

GOAL ONE: PROMOTE A MORE EFFECTIVE AND EFFICIENT CIVIC INFRASTRUCTURE THAT ENHANCES COLLABORATION AROUND ECONOMIC DEVELOPMENT AND UNITES THE REGION BEHIND A COMMON VISION.

<i>STRATEGIES AND ACTION STEPS</i>	<i>AGENCY</i>	<i>PRIORITY</i>	<i>TIME FRAME</i>	<i>PERFORMANCE MEASURES</i>	<i>STATUS</i>
A. Establish a CEDS Implementation Committee					
1. Convene key organizations with region-wide focus	CSC/GCEDSECT	HIGH	ONG	6.06 MEETING	3
2. Hold a one-day Regional Economic Development Forum	seCTer/SCCOG	HIGH	1-3	6.06 MEETING	3
3. Meet regularly to coordinate implementation of CEDS and to evaluate its progress	CSC/CIC	HIGH	ONG	6.06 MEETING	3
4. Coordinate and assist in the implementation of region-wide initiatives	CIC	HIGH	ONG	6.06 MEETING	3
5. Minimize redundancy in support organizations by promoting collaboration and partnerships	CIC	HIGH	ONG	6.06 MEETING	3
B. Research and Design Regional Fiscal Equity Initiative					
1. Increase awareness of residents and municipal leaders about the benefits of regional action	seCTer/SCCOG	HIGH	ONG	6.06 MEETING	3
2. Identify and implement service sharing projects	SCCOG/SCWA	HIGH	1-3	6.06 THAMES RIVER BASIN PROJECT	3
3. Develop demonstration pilot tax sharing project	seCTer/SCCOG	HIGH	3-6	TBD TBD	TBD
C. Design and Implement a Regional Image Campaign					
1. Undertake a charette focused on regional “themes” to promote through an image campaign	CIC/GCEDSECT	LOW	3-6	12.06 REPORT	3
2. Develop a common theme across regional marketing and promotional material	CSC/GCEDSECT	LOW	3-6	12.06 REPORT	3
D. Build a More Diverse Leadership Base					
1. Create a community leadership program that includes a mentoring component	CIC/CCECT	MED	ONG	12.06 REPORT	3
2. Encourage participation of community-based groups and organizations representing the minority community in regional civic activities	CIC	HIGH	ONG	6.06 MEETING	3

GOAL TWO: ENSURE THE CONTINUED STRENGTH OF EXISTING ECONOMIC CLUSTERS WHILE SEEKING TO DIVERSIFY THE ECONOMY THROUGH THE DEVELOPMENT OF NEW EMPLOYMENT OPPORTUNITIES

<i>STRATEGY AND ACTION STEPS</i>	<i>RESPONSIBILITY</i>	<i>PRIORITY</i>	<i>TIME FRAME</i>	<i>PERFORMANCE MEASURE</i>	<i>STATUS</i>
A. Promote Small Business Development and New Entrepreneurship					
1. Establish a One-Stop Business Resource Center	seCTer	MED	3-6	12.06 REPORT	3
2. Establish SECT Small Business Network	CCECT	MED	3-6	12.06 REPORT	3
3. Develop initiative to support immigrant and ethnic entrepreneurship (part of larger Regional Newcomer Initiative)	seCTer/CSBDC/ CCECT	MED	3-6	12.06 REPORT	3
4. Target entrepreneurs in regional marketing campaigns	seCTer/CSBDC	MED	ONG	12.06 REPORT	3
5. Develop a Business Calling Program	CCECT	MED	3-6	12.06 REPORT	3
6. Promote youth entrepreneurship	EWIB	MED	3-6	12.06 REPORT	3
B. Support the Growth of the Maritime Cluster					
1. Develop regional maritime infrastructure initiative	seCTer	HIGH	ONG	6.06 REPORT	3
2. Promote R&D and commercial applications related to maritime security	seCTer	HIGH	ONG	6.06 REPORT	3
3. Enhance linkages between the educational system and maritime activities	TBD	TBD	TBD	TBD TBD	TBD
C. Ensure the Continued Strength of the Region's Defense-related Facilities and Companies					
1. Support the activities of the Subbase Realignment Coalition and Governor's Commission for the Economic Diversification of SECT	seCTer	HIGH	ONG	6.06 REPORT	3
D. Promote the Region's Arts and Cultural Strengths as a Regional Economic Engine					
1. Establish a regional creative cluster council	CTEAST	MED	3-6	12.06 REPORT	3
2. Improve regional marketing of cultural programs and events	CTEAST	MED	ONG	12.06 REPORT	3
3. Develop artist live-work space in downtowns and old mill buildings (MOVE TO GOAL 3C6)	TBD	TBD	TBD	TBD TBD	TBD

E. Further Support the Region’s Tourism Industry and Ensure that its Development Provides Maximum Economic Benefits for Residents and Businesses in the Region					
1. Update region-wide tourism development and marketing plan and build consensus on implementation priorities	CTEAST/MC&C	HIGH	1-3	12.06 REPORT	3
2. Promote agricultural tourism	seCTer/CTEAST/MC&C	MED	1-3	12.06 REPORT	3
3. Develop one or more new events that promote regional “community building” and/or attraction of non-local visitors.	CTEAST/MC&C	MED	3-6	12.06 REPORT	3
4. Establish cooperative initiatives with adjacent regions	CTEAST/MC&C	HIGH	ONG	06.06 REPORT	3
5. Capitalize a regional tourism development fund	TBD	TBD	TBD	TBD TBD	TBD
F. Support Economic Opportunities in Agriculture to Create Jobs and to Preserve the Region’s Natural Landscape					
1. Form a regional subgroup within the state’s agricultural industry cluster initiative to work on issues to support the retention and strengthening of the regional agricultural base	seCTer	MED	1-3	12.06 REPORT	3
G. Expand the Labor Pool for Regional Employers by Retaining More Older Workers in the Workforce					
	EWIB	MED	1-3	12.06 REPORT	3

GOAL THREE: BUILD THE INFRASTRUCTURE NEEDED TO SUPPORT THE REGION’S ECONOMIC TRANSFORMATION

<u>STRATEGY AND ACTION STEPS</u>	<u>RESPONSIBILITY</u>	<u>PRIORITY</u>	<u>TIME FRAME</u>	<u>PERFORMANCE MEASURE</u>	<u>STATUS</u>
A. Strengthen the Region’s Intermodal Transportation System					
1. Concentrate transit efforts on two groups — tourists and casino workers	SCCOG/SEAT	HIGH	ONG	12.06 REPORT	3
<ul style="list-style-type: none"> Partner with the casinos to improve transit where casino workers are clustered Explore the possibility of high-image, “fun” transit connections between the casinos and the intermodal terminal in New London, including use of the rail line, ferries, etc. Use seasonal transit service to link the region’s numerous small tourist attractions 	SCCOG/SEAT	HIGH	ONG	12.06 REPORT	3
2. Continue to promote New London as the transportation hub of the region	SCCOG/NLON	HIGH	ONG	12.06 REPORT	3
<ul style="list-style-type: none"> Integrate all modes of transportation: Amtrak, local bus, ferry, and Interstate 95 Partner with Amtrak and a rental car company for easy/seamless access to rental cars at the train station and ferry terminal Consolidate other traveler information at the train station Focus on coordination and marketing to enhance existing infrastructure Explore the possibility of expanding Shoreline East service to New London Purchase the Train Station (Union Station) 	SCCOG/NLON	HIGH	ONG	12.06 REPORT	3
3. Extend Route 11 to Waterford and the interchange with I-95 and I-395 as the priority roadway (and associated Greenway) project	SCCOG/GAC	HIGH	5-10	12.06 EIS	2
4. Expand roadway capacity to the casinos, especially Foxwoods	SCCOG/MPTN	HIGH	5-10	1.06 EIS	2
B. Provide Sites and Utilities Needed to Support the Region’s Economic Development Priorities					
1. Expand availability of appropriate sites with necessary access and utilities	SCCOG/SCWA	MED	3-6	12.06 REPORT	3
2. Provide support for the development of the Regional Water Network	SCCOG/SCWA	HIGH	1-3	6.06 FINEX	4
C. Support the Development of New and Affordable Housing Options in the Region					
1. Adopt a “fair share” approach to equitably distribute regional housing responsibilities	BRHIP	HIGH	1-3	12.06 REPORT	2
2. Adapt particular housing strategies for each community	BRHIP/SCCOG	HIGH	3-6	12.06 REPORT	2
3. Aggressively pursue a revenue sharing strategy to offset housing costs	BRHIP/SCCOG	HIGH	3-6	12.06 REPORT	2

4. Encourage State Legislature to strengthen the state's affordable housing laws	BRHIP	MED	3-6	12.06 REPORT	3
5. Secure funding to sufficiently staff regional housing initiatives	BRHIP	HIGH	1-3	12.06 REPORT	3
6. Develop Artist Live/Work Space in Downtown and Old Mill Buildings (Moved from Goal 2D)	BRHIP/NLON/ NRWH	MED	1-3	12.06 REPORT	TBD

GOAL FOUR: PROMOTE CAREER OPPORTUNITIES THAT MOVE LOW WAGE WORKERS INTO CAREERS PROVIDING A FAMILY WAGE

<i>STRATEGY AND ACTION STEPS</i>	<i>RESPONSIBILITY</i>	<i>PRIORITY</i>	<i>TIME FRAME</i>	<i>PERFORMANCE MEASURE</i>	<i>STATUS</i>
A. Further Enhance the Positive Relationship between Workforce Development System and Economic Development					
1. Integrate regional and local strategic planning for economic and workforce development	EWIB/seCTer	HIGH	1-3	6.06 REPORT	3
2. Further engage regional chambers of commerce in the region's workforce development activities	EWIB/CCECT/MCC/NCC	HIGH	1-3	6.06 REPORT	3
3. Involve workforce development organizations in business expansion, retention, and recruitment efforts	EWIB/seCTer	HIGH	1-3	12.06 REPORT	3
B. Establish a Regional Newcomer Initiative	TBD	MED	3-6	TBD TBD	TBD
C. Develop a Tourism Career Ladder Initiative					
1. Organize a collaborative effort involving key participants	EWIB/CTEAST/MC&C	MED	1-3	12.06 REPORT	3
2. Expand hospitality management degree program at Three Rivers Community College	TRCC	MED	3-6	12.06 REPORT	3
D. Develop Healthcare/Biomedical Training Initiative					
1. Develop an industry cluster approach to healthcare training	EWIB	MED	1-3	12.06 REPORT	3
2. Develop regional healthcare and biomedical career education and exploration program aimed at the region's high schools	EWIB	MED	1-3	12.06 REPORT	3
E. Maintain and Augment the Capacity to Produce a Highly-skilled Manufacturing Workforce					
1. Develop longer-term strategy to replace retiring highly-skilled workers at EB and other advanced manufacturing firms in the region	EWIB	HIGH	ONG	12.06 REPORT	3
F. Develop a Regional Career Literacy Initiative Targeted at K-12	EWIB	MED	1-3	12.06 REPORT	3
G. Engage Regional Economic Development Organizations in Critical Regional Education and Workforce Development Policy Advocacy					
1. Continue to support the timely consolidation of Three Rivers Community College campuses	TRCC/NCDC/NRWH	HIGH	1-3	TBD TBD	3
2. Fill gaps in available degree and certificate programs	seCTer/ Consortium	HIGH	1-3	12.06 REPORT	3
H. Expand Construction Training Capacity to Maximize Resident Employment in New Development Projects	EWIB	MED	1-3	12.06 REPORT	TBD

GOAL FIVE: ENHANCE THE REGIONAL QUALITY OF LIFE, BALANCING VIBRANT URBAN CENTERS, RURAL AREAS WITH OPEN SPACE, AND SOUND SUBURBAN COMMUNITIES

<i>STRATEGY AND ACTION STEPS</i>	<i>RESPONSIBILITY</i>	<i>PRIORITY</i>	<i>TIME FRAME</i>	<i>PERFORMANCE MEASURE</i>	<i>STATUS</i>
A. Enhance the Downtowns of the Larger Cities in the Region					
1. Reconceive downtowns of New London and Norwich as a waterfront residential communities	NLON/NLDC	MED	ONG	12.06 REPORT	3
	NRWH/RCR	MED	ONG	12.06 REPORT	3
2. Reposition Norwich and New London as a regional centers for entertainment, dining, and unique shopping	NRWH/RCR	MED	ONG	12.06 REPORT	3
	NLON/MNST	MED	ONG	12.06 REPORT	3
3. Emphasize culture and entertainment in New London and Norwich	NLON/MNST NRWH/RCR	MED	ONG	12.06 REPORT	3
		MED	ONG	12.06 REPORT	3
4. Develop a comprehensive circulation and parking strategy for Norwich and New London	NRWH/NCDC/RCR	HIGH	ONG	12.06 REPORT	3
	NLON/NLDC/ MNST	HIGH	ONG	12.06 REPORT	3
5. Partner with the Main Street to explore an ethnic shopping strategy for New London and Norwich.	NLON/NLDC/ MNST	MED	ONG	12.06 REPORT	3
	NRWH/NCDC/ RCR	MED	ONG	12.06 REPORT	3
6. Consider establishing Wireless Fidelity (WiFi) zone opportunities in downtown Norwich and New London	NLON	LOW	3-6	TBD TBD	TBD
	NRWH	LOW	3-6	TBD TBD	TBD
B. Promote Regional Sustainable Land Use Policies					
1. Encourage smart growth policies that support and complement regional economic development	SCCOG/MUNICIPALITIES	HIGH	ONG	TBD TBD	TBD
2. Encourage preservation and enhancement of the historic built environment	SCCOG/MUNICIPALITIES	MED	ONG	TBD TBD	TBD
3. Encourage the protection and preservation of the region's rural places	SCCOG/MUNICIPALITIES	MED	ONG	TBD TBD	TBD
4. Emphasize high design standards for new development	TBD	TBD	TBD	TBD TBD	TBD
C. Enhance Recreation Opportunities and Protect Open Space					
1. Increase shoreline access and trails wherever possible	MUNICIPALITIES	MED	ONG	12.06 REPORT	3
2. Develop tourism strategies that promote open space and recreational assets for residents and visitors alike	CTEAST/MC&C	HIGH	ONG	12.06 REPORT	3
3. Develop initiatives to preserve agricultural lands and other open space	MUNICIPALITIES/ CTDoAG	MED	ONG	12.06 REPORT	3