

Exhibit 1

Northwest CT CEDS**A Regional
Comprehensive Economic Development Strategy**

Orientation Session and Focus Group Meetings

March 7, 2012

8:00 – 11:30 a.m.

The Litchfield Inn

**The Participating Agencies
and Communities**

Litchfield Hills Council of Elected Officials			
Northwestern Connecticut Council of Governments			
Northwest Connecticut Economic Development Corporation			
Northwest Connecticut Chamber of Commerce			
Barkhamsted	Hartland	New Hartford	Sharon
Canaan	Harwinton	Norfolk	Torrington
Colebrook	Kent	North Canaan	Warren
Cornwall	Litchfield	Roxbury	Washington
Goshen	Morris	Salisbury	Winchester

What is a CEDS?

- A Comprehensive Economic Development Strategy (CEDS) is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies.
- A CEDS must be the result of a continuing economic development planning process developed with broad-based and diverse public and private sector participation, and must set forth the goals and objectives necessary to solve the economic development problems of the region and clearly define the metrics of success.

Why Do a CEDS?

- If you believe economic development is a necessity for this region, you must invest in it to make it happen.
- If you are going to invest in economic development, the investments should be guided by a plan.
- Economic development investments should have an expected return on investment.
- Having an EDA approved CEDS makes priority projects eligible for EDA funding and may increase the likelihood of other federal or state funding.
- Whether or not you get such funding, EDA is paying some of the cost to develop the regional economic development plan.

EDA Requirements for a CEDS

- A broadly representative CEDS (Strategy) Committee
 - Majority must be private sector
- A CEDS document that includes
 - Background discussion of the economic situation
 - Analysis of economic problems and opportunities
 - Regional expectations – Goals & Objectives
 - Community and private sector participation
 - Strategic projects (all those suggested and those considered vital), programs and activities
 - An Action Plan
 - Performance Measures
 - Discussion of how the CEDS relates to other plans

EDA Requirements for a CEDS

- The Plan of Action must :
 - Promote economic development and opportunity;
 - Foster effective transportation access;
 - Enhance and protect the environment;
 - Maximize effective development and use of the workforce consistent with any applicable State or local workforce investment strategy;
 - Promote the use of technology in economic development, including access to high-speed telecommunications;
 - Balance resources through sound management of physical development; and
 - Obtain and utilize adequate funds and other resources.

EDA Requirements for a CEDS

- The Performance Measures include:
 - Number of jobs created after implementation of the CEDS
 - Number and types of investments undertaken in the region
 - Number of jobs retained in the region
 - Amount of private sector investment in the region after implementation of the CEDS
 - Changes in the economic environment of the region
 - Other measures selected by the region

CEDS Process Organizational Structure

Grantee: Litchfield Hills Council of Elected Officials		
CEDS Committee (30 Members)		
<u>Staff</u> Doug Parker Rick Lynn	<u>Consultants</u> Garnet Consulting Services Inc. Mark Waterhouse Leslie Cosgrove	<u>Steering Committee</u> (8 Members plus consultants)
Community Input		
Focus Groups	Other Community Input	

Future Work

- Focus Groups study their topics and submit recommendations
- Priority project evaluation criteria established
- Projects solicited from communities and prioritized
- CERC data profile completed and analyzed
- Potential Action Agenda Items identified
- Draft CEDS written and presented for public consideration
- Final CEDS written and submitted to EDA
- CEDS revisions made if necessary

Any Questions?

The Focus Group Process

- Move to your Focus Group location
- Select a recorder
- Follow the Focus Group Agenda and Discussion Sheet
- Reconvene at approximately 10:25 a.m.
- Next meeting tentatively scheduled for March 21st

Northwest Connecticut Comprehensive Economic Development Strategy

Focus Group Discussion Agenda and Meeting Notes

This Focus Group Meeting	
Date	
Location	
Focus Group Facilitator Name	
Focus Group Recorder Name	
Meeting Attendees	Please have attendees sign the attached sign-in sheet

	Focus Group (Please check the Focus Group for which these notes pertain)
<input type="checkbox"/>	Agriculture/Conservation
<input type="checkbox"/>	Brownfields/Commercial Real Estate/Construction
<input type="checkbox"/>	Culture, Tourism & Film
<input type="checkbox"/>	Infrastructure (transportation [roads & rail], energy, water, sewer, telecommunications, broadband, etc.)
<input type="checkbox"/>	Manufacturing
<input type="checkbox"/>	Service Sector (personal or business services – e.g., health-care, financial, automotive, etc.)
<input type="checkbox"/>	Small Businesses (home-based, retail, housing construction, etc.)
<input type="checkbox"/>	Workforce Development (education, higher education, training, etc.)
<p>Note: A cross-cutting issue that all Focus Groups should consider is the relationship of the Focus Group topic to Revitalizing the Region’s Town, Village & City Centers.</p>	

Discussion Items

(Please make notes on the important elements discussed for each of the Discussion Items listed below.)

1. In developing recommendations for the CEDS related to your Focus Group topic, what key questions need to be addressed or areas explored? (Approximately 15 minutes)

5. What other topics should be addressed by this Focus Group as part of its deliberations?
(Approximately 10 minutes)

6. In order to consider these topics and questions adequately, are there other people who should be added to the Focus Group? If so, who will invite them to participate in the next meeting of the Focus Group? (Approximately 10 minutes)

Name	Affiliation	Who Will Invite?

7. What other major topics were discussed at this meeting? (Recorder/Facilitator please complete)

8. Any other items that should be noted that don't fit elsewhere on this form
(Recorder/Facilitator please complete):

Focus Group Meeting Attendees
(Please sign in)

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Northwest Connecticut Comprehensive Economic Development Strategy Focus Group Facilitator and Recorder Guidelines

Thank you for agreeing to serve as a Focus Group Facilitator as part of the Northwest Connecticut Comprehensive Economic Development Strategy (CEDS) process. Here's what we need you to do today:

Guidelines for Focus Group Facilitators

- Ask everyone in the group to provide a brief self-introduction including name, title/position and organization. Our time is very limited today, so brevity is key.
- Ask group members to complete the information form (*name, email, phone, etc.*) to verify that the current information we have is accurate. (*If they are already listed on the group list accurately, it is not necessary to complete the form.*)
- Ask the group members to sign the attendance sheet.
- Ask for a volunteer to serve as the recorder for this meeting to document input from group members on the form that has been provided. The completed form should be given to Leslie Cosgrove or Mark Waterhouse (Garnet Consulting) at the end of the session. (*Recording on a computer is preferred – wireless access and a flash drive will be available for each group – printouts can be provided periodically via a printer provided at the meeting.*)
- Encourage all members of the group to be active participants.
- Use the flip chart provided for your group to capture major discussion points. Flip chart sheets should be given to Leslie Cosgrove or Mark Waterhouse at the end of the focus group session.
- If it is of use during your discussion, supporting information for the CEDS process (*previous NW CT EDC meeting minutes, etc.*) and links are posted on www.nwctedc.com to assist the focus group process. The Litchfield Inn has wireless access.
- Allow sufficient time for the recorder to document key points. Ask participants to repeat or clarify their points if necessary to insure accuracy of documentation.
- Focus the discussion on collecting thoughts related to the specific questions listed on the form. Don't let the discussion get bogged down in complaining or finger-pointing.
- Use the allotted timeframes shown on the discussion form as a guideline. They are intended to help cover as much ground as possible during this session, but should not curtail important discussions.
- When all Focus Groups reconvene, please provide a 5 minute summary to the entire group of the most important things your Focus Group discussed

Thanks again for your help.

Northwest Connecticut Comprehensive Economic Development Strategy Focus Group Facilitator and Recorder Guidelines

Thank you for agreeing to serve as a Focus Group Recorder as part of the Northwest Connecticut Comprehensive Economic Development Strategy (CEDS) process. Here's what we need you to do today:

Guidelines for Focus Group Recorders

- We have provided you with a form for recording important discussion points. This is not intended to be an extremely detailed set of minutes – rather, it is intended to capture in “bullet point” form, a list of the major items discussed.
- If possible, fill in the form using a computer – this will help us collect and combine information from all eight focus groups most efficiently. We have provided you with a flash drive that contains the discussion agenda and information collection form for your focus group. Please fill that out as the meeting progresses and save it on the flash drive, which will be turned in after the meeting.
- Recorded documentation should reflect group consensus on key points as accurately and succinctly as possible.
- Focus should be on capturing the primary thoughts presented by the focus group discussion.
- The flash drive and any completed print information should be given to Garnet Consulting (*Leslie Cosgrove or Mark Waterhouse*) at the end of the morning session.
- If it is helpful to you, updated information can be printed periodically via a printer to help validate group consensus. Save the discussion form on your computer and send a runner with the flash drive to get the printing done.

Thanks again for your help.

Summary of NW CT CEDS Online Survey

Wednesday, June 27, 2012

The NW CT CEDS Online Survey was conducted from April 29 until June 10, 2012. There were a total of 79 responses to the online survey (*a few individuals completed the survey more than once in different categories/focus areas/topics*). There were eight different categories/focus areas/topics:

- Agriculture/Conservation – 14 respondents
- Brownfields/Commercial Real Estate/Construction – 6 respondents
- Culture/Tourism/Film – 14 respondents
- Infrastructure – 11 respondents
- Manufacturing – 7 respondents
- Service Sector – 4 respondents
- Small Businesses – 17 respondents
- Workforce Development – 7 respondents

The NW CT CEDS Steering Committee met on Tuesday, June 12, 2012 to analyze and discuss the results of the online survey. The following summary includes major themes; goals; and projects, programs and initiatives for each focus area/topic:

1. Agriculture/Conservation

Major Themes

- Sustainable agriculture should be value added to insure financial viability for local producers and growers.
- Current infrastructure does not always provide the necessary levels of support for local producers and growers.
- There should be a concerted effort to better define and develop consensus on lands that should be permanently protected for open space and conservation purposes. Forest management of state and private lands should be encouraged.

Goals:

- Keep farmers on farms by helping to make them financially sustainable.
- Provide and maintain a network for local growers and producers to discuss common concerns and develop joint marketing strategies.
- Support environmentally sound land management

Projects, Programs, Initiatives:

- Inventory and assess the infrastructure needs for local growers and producers.
- Create a regional plan for forest management.
- Develop and maintain a regional marketing plan and network for growers and producers.

2. Brownfields/Commercial Real Estate/Construction

Major Themes

- Brownfields are the most difficult properties to sell by commercial real estate agents due to the cost of environmental remediation.
- The need for commercial properties is driven by entrepreneurs seeking space/additional space for their business operation.
- The location, cost and potential reuse of existing sites are factors considered by prospective buyers.
- Reuse of existing sites is preferred over creating new commercial/industrial sites.

Goals:

- Reuse existing commercial/industrial sites before developing new sites.
- Region should have an adequate inventory of commercial/industrial properties to support business growth and expansion.
- Promote brownfield remediation where feasible.

Projects, Programs, Initiatives:

- Develop and maintain an accurate inventory of available commercial/industrial properties in the region.
- Analyze existing and available commercial/industrial sites for potential reuse or potential deconstruction.

3. Culture/Tourism/Film

Major Themes

- Tourism is a major economic driver in NW CT.
- An integrated regional approach to marketing is desirable.
- There is a need for a unified marketing brand for NW CT.
- Local communities can support regional efforts by identifying local destinations and events.
- Tourism includes the arts (performing and visual), cultural venues, film (production and post-production) and historic destinations.
- Market research has indicated that tourists to the region usually restrict travel to a 20 mile radius.

Goals:

- Tourism marketing should be at the regional level (NW CT).
- The various stakeholders representing the variety of businesses and venues related to tourism should be working together.
- Each municipality should develop a cultural inventory for their town or city listing destinations and events.

Projects, Programs, Initiatives:

- Create a unified marketing brand for NW CT.
- Investigate marketing techniques used by other regions in CT.
- Develop and maintain a regional marketing plan for NW CT.
- Create and maintain a regional network to discuss and share issues of common concern for NW CT.

4. Infrastructure

Major Themes

- Railroads in NW CT are in poor condition.
- Freight and passenger service by rail would help to reduce highway congestion and truck traffic.
- Broadband access is not available throughout the region.
- Public transportation options are limited.
- Existing transportation reports and studies should be used as a guide/reference.
- Maintaining existing infrastructure should be a high priority.
- North-South (Routes 7 & 8) highways have better traffic flow than East-West highways (Routes 44 & 202).

Goals:

- Maintain and improve existing rail systems and highways.
- Provide more public transportation options for the entire region.
- Provide adequate infrastructure to support regional economic development initiatives.
- Broadband access should be available throughout the entire region.
- Promote implementation of recommendation in regional transportation plans.

Projects, Programs, Initiatives:

- Develop a regional infrastructure plan for NW CT.
- Seek additional funding to provide for more public transportation options.
- Identify areas which do not have broadband access.

5. Manufacturing

Major Themes

- Manufacturers frequently state that there are too many burdensome state regulations.
- Manufacturers indicate that CT has a high cost of doing business (regulatory compliance & high energy costs) compared to other states.
- There is a negative perception of working in the manufacturing sector.
- Manufacturers do not have the skilled workers they need to fill positions.
- Some workers find it difficult to get to manufacturing sites due to limited public transportation options.

Goals:

- Retain existing manufacturers in NW CT.
- Support expansion and growth of existing manufacturers in NW CT.
- Attract new manufacturers and incubators to NW CT.

Projects, Programs, Initiatives:

- Develop a long range plan for supporting and expanding manufacturing in NW CT.
- Create and maintain a manufacturing network to discuss issues of common concern.
- Conduct job fairs for regional manufacturers.
- Encourage and promote high school robotics teams and Lego leagues.
- Encourage and promote education and training by trade schools, NW CT Community College and UConn-Torrington.

6. Retail and Service Sector

Major Themes

- Includes personal services and business services
- Marketing and communication are key factors

Goals:

- Expand service sector businesses and jobs.
- Provide broadband access for all of NW CT
- Encourage business support services and programs.

Projects, Programs, Initiatives:

- Evaluate broadband access availability throughout NW CT.

- Work with broadband access providers to increase coverage to areas not currently receiving service.
- Seek continued funding support for regional façade improvement program.

7. Small Businesses

Major Themes

- Many small businesses need to be adequately capitalized during the developmental stages.
- Small businesses are not always aware of available support and/or funding opportunities.
- Small business owners frequently need guidance and advice during the developmental stages.

Goals:

- Provide guidance and support for small business owners.
- Local banks will provide guidance for small business owners at all stages of growth and development.

Projects, Programs, Initiatives:

- Encourage local bankers to attend workshops sponsored by government agencies (state and local) to support small businesses.
- Encourage local banks to designate small business representatives to counsel small business owners.
- Create a network of bankers to meet periodically to discuss issues of common interest and concern.

8. Workforce Development

Major Themes

- Manufacturers are having great difficulty in hiring workers with the necessary skills.
- There is frequently a “disconnect” between educational institutions and local employers.
- High schools must provide a broad educational experience for all students.
- Workers frequently need re-training when switching career paths.
- Hospitality workers are necessary to maintain businesses linked to tourism.
- Oliver Wolcott Technical School, NWCC and UConn-Torrington are important regional assets for workforce development.

Goals:

- Employer workforce needs should be matched by a skilled and trained workforce.
- Work closely with state and federal agencies supporting workforce development.

Projects, Programs, Initiatives:

- Maintain and expand current programs engaged in workforce training at area high schools, trade schools, NWCC and UConn-Torrington.
- Evaluate and document workforce needs of regional employers.
- Implement Junior Achievement programs in all schools in NW CT.
- Create, maintain and support robotics and Lego league teams throughout NW CT.
- Investigate the feasibility of creating a regional magnet school(s) to better match the region’s workforce needs.

NWCT CEDS SURVEY RESULTS – THEMES, DRAFT GOALS AND INITIATIVES

AGRICULTURE AND CONSERVATIONRecurring Themes

- Sustainable economic vitality
- Value-added process – not just growing something

Draft Goal Statement

Keep our farmers farming by supporting sustainable, economically viable agribusiness that supports the region's economy, tourism, recreation and quality of life, while simultaneously protecting environmentally sensitive areas.

Proposed Initiatives

- Value-added agribusiness processing infrastructure
- Marketing cooperative
- Identify and protect the region's environmentally sensitive areas; where appropriate, promote them as part of the region's tourism program

BROWNFIELDS, COMMERCIAL REAL ESTATE AND CONSTRUCTIONRecurring Themes

- Reuse of brownfields
- Providing adequate real estate opportunities for business use
- First preference for mix of infill/selective redevelopment/brownfield reuse
- Providing effective locations

Draft Goal Statement

Assure the region has an adequate supply of fully serviced and cost effective real estate for business growth through a program of infill development, selective demolition and redevelopment, and brownfield reuse.

Proposed Initiatives

- Prepare and maintain a master list of available commercial real estate; assure that all suitable locations are included in the CERC Site Finder inventory
- Evaluate infrastructure serving primary available commercial real estate and prepare necessary improvement plans

CULTURE, TOURISM AND FILM

Recurring Themes

- A major regional economic cluster
- Needs a defining brand statement
- Culture + natural beauty = an escape destination

Draft Goal Statement

Make Northwest Connecticut a recognized destination by improving awareness of the region through effective packaging, promotions and placemaking that capitalizes on the region's multitude of cultural and tourism opportunities.

Proposed Initiatives

- Create a marketing plan specific to this region
- Create a regional brand – “Your Escape Destination”
- Improve Gateway signage to help define a regional image
- Constantly foster stronger collaboration among the region's many culture and tourism venues

INFRASTRUCTURE

Recurring Themes

- Transportation needs and opportunities (especially rail)
- Must maintain and improve infrastructure
 - Inadequate east-west roads
 - Lack of public transportation – impact of potential workers
 - Inadequate broadband in portions of the region

Draft Goal Statement

Provide the infrastructure necessary to support economic growth by preparing and implementing a comprehensive regional infrastructure planning process and plan.

Proposed Initiatives

- Focus on implementing elements of the region's transportation plans
- Prepare and implement a regional broadband improvement plan
- Support expanded use of the region's railroad infrastructure and services

MANUFACTURING

Recurring Themes

- Capitalizing on current and providing future workforce
- Hurt by cost of doing business
- Need for worker transportation

Draft Goal Statement

Retain and expand the region's manufacturing base.

Proposed Initiatives

- Create and operate an effective career fair focused on manufacturing
- Create and fund a manufacturing business plan and invention competition
- Create a manufacturing workforce coordinating committee

SMALL BUSINESSES AND SERVICE SECTOR

Recurring Themes

- Region has good supply and diversity
- Backbone of the regional economy
- Need to promote entrepreneurship and small business start-ups

Draft Goal Statement

Support and grow the region's small business and service sector.

Proposed Initiatives

- Prepare, maintain, and promote a master list of the region's small businesses and service sector
- Create a small business and services marketing and coordination program demonstrating the region has a "one-stop, full-service" capability

WORKFORCE DEVELOPMENT

Recurring Themes

- Importance of focus on children/young students/high schools/community college
- Need for better business/educational sector/government collaboration
- Must take care of incumbent workers

Draft Goal Statement

Assure the region has the workforce needed to meet current and future needs of our businesses and those we would like to locate or start here.

Proposed Initiatives

- Create a Hospitality Institute
- Be the leader of a statewide effort to improve incumbent worker training and funding
- Research the creation of a magnet school with a focus appropriate to the NW CT region
- Implement Junior Achievement in all school systems in the region
- Increase business support for and sponsorships of the region's entries in robotics competition

CROSS-CUTTING ISSUES

- Need for adequate funding to accomplish anything
- Need for a staffed and funded implementation organization (NWCTEDC)
- Impact of future efforts on maintaining economic vitality of our downtowns and village centers

Exhibit 6

NW CT CEDS

CEDS Committee Meeting
June 27, 2012

Agenda

1. Welcome & Introductions
2. NW CT CEDS Process Update
3. CERC Data Profile for NW CT and Primary Business Clusters
4. NW CT CEDS Online Survey Process and Results
 - A. Review of Recurring Themes and Draft Goal Statements for Focus Group Topics created as a result of the Survey Results
 - B. Discussion of Initiatives related to each Goal as recommended by the Steering Committee
5. Suggestions by CEDS Committee for additional Initiatives
6. Prioritizing the suggested Initiatives
7. Vision Statement exercise
8. Remaining steps to finish the project
9. Adjourn

Major Process Elements So Far

- Scenario planning conducted by NWCTEDC in 2008
- Village Center Vitality report prepared for the Northwestern CT Regional Planning Collaborative
- CEDS and Steering Committees established and meeting
- CEDS document outline created
- Focus Group topics selected and Focus Group Facilitators recruited
- Orientation session and Focus Group meeting held March 7, 2012
- Data Profile received from CERC
- Project application form and prioritization criteria developed
- Follow-up Focus Group Survey Process
- Survey results → Themes, Potential Goals & Initiatives

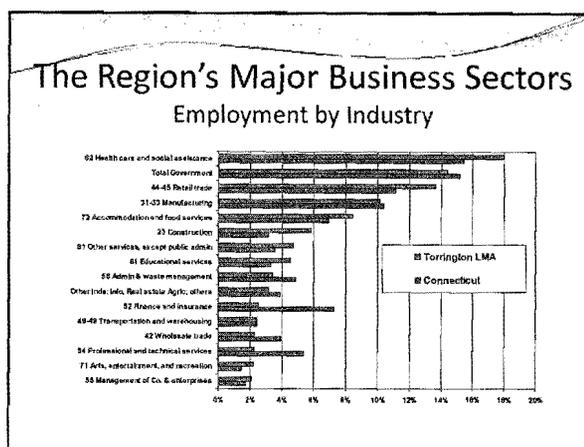
The Focus Groups

Agriculture and conservation	Manufacturing
Brownfields, commercial real estate & construction	Service Sector
Culture, tourism & film	Small businesses
Infrastructure (transportation, utilities & telecommunications)	Workforce development
<p>A cross-cutting issue that all Focus Groups should consider is the relationship of the Focus Group topic to Revitalizing the Region's Town, Village & City Centers.</p>	

CERC Data Profile

- 98 slides of data, charts and graphs designed to meet EDA requirements and support regional marketing
- Includes:

•Population	•Jobs by Industry
•Age	•Fiscal Information
•Race & Ethnicity	
•Housing	<u>For</u>
•Educational Attainment	NW CT Municipalities
•Labor Force & Employment	NW CT Region
•Income & Net Worth	CT
•Wages	U.S.



The Survey Process and Results

- Focus Groups provided with detailed discussion form
 - Summarized results from initial meeting and posed follow-up questions
- Discussion points:
 - What key questions need to be addressed or areas explored
 - Major strengths and weaknesses of the Northwest CT CEDS region
 - Issues impacting the Focus Group topic
 - Major regional opportunities
 - Revitalizing our region's town, village, city and neighborhood centers
 - Biggest opportunities or needs that should be addressed as a new program, project or initiative

Agriculture and Conservation

Recurring Themes

- Sustainable economic vitality of the agriculture sector
- Value-added process – not just growing something

Draft Goal Statement

Keep our farmers farming by supporting sustainable, economically viable agribusiness that supports the region's economy, tourism, recreation, and quality of life, while simultaneously protecting environmentally sensitive areas.

AGRICULTURE AND CONSERVATION

Suggested Initiatives

- Provide necessary processing infrastructure to support value-added agribusiness
- Create a regional marketing cooperative
- Identify and protect the region's environmentally sensitive areas; where appropriate, promote them as part of the region's tourism and quality of place programs

BROWNFIELDS, COMMERCIAL REAL ESTATE AND CONSTRUCTION

Recurring Themes

- Providing adequate real estate opportunities for business use
- Reuse of brownfields
- First preference for mix of infill/selective redevelopment/brownfield reuse
- Providing effective locations

Draft Goal Statement

Assure the region has an adequate supply of fully serviced and cost effective real estate for business growth through a program of infill development, selective demolition and redevelopment, and brownfield reuse.

BROWNFIELDS, COMMERCIAL REAL ESTATE AND CONSTRUCTION

Suggested Initiatives

- Prepare and maintain a master list of available commercial real estate; assure that all suitable locations are included in the CERC Site Finder inventory
- Evaluate infrastructure serving primary available commercial real estate and prepare necessary improvement plans

CULTURE, TOURISM AND FILM

Recurring Themes

- A major regional economic cluster
- Needs a defining brand statement
- Culture + natural beauty = an escape destination

Draft Goal Statement

Make Northwest Connecticut a recognized destination by improving awareness of the region through effective packaging, promotions and placemaking that capitalizes on the region's multitude of cultural, historic and tourism opportunities.

CULTURE, TOURISM AND FILM

Suggested Initiatives

- Create a marketing plan specific to this region
- Create a regional brand – “Your Escape Destination”
- Improve Gateway signage to help define a regional image
- Constantly foster stronger collaboration among the region’s many culture and tourism venues

INFRASTRUCTURE

Recurring Themes

- Transportation needs and opportunities (especially rail)
- Must maintain and improve infrastructure
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 - Inadequate broadband in portions of the region

Draft Goal Statement

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INFRASTRUCTURE

Suggested Initiatives

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- Prepare and implement a regional broadband improvement plan
- Support expanded use of the region’s railroad infrastructure and services

MANUFACTURING

Recurring Themes

- Capitalizing on current and providing future workforce
- Hurt by cost of doing business
- Need for worker transportation

Draft Goal Statement

Retain and expand the region’s manufacturing base.

MANUFACTURING

Suggested Initiatives

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SMALL BUSINESSES AND SERVICE SECTOR

Recurring Themes

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SMALL BUSINESSES AND SERVICE SECTOR

Suggested Initiatives

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WORKFORCE DEVELOPMENT

Recurring Themes

- Importance of focus on children/young students/high schools/community college
- Need for better business/educational sector/government collaboration
- Must take care of incumbent workers

Draft Goal Statement

Assure the region has the workforce needed to meet current and future needs of our businesses and those we would like to locate or start here.

WORKFORCE DEVELOPMENT

Suggested Initiatives

- Create a Hospitality Institute
- Be the leader of a statewide effort to improve incumbent worker training and funding
- Research the creation of a magnet school with a focus appropriate to the NW CT region
- Implement Junior Achievement in all school systems in the region
- Increase business support for and sponsorships of the region's entries in robotics and similar competitions

Cross-Cutting Themes

- Need for adequate funding to accomplish anything
- Need for a staffed and funded implementation organization (NWCTEDC)
- Impact of future efforts on maintaining economic vitality of our downtowns and village centers

Initiative Discussion

- Comments on the proposed Initiatives
- What Other Initiatives Would You Suggest?

Initiative Prioritization Exercise

- Place your dots next to the Initiatives you believe should have the highest priorities
- OK to put more than one dot on Initiatives you believe are particularly important

Vision Statement Exercise

A Postcard from the Future

- Imagine you (or someone else) is visiting NW CT for the first time in the year 2032
- On your index card write one or more words or short phrases (no more than 6 words) that show how you would like NW CT to be described in this postcard from the future
 - Examples: beautiful, scenic, economically vibrant, great place to live and work

Remaining Steps in the Process

- Projects solicited from communities and prioritized
- CERC data profile analyzed in detail
- Final list of Action Agenda Items selected
- Draft CEDS written and presented for public consideration
- Final CEDS written and submitted to EDA
- CEDS revisions made if necessary

What Else Would You Like to Discuss?

Adjournment

**NWCT CEDS
Initiative Prioritization Dot Exercise on June 27, 2012**

1	Agriculture/Conservation	
1A	Inventory and assess the infrastructure needs for local growers and producers.	9 dots
1B	Create a regional plan for forest management.	1 dot
1C	Develop and maintain a regional marketing plan and network for growers and producers.	16 dots

2	Brownfields/Commercial Real Estate/Construction	
2A	Develop and maintain an accurate inventory of available commercial/industrial properties in the region.	3 dots
2B	Analyze existing and available commercial/industrial sites for potential reuse or potential deconstruction.	9 dots

3	Culture/Tourism/Film	
3A	Create a unified marketing brand for NW CT.	5 dots
3B	Investigate marketing techniques used by other regions in CT.	2 dots
3C	Develop and maintain a regional marketing plan for NW CT.	17 dots
3D	Create and maintain a regional network to discuss and share issues of common concern for NW CT.	5 dots

4	Infrastructure	
4A	Develop a regional infrastructure plan for NW CT.	14 dots
4B	Seek additional funding to provide for more public transportation options.	7 dots
4C	Identify areas which do not have broadband access.	3 dots

5	Manufacturing	
5A	Develop a long range plan for supporting and expanding manufacturing in NW CT.	18 dots
5B	Create and maintain a manufacturing network to discuss issues of common concern.	1 dot
5C	Conduct job fairs for regional manufacturers.	no dots
5D	Encourage and promote high school robotics teams and Lego leagues.	1 dot
5E	Encourage and promote education and training by trade schools, NW CT Community College and UConn-Torrington.	17 dots

6	Retail and Service Sector	
6A	Evaluate broadband access availability throughout NW CT.	1 dot
6B	Work with broadband access providers to increase coverage to areas not currently receiving service.	7 dots
6C	Seek continued funding support for regional façade improvement program.	3 dots

7	Small Business	
7A	Encourage local bankers to attend workshops sponsored by government agencies (state and local) to support small businesses.	3 dots
7B	Encourage local banks to designate small business representatives to counsel small business owners.	1 dot
7C	Create a network of bankers to meet periodically to discuss issues of common interest and concern.	no dots

8	Workforce Development	
8A	Maintain and expand current programs engaged in workforce training at area high school, trade schools, NWCC and UConn-Torrington.	18 dots
8B	Evaluate and document workforce needs of regional employers.	11 dots
8C	Implement Junior Achievement programs in all schools in NW CT.	6 dots
8D	Create, maintain and support robotic and Lego league teams throughout NW CT.	1 dot
8E	Investigate the feasibility of creating a regional magnet school (s) to better match the region's workforce needs.	5 dots

Source: Compiled by Cosgrove Development Services 06/06/12.

Postcards from the Future Summary

- accommodating
- active farms
- affordable
- alive, modern city center
- avoids suburban type development
- balanced between rural and developed
- beautiful (2)
- beautiful location
- beautiful old buildings
- business friendly with affordable housing
- clean environment
- connected and accessible
- culture
- diverse (2)
- easy to reach
- economically strong
- economically vibrant
- employed citizens
- “endless opportunities”
- friendly
- fun place to live and work
- generationally-families come back-“roots”
- great inter-connected transport system
- great place for outdoor adventures & activities (hiking, kayaking)
- great place to live
- great quality of life
- great restaurant with different ethnic foods
- great towns & small cities full of shops, restaurants
- happening
- healthy, vibrant, growing communities
- historic
- historic buildings
- “home”-home town
- idyllic
- immaculate, rolling hills, endless views and activities
- industry & manufacturing to scale with towns
- leader in New England for high-tech manufacturing
- live home
- lots of open space
- low unemployment
- naturally beautiful
- nature
- not crowded, quiet
- opportunity for business
- personal & professional opportunities
- place to raise kids
- pristine
- quaint
- quaint shops and business filled on each corner thriving town centers
- residential
- rural (2)
- safe
- scenic (3)
- scenic-tourist-friendly
- small business

- small farms
- small town life at its best
- steady community spirit and across the board broad volunteerism
- steward of cultural/historic/resources
- strong local culture
- supportive of innovation
- thrive home
- tourism
- transportation includes bikes and pedestrian networks
- transportation options
- viable village center
- vibrant (2)
- vibrant community
- vibrant downtowns nestled in exceptional scenic beauty
- vibrant economy
- vibrant town centers
- vibrant, downtowns and village centers
- wildlife
- wonderful mix of age groups
- work home
- work, play, relax
- working farms

Northwest Connecticut, nestled in exceptional scenic beauty with a balance of open space and development, has vibrant and quaint community centers and is a special place for people of all ages to work, play and relax.

Responses by Postcard

<p>1</p> <ul style="list-style-type: none"> • “home”-home town • opportunity for business • scenic • culture • nature 	<p>2</p> <ul style="list-style-type: none"> • “generationally-families come back,“roots” • idyllic • safe • place to raise kids • thriving town centers 	<p>3</p> <ul style="list-style-type: none"> • alive, vibrant, modern city center • immaculate, rolling hills, endless views and activities • quaint shops and business filled on each corner
<p>4</p> <ul style="list-style-type: none"> • historic • friendly • accommodating • diverse • scenic • quaint 	<p>5</p> <ul style="list-style-type: none"> • steward of cultural/historic/resources • small town life at its best • avoids suburban type development • industry & manufacturing to scale with towns 	<p>6</p> <ul style="list-style-type: none"> • vibrant downtowns nestled in exceptional scenic beauty
<p>7</p> <ul style="list-style-type: none"> • variety of job opportunities • scenic • lots of things to do • cell phones work everywhere 	<p>8</p> <ul style="list-style-type: none"> • great inter-connected transport system • vibrant economy 	<p>9</p> <ul style="list-style-type: none"> • healthy, vibrant, growing communities • connected and accessible
<p>10</p> <ul style="list-style-type: none"> • great place to live • supportive of innovation 	<p>11</p> <ul style="list-style-type: none"> • beautiful location • vibrant community • personal & professional opportunities 	<p>12</p> <ul style="list-style-type: none"> • rural • pristine • scenic • vibrant town centers • not crowded, quiet • great place for outdoor adventures & activities (hiking, kayaking)

Exhibit 8

<p>13</p>	<ul style="list-style-type: none"> • viable village center • wonderful mix of age groups • steady community spirit and across the board broad volunteerism 	<p>14</p> <ul style="list-style-type: none"> • balanced between rural and developed • scenic-tourist-friendly • business friendly with affordable housing • naturally beautiful • fun place to live and work • affordable & economically strong 	<p>15</p> <ul style="list-style-type: none"> • great quality of life • economically vibrant
<p>16</p>	<ul style="list-style-type: none"> • vibrant, downtowns and village centers • transportation includes bikes and pedestrian networks • active farms, lots of open space • beautiful old buildings • great restaurant with different ethnic foods 	<p>17</p> <ul style="list-style-type: none"> • rural • residential • small business • small farms • tourism 	<p>18</p> <ul style="list-style-type: none"> • beautiful • diverse • vibrant • happening • “endless opportunities”
<p>19</p>	<ul style="list-style-type: none"> • low unemployment • transportation options • clean environment 	<p>20</p> <ul style="list-style-type: none"> • beautiful • working farms • strong local culture • historic buildings • wildlife • great towns & small cities full of shops, restaurants • employed citizens 	<p>21</p> <ul style="list-style-type: none"> • leader in New England for high-tech manufacturing
<p>22</p>	<ul style="list-style-type: none"> • live home • work home • thrive home 	<p>23</p> <ul style="list-style-type: none"> • easy to reach • work, play, relax 	<p>24</p>

**Northwest Connecticut Comprehensive Economic Development Strategy
Project Solicitation Form - Instructions**

TO: Municipal Chief Elected Officials and Managers and Interested Organizations
FROM: Rick Lynn, Litchfield Hill Council of Elected Officials (LHCEO)
Dan McGuinness, Northwestern Connecticut Council of Governments (NWCCOG)
SUBJECT: Project / Program / Initiative Solicitation for Inclusion in the Region's new CEDS
DATE: August 1, 2012

As part of the preparation of a new Comprehensive Economic Development Strategy (CEDS) for the LHCEO and the NWCCOG Regions, we are soliciting ideas for projects, programs, or other initiatives that should be included in the CEDS and that can be an important part of our Regions' economic development efforts over the next five years. In completing this form, please keep the following guidelines in mind:

1. Any type of project related to economic development is permissible; please categorize them on the enclosed form as either Capital Projects or Other Type. Examples of Capital Projects are: infrastructure improvements (sewer and water); commercial and industrial building upgrades or redevelopment; transportation improvements; town center revitalization; brownfield revitalization.
2. Please keep your submitted projects to a reasonable number, reflecting those you think are most important to the economic development of your community or the Northwest Connecticut region.
3. Preferred projects are those that can be completed within five years (by 2018), but this is not a requirement.
4. Projects can be submitted by municipalities or regional organizations; please feel free to distribute this form within your community to boards, commissions, agencies, and organizations you think are appropriate.
5. Projects submitted by a private or non-profit organization that are specific to one community, or a small group of communities, should be submitted by a municipality; projects submitted by a private or non-profit organization that are regional in nature can be submitted directly to LHCEO or NWCCOG at the e-mails shown in paragraph 8 below.
6. In order to meet the requirements of the US Economic Development Administration, to whom the CEDS will be submitted for approval, the CEDS document must contain a list of all suggested projects, and a smaller list of "Vital" or highest priority projects. To select those Vital projects, a set of evaluation criteria and point scoring system has been developed by the CEDS Committee; these are shown on the Project Solicitation Form that accompanies this memo.
7. The scoring criteria shown on the form are for your information only, to help you understand how submissions will be scored and ranked. Projects will be scored by the CEDS Committee using the Evaluation Categories and Points shown on the form. Please do not complete those columns of the form.
8. All forms should be submitted electronically to either Rick Lynn at lhceo1@snet.net or Dan McGuinness at nwccog1@snet.net, no later than September 30, 2012.
9. For any questions you may have on completing this form or the CEDS process in general, contact Rick Lynn or Dan McGuinness at the e-mail addresses shown in paragraph 8 above.

Northwest Connecticut Comprehensive Economic Development Strategy

TO: Municipal Chief Elected Officials and Managers and Interested Organizations
FROM: Rick Lynn, Litchfield Hill Council of Elected Officials (LHCEO)
 Dan McGuinness, Northwestern Connecticut Council of Governments (NWCCOG)
SUBJECT: Project / Program / Initiative Solicitation for Inclusion in the Region’s new CEDS
DATE: August 1, 2012

Our two Regions are working together through the Northwest Connecticut Economic Development Corporation with public and private sector representatives to produce a **Comprehensive Economic Development Strategy** (CEDS) that will meet the requirements of the U.S. Economic Development Administration (EDA), and may make our priority projects eligible for EDA or other funding. One of the required steps is to solicit projects / programs / initiatives from the municipalities or other appropriate agencies and then prioritize them according to evaluation criteria that have been developed by the CEDS Committee.

These projects may be of any kind (capital projects and other types), as long as they are related to the region’s economic development. These projects may or may not receive funding from the government, but must be listed for consideration in the CEDS, and will provide the Regions with an economic development strategy, regardless of federal or state funding. While the emphasis is on projects that could occur in the next five years (the duration of the CEDS), this timeframe is not a limitation. If you have a project, program, or initiative you would like to submit, we request the supporting detail on the following pages so that an informed prioritization decision can be made. The CEDS will include both a list of our region’s top priorities (called Vital Projects by EDA) and all projects submitted.

The projects will be evaluated according to criteria such as:

- Status of the proposed project
- Clarity of the vision, scope and details of the project
- Feasibility of the project
- Project budget and supporting documentation
- Project funding already committed
- Status of environmental reviews
- Control of the project area
- Status of land use approvals
- Regional economic impact
- Number of jobs either saved or created
- Community/organizational ranking of project

Please feel free to distribute this form to any agencies or organizations you feel appropriate. Any submissions from private organizations that are specific to your community or a small group of communities should be returned to and submitted by your office. Projects from private organizations that are regional in nature can be submitted directly to LHCEO or NWCCOG. Project forms should be submitted electronically, to either Rick Lynn at lhceo1@snet.net or Dan McGuinness at nwccog1@snet.net. If you have any questions about completing this form or the CEDS, please contact Rick or Dan.

The information we request is time sensitive and we ask that you please return your Project / Program / Initiative Submission Form(s) by e-mail to Rick or Dan no later than September 30, 2012. This should allow adequate time for any needed meetings of your Boards or Commissions during the remainder of the summer.

Name of Person Completing this Form			
Municipality or Organization Submitting this Form			
Contact Information of Person Completing this Form		Phone:	E-mail:
Of all projects, programs or initiatives submitted by your community or organization, this one ranks		Insert Rank #	of
Is the project/program/initiative		<input type="checkbox"/> Capital project	<input type="checkbox"/> Other Type of project

Project Name:

Project Location:

Narrative: Please describe the project/program/initiative and indicate if the project is a new project or part of one that has been previously initiated. Provide adequate detail to demonstrate the vision and scope of the project/program/initiative and any other essential factors. **(Can result in up to 10 points for a very clear vision, scope and details; fewer points for a somewhat clear or vague description.)**

Project/Program/Initiative Information	For information only – will be completed by CEDS Committee	
	For Capital Projects	For Other Projects
	Maximum Points	Maximum Points
1. Is the project/program/initiative ready-to-go now or in the planning stage? <input type="checkbox"/> Ready-to-go – planning or design done, all regulatory approvals in place, all required legal agreements in place, key financial commitments in place, etc. <input type="checkbox"/> Planning stage – no or partial planning design work done, partners identified but not fully committed, financing not in place, etc. Please complete the Project Readiness Worksheet on page 4 and provide any other information you believe useful.	10	10
	5	5

Please use additional sheets as necessary to help us understand your proposed project/program/initiative.

Project/Program/Initiative Information	For information only – will be completed by CEDS Committee	
	For Capital Projects	For Other Projects
	Maximum Points	Maximum Points
2. How feasible is the project/program/initiative within market, budgetary, regulatory or other measures? Please attach a brief narrative addressing this question in terms of the items listed below or others you believe are appropriate. a) Very – professionally prepared supporting documents done, assumptions are reasonable, significant financing committed, regulatory hurdles minimal b) Somewhat – some key project elements missing, some assumptions questionable, financial hurdles underestimated, etc. c) Minimal – key project elements missing, assumptions questionable, financial and regulatory hurdles considerable	10 5 1	10 5 1
3. What is the project/program/initiative budget? \$ _____ Is the project budget: <input type="checkbox"/> Detailed and firm – good supporting documentation based on detailed plans <input type="checkbox"/> Estimated – back of the envelope estimates based on questionable assumptions and/or questionable data <input type="checkbox"/> Unknown at this time Please provide appropriate information substantiating your assessment of the project/program/initiative budget.	5 3 0	5 3 0
4. How much non-EDA funding has been identified? See the Budget Information Worksheet on page 5. \$ _____ which is _____% of total project cost and it is: <input type="checkbox"/> Already committed (Please provide documentation) <input type="checkbox"/> Expected to be committed by _____ <input type="checkbox"/> Not committed at this time List the sources of the non-EDA funding and the amounts: \$ _____ from _____ \$ _____ from _____ \$ _____ from _____ \$ _____ from _____	10 5 2	10 5 2
5. Is the amount of non-EDA funding considered <input type="checkbox"/> Significant – more than 80% of project cost <input type="checkbox"/> Moderate – between 30% and 80% of project cost <input type="checkbox"/> Small or none – less than 30% of project cost	10 5 2	10 5 2

Please use additional sheets as necessary to help us understand your proposed project/program/initiative.

Project/Program/Initiative Information	For information only – will be completed by CEDS Committee	
	For Capital Projects	For Other Projects
	Maximum Points	Maximum Points
6. Necessary environmental reviews and assessments are: <input type="checkbox"/> Completed (Please provide documentation) <input type="checkbox"/> In process (Please provide documentation) <input type="checkbox"/> Planned <input type="checkbox"/> Have not been considered yet <input type="checkbox"/> Not applicable	5 3 1 0 3	NOT APPLICABLE
7. Does the municipality or developer have control of all or most of the project area? <input type="checkbox"/> Yes – all of the project area (Please provide documentation) <input type="checkbox"/> Some – ____% of the project area (Please provide documentation) <input type="checkbox"/> None of the project area <input type="checkbox"/> Not applicable	5 3 0 3	NOT APPLICABLE
8. Does the project/program/initiative have a realistic schedule for obtaining land use approvals? <input type="checkbox"/> Yes (Please provide documentation) <input type="checkbox"/> No <input type="checkbox"/> Not applicable Please describe the land use approvals needed: _____	5 0 3	NOT APPLICABLE
9. Does the project have regional economic significance? <input type="checkbox"/> Yes Please attach a brief narrative describing what that regional significance is <input type="checkbox"/> No	10 5	10 5
10. What employment is expected to be generated or saved by this project/program/initiative? _____ Construction Jobs _____ Full time or full time equivalent Jobs _____ Part time Jobs	10	10
11. What percentage of the jobs to be created or saved will be available to unemployed, underemployed or low-income residents? _____% (Please provide a brief narrative discussing how this will be accomplished)	5	5
12. Points based on community or organization’s ranking of all projects This will be awarded based on your ranking shown on the page 1.	5	5
MAXIMUM TOTAL POINTS	100	85

Please use additional sheets as necessary to help us understand your proposed project/program/initiative.

Project Readiness Worksheet			
1. Engineering	Has preliminary engineering been completed to confirm project feasibility and costs?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Name of Engineer:
2. Property Acquisition	If property is required by this project, has it been secured by a binding property interest (title or option to purchase)?	<input type="checkbox"/> Yes <input type="checkbox"/> No	If no, describe status:
3. Consistency with Local, Regional, & State Land Use Policies & Plans (maps)	Is the project within a designated State POCD Development Area and shown on the appropriate maps?	<input type="checkbox"/> Yes <input type="checkbox"/> No	If no, how are you planning to proceed to prepare and submit application for changes?
4. Zoning	Is the project location now appropriately zoned or is it identified in a plan for a zone change?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Explain
5. Environmental Issues	Describe any mitigation plan in place or planned to address environmental issues identified or anticipated:		
6. Permits	Describe any local approvals including special permits, inland wetlands, and site plan which will be required by the project and your plans for obtaining:		
7. Capacity of Applicant to Implement Project	Describe how you plan to manage the proposed project with staff and/or consultants if funded:		

Please use additional sheets as necessary to help us understand your proposed project/program/initiative.

Project Budget and Employment Worksheet					
Project Name:					
Total Cost	\$			Project Start Date	
		Percent of Total		Project Finish Date	
Local Share	\$	%			
State Share	\$	%		# of Construction Jobs _____	
EDA Share	\$	%			
Other Federal Share(s)	\$	%		# of Permanent Jobs _____	
Private Funding	\$			Full-time or FTE _____	
				Part-time Not FTE _____	
				Total Project Cost Per Permanent Job Calculate based on Total Project Cost ÷ (Full-time and FTE jobs + 50% of Part-time Not FTE jobs) \$ _____	

Private Investment Supported

In addition to private funding to be used in meeting project costs, describe what can be expected as additional private investments resulting from the project. For example, _____ SF of building space constructed at a projected cost of \$_____.

\$ Value	Description of Private Investment
\$	
\$	
\$	
\$	
	Estimated Total Increase in Local Tax Base (Assessed Value) \$

Please use additional sheets as necessary to help us understand your proposed project/program/initiative.