



# CONNCAT PLACE ON DIXWELL

"A PLACE TO BELONG"



A state of the art mixed-use retail, residential, and cultural hub in Dixwell's Historically-Black Community Center, rooted in restorative economic development.



CONNCAT

Connecticut Center for Arts and Technology



# **TABLE OF CONTENTS**

- 1. INTRODUCTION**
- 2. PROJECT DESCRIPTION**
- 3. DEVELOPMENT BUDGET**
- 4. DEVELOPMENT PROGRAM**
- 5. ECONOMIC & COMMUNITY IMPACT**
- 6. CONCEPTUAL DESIGN**
- 7. OUR TEAM**
- 8. APPENDIX**

# 1. INTRODUCTION



ConnCAT Place on Dixwell represents a bold re-imagining of a historic Black community in New Haven, Connecticut and an endeavor to capture the past vibrancy of this community while simultaneously recasting what is possible for Dixwell Avenue's generations to come.

Dixwell Avenue in New Haven, Connecticut was once the only section of New Haven where Blacks were allowed to live -- segregated from the rest of the city. In 1820, the Black population of New Haven was 600 and all Blacks living in New Haven worked in low-paying jobs as servants, drivers, porters, and waiters with no real opportunities for economic advancement. This situation started to change at the turn of the 20th century, led by industrialization, two world wars, and the disruptive impact these wars had on European immigration to America. As a result, there was an increased demand for laborers in New Haven area factories and this demand for labor attracted a massive influx of Blacks migrating from the south to fill these jobs during The Great Migration. The Black population of New Haven subsequently swelled to over 10,000 by 1950 -- again, with most living within the Dixwell Avenue neighborhood.

Along with these higher levels of employment and increasing incomes came economic vitality and significant economic progress for Blacks living in the Dixwell Avenue neighborhood. The 1950s and early 1960s saw a period when many Blacks began to envision a brighter future for themselves in the Dixwell Avenue community. This hopefulness was further fueled by an influx of federal redevelopment dollars that flowed into the city to build new high-rise affordable housing units. Restaurants and entertainment establishments also began to spring up along the entire length of Dixwell Avenue -- most notably the famed Monterey Jazz Club. Prominent Black educators, academics, ministers, musicians, entrepreneurs, and artists emerged from the community during this era and Black-owned businesses were thriving throughout Dixwell Avenue. During this time, Dixwell Avenue affectionately became known by its residents as New Haven's "Black Main Street".

It was during this period when the idea for an urban renewal project and suburban type retail strip plaza (Dixwell Plaza) was conceived and built in the heart of the Dixwell Avenue community. Soon thereafter, Dixwell Avenue's hopeful future would come to an end. The job losses that came with the closure of many once-bustling factories, coupled with the civil unrest of the late 1960s, dealt devastating blows to the hopes and dreams of Blacks in this community. What eventually followed was a long and sustained period of economic, social, and political decline for the Dixwell neighborhood accompanied by increasing levels of poverty, rising crime, and escalating drug abuse. New Haven's

Black Population would reach 42,000 by 2020 and to this day, New Haven remains one of the poorest cities in the state of Connecticut. Many decades have passed since the heyday of Dixwell Avenue with very little financial or social capital investment in New Haven's Dixwell community.

ConnCAT Place on Dixwell intends to change this. ConnCAT Place on Dixwell is a redevelopment initiative which is envisioned, conceived, planned, and 100% owned by ConnCAT (Connecticut Center for Arts & Technology): a community-based 501c3 non-profit organization established in New Haven in 2011. ConnCAT Place on Dixwell reflects a thoughtful, and carefully curated, vision of restorative and sustainable economic revitalization. It will deliver a delightful residential living experience, affordable daycare services, attractive food and culinary options, an array of health, beauty, and wellness services, diverse arts and entertainment offerings, and world-class adult and youth technology training programming with an innovative business incubation laboratory. ConnCAT Place on Dixwell will be sustainably built and will incorporate the most current elements of green building technologies. ConnCAT firmly believes that all communities should have access to environmentally forward spaces.

Once completed, ConnCAT Place on Dixwell will represent the ultimate expression of ConnCAT's promise to bring hope and new possibilities to the Dixwell community. Nearly a decade ago ConnCAT established a world-class learning and educational center for youth and adults in the Dixwell community. ConnCAT provides adult technology training and career pathways programs designed to propel under-served, under-employed, and unemployed residents on tracks toward economic empowerment, self-sufficiency, and self-determination. ConnCAT also provides a vast array of youth after school and summer academic and arts enrichment programs.

The expansion of ConnCAT's world-class technology training and workforce development programs is central to the vision of ConnCAT Place on Dixwell. These programs provide hope to residents by equipping them with the skills they will need for 21st-century careers.

Ultimately, ConnCAT Place on Dixwell seeks to recapture the energy that was once prevalent throughout Dixwell Avenue and propel this predominantly Black neighborhood to new levels of dignity and beauty. In this way, ConnCAT Place on Dixwell represents much more than the re-development of a 7 ½ acre blighted corridor in one of New Haven's poorest neighborhoods. This transformational mixed-use residential, retail, technology, business, and cultural arts center re-imagines what is possible for this community, for its residents, and for New Haven. ConnCAT Place on Dixwell promises to restore the beauty, vibrancy, vitality, and dignity once claimed by New Haven's historic Black Main Street.

**I'M EAGER TO DEEPEN THE WORK WE'VE COMMITTED TO AT CONNCAT FOR OVER ALMOST A DECADE AND EXTEND OUR FOOTPRINT TO SUPPORT MORE OF NEW HAVEN. OUR PLANS FOR INVESTING IN DIXWELL COME WITH HIGH STANDARDS FOR PERSISTENT AND INTENTIONAL COLLABORATION AND ENGAGEMENT BECAUSE THAT'S WHAT BUILDS COMMUNITY.**



**ERIK CLEMONS  
EXECUTIVE CHAIRMAN  
CONNCORP**

## 2. PROJECT DESCRIPTION

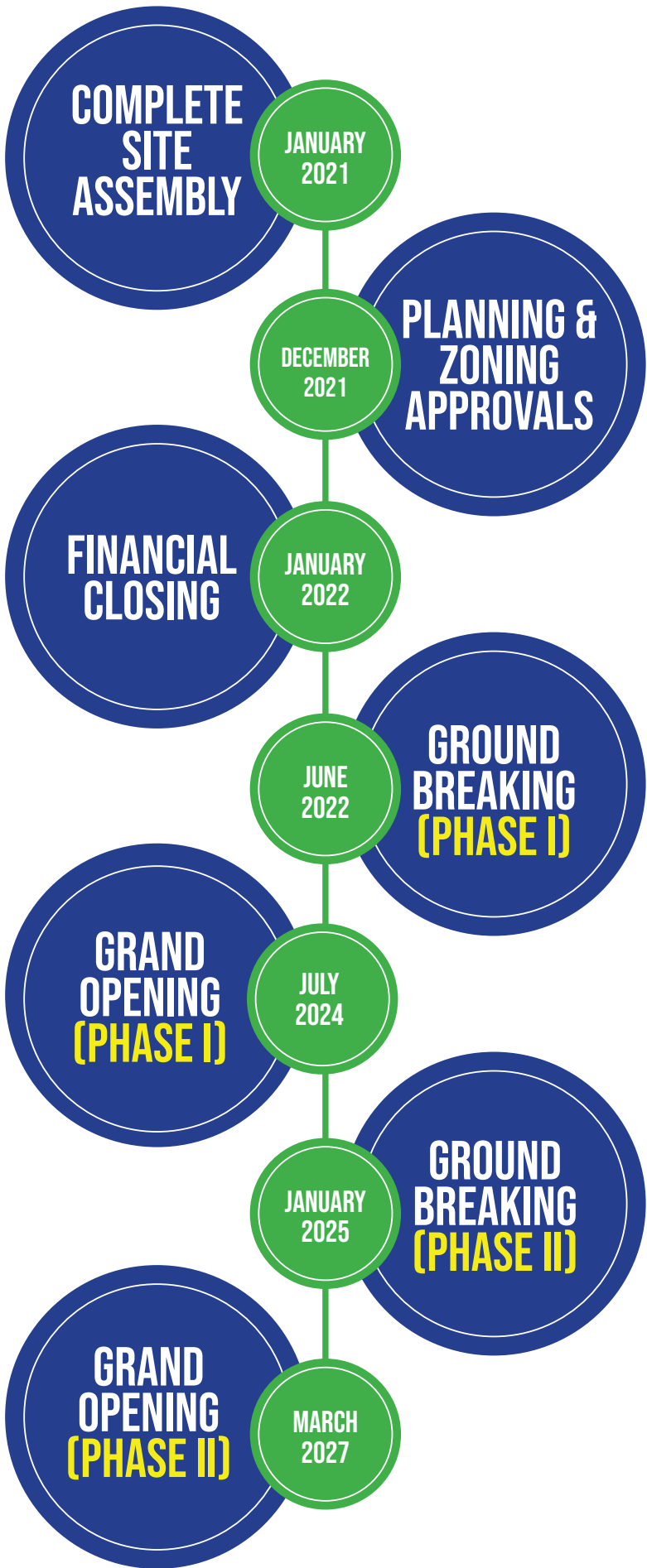
With support from the City of New Haven as well as the local Dixwell-Newhallville community leadership and members, ConnCORP has created a comprehensive vision and plan to transform the historic Dixwell Plaza and restore this important development site to its rightful status as the commercial hub and economic lifeblood of the Dixwell-Newhallville neighborhood. The project will be referred to as: ConnCAT Place on Dixwell to acknowledge ConnCAT's role as the impetus and anchor tenant of the project while also paying homage to the historic significance of Dixwell Avenue within the New Haven Black community.

The development program of ConnCAT Place on Dixwell will include a diverse cross-section of uses to deliver a vibrant, high-quality, compelling, and sustainable mixed-use environment which will not only transform Dixwell Plaza but will serve to catalyze transformation throughout the entire Dixwell Avenue corridor and adjacent neighborhoods.

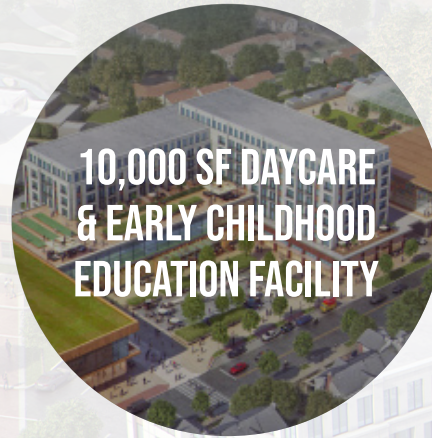
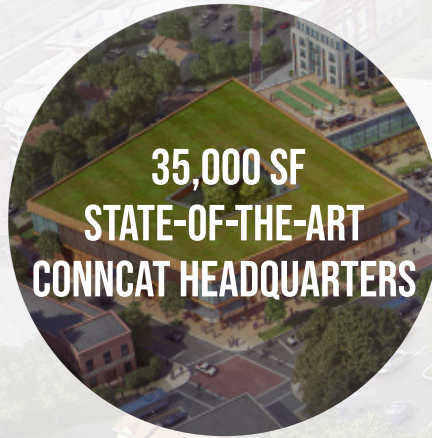
To achieve this ambitious vision, ConnCORP has assembled a highly qualified team of professionals to support and implement the visioning, planning, and execution of the ConnCAT Place on Dixwell development plan. The Development Team is led by RJ Development & Advisors LLC ([www.rjdallc.com](http://www.rjdallc.com)), a regionally active development firm headquartered in New Haven that has successfully completed numerous projects of comparable scale throughout the region and in New Haven specifically. The design team is led by the world-class architectural firm HGA ([www.hga.com](http://www.hga.com)), who has worked on numerous projects around the world of significant scale and cultural importance.

Peter Cook, the lead principal for HGA who is spearheading the ConnCAT Place at Dixwell design effort counts his involvement in the design of the Smithsonian Institution's National Museum of African American History and Culture among his professional qualifications. Numerous other professionals have been identified and retained to support the development team in all areas of project execution including: Foodhall design, development, and feasibility ([www.canadev.com](http://www.canadev.com)); residential market feasibility ([www.rclco.com](http://www.rclco.com)); residential property management ([www.jagmgt.com](http://www.jagmgt.com)); fiscal and economic impact ([www.advancect.com](http://www.advancect.com)); civil engineering ([www.langan.com](http://www.langan.com)); among others. (Detailed professional qualifications and experience for members of the development team can be found in the Appendix)

DEVELOPMENT SCHEDULE



# 3. DEVELOPMENT PROGRAM





# 4. DEVELOPMENT BUDGET

The total cost of the project is estimated to be approximately One-Hundred-Eighty-Five Million Dollars (\$185,000,000.00). This total cost is proposed to be funded by a combination of ConnCORP equity capital, third party / limited-partner equity capital, New Market Tax Credit equity, bank debt provided by a senior lender, and possibly additional subsidy capital sourced from Municipal, State, or Federal agencies.

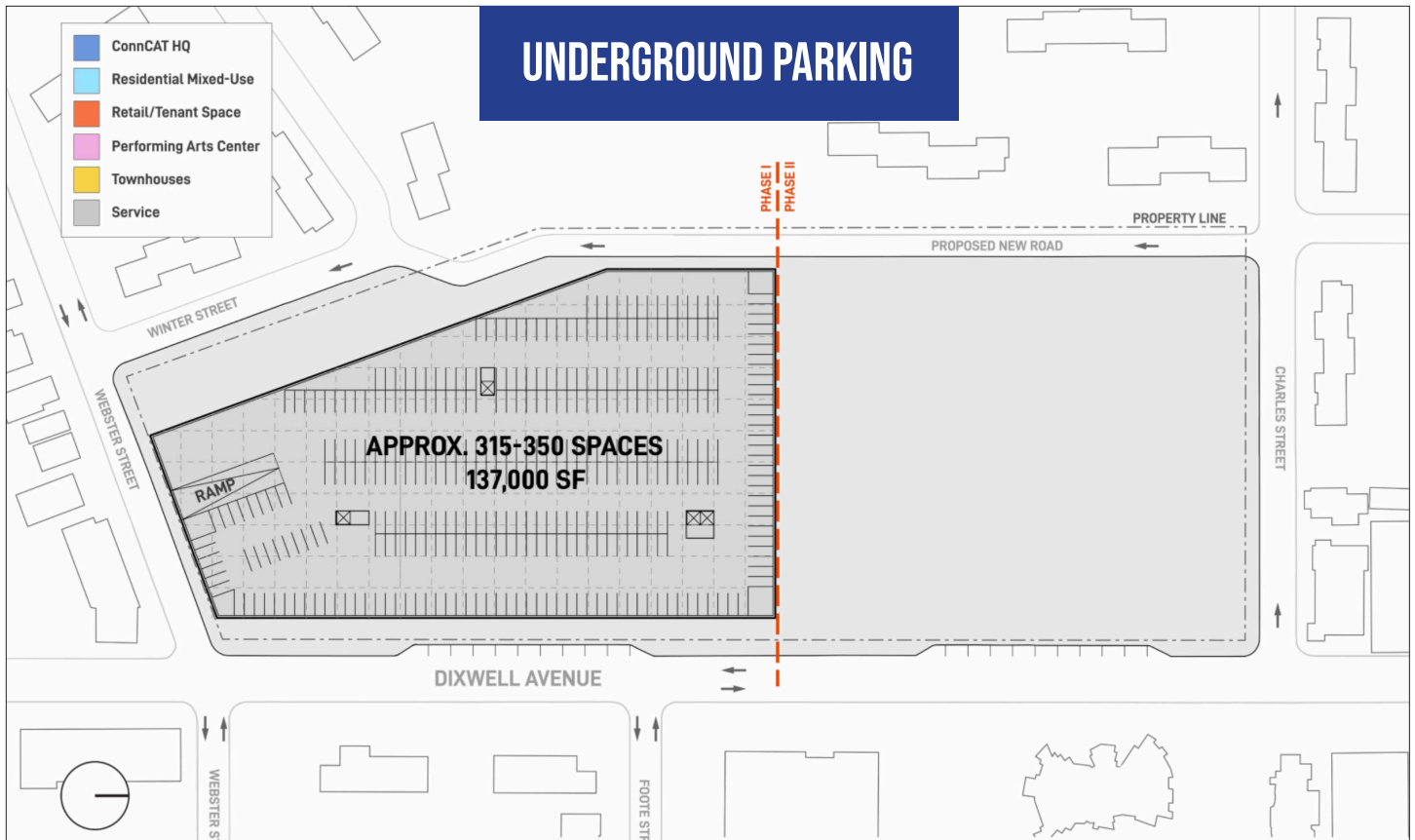
## DEVELOPMENT PROGRAM

	Building #1 ConnCAT	Building #2 Residential MXD	Building #3 U/G Parking	Building #4 Medical Office	Building #5 PAC	Building #6 Parking + THs	Site Work/ Infrastructure	Total
# OF RESIDENTIAL UNITS		155				20		175
RETAIL / OTHER GSF	30,000	71,700		14,500	30,000			247,900
OFFICE GSF	44,000			52,200				96,200
# OF PARKING SPACES			325			360		685
<b>TOTAL PROJECT GSF:</b>	<b>74,000</b>	<b>226,700</b>	<b>137,000</b>	<b>66,700</b>	<b>30,000</b>	<b>178,000</b>		<b>712,400</b>

## DEVELOPMENT BUDGET

	Building #1 ConnCAT	Building #2 Residential MXD	Building #3 U/G Parking	Building #4 Medical Office	Building #5 PAC	Building #6 Parking + THs	Site Work/ Infrastructure	Total
<b>LAND COSTS</b>								
TOTAL LAND COSTS	\$3,823,864	\$3,823,864	\$0	\$3,823,864	\$1,911,932	\$1,911,932	\$0	\$15,295,458
<b>HARD COSTS</b>								
TOTAL HARD COSTS	\$27,665,000	\$48,509,450	\$17,875,00	\$20,416,000	\$13,475,000	\$14,575,000	\$5,000,000	\$147,515,450
<b>SOFT COSTS</b>								
TOTAL SOFT COSTS	\$374	\$214	\$130	\$306	\$449	\$82	NA	\$402
<b>SOFT COST PERCENT (%)</b>								
	11.4%	14.2%	10.0%	11.6%	12.3%	10.8%	0.0%	11.8%
<b>TOTAL DEVELOPMENT BUIDGET</b>								
PSF	\$35,537,720	\$60,902,335	\$19,861,971	\$27,407,636	\$17,554,589	\$18,473,903	\$5,000,000	\$184,738,154
	\$480	\$269	\$145	\$411	\$585	\$104	NA	\$508

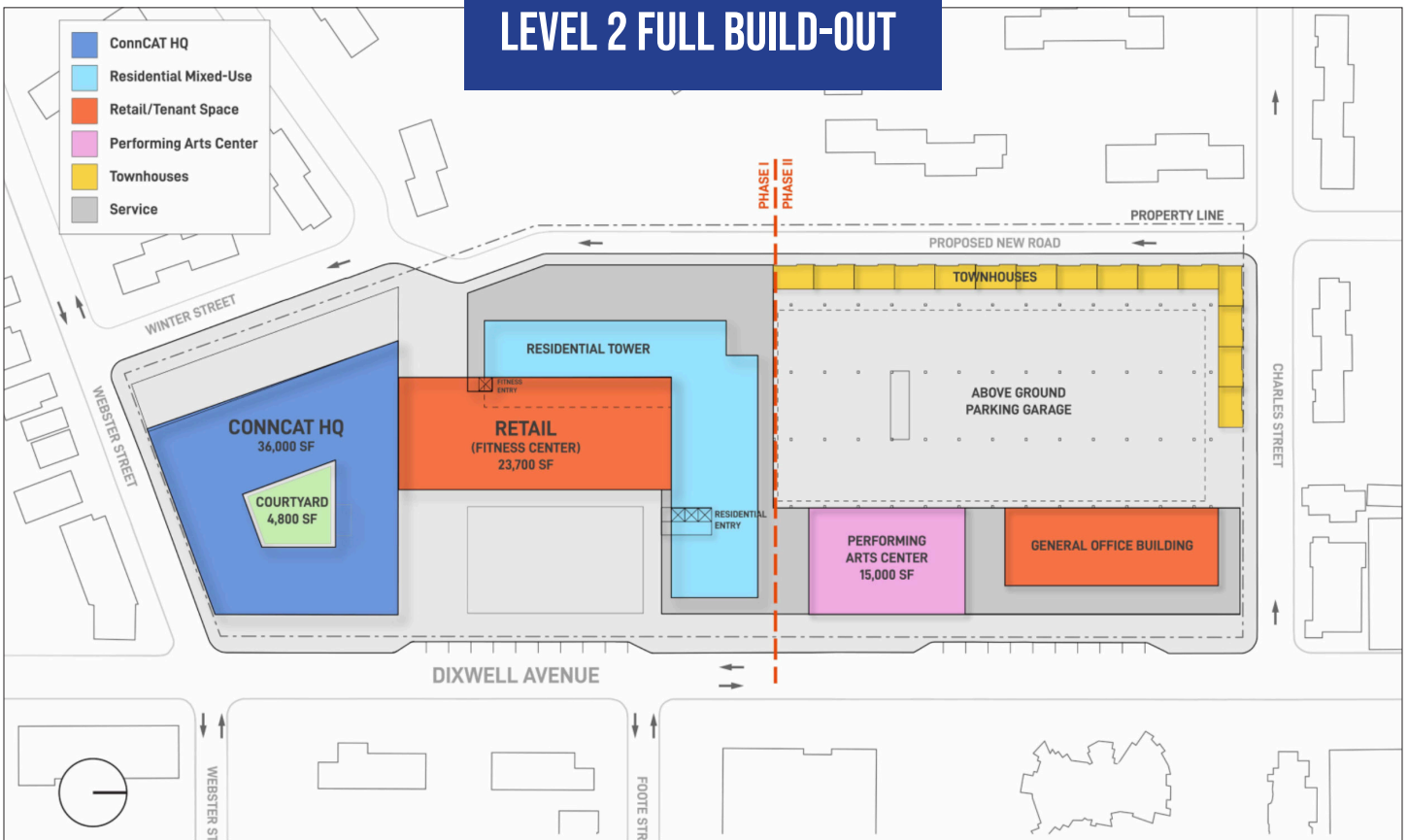
# 5. CONCEPTUAL DESIGN



# LEVEL 1 FULL BUILD-OUT



# LEVEL 2 FULL BUILD-OUT







# 6. ECONOMIC & COMMUNITY IMPACT

ConnCORP expects to spend nearly \$185 million on the development of ConnCAT Place, a mixed-use project in the Dixwell/Newhallville section of New Haven. This investment will create immediate economic impacts due to the construction activity as well as long-term benefits from the ongoing economic activity that will be possible due to this project.

## Construction Impacts Summary

The economic impact from the four-year construction period is estimated to include:

- \$232 million in additional output for the state of Connecticut; \$188 million for New Haven County; and \$84 million for the City of New Haven.
- Construction and related activity will generate and sustain 420 jobs across the state, 345 for New Haven County, and 131 in the City of New Haven.
- Labor income associated with the construction activity is estimated to be \$129 million in Connecticut; \$98 million in New Haven County; and \$39 million in the City of New Haven.

## Construction Impacts Detail for New Haven

The full economic impact includes three types of economic activity: direct, indirect, and induced. The direct impacts are the “first tier” of activity directly associated with the project. Indirect impacts include “business to business” purchases that drive additional economic activity up the supply chain. Induced effects estimate the additional economic activity spurred by the increased labor income.

- Total output of \$82 million within the City of New Haven. This includes the direct effect of \$52 million, reflecting the estimated portion of the construction costs that are expected to be used to purchase goods and services within the City of New Haven, as well as \$9 million in indirect and \$23 million in induced impacts within the City.
- Total increase in labor income of \$39 million for New Haven residents. This figure includes \$28 million in direct labor income from construction estimated to stay within the City, as well as \$3 million in indirect effects and \$8 million in induced effects.
- Construction activity will generate and sustain an average of 131 jobs for New Haven residents over the four years. This includes an average of 86 direct jobs each year, 12 indirect jobs, and 34 induced jobs. The 131 average jobs per year also equate to 526 “job-years” when counted as individual jobs each year.

### Distribution of Economic Impact Effects from the Construction Activity of ConnCAT Plaza in Dixwell-Newhall, within the City of New Haven, 2021-2024

Impact Effect	Output	Employment (Annual)	Value Added	Labor Income
Total	\$84m	131	\$50m	\$39m
Direct	\$52m	86	\$31m	\$28m
Indirect	\$9m	12	\$5m	\$3m
Induced	\$23m	34	\$14m	\$8m

Source: ConnCORP, AdvanceCT, and IMPLAN 2019 models. All dollar values are in 2021 millions of dollars.

## 7. OUR TEAM

### **ANNA BLANDING, CHIEF INVESTMENT OFFICER, CONNCORP**

Anna Blanding is Chief Investment Officer of ConnCORP. Anna oversees the Economic Justice Fund as well as the organization's Qualified Opportunity Zone Fund.



Anna is passionate about transformative capital and uses her background in private capital markets, endowment management, policy, and philanthropy to create meaningful public-private partnerships, equitable communities, and access for diverse fundmanagers. Prior to ConnCORP, Anna was Senior Investment Officer at Choate Rosemary Hall and deployed capital across all liquid and illiquid asset classes. Prior to Choate, Anna was an Investment Officer at The Annie E. Casey Foundation, a \$4B endowment where she focused on the \$2B Private Capital portfolio with a concentration on venture capital, private equity, real estate, natural resources, and private credit. She also worked on Annie Casey's \$125M Social Impact portfolio.

Anna is a trustee and investment committee member of The William Casper Graustein Memorial Fund, a family foundation that focuses on education and equity. She serves on the executive committee of Capital for Change, a CT based Community Development Financial Institution with \$140M AUM that invests in affordable housing, businesses, and nonprofits in New England.

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### **ERIK CLEMONS, EXECUTIVE CHAIRMAN, CONNCORP**



Erik Clemons is the founding CEO and President of the Connecticut Center for Arts and Technology (ConnCAT), a non-profit organization based on the model of Bill Strickland's National Center for Arts and Technology, which is dedicated to creating empowering art-based educational environments for at-risk public school students and training programs for under and unemployed adults.

Erik has an extensive background in nonprofit management and organizational leadership. For more than 20 years, Erik has committed himself to serving the best interests of diverse and traditionally underserved communities.

Prior to embarking on his journey with ConnCAT, Erik was the Executive Director of the Leadership Education Athletics and Partnerships (LEAP) program, which trains New Haven college and public high school students to work with younger children on areas of literacy, arts, computer science, swimming, athletics, camping, cooking, and team building. His three-year tenure with the LEAP, inc. provided a natural transition to running ConnCAT's extension youth development and professional training programs.

Erik has served as an Education Fellow at the Aspen Institute, Yale-New Haven Hospital trustee, member of the Connecticut State Board of Education, Board Chair of the Housing Authority of New Haven (HANH), Board of Directors at New Haven Bank, and Board of Directors at Elm City Market.

## **CARLTON HIGHSMITH, BOARD CHAIR, CONNCORP**



A corporate executive turned entrepreneur, Carlton left his position as Division Marketing Manager at the New York City based Amstar Corporation in 1983 to found his own firm - Specialized Packaging Group (SPG), a package design and package engineering firm in New Haven, Connecticut. Through a series of successful acquisitions and new plant openings, by 2009, Carlton had built SPG into an innovative multi-national designer and manufacturer of paperboard packaging with revenues over \$200 million.

He employed over 700 designers, engineers, and technicians at innovation centers and manufacturing facilities in Toronto, Chicago, Cincinnati, Kansas City, Greensboro, Richmond, London, Ontario, and 6 other cities.

In 2009 Carlton's company was recognized as the largest minority-owned firm in the State of Connecticut and was also ranked as high as #26 on Black Enterprise Magazine's prestigious BE 100, an annual list of the largest and most successful black-owned businesses in the United States.

In 2009, Carlton merged his company with PaperWorks Industries to form the third-largest vertically integrated recycled paperboard manufacturer in America. Carlton served as vice chairman of the board of the merged company, SPG PaperWorks until his retirement in March 2010. Carlton currently serves on the board of directors of Cleveland, Ohio based KeyCorp, the 13th largest financial services company in the United States. He serves on both the Risk Committee and the Nominating/Governance Committee at KeyCorp.

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## **PAUL MCCRAVEN, PRESIDENT, CONNCORP**



Paul currently serves as President of ConnCORP, the economic development arm of ConnCAT. Paul has over 25 years of financial services and banking experience, serving as Senior Vice President of First Niagara Bank responsible for community development across the bank's four state footprint. Paul was also President of First Niagara Community Development Corporation managing a \$50 million portfolio of community development loans and investments. He additionally served as a director of the First Niagara Foundation, the bank's corporate philanthropy arm. Prior to banking, he held various senior executive positions at Science Park Development Corporation, a Yale affiliated technology park in New Haven.

Paul has extensive experience in community economic development, including affordable housing, small business development, and community revitalization. Major real estate transactions included the financing of over fifty

Habitat for Humanity homes, ArLoW, a mixed income artist housing/retail development, and management of Fairbank, a 121 unit Section 8 senior housing project in New Haven. Small business and venture capital financing included the Sachem Fund (a joint venture with Yale University), Greater New Haven Community Loan Fund, CEDF, Brookside Mezzanine Fund, Ironwood Capital, Elm City Ventures, and the Yale Entrepreneurial Investment Fund. Paul currently serves as Immediate Past Chair of the Gateway Community College Foundation and Treasurer of the NewAlliance Foundation. He also serves on the Boards of Albertus Magnus College, Market New Haven, ConnCAT, and the Evergreen Cemetery.



## **GENEVIVE WALKER, PRESIDENT & CEO, CONNCAT**



Genevive Walker was raised in New Haven, Connecticut. She attended Educational Center for the Arts and studied theater and graduated from Wilbur Cross High School and subsequently attended and graduated with cum laude distinction from Temple University in Philadelphia, Pennsylvania where she earned a bachelor's degree in Urban Studies.

After a few relocations in her young adult life, she received her Master of Arts in Elementary Education at Teacher College, Columbia University in the City of New York. Through the years and during her time at Columbia University, Genevive nurtured her passion for education and developing youth through her service in afterschool programs, summer youth development programs, and youth ministry programs in Harlem, New York, Bridgeport, and New Haven, Connecticut. Her deepest interests have been supporting the voices of children and young adults in an effort to bring about empowerment and readiness for adulthood.

Genevive is a veteran 5th grade teacher, having served in both the New Haven and Hamden public school districts. She is currently the Chief Executive Officer at the Connecticut Center for Arts in Technology in New Haven, CT, where she previously served as Director of Programs and Chief Operating Officer. During her tenure as Director of Programs, she designed and oversaw the implementation of the Adult Career Training programs, and Youth Arts After School and summer programs at ConnCAT.

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## **YVES-GEORGES A. JOSEPH II, PRINCIPAL, RJ DEVELOPMENT + ADVISORRS**



Yves Joseph is a Founding Principal of RJ Development + Advisors LLC. In his capacity as Principal, Mr. Joseph is responsible for leading all aspects of the evaluation, procurement, financing, and execution of Real Estate Development projects. Within the broad spectrum of Real Estate Development projects that RJDA pursues, Mr. Joseph focuses on leading the growth and expansion of RJDA's urban mixed-use development practice which focuses on developing residential multi-family, hospitality, and mixed-use development projects in urban environments throughout the northeastern United States.

Mr. Joseph has an extensive background as a Real Estate Developer and Advisor and has touched development projects throughout the United States and across product types including hospitality, residential, retail, office, industrial, casino, resort, and mixed-use. Prior to founding RJDA, Mr. Joseph spent seven years at Centerplan Development Company where he was a Vice President and Principal. At Centerplan, Mr. Joseph oversaw and led the successful execution of over \$100M of new-construction development projects across multiple property types including: multi-family residential, class-A office, medical office, and retail.

Mr. Joseph received his B.A. in Economics from Harvard College and his MBA from Columbia University's Graduate School of Business with highest honors. He is a member of several professional organizations including the Real Estate Executive Council (REEC), the Harvard Alumni Real Estate Board (HAREB), the Urban Land Institute (ULI), African American Real Estate Professionals (AAREP), and International Council of Shopping Centers (ICSC). Mr. Joseph also serves on the board of directors for The Prosperity Foundation (TPF) and Jump for Haiti (J4H).



## 8. APPENDIX

