South Central Connecticut

2015 Comprehensive Economic Development Strategy
Annual Update

REX Development
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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 promotes programs and policies aimed at making the region more competitive in the global economy. REX coordinates the development and implementation of the Comprehensive Economic Development Strategy.

In 2014-2015, South Central Connecticut continued steady progress on stated goals and objectives, with extensive headway on major construction projects, initiation of multiple cluster-based workforce education curricula, a significant buy local project with Yale University, Yale-New Haven Hospital and local food manufacturers, and a series of regional cooperation opportunities.

This document reflects the major 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 2015-2016.

vision statement

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

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

South Central CONNECTICUT is a vibrant region of small cities, suburbs and rural communities situated between New York and Boston. The region is made up of 15 municipalities in Southern Central Connecticut: Bethany, Branford, East Haven, Guilford, Hamden, Madison, Meriden, Milford, New Haven, North Branford, North Haven, Orange, Wallingford, West Haven and Woodbridge with a population of 569,272.

STUDENT POPULATION

Yale University
Total Enrollment: 12,336
Number of Employees: 14,883*
Yale Fact Sheet 2014-2015

Southern Connecticut State University
Total Enrollment: 8,170

Quinnipiac University
Total Enrollment: 8,803

Gateway Community College
Total Enrollment: 8,186

University of New Haven
Total Enrollment: 6,555
University of New Haven Fact Sheet 2014

Middlesex Community College
Total Enrollment: 2,900

Albertus Magnus College
Total Enrollment: 1,582

Paier College of Art
Total Enrollment: 155

*Largest employer in the region

Source: College Navigator 2013

REGIONAL PROFILE

Population 569,272 (2012)
Land Area 367 mi²
Median Household Income $65,554 (2012)
Median Per Capita Income $33,632 (2012)
Total Employment 301,455 (2014 CT DOL Annual Average New Haven LMA)
Regional Airport Tweed New Haven Regional Airport
Smallest Population Bethany, 5,524 (CERC 2014)
Percent of the Population 25+ Years with a Bachelor’s Degree or Higher 35.65% (2012)

For detailed data see the SCRCOG 2014 Demographic & Socioeconomic Report
current projects

- Groundbreaking for **Jordan’s Furniture** 195 square foot mega-store and tourism destination. Project will generate 500 construction jobs and 200 permanent jobs at the former New Haven Register building on Long Wharf Drive (New Haven).

- The **College Street Music Hall** opened May 1, 2015 in the location of the former Palace Theater in the Entertainment District of Downtown New Haven.

- $75,000 Federal EDA Capacity Building Grant.

- CT Department of Economic and Community Development grant for **Regional Brownfield Inventory**.

- **I-95 New Haven Harbor Crossing Corridor Improvement Program** continued on schedule (Q-Bridge/Pearl Harbor Memorial Bridge).

- **Downtown Crossing** is the City's long-term plan to close Route 34, reconnect city streets and neighborhoods through new development between Downtown and the Hill. The project enables development of the 425,000 s.f. medical/lab office building and future home of **Alexion Pharmaceuticals**. The new world headquarters of Alexion in New Haven represents a $100 million investment.

- EPA approved $350,000 in additional Brownfield Revolving Loan Funds for **Circuit-Wise** (North Haven).

- Closed Phase II for the former **Atlantic Wire** site (Branford).

- **Hamden Incubator Site** cleanup completed in 2014.

- Grant approved by CT DECD for **Brownfield Assessment at 43 Atwater St.** (Bethany).

- **Winchester Lofts Project** to restore an abandoned rifle factory through a $54 million historic rehab project with 158 apartments was completed. (New Haven)

- **Mt. Sinai Icahn School of Medicine** opened a new location in Branford in October 2014 (genomic research).

- **Live Work Learn Play** development project on former Coliseum site moving forward.

- **Northeast Gateway Industrial Park** (165-acre site) is largest shovel-ready industrial park site in the Northeast (North Haven).

fast facts

- **South Central Connecticut is home to:**
  - Yale University
  - Subway World Headquarters
  - PEZ Candy U.S. Candy Headquarters
  - Yale-New Haven Health System
  - Covidien (Medtronic)
  - Assa Abloy USA
  - Henry C. Lee Institute of Forensic Science at the University of New Haven.

- **Yale University's** FY 2013 R&D expenditure was $788 million.

- Currently, the **Regional Water Authority** has excess capacity of 15 million gallons of water a day.
TOP ECONOMIC DRIVERS

higher education
healthcare
advanced materials & manufacturing
biomedical/life sciences
arts, entertainment & tourism
business & financial services (professional)
agribusiness/agribioscience (emerging)

Individual Clusters as Share of Cluster Employment

- Biomedical/Life Sciences (includes Healthcare) 50%
- Business & Financial Services (Professional) 12%
- Advanced Materials 10%
- Higher Education 15%
- Agribusiness/Agribioscience 4%
- Advanced Manufacturing 9%
- Arts, Entertainment & Tourism 3%

note
Since the 2013-2018 Comprehensive Economic Development Strategy, our top five clusters have continued to drive the economy forward. The South Central Connecticut Comprehensive Economic Development Strategy used employment numbers according to the 2007 NAICS codes. As a result some of the sectors have been adjusted using the 2012 NAICS.
TOP 5 ECONOMIC DRIVERS

higher education

The region is home to a vast array of eight colleges and universities, including two law schools, two medical schools and a world renowned university. Although not a true cluster, the education sector is a main economic driver, producing a well-educated workforce, while employing over 30,000 people and having a total economic impact of over $1.5 billion.

healthcare

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

Yale-New Haven Health System

According to the 2014 YNHHS Annual Report, the hospital reported:

- 1,541 total licensed beds
- 78,529 inpatient discharges (2013: 80,503)
- 1,204,666 outpatient encounters (2013: 1,100,534)
- 12,152 employees* (2013: 11,436)

*Second largest employer in the region

advanced materials & manufacturing

The region, built upon a strong manufacturing base, abounds with small manufacturers utilizing highly-skilled workers to produce precision, high value-added products. With a high concentration of employees compared to the nation, of particular strength in the region is primary and fabricated metal manufacturing; electrical equipment and electronic component manufacturing; and medical device manufacturing. The advanced materials cluster is one of the strongest performers in the region with overlap into other industry sectors, directly associated with the strength of the manufacturing and healthcare industries.
TOP 5 ECONOMIC DRIVERS

biomedical/life sciences
With nearly 105,000 employees working in this industry cluster, including healthcare workers, it is one of the strongest in the region. With world class institutional and academic assets to leverage, this region has become a focus of biomedical expertise and development.

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

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

Regional Website Traffic
REX Development hosts two regional websites, www.rexdevelopment.com and www.visitNewHaven.com. The complete rebuild of the REX site in 2014 has dramatically improved the user interface. We routinely add new data, media hits and other valuable information for site selectors, current businesses and residents.

In 2016, we would like to see an increase in the number of visits to the REX website with more time spent on the site.
**action plan overview**

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

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

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

**lead implementers**

The Lead Implementers will be the champions of the implementation teams, driving the agenda and organizing the teams to continue to develop action items, measure success and delineate performance based timelines. The duties and tasks of the lead implementer are outlined in a Memorandum of Understanding. Upon signing of the MOU and acceptance of the responsibilities, the lead will work with the team to achieve the suggested agenda and provide modifications or additions to the agenda items as deemed necessary. Many of the Lead Implementers were volunteers from the stakeholders present at the public forums during the outreach process. In short, the lead implementers are responsible for managing the teams, goals and objectives (including proposed changes) and timely reports to the Strategic Planning Committee.

**I-95 New Haven Harbor Crossing Corridor Improvement Program**

The I-95 New Haven Harbor Crossing Corridor Improvement Program (Q-bridge) will be complete in 2016. This critical upgrade to aging infrastructure on the high-traffic route between New York City and Boston is a critical component of the region’s economic vitality. The new bridge, in addition to Shore Line East rail service, is helping the southern portion of the region is becoming easier to traverse.

The Q-bridge project, in conjunction with the City of New Haven’s Downtown Crossing project, will significantly improve the flow of workers between the region’s towns and cities. As the majority of workers in Greater New Haven work in a different city than where they reside, this is an important building block for future economic development.
goal 1 & objectives update

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

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

- Launched new REX Development/Economic Development Corporation of New Haven website in October 2014
- REX and many regional economic development partners participated in bi-annual statewide economic development strategy meetings, focusing on conference and tradeshow participation
- Robust social media program
- Consistent e-newsletter campaign for REX Development/Economic Development Corporation of New Haven, and Visit New Haven
- Frequent interaction with local, state, regional, state, national and international media outlets (2014-2015: 48 media hits, 30 media inquiries), hosted site selectors, writers and tour operators
- Coordinated efforts with consultants and constituents to identify appropriate tradeshows and conferences
- Created Regional Retail brochure
- Updated REX Medical Device & Manufacturing brochure and REX Top Ten Reasons (to do business in South Central Connecticut)
- Produced 2015-2016 Greater New Haven Cultural & Visitors Guide (80,000)
- Collaborating with UIL Holdings Corp. and CERC to obtain IEDC standard data sets
- Presented “Regional Economic Outlook” to a wide-variety of municipalities and community groups
- Developing new Visit New Haven website
- Attended CoreNet Event (Commercial Real Estate Network, Connecticut/Westchester Chapter)
- Routinely networked with commercial realtors and site selectors

2014-2015 Tradeshows & Conferences

- American Bus Association Tradeshows
- BioMed Boston Tradeshows
- BIO International Tradeshows
- Build a Better Business (UNH, Orange Campus)
- CERC Wallingford Marketing Presentation
- Connecticut Governor’s Conference on Tourism
- CT Data Collaborative Conference
- Discover New England Annual Summit
- Eastec Exposition Tradeshows
- Greater New Haven Business Expo
- Innovation Summit
- International Council of Shopping Centers New York National Dealmaking Conference
- The International Manufacturing Technology Show
- Medical Device & Manufacturing Tradeshows
- Metro-North Getaway Day at Grand Central Station
- North Haven Spring Economic Development Commission Breakfast
- State Regional Marketing Meetings
goal 1 & objectives update

Objective 2: Regional Economic Program & Best Practices
Maintain an Economic Development Program, based on best-practices, education and training, throughout the next five years.

- Hosted monthly Regional Economic Development Forums (REDFO) with guest presenters for regional stakeholders
- Collaborated with UIL Holdings to increase awareness of the New England Knowledge Corridor
- Maintain Regional Economic Development Calendar
- E-newsletters
- $75,000 Federal EDA Capacity Building Grant
- Participated in Economic Development webinars

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.

- Provided REX Executive Director’s report to the chief elected officials of the region at the SCRCOG monthly meeting
- REX performed Regional Economic Development Outlook sessions with community groups, economic development staff and commission members
- Ongoing efforts by Implementation Teams
- Approval of Greater New Haven Chamber of Commerce 2015 Legislative Agenda was granted by the Chief Elected Officials of each municipality, the REX Development Board of Directors, Workforce Alliance Board of Directors, New Haven Manufacturers Association, Arts Council of Greater New Haven Board of Directors
- Attended New Haven Day at the State Capitol
- Organized Tourism Day at the State Capitol with tourism partners throughout the state
- Testified at community meeting in support of paving the runway safety areas at Tweed New Haven Airport
- Submitted testimony and contacted legislators for on-going tourism funding
- Co-hosted Legislative Luncheon with the Arts Council of Greater New Haven

2014-2015 REDFO Presenters
- Boris Sigal, Buy Local Initiatives with Yale University, Yale-New Haven Health System and local food producers
- Holly Campo de la Vera, Vice President of SBA Lending at Webster Bank
- James Woulfe, Public Policy and Impact Investing Specialist from reSet on the new Benefit Corporation type in the State of Connecticut
- Kelly Murphy, VHB Engineering
- Kim Pita, from Connecticut Business & Industry Association
- Mark Cousineau, President, Community Investment Corporation.
- Peter Raymo, Business Services Coordinator Connecticut Department of Labor
- Sheila Hummel, DECD’s Business Express Program
- Stony Creek Brewery Site Visit

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

- SCRCOG launched a web-based Geographic Information System (GIS) program in June 2015
- SCRCOG requested Regional Incentive Funding to add Planimetric (bridges & infrastructure) data to Regional GIS
- The Region’s municipal Purchasing Departments formed ad-hoc Purchasing Council joined the Capital Region Council purchasing program
- SCRCOG provided technical assistance to towns responding to proposed new State mandated storm water regulations
- SCRCOG coordinates the Regional Planning Commission which in part provides reviews and advise on municipal zoning regulations, and Municipal Plans of Conservation
- SCRCOG has updated regional Demographic and Socioeconomic Trends Report and Interactive Map Gallery
- SCRCOG proposed regional building official departments to implement on-line permitting
- SCRCOG proposed regional Grant Funding software in place for municipalities
- SCRCOG hosted Utility Tree Trimming Forum held for regions Tree Wardens & arborist
- SCRCOG undertaking multi-region Coastal Resiliency Plan w/Greater Bridgeport Regional Council in cooperation with the Nature Conservancy funded by Federal Interior department including seven coastal towns in our region
- REX Regional “Buy Local” purchasing initiative study completed. Program between large institutions and local food manufacturers in the implementation phase.
- REX and SCRCOG Regional Advocacy – MORE Commission
- Submitted two grant applications for economic development initiatives under the State’s Regional Performance Incentive Grant program: Revenue Sharing Study & Regional DECD services provided at the local level
- SCRCOG supported the Capitol Region Council of Government’s application for a regional performance incentive grant for a statewide flight to acquire aerial imagery
- SCRCOG applied for a TOD planning grant for New Haven, Meriden, Milford, Wallingford, Branford and North Haven

### Community Participation: REX/EDC staff members are active with the following organizations and partners:

<table>
<thead>
<tr>
<th>Organization/Group</th>
<th>Other Organizations/Groups</th>
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<tbody>
<tr>
<td>Arts Council of Greater New Haven</td>
<td>Regional Chambers of Commerce</td>
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<td>Arts Industry Coalition</td>
<td>Regional Leadership Council</td>
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<td>Bioscience Clubhouse</td>
<td>Shore Line Trolley Museum Marketing Committee</td>
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<td>Buy Local Study</td>
<td>Small Business Association</td>
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<td>CBIA</td>
<td>South Central Regional Council of Governments</td>
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<td>CEDAS</td>
<td>Southern Connecticut State University</td>
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<td>Central Regional Tourism District</td>
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<td>City of New Haven Development Commission</td>
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<td>Connecticut Council of Municipalities</td>
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<td>Connecticut Department of Labor Connecticut Main Streets</td>
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<td>Connecticut Lodging Association</td>
<td>Tweed New Haven Regional Airport</td>
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<td>Connecticut Technology Council</td>
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<td>Crossroads Venture Group</td>
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<td>Discover New England</td>
<td>Workforce Alliance Board of Directors</td>
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<td>Gateway Community College</td>
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<td>Greater New Haven Chamber of Commerce</td>
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<td>Economic Development Council</td>
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<td>Governmental Affairs Committee</td>
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<td>Greater New Haven Professional Business Association</td>
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<td>Junior League of Greater New Haven</td>
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<td>Make Haven</td>
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<td>Milford Progress, Inc.</td>
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<td>MORE Commission</td>
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<td>Municipal Economic Development Staff &amp; Commission Members</td>
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<td>New Haven-Hartford-Springfield Corridor Advisory Committee</td>
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<td>New Haven Community Loan Foundation</td>
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<td>New Haven Manufacturers Association</td>
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<td>New Haven Parking Authority</td>
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action plan goals & objectives

Goal 2: Infrastructure
Develop, maintain and effectively utilize an excellent, integrated, multi-modal transportation, communications and information system that facilitates the efficient and convenient movement of people, goods and data intra-regionally, inter-regionally and internationally.

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

- Chief Elected Officials unanimously supported a resolution endorsing increased state operating subsidy for Tweed
- Ongoing efforts to obtain additional air service
- Vetting a proposed scheduled charter service between New Haven and Washington, DC (Dulles Airport) with Buzz Airlines
- Advocating for the paving of runway safety areas, which would provide the necessary 6100 feet of runway for 737 aircraft
- Developing a strategy to incorporate Tweed into the Connecticut Statewide Development Strategy
- SCRCOG completed Tweed Freight Cargo Study

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.

- 35 foot dredging completed
- Connecticut Port Authority bill signed in June 2014 (effective October 2014) to lead the development of all deep-water ports in Connecticut
- Port to be dredged to 40 feet
- Work underway with Bridgeport to repair the NH Harbor Breakwater damaged in Sandy Storm ($10 million allocated)
- SCRCOG completing Tweed Freight Cargo Study

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.

- Continued NHHS Corridor Advisory Committee meetings – North Haven Selectman Freda is Vice-chair
- Initial NHHS service planned late 2016/new station construction planned for Wallingford, Meriden and Berlin
- Wallingford submitted application to State for transit-oriented development study
- Continued State and Federal Advocacy for New Haven Northeast Corridor Option
- SCRCOG initiating regional TOD study along shoreline towns and north rail towns
- SCRCOG provided updated to the chief elected official and REDFO attendees
- New-Haven-Hartford-Springfield Rail: Completed Final Design in October 2014 and expect to complete construction/launch service in late 2016

<table>
<thead>
<tr>
<th>Service</th>
<th>2008</th>
<th>2012</th>
<th>% Change</th>
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<td>Metro-North</td>
<td>36,300,000</td>
<td>37,763,021</td>
<td>4.03%</td>
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<td>Shore Line East</td>
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<td>24.40%</td>
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<td>Amtrak</td>
<td>755,669</td>
<td>745,530</td>
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<td>Total Rail</td>
<td>37,539,369</td>
<td>39,110,259</td>
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Statewide Bus System 36,886,811 38,476,228 4.31%

Source: 2014 RPA Getting Back on Track: Unlocking the Full Potential of the New Haven Line
goal 2 & objectives update

- Regional leaders continue to advocate for additional service and adequate parking at Union Station
- West Haven Metro-North station opened in September 2013
- Connecticut Public Transportation Commission advocated for funding to remain in Transportation Fund rather than move to the General Fund
- Connecticut Public Transportation Commission recommended additional service for the Coastal Link line due to increased usage
- Connecticut Public Transportation Commission advocated for additional funding for marketing of services
- Safety concerns regarding aging infrastructure following May 2013 collision
- Coordinated advocacy for Amtrak to include proposed route through New Haven Union Station, one of the most travelled stations in the North East with regional representation at NEC Future route planning meetings

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.

- SCRCOG, Greater New Haven NAACP and Workforce Alliance study “How Transportation Problems Keep People Out of Workforce in New Haven”.
- Transit Forum with AARP and Greater New Haven District
- CTrides offers a program that will create a personalized teleworking for a specific company or employee
- Commuter Connection shuttle buses provide access to locations that are not within walking distance of the New Haven's State Street Station and Union Station
- Advocated for additional funding to perform necessary upgrades to all bus services in the region, specifically east-west bus routes.
- SCRCOG hosts monthly Transportation and Transportation Technical Committee meetings to review the COG Transportation Study

goal 2 & objectives update

- Towns along the NHHS corridor developing TOD plans
- Regional representation at NHHS rail corridor planning meetings
- Sought additional funding, upgrades and support for Shoreline East and Metro-North, to include parking and other municipal issues

Objective 5: Roadways & Bridges
Ensure adequate investment in the region’s roadways and bridges to maintain current infrastructure, improve safety and reduce traffic congestion. More specifically, this goal focuses on the state-of-good repair projects and new investments which directly support economic development and job growth.

- Ongoing 2015-2018 Transportation Improvement Program (TIP)
- SCRCOG Legislative Agenda provided to State to develop strategy and financial plan to ensure highways and bridges are maintained
- SCRCOG coordinates with 3-4 towns annually to do Road Condition Study to assist in planning road improvements

The Shore Line Trolley Museum in East Haven operates the Branford Electric Railway, opened in 1900, which is recognized by the U.S. Department of the Interior as the oldest continuously-operated suburban trolley line in the United States.
**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.

- Reviewing access and infrastructure needs throughout the region
- New Haven, Hartford and Stamford launched initiative to make Connecticut the first 1 Gigabit State, with support from 46 municipalities
- SCRCOG approved Nutmeg Network Service Agreement

**Objective 7: Utilities**
Support the expansion of natural gas mains to commercial/industrial districts over the next five years in order to lower energy costs for commercial customers, create new construction jobs, and to use a domestic fuel that is currently underutilized and safer for the environment.

- Continuing to advocate and educate for natural gas use throughout region
- UIL Holdings offers extensive efficiency programs for residential, municipal and business customers
- SCG and CNG met their combined 2014 goal of 14,200 conversions. The 2015 goal for the two companies is 16,900 conversions. The Connecticut Comprehensive Energy Strategy passed in 2013 set a goal of 300,000 new gas customers over 10 years.
- UIL Holdings building 5 megawatt renewable energy (solar panels) at Seaside Landfill in Bridgeport

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

- New Interconnections plans
  - 1 million gallon per day emergency interconnection to Wallingford, construction initiated in 2015 with completion 2016
  - Working on agreement Southington, expected in 2015
- 2014 RWA and Sacred Heart MBA identified water intensive industries that would be appropriate for our region
- BlaneCanada completed basic industry search, site selection criteria, identify individual companies, marketing message and build coordinated approach to generate leads to attract water industries to service area
- Ongoing infrastructure improvements to meet current and future needs – examining increasing capacity in Route 10 corridor based on additional industrial/commercial development
**Goal 3: Business Development & Retention**
On a continuing basis, identify and assist in the development of policies, priority clusters and other businesses that capitalize on the region’s diverse strengths and emerging opportunities.

**Objective 1: Regional Business Assistance Program**
Develop and implement an effective regional business assistance and retention strategy by 2014 to help existing businesses grow or remain in the region.

- Ongoing process with implementation teams and CT DECD
- Continued development of the Regional business Retention and Expansion Taskforce
- Coordinated tradeshow and conference representation with other state economic development entities
- $75,000 Federal EDA Capacity Building Grant
- Ongoing monthly meetings with Regional Alliance (members of private and nonprofit organizations)
- Working to establish New Market Tax Credit and EB-5 programs
- Presented Regional Economic Outlook to community groups
- REX Regional “Buy Local” purchasing initiative study completed. Program between large institutions and local food manufacturers in the implementation phase.

**Objective 2: Entrepreneurs & Start-Ups**
Foster innovation and new business development, by promoting “The Grid” (innovation ecosystem hub) and continuing to identify and assist prospective companies and entrepreneurs in priority business sectors to start and grow new business ventures in the region.

- Managed Grid New Haven entrepreneurial program for Connecticut Innovations
- Co-hosted Start Up Weekend
- Continued marketing Grid New Haven through a new website, social media and public relations
- Collaborated with Project Storefronts
- Continue to support high potential, Stage 2 companies in region
- Serve as primary advisor to entrepreneurs launching new ventures in region & connecting them with relevant programs and resources
- Work with partners to increase venture capital activity in region and determine feasibility of 2015 event to connect startups and investors in New Haven
- Study completed to evaluate need for Software Institute
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.

- Working with a number of bioscience/life science and manufacturing companies to relocate or expand in Greater New Haven
- Relocated P2 Science (expansion)
- Elm City Elf buy local initiative in conjunction with Market New Haven, Town Green Special Services District and Yale University Properties
- The City of New Haven opened a Small Business Service Academy (Dixwell Ave., New Haven)
- Collaborating with SCSU to better engage students in the community and provide connections for experiential learning through partnerships with Project Storefronts, The Grid, etc.

Objective 4: Improve the Regulatory Environment
Continue to advocate for improved policies and procedures to promote the economic growth of the region over the next five years. Focus on regional permitting processes, cost of doing business, tax structure and a comprehensive energy strategy.

- 2015 GNHCC Regional Government Agenda approved
- Regional support of CT20X17 to boost CT’s competitiveness

Objective 5: Expand Global Opportunities
Support and develop new opportunities for business to access expanded markets.

- Hosted IEDC EB-5 Webinar
- Located Bavarian Business Development Office in New Haven in December 2014
- Investigating new opportunities with Cuba in conjunction with U.S. Representative Rosa DeLauro’s office

Goal 4: Workforce Enhancement and Housing
Identify, stimulate and, where necessary, coordinate programs, services and initiatives ensuring that the region’s residents have affordable access to the high quality training, education and housing opportunities they desire in order to be a productive member of the region’s workforce.

Objective 1: Support Incumbent Worker Training
Support the need for additional annual funding, mergers or additional training programs for Incumbent Worker Training, to maintain or exceed the $1,000,000 ($1.82/capita in region) threshold per year.

- CT Department of Labor took over state-funded IWT program in 2013
- Workforce Alliance awarded a Ready to Work Grant by US Dept. of Labor Oct. 2014 that includes limited number slots for Incumbent Workers in technical areas. Funds will support individual workers in short-term training in certificate and continuing education programs at Community Colleges. Funds support both South Central and Eastern Workforce Investment Board Regions

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.

- Collaborated with the City of New Haven and Southern Connecticut State University to establish a Bioscience Career Ladder Agreement with the City and University which will create additional bioscience related majors and certification programs
Objective 3: Support Community Colleges and High School Technical Programs
Meet emerging workforce needs by supporting innovative workforce development efforts at Gateway Community College, Middlesex Community College and area high schools, including priority cluster specific workforce efforts such as manufacturing technology programs.

- Collaborated with Gateway Community College on scholarship fundraiser
- Establishing a Computer Coding Certificate program with Gateway Community College
- New Haven Manufacturers Association (NHMA) Workforce Enhancement Committee works with community college workforce development programs and high school technical programs
- NHMA established “Workforce Enhancement Education Foundation” dedicated to workforce education for CT manufacturing industry
- NHMA on Platt and Eli Whitney Vocational Tech Committees

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 2015-2016 Request for Proposals for Youth Programs required the inclusion of sectoral strategies and relevant career pathways as mandatory WIOA-funded youth program components.
- Workforce Alliance Summer Youth 2014 program served 1,092 worksite placements regionally (30 towns), and in New Haven specifically, 378 worksite placements.
- Chamber/NHPS/Yale coordinate City-wide Science Fair
- Over a dozen Yale affiliated science programs available to youth in New Haven & region including elementary, high school and post high school graduation.
- CBIA Education Foundation – programs & public education policy advocacy

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.

- GNHCC PULSE has over 400 members and offers mentoring and social/educational events
- Milford Young Professionals (formed in 2014 with assistance from Milford Economic Development) offers mentoring, CEO Roundtables and Community Service Projects

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.

- Winchester Lofts opened with 158 housing units, including 32 affordable housing units

Goal 5: Real Estate, Land Use and Sustainability
Assist and support communities in developing and devising local land use policies and regulations that encourage effective and sustainable development, conducive to a livable region.

- REX received additional $200,000 from EPA in 2014
  - Bethany Project
  - Hamden Incubator Project
  - Branford Atlantic Wire
action plan goals & objectives

- REX coordinated regional Brownfield Inventory and priority projects in region

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.

- Stringent advocacy for Amtrak’s NEC Future route to include New Haven
- Continued advocacy for critical TOD projects at Union Station (10th busiest Amtrak station in the nation), including, but not limited to, additional parking
- SCRCOG undertaking regional TOD studies on new New Haven-Hartford-Springfield rail service and shoreline towns
- Wallingford submitted application to State for transit-oriented development study
- Downtown Crossing Project to integrate New Haven’s medical district and downtown

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).

This objective has been adjusted to promote events and programs and to measure the economic impact of the creative economy on the region and to support funding for the arts, culture and historic preservation

- The Arts Council of Greater New Haven has enlisted AMS Research to study the sustainability needs of the anchor arts organizations in the region and to create a community capitalization plan to strengthen the viability of the sector
- In 2016, the Arts Council will be participating in Americans for the Arts’ Arts and Economic Prosperity Study, to assess the economic impact of the arts in the region. The results will be released in early 2017
- Events are promoted through websites, newsletters and social media by various entities throughout the region
- In April 2015, the Connecticut Office of Tourism released Tourism Tracker: Key Results of the State’s Tourism Marketing Initiatives.
  - $14 billion in traveler spending in 2013 (3% increase over 2012)
  - $1.6 billion in tax revenues

The tourism industry supports 118,500 jobs and is the only sector to have reached pre-recession employment levels
action plan goals & objectives

- Arts Council of Greater New Haven designated as “Regional Service Organization” by Connecticut DECD to support the Arts & Culture industry
- Arts Council convenes with town art councils to discuss issues
- Arts Council sponsors “Make.Art.Work” career development program for visual artist in region
- Shoreline Arts Alliance developing former school to non-profit arts education and performance space
- Community Foundation for Greater New Haven has a new arts initiative beginning with study of financial needs of “anchor” arts organizations to support operating needs
- Arts Council initiated four neighborhood based arts projects – 4 @$2,500/ea.

Objective 4: Agriculture & Open Space Preservation
Encourage growth while maintaining or increasing agricultural production and open space preservation, to include at least 21% of the region’s land area to be preserved as open space by 2017.
- SCRCOG Regional Trails mapping project planned
- SCRCOG submitted State Incentive Grant funding to identify “open space” in region with GIS mapping
- Coordinate with regional conservation and development planning processes to identify responsible growth

Goal 6: Funding and Implementation
Secure adequate funding to implement the objectives proposed by this CEDS.

Objective 1: Implementation Funding
Establish a multi-year funding commitment to support implementation of the Goals and Objectives of this Strategic Plan.
- Ongoing effort with existing partners to secure multi-year funding
- Actively recruiting new partners
- Renewed contract with Central Regional Tourism District
- Renewed contract with the Connecticut Lodging Association
- Participated in the Community Foundation for Greater New Haven’s The Great Give

Objective 2: Implementation Team (s)
Develop implementation teams and committees to supervise the implementation progress of these objectives over the next five years.
- Continue to garner support for CEDS and CEDS process
- Continue outreach to Lead Implementers and Teams

contact us

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