

# New Haven



A CITY ON THE MOVE

Convenience

Culture

Diversity

Thrive



Discover World Class

Businesses   Dining   Entertainment   Education   Technology

[www.cityofnewhaven.com](http://www.cityofnewhaven.com)

[www.infonewhaven.com](http://www.infonewhaven.com)

**NEW HAVEN**  
IT ALL HAPPENS HERE

CITY OF NEW HAVEN  
John DeStefano, Jr.  
Mayor





John DeStefano, Jr.  
*Mayor*

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



Kelly Murphy, AICP  
*Economic Development  
Administrator*

**Dear Business Partners and Friends,**

Welcome to New Haven! Strategically situated in south central Connecticut, New Haven is the gateway to New England, a small city which serves as a major transportation and economic hub between New York and Boston. Justly known as the cultural capital of Connecticut, New Haven is a major center for culture and entertainment, as well as business activity, world-class research and education.

As the home to Yale University and three other colleges and universities, New Haven has long been hub of academic training, scholarship and research. Anchored by the presence of Yale University and numerous state and federal agencies, New Haven is a major center for professional services, in particular architecture and law. And drawing on a spirit of Yankee ingenuity that dates to Eli Whitney, New Haven continues to be a significant manufacturing center; the city is home to high-tech fabrics company Uretek, Inc., Assa Abloy, makers of high tech door security systems, and a vibrant food manufacturing sector. In 2009, surgical products manufacturer Covidien announced its headquarters and 400 Executive and support positions would relocate to New Haven's Long Wharf.

More importantly, the City of New Haven and its partners are investing for the future and despite the worst recession of the post-World War II era, New Haven is thriving and is in the midst of one of the strongest periods of business growth in decades. The city is in the midst of a notable transformation which will make New Haven a destination as well as a crossroads. After years of effort to rehabilitate existing older and historic structures, New Haven has entered a new stage of development and is now embarking on a wave of new construction projects that will continue to transform and revitalize the city's downtown and adjacent areas. Fueled by the steady expansion of Yale University and the Yale-New Haven medical district as well as the for profit enterprises sectors they have spun off, New Haven has become a innovative center for BioTech, the biological and medical sciences, healthcare, medical products manufacture, and information technology. In particular, the recent partnerships between city government, Yale University and Yale-New Haven Hospital in conjunction with the for profit development sector have provided a balanced approach which has enabled strong economic growth while at the same time adding millions of dollars worth of property to the taxable grand list.

Major projects include a major \$1.5 billion agenda designed to expand and integrate New Haven's downtown, where nearly half of the city's jobs are centered, and renew the New Haven waterfront. The effort has already remade downtown into a dynamic place for work, living, dining and recreation. Completed projects include IKEA and Pfizer and more than 1,000 units of housing that have come on line in the last 5 years.

The new \$467 million, 497,000 square foot Smilow Cancer Hospital at Yale-New Haven opened and admitted its first patients in the fall of 2009. The two ancillary projects at 55 Park Street and 2 Howe Street are also completed and complement Smilow, adding much needed ancillary

medical laboratory, office, and parking space. These projects also add retail space helping to create walkable spaces at the street level connecting the medical district with downtown.

Other projects in progress include the 32-story, \$190 million mixed-use 360 State Street project, which will add 500 new luxury apartments in the fall of 2010 and the relocation of Gateway Community College currently under construction and scheduled for opening for fall 2012. New Haven has also become the clear leader in Connecticut for transit oriented development and green construction, including integrated shopping and transportation at our Union Station and the new State Street Station, and now home to more 12-LEED qualified and certified buildings, second most in New England.

New Haven is not just a strong commercial center. It is a truly livable city. New Haven is unequaled in Connecticut with its diversity of choices for entertainment, dining, and unique cultural experiences. The array of arts, cultural, and historical institutions, museums and entertainment options rival those of any city in New England and are the envy of many far larger cities.

An annual calendar of special events energizes city life in New Haven. The city is home to the international Festival of Arts & Ideas, a popular and critically acclaimed annual celebration that engages the whole range of city venues for its hands-on arts experiences; music, dance, and theater performance; and its serious and amusing symposia. Museums including the Peabody Museum of Natural History, the Yale University Art Gallery, and the New Haven Museum and Historical Society; arts centers including Arts Space and the Audubon Arts District; and performance centers including the Shubert and tony-award winning Long Wharf theaters, exemplify the range and quality mix of unique cultural destinations.

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

Very truly yours,

Kelly Murphy, AICP  
Economic Development Administrator

## SOCIO-ECONOMIC INFORMATION



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

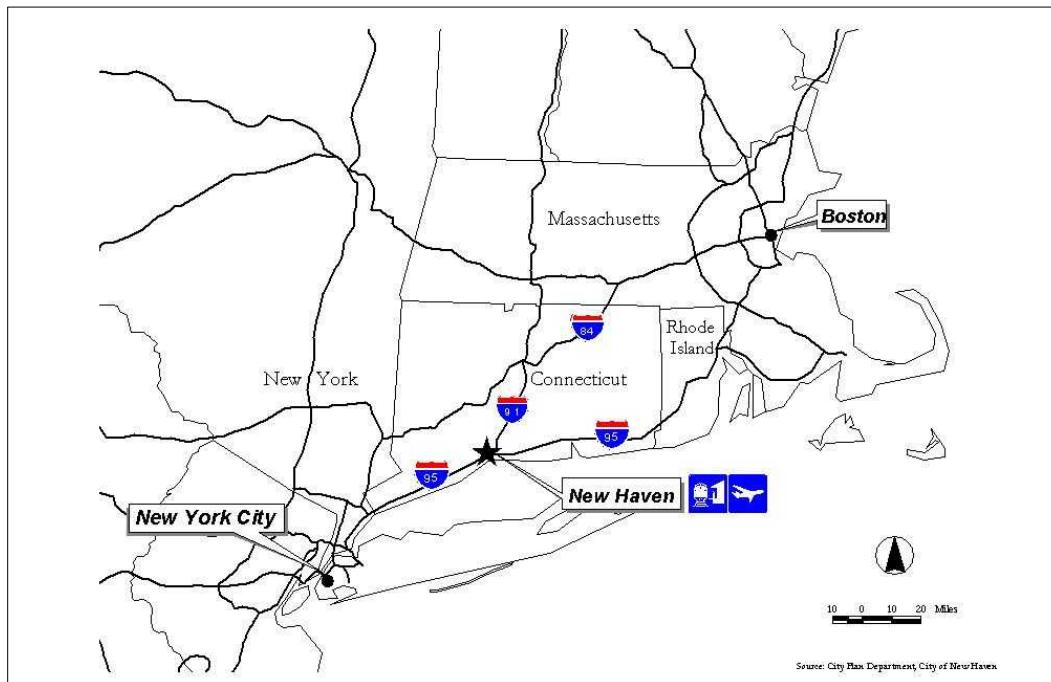
### Contents:

I.	<b>Socio-Economic Setting</b> .....	2
	▪ Population	
	▪ Age	
	▪ Households	
	▪ Race / Ethnicity	
II.	<b>Market Characteristics</b> .....	4
	▪ Metropolitan Area	
	▪ Media Market	
	▪ Income	
	▪ Retail Trade	
	▪ Leading Employers	
III.	<b>Economic Base</b> .....	6
	▪ Establishments and Employment	
	▪ Advanced Manufacturing	
	▪ Chemical, Allied Products and Life Sciences	
	▪ Higher Education	
	▪ Yale University	
IV.	<b>Economic and Community Investments</b> .....	11
	▪ Basic Industrial Development	
	▪ Investment in Transportation and Facility Support Systems	
	▪ Tax Base Enhancements	
	▪ Workforce Development	
	▪ Business Development	
	▪ Housing and Livable City Initiatives	
	▪ Quality of Life	
	▪ Neighborhood Revitalization	
	▪ Downtown Revitalization	
	▪ Site Development Projects	
V.	<b>References and Additional Resources</b> .....	45



## I. Socio-Economic Setting

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



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

Strategically located in south Central Connecticut has historically made New Haven a natural transportation hub; the city continues to hold that position to the present day. North-south and east-west rail lines all converge in New Haven. New Haven's Union Station is the eastern terminus of the Metro-North New Haven line connecting to Grand Central Terminal. New Haven is the western terminus of the Shoreline East railroad connecting New Haven with its eastern suburbs and New London. It is also a major stop for north-south AMTRAK and Acela service between Boston and Washington D.C. New Haven will also be the southern terminus for the planned New Haven-Hartford-Springfield commuter line.

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

**Population:** New Haven's 2009 resident population was 127,401 and the County population, which also is the Census Metropolitan Statistical Area (MSA) is 846,083. New Haven is the second largest city, by population, in Connecticut, following Bridgeport. The Connecticut Economic Resource Center (CERC) forecasts the City's population will grow at 0.6% annual rate from 2009 to 2013, faster growth rate of either Bridgeport (-0.7%) or Hartford (-0.2%).

As an incorporated place, New Haven ranks among the Top 200 largest communities nationwide. See Table 1 for a comparison of the city, county and state populations<sup>1</sup>.

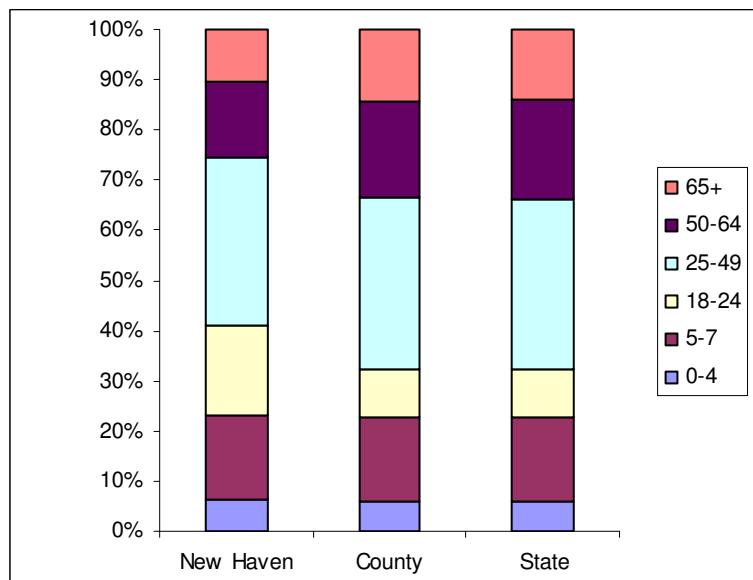
Table 1: Population of the City, County and State 1950-2014

Year	New Haven	County	Connecticut
1950	164,433	546,048	2,016,068
1960	152,048	659,500	2,544,000
1970	137,721	744,947	3,032,217
1980	126,109	761,337	3,107,756
1990	130,474	804,219	3,287,116
2000	123,626	824,008	3,405,565
2009	127,401	846,083	3,497,398
2014 est	131,263	847,341	3,485,122

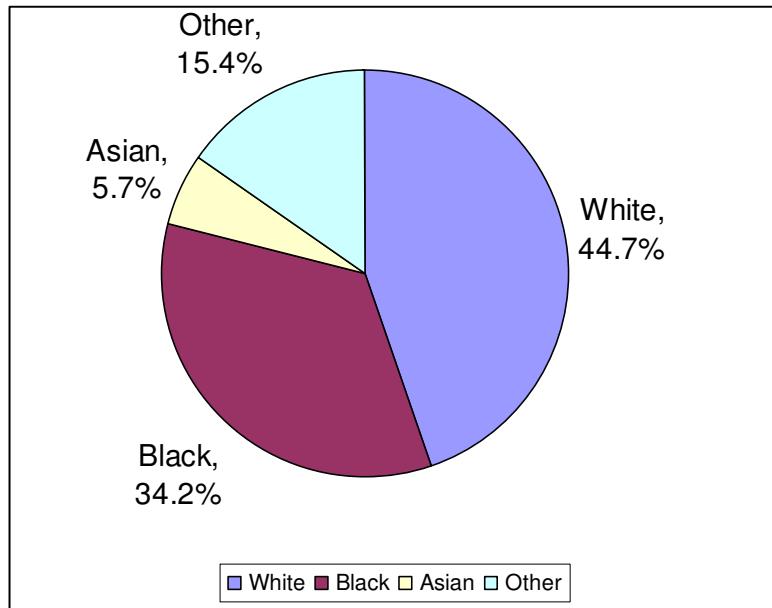
- **Age:** The median age in New Haven is 30 years old, compare to County's 39 and State's 40. Approximately 23% of New Haveners are under age 18; 66% are between the ages of 18 and 64; and 11% are 65 years of age and older. See Table 2 for the age distribution of city and state residents.<sup>2</sup>

Table 2: Population Age Distribution 2009

Age	Male	Female	New Haven	County	State
0-4	4,174	4034	8,208	50,494	210,817
5-17	10,919	10,460	21,379	141,757	588,675
18-24	11,186	11,308	22,494	81,624	330,112
25-49	21,185	21,835	43,020	290,169	1,182,009
50-64	8,758	10,182	18,940	162,218	696,537
65+	5,404	7,956	13,360	119,821	489,248
Total	61,626	65,775	127,401	846,083	3,497,398



- **Households and Density:** The average household size is 2.7 residents. New Haven boasts a population density of 6,759 persons per square mile, which makes it one of the most dense cities in the U.S., ahead of cities like Denver and Detroit.
- **Race / Ethnicity:** By race and ethnicity, New Haven is among the state's most diverse communities. Approximately 44.7% of the city's residents are White, non-Hispanic or Latino; 34.2% are Black; 5.7% are Asian, and 15.4% are of other or multi-race.



## II. Market Characteristics

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

- **Metropolitan Area:** The New Haven / Milford Metropolitan Statistical Area (New Haven County) is ranked 56<sup>th</sup> largest in the nation, with a population of 846,101, two places behind the Bridgeport-Stamford-Norwalk MSA. The New Haven-Milford MSA is slightly smaller than Tulsa, OK (53<sup>rd</sup>) or Fresno CA (54<sup>th</sup>), but ahead of Dayton, OH and both Worcester, MA (65<sup>th</sup>) and Springfield, MA (75<sup>th</sup>), respectively the second and third largest cities in Massachusetts. The change in population from 2000 is 20,136 (a 2.86% increase)<sup>3</sup>.
- **Media Market:** Hartford-New Haven is the primary media market in Connecticut and ranks 30<sup>th</sup> in the country as a TV media market with just over 1.0 million television homes (.9% of the national market). Hartford / New Haven is comparable to San Diego (CA), Baltimore (MD) and Nashville (TN).<sup>4</sup>
- **Income:** In New Haven alone, the median household income is \$37,460. The County household income is \$63,239. Due to the large number of undergraduate and graduate

students residing in New Haven, average household income tends to skew low in official reporting. However the external support and income sources for Yale University students as well as students for Albertus Magnus College and for Southern Connecticut State University give these students far greater purchasing power than official figures would indicate.

- **Retail Trade:** There are 370 retail establishments in New Haven, generating annual sales of \$552 million and an annual payroll of \$72 million.<sup>5</sup> The largest single retail establishment in the city is the 310,000 s.f. IKEA, which is located on Sargent Drive. IKEA opened in 2004 and is therefore not included in the aforementioned citywide totals. In 2007, the Connecticut Department of Revenue Services reported \$39.8 million of taxes due from New Haven Retail sales and use tax.
- **Leading Employers:** New Haven is home to leading state and global companies. Table 3<sup>6</sup> below lists the top employers in New Haven and Section III provides more specific information on their contribution to the local economic base.

<b>Table 3, Leading Employers in New Haven</b>	
Yale University	10500
Yale-New Haven Hospital Inc	5800
ATT	5000
Hospital of St Raphael	3400
Southwestern Bell Telephone	2500
Pritchard Industries Inc	1200
Assa Abloy Inc	1050
Southern New England Telecoms	594
New Haven Register Inc	590
Wal-Mart Stores Inc	480
Covidien	400
Jewish Home For The Aged Inc	300
H N S Management Co Inc	257
Wiggin & Dana LLP	225
A & B Homecare Solutions LLC	225
Proliance International Inc	200

### III. Economic Base

New Haven is home to the largest concentration of economic activity in southern Connecticut. In recent years, the business mix has evolved from a heavy focus on industrial manufacturing to a broader more diversified economic center. New Haven retains a significant manufacturing sector, including a healthy food manufacturing sector, but recent growth has been fueled by the expansion of educational institutions, medical, and professional services, BioTech and Information Technology. The city is particularly encouraged as these areas have continued to grow, despite increased global competition generally, and more recently despite the global economic downturn and recession.

- **Establishments and Employment:** There are 73,160 (see Tables 4 & 5). The unemployment rate in New Haven, as of November 2009 was 11.2%. This compares to a 7.9% rate for the state as whole and 9.4% for the country. Since 2003, the gap between the city and state unemployment rates has held steady at 2-3%. As of 2008, the total labor force for New Haven is 56,228 or 12.5% of the County's labor force and 3.9% of the State's labor force. The employees working and living in New Haven constitute 42.6% or 23,932 individuals of the total labor force. In 2008, New Haven exports 15,307 employable units to the top nine towns receiving employment and imports from top nine towns 31,174 employable units.<sup>7</sup>

**Table 4: New Haven Labor Market Wages by Occupational Category**

Occupations	Estimated Employment	Mid-Wage	Average Wage	Entry Level Wage
MANAGEMENT	16,190	\$ 93,026	\$105,038	\$ 57,660
BUSINESS AND FINANCIAL OPERATIONS	8,850	\$ 62,861	\$ 67,222	\$ 40,649
COMPUTER AND MATHEMATICAL	5,410	\$ 73,187	\$ 75,878	\$ 47,575
ARCHITECTURE AND ENGINEERING	4,570	\$ 66,134	\$ 68,896	\$ 44,028
LIFE, PHYSICAL, AND SOCIAL SCIENCE	3,410	\$ 66,216	\$ 70,639	\$ 40,920
COMMUNITY AND SOCIAL SERVICES	5,920	\$ 45,894	\$ 48,921	\$ 29,332
LEGAL	2,170	\$ 67,143	\$ 90,483	\$ 37,506
EDUCATION, TRAINING, AND LIBRARY	25,370	\$ 53,609	\$ 62,048	\$ 30,025
ARTS, DESIGN, ENTERTAINMENT, SPORTS, AND MEDIA	3,420	\$ 45,588	\$ 49,807	\$ 26,590
HEALTHCARE PRACTITIONERS AND TECHNICAL	18,830	\$ 67,592	\$ 76,061	\$ 45,221
HEALTHCARE SUPPORT	9,630	\$ 29,821	\$ 30,872	\$ 22,241
PROTECTIVE SERVICE	5,700	\$ 47,828	\$ 49,338	\$ 27,811
FOOD PREPARATION AND SERVING-RELATED	21,260	\$ 20,629	\$ 24,108	\$ 17,854
BUILDING AND GROUNDS CLEANING AND MAINTENANCE	9,260	\$ 28,413	\$ 30,943	\$ 20,353
PERSONAL CARE AND SERVICE	7,200	\$ 23,179	\$ 26,485	\$ 18,242
SALES AND RELATED	29,000	\$ 26,398	\$ 38,315	\$ 18,091
OFFICE AND ADMINISTRATIVE SUPPORT	47,630	\$ 36,564	\$ 38,267	\$ 24,842
FARMING, FISHING, AND FORESTRY	250	\$ 26,651	\$ 28,857	\$ 18,425
CONSTRUCTION AND EXTRACTION	10,190	\$ 50,509	\$ 51,653	\$ 32,641
INSTALLATION, MAINTENANCE, AND REPAIR	10,150	\$ 46,602	\$ 47,693	\$ 30,076
PRODUCTION	20,770	\$ 31,018	\$ 34,777	\$ 21,508
TRANSPORTATION AND MATERIAL MOVING	17,460	\$ 29,903	\$ 33,055	\$ 20,639

The largest employer in New Haven is Yale University (10500 employees). The US headquarters for the Assa Abloy and the Knights of Columbus are in New Haven. AT&T (which had consolidated with Southern New England Telephone Company) still has a

large corporate presence, reporting over \$2 billion in sales and 5,000 employees (13<sup>th</sup> largest in the state).<sup>8</sup>

Manufacturing remains an important component to the overall employment base, but with fewer employees, far greater specialization, and advanced technology manufacturing processes. New Haven is home to Swedish company Assa Abloy. The Sargent Street plant is Assa Abloy's North-American headquarters and largest facility in the United States. Assa Abloy reports \$1.5 billion in total sales, ranking 48<sup>th</sup> in Connecticut, and is among the top 500 private/foreign owned companies in the United States (based on sales volume).<sup>9</sup> New Haven is also home to high tech fabrics manufacturer Uretek, Inc, Vespoli, USA, maker of advanced rowing shells, and in 2009 surgical equipment manufacturer Covidien (formerly US Surgical) announced it would relocate its headquarters to New Haven; the manufacturing facility will remain in adjacent North Haven.

Other sectors such as professional services are also important to the local economy. With proximity to a large number of federal and state administrative agencies and federal and state courts New Haven has a large concentration of attorneys and legal services. There are 110 law firms in the city, representing approximately 10% of the state total. An addition, there are some 75 architecture firms employing more than 500 professionals and support staff.<sup>10</sup>

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

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

**Table 5: Employment by Sector in New Haven Labor Market Area, 2008**

Naics Code	Industry	Units	Annual Average Employment	Total Annual Wages	Annual Average Wage
	New Haven LMA Total	16,996	272,530	\$13,366,191,036	\$49,045
11	Agriculture, forestry, fishing and hunting	43	937	\$26,806,812	\$28,609
111	Crop production	27	880	\$25,588,180	\$29,077
115	Agriculture and forestry support activities	8	28	\$642,105	\$22,932
21	Mining	4	23	\$1,557,091	\$67,700
22	Utilities	14	890	\$79,765,151	\$89,624
23	Construction	1,646	11,173	\$651,748,986	\$58,332
236	Construction of buildings	481	2,635	\$156,988,521	\$59,578
237	Heavy and civil engineering construction	66	813	\$64,803,024	\$79,709
238	Specialty trade construction	1,099	7,725	\$429,957,441	\$55,658
31-33	Manufacturing	865	31,013	\$1,964,114,768	\$63,332
311	Food manufacturing	60	1,775	\$62,807,397	\$35,384
312	Beverage and tobacco product manufacturing	6	43	\$871,659	\$20,271
314	Textile product mills	20	165	\$4,202,010	\$25,467
321	Wood product manufacturing	26	274	\$9,429,345	\$34,414

322	Paper manufacturing	16	580	\$29,344,347	\$50,594
323	Printing and related support activities	85	1,570	\$87,359,895	\$55,643
325	Chemical manufacturing	37	3,009	\$329,009,667	\$109,342
326	Plastics and rubber products manufacturing	33	1,261	\$60,932,360	\$48,321
327	Nonmetallic mineral product manufacturing	25	691	\$39,517,680	\$57,189
331	Primary metal manufacturing	20	1,464	\$97,622,387	\$66,682
332	Fabricated metal product manufacturing	189	5,013	\$284,737,139	\$56,800
333	Machinery manufacturing	80	2,006	\$135,238,281	\$67,417
334	Computer and electronic product manufacturing	84	3,998	\$268,097,393	\$67,058
335	Electrical equipment and appliance manufacturing	35	1,334	\$73,443,406	\$55,055
336	Transportation equipment manufacturing	34	2,950	\$208,388,384	\$70,640
337	Furniture and related product manufacturing	44	324	\$12,819,714	\$39,567
339	Miscellaneous manufacturing	58	4,203	\$243,069,078	\$57,832
42	Wholesale trade	1,330	11,918	\$820,504,560	\$68,846
423	Merchant wholesalers, durable goods	525	5,596	\$399,504,372	\$71,391
424	Merchant wholesalers, nondurable goods	201	4,936	\$305,416,149	\$61,875
425	Electronic markets and agents and brokers	604	1,386	\$115,584,039	\$83,394
44-45	Retail trade	2,240	29,982	\$841,811,183	\$28,077
441	Motor vehicle and parts dealers	231	3,503	\$160,761,919	\$45,893
442	Furniture and home furnishings stores	141	1,151	\$31,520,797	\$27,386
443	Electronics and appliance stores	119	1,210	\$49,934,420	\$41,268
444	Building material and garden supply stores	155	2,710	\$96,998,974	\$35,793
445	Food and beverage stores	390	6,003	\$147,785,757	\$24,619
446	Health and personal care stores	175	2,247	\$64,013,113	\$28,488
447	Gasoline stations	188	949	\$20,382,669	\$21,478
448	Clothing and clothing accessories stores	325	3,552	\$62,880,416	\$17,703
451	Sporting goods, hobby, book and music stores	128	1,388	\$25,998,383	\$18,731
452	General merchandise stores	59	3,911	\$77,366,751	\$19,782
453	Miscellaneous store retailers	214	1,613	\$36,801,972	\$22,816
454	Nonstore retailers	115	1,745	\$67,366,012	\$38,605
48-49	Transportation and warehousing	316	6,507	\$256,683,493	\$39,447
481	Air transportation	5	21	\$588,394	\$28,019
484	Truck transportation	140	1,548	\$75,739,539	\$48,927
485	Transit and ground passenger transportation	48	2,135	\$59,729,359	\$27,976
488	Support activities for transportation	50	469	\$20,251,333	\$43,180
492	Couriers and messengers	27	849	\$33,934,743	\$39,970
493	Warehousing and storage	35	1,207	\$53,968,750	\$44,713
51	Information	278	7,814	\$514,761,391	\$65,877
511	Publishing industries, except Internet	77	1,784	\$86,281,700	\$48,364
512	Motion picture and sound recording industries	36	237	\$4,515,513	\$19,053
515	Broadcasting, except Internet	14	261	\$15,655,356	\$59,982
517	Telecommunications	106	4,969	\$384,389,403	\$77,357
518	ISPs, search portals, and data processing	15	199	\$9,958,074	\$50,041
519	Other information services	30	364	\$13,961,345	\$38,355
52	Finance and insurance	897	9,403	\$676,427,834	\$71,937
522	Credit intermediation and related activities	353	3,359	\$181,321,808	\$53,981
523	Securities, commodity contracts, investments	182	848	\$111,310,438	\$131,262
524	Insurance carriers and related activities	339	5,004	\$375,401,131	\$75,020

525	Funds, trusts, and other financial vehicles	23	192	\$8,394,457	\$43,721
53	Real estate and rental and leasing	578	3,643	\$144,816,299	\$39,752
531	Real estate	456	2,470	\$93,927,487	\$38,027
54	Professional and technical services	1,740	11,597	\$845,229,748	\$72,883
541	Professional and technical services	1,740	11,597	\$845,229,748	\$72,883
55	Management of companies and enterprises	72	2,085	\$232,167,919	\$111,352
551	Management of companies and enterprises	72	2,085	\$232,167,919	\$111,352
56	Administrative and waste management	928	12,726	\$420,056,578	\$33,008
561	Administrative and support activities	828	11,441	\$351,856,863	\$30,754
562	Waste management and remediation services	100	1,285	\$68,199,715	\$53,074
61	Educational services	246	22,063	\$1,375,624,138	\$62,350
611	Educational services	246	22,063	\$1,375,624,138	\$62,350
62	Health care and social assistance	1,656	44,110	\$1,995,923,449	\$45,249
621	Ambulatory health care services	1,092	13,819	\$725,893,403	\$52,529
622	Hospitals	3	11,696	\$700,292,810	\$59,875
623	Nursing and residential care facilities	215	11,697	\$419,917,177	\$35,900
624	Social assistance	346	6,898	\$149,820,059	\$21,719
71	Arts, entertainment, and recreation	240	2,977	\$69,443,369	\$23,327
711	Performing arts and spectator sports	58	533	\$13,532,950	\$25,390
712	Museums, historical sites, zoos, and parks	10	81	\$1,751,711	\$21,626
713	Amusement, gambling, and recreation	172	2,363	\$54,158,708	\$22,919
72	Accommodation and food services	1,329	18,595	\$309,577,869	\$16,648
721	Accommodation	65	1,597	\$38,214,102	\$23,929
722	Food services and drinking places	1,264	16,998	\$271,363,767	\$15,964
81	Other services, except public administration	2,047	9,435	\$274,005,388	\$29,041
811	Repair and maintenance	456	2,177	\$88,083,994	\$40,461
812	Personal and laundry services	552	3,111	\$73,164,786	\$23,518
813	Membership associations and organizations	348	3,057	\$95,860,650	\$31,358
814	Private households	691	1,090	\$16,895,958	\$15,501
	Total government	517	35,631	\$1,865,021,367	\$52,343
	Federal	82	5,088	\$276,084,746	\$54,262
	State	105	8,350	\$474,912,463	\$56,876
	Local	330	22,193	\$1,114,024,158	\$50,197
99	Nonclassifiable establishments	10	8	\$143,643	\$17,955

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

- **Advanced Manufacturing:** Although in the past many of the City's traditional, large scale manufacturing companies have moved operations overseas, others have opened or modified to meet the needs of the global marketplace. In Science Park for example, a number of high technology companies occupy space within the campus of the former Winchester Repeating Arms Company. Smaller manufacturers also operate in stand-

alone facilities, such as the C. Cowles Company on Water Street, Assa Abloy on Sargent Drive, and Applied Engineering in Fair Haven.

Specialized food services, including bakeries, meat distributors and food wholesalers serve a regional and growing market. Food service companies are found mainly in the city's industrial areas – including the Long Wharf Food Terminal and the Mill River Industrial Park. For example, Chabaso Bakery, located in Mill River, grew from a one-store outlet to become one of the leading artisan bread bakers on the Eastern Seaboard. Chabaso Bakery recently expanded its facilities and added a freezer warehouse. Leveraging a \$160,000 City contribution, Chabaso invested over \$1.5 million to expand operations and increased its local employee base to over 150. Hummel Brothers Quality Meats is a purveyor of hot dogs and sausage products. Founded in 1933, during the Great Depression the business has continued to thrive<sup>11</sup>. Wholesale bakers Something Sweet also expanded for the second time in late 2008, acquiring the 14,000 square foot space at 108 Food Terminal Plaza. Something Sweet invested approximately \$1.5 million to renovate the building in the property and has grown from just six employees in 1997 to some 50 in 2009. New Haven is also home to Nestlé subsidiary FoodTech, Palmieri Food Products, Inc., and Onofrio's Ultimate Foods, LLC. And late 2009, growing specialty ice cream manufacturer Gelato Giuliana, LLC announced plans to expand and consolidate its operations at Food Terminal Plaza in New Haven.

- **Chemical, Allied Products and Life Sciences:** Chemical and allied products, which includes much of the life sciences and biotechnology sector, has the second highest location quotient in the region (3.944). As evidence of this growing cluster, 4,010 of the 5,372 jobs in chemical and allied products are basic jobs. Within New Haven proper, the largest chemical and allied product concerns include Genaissance Pharmaceuticals and Achillion Pharmaceuticals. New Haven is positioned at the center of a large statewide bioscience cluster. The Connecticut United for Research Excellence (CURE) estimates that nearly 18,000 people work statewide in this cluster, which has total expenditures of nearly \$7.6 billion.<sup>12</sup> The employment multiplier is 3.03 and ranks among the highest of all segments of the economy.<sup>13</sup> Of the 52 biotech firms in the state, 39 are located in the Greater New Haven Region, making us the leader in the State. Professional scientific employment rates rose 4.1% from 2006 compared to a mere 1.0% growth rate for all other non-farm employment rates. Growth in the bioscience industry will accelerate with the influx of funding from the State of Connecticut. In 2005 the legislature passed and Governor M. Jodi Rell signed legislation earmarking a \$100 million State allocation over ten years to support Stem Cell research by Connecticut institutions and companies.<sup>14</sup> And despite the recession, even some traditional chemical/industrial companies continue to flourish. In December 2009, H. Krevit & Company, located in the Cedar Hill area, announced it would expand its operations and build a new 20,000 square foot building with warehouse and office space. The project will be undertaken with assistance from the Connecticut Development Authority.<sup>15</sup> The 300 George Street building remains an attractive location for new and established BioTech and Bioscience firms. These locational advantages have attracted numerous tenants and the building is 100% occupied.<sup>16</sup> Among its numerous growing tenants is Rib-X Pharmaceuticals, whose founder, Thomas A. Steitz, PhD, was awarded the 2009 Nobel Prize in Chemistry.<sup>17</sup>
- **Education:** With the largest overall basic employment (13,180) and location quotient (4.295), educational services have become a core element driving the growth of the region's economy. The strength of this industry includes the higher education cluster. Yale University, Southern Connecticut State University, Albertus Magnus, and Gateway College are all located in New Haven proper; while the University of New Haven is in nearby West Haven. Quinnipiac University in neighboring Hamden has grown tremendously in the past decade; in particular Quinnipiac has raised the profile of its Allied Health programs, and its graduate programs in law, journalism, and business. The new combined campus of Gateway College will bring a further 11,000 students and faculty to downtown New Haven when it opens in the fall of 2012.

In addition to the core educational missions, these universities are increasingly important to local economic initiatives. In particular, the Yale University's Office of Cooperative Research technology transfer program has been instrumental in attracting new biotechnology companies to the region. The undergraduate-run Yale Entrepreneurial Institute (YEI) is a further resource supporting business efforts of business start-up efforts. YEI helped launch YouRenew.com a for-profit company that recycles and reuses old electronics equipment. Since its founding in 2008, the company has quickly grown to 14 employees and has raised more than \$9 million in capital. .

- **Yale University:** The role of Yale University cannot be understated. Yale provides employment stability to the regional economy and provides a platform for New Haven to compete in the global era. Yale has an annual operating budget of \$1.7 billion and a direct economic impact of \$1 billion statewide.<sup>18</sup> The University's capital budget one is some \$400 million annually.<sup>19</sup> From a research and developmental perspective, Yale has \$307 million in federal R&D obligations, which ranks 16<sup>th</sup> nationwide.<sup>20</sup>

Its global reach includes 1,770 international scholars and 1,759 international students, all of whom contribute to the basic economy. As a basic industry, Yale's ability to form partnerships across the globe creates significant academic and economic opportunities. Yale provides financial assistance to every undergraduate seeking the opportunity to intern or study abroad. Yale ranks third among the world's "most global" institutions<sup>21</sup> and its President Richard Levin has positioned the university to form longstanding partnerships in China, with over 60 faculty members participating in Yale-China programs.<sup>22</sup>

- **Information Technology.** New Haven is also the home to a growing number of Information Technology companies. YouRenew.com is focused on responsible reuse and recycling of electronics products and computer equipment. Since its founding in 2008, the company has raised more than \$9 million in capital and has grown to 14 employees. Digital Surgeons is a full service web-based marketing company and website design firm. The company has been on Grand Avenue since its founding in 2004. SeeClickFix has quickly gained notice across the country for its web applications, which allow citizens to directly alert local government of problems to be addressed in their neighborhoods. The company is gaining users across the country and has hired its first full-time employee. Additional employees are anticipated in the coming year to two year period. PaperG has developed Flyerboard, a virtual bulletin board that allows local advertisers to post cost-effective online. Conceived by students looking for easier ways to market around campus, PaperG now has a national footprint with partnerships including MTV U and Hearst Newspapers. In 2010 Track 180° plans to launch a new internet-based news channel. The company is located at 900 Chapel Street and will initially employ some ten on-air reporters and production staff.

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

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

- (1) Basic Industrial Development: Promote basic industries, including advanced manufacturing, health sciences, health services, education, and the arts / cultural cluster;
- (2) Investment in Transportation and Facility Support Systems: Invest in economic / transportation / port infrastructure support systems, as well as local infrastructure and public schools;

- (3) Tax Base Enhancements: Expand the City's tax base;
- (4) Workforce Development: Develop a well-educated and competitive workforce;
- (5) Business Development: Attract and retain living wage jobs;
- (6) Housing and Livable City Initiatives: Build and rehabilitate housing for homeowners, renters, and populations with special needs;
- (7) Quality of Life: Improve environmental performance and overall quality of life;
- (8) Neighborhood Revitalization: Enhance the City's residential neighborhoods, commercial districts and retail destinations;
- (9) Downtown Revitalization: Expand the critical mass of downtown residential, office, retail and arts and culture space; and
- (10) Site Development Projects: Expand the inventory of development sites downtown and along the waterfront.

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

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

The life sciences and medical services are vital and quickly-growing sectors of the New Haven economy. The greater New Haven area is home to some 39 leading biotechnology firms of which some 20 are located in the city proper. In addition, several new firms are established every year. Proximity to Yale University, Yale School of Medicine and Yale-New Haven Hospital, as well as support from the Yale University Office of Cooperative Research is key advantages for New Haven-based businesses. The state-of-the-art testing facility joined already established, homegrown firms such as Genaissance Pharmaceuticals, and Achillion Pharmaceuticals.

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

- **Yale-New Haven Hospital**, the largest health care provider in the New Haven and a leading hospital nationwide, completed the \$467 million, 168-bed Smilow Cancer Hospital at Yale-New Haven in October 2009. Smilow admitted its first patients in 2009 and will be fully occupied by April 2010. The 497,000 square foot facility will support 12 teams providing integrated and individualized cancer treatment regimens in 12 different oncology disciplines. Smilow will better integrate and improve treatment methods as well as oncology research for the Yale Cancer Center, which is already an acknowledged leader in cancer care. The facility is one of just 39 designated cancer centers by the National Cancer Institute. Construction of Smilow Cancer Hospital created some 350 daily construction jobs is supporting the creation of approximately 500 permanent jobs.
- **55 Park Street** Fusco Corporation of New Haven is near completion of this \$80 million, 150,000 square foot medical laboratory and office facility adjacent to the new Smilow Cancer Hospital. Fifty-Five Park Street will complement and support Smilow; the buildings are connected by a third level sky-bridge. The building will have street level retail and is set to open in early 2010. The site has been carved out of the Route 34 corridor Right of Way and is another step in the city's effort to re-link the medical district and the Hill neighborhood in the south to downtown a connection that was severed in the 1950s to create the Right of Way for the never completed Route 34 Expressway. Under an innovative lease arrangement, the building will be owned by Fusco, but its tenant will be Yale-New Haven Hospital and will thus remain taxable for at least the next 30 years.

- **2 Howe Street**, Boston based Intercontinental Real Estate Corporation completed the \$70 million 2 Howe Street project in November 2009. Two Howe Street is the third element of the Smilow Cancer Hospital project. Two Howe Street occupies a full city block carved out of the Route 34 Right of Way includes 57,000 gross square feet of office space, 15,560 gross square feet of ground floor retail and 24 residential housing units in a “wrap” structure surrounding a portion of the a 845-space parking facility. The parking structure is intended primarily for use by Yale New Haven Hospital employees as well as the occupants of the retail and office space. Construction began in late 2008 and was completed and occupied in November 2009. The 2 Howe Street project also helps to reconnect the Hill, West River, and Dwight neighborhoods. It is the latest development in the City’s planned redevelopment of the Route 34 West Corridor, which will convert the existing highway R-O-W to a mixed use, mixed-income community. 2 Howe Street exemplifies Route 34 Corridor’s potential for large and catalyzing developments.
- **Science Park**. Science Park is an urban reuse project located at the former site of the Winchester Repeating Arms Company – later Olin-Winchester. The effort, a partnership of the City of New Haven, Yale University and Olin Corporation through the Science Park Development Corporation has successfully redeveloped and repurposed several of the buildings on the 80-acre campus. Buildings 4 and 5, which encompass a total of approximately 150,000 sq. ft., have been renovated by Science Park Development Corporation (SPDC), and are leased to the following cutting age corporate clients including Clinical Data Inc., Vion Pharmaceuticals Inc., Ikonisys, Inc., PhytoCeutica Inc., Carestream Health Inc., and Yale University. These buildings are now fully occupied.

SPDC also holds the ground leases for Tracts A, B-2, D, E within the Park. Tracts A, B-2, D, and E are targeted for development in the very near future. AT&T owns and occupies two of the buildings in the Park.

SPDC recently issued a Request for Qualifications for the redevelopment of Tract A. They received several responses from well known development companies and selected Forest City Enterprises. Due to the difficulty of financing complex projects caused by the 2007-2009 recession, the project is now anticipated to include Winstanley Enterprises. The proposed project will have residential, retail and commercial uses for this location; it will also include a permanent home for Higher One, a rapidly expanding customized financial services company. Higher One is expected to outgrow its current space at 25 Science Park within the next couple of years.

- **25 Science Park**, Winstanley Enterprises, LLC acquired Building 25 and its related parking lot, and in late 2008 completed renovation of the building. The project has produced 285,000 square feet of premier new office space. Less than two years after completion, the building is 90% occupied. Yale University has taken leases in the building for its Information Technology and Human Resources departments. Yale joins existing tenants including two 5,500 s.f. lab incubators managed by Connecticut Innovations, Inc. and Higher One, a leading provider of customized financial services for the higher education market. The company recently was named a “Rising Star” in the Deloitte & Touche USA Technology Fast 50 Program for the Connecticut Region. The company is named Inc 500 and Innovator of the year by Business New Haven. Higher One saw an almost 1,000 percent increase in revenue from 2003 to 2005, and continues to grow at a rapid pace. Despite the difficult economic market, Higher One’s workforce has tripled in the last two years; as stated Higher One is a planned anchor for the redevelopment of Tract A, as the company will outgrow its current location at 25 Science Park within a couple of years.
- **25 Science Park–Winchester Garage/Retail Facility**. To support the parking needs of both 25 Science and 344 Winchester, Winstanley Enterprises invested some \$30 million

in the construction of a new 1,186 space parking garage. In addition to serving parking needs the structure enhances walkability and safety along Winchester Avenue. The structure includes some 15,000 square feet of ground level retail space, which faces Winchester Avenue. The project also included significant streetscape improvements including a raised median, planters, street trees, and pedestrian lighting.

- **344 Winchester.** Winstanley Enterprises, LLC expanded its investment in Science Park with the purchase of the shuttered US Repeating Arms Company facility in 2009. Winstanley has moved quickly with a \$20 million investment to renovate the 245,000 square foot facility. Upon completion in spring 2010, the new facility is expected to house additional Yale University offices and personnel. Like 55 Park Street and 2 Howe, although these buildings are leased to not-for profit institutional users, they are owned by for-profit commercial enterprises and thus remain tax paying properties.
- **Yale University Technology Transfer Initiatives:** Many of the aforementioned companies benefit from inventions and emerging research at Yale University. Yale has produced some 40 new start-up companies in Greater New Haven. These companies have attracted over \$3 billion in private capital. In addition, Yale has invested in its own facilities, including a 25% expansion in medical lab space.<sup>23</sup>

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

Since it's founding New Haven has owed much of its success to location. Located on a naturally protected harbor at the mouth of two partially navigable rivers, New Haven was first a maritime city. Later the city became a major hub of rail transportation, and by the mid-1960s, New Haven added a major intersection for interstate highway transportation in the Boston-New York-Washington DC corridor. As such the city intrinsically appreciates the critical need to maintain and enhance its transportation and facility support systems, now so vital global economic competitiveness. With substantial assistance from the State of Connecticut and the federal government, the city's transportation and public facility systems are undergoing their most significant improvements in 45 years (see below and Tables 6 and 8). Moreover, private and institutional investments, position the city to maintain long-term sustainable economic growth (see Table 7).

### *Transportation*

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

- **New Haven Harbor Crossing Corridor (I-95) Improvement Project.** New Haven serves as the gateway for interstate traffic between New York City and Boston and other cities in New England. New Haven marks the start of I-91 running north into New England and I-95 carries approximately 130,000 vehicles per day to points east of the city including New London, Providence, Cape Cod and Boston. To accommodate this volume of traffic, the Connecticut Department of Transportation (CDOT) is investing \$2.2 billion to reconstruct and expand 7.2 miles of I-95, between Exit 46 (Sargent Drive) in New Haven and Exit 54 (Cedar Street) in Branford. The centerpiece of this project will be the replacement of the existing Quinnipiac River crossing with the new Pear Harbor Memorial Bridge, a signature ten-lane extra-decked cable-stayed bridge, the first of its kind in the United States. The project also includes improvements to the interchanges with Route 34 into downtown New Haven and with I-91. It also includes widening the corridor approaches both west and east of the city. The project began in 1999; each of the

remaining major components is now under contract and the project is on pace to meet scheduled completion in 2016.

- **State Street Station:** As an early part of the I-95 project, CDOT completed a new State Street train station. State Street is the smaller of the two New Haven passenger stations and primarily serves commuters from the eastern suburbs on Shoreline East Railroad. Adding the State Street station has provided an easily accessible train station for commuters and a significant alternative for commuters coming from the eastern suburbs. Service was extended to New London in 1996 and Shoreline East ridership has steadily increased since its inception, and now includes weekend and holiday service; daily weekday ridership reached a new high of 1,100 in July 2008.

The State Street Station is also attracting interest in transit-oriented development. The adjacent 360 State Street site is the largest construction project downtown in many years. This \$190 million investment will develop 500 luxury apartments, a 500 space parking structure, more than 30,000 square feet of retail space as well as a related office and child care facility space. Started in August 2008 in the face of the deepening recession, the 32-story building was topped off in December 2009 and first residential occupancy is planned for late summer 2010; a high-end urban grocery store is slated to open at the same time.

- **Union Station.** Historic Union Station is the hub of passenger rail service in Connecticut. It is the eastern terminus of the Metro-North Railroad's New Haven Line; the western terminus of the Shoreline East Railroad, and the intersection for AMTRAK service into northern New England. Metro-North serves more than 3,000 passengers daily, the fifth busiest station on the New Haven line. New Haven is one of the busiest AMTRAK stations in the country, serving more than 700 passengers daily, some 28 percent of all AMTRAK passengers in Connecticut. Overall Union Station serves 59,424 weekday inbound and 57,570 weekday outbound passengers as well as 23,048 inbound and 18,616 outbound passengers on weekends. The City, New Haven Parking Authority and CDOT recently prepared a \$208 million concept plan to expand commuter parking at Union Station, restore the existing terminal with 925 net new parking spaces; remerchandising of the terminal (50,000 s.f.) and new construction of 200,000 square feet of mixed use development on the site.
- **Union Station Rail Maintenance Facility.** The New Haven yard is among the largest rail maintenance facilities in the Northeast and CDOT is investing approximately \$1.4 billion to bring the yards into a state-of-good-repair and to prepare the shop for care and support of the existing M-2, M-4, M-6 rail cars. Facilities will expand as Metro-North begins acceptance of 300 new state-of-the-art M8 railcars to replace the existing fleet.
- **New Haven–Hartford–Springfield Commuter Railroad.** The City of New Haven has long supported the joint venture by the states of Connecticut and Massachusetts to establish new commuter rail service between New Haven and Springfield, Massachusetts. New Haven would serve as the southern terminus of the line. Initially approved in 2006 for 11 stations, the project cleared a significant hurdle in January 2010, as the state of Connecticut approved \$26 million in funding to design phase for the necessary restoration of double track along the 62 mile route. The line is anticipated to draw over 600,000 annual passengers when completed.
- **Structured Parking Facilities:** Given recent economic growth in the City, many of the structured / public parking facilities operate at over 85% capacity. In 2004, the City, New Haven Parking Authority and many of the largest users worked to understand the problem and to address the need for additional capacity. To that end, several new structured facilities are proposed. Table 6 indicates recently-completed, under-construction and planned parking investments in the city.

**Table 6: Recent and Proposed Parking Facilities, New Haven**

<u>Completed</u>	Developer	Net New Spaces	Notes
Temple Street Garage	New Haven Parking Authority	200	Additional 1100 spaces renovated
Amistad Street Garage	CDS	1020	Accommodates Yale School of Medicine
Yale Sachem Garage	Yale University	352	Accommodates Yale University
Yale Howe Street	Yale University	300	Accommodates Yale University
2 Howe (Smilow)	YNHH/Intercontinental	845	Additional Medical district capacity
Science Park	Winstanley Enterprises	1,186	Serves 25 Science Park, 344 Winchester
<u>Under Construction</u>			
360 State Garage	Becker & Becker	500	Public and private parking, open mid-2010
<u>Proposed</u>			
Union Station	New Haven Parking Authority	900	Second garage on-site
State-Wall Garage	New Haven Parking Authority	850	Additional downtown capacity

- **Commercial Freight Rail:** The Providence and Worcester Railroad is the primary freight carrier in New Haven. Until recently, overall freight movement was limited to under 70,000<sup>24</sup> gross tons due to track removal and poor connections between the port district and the rail grid. In 2006, the Waterfront Street Railroad was reopened. This \$10 million project reestablishes direct rail service between the port terminals and the freight rail grid. The Cedar Hill Rail Yard is also used as a maintenance facility by AMTRAK and for freight marshalling by CSX. The Cedar Hill yards also serve the industrial areas between State Street and the Quinnipiac River at the north of the city and into Hamden and North Haven.
- **Port of New Haven:** The Port of New Haven is the largest deepwater commercial port in Connecticut and a leading port of call on the Atlantic Seaboard. The port is ranked 51st nationally by volume, handling 10.4 million short tons annually. The Port of New Haven moves 55 percent of the annual tonnage entering through Connecticut ports, including 71 percent of all petroleum and 98 percent of all manufactured products. The New Haven Port Authority was established in 2003 to better coordinate the economic and transportation benefits of the 366-acre port district. In just three years, the Port Authority secured an additional 14 acres of land for to address the critical need for port storage and laydown space. The new Executive Director is coordinating a proposal to the Connecticut Transportation Strategy Board to introduce container handling at New Haven Terminal.<sup>25</sup>
- **Traffic Control Systems.** The City continues to upgrade its traffic signals through the implementation of a multi-phase capital investment program. This program includes full reconstruction of signals in Westville, Beaver Hills, Edgewood, Downtown, East Rock, Fair Haven and Mill River. In addition, the City is upgrading its traffic control equipment in conjunction with major developments: Yale New Haven Hospital (12 signalized intersections); Science Park (one intersection) and 360 State Street (3 intersections). In addition, the department continues to work with Gateway Community College to initiate design at 9 intersections in the central business district. At another 103 signals, the City is upgrading the controller and communication functions. This \$3.0 million project is fully designed and funded for construction out of the ARRA federal stimulus program.

- **Bike New Haven.** Bicycle and pedestrian activity in New Haven continues to grow. Of the ten largest cities in New England, New Haven has the highest percentage of residents who use non-motorized transportation to work. As more people walk and bike to work, the City is investing more heavily in its sustainable transportation infrastructure. In 2009, the Farmington Canal Greenway was connected at the Hamden town line, and commuters now have uninterrupted access from the outer suburb of Cheshire to Downtown New Haven, a distance of over 10 miles. In 2010, the City intends to complete the Downtown Bike Accommodation. This project, which consists of over 7.8 miles of, shared lane markings and wayfinding signage connects the Greenway to Westville, Union Station and the Broadway districts.
- **Tweed New Haven Regional Airport:** Tweed New Haven Airport is located on the East Shore and accommodates commercial carrier service (US Airways) to Philadelphia as well as a number of private / charter services. To capitalize on an effective service area of 1.5 million people, the Tweed Airport Authority recently prepared a new master plan that proposes extended safety zones and long-term runway extensions. Recognizing the major investments and long-term planning of the facility, Tweed was named “regional airport of the year” in 2005 by the Regional Airport Association. In support of the growth and development at Tweed, the two Runway Safety Areas (approx. \$25 million investment) were completed in 2009 and the reconstruction of Taxiway B will be completed in 2010. Also in 2010, Tweed intends to complete the reconstruction of the main runway 2-20 at a total cost of approximately \$6.5 million.

#### *Local Infrastructure*

The City of New Haven strives to maintain a regional infrastructure to a state-of-good-repair. These facilities include 225 miles of locally-maintained public roadway, 50 local bridges, a public deepwater pier, parkland totaling more than 2,250 acres as well as community facilities.<sup>26</sup> Since 2000, the City has invested over \$802 million in new and renovated schools<sup>27</sup> and more than \$70 million in new and renovated public facilities.

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

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

In addition to these projects, the City has invested over \$8 million in our nationally-recognized park system in the past six (6) years. New Haven's section of the Farmington Canal Greenway, a linear park system running New Haven and Northampton, Massachusetts, is well underway. In 2009, the New Haven and Hamden marked the driving of the Green Spike as the portions on either side of the city-line were completed. The city has also recently completed sections in the Dixwell and Newhallville neighborhoods. Yale University has completed the first of several downtown sections; and has committed to restoration efforts for a second downtown section. With a federal earmark in place, funding is available to complete the urban and tunnel portions of the greenway between Temple Street and the waterfront at Long Wharf.

#### *Yale University*

On the private side, Yale University has made the most substantial investment in existing and new buildings in New Haven. Since 2003 alone, Yale has invested \$400 million in new and renovated facilities (see Table 8). In addition, projects now in planning, design or construction total another \$1.7 billion.<sup>28</sup> Many of the signature residential colleges have been completely renovated and new buildings, such as the Malone Engineering Center (64,330 s.f.) expand the academic base of the campus. Not included in this list of planned developments, and part of Yale Tomorrow's \$3 billion capital Campaign, are the just-approved plans to add two new residential colleges to accommodate projected increase in admissions. A site located on Prospect Street behind the Grove Street Cemetery has been designated for location of the two new residential colleges, which will be about 235,000 s.f. each with a projected cost of \$600 million. These are the first new residential colleges on the campus               in               more               than               40               years.

**Table 7: Noteworthy Public Investments 2000 Forward**

Facility	Investment	Date Completed
<b>Completed Projects</b>		
All other City Parks Improvements	\$344,495	2000
An Street Playground	\$111,000	2000
Bishop Woods School Playground	\$150,000	2000
Capel Square Mall Tune Upgrade	\$100,000	2000
Central Services Building Renovations	\$2,500,000	2000
City Hall Façade and Milleum Plaza	\$2,400,000	2000
Grand Av. Bridge over Quinipiac River	\$850,000	2000
Mitchell Library Renovations	\$1,600,000	2000
Permanent Blake Street Bridge over West River	\$1,700,000	2000
Temple Street Park	\$3,000,000	2000
Washington Ave Bridge over the West River	\$4,200,000	2000
All other City Parks Improvements	\$279,392	2001
Blake Field Renovations	\$103,000	2001
South Gennesee Park Renovation and Splash Pad	\$336,177	2001
Trowbridge Square Reconstruction (Ph1,2)	\$476,000	2001
Veitch Field Renovation	\$250,000	2001
All other City Parks Improvements	\$294,908	2002
Public Pier at Long Wharf Renovation and Splash Pad	\$800,000	2002
State Street Commuter Train Station	\$7,500,000	2002
Tomlinson Lift Bridge (over Route US1) Replacement	\$95,000,000	2002
All other City Parks Improvements	\$192,842	2003
Bayview Park Improvements	\$113,426	2003
Church Street South Bridge over Amtrak	\$36,605,000	2003
DeGale Field Improvements	\$672,889	2003
New Fountain on the New Haven Green	\$600,000	2003
Stetson Library Renovations	\$300,000	2003
Temple Street Parking Garage Renovation	\$9,000,000	2003
West River Memorial Park Soccer Fields	\$685,887	2003
All other City Parks Improvements	\$296,200	2004
Alling Memorial Golf Course Renovation	\$1,100,000	2004
East Shore (Eng. 16) Fire Station Addition	\$1,200,000	2004
Edgewood Pong Dredging	\$300,000	2004
Lighthouse Park Splash Pad	\$115,000	2004
All other City Parks Improvements	\$230,165	2005
DPW Facility Modernization	\$800,000	2005
Farmington Canal Greenway	\$1,700,000	2005
Grand Avenue Bridge over Quinipiac River	\$450,000	2005
All other City Parks Improvements	\$333,526	2006
Angel of Pease Monument in East Rock Park	\$346,300	2006
Blake Street Bridge over Wintergreen Brook	\$950,000	2006
Farmington Canal: Munson to Shelton Street	\$726,000	2006
Galvin Park Site Improvements	\$220,320	2006
Honeywell Energy Conservation System	\$3,000,000	2006
New Wilson/Hill Neighborhood Library	\$8,000,000	2006

Pop Warner Football Field	\$724,373	2006
All other City Parks Improvements	\$444,474	2007
Ferry Street Bridge over the Quinnipiac River	\$21,000,000	2007
Interstate 95 Corridor Project, Contract C1	\$13,200,000	2007
Newhallville Splash Pad	\$185,447	2007
29th Infantry Regiment Memorial	\$175,000	2008
All other City Parks Improvements	\$350,022	2008
Police Station Combine 911 Center	\$3,000,000	2008
Restoration of Edgerton Park Wall (Ph 1)	\$395,380	2008
Scantelbury Park Master Plan/Reconstruction	\$569,150	2008
Waterfront Street Railroad Restoration	\$4,000,000	2008
All other City Parks Improvements	\$183,861	2009
East Shore Park Waterfront Improvements	\$509,000	2009
Grand Avenue Old Railroad Removal	\$100,000	2009
Interstate 95 Corridor Project, Contract C2	\$17,500,000	2009
Soldier's and Sailor's Monument	\$528,346	2009
Temple Street over Canal Line	\$1,200,000	2009
Tennis Court Renovations	\$253,010	2009
Whitney Derby Pavement Rehab.	\$1,300,000	2009
Grand Avenue Bridge over AMTRAK	\$9,000,000	2010
Rehabilitation of Dover Beach Park Seawall	\$272,084	2010
<b>Subtotal Completed</b>	<b>\$264,822,674</b>	
<b>In Construction</b>		<b>Investment</b>
Interstate 95 Corridor Project, Contract B (new Q Bridge)	\$413,000,000	
Main Library Rehab/Reconfiguration	\$500,000	
Dover Beach Park Shoreline Stabilization	\$1,000,000	
Downtown MDP Site Preparation	\$13,500,000	
Farmington Canal Greenway	\$8,700,000	
Hillhouse Ave. Bridge Replacement	\$4,500,000	
Howard Avenue Bridge Reconstruction	\$94,000,000	
Interstate 95 Corridor Project, Contract E (I-91)	\$278,000,000	
Interstate 95 Corridor Project, Long Wharf Section	\$94,000,000	
Prospect Street over Canal Line	\$3,500,000	
River Street MDP Infrastructure & Waterfront Park	\$2,500,000	
State Street Bridge over Mill River	\$7,000,000	
Quinnipiac Avenue Reconstruction	\$9,000,000	
West Rock Development (Hope VI) Infrastructure	\$9,000,000	
Gateway College Tunnel Improvements	\$4,000,000	
Transfer Station Stabilization	\$450,000	
Traffic Calming West Park Avenue	\$250,000	
Energy Upgrades for City Facilities	\$700,000	
Intersection Improvements (Ramstell/Fountain)	\$400,000	
Truck Stop Electrification (Alabama Street)	\$200,000	
Whalley Avenue Improvements (upper State road)	\$13,000,000	
Whalley Avenue Streetscape	\$230,000	
Bathroom Renovation at Police Station	\$100,000	
<b>Subtotal In Construction</b>	<b>\$957,530,000</b>	
<b>In Design</b>		<b>Investment</b>

Quinnipiac Avenue Sidewalks (north of Foxon)	\$500,000	
Safe Routes to Schools (Grand Ave.)	\$400,000	
East Rock Bridge over Mill River	\$2,500,000	
Security Lighting to Port	\$1,000,000	
Movable Bridge at Grand Ave. over Quinnipiac River	\$17,000,000	
Pavement Rehab (Dixwell, Grand, Davenport)	\$3,000,000	
Intermodal Ferry Service to Long Island	\$5,000,000	
Interstate 91/Exit 8 Reconstruction	\$22,800,000	
Long Wharf Shoreline Stabilization	\$3,000,000	
New Community Boathouse	\$30,000,000	
<b>Subtotal In Design:</b>	<b>\$85,200,000</b>	
<b>TOTAL ALL PROJECTS:</b>	<b>\$1,307,552,674</b>	

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

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

Source: Office of New Haven and State Affairs, 2006

**Table 9: New Haven Construction Program**

<b>Projects (State Grant #)</b>	<b>Grades</b>	<b>Investment</b>	<b>Date</b>
<b>Completed Projects</b>			
New Hill Career Regional Magnet High School (093-0145)	9-12	\$30,310,000	8/20/1998
Edgewood (093-292)	K-8	\$10,384,981	8/20/1999
Lincoln Bassett (093-316)	PK-5, (PK-8)	\$18,395,000	8/28/2000
Clarence Rogers (093-293)	Early Learning	\$8,030,000	8/28/2000
West Hills/Conte (093-315)	K-8	\$21,750,000	9/1/2000
Wexler/Grant (093-314)	PK-8	\$25,550,000	8/1/2002
Hillhouse High Phase 2 & Field House (093-326)	9-12	\$69,245,573	8/1/2002
Wilbur Cross High Phase 2 (093-327)	9-12	\$53,965,394	10/30/2002
New Aquaculture Magnet (093-291)	9-12	\$28,349,515	2/1/2003
New Betsy Ross Arts Middle Magnet (093-307)	5-8	\$29,550,000	1/31/2002
Katherine Brennan (093-318)	K-5, (1-8)	\$14,400,000	8/1/2001
Nathan Hale (093-333)	PK-8	\$28,190,000	8/27/2003
Satellite Kitchens (093-346)	-	\$7,660,000	8/1/2003
Fair Haven K-8 (093-319)	5-8	\$55,776,000	4/1/2004
New John Martinez (093-317)	PK-8	\$38,550,000	8/1/2004
New King/Robinson Magnet (093-329)	PK-8	\$36,800,000	4/1/2004
Truman (093-335)	PK-8	\$31,506,911	8/1/2004
Ross-Woodward & Central Kitchen (093-332)	PK-8	\$39,046,000	8/1/2004
New Celentano (093-338)	PK-8	\$33,650,000	8/1/2005
Clinton (093-344)	PK-8	\$37,315,000	8/1/2005
New John Daniels (093-306)	PK-8	\$44,905,186	8/1/2006
Barnard Magnet (093-339)	PK-8	\$43,000,000	8/1/2006
Beecher (093-345)	PK-8	\$40,350,000	4/1/2007
Hooker Renovation (093-340)	K-2	\$14,295,000	3/19/2007
New Jepson Magnet (093-334)	PK-8	\$40,000,000	8/1/2007
Pardee Greenhouse Magnet (093-347)	9-12	\$3,475,000	9/20/2007
Troup (093-343)	PK-8	\$52,000,000	4/1/2008
New Christopher Columbus (093-348)	PK-8	\$39,000,000	8/1/2008
New Cooperative Arts High Magnet (093-341)	9-12	\$70,000,000	2/13/2009
Sheridan Magnet (093-349)	PK-8	\$47,500,000	8/1/2009
New Bishop Woods (093-352)	PK-8	\$38,000,000	8/1/2009
New Hooker (093-342)	3-8	\$36,500,000	12/1/2009
<b>Subtotal Completed</b>		<b>\$1,087,449,560</b>	
<b>Construction</b>			
Roberto Clemente (093-351)	PK-8	\$43,000,000	8/1/2010
New Metro Business Magnet (093-350)	9-12	\$42,700,000	2/1/2010
Davis (Magnet) (093-354)	PK-8	\$48,101,655	12/1/2010
<b>Subtotal Construction</b>		<b>\$133,801,655</b>	
<b>Design</b>			
Hill Central Replacement (093-353)	PK-8	\$45,700,000	12/1/2011
New East Rock Community School (093-355)	PK-8	\$45,000,000	8/1/2012
Engineering & Science University Magnet (093-357)	6-12	\$65,500,000	8/1/2012
<b>Subtotal Design Phase</b>		<b>\$156,200,000</b>	
<b>Proposed School Construction Projects</b>			
HSC & New Haven Academy Magnets	9-12	\$64,000,000	8/1/2013
Helene Grant Early Learning Center	EL	\$15,750,000	8/1/2013
Microsociety Magnet at Valley St.	PK-8	\$11,200,000	8/1/2013
Hyde Leadership Academy	9-12	\$51,000,000	8/30/2014
<b>Subtotal Proposed:</b>		<b>\$141,950,000</b>	
<b>TOTAL ALL PROJECTS:</b>		<b>\$1,519,401,215</b>	

### (3) Tax Base Enhancements

The City strives to enhance the tax base, using its resources to leverage private sector development. By focusing efforts on key target areas, private development often builds its own momentum, as surface parking lots, brownfields and vacant land are converted into higher and better taxable uses. For example, the city sold the former vacant Shartenberg department store site in 2008 to Becker + Becker Development. Becker + Becker are now constructing a 32-story luxury apartment tower with 30,000 square feet of ground floor retail, 500 spaces of structured parking, and additional space for office use and a child care center. The project is on schedule for initial occupancy in summer 2010 and is expected to generate more than \$3 million annually in property taxes annually by 2013. Similarly, the City acquired vacant brownfields along River Street in the Fair Haven neighborhood, which since 2002 has resulted in the renovation of some 160,000 square feet of previously derelict industrial space, the relocation of four new industrial companies and 75 employees. And in even the face of the economic recession, groundbreaking is planned for another company, Colony Hardware, on a new facility in the spring of 2010, which will add 133,000 square feet of new warehouse and office space and bringing an additional 100 employees to the River Street area.

Municipal Development Incentives. The city rarely grants full tax abatements but instead looks at ways to bring in low or no cost financing to the project through an aggressive approach of seeking State and Federal financing. The city further encourages development by phasing in property tax assessments attributable to either rehabilitation of a property or to new construction on the property. The City has two as-of-right programs, which provide five-year or seven-year tax deferrals on the increased assessment attributable to the improvements. After a two year freeze on the assessed value to allow for the period of rehabilitation, the additional assessed value is phased in over five or seven years. In addition, qualified manufacturing firms and certain service industries are eligible for .

State of Connecticut Business Incentives. A state corporation business tax credit allows for a 25% to 50% credit allocable to the improvement for a period of 10 years. State and federal empowerment zone incentives provide for customize employee training (grants of \$2,500 per employee) and federal income tax credits for zone employee hiring. The Connecticut Urban Site Investment Tax Credit Program provides additional benefits for investments greater than \$5 million. In 2009, the city's Office of Economic Development spearheaded efforts to pass a Green Building Tax Credit; the bill was unanimously passed by the State Legislature and has survived the Governor's veto effort.

Additional State of Connecticut Tax and Business Incentives. In addition, biotech companies are eligible for state programs, including,

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

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

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

used directly in the biotechnology industry.

Negotiated Agreements. This City also negotiates a tax or other financial benefit by Development Agreement, when the City is a development partner. For example, a Development Agreement between the City and Yale University for development in the Sachem-Prospect area included a \$10 million payment to the City, which provided funding for a number of infrastructure projects. Similarly, the Development Agreement with Yale-New Haven Hospital for the expansion of the cancer center and the construction of Smilow Cancer Hospital stipulated that the two ancillary projects, at 55 Park Street and 2 Howe would be structured to ensure that they would remain taxable properties.

#### (4) **Workforce Development**

The City and its regional, non-profit, and for-profit partners are working to give New Haven's residents the tools to let them share in the benefits of economic growth. The Partnership for Jobs Advisory Committee, originally convened in 1998 in support of New Haven's Empowerment Zone application, helped start to coordinate the region's workforce development agents and crystallize both goals and strategies for achieving them. It identified four main issues in workforce development: (1) reaching and serving those who need job-related services; (2) targeting job readiness programs at industry sectors of competitive advantage to move New Haven residents into jobs with higher incomes; and (3) implementing performance measurement systems and using the results to enhance service delivery to job-seekers and employers.

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

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

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

- **Gateway Community College:** In fall 2009 construction began on the new \$200 million, 340,000 square foot campus for Gateway Community College. In the planning stages since 2004 (delays were attributable to on site environmental conditions and final State approval of project financing), the new campus will occupy two buildings fronting Church Street in downtown New Haven. The effort will consolidate the two separate campuses currently located at Long Wharf and in North Haven. The new campus is scheduled to open in fall 2012. The new facility will revitalize the largest vacant space in the central business district by bringing more than 11,000 students and faculty to downtown. Further, it will bring the 70 specialized academic programs, such as nursing, biomedical

and manufacturing engineering technology, and nuclear medicine technology, within close proximity to hospital and business training locations to create internship and training partnerships within the City. In particular the new proximity to the Medical District will enable nursing and allied health students to take advantage of the new career ladder program negotiated as part of the Yale New Haven Hospital Development Agreement.

- **Southern Connecticut State University:** SCSU, which has a total full-time enrollment of 12,100, has completed its 1993 Campus Master Plan, which included a \$230 million investment in the university's infrastructure. The improvements included construction of two new dormitories, a new student center, a complete renovation of Engelman Hall – the main academic building, as well as auxiliary improvements including new parking structures and a new power-plant. The expansion of Buley Library is scheduled to be completed in 2010. The school has now turned to their 2015 Campus Master Plan, which includes new facilities for the Sciences, Fine Arts, and significant investment into athletic and fitness facilities. In December 2007, the State Bond Commission approved \$3.47 million for facilities improvements and grounds for the Connecticut State University system; the SCSU allocation is \$511,700.
- **New Haven Public Schools:** The city of New Haven is in the midst of a 15 year, \$1.5 billion program to renovate or rebuild every school in the New Haven public school system. To date, 32 projects have been completed, 3 are under construction and 3 are in the planning and design phase. (see Table 9). In 2009, the Board of Education announced plans for a comprehensive School Reform Initiative. The program aims raise student scores on the Connecticut Mastery Tests and MT and CAPT exams to state averages by 2015; cut the drop-out rate in half by 2014; ensure that 100 percent of graduating high school seniors have the choice to attend college; and to ensure that all students are academically and financially able to complete college.

To meet these goals the New Haven School Reform Initiative will implement a four part roadmap which will:

- (1) *Increase accountability.* Set higher and clearer expectations for students and adults, and hold them to it! Assess each school to determine where it is in meeting high standards for success (Tier I is doing well; Tier II needs a little help; Tier III needs central office intervention).
- (2) *Use differentiated approaches.* The school is the basic unit of student need. Provide resources and services for each school according to what students and staff require, not according to a one-size fits all approach. In this way, we develop a portfolio of fifty different but equally effective schools that achieve the best student outcomes.
- (3) *Focus on talent.* We must attract and hire the very best teachers, principals, and other school administrators available. And we must consistently support the professionalism of teachers through their career, supporting and developing school staff so that quality and effectiveness increases.
- (4) *Commit to a big promise.* Every graduating senior that wants to go to college will go to college! The New Haven Promise scholarship program will ensure that all students who meet academic standards are rewarded with financial security for higher education.

As a first step , the City made national headlines by negotiating a landmark contract with the teachers union enabling the city to better reward top performing teachers and to eliminate underperforming teachers.<sup>29</sup>

New Haven Public Schools educate some 20,000 students in grades Pre-K through 12. Over 1,800 suburban students now attend New Haven's signature magnet programs and other cooperative schools. New Haven Public Schools are dedicated to preparing students for the

college and the workforce of the 21<sup>st</sup> Century. Enrollment in college level Advanced Placement (AP) classes has increased from 210 to 600 in the last five years; and the cumulative drop-out rate has declined from 29.6% in 1997 to 16% in 2008. The city takes pride in the 140 graduates admitted to the University of Connecticut in 2005, up from 45 in 2004. Students made gains in 8 out of 10 areas on the 2007 Connecticut Mastery Test. At the high school level, SAT scores have increased 21 points since 2003 and rose 4 points on the most recent test at a time when both state and national scores declined. Two high schools, Cooperative Arts & Humanities Magnet and Hill Regional Career high schools earned "Bronze Medals" in the 2008 U.S. News & World Report's America's Best High Schools list.

## (5) **Business Development**

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

- **Economic Development Corporation of New Haven (EDC):** The City in partnership with Yale University and the business community has launched an Economic Development Corporation in February 2008. The formation of the EDC underscores the City's continuing commitment to innovation and investment in economic development. One of the primary missions of the organization – to operate as a one-stop business center to attract new business and to retain existing businesses – will help ensure that New Haven is best positioned for long-term growth and prosperity. Economic development organizations around the country have a proven track record of developing initiatives that lead to job creation and economic growth. This new organization has expanded the capacity of the economic development team in the City but this has done without costs to the City's General Fund budget.
- **Small Business Technical Assistance & Outreach.** In July 2008 the City of New Haven's Small Business initiative was merged into the Office of Economic in an effort to integrate the city's business development efforts. The Economic Development Office's small business technical assistance and outreach effort retains dedicated staff with extensive experience in maximizing the growth potential of small business. The effort continues to offer assistance to the City's small and minority- & woman-owned businesses. OED Staff partners with local organizations such as the Greater New Haven Business & Professional Association (GNHBPA), Spanish American Merchants Association (SAMA), Service Corps of Retired Executives (SCORE) and the CT Small Business Development Center (CSBDC) to provide technical assistance to New Haven small businesses. Counseling is in areas such as Marketing, Bookkeeping & Accounting; Risk Management & Insurance, etc. Staff also provides entrepreneurial support to the various neighborhood commercial districts and management teams and works with the local real estate community to identify appropriate business sites for those businesses seeking to locate (or relocate) to New Haven.

**Small Construction Business Development.** The City of New Haven is committed to developing and nurturing a competitive local construction industry in which contractors for publicly financed projects provide efficient, high-quality services, pay competitive wages to their employees, and represent New Haven's ethnic diversity. The small construction business development program was established by ordinance in 2001 and codifies the City's preference to do business with small business contractors by making available bid proposals, estimated to be under \$125,000, to only those small contractors registered with the city. In addition, school construction projects have a goal to utilize these small contractors for at least 10% of the construction value for all new school construction. Large general construction

projects – those greater than \$125,000 – require successful bidders make a good-faith-effort to use at least 25% Minority Business Enterprise (MBE) for all subcontract work. Through the end of 2009, 182 small construction contractors had registered with the city, of which 55 are classified as MBE. These companies have received \$72 million in public school construction contracts, of which \$8 million went to MBE contractors; an additional \$16.2 million in contracts have been awarded to registered small contractors for non-school related city contracts, of which \$3.5 went to MBE contractors. The program has dramatically increased the MBE contract awards. Since 1999 the program has increased MBE participation from just 5 % of all contracts to 14% in 2009. The Small Construction Business Development program has expanded into the rapidly emerging area of Green Construction practices. In 2009 the office offered a Green Construction Awareness workshop attended by 72 contractors, as well as an eight week course in sustainable construction practices; 28 small contractors completed the course. This workshop is the first of its kind in Connecticut to have curricula approved by the US Green Building Council.

- **New Business Openings:** Working in conjunction with neighborhood business associations, the Economic Development Corporation, the City's Office of Economic Development tracks local business openings across the all key neighborhoods. Despite an economic recession, the overall retail and commercial health of the city continues to show undeterred growth, demonstrated by a few dozen new businesses that opened across the city, especially within the four Special Services Districts (Downtown, Whalley Ave., Chapel West, and Grand Ave.) since 2008. These business are varied from retail clothing to restaurants to cafes. Examples include: Stella Blues Café and Kitchen Zinc in Downtown, Hungry Eye Coop Gallery and Manjares Fine Pastries in the Westville Neighborhood, Kool Smiles and Elaine's Healthy Choice on Whalley Avenue. Additionally, another 19 businesses have opened in the last five years in the Ninth Square development blocks downtown, four new businesses (including Aldi's) opened since 2008 in the Foxon Blvd. area, spurred by the local big box anchors like Lowe's and Walmart Supercenter. The City's small business Façade Program has been instrumental in supporting neighborhood retail growth and openings. This Program offers a reimbursement grant equal to 50% of the cost of approved facade improvements to commercial and mixed use properties, with a maximum grant of \$30,000.00. In addition, an additional reimbursement grant of up to \$1,500.00 may be available to support facade-related architectural/design costs. In 2008, 31 projects were approved totaling \$1.84 million; 11 completed (8 – EZ); 19 projects in progress (7 in EZ neighborhoods) totaling \$1.03 Million. The completed projects leveraged \$383,757 with the remaining projects in progress leveraging an additional \$540,697 for a grand total of \$924,454 just over 50% the total cost of the facades.
- **Commission on Equal Opportunity:** The City of New Haven's Commission on Equal Opportunity (CEO) administers a local ordinance intended to increase minority, female and apprentice work at federal, state and City-assisted job sites. Created in 1964, it is the nation's oldest municipal civil rights agency. In the 2006-2007 fiscal year, CEO monitored 1,064 contractors, generated \$6.4 million in Transfer of Wealth to New Haven residents from school-related construction projects and placed 700 New Haven residents in construction jobs, and hosted a number of outreach and informational sessions. This local grown pool of labor force provides an incremental economic benefit since the employment skills are recycled back within opportunities, spearheaded by the Commission, as well as by the Small Construction Business program.
- **New Haven Regional Contractors' Alliance:** Created in June 1999, when the City joined public and private stakeholders into a partnership with the common interest of building business capacity in minority and small construction firms with the New Haven area. The New Haven Regional Contractors' Alliance is a non-profit organization whose mission is to building capacity through contractor education and technical business assistance provides training opportunities, educational resources, and technical

assistance—all designed with small, minority and women owned businesses in mind. The Contractors' Alliance currently has over 200 members.

## (6) Housing and Livable City Initiatives

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

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

The Livable City Initiative (LCI) is the city department charged with housing code enforcement and for residential neighborhood development. The department administers a variety of housing and neighborhood revitalization activities, combining public improvements and rehabilitation incentives with private investment. Financial resources available include U.S. Department of Housing and Urban Development's Community Development Block Grant ("CDBG") funds, HOME Program funds, Neighborhood Stabilization Program funds ("NSP"), State of Connecticut Department of Housing funds, and local capital project funds and funds available under the Lead-based Paint Hazard Reduction Program. From 2005 through 2009, the City has supported the renovation and new construction of 532 units of housing. In addition, the City has been a partner with the Housing Authority of New Haven in creating another 2,542 units of housing. Part of this success, is the collaboration of State, private and public investment in the City of New Haven. In addition to new units of housing, LCI administers a downpayment and closing cost program, energy efficiency rehabilitation assistance program (newly launched this year) and lead abatement program, which has assisted 164 families over the 2005-2009 period.

- **Neighborhood Stabilization Program (NSP).** The Housing and Economic Recovery Act of 2008 (HERA) approved appropriated \$3.92 billion for emergency assistance for redevelopment of abandoned and foreclosed homes and residential properties. The State of Connecticut was allocated approximately \$25 million to distribute to the areas of greatest need. The City of New Haven received an allocation of \$3.2 million to fund its portion of the state-backed Neighborhood Stabilization Program. Since its inception in June of 2009, the program has financed the purchase of 15 properties totaling 28 units. The city is currently in the process of arranging rehabilitation financing in order to sell the properties to developers for rehabilitation to bring these oftentimes vacant units back to productive use. Public funding has leveraged an additional \$1.5 million in private funding for a total investment of some \$4.7 million through the end of 2009. The City has successfully allocated all its funding under this program (the first in the State) and will be seeking an additional allocation from the State Department of Community and Economic Development who is also under strict deadlines established by the US Department of Housing and Urban Development to allocate funds in a timely matter.
- **The ROOF (Real Options Overcoming Foreclosure) Project** established in 2008, grew out of a collaboration between the City of New Haven, the Yale Law School Clinic, and community organizations, in order to provide a coordinated response to the growing mortgage foreclosure crisis in New Haven. The Key goals of the project are to: keep homeowners in their homes; reduce the financial and personal costs to families where

continued homeownership is not possible; reduce the negative impact of multiple foreclosures on some of New Haven's most vulnerable neighborhoods; preserve affordability of housing; refine aspects of the program to be used as models for other hard hit urban areas. Dedicated counselors are provided to support education, outreach, and provide technical assistance in the area of foreclosure prevention and mitigation.

- **New Housing Starts:** The City is encouraged by a healthy number of residential building permits, which have resulted in over 900 new units and 1,000 units of rehabilitated housing over the past decade. In 2007, LCI issued 860 residential rehabilitation permits and 23 residential new construction permits.
- **Yale University Homebuyer Program:** In 1994 Yale University established a homebuyer assistance program open to Yale faculty and staff, which offers up to \$30,000 in grant funding for employees purchasing a primary residence in New Haven neighborhoods. Now in Phase 8, the program has been extended through December 2011, the program provides up to \$30,000 in grants for faculty and staff who purchase homes in New Haven neighborhoods. Through the end of 2007, Yale had invested \$21 million in the program, which had assisted home purchases for 835 employees and leveraged \$130 million in home sales.
- **Yale New Haven Hospital Homebuyer Program:** In July, 2006 Yale-New Haven Hospital (YNHH) announced a new program offering assistance to hospital employees who are first-time home buyers. The new Home Ownership Made Easier (H.O.M.E.) program provides eligible full-time employees up to \$10,000 in forgivable five-year loans, as well as other incentives and home buying support, when they purchase a home in the city of New Haven. The hospital will pay down the amount of the loan if the employee continues to work at YNHH and live in the home for five years. In addition, a hospital employee purchasing a home in one of four targeted New Haven neighborhoods – the Hill, Dwight, West River and City Point – is will be eligible for a \$200 a month mortgage subsidy for the first two years of their home ownership.
- **The Hospital of Saint Raphael Home Buyer Program:** The Hospital of Saint Raphael sponsors an Employee Neighborhood Home Ownership Program, which helps employees and enhances the neighborhood surrounding the Hospital. It provides financial assistance to qualified employees who want to buy and live in a one- to four-family home within Saint Raphael's neighborhood. Qualified employees can also receive low-interest loans from Saint Raphael's, which can be used for down payment or mortgage closing costs. Since its inception in 1994, 26 workers bought homes close to the hospital with \$5,000 down payment assistance.
- **Housing Authority of New Haven (HANH):** HANH is one of 32 designated "moving-to-work" communities by the US Department of Housing and Urban Development (this designation was recently extended until 2018). As such, HANH is implementing innovative approaches to housing assistance programs and has actively engaged the City and community with new social programs for tenants and capital facility improvements.

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

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

Eastview Terrace. Renovation of Eastview Terrace apartments was completed in May 2009. The \$48 million project produced 90 rehabilitated units, 112 newly constructed units and a new community center.

Quinnipiac Terrace. The reconstruction of Quinnipiac Terrace, situated on the Quinnipiac River in the historic Fair Haven neighborhood, is a \$20 million program providing 229 new affordable rental and homeownership units. The first two of three planned phases have been completed. Phase I, included 81 rental units, of which 23 are Section 8 units and 58 are ACC units and was completed in 2006. Phase II comprised 79 rental units of which 23 are Section 8 units and 56 are ACC units. Phase II also included construction of 16 affordable homeownership units. Phase III consists of an additional 33 subsidized rental units. Construction is scheduled to begin in the summer of 2010 and will be completed in summer 2011.

William T. Rowe Housing. In late 2009, the City of New Haven, HANH and Boston-based Trinity Financial finalized the Cooperation Agreement for the new William T. Rowe Development. The innovative \$38 million project will be constructed on land acquired in a swap with Yale New Haven Hospital and will replace the dilapidated and underused building at 904 Howard Avenue. The new apartment building will include 104 units of affordable housing – 38 units of subsidized for low income persons, 40 Section 8 units, and 26 units for working families. The building will also include 26 unrestricted market rate units; it will also have integrated on-site supportive services and ground floor retail space. Construction is scheduled to begin in the summer of 2010 for a scheduled opening in the spring of 2012. Speak to the land swap and how this site will now be used to accommodate growth generating out of the YNHH (tax base/job growth)

West Rock Development. The West Rock Development is a planned \$190 million project which will produce a total of 500 new units of housing in new mixed-income, blended neighborhood combining rental and homeownership elements. The project also includes the renovation and expansion of the existing community center. Phase I consists of the construction of 101 affordable rental units and an additional 20 homeownership units. Infrastructure improvements began in January 2010; full Phase I construction is scheduled to begin in the spring of 2010.

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

New Haven has an outstanding quality of life, unparalleled by any other city in the state of Connecticut. It is truly a city revitalized, with its world-class dining scene leading the charge. Within the past ten years more than 20 award-winning and internationally diverse restaurants have opened in downtown New Haven. From creative Spanish cuisine to the Malaysian influenced cafes to a Parisian-style brasserie, New Haven offers big-city dining while maintaining the charm of New England. In 2009, The New York Times gave strong reviews to both the Yale Repertory Theatre's "Pop" and Long Wharf Theatre's "Have you Seen Us?", the world premier of the new play by acclaimed playwright Athol Fugard and starring Sam Waterston. And US News & World Report named New Haven as one of the top 15 livable cities for its array of live, work, and entertainment options all in downtown. New Haven is also one of few select cities to be a three time All American City (in 1998, 2003, and 2008), a status celebrating the city's commitment to strong communities and positive change.

Downtown New Haven is also home to shopping with style and flair, featuring more than 50 specialty boutiques among three distinct shopping districts – Broadway, Chapel and Audubon – all of which are easily navigable on foot. Located in the heart of the Yale campus, the Broadway District features the largest Barnes & Noble Bookstore between Boston and New

York City, J. Crew and the only Urban Outfitters in the state of Connecticut. The Chapel Street Historic District, home to the Yale Center for British Art and the newly refurbished Yale University Art Gallery reside, also features several high-end shops as well as one-of-a-kind boutiques. The Audubon Arts & Retail District features multiple art galleries and learning centers as well as a unique home furnishing store.

New Haven is home to many cultural and historical marvels. Nearly every street in downtown New Haven offers visitors the opportunity to peruse impressive collections of world and local art, learn about the city's deep-rooted history and experience one-of-a-kind performances. With hundreds of galleries, theatres and venues offering live entertainment, New Haven is considered the "Cultural Capital of Connecticut." New Haven's cultural institutions are world-renowned, including:

- Long Wharf Theatre  
Long Wharf attracts over 100,000 patrons annually to view fresh and imaginative revivals of classics and modern plays, rediscoveries of neglected works and a variety of world and American premieres. Past productions have transferred to Broadway and earned Pulitzer, Tony and New York Drama Critics Awards.
- Shubert Theater  
The Shubert, which has earned the title "Birthplace of the Nation's Greatest Hits", presents plays, musicals, opera, dance, classical music recitals and concerts, vaudeville, jazz artists, big bands, burlesque, and a variety of solo performances. Since opening in 1914, the Shubert has hosted over 600 pre-Broadway try-outs, including over 300 world premieres and 50 American premieres; totals are double that of any theater in New York City or any of the other try-out cities like Boston, Philadelphia, or Washington. The theater remains a centerpiece of the New Haven arts scene and in 2009 the Shubert celebrated its 95th anniversary.
- Yale Repertory Theatre  
This Tony Award winning professional theatre offers innovative productions of classics and daring new works by today's most exciting playwrights
- The Yale Center for British Art  
This museum contains the largest and most comprehensive collection of British art outside the United Kingdom. It is free and open to the public.
- The Yale University Art Gallery  
This is the nation's oldest college museum. The gallery houses a collection of 185,000 objects that ranks with those of major public art museums in the United States including a remarkable collection of old masters and modernist and 20<sup>th</sup> Century art. Originally built in 1953 by famed modernist architect Louis Kahn, the Yale art Gallery reopened in 2006 after a three year renovation and expansion. The renovation and restoration has been critically acclaimed and was awarded the American Institute of Architect's Honor Award for the preservation and restoration efforts. The museum free and open to the public.
- Peabody Museum of Natural History  
The Peabody Museum of Natural History is a world-class collection spanning 4 billion years of Earth history and ranks in the top dozen natural history museums in the western world. The Hall of Dinosaurs with a complete Apatosaurus fossil skeleton is the museum's centerpiece attraction.
- Eli Whitney Museum (Hamden)  
The Museum was established in 1979 as a not-for-profit historic site and educational organization. The Museum preserves the site on which Whitney constructed the first American factory in 1798.

- **New Haven Museum**  
This local museum preserves New Haven history with an extensive collection spanning four centuries and including fine, folk and decorative arts, a photograph archive, and extensive manuscript collection. Its galleries, programs and Whitney Library offer a wide range of opportunities for visitors.
- **The Amistad Memorial**  
The top and three 10' bronze panels of this stunning piece of public art show the three phases of the famous Amistad Incident, which is closely associated with New Haven's history. The first side depicts Sengbe Pieh in Africa before he and the other Africans were kidnapped. The backside shows the courtroom trial and the third side has Cinque ready to board the ship, *The Gentleman*, back to his homeland. The top depicts the body parts of Africans mid-crossing who were thrown or jumped overboard.
- **Knights of Columbus Museum**  
The Knights of Columbus Museum, just two blocks from the KofC Supreme Council office, features both special exhibits of religious art and a large permanent exhibit showcasing the organization's unique history and its roots in New Haven.
- **Connecticut Children's Museum**  
The building houses three programs: Creating Kids Child Care Center, Creating Curriculum Child Care Provider Training Program and the Connecticut Children's Museum itself, a rich and resourceful, cutting edge educational facility.
- **International Festival of Arts and Ideas**  
The Festival draws well-known performers and artists from across the globe. In its 14 year history, the festival has attracted almost 2 million visitors and featured thousands of international artists.
- **Art Space**  
Art Space organizes the third largest open studios in the nation. It regularly presents rotating series of new art exhibitions by locally and nationally recognized artists.
- **Pilot Pen Tennis Tournament**  
This is a major stop for men and women players on the international tennis tour. Just one week before the nearby US Open Tennis Championships, this event draws 100,000 spectators and boasts 20 hours on CBS and ESPN2 annually.
- **New Haven Symphony Orchestra (NHSO)**  
The NHSO is the fourth oldest continuously operating symphony orchestra in the United States. Since its inception, the NHSO has performed regularly in New Haven, most of that time in Yale's historic Woolsey Hall. It has also toured throughout Connecticut and beyond.
- **New Haven Green**  
This 16-acre public tree-lined space is located at the very center of New Haven's downtown district. It comprises the central square of the nine square settlement plan of the original Puritan colonists. The Green has served as the venue to countless public demonstrations, events and concerts that can draw tens of thousands of people, as well as typical daily park activities. It became a National Historic District on December 30, 1970.
- **Grove Street Cemetery**  
In 1997 the Department of the Interior added the Grove Street Cemetery to the National Register of Historic Places. Established in 1797, Grove Street Cemetery is older than the

distinguished cemeteries of Père-Lachaise in Paris and Mt. Auburn in Cambridge, Massachusetts. Though smaller than its counterparts in Paris or Cambridge, Grove Street cemetery is the final resting place of numerous American luminaries including inventor Eli Whitney, lexicographer Noah Webster, vulcanized rubber inventor Charles Goodyear, father of American football Walter Camp, and famed bandleader Glenn Miller.

## (8) Neighborhood Revitalization

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

- **Residential Rental License Program.** In 2005 the City launched the innovative Residential Rental License (RRL) program after extensive consultation with residential landlords in developing the program. This License establishes standards to protect the health, safety and general welfare of renters and to safeguard the integrity of our residential building stock. LCI is now implementing the RRL and city landlords must have a valid license and meet LCI standards for operating one of the City's 33,000 rental units. LCI is in the process of inspecting the more than 6,000 buildings required to be licensed under the ordinance. Through the end of 2009, LCI inspectors had inspected and certified 24,820 units in 3,129 buildings.
- **Façade Grant Program.** The City of New Haven continues to support the business community and to invest in the city's commercial building stock with its Façade Improvement Program. The façade program has existed for nearly 20 years with various modifications and updates and has supported improvements to nearly 300 projects City-wide. The Downtown central business district was an early beneficiary. In 2003 the city received a \$1 million HUD Empowerment Zone grant enabling the city to expand the program's reach into the neighborhood commercial districts. From 2005 through 2009, the Façade Improvement Program has invested \$2,960,300 of city and Empowerment Zone money in 96 individual projects. This investment has leveraged \$3,406,300 in additional private funding, for a total five year project investment of \$6,366,600.
- **Urban Environment:** LCI, the New Haven Land Trust, the Community Foundation for Greater New Haven, and the Yale Urban Resources Initiative (URI) have dedicated nearly \$.5 million to 98 community gardens, greenspaces and similar enhancements. The City and URI further collaborated on a Green Map of the city's urban environment.
- **Green New Haven:** In partnership with the US Environmental Protection Agency and several community partners, the City Plan Department has initiated the Green New Haven program. Green New Haven strives to elevate environmental performance through planning and zoning reviews, voluntary pollution control efforts and coastal zone management. To date, the City has retrofitted all of its school buses with pollution control equipment, elevated its school construction standards and adopted the new coastal program. With assistance from the South Central Council of Governments, the City is working to reduce local truck traffic.
- **Office of Sustainability:** The City of New Haven is looking for innovative ways to reap cost savings and efficiencies through the better use of Green practices and Green Technology. To that end, the city is planning to establish and staff an Office of Sustainability which will develop, implement and oversee Green practices within city government.

## (9) Downtown Revitalization

Downtown New Haven is widely acknowledged to be among the most vibrant central business districts in Connecticut and all of New England. Downtown with the New Haven Green at its center and organized around the colonial-era Nine Square Plan, is a cultural attraction, a commercial center and the home of Yale University. In addition, Downtown is a lively residential neighborhood with more residents than the downtowns of many major metropolitan centers, including Denver, Charlotte and Phoenix.<sup>30</sup>

- **Business Development:** Well over 130 businesses<sup>31</sup> have opened in and around downtown New Haven in the past four years. The City notes that the business mix is diversifying with a large superstore (IKEA) and a seven-screen first-run cinema (Bow Tie Criterion Cinema). With few business failures during the same five year period, the market has opened up to other businesses including restaurants, consulting firms, clothing stores, stationers, galleries, specialty food markets, a spa, a florist, bakeries and gift shops. In addition, new banks are penetrating the market as TD BankNorth, Chase, and Citibank opened New Haven branches since 2006.
- **Yale Properties** plays a leading role in retail positioning and leasing of several university-owned properties, all taxable. Yale's portfolio includes 90 retail tenants. Many of these tenants are locally-owned New Haven traditions, including Cutler's record store, which now benefit from their location next to nationally-recognized chains, such as J. Crew, Urban Outfitters and the Yale Barnes and Noble Bookstore.
- **Residential Development:** Because of the diverse mix of long-time residents and the constant influx of new employees and students, New Haven supports strong rental and home ownership markets. The downtown alone contains more than 3,720 housing units. As of March 2005, the average downtown rent was \$850 for an efficiency apartment, \$1,090 for a one-bedroom, and \$1,700 for a two-bedroom. New condos are selling for between \$200,000 and \$1 million.

Recent years have shown a burst of activity in residential development and there is a prevailing sense that this underserved market will be addressed even as the national residential market softens. Approximately 1,000 new housing units have been developed in and around Downtown New Haven. New units are found in historic mill environments and more contemporary settings, such as the Chapel Square Mall (117 units). A signature Downtown office tower (the former Southern New England Telephone headquarters) was converted to 141 upscale residential units (see Table 11).

- **360 State Street:** While real estate development ground to a halt across the country in 2008-2009, New Haven has forged ahead with the redevelopment of one of the most prominent downtown sites, the former Shartenberg department store site on Chapel Street, one block east of the New Haven Green. The \$190 million, 32-story luxury apartment tower is the largest private investment in downtown New Haven in more than two decades. The development also includes 30,000 square feet of ground floor retail, 500 spaces of structured parking, and additional space for office use and a 7,200 square foot child care center serving approximately 100 children. The developer, Becker + Becker, committed to locating a full service urban grocer and is close to signing lease agreements with a national grocery store chain. Iron workers completed the topping off ceremony in December 2009 and the project is on schedule for initial occupancy in late summer 2010; The development and is expected to generate more than \$3 million annually in property taxes annually by 2013.

Table 11: New and Proposed Housing Units, Downtown and Wooster Square

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

\*completed

- **Town Green Special Services District:** The Town Green District's mission is to improve ownership values and the urban appeal of Downtown New Haven for the betterment of Greater New Haven. The Town Green Special Services District covers a 27 square block area in Downtown New Haven. Since its founding in 1997, Town Green has worked towards a cleaner, safer, more inviting Downtown. In addition to INFONewHaven.com, the District runs three boots-on-the-ground programs to make New Haven a better place to live, work, and visit. Its work focuses on retail retention and development and a hospitality program that includes graffiti removal, trash pick-up and street sweeping services to supplement City-provided services.

In 2009 the district was reenergized with the hiring Rena Leddy to serve as the new Executive Director. Leddy is a Connecticut native and has 20 years experience in managing and advising business improvement districts. Founded in 1999, the Town Green District was established to create a safe, attractive and clean downtown environment for workers, residents, and visitors, and to stimulate private investment downtown.

In recent years, the Town Green District downtown has also grown to organize and sponsor a sense of camaraderie among downtown business owners, publicizing local happenings, events and the opening of new downtown businesses. Town Green has also fostered friendly competition by organizing contests among business owners for the best summer flower boxes, the best window displays. The downtown Town Green District is bounded by

Frontage Road, Yale University, State Street, and the Audubon Arts area, and includes 390 taxable properties and 153 tax-exempt properties. The organization is funding through a voluntary levy imposed on properties within the district, and voluntary contributions from otherwise exempt organizations.

## (10) Site Development Projects

New Haven is a compact city with a total land area of 18.9 square miles; the city includes 1.4 square miles of water area. The city's compact area and its age mean the all land area has been urbanized; this limits the supply of vacant, ready-to-develop commercial and industrial space. The city recognizes this limitation and actively works to facilitate and manage development and economic growth with a planned development framework. This model is being successfully implemented in the Medical District, immediately south of downtown. The Medical District is an area of intense active and strong growth. The managed framework model has also spurred a dramatic increase in residential development downtown and in the immediately adjacent areas since the mid-1990s. With more than 7,000 full-times residents, downtown New Haven has a larger population than downtown Denver. This managed growth framework model is now being used in strategic planning throughout the central business district, for "Downtown Crossing," the planned removal of the Route 34 expressway and its replacement with a new urban boulevard, as well as for development in the Route 34 West area, in the River Street area of Fair Haven, and in the Long Wharf waterfront area.

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

- **Downtown Municipal Development Plan.** The Downtown Municipal Development Plan covers the eastern half of the central business district and is intended to spur development and reinvestment in the city's downtown commercial, retail and residential infrastructure. In 2005 the MDP was amended to accommodate the \$200 million relocation of Gateway Community College. The downtown MDP will also be the working framework for the redevelopment of the New Haven Coliseum site, as well as smaller underutilized sites on George Street and lower State Street.
  - **Gateway Community College.** In fall 2009 construction began on the new \$200 million, 340,000 square foot campus for Gateway Community College. The new campus will occupy two buildings fronting Church Street in downtown New Haven. The effort will consolidate the two separate campuses currently located at Long Wharf and in North Haven. The new campus is scheduled to open in fall 2012. The new facility will revitalize the largest vacant space in the central business district by bringing more than 11,000 students and faculty to downtown. Further, it will bring the 70 specialized academic programs, such as nursing, biomedical and manufacturing engineering technology, and nuclear medicine technology, within close proximity to hospital and business training locations to create internship and training partnerships within the City. In particular the new proximity to the Medical District will enable nursing and allied health students to take advantage of the new career ladder program negotiated as part of the Yale New Haven Hospital Development Agreement. The State of Connecticut has committed to an annual Payment in Lieu of Taxes of \$1.2 million.

- **205 Church Street.** The 205 Church Street Building is located on the corner of Church and Elm Street at the north east corner of the historic New Haven Green. The 13 story, 175,000 gross square foot colonial revival building was originally built as an office building. Wachovia bank is currently the sole tenant, occupying 40,000 square feet on the ground floor. In 2009, the building's owners completed a \$7 million structural retrofit and exterior restoration, including the repointing and replacement of the masonry as necessary, façade upgrades, window replacement, and restoration of the gold leaf on the building's signature dome. Developer Hampshire Hotels & Resorts plan a complete interior restoration as well and are negotiating with hotel companies to transform this historic building into a four star hotel anchoring the north end of the New Haven Green. Total project investment is expected to be approximately \$50 million.
- **Former New Haven Coliseum Site.** The former Coliseum site is a \$235 million concept plan, which envisions more than one million square feet of development, including 40,000 square feet of retail and 100,000 square feet of office space. It will create over 1,000 construction jobs and 500 permanent jobs when complete and millions in new tax revenue. There will be 450-550 residential units, a mixture of for sale and rental with the architects and developers using green and efficient energy practices for a long term sustainable development. The project will weave together the Ninth Square, Gateway Community College, the corporate and commercial operations of the Knights of Columbus and relocation of the Long Wharf Theatre. The project is in the early planning stages.
- **Downtown Crossing (Route 34 East Expressway Conversion).** The Oak Street Connector is a six-lane depressed, limited access highway serving some 30,000 vehicles per day, linking the I-95 and I-91 interchange with downtown. An initial feasibility study was completed and presented in mid-2007 supporting the conversion of the connector to an urban boulevard. The city has received a \$4 million federal earmark to move forward on the feasibility. Initial planning for this comprehensive effort to remove the physical barrier between downtown and the Medical district, south of the Connector proposes up to four new development sites totaling approximately ten acres of reclaimed development area, renewed connections across Route 34 at Orange Street and Temple Street, and mixed-use development to include residential, commercial, and bio-medical units, along with structured parking. In addition to restored connections and improved walkability, new development will produce some 444,000 square feet of commercial space, 121,000 square feet of retail, 144,000 square feet of residential, comprising some 180 units. The project is expected to produce more than 2,000 new jobs, and an estimated increase of about \$4 million to the city's grand list.
  - **100 College Street.** The lead project under the Downtown Crossing project is 100 College Street. In development by Winstanley Enterprises, who have renovated and now manage more than a million square feet of privately-held office/lab space in downtown New Haven and at Science Park. The new construction project will include approximately 400,000 square feet of office and laboratory space with the main entrance sited at street level on College Street. The building will be situated south of the existing Air Rights garage and will occupy space in the Route 34 expressway Right-Of-Way. It will be the first step in the conversion of the expressway into a new urban boulevard and is expected to generate 900 new jobs. The goal is for this project to be completed by early 2013.

- **Medical District Planning.** The Office of Economic Development is partnered with the Economic Development Corporation of New Haven, Yale University and Yale New Haven Hospital for comprehensive planning for the Medical District south the Route 34 Expressway and from Union Station in the east to the new Smilow Cancer Hospital in the west. The strategic plan for the area will include a framework for managing the expansion of Yale's Medical School, Nursing School and School of Public Health; Yale New Haven Hospital; and the ancillary office and laboratory space to support these economic drivers. Medical District planning includes major infrastructure improvements including rationalizing the street grid and increasing connections to ensure greater accessibility both to downtown north of Route 34 and to Union Station at the eastern edge of the planning area. Planning also includes efforts to improve residential areas at the periphery of the planning area, including Church Street South (a 301-unit Section 8 housing development), adjacent to Union Station.
- **Route 34 West.** The City is also actively seeking to develop the vacant Route 34 highway corridor, west of Dwight Street. Between 1966 and 1970, the State of Connecticut acquired 26 acres of land, clearing all buildings within the right-of-way in preparation for the extension of the Route 34 Expressway to connect downtown New Haven with Woodbridge and eventually with Route 8 in Derby. However, the project created only the two one way frontage roads. The State of Connecticut abandoned plans to extend the expressway in 2000. The median strip between these two roads remains largely vacant and acts to separate the Dwight and West River neighborhoods north of the median from the eastern portion of the medical district and the Hill neighborhood south of the median.

The city is in the process of developing a Municipal Development Plan for redevelopment of this area. The broad goals of the Route 34 West plan are to (a) expand the tax base; (b) generate jobs; (c) reconnect neighborhoods; (d) create home ownership and business opportunities for all income groups; (e) preserve open green space; and (f) enhance pedestrian safety. The conceptual plan for the corridor calls for a mix of residential, retail, and commercial space as well and bio-medical uses. Structured parking is also planned to accommodate increased parking demand. As in previous successful Municipal Development plans at River Street and Gateway Downtown, this MDP provides a framework for development and a way in which to access public financing at the State and federal level, particularly in the area of infrastructure.

The eastern-most portions of the project have already resulted in the development of two ancillary buildings associated with the Smilow Cancer Hospital at 2 Howe Street and 55 Park Street, as well as the earlier development of the Pfizer Clinical Research Unit, all tax generating properties. Future Development will focus on the area from Dwight Street westward to Ella Grasso Boulevard. The project will evolve in phases over the next 20 years.

Current planning envisions advances a comprehensive revitalization of the area which includes 45 parcels totaling approximately 37 acres. The development of these parcels is expected to produce 400-600 new housing units, 60,000 to 80,000 square feet of retail and commercial space and approximately 200,000 to 250,000 square feet of additional office and bio-medical space.

- **River Street Municipal Development Plan.** The River Street Area is one of New Haven's prime locations, with its proximity to Interstates 91 and 95 and its location along

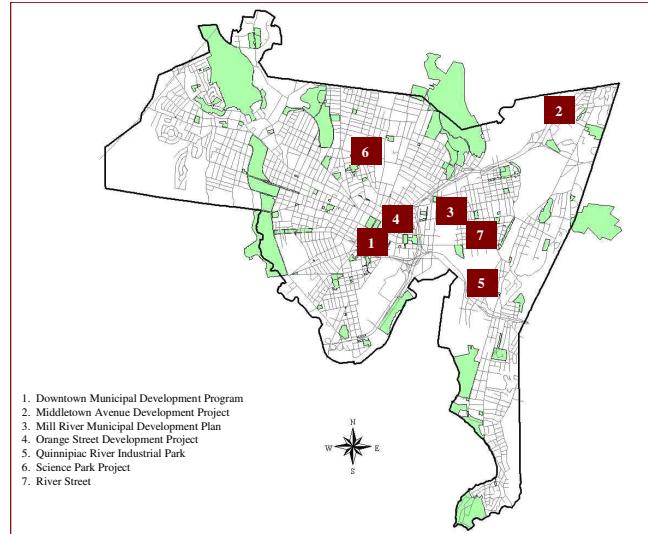
the Quinnipiac River. Years of neglect and industrial use have caused historic structures along River Street to fall into disrepair and the property there to require significant environmental cleanup. The River Street Municipal Development Project Plan was approved by the New Haven Board of Aldermen in January, 2002, in order to bring jobs and investment to this area with the acquisition, clean up and marketing of 25 acres of blighted and underutilized property for light industrial and commercial use. The Plan also includes street improvements, shoreline stabilization and a new waterfront park. The plan has been very successful in bringing blighted properties back to use, creating jobs and growing the tax base. Progress to date is noted below:

- Suraci Metal Finishing became the first business to invest in the River Street Project area when it closed on the four-acre property located at 90 River Street in December, 2005. Suraci has grown from 40 to 56 employees since completing renovation of the 80,000 square foot facility and relocating there in 2006.
- Capasso Restoration, LLC, is leasing the 14,000 square foot building at 34 Lloyd Street from the City of New Haven, and will acquire the building and its 2-acre lot once the City has completed environmental cleanup of the site. Capasso completed renovation of the building and began operating there with about 10 on-site employees in January, 2009.
- New Haven Awning acquired the property at 178 Chapel Street in March, 2009. The company has rehabilitated the building with modest city assistance and relocated all operations. The 11,000 square foot building is a significant expansion over the company's former 4,500 square foot space. New Haven Awning currently employs some eight employees.
- Erwin Hauer Design bought the former Lynn Ladder facility at 184-196 Chapel Street in October, 2009. The 54,000 square foot facility enabled Erwin Hauer Design to combine its design and manufacturing for its interior architectural wall manufacturing operation in one location. The company is operating out of the space, but plans exterior improvements to the building with assistance from the city's Façade Improvement Program. Erwin Hauer is a well known name in the field, and the decision to locate to New Haven was a prestigious boost for the city.
- Environmental assessment of the former Hess Oil Terminal at 100 River Street has been completed and negotiations in progress with Colony Hardware which is planning to construct a 165,000 square foot building there. An agreement is in place for the City to purchase the property when the Remedial Action Plan for the site is approved by the Department of Environmental Protection, which is anticipated in the first quarter of 10,000 square feet. Colony will lease the site from the City until a cleanup report is approved by the DEP. The project will retain and create a total of about 200 jobs and is expected to break ground in the spring of 2010..
- The City acquired and stabilized the historic Bigelow Boiler complex in 2006-2007 and is currently in discussions with a developer for re-use of the site.
- River Street itself was reconstructed, including new sidewalks, curbs and street trees in 2005.
- Reconstruction of Lloyd and Poplar Streets between River Street and the Quinnipiac River, and Blatchley Avenue between River and Chapel Street, as well as the installation of new sidewalks on the south side of Chapel Street between James and Ferry Streets, was completed in October, 2009.
- Grants of \$200,000 each have been committed by the U. S. Environmental Protection Agency for the cleanup of 56 River Street and 34 Lloyd Street.

- A grant of \$2.5 million was made to the City by the Connecticut Department of Economic and Community Development for the project in 2006, and one for \$2.8 million from DECD to offset extraordinary foundation costs for the Colony Hardware Project is pending. A grant from the US Economic Development Administration is pending.
- Plans for side shoreline stabilization and a 50 foot landscaped, pedestrian waterfront walkway have been completed by the City's consultants, Milone and MacBroom.

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

- **Long Wharf / Harbor Access Program:** With further improvements planned along Interstate 95 at Long Wharf and with IKEA development on Sargent Drive, the City is presented with an exceptional opportunity to reconnect the city with New Haven Harbor. The 700-acre Long Wharf area was created on fill, stretching over one-mile along the highway. The area is separated from downtown by the main rail yard and has developed in a low-density light industrial manner. In addition, Long Wharf Park, a linear waterfront park, is at risk from shoreline deterioration and from additional highway encroachment. To capture the full economic and recreational potential at Long Wharf, the City is implementing a four-part strategy, as summarized below:
  - Boathouse at Cana Dock. The City is constructing a new \$30 million boathouse, education and waterfront recreation center for the public as well as the planned new home for the schooners *Amistad* and *Quinnipiack*. The project is funded by Connecticut DOT as part of the I-95 mitigation program. Design of the facility began in late 2009, with the first construction phase scheduled to be put out to bid in late 2010.
  - Long Wharf Park Shoreline Stabilization: Approximately \$3 million is programmed for shoreline stabilization and related enhancements to Long Wharf Park. The park connects a nature preserve with the public pier and provides some of the most memorable waterfront views of the city.
  - Land Use Planning. The City worked with Cooper Robertson & Partners to develop a land use concept for Long Wharf. The plan proposes to optimize land use within the 200-acre district by creating a critical mass of 3.4 million square feet of new light industrial, commercial and mixed-use. New development is around neighborhood center concepts with much of the new construction replacing the current generous supply of surface parking in the district.



- Municipal Development Plans in New Haven

## V. References and Additional Resources

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

- 
- 1 2010 Connecticut Economic Resource Center Town Profiles
  - 2 2010 Connecticut Economic Resource Center Town Profiles
  - 3 2006-2008, American Community Survey
  - 4 Nielsen Market Research, 2009, "Local Television Market Universe Estimates Comparisons of 2008-09 and 2009-10 Market Ranks".
  - 5 US Census, Economic Census of 2002, Retail Trade / Connecticut
  - 6 Dunn and Bradstreet, 2009; Office of Economic Development, New Haven, CT, 2009.
  - 7 2009, [Connecticut](#) Economic Resource Center, Town Profiles.
  - 8 Dunn and Bradstreet Business Rankings, 2006 (SBC and SNET statistics only, not including AT&T units).
  - 9 Dunn and Bradstreet Business Rankings, 2006.
  - 10 EDC New Haven, at: <http://www.edcnewhaven.com/component/content/article/3-whos-here/21-architecture.html>, 2009.
  - 11 New Haven Register, Cara Barussi, Founded in the Depression, Hummel's Thrives In a Recession, May 31, 2009, available at: <http://www.nhregister.com/articles/2009/05/31/business/doc4a1f23430fe29332446905.txt>
  - 12 Connecticut United for Research Excellence, July, 2006; checked and revised 2010.
  - 13 Analysis prepared for CURE by Mark A. Thompson, PhD, Quinnipiac University, 2005
  - 14 See Generally, CURE at: [http://www.curen.org/ct\\_01.php](http://www.curen.org/ct_01.php) (Last visited, Jan 12, 2010)
  - 15 Connecticut Development Authority, New & Events, Dec. 3, 2009, available at:  
<http://www.ctcda.com/cdaNews/newsView.asp?newsId=115>.
  - 16 Courtesy, Winstanley Enterprises, 2007
  - 17 Rib-X Pharmaceuticals, See [http://www.oxbio.com/pressreleases/100709\\_Rib-X.pdf](http://www.oxbio.com/pressreleases/100709_Rib-X.pdf).
  - 18 Yale Office of New Haven and State Affairs, 2006.
  - 19 David McKay Wilson, Yale and New Haven Find Common Ground, N.Y. Times, Dec. 16, 2007, available at:  
<http://www.nytimes.com/2007/12/16/nyregion/nyregionspecial2/16yalect.html>.
  - 20 U.S. National Science Foundation, 2002 (Table 780 of the Statistical Abstract of the United States, 2006).
  - 21 Newsweek International, August, 2006.
  - 22 "The internationalization of Yale", Richard Levin, 2005.
  - 23 Yale Office of New Haven and State Affairs, 2006.
  - 24 Providence and Worcester Railroad, 2006.
  - 25 New Haven Port Authority, See Generally: <http://www.cityofnewhaven.com/portAuthority/index.asp> (Last visited Jan. 13 2010).
  - 26 New Haven Data Book, 2002.
  - 27 New Haven Board of Education, 2007.
  - 28 Yale Office of New Haven and State Affairs, 2006.
  - 29 Elizabeth Benton, New Haven Register, Oct. 27, 2009, available at:  
[http://www.nhregister.com/articles/2009/10/27/news/new\\_haven/a1\\_--\\_reformforum\\_1027.txt](http://www.nhregister.com/articles/2009/10/27/news/new_haven/a1_--_reformforum_1027.txt)
  - 30 Downtown Rebound, Sohmer and Lang. Fannie Mae Foundation and Brookings Institute, May, 2001.
  - 31 New Haven Office of Economic Development, 2009.