GARRETT COUNTY
ECONOMIC DEVELOPMENT
Reinventing Rural

Economic Development Strategic Plan
2013 Refresh Process

Mike Koch, Director
Garrett County Economic Development
mkoch@garrettcounty.org

The Process

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- Strategic plan review & revision occurred via three meetings held in April & May:
  - **Review** of Our Framework: Vision, Strategic Direction, and Guiding Principals.
  - **Review** of each Goal and each associated Objective:
    - What had been accomplished?
    - What had changed?
    - What new environmental factors or trends had been introduced?
  - **Brainstorm** for each Goal and each associated Objective
    - What new objectives should be added?
    - What changes or revised Action Steps should be added?
  - **Plan** for execution of Goals and Objectives
    - Which organization should lead?
    - How should we ensure stakeholders are remain informed and aligned?

Guiding Principles

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- Our actions must focus on:
  - Increasing head-of-household paying jobs
  - Supporting existing business grow and achieve increased profitability
  - Attracting new business to the county
  - Enhancing our public infrastructure
  - Increasing county population
  - Leverage our natural resources and economic assets while stewarding our environment, public lands, and waterways
  - Developing our workforce
  - Developing community leadership and increasing regional engagement

New Factors and Trends

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General	Technology	Environmental
• Deep Creek 2014 Event • TGCC Regional Employer Survey • On-going leadership transitions in big public and private institutions	• County-wide broadband connectivity is close to a reality • TV white-space to deliver "last-mile" looks viable	• Deep Creek Lake health studies done; lake is in good shape generally, but aging. Targeted sediment remediation may be necessary • Climate change/extremes
Social & Demographic	**Economic**	**Legislative**
• Visitor counts up; but occupancy % is not – more second home owners renting? • County population is stagnant and aging • Rural communities in general are shrinking – those increasing are effectively targeting new minority residents	• "Green" business slow to catch on here; recession making start-up costs prohibitive? • Perception (reality?) of decreased visitor spending • Housing market recovery slow; commercial market dead • More local entrepreneurs • Shifting energy economics	• Educational funding shifts • Shale gas moratorium, Best Practices, and Economic Impact Study • Sequestration & Federal funding reductions • Nutrient Management regulations/Watershed Mgmt Plan • Smart Growth restrictions on water/waste water • Affordable Healthcare Act

Strategic Plan: Goal 1

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Infrastructure and Facilities:

Garrett County invests in infrastructure:

- *Roads, electric service, telecommunications, water and waste water management, and housing*
- *And in its communities, businesses and recreational facilities*

In order to facilitate sustainable growth.

Strategic Plan: Goal 1

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Infrastructure and Facilities	Garrett County invests in infrastructure: roads, electric service, telecommunications, water and waste water management, and housing; and in its communities, businesses and recreational facilities in order to facilitate sustainable growth	Lead Organization(s)
Objective 1.1	Increase non-satellite broadband internet availability to at least 90% of the addresses in the county by 2014.	GCED
Objective 1.2	Develop infrastructure and facilities that enhance the county's arts, heritage and recreational capacity.	Chamber Garrett Trails CAEL/College/ASCI
Objective 1.3	Develop transportation infrastructure that facilitates the efficient and safe movement of goods and people.	GCED GCCAC
Objective 1.4	Develop infrastructure and facilities (new or existing) that support agri-business – particularly local processing production and sale	GCED Agri-business Task Force
Objective 1.5	Enhance existing (or create new) transportation service options for travel within the county	GCCAC
Objective 1.6	Develop adequate water and waste water management infrastructure to support business growth in targeted areas.	GCED PU Task Force
Objective 1.7	Develop and maintain high quality housing that is affordable to entry-level professionals or otherwise defined as workforce housing	GCED GCCAC

Current Action Items: Goal 1

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- Complete physical installation of fiber
- Coordinate implementation of white-space through ISP provider
- Complete Garrett Trails initiatives; ensure sustainability of organization
- Successfully launch CAEL
- Complete current ARC-funding infrastructure projects
- Form Agri-Business Task Force and sector-specific sub-plans
- Form Public Utilities Task Force and develop prioritized infrastructure plan

Strategic Plan: Goal 2

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Workforce Development:

Garrett County has a highly competent and well-educated workforce with the skills required by existing, new, and relocating businesses

Strategic Plan: Goal 2

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Workforce Development	Garrett County has a highly competent and well-educated workforce with the skills required by existing, new, and relocating businesses	Lead Organization(s)
Objective 2.1	Offer certification course and other targeted courses which result in employment of professional advancement through Garrett College.	College
Objective 2.2	Increase educational attainment rates in the county with particular focus on improving education and training of existing residents over 25 years of age.	College Ladder Group
Objective 2.3	Enhance coordination of career coaching and training/education planning for “at-risk” young people	College
Objective 2.4	Increase the number of local businesses that invest in ongoing training and staff development resulting in increased skills and the opportunity for higher wages and advancement	College Ladder Group
Objective 2.5	Provide educational or training events for local agri-businesses	Agri-Business Task Force
Objective 2.6	Reduce barriers to employment and/or maintaining employment – for example, by providing access to public transportation and childcare	College GCCAC

Current Action Items: Goal 2

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- Implement changes suggested by Regional Workforce Survey
- Expand/Enhance CTE programs
- Formalize Garrett College/GCCAC relationship and "career ladder"
- Adjust/refine GC "Success for Youth" program
- Continue research on best-practices

Strategic Plan: Goal 3

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Business Start-Up and Support:

Garrett County seeks to increase the number and diversity of growing, profitable businesses that are paying 'head-of-household' wages.

Strategic Plan: Goal 3

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Business Start-Up and Support	Garrett County seeks to increase the number and diversity of growing, profitable businesses that are paying 'head-of-household' wages	Lead Organization(s)
Objective 3.1	Ensure there are sufficient and relevant leadership development opportunities for business owners, entrepreneurs, and up-and-coming young leaders	GCED Corp
Objective 3.2	Ensure sufficient local access to necessary financing for growing small businesses and supporting/mentoring entrepreneurs	GIEC Advisory GCED GCCAC CDFI
Objective 3.3	Provide opportunities for local businesses to reduce operating costs through collaborative purchasing, learning efforts, and other means	GCED
Objective 3.4	Develop a cadre of businesses which are committed to environmentally sustainable practices and which are recognized for these efforts	GCED
Objective 3.5	Promote and support "buy local" business to business initiatives that support local business growth	Chamber GCED

Current Action Items: Goal 3

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- Develop “young leader” academy
- Enhance and financially sustain the entrepreneur and small business support being performed by Garrett College and the Garrett Information Enterprise Center.
- Continue work on GCCAC creation of CDFI
- Develop “Green/Sustainable Business” task force

Strategic Plan: Goal 4

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Community Planning & Community Leadership:

Garrett County implements community plans and policies which support sustainable business growth, preserve quality of life, and expand community leadership.

Strategic Plan: Goal 4

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Community Planning & Community Leadership	Garrett County implements community plans and policies which support sustainable business growth, preserve quality of life, and expand community leadership	Lead Organization(s)
Objective 4.1	Advocate for growth policies that include a rural perspective on sustainable growth at the local, state, and national levels	GCCAC GCED
Objective 4.2	Develop policies that support the development of Workforce Housing particularly in targeted growth areas	GCCAC
Objective 4.3	Develop and coordinate policies and county-wide actions that enhance heritage, recreational, and cultural opportunities for residents and visitors	GCED Corp GCCAC
Objective 4.4	Provide opportunities and venues for business and community leadership to impact the regulatory framework so that it supports sustainable business development and growth	GCED Corp Planning
Objective 4.5	Continue the development of responsible plans that identify future infrastructure needs and consider regional/collaborative approaches to meeting needs	GCED PU Task Force
Objective 4.6	Create opportunities for the development of the “next generation” of community leaders	GCED Corp
Objective 4.7	Develop and publicize a community scorecard to measure community level status indicators of economic development	GCED

Current Action Items: Goal 4

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- Continue follow-up on STAR report and engagement with MD Smart Growth Commission – advocate for rural perspective
- Continue work on workforce housing pipeline projects
  - East Hill, Lake Hill, SF building lots, River Hill, Affordable Rental Housing, Qualified FTHO Mortgages
- Continue to drive & influence legislative priorities
- Engage young leaders
- Publish GCED Quarterly Report/Annual Report

Strategic Plan: Goal 5

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Energy and Natural Resources

Garrett County supports responsible development of its varied energy assets and environmentally sustainable approaches to the recreational development of public lands, farmland, and waterways.

Strategic Plan: Goal 5

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Energy and Natural Resources	Garrett County supports responsible development of its varied energy assets and environmentally sustainable approaches to the recreational development of public lands, farmland, and waterways.	Lead Organization(s)
Objective 5.1	Increase clean and renewable energy businesses in the county.	GCED
Objective 5.2	Responsibly develop Garrett County's varied energy assets in ways that ensure the increase of tax revenues and other financial benefits	GCED
Objective 5.3	Encourage public and private sector adoption of weatherization, small scale energy production, and energy saving technologies thereby creating financial savings	GCED GCCAC
Objective 5.4	Develop a robust and comprehensive recycling program consistent with the county's vision of becoming a rural sustainable community leader	GCED
Objective 5.5	Maintain 2010 acres of farmland in the county while supporting farmers' efforts to use environmentally sustainable practices, improve energy efficiency and provide locally grown foods	GCED Agri-Business Task Force
Objective 5.6	Monitor and maintain excellent water quality and quantity throughout the county	GCDH
Objective 5.7	Facilitate the use, expansion, and access to local and state-owned parks, forests, and other recreational facilities in the county	GCED Corp Heritage Task Force

Current Action Items: Goal 5

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- Form & launch Mountain Maryland Energy Advisory Committee
- Develop clean/renewable energy incentive program
- Implement pilot of “aggregate net metering”
- Build mechanisms to fund and scale county energy audits and weatherization
- Build momentum behind county recycling program(s)
- Continue to work with DNR and other political entities on expanding public land use opportunties

Strategic Plan: Goal 6

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Promotion and Marketing

Garrett County institutions promote "Garrett County Experience" in order to increase people living in, visiting, and starting businesses in the county.

Strategic Plan: Goal 6

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Promotion and Marketing	Garrett County institutions promote "Garrett County Experience" in order to increase people living in, visiting, and starting businesses in the county.	Lead Organization(s)
Objective 6.1	Increase the number of opportunities GCED has to pitch Garrett County to new or expanding businesses	GCED
Objective 6.2	Develop and promote the Garrett County brand that highlights the area's authentic small heritage and natural beauty – utilize the brand to promote and differentiate the county	GCED Chamber
Objective 6.3	Support and promote additional organized activities including shoulder-season events to increase visitors and potential residents	GCED Chamber
Objective 6.4	Promote locally grown agriculture and locally produced goods	GCEDAgri-Business Task Force
Objective 6.5	Coordinate promotion messages and marketing campaigns among major institutions and businesses in order to drive visitation and promote opportunities to live in or start a business in the county	GCED Chamber
Objective 6.6	Implement an outreach and education plan to position Garrett County as rural leader in sustainable development	GCED
Objective 6.7	Support the DCL 2014 Event and leverage it effectively to position Garrett County as mid-Atlantic adventure sports epicenter	GCED Chamber ASCI/CAEL

Current Action Items: Goal 6

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- Complete Branding Study and implement new brand
- Market the county as a recreational, adventure, and experiential learning destination
  - Support implementation of DCL 2014 strategic plan
  - Develop and market programming through the Garrett College Center for Adventure and Experiential Learning
  - Create awareness of the Eastern Continental Divide Loop Trail project
- Complete targeted cluster analyses to drive targeted business development

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Questions or comments to economicdevelopment@garrettcounty.org