



**SOUTH CENTRAL CONNECTICUT
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
2018-2023**

**GREATER NEW HAVEN:
A STRATEGY FOR
ECONOMIC SUCCESS**



ACKNOWLEDGEMENTS

The CEDS update profited from the efforts of many volunteers and partner organizations from the public and private sectors who worked together throughout the CEDS process. The committee participants can be found in Appendix D. We extend a special thanks to the co-chairs of the Strategic Planning Committee, First Selectman Mike Freda (North Haven) and John Emra (President, AT&T Connecticut).

In addition, the co-chairs of the subcommittees demonstrated exemplary leadership during the CEDS update process.

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Introduction	Page 5
Overview	Page 6
Timeline	Page 7
Summary Background	Page 8
Sector Analysis	Page 10
Healthcare	Page 11
Biomedical and Life Sciences	Page 12
Higher Education	Page 13
Advanced Manufacturing	Page 14
Arts, Culture & Tourism	Page 15
Technology	Page 16
Entrepreneurs	Page 17
Demographics	Page 17
Resiliency	Page 18
SWOT Summary	Page 19
Goal 1: Business Development & Recruitment	Page 23
Goal 2: Workforce & Housing	Page 25
Goal 3: Infrastructure	Page 27
Goal 4: Real Estate, Land Use & Sustainability	Page 30
Goal 5: Marketing, Communications & Stakeholder Education	Page 32
Implementation Teams	Page 33
Evaluation Measurements	Page 34
Reference Plans and Documents	Page 35



Appendix A	Detailed SWOT Analysis
Appendix B	Regional Analysis
Appendix C	South Central Regional Council of Governments 2018 Annual Socioeconomic and Demographic Report
Appendix D	Committees, Partners and Meetings



INTRODUCTION



VISION

South Central Connecticut aims to develop the region’s resiliency, diversity, and community while striving for the creation and implementation of business-friendly policies and projects that result in a more attractive business environment and higher quality of life for its residents.

South Central Connecticut is a designated Economic Development District (EDD) through the US Economic Development Administration (US EDA). As the region’s EDD, REX Development is responsible for developing a Comprehensive Economic Development Strategy every five years that is amended annually. This document represents the five-year update for 2018-2023.

REX Development is a public/private partnership that promotes economic development in South Central Connecticut. Funded by private sector partners and towns of the South Central Regional Council of Governments (SCRCOG), REX supports programs and policies aimed at making the region more competitive in the global economy. The relationship between REX and its state and local partners is a critical component for achieving the goals and objectives set forth in the CEDS. In anticipation of ongoing collaboration with these partners, we have aligned our strategy with the Economic Development Strategy of the State of Connecticut, the South Central Region Plan of Conservation and Development, South Central Connecticut Multi-Jurisdiction Hazard Mitigation Plan and additional municipal plans.



Purpose

The purpose of the 2018-2023 Comprehensive Economic Development Strategy (CEDS) is to create a cohesive plan for the entire region to promote economic activity and to prepare for potential economic disruptions. The plan was developed over the past year by a broad spectrum of regional stakeholders from the public, private and nonprofit sectors.

Our Region

The region consists of the fifteen towns of South Central Connecticut from Milford to Meriden to Madison. The towns include: Bethany, Branford, East Haven, Guilford, Hamden, Madison, Meriden, Milford, New Haven, North Branford, North Haven, Orange, Wallingford, West Haven and Woodbridge.



Process

While the CEDS serves as the foundation for eligibility for U.S. Economic Development Administration's (EDA) programs, it is also a pragmatic blueprint for economic growth through collaboration with many regional partners, including those beyond the realm of the typical economic development players.

To define goals and objectives, REX Development's Strategic Planning Committee established working subcommittees in the following areas: Business Development and Recruitment; Workforce and Housing; Infrastructure; Real Estate, Land Use and Sustainability; and Marketing, Communications and Stakeholder Education. Each subcommittee gathered information from a broad spectrum of stakeholders and data sources. By engaging a broad base of participants, we are confident that we have developed an expanded network of stakeholders who will play a critical role in executing/overseeing the accomplishment of tasks and achievement of objectives. Interviews of business and community leaders were executed in confidence to ensure candid and actionable contributions to the regional strategy.



TIMELINE

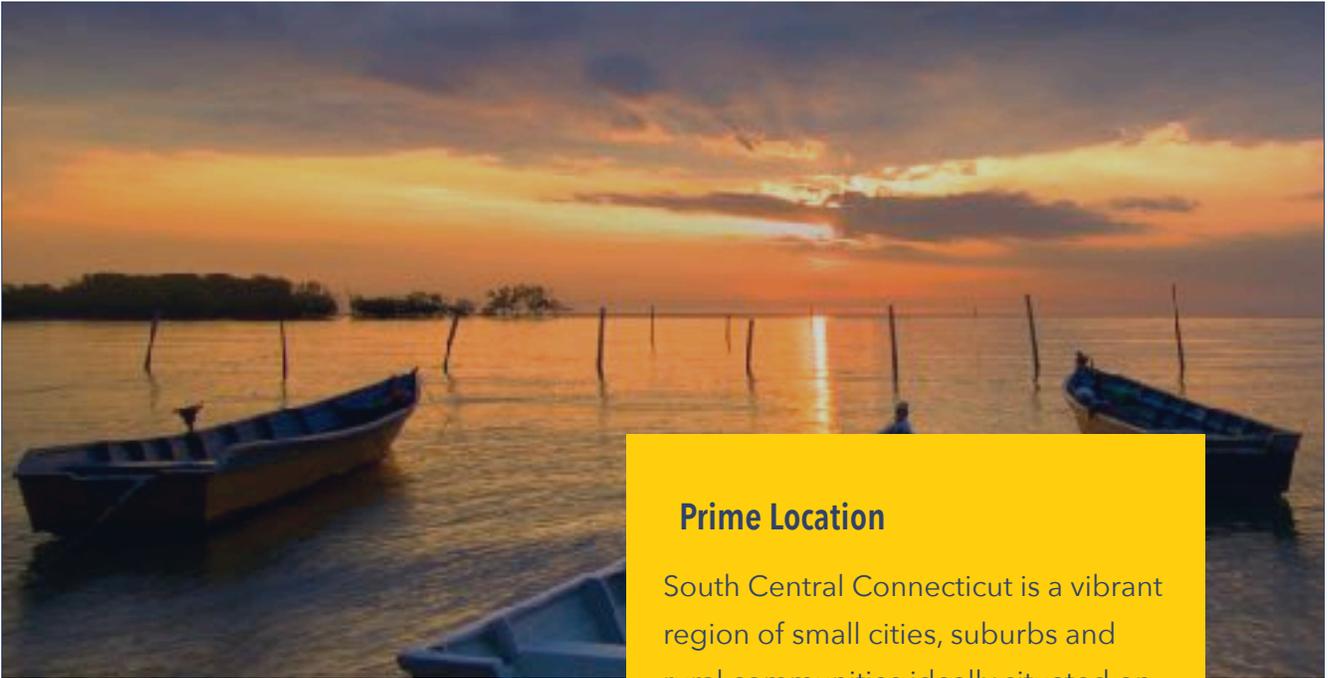


SUBCOMMITTEE TASKS

- Develop work plan, timeline and membership for each committee
- Survey stakeholders
- Assessment of current conditions
- Establish outcome measurements/evaluation framework



SUMMARY BACKGROUND



Greater New Haven, most famously known for being the home of Yale University, is a global community attracting residents from around the world. With a total of eight colleges and universities and the largest hospital system in Connecticut (Yale-New Haven Health System), the region thrives on knowledge-based industries.

Prime Location

South Central Connecticut is a vibrant region of small cities, suburbs and rural communities ideally situated on Long Island Sound. Anchored by New Haven in the south and Meriden in the north, the 15 towns comprising the region all participate in a regional economy where businesses and residents share common infrastructure, cultural assets and natural resources.

The region is strategically located at the intersection of Interstates 91 and 95 with convenient rail connections via Metro-North, Shore Line East, Amtrak and, soon, the New Haven-Hartford-Springfield line. The Port of New Haven is the busiest port on Long Island Sound and holds the potential for significant future growth.



SUMMARY BACKGROUND

The South Central region's focus starts with the companies and activities that make up the region's economic base, exporting goods and services that drive job creation and import wealth into the region. These clusters and economic drivers leverage innovations that improve productivity in the region and around the world and create new market opportunities. The region's top priority is increased employment for our residents. We continue to make strides toward pre-recession unemployment levels through robust advocacy for our leading industries, development of new programs to align education with job growth and entrepreneur support.

While Yale University and Yale-New Haven Health System are the region's two largest employers, Greater New Haven is not reliant on any one large employer, rather, it has a healthy mix of firms across sectors. It is also a hub of non-tech entrepreneurial activity, which feeds into the city's ethos as a creative place.

KEY ECONOMIC DRIVERS

1. **Healthcare**
2. **Biomedical and Life Sciences**
3. **Higher Education**
4. **Advanced Manufacturing**
5. **Arts, Entertainment and Tourism**
6. **Technology**



SECTOR ANALYSIS

Since 2013, the region has experienced job growth in many of our key economic drivers: Healthcare and Social Services; Educational Services; Arts, Entertainment and Tourism; and Professional Scientific and Technical Services.

In 2013, the following sectors were identified as current or potential drivers in the region. Upon review, Finance and Insurance has been redefined as a supplemental sector as it does not independently drive economic development. Information technology has been slow to reach its potential but will be monitored in the annual updates as new partnerships between industry and higher education may positively affect this sector.

Share of Cluster Employment		
Cluster	Jobs	%
New Haven County		
Healthcare and Social Services	75,613	34.14%
Educational Services	51,232	23.13%
Arts, Entertainment and Tourism	33,000	14.90%
Manufacturing	29,845	13.48%
Professional Scientific and Technical Services	16,294	7.36%
Finance and Insurance	10,778	4.87%
Information	4,709	2.13%
Total Number of Jobs in Key Sectors	221,471	



HEALTHCARE

The healthcare industry continues to thrive in Greater New Haven. Yale-New Haven Health System is one of the largest health systems 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.

Yale-New Haven Health System includes Bridgeport Hospital, Greenwich Hospital, Lawrence + Memorial Hospital, Yale New Haven Hospital and Westerly Hospital and a physician foundation, Northeast Medical Group. The region has three additional inpatient hospitals: VA Connecticut Healthcare System, MidState Medical Center and Milford Hospital.

Yale New Haven Hospital: FY 2017

4,136
medical staff

13,000
employees

75,868
inpatients

1.4 million
outpatient
encounters





BIOMEDICAL AND LIFE SCIENCES

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 Medtronic in North Haven, Icahn School of Medicine of Mt. Sinai in Branford, Yale University School of Medicine, Yale New Haven Hospital and spinoffs from these institutions. The region has established a reputation for meticulous and marketable research through companies like Arvinas, Biohaven Pharmaceuticals, and Sema4 (a spin out company of the Icahn School of Medicine at the Mount Sinai Genomics research facility in Branford).

Top 10 National Institute of Health Funding

Yale University and the Yale School of Medicine rank in the top 10 for NIH funding, placing New Haven in a class with Seattle, Boston, Baltimore, Durham, Philadelphia and other cities with advanced technology centers. *Source: report.nih.gov/award*





HIGHER EDUCATION

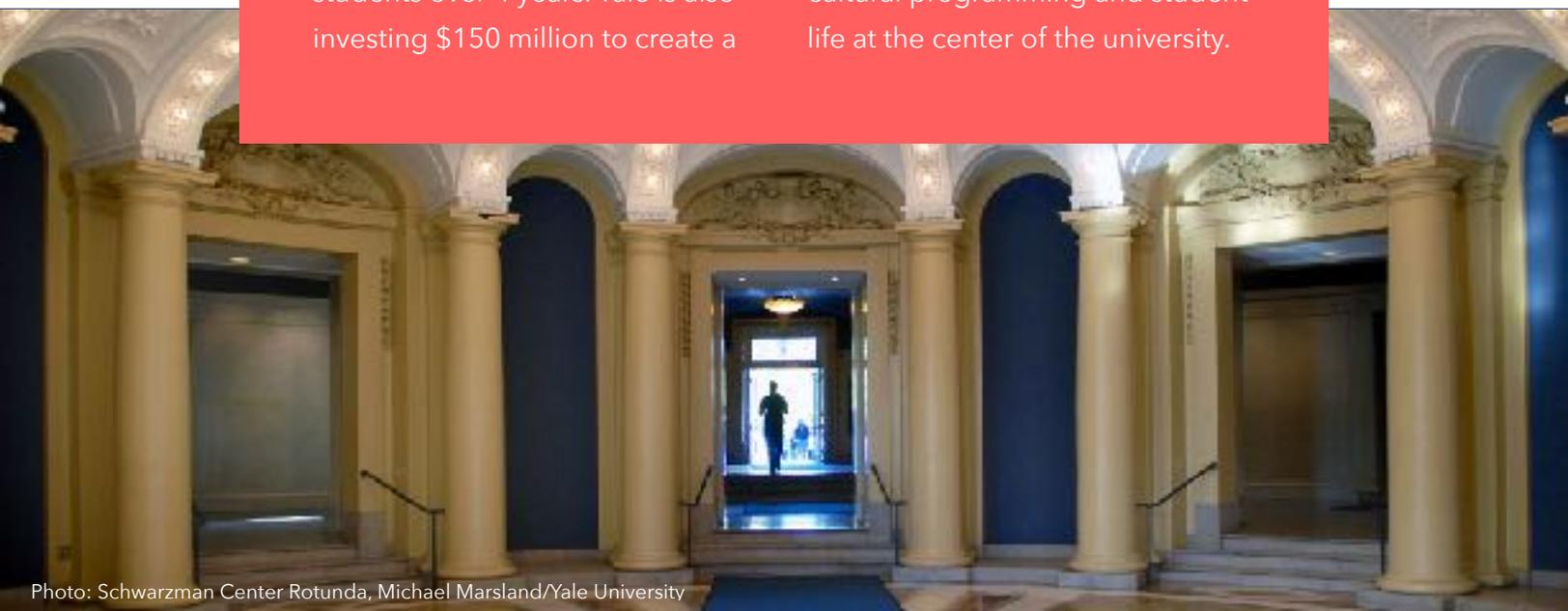
The region is home to eight colleges and universities, including two law schools, two medical schools and the world-renowned Yale University. The University of New Haven includes the Henry C. Lee Institute of Forensic Science. Although not a true cluster, the education sector is a main economic driver, producing a well-educated workforce, while employing over 30,000 people and having a total economic impact of over \$2 billion annually. Yale University is the region's second largest employer.

Second only to Healthcare and Biosciences, Higher Education continues to be a significant job generator. While these institutions have always employed a large number of our residents, they have also become an effective partner in solving regional workforce challenges through strong partnerships between industry and local colleges and universities

Community Investment

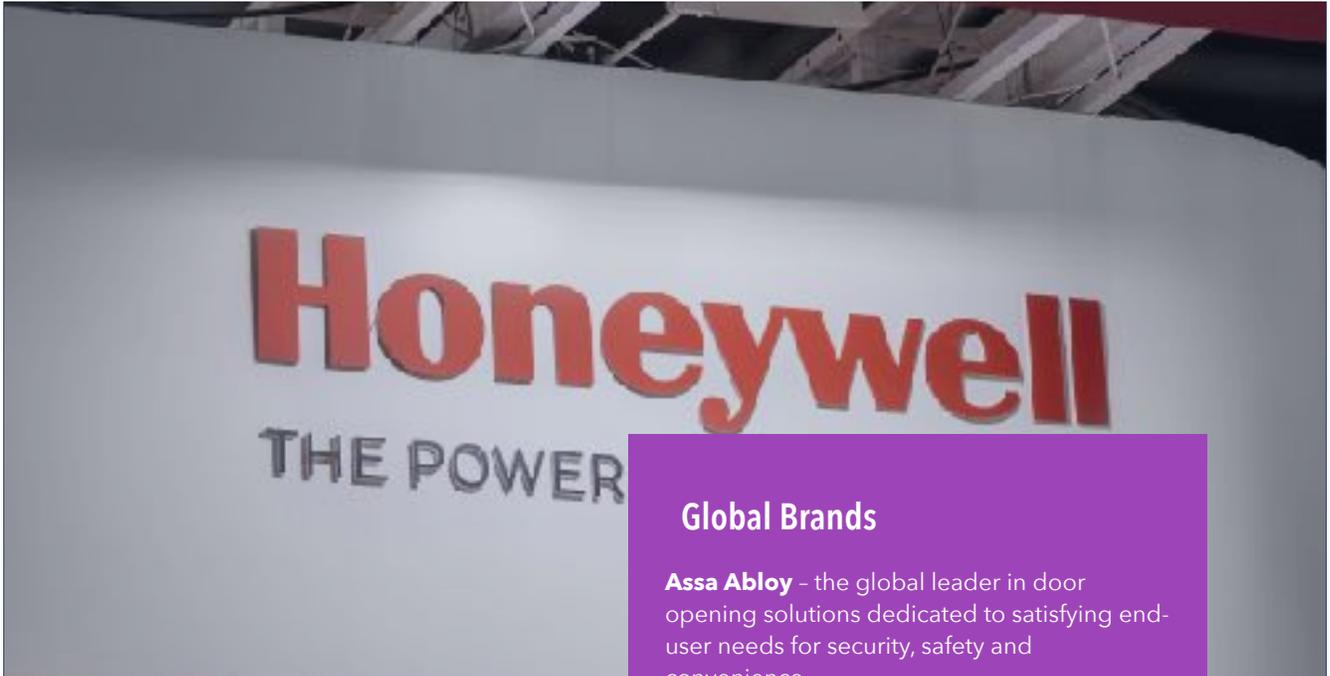
The education sector is contributing to the region's economic vitality through continued investment. Yale College opened two additional residential colleges in 2017 that will increase enrollment by 800 students over 4 years. Yale is also investing \$150 million to create a

world-class campus center by renovating the historic Commons and Memorial Hall. Once complete in 2020, the Schwarzman Center will be transformational for Yale in providing a space dedicated to cultural programming and student life at the center of the university.





ADVANCED MANUFACTURING



The region, built upon a long-standing manufacturing base, abounds with small manufacturers utilizing highly-skilled workers to produce precision, high value-added products. The region demonstrates particular strength in 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 in the region, providing materials for the manufacturing and healthcare industries. Advanced materials and manufacturing provide extremely competitive wages for qualified candidates.

Global Brands

Assa Abloy - the global leader in door opening solutions dedicated to satisfying end-user needs for security, safety and convenience

Medtronic - a pioneer in a number of medical advances, including surgical stapling, electrosurgery, laparoscopic instrumentation, pulse oximetry, embolization devices, and contrast media delivery

Amphenol World Headquarters - one of the world's largest interconnect and cable manufacturers

Honeywell - invents and manufactures technologies that address some of the world's most critical challenges around energy, safety, security, productivity and global urbanization

Laticrete International, Inc. - world-wide manufacturer of green flooring and façade materials for residential, commercial and industrial applications

Moroso Performance Products - one of the world's most respected suppliers of automotive equipment for racing and street performance applications



ARTS, CULTURE AND 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. The creative economy and tourism go hand-in-hand in Greater New Haven. With Yale University as the artistic core, the region supports numerous arts organizations, galleries and museums. 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. Visitors to Yale New Haven Hospital, Yale University and the Knights of Columbus provide a strong base for the region's tourism industry.

82,688 jobs
directly
related to
tourism

\$14.7 billion
in business
sales

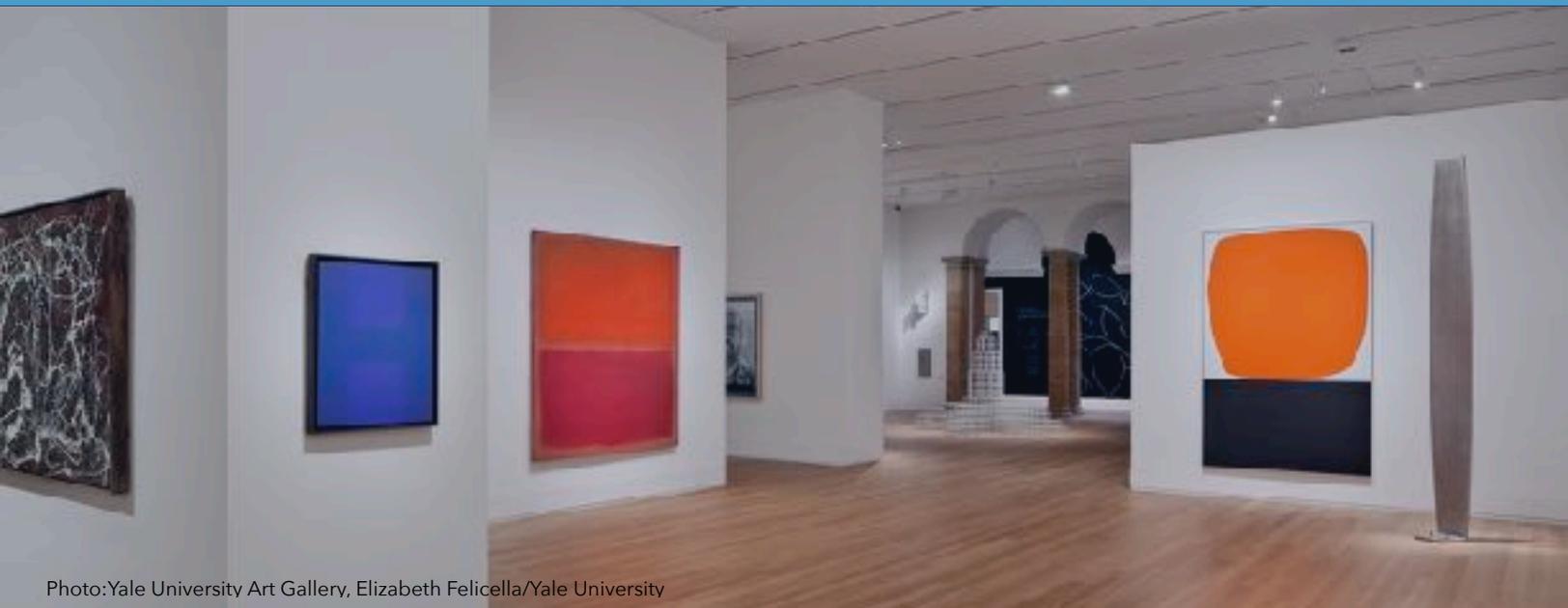
\$1.7 billion in
taxes

39,419
employees in
Connecticut

\$7.9 million
total
expenditures

Americans for the Arts: Arts & Economic Prosperity® 5

State of Connecticut Office of Tourism: Tourism Tracker, April 2018





TECHNOLOGY



Yale University is the primary source for technology transfer in New Haven. Since 2007, Yale Office of Cooperative Research and Yale Entrepreneurial Institute (now the Yale Tsai Center for Innovative Thinking) have launched 133 companies with \$515 million in funding resulting in 1358 active patents worldwide in over 60 countries.

Growing Companies

The technology sector beyond Yale is finding its feet in Greater New Haven with a focus on social impact services. A homegrown tech company, SeeClickFix, is a communications platform for citizens to report non-emergency issues, and governments to track, manage, and reply-- ultimately making communities better through transparency, collaboration, and cooperation. The technology has been implemented in cities throughout the U.S. and the world.

Veoci is a leader in Emergency Management & Operations Software. In the event of a disaster, the software manages issues related to emergency management, business continuity, daily operations, resources and social services.



ENTREPRENEURS

What draws so many entrepreneurs to Greater New Haven? Yale University and the Yale School of Medicine are certainly at the top of the list, but communities are generating startups beyond these innovation titans. REX Development, the economic development entity for South Central Connecticut, is keen to assist entrepreneurs and startups with locating space, accessing financing, tapping into the existing entrepreneurial ecosystem and connecting the budding businessperson with industry experts, municipal economic development officials and additional business services. Industry associations, such as BioCT and the New Haven Manufacturers Association, offer targeted events to bring similar businesses together to solve issues as a team. Regionally, the Greater New Haven Chamber of Commerce is launching a brand-new website (gnhbizsource.com) designed especially for the needs of entrepreneurs.

The Elm City Innovation Collaborative is kicking off a three-year program funded by CTNext. With a \$2 million award, the group has identified projects to strengthen our innovation district, build out space for innovation, incubator space and support to join the innovation economy.

DEMOGRAPHICS

	2015
Population	570,596
Households	219,702
Workforce Population	307,849
College Students	51,670
Per Capita Income	\$34,205
Median Household Income	\$65,662
Median Sales Price of Homes - New Haven County	\$245,200
Median Age	39.7
Percent of the Population 25+ Years with a Bachelor's Degree or Higher	36.8%

Source: 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 (Tables B19013 & B19301), and 2011-2015 American Community Survey 5-Year Estimates (Tables B01003, DP02, DP05, B19013, B19301)



RESILIENCY

Weather

The South Central Regional Council of Governments has developed a Hazard Mitigation plan for ten towns with the additional towns developing individual plans.

Since Hurricane Irene and Superstorm Sandy, the utilities have invested heavily in infrastructure hardening in vulnerable shoreline areas. In conjunction with the municipalities, they developed a more comprehensive plan for power restoration focusing on health, safety and resumption of business activity.

Workforce

A coordinated effort between municipalities, businesses, educational institutions and Workforce Alliance are utilizing existing and establishing new programs to plan for immediate workforce needs, future retirements and overall growth.

Fiscal Stability

The State of Connecticut is grappling with looming unfunded debt liability and is likely to cut municipal aid and/or increase taxes. Business associations and Chambers of Commerce are vigorously advocating for solutions that will have the least negative impact on our economy. In addition, organizations like CCM (Connecticut Conference of Municipalities) and COST (Connecticut Council of Small Towns) work to protect the interests of towns and their residents. Our communities are also expanding regional collaboration.

Cyclical Economic Downturns and Crises

The South Central Connecticut region is better positioned than others with a secure base of employers in healthcare and higher education. Nonetheless, we did experience a significant increase in unemployment during The Great Recession. Workforce training for more secure positions, such as in manufacturing where there are long-term contracts, could alleviate some of the risk. Aside from the inherently risky retail and tourism related jobs (a decrease in disposable income directly impacts these sectors), our entrepreneurial ecosystem would also be at increased risk, particularly those without university affiliations.



SWOT SUMMARY

Each subcommittee completed a SWOT analysis to identify the most compelling areas of strengths, weaknesses, opportunities and threats to economic vitality in the region. Every committee identified the ongoing budget issues at the state level as a primary concern. Businesses, groups and individuals are closely monitoring the situation and are actively communicating with the legislators to prevent decisions that would have unintended or detrimental consequences to the businesses and residents of Greater New Haven.

The detailed analyses can be found in Appendix A.

In performing the SWOT analysis, it became apparent that there were two sides to almost every coin. In our analysis, we acknowledge the weaknesses and threats but respond with creative and actionable alternatives to create opportunities.

We have a prime location on the eastern seaboard with access to two large metro areas, Boston and New York. We can benefit from them as powerhouse economic development engines if we deliver essential transportation infrastructure upgrades. In terms of cost of doing business and cost of living, Greater New Haven is significantly less expensive than either city. Alternatively, we compete with them for business recruitment and talent.

The region also suffers from the state's reputation for not being friendly to businesses. Taxes and regulations are the most commonly mentioned deterrents to operating in Connecticut. While we are exercising the influence we have on state government, we are also focusing on what we can do locally to improve the business experience. Our goal is to study the best practices of towns that are perceived as business-friendly and share them regionally. Government officials, economic development administrators and commissions must amplify their efforts to engage existing businesses. Facilitating the resolution of issues will reinforce the fact that the region values our existing businesses and wants to see them thrive.

Greater New Haven benefits from being the home of Yale University and Yale-New Haven Health System (YNHHS). We bear little risk of either entity creating a major disruption in employment. Healthcare, biomedical and life sciences and higher education are supported by Yale and YNHHS, as well as other colleges and universities in the region. Bioscience and life science businesses have been recruited by other states, but many elect to remain in the region due to the robust research opportunities available through the Yale School of Medicine and YNHHS. Reductions in research



SWOT SUMMARY (CONTINUED)

funding from the National Institute of Health and National Cancer Institute would negatively impact the bioscience sector. The areas with the most growth potential are in cancer research at the Smilow Cancer Hospital at Yale New Haven Hospital and personalized medicine at the Yale Center for Genome Analysis.

Our other key economic drivers, advanced manufacturing and tourism, are not as secure. Manufacturers are being courted by other states and our employee pipeline is insufficient to meet the demand. Tourism can be significantly impacted by national and international economic crises, natural disasters and man-made disruptions. In addition, statewide tourism marketing funding has been inconsistent, ranging from one dollar in 2011 to \$15 million in 2012. Since 2012, the funding has declined and is currently anticipated to be \$4.1 million in 2018-2019.

As the median age in our region is 39.7 years old, we are seeing the impact of retiring residents in the workforce. Particularly in the manufacturing and trades sectors, we lack a replacement pipeline. In the course of our outreach meetings, we have presented the job opportunities now available in the manufacturing and trade industries. The earning potential and security offered by these jobs (Connecticut has a strong defense industry with contracts extending out into 2037) has elicited a very positive response. Students and parents are extremely concerned about student debt and are more willing to consider alternatives that would create high-value career paths. Additional training services in the trades could also help shrink the wage gap.

Photo: Sarah Washburn





SWOT SUMMARY (CONTINUED)

Beyond being one of the region's largest employment sectors, the higher education institutions also produce a highly-educated workforce. The challenge has been aligning the curricula with the needs of industry. While there is still a skills mismatch, intense collaboration between colleges and business leaders have resulted in several new certificate programs at Gateway Community College and Bioscience and Biotechnology Career Paths at Southern Connecticut State University (SCSU). As students who attend either of these colleges are most likely to remain in the state, we are hopeful that we will be able to retain more young people in the region. We will continue to expand our outreach to the other six colleges and universities to increase the number of students who become residents after graduation.

In looking at housing, additional efforts need to be made to increase the amount of affordable and attainable housing. While we are making strides in transit-oriented development around the New Haven-Hartford-Springfield line, we still lack sufficient housing that aligns with Millennials' expectations. Seniors also have limited opportunities to age in their own communities. Maintaining homes is a burden and there are few communities that offer senior-friendly housing. Initiatives surrounding transit-oriented development are essential to meet the current and emerging housing needs.

Business recruitment is hampered by the lack of developable land within the region. Uncertain brownfield assessment and remediation funding is a real concern for our region with a strong manufacturing past. The region's two largest parcels were sold in the last year, one to YNHHS and one to Amazon, so the future options are limited. One potential solution is to partner with the adjacent area of Bridgeport. In a submission for Amazon HQ2, the two regions created a vision for future collaboration. Bridgeport has available land and New Haven can provide workforce.

Our transportation system is mature with extensive rail and highway access. However, with the exception of the soon to be launched New Haven-Hartford-Springfield line, the infrastructure is aging and needs significant investment to maximize its potential. Ideally, 60-minute express trains from Union Station in New Haven to Grand Central Terminal in New York would encourage both residents and businesses to choose our region with the reduced commute time.

The highway situation has improved dramatically since the 2013 CEDS with the completion of the Pearl Harbor Memorial Bridge project. Traffic flows freely through the I-95 and I-91 interchange. Highways and bridges would benefit from upgrades.

South Central Connecticut's public transportation system is currently being studied by Move New Haven to enhance a multi-modal transportation system. The current configuration leaves bus passengers with difficult commutes due to very limited east-west routes. Train schedules between Amtrak, Metro-North and Shore Line East have not been optimized. Meaningful changes to bus and rail service would dramatically improve workforce mobility.



SWOT SUMMARY (CONTINUED)

While we have access to Bradley International Airport in Windsor Locks, Connecticut and the three metro New York airports, regional air service is far from ideal. The route to the New York airports is often congested with frequent delays due to both accidents and construction. Tweed New Haven Regional Airport is a woefully underused resource. Due to a statutory limitation on the length of the runway, commercial service is limited to small jets. If the statute was repealed to allow the paving of the runway safety areas, the airport could accommodate commercial jets used by other airlines. Currently, service is limited to a single carrier with three daily round trip flights to Philadelphia. Removal of the limitation of the runway length would undoubtedly increase the number of carriers, flights and destinations.

In 2014, the Connecticut Port Authority was created. They are recommending the port be dredged to 42 feet, currently it is at 35 feet which was the goal set in the 2013 CEDS. The port is underutilized and is used primarily for importing petroleum and exporting scrap metal. Both Milford and West Haven should be included in future dredging projects to increase commercial opportunities. If possible the dredged material (sand) should be used to address beach erosion.

Far and away, the most consistent message we have heard in our community outreach is that the quality of life in Greater New Haven is the primary reason for residing here. The cultural attractions, walkable downtowns, healthcare services, historic sites, outdoor recreation and multi-cultural dining experiences directly influence residents and businesses to remain in the region. These same qualities drive our tourism sector so every effort must be made to preserve these assets.

The goals and objectives of this plan are the direct result of the detailed SWOT analyses completed by each committee. The full analyses can be found in Appendix A.



Foster efficient business development, recruitment, access to jobs, wealth creation, and entrepreneurial activity throughout the region.

Objective 1: Actively engage our stakeholder network to support the targeted development and recruitment of high-value businesses in the region.

Action Items

- Identify best practices from towns that are described as “business-friendly” and share with all towns within the region. Completion: Year 1
- Act upon short-term recommendations obtained through interviews and outreach meetings, including increased support for anchor institutions, additional public relations efforts to promote the region, and building the workforce pipeline. Completion: Year 1
- Provide entrepreneurial support in all sectors, directly and through referrals to other organizations. Completion: Ongoing
- Continue to engage key sectors and businesses through one-on-one conversations, professional meetings and networking events. Completion: Ongoing
- Maintain communication with town economic development administrators and commissions through the Regional Economic Development Forum meetings. Completion: Ongoing

Objective 2: Collaborate with regional partners to provide access to and actively disseminate complete and accurate information on available resources and incentives.

Action Items

- Review and update the Regional and State Resources page on the REX website. Completion: Year 1
- In conjunction with the Greater New Haven Chamber of Commerce, finalize the GNH Biz Resource online database. Completion: Year 1
- Increase the REX newsletter list by 2%. Completion: Year 1
- Post events, programs and media announcements on social media a minimum of three times per week. Completion: Year 1



GOAL 1: BUSINESS DEVELOPMENT AND RECRUITMENT

- Continue active participation in associations, chambers of commerce and municipal economic development initiatives. Completion: Ongoing

Objective 3: Advocate for business-friendly initiatives at the federal, state and local level that will encourage economic growth and vitality.

Action Items

- Support business-friendly initiatives through legislative outreach and community involvement. Completion: Ongoing
- Testify on relevant economic development issues. Completion: Ongoing
- Participate as members of the Greater New Haven Chamber of Commerce Government Affairs Committee. Completion: Ongoing

Objective 4: Expand global opportunities by forging economic and cultural ties in conjunction with our community partners.

Action Items

- Regularly attend national and international trade shows to promote our key economic drivers. Completion: Ongoing
- Host international travel writers and tour operators to familiarize them with the arts, culture, recreational and tourism assets of the region. Completion: Ongoing
- Meet with visiting foreign delegations to promote the region. Completion: Ongoing



Identify, stimulate and coordinate programs and services, ensuring that the region's residents have affordable access to the high quality training, education and housing opportunities they need to be productive members of emerging industry clusters in the regional economy.

Objective 1: Create a broad spectrum of career pathways within our key industry clusters to provide the opportunity for all to earn a livable wage.

Action Items

- Create database of training and education resources for local economic development professionals and/or town planners. Completion: Year 1
- Retain and attract young professionals . Build upon and promote Chamber and regional young professional organizations to develop additional programs, policies and mentorships to attract, engage and retain young professionals in the CEDS region. Completion: Year 1
- Prioritize education and training opportunities in collaboration with the evolving economy and prioritize the needs of the local and regional industry clusters. Completion: Year 2
- Utilize available public and private resources to support incumbent worker training for lifelong learning to assure marketable skills are maintained and earning potential is increased. Completion: Year 3
- Create and market collaboration among public and private sector partners to engage in discussion of critical school-to-work issues, such as STEM, Artificial Intelligence (AI), Internet Technology (IT) related education at all levels. Completion: Year 5
- Prepare primary and secondary school students for college, internships, externships, apprenticeships or vocational/technical programs to meet existing, anticipated and emerging employment needs. Completion: Year 5
- Prepare primary and secondary school students for college, internships, externships, apprenticeships or vocational/technical programs to meet existing, anticipated and emerging employment needs. Completion: Year 5
- Create and market public/private partnerships and programs to support the growth and retention of talent for all clusters of the regional and local economy. Completion: Ongoing

Objective 2: Enhance opportunities for attainable and affordable housing for all income and demographic levels.

Action Items

- Create a data base for distribution that includes housing options related to location, cost and type. Completion: Year 1
- Create database and marketing plan for transportation options. Completion: Year 2
- Improve the quality, affordability, quantity and diversity of housing in the region. Seek design and funding opportunities for the region's communities to help the municipalities address the region's critical housing shortage at price points for service and technical workers, low and middle income families as well as for the Millennial-aged workforce. Completion: Year 2
- Create a marketing plan for housing opportunities for all workers. Completion: Year 3
- Create fundable strategy with stakeholders for improving public transportation through the region with State, federal and local partners for Clusters and considering east to west routes for workforce. Completion: Year 5
- Encourage real estate developers, municipalities, residents and local businesses to invest in and support diverse housing options for singles, couples, families, millennials, baby boomers and seniors in integrated communities. Completion: Year 5
- Develop a transportation strategy aligned with priority clusters for the region and the towns. Completion: Year 5





Develop, maintain and effectively utilize a robust, 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: Enhance multi-modal transportation network.

Support a variety of transportation options that are conducive to regional growth, including rail, bus, and air travel. Promote expansion of transit-oriented development (TOD) surrounding the region's multi-modal transportation hubs. Replicate existing bicycle and pedestrian infrastructure throughout the region.

Action Items

- Completion of the Move New Haven study by CTTransit to create more frequent and efficient bus service. Completion: Year 1
- Continue to participate in NEC Future to create a high-speed rail network in the region, supporting Amtrak's proposed route through New Haven Union Station. Completion: Ongoing
- Continue efforts to modernize and expand Tweed New Haven Airport, and provide advocacy for collaborations with the State and other regional airports. Completion: Ongoing
- Market the region's commuter rail and TOD assets to attract potential businesses/investors. Completion: Ongoing
- Coordinate with CT Transit to evaluate upgrades and the potential for service improvements. Completion: Ongoing
- Continue engagement of public and private partners in planning an economic development strategy around the NHHS, Shoreline East, and Metro-North rail corridors, highlighting opportunities for TOD. Completion: Ongoing
- Engage CT Transit and private sector to evaluate opportunities to increase transit ridership. Completion: Ongoing
- Encourage the design and development of Complete Street policies. Completion: Ongoing
- Support upcoming projects in West Haven including Allingtown conversion to College Village, The Havens, Stiles and TOD along with the replacement of the Kimberly Avenue Bridge.

Objective 2: Expand freight capacity of the region.

Continue to support the expansion of the Port of New Haven, which currently has a channel depth of 35 feet and width of 400-800 feet. The U.S. Army Corps of Engineers is studying the potential of deepening the channel to 42 feet, which would increase the economic potential of the port.

Action Items

- Support investments in the Port of New Haven to expand freight capacity through dredging of the channel, as well as economic development opportunities in Milford and West Haven. Completion: Ongoing
- Garner support and advocate for continued federal funding to perform shipyard improvements and ship repairs. Completion: Ongoing
- Continue supporting the State and port land owners in connecting the Port of New Haven with the Providence and Worcester Railroad. Completion: Ongoing
- Coordinate site development projects with transportation improvement plans contained in the region's Long-Range Transportation Plan. Completion: Ongoing
- Support efforts to establish dependable funding sources for State Special Transportation Fund. Completion: Ongoing

Objective 3: Support continued investments in 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 state-of-good repair projects and new investments which directly support economic development and job growth.

Action Items

- Support significant regional transportation projects such as the reconfiguration of the I-91/I-691 merge and rehabilitation of the West Rock Tunnel. Completion: Ongoing
- Maintain balance between local and regional interests in considering approval of infrastructure projects and when advocating for infrastructure funding. Completion: Ongoing



Objective 4: Optimize water infrastructure and partnerships for maximum economic impact.

- Identify municipalities that are ready and able to fund, or regionally partner in funding, water system expansion into unserved areas. Completion: Ongoing
- Determine if state or federal funds are available for economically-driven water system expansion. Completion: Ongoing
- Identify and target industries that are water-use intensive and develop a long-term marketing strategy to attract these industries. Completion: Ongoing
- Explore the potential for private partnerships as a funding mechanism for infrastructure expansion. Completion: Ongoing
- Determine the areas within the South Central Connecticut Regional Water Authority's (RWA) service area that have the potential for commercial and industry growth but are not currently served by RWA's distribution system. Completion: Ongoing

Objective 5: Ensure the entire region has adequate telecommunications infrastructure to support modern communication and information systems.Action Items

- Determine access and infrastructure requirements in the region. Completion: Year 3
- Organize partners to develop regional access. Completion: Ongoing
- Support and promote efforts to enhance faster and cheaper broadband service to the region. Completion: Ongoing

Objective 6: Support the expansion of natural gas mains and explore green energy optionsAction Items

- Continue to advocate and educate for natural gas use throughout the region. Completion: Ongoing
- Market energy efficient programs. Completion: Ongoing



Developable land is an extremely limited resource for the region. It is critical that the region continue to embrace and adopt strategies that focus on cleaning-up contaminated sites, support effective and efficient development plans, and protect resources that add to the region's overall sustainability.

Objective 1: Support brownfield redevelopment.

Support and promote predevelopment activities including master planning, site acquisition, site assemblage with assessment, remediation and land banking with the goal of converting more brownfields and underutilized sites into usable properties in order to increase opportunities for growth within the region.

Action Items

- Identify properties within the region with the greatest potential for return on investment that are vacant or underutilized due to environmental contamination and would have strong market demand for reuse if remediation occurred. Criteria should include the potential for development and private investment and proximity to public transit. Completion: Year 2
- Develop Best Practices Guide and facilitate regional information meetings on Brownfield redevelopment through REX/REDFO. Completion: Year 2
- Identify opportunities for inter-local collaboration on large Brownfield redevelopment projects. Completion: Ongoing
- Identify and advocate for funding opportunities for environmental assessment and clean-up and seek to aggregate resources for use in the region and promote those resources region-wide. Completion: Ongoing
- Partner with local, regional, state and federal agencies/organizations to open discussions and identify strategies for reuse with property owners of key contaminated sites including the use of Brownfield Land Banks, Municipal Development and Redevelopment Plans. Completion: Ongoing
- Actively market target sites. Completion: Ongoing



Objective 2: Define and encourage next generation mixed-use and transit oriented development

Action Items

- Through a series of events, share the resource list of next generation mixed-use and TOD opportunities with partners. Completion: Year 1
- Develop a marketing plan for sites that could support these types of development. Completion: Year 1
- Develop a resource list of next-generation mixed-use combinations and TOD that take advantage of unique municipal characteristics and target emerging industry needs. Completion: Year 2
- Create Resource Team of professionals to define next generation mixed-use combinations and TOD, and provide technical assistance to municipalities. Completion: Ongoing

Objective 3: Develop regional resource use and awareness.

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. Ultimately, encourage growth while supporting sustainable use of the region's unique natural resources.

Action Items

- Increase awareness of and support preservation of open space including working farms. Completion: Ongoing
- Develop resources to support a sustainable, diverse, and equitable local food system that includes production, food processing and distribution infrastructure and encourages food based business development as well as creative reuse of existing infrastructure. Completion: Ongoing
- Monitor use and support the development of recreational land use assets including parks, greenways and bicycle/pedestrian trails. Completion: Ongoing
- Encourage connectivity of trails and of recreational assets to transportation nodes and centers for economic activity including commercial centers and downtown areas. Completion: Ongoing
- Monitor and support energy usage and reliability and encourage development of renewable energy assets for residential, commercial, and agricultural uses. Completion: Ongoing
- Facilitate coordinated efforts and information sharing among municipalities, organizations, and agencies toward improved storm preparation along the coastline and climate change resilience.



Harness collaborative and resourceful marketing and communications opportunities and partnerships that support economic success while raising the awareness of stakeholders in, and outside of, South Central Connecticut.

Objective 1: Encourage local economic activity by educating stakeholders about resources and funding opportunities.

Action Items

- Establish a quarterly, regional marketing meeting with economic development professionals and business leaders to disseminate information to other stakeholders. Completion: Year 1
- Partner with the Greater New Haven Chamber of Commerce to launch a new website dedicated to sharing resources with regional businesses. Completion: Year 1
- Share best practices from the CEDS Strategic Planning Committee on a dedicated webpage via REX Development. Completion: Year 1

Objective 2: Market the region to attract and retain businesses at the local, state, national and international level.

Action Items

- Develop a regional "pitch" to share at meetings, trade shows, and conferences. Completion: Year 1
- Design an impactful one-page handout that conveys the strengths of region to the business community as outlined in the CEDS. Completion: Year 1
- Solicit formal feedback from students, young professionals, start-ups, and established business entities who have elected to or are planning to relocate outside of Connecticut. Similarly, collect feedback from stakeholders who have recently relocated to Connecticut. Completion: Year 1

Objective 3: Grow tourism marketing in conjunction with the State of Connecticut Office of Tourism.

Action Items

- Refresh/replace the REX Development website. Completion: Year 2
- Refresh/replace the Visit New Haven website. Completion: Year 2
- Establish a brand for Greater New Haven to strengthen State brand. Completion: Ongoing



IMPLEMENTATION TEAMS



In 2013, we created Implementation Teams for each of the five major areas:

- Business Recruitment and Retention
- Workforce and Housing
- Infrastructure
- Real Estate, Land Use and Sustainability
- Marketing and Communications

Based on the strategy, action steps and outcome measures, we will be assembling Implementation Teams for the 2018 CEDS that will foster increased collaboration among regional partners.

Lead Implementers

Each lead implementer will be responsible for a specific objective and lead a team to develop detailed strategies and provide accountability for directing and measuring progress. Many of the lead implementers will be drawn from the key stakeholders who participated in the outreach sessions over the past year. Going forward, we hope to draw additional public participation from the general public and other key civic stakeholders to join in the process.

It will require a collective effort to sustain and expand the region's economic prosperity.



EVALUATION MEASUREMENTS

Each committee identified specific tasks and timeframes to support their goals and objectives. The measures of success of these efforts will be collective as there is tremendous interdependency between the sectors, external factors and available resources.

- Increase the number of new businesses by 2% annually (ctdata.org)
- Reduce regional unemployment to not exceed the national unemployment rate
- Increase rail and bus use by 5% annually
- Dredge the Port of New Haven to 42 feet by 2020
- Increase median household income by 2% annually
- Decrease number of people living below the poverty level by 1% annually
- Increase enplanements at Tweed New Haven Regional Airport by 5% annually
- Increase number of airline carriers to 3 by 2020
- Increase the utilization of state and local parks in the region by 5% annually
- Maximize the assessment and remediation of brownfields based on State and Federal funding
- Increase the REX/EDC/VNH newsletter subscription list by 2% annually
- Increase website visits to REX, VNH and Greater New Haven section on ctvisit.com by 5% annually
- Increase housing starts by 2% annually
- Increase affordable housing units by 5% annually
- Preserve number of farms/open space by 5 sites per year
- Increase number of trade shows by 2 events per year
- Increase amount of venture capital investment by 5%
- Increase number of technical skills training programs by 2% annually



REFERENCE PLANS AND DOCUMENTS

Over the past year, many simultaneous projects have been undertaken by regional and state stakeholders. As part of our commitment to efficiency through collaboration, we have included participants from these projects and referenced these documents to ensure a cohesive CEDS. Some of the resources include:

- State of Connecticut Economic Development Strategy
- SCRCOG Hazard Mitigation Plan
- SCRCOG Plan of Conservation and Development
- Connecticut Commission on Fiscal Stability and Economic Growth
- Regional Water Authority Strategic Plan
- South Central Connecticut IEDC Data Set