

Economic Development, Workforce, and Transportation  
APPENDIX

SURVEY RESPONSES  
ADDITIONAL SUGGESTIONS  
BACKGROUND MATERIALS

- Letters and Emails
- Memo: Attracting and Developing the Next Generation of Talent in New Haven

## SURVEY RESPONSES

### How does this topic area impact you?

- Making NHV a place I want to live and stay with my family.
- I commute to work on an electric skateboard daily.
- There are not enough bike paths in the city to safely get from home to work and/ or other neighborhoods.
- Bus transportation within New Haven
- I don't have a car and public transportation is a green, and a great way to get around
- I live near the airport
- I live close to the train station and I have issues with riders parking their cars on my block and occupying parking spots for the residents for 10-14 hours regularly, and some times for more than 24 hours at a time.
- I commute daily by bicycle between Wooster Square and Yale's downtown campus, and I walk all around Yale's Old Campus area every day.
- I commute to work every day by bicycle and need to be able to get around town quickly and safely because I can't afford a car.
- It is discouraging to see new City employees receive better paying jobs because they are related to someone, etc. Favoritism, and nepotism has always been a problem with the City and has gotten even worse.
- We need some free training
- All City jobs should be held by city employees. No subcontracting.
- I am a 50+ woman. I'm currently retired, however I'm having the worst time finding something part time until my social security kicks in.
- This topic impacts me as I am looking for better employment. Unfortunately, only those who are well connected (friends and family members) receive jobs.
- Having a hard time finding one.. even with skills it's hard
- I've been trying to get a job at Yale for more than a year.
- I need a better job. I have my undergraduate degree and went to a training center. I did everything asked of me, applied for positions , attending every meeting asked of me and went to a meet and greet for Yale. I was called back for a program for Yale but it was later cancelled and never talked about again. It was a let down and I wasn't assisted further until months later. By that time I had already begun to pursue my Masters degree and declined help. I am almost done with the program now but I would love help in pursuing better work now or in the near future.
- Job training center needs a complete overhaul
- We don't do nearly enough to connect with jobs, industry and training.
- Recidivism, community outreach, self-sufficiency, etc
- I am a resident and a tax-payer
- I've been between jobs for the last 3 years or better, unfortunately the job market has not been accommodating to those 50 years and older.
- Directly, as career advancement might mean employment outside the City of New Haven
- Preparing our community members to enter the workforce and sustain their position is vital in the sustainability of our neighborhoods.

- Having access to a great job can make a difference in a home and throughout the community.
- We need to push and encourage our youth to apply for city jobs and to get involved in neighborhood planning and help the people to make a good start, in re-entry program
- I was incarcerated. I have to become self employed cause couldn't get a stable, permanent jobs cause of my felony. Still 20 years later still get rejected and questioned if I am a changed person.
- Leave me in a financial situation
- Workers rights will be my topic due to employees that work for the City that are denied the right of promotion because certain persons in management feel intimidated by that person because that individual pays attention to the law and does not bend the rules. It is a sad day when a person is told by management that the powers that be don't want that person to go any higher in their department but will offer them overtime after the person had been denied for some years to give it to people that didn't have the seniority.
- I work in Danbury which is an intense hour commute from New Haven due to the lack of work in my field being in manufacturing
- There are many homeless, jobless, and otherwise challenged individuals at the highway exit in my neighborhood as well as around the city (all of which I consider my home and community). They are guests/residents of the neighborhood who I feel a certain neighborly responsibility for but also whom I feel can contribute to the neighborhood while having some of their needs better met.
- I teach teens.
- I strongly believe that one of New Haven's great strengths is the rich array of architectural heritage in our buildings and neighborhoods. It is the job of the City to ensure that New Haven can grow and new development can occur while retaining its historic character.
- We need more public transportation outside of the Yale bubble.
- The lack of safe pedestrian access on Middletown Avenue especially when the road is flooded is a huge danger to pedestrians as well as vehicles. I regularly travel through that area and often see pedestrians walking on the road endangering themselves and drivers. Move New Haven may result in bus stops being removed which will likely impact people with mobility disabilities who already have great obstacles using public transportation.
- Walking is my main mode of transportation. Specifically, I walk several times a week from Wooster Square to Union Station to commute into NYC.
- I wish to ride my bicycle as much as possible for environmental reasons.
- Transportation... I live and work in New Haven, and run a majority of my errands in New Haven.
- I live in West Haven. Actions in New Haven directly impact adjacent cities and towns. Working together can provide a positive synergy
- I work here, live here, drive here and would love to see driving become much less of a necessity to getting around New Haven
- Transportation - Quinnipiac Avenue between Grand and Route 80 is a speedway. There have been MANY accidents and more waiting to happen. Two times in one year car accidents nearly missed our front porch. Please offer some traffic calming like that was done on the other end of Quinnipiac near the oyster company.

- Workforce programs are over extended. No room for new enrollments. Public safety is an issue in the inner city neighborhoods.
- Walking around and transportation affects everyone
- I bike to work and around the city everyday.
- Transportation or the lack of it in this city has a huge impact on economic development and the workforce. The mass transit in New Haven is woefully inadequate with unrealistic schedules and unreliable service. All this does is push people to driving to work-when a car is actually an option. In the time of climate change and given that parts of New Haven could be underwater in 50 years, this needs to be addressed. And the lack of good service impacts economic development and people actually getting jobs. For the record-the runway issue at Tweed is a matter of putting the cart before the horse. The State of CT cannot compete with other states due to the unfriendly business climate that is being exacerbated by the high/number of taxes, high utility rates, high property taxes, etc. Putting money into Tweed is not going to bring jobs to the state, the state has a lot of work to do before that can happen. A few additional flights out of Tweed won't be enough incentive and it is a waste of money at this time. The only business that will benefit from this is Yale and Yale New Haven. Perhaps instead of taxpayers footing the bill, these entities should at the very least contribute to this expansion as they are the ones who will benefit most?
- I would like to limit of use of driving to downtown area.
- We all suffer because our boards and commissions are a political dumping ground for cronies.
- This city has a lot of work to do to improve transportation. I have never lived somewhere with such reckless driving and I am in constant fear of aggressive, distracted drivers and red light running. I'd also like to see more bike lanes, especially the one from downtown to Westville that was promised when I moved here 2 years ago. I would also like to see expanded bus routes and times, and incentivising the use of alternative transportation.
- Saving New Haven residents hundreds of millions of dollars, by having lower-cost transportation options and access to broadband, is one way to make the city a stronger place.

What are some suggestions you have for this administration related to this topic area?

- Work with Fair Haven residents to convert Strong School into usable, beloved public space. One idea is a public market like Faneuil Hall with small booths/storefronts for food, beverage, arts and crafts vendors from the local area, and a performance space
- Bring back Project Storefronts downtown, but with a support network to help pop-up entrepreneurs build marketing campaigns and assess the viability of their own permanent storefront
- Work with ECIC, District, Collab, Elmseed, and other entrepreneurial ecosystem organizations to compile a database of entrepreneurial resources – free and fee-based – available locally.
- Encourage biking. The more we can get out of our cars, the more interactive and community oriented the City will be.
- Every parking lot and undeveloped piece of land, especially those owned/controlled by the City, should be developed with buildings that will yield more return to the City in

terms of more taxes to the Grand List. Occupied buildings often, if not always, return more in property taxes to the Grand List than do parking lots.

- Creating more tangible opportunities for the formerly incarcerated by:
  - Funding a job developer (either a full-time position, contractor or through a grant to a CBO). According to internal data, 73% of formerly incarcerated are unemployed.
  - Establishing a DOC Drop-off center/location to receive inmates who are released from incarceration. Right now inmates are dropped-off on the streets of the city upon release. The Drop-off center should be staffed by healthcare outreach workers who can administer an assessment to the ex-offenders released, and link them to medical and behavioral health services as needed.
  - Establishing a collective impact framework to coordinate the work across different service providers. Additionally, the framework will allow service providers to create joint benchmarks and measure progress towards goals.
  - Creating a one-stop-hub to bring together different service providers. The one-stop-hub could potentially be located in a vacant city building. It would house direct service providers for health care, behavioral health, workforce development, job development, family reunification, support groups, education, court-ordered services, legal services, benefits assistance, transportation, and housing assistance.
  - Expand current reentry housing assistance by financing more Housing Choice Vouchers through Social Impact Bonds.
- Please encourage Yale University and Yale Hospital, as well as other businesses to stick to their word and give people in the community positions at their facilities. We pay taxes and work hard, it would be nice not to struggle.
- Demand better statistics, better tracking. Counselors don't call you or bother to check in with you. The staff is very unprofessional. The space is depressing.
- We need to have an industry/business council guiding the school system to make sure our students have the skills they need for all careers (Health, biotech, manufacturing) and connect Economic Development and high schools for internships, and career promotion for all students. Both the school and the city side need to connect on this much better. There are little programs I am involved in that need to be expanded, people on city side need to connect with a true college/career program, not just school by school, one that has coordination and focus.
- Find out how many agencies in the community are providing services to individuals/families in these areas; find what are the challenges to the outcome of services and work on goals to make services more efficient and available to everyone in the New Haven community.
- Please hire New Haven residents to work here. I hate the idea of our tax dollars being paid to people who live outside of New Haven and our tax dollars going to Branford, Guilford, etc.
- Review the individuals making these employment decisions. They make changes when and if it suits them.
- Connect us to free program training.

- If the city wants to hire part-time help then those individuals should work for the City of New Haven directly. Also they should be permitted to take and pass a Civil Service examination.
- Make sure Yale honors its Jobs Agreement and keep up with the pressure to contribute more to the city budget!
- To make it easier for 50+ people to maintain employment without reservation.
- To just allow those who have the experience, as well as the education for the position, have the same opportunities for the job.
- A little more than just giving people a place or number that's hiring and just send them.. place them at a job and maybe have a probationary period where the recruiter get a report until probation is up. By then client and employer are comfortable with the job, with each other, and with work place.. then N.W job is done.
- Make Yale fulfill their commitment to the city. They have the resources to train and hire hundreds of residents. Also make them pay taxes.
- To take time to find people that are dislocated in the job market to help them find jobs in their area of experience or closely related areas of employment that are hireable for the present moment.
- Formatting Department for career advancement for its staff.
- Pull together all departments or programs doing like minded work to ensure all angels are being met and represent the City's mission in its totality.
- The job training center program is a joke. I participated but left due to the unprofessionalism. The idea is a good idea but the execution is flawed. Rework this Program. We have a lot of Colleges in New Haven, instead of pressuring Yale all the time to contribute I would like to see involvement from others. I feel like all of the Colleges contribute to the community except UNH. It could just be that their efforts are going unnoticed, but when I look at the news, NewHavenIndependent and NH Register, I see that the new SCSU President has been very active.
- Talk to the people being released - only they know what is needed to help them.
- Helping with the necessary steps for them to feel welcome in to society. Group supports for them to attend at the same time they are applying for jobs. Providing volunteer occupation and between job searching.
- Offer employment to part-time workers in the summer
- The City needs to pay attention to the persons in Management that are or will do something as stated above. Because their slowing progress based on their insecurity.
- Have some manufacturing plants come close by to New Haven!
- I would like to see a program where the homeless population has an opportunity to earn minimum wage... I think it would need to be casual, flexible work because many individuals in this circumstance. Social workers seem to have some relationships to most of these individuals, many of whom are perennial. I would also like to see kiosks at these places with essential information - hours and location of soup kitchens/pantries, and other resources. Basically, I want to feel when I drive by that their signs, which ask for food, work, and hope are being clearly met. Maybe mentor types would come to those areas at certain times and offer to work alongside these individuals and they would get immediate compensation in the form of gift cards to local businesses where basic needs might be satisfied who might also help sponsor the program....Maybe even food gardening that

would provide food for those individuals or for them to sell from roadside/highway stands. Maybe there can be partners between public and private entities in the community that can be linked like Land Trust or Parks and Rec, neighborhood associations, churches... I'm not sure about all the details but I would like to continue brainstorming on it to see if such a thing would be possible.

- Improve the city's recycling and create jobs by working with Solar Youth to employ youth in that sector year round
- 1. Stronger design review of proposed projects by City Plan and Economic Development to avoid needless destruction of buildings and streetscapes of historic merit. 2. Formalized internal protocol across departmental lines requiring assessment of rehab alternatives before issuing demolition orders of historic structures. 3. Discouraging acquisition and demolition of small scale structures in residential neighborhoods in order to build inappropriate larger structures in their place. 4. Identifying and advertising existing financial incentives for incorporating National Register contributing structures in new developments, especially downtown.
- We need more frequent and reliable public transportation in pretty much every other neighborhood besides East Rock and downtown.
- 1. Create a safe pedestrian route from the intersection of Middletown Av. and Front Street to the East Haven line 2. The Move New Haven report does not address transportation issues for people with disabilities. The City should obtain the data on the number of people with disabilities who were interviewed for the study before implementing recommendations and adjust any recommendations.
- Improve the experience of walking/biking from downtown to Union Station. Add bike lanes and clear crosswalks. Slow down the traffic and improve signage.
- Make safe biking areas on roadways a priority.
- People want to live and work in NHV. Please don't make it hard by adding so many layers of inefficient and unhelpful bureaucracy.
- It would be great to have a dedicated bike lane from East Rock to downtown. Drivers can be very aggressive on orange street after the bike lane ends. Separating the two different modes of transportation makes sense, although may be difficult given how little extra space there is for building out something like a protected bike track. Prioritizing finishing the canal trail could be a great start.
- The designated bike lanes are not continuous and end at some random intersection. There is no continuous system that one could use safely to commute to work.
- Buses run more often, especially in the evenings and on the weekends. That there be a direct bus from the west side of town to the train station. That the bus service to the adult education building be easier to access from different areas of the city.
- Frequent, safe service. Routes should cross cross the city instead of converging in the green. Everyone should be within .25miles of a bus.
- Airport improvements, especially in its use for training and air taxi operations
- Just as has been done with areas in the immediate vicinity of Downtown or Science Park or the hospitals, make Carlisle St from Liberty St. to Loop Rd and Portsea St. from Loop Rd to Liberty, residents only parking.
- The intersection of High Street and Elm Street is particularly dangerous for pedestrians, as traffic is moving too fast and the pedestrian traffic is so heavy that students constantly

cross recklessly. That intersection, or another nearby section of Elm Street should be converted to an underground pedestrian tunnel to allow students to move between parts of campus safely without interacting with street traffic. There is an example of this at Washington University in St. Louis, where an underpass runs under a major street (Forsyth Blvd) that separates student dorms from the main campus. Yale should contribute SUBSTANTIALLY to financing this project. - Increased bike lanes, which are effective at protecting bikers and letting vehicle traffic know where cyclists will be - More opposite-way bike lanes on one-way streets (like on the stretch of High St between Elm and Chapel), to increase the accessibility of this city to cyclists and cut down on cyclists using sidewalks - Traffic calming measures (like speed bumps) on the stretch of Elm Street that passes through Yale's campus, which has traffic moving too fast and is dangerous to both cyclists and pedestrians - In general, more speed bumps and traffic calming measures in the downtown area.

- We need bike lanes on all major streets, including those managed by CDOT. We need adequate enforcement of traffic laws and speed limits in order to protect vulnerable road users.
- More bike infrastructure on city roads. More bike lanes, preferably dedicated, not sharrows. This will also help narrow car travel lanes, thus reducing speeding.
- Time the traffic lights so that a driver will hit multiple green lights in a row if they travel between 20-25mph. Currently if I travel the posted speed limit, every light will turn red when I approach it. It often takes 10 mins to drive 6 blocks because of this. If I travel 15-20mph over the speed limit, I can make the next light right before it changes to red. Anyone who drives regularly in New Haven knows this, and thus speeds everywhere to avoid the constant line of red lights.
- Strengthen working relationships with West Haven and UNH on overlapping developments near Allingtown Center/Boulevard Congress Avenue and City Point/Kimberly Avenue
- Protected bike lanes A strong push for the expansion of public transportation within the city and the region (I understand this would require help from the state) Tweed expansion would be cool, but climate change is a grave reality that should be considered when that decision is made. This is more of a housing thing, but Tenant unions would be great. Particularly with certain big landlords buying up a ton of property
- Remove slip lanes on all roads within city limits. These make it nearly impossible to cross a road. Walking north on State St is useless and dangerous, especially at night. Remove crosswalks across two lanes in each direction with a light or put a light in, the car culture in America will not stop for pedestrians, and if one car will by chance stop, a second won't. Install crosswalks at mid blocks and narrow streets there, and make bumpouts. Remove a parking spot and make it easier to cross. Put the city on a road diet. Removing a car lane from use does multiple things: a. Allows for space for snow to be collected on in the winter; b. Shortens crossings for pedestrians c. Less road maintenance costs d. Streamlined traffic flow which decreases the chances for accidents 5. Install protected bike lanes
- New Haven's bike infrastructure needs to be aggressively expanded. "Guerilla"-style action to create continuous bike lanes and reduction of car lanes for protected bike lanes are standard actions for cities that try to make cycling viable for all - both have to be just



the start for an administration committed to tackling the climate crisis and destructive car culture. Reduce vehicle miles traveled by creating streets safe enough for all to pedal on.

- Obviously, mass transit is a State service so there needs to be more pressure on the State to improve service. In addition, large employers like Yale/Yale New Haven could do more to put pressure on the state to improve bus service for their employees. (Yale would be very against this as they rely heavily on parking fees to subsidize their Shuttles. You get the idea.). Bike lanes and more pedestrian friendly spaces downtown would be a help. The downtown area should not be completely given over to cars and parking spaces-again, if there was adequate bus services on weekends and early evenings, this might not be such a huge issue.
- I would recommend improvements to public transportation to the upper westville area (including but not limited to more frequent buses, bike share, and communication with yale on ways to limit the use of single use cars to downtown).
- I would like to work on ways to improve and strengthen the New Haven parks. I would also like to work on ideas to support the NH Parks Department.
- Appoint people to BZA and CPC who have some experience with the subject matter. Not just because they're loyal union supporters or on the DTC.
- Red light cameras Bike lanes Speed bumps through chapel in Westville, along with other streets. More stop signs/lights More pedestrian walk lights Enforcement of road rules Share the road and multi modal education campaign
- More traffic calming measures to dis-incentivize high speed driving downtown and near downtown. Particularly on State Street - a raised crosswalk should be installed at Trumbull and State (outside of Goodfellas), and there should be a more pedestrian-friendly crossing at Clark Street by Modern/CMs.
- 1. Make the city bikeable by adding separated bike lanes. 2. Create free municipal broadband. 3. Improve bus service.
- Replace old signals with stop signs and begin transitioning from 1-way to 2-way street networks
- Establish a Public Bank in New Haven that would serve as the depository for all city funds. The PB would be responsible to the people of New Haven and would carry a mandate to invest in local business development that was aligned with city values.
- Establish a car-free area downtown (Crown St from Church to High St. might be one option)
- Opportunity Zones: dedicated temporary staff for neighborhood outreach and PPP for project pipeline development
- Special economic zones that encourage local residents to start small businesses, especially in their own neighborhoods
- Work to create a "single point of contact" and streamlined process for small-scale developers:
  - Build network of attorneys, architects, tradespeople, surveyors, any others necessary to guide locally-owned, small-scale projects through the planning and approval process. Projects would be approved or denied by either the Development Commission or (better yet) a rotating board with one representative from each CMT area.
  - Work with newly forming Incremental Development group here in New Haven

- Invest in more bike share expansion, and a MUCH better public education program to let folks know how to access and use the bikes
- Better cycling infrastructure along major corridors (Grand, Whalley, Whitney, Chapel) to make them safer and more easily navigable
- 100 River Street - Create a public park w/ living shoreline, outdoor performance venue, shipping container farms for Growing Entrepreneurs, pollinator gardens, public gathering space, playing fields, and public art

What is currently being done well that the new administration should encourage and/or strengthen?

- Engaging stakeholders to start a pilot program that will establish a collective impact framework through the New Haven Reentry Roundtable.
- CDBG grant to hire either a part-time staff or contractor that will provide job development/placement services to 50 formerly incarcerated who will be released in the City of New Haven. I will be engaging Alders and management teams in the coming weeks to present my project.
- Engaging stakeholders to create a one-stop-hub.
- Improve data-driven efforts by creating reports from data collected. Right now we have a lot of data that was collected but can't publish them because an IRB approval is needed. The need to share data and information is significant because service providers are attempting to tackle issues without data. Additionally, the data collected will be significant to apply for federal grants.
- Evaluating Reentry Housing programs (public housing and section 8 vouchers). The data collected will be significant to apply for federal grants.
- Establishing a DOC Drop-off Center. The city published an RFP to provide a \$12,000 grant to a church to establish and operate the drop-off center. The main lesson learned from this failed attempt is that \$12,000 p/ year is not enough to establish the drop-off center. If the new administration wants to go this direction, then it should look into increasing the grant amount. It should also include other organizations as eligible to apply for the grant, instead of only allowing churches to apply.
- Trust the middle management of the school system (central office and supervisors) and make sure the Board of Education supports their programs and initiatives.
- Working of effective listening and teamwork to find a resolution to a better and safer and productive City of New Haven.
- New Haven jobs for New Haveners
- Periodic review of employee concerns and lawsuits. However, since they are the ones making the ultimate upgrade in salaries, etc. people are afraid to make waves.
- Listening to community organizations like New Haven Rising
- I guess I would have to say that the new administration is asking questions and engaging in the community with the transitions meetings.
- Higher pay and stability in the jobs
- I believe that more real life resources are needed to help employers in our city to first hire our New Haven residents to find jobs in our community and everything else will fall in place.

- Moving towards implementing a digital system that is inclusive of all Departments and where information can be centrally collected/located/sourced/research/tabulated/reported.
- I love the innovation coming to New Haven, the problem is it does not get the publicity it deserves. The Tinker Lab at the Library comes to mind, great program.
- New Administration need to look at people's salary. Even if it's governed by the Union. We notice that Mayor Harp gave staff a raise so she must have bypassed a lot of stuff to do that. People who are new or have not been working for the City of New Haven a long time is making more than me. It's not fair.
- I don't know that the program is operating. I don't hear much from my alderman
- Sponging record seminars.
- Use employment for the summer for people that are already employed
- Fairness in the workplace which will not happen because even the union sides with them one way or the other to benefit themselves.
- Using the HDC to comment on proposed demolitions, both inside and outside of local historic districts. This role could be strengthened by being made more formal, via ordinance.
- Love the new traffic circle on Crescent and Munson.
- The only thing that seems to happen on Middletown Ave. is that a sign warning drivers of possible flooding is placed in the middle of the road when flooding is expected. The Move New Haven process seems already to be final.
- There were plans to make a dedicated bike lane on Edgewood from Westville to downtown. It would be great if that plan could come to fruition.
- New lanes have been added. Rental bikes are a great idea and seem to be used frequently. Expand upon encouraging alternative modes of transportation and making it safer for those that choose to use them.
- Efforts had started to improve bike lanes, but this does not seem to be an ongoing effort. Whatever we have thus far is a start but is definitively not enough. Rising pedestrian and bicyclist casualty numbers are alarming!
- The drivers are pleasant, the buses are comfortable
- Support for our public safety departments.
- The current bike infrastructure projects and tactical urbanism efforts are nice, but we need more.
- Great activities in regentrification of these areas. I believe a multi-city Tiger Team so maximize the outcomes would provide economic improvement for the area.
- Some of the zoning stuff is good, like encouraging denser housing and parking maximums rather than parking minimums.
- Change and reform. Conversations with the constituents. Putting leaders in office who are qualified. No nepotism.
- BUDGET BUDGET BUDGET BUDGET BUDGET. Do not raise taxes. WE are being taxed into oblivion.
- Encourage walking.
- Public Works does well considering how strapped for funding they are. They really need more money to trim trees though. And while snow removal is generally good, they need to stop curb to curb plowing where it is unnecessary and focus on picking up mountains of snow in intersections. Public Works does things well but they do need support.

- Working with Yale on working with public transportation issues and slowly expanding bike share (and moped share?) program.
- Young planning staff should stay but be mentored by the MANY more knowledgeable people in the community (mostly lawyers and professional staff) with formal mandatory trainings. Same education for board and commission members. Ask certain poor performers to resign.
- 1. Separated bike lanes have been planned but the network is woefully incomplete, and there are no plans to have it run through the downtown area, where it would have the most impact. 2. A court order may make it possible for cities to install high speed internet for their residents, saving them hundreds of millions of dollars. 3. Bus service has GPS though it currently doesn't work well.

Is there a way in which you'd like to help or contribute? Or do you have any other comments, questions or concerns?

- I would love to meet with the transition team or reentry working group, as well as understanding more the vision for Prison Reentry of the new administration.
- Would love to connect directly with the mayor... we've gotten a lot out of having Mayor Harp meet with supervisors at Teaching and Learning and that should continue.
- No, but I hope that this new administration will step up and recognize that New Haven residents are worthy of every chance to get back on their feet to live a prosperous and comfortable life.
- I have concerns about my own dept and have for years but no one seems to care or hold anyone accountable.
- The officers of the New Haven Preservation Trust would be pleased to meet with Mayor Elicker.
- Make access to public transportation equitable and fair across the city, every neighborhood, not just the ones that voted for you.
- Happy to volunteer in any way that would be helpful!
- I think focusing on equity of services, whole city cleanliness, transportation that serves everyone(public and bike) and no more parking garages.
- I would like to see the City develop a Curriculum starting in 6-7th grade that could continue through High school for young men and women interested in getting into the following fields... Police, Corrections, security, Fire Department, EMS and Dispatching. I would like to see the curriculum provide out youth with the opportunity to attain certification giving them a real opportunity to land careers in those fields.
- Just be transparent.
- Yes, schools. As an educator, please consider looking at separating the elementary schools from the middle schools. It is a complete disservice to all NH public school students and educators who work tirelessly in hopes of creating environments that promote success in all areas of our students' lives.
- I'd be happy to help be part of community teams to test temporary lanes and events to spur safe streets. Let's see how many people would enjoy streets if the city's transportation planners cared as much about their lives as they do about the speed of vehicle trips.

- Please consider doing neighborhood meetings on a regular basis? A Mayor's Night in each of the neighborhoods might be a good way to keep residents and the Mayor in the loop? I know this has been a thing in the past and it should continue to be a thing. (Can't get to the meetings mentioned above.) Thanks much for the opportunity to comment!
- I appreciate the outreach to the community by Justin Elicker.
- I hope Justin moves New Haven in a different direction and finds a way to diminish the influence of the bottom feeders. Let's just go with good ideas, regardless of who suggests them.

## ADDITIONAL SUGGESTIONS

- Universal basic income experiment, a la Stockton CA
- Investigate Historic Properties Ordinance (modeled on Hartford)
- Gov. Lamont is very, very, very interested in workforce development. I would recommend that Justin seek to engage with the Governor's Workforce Council and contribute to its strategic plan.
- New Haven has 7 opportunity zones. Despite their limitations, opportunity zones provide enough financial incentive for developers to consider making investments in otherwise marginal projects. The City's economic development staff need to figure out how to attract more investment into our opportunity zones.
- The City can be the tip-of-the-spear when it comes to workforce by having apprenticeship programs for City staff. See this program in Indiana.
- There has been a debate at the Capitol about whether/how to expand the existing UPASS program. A broad UPASS program could be revolutionary for New Haven, and Justin's support could be critical for its success this session.
- New Haven Promise should be asked to cover more types of high-quality post-secondary training (not just college). A prime example is the Holberton School at District.
- Through a unifying vision and supporting policies, the Administration should:
  - Establish an Inclusive Growth Initiative
  - Comprehensively review the city's revenue situation
  - Promote access to good-paying, living-wage jobs, both by leading by example and by encouraging private employers to follow
  - Invest in the creation of a comprehensive multimodal transportation network
  - Build an inclusive entrepreneurship strategy, with a focus on local entrepreneurs
  - Move beyond community engagement to community leadership of growth by building new pathways to leadership structures
  - Orient economic development efforts towards Community Planning and Development
- Far too little of the nearly \$500 million spent on recent construction projects has gone to local New Haven contractors. More city residents ought to directly benefit from opportunities in New Haven's real estate market.
  - Consider zoning amendments to allow more housing in residential neighborhoods, smaller yards, and opportunities for shared living arrangements while requiring fewer off-street parking spaces, e.g. tiny house villages, ADUs, and bungalow courts.
  - Let's get it right before we spread it around!

- Encourage other communities to follow New Haven's lead on implementing a *Housing For All* initiative. Work with regional partners to expand the initiative throughout Greater New Haven.
- Build relationships with State representatives at the Capital and officials in DCED and DOH to create a Statewide *Connecticut Housing For All* initiative modeled on New Haven's efforts.
- Work with US Congressional Representatives to advocate for a Federal *Housing For All of US* initiatives informed by New Haven's experience.
- Improve accessibility of the 10-point bonus on the civil service exam for residents.
- In my opinion the only way to get cars etc off the clogged streets is to encourage among other things, public in city transit. The bus system must be improved in order to attract more riders. Decrease disgusting behavior eliminate violence. Increase air quality health etc. The hub must be moved to the train station area..all transportation should be in one place. This does a number of things. It eliminates the congestion and bad behavior on the green...decrease in drug sales use and service. Decrease in drunks panhandling and stumbling around...no people hanging around loitering improves the entire area..everybody wins.
- Eliminate the money boxes on buses. Most of them don't work anyway. I have gotten more free rides since they were installed than ever before. Once the hub is at the station, in order to ride bus you must have a metro card that you buy at the station. No more money exchanges hands on bus. By eliminating the money issue buses will begin to run on time. All kinds of time is wasted with ppl fumbling for change dropping money weaving around trying to get money into machine on and on. Long lines waiting to get on the bus will end. People are happier. System runs smoother, arrive and leave when you are able. Get to work on time..again everybody wins...ridership goes up, cars off streets, air cleaner, NOISE of car radios goes down, life is good again!
- I think it'll be important for the New Haven to ultimately do a master plan to design a network of connecting bike routes throughout the city, along with other pedestrian safety and traffic calming enhancements: road diets, new crosswalks, bump-outs, speed humps, etc. Sounds like Hartford may have at least a bike master plan already in place. With a bike/ped/traffic calming master plan for New Haven (which should incorporate things like your new haven-west haven bike plan, other conceptual design improvements drawn ad hoc by groups like us for locations across the city, not to mention ideas that would come out of CS Requests made by citizens), then ideally DPW would pull such a master plan off the shelf and immediately incorporate the Complete Streets improvement that are 'shovel ready' into repaving as well as do other more holistic corridor-wide safety improvements.
- I hope to see this new administration invest in the youth of this city because they are the future. I am tired of hearing about all these new investors putting their focus on luxury

apartments and Yale increasing their community. What about recreation centers or fun places for the youth to go instead of having to go to other towns. When I was growing up in this city we had the Q-House, a coliseum, movies theaters, roller skating, YMCA, and decent size Boys and Girls club. It would also be great if these investors could pledge to assist with jobs for the youth during the summer.

- I'd like to recommend that the new administration place high priority on encouraging businesses to locate in New Haven, especially those that thrive on medicine and science. In this way, New Haven can drive economic growth and opportunity for Connecticut. An expanded runway for Tweed, and tax incentives certainly can play a role in this effort. But assigning someone chief responsibility to promote New Haven as friendly to business is absolutely critical.
- I am extremely dismayed that the City will be addressing pedestrian safety by penalizing pedestrians. My primary method of transportation, as well as the primary method for my small children, is to walk (and stroll). In addition to the high levels of particulate pollution that we as a society are forcing my children to breathe as they just try to exist, the idea that we are going to make the right-of-way even more hostile to them as pedestrians is ludicrous.
- The idea that in 2019 we would still be promoting that vehicular traffic should be the primary users of the roadways is disheartening and dangerous. If we want to reduce pedestrian fatalities we need to narrow vehicular travel lanes, lower and enforce speed limits, and expand bike and pedestrian facilities as well as transit options.
- I would also ask that you consider that our most vulnerable residents are the most likely to not have a car and therefore be pedestrians by default. Citations for jaywalking will further imperil these vulnerable populations' perilous economic situations.
- Mayor Elicker can use his "bully pulpit" to change state policy on TOLLS: the single major issue that can both unite us all AND has major economic impacts on our city. All major players including unite here, YALE, New Haven Rising, and ordinary citizens can form a coalition around this achievable state legislative priority. Interstate tolls fall at the nexus among wise environmental policy, sound fiscal policy, realistic political achievability, and wise transportation policy. Politically, this will require a broad based mobilization of New Haveners to force Martin Looney to abide. Elicker CAN do this if he articulates the common sense case for highway tolls to support our budget, support the environment, and stop suburban / out of state free loading. EVERY major constituency in the city can unite on this one. It doesn't require denouncing Yale or changing the constitution. It requires a SIMPLE MAJORITY to march on the offices of Looney and Lamont and demand this.
- CT hand-free law needs to be enforced and make into a law. We can have new taxes added and charge for bags which saving the environment not human lives. The driving distractions is getting more and more REAL and out of control. I have seen the adults



doing it but the younger generation especially are extremely worst doing this while driving.

- New Haven needs to grow its economy out of structural revenue problems, and that requires private, grassroots efforts to support entrepreneurship in the model of recent programs that have succeeded in places such as Detroit. In that regard I encourage the transition to add a part b to number 2: To learn best practices from other challenged cities (like Detroit) regarding programs to increase revenue by engaging in private sector growth through grassroots entrepreneurship.
- An inventory of unused buildings and property in neighborhoods. A strategy needs to be developed to work with residents and local business owners with a good track record of working with the community where their business is located to develop a highest and best use plan for redevelopment of these properties. Consider the approach of [www.incrementaldevelopment.org](http://www.incrementaldevelopment.org)
- I feel like we might be more successful in getting Yale to contribute more, if they could contribute it in a very targeted way, sort of like they contribute to NHV Promise, which aligns with their mission. For example, perhaps they could give money for street safety improvements across NHV, not just around campus, like better crosswalks, etc. -- with the thought that they have employees and students (if you consider grad students), who live throughout the city. (I confess I really want better street infrastructure, but this is just one example.) Another possibility: Yale could help us address climate change challenges - this fits with their mission, benefits them (they do not want NHV to flood either...), and might put them in a better light with all the students/employees frustrated with their investment strategy; education funding would be another example. Yale wants to be able to tell a good story with any \$ they give - so give them a story line that benefits them too. Also, Hartford Insurance Co's last year or around then donated lots of money to Hartford, but in a targeted way, so there is precedent. If I were Yale, I might not trust the city would spend my money well as part of the general operating budget. One more random thought: could Yale try to find a donor who wanted the donations to go to city improvements - like rather than give all the money to SOM for a program, give some for city needs...They are about to start a capital campaign.
- I encourage you to evaluate bicycle lane plans in various parts of the city. For example, there is a plan to spent \$1.2 million on a bike lane project on Edgewood Avenue from Forest Road to Park Street. You know that Edgewood Avenue is a wide street from Forest Road to Orchard Street, including the part through Edgewood Park which has one way sections. Thus, I believe that serious questions exist about the need for a separate bike lane on the main section (Forest to Orchard) of Edgewood Avenue. There is need from Orchard to Park, where the street narrows. I definitely appreciate bike lanes on certain streets, but I do not believe that the wider section of Edgewood Avenue requires a separate lane.

## BACKGROUND MATERIALS

### LETTERS AND EMAILS

Expansion of the airport has been in discussion for the last 2 years. This is despite an agreement made in 2009 that prohibited lengthening the runway as part of the creation of runway safety zones and the moving of Dodge avenue.

One issue that is not drawing enough attention in regards to Tweed, is the impact of climate change. Models now forecast that Tweed will be underwater in 2050. Thus, one must ask, should we be investing millions into an airport that will be inundated? And, if millions are invested, it will create pressures to invest more to protect Tweed from rising seas. The only method for protecting the investment would be creating walls or similar structures. The result would be that the neighborhood surrounding Tweed will be flooded to preserve the airport. Does that seem fair to you? Homes and families displaced so a few people can more easily fly from Tweed? Even without expansion, the neighborhood will experience problems from rising seas. Saving Tweed will make it even more difficult to deal with these. A dollar spent on Tweed is a dollar that could be better spent on other issues and investments to either prepare for climate change or to move us in a carbon neutral direction.

The head of the chamber of commerce in today's New Haven Independent states that Tweed must expand. His view is in direct contradiction to what we know is coming due to climate change. Tweed should not expand - building infrastructure in a flood zone is a fool's errand. It wastes taxpayer dollars and insures that future floods will be worse.

# MEMO: ATTRACTING AND DEVELOPING THE NEXT GENERATION OF TALENT IN NEW HAVEN

November 23, 2019

To: Members of the Planning, Transportation and Economic Development Team of the Justin Elicker Mayoral Transition Team

From: (Name Redacted)

cc: Transition team co-chairs  
Gage Frank  
Kevin Alvarez

Re: Attracting and Developing the Next Generation of Talent in New Haven

No issue will do more to determine New Haven's future course than our success in attracting talented people to New Haven and developing the talent that is already in our community. Unlike an earlier era in which urban economic development depended upon a city's ability to provide resources (land and subsidy) to induce private investment, in today's world younger talented individuals want to live and work in an urban environment. The cities that are succeeding are those that can attract and retain those talented individuals and that succeed in developing the talent of their residents.

New Haven is very well positioned to succeed in this new era. We are already succeeding.

New Haven has all of the attractive urban attributes that our rejuvenating the most successful older cities in the United States: an extraordinarily rich cultural and intellectual life, wonderful historic neighborhoods with great housing stock, a remarkably diverse population that is growing ever more diverse, a vibrant downtown, and a powerful and palpable sense of community throughout the city. New Haven needs to invest in all of these attributes in order to build on the success that it is already having.

But that will not be enough. New Haven needs to think of itself differently; New Haven's people and the wider world need to believe that our city is a place of opportunity, and will become even more a place of opportunity in the future. For more than a half-century, New Haven and the wider world have thought of us as a place of decline, a place whose best times are in the past. For too long, the narrative of New Haven has been one of loss: loss of population, loss of talent, loss of businesses. Today, the reality is very different. New Haven has the economic base and all the other attributes to support a very different narrative: a narrative of growth, of success and of opportunity for all.

I believe that this sense of optimism, this sense of generational change, this sense that people want to be in our city and to make it better, was a driving force in Justin Elicker's victory in this month's election.

With that background, I offer the following:

- Nothing is more important to attracting and retaining a new generation of talent in New Haven than the quality of public education in New Haven.
- New Haven can be a national leader in understanding where opportunity will be created for its next generation of young people, and in creating career pathways for those young people to seize those opportunities. New Haven needs a much stronger link between the growth sectors of our local economy and our educational systems, including K-12 and post-secondary education. Young people being educated in New Haven need to understand that opportunity beckons for them in the local health care, advance manufacturing, bioscience-related and other technology sectors of the economy, and that their community is preparing them to be in position to succeed in those fields. Realizing this vision will require stronger working partnerships between NHPS and local charter schools, and institutions such as Gateway CC, SCSU, local private colleges and universities and employers large and small, including particularly our largest employers, YNHH and Yale University, each of which are magnets for talent from all over the globe.
- New Haven Promise is an essential link in this chain. It supports our most talented residents to get to college, to succeed in college and to come back to New Haven to make their lives here after college. New Haven Promise is a great success, and can be even more of one with the involvement of additional employers and supporters.
- Similarly, on the other side of this equation, New Haven needs a clear, focused economic development strategy that is designed to build on our strengths and to develop the sectors of the local economy with the best prospects for growth, including in particular the ones mentioned above: healthcare, biopharmaceuticals, advanced manufacturing, digital technology and others. These are the locomotives that will drive prosperity and opportunity in New Haven and that will continue to attract talent to our community.
- Talent today is flowing not only to larger employers in growth sectors, but also to entrepreneurial activities. New Haven is also very well-situated to develop a deeper and richer ecosystem of support for entrepreneurs, and much is already happening in this regard. Being and being known as a city of entrepreneurial opportunity must also be a very important part of New Haven's strategy to attract talent and to develop its own young talent.

Finally, I would suggest that our city needs to come together around this vision of being a city of opportunity. We need a shared vision of ourselves as a city that is growing and changing in positive ways, a city that understands its assets and is building on them, a city that is committed to maximizing opportunity for its talented young people, a city that is a magnet for talented young people from across the country and around the world.

This moment of new leadership in our Mayor's office is the ideal moment to bring our community together around this vision. Major institutional employers, educators, neighborhood leaders, entrepreneurs, business leaders and social sector leaders need to be brought together to develop this kind of shared vision of New Haven's future. The sense of change, or turning the page to a new positive future for New Haven that surrounds this Mayoral transition will not last

long; this kind of anticipation is fleeting. Now is the moment to seize it as one of the defining elements of Mayor Elicker's new leadership.