Regional Water Authority

WATER:
A Driver of Economic Development

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North Haven Economic Development Commission
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RWA Community

- 118,000 homes & businesses
  - 430,000 people
  - 15 towns and municipalities
  - 260 square miles
- 45 MG/day average demand
- >27,000 acres of land

RWA has a presence

and an impact.

How RWA Does Business

- Higher Purpose

  We seek to provide value beyond profits

- Community Orientation

  We serve the needs of the community

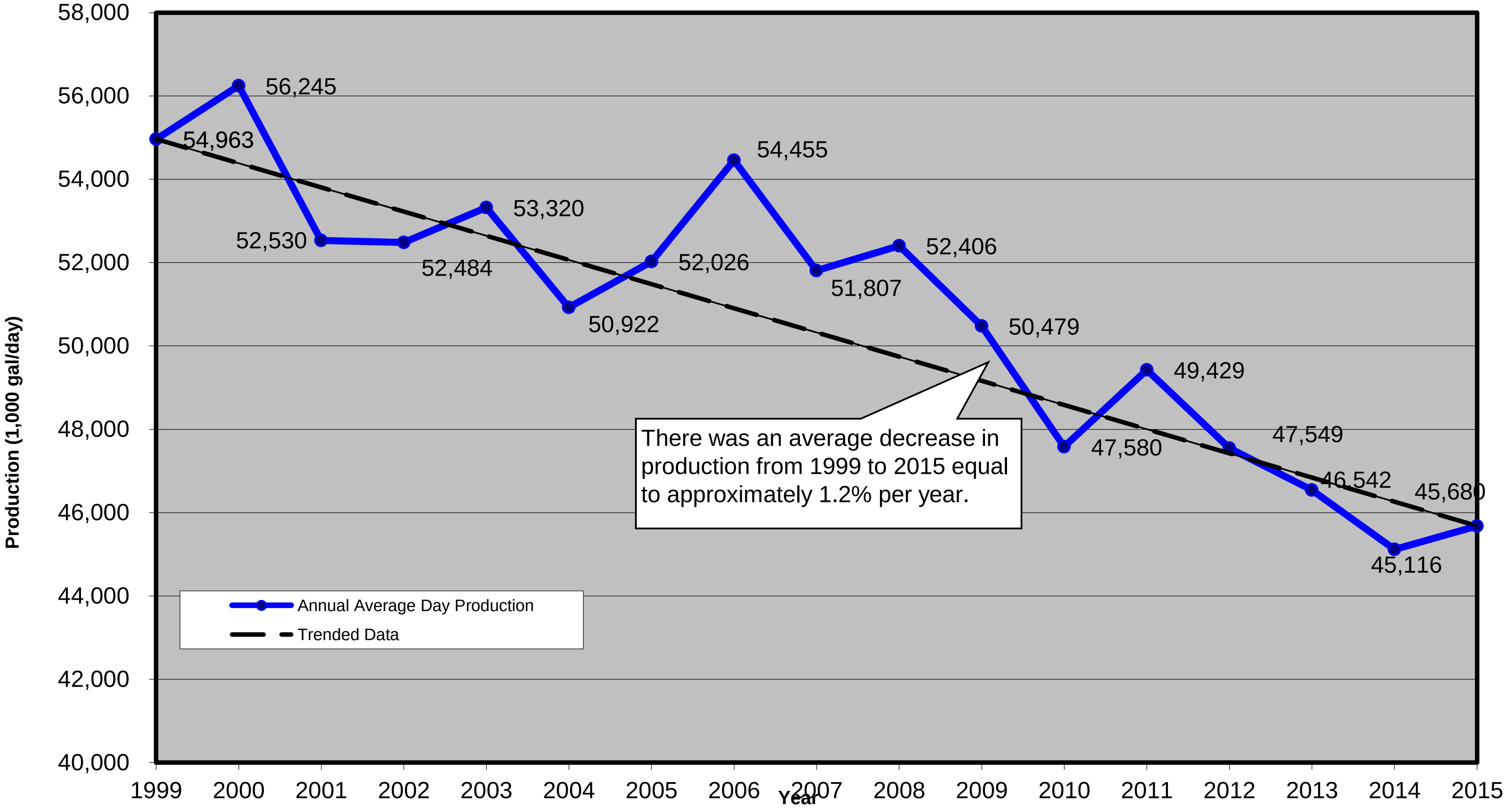
- Conscious Leadership

  Our leadership emphasizes the higher purpose and serving the community

- Conscious Culture

  The social fabric of our company reflects our conscious intent

Daily Water Production Trend



Target Industry Analysis

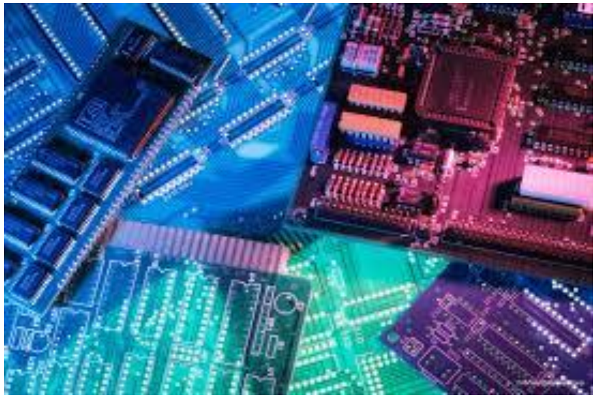
Overview of the Process

- Retained Blane Canada to conduct the study
- Reviewed previous studies and industry requirements
- Identified appropriate water-intensive industry sectors
  - Matched regional capabilities with industry sectors
  - Considered industries already present in the region
- Recommended best prospects

Water-Intensive Industries Analyzed

- Apparel
- Beverages
- Chemical/Pharma
- Coal Products
- Food Processing
- Forest Products
- Paper Products
- Refining
- Semiconductors/Electronics
- Medical Devices
- Transportation Equipment
- Metal Mining
- Utility

Water-Intensive Industry Targets



Beverage Manufacturing

- **Highest Percentage of Annual Growth – 2 sectors**
  - Breweries 2.1%, and Distilleries 1.6%
- **Forecast Growth – 2 sectors**
  - **Distilleries 4.6%, and Bottled Water 3.1%**
- **Target Potential**
  - 351 HQ companies in the United States and Canada
- **Highest Concentrations**
  - California, Ontario, New York and Texas

Chemical/Pharma Processing

- Inorganic Chemicals
- Organic Chemicals
- Plastics/Resins
- Fertilizer
- Pesticides
- Brand Name Pharmaceuticals
- Generic Pharmaceuticals
- Vitamins/Supplements
- Paints, Adhesives
- Soap/Cleaning Compounds
- Cosmetics/Beauty Products

Chemical/Pharma Processing

- **Highest Percentage of Annual Growth – 4 sectors**
  - Organic Chemicals 11.2%, Vitamins/Supplements 7.4%, Generic Pharmaceuticals 6.8%, and Plastics/Resins 5.6%
- **Forecast Growth – 4 sectors**
  - **Vitamins/Supplements 5.5%, Cosmetics/Beauty Products 4.9%, Generic Pharmaceuticals 4.8%, and Pesticides 3.4%**
- **Target Potential**
  - 1,534 HQ companies in the United States and Canada
- **Highest Concentrations**
  - New Jersey, California, Texas and New York

Food Processing

- Malt Manufacturing
- Chocolate/Candy
- Fruit/Vegetable Products
- Frozen Foods
- Dairy Products
- Seafood
- Snacks
- Coffee Production
- Tea Production
- Flavorings
- Seasonings

Food Processing

- **Highest Percentage of Annual Growth – 4 sectors**
  - Malt Manufacturing 8.7%, Coffee 7.5%, Tea 6.3%, and Dairy Products 5.8%
- **Forecast Growth – 3 sectors**
  - **Malt Manufacturing 4.7%, Candy Production 3.0%, and Tea Production 3.0%**
- **Target Potential**
  - 1,282 HQ companies United States and Canada
- **Highest Concentrations**
  - California, Ontario, New York and Quebec

Semiconductors/Electronics

- Communications Equipment
- Semiconductors/Circuits
- Medical Devices
- Navigational Instruments

Semiconductors/Electronics

- **Highest Percentage of Annual Growth – 2 sectors**
  - Semiconductors/Circuits 4.8%, Medical Devices 3.6%
- **Forecast Growth – 2 sectors**
  - **Medical Devices 7.1%, and Navigational Instruments 3.3%**
- **Target Potential**
  - 1,418 HQ companies in the United States and Canada
- **Highest Concentrations**
  - California, New York, Texas and Massachusetts

Transportation Equipment

- Metal Stamping/Forging
- Wire/Spring Manufacturing
- Ball Bearings
- Metalworking Machinery
- Engines/Turbines
- Batteries, Wires/Cables
- Wiring Devices
- Power Conversion Equipment
- Automobile Electronics

Transportation Equipment

- **Highest Percentage of Annual Growth – 4 sectors**
  - Power Conversion Equipment 12.8% , Wires/Cables 10.5%, Engines/Turbines 8.3%, and Metal Stamping/Forging 6.4%
- **Forecast Growth – 4 sectors**
  - **Metal Stamping/Forging 4.4%, Power Conversion Equipment 4.2%, Wiring Devices 3.7%, and Wires/Cables 3.6%**
- **Target Potential**
  - 1,408 HQ companies in the United States and Canada
- **Highest Concentrations**
  - Michigan, Illinois, Ohio and California

Competitive Analysis

Competitor Areas

- Milwaukee County, WI
- Montgomery County, OH (Dayton)
- Monroe County, NY (Rochester)
- Worcester County, MA
- Washtenaw County, MI (Ann Arbor)
- Tippecanoe County, IN (Lafayette)

Comparative Process

- Population
- Income
- Labor Force
- Wages
- Industry Presence
- Electricity Rates
- Cost of Living
- Water Rates
- Wastewater Rates
- Tax Climate
- Real Estate Availability

Site Selection On-Site Assessment

Process Of Elimination

Speed Of Response

Regional Cooperation

Site Selection Visit Observations

- Out-of-state competitors value the region
- Prospect industries noted warehouse and distribution centers
- Regional advantages:
  - ✓ Educated workforce, quality of life, waterfront and restaurants
  - ✓ Lower costs than NY and Boston
- CT scores poorly on cost-focused rankings
- CT does well on rankings emphasizing innovation

Competitive Highlights

Disadvantages

- Lack of quality buildings
- Lack of quality sites
- High comparative cost of living
- High labor rates
- Per capita income and wages
- Industrial electric rates
- Unions
- Slow and uncertain approvals
- Bureaucracy
- National perception

Middling

- Tax climate
- Water and wastewater rates
- Highest number Graduate, Professional and Doctorate Degree category

Competitive Highlights

Advantages

- Innovation industries
- Abundance of water
- Available, skilled, specialized workforce
- High employment growth
- Higher unemployment rate
- Higher educational attainment
- Access to highly populated market
- Competitive within Northeast where competes most heavily

Tying It Together

- A lack of available sites and buildings limit opportunity
- Large water users often require high volumes of electricity
- High water use parallels high waste water disposal
  - ✓ Essential collaboration with communities
- Low-hanging fruit for recruitment, also low water demand
- The competition:
  - ✓ Regional states
  - ✓ National or international
- Value focus

What's Next

- Completed site selector calls
- Define long-term vision
- Develop and implement marketing strategy
- Collaboration among key economic development organizations

Questions/Comments

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