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The Economic Development Administrator's Office oversees seven city departments: Arts, Culture & Tourism (formerly known as Cultural Affairs), Building, City Plan, the Commission on Equal Opportunity, Economic Development (whereby the EDA also serves as the Department head), Livable City Initiative and Transportation. In addition, EDA coordinates policy and activities of seven partner agencies so there is a holistic approach to economic development policy in the City. This includes: the Economic Development Corporation of New Haven, Housing Authority of New Haven, (including the Glendower Board) Park New Haven, Science Park Development Corporation, Market New Haven, Port Authority of New Haven and Tweed New Haven Airport Authority. In addition we work hand in hand with Visit New Haven (our convention and visitor's bureau, Town Green the downtown business improvement district, REX, the region's economic development agency and the Chamber of Commerce.

The principle roles of the EDA have been:

- Develop the economic development policy for the City in coordination with its partner agencies to guide the city for continued economic growth and to continue the revitalization of city neighborhoods
- to provide guidance and direction on issues that come up to both the Mayor and to the department heads,
- advance policy goals of the administration in the different departments,

IN NEED OF IMMEDIATE ATTENTION

Projects:

These two projects require ongoing and immediate and ongoing attention.

- *99 Edgewood (Dwight Gardens)*

This complex was developed as a coop in the early 1970's with HUD funding to provide very low cost homeownership opportunities for residents. For many years while the complex was new it functioned well but over the years as the complex aged, the owners failed to maintain the basic systems such as heating, the roof and pipes. They did not charge appropriate common charges or fees to pay for needed repairs and maintenance and did not maintain adequate reserves. The owners had fallen behind on their mortgage to HUD and to several utilities. Eventually, HUD foreclosed on the



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property. The City actively sought a new developer for the property but there was only one entity that expressed an interest in taking on the project, First National Development based in Bridgeport (this was several years ago before the residential market become hot like it is today).

The main issue is that heating is failing and the weather is getting colder. Many of the residents that remain are some of the original owners and are now elderly and have limited resources. In it is highly likely given the state of the court proceedings any resolution will happen in the near term and it will fall on the City to make the needed repairs, unit board ups, etc., estimated to cost approximately \$40,000.

- *100 College Street/TIGER II Improvements Ongoing Project Management*

See Economic Development Write Up. This project will be in construction until mid 2015. Not only it is a major project requiring lots of coordination between the developer, the developer's contractor Moriarty, and the City's contractor Fucci Construction, but Fucci itself requires a high level of oversight. To date, there have been numerous requests for changes in schedule and change orders that we have been able to manage and stay in budget, but this will take constant vigilance. The City through the EDC has hired DTC to have a Project Manager on site each day to manage all aspects of the project that reports directly to the EDA and Deputy EDA every day and works out of the Field Office on Temple Street. A request will be made to continue this funding through the EDC for the remainder of the project.

Operations:

- *Fill Key Vacant Positions*

There are a number of vacancies in EDA departments including: the Director of the Building Department who also serves as the City's Building Official and Zoning Enforcement Officer (we are severely strained right now in this area with the Zoning Director in City Plan taking on extra duties), the Deputy Director position in the Economic Development Department, the Traffic Engineer in TTP, and an Administrative Assistant in Building Department.

- *Capacity/ Staffing Resources*

The level of development activities has increased dramatically over the years as demonstrated by the volume and total value of building permits over the past eight years, the number of applications at City Plan Commission and Board of Zoning Appeals and the number of walk-ins and appointments with City Plan, Building and Economic Development for inquiries about development. In addition, the scale and complexity of many projects has increased over the past eight years including: building infrastructure underneath new buildings such as in the 100 College Street project, tower

construction as in 360 State Street and Rowe, or simply the project size as the West Rock Development or the Yale School of Management.

It is imperative that appropriate staffing resources be given to manage this growth of activity which is a key part of growing the New Haven economy in terms of jobs and tax base. Staffing in City Plan and the Building Department has decreased over the years while the volume of applications has increased. This is at a critical point in both departments. In addition, there are many Economic Development projects (such as 100 College Street or the Coliseum) or HANH projects like Farnum that require monitoring for the developers compliance with City Ordinances in Sections 12 ¼ and 12 ½ . Staffing resources in the Small Contractor Development division of Economic Development and CEO/CWII is severely limited with the City only funding one General Fund position in each. This is not keeping up with the volume of development.

Related to the matter above is that an engineering function is missing from the City Plan and Economic Development departments and there is not sufficient capacity in TTP. All of these departments have been involved in direct management of major construction projects (100 College Street/TIGER II, Farmington Canal Line, Boathouse, major drainage and environmental remediation projects within the River Street Municipal Development Plan area, remediation projects such as 10 Wall Street, Grand Paint Remediation Project, and the soon to start 34 Lloyd Street Project and construction projects like the targeted demolition and stabilization of 198 River Street, major traffic signal upgrades, etc.) that require engineering oversight. Capacity is lacking in the Engineering Department to manage all aspects of this project from project formulation, project specifications, bidding and construction oversight. In addition, it is important that the project manager for these critical projects have a direct report to the Department Head or Coordinator that is responsible for these projects. As an aside, it is common for many cities' city planning and transportation departments to have engineering staff functions underneath them and not in a separate engineering department.

Finally, even when we have the opportunity to hire new staff, the process is impossibly slow and cumbersome so that we often lose the best candidates who may be interested in the position but since the process so slow they secure employment elsewhere in the interim. For a recent example, it took 9 months to get approval to post for the deputy position in TTP which was summer 2012 but then HR did not issue the test (this is a general funded position) until November and then they did not get test results until January 2013 to start the interview process. The best candidates by this time had long ago found other positions thus leaving the department and the City with lesser candidates to choose from.

- *IT*

Across EDA and other City departments the issue of lack of basic IT functionality is critical. Not only is the software severely out of date the network fails on a fairly regular basis. This has produced crisis situations at the time when several grant applications

were due (they almost always are filed on line now), matters going to the Board of Aldermen etc. Computers are old and slow for many functions of EDA departments. There is not capacity to run programs as staff uses large file for mapping and graphics and the Building and Transportation Departments need larger side by side screens to review applications that are more and more filed electronically (this is also important for ongoing document maintenance and management of public records).

Basic functions between partner agencies and consultants are a challenge since we are not able to share files due to the age of software and basic tools such as google docs, gotomeeting, etc.

There are separate databases in Engineering, City Plan, Building and the Assessor's Office relating to land and buildings. All should be digitized in a common format and connected so that an update in one area will update records in the others. This is both an efficiency and effectiveness issue for the departments, as well as a revenue issue when it relates to the Assessor's database as EDA departments often have the most updated information that does not get to the Finance departments.

CAO has been taking the lead in trying to develop a work management system shared by departments (currently LCI, Buildings, Engineering and City Plan). This system requires ongoing management to keep the system up with the needs of the departments and staff training. The program also needs to develop a more refined and user friendly on-line permit application for users.

Many businesses and governments are moving to a Cloud based system that is more cost effective, is less reliant on hardware management and updates and allows users to buy additional capacity when needed and not pay for it when it is not. A Cloud system is at use at the EDC and many of the firms our office works with.

Finally, there is little to no opportunity to train staff in software that is essential to office operations.

POLICY CONSIDERATION & ITEMS REQUIRING ONGOING ATTENTION

- *Tweed Airport*

A critical issue over the next several years will be the elimination of the Dash-8 aircraft used by US Air (our sole commercial carrier). This airplane is old and will be eliminated over the next 2-5 years. Given the limitations of our current runway, there are limited options of planes that can serve Tweed. Tweed has one of the two shortest runways among all airports in the country with scheduled passenger service. We believe there is strong interest by a number of carriers in Tweed but that their respective fleets cannot operate on a runway of 5,600'. FAA also indicates they will be helpful in runway expansion when and if political considerations of runway expansion are resolved.

- *Marketing the City*

Marketing for the City over the past 12 years has fallen under the responsibility of Market New Haven (MNH), a separate entity managed by a Board consisting of the major funders and area businesses including Yale University, Yale New Haven Hospital, the City, First Niagara bank and a local businessman. The focus of MNH has been on Dining, Arts and Shopping (lifestyle for a succinct term) with a particular focus on travel and leisure publications and blogs. This has been successful in helping to change New Haven's image to a more positive one but it does not really address the City's current and future marketing needs. In addition, there is some marketing activity on a regional level to market the region as a tourism destination through REX (the region's economic development entity and Visit New Haven).

With tight budgets and much overlap in marketing for business/economic development/lifestyle it would be important to look at merging the missions of marketing the region for tourism with Market New Haven. Not only would this be a more efficient use of limited resources but would provide for a clear and comprehensive marketing message to brand the city. My recommendation would be to house marketing within the EDC.

- *Economic Development Corporation of New Haven (EDC)*

The EDC was created in 2008 to expand the capacity of the City's Economic Development Department without added pressure to the city's budget. Initial funding for the EDC came from Yale University under a five year agreement which is now completed. The EDC focuses on business retention efforts which the City was short on staff to do adequately and on cultivating relationships in the city's core economic sectors – bio/life sciences, advanced manufacturing, IT/New Media and entrepreneurship. They are the key manager of two neighborhood districts, Whalley Avenue and Grand Avenue.

Earlier in 2013 for organizational efficiency and to save money, we co-located REX, the regional economic development entity which also runs the region's Convention and Visitor's Bureau (Visit New Haven) with the EDC. There is now one executive in charge of both organizations which shares rent, support staff and space.

In 2012, while I was also managing the EDC, we were able to secure a \$1 Million grant through the State's Innovation Initiative that brought additional resources to the City and its partners to grow new businesses and to support early companies to grow to the next level. I believe we were successful in this effort because New Haven was already well on its way in promoting entrepreneurship with the creation of the first co-working space in CT (the Grove) which was one of the first tenants out of the Department of Arts and Culture's Project Storefront initiative. We were also early supporters of Make Haven, a maker's space that also seeks to support creative businesses. Through these efforts and the location of new IT businesses like See Click Fix (which also got its first contract

with a municipality through the City's Economic Development Office) Greywall Software and others, a real community of IT/digital/creative people began to build consolidate in the Ninth Square. EDC is in the midst of finalizing another year of grant funding.

Long term, both EDC and REX needs to secure stable funding. A new administration may seek to re-engage Yale in its continued support of the EDC but it is also important to engage the larger business community in funding these organizations for the long term economic health of the region (many New Haveners work outside the city in the region's businesses) and to promote investments in Tweed and TOD at Union Station that will grow the City and region's economy.

To that end, at the time of the EDC's creation, we created a Community Development Entity (CDE) that allows the EDC to apply for New Market Tax Credits (NMTC). We have submitted twice unsuccessfully for funding. The EDC has a limited track record of lending and that is needed to secure NMTC funding. NMTC resources may be used both for real estate development and business support and would be a valuable resource for the city. NMTC are highly competitive and our research shows that it is difficult for new applicants to be awarded funding. To that end, the EDC and Economic Development staff are using its existing relationships and the support of NMTC consultant (whose clients have been very successful in securing NMTC) to begin to look for a CDE partner for the next round of funding. Through this effort, we hope to broaden EDC's track record for a future round of funding and the meantime, have our pipeline of projects funded through this partnership. We are presently positioning the Route 34 West and Coliseum projects for NMTC funding.

In addition to NMTC, the EDC is seeking to either create an EB-5 center or partner with the newly created entity that formed CT's first EB-5 center. The EDC is also aggressively seeking grant opportunities. Connecticut was one of the few states in the country that until just a few months ago did not have an EB-5 center. EB-5 funding may be used for direct business assistance or for real estate development but projects must be located in eligible census tracts. We are doing our due diligence on the partners involved in the new EB-5 center to see if this is a fruitful partnership opportunity. By securing NMTC and/or EB-5 allocations, not only does it provide for needed financing for economic projects but the entity may also charge fees for this funding, thus providing needed revenue to the ongoing operations of the EDC. It is important to note that governmental entities are not eligible to be recipients of these funds.

Park New Haven Facilities & Operations

Park New Haven is currently run by an interim Executive Director and a permanent high quality replacement needs to be secured. This person will need to continue the nascent efforts at branding and marketing Park New Haven as an easy, convenient, accessible, affordable and safe parking option in New Haven. Upgrades of facilities need to be completed and a maintenance plan by facility, with a responsible staff member responsible, needs to be established. They also need to continue to dive into new

technologies to make it easier for people to use their facilities, things like mobile apps, on line payment and prepayment for parking and continue their efforts to work more closely with downtown business to promote downtown business growth.

Need of Commercial & Industrial Space

We have a number of businesses already in New Haven expressing a need to grow and stay in New Haven (two current examples include Bender Plumbing and P2 Science currently in Science Park) but we have limited space for these businesses to expand or to attract new businesses to the City. We have been working with Bender for more than a year and finally found a suitable location for their expansion but it is only because Grand Light is moving to an internet based business and needs less space, consolidating in Orange that a suitable and cost effective site has been found. P2 Science has come out of Yale and has been at Science Park for a few years. Recently, they approached us about reading to start production of their product that will be used in perfume, makeup and other industrial uses. P2 initially only needs a small space but eventually they would like to grow their facility. Currently, we have limited space to show them and keep them in the city as well as other businesses inquiries we are beginning to see.

We are also working with two larger users (of over 100,000 sf of space) that want to move to New Haven from out of state but we have no space to accommodate them (we are working with REX to at least keep them in the region).

Additional low cost office space is needed in downtown, preferably in Ninth Square to capture the new IT/Digital/Tech companies coming out of our innovation hub and the Grove. These businesses have grown out of the Grove co-working space but still need some type of shared support for reception services, conferences rooms and low cost rent. These types of businesses also thrive when adjacent to other similar uses.

The City's A-space is tired and requires investment to modern 21st century standards. The two prime examples of this are the CT Financial Center and the First Niagara Building, both with empty sub-lease space on the market. The owners of these properties need to invest to upgrade facilities, lobbies and amenities (CT Financial Center more so than First Niagara).

The challenge is that the cost of building new space and the rents that the market supports do not pencil out at this time. This was similar to the residential market in 2008 when we began construction on 360 State Street which required a construction subsidy, but now the residential market is strong for not only rehabbed housing but for new construction. Although I do not believe the market for office/industrial space demand is as strong as the residential market, I believe that if we were able to support one or two projects to get off the ground, the momentum would begin, creating opportunities for new space in the marketplace.

- *Ongoing Management of Affordable Housing Financing*

The City, the Housing Authority and our non-profit and for-profit partners have been very successful in securing funding for affordable housing over the years. I believe this is due in part to having ready projects at the time NOFAs are issued but also by managing projects seeking financing. For example, we do not submit three eligible projects for LIHTC and then none the next year. We always have a pipeline of ready projects. This takes a coordinated effort out of the EDA office with HANH, private developers and non-profits.

- *Northeast Corridor/High Speed Rail*

The City will need to work closely with other communities and MPO's along the NE Corridor/Metro North Line to advocate for investment in facility upgrades and to monitor planning for high speed rail as part of the NEC Future effort. Initial conversations have taken place with the leaders in Bridgeport, Stamford and Norwalk and we have directed the Executive Director of the Council of Governments to take the lead in this effort as this is one of the largest and most important transportation investments in our region.

- *Infrastructure Planning & Funding*

I think the City has gotten away from planning for our capital needs on a more longer term basis. I think it is imperative that the City begin to develop a strategic investment strategy in key areas to continue economic growth. See in particular the recommendations around the Hill to Downtown Plan, Mill River Plan and the completion of the Downtown Crossing Project. Part of attracting investment is that the development and business community sees a municipality with a plan and implementation strategy for the development plan to attract new jobs, business and housing to the city.

- *Flooding & Storm Water Management*

Flooding conditions can occur due to rainfall collecting in areas that fail to drain quickly, or due to coastal flooding. Rainfall flooding occurs regularly in a number of places around the City and is becoming a critical issue in some of our industrial areas including River Street, John Murphy Drive and the Long Wharf business area. Since Sandy and Irene many businesses have found their insurance premiums tripled or more or worse yet, they cannot get insurance at all. This becomes not only a flooding issue but a business and job retention issue.

In our Mill River Plan that we recently completed, we begin to address some of these issues in the Mill River, River Street and Long Wharf areas (it does not address other areas of the city where this is also an issue). This plan begins to explain the issue, potential solutions and cost. The Plan is a good way to start the discussion about the municipal role in planning and paying for these key infrastructure investments.

<http://www.cityofnewhaven.com/pdfs/NHMRPlanningStudy.pdf>

Also critical is downtown flooding which is related to the fact that the drainage pipe that drains much of downtown, the Route. 34 Corridor and the area around the train station is inadequate in heavy rains. It is my understanding that the City has applied for Hazard Mitigation Funds to design a solution, which would likely be very costly. We are planning to include some of stormwater management improvements as part of Phase II of Downtown Crossing (the Orange Street Crossing, as part of the redevelopment of the Coliseum site).

- *Connecting Workforce to Jobs Being Created*

The City has recovered the job losses from the Great Recession and is doubling the production of jobs compared to the State (at 2%) yet there remains high unemployment at 12%. The Board of Education, Adult Education, the Workforce Board and area colleges and universities (particularly Southern, Quinnipiac and UNH) need to better connect to industry to find out the skills needed for the jobs of the 21st century in New Haven and develop education and training programs around these growing industries. I will add that Gateway College is strong in this area with ongoing relationships with industry (they are now building a relationship with Alexion) and they are able to develop new curriculum in a timely fashion. There also needs to be an emphasis on job readiness and preparedness. I do not believe there is current engagement or limited engagement between BOE, Workforce Board and industry.

As for the role of universities connection with industry, my office and the EDC have begun discussions with UNH and we are working on a partnership with their engineering school and hope to expand to the forensics program around our innovation hub. The EDC has had conversations with UNH around their Business School and locating in downtown which has result in a small office in the Chamber of Commerce but this effort needs to be expanded. Conversations with Southern have not been as productive. There seems to be not resistance so much, but a philosophical debate about the purpose of education for learning sake alone or to be a trainer for industry. The EDC is beginning our outreach to Quinnipiac University, particularly around the creation of their new medical school.

As an aside, regarding Yale, the debate is similar about their role in economic development and promoting the use of IP for economic and business growth. They certainly are behind peer institutions like Harvard, MIT, Stamford and Cornell/Techion in embracing the role of university as economic driver.

Two areas where we are already experiencing of shortage of workers that effects our ability to keep and grow companies is both in software coders/engineers and technical skills for manufacturing positions.

- *City Department's Succession Planning*

There are several key positions where there is no natural back-up who is familiar with systems or specific job knowledge, and no obvious successors when a position becomes vacant. While any position can become vacant and present this problem, this concern is of particular concern where incumbents are eligible to retire. Worth noting explicitly are the Transportation and Building Departments, where many of the professional staff are eligible to retire and critical knowledge could be lost without a carefully managed transition and daily operations could be impacted. We thought we had this covered in TTP but the new engineer we hired just a few months ago just handed in her resignation.

MAJOR PROJECTS REQUIRING ONGOING ATTENTION

- *Coliseum Redevelopment*

See Economic Development Write Up. Goal is to hopefully gain BOA approval by December 2013 with construction to begin in late 2014 if all goes well. As previously noted, this project requires additional funding for infrastructure improvements (the Orange Street crossing) and to help pay for affordable housing. My office is positioning this project to be put into the TIP (Transportation Improvement Program) project list so it is eligible for federal funding. Staff will need to continue to work closely with CTDOT to get the proper balance of traffic movements/flow/speed with creating an urban pedestrian/bicycle/vehicle crossing (for 100 College Street, this required 26 design exceptions). The City is partnering with the Housing Authority to provide a 19-unit PBV, requesting HUD for 150% FMRs and up to \$1.5 million in capital dollars for construction. This would be for 2 15 year terms. We are currently in process of completing the HAP and seeking HANH and HUD approvals.

- *Route 34 West Continuum/Center Plan Project*

See Economic Development Write Up. The goal is to submit a Development and Land Disposition Agreement in December. We are currently presenting at Management Teams and revisiting the area alders. This project is in two phases including the construction of Continuum's headquarters (approximately 30,000 sf) and new retail (a pharmacy and family restaurant and other retail). The developer informs me that they have secured the appropriate support at the State level to secure funding to meet the gap in Continuum's budget (funding will be in the \$8-11 million range). The second phase will be additional retail and commercial uses (office and/or a hotel) with structured parking.

Related to this item will be a rezoning of the entire rest of the Route 34 West Corridor. City Plan is taking the lead on as it relates to the previous effort to do an MDP for the area (2004-2006) and funding City Plan received to look at doing rezonings to encourage affordable housing production. This effort has the support of the West River

NRZ. We hope to submit both rezoning applications (the site and the corridor at the same time in December) and complimentary urban design guidelines for the corridor/site. This is an important step for the neighborhood and city in order to attract investment and new development by having the appropriate zoning in place and in this case, the support of the adjacent neighborhood.

A final related item that needs to move forward almost simultaneously if the Continuum/Center Plan project is to go forward; is the Park New Haven project pave the Sherman Tyler lot for Yale New Haven/St. Raphael's parking. It is very important to the Hospital to maintain this parking and the two project's schedules need to be coordinated so that the paving is completed next summer before work begins on the Rt 34 West development. The repaving plan requires Site Plan approval and will be coordinated with the larger rezoning and the DLDA process.

- *Bender Plumbing Expansion*

Bender Plumbing approached the City more than a year ago to inform us that they wanted/needed to expand their business and they had an opportunity to expand their facility in Torrington. City and EDC staff scoured many locations and found a limited number of suitable locations for their expansion. Eventually they settled on the long vacant CT Freezer site on Long Wharf. All was proceeding well. The City assisted with a title search, zoning analysis and a test fit for operations with our on-call architect. And Bender paid for environmental studies and entered into negotiations for sale with the owner when we were informed that CTDOT was going to take the property as part of the rail yard project. There proceeded much back and forth between the City and State about the best use for the CT Freezer site.

The City agreed to not proceed with the CT Freezer site for Bender and instead we started to look at 60 Sargent Drive (the former Gateway College site) for Bender. At the same time, Grand Light made the decision to move their company to Orange as they were now focused more on internet sales instead of a showroom. Bender looked at both sites with the City's assistance on fit-out programs for both and Bender chose 580 Grand Avenue (Grand Light) for their expansion. They are almost complete on the transaction to transfer ownership. The expansion will provide for a larger showroom, warehouse and distribution facility as well as allow the business to grow from an existing 35 jobs to a minimum 55 jobs. The new building will accommodate the current expansion and allow for continued growth in the future. The site will allow current Bender Plumbing clientele and customer's ease of access and greater choice in products and services as required by its vendors.

In order to keep this business and its 35 jobs and the potential for 20 new jobs, the City offered not only technical support but up to \$500,000 in financial assistance from Economic Development's budget. This includes up to \$100,000 in façade assistance and up to \$400,000 in capital improvements to the building anticipated capital improvements

in the physical plant (e.g.-the roof, building upgrades, major capital equipment or other improvements to the property itself).

- *Major Private Developments Tracking*

See Economic Development Write Up. There are several major private projects that require ongoing attention including: 205 Church Street, Chapel/Howe (RMS), Comcast lots rezoning for Spinnaker Real Estate for new housing/retail, Winchester Lofts Construction, Jordan's Furniture Project at the Register site, Relocation of Register operations to downtown and/or Gando Drive, 123-127 Church Street (former Annie Casey Building) recent sale (we are working with several potential tenants including CRN and the Register). ED is working in conjunction with the EDC on several new businesses locating in the city particularly in the bio/life sciences arena and a small manufacturer.

- *Secure 60 Sargent Drive (former Gateway College Building) for a New Tax/Job Generating Use*

Economic Development staff has engaged in discussions with DECD about DECD taking ownership of the property through the State disposition process and working with the City to market to a new job and tax generating use. This is a valuable site off of I-95 with high visibility and adjacent to the investment Jordan's Furniture will be making next store at the former Register building to build a furniture and entertainment complex.

This is also related to the City giving up use of the CT Freezer site for Bender Plumbing expansion and allow to DOT to proceed with its acquisition and allow 60 Sargent Drive to become taxable property. This item has yet to be formalized with the State.

- *Downtown Crossing Full Build Design*

See City Plan and Economic Development Write Up. The full build plan and design is proceeding under the original earmark and City match. Downtown Crossing Project includes the re-established crossings at Temple and Orange Street tied to a plan for new housing, office, retail and open space along two urban boulevards with significant pedestrian and bicycle improvements. At present, much of the energy and staff time has been working to get plans and cost estimates for the Orange Street crossing tied to the Coliseum Development project.

- *Boathouse Project*

See City Plan Write Up. Platform is currently under construction, as mentioned earlier, staffing capacity is an issue as this is a complex project and staff has limited construction management experience. Also, there is not enough funding to complete the building part of the project and additional funding will be needed to be secured despite a significant reduction in the size of the building/platform.

Staff is currently working with CTDOT to repurpose funding for the Ferry Study that was never completed due to issues that Magellan had with the study moving forward to look at ferry service from the New Haven Harbor to Long Island. All three of our federal delegation members submitted a letter on October 22, 2013 to Secretary Foxx seeking to reprogram the \$5 million ferry funding to the boathouse project.

- *Housing Authority Projects*

All of these items are currently at BOA seeking approval. Please see Economic Development and Livable Cities Initiative Write Ups. Timing is important for these projects as there are time constraints associated with the bond funds or tax credits used to fund these projects, with put into service dates in 2015 (means that CO's or TCO's need to be issued for residents to move into units). Not meeting these deadlines puts the funding at risk and the ability to secure future tax credits/bond funding.

Chatham Square –. Recently HANH/Trinity has encountered an issue with the neighboring property owner. There is a dispute regarding the neighbor's use of the property and he has claimed adverse possession. HANH/Trinity is working to resolve the issue with the property owner and in the meantime is devising an alternative site for these Farnum replacement units which may be along Division Street.

Ribbicoff - This development is tied into issues surrounding the rest of the development of West Rock related to the fence removal, the opening of roads into Hamden and in this case, driveways into Hamden for the new homes.

Farnum Redevelopment – This project has support of local alder, the community and BOA leadership. The issue will be that replacement units that are located at the Chatham site if the issue with the neighbor is not resolved. Key to the success of this project will be the physical reconnection of the redeveloped Farnum with Wooster Square which we hope to accomplish through substantial streetscape improvements along Grand Avenue and improvements to the I-91 underpass.

Eastview – These are replacement units for Farnum.

- *Hill to Downtown TOD Study*

This study is funded with \$1 Million in HUD Challenge Grant funding (see Economic Development and LCI Write Up). The Plan was developed over the course of a year and involved seven community planning meetings and an interactive project website <http://www.hilltodowntownnewhaven.com/> . In December, the Steering Committee (membership consisting of area residents and area alders) is taking a field trip to Philadelphia to visit other TOD developments to visit first hand some of the projects that have the same goals/objectives as outlined in the Hill to Downtown Plan for

residents/alders to meet the developers, Philadelphia elected and residents to see how the process worked there to build successful TOD developments.

We have obligations under the grant to complete the Plan by the end of 2013. The goal is to submit to City Plan for November meeting and an official communication to BOA in December. We will be requesting that the Plan to be adopted as part of the City's Comprehensive Plan so we will be seeking the BOA's approval to amend the current Comprehensive Plan. Following adoption, there are a series of recommendations from the Plan that should move toward implementation including new zoning for the district, urban design guidelines and the approval of a Municipal Development Plan for the area and creating a process to fund needed infrastructure, gaps in financing and a community investment strategy for the existing neighborhoods. The implementation items are key to attracting investment in the area and to capture the market that is being created with Smilow, Yale Medical School and the opening of Alexion in Summer 2015.

- *Union Station TOD Plan*

As Connecticut's principal rail hub, Union Station's success as a state-of-the-art, multi-modal transportation center is fundamental to the success of the regional transportation system and critical to the State's economic growth. The purpose of the Union Station Transportation Center Transit-Oriented Development Plan is to advance pre-development planning for mixed-use development in and around Union Station in order to meet increasing demand for proximity to transit and further the station's role as an economic catalyst for the City and State. The Plan is timely given Governor Malloy's July 22, 2013, announcement to proceed with a Transit-Oriented Development Request for Proposals for Union Station. Ready to be implemented immediately, the Transit-Oriented Development Plan is a product of intense collaboration between the City of New Haven and the Connecticut Department of Transportation's Bureau of Policy and Planning and the Office of Rails. The final draft Plan is currently under review with DOT.

The Plan was developed for the New York-Connecticut Sustainable Communities Consortium (the Consortium) through a U.S. Department of Housing and Urban Development (HUD) Sustainable Communities Regional Planning Grant.

The Transit-Oriented Development Plan consists of a Re-Merchandising Strategy for Union Station and a Transit-Oriented Development Strategy for the Union Station Transportation Center. The Re-Merchandising Strategy upgrades the goods and services available in Union Station in order to enhance the passenger experience and reinforce Union Station's role as a gateway to New Haven and Connecticut. The Re-Merchandising Strategy calls for the development of an Annex attached to the back of Union Station. The two-story Annex allows for deeper retail bays, provides additional passenger seating/waiting area, and introduces new access to the Station's second-story balcony area. In addition, the Annex-addition allows for the development of

additional restrooms and storage area. The Re-Merchandising Strategy also recommends development of a restaurant and two new store spaces within the Station.

The Transportation Center's Transit-Oriented Development Strategy calls for the immediate development of a new parking garage north of the Station's existing parking garage. As part of the developer solicitation, however, respondents are encouraged to propose a privately financed, transit-oriented project to accompany the garage. A key component of the Plan is to use revenues generated at the Station to build the garage, remerchandise the Station and aid in any funding gaps in completing the implementation of the full TOD Plan.

To implement the Union Station Transportation Center Transit-Oriented Development Plan, a new Union Station Development Authority replaces the Lease and Funding Agreement that currently governs Union Station. The Union Station Development Authority will implement the Plan's recommendations and pursue long-term transit-oriented development. The Union Station Development Authority will possess the powers necessary to plan, finance, operate, and manage the Transportation Center. Before special legislation is pursued for the Union Station Development Authority, a Memorandum of Understanding (MOU) will be executed between the State of Connecticut, the City of New Haven, and the New Haven Parking Authority. The MOU will detail each party's implementation role for the period between MOU execution and the time the Development Authority is established.

It is important to remember how the TOD at Union Station is implemented or not is likely to have great effect of the redevelopment possibilities of the Church Street South development across the street and how the Hill to Downtown Plan is implemented. It is not helpful for Union Avenue to continue to be developed as a wall of parking (as the current 1,100 space garage) with no activation along Union Avenue.

- *Mill River Plan*

Item will be submitted to BOA for approval in November and it will include a request to amend the current Comprehensive Plan to include the Mill River Plan. It is scheduled for City Plan public hearing likely December (see Economic Development Write Up) after two previous presentations at the City Plan Commission and the Plan has already received resolutions of support from the Development Commission and Redevelopment Authority.

The Mill River Plan calls for a series of recommendations to retain and grow companies and jobs (the district is home to 3,000 jobs, many held by nearby residents). These include new zoning (recommendations of new zones/text underway with ED/City Plan and consultants), an infrastructure investment strategy, marketing/branding (new brand/signs already installed), recommendations related to waterfront issues which are especially important in a post Irene/Sandy environment and the challenges business will

have to stay in the district with insurance costs or new investment to storm proof business and three economic development strategies

Mercantile Food Market- Based on the growth in the local-sourced and ethnic food movement, New Haven's historic relationship with food manufacturing/production and the food-related business already in the city, and the city's need for additional grocery merchandise.

Home Improvement Marketplace – The district has a strong home improvement base comparable to big box retailers with a mix of specialize services in plumbing, lighting and paints. Plan builds on existing economic base and recommends creating a pedestrian friendly marketplace to serve as a magnet for additional industrial arts, wholesale and retail activity. Additionally, the use of under-utilized and vacant spaces for “pop-up” or kiosk would increase foot traffic and improve overall character of the district.

Industrial Village- This concept supports the development of small scale manufacturing and assembly operations that have storefronts for their goods and manufacturing in the rear which is where much of modern manufacturing is heading. This concept would be enhanced by the development of a Tech Shop to reduce the risk for entrepreneurs interested in making physical goods by providing them with manufacturing equipment and access to trained students and displaced workers.

- *One Way/Two Way Study*

This initiative has been launched and will be ongoing through early 2014 (see Transportation Write Up) with a draft plan in December 2013/January 2013. This follows up on many community meetings and discussions related to Downtown Crossing, 100 College Street, the Parking and Transit Working Group and the Hill to Downtown Study looking at converting some/all of downtown streets to two-way. This effort is also part of the City's ongoing work with Yale New Haven Hospital around the Mobility Study that is also getting underway by Park New Haven (see their Write Up). YNHH is particularly interested in a two-way York Street and overall management of visitor and ambulance flow. The recently completed week-long charrette resulted in tremendous positive support by residents and businesses in support of undertaking the conversions.

- *Mobility Study* (Park New Haven lead)

Park New Haven will be leading and funding this study that is made up of business and community stakeholders and ties into the findings and effort of the Hill to Downtown Study and the Parking and Transit Working Group. This effort will analyze current traffic

demand management (TDM) practices, do a best practices survey and make recommendations for improved TDM with and aim to reduce aggregate demand. The Study will look to analyze remaining parking demand and provide recommendations for parking needs in terms of number of spaces, cost, location and potential new locations for parking facilities (structured parking). And RFP has been issued and consultants are expected to be selected by late November with work to begin by the end of the year and recommendations expected in spring 2014.