

Initiative	Project	Description	Lead	Partners	Resources	Priority	Timeline
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1. Increase the percentage of people who both live and work in Groton.

A. Diversify, modernize, and grow the housing stock.

1	Monitor the housing market	Each quarter, check MLS and local providers of housing market trends. Reach out to local realtors and property managers to get the "Word on the street" about what prospective residents are looking for in the market.	Town & City Economic Development Staff	Local Relators	Staff time, Subscribe to service	High	Ongoing
2	Incorporate actions of ongoing regional housing study into this plan	As appropriate.	Town & City Economic Development Staff	COG	Staff Time	Medium	Mid
3	Evaluate Groton's housing market intelligence needs	Once regional housing study is complete, determine the need for further research into Groton's specific housing market opportunities and emerging housing trends regarding product type, price points, etc.	Town & City Economic Development Staff		Staff time, Potential funding for study	Medium	Mid
4	Create marketing materials about housing to explain market opportunities	To explain market opportunities to developers, property owners, realtors, and others. Inform with stories and housing market intelligence. Tell the EB story about their growth.	Town & City Economic Development Staff	Developers, Local Realtors	Staff Time	Medium	Ongoing
5	Educate realtors and developers about housing initiatives	Inform housing realtors about actions and initiatives Groton is taking to increase the housing stock.	Town & City Economic Development Staff	Realtors & Developers	Staff Time	High	Mid
6	Host a Groton Housing Forum	Team up with Electric Boat (EB) and have workers expressing needs/wants for housing and neighborhoods to developers, banks (matching needs event), data driven by consumer (this was suggested by an EB employee.) Coordinate help with financing mechanisms, potentially student loan forgiveness incentives for relocating to Groton.	Town & City Economic Development Staff	Electric Boat, Pfizer, Submarine Base, seCTer	Sponsors, Staff Time, Marketing	Medium	Mid
7	Host a Regional Housing Forum	Build on the Groton housing forum and invite regional partners to participate.	Town & City Economic Development Staff	Electric Boat, Pfizer, Submarine Base, seCTer	Sponsors, Staff Time, Marketing	Medium	Long
8	Elevate housing expertise of local leadership and decision makers	Raise awareness about how housing is integral to workforce and workforce is integral to Economic Development. Show the financial benefit of multi-family housing. Look at top tax payers in the town. Take the Route 1 fiscal impact analysis data on this and make marketing sheet (infographic). Place someone with housing expertise on the economic development commission. Work more closely with Housing Authority. Share information between Town and City.	Town & City Economic Development Staff		Staff Time	High	Short

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	9 Diversify housing stock using TIF	Continue to support mixed-use development through Tax Increment Financing (TIF). Utilize the Town's newly created TIF policy and, when appropriate, integrate housing development into the TIF District Master Plans, including using TIF revenues to support infrastructure and amenities that support housing development in the market. And, when appropriate, provide incentives to developers and property owners through credit enhancement agreement, for the development of new housing stock.	Town & City Economic Development Staff	EDC/TIF Advisory Committee	Staff time, Consultant time	High	Short
	10 Educate development community about the Opportunity Zone and utilize as a tool	There are opportunities here for mixed-use housing development in the Zone. Launch a match making initiative to align developers with investors.	Town & City Economic Development Staff		Staff time	Low	Short
	11 Inventory the financial incentives available to support housing	Put all of this information in one place and organize based on user (resident, property owner, developer, etc.) and make available to the public, market the inventory. Identify any gaps, and develop programs with partners to fill gaps.	Town & City Economic Development Staff	TBD Based on gaps identified	Staff time	Medium	Mid
	12 Identify re-investment areas in the Town for multi-family development	Talk to property owners to understand their goals and objectives. Align targeted reinvestment areas with nodes below.	Town & City Economic Development Staff		Staff Time	Medium	Mid
	13 Integrate design flexibility within land use plans and policy to create diversity	To allow for and demonstrate different types of housing and development design; including accessory apartments and accessory buildings, pocket neighborhoods, multi-family, smaller units, efficiencies, etc. Re-visit every 6-months.	Town & City Planning	Planning & Zoning Commission, COG	Staff time, Potential consulting, COG	High	Ongoing
	14 Review capital improvement projects related to streetscapes and align with target opportunities for housing	Work with other town/city departments to focus improvements in streets, sidewalks, sewer, and other infrastructure to areas where ongoing or planned investments in housing are being made. Keep lines of communication open to communicate needs. City is establishing those relationships.	Town & City Economic Development Staff	Public Works, Planning, Parks & Rec, and Highway - City	Staff Time	High - City Low - Town - TIF areas are a high priority	Ongoing
	15 Establish streetscape maintenance schedule priorities that align with targeted opportunity areas for housing	Focus maintenance priorities on targeted areas for housing development.	Town & City Economic Development Staff	Public Works, Planning, Parks & Rec, and Highway - City	Staff Time	Medium	Ongoing
	16 Advance the concierge's project	Facilitate distribution of video and materials developed by the Eastern Chamber of CT. Use for new hires and families moving into the region to quickly connect new employees and their families to Groton as a place and as a community.	Town & City Economic Development Staff		Staff time	Medium	Mid

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B. Enhance access to amenities and recreational resources.

1	Conduct tourism market research	Understand tactics other communities are doing to attract and retain visitors. Design marketing strategies based on what is learned.	Town & City Economic Development Staff		Staff time	Medium	Long
2	Market ecotourism, hiking, biking, and open space as an amenity in Groton	Promote Groton's diverse recreational amenities both internally to existing residents and employers as well as externally to visitors.	Town & City Economic Development Staff, Parks & Rec		Staff Time, Paid Advertising	Medium	Mid
3	Partner with State to market Bluff Point	There are many different types of recreational amenities along the last remaining significant piece of undeveloped land along Connecticut's coastline. Hiking, Mountain Biking, Kayaking, Saltwater Fishing, and Shell Fishing. Put in newsletter, "A day at Bluff Point" -- Insert a kiosk or other physical marketing at Bluff Point.	Town Economic Development Staff, Parks & Rec	State	Staff time	Low	Long
4	Connect tourism-related businesses in Mystic with others throughout Groton to cross promote to visitors once they are in the area	Create packaged deals with businesses throughout the Groton community designed to extend the stays of visitors. Use the "Explore More" Theme to create packages. "Explore more food in Groton" "Explore more history in Groton" etc.	Town & City Economic Development Staff	Mystic Chamber - Downtown Mystic Merchants	Staff time	Medium	Mid
5	Create packages between various businesses	Mystic Indoor sports, volleyball, growing recreational indoor-outdoor, private recreation --- package these together, put together a weekend. Maybe get some of those business owners together in the same room. Create a weekend package. Bring in food.	Parks & Rec	Chamber	Staff time	Medium	Mid
6	Support projects and initiatives to connect and increase access to amenities throughout Groton	There are many individuals and organizations working to build new trails throughout Groton. Play the 'connector' and support these efforts. Boat access, bike trails, kayaks, etc. Market these initiatives. Feature the Mystic coastal access trail.	Parks & Rec	Town & City Economic Development Staff	Staff time	Low	Ongoing
7	Use TIF to facilitate recreational resources	Integrate improvements and additions to recreation amenities within TIF master plans.	Town & City Economic Development Staff	EDC/TIF Advisory Committee	Staff time, Consultant time	High	Short
8	Implement wayfinding signage program	Town of Groton has a masterplan and has been contacted by Stonington, Thames River Heritage Park (who has spoken to New London), and the City of Groton also interested in some form of wayfinding signage.	Town & City Economic Development Staff	Parks & Rec, Public Works - City & Town	Staff time, CIP & Grants, Fundraising	High	Short
9	Grow water-based recreation activity	Support through marketing and communications. Engage businesses to understand their needs. Work to increase the number of marinas.	Town & City Economic Development Staff			Low	Long

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2. Shape Groton's pockets of economic activity into places where people connect.

A. Plan for and promote placemaking throughout Groton.

1	Conduct a buildout analysis of the town	Work with planning staff and other resources to conduct a buildout analysis of the town to understand where new growth and development can happen with the new zoning. Look at open space vs. protected land and determine the right amount for Groton. Concentrate planning and economic resources in the areas that have been identified for commercial/industrial development, where possible, to create density as well as long corridors that connect these nodes of activity. Focus development opportunities on commercial development and multi-family zoning. Concentrate development in areas where there are utilities (water and sewer).	Town Planning Staff	Town Economic Development Staff, City Economic Development & Planning Staff	Staff time	medium	long
2	Promote the projects that are being proposed in the identified development destinations to current and future employers and existing and future residents	There is a role of the Town to market the units as they are improved and going through the construction phase. Address the 80%. Help get the word out. Regional news papers. 2,000 housing units are needed.	Town & City Economic Development Staff	Groton business association	Staff time	Medium	Long

B. Thames Street/Bridge Street

1	Facilitate Thames River Redevelopment	Implement TRR Strategy from Ninigret partners. Continue to support ongoing work and seek out redevelopment opportunities along Thames River.	City Planning Staff	City Economic Development Staff	Staff time	High	Ongoing
2	Review zoning regulation	Review regulations as it pertains to density, parking minimums, and land use (Class A office space, Bio Science Incubator stage 2 facilities, light manufacturing, warehouse/ equipment storage).	City Planning Staff	City Economic Development Staff	Staff time	High	Short
3	Prepare redevelopment plans for municipal parcels	Create redevelopment plans for Mother Bailey House and Upper Costa property.	City Planning Staff	City Economic Development Staff	Staff time	Medium	Ongoing
4	Implement park improvements	Implements park improvements at 342-343 Thames Street.	City Planning Staff	City Economic Development Staff	Staff time	High	Short
5	Create programing for Thames Street Waterfront	Establish programming for use of 342-343 Thames Street.	City Economic Development Staff, Parks & Rec	City EDC & Beach and Parks	Staff time	Medium	Mid
6	Engage property owners	Educate and engage property owners to facilitate reinvestment.	City Economic Development Staff	Property owners	Staff time	High	Ongoing

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	7 Leverage TIF to create connected places	Streetscape, infrastructure, ped. Etc.	City Planning & Economic Development Staff	Development partners	Staff time	Medium	Mid

C. 5-Corners District

	1 Review Zoning Regulations	Evaluate and enforce private parking as a principle use. Explore new multifamily housing regulations.	City Planning Staff	City Economic Development Staff	Staff time	High	Mid
	2 Engage property owners	Educate and engage property owners to facilitate reinvestment.	City Economic Development Staff	Property owners	Staff time	High	Ongoing
	3 Prepare a Master Plan for a Village Center	Prepare a dynamic long-term planning document that provides a conceptual layout to guide future growth and development. Make the connection between buildings, the surrounding environment, and how people interact with the place.	City Planning Staff	City Economic Development Staff	Staff time	Medium	Mid
	4 Create redevelopment plans for municipal owned parcels	Work with developers on redevelopment plans for Coronel Ledyard.	Town & City Planning Staff	Property owners	Staff time	Low	Long
	5 Leverage TIF to create connected places	Streetscape, infrastructure, pedestrian access, etc.	City Planning & Economic Development Staff	Developers and Property owners	Staff time	High	Mid

D. Downtown Groton

	1 Prepare a land use Master Plan for the district	Prepare a dynamic long-term planning document that provides a conceptual layout to guide future growth and development. Make the connection between buildings, the surrounding environment, and how people interact with the place.	Town Planning Staff	Town Economic Development Staff	Staff time	Medium	Mid
	2 Fund the planning and implementation effort	Fund planning through the currently proposed downtown TIF.	Town Planning Staff	Town Economic Development Staff	Staff time	Medium	Mid
	3 Continue to work with existing property owners on redevelopment efforts	Educate land owners within the district about the ability to utilize TIF in their redevelopment efforts.	Town Planning Staff	Town Economic Development Staff	Staff time	Medium	Mid
	4 Leverage the TIF to help create connected places	Streetscape, infrastructure, ped. Etc.	Town Economic Development Staff	Town Planning Staff	Staff time	Medium	Mid
	5 Develop a street scape/corridor plan for the Downtown and allow case funding to implement this plan	Identify road and pedestrian and bikeways to direct bike, ped, automobile traffic. Existing roads, new roads, how they can be configured.	Town Planning Staff	Town Economic Development Staff	Staff time	Medium	Mid

Initiative	Project	Description	Lead	Partners	Resources	Priority	Timeline
6	Study the feasibility of a Transit HUB	A transit hub is a place where people are exchanged between different modes of transportation (car, train, bike, bus, etc).	Town Planning Staff		Staff time	Medium	Mid

E. Center Groton

1	Develop a TIF District master plan	This is contingent on a proposed mixed-use development. Prepare a dynamic long-term planning document that provides a conceptual layout to guide future growth and development.	Town Economic Development Staff	Developer	Staff time	High	Short
2	Fund the planning and implementation effort	Fund planing through the currently proposed downtown TIF.	Town Planning Staff	Town Economic Development Staff	Staff time	High	Mid
3	Continue to work with existing property owners on redevelopment efforts	Educate land owners within the district about the ability to utilize TIF in their redevelopment efforts.	Town Planning Staff	Town Economic Development Staff	Staff time	High	Mid
4	Leverage the TIF to help create connected places	Streetscape, infrastructure, ped. Etc.	Town Economic Development Staff	Town Planning Staff	Staff time	High	Mid
5	Develop a street scape/corridor plan for the Downtown and allow case funding to implement this plan	Identify road and pedestrian and bikeways to direct bike, ped, automobile traffic. Existing roads, new roads, how they can be configured.	Town Planning Staff	Town Economic Development Staff	Staff time	Medium	Mid
6	Study the feasibility of a Transit HUB	A transit hub is a place where people are exchanged between different modes of transportation (car, train, bike, bus, etc.)	Town Planning Staff	Town Economic Development Staff	Staff time	Low	Long

F. Avery Point

1	Engage Avery Point to expand R&D in Groton	Work with UConn Avery Point, private sector, and public officials to better incorporate campus research and development with local economic development efforts. The goal is to create an environment for talent and ideas to mature to fruition. Support Avery Point in expanding their offerings: advocate for a business school program expansion in connection with incubator spaces.	City Economic Development Staff	Town Economic Development Staff	Staff time	Medium	Mid
2	Identify and communicate the UConn housing need	Engage in conversations with UConn to understand what, if any, needs they have for public OR privately sponsored housing for students. Facilitate conversations with UConn and interested developers. Evaluate how planned growth and any construction will affect local housing stock.	City Planning & Economic Development Staff	UConn	Staff time	Low	Ongoing

G. Naval Submarine Base/Crystal Lake Road

Initiative	Project	Description	Lead	Partners	Resources	Priority	Timeline
	1 Re-zone land through the JLUS project	Encourage land uses that not only support the base but the larger regional economy. Consider re-use of properties that Navy may divest from in the future.	Town & City Economic Development Staff		Staff time	Low	Ongoing
	2 Continue planning for military housing needs	Continue to work with the SBBASE on understanding opportunities for off-base housing and military needs on and off the base.	Town & City Economic Development Staff		Staff time	Medium	Ongoing

H. Mystic

	1 Continue to support projects in Mystic	Continue to encourage development and redevelopment properties in Mystic to support regional hub of live-work-play.	Town Economic Development Staff	Town Planning Staff	Staff time	Medium	Ongoing
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I. Route 12 Corridor

	1 Develop a plan for this corridor	Focus development opportunities commercially and multi-family zones in this corridor.	Town Economic Development Staff		Staff time	Low	Long
	2 Promote the Opportunity Zone	Develop a strategy for communicating this program to developers, property owners, and potential investors.	Town Economic Development Staff		Staff time	Low	Short
	3 Conduct an access management study	Assess the systematic control of the location, spacing, operation and design of driveways, medians, median openings, traffic signals, interchanges, and street connections to maintain safety at a roadway's full traffic carrying capacity.	Town Planning Staff		Staff time	Low	Long

J. Route 184 Corridor

	1 Develop a plan for this corridor	Focus development opportunities commercially and multi-family zones in this corridor.	Town Economic Development Staff		Staff time	Low	Long
	2 Opportunity zone	Develop a strategy for communicating this program to developers, property owners, and potential investors.	Town Economic Development Staff		Staff time	Low	Mid
	3 Conduct an access management study	Assess the systematic control of the location, spacing, operation and design of driveways, medians, median openings, traffic signals, interchanges, and street connections to maintain safety at a roadway's full traffic carrying capacity.	Town Economic Development Staff		Staff time	Low	Long

K. Mystic Education Center

Initiative	Project	Description	Lead	Partners	Resources	Priority	Timeline
	1 Adopt the appropriate zoning	Should be designation to allow for the redevelopment of this underutilized state property.	Town Planning Staff	Town Economic Development Staff	Staff time	High	Short
	2 Draft and approve land development agreement	Draft and approve a land development agreement between town and developer.	Town Economic Development Staff		Staff time	High	Short
	3 Complete public outreach	Inform the community about the proposed project.	Town Economic Development Staff		Staff time	High	Short

L. Poquonnock Bridge

	1 Explore the feasibility of developing a TIF District Master plan	Explore feasibility based on market realities and thresholds for the TIF District.	Town Economic Development Staff		Staff time	Medium	Long
	2 Implement the Poquonnock Bridge design guideline study	The study represents the neighborhoods shared vision for development and future projects should follow the guidelines set forth.	Town Planning Staff	Town Economic Development Staff	Staff time	High	Ongoing
	3 Develop a redevelopment plan for the Claude Chester School	Integrate the Claude Chester School plan with the Poquonnock Bridge Redevelopment.	Town Economic Development Staff		Staff time	Low	Long

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3. Strengthen and diversify the transportation network to accommodate transformative growth.

A. Grow alternative transportation options.

1	Initiate town-wide a multimodal study	Study existing and potential demands for traditional vehicles as well as new and emerging technologies. Consider new technologies such as demand-pricing for parking. Demonstrate the ROI of each project/recommendation and communicate to councils and public to make the case for implementation (i.e. present the economic and fiscal impact). Review prior study for relevant information.	Town & City Planning Staff	Town & City Economic Development Staff	Staff time, Funding for study	Low	Long
2	Fund implementation of recommendations from multi-modal parking study	Once the study is done, dedicate implementation funding. Improve communications between staff and council and engage decision makers throughout the process. Use TIF as appropriate.	Town & City Planning Staff	Town & City Economic Development Staff	Staff time, Implementation funding	Low	Long
3	Increase regional transportation network connectivity	Leverage recent statewide transportation improvements (Coastal Line, Springfield Line). Push for more on-demand or customized service.	Town & City Economic Development Staff	SEAT	Staff time	Medium	Long
4	Conduct shuttle feasibility assessment	Explore the feasibility of a commuter shuttle from downtown to Electric Boat/Pfizer area. Also explore if Uber or Lift be engaged to provide this connectivity.	COG	Town & City Economic Development Staff	Staff time, Funding for implementation	High	Ongoing
5	Replace bus shelters	Funding has been allocated. Serves areas that do not have other transportation options.	Town & City Economic Development Staff	SEAT (South East Area Transit), Town & City Public Works	Funding from SEAT, In-kind work for installation from Town	Medium	Short
6	Create multi-use path program	Continue strategic investments in multi-use paths. Identify potential areas where bike lanes can be added. Connect commuter corridors as well as tourism/recreational areas. Enhance access to Gold Star Bridge multi use path.	Town & City Planning Staff, Parks & Recreation Staff	Town & City Economic Development Staff	Staff time, Capital Improvement Projects	Low	Long
7	Implement recommendations of Joint Land Use Study (JLUS)	This study is ongoing and will require implementation.	Town & City Planning	TBD	Staff time	Medium	Mid
8	Focus on Gateway Improvements	Referencing the City POCD, conduct planning for gateway improvements. Identify short and long term implementations.	City Economic Development Staff	City Planning Staff & City EDC	Staff time, Study and implementation funding	High	Short/Long

B. Address parking in economic nodes.

1	Conduct a parking management study for Electric Boat area	Gain an understanding of existing conditions and needs today and plan for growth. Consider future worker needs.	City Police	City Planning Staff	Staff time, Funding for study	High	Short
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Initiative	Project	Description	Lead	Partners	Resources	Priority	Timeline
	2 Implement EB parking management study recommendations	Prepare a funding plan and implement recommendations.	City Police & City Planning Staff	City Economic Development Staff	Staff time, Implementation funding	High	Short
	3 Conduct a parking management study for Mystic	Gain and understanding of existing conditions and needs today, and plan in the context of tourism-industry trends. Engage local business and property owners to educate staff about where to park.	Town Planning Staff	Town Economic Development Staff	Staff time, Funding for study	High	Short
	4 Implement Mystic parking management study recommendations	Prepare a funding plan and implement recommendations.	Town Planning Staff	Town Economic Development Staff	Staff time, Implementation funding	High	Short

4. Promote and connect Groton's educational assets from early-education through higher education and lifelong learning and new career development.

A. Tell the story about Groton's great schools and the synergies between education and economic development

1	Content sharing partnership with Grasso Tech	Groton occasionally has the need to get in touch with Grasso's network (parents) around economic development topics and Grasso has a need to tell its story beyond its core network. Include information of career opportunities in Groton.	Town & City Economic Development Staff	Grasso Tech	Staff time	Low	Mid
2	Educate realtors about Groton's public school and higher education assets	Ensure realtors, who are often the first contact for prospective home buyers, know about the \$300M in investment in schools in Groton. Hold an annual briefing with realtors and school superintendent and discuss the state of education investment in Groton. Supply with meeting with materials that realtors can then share with clients.	Town & City Economic Development Staff	Realtors	Staff time	Medium	Mid

B. Connect with K-12 students and help them experience local career opportunities.

1	Create an event for guidance counselors and local employers	Host and facilitate a workshop where guidance counselors and other educators get to meet some of the local employers and hear about trends in workforce skills needs locally. See if there is interest to create a working group to work on these issues. Creating something the Town/City doesn't have to lead but could be a part of.	Town & City Economic Development Staff	Guidance counselors	Staff time, Event costs	Low	Long
2	Design a campaign to directly engage students	Engage students in the economic development planning process. Go into the classroom and talk about Groton's economic development. Collectable Playing Cards Using comics for storytelling. Create a portal to connect students to internships.	Town & City Economic Development Staff	Teachers	Staff time	Low	Long

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	3 Conduct business outreach with students	Engage teachers to see if they can integrate business outreach projects into their courses, such as video interviews with business owners that can be used on social media or website or articles written by students.	Town & City Economic Development Staff	Students, Someone on EDC	Staff time	Medium	Mid
	4 Inspire and engage Groton's students to instill an entrepreneurial mindset	Help students see opportunities to start their own businesses by educating and empowering them. Use Ice House Entrepreneurship program as a model and seek out other models.	Town & City Economic Development Staff	Teachers	Staff time	Medium	Long
	5 Engage Project Oceanology as a partner	Partner with them to engage and excite young people about career opportunities in marine science and marine robotics.	Town & City Economic Development Staff	Project Oceanology. TRIP	Staff time	Low	Long
	6 Better connect local students (High School & College) to local opportunities	Develop internships and/or shadowing programs with business leaders. Engage guidance counselors, parents, and students to learn about the industries and opportunities in Groton. Do this under the "Explore More..." brand. "Explore More Career Opportunities".	Town & City Economic Development Staff	Fitch High School, Grosso Tech, UConn Avery Point, Electric Boat, Pfizer, Etc. Guidance Councilors are critical	Staff time	Low	Long

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5. Grow and diversify existing and emerging opportunities.

A. Strengthen connections with existing business community.

1	Continue the Town and City's Business Visitation Programs and regularly share and assess findings	The Town and City both Have a Formal Business Visitation Program which is working well. Continue to coordinate efforts and regular share and asses results in terms of what if any required actions are needed.	Town & City Economic Development Staff	Town EDC, & Volunteers (Town) Eventually City-EDC	Staff time	High	Ongoing
2	Connect businesses with available properties	Take a more active role in matchmaking between businesses in the market looking for space and property owners. Actively look for development partners to team with existing property owners who are currently reluctant to take action. Leads at ICSC. Make sure that the CERC Site Finder is being updated and utilized.	Town & City Economic Development Staff	CERC, State	Staff time	High	Short
3	Market and inform commercial developers	There is a lack of move-in ready industrial space in the Town and City - demand is outpacing supply. Tell this story. Collect the data on what types of calls that are coming in and where staff is seeing demand.	Town & City Economic Development Staff		Staff time	High	Short
4	Support Business Resilience/Continuity Planning	Promote business contingency/natural disaster planning, use seCTer as a potential resource. Follow the guidelines provided by the Sustainable CT program. Promote down the road.	Town & City Economic Development Staff	seCTer, UConn Nature Conservancy - funding	Staff time	Low	Long

B. Focus attraction efforts on targeted sectors.

1	Focus Targeted Industries	Taken together and to insure alignment with recent and regional plans, those that best lend themselves to business attraction and are therefore the initial focus areas are: <ul style="list-style-type: none"> •Advanced Manufacturing including Defense •Energy and Environment •Bioscience •Agriculture, Fishing & Food Production •Maritime Industry 	Town & City Economic Development Staff	seCTer, EWIB	Staff time	High	Short
2	Prepare Targeted Industry Profiles	Create and regularly update industry profiles for each of the targets to include in hard-copy marketing as well as on the economic development website. This should include an overview of the current status and emerging opportunities for investment.	Town & City Economic Development Staff		Staff time	High	Short

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	3 Coordinate regional efforts for targeted industries	Work with regional organizations including seCTer & WIB to align local efforts with regional strategies for supporting and growing Groton's key sectors. Ensuring that local and regional efforts are not duplicative, but integrated and that information collected locally is fed to the regional effort.	Town & City Economic Development Staff	seCTer, EWIB	Staff time	Medium	Mid
	4 Collectively promote the Town & City's incentives	Alleviate the confusion about which incentives a business in the City or Town is eligible for by co-promoting programs and incentives.	Town & City Economic Development Staff		Staff time	High	Mid
	5 Support and grow the Naval & Maritime Consortium	Network of member companies that grew out of the TRIP initiative. Town's Role is to facilitate/support the organization and help the organization reach 100+ members.	Town & City Economic Development Staff	UConn Avery Point & Storrs, TRIP	Staff time	Medium	Ongoing
	6 Inform Economic Development Commission on business attraction efforts	Provide a quarterly update on business attraction efforts and metrics to keep the Commission aware of ongoing efforts.	Town & City Economic Development Staff	Economic Development Commission	Staff time	Medium	Mid
	7 Conduct Initial Intelligence and Competitiveness Campaign and Detailed Attraction Tactical Plan	Design and conduct digital survey and phone interviews with sample of site locators and businesses within potential targets to further understand and test market potential and asses competitiveness in the market. Based on Initial Intelligence and Competitiveness Campaign create a tactical plan to refine and prioritize industry targets, prioritize geographic areas to attract from, prioritize tactics to implement among trade shows, lead generation, and other marketing channels and tactics	Town & City Economic Development Staff	seCTer	Staff time and funding for plan	Medium	Mid

C. Align workforce needs to support existing and emerging opportunities.

1 Conduct a workforce skills analysis to identify sectors with similar skills needs	Work with existing business and market to a specific industry to attract	Town & City Economic Development Staff	seCTer, EWIB	Annual fee for data & service	Medium	Mid
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6. Provide an environment that nurtures entrepreneurs and startup companies. CWI

A. Adapt internal structures to better accommodate small business and entrepreneur needs.

1 Be the point-of-contact for small companies	Foster a culture where Town ED staff are the go-to resources for small businesses and entrepreneurs. Create a clear path of who businesses should talk to. Support businesses with incentives and network access. Partner to implement key projects.	Town & City Economic Development Staff	Town & City EDC	Staff time	High	Ongoing
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	2 Educate Town & City Staff across all departments and government about how to engage and support small businesses and entrepreneurs	Train all departments on business customer service. All business inquiries should immediately talk to economic development staff . Once a year at a management team meeting ED staff talks about how to support small businesses when they approach the town. Create a 1-page PDF that provides additional information and can be distributed to staff throughout various departments.	Town & City Economic Development Staff	Town and City Department heads	Staff time	Medium	Long
	3 Create a pop-up small business support center	Coordinate a pop-up retail store in a vacant storefront, use farmers market as a pop-up location. This is about meeting people where they are.	Town & City Economic Development Staff		Staff time	Low	Long

B. Be champions, conveners, and connectors of local entrepreneurs and small businesses.

1	Communicate around local entrepreneurship resources	Coordinate with Bio CT Commons to promote their business resources and discounted co-working memberships	Town & City Economic Development Staff		Staff time	Low	Ongoing
2	TRIP Collaboration	Continue to advance the big ideas that came out of the TRIP initiative that have appropriate funding, engage partners, and work to leverage resources for additional funds.	Town & City Economic Development Staff	CTNext	Staff time, Grant funding	Medium	Ongoing
3	Co-working and leased-space for entrepreneurs feasibility study	The existing co-working and leased entrepreneurial spaces are very full. Conduct a feasibility around if there is opportunity for more co-working.	Town & City Economic Development Staff		Staff time, Funding for study	High	Mid
4	Conduct Small Business Spotlight	Continue to highlight small businesses and entrepreneurs in the newsletter on a monthly basis.	Town of Groton		Staff time	Medium	Ongoing
5	Support startup events with marketing and communications	Participate in startup events. Support with marketing and communications.	Town & City Economic Development Staff	Other groups	Staff time	Low	Ongoing
6	Connect Mystic into the Entrepreneurial Ecosystem	Mystic is a hub of activity and offers a high quality of place. As a major tourism draw, it's often not considered when thinking about entrepreneurship - despite the concentration of small businesses in the area. Start engaging this community in entrepreneurial ecosystem initiatives.	Town Economic Development Staff		Staff time	Low	Long
7	Seek creative sources for website content	Expand the base from which we solicit articles – local businesses/major employers/Chambers of Commerce, reach out to a writing community	Town & City Economic Development Staff		Staff time, Funding has been allocated	High	Short
8	Grow email list of small business owners	Launch a strategy to get more business owners on the email list.	Town & City Economic Development Staff		Staff time, Funding has been allocated	Medium	Ongoing

Initiative	Project	Description	Lead	Partners	Resources	Priority	Timeline
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7. Connect, communicate, and educate on economic development.

A. Continue the momentum of the Town and City working together on economic development.

1	Continue working together on Economic Development	Have a standing quarterly meeting with Town and City economic development and planning staff to discuss ongoing projects and initiatives. Report on joint projects and initiatives to respective boards in both municipalities so other local leaders and decision makers are knowledgeable.	Town & City Economic Development Staff		Staff time	High	Ongoing
2	Develop a City brand	Develop a brand for the City considering similarities and consistency with Explore More.	City Economic Development Staff & Groton Utilities	Town Economic Development Staff	Staff time	High	Ongoing
3	Issue an annual City-Town economic update	Provide an annual jointly-prepared, newsletter-style update that outlines projects and initiatives.	Town & City Economic Development Staff		Staff time	Low	Long
4	Coordinate metrics between Town and City	Define 2-3 metrics for each goal areas that should be tracked.	Town & City Economic Development Staff		Staff time	High	Short
5	Share industry templates	As marketing materials are prepared for targeted industry attraction efforts, share templates between Town and City staff to ensure consistent messaging and data is presented.	Town & City Economic Development Staff		Staff time	High	Short
6	Coordinate marketing In-person events and initiatives, like conferences	During regular check-ins between City and Town economic development staff, share planned conference schedule and coordinate marketing for events.	Town & City Economic Development Staff		Staff time	Medium	Ongoing

B. Educate about economic development.

1	Host a crash course in economic development for public officials	Identify partners to host a series of courses in economic development for elected officials, Commission, staff, and other local leaders who are your primary advocates. Potential partners include CERC, Avery Point, or Three Rivers. Model this course around the basics of economic development as they pertain to Groton's strategy. Staff should lead, but Invite outside speakers from other communities or organizations as 'technical experts'. Make it fun and engaging and serve good food. Record the meeting and make it available online. Promote this event in the newsletter, giving the officials some exposure as newly 'certified' in how Groton does economic development. Host this type of event annually or after elections where there is significant turnover. At least once a year. Change locations - host one in the City and one in the Town.	Town & City Economic Development Staff	CERC, Avery Point, Three Rivers, and other regional economic development organizations	Staff time, https://www.iedconline.org/clientuploads/directory/docs/E-DRP_Championing_Econ_Dev.pdf	Medium	Ongoing
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Initiative	Project	Description	Lead	Partners	Resources	Priority	Timeline
	2 Develop educational content	Continue to develop educational content for the website, newsletter, and social media about economic development. Make hard-copies of this content available at public offices.	Town & City Economic Development Staff	Training partners	Staff time	Low	Long
	3 "Pop-up" economic development booth	Continue to 'pop-up' Groton's economic development booth at different community events throughout the year. Create some games and activities that engage children of different ages, which will indirectly engage their parents. Take pictures and videos at these events and post on Facebook. Try to do 2-3 events annually.	Town & City Economic Development Staff	Event hosts	Staff time, Costs associated with booth	Medium	Ongoing
	4 Do more with "Explore more..."	Continue to brand everything with the new "Explore more..." logo and tagline.	Town Economic Development Staff		Staff time, Marketing implementation costs	Medium	Ongoing
	5 Create a Groton Instagram account	Create a marketing campaign to engage the public to 'Explore More Groton'. Create and use a hashtag. Allow guests to take over the account for a day and showcase their favorite places in Groton. Identify individuals with large social media networks around different themes like running, dining, or gardening who can show different sides of Groton.	Town Economic Development Staff	Community social media leaders.	Staff time	Low	Long
	6 Continue coffee with an economic developer	Public outreach. Plan events and host economic development specific events. 1-2 times a year.	Town & City Economic Development Staff		Staff time	Medium	Ongoing
	7 Seek best management practice certification application	CEDAS provides best management practices in economic development and planning in the state. This gives the municipality credibility with decision makers and shows we are serious and want to do better.	Town & City Economic Development Staff		Staff time	High	Short
	8 Highlight properties in newsletter	Spur press about larger efforts on specific properties. Be very targeted. Start with Town properties. Accompany with press release. Show what we're doing to help.	Town & City Economic Development Staff	Realtors, Developers, & Property Owners	Staff time	High	Short
	9 Build an economic development advocate team	Identify individuals in the community who understand and share Groton's vision for economic development and can help support implementation efforts. Keep these individuals 'in-the-know' and feed them information about projects and initiatives that they can speak to when out in the community or at public events. Ask them to share digital content via social media.	Town & City Economic Development Staff	Economic Development Advocates	Staff time	Medium	Ongoing