

2023: Volume 2

Connecticut's Manufacturing Strategic Plan





Paul Lavoie

Chief Manufacturing Officer,
State of Connecticut

A Letter from Connecticut's Chief Manufacturing Officer

Our Manufacturing Strategic Plan was launched in February 2023. Based on over 130 visits with the manufacturing ecosystem, we outlined key initiatives, strategies, and tactics. Today, in November 2023, we are pleased to update our plan and to provide an update on our progress.

Our vision and mission remain the same, with a caveat.

Our Vision

To make Connecticut the internationally recognized leader in manufacturing through innovation and the growth of our manufacturing base.

Our Mission

- Increase manufacturing employment to 235,000 by 2033, a 4% annual increase.*

***Here is the caveat:** Since February, we have come to a major realization. Based on national population projections, it has become clear that we will not solve our workforce challenges with people. The U.S. manufacturing sector is projected to have 2.0M jobs in 2030, leading to a loss in GDP of \$1.0T dollars. To think that we will grow GDP with people alone is a fool's errand. We need to double down on industrial automation to have machines do the work of the people we will never have. This is not a job elimination strategy — to the contrary, it is a job growth strategy — because we will be providing higher-paying jobs with less physical demand, improving the quality of life for our manufacturing workforce. Also, we need to keep funding our efforts. It will be through implementing the three strategies of workforce development, workforce growth, and industrial automation that we will solve the workforce problem and grow Connecticut's manufacturing GDP.

- Increase manufacturing annual gross domestic production (GDP) to reach 20% by 2029.

We are pleased with the progress we are making against the plan. We are realizing new levels of cooperation, collaboration, and coordination within the manufacturing sector, and we are servicing our manufacturing, driving innovation, and working together to solve the challenges our manufacturers face daily.

It is an exciting time to be a Connecticut manufacturer. We are making historic investments in our manufacturing companies, and my goal is to make it easy to do business here and allow them to focus on two things — making outstanding products and providing life-changing career opportunities for their employees.

I am proud to represent Connecticut manufacturing, and I look forward to going to work every day to make things better. The best is yet to come.

A handwritten signature in blue ink that reads "Paul Lavoie".

What Manufacturing Strengths Connecticut Can Build On

Connecticut has an enviable array of assets — and a proven track record of success — on which to continue building its reputation as a world-class leader in manufacturing.

A Legacy of Manufacturing Innovation

So many innovations were — and continue to be — pioneered in Connecticut. In fact, Connecticut has been home to such impressive visionaries as Igor Sikorsky, David Bushnell, Samuel Colt, Charles Goodyear, and the Warner brothers, to name just a few. Among the many things invented here are the Polaroid camera, helicopter, portable typewriter, and Wasp aircraft engine. Plus, we continue to rank in the top 5 in the U.S. for patents!

A World-Class Array of Industry Leaders

Since the earliest days of this country, Connecticut has been home to some of the world’s most innovative manufacturers. Here is just a sampling of the many industry leaders based in Connecticut.



A Robust Manufacturing Supply Chain

What facilitates the growth of Connecticut’s entire manufacturing sector is the breadth and depth of our supply chain. Precision manufacturing has long been a part of our DNA, and more than 4,500 component manufacturers continue to build our excellence in manufacturing.

A Highly Skilled and Productive Workforce

All of Connecticut’s manufacturers can tap into one of the most attractive talent pools in the country. In fact, our workforce ranks #3 for advanced degrees and #4 in the U.S. for workforce productivity.

Ongoing Support from State Government

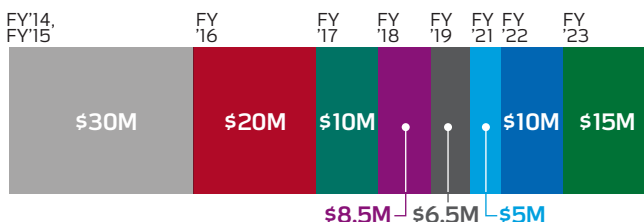
In recognition of the critical role manufacturing plays in our state’s economy, Connecticut has made three key legislative decisions that go beyond “transactional-level” programs to align resourcing on a much larger “transformational-level” scale.

2012: Bipartisan Manufacturing Caucus formed

2014: Manufacturing Innovation Fund established

2019: Chief Manufacturing Officer role created

\$105M for the Manufacturing Innovation Fund (MIF)



A Commitment to Collaboration

Our manufacturing sector is also distinguished by the collaboration across industry, government, and education. Some key partnerships include:

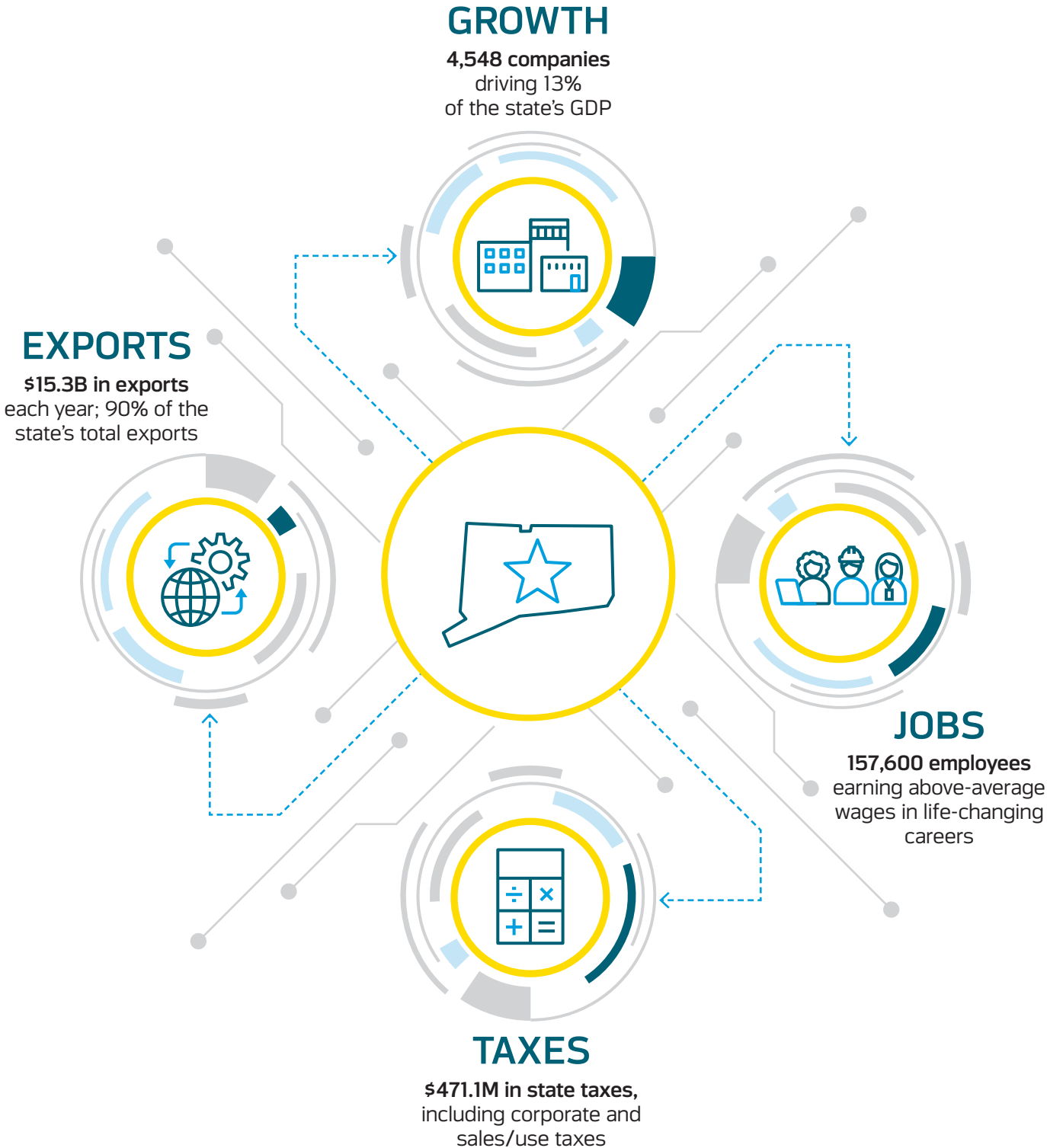
Connecticut Manufacturers’ Collaborative (CMC) — a “single voice” for CT manufacturing advocating for over 1,200 manufacturing companies with tens of thousands of employees

Regional Sector Partnerships (RSP) — five manufacturing business partnerships from different labor market regions that address *local* workforce and competitive needs with *local* solutions

Coordinated Ecosystem of Support — bringing together the Governor’s Office of Workforce Strategy; curricula development for our K-12 schools, 11 community colleges, 20 technical high schools, and the College of Technology; access to a state-of-the-art applied technology demonstration center; and active participation in regional and national manufacturing networks

Why Manufacturing Is So Critical to Connecticut's Vitality

Manufacturing is a significant driver of Connecticut's growth. Not only do our manufacturers generate \$31B in GDP and \$434M in state tax revenues, but they also create high-paying careers for workers across the state.

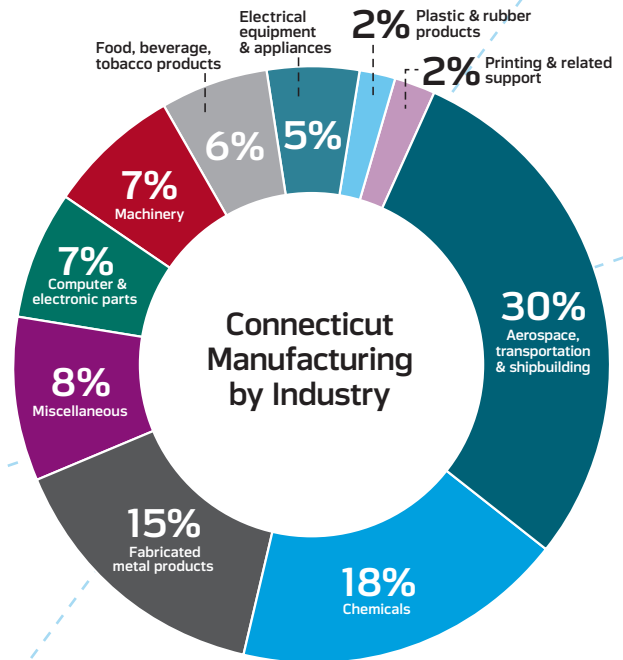


Who Makes Up Connecticut's Manufacturing Sector?

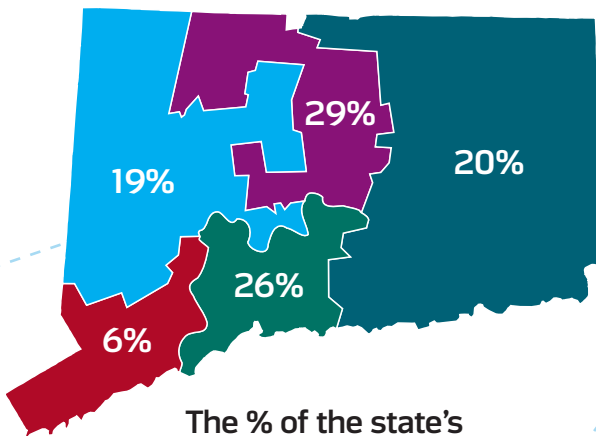
4,500+ companies producing an array of components and products

No doubt, Connecticut is one of the world's leading aerospace manufacturers. But that's just the beginning of what we make to support so many different industry sectors.

Our companies manufacture a wide array of products — from medical devices to precision components of all kinds.



Source: U.S. Bureau of Economic Analysis, 2021



The % of the state's manufacturing employees who live in each region

Source: U.S. Census Bureau, 2022

157,600 workers employed in manufacturing all across the state

Manufacturing employs a significant number of skilled workers in every single county of our state. In fact, according to the National Association of Manufacturers' latest report (2021), manufacturing employs nearly 10% of our state's total workforce. Better still, these jobs represent highly paid, highly in-demand career opportunities for our residents.

Connecticut and national security: strength in numbers

Bolstered by \$22.6 billion in defense contract spending, Connecticut is a national leader, ranking #1 in aircraft engine and engine parts manufacturing, #2 in defense spending on a per capita basis, and #3 in defense spending as a percentage of state gross domestic product.



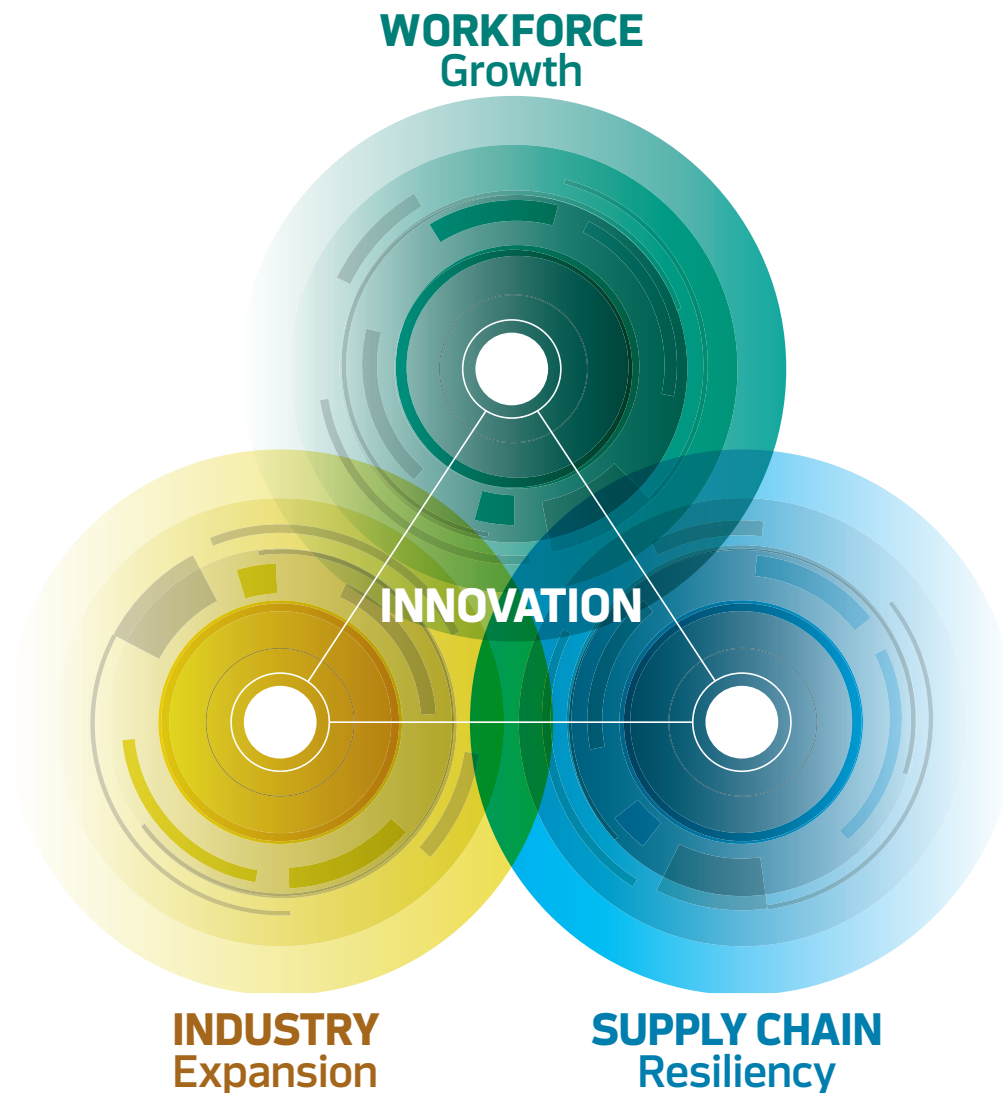
Source: U.S. Department of Defense, Defense Spending by State - Fiscal Year 2022

How We'll Optimize Our Current Assets — and Advance Our Future Vision

This strategic plan is designed to capitalize on the many enviable assets we already have — while tackling the many real challenges standing in the way of continued success. This ambitious, yet achievable, plan centers around three key pillars:

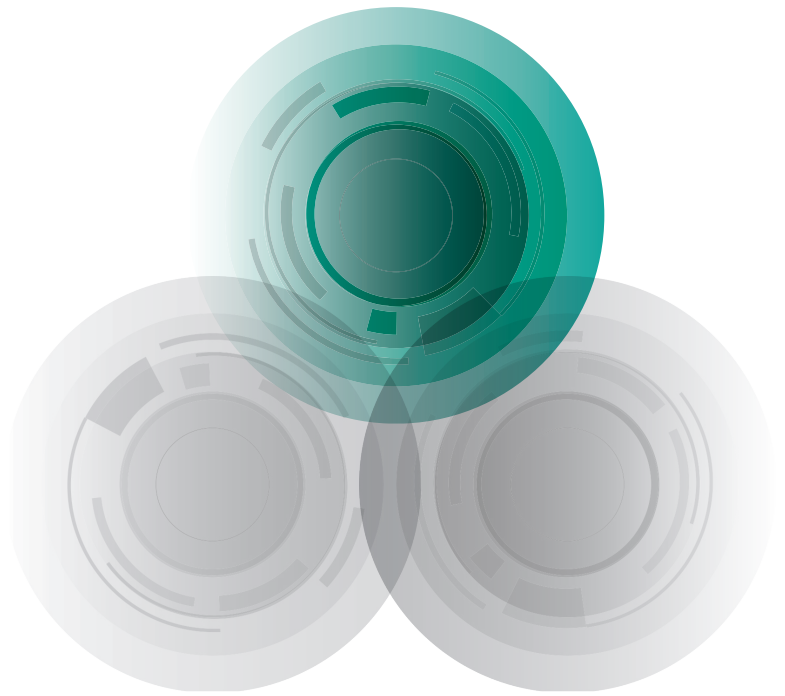
1. **To grow and expand our workforce** — already one of the most skilled and productive in the country.
2. **To enhance the resiliency of our supply chain** — already differentiated by the 4,500+ manufacturers operating in Connecticut.
3. **To expand our industry base** — by fostering the growth of our existing manufacturers while attracting new companies to make their homes in Connecticut.

All of these goals will be propelled by our strategic embrace — and skillful implementation — of innovation. It's this perennial drive of Connecticut businesses to both dream bigger and do better that has already ranked us among the most innovative states in the U.S. This is a plan for continuing to position Connecticut as a world-class center of manufacturing excellence.



Strategic Plan Pillar 1:

Workforce Growth and Development



THE CHALLENGE

It's a double whammy. More experienced manufacturing professionals are retiring than ever – while there's been a historic lag of new entrants into the field. That makes access to a skilled workforce our single biggest impediment to growth – and attracting and developing talent our plan's most critical strategic pillar.



THE GOAL

4% annual increase in manufacturing employment.



THE INITIATIVES

On the pages that follow, we'll detail our plans to:

- Prime the pathway infrastructure
- Change the perceptions of a career in manufacturing
- Leverage innovation to ease the strain on labor
- Build stronger connections between industry and education
- Better communicate our career opportunities to Connecticut youth

Pillar 1: Workforce Growth & Development (cont.)

STRATEGIC INITIATIVE 1: Prime the Pathway Infrastructure

Working closely with the Office of Workforce Strategy (OWS), we will continue to build and refine the systems and infrastructure needed to meet the demands for a well-trained labor force. In doing so, we'll align with the findings and tactics outlined in the 2020 Governor's Workforce Council Workforce Strategic Plan.

Tactic 1.1 | Eliminate Barriers to Entry (also supporting Pillar 3 Industry Expansion)

Identify barriers to entry for manufacturing workers and advocate on behalf of manufacturers with the Office of Workforce Strategy, Office of the Governor, the legislature, and public and private stakeholders.



- **Housing:** Advocate for available and affordable housing for manufacturing employees. Help others understand that apartments and condos are not the answer – manufacturing employees need garages for access to their tools and toys.
- **Transportation:** Support better ways to get people from the cities to the suburbs.
- **Urban Alignment:** Develop a plan to help move manufacturing companies back into the cities where more workers are available by May 2023.

Tactic 1.2 | Foster DE&I Programming

Partner with others to drive innovative programs that increase the opportunities for underserved or underrepresented people to enjoy life-changing careers in manufacturing.

- **Vocational Villages program:** Work with the Department of Corrections, Office of Workforce Strategy, and the Office of the Governor to drive programs for second-chance residents to change their lives through manufacturing careers.



Results

- Worked with the Department of Corrections on building the Advisory Board for the Vocational Villages program.
- Advisory Board was named in August 2023, and the CMO will be serving as a member of the Board.

- **Women in Manufacturing:** Develop a Women in Manufacturing initiative, in conjunction with CONNSTEP, the Women in Manufacturing association, and the Office of the Lieutenant Governor to increase awareness of manufacturing opportunities and to increase the participation rate of women in manufacturing.



Results

- Sponsored CT WiM CONNVerge event
- Announced CT WiM Advisory Council 9/7/23
- Working on building membership

STRATEGIC INITIATIVE 2: Change the Perception

We'll shift perceptions of manufacturing as dark, dirty, and dangerous to innovative, clean, and safe.

Tactic 2.1 | Marketing Campaign

Develop a "Hearts and Minds" paid-media campaign with Connecticut State Colleges and Universities and the Office of Workforce Strategy. Align with CareerConnect to drive enrollment to higher-ed programs in the manufacturing trades.



Results

- 3,963 career users and 2,196 training users
- 78K new users driven to MadeHere.com
- 15K highly engaged users w/6K+ click-through
- 22M social shares w/ 77.2K clicks

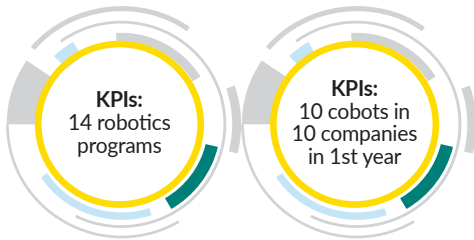
Pillar 1: Workforce Growth & Development (cont.)

STRATEGIC INITIATIVE 3: Drive Efficiency and Productivity

Develop Industry 4.0 programs to drive efficiency and productivity in manufacturing, easing the burden for labor to allow manufacturing to continue to grow and thrive.

Tactic 3.1 | Robots and Cobots 1.0 (supports all three pillars)

Develop an Industry 4.0 robotics program, in conjunction with the Connecticut Center of Advanced Technology (CCAT) and CONNSTEP, to accelerate the adoption of robotics in the manufacturing sector to help improve efficiency in production and ease the labor needs.



Results

- Working with CCAT, proposed launch 12/23
Additionally, we are working with CCAT, CONNSTEP, and UConn on a proposal to accelerate the adoption of Robots and Cobots in the Industrial Base

Tactic 3.2 | Scaling Model-Based Definition (SMBD) (supports all three pillars)

Co-funded by the Office of Local Defense Community Cooperation and Department of Economic and Community Development, SMBD seeks to accelerate the digital transformation of the Connecticut defense supply base. We will develop online and in-person model-based definition educational opportunities and develop the tools (assessment, outreach, and training) to scale statewide adoption.

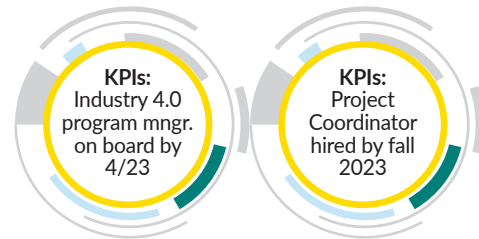


Results

- U.S. Department of Defense grant award in July 2023

Tactic 3.3 | Increase Capacity & Expertise (supports all three pillars)

Using federal funding, hire personnel for the Office of Manufacturing with the unique ability to identify and secure state and federal grant funding, support an array of Industry 4.0 initiatives, and stay abreast of trends and opportunities impacting the Connecticut manufacturing ecosystem.

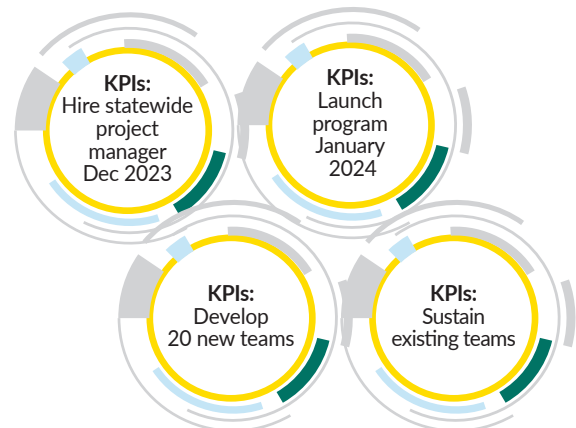


Results

- Industry 4.0 Program Manager posted 9/20/23
- Project Coordinator posted 9/21/23

Tactic 3.4 | First Robotics

Sustain and expand First Robotics teams in K-12 schools, with a focus on engaging students from Alliance Districts and fostering an interest in STEM careers at all grades.



Results

- Program approved by MIF Board October 2023

Pillar 1: Workforce Growth & Development (cont.)

STRATEGIC INITIATIVE 4: Connect Industry and Education

Work with both industry and education leaders to build programs that develop the workforce we need to meet current and future demands.

Tactic 4.1 | Industry & Educator Summit

Recognizing that industry trends can, and should, impact academic programming, bring industry stakeholders and educators (K-12 and higher education) together as a critical first step in creating a nimble manufacturing ecosystem capable of meeting both current and future demands.



Results

- Summit to be hosted by CCSU in Spring 2024

Tactic 4.2 | Roundtable Series

Bring industry leaders and education leaders (K-12, higher education, and alternative training organizations) together in a series of relationship-building roundtable discussions. Ensure that industry leaders understand how our education leaders can facilitate growth within the manufacturing sector.



Results

- Four (4) roundtables held over the past year
- 29 manufacturing leaders engaged

Tactic 4.3 | Reimagining Apprenticeship

Apprenticeship programming has been part of the national landscape since the mid-1930s. The Connecticut Department of Labor and the Manufacturing Innovation Fund (MIF) have been administering apprenticeship funding since 2015.

Now, we propose to work closely with the Office of Workforce Strategy, Department of Labor, and Connecticut State Colleges and Universities to build a new apprenticeship model focused on the future needs of employers in key areas of growth – including mechatronics, robotics, and digital transformation.



Results

- Revised program guidelines and added pre-apprenticeship opportunity May 2023

Tactic 4.4 | Incumbent Worker Training (IWT)

The DECD Manufacturing Innovation Fund supports the IWT program, administered by CCAT. IWT provides matching grants for manufacturers with under 300 employees for training their current workforces. Companies can earn up to \$50,000 per year (the average grant is \$7,000) with a lifetime max of \$100,000.

Please note that specific measurements will depend on the amount of funding available and will be determined on an annual basis.



Results

- Between September 2022 and June 2023, we accepted 49 applications and invested \$305,615 in matching grant funds for an average of \$6,237 per company

Pillar 1: Workforce Growth & Development (cont.)

STRATEGIC INITIATIVE 5: Promote Career Opportunities

Relentlessly communicate the opportunities for life-changing careers and endless opportunities in the field of manufacturing.

Tactic 5.1 | Manufacturing Month

Connect Connecticut students and educators with modern manufacturing technologies and companies using engaging activities to inspire the next generation of talent to pursue STEM careers in Connecticut's manufacturing and technology industries.

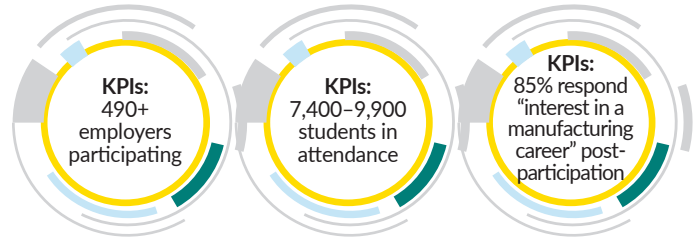


Results

- Calendar launched
- Outreach ongoing to promote statewide events
- Logo contest RFP disseminated October 2023
- 13 CCAT-sponsored events held

Tactic 5.2 | Career Roadshows

Create early access events to raise awareness of manufacturing careers and the diversity of the manufacturing industry, and facilitate a more cohesive relationship between regional industry partners and their local public schools.



The Call to Action:

How You Can Support Our Workforce Growth and Development

Manufacturers

Understand that workforce challenges will persist. Reframe your workforce strategy to include:

- Implementing innovative recruiting techniques
- Creating innovative retention techniques
- Driving innovation to improve productivity
- Engaging with our education system to align workforce needs and priorities

Educators

Align closely with industry to lean into — and listen to — current and future needs.

- Develop externship programs to get educators in manufacturing companies
- Conduct roundtable discussions to determine needs
- Stay abreast of trends and apprise industry of emerging opportunities
- Develop innovative curricula that meet industry needs
- Access Regional Sector Partnerships (RSP) to conduct roundtable discussion to determine needs

Partners and Subject Matter Experts

Drive the discussion in the manufacturing sector on how we can work together to address the future workforce needs and demands of industry.

- Develop industry- and educator-led programs to address workforce development initiatives
- Advocate for solutions that create an environment that will attract workers to CT
- Support the Manufacturing Strategic Plan (MSP)
- Develop creative solutions to solve industry workforce challenges
- Coordinate and collaborate with the Office of Workforce Strategy (OWS) on future workforce needs and the demands of industry to align and scale program

Strategic Plan Pillar 2:

Supply Chain Resiliency



THE CHALLENGE

Manufacturers have been particularly affected by the ongoing struggles to obtain supplies – thanks to port congestions, transportation issues, production delays, and extreme weather events. Add to these challenges the fact that inflation has dramatically increased the cost of supplies, and the results are both supply chain and economic uncertainties.



THE GOAL

Strengthen our manufacturing supply chain through innovative programs that reduce the cost of doing business – and shorten supply chains.



THE INITIATIVES

On the pages that follow, we'll detail our plans to:

- Fuel operational efficiency and innovation
- Drive Industry 4.0 adoption

Pillar 2: Supply Chain Resiliency (cont.)

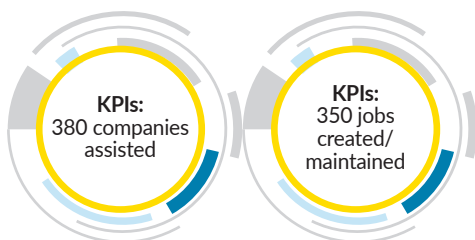
STRATEGIC INITIATIVE 1: Drive Operational Efficiency and Innovation

Develop and implement innovative programs to support small- to medium-sized manufacturers by strengthening their operations to facilitate growth opportunities.

Tactic 1.1 | Manufacturing Voucher Program (MVP) (supports all three pillars)

The DECD Manufacturing Innovation Fund supports the MVP with administration provided by the CCAT. This program enables eligible manufacturers with under 100 employees to obtain a matching grant of \$100,000 (average grant of \$55,000) to support supply chain resiliency through equipment purchases and Industry 4.0 initiatives.

Please note that specific measurements will depend on the amount of funding and will be determined on an annual basis.



Results

- 132 companies assisted
- 158 jobs created/maintained

Tactic 1.2 | Manufacturing Concierge

(supports all three pillars)

Develop and implement a Manufacturing Concierge program to connect our manufacturers to the resources they need to grow their businesses and enhance the resiliency of their businesses.



Results

- Launched in March 2023. Actively providing concierge services to CT manufacturing companies

Tactic 1.3 | CONNEX™ CT Supply Chain Initiative

Identify, select, and implement a supply chain database platform, in conjunction with CONNSTEP and funded by the DECD Manufacturing Innovation Fund. Leverage this CONNEX platform – and full-time personnel who will provide technical support to manufacturers – to connect the manufacturing community, thereby encouraging business growth and shortening supply chains.



Results

- 12 suppliers matched to OEMs 9/1/23
- 463 manufacturers on CONNEX 9/1/23
- 113 suppliers matched to local businesses 9/1/23
- 11 new suppliers identified 9/1/23

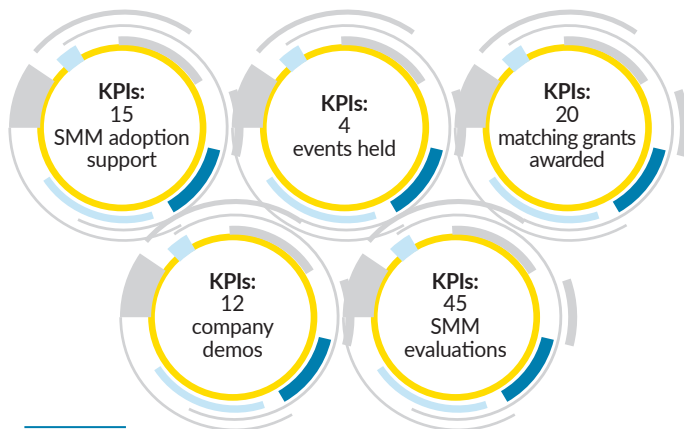
Pillar 2: Supply Chain Resiliency (cont.)

STRATEGIC INITIATIVE 2: Drive Industry 4.0 Adoption

Develop and support Industry 4.0 adoption programs of Digital Transformation, Additive Manufacturing, Robotics, and Cybersecurity to strengthen small- and medium-sized manufacturers.

Tactic 2.1 | Digital Transformation Program

Fund and support the Industry 4.0 Digital Transformation program at CCAT.



Results

- 24 SMM adoption support
- 32 events held
- 24 matching grants awarded
- 59 company demos
- 58 SMM evaluations

Tactic 2.2 | Manufacturing Office Website

(supports all three pillars)

Develop and implement an Office of Manufacturing website to serve as the central point of communication and information for all manufacturing initiatives.



Results

- Created and launched new website.
- <https://manufacturing.ct.gov>

Tactic 2.3 | Industrial Automation

Work with CCAT, CONNSTEP, and UConn to develop an Industrial Automation program through the DECD Manufacturing Innovation Fund that increases efficiency and reduces costs to SMM.



Tactic 2.4 | Reducing Energy Consumption

Support Industry 4.0 smart manufacturing work being done with CCAT and the University of Connecticut through software programs that maximize machine time and drive down the consumption of energy.

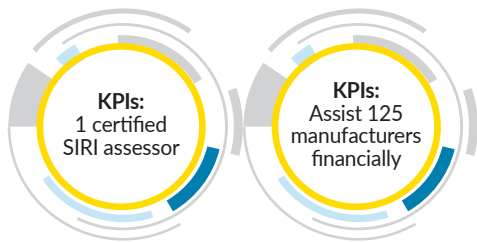


Results

- Submitted application and won DOE Federal Smart Manufacturing Leadership Program Grant. Seeking to hire a full-time project manager to supervise the program
- Energy on the Line (EOTL) came to conclusion in Summer 2023. Engaged with Connecticut Green Bank to explore future programs

Tactic 2.5 | SIRI and Cybersecurity Assessment

Provide access to cybersecurity resources and the Smart Industry Readiness Index (SIRI) assessment – a tool that helps small- to medium-sized manufacturers understand their cyber risks. Develop the capacity to help manufacturers create and implement plans that strengthen their technical infrastructure and ultimately achieve Cybersecurity Maturity Model Certification (CMMC).



Results

- Assisted 19 companies
- Revised program guidelines and expanded assessment opportunities September 2023

Tactic 2.6 | Leveraging Federal Funds (supports all three pillars)

Identify and maximize opportunities from federal programs that impact the manufacturing sector. Optimize any Department of Defense, Department of Commerce, and Department of Energy initiatives and grants that are available to advance the manufacturing sector.

Identify and maximize opportunities from large federal acts, including, but not limited to:

- Inflation Reduction Act
- Infrastructure Investment and Jobs Act
- Chips and Science Act

Results

- DoD/OLDCC Defense Diversification Grant 7/23
- EDA Tech Hubs Strategy Grant 10/23
- DOE SMARTE Grant 9/23

The Call to Action:

How You Can Help Enhance the Resiliency of Our Supply Chain

Manufacturers

Create a culture of innovation to increase productivity, drive down costs, and grow your business.

- Create your profile in CONNEX and get connected
- Drive innovation and the adoption of Industry 4.0 programs in your organization
- Connect with our partners to become educated about how innovation can help you drive down the cost of doing business
- Develop and implement an internal plan for resiliency within your organization

Educators

Develop and implement centers of excellence to help manufacturers learn about innovative technologies that can drive supply chain resiliency, such as:

- Digital Transformation
- Additive Manufacturing
- Robots and Cobots
- Cybersecurity
- Energy Efficiency

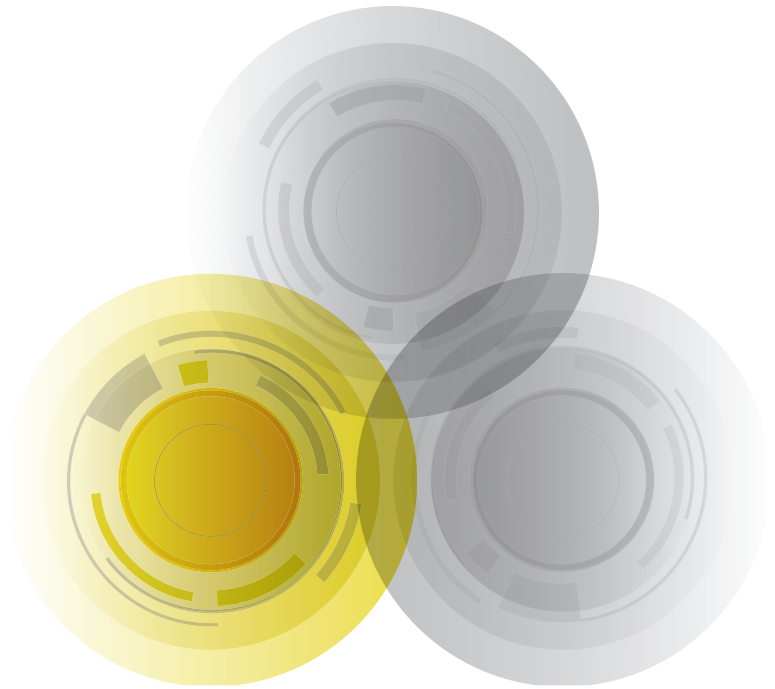
Partners and Subject Matter Experts

Develop and implement centers that encourage the exploration and adoption of new technologies that drive supply chain resiliency, such as:

- Digital Transformation
- Additive Manufacturing
- Robots and Cobots
- Cybersecurity
- Energy Efficiency

Strategic Plan Pillar 3:

Manufacturing Industry Expansion



THE CHALLENGE

Competition for manufacturing businesses is fierce. Many other states, regions, and even cities/towns are offering attractive incentives to woo manufacturers. We need to find the right ways to attract the right types of manufacturers to our state – while motivating our existing manufacturers to continue to grow and expand right here in CT.



THE GOAL

Increase the visibility of – and streamline the access to – all the resources CT offers to both attract and retain those types of manufacturers that can best leverage our strengths.



THE INITIATIVES

On the pages that follow, we'll detail our plans to:

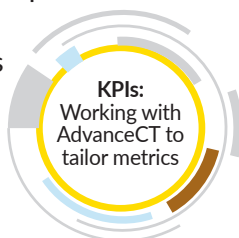
- Help current businesses grow and thrive
- Attract new manufacturers to CT
- Connect the industry
- Expand demand
- Ensure that the cost of doing manufacturing-related business is regionally competitive

Pillar 3: Industry Expansion (cont.)

STRATEGIC INITIATIVE 1: Help Connecticut's Current Businesses Grow and Thrive

Tactic 1.1 | AdvanceCT Collaboration

Work closely with AdvanceCT and support its efforts for business retention and expansion in the manufacturing sector. Ensure that existing manufacturing businesses looking to grow and expand have the full resources of TeamCT to help them thrive in Connecticut.

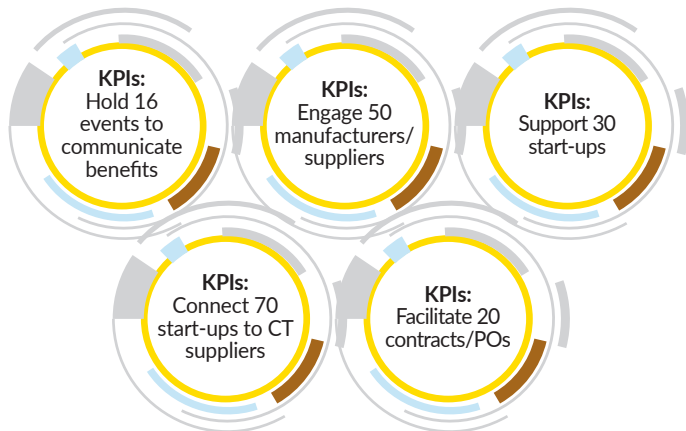


Results

- Two organizational leaders sit on Mfg. Cabinet
- Monthly meeting to address new state business opportunities
- Currently discussing a joint CRM collaboration

Tactic 1.2 | Innovator Matching Program

Partnering with CTNext and the Manufacturing Innovation Fund, establish an innovator/manufacturer matching program to encourage the "if we invent it in CT, make it in CT" philosophy. Hire a full-time manager to facilitate hands-on technical support and process expertise.



Results

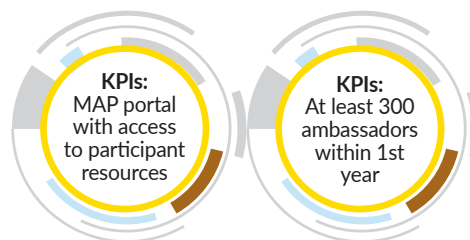
- Held 5 events
- Engaged 32 manufacturers/suppliers
- Supported 35 start-ups
- Connected 81 start-ups to CT suppliers
- Facilitated 5 contracts/pos
- Supported 79 innovation jobs

STRATEGIC INITIATIVE 2: Connect the Industry

(supporting all three pillars)

Tactic 2.1 | Manufacturing Ambassador Program (MAP)

Create, develop, and implement an ambassador program to promote manufacturing careers through access to the most current data, hands-on resources, and regular communication with the Connecticut Office of Manufacturing.



Results

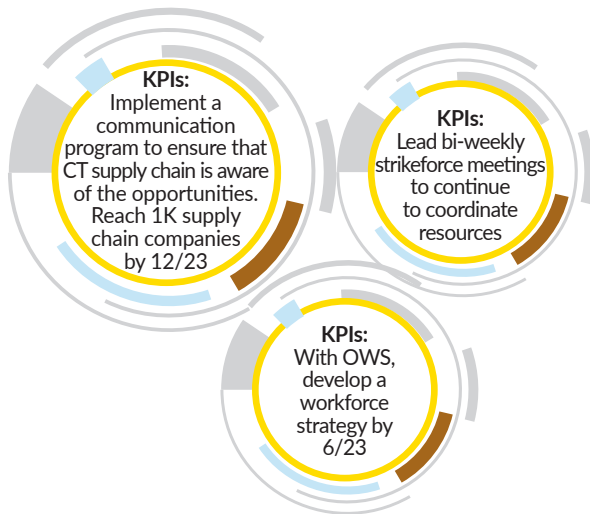
- 645 approved Manufacturing Ambassadors
- Functional MAP portal with key resources
- Two in-person convenings (July and October)
- Meeting w/marketing to expand outreach

Pillar 3: Industry Expansion (cont.)

STRATEGIC INITIATIVE 3: Expand Demand

Tactic 3.1 | Capitalize on Renewable Energy Sector Expansion

Lead and coordinate the Offshore Wind industry efforts to build a supply chain, develop a workforce, drive research and innovation, and maximize the opportunities of the Offshore Wind industry across the state.



Results

- Meets bi-weekly (change from weekly)
- In conjunction with the Office of the Governor, developed the Connecticut's Offshore Wind Strategic Roadmap. Governor announced on 10/4. Working to build the Connecticut Wind Collaborative (CWC)

Tactic 3.2 | Driving a Clean Economy

Support the Department of Economic and Community Development (DECD) and the Department of Energy and Environmental Protection (DEEP) as we maximize our opportunities to create a Clean Economy.

This includes, but is not limited to:

- Offshore Wind
- Hydrogen
- Sustainable Aviation Fuel
- Electric Vehicles
- Energy Storage and Distribution



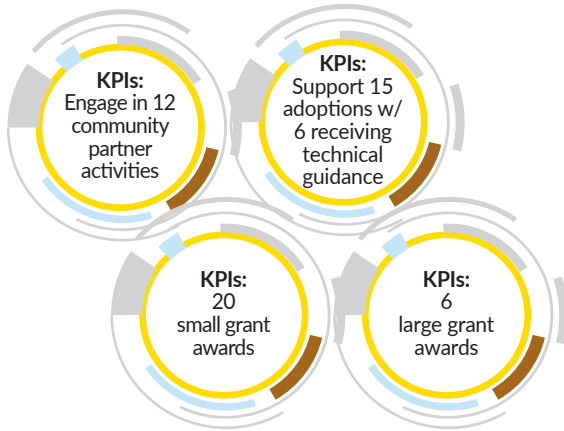
Results

- Hired Clean Energy Program Manager April 2023
- Offshore Wind Strategic Plan released October 2023
- Received U.S. DOE SMARTE grant Sept 2023

Pillar 3: Industry Expansion (cont.)

Tactic 3.3 | Additive Technology Adoption

Fund and support the Industry 4.0 Additive Manufacturing program at the Connecticut Center for Advanced Technology.



Results

- 6 demos held
- 6 SMM evaluations provided
- 6 SMM projects funded

The Call to Action:

How You Can Support the Expansion of Manufacturing in CT

Manufacturers

Educate yourself as well as your entire team on all the support available through Team Connecticut to grow your business.

- Engage with AdvanceCT and the Office of Manufacturing to communicate all business retention and expansion opportunities
- Educate your team on future growth opportunities and the potential to expand your business
- Communicate with AdvanceCT about all opportunities for retention and expansion
- Engage with your RSP to participate in a business-to-business-led workgroup to address common regional opportunities

Educators

Develop, implement, and communicate the manufacturing innovation and research capabilities for our manufacturing sector.

- Assist with the growth of existing manufacturers through innovative research and programs
- Become a beacon of light to attract new manufacturers to Connecticut

Partners and Subject Matter Experts

Work closely with our manufacturing sector to drive retention and growth.

- Develop programs to support innovation and growth
- Educate our manufacturers on opportunities for business retention and growth
- Serve as shining examples of Team Connecticut to attract new manufacturing opportunities to CT

The State of Innovation

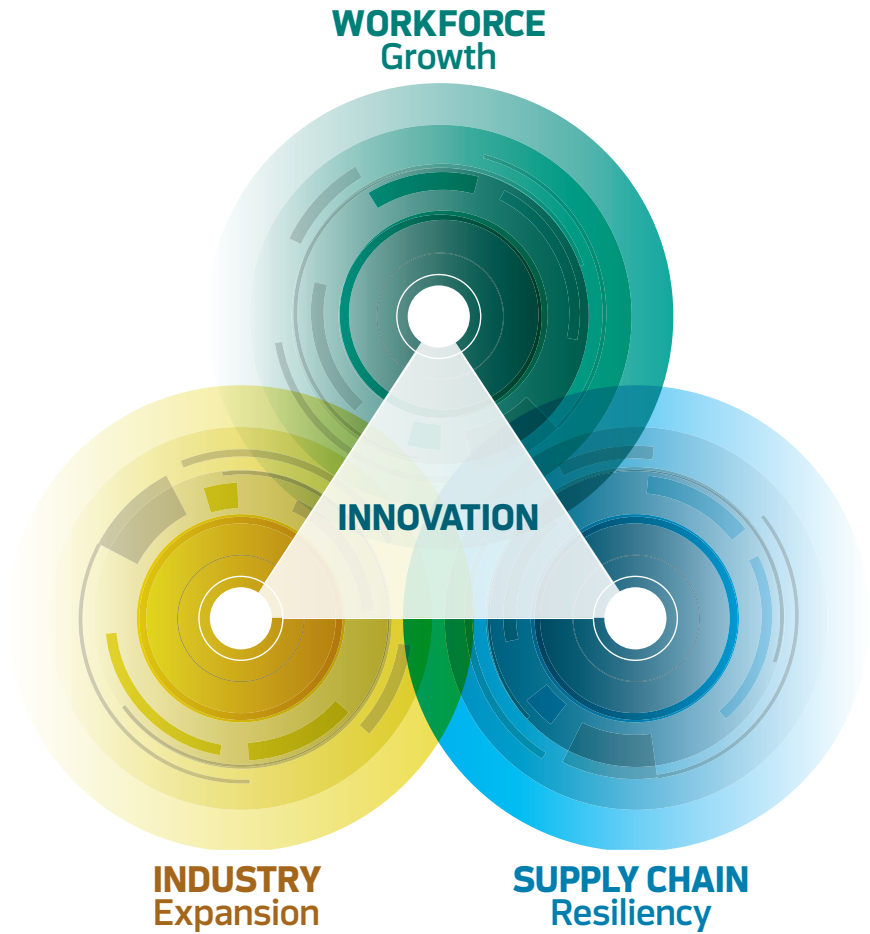
Connecticut's Manufacturing Strategic Plan is built on a platform of innovation. We are the fourth most innovative state in the U.S. — and we need to continue to create and build on our culture of innovation.

Why It Matters

We are not a low-cost state. So, to attract and retain manufacturers, we need to do everything possible to drive down the cost of doing business in Connecticut.

However, we have the opportunity to double down on our strengths to minimize costs while maximizing productivity. We will always face headwinds, but our ingenuity, ambition, and culture of innovation are what make Connecticut a global manufacturing powerhouse.

We innovate in workforce growth and development. We innovate in building resilience in our supply chains. And we innovate in growing our industry. It is this platform that we proudly stand on as we continue to grow manufacturing — providing life-changing career opportunities that promote equity and inclusion, and propelling generational wealth for local families.



Where We're Going: 2023 and Beyond

Connecticut is the State of Innovation. To sustain our global competitiveness, Connecticut manufacturers have to continually embrace transformative change and evolution.

We have two choices: innovate or lose relevancy. This strategic plan for Connecticut manufacturing maps our journey forward as we embark on the next chapter in our state's legacy of innovation.

Thank You to All Our Contributors

So many partnering organizations, industry leaders, and manufacturing businesses have been instrumental in shaping this strategic plan. Not only have many of those listed below been involved in focus groups to shape our three key strategic pillars, many have also shared their businesses' challenges and opportunities to inform our strategies and tactics.

We look forward to continuing to engage with all of you as we progress toward our shared vision of making Connecticut an internationally recognized leader in manufacturing!

Just a few of the many partners that participated in focus groups, in tandem with hundreds of Connecticut manufacturers that have provided insights:



Manufacturing Cabinet

The Manufacturing Cabinet comprises of leaders from forward-looking organizations that are currently working to grow and develop manufacturing within Connecticut. Members include CCAT, CONNSTEP, ReadyCT, AdvanceCT, CT Next, and Office of Workforce Strategy. The mission of the cabinet is to drive collaboration, communication, and coordination among all groups statewide.



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