Hamden, CT Three-Year Comprehensive Economic Development Plan



Department of Economic and Neighborhood Development

January 1, 2019-December 31, 2021

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Chapter I: Introduction

For 20 years the Town of Hamden has offered programs and services that attract new commercial development and to encourages the expansion of existing local businesses. The Town is also committed to maintaining the quality of life in its many neighborhoods as a way of encouraging investments into the commercial tax base.

In 1998, the Town Legislative Council first approved a two-year economic development plan which established several programs to assist all types of businesses located anywhere in Town. The plan included neighborhood revitalization and redevelopment initiatives that would support and enhance the desirability of the various areas of Hamden available for business development. The Town's economic development program is now 20 years old.

To ensure that the Town's economic and neighborhood development agenda continues the Economic Development Commission and its Director have developed a new comprehensive three-year economic development plan. This plan incorporates initiatives that will continue to stimulate Hamden's economic growth to ensure that the Town maintains its competitive edge in the region. This plan is one of several other plans generated in The Town of Hamden. The Community Development Block Grant (CDBG) program is required to produce an annual and a five year plans. The Planning and Zoning Commission (by statute) is required to produce the Plan of Conservation and Development. These plans are coordinated by Hamden Town government to create a better community.

Over the next three years, the Town will continue to focus on business retention and expansion as its primary objective. It will do so by offering products and services to its local business clusters and to developers who make quality investments. Creating jobs, increasing the tax base, offering an effective workforce strategy, developing plans for high speed broadband, energy programs and establishing quality destinations for tourism and unique anchors are major elements of the Town's plan. The Plan goals will be coordinated with the Town's Plan of Conservation and Development and help guide the Town's zoning regulations in a positive direction for growth.

Neighborhoods must have a strong infrastructure that is adequate to support existing and new businesses in the retail, service, manufacturing, and technology industries. The focus on addressing blight, infrastructure, and brownfields provides the tools needed to increase the Town's commercial tax base.

The Town must also upgrade its marketing plan in digital and social media format. Many great programs and services are offered to both businesses and residents. We look forward to the continued promotion of them.

Most importantly the Town will focus on more transformational economic and neighborhood development goals that will establish equity and opportunities for all of its citizens. This plan should not only focus on the economic growth of businesses but also for each household in Hamden. What will the Town be like in five?, ten?, or twenty years? How do we help the students currently in the school system become the leaders of Hamden ten or twenty years from now? As part of this transformational approach, the Town will focus on Workforce Attraction and Workforce Readiness. Workforce (Development) Readiness is often identified as the most pressing issues for businesses and residents. Through collaborations with the Board of Education, local institutions, the business community and with important trade organizations such as the New Haven Manufacturers Association, local residents and their children will gain higher levels of employment and careers opportunities. Workforce Attraction is the Towns approach to attracting young professional people to Hamden to patronize its businesses, buy homes and raise families.

1. Overview of Town and Regional Economic Factors

To better prepare an economic development strategy for the Town, we must have a basic understanding of current market conditions, including changes in demographic factors, which affect the economy. The following data came from state and federal sources as well as trade organizations and specific industry reports.

Population Growth and Income

There was limited population growth (1%) from 2010-2016 that followed 5.9% increases between 2000-1010 and a 8.6% between 1990 and 2000. The total population in Hamden is 61,523 and is expected to grow to 62,545 or an increase of 2% by 2020. The projected 2020 total does not take into account two major residential developments (on Mather Street) that will likely result in 1,000 new residents. (Sources: U.S. Census, American Community Surveys, CERC, "Approved Project" files)

Age Distr	ibution (2011-2	015)
15 24	25.44	45 64

	0-4		5-1-	4	15-2	:4	25-4	14	45-6	4	65-	-	Tota	31
Town	3,199	5%	5,573	9%	12,695	21%	14,402	23%	16,666	27%	8,988	15%	61,523	100%
Region	46,057	5%	103,421	12%	121,658	14%	218,390	25%	241,236	28%	131,462	15%	862,224	100%
State	191,445	5%	446,058	12%	492,864	14%	885,518	25%	1,035,059	29%	542,278	15%	3,593,222	100%

Income in Hamden is at parity with the region and state. Hamden's median household income was \$71,665 in 2016, which is higher than the region (\$61,640) and is on par with the State (\$70,331). Higher earners in the Town, at 32.6% above \$100,000 account for 17.7% of all households, which again is higher than the region's 16.7% but somewhat below the State's share of 20.8%. At the other end of the spectrum, an estimated 15.3% of all Hamden households earn below \$20,000 as compared to 20.9% in the region and 18% in the State. Finally, Hamden's overall poverty rate (8.2%) is below that of the region overall (12.4%), but higher than many other communities in the region.

This growth of population and level of income indicates that there are more people that can financially support a growing economy through the consumption of good and services. The Town of Hamden can also provide an available and well-trained workforce to business owners.

The age of Hamden's population breaks down very similar to potentially the state region with the important exception of ages 5-14 continuing the decline of school aged population.

Data Source: 2010 U.S. Census, Town of Hamden, Connecticut Department of Transportation,

Plan of Conservation and Development, HUD, Connecticut Economic Resource

Center (CERC) 2017

Grand List Growth

We compared the growth of the grand list over the last five years from 2013-2017. Assessments of residential properties declined by 10% while the overall value of commercial property increased by 24%. Although the value of apartments declined by 25%, this did not include nearly 600 apartments currently under construction on Mather Street, which will add over \$50 Million in new assessed value. Overall, real property declined by 5% because in the value of residential value. All personal property including cars, equipment increased by 32%.

*Note: these numbers also reflect a revaluation year in 2015.

Poverty in Hamden

Poverty has grown significantly over the last several years in several Hamden neighborhoods. Additionally income disparity has gotten considerably higher during the same period.

Poverty (2016) is highest (15.5%) in Census Tract 1655 or Highwood while the income disparity (difference between the highest and lowest median family income by area of Town) between poorest and wealthiest part of Hamden nearly doubled from \$41,945 to \$77,704 in 2016. In fact, poverty, in Highwood has gone up by 74% since 1999. The Town-wide poverty level is 8.2% (Estimated by the US Census at \$23,000 annually for a family of 5.

Labor Force and Unemployment Trend

Unemployment rates in the Town of Hamden have consistently trended at or below that of the State of Connecticut and the New Haven region, suggesting relative job stability of its labor force. As of September 2018, Hamden posted a 3.7% unemployment rate as compared to the State of Connecticut's jobless rate of 3.8%. In the New Haven region, the overall rate was 3.9% for the same period. The closest large city (New Haven) had an unemployment rate of 4.9%.

Looking at trending over the last five years, Hamden has consistently been roughly .5% lower then the region.

Unemployment Rate in %	2012	2013	2014	2015	2016	2017
Hamden	7.8	7.2	6.1	5.3	4.7	4.3
New Haven County	9.1	8.5	7.2	6.2	5.5	5.0
Connecticut	8.3	7.8	6.6	5.7	5.1	4.7

Between 2000 and 2015 the number of available jobs did not increase much. Over the same period, there was an estimated 4.5% reduction in jobs State wide. There was overall loss of jobs in Hamden between the years of 2008-2012 when the Northeast was still in a major recession. However, with the eventual return of a positive economic climate, Hamden (like the State overall) has experienced an increase in the size of its labor force. This suggests a need to focus attention on Workforce Development Issues such as job readiness, training, recruitment, transportation, and daycare to fill the coming job opportunities: .Data Sources: Connecticut Department of Labor, U.S. Census

Employment Trends (Long-Term)

Hamden's employment base is more oriented to service-producing jobs relative to the region and the State. Over 85% of the Hamden's job base is service-related (including retail, health care, etc.) as compared to 80.6% for the region and 79.4% for the State. The major difference is noted in the percentage of retail jobs in Hamden calculated at 22% of total service jobs, while the region and the State indicate a 16% share. The types of jobs available are directly related to the large number of small businesses, more than 73% of which have less than 10 employees, and 85% of which have less than 20 employees.

Health Care is clearly the fastest growing job sector in Hamden.

- Between 2012-2120, anticipated health care employment growth is projected to increase by 20%.
- Five out of every ten jobs where post high school education is required, will be health care related.
- Health care and related industries account for the 2nd highest total payroll numbers in the region.
- Six out of the 17 largest employers in Hamden are health care providers.

Data Source: Connecticut Labor Department

Hamden Jobs by Sector

According to the Connecticut Department of Labor, Hamden's highest levels of employment were achieved in 1990 when it registered 20,730 jobs. In 2016 it has decreased slightly to 19,994, even considering the economic recession that crippled the Northeast.

The following table demonstrates the employment breakdown by job sector:

BREAKDOWN BY JOB SECTOR-HAMDEN 2016

Industry	Total #	Total	Total	Annual
	Businesses	Jobs	Annual Wages	Average Wage
Total-All Industries	1,614	19,994	\$962,098,387	\$48,119.36
Agric., Forestry, Fishing & Hunting	5	19	\$562,734	\$29,232.94
Construction	109	630	\$38,631,317	\$61,360.13
Manufacturing	71	1,186	\$66,217,141	\$55,832.33
Wholesale Trade	105	428	\$28,973,332	\$67,628.86
Retail Trade	184	2,540	\$67,913,547	\$26,737.62
Transportation and Warehousing	17	413	\$18,619,087	\$45,037.10
Information	20	103	\$7,266,158	\$70,545.22
Finance & Insurance	87	573	\$54,311,850	\$94,729.97
Real Estate and Rental & Leasing	51	339	\$14,855,566	\$43,767.93
Professional, Scientific & Technical	169	309	\$67,066,382	\$73,773.63
Management of Companies and Enterprises	7	94	\$7,420,172	\$79,148.50
Admin & Support of Waste Mgt. & Remediation	94	971	\$35,121,690	\$36,155.12
Educational Services	37	2,733	\$171,299,722	\$62,684.01
Health Care & Social Assistance	206	3,931	\$188,357,015	\$47,916.82
Arts, Entertainment & Recreation	29	429	\$8,409,927	\$19,592.14
Accommodation & Food Service	121	1,762	\$32,823,397	\$18,625.85
Other Services	260	886	\$26,910,1990	\$30,386.97
Unclassified establishment	9	4	\$210,047	\$56,012.53
Total Government	33	2,043	\$127,129,113	\$62,231.76
Federal Government	5	110	\$7,590,514	\$68,744.28
State Government	10	265	\$16,193,258	\$61,125.86
Local Government	18	1,668	\$103,345,341	\$61,976.22

Data Source: Connecticut Labor Department

Hamden Retail Market

Retail sales in 2013 were \$708 million, up from \$629 million in 2002 according to the Connecticut Department of Revenue Services. The largest concentration of this retail is located along Hamden's "Magic Mile" in five major retail strips from the Merritt Parkway to Skiff Street. Hamden's neighborhoods will continue to support the usual mix of pedestrian/convenience-scale retail and services.

Hamden's retail market is strong despite national and regional trends. The trend across the USA is a changing roster of shopping center tenants. On-line shopping and especially because of Amazon continue to take market share from store retail. It is estimated that by 2022, over 20% of all malls in the US will close. This change has caused a change in thinking in terms of tenant mix. Increasingly asset managers are leasing to what were considered in the past as non-traditional tenants such as health are, entertainments and educational uses.

Increasingly shopping center owners are using a "Gap Analysis" to analyze the market share of goods and services as compared with spending power. This analysis measure the amount of a particular good (i.e. grocery) in terms of a ratio of dollars vs. availability within a distance or drive time. See Exhibit 4 for Sample Gap Analysis.

Hamden has 5 major shopping centers. Space in each has continued to backfill with tenants. Aldi moved into the majority of the former Toys R Us space, which was vacant for many years. Burlington Store took the majority of the former Bon Ton space but left around 25% of that space. Sketchers has opened an outlet shoe store in the former space partially occupied by Marshalls. Even at the former Acme Mall or Stop and Shop plaza as it is known, a (tax paying) technical school, Porter and Chester will occupy the majority of the former stop and shop space. A new private health care business and pharmacy will build a new s health clinic and pharmacy at this center.

Hamden Occupancy/Vacancy in its Major Centers: (As of April 2018)

The overall occupancy/vacancy rate (as of 11/1/18) in its 5 major centers is low as compared with the overall market place in the region.

Overall Occupancy Rate: 94%**
Hamden Plaza: 86%
Hamden Mart 94%
Marketplace (Staples etc.) 99%

Brixmoor (Home Depot) 100%

Putnam Place 100% (includes projects under construction and CVS)

Data Sources: Connecticut Department of Revenue Services

Real Estate Market Information

^{**} Note this data does not count smaller centers and spaces such as the formers Bally's gym.

General Office and Industrial Markets 2018

Generally Hamden currently has an overall low commercial vacancy rate. This can be tracked in real time via subscription services such as CoStar. What follows this section are more detailed breakdowns for office and industrial.

As of the writing of this plan, there were pockets of higher vacancy, in particular on the east side of State Street. On 10/15/18 there was a 17.25% vacancy rate but one month later that vacancy rate will evaporate because one of the larger buildings on the market (creating high vacancy) is under contract.

Overall, Hamden's commercial vacancy rate (as of 9/18) by census tract neighborhood ranges between 2%-8%, still very low compared to the region. See chart in exhibits for complete breakdown by census tract.

Office Market

Due to gains in the service, communication, and technological sectors of the region, the office market vacancy rate in New Haven County has not dropped in the past several years from over 21% in the mid-1990s to 20.7% in 2017. In contrast, the New Haven Central Business District reported an office vacancy rate of 20.6% while in the Hamden Marketplace reported a 13.3% vacancy.

Based on year ending numbers for the New Haven area, Hamden's combined vacancy rate for office space and commercial properties is approximately (average of two sources 12.4%), well below the entire region, which is 20.6%. This compares to communities (at higher vacancy rates) where we compete for business such as East Haven 32.5%) Branford (9.2%), Wallingford 26.6% and Meriden (22%).

Sources of Data: Cushman and Wakefield, Fusco Company and CB Richard Ellis Real Estate companies

Hamden Industrial and Manufacturing Market

Although, lacking the industrial and manufacturing base of New Haven and Meriden, Hamden's industrial and manufacturing market is relatively stable. This is despite not having direct access to the major transportation corridors enjoyed by other Towns in the region (due to restricted truck use along Route 15). Historically the Town has benefited from the industrial spillover from New Havenbased firms looking to expand and grow their operations.

The industrial and manufacturing market in Hamden is concentrated within three areas of the Town: southern Dixwell Avenue or "Highwood" (principally Hamden Business Park), Sherman Avenue, and the State Street corridor. The Hamden Business Park, located off Dixwell Avenue, is a Towndeveloped park encompassing over 30 companies on roughly 21 acres.

Hamden Business Park: located on the site of a former airport used in the 1930's, the last remaining parcel in the Hamden Business Park sold in 1999, with an expansion of three (3) lots in 2008 which has resulted in the relocation of Specialty Wire & Cord Sets and the \$4.5 million development of a Self-Storage Facility. This area is designated as an "Enterprise Zone". Sherman Avenue industrial area stretches two miles from Shepard Avenue to Whitney Avenue. Largely developed, the Sherman Avenue industrial area has a small vacant land inventory because of the many recent overall industrial property sales, including new construction projects.

The *State Street Corridor* and the adjoining Welton Street area represents the oldest industrial area in Hamden. Many of the manufacturing and distribution businesses have operated their locations for over 25 years. A large mix of older and recently arrived manufacturing firms primarily associated with assemblage operations are also found along the State Street corridor. Reportedly, these firms tout proximity to markets and access to I-91 as a major advantage of the region. Virtually all properties on State and Welton Streets have been or are being developed.

Sherman Avenue Industrial Park: Up until the 1970's Sherman Avenue was a primarily residential road with a few businesses. Based on its desirable size, location and proximity to I91 (via route 40 connector) development of a road and utility system began in the 1980s and continues to this day. There are hundreds of businesses located in the Sherman Avenue areas, including some of Hamden's most successful manufacturing and technology companies.

Industrial Lease Trends

Lease rates associated with industrial products in the Hamden area are slightly below rates achieved in suburban areas to the north because vacancies are more apt to be in older style buildings that are often located in economically impacted and congested areas. Recent lease transactions range in rents from \$15.00 gross in older buildings to \$7.50 triple net per square foot in newer projects.

Hamden has among the lowest industrial vacancy rates in the New Haven catchment area, particularly as compared to similar suburban communities and those with a similar number of buildings for lease. Based on year ending numbers for the New Haven area, Hamden's vacancy rate for industrial type commercial properties is 4.4%, well below the entire region, which is 10.7%. This compares to communities (at higher vacancy rates) where we compete for business such as Branford (14.4%), North Haven (13.3%), Wallingford 10.1% and Meriden (20.3%).

Sources of Data: Town Transaction Information

Real Estate Analysis: CB Richard Ellis (4th Quarter 2017)

Healthcare Marketplace

NUMBER OF JOBS IN REGION

Healthcare (and Social Assistance) continues to be the fastest growing employment sector in New Haven County. According to South Central CT Workforce Alliance, Health and Social Assistance is the top 5 growing industry sectors between 2012-2022. In 2012, 67,480 jobs were reported and 2022 expects to see a 20% increase to 81,034 jobs.

In 2015, data shows that the Healthcare sector in New Haven County had 72,253 jobs broken down approximately as follows:

SPECIALIZATION	NUMBER OF JOBS
Ambulatory Health Care	22,357
Hospitals	17,453
Nursing/Residential Care	16,606
Social Assistance	12,763

The South Central CT Workforce Alliance categorizes Health and Personal Care as a priority sector and states, "Health care reform, an aging population and other demographic and workforce shifts will continue to fuel growth in health and personal care jobs, many of which offer career pathways to higher-wage jobs."

HEALTH CARE WAGES

In 2017, Hamden had 4,140 healthcare jobs (an increase of 22% from 3,391 in 2016). Total wages from this industry sector was over \$188 Million.

In 2015, the total annual wages in the Health and Social Assistance industry totaled over three billion dollars in New Haven County at \$3,448,678,503. The average annual wage in Healthcare and Social Assistance is \$49,209 which equates to \$16.37 hourly. (QCEW Data)

SPECIALIZATION	ANNUAL SALARY
Ambulatory Health Care	\$61,213
Hospitals	\$66,317
Nursing/Residential Care	\$35,996
Social Assistance	\$25,460

The most common positions in Healthcare and Social Services are RN (13.9%) followed by Home Health Aides (9.6%). Average hourly wage for a Home Health Aide is \$12.48. (Bureau of Labor Statistics)

Healthcare Jobs in New Haven County Within Government Sector

	FEDERAL (e.g. VA Hospital)	STATE (e.g. UCONN Medical)
Number of Jobs	2,752	3,220
Average Annual Wage	\$88,267	\$71,192

Manufacturing Marketplace

- Total Manufacturing Jobs in Hamden in 2016= 1,186
- Total Manufacturing Jobs in New Haven County 47,458 (This represents a 11.3% increase from previous 5 year estimate)

2016 QCEW * Program Data

Total Annual Regional Wages: 1,938,755,181 Average Annual Regional Wage: \$64,959 Average Weekly Regional Wage: \$1,249

Average hourly wages for machinist = \$21.62 as compared to \$20.78 nationwide

According to the South Central Connecticut Workforce Alliance, "The manufacturing industry has begun a resurgence, as manufacturing job postings in the region rose by 12% from 2014 to 2015.

Manufacturing jobs offer good wages and career pathways, and create a higher number of jobs in other industries."

Manufacturing is listed fourth in the Top 5 Growing Industry Sectors, 2012-2022 Average starting wage: \$16.37 (Workforce Alliance)

Sources of Data: U.S. Census/American Fact Finder

(CERC Town Profile)

*QCEW: Quarterly Census of Employment & Wages

2. Impact of Major Employers/Taxpayers

Hamden has a very diverse employment base in several business clusters. However there are a few employers and institutions that have made a particular impact over the last several years.

- 1. Quinnipiac University (Through 2015-2018):
 - Quinnipiac is the largest private employer in the Town of Hamden with more than 1,200 full time employees. There are 350 full time employees working in North Haven.
 - Quinnipiac is responsible for creating 15,926 jobs in the Greater New Haven region
 - Quinnipiac has a \$2 billion annual impact on the economy with \$1,218,875,614 in total direct spending (by university, its employees, students and visitors) that stimulate more economic growth and development
 - The total economic impact of Quinnipiac on the Town of Hamden for fiscal year 2014-2015 was \$172,040,892 (includes direct spending by employees, students, visitors, University purchases, total direct spending and induced spending) Source Economic Impact Study conducted by Quinnipiac University, May 2015
 - In FY 2018, Hamden is receiving \$3,247,373 million from PILOT and Pequot funds. In FY 2018, North Haven is receiving \$488,815 in PILOT and Pequot funds.
 - In 2016-2017, Quinnipiac contributed \$1.4 million (includes newly required PILOT property taxes) to the Town of Hamden as a voluntary payment for community assistance.
 - Town services such as police, fire and EMTs used by the University are paid by the University. In the 2015-2016 academic year \$300,000 was paid to the Town of Hamden for such emergency services. Quinnipiac financed a fully-equipped police car and donated a first response vehicle to the Town of Hamden.
 - 500,000 visitors travel to Quinnipiac's 3 campuses each year, investing millions of dollars into the State economy. Direct spending by visitors is estimate at \$5,552,200.
 - Quinnipiac utilizes renewable electricity and single-stream recycling. Campus buildings
 feature energy-efficient heating and cooling units, energy-efficient lighting fixtures, Green
 Guard carpeting and windows with energy-efficient thermal glazing.
- 2. Whitney Center is the largest (non-institutional) employer in Hamden at 350 employees. They are the largest commercial tax payer at over \$6 million per year. Whitney Center makes a major contribution to the community not only in terms of tax revenue but also in terms of human capital and numerous community partnerships. There is also a supply chain multiplier effect, impacting the greater economy. The operation of Whitney Center positively impacts the supply chain in the region i.e. via food services, cleaning, landscaping, etc. Finally, Whitney Center provides quality services for its (elderly) clients.
- 3. Shopping Centers: In total the 5 largest shopping centers pay \$3.4 Million in taxes and employ hundreds of people. They are also a destination for people to come to Hamden to shop and go to restaurants, etc. As the retail market place changes shopping centers will adapt by bringing in non retail such as health care, entertainment, etc. All of these uses bring people to Hamden.

4. Residential Marketplace: Hamden is home to numerous residential complexes, including nearly 5,000 units on Mix Avenue, housing roughly 9,000 or 15% of Hamden's entire population. Most recently Phase 1 (165 units) of Canal Crossing has been completed with Phase II to be completed later in 2019, bringing the total number of units to 393. Canal Crossing will generate over \$1Million in new tax revenue. To date, most units are occupied by millennials aged 25-35. It is critical to bring new young people into Hamden as future taxpayers and to raise families, becoming part of the civic infrastructure.

The other project under construction is Regan Development which is 77 units of (taxable) housing. These unites will come on-line for lease in the fall of 2018. The total investment by the developers in of this project exceeds \$10 Million.

The overall financial impact of all of these new residents will be felt in Hamden retail markets, restaurants and professional services. Additionally, many local and regional developers have already purchased adjacent commercial properties (Mather Street-rear, Mauro Motors, D.P. Plastics) for development that could draw these new businesses and residents.

5. Regional Employers: Known as an inner-ring suburb, many Hamden residents commute to major employers in the region. For example it is estimated that 8,000 people per day commute to New Haven to work at the hospitals, Yale University, South Connecticut State University, Biotech to name a few. Hamden's affordable housing market is dependent on these regional employers staying strong and by the Town remaining partner in regional initiatives.

3. Report Card: Evaluation of Previous Plan Results

The Town's current Economic Development Plan included goals for business incentives, physical improvements to neighborhoods, and growth in commercial districts. These incentives and improvements have resulted in increases in the commercial tax base, and the creation of jobs. The results have also generated important infrastructure improvements adding to the general appearance of commercial and residential areas.

Note: See Exhibits for full individual reports for many of the programs summarized below. It should be noted that the Town of Hamden has the most extensive economic development strategy in the region, making Hamden a very competitive marketplace. See Exhibit 1 for a comparative summary of other Town programs in the region.

1. Economic Development Incentives to Attract New Businesses and Encourage Expansion

To maintain its competitive edge in the region, the Town of Hamden offered incentives to businesses considering locating to Town or expanding at their current Hamden location. The following analysis reflects results from 1999-April 2018:

STRATEGIC INITIATIVE 1:

1a. Business Incentives:

Tax Deferrals, Grants, and Permit Waivers. Since 1998, the Town has approved 144 (15 since July 2015) applications including 95 projects that have been completed, 6 are currently under construction or are awaiting approval at zoning, etc., and approximately 43 projects never went forward or were not completed.

From a sample of 50 projects completed, the type of projects completed under the incentive program included manufacturing (19), investment properties (8), retail/restaurant (5), construction (7), service (8) and misc. (5).

Total Impact on Grand List From Businesses Taking Advantage of Incentives

As a (cumulative) result of the Town Economic Development Plan, since 1998 the commercial grand list (assessed value) will have increased by a estimated value of \$20,000,000 from projects/businesses that were directly or indirectly assisted through the program. This increase does not include personal property or other new tax revenue generated by other business locations and expansions leveraged by the success of these projects such as Home Depot, Highwood Square, State Street redevelopment, etc.

Jobs Created

Because of the general state of the economy and because of automation through the years, it is hard to pinpoint how many jobs were created by companies assisted by our program. Based on data accumulated, we estimated that over 500 jobs were created and another 300-400 were retained in Hamden by companies who participated in our incentive program from 2008-2018. That number fluctuates somewhat, based on seasonal and contractual work.

The Intangibles

The success of the incentive program isn't only being measured by new taxes collected and jobs created but also by other impact-type development in which staff plays a direct role. For example, as the Town has completed infrastructure improvements and promoted its Business Incentive program, many new stores have opened, such as Burlington Store, Aldi, Price Rite, Walgreens and several restaurants.

The purchase and rehabilitation of blighted or run-down buildings improves the quality of neighborhoods, improves the confidence (and bottom line) of local businesses, and encourages additional investment. Examples of this kind of investment include:

- The Highwood Square development at the site of the former Johnson Perfume Company and the adjacent Nabisco Bakery (\$12 million total investment). This investment resulted in a tax-generating development of 27 housing units and 14,000 S.F. of commercial space.
- Canal Crossing and Mather Street Apartments Canal Crossing will ultimately include 393
 apartments while the Mather Street Apartments will include 77 rental units. This nearly
 500 of new units has generated significant development interest in the surrounding area of
 Dixwell Avenue

The following pages describe successfully completed projects over the last three years.

Infrastructure and Redevelopment

The Town of Hamden has little developable land (5.7% commercial) of any substantial size for commercial and manufacturing development. In fact, the Town has the lowest vacancy rate in the region. The total commercial vacancy rate in Hamden is 7.5% and in the region it is 13.6% (source C.B. Richard Ellis 12/31/17). More recently, as of March 31, 2018, Hamden's industrial vacancy rate was 6.7% as compared to its region (12.7%)

• Strategic Initiative 2.1: Utilize the Hamden Economic Development Corporation (HEDC) for the development of difficult or brownfield properties

The HEDC has established a strong track record through its role as a developer (Implementing Agency) and project manager for the Town of Hamden.

Projects Completed

- 400 Goodrich Street: Remediation and Sale of a 16,000 S.F. industrial building
- New Haven Structured Repair Program: Renovation of 102 units of housing
- Newhall Deconstruction Program
- Rochford Field/Villano Park Redevelopment
- Zero Energy House
- Abatement & Demolition of a portion of (Former Middle School)

Projects Underway/Planning Stages

- Hamden Business Incubator: 40,000+ S.F.
- Soil Management Fund
- Remediation and Rehabilitation of 2259 State Street

• Strategic Initiative 2.2: Continue a Predevelopment Cost Fund

This "seed" fund was available for legal costs, appraisals, environmental assessments, etc., to secure parcels for site assemblage and redevelopment. Costs can be reimbursed to the fund where possible. Projects that benefited from this Initiative have included:

- a) Route 15/Operating Engineers land purchase
- b) Westwoods Road Land Swap for the redevelopment of a major traffic intersection
- c) Daddio Farm subdivision plan
- d) Canal Line Disposition
- e) Appraisals of several properties being negotiated
- f) Legal Fees related to development projects and issues

3. Small Business and Entrepreneur Assistance

The Town will offer technical assistance to people opening or running small, town-based, and start-up businesses. The assistance will be one on one and in a classroom format.

• Strategic Initiative 3.1: Continue the Business Assistance Center (BAC) to Help Small Businesses with Business Planning, Raising Capital, and other Technical Needs.

The BAC was opened in 2005 for small businesses (in particular start-ups) needing technical help and guidance in developing business plans and handling accounting, marketing, and development issues. Since that time, the BAC has worked with over 300 distinct clients, offering a variety of services. There have been many success stories from the BAC including a variety of pedestrian-type businesses (i.e. copy center, bakery, coffee shop). See report in Exhibit 3 for additional information.

Out of over 300 businesses assisted, 35 opened, 210 continue to work at it, and 39 decided not to proceed.

• Strategic Initiative 3.2: Continue the Business Education Series and individual seminars using technology and hands on sessions.

Topics to include business formation, cost flow analysis, and preparing a business plan.

4. Planning, Marketing and Communication

Hamden must market its unique strengths and positive climate for business development and investment. To do so, the Town has identified key target industries and companies, trade associations, realtors, and other organizations.

• Strategic Initiative 4.1: Continue to make the Economic and Community Development Web Site useful as a business recruitment tool for the Town-wide business community.

The Town continued to make numerous upgrades to the Economic Development web site. This page provides more frequently updated announcements, information on available development sites for major employers and outside users such as our realtor community, and other State and Federal links.

• Strategic Initiative 4.2: Continue Recruitment of New Developers, Investors, and Businesses

As part of the Town's marketing efforts, the Town continued to network in regional, Statewide and national organizations (both public and private) to bring investments throughout the Town. This effort includes attending trade shows, conferences and continuing education opportunities. The Director is now part of several collaborations and serves in the following capacity:

- a. Connecticut Economic Development Association
- b. Hamden Chamber of Commerce
- c. Greater New Haven Chamber of Commerce
- d. International Business Innovation Association
- e. International Council of Shopping Centers
- f. National Brownfield Association
- g. CT Community Development Association
- h. Northeast Economic Development Association
- i. International Business Innovation Association
- Strategic Initiative 4.3: Continue a Town Database of Available Properties and Financial Resources

Such an updated and accurate database continues to include:

- a. Available locations of technology infrastructure resources.
- b. List of available Hamden properties by category (e.g. size, locations), etc.
- c. List of Brownfield properties, including opportunities for finance.
 - Strategic Initiative 4.4: Continue Planning Collaboration to Study The Viability of Commercial Districts

Such collaborations include:

- a. Downtown "Hamden Place
- b. Northern Hamden Economic District
- c. "Magic Mile" and/or Retail Committee
- d. Study of Entertainment and Cultural Enhancement Districts
- e. Quality Development along the Farmington Canal Line
- f. Continued Study & Planning for the State Street and Highwood Commercial Corridor
- g. Business/Industry Clusters

The Department has been an integral part of committees that study these important areas. Additionally, the Department has formed several Industry Clusters that are the largest collecting group of taxpayers and employers. They are:

- Healthcare
- Manufacturing
- Retail
- Real Estate

- Workforce Development
- Financial Services/Insurance
- Creative Industries
- Green /Energy Industries
- Solopreneur (Home-Based Businesses)

4 Cluster Meetings and Other Input From Business and Community Groups

Creating a long-range plan requires outreach to as many businesses as possible. As part of the business outreach process, we continue to use our successful *Business Cluster Program*. This program seeks to maximize business retention through web presence and an organized set of meetings and information sharing opportunities for the larger business sectors that are high tax payers and employers.

Through the years we have established nine (9) clusters each with its unique needs for support. Key industries such as health care, manufacturing, retail and others are represented. For more information on our Business Cluster Program, go to http://www.hamden-ct.com/Content/Business Cluster Program.asp

As part of the outreach to develop the long range plan, we held a series of Cluster meetings in 2017-2018.

- Fall 2017 Creative Industries Cluster
- 3/15 Health Care: Joint meeting with the Hamden Chamber Tuesday
- 3/27: Workforce Cluster:
- 4/3 Commercial Real Estate
- 4/6: Solopreneurs
- 4/11: Residential Real Estate
- 4/24: Green/Energy Cluster
- 5/7: Finance and Insurance
- 5/22: Manufacturing

The needs of each cluster ranged from marketing to needing a strong supportive business climate. Workforce needs was a common thread through all of the clusters.

Minutes of these meeting are included in the Exhibit. Also there are audio recordings of most the meeting on the HEDC Facebook page if you would like to listen to the meeting. Go to https://www.facebook.com/HEDC2011/ to listen through Drop Box

Civic and Community Group Meetings

Our department met the key civic organizations as part of our outreach process which spanned over one year.

Whitneyville Civic Association: Fall of 2017
Spring Glen Civic Association: Spring of 2018
Westwoods Civic Association: Spring of 2018
Ridge Hill Civic Association: Summer of 2018
Highwood Community Meeting: Fall of 2018
Hamden Plains Civic Association: Fall of 2018

The Content of each meeting was to:

- Key Demographic and Market Trends
- Provide an overview of the current plan performance
- Outline proposed elements of new plan
- Explain the coordination among other Town plan documents (i.e. POCD, CDBG)

Chapter II: General Plan Areas (2018-2021): Problems & Solutions

The goals of the following *Plan Areas* were derived through a series of meetings with relevant economic development partners, business cluster participants, as well as through site visits and events. The goals are also based on current market conditions as well as from the experience in developing larger projects that generate significant tax revenue. The meetings held provided an opportunity for these partners to provide input on how Hamden's programs have been working. The result will be in Hamden's Business Incentive Programs.

The accomplishments over the last few years are outlined in Chapter I, entitled "Report Card". As the following plan areas are discussed, a summary of some of the results, and the identification of the current conditions, will be presented.

It is through this comprehensive and Economic and Community Development plan that the maximum potential can be achieved for the business community throughout Hamden.

Long-Range Plan: Administration

The Department of Economic and Neighborhood Development is responsible for the implementation of the long-range Economic Development Plan. To the greatest extent possible, the department will seek programs and projects that generate income to recycle back into the department for the purposes of programs, marketing, and administrative costs. This will include the writing and administration of grants to supplement the activities in the plan. The emergence of the Hamden Economic Development Corporation (HEDC) as a production agency was an important factor in establishing the goals of this plan.

The previous plans implemented by the department from 1998-2018 were originally capitalized by over \$1,400,000 in funds. Now there is approximately \$150,000 remaining in those accounts. Most of the goals were accomplished according to the plan(s) objectives. Although a substantial amount of funds were expended, limited funds are still available to carry out the current goals of the plan. The objectives set forth in the latest plan are equally spread between capital projects and programs that help to promote and train small businesses for success. Many of the proposed plan activities (i.e., workforce and neighborhood) are low cost, high staff intensive.

The Department of Economic and Neighborhood Development will be responsible for the programs listed in this plan (Incentive Plan, Redevelopment Initiatives, Business Assistance Center, Marketing, Web-site, etc.), and other projects such as redevelopment and brownfield project management, streetscape projects funded by the State of CT and other sources such as the federal Economic Development Administration. The Department of Economic and Neighborhood Development will also continue to be active in marketing the Town through commercial real estate brokers and various publications.

Plan Area #1: Business Development & Business Incentives

The Town and the State's Enterprise Zone, Urban Jobs, and Railroad Depot Zone and Neighborhood Revitalization Zone (NRZ) Tax Incentive programs as well as the new Opportunity Zones are key strategies for expanding and maintaining Hamden's commercial tax base. These incentive programs are marketed to the business, developer, and realtor communities.

The Economic and Neighborhood Development Department has created information packets about these programs, has distributed this information to qualifying businesses, and has offered assistance in navigating the State's application process. The Town's Enterprise Zone (EZ), Railroad Depot Zone, Urban Jobs and NRZ program also offers tax assessment deferrals on the increased value of real property improvements to any commercial properties in the EZ.

Since the Town program began (1998), 144 applications have been approved for a variety of business incentives. Many of the approved businesses are either complete, under construction, or soon to be under construction. Over 70% of these projects were for local existing businesses needing to expand. Business retention is a primary goal for this program and for the Town.

1. Problem Identified: There is a lack of funds currently available for grant and other financial assistance from the State and Federal Sources

To maintain its competitive edge in the region, the Town of Hamden must continue providing incentives to businesses considering locating to Town or expanding at their current Hamden location. Mindful that other communities have a lower tax rate, offer lower rates on utilities, and offer similar incentives to businesses, Hamden Economic Development Commission strongly supports opportunities for business incentives to keep the Town highly competitive in the region.

• Strategic Initiative 1.1: Continue a Comprehensive Business Incentive Program to Attract New Businesses to Hamden and Encourage the Expansion of Existing Businesses

The Town's Business Incentive program will continue to offer the following benefits to businesses and will encourage Town Economic and Community Development projects that produce revenue.

- Tax deferrals (abatements)
- Grants for site and building infrastructure improvements (priority for manufacturing projects)
- Building permit fee waivers
- Tax abatements and financial assistance to owners who remediate hazardous sites

Hamden currently offers tax abatements to manufacturing, warehousing and distribution, and some service businesses through its State of Connecticut designation as a Targeted Investment Community (TIC) under the Urban Jobs program, under our certified Enterprise Zone (EZ) and our Railroad Depot Zone (RRDZ).

2. Opportunity Zones

The federal government passed legislation for Qualified Opportunity Zones (QOZ). Hamden was approved in 2018 for a QOZ in the Highwood Neighborhood (Census Tract 1655). In a QOZ committee and a fund is established for investors to contribute capital gains for future quality redevelopment projects. These projects would be the private sector investment for increasing the tax base to create jobs. Federal guidance is not yet available in how to set up a fund under the QOZ program. Within the scope of this proposed three-year plan the Town Economic and Community Development Department will actively seek projects that qualify under the QOZ.

• Strategic Initiative 1.2: Create (Eligible) Entity, Fund Criteria and Inventory the Oualified Opportunity Zone (OOZ)

The Town must be prepared for the investment funds that will be available via the Opportunity Zone Program.

- Strategic Initiative 1.3: Support and Market: Support and implement elements of the long-range plan developed the Energy Use & Climate Change Commission (EUCC) to help reduce costs for tax payers and reduce the carbon footprint town-wide. Incentives must be marketed through web and social media presence.
- Strategic Initiative 1.4: Continue Facade and Signage Programs: \$10,000 Maximum (funded by CDBG Program)

Note: Activities are limited to two eligible target areas

- a. HUD Targeted Areas: Highwood and State Street Corridors: Source of Funding CDBG
- b. All other Commercial Areas of Hamden: Town Capital Funds (as they are available)

Eligible Expenses

- Signs
- All Facade Improvements (i.e. Brick Re-pointing, Window Treatments, etc.)
- Landscaping & Lighting

Plan Area #2: Infrastructure & Redevelopment

Problem Identified

The Town of Hamden has little vacant and developable land (for business expansion) of any major size. Only 5.7% of all land is zoned commercial. Most of the development opportunities lie in the redevelopment of existing properties with buildings ranging from 5,000 to 25,000 S.F. There are only a few existing buildings that exceed these sized properties. Among these sites are a few brownfield projects that require specialized professional services and financing to make them viable, tax-producing properties. Additionally, the large number of home-based businesses throughout the entire Town has created a need for town-wide high speed broadband.

Additionally, in order to support the demand for developable space for any use, the Town must have an adequate infrastructure or plan for developing one. Infrastructure is defined as roads, utilities (water and sewer capacity), technology, (i.e. high speed broadband) etc. Included in the infrastructure needs is a plan for addressing the Town's brownfield sites. Those are sites that actually have, or are perceived to have, environmental problems.

Technology Infrastructure: Hamden's economic future depends on the integration of technology with the needs of a younger generation of business owners. The Town has formed a working group to explore municipal broadband for all citizens and business owners. This department will staff and facilitate the process of achieving broadband for all.

• Strategic Initiative 2.1: Continue the role of the Hamden Economic Development Corporation (HEDC) for the re-development of difficult or brownfield properties and as Project Manager for municipal projects.

The Hamden Economic Development Corporation was formed in 2004 as a tool to support the redevelopment initiative by the Town. There are similar corporations in mostly larger, growing communities, which include many older properties that present challenges and liabilities for the Town. Shelton, Orange, Naugatuck etc. are examples of Towns where Economic Development Corporations are utilized. Their independence from Town government gives them the flexibility to complete difficult projects more efficiently while insulating the Town from liability or contaminated properties.

HEDC can raise funds, apply for grants, and take titles to property. The Director of the Economic And Neighborhood Development Department serves as staff for the Hamden Economic Development Corporation. The HEDC has now developed administrative capacity to conduct business. It is an approved 501-C4 tax exempt organization.

Completed HEDC Projects:

- State Street Redevelopment
- 400 Goodrich Street
- Newhall Structural Repair Program: 101 Units
- Redevelopment of Rochford Field and Villano Park
- Abatement and Demolition of two building at former Hamden Middle School
- Zero Energy House

• Strategic Initiative 2.2: Continue the Pre-Development Fund.

This seed fund will be helpful to provide funds for legal costs, appraisals, environmental assessments, etc. to secure parcels for site assemblage and redevelopment. This fund could also be used as a cash match for land acquisitions under State & Federal economic development programs. Examples of such projects where this fund was used:

- ► Dadio Farm Subdivision Plan
- ► Route 15/Operating Engineers
- ► Westwoods Road Land Swap for redevelopment
- ► Canal Line Disposition
- Numerous Appraisals for redevelopment projects
- Strategic Initiative 2.3: Support a plan for establishing high-speed broadband (fiber) for internet access for all of Hamden residents and small businesses.

With Town and State legislative support, develop a plan and funding mechanism for placing fiber in sensible locations, in all areas of Hamden considering cost and maintenance. The goal is to provide high speed broadband to all areas of Town, and all household regardless of income. The installation of high speed broadband throughout Hamden will attract younger, high earning residents and will support the large number of home-based business and technology sector.

Staff will coordinate the working group to develop an action plan for high speed broadband.

• Strategic Initiative 2.4: Explore the expansion of the sewer line (through GNHWPCA) from Whitney Avenue from Westwoods Road to the Cheshire line.

Because of the small percentage of developable land, it is critical to consider sewer expansion to allow for growth in the retail, healthcare and entertainment (i.e. restaurant) sectors. Staff will coordinate efforts between the GNHWPCA and rate payers.

- Strategic Initiative 2.5: Support and Market: Support and implement the long-range plan developed the Energy Use & Climate Change Commission (EUCC) to help reduce costs for tax payers and reduce the carbon footprint town-wide. Additional public initiatives regarding energy must be coordinated with other technology (i.e. broadband)
- Strategic Initiative 2.6: Consider a Plan For Clean Energy Grid in Key Public and Commercial Areas.

The plan would connect public spaces and key commercial areas to assist in energy savings and the promotion of alternative energy sources. The grid design would be considered in coordination of the Broadband initiative.

• Strategic Initiative 2.7: Adopt and Assist in the Completion of Key Elements of Sustainable CT

This would include the redevelopment of brownfields, workforce development, as well as all "Actions" listed in the Statewide Outline (see Exhibit 8)

Plan Area #3 Business Retention & Expansion: Small Business and Entrepreneur Assistance

Incentives provide support to many out-of-town and expanding local businesses. However, Hamden must also offer financial or technical assistance to people running a local business, including those involved with start-up ventures. This also includes workforce assistance

• Strategic Initiative 3.1: Continue the Business Assistance Center (BAC) to help Small Businesses with Business Planning and other Technical Needs.

The Economic And Neighborhood Development Department is the primary location for requests of a wide variety of service needs for small businesses.

Since the formation of the Business Assistance Center in 2005, Hamden's small businesses have requested help in developing business plans and associated components which are required by most financing sources. Small businesses, in particular start-ups, need technical assistance in developing these plans as well as guidance with accounting, marketing and development issues.

Although some regional programs provide assistance to businesses in these areas, there are waiting lists and, in most cases, businesses do not receive on-site, one-on-one help, nor comprehensive services. Ultimately, these services are needed on a one-to-one level, where the interested business can receive proper attention. This initiative offers the type of "hands on" assistance necessary to make a project successful.

There are many partners that provide assistance to the Business Assistance Center:

- a. Hamden Public Library
- b. Hamden Chamber of Commerce
- c. Hamden Business Resource Center
- d. Quinnipiac University Business School
- e. National Minority Supplier Development Council (NMSDC)
- f. Town ombudsman services to walk businesses through planning and zoning, engineering, and building department(s) processes. This service will be available through the <u>Economic and Neighborhood Development Department.</u>

The Department of Economic And Neighborhood Development will also refer businesses to the financing programs available through the Connecticut Development Authority (CDA), the Connecticut Department of Economic and Community Development (DECD), the Community Economic Development Fund (CEDF), CT Minority Supplier Development Council, the Small Business Administration (SBA), and Community Investment Corporation (CIC). The Department will also utilize the resources of the Connecticut Economic Resource Council, Inc. (CERC) and Connecticut Innovations Inc. (CII). (See Exhibit for details about the Business Assistance Center)

• Strategic Initiative 3.2: Support Specialized Training Initiatives through the Hamden Workforce Cluster and other related Workforce Readiness programming.

The Town has continued a local Workforce Development Cluster. Board members include the Regional Workforce Development Board, Easter Seals, ACES, the State Department of Labor, etc. The Town originally formed this board as an advisory group to examine general workforce needs (address hiring criteria, job fairs, etc.) This Strategic Initiative would expand the planning to include important issues such as linkages to transportation, quality childcare, and incorporation of people with disabilities into the workforce. A newly activated group would also actively work with industries by assisting them in accessing funding for incumbent worker training.

- Strategic Initiative 3.3: Continue Individual goals established under the Hamden Business Cluster Program: Hamden supports the following Business Clusters, as they are the largest tax payers and employers and who can most widely impact the local economy:
 - Healthcare
 - Manufacturing
 - Retail
 - Real Estate

- Workforce Development
- Financial Services/Insurance
- Creative Industries
- Green /Energy Industries
- Solopreneur (Home-Based Businesses)
- Strategic Initiative 3.4: Develop a partnership for training education to link business to parents and children in the public school system. Work as a resource for helping businesses find qualified and well trained employees and to expand job opportunities and all students.

Hamden should help the Hamden student population in planning their economic future. This includes the new initiative entitled "Everyone Gets a Job, Exploring Career and Technical Opportunities". The idea of the program is to bring professionals in industry directly to parents in the form of job/career education panels that are sector based. (i.e. healthcare, manufacturing). Each panel will be held at public locations where parents and children typically (PTA meeting, library, religious institutions, etc). These panels will be held in 2019.

• Strategic Initiative 3.4: Develop Program Related to Business Transition for Retiring Owners and Legacy Businesses

Hamden, like many communities are facing a "Silver Tsunami", the retirements of an aging business community. As owners consider retirement, the Town must develop a strategy for matching buyers with owners of businesses wishing to retire. The Town can work with other organizations (i.e. Hamden Regional Chamber of Commerce or UNH Family Resource Center, Solopreneur Cluster.

A strategy could include:

- Informational Workshops on Business Valuation and Sales
- Technical Assistance to Family Members of Business Owners
- Develop "Marketplace for Buyers and Sellers of Businesses"

Plan Area #4 Planning, Marketing & Technology

Hamden must market its unique strengths and take advantage of the positive climate for business development. To do so, the Town must target industries and companies, trade associations, realtors and other organizations. One strategic approach is the continued evolution of the Hamden Economic Development web site. Other areas include maintaining an inventory of available development sites and vacant properties, strategic social media campaigns, public relations, and communication strategies.

To meet this challenge, the Town must engage the public and local professionals for the long range planning of the many businesses and shopping districts in Town.

• Strategic Initiative 4.1: General Marketing, Continue Recruitment of New Developers, Investors and Businesses

As part of Hamden's marketing efforts, the Town will continue to network in regional, Statewide and national organizations (both public and private) to bring investment throughout the Town. This effort will include attending trade shows, conferences, and continuing education opportunities.

• Strategic Initiative 4.2: Continue to Upgrade the Hamden Economic And Neighborhood Development Web Site to become more interactive and proactive

Hamden must continue to become more and more accessible to small businesses, developers and investors via revamping the web presence by providing digital content. This includes our integrated digital social media campaign to promote the Town.

The Town will continue to upgrade the our web site, provide more frequently updated information about available development sites for major employers and outside users such as our realtor community, and will provide links to i.e. CT Economic Research Center (CERC) web sites, etc. The Town will develop a stronger social media presence to become more interactive and market other neighborhoods.

The Town will attempt to generate income from its webpage for the financial sustainability of the website. It will be used as a tool for marketing the Town to potential recruitment opportunities, to become more interactive, and to improve resources for Hamden businesses.

Strategies for developing revenue include:

- ✓ Yellow Pages
- ✓ Advertising for Businesses on the Economic And Neighborhood Development Website

• Strategic Initiative 4.3: Continue a Town Database of Available Properties and Physical Resources

In a rapidly changing, dynamic process, the Town must be capable of providing valuable information that is essential for a business to consider when developing a given site in Hamden. Information efficiently collected would be located on the Town web site and on a GIS system. Such an updated and accurate database would include:

- a. Available locations of high technology infrastructure resources such as high speed fiber optic cable, sewer and water capacity, etc.
- b. List of available Hamden properties by category (e.g. size, locations) etc.
- c. List of Brownfield properties, including opportunities for finance.

• Strategic Initiative 4.4: Continue Planning Linkages to study the Viability of Commercial Districts and under specialized Marketing Initiatives.

There are many areas of Town that have a rich history in terms of business services to residents. There are also several areas that require a fresh "look" to see if we can use effective planning to change the image of an area to become more positive.

This initiative is aimed at using assessment and collaboration with professionals and community-based groups to determine recommendations for the future. Such collaboration is born out of the Comprehensive Planning process that is currently underway.

This initiative will formally link the effort of the Economic And Neighborhood Development Department to those efforts and encourage the department to convene additional advisory groups in order to assess other specific needs of business throughout town.

Such efforts include:

- a. Town Center Development Plan
- b. Northern Hamden Commercial District
- c. "Magic Mile" retail committee
- d. Study of Entertainment and Cultural Enhancement Districts
- e. Quality Development of the Farmington Canal Line
- f. Continued Study and Planning for the State Street and Highwood commercial corridor
- g. Business Cluster groups

• Strategic Initiative 4.5: Develop Strategy for the Implementation of the Towns Opportunity Zone in Highwood (Census Tract 1655).

Using guidelines from the investment and local community, develop strategy fund and project criteria for Opportunity Fund. Director shall also work with neighborhood residents and local organizations to identify potential development projects.

• Strategic Initiative 4.6: Develop Strategy for Tax Incentive Finance (TIFF) District(s)

Develop TIFF district based on economic analysis that is part of the Plan of Conservation and Development.

III. Executive Summary of Activities 2019-2021

The Economic Development Commission is asking the Legislative Council to earmark remaining funds from the Hamden Economic Development Fund to support the implementation of this comprehensive plan including the following Strategic Initiatives.

Strategic Initiative 1.1: Economic Incentive Program

The Town will offer property improvement grants, tax deferrals, and permit waivers for commercial projects that would increase the town's tax base or be of significant benefit to the Town.

Strategic Initiative 1.1a: Continue Façade Improvement Program*

Note: Program funds will come from annual CDBG budget and from Town capital funds as available

Strategic Initiative 2.1: Continue and expand the role of the Hamden Economic Development Corporation:

Strategic Initiative 2.2: Predevelopment Fund

Costs related to the predevelopment costs (appraisals, surveys, legal, etc.) for commercial development.

Strategic Initiative 2.3: Establish Strategy for high speed broadband for all Hamden residents

Strategic Initiative 2.4: Sewer Expansion: Cost/benefit analysis conducted by the GNHWCA

Strategic Initiative 2.5-2.7: Support and Market Energy Goals

Strategic Initiative 3.1: Business Assistance Center

Continue to support the Business Assistance Center

Strategic Initiative 3.3: Specialized Marketing and Industry Clusters

Strategic Initiative 3.2 and 3.4: Workforce Development

The Workforce Cluster will continue to promote programs that help businesses train people to find jobs through grants from State and Federal sources.

Strategic Initiative 3.5: Business Legacy Program

Create Education Program and market places for Sellers and Buyers of businesses.

Strategic Initiative 4.1: Marketing Investment

For recruitment, education and other marketing initiatives below.

Strategic Initiative 4.2: Web-Site and Social Media Upgrades and Integration

Funds would be used to continue the development of the website. Revenue generated from the site would pay for the future upkeep.

Strategic Initiative 4.3: Data Base Development and Expansion

To develop valuable information that is essential for a business which is considering a specific site.

Strategic Initiative 4.4: Planning

This initiative is aimed at using collaboration and needs assessment to determine recommendations for the future of commercial areas.

Strategic Initiative 4.5: Develop Plan for the Implement of a Town Hamden Opportunity Zone Includes potential project inventory, fund criteria and management procedure.

Strategic Initiative 4.6: Based on POCD, consider a Tax Increment Financing (TIF) District.

Note: Funding Priorities can be adjusted, following Town procedures for line item transfers as of January 1, 2019. All repaid funding (i.e. Strategic Initiative 2.2 (Predevelopment Fund) to be reimbursed back to account from which it came.

3 Year Plan Proposed Allocation of Funds (based on 12/31/18 balances)

Tax Incentive Program	\$50,000.00
Business Assistance Center	\$15,729.59
Marketing	\$84,273.41
Professional Predevelopment Services	\$20,000.00
Total	\$170,003.00

EXHIBIT 1

REPORTS ON INCENTIVE PROGRAMS IN OTHER COMMUNITIES

Note: The following chart shows the range of incentive programs in different communities in the region

			The second name of the second na							THE PERSON NAMED IN	
Town	Tax Abatement	Grants	Waiver of Fees	Low interest Loans	Services	Web	Electric Rates	Enterprise Zone Incentives	Manufacturing Assistance Program	Facade	Ultra High Speed Internet
Bethany											
Branford	(low taxes)										
East Haven				×							
Guilford					X (SCORE)						
Hamden	×	×	×		X (Business Assistance Center)	×		×	×	×	
Madison							Car charging station				×
Meriden	×	CEDF		×		×		×	×	×	
Milford		CEDF			X (SCORE)	×			×	×	
New Haven	×	×		×	×			×	×	×	
North Branford	×										!
North Haven	×										
Orange	×										
Wallingford	×						up to 50% discount		×		
West Haven									×		
Woodbridge							2 Car charging stations				×

Hamden, Connecticut

CERC Town Profile 2018 Produced by The CI Data Collaborative
Hamden Gov't Center
2750 Dixwell Avenue
Hamden, CT 06518
(203) 287-7100 Rew Haven
South Central Planning Area



Demographics												
Population					A	/02x1 - 1	In . 199.00	20161				
Population	Town	County		State	Race	/I;Ihnic	ity (2012-	2016)	Τσ		County	Stat
2000	56,913	824,008	**	,405,565	Wh	ite Alor	ne, Non-H	isoanic	37,0		57,698	2.464.45
2010	60,960	862,477		,574,097		ck Alor			13,3		10,829	372,69
2012-2016	61,476	860,874	3	,588,570	Λsi	an			3,3		33,744	152.78
2020	62,545	898,514	3	,604,591		ive Am			1	07	1,688	9,39
°16 - '20 Growth / Yr	0.4%	1.0%		0.1%		er/Muli			4,6	35	70,065	264,58
	Town	Count	у	State	His	panic o	Latino		6,4	50 1	44,549	537,72
Land Area (sq. miles)	33	60:	5	4,842					To	WYS	County	Star
Pop./Sq. Mile (2012-2016)	1,883	1,42		741	Pov	епу Ка	te (2012-7	(016)	8.	196	12.8%	10.49
Median Age (2012-2016)	38	4(-	41	Educ	ntional	Attainmer	u (2012-2 0	1161			
Households (2012-2016) Med. HH Inc. (2012-2016)	23,356	326,481	-	,354,713				•	Town		Stat	e
asea. HH Inc. (2012-2016)	\$71,665	\$ 62,715	9	\$71,755	_		I Graduat	e	9,176	23%	673,220	279
11 . (2012 2016)		Town		State			Degree		2,689	796	184,426	75
Veterans (2012-2016)		2,609		188,759	Bac	helors c	r Higher		18,274	46%	938,319	389
Age Distribution (2012-2016) 0-4	5-1-	1	15-	24	25-4	1.4		5-64				
Town 3,068 5%				20%	14.574	•	16,46		9,070	i+ 15%	To	taf 100%
County 45,608 5%			21,393		217,078	25%	240,50		134,335		860,874	
State 188,812 5%	439,100	12% 4	94,529	14%	878,077	24%	1,033,02		555,023		3,588,570	
Economics									000,020	*****	SINO, OTO	10070
					A STATE OF THE PARTY OF THE PAR							
Business Profile (2016) Sector		Units	Emn	loyment	Top I	ive Gro	ind List (2	014)				
Total - All Industries		1.614	Ling	19.994	Bak	er Hami	den LLC				400	Amoun 9,929,030
		-,					ixter Inc					6,400,000
23 - Construction		109		629			velopers I	LLC				1,615,210
31-33 - Manufacturing		71		1,186	Broa	dmoor	LLC					2,386,900
44-45 - Retail Trade		184		2,540			Associates					,519,140
61 - Educational Services		37		2.732	Net i	Grand L	.lst (SFY	2015-2016)		\$4,075	,516,582
62 - Health Care and Social Assis	Jance	206		3.930	Major	Emplo	yers (2014 University	;)				
				-,	Arde	ліріас і о Ноік	∪niversity e Care & l	Rehab Ctr			ve Educatio New Engla	
72 - Accommodation and Food Si	ervices	121		1,762	CTT	ransit	c court (gr	ricino Cu	AAA.	NOUGHETT)	New Engla	na
Total Government		33		2,042								
Education												
2017-2018 School Year												
rV17-2V18 School Year	Gr	ades	Enn	ollment	Smarti	rr Batar	ced Test . Grade	Percent Ab T	ove Goal (. Grade		17) Grade	
Hamden School District	PI	K-12		5,420			Town	State	Town	State	Town	State
					Math		54.8%	53.1%	47.4%	50.0%	33.6%	41.8%
					ELA		52.1%	51.8%	49.6%	54.1%	41.196	53.7%
One P. Connillmane (I)(IC)												
Pre-K Enrollment (PSIS)			201	6-2017								
Hamden School District				203	Rate of	Chron	ic Absente	eism (2011	5-20171			
-Year Cohort Graduation Rate (20	16.2017)								,			All
- rear Conort Gredutiton Kille (20	All	Female	2	Male		ecticut						9.9%
Connecticut	87.9%	90.9%		85.1%	Hamo	len Sch	ool Distric	et .				12.7%
Hamden School District	87.6%	89.5%	3	85.8%	Public	vs Privo	te Enroll	ment (2012				
								To		Coun		State
					Public			86.0	396	88.0	64.	86.8%
					Privat	-		14.0		12.0		13.2%

Town Profiles Generated on 08/01/18 - Page 1

profiles.ctdata.org

No representation or warranties expressed or implied are given regarding the accuracy of this information

Hamden, Connecticut CERC Town Profile 2018



Government			NAME OF TAXABLE PARTY.	- Contractor		- Transfer			No. of Concession, Name of Street, or other
Covernment Form: Mayo	r - Count	cil							
Total Revenue (2016)	5	217,509,730	Total Ex	penditures (2016)	\$222,551,036	Annual Debt	Service (201	6) \$22,13	9,790
Tax Revenue	5	166,677,729	Education		\$94,446,338	As % of Exp	enditures		9.9%
Non-tax Revenue	9	\$50,832,001	Other		\$128,104,698	Fo. Net Gran	nd List (2016)	\$5,578.00	4.474
Intergovernmental	:	\$44,146,760	Total In	debtedness (2016)	\$292,220,000	Per Capita	id task (EU10)		1.256
Per Capita Tax (2016)		\$2,721		Expenditures	131.3%	As % of State	e Average		0.3%
As % of State Average		94.8%	Per Cap		\$4.781		nd Rating (20)	`	Basi
				State Average	192.8%	Actual Mill I			40.87
							ill Rate (2016)		40.87 29.82
							and List Com	-	
Housing/Rea	d Fetat					401 110 OI	nin più cuis	mai (2010)	er (), P
	-								
lousing Stock (2012-2016)	Town	County	State	Distribution of House:	Sales (2013)	Town	County	State
Total Units		25.507	362,497	1,493,798	Less than \$100,000		56	1,128	3.41
% Single Unit (2012-201	െ	56,7%	53.6%	59.1%	\$100,000-\$199,999		215	2,047	7.52
New Permits Auth (2017		30	750	4.547	\$200,000-\$299,999		176	1.418	6,03
As % Existing Units		0.1%	0.2%	0.3%	\$300,000-\$329,999		57	730	3.38
Demolitions (2017)		3	202	1.403	\$400,000 or More		27	535	5,96
Home Sales (2013)		531	5.858	26.310				300	3,30
Median Price		\$228,200	\$244,000	\$269,300	Rental (2012-2016)		The sec.	Course	Stat
Built Pre-1950 share		29.2%	33.4%	29.7%	Median Rem		Town \$1.273	County \$1.075	\$1.09
Owner Occupied Dwellin	12.5	15.335	203,568	900.223	Cost-burdened Rente	_	50.9%	55.9%	52.59
As % Total Dwellings	ъ.	65.7%	62.4%	66.5%	Cost-outottico Kenne	13	30.376	20.376	32,37
Subsidized Housing (201	7)	2.056	46,104	168,576					
Labor Force									
		Town	County	State				_	
Residents Employed		33,428	430.024	1.795.519	Connecticut Commuter Commuters Into Tou		Town Res	Idents Comm	utlee Ter
Residents Unemployed		1.606	24.872	96.273	Hamden, CT	3.710	New Haver		8.022
Unemployment Rate		4.6%	5.5%	5.1%	New Haven, CT	2.431	Hamden C		3.710
Self-Employed Rate		6.9%	8.5%	9.9%	North Haven, CT	869	North Have		1.349
Total Employers		1.614	23.754	117.337	West Haven, CT	850	Bridgeport,	CT	1,136
Total Employed		19.994	362.096	1.666.580	Wallingford, CT	826	Wallingford		946
rom chiproyed		13,334	302,030	1,000,300	East Haven, CT	656	Milford, C	-	925
P					Cheshire, CT	539	West Have	n, CT	855
Quality of Li	fe		and the same			24	CONTRACTOR OF THE PARTY OF THE	-	
Crime Rates (per 100,000			Distance	to Major Cities			al Utilities		
	Town	State			Miles		Provider		
Property	2,526	1,780	Hantford	l .	28		United Illumin	nating Co	
Violent	324	224	New Yo	rk City	74		257-0141		
Disengaged Youth (2012-	2016) Town	State	Providence		83	Sout	Gos Provider Southern Connecticut Gas Company		
Female	4.0%	4.5%	Boston		117	(800)	659-8299		•
Male	6.0%	5.5%	Montrea	4	288	Water P			
		Town					h Central CT 562-4020	Regional Wat	er Auth
Library circulation per o	apita	6.11				Cable P			
							cast New Hav	ren.	
							266-2278		

Gap Analysis by Store Type 2015: Demand & Supply in annual dollars Calculated using TAS Retrieval Retrieval



Nov. 44 2019

Trade	Area Comparison	1245 Dikwell Ave - 1 00 Minute Dr vetime	80 Boston Post Rd - 1.00 Minute Drivetime
MARK!	Grocery stores (NAICS 4451)		
1995	Total Demand	\$4,301,437	\$1,781,981
or e	Total Supply	\$38,144,470	\$2,842,420
Food and Beverage Stores	Urmet Demand (Demand - Supply)	\$33,843,033	-\$860,459
be.	Specialty load stores (NAICS 4452)		***
N.	Total Demand	\$135,351	\$56,156
ĕ	Total Supply	\$238.339 \$102.988	\$118,199 -\$62,043
and	Unmet Demand (Demand - Supply)	3 102,800	-306,046
Poo	Beer, wine, & liquor stores (NAICS 4453) Total Demand	\$551.468	\$228,625
u.	Total Supply	\$1,613,042	\$1,360,818
	Unmet Demand (Demand - Supply)	\$1,061,573	-\$1,132,193
_	Health & personal care stores (NAICS 4461)		
Haett	Total Demand	\$2,676,318	\$1,097,215
훈니	Total Supply	\$8 278 700	\$7,277,948
	Unmet Demand (Demand - Supply)	\$5,602,384	\$6,180,734
Gasoline	Gasoline stations (NAICS 447/4471)		
0	Total Demand	\$3,611,947	\$1,510,851
Gas	Total Supply	\$7,347,527	\$11,479,485
	Unmet Demand (Demand - Supply)	-\$3,735,580	-\$9,968,633
	Depurtment stores (NAICS 4521) Total Demand	\$1,210,170	\$508.421
	Total Supply	\$0	\$5,380.95
	Unmet Demand (Demand - Supply)	\$1,210,170	-\$4,872,532
	Other general merchands u stores (NAICS 4529)		
Stores	Total Demand	\$2,868,333	\$1,197,990
Š	Total Supply	\$5,679,284	\$8,171,607
퉏	Unmet Demand (Demand - Supply)	-\$2,810,951	-\$6,973,617
8	Clothing stores (NAICS 4481)		
- B	Total Demand	\$1,510,704	\$627,910
₹	Total Supply	\$22,274,719	\$3,001,097
Clething and Accessories	Unmet Demand (Demand - Supply)	-\$20,764,015	-\$2,373,187
e e	Shoe stores (NAICS 4482)	\$198.458	\$83.83
8	Total Demand Total Supply	\$0 \$0	\$694.183
Ö	Unmet Demand (Demand - Supply)	\$198,458	-\$610,34-
	Jewelry, luppage, & leather goods stores (NA CS 4483)		
	Total Demand	\$227,029	\$94,498
	Total Supply	\$122,373	\$168,800
	Unmet Demand (Demand - Supply)	\$104,655	-\$72,300
	Electronics & appliance stores (NA CS 443/4431)		***
tail	Total Domand	\$803,893	\$409,860
He He	Total Supply	\$1,992,249 -\$1,188,356	\$4,059,974 \$3,650,114
Specially Retail	Unmet Demand (Demand - Supply)	-91,100,000	W.W.
)ac	Sporting goods/hobby, & music instrument (NAICS 4511) Total Demand	\$461,335	\$191,456
Š	Total Supply	\$229.099	\$1,232,476
	Unmet Demand (Demand - Supply)	\$232,236	\$1.041.020

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Page 2 of 8

Data Source: Synergos Technologies Inc.

		Town of H	laniden Office	and Industr	ial Markets.	2018	On any are a series.	-
		Office	Markel		- III Japani	Industria	Market	
Census Tract	Buildings	Spaces	Absorption (SF)	Vacancy Rate	Buildings	Spaces	Absorption (SF)	Vacancy Rate
90091659.00	10	0	2,180	0.5%	49	2	(447)	4.2%
90091660.02	32	14	(727)	4.8%	1	0	0	0.0%
90091660.01	61	18	8,986	4.9%	7	0	1,174	4.3%
90091658.01	0	0	NA	NA	2	0	0	0.0%
90091658.02	0	0	NA	NA	0	0	NA	NA
90091657.00	1	0	NA	88.6%	0	0	NA	NA
90091656.00	19	1	1,296	4.1%	2	0	0	1.5%
90091655.00	8	1	0	5.7%	22	t	(3.396)	2.1%
90091654.00	7	0	240	2.5%	25	1	15,819	4.9%
90091653.00	7	7	55	8.1%	4	0	1,000	1.3%
90091651.00	11	3	320	17.2%	22	6	(8 314)	2.8%
90091652.00	3	0	0	2.8%	0	0	NA	NA

Note: Absorption and vacancy rates are displayed in 5-year averages for each census tract

Source CoStar, Carnola Associates

EVOLUTION ENTERPRISES LLC

P.O. Box 185636, Hamden, CT 06518

Telephone: (203) 248-3677 Facsimile: (203) 248-3674

E-Mail: rpearce@evolutionllc.com

Memorandum

To: Hamden Economic Development Commission

From: Richard A. Pearce Date: October 29,2018

Subject: Hamden Business Assistance Center Update

Since my last update to the Commission dated 2/18/18 the Business Assistance Center (BAC) has continued to provide a valuable service to Town residents, those seeking to start a business within Hamden's borders, and existing Town businesses. As of this writing we have served over 300 distinct requests for assistance. Dale has asked me to focus attention on what the performance has been, the trends observed, and the characteristics of the clients of the BAC have been over the past three years.

Performance:

From January 2, 2016 until this writing we have served 46 new and unique clients. Some of these clients were met with once and thanks to that meeting were able to self-determine that they were not ready to move forward with their business idea. I consider this to be a valuable serve in and of itself as it eliminates a lot of frustration and wasted time on behalf of the client and service providers (technical services providers, lenders, landlords and others). Although it may be determined that the time is not currently right to move forward with their business dreams, by having the initial meeting at the BAC, they leave better informed and equipped to go forward with their entrepreneurial pursuits when the time is more appropriate.

Although we met with 46 new and unique clients during the time period being discussed we held 110 total client meetings.

Of these 46 new clients:

- no more follow up is anticipated with 13;
- 23 clients still have some form of contact with the BAC (telephone consults, meets, document review etc.);
- 3 are still very active (writing and revising business plans, filing formation documents, seeking financing etc.)

- 4 new businesses were started with our assistance; Fanar Consulting (Intercultural Coaching) Dr. Ghada Angawi; Core Site Services (Construction site work) Allen N. Page; Holistic Angels (Healthcare Advocacy for senior citizens) Dorothy Burgos; Dairwood Luxury Coaches (Luxury Coach Company) Dairwood Vereen & Deidra Scruggs.
- 3 established Hamden businesses were assisted; Moon Rocks Marnie Esposito;
 Mountainview Wellness (Health & Wellness facility) Julic Bailis; Route 25 Junk
 Haulers (Trucking) Latesha Harris & Marvin Duntly

Trends and Characteristics:

When the BAC first began, all client meetings were held in our offices at the Government Center. We did some outreach in the first couple of years by visiting area businesses to introduce ourselves and the services that we provided. We initially had student interns from Quinnipiac University that helped with this outreach effort and administration of the BAC (following up with clients, scheduling meetings and participating in some, filing, etc.) For the past 6-8 years Mr. Pearce has assumed all of the former functions of the interns in addition to providing counselling and technical assistance.

Since the beginning of 2016 there has been a shift in the number of to face to face client meetings with more client communication done via e mail and texting. These communications may cover simple questions such as recommendations for accountants, attorneys, and other business services providers, to critiquing progress on business plans, cash flow projections and pro-forma profit and loss statements. Over this period of time there has also been a shift to clients having more formal and/or technical education than had been evidenced in the early years of the BAC. Most of our clients are college educated and female. I really don't know why this is the trend but have speculated in the past that not necessarily being the primary bread winner of the family, having a greater acceptance for risk taking, a strong desire for financial independence, and a greater ability to multi task make females more inclined to entrepreneurism.

In the early years of the BAC we experienced many individuals seeking to open day care centers (of which we helped a few to get established), hair and nail salons, and food establishments. The day care center interest seemed to have been driven by the market demand at that time which seems to have slowed somewhat. The other market segments aforementioned seemed to be driven by relatively modest start up cost and the strong desire to be one's own boss.

Over the past almost three years the trend for those seeking assistance from the BAC is much broader and generally requires higher levels of formal education or special skills. Areas such

as property management, substance abuse programs, consulting (of various types), communications, educational training, material brokerage, women's services, trucking, and engineering are but a few examples of the diverse nature of our current clientele.

We have also branched out to assist existing Hamden businesses that find themselves in financial difficulty. We help these business owners identify the true underlying cause of their difficulties and then help them devise, and implement, strategies to correct their situation.

Outreach:

- Although we no longer go out into the community knocking on doors we have developed and continue to refine our outreach efforts. These activities include business seminars which are organized and conducted by Mr. Pearce (during the period under discussion held in May 2016) based on topics which an interest has been expressed by the business community and aspiring entrepreneurs. Mr. Pearce recruits' experts in the topics covered by these seminar sessions which are typically held over a period of several days. The May 2016 seminar topics covered included; Starting and Growing your business (the business plan and other basics); Marketing your business: Financing your business and How to do business with the Federal Government and the State of Connecticut:
- We also attend the Town's Business Cluster meetings and help man the Town's booth at various Expos and Trade shows.
- A series of pod cast have also been produced which streams on the Town's web site.
 Speaking of web sites, this has become an ever-increasing way that clients initially find out about the BAC. Lastly, our relationship with the Hamden Chamber and the word of mouth referral from former BAC clients have resulted in fledgling and established business people seeking our assistance.

My 40 plus years of working closely with business owners throughout all industry lines, as a banking executive and business consultant, to help them grow their businesses and overcome their impediments continue to well serve the needs of our BAC clients. I look forward to continuing this service and welcome expanding our profile to the occupants of the Town's planned Business Incubator.

			Hamden Businers Austrance Center Chem Activity	arm Contest Client Activity			
Chest Nume	Businers	hetrial Date of Contact	Source of Referral	Service Required	Referred To	Email Address	1
Kothbeen S. Tehman	Confort?'s Condy Shappe	9/25/2005	0/25/2005 Economic Development	Organizational help/Bus. Plan. Help purchasing a Hamden hun.	WBDC/ Town Clerk	No Listing	
Lori Mazur-Hedman	All For Pup Entertainment	21·Scp	21-Scp K. Telman	Organizational help/for. Pea. Help perchading o Handen bin.	WEBC/ Town Clerk		
Styphes Coldinstand	Cade Phenomiks Eat.	31-Aug	31-Aug Mayor Amento	Bus Plan / Entreprendur tradeling	CSBDC		
Themas Vene	Supremo Capy	9/8/2005	9/8/2005 Economic Development	Financing/Bus-Plan/East New Atlance operator training flamk/CSBDC		No Casting	No Litting
Eric & Andrea Pascarella	Unique Steel	9/29/2005 Office	henominis Development Office	Financing/Bus. Plan	CSBDC/Urbank		
May wher	Clarius Design for your Home	10/14/2005	10/14/2005 Economic Development	Employment/Bus. Plan/Organizational help	Sue Hatchinson/ WBDC/Town Clerk		
Patricta Pullaciano 687 Pine Roch Ave	True Care bisterance	10/20/2005 Met at Cl 1/5/2007 function	10/20/2005 Net of Chamber 1/5/2007 function	intern/employee hiring beto	Chamber/ Work- force Alliance, Qil	ppdistasepartage	203-230-0543
Parid Hubbard	N/A	11/7/2005	11/7/2005 See Hutchisen	Compleyment help	Pair College Placement Office		
Jamino E. Routika	Home Salutions Arferrat	1/27/2006	\$/27/2006 Newspaper coresage	Marketing plan/Static business training	MBBC/CSBDC		
John E. Whetzel A Macher	Somet Landscaping	1/31/2006	1/31/2006 Newspaper coverage	Type of businers formation, tax (D #s, legal guidance etc.	Astay Cerryia		
Arelious D. Hoggie	Arctions Call	2/3/2006 1/5/2007	2/3/2006 Word of meath 1/5/2007	Business Plan/Rasic business Training	CTERC business plan template/CSRDC	No Using	203-752-1859
Medianomad Cresson	Bon Consulting	2/24/2006	2/24/2006 Newspaper coverage	Basiness Plan	A+ Accounting Attorney		
Michael Clark	Bos Coessiting	2/24/2006	2/24/2006 Newspaper coverage				

Henry Candido	Legistes Manuface	Banary sect	Lioned Righer	Karen Kleinerman	Dana field	Hatthew Sawyer	Sophia Bertraen	Charmagne Verreen	H Virtan Fripp-Elbert	Linda Taytor	Sosan Cohen	Chunshyan "Samety" Patel	Apae DeMatter
C+M Cleaning	N/A	Images of Favelnation	Expected habo	VIN	Gift Barkets	House Painting	Real-Estate	Day Spa	Serving	Jowetry / Direct Sales/	Lasting Touch Manage	Knsh Patel LLC (Liquor Store)	New Haven Register (Family Larm)
12/14/2006	6/26/2006	6/9/200	6/5/2006	6/5/2000	5/8/2000	5/3/2006	5/1/2004	4/17/2004	4/7/2006	3/31/2906	3/20/2000	2/22/2006 Walk in	3/1/2006
Economic Dyvelopment	6/26/2006 Economic Development	6/9/2006 Economic Development	6/5/2006 Known to A. Pearce Contacted at Bus.	6/5/2006 Known by R. Praces	5/8/2006 Economic Development	Personally known by	5/1/2006 Repl-Estate Purchase	Mart a day ups with her husband Dwood	4/7/2006 Start a newing business	3/31/2006 W Business Connection	3/20/2006 Reteral from Hancy	Walk to	
provided to be temp re to thander Chamber of Chamber of Commerce	Organizational/Informational help Business plan, advised how to establish and LLC	Start up lack business phassing and financing	Start up incl. business planning and formation	Start up lock business phanning and forestion	Start up inct, be sings phanning and formation	Start up lack business planning and formation	Legal work	Everything, Business Plan (CSBO)	Marketing/Employees	Marketing Business Plan CSBOC/WHDC		Assistance with tign	Assistance with capital and financial resources
provided in boase to temp referred to Hamden Chamber of Commerce	N/A	CSBDC	Town clerk, business plan template given/CLD6	Attamney Steve Bashtick/ CSBDC/WBDC/ Sum/ bus. plan templose given	Town clerk, business plan template gives	Town clerk, business plan template given		CSBOC	CSBDC	Maybe CSBDC/WBDC			Cardiffa, Steven P. Esq.
No Link													
203-240-9811													

	5	200			-0			
Daws Dwyer 50 Hithert Road	Atthets DeSasto	David Spector 2411 Whitney Ave		Michael Kalght 1015 Dizwell Ave	Geo Campbell 103 Rescon Street	41 Milits Street	Michelle Hedson 80 Obsers Avenue	Ritz Chess-Adjei 72 Townhouse Bood
Over the Top Off	Over the Top Oil	Santeres Dell-Clayed		Kalghts K-tryene Oats	Tagge of jamaica	LB.C Services	jaconercies	Walk in Medical
2/7/2007	2/7/2087	1/31/2007	2/14/2007	1/31/2007	1/15/2007	1/9/2007	12/29/2006	12/15/2006
2/7/2007 State of Connection	2/7/7007 State of Connections	1/31/2007 Economic Development	mataliiliinka farankiin ührendibraan ke de	IP/Buders formati IP/Buders formati IP/Buders formati I/31/2007 Acquainance of Rich Pear (Piters Loan Programme)	1/15/2007 Granomic Development	1/9/2007 Basedon Chamber of Com	Pamphiet gives to her by	Parephies in Library
Provided Streng, Streng, Streng, Strenger Streng	Business Organization/ Business Plan/ Financing	Financing Business Organization	register trade meno, get copy of lease needs 2 more quotes for righ grant break down receipts into categories get a letter from landlard for reduced payments	BP/Budects formation,	8P/Marketing Plan. Reaucing, Organizations assistance	Organizational	12/20/2006 Pamphhe gives to her by a Snainess Plas/Flashcing	Location/Business formation/BP
Provided in house SP (cmp, lastraction on Duclacts farraction	Provided to house OF Lemp, Indirection on Business formation	Ry temp. instruction on Businers formation		89, provided Info on Businessbormation	Provided in house OF template, arranged meeting to ELI whitney, assigned QU interns	to boase BP template	Nan template, Info on Micro	In boase Businers Plan template, OHSDC, Hamden Chamber,
		No Luing		enico Agrid 3 000 Oraci ce co	No Listing	No Listing		
203-507-5083		203-457-0315		293-410-6753	283-240-9607	203-287-2274	203-248-4202	203-280-5326

			10							60				
Trey like 1650 Diswell Ave	Luther Cooper 2 89 Knob HIII Spad	Ster en Galle	Mary Dobb 32 Gardon Street	Toresa Fields 1235 Whitney Avenue	Michael Germano J074 Whitney Avenue	Denald White SO licar Path Road	Darren Johnson 447 Pila Avenue	549 Plac Rock Ave	Secon Chambers 244 Edgebill Road	Hanitzng Shi 760 Mir Ave	Sushena Sharma 191 Shrydew Circle	Seretmon Patri 164 Brestwood Or	Patricia Burth 348 Horth Straws New Maves 06511	Lika Mead 118 Matton St. New Haven
Damascus Signe	רזום	Heat Sport	Personal Chef	Coffee Shap	Carrot Web Design LLC	Diversified Multimedia	Witherspeers	Girl Friday Services LLC	Juke Bar	OrmPhile	Convenient Store Learning Conter	Convenient Store	Catering Services	Female Youth Services
6/5/2007	5/25/2007	5/22/2007	5/9/2007 10/10/2007 Chamber	5/9/1007	5/2/2007	4/17/2007	4/19/2007 Aum	4/21/2007 10/10/2007 Pyer	4/25/2007	4/13/2007 Webdie	3/15/2007	3/15/2907	3/20/2007	2/9/2006 Pearce 10/10/2007
Robert Liessi New Haven 6/5/2007 BAC	5/25/7007 Scott Handetman	Sant	Chamber	5/9/1007 Economic Development	5/2/2007 Economic Development	4/17/2007 Richard Prante	Aune	Flyer	4/25/2007 Hamdes Library	Webdie	3/15/2007 Economic Development	3/15/2007 Eronamic Development	3/20/2007 Received advertisment 0/10/2007	Acquainance of Rich
flaanding	Business Plan/ Financing	Business Plan/ Business Organization	Butlaets Plan/ Butlaets Organization	Bestness Plan/ Financing	Business Plan/Form a holding Company	Buttness Organization	Business Organization	Budiness Plan Template	Business Flan/ Business Organization/ Financing	Basiness Organization	Sustacts Plan/ Sustacts Organization	Business Organization	Business Flan/ Business Organization	Boslaess Plan/ Buslaess Organization
Micro Laza	MBAC	нвис	нвас	HBAC/ Atro has	HEAC/ Atta Refni	JVBH	нвас	MBAC	SW44	HBAC	HDAC	нвас	HBAC	нвас
bradjarvis3@comcascae 203-401-9159	hidd Ocomcast.net	gullodamily@comcast.act 203-281-6086	No Italia	httpler ou neiskamelen Ogs	NIAC/Aira Reinic silhe@carrotwebdesign.4202-649-6412	No Listing		ghilitdayeervices@sact. 203-288-7717	No Listing	No thing	No Listing	No Listing	No Listing	No Listing
203-401-9159	203-287-1445	1203-281-6080	701-107-0110	en@pt 203-289-1252	203-649-6413	203-240-5715		203-289-7717	203-495-9130	201-228-4505	2101-282-1012	203-287-9465	203-772-0393	203-782-5952

Joseph Deftiss	Slauce Meves 13 Flower Orive	best Sumbardella	Scott Endade 192 Diswell Ave	Clarence Calibra Jr. 293 Geodelch Street	Juhn Carter 319 Morrer Street	Maria Anthony 700 Hartlard Turuplic	Todd Cottes 424 Nowhall Street	David Chapeti 21 Norwood Terrace Trembuil	tretag joe D'Costa 749 bijs Avenue	Raja Raddy	Laryn Brents 2337 Whitney Aware	Scott Traind 3830 Whitney Ave	Marsha Rows 30 Matila Avenue	900 Mis Ave
Urban Miners LLC	investion	Duecy Uniteded LLC	New Haven First Fridays LLC	Convert auto repair has tato self serve car wash	ध्यम क्र वेस्प	Cuddle Time Day Care	Elsesy Launge	Pastissarie Nermaede	Convenience Store	tediza Aestauraet	Family Chiropractic & Wellness	Purchase Boy's Transmission Repair	NA STARTY Shop	N.
10/22/2007	10/9/1007	9/25/2007	9/11/2007	9/11/1907	9/3/2007	7/5/2007	8/27/1907	8/10/2007	9/8/2008	8/8/1007	7/13/2007	7/13/2007	7/13/2007	7/3/2007
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Glast View Call-CLOSED	U's Florest	D.E.S.T.LN.E.D to Succeed	Ofas Linters	Doggie Daycare	Architectural Drafting & Design LLC	A Multi Hedis Arts Ca.	Maggie's Geaning	The Seep Cirl	Absolute Best Lawscare	Sumphine Preschool	Totally Spetiess	Take out restaurant	Lift Like Bayraire	e Drake Real Estate	Priority Appraisals	Operation Kingdom Movement Inc.	Teen Bases Club
5/12/2000 ED Office	5/1/2008	4/18/2008	4/18/2008	-/11/2808	4/8/2008	4/3/2008	3/18/2008	3/11/2000	3/10/2008	2/29/2000	1/22/2008 Unknown	1/11/2008	2/5/2000	1/30/2000	1/24/2000	12/14/2007	12/7/2007
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Nicole Ligeral 135 Charch Street	Tatiana Dukes	Clarke Bardey 891 Straet Avenue	Kerstan Jensen 2600 State Street	terio jedanom 142 North Street	Chrystal Moore 60 Seened St	Stad Clarier 40 Fenne 1531 Bond Q44 New Haven 06513	Robert Mustal 740 Min Ave Sie 162	Petrick Dolan 471 Wort Main Street Branderd, CT	Zeynef Usak 1926 State Street	Antonietta Scirneto A. Josephino Scirneto SO Shiff Sirvet	Reger elemen	Mait Yarrington 812 Augen Clan Dr	Dealer Petry 151 Four Red Read	Marybeth Kesting 2619 Whitney Ave	Jasen Garren & Crystal Steere 2013 Whitesy Avenue	80 Decriichi Drive
		Top Yard Mining	Stage Street Music	Merchie's Sweetheam Studio	Wester's Servalry Huma	Hair Salon	Lear Walth Printing LLC	First Class Transmissions and Automotive Sales	Limon Fine Feeds-Coerd	Elm City Jewelers-Closed	Advanced Technology Education Center	MDY Clobal	GIRs By Moostlight 4133 Whitney Ave	Kaating Ford	French Tudy	The Imagination Station
11/20/2007	9/28/2007	6/1/2007	9/9/2000	8/14/2000	8/12/2008	7/31/2000	7/9/2008	7/15/2000	7/1/2000	6/18/2000	6/2/2000	6/2/2008	5/30/7000	5/20/2000	5/16/2008	5/13/2000 Web site
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B19 Shepard Ave	(3 Semmerhill Rd	26 Corporate Bidge	SJ Ruiston Avenue	2545 Whitney Ave	Mario Ulirich (Leese Berg) 112 Eromo Terraça	15 Rechylery Road	Chartys J. Debra 2781 Dizweil Avenue	Cynthia N. Bobo 243 Neico Street	Thirt Santage 21111 Town Walk Dr	184 Fans Back Boad	Liss M. Antoneverbin 153 Promonado Drive	Mechani J. Mechanismy 2373 Whitney	39 Milliorest Avenue	Se Restall Reed	Victoria McGeorge 365 Nacher St, Unit 21	Faich Kaser-Gestu 452 Ferrest Read
Cood I Co	Reaction LLC	Little Shop of Hewdors	Cempany	Usry B ILLC	Silvia-Graphies	Evening Star CDC	PLACE Chibres's Museum & Art Genter	Carrises News Baycare	Pet Health Group Corp.	Business Data Substants LLC	Creative Concepts by Utca, LLC (Event Planning)	Cappies Apizza	Restaurant	Sister's journey		Priority Health Care
2/24/2009 Webster	1/24/2009	1/16/2809	1/4/2009	12/23/2008	12/10/2008	12/10/2008	19/30/2008	10/30/200	10/17/2000	10/15/2000	10/9/2000	10/7/2000	9/22/2008	2/28/2008	11/2/2007	8/14/2008
Website							BAC and Economic Development Office									
Perturbes Mass/	Employee's & Location (Space)	Business Plan/ Financing	Education & Financing	Residents Plan/ Financing	Beriecs Pias/ Networking	Researces/Fleancing	Needed to create a hunters plan; only true was time. Corrently need staffing and even and intern	Susteets Flan/ Financing/Suitables Indrastructure	Legal advice (labor taxs) and Fluoring	Contacts and Staff licip	Everything Business structure	Equipment & Financing	Finzacing			
NAME	HBAC	HBAC	HBAC	HEAC	SARAC	HBAC	HBAC - Received additional husbarry planning help bross sichard Parce	Marc	NBAC	нвис	HEAC	HBAC	МВАС			
Preservid@yaboo.com 243-230-2671	jarichasch@yzhen.com	Utile shope(how lers@gm, 203-288-1889	to-priffin@-theplatalatet 283-239-5956	grampi51@hotmafi.com 283-623-5378	silvia,graphico@comcast, 203-415-8015	vwhite 12 @zol.com	de dake @charryz@gmail 285-271-3509	No Listing	cfliet@petsbautit.com	Petersberander@opound 203-610-2530	creativeceaceptabylisap 203-500-3665	mim 12854@sbcglebal.w.203-248-7457	criscatin2@gnasi.com	steersjoorvey@shcglabs/203-288-2536	тана624Фувбиелом	polarahut452@gmail.com(20)-215-2457
261-230-2671	203-543-3052	203-288-1989	783-230-5956	203-623-5378	203-415-8015	203-88707628	203-271-2589	263-287-0117	203-601-1720	202-619-2530	203-500-3665	(283-248-7457	283-215-0496	a203-288-3536	203-024-2561	E203-215-2457

jacquellae Noyre-Chartes 61 Carbonella Orive	Torreys Smith 310 Highland St. W. Haven	Edward Debitad 2901 Dizwell Avenue	Edward Bichecoti SSS Sherman Ave	Nich Saurtte	Proggy Jean 163 High Top Circle	Charact Little	Art Buston 57 Colling Street	Bernie Thru 1690 Diameli Ave	Andre Rgankom	David Martin 179 Nutney Lane, Stratford		Tara Kerrigan 245 Iwes St	Martie Carroway 277 Chapel Street 2C New Haves 06513	Cameron Meady Whitney Ave	Plack Zarrilio 21 Manor Street
The Clifton Baccon	Medical Supply Supplier	Aging at home	Gran Gear of Connecticus		One Stop Event Center		Polace Builders	Excel planning business	machs & sell drink business	David Martin & Co. Theatre		Terrace of Beauty	Covering 87 LLC	The Glass View Cale	
	7/1/1905				9/4/2009	0/31/2009	7/24/2009	7/9/2009	6/19/2009	4/7/2009		4/3/2009	4/2/2009	4/2/2809	3/19/2009
Call tris in regards to	Economic and Community 7/1/1905 Development						Chris Marchand, Exmonstrand Community 7/24/2009 Development	7/9/2009 Hameden Chamber	website	Originally searching grass money from the seven (considered business educational)			4/2/2009 Camillo Brews		3/19/2009 Sue Matchiesen
	Grant Writing Assistance				Susiaces Plan	Playecing	minerity certification with the State Fending and Growth Opportunies from the Town	Berlings Flan/ Formation	Business Plan guidance on wholesafers	Budness Flan/ Flaunchig	Outloan Flag	Business Plan/ Financing	Businers Flam/ Flameding	Business Plan/ Flanoring	Business Plan/ Flassicing
	return; had sare why she was never able to get in touch				MBAC	MEM	HBAC No Service	HEAC	ЭМВН	нис	Referred to Quinelplac Bank for funding	HBAC	NEW	HBAC	ЗАВИ
Annual Indiana	smitherys@yahea.com	No Listing	emrichetelli@metaet		Prigrill@adcom	dieses952002@wol.com	Temprihandurcht@sbegie 203-410-1025	Mira2001@yahan.com		arcatgripred actionships 319-467-6768			п)сатемауфици.сев	knowedy@gmail.com	warhadathan
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Innie Wills 109 Thoraton St One 42-Naxi Generation 88	National Clark The Smart Stars (Preschool 4133 Whitney Ave and Learning Center)	1539 Dirwell Avenue The Grill	Esmer Rogello 101 Tanglewood Drive Specialist	Davres Sonits 60 Canadity Parkway Developances Developances	Christian Plucheira 100 Katherina Dr	Derek Mirabilo 100 Despussed Dr Mirabilo's Gallery	Susan Ablguist 49 Bedford Avenue	Larraine Adams 1418 Disuwell Avenne Quick Yeth	Prier Boundeld Otanond in the Bough 59 Callins Street (Used Paratture)	Acaching Hands Acaching Hands Community Dev. A Outreach Outreach	Robert for & Tony Marates 85 West Mesidow Road Pet Boarding/Daycare	
1/21/2010	3/11/2010	3/31/2010	11/19/2009	12/10/2009	11/6/2009 progress	11/3/200	11/3/2009	10/19/200	10/28/2009	10/21/200	10/15/200	
				Does not Remember	progress	vlimy (elyman (tamden 11/3/2009 Arts Cemenicsion)		Schedule an appt, atmost flatched with business plan, airraly completed cach flow and the has to/79/2009 been revising it		Call in regards to scheme o	10/15/2009 HBAC Seminar	
Help with Business Plan/ Financing	Rep with Business Flan/ Financing	Numering	Help with Business Plan/ Flazanting	Help with thesiness Man, flauncing Looking for help on thesiness Man	Help with thistoess Plan/ Financing	Help with Business Plan, Financing Barding Business Plan (looking over different aspects)	Help with Business Plan Financing	Help with Duriners Plan.	Help with Business Plan. Financing	of Help with Business Plan Financing	Help with Business Plan Financing	Trecholom .
NBAC	HBAC	нвас	HBAC	HBAC historica to continue workless or continue workless	нрас	НВАС	нвис	нвас	HBAC	нвис	НВАС	Many
ane42harbeque@sol.com 203-752-7125	ame18,02@yahea.com	(Breass440);shearen	h-arden@ythen.com	heerurgraadhoima 203-405-3019	No Listing	derskijnskrabillougslien	sezan.collen@yaheo.com 203-606-1800	torruine_adams@quicts-tech.com	happydays6404@yahon, 203-200-1283	Bowtsh2007@hot mail.cr 203-589-0371	rbrtide@yahoo.com	Saustra da
q 201-752-7125		202-789-2268	203-207-0942	203-405-3019	203-675-3528	phery 201-430-9234	m 203-606-1808	lec'h.com	H 203-200-1202	in 203-589-0379	203-248-1049	203-676-2970

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Tony Ortallo 2809 Direct Avenue	Leaned Pagan SS Earton St	Chartes & Resemany Rester 80 Centerbrook Rd	Karen Edwards Creegan 1100 Still Hill Road	Stephen Westan 89 Carbitan Street	Theresa Boyd 1012 Diswell Avenue	Manica Vergato 21 Reconveit St	Cheryl Pochham 19 Saint Mikkel Dr	Carlos Reyes S Hesse Md	131 Gibert Ave	Paneta Joyce	4 White Dr	MERCHAN O VOTZERNA UP ZAPEJ 365 Machine Street
Civitatia Biacotti Food Service	L & D House Maintenance	Seniors Hetping Seniors	Creepa's Criter Care	SBW Consulting	T's Seal Food	Pre-School	Ladystar Cleaning	Cartitor laftatables		Pan's Treats	Sell Frait shoeg canal walkway	Al-Basho
1/14/2011	1/11/2011	12/17/2010	11/30/2010	11/2/2010	10/37/2010 Land lard	7/6/2010 Fried	7/12/2010	7/6/2010	6/21/2010	6/16/2010	6/3/2010	\$/77/7010
1/14/2011 Comomic Development	1/11/2011 Economic Development	12/17/2019 Comanic Development			Land lord	Friend		7/6/2010 Town website				\$/73/2010 Community Development formation/Handdon/Hand
Food licensing, marketing, packaging	Personers Man/ Formation	Review française eaguers HBAC	Business Plan/ Formation	Besiness Flan/ Fermation	Obtain LLC status/ Buriness Plan/Financing	Business Plan/Financing Wanted to open day Care; had general inquires. Want to do something about high overhead	Convert to LLC/Burlacts Plac	Besiners Plan/ Formation	68	Financing, TA	Business Plan	Formaton/Hanachag Formaton/Hanachag Serking a \$50,000 basiness least; willing to provide colladeral
JAC!	намс	налс	нвис	HBAC	DARIN	NBAL/Received packet to teach how to write Business Plan	HBAC	HBAC	HEAC	HBAC	HBAC	IBAC Instructed to submit app to CDF; referred to QU Bank; provided with sarious books
and ship in the same	No Listing	chachr@yahon.com	haren 1100@comcast.net 203-623-1100	stephen.h.weston@gmail203-789-0171	they diplactant	envegmemol/@yabosse 201-007-8820	ladystar 1982@yaboo.cor 203-589-7950	carlitos inflatable Oyaho 201-887-0303	stadig@thtt/obalan	joycecildy@sheglubalae(203-773-3925	Stansower 203-605-2883	serrii977@hotmail.com 203-691-1168
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Jolf Hawasa 120 Fernwood Boad	Urica O'Orten 17: 12:42 Whitsey Ave	Derwo Khodes 725 Mis Ave, Apt 8	200 james St. New Haven	Mohaen Vesaner 361 Picatani Valley Rd S. Windows, 06074	Duniel Rector 150 Riverside Or	Judies Sezzier 208 Garham Ave	31 Page food	Wills Horowitz 130 Mr. Sanford Road	Michigo Suzada 43 e December 1823 Rd	Andrew Marchant-Shapire 280 Washington Ave	Stephen Salters 3 Tylor Rd, Milliard	Uzzle Mudeada 136 Meten St	Edith Poorts 20 Elfiet Dr	Khalid Pathan 166 W Main Road Middlecown, Rf	
Open Air Photo Booth	Erica Obrica Cals: Design	Aties Family Restaurant	High ead Bestique	Access Flan	True Athletics	C&S Enterprise	Life Style Charge Company	Acuty Hearing Salutions	Studio Michi-Closed	River Bridge Recountiess	Elizies of Love	A Cash	Exeltief's Wheel	Convenience Stare	
10/27/2811	9/29/2011	9/79/2011	9/27/2011	9/72/2011 8000	9/2/2011	107/91/01	9/6/2011	6/30/2011	6/17/2011	4D/2011	5/12/2011	4/13/2011	3/23/2011	3/18/2011	
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Perinets Plan/	Business Plan/ Fluoring HEAC	Business plans Planacing HBAC	Perination/Fluancing	Fluracing	Financing	Bedaest formation	Desiness Plan/ Pinancing	Help with Business Plan financing for equipment	Start-ep	0/Yanktation	Business Plan/ Financing	Business Plan/ Formation/Financing	Business Plan/ Financing	Fearning Leaking to open businers in Haméra; moved into Cast Haven for job purposes	leoking for importion. Also leoking for Business plan revision
жем	нвас	DABAC	MBAC	CEDY	HBAC	ЭУВИ	HBAC					НВИС	HBAC	CEDS / HBYC	Department of Consumer Projection
terliang@cnevchilet	erfca@erfcas&rles.com	drhodes1962@yahos.cod 203-287-9866	No Listing	any systematic sequin	Unestherica@gmeli.com 283-448-7745	hallen synthy thee com	erio@silarsky.com	willshorowitz@cod.com	michiyoss@earthinhaer	marthantsupiruSgrad (0)-624-6985	stephensilters@maccom 293-870-9941	положения бана в при	home9154@cot.com	No tissing	
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Andre Ngadican 17 Cancerd St	Frank Van Nes 240 Mountsie Rood	Cocolia Lewandowskii 15 Gezantow Ave	Ernest Anderson 77 White Orivo	John Puladester 175 Mill Pond Road	Beiden Seragge 66 Wheren St	IN) Tattana Dukes	Marjorte Bossailes 21 North Woods Bood	Christopher Reha 10 Howard Dr	Angelus Perez	Easilys Williams 1204 Wildiney Awa	Allen Funchess 155 Shepard Avenue	Karyo-Cddy Desaldson	68 Palmeer Avenue	Rot & Grist Cartus 2460 Di rwell Avenue	March Carroway	Pincest Valentins 1422 Dismell Avenue
WAT Breadcast LLC	Alpha/Omega Energy	Cs Tea Rates	Fortigoets LLC	JP's Face & Camers 175 Mill Found Road	Head 2 Head Barbering	Piggy Back Bides (Odidates Transportation)	Home halved goods	Not for Profit Youth Services	Hausted House	Training - Women's Schavtoral Health	Drink Missingist	Sober flame	CT Vehadrome & Cycling	Cent's Barber Shop Carrams's Barber Shop	Message Therapy & Badyworks	Valorino Tadors
6/20/2012	\$/21/2012	5/18/2012	5/2/2012 Chamber	4/13/2012	4/5/2012	3/19/2012	3/12/2012	3/5/2012	3/5/2012	2/22/2012	2/1/2012	1/20/2012	3/30/2012	1/25/2012	1/11/2912	12/5/2011
6/20/2012 repeat client-new venture Financing	5/21/2012 Economic Development	5/18/2012 Economic Development	Chamber	4/13/2012 Economic Development	4/5/2012 Economic Development	3/19/2012 Economic Development	3/12/2012 Economic Development	3/5/2012 Economic Development	3/5/2012 Economic Development	2/22/2012 Economic Development	2/1/2012 Known to SLAP	1/30/2012 Commits Development	1/30/2012 Ecomposite Development	1/25/2012 Esseemic Development	1/11/2012 Economic Development	12/5/2011 Economic Development
Enjouently	Financing	Bedness plan. organiting, financing	Business plan/Fluxecing	Francing	Ouriners plan/ organizing/financing	Buriness plan/growth	Formation/Business plan/location	Formation/ Budsets plan HBAC	Expansion, Besidens place MSAC	Business plan	Business formation/ Busi HBAC	Flauncing/Structure	Business Ptan/ Financing/Structure	Business plan / financing HEAC	Buttance Plan/ Formation/Financing	Business expansion
нвис	HBAC	HBAC	ЭМЕН	HBAC	ИВАС	НВАС	YEA.	НВАС	MBAC	нямс	SIBAC	HBAC	HBAC	MEAC	NEW	HERAC
poganicare@netnail.com	elike@dph=emp-ene 203-024-265	demandowski@ssec.net 203-248-7880		No thing	dicreggida@committee(201-419-335)	ulakes@yzhen.com	minimalistic concest of 201-287-9481	christehalfgmall.com		reditant 123@hernaft_203-230-2138	allesiunchess@yzhon.co 203:280-7061	mondelygirt@yabso.com ZaJ-535-0937	raed.ash1250@yahao.csi 203-248-9002	траттальФурмай, сов		CHICAGOVARE RIBITATION'S CO (283-248-203)
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Proposing a Clean Energy Microgrid to the Town of Hamden Facts to Know

Prepared By: Larry Rosenthal

For: Dayle Kroop Kathleen Schomaker

What is a Microgrid?

A Microgrid is a discrete energy system consisting of distributed energy sources (e.g. renewable, conventional, storage) and loads capable of operating in parallel with or independently from, the main grid. The primary purpose is to ensure reliable, affordable energy security for commercial, industrial and governmental consumers such as the Town of Hamden. Benefits that extend to utilities and the community at large include lower greenhouse gas (GHG) emissions and lower stress on the transmission and distribution system.

Why is a Microgrid Plan being proposed as part of the Comprehensive Energy Plan needed?

Over the last 30 years, Hamden has experienced partial and/or total electrical utility loss due to hurricanes and other Acts of God. Hurricane's Sandy and Gloria and a number of ice/snow storms are perfect examples. Most recently, back in May of 2018 northern Hamden was seriously impacted by an F-1 tomado which destroyed dozens of homms and left hundreds of other residents without The microgrid will have the ability to control load priorities with its local management system so that control strategies can be optimally managed and adjusted accordingly.

What will a Microgrid Plan mean to the Town of Hamden?

Hamden will achieve Energy Reliability: It will achieve resiliency through the microgrid's ability to island itself from the main grid and be self-sufficient. When the main grid (United Illuminating) encounters a major problem, the microgrid is quickly decoupled and can still continue delivering energy from local sources. There may be limits to this autonomous supply due to lo cal production, storage capacity, and instantaneous status. However, with the microgrid's local management system, load priorities may be optimally managed and control strategies adjusted accordingly.

In addition, when the risk of problems is predictable, such as when a heavy storm is forecasted, the microgrid can be prepared by intentionally adopting a precautionary strategy, for example by reducing non-vital loads, preparing local generation for dispatch, and charging batteries to increase the future resilience of the system.

Energy Accessibility: Provide access to energy at a reasonable cost when the main grid is not accessible. A microgrid is really a mini smart grid. It is a simple and fuel way to implement a parallel energy supply alternative when the main grid is not accessible. Such a microgrid will employ-i

Energy Independence: The Microgrid will reduce fossil fuel consumption by integrating more renewable generation.

The Microgrid can ensure energy cost optimization: It can utilize energy flexibility to optimize the energy mix and grid balancing. A major objective of the Microgrid is to utilize on-site distributed generation as a flexible energy asset to optimize participation in a demand response program, using local generation or load management (through the on-site Microgrid Controller) to comply with a utility curtailment request. Additionally, in those periods of peak demand, battery storage can provide critical power for reducing peak load demand throughout the microgrid. When necessary, during times of high energy demand or reduced grid functionality due to network or generation faults, the microgrid can relieve stress on the grid by serving its own load.

The Hamden Microgrid System can potential be comprised of the following components:

- a. The Interconnect between the Microgrid and the utility grid.
- b. A photovoltaic array with rated power of N
- c. Gas fired Fuel Cells with rated power of kW
- d. A master Controller station's
- e. An energy storage system composed of Lithium-lon batteries and electronic converters.
- f. A UPS placed at the low voltage service entrance to provide energy security and stabilize the voltage and frequency of the Microgrid's electrical network in off-grid mode.

Explaining funding options to the Mayor's Office, Town Planner and the Legislative Council. There are numerous frameworks in which to finance Microgrid projects, but broadly these fall into four categories: debt, leasing, shared benefit and managed service agreements. Within these four microgrid financing options, there are generally four major participants: developer, contractor, investor, and enduser. Options to consider:

A. Debt Financing – This involves the direct sale of a Microgrid System to the Town. This means that the Town will finance the project by debt, with the Town being responsible for operation of the distributed energy resources (DER's). Some of the risks associated with this option include:

Credit Risk of the Financier who must assess the credit worthiness of the Town, considering the length of the debt repayments and financial performance.

Construction Risk: Developer & Contractor must both share the risk of delays and cost

Performance Risk: The Performance guarantees underpin the project and transfer the performance risk to the developer.

Revenue Risk: is born by the Town

B. Leasing - the second option occurs when the developer provides the capital and owns the assets. The Town & other participants within the Microgrid area being serviced have the exclusive rights to use the equipment for a contracted period of time with the leases coming in two basic forms: finance and operations. Some of the risks associated with this option include:

Credit Risk: Developer & Financier – the Developer takes on the credit risk of the Town while the financier takes of the risk of the Developer.

Construction Risk: Developer & Contractor both share the risk of delays and cost overruns.

Performance Risk: Here the Town operates under a finance lease, but the Developer operates under an operating lease.

Revenue Risk: This is the responsibility of the Town.C. Shared Benefit Financing; this third option occurs where the developer funds the Hamden Microgrid project on Town property using either debt or its own capital and in return takes a contractually agreed share of the value created over a period.

C. Shared Benefit Financing – This would occur where the developer funds the Town's Microgrid project on the Town's property using either debt or its own capital and in return takes a

contractually agreed share of the value created over a period. In this option, the developer typically takes on greater risk. Some of the risks associated with this option include;

Credit Risk: Developer & Financier – The Developer takes on the credit risk of the Town while the Financier takes on the credit risk of the developer. Construction Risk: The developer & Contractor each share the f delays and cost overnme.

Performance Risk; Developer - Due to the developer's ownership of the system and increased responsibility.

Revenue Risk - shared by the Developer and Tow

D. Managed Service Agreements: This would occur where the investor/developer owns the Microgrid asset, which will be located on the Town's property. This end-use entity would then enter into a contract with the developer to purchase the system's output. This option allows the Town to account for spending on new energy assetsand as an operating expense. Some of the risks associated with this option include:

Credit Risk: Developer & Investor - The developer takes on the credit risk of the Town while the financier takes on the credit risk of the developer

Construction Risk: Developer & Contractor - both share the risk of delays and overruns.

Performance Risk: Developer agrees to service and performance parameters with the Town.

Revenue Risk: The Town passes control of critical energy infrastructure to a third-party.

Considerations for proposing a Microgrid in the Town of Hamden

1. Have a clear explanation of recommending a Microgrid (s) for the Town of Hamden

2. Prepare a Hamden EUCC Presentation Binder explaining the concept of a Microgrid, its definition, case studies, advantages/disadvantages, risk factors, financing options, site recommendation for the 1st Hamden Microgrid, Page of Definitions, factors for selection, precedent factors, Needs Assessment, preliminary Energy Optimization Analysis, Considerations for Return on Investment, its place in Resiliency and the Town's Comprehensive Energy Plan, backup documentation for Sustainable CT, evaluation of the September 2018 Resiliency workshop, written commentary from United Illuminating, more.

3. Prepare a Power Point presentation

- Tour the proposed site being considered. Describe the perimeter and list all building owners and types of operations.
- Set-up contractor/developer presentations of at least 3 potential bidders. Look at companies
 with Microgrid development experience. This may include Celtic Energy, Schneider
 Electric, Siemens, Amoresco, etc
- Comprise the EUCC Team that will evolve this project. Initially to include Dale Kroop, Larry Rosenthal and Kathleen Schomaker. Others to be added.
- Start the communications process early with the Town Planner, the Mayor's Office, Brendan Sharky (Asst Town Attorney), the Town Engineer and
- 8. Submit the Binder and Power Point presentation to the Mayor's office for initial review
- Determine whether or not the Microgrid can be a 'stand-alone project' or must be considered as part of the entire CEP financing package.
- 10. Presentation to Sustainable CT and other pertinent agencies
- Set up meetings with the Towns of Fairfield, Woodbridge, and West Hartford to discuss their microgrid process.

- Modify the Microgrid Plan as necessary. Prepare the final binder submittal and Power Point presentation including additional marketing materials for presentation to the Legislative Council.

- Council.

 13. Determine those individuals that will be asked to present.

 14. Align the EUCC with a Consulting Engineering firm.

 15. Present our Proposal to UI for feedback.

 16. Work with Att. Sharkey and Purchasing Department to determine what contractual relationship the Town should enter into with respect to contract type; i.e. Power Purchase Agreement, Performance Contract, Public Private Partnership Agreement, etc.

 17. Evaluate contractor & developer. Determine qualifications.

 18. Build the Task Force to advance this project.

Dale Kroop

From: Laurence Rosenthal <|rosenthal04@gmail.com>

Sent: Wednesday, September 26, 2018 5:01 PM

To: Kathleen Schomaker, EUCC Commissioner Sam Kumar, Dale Kroop

Subject: FW: microgrids

Hello all,

I have scheduled a meeting for next Thursday at 9:00 AM to scan out the Microgrid site selected. Then we plan to discuss Schnelder's capabilities at length. Dale, if you and Kathleen are available, we could meet at your office after the tour to discuss some of the financing plans they have in place. Please advise on availability. Meanwhile, read the attached on Microgrids. It is very Informative.

Larry Rosenthal
Sent from Mail for Windows 10

From: Christopher Bleuher

Sent: Wednesday, September 26, 2018 4:20 PM

To: Irosenthal04@gmail.com

Subject: microgrids

Larry – thank you for reaching out to Schneider Electric for information on microgrids and resiliency. Below is the link to our microgrids website. I think that you will find the site to be an excellent resource regarding microgrids. At the very bottom of the page is a section labeled 'RESOURCES' where you will find all of our white papers, case studies, etc.

https://www.schneider-electric us/en/work/solutions/microgrids

I took forward to meeting you next Thursday.

Regards,

Chris

Christopher Bleuher Business Development Microgrid Competency Center Energy Business

D 860-329-3748 U shrishleuber@schneider-electric.com Salisbury, CT 06068 United States





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