

The Economic Development Policy Committee

Mission

The mission of the Economic Development Policy Committee is to establish and define an enduring and visionary economic development platform. The goal is to maximize the innovative, educational and rich cultural resources of the City of New Haven; to enhance the preservation and attraction of business and employment opportunities; to promote a stable and growing environment; to expand revenue sources and to ensure the current and future financial health of New Haven.

Utilizing the skills and expertise of a diverse group, the Committee will help Toni Harp craft and communicate a strong plan for a community that is financially stable, attractive to both citizens and business investors and which best utilizes the innovative, educational and cultural resources of New Haven.

Vision

The purpose of the Economic Development Policy Committee is to take the vision – a city that competes successfully for growth and vitality – and apply it to a specific set of plans for policy areas such as business attraction and retention, job creation, grand list growth, intergovernmental relations, marketing and customer service, neighborhood improvement and related topics. The mix of people and ideas will provide the framework that a new administration can use to govern a complex system facing many challenges.

Toni Harp's vision for New Haven's future is "a city that successfully competes for growth while treating each of its citizens fairly."

"Unity is strength...when there is teamwork and collaboration, wonderful things can be achieved." This will be the hallmark of my administration. In every policy and action, the key to success will be the coming together of diverse interests, people and neighborhoods to forge a new kind of leadership and develop a tradition of openness and cooperation.

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e are facing enormous challenges yet we have extraordinary opportunities. New Haven's future hangs in the balance. Our residents, investors and those thinking of locating here must have absolute confidence in our desire to be a great city. What is best for New Haven must always trump special interests and cronyism. Toni Harp's experience, personal integrity and intellectual direction give her the unique ability to lead by forging a common purpose from diverse interests. Toni has a clear vision of where we must go and what we must achieve.

- ***Create stability and predictability for property taxes and address the challenge of the 2014 City Budget***

- ***Build on New Haven's "innovation culture" and institutions to attract established and emerging biotech, information technology services, and advanced manufacturing companies***

Toni Harp's focus will be to accelerate New Haven's location as a hub for life sciences, digital media, Internet, Software/IT, food products, sustainability and precision manufacturing. She will develop and promote a comprehensive Entrepreneurs Zone on Orange and lower Chapel Streets from the Green to State Street. She will pursue opportunities to develop sites on East Street, James Street and The Boulevard for new advanced manufacturing and assembly operations. She will work to connect New Haveners with these opportunities.

Toni will expand the City's relationship with innovation programs at the not-for-profit Economic Development Corporation, support tech hubs such as The Grove, Yale's Entrepreneurial Institute, University of New Haven and Gateway Community College. Toni will build on New Haven's role as the state's key hub for high-growth firms.

Toni Harp will work to connect the global innovation economy to New Haven's by:

- Appointing an advisory committee to work with prospective developers to include local businesses in their plans, and encourage partnerships between major investment groups and local developers.
- Working with developers and local business partners to inform the community about pending projects as well as ongoing contracting and employment opportunities.

- Collaborating with federal and state officials to commit to an agenda explicitly supporting New Haven's economic and community development efforts.
- ***Expand the tax base through increased housing development, jobs and economic activity driven by thousands of high-skilled residents***

Toni Harp knows that in the new economy, jobs that can be filled with lower-skilled residents are more likely to be created through the presence of even more high-skilled jobs and people in New Haven. New residents mean more customers for downtown businesses and the arts. Trends show that many skilled workers, young and old, will both be seeking higher-end apartment complexes instead of single family homes in the future. To meet this need, Toni Harp will focus on the waterfront – seeking cutting edge sustainable development - and the train station areas for large new projects. Modern housing options will establish a higher profile for the city as a New York region destination for science, tech and food related businesses, skilled young people and culture-oriented retirees.

- ***Enhance the City's many neighborhoods as regional destination corridors***

As mayor, Toni Harp will work to recreate the successful imaging, ethnic and local pride, design and density features of Westville Center and Wooster Square/Little Italy in new locations such as Dixwell Avenue, Grand Avenue, State Street and Howard Avenue. Using the techniques of the "Main Street" and "New Urbanism" movements will enable each neighborhood to increase activity by becoming special regional destinations.

By emphasizing cleaner, more coordinated streetscapes and exploring new special service districts property values and profits will increase. As mayor, Toni Harp will identify appropriate sites for higher-density housing where possible. With community input, she will have prepared parking, traffic and impact plans to assist and attract developers.

In addition, Toni Harp will:

- Extend our "Complete Streets" program to reach more neighborhoods.
- Refocus City marketing resources to promote our unique location and advantages.
- ***Increase the number of New Haven-owned businesses and establish a strong and dedicated expertise in helping our smaller and midsized firms***

Toni Harp will emphasize organic job and tax growth by promoting more *local* business – with a focus on women and minority owners and investors. New retailers, restaurants, small manufacturers, food producers, construction firms and business services will be launched and expanded. They will be helped through assistance centers, microloans, small grants and access to experienced mentors. Toni will increase collaborative relationships between the city and its banks, community groups and not-for-profit assistance programs.

She will identify and leverage international connections throughout Yale University, other institutions and companies to help local businesses.

In particular, Toni Harp will:

- Establish walk-in and mobile “New Haven Small Business Centers” to direct small business resources and in-person assistance programs to people in the community.
- Establish a “one-stop-shop” small-business incubator focusing on providing women- and minority-owned businesses with services and access to capital.
- Work with the Cooperative Development Institute to provide business education, training, and technical assistance to promote cooperative economic growth.
- ***Connect New Haven’s population to the regional and global economy through jobs and training***

Toni Harp believes nothing will change the fortunes of New Haven residents more than meaningful career opportunities for those who are under-employed. Career preparation at New Haven Works, computer and financial skills, literacy training and entrepreneurship courses along with special efforts to integrate ex-offenders will be championed by Toni as mayor. Dedicated efforts will be made to assist and incentivize large and mid-sized firms and institutions to train, hire and promote New Haven citizens.

To implement these policies, Toni Harp will:

- Open all City positions to New Haven Works candidates, and encourage area employers, City contractors, and recipients of significant state aid to hire them.
- Encourage employers to hire from New Haven Works to obtain City tax benefits.
- Work with community groups to develop hands-on computer training, mentoring, and business education programs for young adults.
- Help teachers to integrate challenging, project-based business models and basic financial literacy into their lesson plans.
- Establish a central location to expand ex-offenders’ job readiness skills, provide educational assistance and employment placement, and identify hiring opportunities.
- ***Improve, enhance and coordinate our critical transportation assets***

Toni Harp knows that opportunities exist to expand our reputation as a wonderful small city, one that is close to larger cities that have easy access to the whole world. Our citizens need not be employed in New Haven to be active and engaged residents. A Harp administration will fight for increased funding for buses serving neighborhoods, connecting them to the region and to better circulation and amenities in the downtown

Funds will be sought to create safer bicycle lanes protected from vehicular traffic where possible to emphasize this key, green life-style attribute.

Toni Harp believes a one-hour, Metro-North express train to Grand Central Station would be an advantage for the City as would a second garage at Union Station. For travelers to and from other parts of the region, more Boston to Washington inter-city and southern Connecticut regional bus routes will enhance the city's geographical advantages. She will examine how to maximize Tweed New Haven Airport's operational effectiveness and solicit airline routes to Washington D.C. and Florida without encroaching further into the East Shore neighborhood.

- ***Deploy the Internet and technology to make government more responsive to citizens and more cost effective***

As mayor, Toni Harp will create a Government Innovation Taskforce. She will bring together union representatives, technology entrepreneurs, telecom leadership, image and operations consultants from places such as Disney and Ikea to explore making New Haven more efficient and responsive. She will use the Internet and wireless technology to furnish services and customer relations that are efficient and provide pleasure and pride to New Haven residents.

Enhancing the police department's use of data in their weekly CompStat sessions with more projections and analytics, Toni Harp will create a similar monthly session with city department heads along a CitiStat theme. City departments need technology upgrades and must be fully Internet, GIS and wireless enabled. City employees should be trained so they are key parts of a modern and innovative organization that constantly challenges itself to improve. Toni Harp is committed to exploring how to connect each resident to affordable, high-speed Internet.

- ***Create a world-class Center City that is a magnet to the region***

To millions of non-residents and tens of thousands of our citizens, the center of the town is the iconic symbol of our greatness. The Town Green effort and Yale's operations need to be carefully coordinated with traffic management, signage, parking, retail, restaurant and arts interests to present an outstanding image and well-functioning public spaces.

Continued enhancement of the attractiveness of the Green and Yale buildings must be pursued thoughtfully. A priority of Toni Harp as mayor will be to work with the arts community and especially the Arts and Ideas Festival to determine how best to maximize the economic impact of events on downtown businesses. The tax revenues from downtown are disproportionately large, but we are not taking advantage of all that downtown could be generating.

- ***Create true civic engagement between institutions and build a sense that all New Haveners have a place at the table.***

After 30 years in leadership, Toni Harp knows that few cities have the energy of New Haven. She also knows that bringing together all of the City takes work and needs more encouragement and support from City Hall.

As mayor, Toni will create a spirit of common purpose between the rich talents

and resources of citizens, organizations and special groups such as students and artists. Toni will lead annual educational trips to other cities from which we can improve our knowledge of best practices.

All ideas do not emanate from the mayor's office. At times, inspired leadership means recognizing and encouraging the creativity, commitment and activities that exist in the City.

Toni's natural ability to listen carefully and to respect others will usher in a new era of community engagement. All ages, neighborhoods, personal backgrounds and points of view will come together and guide New Haven into a brighter future.

Finally, early in her tenure as Mayor, Toni Harp will introduce a "Community-wide Visioning Process" to establish new and update old common goals for New Haven as part of the City's 375th anniversary year.