

# 2014 CEDS Update

**South Central Connecticut**

**2014 Comprehensive Economic Development Strategy**

**Annual Update**

REX Development

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## overview

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

In 2013-2014, South Central Connecticut made significant strides in the Goals & Objectives of the 2013-2018 Comprehensive Economic Development Strategy while continuing to face residual effects of the recent recession. This document provides updates on existing goals, objectives and outcome measurements. In addition, with the input of the Implementation Teams and Leaders, adjustments to the objectives, short-term action items and outcome measurements for 2014-2015.

This document reflects the major accomplishments of all of our regional partners, not specifically those of REX Development. As a small organization, we are extremely reliant on the efforts of our community partners to achieve the objectives stated in the 2013-2018 Comprehensive Economic Development Strategy. These collaborations will be essential as we move forward into 2014-2015.

## vision statement

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

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



## about the region

**South Central CONNECTICUT** is a vibrant region of small cities, suburbs and rural communities situated between New York and Boston. The region is made up of 15 municipalities in Southern Central Connecticut: Bethany, Branford, East Haven, Guilford, Hamden, Madison, Meriden, Milford, New Haven, North Branford, North Haven, Orange, Wallingford, West Haven and Woodbridge with a population of 570,455.

### STUDENT POPULATION

#### Yale University

Total Enrollment: 12,109

Number of Employees: 14,761\*

#### Southern Connecticut State University

Total Enrollment: 10,804

#### Quinnipiac University

Total Enrollment: 8,803

#### Gateway Community College

Total Enrollment: 8,186

#### University of New Haven

Total Enrollment: 6,555

#### Middlesex Community College

Total Enrollment: 2,900

#### Albertus Magnus College

Total Enrollment: 1,582

#### Paier College of Art

Total Enrollment: 155

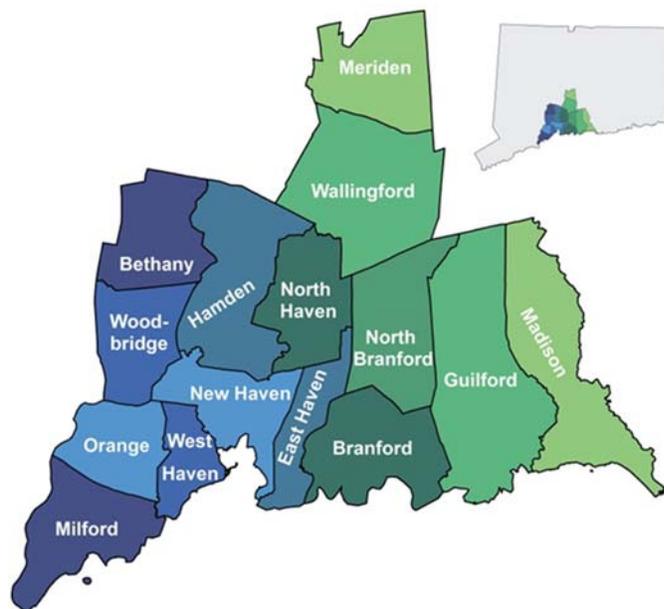
\*Largest employer in the region

Source: College Navigator & Yale Fact Sheet 2013

## REGIONAL PROFILE

<b>Population</b>	570,455
<b>Land Area</b>	367 mi <sup>2</sup>
<b>Median Household Income</b>	\$65,154
<b>Median Per Capita Income</b>	\$33,501
<b>Total Employment</b>	295,272 (2013 CT DOL Annual Average New Haven LMA)
<b>Regional Airport</b>	Tweed New Haven Regional Airport
<b>Largest Population</b>	New Haven, 130,741 (CERC 2012)
<b>Smallest Population</b>	Bethany, 5,550 (CERC 2012)
<b>Percent of the Population 25+ Years with a Bachelor's Degree or Higher</b>	34.97%

See Appendix X, for detailed data from the SCRCOG 2013 Demographic & Socioeconomic Report



**ONE REGION. 15 TOWNS. UNLIMITED POTENTIAL.**

## fast facts

- ◆ **South Central Connecticut is home to:**
  - ◆ Yale University
  - ◆ Subway World Headquarters
  - ◆ PEZ Candy U.S. Candy Headquarters
  - ◆ Yale-New Haven Health System
  - ◆ Covidien (Medtronic)
  - ◆ Assa Abloy USA
  - ◆ Edible Arrangements World Headquarters
  - ◆ Henry C. Lee Institute of Forensic Science at the University of New Haven
- ◆ **Yale University's** FY 2012 R&D expenditure was \$657 million.
- ◆ Currently, the **Regional Water Authority** has excess capacity of 15 million gallons of water a day.



## current projects

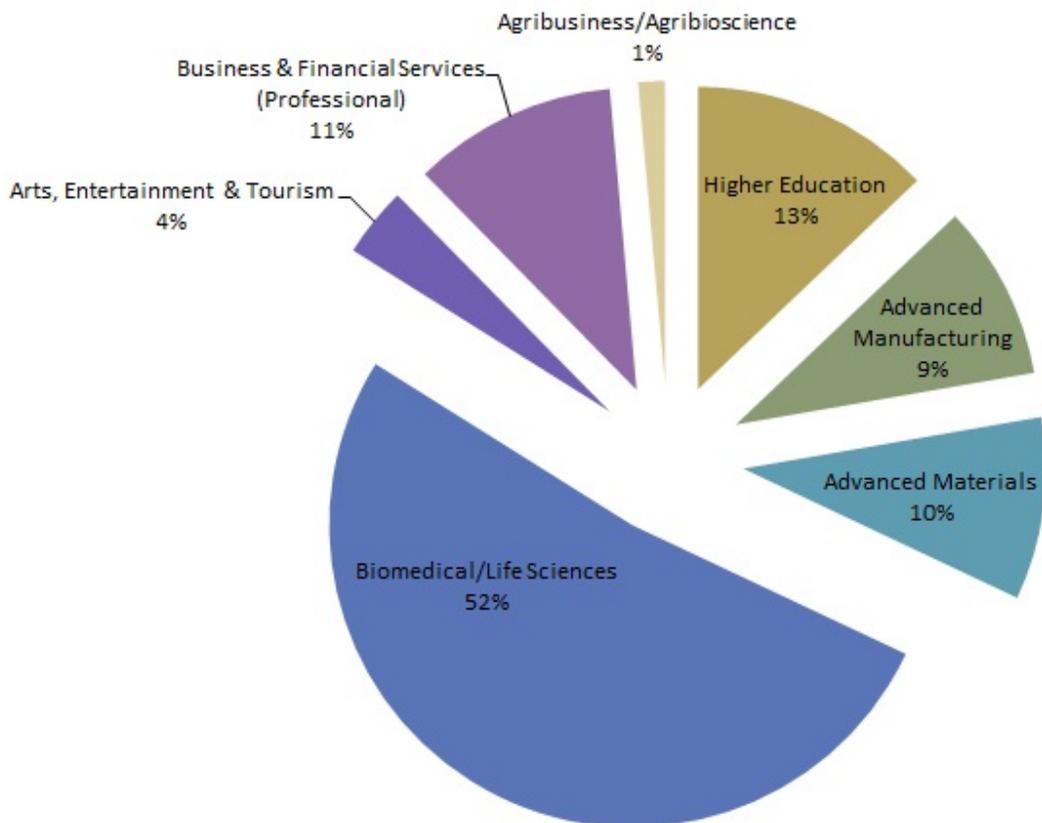
- ◆ CT Department of Economic and Community Development grant for **Regional Brownfield Inventory**
- ◆ Quinnipiac University welcomed its first class to the **Frank H. Netter MD School of Medicine** in 2013.
- ◆ **I-95 New Haven Harbor Crossing Corridor Improvement Program** continued on schedule (Q-Bridge/Pearl Harbor Memorial Bridge)
- ◆ **Downtown Crossing** is the City's long-term plan to close Route 34, reconnect city streets and neighborhoods through new development between Downtown and the Hill. The project enables development of the 425,000 s.f. medical/lab office building and future home of **Alexion Pharmaceuticals**. The new world headquarters of Alexion in New Haven represents a \$100 million investment in the project.
- ◆ EPA approved \$350,000 in additional Brownfield Revolving Loan Funds for **Circuit-Wise** (North Haven)
- ◆ Closed Phase II for the former **Atlantic Wire** site (Branford)
- ◆ **Hamden Incubator Site** cleanup underway
- ◆ Grant approved by CT DECD for **Brownfield Assessment at 43 Atwater St.** (Bethany)
- ◆ **Winchester Lofts** is transforming an abandoned rifle factory that was once the economic engine of Newhallville through a \$54 million historic rehab project that will result in 158 apartments. (New Haven)

# TOP ECONOMIC DRIVERS

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



## Individual Clusters as Share of Cluster Employment



### note

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

# TOP 5 ECONOMIC DRIVERS

## higher education

The region is home to a vast array of eight colleges and universities, including two law schools, two medical schools and a world renowned university. Although not a true cluster, the education sector is a main economic driver, producing a well-educated workforce, while employing over 31,434 people and having a total economic impact of over \$1.5 billion.

## healthcare

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

### Yale-New Haven Health System

According to the 2013 YNHHS Annual Report, the hospital reported:

- ◆ 1,541 total licensed beds
- ◆ 80,503 inpatient discharges (2012: 61,958)
- ◆ 1,100,534 outpatient encounters (2012: 775,085)
- ◆ 11,436 employees\* (2012: 11,512)

\*Second largest employer in the region

## advanced materials & manufacturing

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

# TOP 5 ECONOMIC DRIVERS

## biomedical/life sciences

With nearly 105,761 employees working in this industry cluster, including healthcare workers, it is one of the strongest in the region. With world class institutional and academic assets to leverage, this region has become a focus of biomedical expertise and development.

## arts, entertainment & tourism

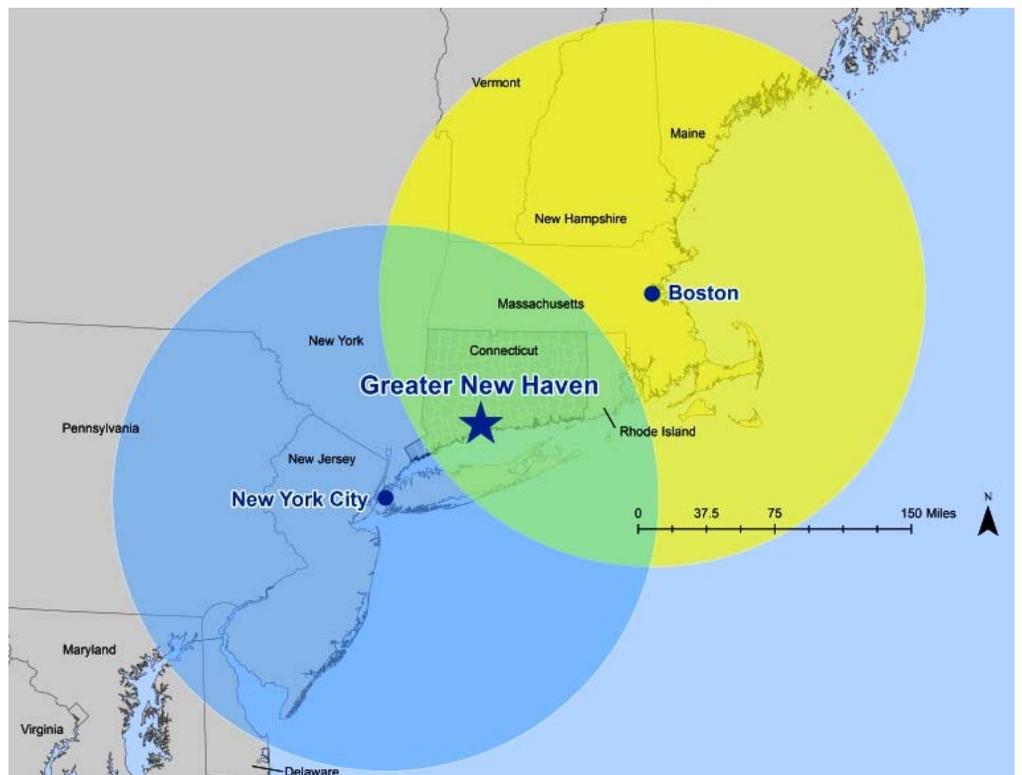
The South Central region serves as the creative capital of Connecticut, boasting world-class theater and museums, extraordinary artistic, design and creative talent, and natural and cultural attractions in every town. December 2013 marked the 100th anniversary of the legendary Shubert Theatre.



Photo: Shubert Theatre/Steve Blazo

## LOCATION, LOCATION, LOCATION

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



## action plan overview

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

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

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

## lead implementers

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



## goal 1 & objectives update

### Regional Marketing & Communications

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

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

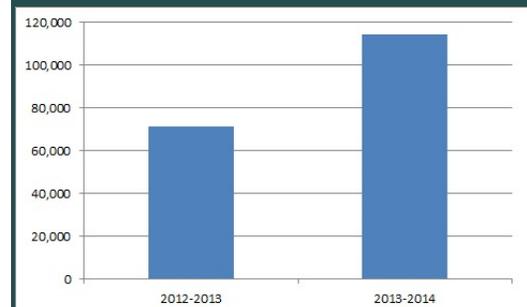
- ◆ Updated the regional economic development website in the 4th quarter of 2013 including a multi-language translation widget
- ◆ REX and many regional economic development partners participated in bi-annual statewide economic development strategy meetings, focusing on conference and tradeshow participation
- ◆ REX maximized low cost options using internal resources and community partnerships
- ◆ Robust social media program
- ◆ Consistent e-newsletter campaign for REX Development/Economic Development Corporation of New Haven and Visit New Haven
- ◆ Frequent interaction with local, state, regional, national and international media outlets (2013-2014: 31 media hits, 37 media inquiries), host site selectors, writers and tour operators
- ◆ Coordinated efforts with consultants and constituents to identify appropriate tradeshow and conferences
- ◆ Developed REX Medical Device & Manufacturing brochure and REX Top Ten Reasons (to do business in South Central Connecticut)
- ◆ Produced 2013-2014 Greater New Haven Cultural & Visitors Guide (80,000)
- ◆ Presented "Regional Economic Outlook" to a wide-variety of municipalities and community groups
- ◆ Hosted CoreNet Event (Commerical Real Estate Network, Connecticut/Westchester Chapter)



### 2013-2014 Tradeshow & Conferences

- ◆ AdvaMed 2013
- ◆ BioMed Boston Tradeshow
- ◆ Connecticut Governor's Conference on Tourism
- ◆ CT Business Expo
- ◆ Discover New England Annual Summit
- ◆ Greater New Haven Business Expo
- ◆ Innovation Summit
- ◆ Medical Device & Manufacturing Tradeshow
- ◆ Metro-North Getaway Day at Grand Central Station
- ◆ Mfg 4 the Future
- ◆ New England Tradeshow
- ◆ Orange Business Expo
- ◆ State Regional Marketing Meetings

### Regional Website Visitors



## 2013-2014 REDFO Presenters

- ◆ Mark Abraham, DataHaven “Wellbeing”  
Survey for Greater New Haven
- ◆ Genevieve Sherman, Manager of the  
Commercial and Industrial Property  
Assessed Clean Energy (C-PACE)
- ◆ Charles Maric, UConn’s Technology  
Exchange Portal
- ◆ Usha Pillai, Founder and President of Aria  
Management Consulting, LLC /Bioscience  
Clubhouse
- ◆ Tour of Quinnipiac Medical School
- ◆ Tom Maziarz, CTDOT on CT Congestion  
Relief
- ◆ Joseph Williams, Small Business  
Development Center
- ◆ John Rosen and Murat Akgun, New Tech  
Haven: “Aquaponics – An Opportunity for  
Connecticut”
- ◆ Barbara Pearce, Pearce Commercial Real  
Estate Consulting
- ◆ Mike Taylor, Vito Nuevo LLC (Brownfields)
- ◆ Tim Sullivan, State Director of Waterfront,  
Brownfield and Transit-Oriented  
Development

## goal 1 & objectives update

### Objective 2: Regional Economic Program & Best Practices

Maintain an Economic Development Program, based on best-practices, education and training, throughout the next five years.

- ◆ Hosted monthly Regional Economic Development Forums (REDFO) with public and private sectors with guest presenters
- ◆ Partnered with Tom Marano to present “Greater New Haven Economic Development Workshop”
- ◆ Collaborated with UIL Holdings to increase awareness of the New England Knowledge Corridor
- ◆ Maintained Regional Economic Development Calendar
- ◆ E-newsletters

### Objective 3: Advocacy

Collaborate as “one voice” and advocate for policy on the municipal, state and federal level, supporting the goals and objectives described here and supportive of economic development needs in the region.

- ◆ Provided REX Executive Director’s report to the chief elected officials of the region at the SCRCOG monthly meeting
- ◆ REX performed Regional Economic Development Outlook sessions with community groups, economic development staff and commission members
- ◆ Ongoing efforts by Implementation Teams
- ◆ Approval of Greater New Haven Chamber of Commerce 2014 Legislative Agenda was granted by the Chief Elected Officials of each municipality, the REX Development Board of Directors, Workforce Alliance Board of Directors, New Haven Manufacturers Association, Arts Council of Greater New Haven Board of Directors

## Regional Economic Development Forums (REDFO)

The Regional Economic Development Forum (REDFO) meets monthly to foster a collaborative approach to economic development in South Central Connecticut. Each month an economic development leader is invited to present on his/her area of expertise to a cross-section of economic development directors, board members and stakeholders. Every city/town is welcome to send a representative. Core to the meeting is a 3 minute update from each attendee on economic news/ events.

## goal 1 & objectives update

### Objective 4: Regional Collaboration

Support and promote policies that would enforce regional collaboration and reduce competition among municipalities and other regions throughout the state.

- ◆ SCRCOG awarded grant to develop a web-based Geographic Information System (GIS) program. The web-based GIS program is expected to be launched by the end of Fiscal Year 2015.
- ◆ SCRCOG participated in the New York-Connecticut Sustainable Communities Consortium that finalized the Implementation Plan for Sustainable Development in the New York-Connecticut Metropolitan Region. This plan brings individual regional and local planning efforts into greater alignment while enhancing a robust to regional sustainability.
- ◆ Evaluating the “Envision Greater New Haven” program
- ◆ SCRCOG with partners, received \$700,000 Hurricane Sandy Coastal Resiliency Planning Grant Application to address coastal infrastructure issues
- ◆ SCRCOG awarded \$225,562 Federal Emergency Management Agency (FEMA) for a Regional Hazard Mitigation Plan. Formal acceptance of the plan is pending.
- ◆ SCRCOG and regional partners completed a Shared Services. At completion, SCRCOG elected to join the Capitol Region Purchasing Consortium.
- ◆ See REX Development/Economic Development Corporation of New Haven’s community outreach and collaboration.

### Community Participation

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

- ◆ Arts Council of Greater New Haven
- ◆ Arts Industry Coalition
- ◆ Bioscience Clubhouse
- ◆ Buy Local Study
- ◆ CBIA
- ◆ CEDAS
- ◆ Central Regional Tourism District
- ◆ City of New Haven Development Commission
- ◆ Community Foundation for Greater New Haven
- ◆ Connecticut Department of Labor—CT Main Streets
- ◆ Connecticut Lodging Association
- ◆ Connecticut State Office of Tourism
- ◆ Connecticut Technology Council
- ◆ Crossroads Venture Group
- ◆ CT DECD
- ◆ CT Innovations
- ◆ CURE
- ◆ Discover New England
- ◆ Elm City Montessori School
- ◆ Gateway Community College
- ◆ Greater New Haven Professional Business Association
- ◆ Junior League of Greater New Haven
- ◆ Make Haven
- ◆ Market New Haven Board of Directors
- ◆ Milford Progress, Inc.
- ◆ MORE Commission
- ◆ Municipal Economic Development Staff & Commission Members
- ◆ New Haven-Hartford-Springfield Corridor Advisory Committee
- ◆ New Haven Community Loan Foundation
- ◆ New Haven Manufacturers Association
- ◆ New Haven Parking Authority
- ◆ New Haven Works
- ◆ Partnership for Strong Community
- ◆ Project Storefronts
- ◆ Regional Alliance
- ◆ Regional Chambers of Commerce
- ◆ Regional Leadership Council
- ◆ Shore Line Trolley Museum Marketing Committee
- ◆ Small Business Association
- ◆ South Central Regional Alliance
- ◆ South Central Regional Council of Governments
- ◆ Southern Connecticut State University
- ◆ SubConn - Travel Service Plazas
- ◆ The Grid
- ◆ The Grove New Haven
- ◆ Tweed New Haven Regional Airport
- ◆ UIL Holdings
- ◆ US Economic Development Administration
- ◆ University of New Haven
- ◆ US Environmental Protection Agency
- ◆ Westville Village Renaissance Alliance
- ◆ Workforce Alliance Board of Directors
- ◆ Yale University

## goal 2 & objectives update

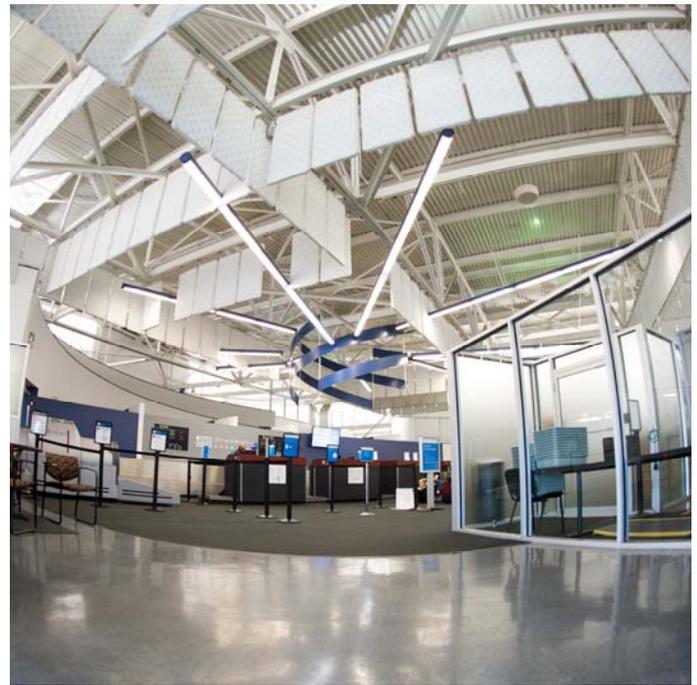
### Goal 2: Infrastructure

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

#### Objective 1: Tweed New Haven Regional Airport

Continue physical, structural and safety enhancements to airport to support a needed increase in air service.

- ◆ Continued advocacy of TWEED, including collaboration with State and other regional airports
- ◆ Coordinated with Tweed New Haven Regional Airport online survey of regional corporate travel
- ◆ Solicited letters from major employers regarding air travel for submission to federal legislators
- ◆ Presented Air Travel Survey results to Senator Blumenthal, Senator Murphy and Representative DeLauro's staffs for additional federal support for Tweed New Haven Regional Airport
- ◆ Continued to pursue service to Dulles with two major carriers.
- ◆ Created Nonstop to Dulles Marketing Program with Drink Communications in anticipation of future service
- ◆ Tweed maintained control tower staffing during 2014 sequestration
- ◆ Ongoing efforts to obtain additional air service
- ◆ Created new website
- ◆ Continued working on items identified in the Master Plan



#### Objective 2: Port of New Haven Dredging Project

Provide support for the dredging of New Haven Harbor. The Harbor, which has not been dredged since 2004, needs to be returned to its 35 foot depth and 400-800 foot width to support port industries and deep-water cargo shipping.

- ◆ 35 foot dredging completing
- ◆ Connecticut Port Authority bill signed in June 2014 (effective October 2014) to lead the development of all deep-water ports in Connecticut

#### Objective 3: New Haven-Hartford-Springfield and Shore Line East/Metro-North Commuter Rail

Complete the New Haven-Hartford-Springfield commuter rail line by 2016, with the goal of increasing annual trips by 1.26 million by 2030. Support rail service conducive to regional growth and increase rail service to both rail lines, while investing in necessary facilities and infrastructure, to include advocacy for Amtrak's NextGen High-speed Rail through New Haven, as opposed to inland routes.

## goal 2 & objectives update

- ◆ SCRCOG provided updates to the chief elected official and REDFO attendees
- ◆ New-Haven-Hartford-Springfield Rail: Completed Final Design in October 2014 and expect to complete construction/launch service in late 2016
- ◆ Towns along the NHHS corridor developing TOD plans
- ◆ Regional representation at NHHS rail corridor planning meetings
- ◆ Sought additional funding, upgrades and support for Shoreline East and Metro-North, to include parking and other municipal issues
- ◆ Regional leaders continue to advocate for additional service and adequate parking at Union Station
- ◆ West Haven Metro-North station opened in September 2013
- ◆ Connecticut Public Transportation Commission advocated for funding to remain in Transportation Fund rather than move to the General Fund
- ◆ Connecticut Public Transportation Commission recommended additional service for the Coastal Link line due to increased usage
- ◆ Connecticut Public Transportation Commission advocated for additional funding for marketing of services

- ◆ Safety concerns regarding aging infrastructure following May 2013 collision.
- ◆ Coordinated advocacy for Amtrak to include proposed route through New Haven Union Station, one of the most travelled stations in the North East with regional representation at route planning meetings.

### Objective 4: Bus Service

Increase ridership of the region's bus and ridesharing services by 10% by 2017. Improve effectiveness by increasing frequency of existing routes by 25% and adding 10 new east-west bus routes in the South Central Region service areas, parallel with employment corridors.

- ◆ CTrides offers a program that will create a personalized teleworking for a specific company or employee
- ◆ Commuter Connection shuttle buses provide access to locations that are not within walking distance of the New Haven's State Street Station and Union Station
- ◆ Advocated for additional funding to perform necessary upgrades to all bus services in the region, specifically east-west bus routes.
- ◆ SCRCOG hosts monthly Transportation and Transportation Technical Committee meetings to review the COG Transportation Study

Service	2008	2012	% Change
Metro-North	36,300,000	37,763,021	4.03%
Shore Line East	483,700	601,708	24.40%
Amtrak	755,669	745,530	-1.34%
<b>Total Rail</b>	<b>37,539,369</b>	<b>39,110,259</b>	<b>4.18%</b>

Statewide Bus System 36,886,811 38,476,228 4.31%

Source: 2014 RPA Getting Back on Track: Unlocking the Full Potential of the New Haven Line



Shoreline East Train Station— Branford

## goal 2 & objectives update

### Objective 5: Roadways & Bridges

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

- ◆ Ongoing efforts at both the state and federal level for additional infrastructure funding
- ◆ The Transportation Committee Chair provides an update to the chief elected official as a standing item on SCRCOG monthly meeting agenda.
- ◆ Continuing to coordinate site development projects with transportation improvement plans contained in the region's Long-Range Transportation Plan

### Objective 6: Telecommunications

Ensure that the entire region has adequate infrastructure to support 21st century communications and information systems, in order to benefit economic growth and business development.

- ◆ Reviewing access and infrastructure needs throughout the region

### Objective 7: Utilities

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

- ◆ Continuing to advocate and educate for natural gas use throughout the region
- ◆ More than 477,000 Connecticut homeowners and 4,000 Connecticut businesses and municipalities participated in energy-saving programs in 2013

Governor Malloy Press Release March, 2014



- ◆ UIL Holdings offers extensive efficiency programs for residential, municipal and business customers.
- ◆ Southern Connecticut Gas, Connecticut Natural Gas and Yankee Gas anticipates the build out of the State's plan is underway with expected completion in 2021.

The Economic Impact of Expanding Natural Gas Use in Connecticut, DECD 2011

## goal 2 & objectives update

### Objective 8: Water Infrastructure

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

- ◆ Regional Water Authority initiating a study to identify water dependent businesses located in areas prone to drought conditions.

## action plan goals & objectives

### Goal 3: Business Development & Retention

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

#### Objective 1: Regional Business Assistance Program

Develop and implement an effective regional business assistance and retention strategy by 2014 to help existing businesses grow or remain in the region.

- ◆ Ongoing process with implementation teams and CT DECD
- ◆ Continued development of the Regional business Retention and Expansion Taskforce
- ◆ Coordinated tradeshow and conference representation with other state economic development entities
- ◆ Awarded Capacity Building Grant from US EDA
- ◆ Ongoing monthly meetings with Regional Alliance (members of private and nonprofit organizations)
- ◆ Working to establish New Market Tax Credit and EB-5 programs
- ◆ Presented Regional Economic Outlook to community groups
- ◆ Collaborated with UIL Holdings to increase awareness of the New England Knowledge Corridor
- ◆ Evaluating the "Envision Greater New Haven" program

#### Objective 2: Entrepreneurs & Start-Ups

Foster innovation and new business development, by promoting "The Grid" (innovation ecosystem hub) and continuing to identify and assist prospective companies and entrepreneurs in priority business sectors to start and grow new business ventures in the region.

- ◆ Managed Grid New Haven entrepreneurial program for Connecticut Innovations
- ◆ Co-hosted Start Up Weekend
- ◆ Continued marketing Grid New Haven through a new website, social media and public relations

#### Additional Efforts

- ◆ Cohosted site selectors with UIL Holdings and City of West Haven

#### Objective 3: Small Business Development

Increase collaboration and connection of small businesses in the region, and work to provide needed assistance, training and support to small businesses throughout the region, including the creative economy.

- ◆ Working with a number of bioscience/life science and manufacturing companies to relocate or expand in Greater New Haven
- ◆ Buy Local report released in September of 2013 with New Haven falling with the norm
- ◆ Reached agreement with Mt. Sinai Icahn School of Medicine for a new location in Branford (genomic research)
- ◆ Co-hosted Legislative Luncheon with the Arts Council of Greater New Haven
- ◆ Explored viability of a hostel in the region with Hostel International
- ◆ Completed regional Cash Mob CT program
- ◆ E-Love Your Locals on-line buying guide for the holidays
- ◆ Elm City Elf buy local initiative in conjunction with Market New Haven, Town Green Special Services District and Yale University Properties

#### Objective 4: Improve the Regulatory Environment

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

## action plan goals & objectives

- ◆ Regional Performance Incentive Grant Study completed
- ◆ Working with the Regional Purchasing Council in conjunction with the South Central Regional Council of Governments

### **Objective 5: Expand Global Opportunities**

Support and develop new opportunities for business to access expanded markets.

- ◆ Working to establish EB-5 program
- ◆ Reached agreement with Bavarian Business Development Office for new location in New Haven
- ◆ Cohosted site visit of a delegation from Pingshan, China

### **Goal 4: Workforce Enhancement and Housing**

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



### **Objective 1: Support Incumbent Worker Training**

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

### **Objective 2: Align Education to Business Growth**

Work with State to build collaboration among public and private sector partners to engage in discussion of critical school-to-work issues, and grow STEAM (Science, Technology, Engineering, Arts and Mathematics) related education at all levels.

- ◆ Identified need for a bioscience-focused major at a local university
- ◆ STEAM was identified in the regional legislative agenda

### **Objective 3: Support Community Colleges and High School Technical Programs**

Meet emerging workforce needs by supporting innovative workforce development efforts at Gateway Community College, Middlesex Community College and area high schools, including priority cluster specific workforce efforts such as manufacturing technology programs.

- ◆ Collaborated with Gateway Community College on scholarship fundraiser
- ◆ Identified need for Computer Coding Certificate program

## action plan goals & objectives

### **Objective 4: Educate Primary/Secondary Students on Cluster Industries and Entrepreneurship**

Initiate and utilize regional and state programs to educate primary and secondary students on real world work experience, including updating and introducing curriculum and internships.

- ◆ New Haven Manufacturing Association & CONNStep executing outreach sessions to students

### **Objective 5: Retain and Attract Young Professionals**

Build upon and promote existing regional young professional organizations and work to develop additional programs, policies and mentorships to attract and retain young professionals to the excellent quality of life in the New Haven region.

- ◆ Greater New Haven Chamber of Commerce PULSE group for professionals under the age of 40

### **Objective 6: Workforce Housing**

Improve the amount and diversity of workforce housing by offering design and policy resources to the region's communities to help them address the region's critical shortage of housing at price points for middle income families.

- ◆ Cohosted Regional Housing Group Summit with Partnership for Strong Communities, UIL Holdings and the Greater New Haven Community Loan Fund
- ◆ Winchester Lofts Residential Project broke ground in September 2013, this mixed-use project will include 158 housing units

### **Goal 5: Real Estate, Land Use and Sustainability**

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

### **Objective 1: Brownfields & Redevelopment Fund**

Continue the existing REX Brownfields program and expand funding for assessment and redevelopment by 2017, as well as expanding regional brownfields programs to include additional funding.

- ◆ Contracted with DECD for regional brownfield inventory (ongoing)
- ◆ Quarterly review of grant requests—the Regional Planning Council reviewed 43 land use referral July 1, 2013—June 30, 2014
- ◆ EPA approved \$350,000 in additional Brownfield Revolving Loan Funds for Circuit-Wise (North Haven)
- ◆ Completed Phase II for the former Atlantic Wire site (Branford)
- ◆ Hamden Incubator Site cleanup underway
- ◆ Community outreach meetings
- ◆ Mill River Phase 1 Final Report Released—study to revive the Mill River area for light industrial use

### **Objective 2: Transit-Oriented Development & Smart Growth**

Assist the region's communities in developing and implementing land-use policies that employ transit-oriented development and Smart Growth principles to meet local challenges and needs.

- ◆ Continued advocacy for critical TOD projects at Union Station (10th busiest Amtrak station in the nation.)
- ◆ Wallingford and Meriden initiating TOD opportunities in light of the New Haven-Hartford-Springfield Rail Service
- ◆ Downtown Crossing Project to integrate the medical district and downtown in New Haven

## action plan goals & objectives

### **Objective 3: Integrate Arts, Culture and Preservation with Economic Development**

Promote community and neighborhood revitalization through artistic, cultural or creative policies, to include the reuse of existing sites, buildings or vacant lots for arts and cultural purposes (i.e. temporary public art).

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

- ◆ Events are promoted through websites, newsletters and social media by various entities throughout the region
- ◆ The State of Connecticut is conducting a study of the economic impact of arts, culture and tourism on Connecticut's economy.

### **Objective 4: Agriculture & Open Space Preservation**

Encourage growth while maintaining or increasing agricultural production and open space preservation, to include at least 21% of the region's land area to be preserved as open space by 2017.

### **Goal 6: Funding and Implementation**

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

#### **Objective 1: Implementation Funding**

Establish a multi-year funding commitment to support implementation of the Goals and Objectives of this Strategic Plan.

- ◆ Ongoing effort with existing partners to secure multi-year funding
- ◆ Actively recruiting new partners

#### **Objective 2: Implementation Team (s)**

Develop implementation teams and committees to supervise the implementation progress of these objectives over the next five years.

- ◆ Ongoing with adjustments made as needed



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