONS

The challenges facing the region regarding workforce remain relatively unchanged since the 2016 update. The State is also facing increased competition for younger talent, particularly in the science and technology sectors. Conventional wisdom that this demographic would elect to live in Greater New Haven due to the decreased cost of living has not materialized. We are experiencing an exodus of recent college graduates (students who were raised in the area or those who attended one of our colleges/universities). The primary reasons for their departure include:

- Lack of critical mass in their industry thus limited opportunities to job swap between companies
- Insufficient attainable housing, especially in downtown areas
- Inadequate public transportation

UTILITY UPDATE

- Utility company Eversource is in the midst of a $2.9 million natural gas improvement project in Meriden where 9,800 feet of old cast iron and bare steel pipe is being replaced with more durable plastic lines, according to officials. The upgrade project will help deliver natural gas more reliably to customers, and is safer and better able to handle fluctuations in underground temperatures. Since 2012, Eversource has replace more than 120 miles of older gas lines throughout Connecticut.
- The United Illuminating Company completed key infrastructure upgrade projects in 2016 and was recognized for providing outstanding reliability to its customers. UI, a subsidiary of AVANGRID, Inc. (NYSE: AGR), has been upgrading its distribution infrastructure, substation upgrades and vegetation management to improve the resiliency and reliability of its electric system.
- The Regional Water Authority has excess capacity of 15 million gallons of water per day. They recently completed a research study to identify the water-intensive industries that are most compatible with our region’s infrastructure. Some data, observations and strategies from this report will be incorporated into the 2018 CEDS.

BROADBAND

While broadbandnow.com estimates 99.9% of New Haven residents, businesses, and institutions can access broadband internet infrastructure, some residents struggle to afford that access.

To increase affordability and develop gigabit access, the City has been working to develop city-wide fiber infrastructure and public Wi-Fi (for example, it recently brought free Wi-Fi to the Green). In April, the New Haven Free Public Library announced gigabit connectivity and free Wi-Fi at its five locations around the City.

Source: Elm City Innovation Collaborative CTNext application
NATURAL HAZARDS
Located on Long Island Sound, the region is susceptible to severe storms (including hurricanes) and flooding issues in low lying areas along the shore and rivers. The municipalities and utility companies have established protocols for ensuring minimal disruption to businesses and residential consumers. Hazard mitigation efforts have included the upgrading and relocation of critical service points for the delivery of power. In addition, the region’s shoreline towns have worked closely with towns in Fairfield and Westchester (NY) counties to identify and implement programs for economic resiliency in the face of natural disasters. SCRCOG will be releasing the updated Multi-Jurisdictional Hazard Mitigation Plan in 2018.

The South Central Regional Council of Governments (SCRCOG) has developed and maintains a Multi-Jurisdictional Hazard Mitigation Plan. The full 2014 plan is available on their website, www.scrcog.org.

HOUSING
The various communities in our region face a variety of housing issues. These issues include:
• Low vacancy rates for apartments, especially in downtown areas
• Few housing options for seniors to downsize within their own community
• Inability for entry level and families to afford existing housing
• Insufficient attainable housing for entry-level employees
• Need for additional east-west bus routes to facilitate the transportation of individuals from current housing to places of employment

Towns have been actively pursuing development of additional housing using to address these issues. Cities and towns along the New Haven-Hartford-Springfield and Shore Line East routes are actively creating transit-oriented, mixed-use communities to meet this growing need. Details of residential projects can be found at Goal 4.6: Workforce Housing on page 35.

REGIONAL PROJECTS
• Internship Program – completed summer 2016. State funding is not available for summer 2017
• Asset Mapping Grant
• IEDC Data Points Report
• Expanding Global Opportunities – See page 31
• Milford Economic Strategic Plan has set its harbor, downtown development and tourism as priorities
• Live Work Learn Play will be submitting revised plan in July 2017 to accommodate existing utility infrastructure
• The Haven/West Haven: 100-store development with $2M federal grant for bulkhead remediation delayed due to litigation
• Connector work completed on I-95 New Haven Harbor Crossing Corridor Improvement Program completed (Q-Bridge/Pearl Harbor Memorial Bridge
• In June, Northeast Gateway Industrial Park (a 165-acre site) in North Haven was sold to
Amazon for a distribution facility. The facility, expected to open in 2018, will generate 1800 new jobs.

- Approval by the Board of Regents of BioPath degree at Southern Connecticut State University
- Hotel development
  - Boutique hotel in Branford (Stony Creek Brewery)
  - Extended stay in Orange (Homewood Suites)
  - Extended stay in West Haven (WoodSpring Hotels)
  - Extended stay in New Haven
  - Residence Inn in Hamden
  - Micro-hotel in New Haven
  - Live Work Learn Play (former coliseum site) – pending announcement of hotel development

COLLABORATORS/SUPPORTERS FOR ECONOMIC DEVELOPMENT

The list of partners in Economic Development is diverse and inclusive of businesses, municipalities, non-profits, community groups and more. Below is a partial list of REX’s partners.

- Alexion Pharmaceuticals
- Arts Council of Greater New Haven
- Arts Industry Coalition
- CBIA
- CEDAS
- CERC
- Community Foundation for Greater New Haven
- Connecticut Lodging Association/American Hotel & Lodging Association
- Connecticut Port Authority
- Connecticut Technology Council
- Connecticut Department of Economic and Community Development (CTDECD)
- CTNext
- CURE
- Discover New England
- Elm City Innovation Collaborative
- Frontier Communications
- Gateway Community College
- Greater New Haven Chamber of Commerce
- Greater New Haven Professional Business Association
- Make Haven
- Market New Haven
- Milford Progress, Inc.
- Municipal Economic Development Staff & Commission Members
- NEDA
- New England’s Knowledge Corridor
- New Haven Festivals
- New Haven Manufacturers Association
GOAL 1: MARKETING & COMMUNICATIONS

Objective 1: Regional Marketing & Communications
Enhance and implement the regional marketing and communications strategy in 2013 and beyond, including working from and with the State’s marketing strategy.

Publications (Printed & Electronic)
- Global-brand marketing materials (used as domestic and international tradeshows)
- Published the 2017-2018 Greater New Haven Visitors Guide (60,000 printed copies and interactive online version)
- Retail brochure for International Council of Shopping Centers New York National Deal Making Conference
- Twice a month economic development newsletter
- Weekly visitor newsletter
- Monthly tourism constituent newsletter

Public Relations
- Editorial meeting with WTNH
- Editorial meeting with New Haven Register
- Editorial meeting with a new publication for New Haven and shoreline by Seasons Magazine
- Met with Joe Zwiebel, President of the Hartford Business Journal
- Met with Amtrak National Magazine in collaboration with Market New Haven for Destination feature

Media
Inquiries: 53
Outlets included:
- AAA Journeys
In addition to the outlets listed above, our project on human trafficking awareness education on behalf the Connecticut Lodging Association has earned us national and international press coverage. As the first state to address this issue through legislation requiring employee education, we have set the standard for raising awareness of the signs of human trafficking in the lodging industry.

Marketing Collaboration

- CERC Quarterly Statewide Marketing Meetings
- Collaborated with Market New Haven on business recruitment collateral
- Collaborated with Albatross Productions on a video for the Elm City Innovation Collaborative Grant Submission
- Collected project information for Conway Projects Database in conjunction with CERC for media pitches
• Partnered with the Greater New Haven Chamber of Commerce and CERC for profile in Celebrate CT edition of the Hartford Business Journal and as a standalone document
• Promote regional trails project
• Promoted Connecticut Office of Tourism Listening Tours
• Social Media
• Maintained Facebook and Twitter accounts with frequent, relevant content. Our followers increased by 21.69% between December 2015 and December 2016 (Includes Twitter and Facebook for REX Development, Visit New Haven and Visit CT)

Number of Tradeshows Attended
19

Website Visits
108,158 (data was unavailable during July and August 2016 due to the crash of the original site with a temporary replacement)
Objective 2: Regional Economic Program & Best Practices
Maintain an Economic Development Program, based on best-practices, education and training, throughout the next five years.

Number of Programs
- Business Recruitment, Retention and Expansion
- Brownfield Revolving Loan Fund
- Startup Grind events: 8

Number of Participants at Regional Economic Development Forum (REDFO)
Ten REDFO meetings were held with approximately 12-15 attendees per meeting with key presenters including:
- Henry Talmage, Executive Director of the CT Farm Bureau
- Erron Smith, CERC International Recruiting
- Randy Fiveash, Director Connecticut Office of Tourism
- Jerry Clupper, Executive Director New Haven Manufacturers Association
- Chris Reardon, Chair, Vice-President of Strategic Development and Business Services at Workforce Alliance
- Jillian Gilchrest, Chair Trafficking in Persons Council
- Bruce Carlson, President Connecticut Technology Council
- Usha Pillai, PhD, PMP, MS, bio-strategist
- Andrea Pereira, Executive Director CT TOD Fund

Actions
- Community Outreach Meetings
  - 2018 CEDS Strategic Planning Committee
  - CEDAS Best Practices Seminar
  - Moderated the Shoreline Economic Development Summit with state legislators in conjunction with the Shoreline Chamber of Commerce, Town of Branford and Town of Guilford
  - Municipal CEDS Update Presentations
  - NHMA: Economic Outlook with Don Klepper-Smith
  - Presented CTNext Placemaking grant information to GNHCC Economic Development Committee (Elm City Innovation Collaborative)
  - Regional Leadership Council
  - Tourism Meeting Milford Economic Development and Chamber of Commerce
  - Town Green Special Services District Annual
  - 2017 Northeast Regional AAHOA Meeting
  - Hosted the 112th Annual Connecticut Lodging Association Meeting and Stars of the Industry
- Maintained Regional Economic Development calendar
- E-newsletters
- Participated in Economic Development webinars
Hosted NEDA Annual Conference in September 2016

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.

Number of Organizations Supporting Regional Legislative Agenda: 5
- Greater New Haven Chamber of Commerce
- Quinnipiac Chamber of Commerce
- Arts Council of Greater New Haven
- Workforce Alliance
- REX Development

Number of Municipalities Endorsing 2016 CEDS
All 15 municipalities in the South Central Connecticut region supported the CEDS

Actions
- GNHCC Governmental Affairs Committee - convenes leaders from the business community, economic development and non-profits to define the Regional Legislative Agenda. This group meets monthly to review the current municipal and state level opportunities and concerns and determines the best means of communicating the Chamber members’ perspective on these issues.
- The GNHCC collaborates with other metro chambers and the Connecticut Business and Industry Coalition to share information and address issues of concern. In addition, this group also makes recommendations on how to improve the reputation of the State of being “unfriendly to business”.
- The GNHCC Governmental Affairs Committee hosted their Annual Legislative Breakfast.
- The Greater New Haven Chamber of Commerce has contracted with Murtha Cullina to be their lobbyist.
- The South Central Regional Council of Governments (SCRCOG) gathers the 15 chief elected officials of the region for a variety of purposes, including education on legislative matters. Each month, there is a report from U.S. Representative Rosa DeLauro, Senator Richard Blumenthal and Senator Chris Murphy’s offices on federal issues, including legislative updates, grant opportunities, etc. In addition, the Connecticut Council of Municipalities reports on issues at the State level with potential impact on the municipalities. Often, the Connecticut Council of Small Towns also provides an update.
- REX Development, in its role as the Connecticut Lodging Association, defines and supports legislation that will assist small businesses, increase awareness regarding human trafficking and maintain Statewide Marketing Funding.
- Attended American Hotel & Lodging Association Legislation Action Summit in Washington, DC.
- AHLA: Website Accessibility Webinar
- CCM BEST Summit
• Certificate of Need testimony on behalf of Yale-New Haven Health System regarding acquisition of Lawrence and Memorial Hospital (New London)
• Co-hosted Human Trafficking Education Summit
• Connecticut Legislature’s Tourism Caucus Meetings
• Economic Outlook Summit
• Human Trafficking in Persons Council
• Legislative Public Hearing on Tourism Funding
• Meeting with Department of Revenue Service Commissioner Kevin Sullivan regarding hotel occupancy tax
• Provided CEDS update to Connecticut Legislature’s Commission on Economic Competitiveness
• Shoreline Economic Outlook at Stony Creek Brewery
• Submitted support letter for CHAMP Workforce Alliance Grant
• Tourism Coalition Meetings
• Tourism Day at the State Capitol
• US Department of Labor Webinar
• Greater New Haven Chamber of Commerce presentation by State Rep. Chris Perone, Transportation

Challenges
The State of Connecticut has experienced annual budget deficits as well as a very substantial unfunded pension liability. As of June 19, 2017, the FY 2018 budget has not been passed. The fiscal uncertainty at the state level deters site selectors and businesses from choosing Connecticut out of concerns that these financial burdens will be passed onto businesses in some form of higher taxation.

In addition, our recruiting efforts overseas have been hampered by anxiety regarding potential international trade law revisions at the federal level.

Objective 4: Regional Collaboration
Support and promote policies that would enforce regional collaboration and reduce competition among municipalities and other regions throughout the state.

Number of Policies/Studies Introduced to Combat Regional Competition
• IEDC Data Collection Program
• Regional Tourism Funding

Number of Shared Services within the Region
• Regional GIS Program
• SCRCOG municipalities contributed to the funding Hannover Messe Manufacturing Tradeshow in alignment with CEDS objectives of increased business recruitment and expanded global opportunities
• Completed Municipal Internship Program
• Regional election monitoring
• Participation in Division of Emergency Management and Homeland Security Region 2
• Multi-jurisdictional Hazard Mitigation Plan
• Unified Planning Work Program
• Regional Plan of Conservation and Development

Actions
• CERC Quarterly Meeting
• Attended the Governor’s Economic Development Forum
• OPM is sponsoring a meeting of the COGs and Regional Educational Service Centers for a mandatory creation of a Human Services Coordinating Council

GOAL 2: INFRASTRUCTURE

Objective 1: Tweed New Haven Airport
Continue physical, structural and safety enhancements to Tweed New Haven Regional Airport to support a needed increase in air service.

Output Measurements
• $ amount of investment in TWEED: FY 2016, Tweed’s operating budget was $3 million
• # of enplanements in 2016: 27,742
• # of carriers: 1 (American Eagle)

Actions
• In November of 2015, the Tweed New Haven Airport Authority, in its latest effort to try to attract new air service and hold on to existing service, sued the state in federal court to have the 2009 state law limiting the length of Tweed’s main runway to the current 5,600 feet declared invalid. The proposed plan to pave the safety areas would allow larger aircraft (including 737s) to safely utilize Tweed. The runway length has been the primary reason Tweed has not been able to secure additional service. The current carrier, American Eagle, is satisfied with three round trips to Philadelphia as PHL is a hub with connections to international destinations. The lawsuit is pending with a ruling expected by the end of 2017.
• During the summer of 2016, Shoreline Aviation initiated a new summer seaplane service, The Weekend New Yorker, between Tweed New Haven Airport and New York City’s 23rd Street Seaplane base.
• American Eagle has reduced the number of flights annually at Tweed New Haven Regional Airport. The aging aircraft is no longer being manufactured and there is a 2 year wait list for new aircraft compatible with the airport’s current configuration.
• Tweed New Haven Regional Airport is widely recognized as the most important, underused transportation asset in the region.

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.

Outcome
The Port of New Haven has been returned to its 35-foot depth, per the stated goal in the 2013 CEDS.

Additional Information
- In 2014, the Connecticut General Assembly established the Connecticut Port Authority to determine the best and highest use of the three deep water ports in Connecticut.
- Port Authority of New Haven entered into an agreement with the state for $1.5 million that constitutes the local share of an Army Corps of Engineers Deep Draft Navigation Improvement Study expected to be completed by mid-2020.
- The City of New Haven and REX Development have met with Evan Matthews of the Connecticut Port Authority to discuss potential economic development opportunities in 2017.
- A presentation is scheduled with the Economic Development officials of the 15 municipalities for additional input at the July 2017 REDFO meeting.
- The updated goal is to dredge the port to a 40-foot depth.

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.

New Haven-Hartford-Springfield Line
With engineering completed and construction in progress, the goal for The CTrail Hartford Line (aka New Haven-Hartford Springfield Line) is expected to launch new passenger rail service in January 2018. The operator has been selected but not announced. Additional funding allocated in February 2017 includes a North Haven station in addition to planned stations in Wallingford and Meriden.

NEC Future
At the present time, the preferred route does include the Connecticut coastline. In addition, the upgrades included in NEC Future would improve service via Metro-North and Shore Line East. East of New Haven, there is opposition to the proposed route due to potential changes to the historic character of these towns. We will continue to monitor this closely as the connection to the New York metro area is essential to our local economy.

Union Station (New Haven)
For many years, the future of Union Station has been under discussion between the City of New Haven and the State of Connecticut. In June 2017, Mayor Harp and Secretary Barnes of the
Connecticut Office of Policy and Management agreed to a series of action steps which will advance the development of the new parking garage (with additional design input) in tandem with other important aspects of the transit-oriented development proposal, notably expansion and remerchandising of the commercial space and bike/ped access improvements. In addition, Union Station will continue to be operated by the New Haven Parking Authority for the next five years.

Current Utilization of Rail Service
- Shore Line East (FY 2016): 600,000+/year
- Metro-North (2016): 40.5 million passenger trips - setting an all-time record
- Amtrak: 642,471 (#16 in the US) – while ridership on Metro-North continues to increase, utilization of Amtrak is declining.

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.

Capital Funding – No update available at this time

Ridership: – No update available at this time

Actions
In September 2016, the City of New Haven, CT Department of Transportation, Greater New Haven Transit District and the South Central Regional Council of Governments with the support of the Federal Transit Administration commenced a mobility study for the region.

Move New Haven is a study focused on developing and evaluating alternative actions to improve the Greater New Haven regions' transit system by:

- Better connecting people with jobs, educational institutions and communities
- Responding to new developments and changing travel choices
- Increasing CTtransit ridership, including choice riders
- Enhancing accessibility to destinations outside the downtown core
- Transforming the public transit network with a broader range of service types
- Capturing the possibilities of the next generation of public transit

The first phase is a combination of public input, stakeholder coordination and data collection. Working with our community partners, we will evaluate the current transit system to see how it can be enhanced to better meet the needs for travel in the city and region.
The second phase of the project will define specific corridor-based alternatives for capital investment and recommendations for future system planning and expansion.

The overall project will deliver an implementable transit plan for the Greater New Haven region. The implementation plan should be completed 1st quarter 2018.

On hold pending outcome of the study: A GPS-based system that will allow riders to monitor the whereabouts of public buses on their smartphone should be available by 4th quarter 2016 in Greater New Haven. It is already in use in the Greater Hartford region. Officials expect to increase ridership by approximately 40% (based on results from other cities) with the advanced technology.

Objective 5: Roadways and 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.

Capital Funding – No update available at this time

Ridership: – No update available at this time

Actions
Since the 2016 CEDS Update, the Pearl Harbor Memorial Bridge Project connectors have been completed.

Transportation is just another area where uncertainty reigns at the state and federal levels. The State is unlikely to fund any major initiatives. The federal program may fare better and provide some undetermined funding for roadways and bridges.
To date, the Connecticut Department of Transportation has not released the 2016 Fast Facts Report.

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.

In previous years, we have tracked Connecticut’s Telecommunications infrastructure using The Information Technology & Innovation Foundation’s State New Economy Index as an independent third party report. However this report has been discontinued.

In addition, Frontier Communications’ laid off 53 workers in Connecticut. In addition, the purchase of Verizon’s non-wireless service earlier this year resulted in a loss of 600,000 in one year nationwide.

Objective 7: Energy
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.

The region is served by three energy companies: Eversource, United Illuminating and Wallingford Electric.

- Utility company Eversource is in the midst of a $2.9 million natural gas improvement project in Meriden where 9,800 feet of old cast iron and bare steel pipe is being replaced with more durable plastic lines, according to officials. The upgrade project will help deliver natural gas more reliably to customers, and is safer and better able to handle fluctuations in underground temperatures. Since 2012, Eversource has replace more than 120 miles of older gas lines throughout Connecticut.
- The United Illuminating Company completed key infrastructure upgrade projects in 2016 and was recognized for providing outstanding reliability to its customers. UI, a subsidiary of AVANGRID, Inc. (NYSE: AGR), has been upgrading its distribution infrastructure, substation upgrades and vegetation management to improve the resiliency and reliability of its electric system.

Objective 8: Water Infrastructure
Encourage exploration of regional funding mechanisms to support water main extensions for new industrial and commercial customers, for interconnections between water utilities, and to help fund water infrastructure needs of the region.

The Regional Water Authority contracted with Blane, Canada Ltd. to conduct basic industry research, site selection criteria, identify individual companies, refine marketing messages, select media and build a coordinated approach to maximize reach and generate leads. They are also identifying a select a group of competitive states/regions benchmarks to identify the region’s competitive advantages and weaknesses. This project is ongoing and is continuing to elicit input from a wide-range of economic development stakeholders.

Phase I of the research has been completed and accomplished the following:
- Identified water intensive industries
Compiled a comparative analysis of other “water rich” U.S. municipalities
Provided observations of site-selection criteria and compared Connecticut to other regions

Next Steps:

- Complete site selector calls
- Implement a marketing strategy
- Define a long-term vision and regional brand
- Collaborate with REX Development as co-chair of the Infrastructure Committee to incorporate, as appropriate, the insights gleaned through the research with Blane, Canada Ltd. to promote regional economic development

GOAL 3: BUSINESS DEVELOPMENT & ENHANCEMENT

Objectives 1 and 3 will be addressed simultaneously as many of the efforts undertaken support both objectives. Work associated with Arts, Culture and Tourism will be addressed as a cluster below.

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 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.

Economic Development Trade Shows
- Bio – San Diego
- BioMed Device Boston
- Eastec
- Greater New Haven Chamber of Commerce Big Connect
- Hamden Business Expo
- Hannover Messe Advanced Manufacturing Tradeshow—6500 exhibitors from over 70 countries
- ICSC (International Council of Shopping Centers) Hartford Tradeshow
- ICSC Conference: New York National Deal Making (National Retail)
- MD&M East
- Orange Business Expo
- SelectUSA
- International Manufacturing & Technology Show

Business Recruitment & Retention
• Global recruitment efforts on page 31
• Amazon distribution center in North Haven with 1800-3000 jobs in 2018
• Collaborating with the Community Foundation for Greater New Haven on a Bioscience Conference, date TBD
• Connected manufacturing company in Milford/North Branford to CCAT to purchase new manufacturing equipment
• Connected Neirbi Analytics (Madison) with the Connecticut Lodging Association for a presentation of their hotel demand forecasting software to the Board of Directors
• Coordinated with Invest in Bavaria regarding 2017 Hannover Messe Advanced Manufacturing Tradeshow
• Distributed North Branford business survey to economic development staff/commissions
• EDA Grants Webinar
• Expanded Made in New Haven branding program
  o Received registered trademark designation
  o Business grand opening – Ricky D’s Rib Shack now has a permanent location in Science Park’s retail corridor. Business started as a food truck and is now expanding beyond the restaurant into food manufacturing with its own brand of BBQ sauce
• Hotel development
  o Boutique hotel in Branford (Stony Creek Brewery)
  o Extended stay in Orange (Homewood Suites)
  o Extended stay in West Haven (WoodSpring Hotels)
  o Extended stay in New Haven
  o Residence Inn in Hamden
  o Micro-hotel in New Haven
  o Live Work Learn Play (former coliseum site) – pending announcement of hotel development
• Micro-lending classes
• Reviewing OneSource database with SCRCOG staff
• Site visits in key industries for potential recruitment and retention opportunities
• Small business mentoring
• Technical assistance
• Tour of Science Park with Congressman Himes (bioscience)
• Working with multiple businesses from key industries regarding relocation and expansion

Regional Collaboration
See Collaborators/Supporters List on page 15

Arts, Culture & Tourism
Tourism Tradeshows
ABA Marketplace
• CLA Annual Meeting and Awards
• Connecticut Governor’s Conference on Tourism, May 4—Ginny Kozlowski awarded the CT Office of Tourism Legacy Award
• Discover New England Summit
• DMAI Webinar—Tourism Master Planning: A Living Case Study
• International Society of Hotel Association Executives (ISHAE) Summit (summer & winter)
• Metro-North Getaway Day at Grand Central Terminal
• The Hotel Experience & BDNY Show—Hotel Business Assistance
• Yale Graduate Fair, Yale University

FAM Tours
• Hosted familiarization tours for corporate representatives, travel writers and tour operators from China, Japan, Ireland (new service is now available between Bradley International Airport and Dublin), Scandinavia, Denmark, Brazil and Germany. We are expecting additional international visits in light of the new air service at Bradley to Edinburgh via Norwegian Air

Tourism Business Assistance
• 2017-2018 Greater New Haven Visitors Guide
• Arts & Ideas Kickoff Event
• CLA Trivago Marketing Seminar
• Connecticut Office of Tourism Listening Tour
• Connecticut Office of Tourism Outreach Meetings
• CT Human Trafficking Council Meeting
• Ongoing maintenance of www.visitnewhaven.com
• Regional tourism updates in light of the elimination of the Central Regional Tourism District
• Tourism Brochure Swap—spring and fall

Direct Sales, Event and Group Support
• Amistad Welcoming Event
• Arts Industry Coalition
• CEDIA Tech Forum
• Annual Craft Brew Races
• K of C Edmonton, Alberta Chapter: Connecticut Tour (Meriden)
• New Haven Grand Prix
• Northeastern Economic Developer Association Annual Meeting (NEDA) Conference (New Haven was the host city in 2016). In support of local businesses, the welcome package included goods from regional partners: 3 Branford breweries, Subway, IT Ropes Course, PEZ, CT Open, Shoreline Trolley, Tweed, UIL, Comcast
• See Click Fix User Summit
• Sister Cities New Haven Bike Conference
• Sunshine Tours Group (10 groups)
• Talent 2017 (New Haven, East Haven & North Haven)
• Titan Travel, UK (4 groups)

Tourism Advocacy
• Tourism Caucus Events (Connecticut Legislative Caucus)
• Tourism Coalition Board and Quarterly Meetings (private coalition)
Funding
- Elimination of Central Regional Tourism District completed
- Agreement with SCRCOG to provide tourism services for the region
- State budget in flux

Accolades
- CEDAS President’s Award for co-hosting the NEDA Conference in New Haven

Objective 2: Entrepreneurs & Startups
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.

- CTNext Innovation Places (replacing The Grid as our Entrepreneurial program)
  - The Elm City Innovation Collaborative is a multi-party, highly collaborative consortium created to apply for an Implementation grant from CTNext’s Innovation Places program. The program seeks to support entrepreneurs and leaders by developing places that will attract the talent high-growth enterprises need. New Haven was selected through a competitive, merit-based application process as being strongly aligned with the CTNext Innovation Places.

  The purpose of the program is to develop key places to become magnets for talent, supporting entrepreneurship in higher education, and focusing more on growth-stage companies. It weaves together entrepreneurship support and relationship-building with physical planning and development. The end result of the program should be a vibrant location that draws people in to exchange ideas, break barriers and solve problems.

  The City of New Haven was awarded $2 million toward Elm City Innovation Collaborative projects. The Collaborative and CTNext are currently negotiating implementation of selected projects.

- Sponsored Startup Grind events
  - Josh Geballe (prev. CEO Core Informatics, VP/GM Thermo Fisher Scientific)
  - Peter Boyd (CEO Time4Good, ex-COO Carbon War Room, ex-CEO Virgin Mobile SA)

- Additional Startup Grind
  - Amy Shecter (GLAMSQUAD)
  - Tariq Farid (Founder/CEO: Edible Arrangements - 1300 Stores, $500m Revenue)
  - Christene Barberich (Founder: Refinery29)
  - Michael Duda (VC: Warby Parker, Casper, Birchbox, Harry’s, Peloton)
Objective 4: Expand Global Opportunities
Support and develop new opportunities for business to access expanded markets.

- Global
  - Maintained an international bioscience and tech sector pipeline with CTNext
  - Met with UCONN Global Affairs Department to coordinate international recruitment strategy
  - Norwegian Air flights to Scotland and destinations beyond from Bradley International Airport starting in September 2017
  - Aer Lingus flights to Dublin and beyond from Bradley International Airport with the region represented on a sales mission to Ireland by Connecticut Convention & Sports Bureau and Yale Visitors Center.

- Belgium
  - Preview Labs—Rapid Game Prototyping expanding into the US from Belgium

- Brazil
  - Assisted Hub55 in its opening event
  - Collaborated with CERC and CT DECD on Brazilian business familiarization trip
  - Hosted Hub55 Luncheon and Launch Event

- China
  - Yale-China Association Reception
  - Welcomed representatives from Changsha, China to City Hall to celebrate & promote friendly cooperation through Sister Cities organization

- Denmark
  - Tour operator and travel writer familiarization tour

- Ghana
  - Networking event with Executive MBA students from University of Ghana

- Ireland
  - Aer Lingus flights Dublin from Bradley International Airport
  - Located CTNext Venture Clash participant from Ireland (specializing in clinical support information systems) in New Haven with 3 current positions, with expected growth to 35 employees
  - Connected a Venture Clash Irish company (specializing in bio system process automation) with venture capitalist with the expectation they will locate in Greater New Haven. Introduced them with regional ecosystem through Protein Science in Meriden and Achillion in New Haven.
  - Tourism sales mission
• Italy
  o Site visit with a bioscience company from Italy
• Germany/Global
  o Attended 2017 Hannover Messe Tradeshow (the world’s largest advanced manufacturing tradeshow)
  o Executed agreement with Oxford Intelligence as a lead generator for Hannover Messe Advanced Manufacturing Tradeshow
  o Discover New England Tour Operator Summit to attract visitors from the UK and Germany
  o Ongoing follow-up with companies and site selectors from the trade shows
• Japan
  o Tour operator fam tour
• United Kingdom
  o Discover New England Tour Operator Summit to attract visitors from the UK and Germany
• Turkey
  o Turkish-based Construction Technology—reduces costs by 10%, reduces construction time by 30%, working to connect them with building projects

GOAL 4: WORKFORCE

Objective 1: Support Incumbent Workforce 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.

• Development of strategy to recruit talent from Boston and NYC with EMI Strategy
• Bio Path Career Ladder SCSU
• Gateway Coding Certification
• NHMA presentation: Developing a Flexible, Self-Directed Workforce
• Workforce Alliance
  o Workforce Alliance administers funding for four American Job Centers in South Central Connecticut. Staff served more than 15,000 people this year at our New Haven, Meriden, Hamden, and Middletown locations.
    ▪ By the Numbers
      • Total Served: 15,547
      • Workshop, Career Center & Computer Lab Users: 10,397
      • Job Placements: 6,241
      • Jobs First Employment Services Enrollees: 2,302
      • Summer Youth Employment Numbers: 1,239
      • Workforce Investment & Opportunity Act Individuals: 1,122
      • Special Grants & Programs Participants: 487

Source: http://www.workforcealliance.biz/download_file/view_inline/190
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.

Higher Education partners have been extraordinarily responsive to the needs of the business community and have created the following programs to bridge the gap between available labor force and business needs.

- BioPath Advisory Board Meetings continue to refine and promote the Career Ladder that has been approved by the Board of Regents
- Internship Grants: 5 candidates placed in Madison, Meriden, Milford, New Haven, and North Branford to assist in property inventory, marketing initiatives and a business retention survey.
- American Hotel and Lodging Association Education Institute looking to expanding programming statewide to meet growing hospitality sector
- Presentation at University of New Haven Hospitality class
- Annual review of University of New Haven Hospitality and Tourism Department Advisory Committee for program accreditation
- Collaborating with Quinnipiac University and Gateway Community College on Human Trafficking Awareness
- A Memorandum of Understanding between Albertus Magnus College and the Town of Hamden offers a 10% tuition discount for Town employees, promotion of internships within the Town Departments, collaboration on career fairs and Lunch and Learn sessions for Town employees. This extensive agreement evolved from an earlier collaboration on Rochford Field, a newly rebuilt baseball shared by the Town and Albertus.
- Workforce Alliance: Accelerating Connections to Employment
  This year the Accelerating Connections to Employment (ACE) completed its four-year run, helping 190 participants achieve college-level work through training at Gateway Community College on an accelerated schedule with embedded extra help. Of those enrolled, close to 75% completed training, with 80% retaining jobs after six months.

Source: http://www.workforcealliance.biz/download_file/view_inline/190

Objective 3: Support Community Colleges & High School Technical Programs

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.

The New Haven Manufacturers Association works closely with local secondary schools to promote interest in careers in advanced manufacturing. The Connecticut Technical High School system (CTHSS) has a robust infrastructure of Trade Technology Advisory Committees (TTAC) to support each trade technology (including manufacturing) in each of its schools statewide. Each TTAC comprises selected representatives of the targeted industry and related trades. CTHSS should explore opportunities to use experienced volunteers from manufacturing to work through the manufacturing TTACs as part of a coordinated professional development strategy 13 to help faculty keep abreast of contemporary practices, processes and demands.
of the constantly changing manufacturing workplace. In addition to Tech high schools, the New Haven Manufacturers Associations supports a number of Comprehensive High Schools. Source: http://www.newhavenmanufacturers.com/pages/workforce-enhancement

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.

- Workforce Alliance provides extensive youth services. Through a network of partners with year-round training and employment programs for 14-21 year olds still in school and 16-24 year olds who are out of school. Plus, the summer youth employment program funded paid work experience for over 1200 youth. These programs include job coaching, skills training, credentials and job placement assistance.
- In-school youth training partners included:
  - ACES
  - Children’s Community Program
  - Common Ground Green Job Corps
  - Higher Heights Youth Empowerment Programs, Inc.
  - Hamden Public Schools internship program
  - Women and Families Center for Project Reach
- Options for out-of-school youth were provided by:
  - ACES Culinary Arts Training
  - Children’s Community Program of Connecticut
  - Community Renewal Team
  - Gateway Community College
  - Higher Heights
  - Women and Families Center
  - Tri-Town Collaborative including resources in Meriden, Wallingford and Middletown

Source: http://www.workforcealliance.biz/download_file/view_inline/190

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.

The Greater New Haven Chamber of Commerce continues its highly successful PULSE program. PULSE is a group for local young professionals (ages 21-40). The group is made up of more than 500 young people representing a variety of industries and types of work. Our mission is to connect Greater New Haven’s young professionals with each other and with the community through social and professional networking events, educational seminars and community service projects.

Attracting and retaining young, energetic professionals is vital to the growth and success of New Haven. The Chamber is part of a coordinated effort to make New Haven a desirable
place to live, work and play for everyone, including young professionals who represent our region’s current and future workforce.

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. Every community in our region is facing housing issues.

- Retirees do not have options to downsize within their own communities. They either stay in a house that is larger than they need (which lowers the inventory of houses for families) or move to another state. Guilford is addressing this issue with condominium development.
- Families cannot afford starter homes as there is a very limited supply.
- We have very little attainable housing for young people. Without the opportunity to develop ties to our region now, these people are unlikely to return when they are ready to have families.
- Insufficient attainable housing is resulting in an aging demographic, decreasing property values as some homes are falling into disrepair as their owners age and diminishing our ability to attract young people as there is not a critical mass of people their age or available jobs.
- Increased residential and mixed-use development including planned micro-units
- Multiple housing projects in Hamden and Meriden with affordable units.
- East Haven is developing a plan for three former schools. The former high school has been designated for mixed-use, including both senior housing and community services. The plan has not been finalized.

GOAL 5: REAL ESTATE, LAND USE & SUSTAINABILITY

Objective 1: Brownfields Redevelopment
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 and advocacy.

- $375,000 in State funding for remediation and abatement at 198 River St. (former Bigelow site) from DECD
- Approved an amendment for ongoing remediation at 1 Church St., Branford
- Environment Protection Agency Regional Conference
- Identifying brownfield assessment funding for two properties in North Haven
- Providing assistance to a former dry cleaning site for possible housing development on Dixwell Ave.
- Former Whalen Junior High School to become mixed-use project. Currently undergoing brownfield remediation
- Remediation of Bus Barn New Haven
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.

- Meriden
  - The Green was opened in September as part of Meriden 2020 and there are plans for infrastructure upgrades, clean up of city-owned contaminated sites, 600 new rental units and 60,000 sq. feet of rental space around the New Haven – Hartford – Springfield rail line
  - 24 Colony has 63 units with 90% subsidized or affordable
  - Meriden Commons has 75 units, 68 of which are affordable
  - Anticipates 500-600 new TOD housing units in the next decade

- New Haven hosted the Northeast Economic Development Association Annual Meeting, CEDAS award
- Initiating a project with Tweed New Haven Airport, City of New Haven and a consultant to update the Air Service Development plan
- CERC Celebrate CT Awards: Downtown Madison and Meriden 2020
- Continued advocacy on NEC Future
- The Wallingford Planning and Zoning Commission has adopted the Transit-Oriented Development Plan, outlining recommendations for developments and infrastructure updates around the new train station in advance of expanded rail service on the Hartford Line and submitted a grant application in support of these efforts
- Supporting CT Rideworks GoNHGo initiative to encourage workers and residents to “think outside of the car”
- Participated in the Move New Haven community meeting to provide input on the State’s project to update the bus routes in and around New Haven
- SCRCOG Presentations
  - Regional Planning Commission (RPC) reports at monthly SCRCOG meetings
  - SCRCOG’s Transportation and Transportation Technical Committee reports at monthly SCRCOG meetings

Objective 3: Integrate Arts, Culture 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).

- Funding for non-profit arts organizations continues to decline, stifling growth and destabilizing the industry. As the State of Connecticut has yet to approve a budget for FY 2018, it is virtually impossible for non-profit arts organizations to plan for the upcoming year. Many organizations have prepared several budgets ranging from best case scenario to elimination of State funding entirely. The region stands to lose grant opportunities as well as line item appropriations for organizations including the Arts Council of Greater New Haven, the International Festival of Arts & Ideas, and the Amistad vessel.
- With the proposed elimination of the federal National Endowment of the Arts, the
Greater New Haven region has been actively advocating for maintaining funding for the organization. State funding for the Arts is significantly dependent on the NEA for matching funds so the regional arts organizations are feeling very vulnerable. The multiplier effect for Arts through local and visitor spending would be significant for our region and could negatively impact the region.

- Looking forward to the 2018 5-year CEDS update, we will be moving Arts, Culture and Tourism to the Marketing & Communications Goal section as that is where we are able to provide the most support for these industries.

Objective 4: Agriculture & Open Spaces
Enhance and implement the regional marketing and communications strategy in 2013 and beyond, including working from and with the State’s marketing strategy.

- Regional Recreational Trails Project promoted to residents and visitors.
- Ten of the 15 SCRCOG municipalities are planning to participate in the update to the 2014 SCRCOG Multi-Jurisdiction Hazard Mitigation Plan.
- SCRCOG is partnering with the Regional Water Authority for a study of the effects of climate change on public drinking water quality and supply in our region (CIRCA’s Municipal Resilience Grant Program).
- Agriculture
  - REDFO presentation by Henry Talmadge regarding the impact of agriculture in Connecticut’s economy. The state’s agriculture is focused on ornamental plants and tobacco (used for cigar wrappers for high-end cigars with decreasing demand).
  - The overall increase in the number of farm units is misleading. Commercial farms are consolidating rapidly and the additional units represent farms that are owner-operated (no employees) and often as a side enterprise or hobby.
  - Connecticut lacks sufficient farmland to consider greenhouse food production, as it requires 20-30 acres to be profitable. In addition, capital costs are approximately $1 million per acre.

GOAL 6: FUNDING & IMPLEMENTATION

Objective 1: Implementation Funding
Establish a multi-year funding commitment to support implementation of the Goals and Objectives of this Strategic Plan

- Continued private sector funding
  - United Illuminating Combined and Southern Connecticut Gas
  - Frontier Communications
  - CLA
- OPM Grants
  - Regional Economic Development Asset Mapping
  - International Business Recruitment
Objective 2: Implementation Teams
Develop implementation teams and committees to supervise the implementation progress of these objectives over the next five years

- Ongoing participation from regional partners
- Strategic Planning Committee will meet to review/update goals, objectives, teams, team leaders and outcome measures
- Implementation Teams have been expanded as part of the kick off to the 2018 5-Year CEDS Update

ATTACHMENTS
SCRCOG Demographic and Socioeconomic Trends Report (March 2017)