

Coalition Vision for Regional Economic Development

In keeping with the Biden administration’s climate goal of 30 GW of offshore wind energy by 2030, Southeastern Connecticut Enterprise Region (seCTer) is developing a next generation cluster leveraging exceptional regional assets, and local and private industry investment totaling 34% of the cluster’s development. Adding EDA’s 66% investment will accelerate an Offshore Wind Industry Cluster (OWIC) to transform the region by adding economic resilience and diversity, equity, and regional stewardship of its future.

Centered around the protected, deep-water port of New London, Connecticut (CT), the OWIC coalition coalesces around the unique opportunity provided by federal wind farm lease areas just 32 miles offshore. Connecticut has contracted with industry leaders Revolution Wind (a partnership of Ørsted, a global leader in offshore wind and Eversource, a regional energy supplier) and Avangrid (whose parent company Iberdrola is the leading global producer of wind power) to provide 1.6 GW of electric power from offshore wind developments.

The public-private partnership of Revolution Wind and the quasi-public CT Port Authority is investing \$235 million to redevelop New London’s State Pier (the Pier) into a heavy lift staging area for wind turbine assembly by 2023. The Pier will be the only staging area on the US East Coast with unobstructed, heavy lift, deep water access to the Atlantic Ocean, allowing Revolution Wind to service its wind farms from New York to Rhode Island, and the entire east coast. Avangrid, as Park City Wind, is redeveloping the Barnum Landing waterfront industrial property in Bridgeport for an Operations and Maintenance (O&M) facility creating thousands of jobs over the 25-year life expectancy of the turbines. The OWIC’s hub-and-spoke approach will center on the Pier in the Economic Development District (EDD) of Southeastern CT, with spokes in distressed communities of Bridgeport and northeastern CT and interstate collaborative efforts with the state agencies in Rhode Island (RI) and Massachusetts (MA).

Wind farms will be developed off the coast of southern New England for decades, and thus OWIC plans for long-term employment related to Tier 1 and Tier 2 suppliers. A guiding principle of our cluster development is equity, and all projects proposed would produce measurable results for historically disadvantaged communities – from workforce development programming which targets low-income individuals; to new infrastructure and supply chain initiatives in distressed municipalities; to a world-class incubator /accelerator to support businesses owned by women and people of color.

Working closely with industry partners and Connecticut’s Department of Economic Community Development (DECD), seCTer’s coalition leads for its eight projects collaboratively developed programming around needs related to workforce development, infrastructure and real estate, renewable energy research, incubation and business development, supply chain networks, and regional collaboration for southern New England. The OWIC coalition represents local and regional government, the state’s leading public university, and not-for-profit experts in workforce development and supply chain. The coalition envisions leveraging existing strengths of the defense supply chain’s advanced manufacturing, nationally recognized and equity-driven workforce development, available industrial land, and the state’s top marine researchers. “Embracing the Potential of Offshore Wind in CT: A Study of Opportunities and Challenges”, a project funded by Revolution Wind conducted by McAllister Marine Engineering (the Study), predicts over 5,000 direct supply chain and over 1,800 indirect jobs across the skill spectrum for an 800 megawatt OW project deployed from New London.

With guidance and partnership from both Revolution Wind and Avangrid, the Eastern CT Workforce Investment Board (EWIB) will transform its nationally recognized Manufacturers’

Pipeline Initiative (MPI) to accommodate the training needs of the industry partners with Global Wind Organisation (GWO) standards. Both wind developers and DECD are also providing partnership with the University of Connecticut (UConn), where EDA funding will facilitate and expand industry-driven research in new facilities with custom programming in OW and Blue Tech. UConn's experience in successful R&D and Incubator programming will feed innovation and commercialization. Similarly, the CT Center for Advanced Technology (CCAT), Southeastern CT Council of Governments (SCCOG) and Norwich Community Development Corporation (NCDC) worked with the OW developers in design of supply chain support projects. CCAT will facilitate information sharing around supply companies' capabilities to make profitable and innovative connections, while SCCOG is expanding their GIS system in conjunction with site assessment along the Thames River to determine industrial development feasibility and market sites. Additionally, with DECD and local government support, NCDC is developing Business Park North, a greenfield site to serve renewable energy firms and their supply chain. Having received initial interest from several Tier II and III suppliers, BPN will provide space for specialized expansion with modern infrastructure and new, customized construction, close to the Pier, as well as flex space for UConn incubator graduates. Finally, to make our state and region competitive nationally and internationally, EDA funding will spur the formation of the Southern New England Offshore Wind Partnership. seCTer and DECD have facilitated an agreement with the Rhode Island Commerce Corporation (RI Commerce) and the Massachusetts Clean Energy Center (MassCEC) to form the Partnership, whose focus will be workforce, supply chain and tri-state marketing. seCTer's Partnership staff will convene the governance of the OWIC. CT and RI already share workforce cooperation through EWIB due to General Dynamics/Electric Boat (EB), the largest employer in the EDD. EB is located across the river from the Pier and has facilities in Quonset Point, RI. UConn and the University of RI collaborate on the Naval Institute of Undersea Vehicle Technology.

seCTer envisions future programming to complement and expand upon the coalition's promise.

- 1) EDA ARPA EAA proposal for an Equity & Resilience Initiative to promote equitable economic development efforts and capacity building in the EDD.
- 2) seCTerRise, a 5-year program to provide small business technical assistance and \$10,000,000 in grants for historically disadvantaged entrepreneurs and start-ups through DECD's Support CT Small Business 2022.
- 3) 2022 Comprehensive Economic Development Strategy with input from hundreds of local stakeholders. Early focus groups demonstrate the awareness of and prioritization of equity and the OWIC.

The OWIC aligns with the CEDS (and equivalents) in the EDD, CT, RI and MA.
EDD CEDS: 1: Achieve greater regional efficiency and sustainable fiscal stability 2: Build the capacity, systems and networks necessary to adapt to future disruptions in the economy, and create and support a more resilient economy; 2.A. Create a regional environment that is conducive and supportive of economic mobility
CT's Economic Action Plan: Inclusive Growth is built on four pillars: Workforce, Communities, Innovation and Business Environment
RI Innovates 2.0: Areas of Focus: Blue Economy, Strengthening Advanced Industries, Greater Federal, Private, Civic, and University Engagement and Investment
Massachusetts: Partnerships for Growth: Business Competitiveness: Strategic Goals: Key Clusters & Industries; Train a Skilled Workforce: Strategic Goals: Skilled Pathways

Construction on the Pier will be complete in April 2023, at which time Revolution Wind

will begin use for its South Fork project serving New York. Revolution Wind and Avangrid expect to receive all federal permitting for the Connecticut developments by 2023. The non-construction projects led by EWIB, UConn, CCAT, and SCCOG will begin immediately and run for 3 – 4 years. UConn will complete the R&D and Incubator facilities in late 2026. In early 2024, BPN will be fully permitted, entitled, and have shovel-ready sites available.

Project Location and Region



The project’s location, region and primary service area include four Connecticut counties: New London (FIPS: 09011); Windham (09015) Fairfield (09001) and New Haven County (09009), Rhode Island (State Code 44) and areas of Massachusetts (25).

Southern New England, OWIC sites & offshore wind farm lease areas

The CT region is one of extremes. Wealthy enclaves along the shoreline lay in stark contrast to the largely impoverished census tracts in the urban centers. The demographics express this divergence. Multiple rural towns in the EDD have 90% white population. The urban centers of Windham, Norwich and New London have white populations of 56%, 58% and 48%, respectively. Bridgeport’s population of 145,639 is 40% white, 35% Black and 41% Hispanic. The OWIC’s equity focus will ensure historically underserved communities are targeted for sustained employment and wage growth, participating fully in our growing green economy.

One of the greatest assets of the region is its defense-based advanced manufacturing. EB has been building U.S. Navy submarines for decades and was recently awarded contracts to build the Columbia Class submarines through the 2040’s. The region’s manufacturers already provide the highest quality parts to produce nuclear submarines; offshore wind turbine producers will find able suppliers. Also in Groton, Survival Systems is the only facility in the Northeast to offer Helicopter Underwater Escape Training and the Global Wind Organization’s Basic Safety Training and Sea Survival which are required for all personnel working offshore at wind turbines who are transported there via helicopter. The Thames River hosts the U. S. Navy’s Submarine Base New London. The EDD is home to two strong industry groups, the Eastern Advanced Manufacturers Alliance and Naval & Maritime Consortium. UConn’s Avery Point Campus has a strong marine sciences program. UConn also has a very successful working model for collaborative research with industry, the Innovations Partnership Building at its main campus in Storrs. These research programs include collaborative research projects with Eversource to forecast wind energy generation for offshore wind farms and integration to the utility grid; a significant number of programs geared toward robotics and undersea vehicles through the Naval Institute for Undersea Vehicle Technology (NIUVT); atmospheric and oceanographic sensors;

materials science and engineering; and energy storage.

The City of New London is home to a designated Foreign Trade Zone. Businesses in all of New London County can avail themselves of the benefits. In addition, the ports of New London and Bridgeport are on the Maritime Highway which creates the opportunity for U.S. Department of Transportation funds to be leveraged.

Private Sector Participation

Revolution Wind and Avangrid made significant financial commitments to OWIC projects led by EWIB, UConn, CCAT, and SCCOG totaling \$5,169,200. Just as critical, both firms have pledged ongoing commitment to involvement in the programs. For example, their \$1.7m match to the EWIB Offshore Wind Industry Pipeline will support occupational training designed specifically to meet the needs of these two employers and other direct participant supports (e.g., stipends, support services, case management), demonstrating the industry partners’ long-term commitment to the program, and a targeted workforce. Both developers are also collaborating closely with UConn to shape programming at its new R&D Center, while Avangrid is driving the design of the supply chain efforts led by CCAT and SCCOG.

Industry Financial Match Support

Component Project	Revolution Wind Match	Avangrid Match
UConn R&D Programming	\$ 1,250,000	\$ 1,850,000
EWIB OWMPI	\$ 700,000	\$ 1,000,000
SCCOG Site Assessments		\$ 134,000
CCAT Supply Chain Connection		\$ 235,000

Five companies have expressed interest in BPN, and thus the beginning of turbine O&M and green energy production in the region. American fastener supplier Axial Global and lithium-ion rechargeable battery manufacturer Grinergy USA expressed interest. Solar masonry unit manufacturer Solablock finds BPN’s location very favorable to support green energy offshore wind power generation and the coalition’s collaboration including UConn R&D and EWIB’s Pipeline Initiative beneficial in energizing their intended workforce. They have a similar facility planned in Easthampton, MA. Information Security firm Cymonix sees BPN as an opportunity to create a Security Operations Center and coordinate with EWIB and Three Rivers Community College on creating a cybersecurity workforce in the region. Norwich Public Utilities plans a nine-acre solar array at BPN which will create 12 new skilled jobs.

NCDC’s BPN: Letters of Interest

Corporation	Industry	Investment	Jobs Created
Axial Global	Fasteners	\$6 – 7 million	50 -55
Grinergy USA	Lithium-ion batteries	\$2 million	15
Solablock	Solar masonry	\$2 million	20
Cymonix	Information Security	\$1 million	25
Norwich Public Utilities	Utilities	\$5,100,000	12

Other local companies are expanding in anticipation of OW. For example, Mohawk Northeast is building a pier adjacent to and upriver from the Pier with a fabrication center supporting 40 – 50 jobs on site. An additional 70 jobs will be added in the second phase of

expansion building on the site.

UConn, the state's leading public higher-education institution, is providing \$3,820,000 in matching funds for its projects, demonstrating its commitment to advancing OSW-related research and business development. Finally, the State of Connecticut through DECD is providing \$7,750,000 in matching funds, including support for development of the UConn R&D Center and BPN, as well as seed funding together with RI for the regional Partnership. Other arms of the state will participate in OWIC as well – including support from AdvanceCT, the state's business attraction arm, to connect SCCOG and BPN with interested firms, as well as from Connecticut Innovations, the state's venture capital arm, which will leverage approximately \$50,000,000 of federal State Small Business Credit Initiative funds to support green tech firms, such as emerging businesses graduating from the UConn incubator/accelerator or leasing at Business Park North.

Sustainability

The individual component projects have plans for sustainability, as briefly relayed here:

EWIB's OSWPI is modeled on their successful Manufacturing Pipeline Initiative (MPI). MPI is fully sustaining and able to run more programming in 2021/22 than ever before. The OSWPI will use EDA funding and private match to design, launch, implement, evaluate, and improve the program; funding from public and private sources, including anchor employers, will sustain the OSWPI, as General Dynamics/Electric Boat has done for the MPI.

SCCOG will continue post-grant with Brownfield assessment grants through DECD and/or EPA. The Digital Dashboard will be maintained after this project is completed as SCCOG's primary regional parcel viewer, replacing SCCOG's existing system. SCCOG staff will continue to update data and to enhance the information provided as needed with ongoing funding support from the Federal Highway Administration.

BPN is inherently self-sustaining: once EDA-supported infrastructure is completed, NCDC will be able to sell and lease lots to end users. As detailed in this application, NCDC has received several expressions of interest from private firms and has received highly favorable market research from brokers and other area experts.

UConn's sustainability plan assumes that future sponsored awards will cover staff costs. UConn has seen a 35% increase in sponsored awards over the past five years (FY15-FY20), and UConn leadership is confident this rate of growth will continue. The facilities will become part of UConn's overall facilities management plan.

CCAT will focus on sustainability through financial support fostered by market-based execution of the supply chain Roadmap, including from utility and grid operators, OEMs and supply chain businesses, wind associations, state business associations and OW energy providers.

The regional Partnership is committed to a market-based approach informed by private industry to support the development of offshore wind, as demonstrated by the attached letters of support from Revolution and Avangrid. Potential sources of revenue include sponsorships, events and conferences, private industry and consulting services.

With each component project planning to attain sustainability beyond EDA funding, it is incumbent upon seCTer to establish organized, accountable, and communicative governance to ensure the continued cohesiveness of the cluster. The Partnership's Director will be a seCTer staff member, and hold the responsibility of cluster governance, along with the RECO for the first 1+ years. A cluster governance model will be designed in Year 1, along with metric impact

measurement methodology. Quarterly OWIC leadership meetings will be held, along with monthly one-on-ones with the Director and component lead.

Community Engagement

The two construction projects represented in OWIC, led by UConn and NCDC, intend to include project labor agreements with set-asides. The OWIC's construction projects, UConn Avery Point R&D/Incubator and BPN are both occurring in state-designated Distressed Municipalities. The third, at UConn's Storrs campus, is adjacent to the Most Distressed CT Municipality.

With respect to the non-construction projects and general development of the cluster, seCTer and its partners at DECD have been coordinating with dozens of local and regional community groups to ensure robust feedback as we develop our coalition's plans. The OWIC has established relationships with the CT State Building Trades Council (both local to New London and Bridgeport) and the CT Roundtable on Climate and Jobs (an association of unions concerned with climate change). At a conceptual level, development of our industry cluster will drive fair wages and increased local employment.

The OWIC development is founded on the idea of reaching an inflection point where local procurement of goods and services becomes the profitable choice for developers. Per their Power Purchase Agreements with states, wind developers are required to give preference to subcontractors with employment presence in-state. As the developers contract with Tier 1 suppliers, effectuating this employment and the associated regional relationships, the OWIC will have an opportunity to market itself. The Partnership is well-positioned to facilitate these actions, and plans to form a concierge service to new businesses, with the regional Partnership supporting a tri-state effort to attract other new investment from around the world. The OWIC is designed to fill the needs of Tier 1 and 2 suppliers. With connections to developable land, workforce development, and state and municipal contacts, the Partnership staff can give valuable guidance to suppliers new to the area, or expanding in the region. The Partnership will work to ensure set-asides in contracting practices for those businesses with appropriate socioeconomic statuses. Further, development of the cluster will include our robust workforce development programming, which will include opportunities to outreach and enhance wrap-around services for the disadvantaged workforce.

Following the path of EWIB's MPI, many community organizations are already involved in supporting programs like daycare for trainees, Rides to Jobs, on-the-job training programs, and more. Having engaged with Revolution Wind and Avangrid, and involving them in EWIB's OSWPI, with its emphasis in equity, these workflows are already planned. The Workplace, in Bridgeport, will have the same processes and outcomes to reach. They also hold the equity as the standard, and work with groups such as the Hispanic Chamber of Commerce of Greater Bridgeport. NCDC is solidly entrenched with local community groups, all in support of equitable outcomes.

seCTer and DECD have engaged with several environmental groups, both local and state, who chose to support the OWIC. Outreach has all been made and received in good faith, with ongoing communication, and future involvement seems assured. seCTer has a list of Community Connections, those persons with ties to groups that are often underrepresented at discussion tables. Due to decades of positive interaction, seCTer has strong ties to the non-profit, community-based organizations, such as the Health Improvement Collaborative, Thames Valley Council for Community Action, United Way and many others.

Equity

Connecticut's Gini Index, a measurement of income inequality, is .502, the second-highest in the United States. Census.gov provides wages by demographic group for New London County, the closest statistical area to the EDD. Over the last twelve months, based on 2019 dollars, the White, non-Hispanics' Per Capita Income (PCI) was \$45,270. Respectively, Hispanics, Blacks, those of 2 or More Races, and Other Race earned \$23,947, \$19,866, \$21,100 \$20,523. The Cost-of-Living Index in Bridgeport is 135.9. The vast majority of development within the OWIC will occur within Connecticut's Distressed Municipalities, an annually updated DECD list of towns with low tax bases, low personal income, and high needs. Those municipalities, which include Bridgeport, New London, Norwich, Windham and Groton are comprised of disproportionately minority populations.

Driving equitable outcomes is a central mission of the OWIC coalition. Job development in offshore-wind related businesses is likely to provide significantly higher wages and more robust benefits, given the success of the advanced manufacturing sector in producing such outcomes. In addition, each component project will focus on equity in the following ways:

- UConn's outreach will be done through The Vergano Institute for Inclusion within the UConn School of Engineering, with partners at the Centro de la Comunidad and Southeastern Connecticut Organization for Racial Equity (SCORE) will be engaged. Representation in leadership of the R&D Center and the Incubator will include women and people of color, and special business support services at the Incubator will target historically disadvantaged communities.
- EWIB's proposal with sub-recipient, The Workplace, the workforce investment board in Bridgeport, plan efforts to conduct targeted outreach to underserved communities in 12 of the state's 25 most Distressed Municipalities. OSWPI strategies (proven effective by the MPI) for addressing barriers to training and employment among members of these communities, including wraparound services, will be utilized.
- CCAT will also work with partners in targeted Distressed Municipalities. Their research will also engage other project resources within the OWIC including the Action Innovation Network, CT Procurement Technical Assistance Center (CT PTAC), Women Owned Small Business, Veteran Owned Small Business, Greater Bridgeport Hispanic Chamber, Minority Business Council, Women's Center at University of Hartford, Minority Construction Group in Bridgeport, the NAACP and the Small Business Development Center.
- BPN will include flex sites able to house the expanded workforce development and career pathway efforts of EWIB. More broadly, development of the site will augment current skilled labor force opportunities in new businesses not reliant upon the defense cluster, fostering creation and expansion of businesses who offer living wages and benefits, shorter commuting times, upward mobility and stability generated by investments in our national OSW strategies – as compared with the unpredictable business cycles of the existing hospitality- and casino-focused employment in the region.
- SCCOG's site assessment project includes sites in four Distressed Municipalities. The Digital Dashboard will enable investments in municipalities that would otherwise lack the ability to effectively market development opportunities.
- The Partnership advisory board will represent the region's diversity – both demographically and economically, and be charged with governance of the cluster partners' equitable outcomes.

Expected Outcomes

The Connecticut Center for Economic Analysis (CCEA) was contracted to study the proposed OWIC using REMI. Preliminary findings, which incorporate inputs and investments from all component projects, include the following:

- Gross State Product growth from 2022 to be in excess of a billion dollars annually from 2033 onward;
- Personal income growth reaching \$622M during 2033 and remaining above \$600M out to 2053; and,
- Sustained employment impacts peak near 6,000 in 2035 and exceeds 3,200 annually from 2029 to 2053.

These figures are supported by the Study which analyzed an 800 megawatt OW project deployed from New London.

The results of the JEDI modeling suggested between 224 and 424 direct jobs or FTEs associated with the installation activities of the project, between 5,007 and 5,041 supply chain FTEs, and between 1,838 and 1,853 induced FTEs. In terms of economic impact, the project would create between \$660 million and \$682 million in earnings, between \$1,607 million and \$1,642 million in output, and between \$871 million and \$897 million in value added.

Supporting the virtuous lifecycle of new firm development within the OWIC and its potential to catalyze private investment, regional economic growth and wealth generation, UConn's projects will feed the cluster with new high wage and high growth jobs in the region. CCEA predicts performance levels will remain similar to the five-year average.

Even in the face of Covid-19, UConn's Technology Commercialization Services (TCS) continued running its highly successful Technology Innovation Program (TIP). ... Its five-year average performance annually also averaged 109 patent filings, 35 patents issued, 12 new operations and licenses, and \$930,000 in foreshortening licensing revenues. From its inception in 2003 to the end of FY 2021, research funding has amounted to \$956 million

As the OWIC is a next generation cluster, the basis of the projects is to prepare for and engage wind developers and the supply chain. As such, there is much that regional leadership needs to learn in relation to scale and tangible, equitable impact. Research into and marketing to international supply chains is included in CCAT, EWIB and the Partnership's proposals. The Partnership also includes Regional OWIC Outcome and Metric Consulting Engagement which will be brought as early in the process as possible. The additional programmatic component projects' outcomes include, but are far from limited to, the following:

- EWIB will train and place 482 persons, including 361 with the wind developers.
- SCCOG declares an output of 20 site assessment, with a primary goal to expand the use of the Digital Dashboard to additional users. The overarching goal of the project is to see new businesses locate in southeastern Connecticut, drawn by the availability of suitable property and proximity to OWI activities.
- CCAT's Supply Chain Connection will undertake a baseline assessment of economic impact and annual impact assessments to confirm progress and/or the need for corrective measures.
- The Partnership has agreed that after the development of a cluster development tracking model, each year the cluster's development will be reported. This will be tied directly to projected impacts.

The overarching goal of the OWIC is to move as many historically disadvantaged persons as possible into OWIC jobs with higher pay, better benefits and careers.

Progress – Phase 1 to Phase 2

Prior to Phase 1 award, seCTer convened the component leadership (lead) to establish a battle rhythm to maintain the OWIC as a regional focus. Upon award, the plan was accelerated to weekly meetings for seCTer staff and each team lead, and a weekly leads meeting scheduled on Friday afternoons to summarize each projects' challenges and growth throughout each week. Connections were created in these meetings while understanding of the elements needed for cluster development grew. Multiple leads were cautious to create programs and budgets with impact on the scale necessary to spur cluster development. Others were more familiar with federal grants, and set to work designing projects to maximize the potential \$100 million maximum ask.

DECD assigned a Senior Economic Development Advisor in support of Phase 2 development. DECD and seCTer staff, including the RECO, became project managers for the Phase 2 proposal. They managed introductions with helpful partners and gave suggestions on project design throughout the process, as well as led the weekly meetings. DECD managed the industry-partner introductions. These proved vital to the success of the OWIC, as being industry-driven is essential to cluster development. Revolution and Avangrid met with each lead on multiple occasions, resulting in a honing of SCCOG and NCDC projects to ensure maximum impact for OSW suppliers. Also, workforce development efforts with EWIB and The Workplace adapted to add GWO standards.

Soon after the Phase 2 award, the Chamber of Commerce of Eastern CT produced a study entitled, "Embracing the Potential of Offshore Wind in CT: A Study of Opportunities and Challenges", a project funded by Revolution Wind conducted by McAllister Marine Engineering. The study affirmed the research done by the Phase 1 seCTer team. From the Executive Summary:

The OSW industry will develop in the U.S. within the three following targeted areas: 1) through ports and physical infrastructure; 2) through a U.S. and worldwide supply chain; and 3) through a talented, trained, and skilled workforce. While these three targeted areas each have their distinct characteristics, each one interacts and benefits from the other, and thus, by targeting available State investments strategically, Connecticut can optimize its position within this industry. It should be noted that it will not be realistic or feasible for one state to capture all the offshore wind industry, and several aspects of the industry have already been established across the Northeastern U.S.

Accordingly, DECD and seCTer reached out to counterparts in RI and MA to negotiate an additional project fostering collaboration within the tristate region. Out of several conversations with leaders at RI Commerce and MassCEC came the Partnership, designed to address regional needs around supply chain efficiencies, workforce development, and marketing efforts. The Partnership brings a unified approach to the development of the cluster and has been applauded by industry leadership.

In prudent management of the overarching project, seCTer and DECD made the difficult decision to ask UConn to scale back their large construction project. UConn's \$60 million R&D Center overshadowed the impact of the smaller projects, with less ROI. UConn staff proved flexible and adaptable by redesigning the R&D / Incubator to right-size it at \$16 million while staying true to both industry demand and equitable outcomes.

BPN was also asked to down-size and promptly adjusted plans. NCDC committed a significant proportion of developable land to be set aside for businesses which are part of the supply chain for, or have an adjacency to, offshore wind and other renewable energy production.

Project Evolution

The vision for the OWIC solidified during Phase 2 development. Relationships with Revolution Wind and Avangrid became instrumental. Along with matching funds of \$5,169,200, input from their supply chain, workforce development, and research teams was invaluable, fostering demand-driven curriculum and services for EWIB's workforce development initiative, supplemental data and programming for CCAT's database, and design details for SCCOG's GIS Dashboard development. Input from interested tier II and III suppliers also shaped design of BPN. UConn faculty had already been working with the wind developers, yet the new working relationship demonstrated the flexibility of the companies to work with UConn to bring the R&D Center / Incubator to fruition.

Finally, industry input shaped the focus on the regional Partnership effort, as the need for joint efforts in three key areas became apparent in extended conversations. It became apparent during Phase 2 development that the OW industry in New England lacks a multi-state structure to bring together major state and local governments, private enterprise, and industry non-profits to ensure alignment and coordination where possible. Collaboration and coordination are crucial to the equitable growth of the OW cluster in the Southern New England region and to avoid inefficiencies in supply chain, workforce development, and marketing efforts. For relatively small states like Rhode Island, Massachusetts and Connecticut, a state-centric approach to public-private partnerships, supplier attraction and new procurements may be inefficient and hinder industry growth in many cases because of constraints on land availability and purchasing power. A regional Partnership developed, brokered by DECD to join with RI Commerce and MassCEC to collaborate on certain focus areas. A \$350,000 of seed funding from DECD and RI Commerce to launch the Partnership and look forward to the governors of each state signing a joint memorandum of understanding by year's end.

The state's involvement also blossomed. DECD rallied behind the OWIC, providing commitments to UConn and NCDC's BPN of \$5,000,000 and \$2,500,000 as low interest loan, respectively. AdvanceCT formed relationships and provided valuable assistance with both SCCOG's site assessment project and BPN, AdvanceCT is working closely on the marketing for BPN, having already connected several companies to NCDC. BPN has secured commitments of \$17+ million and 120+ jobs created. The state, through its venture capital arm Connecticut Innovations, also opened the possibility of significantly augmenting UConn's Incubator with up to \$50,000,000 of SSBCI funding for green tech.

While each project had an equity component in Phase 1, during Phase 2 development the outreach and potential impact became clearer. Each component lead proposed community contacts to assist with equitable outcomes in the region.

This is the crucial time to add private and public investment in our region to meet the challenges of rolling out the red carpet to OW supply chain companies. The timing necessitates government investment to establish southern New England's OWIC to diversify the historically disadvantaged region's economy, support long-term climate goals, and make tangible progress in closing CT's pay equity gap. The OWIC will create transformational jobs, with higher wages for workers displaced due to the pandemic (mostly hospitality in the EDD), leading to stronger families with more opportunities and confidence to fully participate in the economy and political structures. SE CT has the right assets at the right time; and time is of the essence.