

## SUSSEX ECONOMIC DEVELOPMENT ACTION PLAN

JANUARY 2010

*Developed by the*

*Sussex Economic*

*Development Action Committee*

## Background

Dear Reader,

The Sussex Economic Development Action Committee (SEDAC) was founded after the 2007 Sussex Conference. That conference focused on economic development and this committee is responding to that need. We are Sussex county citizens interested in taking action to strengthen economic development efforts and bring jobs and prosperity to our community.

This plan is our attempt at a strategy for moving forward. The plan is based in large part on the Comprehensive Economic Development Strategy (CEDS) developed in 2006. The CEDS was an open process that used community forums to identify needs and develop a strategy. This plan builds on the original CEDS and offers concrete direction, including timelines and budgets. Your comments, suggestions and participation are welcomed as we move forward.

Sincerely,

Patti Grimes

## SEDAC Committee Membership

Dave Baker	Melody Booker	Trisha Booth	Bobbi Butch	Joe Conaway
Andy Cripps	Gene Dvornick	Carol Everhart	Jeff Fried	Hal Godwin
Patti Grimes	Bill McGowan	Bill Pfaff	Julie Wheatley	Betsey Reamer
Mark Reeve	Joe Schmeiser	Ileana Smith	Jim Smith	Jim Smith
Chris Weeks				

## Table of Contents

<b>A Vision for Sussex County’s Economy .....</b>	<b>1</b>
Mission Statement .....	1
Guiding Principles .....	2
Goals .....	2
<b>Moving Sussex County’s Economy Forward – Action Plan .....</b>	<b>3</b>
Business Development Strategies.....	3
Entrepreneurship Strategies .....	7
Quality of Life Strategies .....	10
Infrastructure Strategies .....	12
Workforce Development Strategies .....	15
<b>Implementation .....</b>	<b>17</b>
Stakeholders and Governance .....	17
Implementation Budgets and Timelines .....	19

## A Vision for Sussex County's Economy

This plan aims to create self-sustaining, long-run economic growth in Sussex County. The goal of this plan is to establish the energies, institutions, and cooperative arrangements requisite for sustained economic development efforts in Sussex County. While short-run wins are not the focus of this plan's goals and objectives, all viable and immediate opportunities for business attraction and expansion should be pursued in an expeditious fashion by Sussex County's governments and business community.

This plan recognizes economic development as the intersection of public policy and private commerce for job and wealth creation. With this definition in mind, two key questions face Sussex County. First, how can Sussex County businesses, governments, community groups, residents, and educational institutions best focus their energies to promote self-sustaining economic growth? Second, how can these groups balance a focus on economic growth with a respect for those characteristics that make Sussex County a unique locale offering a high quality of life?

This section lays out a mission statement, guiding principles, and goals that will direct future economic development efforts in Sussex. The details of these principles, and how they can be put into action, are explored in the next section of this plan.

## Mission Statement

SEDAC aims to serve as a steering committee for the activities of the Sussex County economic development office according to the following mission statement:

*To leverage the experience, intellect, and creativity of the Sussex County community to inform, develop, recommend, and communicate strategies for creating sustainable economic prosperity.*

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## Guiding Principles

The following principles of action inform the development of this plan and will be critical for successful implementation.

***Cohesive Action to Push Initiatives Forward:** This plan acknowledges two facts about economic development in Sussex County. First, no one group or individual can push forward all the recommendations called for within this plan. Second, groups working at counter purposes to one another can only hinder Sussex County's economic development efforts. Therefore, only through a diverse group of stakeholders working together with a common purpose in mind can the goals of this economic development plan be achieved.*

***Decisions Guided by Market Intelligence:** Successful businesses gather information about their environment and react appropriately. Similarly, Sussex County's economic development decisions should be supported by the analysis of market intelligence.*

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## Goals

**Goal 1** - Create a system that supports and sustains existing business and aggressively pursues future opportunities.

**Goal 2** - Foster entrepreneurial efforts.

**Goal 3** - Responsibly manage the County's natural resources and cultures that make it unique and appealing.

**Goal 4** - Provide the necessary infrastructure for individuals to live, visit, invest, and work in Sussex County.

**Goal 5** - Grow and nurture a well-trained workforce that supports higher paying job opportunities.

## Moving Sussex County's Economy Forward – Action Plan

This section of the Sussex County Economic Development Action Plan lays the groundwork for future economic development activities in Sussex. Five economic development goals are established with recommendations and necessary actions provided for each. The goals address the topics of business development, entrepreneurship, quality of life, infrastructure, and workforce development. The recommendations and actions for these goals flow from the guiding principles of this plan—the need for cohesive action to push initiatives forward and the need for economic development decisions to be based on market intelligence.

### Business Development Strategies

**GOAL: CREATE A SYSTEM THAT SUPPORTS AND SUSTAINS EXISTING BUSINESS AND AGGRESSIVELY PURSUES FUTURE OPPORTUNITIES**

Business development efforts in Sussex County should be focused on harnessing and creating competitive advantages—those characteristics that do or could set Sussex County apart from its rivals in the marketplace. Knowing how Sussex County stacks up against regional and national competitors is not possible without reliable sources of market data that allow for comparisons. Similarly, Sussex County cannot create competitive advantages for itself without knowledge of those characteristics necessary to support particular industries or businesses. The following business development objectives are focused on providing market intelligence to guide economic development decision making:

- Objective BD-1: Establish a Sussex Business Resource Center to provide critical market intelligence to Sussex County's public and private economic development stakeholders.
- Objective BD-2: Prepare industry scenario plans to enhance existing and potential industries in Sussex County.

**Objective BD-1: Establish a Sussex Business Resource Center to provide critical market intelligence to Sussex County's public and private economic development stakeholders.**

#### Measurements:

- Work plan for a Sussex Business Resource Center developed by Spring 2009.
- Funding proposal for Sussex Business Resource Center prepared by Summer 2009.

***Recommendation 1:***

Develop a work plan for a Sussex Business Resource Center. To be finalized by the actions listed below, services and data provided by the Center may include the following:

- Create a Web portal that connects existing and potential business to local, county, state and other resources.
- Track local and regional business and labor data to identify emerging and potential business opportunities.
- Conduct local market studies.
- Prepare demographic and economic profiles for regions in on-demand fashion.
- Develop local economic development and downtown revitalization plans.
- Host trainings focused on economic development topics.
- Prepare feasibility and impact studies.
- Identify workforce trends.
- Publish an annual outcomes report.

**Actions:**

- Examine and prepare list of services, data and subscription services provided by similar economic development support centers operating at local and regional levels.
- Share list of typical services and data with economic development stakeholders in Sussex County.
- Amend list based on needs of Sussex County economic development stakeholders.
- Prepare a formal work plan for the Sussex Business Resource Center to include:
  - List of market data to be gathered, hosted, and maintained by the Center.
  - List of services to be offered by the Center, including a proposed fee schedule for services and eligibility requirements for receiving services.
  - Schedule of annual data and outcome reports to be prepared by the Center.
  - Preliminary staffing and resources plan for providing the Center's services.

***Recommendation 2:***

Prepare a formal proposal for funding a Sussex Business Resource Center and solicit support.



Actions:

- Develop Sussex Business Resource Center preliminary staffing and resources plan into formal budget capturing initial startup and ongoing operating costs.
- Solicit funding support from Sussex County economic development stakeholders and external funders such as the Economic Development Administration within the U.S. Department of Commerce, USDA Rural Development, the Delaware Economic Development Office (DEDO), and private foundations.

**Recommendation 3:**

Launch the Sussex Business Resource Center.

Actions:

- Hire or appoint an executive director for the Sussex Business Resource Center. Acquire other required resources and staffing, as needed.
- Adopt a work plan for year one operations of the Sussex Business Resource Center.
- Publicize launch of Sussex Business Resource Center.

**Recommendation 4:**

Coordinate Sussex Business Resource Center efforts with those engaged in ongoing economic development activities.

Actions:

- Identify groups to coordinate efforts with, such as tourism groups, higher-education institutions, and the Delaware Economic Development Office.
- Develop formal working relationships amongst these groups.

**Objective BD-2: Prepare industry scenario plans to enhance existing and potential industries in Sussex County.**

**Measurements:**

- Scenario planning for agriculture, tourism, and healthcare completed by Fall 2009.
- Scenario planning for aviation and green jobs (e.g. wind) completed by Summer 2009.

**Recommendation 1:**

Develop a template for the preparation of these plans. At a minimum the plan should address the following items:

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- Possible enhancements to this industry in Sussex (i.e., new job types that could be created, new aspects of industry that could be located in Sussex).
- Infrastructure, workforce, regulatory, and real estate needs of serving the possible industry enhancements.
- Inventory of existing conditions in Sussex County relative to the infrastructure, workforce, regulatory, and real estate needs of the possible industry enhancements.
- Inventory of existing conditions in regions that have successfully created/enhanced the industry in question.
- Assessment of needed changes to enhance the industry in question in Sussex County.

Actions:

- Examine similar plans that have been completed.
- Develop working group to assess data needs and sources and develop plan template.
- Draft final plan template.

*Recommendation 2:*

Conduct industry enhancement scenario planning.

Actions:

- Convene a working group to complete industry enhancement plans.
- Complete industry enhancement scenario plans in concert with the Sussex Business Resource Center.

## Entrepreneurship Strategies

### GOAL: FOSTER ENTREPRENEURIAL EFFORTS

Efforts to foster an improved climate for entrepreneurship should focus on raising community awareness of ongoing entrepreneurial activities and increasing support for existing and potential entrepreneurs. Sussex Countians of all ages should be encouraged to develop, share, and capitalize on their entrepreneurial talents. The following objectives are focused on increasing entrepreneurial awareness and activity in Sussex County:

- Objective EN-1: Increase the visibility and viability of entrepreneurial activities in Sussex County.
- Objective EN-2: Inventory and enhance business services available to entrepreneurs.
- Objective EN-3: Tap the entrepreneurial energies of all age groups.

### **Objective EN-1: Increase the visibility and viability of entrepreneurial activities in Sussex County.**

#### **Measurements:**

- First annual entrepreneur day held Fall 2009.
- Entrepreneur Advisory Group established Fall 2009.

#### ***Recommendation 1:***

Create networking, leadership, recognition, and funding programs for entrepreneurs.

#### **Actions:**

- Identify existing organizations that provide services for entrepreneurs and form a steering committee for county-wide entrepreneur assistance.
- Reach out to entrepreneurs and invite them to join a Sussex Entrepreneur Advisory Group that 1) communicates with the Sussex County Economic Development Director on matters of importance to entrepreneurs, 2) advocates for necessary support services, and 3) provides entrepreneurship networking opportunities.
- Create an Entrepreneur of the Year Award to celebrate the accomplishments and contributions of successful entrepreneurs.
- Host Sussex entrepreneurship summits on a regular basis to allow for networking and sharing of insights.

- Capitalize on enhanced awareness of Sussex entrepreneurship to foster the creation of an angel investment network supporting entrepreneurs.

### **Objective EN-2: Inventory and enhance business services available to entrepreneurs.**

#### **Measurements:**

- Assessment of services completed Fall 2009.
- Sussex Business Portal website launched by Winter 2010.

#### ***Recommendation 1:***

Inventory key business services currently available to entrepreneurs in Sussex County.

#### **Actions:**

- Identify key services for entrepreneurs (e.g., startup assistance, legal, marketing, financial, accounting).
- Conduct an inventory of these services and, in concert with the development of a Sussex Business Portal Web site, prepare an online guidebook to entrepreneurship in Sussex County.

#### ***Recommendation 2:***

Assess the state of entrepreneurial services in Sussex County.

#### **Actions:**

- Compare existing suite of services supporting entrepreneurs to those available in regions deemed most supportive of entrepreneurship.
- Prepare a list of services that need enhancement in Sussex County.
- Work with economic development stakeholders to enhance these services.

### **Objective EN-3: Tap the entrepreneurial energies of all age groups.**

#### **Measurements:**

- Initial entrepreneurial education program for Sussex County high school students developed and piloted by Fall 2010.

#### ***Recommendation 1:***

Develop and launch a youth-focused entrepreneurship-education program.

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Actions:

- Review existing education programs such as Rural Entrepreneurship through Action Learning (REAL) and develop a program focused on needs in Sussex.
- Conduct a pilot entrepreneurial education program for Sussex County youth. (e.g., University of Nebraska's EntrepreneurShip Investigation program).

*Recommendation 2:*

Tap the entrepreneurial experiences of Sussex County's growing community of retirees.

Actions:

- Invite retirees to actively participate in the activities of the Sussex Entrepreneur Advisory Group.

## Quality of Life Strategies

### GOAL: RESPONSIBLY MANAGE THE COUNTY'S NATURAL RESOURCES AND CULTURES THAT MAKE IT UNIQUE AND APPEALING

Quality of life strategies should focus on recognizing and accounting for the diversity of Sussex County's local environments, economies, and communities; developing vibrant arts, culture, and entertainment programming; and ensuring that the public education system provides existing and potential residents with highly-competitive educational opportunities. The following objectives are focused on maintaining and improving the high quality of life enjoyed by Sussex County residents:

Objective QL-1: Develop sub-regional visions and plans for economic development in Sussex County's regions.

Objective QL-2: Continue to develop arts, culture, and entertainment programming in Sussex County.

Objective QL-3: Engage Sussex County's economic development stakeholders in efforts to improve the public education system.

#### **Objective QL-1: Develop sub-regional visions and plans for economic development in Sussex County's regions.**

##### **Measurements:**

- Distinct economic development sub-regions identified by Summer 2009.

##### **Recommendation 1:**

Develop sub-regional economic development visions and plans.

##### **Actions:**

- Establish working group(s) to develop sub-regional visions.
- Identify distinct economic sub-regions within Sussex County.
- Develop visions for the character and purpose of economic development activities within each sub-region.
- Task working groups and the Sussex Business Resource Center with preparing sub-regional economic development plans that respond to the vision, constraints, and advantages of each sub-region.

#### **Objective QL-2: Continue to develop arts, culture, and entertainment programming in Sussex County.**

##### **Measurements:**

- A cohesive plan for retaining and expanding the arts in Sussex County completed by 2010.

Sussex Economic Development Action Committee (SEDAC)

***Recommendation 1:***

Inventory and assess existing arts, culture, and entertainment programming in Sussex County.

Actions:

- Inventory existing programming.
- Assess programming needs and approach existing providers about the need/demand for enhanced offerings.

**Objective QL-3: Engage Sussex County's economic development stakeholders in efforts to improve the public education system.**

**Measurements:**

- A formal relationship established between economic development forces and all school districts established by Fall 2009.

***Recommendation 1:***

Advocate for education improvements particularly relevant to conditions in Sussex County.

Actions:

- Identify existing educational improvement initiatives.
- Assess these initiatives relative to Sussex County's needs.
- Advocate for additions and amendments to ongoing initiatives in order to address Sussex's education needs.

## Infrastructure Strategies

### GOAL: PROVIDE THE NECESSARY INFRASTRUCTURE FOR INDIVIDUALS TO LIVE, VISIT, INVEST, AND WORK IN SUSSEX COUNTY

The provision of infrastructure has long been recognized as a key element in any economic development strategy. Efforts to improve the provision of infrastructure in Sussex County should focus on organizing to identify and advocate for needed infrastructure improvements. Business location and expansion efforts should also be facilitated by readily providing infrastructure, real estate, and market information to businesses. The following objectives are focused on providing high-quality infrastructure in Sussex County:

- Objective IN-1: Form a Sussex Infrastructure Council to identify, advocate for, and seek funding needed for infrastructure improvements.
- Objective IN-2: Develop a system that assists businesses in their site selection and expansion efforts by providing access to information on existing real estate, infrastructure, and market characteristics.

#### **Objective IN-1: Form a Sussex Infrastructure Council to identify, advocate for, and seek funding needed for infrastructure improvements.**

##### **Measurements:**

- Council established by Summer 2009.

##### ***Recommendation 1:***

Establish a Sussex Infrastructure Council.

##### **Actions:**

- Examine the structure of similar bodies in comparable areas.
- Develop by-laws to define membership and operations of Council and to specify the formality of the Council's relationship to Sussex County government.

##### ***Recommendation 2:***

Perform infrastructure needs assessments.



Actions:

- Sussex Infrastructure Council annually prepares assessment of needed infrastructure improvements in areas critical for economic development such as drinking water, wastewater, electric service, and emerging areas, such as broadband telecommunications.
- Sussex MPO prepares a transportation needs assessment and develops capital transportation program to be adopted by DeIDOT.

***Recommendation 3:***

Develop funding proposals to enhance infrastructure.

Actions:

- Apply for grant funds and advocate for other funds necessary to improve deficient infrastructure in Sussex County.

***Recommendation 4:***

Establish a Sussex Metropolitan Planning Organization (MPO) as an offshoot or sister organization to a Sussex Infrastructure Council.

Actions:

- Examine structure and operations of Dover-Kent MPO and other similar MPOs.
- Coordinate with DeIDOT to develop formal role of Sussex MPO.
- Develop resource, staffing, and governance plan for a Sussex MPO.
- Hire MPO executive director and other needed staff.

**Objective IN-2: Develop a system that assists businesses in their site selection and expansion efforts by providing access to information on existing real estate, infrastructure, and market characteristics.**

**Measurements:**

- System accessible to the public by Winter 2010.

***Recommendation 1:***

Develop an online, publicly accessible market intelligence tool that allows businesses to identify market, infrastructure, and population characteristics and available real estate in regions of Sussex County.

**Actions:**

- Identify desirable tool features.
- Task the Sussex Business Resource Center with developing this tool.
- Launch the tool and publicize the tool's availability to local and regional businesses.
- Work with DEDO to complement existing tools and services.

## Workforce Development Strategies

### GOAL: GROW AND NURTURE A WELL-TRAINED WORKFORCE THAT SUPPORTS HIGHER PAYING JOB OPPORTUNITIES

An educated and well-trained workforce is a necessity for long-run economic growth. Efforts to improve workforce conditions in Sussex County should focus on organizing to align educational and workforce development offering with existing and emerging marketplace needs. The following objective focuses on improving the workforce in Sussex County:

- Objective WD-1: Align educational offerings and workforce development programs with the evolving and immediate needs of the marketplace.

#### **Objective WD-1: Align educational offerings and workforce development programs with the evolving and immediate needs of the marketplace.**

##### **Measurements:**

- Inventory of workforce development activities completed by Fall 2009.
- Assessment of occupational opportunities in Sussex County completed by Spring 2010.

#### *Recommendation 1: Assess workforce development activities in Sussex*

##### Actions:

- Catalogue organizations involved and services offered.
- Compare with national practices.

#### *Recommendation 2: Determine the outlook for specific occupations and services in Sussex*

##### Actions:

- Work with Delaware Department of Labor to complete outlook for Sussex.

#### *Recommendation 3: Create a Business – Education Task Force to develop a strategy for system modification*

##### Actions:

- Form Task Force Spring 2010.

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## Implementation

### Stakeholders and Governance

Sussex County Council has endorsed this plan's mission, principles, and goals and a Director of Economic Development has been hired by the county. Both are key steps that will aid in the implementation of this plan. This section of the plan lays out a general strategy for continued implementation. The strategy involves the following two concepts:

**Formalize SEDAC's Relationships:** SEDAC should solidify its role in economic development by formalizing working partnerships and pursuing funding. The following activities are recommended in this regard:

- Develop formal working relationships with Sussex County, municipalities, and chambers of commerce.
- Pursue funding in order to support SEDAC's ongoing implementation efforts.

**Transition from Planning to Action:** SEDAC as it now exists has served well as a planning body. However, changes in SEDAC's structure will be needed in order to begin work on implementing the action called for by this plan. In particular, the following actions should be taken to facilitate implementation:

- Fill gaps in SEDAC membership to ensure participation from all relevant sectors.
- Form action sub-committees to work with lead implementation agencies on the five goals of this plan—business development, entrepreneurship, quality of life, infrastructure, and workforce development.
- Solicit sub-committee involvement of additional supporting organizations, such as those listed on the following table, to assist in implementation.

Sussex County Economic Development Strategy County/SEDAC	Functions Lead Implementer(s)	Supporting Organizations
	<b>Business Development</b> Sussex Business Resource Center	Sussex County Economic Development DTCC University of Delaware, Coastal Community Enhancement Initiative and Small Business Development Center Chambers of Commerce DEDO
	<b>Entrepreneurship</b> DTCC/SBDC	Sussex County Economic Development Chambers of Commerce University of Delaware, College of Business and Economics DEDO
	<b>Quality of Life</b> County STAC	Tourism Office Historic Associations Main Street Organizations Art Leagues
	<b>Infrastructure</b> Infrastructure Council/MPO	Sussex County/Municipal Governments Private Utility Providers DelDOT DEDO
	<b>Workforce Development</b> Business - Education Task Force	Sussex Tech DTCC

## Implementation Budgets and Timelines

Goal 1 - Create a system that supports and sustains existing business and aggressively pursues future opportunities				
OBJECTIVES AND RECOMMENDATIONS	Start Timing	End Timing	Budget	Page #'s
<b>Objective BD-1: Establish a Sussex Business Resource Center to provide critical market intelligence to Sussex County's public and private economic development stakeholders.</b> Measurements: Work plan for a Sussex Business Resource Center developed by Spring 2009. Funding proposal for a Sussex Business Resource Center prepared by Summer 2009.	2009	2011 (Review)	\$150,000	3-5
Recommendation 1: Develop a work plan for a Sussex Business Resource Center Recommendation 2: Prepare a formal proposal for funding a Sussex Business Resource Center and solicit support. Recommendation 3: Launch the Sussex Business Resource Center. Recommendation 4: Coordinate Sussex Business Resource Center efforts with those engaged in ongoing economic development activities.				
<b>Objective BD-2: Prepare industry scenario plans to enhance existing and potential industries in Sussex County.</b> Measurements: Scenario planning for Agriculture, tourism and healthcare completed by Fall 2009 . Scenario planning for aviation and green jobs (e.g. wind) completed by Summer 2009.		2009	\$20,000	5-6
Recommendation 1: Develop a template for the preparation of these plans. Recommendation 2: Conduct industry enhancement scenario planning.				
Goal 2 - Foster entrepreneurship and expand a diverse economic base				
OBJECTIVES AND RECOMMENDATIONS	Start Timing	End Timing	Budget	Page #'s
<b>Objective EN-1: Increase the visibility and viability of entrepreneurial activities in Sussex County.</b> Measurements: First annual entrepreneur day held Fall 2009. Entrepreneur Advisory Group established Fall 2009.	2009		\$8,000	7
Recommendation 1: Create entrepreneurship networking, leadership, recognition, and funding programs.				
<b>Objective EN-2: Inventory and enhance business services available to entrepreneurs.</b> Measurement: Assessment of services completed Fall 2009.	2009	2010	\$2,000	8
Recommendation 1: Inventory key business services currently available to entrepreneurs in Sussex County. Recommendation 2: Assess the state of entrepreneurial services in Sussex County.				

<b>Objective EN-3: Tap the entrepreneurial energies of all age groups.</b> Measurement: Initial entrepreneurial education program for Sussex County high school students developed and piloted by Fall 2010.	2009	2011	\$150,000 (\$50,000/yr)	8-9
Recommendation 1: Develop and launch a youth-focused entrepreneurship-education program. Recommendation 2: Tap the entrepreneurial experiences of Sussex County's growing community of retirees.				
<b>Goal 3 – Responsibly manage the county's natural resources and cultures that make it unique and appealing</b>				
<b>OBJECTIVES AND RECOMMENDATIONS</b>	<b>Start Timing</b>	<b>End Timing</b>	<b>Budget</b>	<b>Page #'s</b>
<b>Objective QL-1: Develop sub-regional visions and plans for economic development in Sussex County's regions.</b> Measurement: Distinct economic development sub-regions identified by Summer 2009.	2009	2010	\$10,000	10
Recommendation 1: Develop sub-regional economic development visions and plans.				
<b>Objective QL-2: Continue to develop arts, culture, and entertainment programming in Sussex County.</b> Measurement: A cohesive plan for retaining and expanding the arts in Sussex County completed by 2010.	2010	2010	\$5,000	10-11
Recommendation 1: Inventory and assess existing arts, culture, and entertainment programming in Sussex County .				
<b>Objective QL-3: Engage Sussex County's economic development stakeholders in efforts to improve the public education system.</b> Measurement: A formal relationship established between economic development forces and all school districts established by Fall 2009.	2009	Ongoing		11
Recommendation 1: Advocate for education improvements particularly relevant to conditions in Sussex County .				
<b>Goal 4 – Provide the necessary infrastructure for individuals to live, visit, invest, and work in Sussex County</b>				
<b>OBJECTIVES AND RECOMMENDATIONS</b>	<b>Start Timing</b>	<b>End Timing</b>	<b>Budget</b>	<b>Page #'s</b>
<b>Objective IN-1: Form a Sussex Infrastructure Council to identify, advocate for, and seek funding needed for infrastructure improvements.</b> Measurement: Council established by Summer 2009.				12-13
Recommendation 1: Establish a Sussex Infrastructure Council.	2009	2009	\$2,000	
Recommendation 2: Perform infrastructure needs assessments. Recommendation 3: Develop funding proposals to enhance infrastructure.	2009	2010	\$10,000	



Recommendation 4: Establish a Sussex Metropolitan Planning Organization (MPO) as an offshoot or sister organization to a Sussex Infrastructure Council.	2010	2011	\$125,000 (federal funds)	
<b>Objective IN-2: Develop a system that assists businesses in their site selection and expansion efforts by providing access to information on existing real estate, infrastructure, and market characteristics.</b> Measurement: System accessible to the public by Winter 2010.	2009	2010	\$75,000	13-14
Recommendation 1: Develop an online, publicly accessible market intelligence tool that allows businesses to identify market, infrastructure, and population characteristics and available real estate in regions of Sussex County.				
Goal 5 – Grow and nurture a well-trained workforce that supports higher paying job opportunities				
<b>OBJECTIVES AND RECOMMENDATIONS</b>	<b>Start Timing</b>	<b>End Timing</b>	<b>Budget</b>	<b>Page #'s</b>
<b>Objective WD-1: Align educational offerings and workforce development programs with the evolving and immediate needs of the marketplace.</b> Measurements: Inventory of workforce development activities completed by Fall 2009. Assessment of occupational opportunities in Sussex County completed by Spring 2010.	2009	2011	\$15,000	15
Recommendation 1: Assess workforce development activities in Sussex. Recommendation 2: Determine the outlook for specific occupations and services in Sussex. Recommendation 3: Create a Business – Education Task Force to develop a strategy for system modification.				

See next page:

