Alejandra Y. Castillo  
Assistant Secretary of Commerce for Economic Development  
U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW  
Suite 71014  
Washington, DC 20230  

RE: ARPA Build Back Better Regional Competition, EDA-HDQ-ARPBBB-2021-2006976

Dear Secretary Castillo,

On behalf of South-Central Connecticut Regional Economic Development Corporation, a.k.a. REX Development, I wish to enthusiastically express support for, and commitment to, the Greater New Haven regional proposal to the USDOC EDA Build Back Better Regional Challenge on behalf of a regional public-private partnership of education and training providers, leading corporations, nonprofit organizations and municipalities.

I am familiar with the application contents and believe the component projects will accelerate the growth and success of the bioscience industry in the region and state.

1. **Expand footprint.** Substantially grow the region’s higher education footprint and technology development capabilities as a regional hub and state conduit.

2. **Focus on niches.** Focus efforts on creating distinctive advantages in areas where Connecticut already has a lead in applying data, analytics, AI, computer vision, machine learning, and related fields.

3. **Deepen networks.** Create a globally significant density of researchers, companies, entrepreneurs, and technologists in the field of data science and resulting technologies.

4. **Create onramps.** Create onramps for workers, especially for women, immigrant, historically excluded populations, and DACA participants to access the training to develop the skills and obtain the necessary certifications to gain meaningful employment in fields that offer routes to good-paying, future-proof jobs.

The Together, We Grow: Innovation Corridor Strategy for South Central Connecticut will lay the groundwork for Connecticut to become the Innovation State - a place that is the preferred location for corporate headquarters, research and development units, startups, and technology jobs. The project will support bottom-up economic development by advancing equity, helping workers to develop in-demand skills, and creating good-paying jobs.

Further BioCT is making commitments to:

- **Scientific Showcases/Symposiums:** Seminars and panels to highlight the innovative work being done within the state’s ecosystem. To include scientists, executives and educators from academia, startups, mid and large companies.
• **CEO Breakfast Series**: Convene senior executives/leadership to discuss key business issues and industry challenges/opportunities.

• **Annual State of the State**: Progress report on industry’s economic impact, ecosystem growth, national rankings, etc.

• **Incubator Cafe (series)**: Provide entrepreneurs and scientists, located in startup spaces, opportunities to network, share best practices and learn from industry leaders.

• **Tailored Events**: Responsive programming which targets specific industry audiences to enhance skills, further talent development, build community and foster inclusion.

• **Commercialization Resources**: Provide access to the investor community and key service providers which are critical to business development and growth.

We look forward to working with our educational, industry, workforce, and economic development partners to prepare workers in the Fairfield County labor market to advance along a pathway to make the project successful.

Sincerely,

[Signature]

Dawn Hocevar
President and CEO
BioCT
dhocevar@bioct.org
www.bioc.t.org
October 15, 2021

Ms. Alejandra Y. Castillo  
Assistant Secretary of Commerce for Economic Development  
U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW  
Suite 71014  
Washington, DC 20230  

RE: ARPA Build Back Better Regional Competition, EDA-HDQ-ARPB BB-2021-2006976

Dear Ms. Castillo:

The Greater New Haven Chamber of Commerce strongly endorses the Together, We Grow: Innovation Corridor Strategy proposal to the Build Back Better Regional Challenge being submitted by South Central Connecticut Regional Economic Development Corp., a.k.a. REX Development. Biotechnology is central to our region’s economic future. The Chamber represents companies across the region including many in biotechnology. The Chamber has begun regularly convening the CEO’s of more than twenty biotechnology companies to address our challenges and opportunities.

The biotechnology industry is a leading sector for New Haven, and we must continue to support it for it to grow and thrive even more. The Greater New Haven Chamber of Commerce is thus committed to supporting programs that build a talent pipeline for the industry, invest in infrastructure such as lab space, and build a sense of place and collaboration. Some of the Chamber’s strongest supporters are our region’s six colleges and universities including Yale University as well as our hospital system, Yale New Haven Health. Collaborations with these organizations as well as other businesses is what will fuel the cluster’s growth in this region. This grant will accelerate these efforts and allow the region to seize on opportunities that otherwise would not have been available.

Beginning in early 2021, the Chamber began convening a group of biotechnology leaders from across our region. This work was in collaboration with the State of Connecticut’s Governor’s Workforce Council. This group of leaders was also supported by partner organizations including our state industry association, BioCT, as well as universities, economic development groups, chambers of commerce, and workforce development organizations. Using the Next Gen Regional Sector collaboration model, the group focused on three topics: accessing lab space, creating a connected regional hub with branding, and building talent pipelines. Subcommittees met throughout this past summer to find short and long-term solutions.

Greater New Haven does not have enough lab space to meet the current demand. Yale University is producing actionable science that can be commercialized, but in many cases the physical infrastructure does not exist to foster the growth of these potential companies. Our committee found that there has been some movement in the past couple of years with a major private development with lab space coming online in
2022 and a few retrofitting projects. However, building and converting lab space is a risky venture for developers as there are high upfront costs and no guarantees that the nascent companies will be successful and generate revenue.

In the short term, the committee is putting together resources to assist companies that are looking for lab space. This includes identifying all buildings with existing lab space, as well as demystifying the process for converting an existing building into lab space. Some of the companies involved have had success using cost effective methods to upgrade HVAC systems and create lab benches. Additional funding will be needed to add more lab space to the region to allow more science discoveries and opportunities.

In Greater New Haven, the cluster of companies in bioscience is growing. It also has taken on many new forms beyond therapeutic research and production. For a long time, Connecticut has been home to a thriving medical device cluster that is headlined by Medtronic. Manufacturing these devices has become more scientific and begun to lead to great crossovers into biology. There is also a growing data science component to our bioscience cluster. One company uses algorithms to identify drugs that were unsuccessful during their trials for a specific ailment but may be able to re-purposed for a different treatment regimen. These types of crossovers are expanding the definition and scope of our regional bioscience cluster. It will mean more science, more investment, and more jobs.

The goal of the subcommittee focused on organizing and branding this cluster was to capture all of the activities underway so as to better connect people and resources, and to better tell the New Haven story. Committee members reviewed best practices from other clusters around the country, including ones that crossed state lines. Moving forward, the committee is building a brand campaign that the entire bioscience community can fall under and which will identify Greater New Haven as a hub for bioscience, but also a part of the larger Northeast Corridor bioscience landscape which stretches from Boston to Northern Virginia. While the branding effort gets underway, the committee is also working on building a strong and vibrant network that communicates a sense of community. Resources that support this buildout will advance the regional effort to grow companies and jobs in Greater New Haven.

This collaborative of companies has already been a success because it has created a network and sense of togetherness amongst the industry’s regional leaders. That has especially been present when working on talent and workforce development issues. Already this committee has formed a networking group for human resources professionals. In addition, there is now a resource list of contract vendors that local companies would recommend when the resource does not exist locally.

This talent committee is also building a branded internship program for the Summer of 2022. Collectively, the companies are identifying the total number of internships that will be available in bioscience in Greater New Haven for next year. These will be marketed to students and to local schools. The goal is to build awareness of the industry, attract local talent, and support the entry and growth of a diverse workforce. This is just one piece to the puzzle.

As the industry continues to expand, a larger workforce will be needed. If the region cannot supply the necessary workforce, then regional growth in bioscience will be stalled. Building additional pipelines,
similar to the internship program will be critical. This will involve changing curriculum in local schools and creating more experiential learning opportunities. Through the Chamber, the collaborative will be using the Talent Pipeline Management process, developed by the U.S. Chamber of Commerce Foundation for Workforce and Education, in order to quantify and build the necessary talent pipelines.

For the reasons stated above, the Greater New Haven Chamber of Commerce enthusiastically supports the Together, We Grow: Innovation Corridor Strategy proposal to the Build Back Better Regional Challenge being submitted by South Central Connecticut Regional Economic Development Corp., a.k.a. REX Development. As you can see, the Chamber is in active communications with the bioscience industry. Company executives are leading the conversation, telling us what is necessary to expand this cluster of companies in Greater New Haven. If this grant application is successful, the Chamber will be deeply involved, and we will bring companies to the table to be part of the conversation. If you have any further questions, I can be contacted at gsheehan@gnhcc.com or (203) 787-6735. Thank you for your consideration.

Sincerely,

Garrett Sheehan
President & CEO
Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Suite 71014
Washington, DC 20230

RE: ARPA Build Back Better Regional Competition, EDA-HDQ-ARPBBB-2021-2006976

Dear Secretary Castillo,

On behalf of the Community Foundation for Greater New Haven, the Community Foundation Mission Investments Company, and the New Haven Equitable Entrepreneurship Ecosystem, we are expressing our support for the South Central Connecticut Regional Economic Development Corporation, a.k.a. REX Development’s Build Back Better Regional Challenge Phase I Together, We Grow: Innovation Corridor Strategy for South Central Connecticut Phase I grant proposal.

We share the vision of a metro corridor filled with high-paying bioscience jobs, anchored by a dense, welcoming innovation district. Filled with local BIPOC-owned businesses, world-class firms, and multi-institution collaborations, the innovation district of our vision is equity-focused and designed to build community, with a central gathering space offering programs on cutting-edge science, mentorship, networking, and cultural life. Stretching out from the innovation district, a regional education network prepares residents, especially Black and Latino students, for careers in the industry and a rail network gets them to their first jobs.

We support the Together, We Grow equity focus on improving individual income, family wealth, and community well-being for Black and Latino residents throughout the region. A particular alignment with our work is the priority to locate Black- and Latino-owned businesses within existing and new development in the innovation district, using growth in the bioscience sector to build wealth in marginalized communities. We commit to supporting this effort through our work to accelerate and capitalize businesses owned by marginalized entrepreneurs, such as those who identify as Black, Latinx, and women. With $25 million in current resources committed to a $50 million, five-year plan being considered for matching state support, we strongly believe we will be able to engage and capitalize a steady pipeline of strong businesses to occupy those locations, employ community members at living wages, and thrive.

Our work has developed in close partnership with the New Haven Innovation Collaborative, through co-funded planning, NHE3 council engagement, and weekly meetings. The development of the Together, We Grow plan is part of a broader shared vision for inclusive growth. Key plan components - specifically inclusive college education for the bioscience sector, lab technician training opportunities, and K-12
partnerships - deliver on education and career pathways goals which may make for promising philanthropic funding opportunities over the next five years.

The Community Foundation is one of the oldest and largest community foundations in the United States and remains the largest grantmaker in a twenty-town region located in the heart of central Connecticut. The Community Foundation made over $30 million in grants and distributions in 2019, supporting the missions of hundreds of nonprofits in the Greater New Haven region.

Our Strategic Plan for 2020-2024, titled “Opportunity + Equity”, includes new strategic priorities to create opportunity, promote inclusion, and reduce inequities through inclusive growth. New funding initiatives include education and career pathways grants and resources for equitable entrepreneurship, both of which feature prominently in “Stepping Forward”, the Community Foundation’s $26-million, three-year commitment to address COVID-19 and advance racial equity.

Entrepreneurship has always been a critical economic driver and creator of wealth but this prosperity is not broadly shared. Our research shows that White residents of Greater New Haven are more than six times more likely to start a small business than Black residents, further driving wealth disparities. By creating an ecosystem in New Haven where more local residents, particularly people of color and women, can overcome capital and network barriers to build businesses, more of this prosperity can be shared.

To meet that goal, the Community Foundation Mission Investments Company (TCF-MIC) deploys resources to generate capital for entrepreneurs and businesses that build wealth for families, neighborhoods and communities. TCF-MIC serves entrepreneurs, start-ups, existing businesses and organizations that encounter structural and financial barriers and who may not fit conventional financing profiles. TCF-MIC has a priority for working with Black, Brown, women, immigrant and formerly incarcerated entrepreneurs in Greater New Haven, offering small business loans, equity investments, and financing. To support historically marginalized entrepreneurs in accessing our financial capital, the New Haven Equitable Entrepreneurial Ecosystem (NHE3) was launched by the Community Foundation (TCF) and the New Haven Innovation Collaborative to build an equitable entrepreneurial ecosystem with coordinated pipeline programs and resources.

We have recently completed a two-year planning and ecosystem building engagement led by our NHE3 Council: a group that leads NHE3 implementation by providing guidance and making key decisions about our work. The Council is an inclusive, diverse, multicultural, multisector group of leaders, activists, and entrepreneurs who are using this work to achieve more racial, gender, and economic equity in their communities. With a completed ecosystem landscape analysis, we are moving to implementation on a five-year plan for substantially expanding and integrating the work of six equity-focused entrepreneur support organizations, all of which are led by people of color. A diverse
stakeholder planning group has been working with the NHE3 Council on a recent submission of a $25 million grant proposal to Connecticut’s DECD, which is currently under consideration. Partnering with a regional Community Economic Development Fund, we have committed a combined $25 million to this effort in dedicated mission-investment capital and direct program funding. Implementing this plan in partnership with the Together, We Grow strategy will aid our efforts to connect these businesses with high-value markets, prime locations, and entrepreneurship resources and networks from which Black and Latino entrepreneurs are often excluded.

We also commit to the coalition's goals of equity engagement and accountability, supporting continued partnership with our NHE3 Council during both the upcoming planning and implementation phases of this grant program.

I urge your full consideration and support of the Together, We Grow proposal for the Build Back Better Regional Challenge Phase I.

Regards,

Andrew Alden
SVP and Chief Investment Officer
The Community Foundation (TCF)
President and CEO
TCF Mission Investments Company
10/15/2021

Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Suite 71014
Washington, DC 20230

RE: ARPA Build Back Better Regional Competition

Dear Secretary Castillo,

The South Central Connecticut Regional Economic Development Corporation is proud to be a key coalition member and serve as the lead institution for the Together, We Grow: Innovation Corridor Strategy proposal for the Build Back Better Regional Phase I Challenge. The Together, We Grow Strategy will advance economic development opportunities for all our residents, improve transportation and expand housing priorities of the South Central region.

As outlined in our 2021 update of the adopted South Central Connecticut Economic Development Strategy (CEDS), healthcare and life sciences are the largest employment driver in the region, accounting for 37% of jobs. The region is now presented with an unparalleled opportunity to expand the economic sector and solidify our position as the 2nd largest cluster for bioscience in New England.

Academic Research and Development is a powerful economic driver behind this growth. Beyond the medical and technological gains created by this research, spinoff companies are created in the private sector, with the associated economic impact of hiring employees, utilizing local goods and services, and serving as resources for the entrepreneurs and startups that are affiliated with a college or university. The strategy will enhance the capacity of entrepreneurs and startups to commercialize important technologies by closing the gap for physical lab space in the region. Additionally, the Strategy will increase the support of affordable housing opportunities in the region and the innovation district, increasing the appeal for the region to companies and furthering accessibility goals. Another regional asset advanced in the strategy is access to a robust multimodal transportation network which connects the cluster assisting with collaboration and provides access to high quality jobs.

The synergies between promotion of the life sciences cluster, the approach of the strategy and the goals of the CEDS are numerous and highlighted below.

Goal 1: Foster efficient business development, recruitment, access to jobs, wealth creation and entrepreneurial activity throughout the region
1.1. Objective 1: Actively engage our stakeholder network to support the targeted development and recruitment of high-value businesses in the region.

Goal 2: Identify, stimulate and coordinate programs and services, ensuring that the region's residents have affordable access to the high-quality training, education and housing opportunities they need to be productive members of emerging industry clusters in the regional economy.

2.1. Objective 1: Create a broad spectrum of career pathways within our key industry clusters to provide the opportunity for all to earn a livable wage.
2.2. Objective 2: Enhance opportunities for attainable and affordable housing for all income and demographic levels.

Goal 3: Develop, maintain and effectively utilize a robust, integrated, multi-modal transportation, communications and information system that facilitates the efficient and convenient movement of people, goods and data intra-regionally, inter-regionally and internationally.

4.2. Objective 2: Define and encourage next generation mixed-use and transit-oriented development.

This plan fully aligns with the region's CEDS and provides a once in a lifetime opportunity for implementation of the strategy. We are ready to lead the region to Build Back Better for recovery from the devastation inflicted on the region from the COVID-19 pandemic.

Regards,

Ginny Kozlowski
Executive Director
enables future construction on the third parcel ("Parcel B") with the City continuing to manage underground logistics.

EDC is poised to take on a leadership role to Build Back Better for the future of New Haven and the Greater New Haven region. We have a proven track record on delivering planning projects and seeing those projects initiated and completed.

We are looking forward to work together with the other coalition members for this once in a lifetime opportunity.

Regards,

Ginny Kozłowski
CEO
NEW HAVEN INNOVATION COLLABORATIVE

Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Suite 71014
Washington, DC 20230

RE: ARPA Build Back Better Regional Competition, EDA-HDQ-ARPBBB-2021-2006976

Dear Secretary Castillo,

On behalf of the New Haven Innovation Collaborative, I am expressing our support for the South Central Connecticut Regional Economic Development Corporation, a.k.a. REX Development’s Build Back Better Regional Challenge Phase I Together, We Grow: Innovation Corridor Strategy for South Central Connecticut Phase I grant proposal.

The pandemic showed us the vulnerability of much of our economy - and the quality of many jobs returning in traditional sectors can’t build wealth and stable communities. Our path forward to solid ground has to run through new jobs and new technologies where we can remain globally competitive - and share those profits throughout our community.

As a coalition member, we are well familiar and committed to the vision and partnerships of the Together, We Grow proposal. If awarded, we will work closely with coalition partners to deploy our CTNext ecosystem resources ($10 million) impactfully and flexibly alongside Build Back Better funding, over the next five years.

CTNext’s Innovation Places program provides unique and valuable capital to launch new programs that are critical to build economic assets in urban centers that Connecticut’s regions need to grow. The programs we have supported introduce founders to our local networks, equip specialized facilities for their use, train talent for them to hire, and create a place that these companies and workers want to be. Our investment strategies have focused on programs that open opportunities to access technical fields because we believe that by investing in a more just and equitable innovation sector, we will build a stronger, more resilient economy.

Over the last three and a half years, the New Haven Innovation Collaborative has helped administer CTNext’s Innovation Places program in New Haven to provide almost $7.3 million in grant funding to over 26 organizations and 14 smaller public space projects. These programs
NEW HAVEN
INNOVATION
COLLABORATIVE

have directly supported 126 companies and 246 new full-time jobs (and at least 150 new part-time or consultant jobs, but those are much harder to track).

For five years, we have piloted new programs, seeded new organizations, and capitalized new facilities, some of which are now partners in the Together, We Grow application. Over the next five years, we intend to continue launching new assets needed by our regional innovation economy (powered by the bioscience sector).

Instructed by the legislature to fund new, innovative approaches to impactful economic development, Innovation Places funding has supported the creation of new economic assets on the leading edge of Connecticut's economic development, including:

- District New Haven’s talent initiative, the two-year software developer intensive Holberton program at District Arts and Education, offering a self-sustaining model for accessible CS tech education
- The Ives Squared public innovation center won a National Medal for Library Service and was featured by the Brookings Institute as an example of inclusive innovation part of winning the nation’s highest award for public libraries
- SCSU’s BioPath industry-informed talent program and cross-university collaboration is a model highlighted for statewide expansion in the Governor's Workforce Council Strategic Plan for life sciences
- New wetlab facilities at the heart of Connecticut’s bioscience sector strategy, including contract research facilities, a biotech incubator, and a new bioscience tower

Program Impact Summary
Our entrepreneur support programs have helped founders create or grow 69 new companies. Those companies have received over $2.4 million in additional investment and generated over $4 million in revenue - and a majority of them are owned by women of color. Over 160 other aspiring entrepreneurs were supported through 1,400+ office hour sessions and hundreds of public events.

Facility improvements and shared equipment grants have supported the growth of 44 companies, who have created 32 patents and received $148 million in private equity investment.

Projects to create more connective, welcoming public spaces have funded improvements to three public plazas, 22 storefront art installations, 7 murals, 7 public amenities, an extension of the Mill River Trail, and the rehabilitation of the building that became The State House.
NEW HAVEN INNOVATION COLLABORATIVE

Funding for technology talent programs has prepared students for biotechnology positions, software careers, and broadened the pipeline of STEM education to prepare more residents for these emerging jobs and to invent new technologies themselves.

- In biotechnology, 64 students completed paid lab research experiences and 393 student were prepared to take those roles in the future by training on industry biotech instruments that CTNext funding put in classrooms at five area colleges.

- In software, the first 15 software engineers graduated from the new Holberton School, with 44 more enrolled in their two-year program.

- Other programs feed each STEM pipeline, including new six-month tech certificates and interactive 3-D anatomy education at Gateway Community College, introductory coding courses through our libraries and youth workshops, and a computer literacy program completed by 614 people, each taking a computer home with them.

Based on these investments, we expect CTNext-funded projects to improve the technology education of over 3,000 students in the coming year (and for years into the future).

Governance
The New Haven Innovation Collaborative is steered by a board of 13 members with perspectives from the City of New Haven, Yale University, Yale-New Haven Health System, Quinnipiac University, SCSU, and a variety of innovators with specific sector expertise. The Collaborative’s Board is majority POC, includes representatives from development impacted communities on its review board, and scores for economic justice and representative organizational leadership in its review process. Our grant administration is independently audited, consistently under budget, and has returned unused funds to CTNext to ensure responsible stewardship of our public investment.

Best Regards,

Michael Harris
Director, New Haven Innovation Collaborative

For more information, visit www.nhvinnovation.com.
10/18/2020

Alejandra Y. Castillo  
Assistant Secretary of Commerce for Economic Development  
U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW  
Suite 71014  
Washington, DC 20230

RE: ARPA Build Back Better Regional Competition

Dear Secretary Castillo,

The Economic Development Corporation of New Haven is gratified to be a coalition member of the Together, We Grow: Innovation Corridor Strategy proposal to the Build Back Better Regional Challenge being submitted by South Central Connecticut Regional Economic Development Corporation. The EDC plays a pivotal role between the State of Connecticut and City of New Haven, institutional partners in the region including Yale University and Yale New Haven Health. EDC works with large real estate developers to create transformational projects in the bio and life science sectors. We are particularly proud of our contributions to the 100 & 101 College Street projects, including advance work on the strategic plan and community engagement. This work carried over into the Hill to Downtown Community Plan which has shaped a collaborative relationship with our neighbors.

We support the business ecosystem in the region including small businesses, Chambers of Commerce and organizations like ABCT and BioCT. We focus our work on connecting these various parties and managing large grants from the State, CTNext and the City of New Haven to assist with convening appropriate regional partners for various economic development initiatives and managing complex development projects with long time horizons.

EDC is fostering the development of the life sciences cluster in the region as the managing organization of the CTNext Connecticut Innovation Places which created the New Haven Innovations Collaborative (NHIC). NHIC has distributed $7.3 million in CTNext grant funds since 2018 to 26 supported projects. Managing this complex program has included frequent coordination with the state, grant recipients and institutions, with consistent reporting on activities and transparent communication to ensure that we are advancing the state’s goals for innovation and life sciences development in the region.

We have also played a major role in the project that has established the New Haven Innovation District as the second center of life sciences in New England, the Downtown Crossing project. Over $110M in funding has been deployed to remove the Route 34 expressway with three parcels created. The first is 100 College Street (home to AstraZeneca’s Alexion clinical research unit) and the second is 101 College Street (future home of BioLabs and Arvinas). 101 College features a public plaza and new tunnels and drives connecting for logistics. The next phase
October 18, 2021

Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW, Suite 71014
Washington, DC 20230

RE: Together, We Grow Innovation Corridor Strategy for South-Central Connecticut
Build Back Better Regional Competition, EDA-HDQ-ARPBBB-2021-2006976

Dear Assistant Secretary Castillo:

On behalf of the City of New Haven, I wish to enthusiastically express our support and commitment to the Together, We Grow Innovation Corridor Strategy concept proposal put forth by REX Development, the designated economic development district for South Central Connecticut.

The New Haven Economic Development Administration will serve as the formal coalition partner and is deeply familiar with the component proposals. I believe the strategy will accelerate growth of a new economic cluster for our entire region and do so with access to opportunity and inclusion.

In terms of precedent, the City is inspired by the process and the early work associated with our BioPath academic agreement in 2015 with Southern Connecticut State University and our 101 College Street development agreement in 2021. 101 College Street is proving to be a model approach, in this case enabling Arvinas Pharmaceuticals to stay and grow in New Haven and unlocking equitable growth through specific programs aimed at academic achievement and value of great places.

We now have the momentum, both in terms of scientific promise and equity, to move forward and achieve more expansive economic goals. With that mind, the City is making firm commitments in support of the component projects, as noted on the following page.
The City will continue to support the infrastructure build out at Downtown Crossing, making available city capital funds, project management and long-term stewardship of key infrastructure assets, such as the logistics corridor to alleviate pressures on the Downtown system. With the planned completion of Downtown Crossing Phase 3 in 2023, the City is well positioned to make available Parcel B for development in a manner consistent with the Innovation Corridor Strategy.

- Development partners receiving assistance from the City will be expected to commit to a Together, We Grow Developer Commitment which includes construction goals of 25% minority, 25% resident and 6.9% women workforce hours, small contractor programs, dedicated equity for locally-owned storefront commercial businesses, local hiring partnerships for permanent jobs and on-site space for education. For mixed use projects, inclusionary housing, public green space and cultural equity are also incorporated. The City will continue to advance “best in class” urban infrastructure design building off the climate awareness and public space elements being developed as part of 101 College Street and with the master plan for Winchester Works.

- The City will continue to facilitate and financially support the permanent jobs pipeline and partnerships. In addition to New Haven Promise, a new bioscience-specific $200,000 scholarship program will be launched in 2022 and a new classroom will open at 101 College Street in 2023. The scholarships and the classroom provide unparalleled opportunities for our students in an immersive environment. We will also support regional solutions using satellite training hubs to offer professional development, instruction and industry speakers/field-trips.

EDA’s funding support is vital to capturing the next wave of opportunity before us and we look forward to a lasting, sustainable collaboration for many years forward.

Sincerely,

Justin Elicker
Mayor

cc.  Ned Lamont, Governor, State of Connecticut
     The Honorable Congresswoman Rosa DeLauro, CT-3
     Ginny Kozlowski, Executive Director, REX Development
     Peter Salovey, President, Yale University
     Ilene Tracey, PhD, Superintendent, New Haven Public Schools
     Michael Piscitelli, AICP, Economic Development Administrator file
October 18, 2021

Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Suite 71014
Washington, DC 20230

RE: Together, We Grow Innovation Corridor Strategy for South-Central Connecticut
Build Back Better Regional Competition, EDA-HDQ-ARPBBB-2021-2006976

Dear Assistant Secretary Castillo:

On behalf of the Office of Workforce Strategy (OWS), I wish to enthusiastically express support for, and commitment to, the Together, We Grow concept proposal put forth by South Central Connecticut for the EDA Build Back Better Regional Challenge. OWS is a division of the Connecticut Office of the Governor and serves as executive staff to the Governor’s Workforce Council. Together, our mission is to build the systems, teams and approaches that will make Connecticut a talent environment that attracts and motivates students, career builders and companies alike.

A key component strategy for the Together, We Grow proposal is to align projects with the work the Bio CEO Roundtable, as convened by the Governor’s Workforce Council. Using a NextGen Sector Partnership model, chief executives from more than 20 bioscience companies have been meeting regularly since May 2021. With exceptional facilitation by the Greater New Haven Chamber of Commerce, the Roundtable has established committees on three priorities: an expansion of available lab space, internship partnerships with local universities, and a regional bioscience branding effort. Showing the importance of industry leadership on these topics, members of this collaboration have already secured commitments for a coordinated internship program at 40 placement sites and begun campaign planning for a regional bioscience marketing effort.

As evidence of our commitment to the Together, We Grow proposal, OWS will continue to move forward with the Bio CEO Roundtable and workforce initiatives as follows:
1. OWS will continue its investment in the Bio CEO Roundtable to assist with the
development of component projects in this application, as well as implementation
activities based on the three priorities above.
2. OWS will engage the BioPath process and make available technical assistance for future
funding, internships and equipment needs.
3. OWS will provide technical assistance to the City of New Haven and New Haven Public
Schools on academic curriculum and experiential learning at the 101 College Street
classroom.
4. OWS will assist with the marketing and attraction of talent to the South Central
Connecticut bioscience ecosystem.
5. OWS will partner with New Haven Works and Workforce Alliance to ensure that
employment opportunities are made available at the local level.

The above commitments reflect our early engagement and starting point for the Build Back
Better process. Provided Phase 1 funding is secured, we look forward to building out the
program components for long-term success.

Thank you for your time and consideration.

Sincerely,

Kelli-Marie Vallieres, PhD
Chief Workforce Officer, CT Office of Workforce Strategy
Vice-Chair, CT Governor's Workforce Council

cc: Ned Lamont, Governor, State of Connecticut
    David Lehman, Commissioner, DECD
    Ginny Kozlowski, Executive Director, REX Development
    Justin Elicker, Mayor, City of New Haven
    The Honorable Rosa DeLauro, CT-3
    file
Alejandra Y. Castillo  
Assistant Secretary of Commerce for Economic Development  
U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW  
Suite 71014  
Washington, DC 20230

RE: ARPA Build Back Better Regional Competition, EDA-HDQ-ARPBBB-2021-2006976

Dear Secretary Castillo,

On behalf of Southern Connecticut State University, we are expressing our support for the South Central Connecticut Regional Economic Development Corporation, a.k.a. REX Development’s Build Back Better Regional Challenge Phase I for South Central Connecticut Phase I grant proposal.

We have reviewed the proposal and are proud to participate as a coalition member in the Together, We Grow: Innovation Corridor Strategy. We share the vision of a metro corridor fueled by over 10,000 high-paying jobs in the biosciences, anchored by a dense, welcoming innovation district. Filled with locally owned amenities, world-class firms, and multi-institution collaborations, the innovation district of our vision is equity-focused and designed to build community, with a central gathering space offering programs on cutting-edge science, mentorship, networking, and cultural life.

The SCSU and the City of New Haven established the BioPath in 2015 with a vision to fuel growing biotech companies with strong Connecticut talent. With support from the New Haven Innovation Collaborative and CTNext, we have been able to expand our program offerings and partnerships with regional university, public school, and workforce partners. To date, the BioPath has supported 176 students through targeted research experiences, distributed instrumentation that trains over 3,000 students annually, provided bioscience professional development to dozens of public-school teachers, and graduated 683 students with BioPath focused degrees (with 1,400 currently enrolled). Over a third of the students supported to date identify as an under-represented minority in STEM, as do over 40% of students currently enrolled. We believe this model is worthy of expansion throughout the region and are excited for the opportunity to do so through the Build Back Better program.

BioPath is driven to learn about the needs of the Bioscience industry and then develop and implement programming designed to aid students and community members responsive to those needs. BioPath proposes to leverage our existing expertise in bioscience education as well as our partnerships with regional workforce development teams and Bioscience companies to build on our existing programs and truly support a robust Bioscience talent pipeline. To afford more students flexible and meaningful ways to improve their skill set and complete experiential learning opportunities we propose to continue to build out our model of bootcamps (non-credit, skills-based offerings), industry motivated research opportunities, and internships. We will simultaneously advance outcomes for Bioscience companies, students, and community members, especially those from underrepresented backgrounds.

The proposed model aligns with EDA’s investment priorities in terms of equity and workforce development, which will contribute to strengthening the regional economy. Our successful training model consists of bootcamps, research experiences, and internships that prepare students to successfully pursue employment opportunities in the bioscience sector, thus promoting regional workforce development. Our bootcamps are tailored to regional bioscience industry needs. The nature of our training model carries an interdisciplinary approach by combining training with real-world experiences.

Due to our geographic location, our identity as a Title III institution and student pool, this project will serve underserved populations...
by providing them with the tools necessary to gain employment.

**BioPath Partnerships:** Southern Connecticut State University is proud to partner with organizations throughout the South Central region to achieve BioPath’s goals for workforce development and inclusion in the bioscience workforce. Key partners include:

Private sector industry leaders serving on the NextGen Bioscience Talent Subcommittee, convened by the Governor’s Workforce Council and the Greater New Haven Chamber of Commerce, with whom we have initiated a partnership and plan to curate 40 internship opportunities for which candidates identified through the BioPath Internship program will be considered.

Our region’s universities, including Albertus Magnus College, University of New Haven, and Gateway Community College, who we partner with to (1) tailor curricular offerings to the findings of our Industry Needs Assessment, (2) coordinate classroom bioscience instrumentation grants, now used to train over 3,000 students per year across the region, and (3) facilitate BioPath internship placements, both of which are open to college students from throughout the region.

The City of New Haven and New Haven Public Schools have been partners with BioPath since its inception in 2015, with the goal of helping sustain the New Haven Bioscience industry by maintaining a robust talent pipeline.

New Haven Works, an organization that mentors and helps connect New Haven residents with gainful employment opportunities, will engage New Haven residents as well as current SCSU students in Skills Academy Bootcamps. Together we will provide ongoing academic support as well as career counseling and mentoring while they complete our enrichment programming and more traditional academic course work.

The state’s industry association, BioCT, a member of our BioPath advisory board, will continue to serve in an advisory role in terms of the development and implementation of our program as well as help forge a strong connection between participants in our programming and area bioscience companies.

New Haven Promise is a scholarship and support program that aims to promote college access to New Haven students, and is working with us to connect students who identify as underrepresented minorities with BioPath programs.

**Industry Needs & Scale of Opportunity**

In order to bolster the talent pipeline, we sought to understand the needs of local employers and form relationships with a representative pool of New Haven bioscience companies. A 2020 needs assessment was conducted, designed by representatives at SCSU, Jackson Labs (a world-class, private Bioscience research firm with a large presence in CT), and BioCT, and reviewed by the BioPath Advisory board. The survey was disseminated through multiple channels including BioCT and AdvanceCT (two state-wide workforce drivers in Bioscience and STEM, respectively) networks. Within the BioCT network, there are approximately 70 life and healthcare science companies in their membership directory, and of those, 20 are based in New Haven. We received 40 individual responses from 31 unique companies.

In the New Haven region, many companies reported that they specialize in biotech and testing & diagnostics (39% and 26% of respondents, respectively). About 52% of respondents reported that they were a small to mid-sized enterprise with less than 20 employees and 77% indicated they were in operation for less than 20 years.

We classified the breakdown of the respondent’s employees and the general hiring trends over the past 2-3 years (2018, 2019, and 2020) based on education level of recent hires (Figures 1 and 2). In Figure 1, most hires are at the bachelor’s level (pie chart), but we were also interested to see the impact of industry type on education level (bar graph). It is important to highlight that the education level of those typically hired is dependent on the industry subsector. Figure 2 shows projected hiring needs, which highlights how developing the BioPath pipeline can address potential hiring gaps. Most respondents (85%) anticipated hiring increases over the next 2-3 years, with growth projected at the bachelor’s and master’s level, and notable increase in associate and certificate level compared to our 2015 assessment (data not shown). A major component of the hiring gap for bioscience companies in CT is the retention of talent and maintaining this talent pool; 55% of respondents hired most of their new employees from the state.
(left) breaks down the education level of recent hires, with bachelor level degree holders making up the largest segment at 34%, followed by those with master’s and doctoral degrees. The bar graph (right) shows the breakdown of education level by industry subsector. Our analysis revealed companies specializing in other (including life science tools and medical devices) hire the most bachelor’s level candidates.

Our assessment indicated that only 42% of respondents had active educational institution partnerships, indicating a growth opportunity to expand the pipeline among companies and local educational entities. We also investigated barriers to hiring and how we could design innovative programs or continue existing programming to facilitate the transition from educational institutions to companies. In both our 2015 and 2020 assessments, experiential learning and internships were highly valued. We also obtained discrete and ranked areas of study and skills (both scientific and professional development) that are valued in hires. As a result, we designed bootcamps and increased administrative support for maintaining and growing our internship program (see Section 3 and 4).

Figure 2. Composite projected job openings binned by education level requirement for new hires and year needed. Certificates may reflect those obtained after associates and bachelors or a standalone certificate.

Our 2020 state-wide Bioscience industry needs assessment surveyed over 30 companies and 40 individuals therein. Companies included those ranging from those 1-5 years in operation to those in business for 50 or more years, with a similar range of their number of employees from 5 to over 500. Among respondents, 85% anticipated an increase in hiring over the next 3 years, and of those openings over 90% require at least a 4-year degree; additionally, we know from our internship and entry-level employment program that entry-level openings require applicants to have 1-2 years of experience in addition to a 4-year degree. Our needs assessment indicated that we should start to see some opportunities for those with a certificate or associate degree; however, those opportunities remain to be seen. Most students pursuing a career in Bioscience need a 4-year degree and experiential learning beyond the traditional classroom and laboratory environment. This issue is compounded by the pandemic, which has forced many students at SCSU and our feeder schools to complete Science labs online through stimulations with limited user input.
Program Graduate Success and Demographics

Of 31 students who have completed an internship or co-op within the past four years, all of them are either working in the same or similar capacity, or pursuing Bioscience-related education credentials (e.g., BS, MS, or PhD) in STEM, and 1 is working as a STEM teacher in New Haven. Of 44 participants in our research experience program within the past three years, 40 of them are either currently working in a Bioscience or Health Care setting or still pursuing Bioscience-related education credentials.

Between 2016 and 2020, there were 683 graduates in the primary Biopath-impacted programs (including Biology, Biotechnology, Chemistry, and Computer Science) at SCSU, of which 38.0% identified as an underrepresented minority (URM). Within or in collaboration with Biopath, there have been 167 total participants in our programming, with 147 participating in research experiences and 22 participating in internship experiences (direct-hires were excluded from this analysis). Of the participants since 2016, 43.5% of them are employed full-time and 38.0% are in school (either still in undergrad, pursuing a Master’s degree, or pursuing a PhD), for a total of 81.5% of participants that are either employed full-time or in school, and 18.5% of which are either of an unknown status or who are not employed full-time or in school. Of those that are employed, 47.4% are employed in bioscience, another 47.4% in non-bioscience STEM fields, and 5.3% in non-STEM fields. 38.0% of the participants since 2016 identify as a member of a URM group, with 39.0% of research participants and 33% of internship participants identifying as such.

Commitment to Program Improvement

<table>
<thead>
<tr>
<th>Program</th>
<th>Criteria</th>
<th>2-Year Goals</th>
<th>Present levels</th>
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</thead>
<tbody>
<tr>
<td>Industry Motivated Research</td>
<td>Increase in self-efficacy among all categories</td>
<td>95%</td>
<td>90%</td>
</tr>
<tr>
<td>Internships</td>
<td>Percent of participants in our research program who obtain an internship placement</td>
<td>65%</td>
<td>50%</td>
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<tr>
<td>Internships</td>
<td>Increase in number of internships</td>
<td>35/year</td>
<td>27 per year</td>
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<td>Internships</td>
<td>Percent offered permanent positions after completing their internship period (provided they are a recent graduate)</td>
<td>75%</td>
<td>65%</td>
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<td>Internships</td>
<td>Percent of interns who identify as an underrepresented minority (i.e., Black or African American, LatinX, American Indians, or Alaskan Native, persons with disabilities)</td>
<td>40%</td>
<td>33%</td>
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<td>All</td>
<td>Percent of program participants will be from a New Haven High School or member of New Haven Works</td>
<td>20%</td>
<td>10%</td>
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<tr>
<td>All</td>
<td>Percent of program participants who identify as an underrepresented minority (i.e., Black or African American, LatinX, American Indians, or Alaskan Native, persons with disabilities)</td>
<td>45%</td>
<td>39%</td>
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</tbody>
</table>

We are proud to partner in our region’s shared vision of inclusive growth and urge your full consideration and support for this Phase I grant proposal.

Sincerely,

Christine Broadbridge

Christine Caragianis Broadbridge, Ph. D.
Executive Director, Research & Innovation, SCSU (with oversight of STEM-IL)
Professor of Physics, SCSU
Director, CT State Colleges and Universities Center for Nanotechnology
Visiting Fellow, Electrical Engineering, Yale
President, CT Academy of Science and Engineering (CASE)
October 15, 2021

The Honorable Alejandra Y. Castillo
Assistant Secretary for Economic Development
U.S. Department of Commerce
1401 Constitution Avenue, NW
Washington, D.C. 20230

Dear Assistant Secretary Castillo,

I write to express my support for the “Together, We Grow” proposal submitted by the South Central Connecticut Regional Economic Development Corporation to the Economic Development Administration’s Build Back Better Regional Challenge. This proposal for the South Central Connecticut region will continue Connecticut’s recovery by removing key barriers to the growth of our thriving life sciences cluster and ensuring equitable access to the sector’s economic benefits.

Anchored by world-class research centers at Yale University and the University of Connecticut (UConn), central Connecticut’s Northeast Rail Corridor is home to New England’s second largest concentration of life science companies. Receiving over 80% of Connecticut’s federal research and development grants, our bioscience sector has generated over $3.6 billion in venture capital investment in the last five years, primarily clustered along this innovation corridor. With one of the nation’s most educated workforces and a continued commitment to research - including a new investment of $47 million in additional innovation faculty at UConn - we are confident in the continued growth and national prominence of our bioscience sector.

That growth has been constrained by a need for new infrastructure and facilities, including transportation, laboratory spaces, and connected innovation districts. Recognizing the existing demand in this sector, we have committed to several key investments in projects underway, including a state-of-the-art research and biotech incubator in downtown New Haven, as well as a long-term development plan at New Haven’s Union Station, each made possible through local, state, and federal planning and infrastructure investments.

The new infrastructure investments proposed by the Together, We Grow plan facilitates similar development opportunities, offering up to 2.7 million square feet of in-demand bioscience innovation space and more than 7,000 additional housing units funded through other sources, with substantial public commitments to reserved affordability. In addition, by centering equity through dedicated business pipelines and spaces, the plan ensures that new physical development fuels economic benefit and cultural life for historically marginalized communities.
Connecticut residents will have accessible pathways into the bioscience sector, both through proven training models like our Southern Connecticut State University BioPath program and new partnerships with our public K-12 schools and workforce partners. Residents won’t be constrained by transportation, with coordinated transit-oriented development planned at multiple train stations throughout the cluster. And this plan looks ahead, so that upcoming incubation partnerships and potential university collaborations unlock the economic potential of current research investments.

This proposal aligns well with my Economic Action Plan, a five-year strategic package of development initiatives set forth last spring to accelerate sustainable, resilient, and equitable growth for our state. The plan includes $110M in workforce development programming and the establishment of a new Office of Workforce Strategy, and more than $100M in small business loans and technical assistance. If ultimately awarded funding, my Administration is thus well positioned to provide substantial matching dollars.

Enacted together, this plan and these programs will place Connecticut’s bioscience cluster squarely in the vanguard of the national life sciences ecosystem - and ensure that those economic benefits are shared by all of our businesses, workers, and communities. Thank you in advance for your consideration of this proposal.

Sincerely,

[Signature]

Ned Lamont
Governor
Katherine Bergeron
President
October 14, 2021

U.S. Department of Commerce
Economic Development Administration

Dear Grant Officer,

On behalf of Connecticut College, I wish to express support for, and commitment to the Rex Development planning grant proposal to the USDOC EDA Build Back Better Regional Challenge grant to further develop the Together, We Grow strategy for the region’s bio- and life sciences economic base with a coalition of new and existing partners.

Funding will be used to strengthen the pipeline of new company formation, connect residents to opportunities in the ecosystem and build out needed infrastructure. In keeping with ongoing efforts, equity is at the heart of the strategy with an integrated focus on academic achievement, access to living wage jobs and cultural inclusion.

**Connecticut College seeks to provide support for this proposal through our contributions in enhancing Connecticut’s bio-and life sciences ecosystem.**

Connecticut College offers degree programs in a wide variety of STEM fields as well as innovative interdisciplinary certificates that prepare graduates to tackle the most complex global challenges of the 21st century, which will support the talent pipeline and provide expertise in the region. Specifically, Connecticut College commits to supporting the success of this proposal by:

- Strengthening the workforce pipeline through enhancing STEM education in Connecticut’s K-12 public school system and boosting enrollment in post-secondary education in the state’s most underserved communities
- Providing educational training and upskilling opportunities for local workers
- Enhancing the state’s bio-and life sciences ecosystem through internship and research opportunities for undergraduate students.

We look forward to working with our educational, industry, workforce, and economic development partners to prepare workers in the New Haven County labor market and across the state to advance along a pathway to make the project successful.

Sincerely,

Katherine Bergeron
President, Connecticut College
Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Suite 71014
Washington, DC 20230

RE: ARPA Build Back Better Regional Competition, EDA-HDQ-ARPB BBB-2021-2006976

Dear Secretary Castillo,


Connecticut Innovations (CI) is Connecticut’s strategic venture capital arm and the leading source of financing and ongoing support for Connecticut’s innovative, growing companies. CI provides venture capital and strategic support for early-stage technology companies, financial support for innovation and collaboration, and connections to its well-established network of partners and professionals.

Throughout its history, CI has been on the forefront of numerous industries, notably personalized medicine, insurtech, fintech, and ecommerce. Peter Longo, CI’s senior manager of investments, attributes a large part of the organization’s success to its partnership with Yale University, and increasingly, UConn, both of which are adept at spinning out ideas developed there into viable companies.

Of the 500 startups CI has invested in, one-fifth were pre-seed, reflecting our focus on finding innovative ideas early to help them grow. Our reputation for strict due diligence is trusted in the venture capital community, enabling CI to leverage more than $2 billion in private capital over the last decade.

With plans to expand our portfolio by 100 companies in the next five years, I made the decision to move our headquarters to New Haven to be closer to the innovative research and startup activity happening in the city. In particular, the new 101 College bioscience tower and BioLabs incubator will create an epicenter for bioscience sector activity, connecting us to promising companies for investment. As the city connects their streets across the highway, additional office
and lab developments will provide our portfolio companies with much needed facilities and high-value proximity to their research teams.

The proposed expansion of New Haven’s innovation district infrastructure, regional bioscience talent pipeline, and cross-university translational research partnerships will further accelerate the region’s emerging role as a global bioscience leader.

CTNext - a wholly owned subsidiary of CI - provides state funding for entrepreneurship ecosystem resources. With regional strength in their bioscience cluster, New Haven was selected as one of four “innovation places” to receive targeted matching funding. CTNext has been approved to provide up to $10 million to New Haven-based ecosystem projects over the next five years, a commitment to invest in the region’s innovation growth alongside the proposed Together, We Grow initiatives.

I urge your full consideration and support of the Together, We Grow proposal for the Build Back Better Regional Challenge Phase I.

Regards,

Matt McCooe
Chief Executive Officer
Connecticut Innovations
10/18/2021

Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Suite 71014
Washington, DC 20230

RE: ARPA Build Back Better Regional Competition, EDA-HDQ-ARPBBB-2021-2006976

Dear Secretary Castillo,

Connecticut State Colleges and Universities is excited to support the Together, We Grow: Innovation Corridor Strategy proposal to the Build Back Better Regional Challenge being submitted by South Central Connecticut Regional Economic Development Corp., a.k.a. REX Development. The Together, We Grow Strategy will deepen the ties between Connecticut’s State Colleges and Universities and the growing life sciences cluster throughout the state. We look forward to supporting this strategy through workforce development partnerships and entrepreneurship initiatives that will enhance the connections between state educational institutions and the creation of innovative businesses in the life sciences.

While many of our institutions will benefit from a regional commitment to continue developing the life sciences cluster between New Haven and Hartford, some institutions have been directly engaged with developing the commercialized half of the cluster beyond providing an educated and prepared workforce.

The Southern Connecticut State University (SCSU) BioPath Initiative is a partnership between the city of New Haven and Southern Connecticut State University. BioPath helps sustain the Greater New Haven region as a leader in bioscience by delivering specialized education, applied research, and promotional events in order to generate a pipeline of highly skilled, well-educated citizens and workers. The BioPath initiative aims to grow interest and participation in bioscience education by providing academic and experiential learning programs that position graduates for the 21st century workforce.

Southern Connecticut State University was chosen as the lead academic institution on this initiative because of its longstanding commitment and support for STEM disciplines, strong connections with local high schools and regional community colleges, and prime geographic location near the heart of
New Haven. Career High School in New Haven has also been designated as a feeder school for the BioPath program through partnerships associated with the 101 College Street bio-tower project.

The Biotechnology Institute at Central Connecticut State University (CCSU) which serves as an important link between the academic realm and the biotechnology industry, increase the awareness of the academic programs available at Central Connecticut State University and fostering a flow of information between those industries and the Molecular Life Sciences at CCSU.

The Biological Sciences program at Gateway Community College in New Haven serves as a springboard for pursuing a career in medicine, veterinary studies, pharmacology, research, genetics counseling, farming, and urban planning. The GREAT Center at Gateway also supports small businesses by connecting students with companies and assisting with entrepreneurship.

These three programs have deep connections with region’s life sciences cluster. There is an existing relationship between our institutions and the UCONN Technology Incubator Program (TIP). Last year, students from SCSU, CCSU and Tunxis Community College all earned fellowships through the Partnership for Innovation and Education program at TIP.

In New Haven, we entered into an agreement with the developer of the bio-tower at 101 College Street to engage directly with multiple educational and workforce initiatives within the new building. The incubator at 101 College will provide discounted small business space to companies that come through Gateway Community College. Scholarships will be awarded to students and members of New Haven Works who live in the Hill, Dwight and Downtown to study biosciences at Southern Connecticut State University and Gateway Community College.

Our partnerships with the life sciences cluster have been complementary, enriching educational opportunities for our students while we provide the region with highly skilled workers and innovators. The Together, We Grow strategy will enhance opportunities for both educational and commercial organizations in the life sciences cluster and ensure that our region continues to enhance its reputation as a center of innovation.

Sincerely,

Terrence Cheng
President
Connecticut State Colleges and Universities
October 19, 2021

Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Suite 71014
Washington, DC 20230

RE: ARPA Build Back Better Regional Competition, EDA-HDQ-ARPBBB-2021-2006976

Dear Secretary Castillo:

On behalf of The Jackson Laboratory, we are expressing our support for the South Central Connecticut Regional Economic Development Corporation, a.k.a. REX Development’s Build Back Better Regional Challenge Phase I Together, We Grow: Innovation Corridor Strategy for South Central Connecticut Phase I grant proposal.

Since 1929, JAX researchers have made significant advances in understanding human biology, and have directly contributed to the development of today’s essential medical treatments including organ and bone marrow transplants, stem cell therapies and in vitro fertilization. JAX’s mission is to discover precise genomic solutions for disease and empower the global biomedical community in the shared quest to improve human health. Part of this mission is our educational programming, where a wide range of learners connect with peers, subject matter experts and knowledge centers, and gain equal access to tools and resources they need to maximize their career potential. In fact, 26 Nobel prizes are associated with JAX research, resources and educational programs.

We share the vision of a metro corridor, the region’s interest in building a rigorous academic network and industry-competitive bioscience curriculum, and applaud the proposal’s efforts to ensure equity, providing access to historically marginalized communities who through these efforts will be afforded access to high-wage career paths and improved health outcomes.

JAX has already established educational partnerships in New Haven County, which include 17 New Haven County school implementations of our Teaching the Genome Generation (our high school teacher professional development program that provides curricular resources and lab equipment to high school teachers, facilitating greater access to those communities); high school genetics, genomics and personalized medicine.

www.jax.org
10 Discovery Drive, Farmington, CT, USA 06032
 curriculum; students participating in our mentored research and internship opportunities; extensive collaborations with Southern Connecticut State University/BioPath around bioscience career development; and efforts to create a New Haven-based “hub” for Teaching the Genome Generation.

We are committed to our partnership with the New Haven Region and eager to apply our 92 years of expertise toward expanding research opportunities and new collaborations with multiple institutions, attracting new grant interest for the region, and enabling learners to realize the power of genomics and complex genetics, an area of specialty for which we are world renowned, to launch careers across the biomedical enterprise. With your support, the opportunities stemming from this cluster project will create platforms for education in the life sciences and help launch innovative new ventures resulting in projects that will stimulate further prosperity with livable wage jobs and business growth, and developing new sustainable approaches to achieve equity and positive health outcomes for New Haven County and beyond.

Sincerely,

[Signature]

Charles Lee, Ph.D., FACMG
October 18, 2021

Alejandra Y. Castillo  
Assistant Secretary of Commerce for Economic Development  
U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW  
Suite 71014  
Washington, DC 20230

RE: ARPA Build Back Better Regional Competition, EDA-HDO-ARPBBB-2021-2006976

Dear Secretary Castillo:


RiverCOG shares the vision of a metro corridor fueled by over 10,000 high-paying jobs in the biosciences, anchored by a dense, welcoming innovation district. Filled with locally-owned amenities, world-class firms, and multi-institution collaborations, the innovation district of our vision is equity-focused and designed to build community. The innovation district will build on programs in cutting-edge science, mentorship, networking, and cultural life.

For many years, the greater New Haven Region has focused on building a rigorous academic network and industry-competitive bioscience curriculum. With your support, residents from historically-marginalized communities will be afforded access to high-wage careers and support the mission to improve health outcomes for all.

RiverCOG is a partner with Rex Development and South Central Council of Governments, leading our shared region’s long-term economic recovery from the COVID-19 pandemic. RiverCOG’s partnership with Rex Development will be based in the strong foundation of our cooperation in our shared emergency management district. Together, We Grow: Innovation Corridor Strategy for South Central Connecticut, is strongly supported in RiverCOG’s Regional Plan, GrowSmart economic strategic plan, and RiverCOG’s forthcoming Comprehensive Economic Development Strategy.
Thank you for your time and considerations and giving these comments your full attention. Please do not hesitate to contact me if you have any questions.

Sincerely,

Samuel S. Gold, AICP
Executive Director
Alejandra Y. Castillo  
Assistant Secretary of Commerce for Economic Development  
U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW  
Suite 71014  
Washington, DC 20230

October 18, 2021

RE: ARPA Build Back Better Regional Competition, EDA-HDQ-ARPBBB-2021-2006976

Dear Secretary Castillo,

On behalf of Quinnipiac University, I write to express support for the Build Back Better Regional Challenge Phase I Together, We Grow: Innovation Corridor Strategy for South Central Connecticut proposal submitted by South Central Connecticut Regional Economic Development Corporation, a.k.a. REX Development.

We share the vision of a metro corridor fueled by over 10,000 high-paying jobs in the biosciences, anchored by a dense, welcoming innovation district. Filled with locally owned amenities, world-class firms, and multi-institution collaborations, the innovation district of our vision is equity-focused and designed to build community, with a central gathering space offering programs on cutting-edge science, mentorship, networking, and cultural life.

Quinnipiac University commits to supporting the success of this proposal by:

a) Partnering to provide curriculum and space for educational programs
b) Hosting incubator programs
c) Developing education and training partners
d) Continuing to provide outreach to women, immigrant, historically excluded populations, and DACA participants

QU is a private, not-for-profit, coeducational institution of higher learning in Hamden, CT that offers 150 programs to 6,843 undergraduates and 2,903 graduate, doctoral, law, and medical students. Immersive and experiential learning is a cornerstone of a Quinnipiac education and the university boasts an exceptional record of post-graduate employment. Founded in 1929, the mission of QU is to build the University of the Future with a strategy propelling us from our storied past toward an ambitious, inclusive and innovative future. Across the university, including our College of Arts and Sciences and School of Health Sciences we currently offer high-quality credentials in bioscience and life science.
For many years, the region has focused on building a rigorous academic network and industry-competitive bioscience curriculum. With your support, residents from historically-marginalized communities will be afforded access to high-wage careers and support the mission to improve health outcomes for all.

Regards,

[Signature]

Debra J. Liebowitz, Ph.D.
Provost
Debra.Liebowitz@qu.edu
October 18, 2021

Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Suite 71014
Washington, DC 20230

Dear Assistant Secretary Castillo:

On behalf of the Science Park Development Corporation, I wish to enthusiastically express support for, and commitment to, the Together, We Grow concept proposal put forth by South Central Connecticut for the EDA Build Back Better Regional Challenge. Established in 1980 as the original “innovation hub” for the region, Science Park has transformed the former Winchester Repeating Arms Factory into vibrant, mixed use destination for scientific discovery with a high quality of life.

Currently Science Park includes 200,000 square feet of active life science companies involved in life saving research, a vibrant literacy center providing tutoring in child, adult, and computer literacy, a culinary arts and health sciences education program, 160 units of mixed income housing, and 600,000 sq. ft. of office space. Together with development partners Twining Properties and L+M Development, Science Park is a committed regional asset partner to further the development of the additional property it owns. As evidence of our commitment to the innovation corridor proposal, Science Park will continue to move forward with the following initiatives:

1. Creating a Place, with new streets to break down barriers between the campus and the community; a playground for all residents to use; and a new community greenspace.
2. Affordable Housing, with 20% of new units set aside at affordable rents with cooperation from state and federal partners.
3. Small Business, with on-site programming and reduced barriers to retail space for local businesses.
4. Cultural Equity, through pop up art, a portrait program, concerts and ‘creative economy’ opportunities for local artists to connect with bioscience and other commercial tenants.
5. Workforce Support, through our ongoing partnership with the Literacy Coalition, a new community meeting space for training and support for the Science Park co-work center.
all designed to connect residents to work at all skill levels. Construction jobs and small contractor opportunities will be made through our longstanding partnership with New Haven Regional Contractors Alliance.

The vision for Science Park is firmly aligned with the mission of Build Back Better and EDA’s funding support is vital to capturing the opportunity before us and we look forward to a lasting, sustainable collaboration for many years forward.

Sincerely,

David Silverstone  
Chairman & President

cc:  Ned Lamont, Governor, State of Connecticut  
     David Lehman, Commissioner, DECD  
     Ginny Kozlowski, Executive Director, REX Development  
     Justin Elicker, Mayor, City of New Haven  
     The Honorable Rosa DeLauro, CT-3  
     file
October 18, 2021

Alejandra Y. Castillo  
Assistant Secretary of Commerce for Economic Development  
U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW  
Suite 71014  
Washington, DC 20230

RE: ARPA Build Back Better Regional Competition, EDA-HDQ-ARPBBB-2021-2006976

Dear Secretary Castillo,

The South Central Regional Council of Governments is proud to support the Together, We Grow: Innovation Corridor Strategy for the South Central Connecticut proposal to the Build Back Better Regional Challenge being submitted by South Central Connecticut Regional Economic Development Corp., a.k.a. REX Development. The Together, We Grow Strategy will advance economic development, transportation and housing priorities of the South Central Regional Council of Governments as identified in our current and previous regional plans. This strategy also increases partnerships throughout our region and encourages cooperative local planning and investment towards common regional goals.

As reported in the 2021 update of the adopted South Central Connecticut Economic Development Strategy, “healthcare and life sciences” is the largest employment driver in the region, accounting for 37% of jobs. The region must continue to prioritize investing in this industry sector to maintain our position as the 2nd largest center for bioscience in New England. In addition to our world class regional research centers, life sciences companies locate in our region because of the quality of life and ease of movement afforded by walkable, dense transit-oriented development hubs along the Metro North, Shoreline East and Hartford commuter rail lines. While an existing regional strength, there continue to be real opportunities to enhance density, create affordable housing options and develop attractive commercial space in our TODs.

Both the South Central Region Plan of Conservation and Development (2018-2028) and the South Central Region Long Range Policy Plan (2015-2040) direct our region to enhance TOD development as an economic development strategy. The New Haven metro area is among the top ten most decentralized small employment centers in the U.S. Development in the region’s transit areas would reverse these trends specifically by targeting industry sectors that are expanding, especially the life sciences cluster.
Several municipalities in the region have completed TOD master plans in recent years for areas around stations associated with the Metro North, Shore Line East and New Haven-Hartford-Springfield commuter rail lines. Branford, Meriden, Milford, New Haven, Wallingford and West Haven have all undertaken significant planning processes to establish and encourage an appropriate density and mix of uses, on a site-specific basis, around these transit assets.

Together, We Grow promotes both regional and local TOD goals by supporting strategic and catalytic investments that will promote infill, redevelopment and adaptive reuse in regional TOD areas, town centers, and central corridors that provide existing transportation, employment and utility infrastructure. We look forward to working with our towns and employers to advance this strategy and continue to develop the life sciences cluster in the region.

Best,
Carl

Carl J. Amento  
Executive Director  
South Central Regional Council of Governments  
127 Washington Avenue, 4th Floor West  
North Haven, CT 06473  
(203) 466-8625
October 18, 2021

Ms. Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Suite 71014
Washington, DC 20230

RE: ARPA Build Back Better Regional Competition
EDA-HDQ-ARPBBB-2021-2006976

Dear Secretary Castillo,

The University of Connecticut (UConn) is excited to support the Together, We Grow: Innovation Corridor Strategy proposal to the Build Back Better Regional Challenge being submitted by South Central Connecticut Regional Economic Development Corp., a.k.a. REX Development. The Together, We Grow Strategy will continue Connecticut’s recovery by removing key barriers to the growth of our thriving life sciences cluster and ensuring equitable access to the sector’s economic benefits.

UConn is contributing heavily to the growing success of the life sciences in Connecticut. Our Technology Incubation Program (TIP) and Technology Commercialization Services (TCS) expedite and facilitate the transformation of UConn discoveries into products and services that benefit patients, industry, and society. UConn TIP facility also provides lab space and incubation services to startups from throughout the region, including research teams originating at Yale University and other area research centers. The power of this institutional collaboration is seen in the success stories of TIP graduates with multiple institutional affiliations - like Azitra, now based in Branford, which recently closed a $17m Series B ($34m lifetime venture capital) and Rallybio, headquartered in New Haven and with a retained research presence at TIP, which closed a $97m IPO this August.

TIP has been a key inflection point for dozens of companies who have graduated to take space along the region’s innovation corridor, from Farmington to New Haven and Branford. The 62 companies currently at TIP are just part of the 146 total companies that have come through the program while generating 750 patents, $12.8 million in annual corporate sponsored research, $463 million in venture capital raised and 208 new high-quality jobs. Building on this track record of success, we are excited to participate in the closer research, training, and incubation partnerships that the Together, We Grow proposal would support.
UConn commits to supporting the success of this proposal through:

1. **Significant ongoing public and private investment.** Over the last ten years, the state’s Bioscience Connecticut Initiative has committed more than $1.3 billion to generate long-term, sustainable economic growth based on bioscience research, innovation, entrepreneurship and commercialization in our region. Through this financial support, the UConn Health campus has been modernized and expanded, medical and dental school class sizes increased by 30%, research awards continue to rise and expanded incubator space for small start-up companies are at capacity. Today, the campus includes over 300,000 square feet of incubator and laboratory facilities and as intended, the effort created 6,200 construction jobs, with 36% of contracts awarded to small businesses and 23% to minority/women/disadvantaged owned businesses, far outstripping state targets. The Jackson Laboratory for Genome Medicine was recruited to the state and is co-located on our campus. Our partnership on science workforce development as well as innovation is strong and growing. Our pre-health sciences degree programs at UConn provide important talent development pathways for underrepresented students in the State. UConn is committed to continuing this investment and growth in talent, facilities, and partnerships. By 2037, Bioscience Connecticut is projected to have created more than 16,000 new permanent jobs and generated additional personal income of $4.6 billion.

2. **Leveraging $46 million in bond funds for innovation faculty hires.** Approved by the legislature in 2021, this funding will support new expert faculty in fields like genomics, regenerative medicine, cardio-metabolic immunology, medical devices, manufacturing, materials science and aging. Supported financially in their technology transfer activities, these highly experienced entrepreneurial researchers will help commercialize groundbreaking UConn research findings by establishing start-ups and creating entrepreneurial ecosystems around homegrown scientific breakthroughs.

3. **Exploring expansion of the Technology Incubation Program with increased collaboration to New Haven.** Looking ahead to the commercialization potential of our current expansion in research, we believe strongly in the opportunities that could be made possible by a New Haven presence as well as joint science innovation initiatives through the collaborative Innovation Corridor Grant. Close partnership with Yale University and the strong assets of New Haven’s innovation district would facilitate coordinated research, cross-university company founders, and collaborative incubation services. A UConn presence in New Haven would solidify the key partnerships of our life science corridor and help grow the life science industry throughout the region.

UConn is excited and committed to continue building on the successes of the last decade through new partnerships and the reinforcement of a generative life sciences corridor through the center of our state. We look forward to working with EDA to continue making national contributions to the advancement of health and wellbeing through the work of this important economic cluster.
Sincerely,

Andrew Agwuobi MD, MBA
Interim President, University of Connecticut
Chief Executive Officer, UConn Health
October 18, 2021

Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Suite 71014
Washington, DC 20230

Dear Assistant Secretary Castillo:

On behalf of the Winstanley Enterprises, LLC, I wish to eagerly express support for, and commitment to, the *Together, We Grow: Innovation Corridor Strategy for South Central Connecticut* concept proposal put forth by South Central Connecticut Regional Economic Development Corp., a.k.a. REX Development for the EDA Build Back Better Regional Phase I Challenge. Winstanley Enterprises, LLC has and continues to be an early investor and developer of creating a sustainable life science community in Connecticut. Over the past 20 years, Winstanley Enterprises, LLC has made pivotal investments in building the life science community.

Winstanley Enterprises, LLC has invested over $500 million in 300 George Street, 340 George, Science Park, 100 College, 40-60 Temple Medical and now 101 College currently under construction. In addition to providing space for growing and well-established life sciences companies, 101 College will also be home to BioLabs, one of the leading life sciences incubator operators in the United States. These locations represent over two million square feet of lab/office/medical space in New Haven.

As part of the 100 College Development and Land Disposition Agreement with the City of New Haven, Winstanley Enterprises, LLC financially supported the development of the bioscience academic and career pathway known as BioPath at Southern Connecticut State University. The BioPath program prepares students to enter the local life science workforce with the necessary skills and technical knowledge upon graduation that our companies are looking for. This program is the first of its type in Connecticut.

Additionally, Winstanley Enterprises committed to develop a cooperative arrangement with New Haven Works, to create a “Support Services Pipeline” connecting New Haven residents
to additional full-time employment opportunities with the Developer in various support service positions associated with the operation and management of the Building and the On-Site Public Improvements.

In summary, the plan for Winstanley Enterprises, LLC is firmly aligned with the mission of Build Back Better and EDA’s funding support is vital to capturing the opportunity before us and we look forward to a lasting, sustainable collaboration for many years forward.

Sincerely,

Carter Winstanley
Partner
Winstanley Enterprises, LLC

cc: Ned Lamont, Governor, State of Connecticut
    Ginny Kozlowski, Executive Director, REX Development
    Justin Elicker, Mayor, City of New Haven
    The Honorable Rosa DeLauro, CT-3
    file
October 19, 2021

Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
Economic Development Administration
1401 Constitution Avenue, NW
Suite 71014
Washington, DC 20230

Dear Assistant Secretary Castillo:

On behalf of Yale University, I wish to enthusiastically express support for the Together, We Grow concept proposal put forth by South Central Connecticut for the EDA Build Back Better Regional Challenge. Yale is firmly committed as a regional asset partner, together with leaders in education, workforce development and economic development, to drive implementation of the inclusive growth strategy for our emerging innovation corridor.

Yale will help to achieve the success of this proposal by:

* Investing in the academic programs that are the foundation for Yale’s stature as one of the world’s preeminent universities as well as the engines for innovation in research-intensive industries that are increasingly important in the regional economy. These investments include the Wu Tsai Institute, a major research program at 100 College Street, that seeks to understand human cognition through psychological, biological, and computational sciences. We are also building on our strength in the study of inflammation, which is a principal mechanism in many diseases, including Alzheimer’s Disease and coronavirus. Data sciences is another priority, engaging faculty in medicine, mathematics, computer sciences, engineering, the social sciences, and humanities. The university will continue to lead the world in quantum information sciences, in part through the Department of Energy-funded Co-Design Center for Quantum Advantage. Yale has raised $3.5 billion in a $7 billion fundraising campaign that features these scientific priorities.

* Fostering technology transfer based on discoveries of Yale faculty, building on Yale Office of Cooperative Research’s success in facilitating over $870 million in venture backed investment in spinout companies in the past five years. The university will continue to provide seed funding to enable faculty to demonstrate the proof of concept of their inventions, and it is taking steps to expand mentorship of aspiring faculty entrepreneurs across the university. Yale will support and work closely with BioLabs, an approximately 50,000 sf incubator to be located at 101 College Street in the heart of the innovation district. The Tsai Center for Innovative
Thinking at Yale will continue to be the hub for cultivating student entrepreneurs drawn from all of the schools that comprise Yale.

- Continuing the university’s efforts to enrich the academic preparation of middle- and high-school students in New Haven and nearby towns, especially through Yale Pathways to Science. Yale will continue to fund the New Haven Promise program which provides scholarships to New Haven public school students to attend Connecticut colleges and universities; it also supports them through return internships. The university will also work with employers to build and improve upon internships for Connecticut college students. Finally, Yale will continue its partnership with New Haven Works in preparing New Haven residents for the job market.

- Engaging faculty and students in multiple schools of the university to provide analytical support and technical assistance to efforts to build new businesses led by local residents and entrepreneurs from disadvantaged backgrounds.

Yale is making a firm commitment to the Together, We Grow innovation corridor and inclusive growth strategy. The concept proposal is aligned with Yale partnerships on local employment and our recently announced “For Humanity” capital campaign with its specific focus on Arts and Humanities for Insight; Science for Breakthroughs; Collaborating for Impact; and Leaders for a Better World.

EDA’s funding support is vital to capturing the opportunity before us and we look forward to a lasting, sustainable collaboration for many years forward.

Sincerely,

Richard Jacob
Associate Vice President for Federal and State Relations

cc: Ned Lamont, Governor, State of Connecticut
    Ginny Kozlowski, Executive Director, REX Development
    Justin Elicker, Mayor, City of New Haven
    The Honorable Rosa DeLauro, CT-3
October 19, 2021

Alejandra Y. Castillo  
Assistant Secretary of Commerce for Economic Development  
U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW  
Suite 71014  
Washington, DC 20230

RE: ARPA Build Back Better Regional Competition

Dear Secretary Castillo,

We are excited to participate in the development of Together, We Grow: Innovation Corridor Strategy for South Central Connecticut proposal to the Build Back Better Regional Challenge. The Together, We Grow Strategy will continue Connecticut’s recovery by removing key barriers to the growth of our thriving life sciences cluster and ensuring equitable access to the sector’s economic benefits.

Yale New Haven Hospital is a regional anchor for the life sciences and we continue to invest in expanding and deepening the reaches of the industry. In 2019 we announced our plans for the creation of a 505,000-square foot, $838 million neuroscience center for research and treatment of diseases like Parkinson’s, Alzheimer’s, epilepsy, multiple sclerosis, and strokes in New Haven. It will be the largest project of its kind in state history and will provide enhanced access to state-of-the-art care for patients. We estimate that the project will contribute more than $1 billion to the state economy as it is built over the next five years.

The center advances our goals of seizing opportunities for investment in research into neuroscientific diseases and moving closer to the eradication of insidious disease through innovative therapies and new treatments. With state of the art resources our researchers and doctors will stretch the boundaries of medicine and lead to breakthroughs in the treatment of neurologic disease.
The new center will also provide an important link to the research at the Yale School of Medicine, already world renowned in the neurosciences as shown by capturing the most related National Institute of Health research funding in the nation. Neuroscience is one of Yale University's five priorities for investment and organization structure in the coming decade and their recently announced Wu Tsai Center will advance that mission further.

The Center for Health Care Innovation (CHI) is another bridge between Yale New Haven Health and Yale University. As leaders in providing expert clinical care and breakthroughs in research, Yale New Haven Health and Yale University, including its world-renowned School of Medicine, have established a unified lighthouse for creating, identifying, fostering and scaling healthcare innovations. Together we create a culture of innovation and ingenuity, which are paramount to who we are as an organization. Experts at the Center help life sciences companies grow and scale, offering live feedback and coaching, as well as innovation grant funding.

The Together, We Grow Strategy is an opportunity to continue enhancing the ties between our organization, the State of Connecticut and our many other regional partners to push forward the life sciences cluster. The new technologies and discoveries created by companies and institutions in the region will continue to assist us in providing world class care to all of our patients and innovating new treatments for the most challenging diseases. We support EDA funding this strategy to catalyze the important healthcare innovations of national significant that the region will continue to produce.

Sincerely,

Vincent Petrini
Senior Vice President, Public Affairs
Chief Policy & Communications Officer