

Working
draft



Connecticut's Economic Action Plan 2020 – 2025

Driving Inclusive Growth

Connecticut[®]



Governor's Letter

Dear residents of Connecticut,

Over the past year, I have visited nearly one-hundred businesses, ranging from large employers like Electric Boat, which boasts over 12,000 employees (and plans to hire 18,000 more), to small start-ups like the Little House Brewery in Chester, one of 100 craft breweries in the state. These conversations have reminded me of the diversity of our economy—and the connectedness of our people. We all dream of a Connecticut that abounds in economic opportunity for all, a state that welcomes new businesses, pushes the boundaries of innovation, and leads solutions to the social and environmental challenges of our day. Each one of us has a role to play in achieving this dream. This plan charts a united path forward.

Connecticut has turned a corner. After years of fiscal crisis, we passed an on-time, balanced budget in 2019 and boosted our Rainy Day Fund to a record level. For the first time in 18 years, credit rating agencies upgraded their outlook for the state from neutral to positive, saving us tens of millions in borrowing costs. And as our fiscal future has brightened, so has our economy: Bloomberg News recently recognized our state as the 4th most innovative economy in the country.

We have been hard at work to ensure that nobody is left behind as our innovation economy grows. The revamped Governor's Workforce Council has assembled one of the most ambitious workforce boards in the nation, bringing together employers, educators, nonprofits, and unions to make sure that all of our residents are trained for high-quality jobs. To address barriers to employment, we have expanded eligibility to Care 4 Kids, so even more families can afford quality childcare and participate in the workforce. And starting this year, UConn will eliminate tuition for all students of families earning less than \$50,000, so every student can fulfill their dreams of higher education.

We have also been working to make it easier to do business here. The Department of Energy and Environmental Protection has reduced the time needed to develop a brownfield site to under three months, enabling business growth while maintaining the highest environmental standards. And the Department of Administrative Services is soon rolling out a one-stop process for businesses to navigate incorporation, permitting, and other state processes, so business owners can get more done online and spend less time in-line.

We are just getting started. This plan builds from these successes, detailing the steps we will need to take together—as businesses, public officials, community leaders, and citizens—to fulfill the potential of this great state.



Ned Lamont
Governor of Connecticut



Letter from the chairs

ADVANCECT

This document contains the 5-year economic development action plan for Connecticut. Equally as important, it contains the voice and hard-working spirit of our state: you will read about nonprofits, like CCAT, that are working to help our workers and businesses thrive. You will read about small businesses, like Lilly's Soul Food, that are creating new jobs for diverse residents and enlivening our communities. And you will read about big, bold ventures, like Park City Wind, that are demonstrating the potential of innovative technology at unprecedented scale. These stories are the backbone of this plan: our core design principle has been to create the conditions for organizations like these – and the entrepreneurial people who drive them – to flourish.

Creating these conditions means doing two things. First, it means building inclusivity into the DNA of economic development. Too many people and places in our state have been overlooked and underserved, and these are precisely the people and places that will transform our economy. The number of women-owned businesses in the US has increased nearly 3,000% since 1972, with 47% owned by women of color. It is our top priority to make sure that Connecticut is a state where women, minorities, immigrants, veterans, people with disabilities, and others confronting historic social or economic disadvantages can realize their full potential as workers, entrepreneurs, and leaders.

Creating the conditions for our entrepreneurial people and organizations to flourish also means keeping a laser-focus on innovation. We know that innovative businesses are most successful when they are situated in vibrant, walkable communities close to industrial partners, research institutions, and the best and brightest talent. With this in mind, we are investing in the development of innovation hubs along the state's major transportation arteries, helping existing centers of industrial activity grow into innovation ecosystems where start-ups and large companies alike find the resources, talent, and built environment they need to succeed. Bioscience, digital technology, insurtech, advanced manufacturing, and green energy have fueled our growth over the past decade, and they will continue to be the foundation of our 21st century economy.

The vision we put forward here is ambitious, but achievable. We came together to put Connecticut first, looking with clear eyes at both our recent fiscal challenges and the significant assets the state has at its disposal. We would like to thank the hundreds of people who participated in our design sessions and online surveys: your deep expertise, love for this state, and thoughtful feedback have shaped this plan into a document that truly reflects the will and potential of this state. Thank you for your courage to imagine what is possible, and work in unison to achieve it.



Indra Nooyi
Co-Chair, AdvanceCT
Former CEO, PepsiCo

James Smith
Co-Chair, AdvanceCT
Former Chairman, Webster Bank

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Executive summary

90,000 new jobs.* 15,000 additional households earning a living wage. The fastest job growth in the Northeast. A top 10 state for median household income growth and minority household incomes. The most qualified workforce in the nation. Our vision for Connecticut's economy in 2025 is bold but within reach.

We developed these goals and the 15 initiatives that enable us to achieve them in close partnership with industry, non-profit, and community leaders across the state. We sought out the opinions and suggestions of 1,100 residents and sourced best practices and expertise from around the world.

Our strengths

Our economic action plan builds on our strengths. We have one of the most educated populations in the country, ranking fifth in the nation for educational attainment. We have innovative, globally leading industries, including aerospace and defense, advanced manufacturing, insurance, and financial services. We rank among the top ten states for commercializable research, with particular strengths in bioscience. And we are consistently recognized as one of the best places to live in the country, with natural beauty from the shoreline to the Northwest Hills, some of the best K-12 education available anywhere in the nation, and friendly, welcoming communities and workplaces known for offering excellent work-life balance. The close proximity to New York City and Boston only adds to the appeal for businesses and residents.

Our challenges

Connecticut has challenges. The financial crisis hit us particularly hard due to our industry mix, with a recovery that has been slower than preferred. Another challenge is posed by the inequality in the state, built up over time through uneven investments in our towns and cities. And we have endured chronic budget deficits, endangering needed public investments. It is not within the mandate of this plan to address the state's fiscal stability, or its tax structure, though we know these pose economic concerns. We support Governor Lamont's approach to ensuring that we are not defined by fiscal crisis: on-time, budgeting with low reliance on debt, substantial contributions to the State's Rainy Day fund, and predictable taxes. These efforts have been rewarded by ratings agencies and investors, who for the first time in 18 years have a positive outlook on Connecticut.

About this plan

Our action plan will accelerate Connecticut's progress—from deepening our appeal to the talented young people and families who comprise the core of a competitive workforce, to doubling down on our most innovative industries, like insurtech and fintech, advanced manufacturing, and bioscience.

Our plan is divided into five sections:

1. **Communities:** Attract and retain talent by investing in vibrant and affordable communities for all
2. **Innovation:** Support growth and generate inclusive economic opportunity

* 90,000 does not include the 115,000 job impact of the Governor's transportation plan or any jobs arising out of the Governor's Workforce Council

within our most innovative and specialized industries

3. **Workforce:** Broaden the base of skilled workers to match increasing industry demand
4. **Infrastructure:** Invest in safe, fast, & accessible infrastructure to enable sustainable growth
5. **Business environment:** Improve our environment and reputation for starting and growing businesses

These are the pillars of our economic strategy. Respecting the need for disciplined use of taxpayer money, each initiative has been designed in line with case studies of proven impact and return on investment.

Inclusive growth

Our plan takes concrete steps to address income and wealth disparities in the state of Connecticut. Every initiative details design decisions made to ensure that each of our actions to improve our economy is working to improve it for all, with a special focus on disadvantaged groups in our state. Proposed new real estate developments will share the benefits with local communities via local hiring and procurement commitments,

support for small business owners, and mandatory anti-displacement strategies. Many initiatives prioritize funding for cities and towns affected by underinvestment, and we are investing in the growth of businesses owned by women, racial and ethnic minorities, veterans, and people living with disabilities.

The road ahead

We intend to execute this plan as it was developed: in close partnership with industry stakeholders, community groups, and local government, and with rigorous attention to measuring our success. We call this an economic action plan—not a strategy—for a reason. Numerous plans in recent years have included ideas that have not been implemented at scale. We include some of those good and thoughtful ideas in this plan, with an eye toward creating the conditions for their successful execution. As a state, we have diagnosed, we have planned, we know what we need to do to build our shared vision of our economic future. Now is the time to act—to create, to build, and to invest in our potential as an endlessly innovative, inclusive, collaborative Connecticut.





1,100

STAKEHOLDERS ENGAGED

15

INITIATIVES SELECTED

90,000*

NEW JOBS TO BE
CREATED OVER 5 YEARS

Our Vision for the Future

Over the past year, a group of Connecticut leaders from the private, public, and social sectors have come together with a single goal: to develop an action plan that will generate inclusive economic opportunity and prosperity for all of the state's residents. We envision a future where every worker has the training and support to access a high-quality, living wage job, every business is positioned to participate in the benefits of the innovation economy, and every resident lives in a community with affordable housing, vibrant amenities, and efficient transportation.

Together, we agreed on a bold, ambitious aspiration for 2025: Connecticut will become a leading state in the nation for economic growth and job opportunities for all, with the fastest job growth in the Northeast, the best trained workforce in the country, and rapidly rising incomes for minority residents.

With this endpoint in mind, we surveyed 1,000 local businesses and sat down with over 90 local stakeholders from 50 organizations, representing every major industry and geography in the state. The group helped us identify the state's most pressing economic needs and elevate the most successful solutions already being implemented, ultimately selecting 90 potential strategic initiatives for inclusion in this plan.

We then tested each of these 90 potential initiatives against three guiding questions:

1. Will the initiative grow the number of living wage Connecticut jobs?
2. Will it broaden the base of workers who can access these jobs?
3. Is the initiative fiscally responsible relative to the projected benefits for Connecticut residents?

Based on community feedback, we selected a portfolio of 15 strategic, pragmatic initiatives that have the highest potential to create inclusive job growth and support a diverse, empowered workforce. Together, these initiatives will create 90,000* new jobs by 2025, and will position our economy for sustainable growth for decades to come.

On the pages that follow, we tell the story of the Connecticut of today — a state with a rich and innovative industrial history, determined and diverse workforce, and beautiful landscape — and show how each initiative will guide us to a more prosperous tomorrow.

* 90,000 does not include the 115,000 job impact of the Governor's transportation plan or any jobs arising out of the Governor's Workforce Council

We are a state of talented people

Home to over 3.5 million people, Connecticut boasts one of the most hard-working and well-educated workforces in the country, ranking in the top five states for educational attainment and labor productivity.

In addition to providing jobs for over 1.8 million workers, we provide higher education to over 150,000 full-time students at our 31 four-year and 12 two-year institutions. These students receive a best-in-class education: our universities rank fourth in the nation for both student-faculty ratio and graduation rate, with 67% of students graduating within six years.

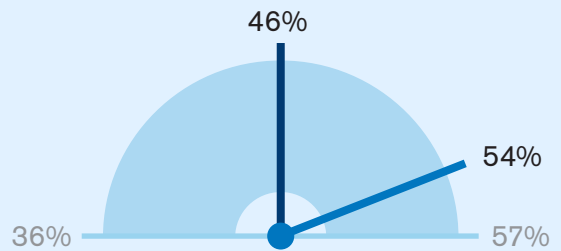


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How Connecticut compares with the nation

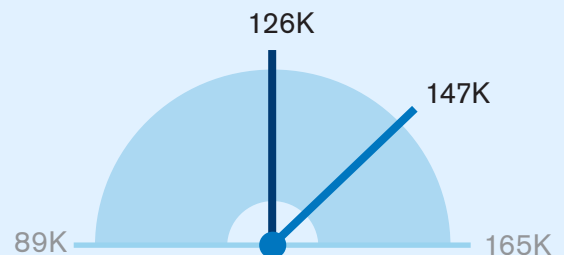
Residents with a quality credential

In 2017, 54% of Connecticut residents aged 25-64 had a post-high school degree or workforce or industry certificate – a 7.5% increase since 2008, and ranking Connecticut fifth in the nation for educational attainment. By investing in training, by 2025, we plan to be first.



Labor productivity (USD)

In 2019, the average Connecticut worker produced \$146,976 in economic output, the fifth highest in the country. 66% of the population participates in the labor force, outpacing the national average of 63%.



and welcoming places



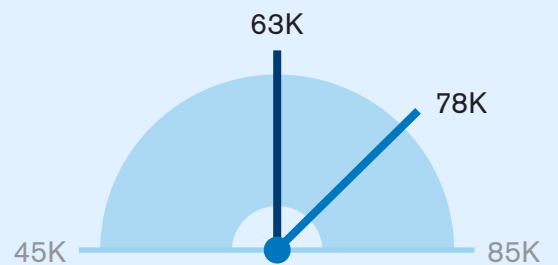
Strategically situated between New York City and Boston, Connecticut welcomes regional visitors seeking its natural beauty, rich history, and cultural amenities. In 2017, tourists spent \$15.5 billion in the state, directly supporting 84,000 jobs.

For those who make the state their home, Connecticut offers high-quality housing, excellent health care, and easy access to jobs and amenities. Our K-12 schools rank fifth in the nation, with an 88% graduation rate and 71% college entrance rate. And our cities are growing: Hartford, Stamford, and New Haven have each added over 1,000 new apartments in the past five years.

— Connecticut — US average — US state minimum — US state maximum

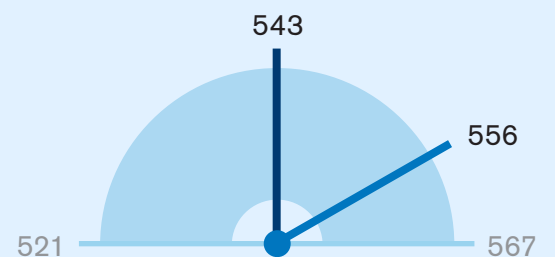
Median household income (USD)

At \$78,492, Connecticut's median household income in 2019 was the fifth highest in the country. However, black households earned only 61% of this amount – \$47,856 – while white households earned \$82,950. Raising incomes of minority households is a key focus of this plan.



NAEP 8th grade scores (math and reading combined)

In 2019, 72% of our eighth graders achieved at least basic proficiency in math and 78% achieved at least basic proficiency in reading, ranking us 3rd in the nation, behind only Massachusetts and New Jersey.



Our businesses are industrial pioneers



Connecticut has a long legacy of entrepreneurship. The first ship and fire insurance companies began doing business here in the 18th century, and today, finance and insurance are our largest industries, generating 16% of our GDP. Connecticut ranks second only to New York in private equity, with \$384 billion in assets under management.

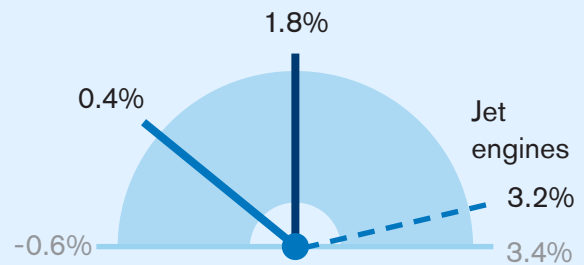
Manufacturing is another mainstay of our economy, generating 12% of our GDP. Connecticut genius is responsible for inventions ranging from vulcanized rubber to the military submarine. We continue to excel in boat building and aerospace manufacturing, anchored by Electric Boat, Sikorsky Aircraft, and Pratt & Whitney.

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How Connecticut compares with the nation

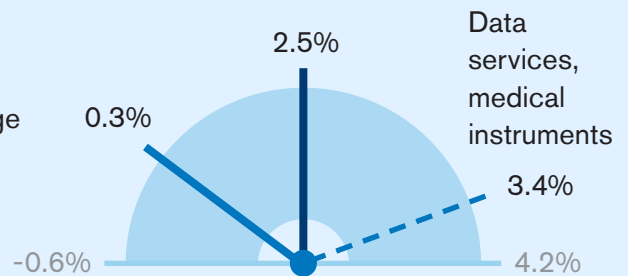
Employment growth (CAGR)

Although Connecticut's 2013-2018 job growth lagged the national average, many of our largest industries, such as jet engine manufacturing, added thousands of new jobs. By investing in the growth of these industries, by 2025, we plan to have the fastest job growth in the Northeast.



GDP growth (CAGR)

Despite its consistently high labor productivity, Connecticut had below-average 2013-2018 GDP growth. However, output boomed in industries like data services and medical instrument manufacturing, which both grew at 3.4% per annum.



building an innovation economy

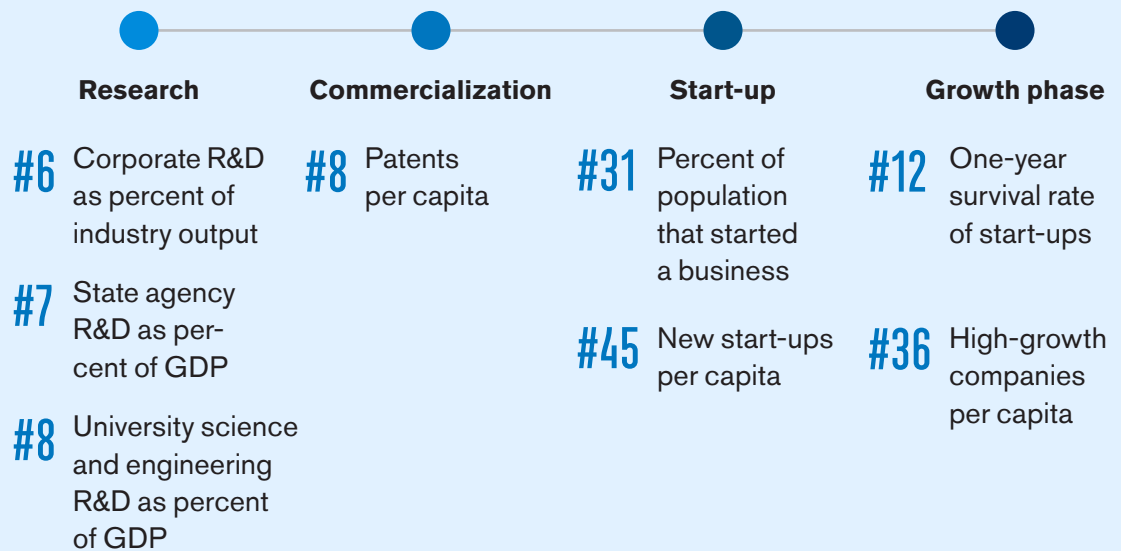
Building on our history of innovation, Connecticut is home to cutting-edge 21st century companies in industries such as bioscience, insurance technology, and advanced manufacturing. Firms including Stanley Black & Decker, Booking Holdings, and Indeed.com have all chosen Connecticut for their headquarters.

This innovation economy is powered by our universities, which collectively rank 8th in the nation for total R&D expense as a percent of GDP, and have helped make Connecticut 8th in the nation for patent generation per capita. For example, Yale has anchored the bioscience ecosystem in New Haven, with its science departments helping make the city 4th in the nation for NIH funding.



National rankings of Connecticut's R&D, product commercialization, and entrepreneurship activities along the innovation pipeline

Connecticut ranks among the top ten states in the nation for R&D and patent generation, but there is room for improvement in its conversion of new ideas into high-growth start-ups.



We are planning for an innovative future

Connecticut has all of the assets necessary to build a flourishing economy, but since the last recession, we have underperformed relative to our potential. This action plan is designed to jumpstart our economy for faster growth and better support the innovative industries that differentiate us.

Focus on innovation

Innovation is at the heart of 21st century economic growth, but innovation economies need coordinated investment to flourish. We propose strategic, place-based investments along an innovation corridor to drive success in our industrial hubs, and support for small businesses and entrepreneurs statewide.

Measurable goals

Each initiative in this plan has quantified targets for living wage job creation, retention, and private investment. We will assiduously track our progress, and change course if we fall behind.

Accountable partners

In dozens of conversations with stakeholders, a common theme emerged: Connecticut abounds in economic success stories, but the responsibilities of players are often overlapping or unclear. To resolve this problem, we identified a primary accountability-holder for each initiative, and made sure that all executing organizations committed to the path forward.

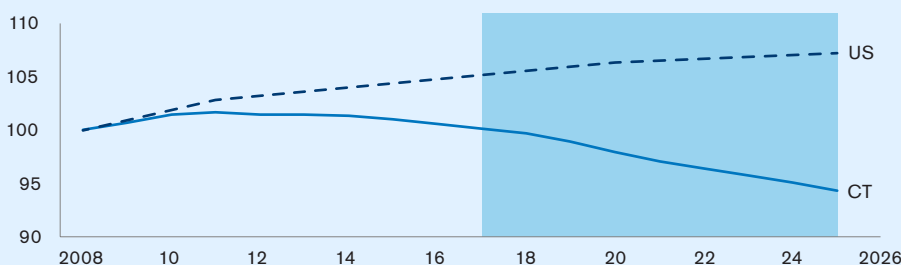
Responsible investment

Over the past decades, Connecticut has fallen victim to budget deficits; now more than ever, we need to be certain that each public dollar spent has the maximum possible impact. Each initiative's public funding is sized in proportion to its job creation potential, and each initiative leverages private and social sector partnerships wherever possible, with a target 3:1 match of private to public dollars.

How Connecticut compares with the nation

Working age population¹, indexed to 2008

■ Forecast value



Connecticut is projected to have a workforce that is 150,000 people smaller in 2025 than it was at its peak in 2011. Bucking this trend will require investing in modern, livable, and affordable cities to attract young talent; today, only one in three of our college graduates settles in-state.

¹ Defined as population aged 20 to 64

and committing to equity and inclusion

Economic development is only successful when it helps all residents access good jobs and improve their quality of life, regardless of their race, gender, class, sexuality, or disability status. We scrutinized each initiative in this plan to ask: how will this help families who are living paycheck to paycheck? How will it reach underserved communities? How will it help close the disparities in wealth and income that persist in the state?

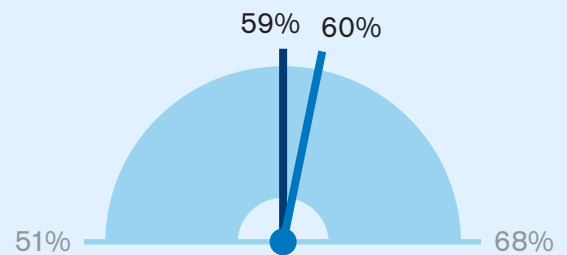
Questions like these led us to change the way we approach economic development. From now on, we will only offer tax incentives to companies that demonstrate creation of living wage jobs, with extra incentives in Opportunity Zones, Distressed Municipalities, and other underserved areas. With the guidance of the Governor's Workforce Council, we are investing heavily in people, so we can broaden the base of workers who can access high-quality jobs. And we have made sure that whenever we put dollars into innovation hubs, we also create mechanisms to share the benefits with local communities via local hiring and procurement commitments, support for small business owners, and Community Benefit Agreements between real estate developers and local residents to create neighborhood amenities and mitigate displacement.



— Connecticut — US average US state minimum — US state maximum

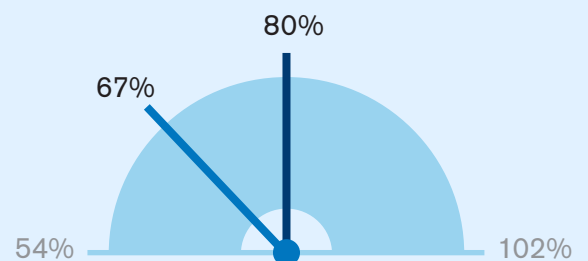
Share of households earning a living wage

In 2016, 60% of Connecticut households earned a living wage. By 2025, we commit to lifting 15,000 households into a living wage, with a long-term goal of ensuring that no residents are living paycheck to paycheck.



Racial gap in median household income

The median non-white household in the state earned 67% as much income in 2018 as the median white household. By 2025, we commit to becoming a top 10 state for minority household income.



We listened to the community

To help steer the direction of this plan, we asked thousands of Connecticut residents and business owners what they love about our state — and what needs improvement. We received responses from 995 people. This is what we heard:

Connecticut's greatest strengths are its location (76% of respondents), its highly educated workforce (57%), and its high quality of life (56%). The greatest challenges facing our state are a high cost of living (62%) and doing business (58%), fiscal instability (60%), and inefficient transportation infrastructure (40%).

We asked for big ideas that will help Connecticut build on our strengths and overcome these challenges, and you delivered. Many of these ideas — including greater investment in high-speed inter-city bus and rail, a regional hub-based approach to economic development, support for artists and cultural creators, an emphasis on innovative industries like bioscience and advanced manufacturing, and digitization of business processes — are featured initiatives in this plan.

“ Regionalize: instead of thinking about the state as many small municipalities, focus on regional growth. ”

“ Create vibrant cities. ”

“ Provide housing that is affordable to young people just starting out. ”

“ Invest in the state's workforce. This is by far the biggest challenge. ”

“ Streamline and digitize all processes for businesses of all sizes to make a one-stop-shop for starting a business and then market it: market that we are open for business. ”

“ Offer incentives for companies to train and hire locally and regionally. ”

and set ambitious targets for 2025

Our Aspiration

By 2025,
Connecticut will
become a leading
state in the nation
for economic
growth and job
opportunities
for all

Our Goals

To realize this aspiration, we have defined five targets for growth and economic inclusion.

By 2025, Connecticut will:

Jobs

Have the fastest job growth in the Northeast.

Quality of life for all

Lift 15,000 additional households into earning a living wage.

Income

Become a top ten state for median household income growth.

Workforce training

Have the highest proportion of workers with a post-high school degree or quality workforce credential in the country.

Racial equity

Become a top ten state for the median household income of racial and ethnic minorities.

Our pillars of growth and priority initiatives

To achieve our goals by 2025, fifteen new initiatives within five thematic pillars will drive inclusive growth.

Communities

Attract and retain talent by investing in vibrant, affordable, and transit-connected communities.

A1: Communities Challenge Offer competitive grant funding to stimulate urban revitalization, improve public space and infrastructure, and attract private sector development of compact, walkable, and transit-oriented commercial and residential areas, with two-thirds of funding reserved for Distressed Municipalities

A2: Arts and Culture Studios Draw upon historic preservation resources and private real estate investment to create artist studios, live-work space, galleries, and cultural centers

A3: CT Welcomes All Help recent college graduates and new immigrants make Connecticut their home through student loan repayment tax credits, career services, and other social assistance

Innovation

Support growth and generate inclusive economic opportunity within our most innovative and specialized industries.

B1: Innovation Corridor Intensify business activity, accelerate entrepreneurship, and improve the livability of Connecticut's three major place-based innovation hubs:

- **Stamford Region Tech Campus:** Create a new Stamford-area tech campus for a leading university with world class computer science programs, anchoring the state's technology ecosystem and creating a talent pipeline
- **New Haven Region Bioscience Hub:** Develop a bioscience facility with incubator and wet lab space dedicated to start-ups specializing in biotechnology, pharmaceuticals, med-tech and devices, and precision medicine
- **Hartford Region Manufacturing and Insurance Hub:** Attract and retain innovative insurance and manufacturing firms via place-based real estate investments

B2: Smart Manufacturing Campaign Invest in apprenticeships and incumbent worker training for small- and mid-sized manufacturers and offer grants and loan guarantees so small manufacturers can upgrade equipment and technology to stay competitive

B3: Support for Underserved Businesses Promote the growth of businesses owned by women, minorities, veterans, and people with disabilities

B4: Greentech Fund Advance CT's nascent specialization in clean energy technology by investing in capital improvements and place-based development in greentech hubs

Workforce

Broaden the base of skilled workers to match increasing industry demand.

C1: Regional Sector Partnerships Re-invigorate regional workforce sector partnerships to create a responsive, demand-driven, tech-enabled workforce system

C2: Career Pathways and Skills Upgrading Embed career pathways in educational curricula and provide opportunities for all CT residents to gain critical occupational skills

C3: Labor Market Insights Create a workforce data and analytics system to help employers optimize their training offerings and help workers identify viable career pathways

Infra-structure

Invest in safe, fast, & accessible transportation infrastructure.

D1: Transportation Plan Invest in CT's statewide road, rail, and other transit infrastructure to connect communities and empower a mobile workforce

D2: New London Pier Transform state pier in New London into facility capable of lifting heavy cargo, enabling it to serve as a world-class offshore wind center

Business Environment

Make it easier to start, operate, and grow businesses in the state of Connecticut.

E1: Regulatory Modernization Eliminate barriers and pain points in business-related regulatory processes to make it easier to do business in the state

E2: Smart Incentives and Business Concierge Redesign business attraction, retention, and expansion incentives and services to more efficiently create living wage jobs

E2: CT Brand Revamp Connecticut's branding and marketing campaign to communicate the state's unique assets and places to businesses, workers, tourists, students, and residents

PILLAR A

Communities

Today's professionals are highly mobile, and seek diverse, vibrant cities in which to live, work, and play. Connecticut will not be able to grow its workforce or attract young talent unless we invest in livable, walkable urban development. Our towns and cities must offer plentiful recreational and cultural activities, easy access to retail and employment, and high-quality but affordable housing — we currently have the fifth oldest housing stock in the nation. In addition to investing in our places, we need to invest in our people. By welcoming immigrants to the state, reducing the debt burden for recent college graduates, and creating studio space for artists and creative professionals, we will cultivate youthful, vibrant, and diverse communities that are poised for growth.



A1: Communities Challenge

Investing in livable, walkable, and vibrant urban communities

Many Connecticut cities and towns struggle to attract and retain residents due to underinvestment in their urban environment. The Communities Challenge will offer competitive grant funds to stimulate urban revitalization, improve public space and infrastructure, and attract private sector development of compact, walkable, and transit-oriented commercial and residential areas. Two-thirds of the funding will be reserved for Distressed Municipalities, a designation given to 25 cities with high poverty and unemployment, an aging housing stock, and low or declining rates of population, job, and income growth. Scoring of potential projects will consider the expected impact on local jobs, commuting costs, and housing quality and affordability. To overcome municipal capacity constraints, DECD will assign regional coordinators to help communities develop applications and form public-private partnerships.

Designing for inclusive growth

CT's urban residents disproportionately earn less than a living wage, including 65% of households in New Britain and 64% of households in Waterbury. To ensure that the Communities Challenge creates opportunities for these residents, we will:

- Require that each project create a Community Benefit Agreement with local residents, including an anti-displacement plan and local procurement commitments
- Solicit resident participation in project design, application scoring, and execution

Community spotlight

Bridgeport's West End

In partnership with the State as well as organizations such as Capital for Change and the AFL-CIO Housing Trust, Corvus Capital has been transforming blighted but historic factory buildings on a 245,000 square foot block of Bridgeport's West End. The project is being completed with 100% union labor, and will house the 725-student Great Oaks Charter School, 200,000 square feet of retail space, 1,800 apartment units, a medical facility, a grocery, and offices. Brownfield remediation began in 2016, with a \$2.5M grant provided by the Department of Economic and Community Development. Total private and public investment is expected to reach \$1B by the project's completion.



A2: Arts and Culture Studios

Rehabilitating underutilized buildings into studio space for artists

Investing in studio and performance space for artists can help Connecticut attract and retain talent by enhancing community quality of life, animating street life in blighted areas, and encouraging creative firms to move to the state. This initiative will appoint a DECD Art Space Officer who will help municipal agencies rehabilitate vacant and underutilized buildings into artist studios, live-work lofts, performance space, and galleries. Responsibilities will include forming partnerships between municipalities and interested developers, identifying suitable sites, assembling financing, and engaging the community in developing programming and setting artist eligibility criteria. DECD will also create an Art Space Fund to provide additional funding for art space developments.

Designing for inclusive growth

New arts spaces increase neighborhood vibrancy, but must also serve as good neighbors. New developments will create Community Benefit Agreements with local residents that include an anti-displacement plan and local hiring and procurement commitments, and the selection criteria for artists will factor in cultural diversity.

A3: CT Welcomes All

Creating a welcoming environment for newcomers to the state

CT Welcomes All is a new campaign to welcome potential Connecticut residents to make a home here. This means supporting new college graduates who are deciding where to take their first job, immigrants deciding where to settle, and parents deciding where to raise their children. Only 34% of our college graduates stay in-state (NY retains 53% of its grads, and MA retains 43%). We will attract young talent by working with colleges to match graduating students with jobs and offering a 1:1 tax credit to companies who repay the student loans of new STEM hires. Immigrants comprise 18% of our workforce and 25% of our business owners. We will support the growth of our immigrant communities by accelerating credentialing for skilled immigrants (e.g., nurses) and centralizing resources and social services, in partnership with NGOs. Lastly, we rank in the top six states for health, safety, education, child care, and affordability for families, and need to better communicate this value to all potential residents of the state. We will place these attributes at the center of state marketing efforts, and create a web portal for relocating families to access information about child care, schools, neighborhoods, and employer support for working parents.

Designing for inclusive growth

3 in 5 of our Bachelors degree students graduate with debt. The tax credit program will reduce the financial burden for resource-strapped graduates. And in partnership with trusted community organizations, we will lay out the welcome mat for immigrants of all skill and income levels, highlighting our inclusive environment for all.

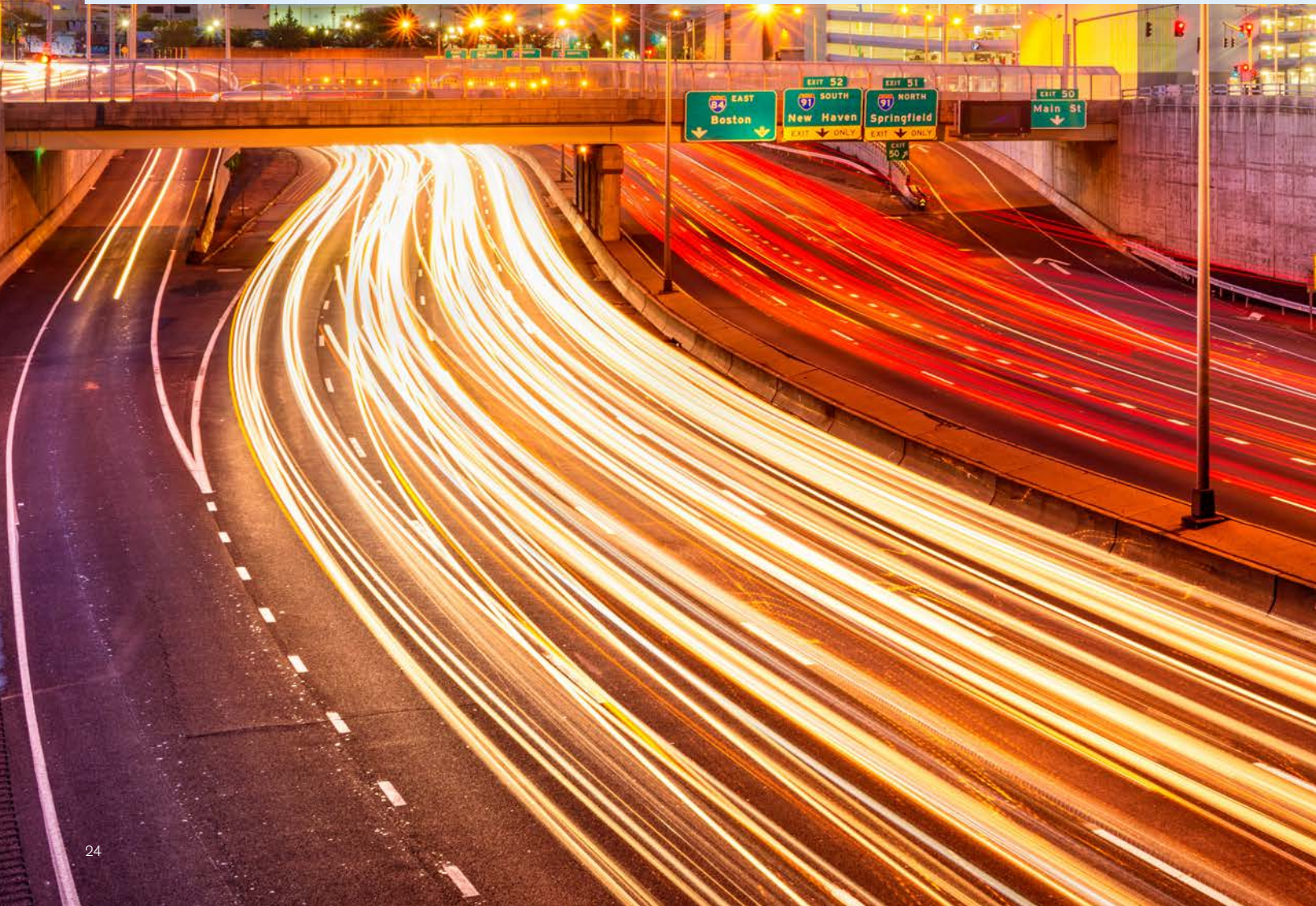


Graduating students
celebrate at
Wesleyan University's
commencement

PILLAR B

Innovation

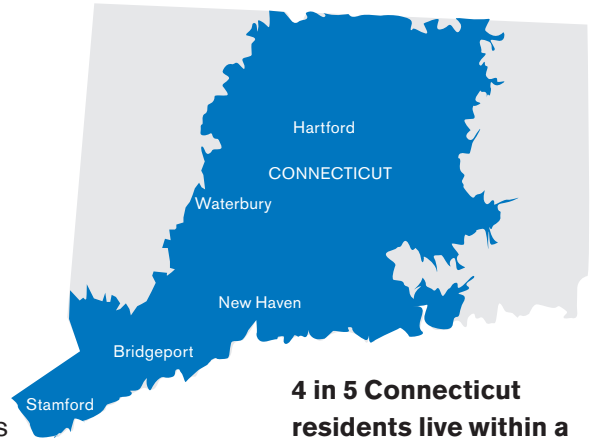
Technological and organizational innovation is at the heart of 21st century economic growth, but innovation can't happen in a vacuum. Real estate investment, infrastructure development, R&D activities, and business services must all be coordinated to create innovation hubs in which cutting-edge businesses and talented workers can thrive, rapidly transferring new ideas, products, and services to generate sustainable growth. This pillar identifies the state's most promising hotbeds of innovation and organizes stakeholders around a single vision for growth. This vision is an inclusive one: in addition to requiring that our innovation hubs invest in and support their local communities, we also strengthen programs to boost the competitiveness of our small manufacturers and businesses owned by women, minorities, veterans, and people with disabilities, ensuring that their workers have the skills and training to thrive.



B1: Innovation Corridor

Innovation hubs around the world all have six ingredients in common: established industry anchors, knowledge partnerships with leading researchers, energetic entrepreneurs, and the capital, brand, and vibrant places to draw more of the same. Connecticut's biggest industry centers have many of these components. Through the Innovation Corridor initiative, we are deepening our commitment to these regional hubs to make them stronger, creating positive spillover effects for workers and communities across the state.

The Innovation Corridor will be supported by a pool of placemaking funds, to be used to establish the identity of innovation districts, improve public spaces, stimulate private investment in compact, mixed-use development, and make the hubs culturally vibrant and attractive places to live and work.



4 in 5 Connecticut residents live within a 45-minute commute of the Innovation Corridor



INNOVATION HUB Stamford Region Tech Campus

Software and data services is Connecticut's fourth largest tradable industry cluster, with the highest expected growth rate over the next ten years. Connecticut's employers's demand for tech talent has rapidly outpaced our ability to train or recruit talent; by 2022, the market is expected to have three open positions in computer science for every qualified worker. To help address this talent shortfall, we will host an open, competitive RFP process to recruit a top-tier technology-focused university to establish a new technical campus in the Stamford area, with the goal of increasing the number of BA, MA, and PhD tech and digital graduates by 1,000 per year. The selected university will be expected to bring new, innovative thinking on academic program design and delivery and have a track record of high-quality tech talent creation and community engagement.

Designing for inclusive growth

Our RFP scoring gives consideration to applicants' commitment to equity and inclusion. The selected applicant must create Community Benefit Agreements with local residents that include an anti-displacement plan and local hiring and procurement commitments. To ensure that disadvantaged Connecticut residents will be able to attend the campus' programs, we will seek industry and philanthropic donations to endow scholarships for minorities.



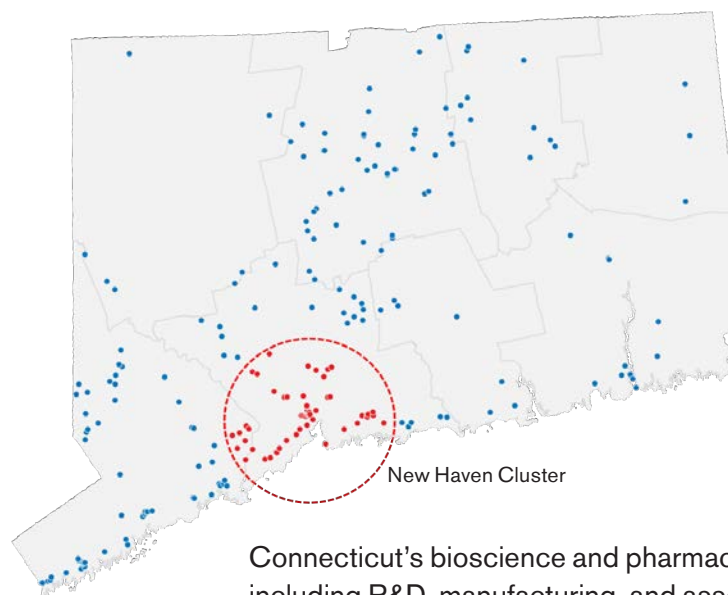
INNOVATION HUB

New Haven Region Bioscience

New Haven is a leader in the bioscience industry, ranking 4th in the nation for NIH funding per capita. However, newer bioscience firms are constrained by small pools of managerial talent, and anchor companies like Bayer and Bristol-Myers Squibb have relocated out of state in the last 15 years. A new bioscience incubator will turbocharge the growth of the Connecticut bioscience ecosystem. The incubator will feature wet lab, office, and graduation space for start-ups and early stage firms, and will be situated within a larger innovation district that is prepared to house bioscience anchor companies. Yale will extend existing bioscience support to start-ups in the new incubator, and Connecticut Innovations and CTNext will offer business services and access to venture capital. A partnering co-working firm will host events such as start-up competitions. In addition to investing in the incubator, Connecticut will fund the development of public spaces and amenities within the innovation district to attract young professionals and create exciting spaces for workers to network and collaborate.

Designing for inclusive growth

For any bioscience development to receive state funds, it must work with local residents to create a Community Benefit Agreement that includes an anti-displacement plan and local hiring and procurement commitments, particularly from underserved businesses. Criteria for selecting the incubator operator include a strategy for growing the number of startups founded by women, minorities, veterans, and disabled entrepreneurs.



Connecticut's bioscience and pharmaceutical companies, including R&D, manufacturing, and associated services, are centered in three clusters: Stamford, Farmington, and New Haven. New Haven's cluster, the densest and most developed, is home to 26 bioscience companies.



INNOVATION HUB

Hartford Region Manufacturing and Insurance Hub

Connecticut is deeply specialized in advanced manufacturing and insurance. It ranks 3rd nationally in direct written premiums, and has a concentration of aerospace, electrical, and ship building firms that is five times higher than the average state. Hartford is the center of gravity of these activities, with many new industry partnerships facilitated by CTNext's Innovation Places. Stanley Black & Decker has recently opened Manufactory 4.0, an Industry 4.0 "Smart Factory" and center for R&D, and has joined with other partners to revitalize the Parkville area.

A Hartford Region Hub working group led by DECD and MetroHartford Alliance will further densify industrial and commercial activity within the hub by attracting new insurance and manufacturing firms, deepening the connections between incubators and accelerators like Startupbootcamp, Upward Hartford, and TechStars, and identifying opportunities for place-based real estate investment.

Designing for inclusive growth

Community Benefit Agreements that include anti-displacement plans are required for developers to receive State funds. Locally-owned businesses will be sought out as tenants in new developments. The Hartford Region Hub team will also work with incubators and accelerators to set participation goals for historically disadvantaged groups, and a strategy for achieving them.

Project spotlight

Parkville Project 224

A consortium of partners led by Stanley Black & Decker is working to transform the Parkville Opportunity Zone in Hartford into the epicenter of advanced manufacturing, pairing recruitment of new anchor companies with place-based development such as the Parkville Market, a new 52-vendor food hall.



Industry spotlight

Insurtech in Hartford

With 1,478 insurance companies, Connecticut is first in the nation for insurance jobs per capita. In Hartford, an ecosystem is rapidly growing around insurtech; startups in Startupbootcamp's accelerator have formed 22 commercial pilots and partnerships with companies such as Aetna and Cigna.



B2: Smart Manufacturing Campaign

Boosting the competitiveness of Connecticut's small manufacturers

Connecticut is a leader in advanced manufacturing, with over 4,000 enterprises exporting \$17 billion per year. However, 70% of the state's manufacturers have fewer than 20 workers, and small firms face challenges modernizing their operations due to capacity and capital constraints. This initiative will help small manufacturers stay competitive by launching a redesigned Manufacturing Innovation Fund. The new fund will support apprenticeships and incumbent worker training for manufacturers with fewer than 1,000 employees, and will subsidize capital investments for manufacturers with fewer than 150 employees, with required match amounts adjusted based on a firm's size. In addition, the state will create a first loss guarantee to unlock small manufacturers' access to capital from third party lenders, enabling investment in new technology.

Designing for inclusive growth

Manufacturing offers a high density of living wage jobs that do not require 4-year degrees; this initiative provides training for workers looking to upgrade their skills in this context. Furthermore, the loan guarantee may be used to finance employee equity purchases (e.g., ESOP conversions), broadening the base of wealth.

Program spotlight

CCAT

The Connecticut Center for Advanced Technology (CCAT) is a nonprofit that encourages the adoption of leading-edge technologies by manufacturers worldwide, providing training and education for manufacturers to use new capabilities, increase their efficiency, and remain economically competitive. CCAT demonstrates new technologies in two facilities—the Advanced Manufacturing Center and the Composite Center for Excellence. In addition to its work with new technology, CCAT helps companies assess sustainable energy and power solutions and operates the Young Manufacturers Academy to train talent from underserved groups to work in STEM fields and applied manufacturing.



B3: Support for Underserved Business Leaders

Promoting women, minority, veteran, and disabled entrepreneurs

Connecticut is currently ranked 44th in women-owned business growth, and only 16% of its businesses are minority-owned, despite a 34% minority population. This initiative will expand Connecticut's programming for underserved entrepreneurs, growing existing minority-owned business services and adding new services for women, veterans, and people with disabilities. Regional underserved business enterprise offices will offer professional coaching, start-up bootcamps, angel investor networking, and assistance navigating SBE/MBE certification and state procurement processes. The State will restructure its existing loan and grant programs to be administered by community development financial institutions (CDFIs), which are better positioned to serve small businesses.

Designing for inclusive growth

State and local government contracts can be a substantial revenue stream for small businesses, but underserved entrepreneurs frequently struggle to compete. Technical assistance and training will help these businesses win state and local procurement contracts, with an explicit goal of exceeding the state's existing 6.5% procurement target for minority-owned businesses.

Business spotlight

Lilly's Soul Food

Lilly's Soul Food, located in Windsor, is owned by Connecticut natives Kimberly and Andre Lilly. The couple's family has roots in both Jamaica and the American South, leading to cooking that melds both Caribbean and soul food flavors. Through a partnership between DECD and HEDCO, the Lillys accessed \$100,000 from the Minority Business Loan Fund and \$150,000 from the HEDCO Capital Region Loan Fund to renovate their building and expand their business. Instead of seating for eight people, the restaurant can now accommodate fifty — and in addition to retaining the fourteen existing employees, the restaurant created an additional twelve jobs.



B4: Greentech Fund

Advancing nascent specialization in clean energy technology

With the highest average retail electricity price in the US, energy is expensive in Connecticut -- but thanks to bold investments in renewable energy, this will soon change. Driven by new projects in Bridgeport and New London, 19% of our electric load is now under contract for offshore wind energy, surpassing New York (5%) and Massachusetts (13%). Our clean energy sector employs 44,000 workers, up 4% since 2017, and we are home to Connecticut Green Bank, the nation's first green bank. We rank 5th in the nation for fuel cell patents, and the largest fuel cell power project in North America is in Bridgeport.

A new Greentech Fund will accelerate the growth of our clean energy sector by investing in four programmatic areas. First, we will make capital investments in clean energy infrastructure, testing facilities, and incubator space, with a special focus on offshore wind. Second, we will make equity investments in promising early-stage companies, administered by a third party. Third, we will provide grants to workforce training programs like Green STEP, which prepares technical high school students for greentech jobs. And lastly, we will support demand generation initiatives, such as rebates for clean technology installation.

Designing for inclusive growth

Funded clean energy companies must demonstrate creation of living wage jobs, and ambitious targets will be set for support of energy sector businesses owned by women, minorities, veterans, and people with disabilities.

Program spotlight

Park City Wind

Park City Wind, named after the City of Bridgeport, is an 804 megawatt offshore wind project to be constructed by Vineyard Wind 23 miles off of the coast of Massachusetts, with operations and maintenance headquartered in Bridgeport for the 25+ years of the project, generating \$890 million in investment and creating thousands of jobs in the state. The project will bring renewable, affordable energy to power 400,000 homes. Two-thirds of the power cables for the project will be procured from Seymour-based Kerite, and Bridgeport's 18.3 acre Barnum Landing will be redeveloped so hundreds of local union workers can fabricate steel transition pieces and do final outfitting.





Wind turbines will
reduce energy costs and
fuel economic growth
in coastal cities like
Bridgeport and New
London

PILLAR C

Workforce

Currently, 54 percent of Connecticut workers have some form of education and training beyond high school. Meeting growing employer demand for high-skilled employees will require substantial increases in post-secondary training over the next five years. To this end, in late 2019, Governor Lamont created the Governor's Workforce Council to jump-start an education and workforce training system in which all residents can access high-quality jobs, and all businesses can find the talented workers they need — thereby addressing systemic inequalities in the state. The Council will review the state's workforce system over the course of 2020 and submit strategic recommendations by the end of the year; three of these recommendations can be previewed at right.



C1: Regional Sector Partnerships

Collaborating to address sector-specific workforce needs

Connecticut has unique regional concentrations of industries, such as aerospace, insurance, and bioscience, creating pockets of workforce needs that are best addressed collectively. This initiative will create partnerships of companies from the same industry in a shared labor market region, working with K-12 schools, universities, workforce development organizations, human services agencies, economic development agencies, and community organizations to tackle common needs related to workforce readiness (e.g., career awareness, work-based learning) and industry competitiveness (e.g., supply chain coordination, infrastructure improvement). The agenda of these partnerships will be driven by CEOs and business leaders in order to identify and address the most critical needs.

Designing for inclusive growth

Regional Sector Partnerships will include a diverse set of participants, including women, minority, veteran, re-entering, and disabled business owners and community organizations in Opportunity Zones and underserved neighborhoods.

C2: Career Pathways and Skills Upgrading

Equipping Connecticut students and workers with the skills of the future

Connecticut produces nearly one-quarter of New England's digital tech-oriented degrees and certificates, yet in an average month, only one out of six active tech-related job postings are filled. Hard skill gaps remain in areas such as agile software development, Python, Java, Amazon Web Services, APIs, the NET Framework, and digital automation. This initiative will build partnerships between business, educators, government, and nonprofits to create cutting-edge curricula and work-based learning programs, with a focus on missing digital skills. Academic pathways in both K-12 and higher education will be redesigned to emphasize critical competencies for in-demand jobs and ensure that all students acquire computer science skills.

Designing for inclusive growth

Connecticut has many excellent school districts, but also has districts that struggle to prepare students for careers. Connecticut's black students are underrepresented by 60% in AP classes and 36% in advanced math classes. K-12 initiatives will prioritize schools in underserved communities to help address the large gaps in educational outcomes and college readiness. In addition to these educational programs, support services will be deployed to help students and workers overcome barriers to education and employment. These services include ESL classes, affordable childcare, transportation, mental health support, and substance abuse re-entry programs.

C3: Labor Market Insights

Leveraging data and analytics to optimize workforce programming

Many Connecticut employers want to help prepare Connecticut's workforce to meet our rapidly evolving job demand, but suffer from a lack of data on the effectiveness of training programs and the skill level of workers. This initiative will build a data and advanced analytics platform to surface labor market insights that are specific to Connecticut's industrial specializations and regions, and will rapidly deploy worker training and education funding to address the needs identified by the platform.

The platform will track data on Connecticut's workforce, such as skill level, time-to-hire after graduation, rates of retention and advancement post-hire, and earnings, as well as data on the demand side of the labor market, including job trends, projections, and qualitative input from employers. In addition to making this data available to employers, the data will be embedded in "Career Pathways" guides. These guides will be marketed to students and workers, describing different careers, academic credentials required, tools and technological skills needed, current openings, median wages, and certificates offered.

Designing for inclusive growth

The data and analytics platform will identify racial and gender gaps in training and workforce readiness, as well as investigate barriers to employment faced by people with disabilities and veterans. Funding will be deployed to address these barriers.



PILLAR D

Infrastructure

Connecticut's infrastructure has suffered from chronic underinvestment: 8% of our bridges are structurally deficient, 34% of roads are in poor condition, and 65% of our highways are over three decades old. Commute times have grown longer over the past decade. Modernizing our infrastructure is essential for the quality of life of our residents, access to employment for our workers, and operational efficiency for our businesses. Our transportation plan will finance improvements state-wide to reverse the decline of our road and rail systems, facilitate the development of clean energy infrastructure, and restore our reputation as a state for people on the go.



Opened in 2015, CT fastrak is a bus rapid transit system between downtown Hartford and downtown New Britain

D1: Transportation Plan

Building safe, fast, and efficient multi-modal transportation systems

With 65% of its highways over three decades old, Connecticut's aging infrastructure is contributing to the 36th longest commute times in the nation. The Governor's transportation plan draws upon low-interest federal loans and DOT grants to finance targeted improvements for transportation infrastructure. Initiatives include:

- Strategic widening of major highways like I-95, I-91, and I-84
- Expansion of air service at a New Haven or Bridgeport area airport to 30+ flights
- Faster trips to New York, including express train service to New York Penn Station
- Reliable high speed data service on trains
- Real time bus service information statewide
- Piloting a high-speed 90-minute ferry from Stamford to Lower Manhattan

Designing for inclusive growth

\$7B over 10 years will be invested in mass transit to enable accessibility for all, including making Connecticut's rail system 100% accessible to persons with disabilities and replacing paratransit vehicles across the state. Faster, safer, more reliable public transit enables residents to more easily seek and hold jobs, especially residents without their own cars. Ambitious targets for procurement from businesses with underserved owners (e.g., women, minorities, veterans, and people with disabilities) will be set for all projects, and private contractors working on CT2030 projects will be required to pay living wages to all workers involved in construction.

Project spotlight

I-84 Waterbury Widening

Opening in 2019, one year ahead of schedule, the I-84 Waterbury Widening addressed the heavy congestion of a 2.7-mile stretch driven by 125,000 vehicles daily. Travel times dropped from 13 minutes to 3 minutes eastbound and from 30 minutes to 3 minutes westbound, saving 9,300 hours for drivers, and the average monthly accident rate fell from 38 to 3.



D2: New London State Pier Redevelopment

Modernizing logistics and supporting offshore wind energy development

As a deep water port with freight rail connections, New London's State Pier is an important infrastructure asset in the state, and is well positioned to support offshore wind energy development through the storage, assembly, and transportation of equipment including wind turbines and tower casings. However, the State Pier's current infrastructure is outmoded, lacking the heavy lift cargo capabilities now expected by many port customers. Through co-investment with joint venture partners Ørsted and Eversource, Connecticut will upgrade and modernize State Pier, with oversight from the Port Authority. Upon the pier's completion, Ørsted and Eversource will sign a ten-year lease to use the pier for wind turbine generator pre-assembly and staging, supporting three planned offshore wind projects in the Northeast that will generate more than 1.7 gigawatts of clean energy, reducing energy costs for Connecticut residents.

Designing for inclusive growth

Ambitious targets for procurement from businesses with underserved owners (e.g., women, minorities, veterans, and people with disabilities) will be set for the redevelopment, and private contractors will be required to pay living wages to all workers involved in construction. The joint venture partners will provide host community payments to New London, and will provide grants for workforce and supply chain studies, research, and education at regional institutions.

New London State Pier today



Rendering of redeveloped pier






Traffic flows on I-95's Gold-Star Memorial Bridge in Groton, Connecticut

PILLAR E

Business environment

Connecticut has a highly productive workforce, top-tier education, abundant access to capital, a collaborative business culture, and an excellent quality of life — but despite its top scores across each of these metrics, the state consistently performs poorly in business climate rankings. One culprit is the regulatory burden of doing business in the state. Businesses are saddled with outdated and inefficient regulatory processes, eroding the competitiveness of our economy and deterring businesses from moving to or incorporating within the state. By offering smarter incentives, streamlined permitting, and other programs aimed at making it easier for small businesses and executives to get things done, we can lower the cost of attracting and retaining businesses and build our reputation as a business-friendly state.



OPENING HOURS

MON-FRI

am-3pm

SAT-SUN

8am-4pm

E1: Regulatory Modernization

Streamlining processes to create a frictionless experience for business.

Connecticut has the 18th largest number of occupations requiring licenses, has the highest cost to incorporate of any state, and only 5% of its over 2,000 forms can be completed online. This multi-agency effort will enable a leaner government and make it easier to do business in the state by streamlining and consolidating occupational license processes, digitizing forms, and moving all information and applications into a one-stop online shop, using existing efforts like the Department of Energy & Environmental Protection's "20 by 20" regulatory streamlining initiative and the Department of Administrative Service's "Digital Front Door" digitization program as models for success. The Office of the Governor will appoint a regulatory czar to coordinate and support regulatory modernization efforts across all agencies, with a focus on reducing the occupational licensing burden. Agencies will track improvements to business friendliness metrics, and share success stories with AdvanceCT and DECD for inclusion in publicity. The state will also issue an RFP to expand Capitol Region Council of Governments' existing platform for streamlined municipal forms, actively recruiting municipalities to participate.

Designing for inclusive growth

Agencies will conduct a regulatory burden analysis to identify regulations that place an outsized burden on businesses owned by women, minorities, veterans, and people with disabilities, and fast-track the modernization of these regulations and processes.

Program spotlight

DAS's Business One Stop

As part of the Department of Administrative Service's "Digital Front Door" initiative, the agency is launching the Business One Stop, which will be a single digital portal for all business needs, including a 'business formation wizard' with digitized forms, news about legislative and tax changes that affect businesses, an employment center for finding and training employees, and access to specialized mentorship and technical assistance services.



E2: Smart Incentives and Business Concierge

Redesigning our business attraction strategy to create living wage jobs

Connecticut's existing tax incentives are costly, with an average public cost of \$25 thousand per job created. Furthermore, many businesses find tax credits hard to use, with \$1.8 billion in stranded credits in 2016. DECD is overhauling its tax incentive toolkit to more effectively recruit businesses in target industry clusters while creating living wage jobs. Employee withholding tax incentives will only be offered after a company has demonstrated creation of at least 25 living wage jobs (paying at least 110% of area median income) in two years, and will be paid in the form of rebates, which are easier for companies to use than tax credits. Rebates will be larger for companies located in Opportunity Zones.

In addition, AdvanceCT will establish a Business Concierge service that offers centralized support for businesses interested in moving to or expanding their presence in the state. Industry-specific teams will forge relationships with relocating businesses to answer any questions about the state and assist with site selection and development. The Concierge service will also certify and publicize sites that have resolved all permitting needs, established utility connections, and are ready for construction.

Designing for inclusive growth

Taxpayer money will only be used to attract businesses that bring living wage jobs: jobs must pay at least 110% of area median income to be eligible for incentives. We will offer additional incentives in areas that have had lower rates of job creation, such as Opportunity Zones and Distressed Municipalities.

E3: CT Brand

Updating our brand to reflect our modern, diverse, vibrant identity.

Connecticut offers an excellent quality of life (ranked #6 by Forbes) and an attractive location, and needs new messaging to better articulate the state's value proposition to businesses, workers, tourists, students, and potential residents. In 2020, Connecticut will launch a new, unified brand for all marketing and advertising. The brand will be regularly refreshed to maintain relevance, in accordance with input from annual surveys gauging the reaction of diverse constituents from the business community and general public.

Designing for inclusive growth

We will develop a new brand that speaks to the whole of our state by testing and shaping messaging with diverse groups of residents. Our welcoming, inclusive communities are one of our greatest strengths, and we will emphasize them.





Action plan by the numbers

State financial support for this plan will take the form of grants and tax credits, with approximately 40-50% of the \$500M investment funded by existing DECD resources. The cost per job created will be between \$5K and \$7K, far lower than our historical cost of \$15K per job, thanks to smarter incentives and more targeted investment. We expect to see a rate of return on investment above 10%, even in scenarios in which we are only moderately successful, with all investment recouped before 2030. The impact of these State funds will be amplified by private contributions: all equity investment and capital assistance to businesses will require a private sector match, with a target of 3 private sector dollars for every state dollar invested.

2020-2025 total investment and jobs created

	Public budget requested	Private investment anticipated	5-year jobs forecast
Communities	\$130M	\$265M	20,000
Innovation	\$345M	\$1,125M	47,000
Workforce	Budget and jobs forecast will be determined by January 2021		
Infrastructure*	\$580M	Unknown	115,000
Business Environment	\$31M	N/A	23,000

*A \$200M bonding package has been requested for next two years; assumes same \$100M/year rate for years 3-5. Infrastructure jobs forecast is not additive to Communities, Innovation, and Business Environment forecast.



Organizations on this page were consulted in the process of designing this plan

Executing this plan together

This plan sets forth a bold five-year agenda to ensure that by 2025, Connecticut is once again a leading state in the nation for inclusive economic growth and job opportunities, with the fastest job growth in the Northeast, the best trained workforce in the country, and rapidly rising incomes for minority populations. To make this vision a reality, every partnering business, organization, and government agency will need to act in unison, with the shared understanding that there is only one Connecticut: what benefits the state as a whole will benefit each of its communities. Parochialism has no place in this plan.

As we move from planning to execution, we are also moving to a new way of organizing economic development activity in the state. DECD will focus on coordinating public investment and improving the efficacy of the state programs that help our businesses, workers, and communities thrive, ranging from disadvantaged business support to workforce training and public infrastructure development. The former Connecticut Economic Resource Center, reorganized and relaunched as AdvanceCT, will take a leading role in forging relationships with the business community in order to retain and bring innovative companies with high-quality jobs and facilitate cross-sectoral partnerships to identify and implement new initiatives to fuel economic growth.

Together, our next steps include:

- Establishing a multi-stakeholder implementation team that will prepare each initiative for roll-out, oversee progress, and troubleshoot any problems that arise
- Tracking and measuring each initiative's impact on wages, jobs, worker retention, and racial inequality to ensure success and identify when a new approach is needed
- Communicating our progress and success stories to the public to generate excitement about the direction of our state and the promise of 2025

We are committed to realizing our vision by achieving our goals, and hope you will join us as we move Connecticut forward to achieve our full potential as a state with opportunity for all.

For more information about this plan and how to get involved, visit www.CTEconomicActionPlan.org

Appendix A: Economic Development Action Plan Advisory Committee

Andy Bessette, Executive Vice President and Chief Administrative Officer, Travelers
Cindi Bigelow, President and CEO, Bigelow Tea
Marna Borgstrom, President and CEO, Yale New Haven Healthcare
Joe Brennan, President and CEO, CBIA
Jack Callahan, Senior Vice President for Operations, Yale
Colin Cooper, Chief Manufacturing Officer, DECD
Stephanie Cummings, Representative, Connecticut General Assembly
Joe DeLong, Executive Director, Connecticut Conference of Municipalities
John Elliott, Interim Provost, Dean of the School of Business, UCONN
Kevin Graney, President, General Dynamics Electric Boat
David Griggs, President and CEO, Metro Hartford Alliance
Marty Guay, Vice President of Business Development, Stanley Black & Decker
Eugene Hall, CEO, Gartner
Joan Hartley, Senator, Connecticut General Assembly
Juan Hernandez, Vice President, SEIU
Howard K. Hill, Owner, Howard K. Hill Funeral Services
Dawn Hocevar, President and CEO, BioCT
Juanita James, President and CEO, Fairfield County's Community Foundation
Carl Kuehner, CEO, Building and Land Technology
Robert Leduc, President, Pratt & Whitney
Joe Magee, Vice President - Public Policy and Programs, Business Council of Fairfield County
Henri Martin, Senator, Connecticut General Assembly
Larry McHugh, President, Middlesex County Chamber
Radenka Merrick, Vice President for Research, Innovation and Entrepreneurship, UCONN
Garrett Moran, Workforce Czar, Governor's Workforce Council
Eileen Murray, Co-CEO, Bridgewater
Diane Nadeau, President and CEO, Windham Region Chamber of Commerce
Mark Ojakian, President, CSCU
John Olsen, President Emeritus, Connecticut AFL-CIO
Ben Paletsky, Founding Member, South Farms
Fran Pastore, Founder and CEO, Women's Business Development Council
Vincent Petrini, Senior Vice President and Chief Policy and Communications Officer, Yale New Haven Health
Felix Reyes, Director of Economic Development and Planning, City of New London
Garrett Sheehan, President and CEO, Greater New Haven Chamber of Commerce
Caroline Simmons, Representative, Connecticut General Assembly
Glen Thames, Deputy Commissioner and CFO/COO; Executive Director, DECD; CTNext
Jay Williams, President, The Hartford Foundation for Public Giving
Lyle Wray, Executive Director, Capital Region Council of Government
Lauren Zucker, Associate Vice President for New Haven Affairs and University Properties, Yale



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