CCEDA Draft Goals and Objectives (2011) – 5/16/2011

Goal 1: Regional Planning and Cooperation

Build a stronger regional economic development program that achieves closer coordination among municipalities and between Central Connecticut, the state, and other surrounding regions.

Objective/Strategies	Implementation Partners	Time Frame
1-1: Increase intra-regional cooperation and continue to plan on a re-	CCRPA, Municipalities	
gional level for the development of Central Connecticut's economy.		
1-1.a: Complete and continue to update CEDS.		S-L
1-1.b: Become a designated Economic Development District.		S
1-1.c: Continue to involve the public in economic development planning and project implementation.		М
1-1.d: Encourage municipal officials to take advantage of economic development training opportunities from outside organizations.		M
1-1.e: Pending EDD designation, encourage municipalities to form tax-base sharing agreements under Public Act 09-231.		M
1-2: Achieve better coordination between Central Connecticut and inter-	CCRPA, HSEP, CWP, CT Farm Bureau,	
regional planning efforts.	Regional Tourism Councils, CRCOG,	
	PVPC	
1-2.a: Develop a regional sustainability plan with CRCOG, PVPC, and HSEP.		L
b: Coordinate strategies with partners identified in other goals, such as Capital Workforce Partners, regional tourism councils, and the Connecticut Farm Bureau.		S
1-3: Continue to ensure that the needs and priorities of existing and	State cluster organizations (CURE,	
growing clusters are included in regional planning efforts.	METAL, etc)	
1-3.a: Consider amending Alliance bylaws to include representation from each targeted cluster.		S
1-3.b: Periodically meet with statewide cluster organizations.		M
1-4: Continue to utilize existing economic development and marketing	Municipalities, CERC, NU	

tools.	
1-4.a: Increase and maintain regional listings in CERC's SiteFinder database.	S
1-4.b: Encourage municipalities to use Northeast Utility's E-Pulse software to manage economic development activities.	S
1-4.c: Further develop and update a regional economic development website.	S

Goal 2: Responsible Growth

Promote responsible development patterns that improve the region's quality of life, provide recreational amenities, use resources wisely, and contribute to economic development.

Objective/Strategies	Partners	Time Frame
2-1: Encourage the revitalization of village, town, and city centers. CCRPA, CT Main Street, Municipalities		
2-1.a: Pursue municipal led village, town, and city center revitalization projects.		L
2-1.b: Prioritize projects that support village, town, and city center redevelopment.		S
2-2: Encourage policies that minimize the amount of newly developed land, especially in environmentally sensitive areas or near critical environmental resources.	CCRPA, Municipalities, OPM, DEP	
2-2.a: Prioritize projects that reuse previously developed sites, have compact footprints, and preserve critical environmental resources.		S
2-2.b: Support the adoption of land conservation policies in the region's POCD.		М
2-2.c: Support locally appropriate policies to conserve land and avoid development in environmentally sensitive areas.		L
2-3: Minimize the amount of new infrastructure that must be developed for economic development projects.	CCRPA, Municipalities	
2-3.a: Coordinate with municipal and regional conservation and development planning processes to identify growth and infill areas.		L
2-3.b: Continue to prioritize economic development projects at the regional level that make use of existing infrastructure.		S
2-4: Increase the effectiveness of, and regional support for, historic pre-	Municipalities, CT Trust for Historic	

servation policies and incentives.	Preservation	
2-4.a: Encourage towns to create/update historic resource inventories.		М
2-4.b: Advocate for local policies that encourage adaptive reuse instead of demolition.		
2-4.c: Investigate the possibility of developing an analysis of impediments to historic preservation and building rehabilitation.		S
2-5: Provide greater support to the region's agricultural cluster.	CT Farm Bureau Association, CCRPA	
2-5.a: Investigate opportunities to create an updated regional agriculture plan.		S
2-5.b: Consider establishing a standing region-wide agricultural advisory committee.		М
2-5.c: Help coordinate regional tourism and agricultural plans to better tap into the growing "agritourism" market.		L

Goal 3: Workforce Development

Attract, retain, and develop a skilled and diverse workforce that meets the needs of existing employers and is attractive to new firms providing high quality, high paying jobs.

Objective/Strategies	Partners	Time Frame
3-1: Improve the availability, and responsiveness to the needs of indus-	CWP, Chambers of Commerce, CCSU,	
try, of workforce training and education programs.	Tunxis	
3-1.a: Reach out to area businesses to assess how well their training needs are being met.		М
3-1.b: Meet with industry cluster representatives on a regular basis to assess how well their workforce needs are being met.		S
3-1.c: Where appropriate, work with educational institutions to develop new programs that respond to industry needs.		L
3-2: Prepare high school students to become the next generation of	CWP, Chambers of Commerce, School	
skilled workers in the region.	districts, Community Colleges, CBIA.	
3-2.a: Work through existing partnerships and programs to promote education and training in skilled professions to the region's high school students.		S
3-2.b: Encourage the region's manufacturers to partner with high schools to increase awareness among students of the benefits of employment in skilled trades.		М
3-2.c: Work with key partners to provide career readiness services to high school stu-		М

dents in the region		
3-3: Encourage the adoption of policies which would support an increase	CWP, HSEP, Chambers of Commerce,	
in the number of young professionals working and living in the re-	Nearby Colleges	
gion.		
3-3.a: Work with area companies to list internship opportunities on the Hartford-		L
Springfield Economic Partnership's Interhere.com website.		
3-3.b: Study the dynamics of college student migration and employment in the region.		М
3-4: Provide a full range of high quality, attractive housing options, from	Municipalities; Partnership for Strong	
single-family homes to studio apartments.	Communities	
3-4.a: Support town-led Incentive Housing Zone programs that encourage the construc-		М
tion of affordable workforce housing.		
(See also Objective 2-4)		M

Goal 4:Business Attraction and Retention

Foster an environment that is conducive to the creation of new firms and industry clusters, while helping to strengthen existing firms and clusters.

Objective/Strategies	Partners	Time Frame
4-1: Develop a regional marketing strategy focused on key industry clus-	Cluster Organizations, NU, DECD	
ters.		
4-1.a: Research and create industry cluster marketing strategies to highlight regional		S
assets.		
4-1.b: Coordinate with region/state led marketing efforts.		M
4-1.c: Periodically hold regional meetings with commercial and industrial real estate brokers and site selectors.		L
4-2: Provide and enhance resources that support entrepreneurs and	ITBD, Connecticut Enterprise Center,	
startups in the region.	Municipalities	
4-2.a: Study the need for additional incubators in the region, especially in larger towns such as Bristol and Southington.		M
4-2.b: Study the demand for incubator space focused on specific clusters and industries.		M
4-2.c: Work with staff at existing incubators to study the needs of "graduating" incubator firms.		L

4-2.d: Improve access to, and awareness of, business start-up counseling and mentoring services.		
4-3: Increase the amount of financial assistance available to the region's	Chambers of Commerce, CT Innova-	
entrepreneurs.	tions, Central Connecticut Revolving	
	Loan Fund	
4-3.a: Investigate the possibility of starting a regional start-up capital fund.		M
4-3.b: Advocate for the expansion of the CT Innovations pre-seed capital fund.		L
4-4: Study the feasibility of forming a regional cluster around Central	CCRPA, Bristol Chamber of Commerce	
Connecticut's growing Information sector.		
4-4.a: Study supplier relationships and employment dynamics among existing information companies.		L
4-4.b: Analyze existing ties between firms and identify gaps in the cluster.		L
4-5: Help existing businesses stay competitive by lowering costs and in-	Chambers of Commerce, ITBD, METAL,	
creasing profitability.	SBA	
4-5.a: Assist and encourage businesses to take advantage of process improvement consultation services (such as "lean" manufacturing).		М
4-5.b: Assist firms with accessing export assistance programs.		M
4-5.c: Connect businesses with resources to help them reduce energy usage and associated costs.		М
Goal 5: Physical Infrastructure		
Maintain, improve, and develop the region's infrastructure so that it meets the need	ds of existing and growing industries and clust	ters.
Objective/Strategies	Partners	Time Frame
5-1: Ensure that an adequate supply of sites and buildings is available for	Municipalities	
(re)development.		
5-1.a: Continue to identify key sites in the region for development, focusing on infill sites, sites near transit and transportation nodes, and sites that avoid negative impacts to environmental resources.		L

5-1.b: Advocate for a more coordinated and streamlined approach to land use/development regulations.

5-2: Ensure that the site and building needs of targeted clusters are be-	Municipalities, CCRPA, Statewide clus-	
ing met within the region.	ter organizations	
5-2.a: Continue to study the site and building needs of targeted clusters.		M
5-2.b: Develop cluster specific strategies for increasing site availability.		L
5-3: Return underutilized brownfield sites to productive use.	Municipalities, EDA, CT Brownfields	
	Redevelopment Authority, Regional	
	Brownfields Partnership of West Cen-	
	tral CT	
5-3.a: Create and maintain a prioritized inventory of brownfield sites.		M
5-3.b: Continue to prioritize projects that will remediate and reuse brownfield sites.		L
5-4: Improve and maintain the region's transportation infrastructure to	ConnDOT, CCRPA, Amtrak, Municipali-	
enable the safe and efficient movement of goods and people.	ties, CT Transit, PanAm Railways	
5-4.a: Prioritize projects near transportation nodes, especially public transit stops.		L
5-4.b: Coordinate site development projects with transportation improvement plans contained in the region's Long-Range Transportation Plan.		L

Glossary of Organizations

Full Name
The Central Connecticut Economic Development Alliance
Connecticut Business and Industry Association
Central Connecticut Regional Planning Agency
Connecticut Economic Resource Center
Connecticut Department of Transportation
Capitol Region Council of Governments
Connecticut United for Research Excellence
Capital Workforce Partners
Connecticut Department of Community and Economic Development

DEP	Connecticut Department of Environmental Protection
EDA	U.S. Department of Economic Development
EPA	U.S. Environmental Protection Agency
HSEP	Hartford-Springfield Economic Partnership
ITBD	Institute of Technology and Business Development (at Central Connecticut State University)
METAL	The Metal Manufacturers' Education and Training Alliance
NU	Northeast Utilities
ОРМ	Connecticut Office of Policy Management
PVPC	Pioneer Valley Planning Commission
SBA	U.S. Small Business Administration