Ulster Tomorrow

APPENDIX A:
Inventory of Strategies and Deliverables

OVERVIEW

An Inventory of Strategies (Inventory) is the genesis of the Ulster County's strategic economic development plan. The Inventory is a culmination of efforts from the Collaborative Community Engagement, Task Force, and Steering Committee inputs. Figure 1 provides a listing of the strategies by group.

Engaged Leadership	Doing Business for Prosperity	Ingredients for Success	Targeting Key Sectors
Strategy 1: Cultivate a Community of Leaders	**Strategy 4:** Target Assistance to Emerging Businesses	**Strategy 8:** Preserve and Enhance Quality of Life	**Strategy 12a:** Enhance the Travel and Tourist Industry
Strategy 2: Create a Culture of Change and Collaboration	**Strategy 5:** Redesign Services Network	**Strategy 9:** Recruit a Diverse Business Base	**Strategy 12b:** Maintain Economic Viability of Agriculture
Strategy 3: Develop Measured Accountability	**Strategy 6:** Streamline Local Permit & Review Process	**Strategy 10:** Retain and Expand Existing Businesses	**Strategy 12c:** Develop Strategic Advantage in "Green" and Renewable Technologies and Products
	Strategy 7: Develop Appropriate Infrastructure	**Strategy 11:** Create Labor Force Capability In Line With Business Needs	**Strategy 12d:** Nurture a Creative Economy

Figure 1. Strategy groups

The following pages detail each strategy by describing its need, an overall goal, a strategy owner, and an estimated timeline. Each strategy is broken down further into sub goals with suggested action steps. Strategy owners will be responsible for validating the timeline and developing comprehensive action plans.

ENGAGED LEADERSHIP

Strategy 1: Cultivate a Community of Leaders

Need: In order for the County to implement its plans and hold itself accountable, a community of leaders will need to be cultivated and trained.

Overarching Goal: Establish a community of skilled and articulate leaders who understand economic development, can sustain the County's vision for economic development, and can lead all efforts for implementation now and in the future.

Lead Responsibility:
- Steering Committee
- Ulster County Development Corporation
- Ulster County Industrial Development Agency
- Ulster County Government
- Chamber of Commerce of Ulster County
- Representatives from each Collaborative Community Engagement (CCE) Stakeholder Group

Timeline: 0 to 12 months

GOALS	POTENTIAL ACTION STEPS
a. Sustain the momentum through the implementation of this strategic economic development plan by expanding and not sun-setting the Steering Committee.	1. Evaluate the membership of the current Steering Committee to determine additional skill sets needed 2. Expand the membership to include additional skill sets in communications and marketing, fund raising, and representation from each of the CCE Stakeholder Groups 3. Develop and adopt a charter, a common vocabulary, and set of ground rules for a newly constituted "Implementation Committee" 4. Develop and publish a meeting schedule 5. Consider adding two youth members from the 18-24 year old population
b. Gain consensus on a shared vision for economic development in the County.	1. Market the economic development vision so that it is a shared vision throughout the County 2. Share the vision with all planning and community organizations 3. Publish the vision Countywide 4. Let the vision drive all activities. Measure new ideas and recommendations against the vision to ensure its sustainability
c. Develop an understanding of what true leadership is in the context of economic development.	Hold a *Symposium on Leadership in Economic Development.* 1. Establish a separate working committee to oversee the Symposium 2. Bring in a notable keynote speaker 3. Use the Symposium as a training ground for current and future leaders as well as a springboard for support for the plan 4. In the working session, ensure that ample attention is paid to skill building in public participation, community visioning, managing strategic change, trust building, communications, and the qualities of effective community leaders 5. Consider making the Symposium an annual event by adding plan updates, working sessions, and a training component

d. Develop an understanding of the nature of change and hone skills in managing strategic change.	1. Conduct two half-day training sessions for the Implementation Planning Committee on managing strategic change. Open the invitation to board members and other key stakeholders from other planning and community organizations 2. Teach principles behind systemic change and dialogue, which will be essential to the overall success of the implementation plan
e. Develop an understanding of the success factors required to implement any large-scale change.	1. Identify success factors required to implement any large-scale change 2. Assess and then identify any success factors that are lacking 3. Work actively and aggressively to attain those success factors
f. Utilize existing leadership programs to develop future community leaders.	1. Complete a feasibility study including a benchmarking study and partnership analysis for an *Institute for Community Leadership* 2. Depending on the results of the feasibility study, either develop a freestanding Countywide program or a partnership model for the cultivation and perpetuation of leaders in the region 3. Build a network of "alumni" from the current rosters of planning organization past board members, Symposium attendees, and institute graduates to help perpetuate future boards with skilled and knowledgeable members
g. Develop skills in conflict resolution.	1. Conduct two half-day training sessions for the Implementation Committee on conflict resolution. Open the invitation to board members and other key stakeholders from other planning and community organizations 2. Learn to use resistance to change as a County resource
h. Develop a common language among community members for economic development.	1. Expand and circulate the current glossary of economic development terms 2. Ask all planning organizations to vote the acceptance and use of these terms 3. Have all organizations add the glossary to their web sites and board materials 4. Submit glossary to local papers for publishing or as a resource
i. Identify champions of change in the County.	1. Develop an awards program in conjunction with the Chamber to showcase local and regional champions of change 2. Establish incentives for individuals and organizations who demonstrate successful change management 3. Recognize individuals and organizations that implement and sustain the vision for economic vitality in the County 4. Model what you want

Strategy 2: Create a Culture of Change and Collaboration

Need: Effective implementation of the strategic economic development plan will require changes in behavior, attitude, processes, systems, communications, and skills. It will also require collaboration among many organizations, as well as input from many individuals.

Overarching Goal: Create a positive culture and climate that supports the implementation of the strategic economic development plan and the sustainability of the County's vision for economic vitality.

Lead Responsibility:
- Steering Committee
- Ulster County Development Corporation
- Ulster County Industrial Development Agency
- Ulster County Government
- Chamber of Commerce of Ulster County
- Representatives from each CCE Stakeholder Group

Timeline: 0 to 12 months

GOALS	POTENTIAL ACTION STEPS

a. Increase understanding among County citizens that strategic economic development is the key to a healthy economy that leads to sustainable improvements in their quality of life.	1. Develop an innovative, deliberate, and planned comprehensive communication program that coordinates internal and external communications for all parts of the Implementation Plan
	2. As part of the internal communication strategy, identify types of message, their purpose, owners, recipients, frequency, and mode/channel
	3. As part of the external communication strategy, seek input from appropriate business leaders, economic development community, education partners, and citizens to develop an outreach plan
	  a. Use data to develop and refine communication messages
	  b. Develop innovative methods for external communications
	    1. Work with local radio stations and SUNY to develop pod casts as a way of reaching younger and future leaders of the County
	    2. Maintain and improve the current project website as the clearinghouse for economic development news and innovations and add links from other stakeholder groups to the site
	  c. Develop public relations campaign to inform businesses and the community of the new system
	  d. Establish benchmarks to evaluate progress for public information program. Design, evaluate, and review benchmarks as needed
	  e. Assign elements of the plan to the appropriate committee for tracking
	4. Create interesting business education programs for middle and high schools
	  a. Identify/acquire target materials (e.g. "Learn-to-Earn CD, etc.)
	  b. Define criteria for Pilot Program success
	  c. Identify school districts/individual schools for pilot program
	  d. Raise necessary funds for distribution (a critical mass of no fewer than 5 schools is preferred for the first stage)
	  e. Evaluate the success of Pilot Program
	  f. Expand or end program as appropriate
	5. Establish annual event to celebrate economic accomplishments in the County
	  a. Feature high profile speaker
	  b. Present progress report to acknowledge successes and clear challenges for the future

b. Develop an articulated vision on what "a culture of collaboration" would look like.	1. Invite Task Force Members to a facilitated meeting of the Implementation Committee and get consensus on an articulated vision of what "a culture of collaboration" would look like 2. Submit an article to the local paper as part of the follow up to this project telling the community what that vision is and affirming its importance to echo the work of the Collaborative Community Engagement
c. Develop an understanding of the importance of trust to true collaboration and develop an intolerance to behaviors that undermine trust and collaboration.	1. As part of the *Symposium on Economic Development Leadership,* dedicate one session to defining, understanding, and building trust among all participants in a manner that supports their building trust in turn within their own organizations 2. Demonstrate intolerance to behaviors or commentaries that undermine trust and collaboration 3. Lead by example
d. Get consensus on a set of ground rules for all groups and individuals to follow that support a culture of collaboration.	1. Develop a common set of ground rules for all planning organizations to use 2. Ask each planning organization to vote their approval of the ground rules 3. Have planning organizations discuss and determine as part of a regular agenda what they are willing to collaborate on in terms of projects and processes 4. Share those decisions among all groups
e. Remove barriers to effective collaboration.	1. Communicate all by-law changes to all groups 2. Conduct comprehensive review of all economic development services and planning organizations' bylaws to remove obstacles to efficient, market-oriented operations for the economic development services delivery network 3. Procure all by-laws, program descriptions, and operating procedures from relevant economic development services providers as outlined in the Roles and Responsibilities Analysis 4. Analyze all by-laws, program procedures, and operating procedures to identify potentially inhibiting behaviors in economic development services delivery 5. Complete an inventory of recommended changes 6. Develop an implementation plan for the recommended changes
f. Develop a method for evaluating the effectiveness of collaboration among organizations.	1. Using the Collaborative Community Engagement Effectiveness Survey as a model, create a "Collaboration Effectiveness Survey" to measure collaboration effectiveness among planning organizations 2. Use web-based survey tool to field the Collaboration Effectiveness Survey every 12 months and compare results 3. Make changes to processes, ground rules, by-laws, etc. based on the data from the Collaboration Effectiveness Survey

g. Define economic development to include community development.	1. Undertake a intra-County marketing effort to build consensus for a broader definition of economic development to include community development and downtown development initiatives—and the need for inter-municipal cooperation
	2. Examine alternative organizational structures (Council of Governments, municipal membership development corporation, etc.) for this Countywide municipal organization to coordinate and gain access to new resources to support economic and community development in the County
	3. Analyze alternative structures, and recommend preferred structure that would lead to a more cohesive course of action for integrated economic and community development
	4. Use the initial launching of this organization to conduct a "listening tour" to discern municipal attitudes (and define what is possible municipality-by-municipality) towards economic and community development for each municipality. Use the listening tour to bring residents together in an organized way to develop common goals for development across the County
	5. Identify specific funding opportunities that could be accessed and what is required to access those funds
	6. Develop a staffing plan, specific "benchmark" goals, and functions (see the list of initiatives outlined below) and sources of funds to support the goals and needed staff for the chosen organizational design
	7. Develop financial projections for the first 5 years of the organization
	8. Launch initiative
h. Develop mechanisms for proactively addressing community concerns.	1. Develop a list of anticipated community concerns for each aspect of the plan
	2. Develop proactive steps in addressing each concern
	3. Work with local editorial boards to plant seeds of change in order to increase the public's understanding of economic development and alleviate or eliminate concerns
	4. Develop plans to manage change for unpopular, but essential, activities

Strategy 3: Develop Measured Accountability

Need: Effective implementation of the strategic economic development plan requires that all individuals and stakeholder groups hold themselves accountable.

Overarching Goal: Instill the knowledge, values, and skills necessary for community leaders, municipal leaders, staff members from planning organizations, and other stakeholders to overcome resource limitations and other barriers in order to achieve desired results.

Lead Responsibility:
- Steering Committee
- Ulster County Development Corporation
- Ulster County Industrial Development Agency
- Ulster County Government
- Chamber of Commerce of Ulster County
- Representatives from each CCE Stakeholder Group

Timeline: 0 to 12 months

GOALS	POTENTIAL ACTION STEPS
a. Develop accountability to sustain the process.	1. As part of the *Symposium on Economic Development Leadership,* dedicate one session to defining, understanding, and establishing accountability measures among all participants in a manner that supports progress toward the vision and improves accountability within their own organizations 2. Get consensus on a definition of "evidence-based outcomes" as it applies to economic development 3. Develop agreement that key stakeholders and opinion leaders across Ulster County will support a shift away from "authority-based" control to accountability, which arises from personal responsibility and the use of evidence on which to base decisions 4. Demonstrate intolerance to behaviors or commentaries that undermine personal responsibility and accountability 5. Lead by example
b. Set ground rules that support accountability for all groups and individuals to follow.	1. Develop a common set of ground rules for all planning organizations to use 2. Ask each planning organization to vote their approval of the ground rules
c. Develop ways of measuring culture change.	1. Develop metrics that allow organizations and stakeholders to determine objectively if culture change is taking hold, for example: revenue, business development, retention, board vacancy, and time to fill rates 2. Publish tangible results in a timely way to sustain public engagement

DOING BUSINESS FOR PROSPERITY

Strategy 4: Target Assistance to Emerging Businesses

Need: New and emerging businesses require access to well developed, integrated support services.

Overarching Goal: Design a collaborative approach to promote access to affordable equity and early stage debt capital.

Lead Responsibility:
- Ulster County Development Corporation
- Hudson Valley Center for Innovation
- Representatives from Social and Economic CCE Stakeholder Groups

Timeline: 0 to 3 years

GOALS	POTENTIAL ACTION STEPS

a. Complete a comprehensive assessment of early-stage financing needs.	1. Design a "Financial Needs Assessment Survey" that may include collecting data on the following:
	   a. An estimate of early-stage financial needs for entrepreneurs (potential deal flow)
	   b. An assessment of current early-stage financing activities
	   c. An assessment of other special needs for the County's entrepreneurs
	   d. An assessment of ways to bring ideas and entrepreneurs together with potential investors on a regular basis
	2. Launch survey
	3. Use survey data and results to develop plans for better access to affordable equity and early-stage debt capital

b. Create Angel Networks.	1. Conduct a feasibility study to identify such a network's capital raising potential 2. Identify the network's institutional requirements (e.g. a non-profit separate entity, etc.) 3. Based on feasibility study results, decide future steps to establish a link to an Angel Network

c. Work with existing providers to identify any gaps in offered services.	1. Assemble existing service providers to solicit input and identify gaps in service. Providers could include:
	Mid-Hudson Small Business Development Center
	Hudson Valley Technology Development Center
	Other members of the Red Carpet Team
	2. Solicit input from businesses and entrepreneurs to ask directly what services they need from the County to succeed long-term. Build on data received from the Resource Assessment Survey conducted for the Collaborative Community Engagement event
	3. Consider implementing the Resource Assessment Survey on an annual basis
	4. Identify needed services to fill gaps and to respond to businesses needs for support. Services could include:
	   ▪ Guidance for funding access (both equity and debt funding, and access to applicable incentives)
	   ▪ Business planning
	   ▪ Accounting
	   ▪ Management

	▪ Legal ▪ Marketing ▪ Other specialized forms of technical assistance
d. Create a manufacturers, distributors, and assemblers support group to share both information and capacity.	1. Create a forum to bring interested parties together 2. Define all systemic aspects and requirements for exporters in the County 3. Map export process(es) and identify areas or steps in the process where businesses can leverage efforts to assist one another
e. Maximize the use of Tech City/Hudson Valley Business Center to provide space for businesses to locate.	1. Perform an assessment of possible uses of Tech City property aligned with the County's vision and key industries 2. If possible, create a non-profit to act as a leasing and marketing agent for Tech City space. Consider using UCDC as this agent, as its seven-member board is made up of members from commercial real estate, manufacturing, and technology companies, and can provide intelligent oversight 3. Solicit funding from multiple entities, including, but not limited to: IDA, Central Hudson, Ulster County, State Government, (Federal ?)
f. Grow incubators focused on micro and small businesses.	Develop a center(s) for innovation in Ulster County focused on micro and small businesses. Design the center to forge strategic relationships between emerging entrepreneurial businesses and the commercialization of their goods and services 1. Establish a cooperative, multi-disciplinary Task Force under the UCDC to develop the appropriate industry concept for a facility 2. Use the Task Force to conduct a feasibility study for a center. This study should include: ▪ Profiles of possible clients ▪ A conceptual description of the type of on-site and virtual services that could be offered ▪ The potential size of the proposed facility ▪ An inventory of potential sites within the County ▪ An initial capitalization plan (source of funds to start-up, finance initial operations) ▪ A set of 5-year financial pro-forma income statements and balance sheets ▪ An inventory of potential funding sources and a funding plan to self-sufficiency

Strategy 5: Redesign Services Network

Need: County economic development and services delivery must evolve to become as flexible, entrepreneurial, and aggressive as its current and potential constituent clients operating in the economy today. The current system is primarily reactionary and is not "strategic or focused" in its approach. The system should re-organize around a market-driven approach that begins with critically important groundwork and moves into higher order efforts after this initial groundwork is completed.

Overarching Goals:
Build partnerships with relevant local, state, and federal government entities to create an integrated, flexible, and innovative delivery system that fosters and sustains vibrant economic development. Additionally, create incentives that accommodate development, create predictability for businesses, and are inline with the community comprehensive plans.

Lead Responsibility:
- Ulster County Development Corporation
- Ulster County Industrial Development Agency
- Ulster County Municipalities
- Ulster County Legislature
- Ulster County Planning Department
- Representatives from the Economic CCE Stakeholder Group

Timeline: 0 to 3 years

GOALS	POTENTIAL ACTION STEPS
a. Align service providers and user requirements with a new service delivery system.	1. Examine current processes to determine alignment with a new system 2. Identify requirements of a new delivery system with respect to UCDC operations and goals and other service providers 3. Determine gaps between current and future processes 4. Develop new process that align with UCDC's and the County's visions
b. Develop a systemic process to pursue grant and other funding opportunities to support economic development services delivery	1. Assess the current funding system for coverage, timeliness, responsibility, and current (or incoming) state and/or federal contacts 2. Identify gaps (if any) 3. Research available alternatives to fill funding gaps and systematize the current monitoring effort to improve efficiency and effectiveness 4. Assign responsibility for ongoing monitoring and funding system coverage
c. Identify links and capitalize on the unfolding High-Tech Cluster development in the Tech Valley (e.g. Albany NanoTech complex).	Assign responsibility to manage the process and partner relationships to: 1. Identify any County current or prospective links to the current upstate "High-Tech" initiative 2. Identify what specific steps are needed to participate through identified links 3. Identify resource requirements and partners needed to participate proportionally

d. Align Ulster County Comprehensive Economic Development Strategy (CEDS) planning process to take advantage of Economic Development Administration (EDA) shifting funding priorities.	1. Reinvigorate the County Comprehensive Economic Development Strategy (CEDS) effort when EDA funding priorities shift back to promoting regional economic development in all parts of the country 2. Maintain the current CEDS with a minimum level of effort needed to remain "certified," and in a format that enables the plan to be pulled off the shelf at the correct time 3. Complete an assessment of current and near-term prospects for any "new" EDA funding for the County, within the context of the current federal emphasis on re-building the Gulf Coast region
e. Build relationships with New York State Government (e.g. the Empire State Development Corporation) to identify and take advantage of new development initiatives.	1. Convene a meeting with new administration representatives and representatives from the Implementation Committee 2. Review and identify new opportunities and linkages in the developing vision for economic development under the new gubernatorial administration 3. Note similarities and differences to the County's vision and plan

Strategy 6: Streamline Local Permit & Review Process

Need: The County requires a coordinated and streamlined approach to local permitting. Fairness and predictability for key industries is required to facilitate job retention and new job creation.

Overarching Goal: Develop a coordinated Countywide approach to local permitting and development review.

Lead Responsibility:
- Ulster County Planning Department
- Ulster County Development Corporation
- Ulster County Municipalities
- Ulster County Legislature
- Representatives from the Physical and Natural CCE Stakeholder Groups

Timeline: 0 to 5 years

GOALS	POTENTIAL ACTION STEPS
a. Insure that comprehensive plans include economic development.	1. Create a "Permit Process Task Force" 2. Assign the Task Force oversight to appropriate County organizations 3. Develop Task Force membership criteria and identify and recruit members accordingly 4. Draft a charter and operating agreement for the task force that would complete a review of local zoning regulations that are inconsistent with collaborative economic development efforts 5. Communicate Task Force existence, purpose, and process to key industry targets as part of the overall communication plan 6. Implement the charter to complete the report 7. Distribute the findings according to the overall communications plan
b. Raise the understanding of local planners and reviewers of the importance of economic development..	1. Inventory of model initiatives to create common understanding 2. Design a training program for local development review appointees, local planning officials, and municipal legislative bodies 3. Hold workshops periodically (quarterly at first and then semi-annually over the longer term) 4. Identify potential grant and other funding that could be leveraged to support new local-municipal planning capacity
c. Facilitate development of up to 5 "shovel-ready" sites.	1. Complete an inventory of candidate shovel-ready sites 2. Complete an economic development needs assessment and suitability analysis for each site 3. Procure necessary resources for site development

Strategy 7: Develop Appropriate Infrastructure

Need: Develop appropriate infrastructure (people: public transportation; things: shipping capability; information: communications; land use: development ready sites) to support quality job creation and retention in the County's key industries.

Overarching Goal: Develop an infrastructure that creates and retains jobs in the County's key industries and furthers economic development.

Lead Responsibility:
- Ulster County Planning Department
- Ulster County Development Corporation
- Ulster County Municipalities
- Ulster County Legislature
- Representatives from the Physical CCE Stakeholder Group

Timeline: 0 to 5 years

GOALS	POTENTIAL ACTION STEPS

a. Designate priority growth areas.	Identify growth centers-zones, e.g.
	   • Warehouse distribution
	   • Technology/ Manufacturing
	   • Main Street

b. Create infrastructure to support competitive advantage for key industry targets.	1. Identify infrastructure gaps which inhibit competitive advantage for key industry targets:
	   • Transportation infrastructure (Surface including land and water)
	   • Air transportation
	   • Water and waste water
	   • Electric-Fossil fuels, Other Utilities
	   • Workforce housing
	   • Solid waste
	   • Health care
	   • Child care
	   • Early education
	   • Telecommunications
	2. Assign development priorities in relation to competing projects

c. Draft Countywide comprehensive plan.	1. Identify stakeholders with regional land use interests 2. Hold a meeting of all stakeholders to agree on designated growth centers-zones 3. Assign responsibility for writing an overall land development plan

d. Communicate infrastructure assets and needs between key industry targets and the County.	1. Develop a communication system that identifies infrastructure assets to key industry targets and allows key industries to communicate their infrastructure needs to the County
	2. Design the communication system to ensure infrastructure messages reach all applicable parties in a timely manner
	   a. Define infrastructure messages
	   b. Identify message originators and recipients
	   c. Determine mode and frequency of communications
	   d. Execute communications according to scheduled needs

e. Provide Countywide access to cable, wireless, and broadband services.	1. Design an approach with existing and potential telecommunication technology providers to distribute of telecommunication technology (both land-based and wireless) throughout the County
	2. Conduct a comprehensive needs assessment across the County to identify all underserved areas
	3. Identify telecom infrastructure requirements to support expanded service
	4. Identify responsibility for developing and managing funding plan
	5. Identify potential funding partners (Federal (SBA and or matching funds), State (money set aside via legislative mandate) local) to create an integrated, long-term funding plan. Leverage past efforts of the UCDC grant program
	6. Create a phased plan to build physical infrastructure
	7. Create a model contract/services provision agreement for use by all municipalities with telecom service providers

INGREDIENTS FOR SUCCESS

Strategy 8: Preserve and Enhance Quality of Life

Need: Quality of life is increasingly becoming a concern for attracting and retaining businesses and a talented workforce. Additionally, high performing regional economies require access to affordable housing to attract and retain a skilled workforce, which is a key factor in quality of life.

Overarching Goal: Use social, natural, physical, and cultural resource bases to attract and retain business owners and talented, experienced workers, and improve access to housing for all income levels, and across all price levels and types.

Lead Responsibility:
- Ulster County Legislature
- County of Ulster Chamber of Commerce
- Ulster County Planning Department
- Catskill Watershed Corporation
- Representatives from CCE Natural, Social, Human, Economic, Cultural Stakeholder Groups
- Scenic Hudson
- Ulster County Housing Consortium
- Ulster County Municipalities
- Cornell Cooperative
- Ulster County Tourism
- Key employers in the County's current identified key industries

Timeline: 0 to 3 years

GOALS	POTENTIAL ACTION STEPS

a. Develop a "quality of life" enhancement agenda as a business recruitment and retention tool.	1. Identify responsibility for creating a quality of life enhancement agenda
	
	2. Identify partners for quality of life issues
	
	3. Design and implement a "Quality of Life Definition Survey" to understand what quality of life means to residents and businesses in the County:
	
	    a. What does "quality of life" mean to County residents?
	
	    b. What attracted them to Ulster County and what keeps them in the County?
	
	4. From the results of the "Quality of Life Definition Survey, clearly define "quality of life" for County businesses and residents and articulate specific examples and goals to either maintain or improve areas important to businesses and residents

b. Develop an environment for public policy-making driven by "quality of life."	1. Use the quality of life issues defined in the Quality of Life Definition Survey as an element of policy-making decisions 2. Develop specific responsibilities for individuals to communicate and monitor quality of life issues in policy-making for the County as part of an overall quality of life agenda. For example, ensure that a quality of life partner is present at all policy-making events that have an impact on quality of life issues for County residents and businesses 3. As part of the overall communication plan (Strategy 2, Goal a.), ensure that current and relevant quality of life issues are clearly articulated and targeted to policy-makers so they remain key to the County's agenda

c. Protect the environmental, natural, cultural, educational and other resource bases of the County.	Support preservation of scenic vistas, farmland, shoreline and other open space assets using a public and private collaborative to set aside lands of special value 1. Complete a County land use plan 2. Implementation Committee agrees to a methodology for setting land use priorities for Countywide land use 3. Implementation Committee recommends a Countywide set of priorities to each municipal legislative body to use in setting local land use priorities
d. Improve the County's recreational assets.	Support County/municipal planning efforts that encourage public and private maintenance and enhancement of recreational assets for fishing, hunting, hiking, bicycling, water sports, bird and wildlife watching, skiing, golf and other active and passive outdoor activities 1. Using the County land use plan and local priorities, advocate for policies that sustain the County's long-term economic development vision, while maintaining and enhancing recreational assets 2. Encourage municipalities to adopt zoning and sub-division regulations that include land set-asides and open space set-asides for recreation purposes 3. Identify and disseminate model zoning and sub-division regulations that accomplish this objective

e. Work with regional and state partners and other stakeholders to create a healthy housing mix.	1. Develop a broad consensus in the County in support of affordable work force housing across the price spectrum to define a competitive advantage for the County's economy. Collaborate with the Ulster County Housing Consortium to:
	   a. Define and articulate a regional housing market that is not influenced by political boundaries
	   b. Update existing housing needs assessments, ensuring the best possible information and data are brought into the forecast of current and future housing needs
	   c. Develop and commit to regularly scheduled housing need estimates, and assist in the assembly of updated data and information from the business community
	   d. Assist these partners with developing credible impact analysis for targeted audiences, such as municipal officials, homebuilders, realtors, and mortgage lenders. Articulate the importance of having an adequate supply of work force housing across the price spectrum
	   e. Assist the Consortium and coordinate with regional partners to prepare and deliver credible estimates of housing need and other important workforce housing information via various methods (such as workshops for municipal officials and meetings or focus groups to engage regional employers)
	2. Engage the public to increase the County's awareness regarding the need for and the benefits of affordable work force housing. Do this through a public relations campaign that supports an overall, coordinated communication plan
	Note: Stakeholders may include Ulster County Housing Consortium, including the Rural Ulster Preservation Company, and similar organizations

Strategy 9: Recruit a Diverse Business Base

Need: The County needs to recruit strategically a more diverse business base to expand the breadth and depth of the County's key industries.

Overarching Goal: Create a diversified portfolio of businesses in line with our key industries.

Lead Responsibility:
- Ulster County Development Corporation
- Ulster County Industrial Development Agency
- Chamber of Commerce of Ulster County
- Small Business Development Center
- Hudson Valley Center for Innovation
- Representatives from Economic CCE Stakeholder Group

Timeline: 0 to 3 years

GOALS	POTENTIAL ACTION STEPS
a. Develop and implement an asset-based strategic recruitment program.	1. Establish a series of specific business recruitment teams—with CEO involvement—organized around the County's key industries. (Recruitment teams provide oversight for recruitment program, reviewing strategies, actions, and message development as part of an overall communication plan 2. Identify functional competitive needs not currently present in the County's employment base 3. Identify the County's key assets that are of interest to under-represented sectors (draw on information from Business Visitation Program (Strategy 10, Goal c.) and Functional Competitive Attributes Questionnaire (Strategy 10, Goal b.)) 4. Identify target recruitment companies—including short-term, medium-term, and long-term prospects (this likely involves retaining additional professional assistance to develop this target list of candidate companies) 5. Establish outcome-based benchmarks for measuring recruitment team effectiveness 6. Devise a marketing and communication approach as part of the County's overall communication plan 7. Dedicate sufficient resources to support recruitment program effort
b. Create a virtual, affordable "just-in-time" support services delivery system.	1. Identify and group services appropriate to key industries (each key industry may require a different set of services and they should compliment existing "Red Carpet" offerings.) 2. Identify preferred providers for each service and their costs 3. Develop platform for services delivery (e.g. follow Technology Incubator services delivery format) 4. Develop a marketing plan for marketing these services

Strategy 10: Retain and Expand Existing Businesses

Need: Maintain current and attract new businesses and investments by understanding global markets, competitions, and business decision structures that encourage and keep local ownership.

Overarching Goal:
Help current Ulster County businesses succeed.

Lead Responsibility:
- Ulster County Development Corporation
- Ulster County Industrial Development Agency
- Chamber of Commerce of Ulster County
- Small Business Development Center
- Hudson Valley Center for Innovation
- Representatives from Economic CCE Stakeholder Group

Timeline: 0 to 3 years

GOALS	POTENTIAL ACTION STEPS
a. Understand what local businesses need to succeed.	1. Conduct initial business visits in key industry sectors 2. Synthesize results of those initial visits to develop a functional profile of a successful County business for market-prospect segmentation 3. Validate results with several focus groups of local businesses and entrepreneurs

b. Review and understand the County's key competitive attributes to facilitate expansion.	1. Identify responsibility for expansion plan
	2. Create a Functional Competitive Attributes Questionnaire to use for in-depth interviews with key companies in each of the County's key sectors to discover the common factors underpinning competitive success across the County
	3. Using data from interviews, categorize functional competitive needs of the County's key industries not presently represented in the County employment base
	4. Identify expansion services opportunities to respond to identified needs
	5. Develop an in-house capability and/or identify strategic services provider partners to deliver expansion services
	6. Conduct a periodic review/assessment of expansion services:
	  ▪ Develop new services as required
	  ▪ Procure additional supplemental resources, as needed
	7. Communicate as part of an overall communication plan services availability and attributes

c. Provide strategic trouble-shooting services and aggressive advocacy for existing County businesses.	1. Create a structured Business Visitation Program headed by a member of the economic development services system in the County
	2. Establish strong and meaningful communications between economic development services system and key business by:
	  a. Assembling an appropriately credentialed team (e.g. the correct mix of staff and senior management), to undertake the program on an on-going basis
	  b. Establishment of a living list of company contacts categorized into an "at risk," "stable," and "growing/in-expansion" typology
	  c. Development of an information gathering (from the company) and dissemination (to the company) program for year #1
	  d. Development and implementation of a contact manager system to

	record all significant information gathered or discussed during business visitations
	e. Allocation of a sufficient level of resources so that all key businesses in the above-referenced inventory are "visited" at least one time per year (twice per year for companies)
	f. Designing a strategy to develop and implement needed policies that advocate for and support County businesses. Constantly evaluate and improve the delivery of support services that the County's businesses need as they evolve, especially those in key industries
d. Provide seamless delivery of key technical support services to the County's businesses.	Design a business retention program 1. Design and implement retention steps for companies that are experiencing "short-term threats or challenges." (To be determined (TBD) after first round of the Business Visitation Program (see Strategy 10, Goal c.)) 2. Design and implement retention steps for companies that are making longer-term structural adaptations (e.g. re-inventing or re-invigorating themselves), as they adapt to their evolving competitive challenges. (TBD after first round of the Business Visitation Program (see Strategy 10, Goal c.))
Develop a program for raising capital to keep business ownership local.	1. Refer to Angel Network goal and action steps in Strategy 4, Goal b. 2. Identify debt financing alternatives that could be used to augment equity financing options 3. Investigate "best practices" approaches for "employee buy-out" strategies 4. Develop "packages" or a tool kit of each identified approach

Strategy 11: Create Labor Force Capability In Line With Business Needs

Need: To attract and maintain key industry businesses aligned with current and future development goals.

Overarching Goal: Match and improve the education level and depth of skills of the County workforce with current and future job prospects.

Lead Responsibility:
- Ulster County Workforce Development System
- SUNY New Paltz
- SUNY Ulster
- Ulster County BOCES
- NYS Department of Labor
- Representatives from Human CCE Stakeholder Group

Timeline: 0 to 5 years

GOALS	POTENTIAL ACTION STEPS

a. Work with the County and Hudson Valley public/private educational institutions to improve skills and align with economic drivers.	1. Identify educational institutions, public and private
	
	2. Identify workforce development partners:
	  ■ Economic development service providers
	  ■ K-12, technical, high education, and adult education stakeholders
	  ■ Key industry representatives
	  ■ New York State Department of Representatives of Labor
	  ■ American Society for Training & Development (ASTD)
	  ■ Others as identified
	
	3. Work with identified workforce development partners to create and administer a comprehensive needs assessment of critical skill sets including:
	  ■ An assessment of basic reading, writing, and technical capabilities needed
	  ■ Advanced, high value-added skills/capabilities needed
	  ■ Non-technical-social skills needed to function as a team
	
	4. Assign responsibility to the regional partner (members of the Ulster County Workforce Development System) to create a Workforce Improvement Plan using the needs assessment data
	
	5. A coordinated plan might include the following:
	  ■ Identify key workforce educational gaps from needs assessment data
	  ■ Identify how to communicate with and coordinate with educational institutions to create interesting and creative programs
	  ■ Coordinate with local ASTD members to ensure that corporate trainers are coordinating their programs to support future economic development
	  ■ Coordinate with workforce partners to create internships that improve student career awareness, career exploration and indoctrinate students about skills and work ethics needed to succeed in the modern workplace
	    o Learn to earn program for the schools
	    o Workplace mentoring programs to give students positive workplace experiences
	
	6. Execute the Workforce Improvement Plan
	
	7. Work with New York State Department of Labor and representatives of the County's key industries to investigate the labor market job matching potential of web based job clearing house for key occupations for key

industries in need-demand

8. Supply all school classrooms in the County with an adequate number of computers to increase student computer literacy
   a. Coordinate with County school boards to conduct a needs assessment for each school
   b. Identify potential funding sources, such as:
      o Private foundation grants
      o Community donors
      o State and Federal education program grants
   c. Assign responsibility for program and include monitoring and updates as a regular activity to maintain currency of technology

TARGETING KEY SECTORS

Strategy 12a: Enhance the Travel and Tourist Industry

Need: Strengthen the County's travel and tourism industries.

Overarching Goal: Improve promotion of the County's tourism sector. Increase the level of collaboration among the County's tourism businesses and other regional attractions/businesses in the Hudson Valley.

Lead Responsibility:
- Ulster County Tourism
- Chamber of Commerce of Ulster County
- Tourism businesses
- Arts and Cultural Organizations
- Cornell Cooperative
- Representatives from Economic and Cultural CCE Stakeholder Groups

Timeline: 0 to 5 years

GOALS	POTENTIAL ACTION STEPS
a. Create an integrated marketing plan to efficiently promote tourism in the County.	1. Assign responsibility for overall guidance, monitoring and execution of an integrated tourism marketing plan 2. Create a branding strategy for County tourism as part of an overall marketing plan. This strategy could include the following: • County slogan (update if necessary) • Differentiating County attributes • Positioning related to attributes 3. Design and implement a "Tourism Marketing Survey" to develop a profile of County visitors and their activities. A survey could take several forms: interrupt-type surveys of customers (e.g. overnight night visitors to fill out a survey on their departure), patrons of recreational activities, and an online survey for visitors to the County's tourism website or County attractions 4. Collect the following data: • Demographic characteristics • What activities visitors enjoy • The length of stay of visitors • The level of expenditures of the various parts of visitors' trips • Where visitors to the County live • Where visitors stay by type of accommodation (hotels, motels, Bed & Breakfasts, friends, families, second homes, etc.) • Other places visitors vacation in addition to the County's attractions • What visitors purchase during their stay in the County 5. Use "Tourism Marketing Survey" data to more efficiently target tourism marketing efforts (tied to marketing plan above) a. Identify promising age groups and income classes that could be targeted for marketing campaigns b. Complete an assessment of the popularity of the different activities and venues throughout the County c. More clearly define the primary market area of the County's visitors 6. Create an annual travel and tourism industry conference to facilitate collaboration among County businesses • Plan and hold an annual travel and tourism industry conference for County businesses. Such a conference provides an opportunity to network and share information about industry trends and strategies

for improving the performance of the County's industry. Additionally, it could facilitate communication between business owners and operators in this key industry cluster

7. Assess needed funding to support an expanded tourism marketing program
   - Determine gap between current and projected needed funding to accomplish expanded tourism marketing activities
   - Determine tourism priority among other economic development programs
   - Identify potential expanded funding sources, including state matching funds, to meet expanded program requirements
   - Modify overall tourism marketing program based on funds availability

Strategy 12b: Maintain Economic Viability of Agriculture

Need: Keep the environment a healthy, scenic, and productive asset of the County to support a rural working landscape with a critical mass of locally grown food products

Overarching Goal: Maintain the economic viability of agriculture.

Lead Responsibility:
- Cornell Cooperative
- Rondout Valley Growers Association
- Private sector commercial farms
- Ulster County Tourism Office
- Ulster County Preservation Board
- Soil Conservation District
- USA Department of Agriculture
- Representatives from Economic and Natural CCE Stakeholder Groups

Timeline: 0 to 5 years

GOALS	POTENTIAL ACTION STEPS
a. Support efforts by the County's agricultural entrepreneurs and groups to encourage the development of new forms and revitalization of existing types of production agriculture.	1. Encourage the growth and development of local and export retail and wholesale markets 2. Encourage the "branding" of Hudson Valley products for export 3. Facilitate the creation of farmers markets throughout the County for residents and visitors 4. Encourage the development of value-added food manufacturing by nurturing entrepreneurs through the development of a second incubator facility 5. Assess the capital access, technical support services, and other business development needs (e.g. marketing) of agriculturally-based entrepreneurs in the County 6. Design a strategic "toolkit" of services and programs to assist start-up and small production agricultural businesses by major commodity category Note: Key stakeholders may include: Rondout Valley Growers Assoc., Cornell Cooperative, 4-H
b. Develop a comprehensive approach agricultural economic development.	1. Update and implement the Ulster County Farm Land Protection Plan. 2. Participate in regional agricultural development corporation activities.

Strategy 12c: Develop Strategic Advantage in "Green" and Renewable Technologies and Products

Need: Demand for "green" construction, operating technologies, and practices are burgeoning throughout the U.S. Located in New York's High-Tech Corridor, Ulster County has an unprecedented opportunity to attract and nurture businesses in this sector.

Overarching Goal: Increase local-regional capacity to participate in U.S. commercialization and development of renewable and "green" technologies.

Lead Responsibility:
- Ulster County Development Corporation
- Ulster County Industrial Development Agency
- Ulster County Legislature
- Sustainable Hudson Valley
- Small Business Development Center
- NYS Energy Research and Development Authority
- Existing Businesses
- Representatives from all CCE Stakeholder Groups

Timeline: 0 to 5 years

GOALS	POTENTIAL ACTION STEPS
a. Partner to create incentive programs to stimulate and nurture new clean energy businesses in the County.	1. Create an incentive program to encourage businesses and entrepreneurs to locate in the first or second incubator 2. Develop low interest loan programs to stimulate development of renewable energy businesses 3. Develop a public education program to encourage businesses and individuals to take part in clean energy initiatives
b. Build public capacity to understand the value of careers in renewable energy and clean technology.	1. Work with local high schools and colleges on workforce development to encourage building job competencies, redesigning majors, and providing internship opportunities in renewable energy 2. Work with local employers and entrepreneurs to provide training and workforce development opportunities to attract and retain individuals in these fields
c. Identify and provide assistance to existing green building services (such as: architects, engineers, heating contractors, builders, and retail) in the County to expand and diversify by promoting green construction.	1. Provide assistance with financing services to growing businesses in this sector that have potential to increase markets beyond the County 2. Work with the regional Small Business Development Center (SBDC) and other Red Carpet services providers to provide advisory services to growing businesses in this sector that have potential to increase markets beyond the County 3. Provide a list of marketing and public relations resources to owners of green building services to help them develop business specific marketing and advertising plans
d. Identify and provide assistance to existing manufacturers of green products within Ulster County.	1. Provide assistance with financing services to existing businesses in this sector that have the potential to increase markets beyond the County 2. Work with the regional SBDC and other Red Carpet services providers to provide advisory services to existing businesses in this sector that have the potential to increase markets beyond the County

Strategy 12d: Nurture a Creative Economy

Need: Cultural and community development inspires and attracts creative business enterprises – highly desirable enterprises which can locate anywhere.

Overarching Goal: Cultivate and promote a thriving arts and creative export sector.

Lead Responsibility:
- Chamber of Commerce of Ulster County
- Arts and Cultural Organizations
- Representatives from Cultural CCE Stakeholder Group

Timeline: 0 to 5 years

GOALS	POTENTIAL ACTION STEPS
a. Quantify the financial impact of the County's current creative economy.	1. Define and enumerate the principal components of the County's existing creative economy 2. Calculate the historic financial impact of the County's current creative economy from existing research 3. Develop a tracking and reporting mechanism to direct future decision making regarding a creative economy
b. Develop a partnership between travel/tourism and creative businesses to expand the market for the County's creative goods and services.	1. Develop a public relations campaign directed at the travel/tourism industry to market cultural activities, creative products, and services produced locally 2. Encourage local artists and designers to market their goods and services to the region's travel/tourism industry
c. Provide technical support to emerging as well as established culturally based businesses.	1. Explore the efficacy (with existing participants) of establishing a Creative Enterprise Zone within the City of Kingston (e.g. include incubator space from existing under-occupied buildings) with a range of incentives that would assist fledgling entrepreneurs 2. Examine the opportunity to establish a "community foundation" to obtain and manage funds and provide technical assistance to industry participants (similar to the one in neighboring Dutchess County)

Ulster Tomorrow Deliverables

Since the plan was produced in March 2007, fifteen "Strategy Leaders" have been working with strategy "teams" to implement them, including "deliverables" for each strategy. Based on the actions developed by each team, the Strategy Leaders created new groupings of the strategies to reflect the economic development process and services that the lead agencies implementing the plan are pursuing. The strategies now reflect more clearly the work program the Strategy Leaders developed as shown below.

Focus economic development process	Improve economic development capacity	Energize economic development services	Strengthen key industries
Strategy 1: Cultivate a Community of Leaders	**Strategy 7:** Develop Appropriate Infrastructure	**Strategy 4:** Target Assistance to Emerging Businesses	**Strategy 12a:** Enhance the Travel and Tourist Industry
Strategy 2: Create a Culture of Change and Collaboration	**Strategy 8:** Preserve and Enhance Quality of Life	**Strategy 9:** Recruit a Diverse Business Base	**Strategy 12b:** Strengthen & Maintain Economic Viability of Agriculture
Strategy 3: Develop Measured Accountability	**Strategy 11:** Create Labor Force Capability In Line With Business Needs	**Strategy 10:** Retain and Expand Existing Businesses	**Strategy 12c:** Develop Strategic Advantage in "Green" and Renewable Technologies and Products
Strategy 5: Redesign Services Network			**Strategy 12d:** Nurture a Creative Economy
Strategy 6: Streamline Local Permit & Review Process			

1. Cultivate a community of leaders

Engage Leadership Program Graduates: UCDC and UCCOC will engage with up to 221 Ulster Leadership Development Program graduates and up to 99 Pace Land Use Alliance graduates in UT initiatives.

Encourage and Involve Local Economic Development Committees: UCDC and UCPD will identify, or encourage creation of, local economic development committee in each municipality in UC – and will engage current committees in UT initiatives.

Collaborate with Educational Institutions: UCDC will collaborate with BOCES, the 10 UC public school districts, SUNY Ulster, and SUNY New Paltz on UT initiatives.

Present UT Initiatives to Community Leaders Monthly: Strategy 1 team will present UT initiatives to local community/ civic organizations – such as Kiwanis, Rotary, Council of Industries, Ulster County Bar Association, MLS – with a target of one presentation per month.

2. Create a culture of change and collaboration
Develop Communications: Spread the word on UT, its mission, strategies, implementation plan, results.
Develop Outreach: Educate UC citizens on how healthy economic development improves their quality of life, using media, local political leaders, educators, citizen groups.
Promote Economic Accomplishments: Partner with UCDC/IDA/Ulster County/Chambers in recognizing accomplishments.
Evaluate Effectiveness of UT: Do annual collaborative evaluation involving community participants.
3. Develop measured accountability
Identify and Track Key Progress Measurements: Strategy 3 team will identify a few key metrics for tracking progress toward overarching UT goal – increased economic prosperity for UC.
Assist UT Teams to Identify Key Progress Measurements: Strategy 3 team will assist all other UT strategy teams in identifying metrics for tracking progress toward their respective strategies.
4. Target assistance to emerging businesses
Develop Database of Capital Sources: Strategy 4 team will develop a database of early stage capital sources in the region and county.
Sponsor Social Event Geared Toward Emerging Business: Strategy 4 team will sponsor with UC partners a social event with influential regional and county residents and second home owners to interest them in investing in emerging UC businesses.
Create Innovation Fund: Strategy 4 team will collaborate with regional and UC partners to create an innovation fund to in invest in emerging UC businesses.
Co-Sponsor Venture Capital Forum: Strategy 4 team will sponsor (or co-sponsor with UC partners) a forum for venture capitalists, profiling the innovations and technologies of emerging UC businesses.
Develop Consolidated Business Incubation Plan: UCDC, COC, UCIDA, SUNY Ulster, and UC government will agree on a consolidated business incubation plan.

5. Redesign the services network
Common Intake Form and Database: UCDC, SBDC, WDB, HVCFI, EZ Program will use a common intake form and a corresponding central database.
Improve Interconnections Among Boards: UCDC, SBDC, WDB, HVCFI, EZ Program, and the Red Carpet Team will expand the interlocking of their boards of directors.
Improve Red Carpet Team Membership and Services: Red Carpet team will strengthen its business services functions by expanding its membership and assignment of a "shepherd" for each business lead.
Strengthen Branding and Centralized Web Gateway: UCDC, SBDC, WDB, HVCFI, EZ Program, and the Red Carpet Team will strengthen user friendliness and UC economic development branding through a "virtual" central point of access, namely a Red Carpet Logo and brand on each agency Web site pointing to a meta-page hosted by UCDC.
Share Facilities and Support Staff: UCDC, UCCOC, SBDC, WDB, HVCFI, EZ Program, the Red Carpet Team – and perhaps the WDB and UCPD – will co-locate in an appropriate facility and will share administrative staff and facilities as appropriate.
Unify Training for Economic Development Staff Functions: UCDC will facilitate training of all economic development staff on basic economic development questions and referral procedures, an annual training and review meeting for all such staff, and marketing of this system to business and community organizations.
Survey and Evaluate Results: Revised Red Carpet Team will survey economic development users to evaluate performance of the UC economic development system.
6. Streamline local permit and review processes
Local Economic Devt Awareness Program: Develop an ongoing program to create awareness at the town level as to their part in county wide economic development.
Local Economic Quality Development Tools: Educate town, planning and zoning boards about creative development techniques that protect quality of life while increasing the tax base.
Shovel-Ready Sites Inventory: Maintain an ongoing inventory of shovel ready and adaptive reuse sites throughout the county.
ED Collaboration Forum: Create a forum – i.e., an "Alliance for Balanced Growth" – for collaboration and sound economic decisions during project reviews while advocating a fair process – and to implement #1-#3 above.
Enhance Red Carpet Team Shepherd Program: Enhance the Red Carpet team by developing a "shepherd" program to provide peer assistance to expanding and relocating companies.

7. Develop appropriate infrastructure
Identify Priority Growth Areas: UCPD, with municipalities and UCDC, will identify priority growth areas within each community.
Identify Infrastructure for Target Industries: UCDC, UCPD, and UT teams 4, 7, 9, 10, 1, and 12abcd will identify target industries and the infrastructure needed to support them.
Right-of-Ways for Infrastructure: UC will streamline decisions on the use of County right-of-ways for infrastructure.
Identify Infrastructure Expansion Needs: UCPD, with municipalities, will study the potential for infrastructure expansions within priority growth areas and to existing businesses where requested.
Identify Shipping and Telecom Needs: UCPD will conduct a shipping and telecommunications needs analysis.
8. Preserve and enhance quality of life
Create Livable Communities Campaign: Strategy 8 team will collaborate with Ulster Tomorrow teams to create a "Livable Communities" campaign with rich visual imagery for use in Power point presentations, brochures, and Web pages.
Create Quality Housing Campaign: As part of action #8a, above, create stand-alone affordable/workforce housing materials to be directed toward towns, businesses and developers
Include UT Quality of Life Goals in County Plans: UCPD will promote inclusion of Ulster Tomorrow Quality-of-Life goals and priorities in formal County plans, including Housing/ Workforce Housing Strategies, Main Streets, Open Space, the Greenway Compact, Comprehensive Plan and Transportation Council activities involving trails, inter-modal transportation, non-motorized transportation, and the Washington Avenue corridor.
Conduct QOL Survey in Business Community: UCPD will collaborate with SBDC, Chamber and UCDC to conduct a Quality-of-Life survey in UC business community.
Create a "Best of UC Website": UCPD will collaborate with Ulster County Tourism to create a "Best of Ulster County" interactive Web site.
Coordinate QOL Elements with UT Teams: Strategy 8 team will work with other UT teams to coordinate and support Quality-of-Life elements in other strategies.

9. Recruit a diverse business base
Supply Business Contacts for Expansion: Strategy 9 team, with other UC partners, will supply business contacts considering expansion who might consider UC, focusing on targeted UT industry sectors and value-added niche clusters (see EPR-identified clusters, Fairweather report clusters, and clusters identified by UT strategy teams).
Create Fly-Over Presentation: Strategy 9 team will facilitate creation of a fly-over presentation of UC highlighting business centers and quality of life.
Invite Contacts to UT Presentation: Strategy 9 team, with other UC partners, will invite contacts to a replicable presentation on UC featuring the fly-over and relevant site information.
Presentation Target Date: Strategy 9 team, with other UC partners, will do an initial such presentation by end of Q1 of 2008.
Targeted Firm Recruitment: Strategy 9 team, with other UC partners, will recruit one firm with at least 5 employees by end of 2008.
Expand Recruitment Database: Strategy 9 team, with other UC partners, will expand contacts database to enable recruitment of 4-5 firms annually with 1-5 employees each.
10. Retain and expand existing businesses
Networking Forums: UCDC will create networking forums organized around strategic business clusters in UC (defined by high value add, technology, innovation, or knowledge content) and organize delivery of business services around clusters.
Increased Communication with Businesses: UCDC will dialogue more regularly and systematically with the business and real estate communities, including visiting/contacting strategic businesses once every 18 months and completing a data form for each visit.
Increased Access to Business Development Tools: UCDC will increase assistance to UC businesses with trade shows, international trade, incentives, access to capital (working with Strategy 4 team).
Stronger Revolving Loan Funds: UCDC will strengthen the revolving loan funds to make them easier to access, better capitalized, and having a quicker loan processing turnaround time.
Launch Business Services Directory: UCDC will create and launch a business services communications initiative for UC businesses, including a buyer's guide of county business-2-business goods and services, a capital resources guide, an online business exchange linking to key UC and economic development information sources, a newsletter reporting business arrivals, successes, industry highlights, community development news, innovations, and arts and culture destination highlights.

11. Create a labor force capability
Survey Skills Gap in UC Businesses: WDB, assisted by NYDOL, will survey skills gaps in UC businesses.
Improve Job Skills and Marketing: WDB and its UC partners, will better market existing job opportunities and workforce skills in UC.
Strengthen Business-Education Links: WDB, UCDC, and their UC partners will strengthen linkages in UC between the business and education communities.
Improve Soft Skills Development: WDB and its UC partners will improve soft skills development in UC.
Prepare Youth for Local Careers: WDB and its UC partners will develop programs to better prepare youth for careers in UC.
12 a. Enhance travel and tourism
Comprehensive Tourism Marketing Study: UC Bureau of Tourism will hire a tourism consultant such as Judy Randall Associates to do a comprehensive study of UC tourism marketing needs and opportunities, including a satisfaction survey of visitors and a broad set of tourism metrics and baseline data.
Tourism Branding Campaign: UC Bureau of Tourism will conduct a UC tourism branding campaign focusing on its most marketable towns, historic places, and unique attractions and events.
Sponsor "Ulster Ambassadors" Campaign": UC Bureau of Tourism will sponsor an "Ulster Ambassadors″ campaign aimed at UC residents, utilizing famous UC residents, and designed to improve locals′ awareness about unique area attractions and history.
Rework UC Branding: UC Bureau of Tourism will oversee a campaign to rework and strengthen and universalize UC logo, brand, and signage.
Public Relations Campaign: UC Bureau of Tourism will hire a PR firm or consultant to spearhead national media outreach and generate UC-related coverage.
Host Tourism Networking Mixers: UC Bureau of Tourism and its UC partners will host a quarterly thematic Tourism Networking Mixer.
12b. Maintain viability of Agriculture
Identify Ag Devt Projects: Strategy 12b team and its UC and regional partners will identify economic development projects in UC for farms and agriculture.
ID Ways to Lower External Costs: Strategy 12b team and its UC and regional partners will identify high cost externalities affecting UC farms, and will promote projects that lower such costs.
Increase Business Practices for Profitability: Strategy 12b team and its UC and regional partners will promote preservation of farming and farmland by increasing farm profitability, improving municipal and business practices, and building strategic relationships.
Develop "Buy Local" Campaign: Strategy 12b team and its UC and regional partners will increase the value of local farm products by telling their story and promoting "buy local".

12c. Develop "green" and renewable energy technologies and products
Implement Green Energy and Building Practices: Strategy 12c team and its UC and regional partners will promote a market-building County-wide energy efficiency and green building initiative, beginning with the County government and including accessible training/education.
Promote Green Financial Products: Strategy 12c team and its UC and regional partners will publicize and expand existing "green" financing mechanisms such as energy-efficiency mortgage products.
Support B-to-B Market Expansion: Strategy 12c team and its UC and regional partners will identify, support, and coordinate green business-to-business market expansion opportunities in UT's other target sectors.
Support Solar Energy Consortium: Strategy 12c team and its UC and regional partners will support and collaborate with The Solar Energy Consortium.
ID Priority Green Industry Clusters: Going beyond construction and energy, Strategy 12c team and its UC and regional partners will identify other priority green industry clusters such as products and technologies for health care and water quality and conservation.
12 d. Nurture creative economy
ID UC's Creative Economy: Strategy 12d team and its UC partners will identify existing UC creative economy business, individuals, and entrepreneurs.
Quantify Impact of Creative Economy: Strategy 12d team, with the UCPD and UCDC, will quantify the impact of the UC creative economy as identified in Action #1.
Explore Revolving Loan Fund for Creative Industries: Strategy 12d team and its UC partners will explore the concept of a low-interest revolving loan fund targeted to existing and startup creative economy businesses, to include micro-loans.