



UPPER SHORE REGIONAL COUNCIL

Cecil County
 Kent County
 Queen Anne's County

Upper Shore Regional Council 2013-2015 Strategic Plan

Mission

The mission of the USRC is to foster regional planning and development for Cecil, Kent and Queen Anne's counties; to afford federal, state, county and local governments a regional forum to identify issues and opportunities; and, to provide leadership in planning and implementing programs to improve the quality of life in the Upper Shore Region of Maryland.

Guiding Principles: CAPP

- 1) **Communication-- Frequently and Openly**
- 2) **Action Improves on Ideas**
- 3) **Partnerships Are Effective**
- 4) **Priority!---Job Creation!**

Executive Board

Dr. Alan J. McCarthy
 Chair
 Cecil County Council
 Commissioner

Ronald H. Fithian
 1st Vice Chair
 Kent County
 Commissioner

Robert C. Buckey
 2nd Vice Chair
 Queen Anne's County
 Commissioner

Joyce Bowsbey
 Cecil County
 Councilwoman

James J. Moran
 Queen Anne's County
 Commissioner

William W. Pickrum
 Treasurer
 Kent County
 Commissioner

Representing the General
 Assembly:

Senator Stephen S. Hershey
 Delegate Jay A. Jacobs
 Delegate Steven J. Arentz
 Delegate Jeff Ghrist

Maryland General Assembly

Doris S. Mason
 Executive Director
dmason@kentgov.org
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Goals	Actions
1: Broadband/High Speed Internet Services	1.1: Explore USDA Grants and Loans 1.2: Conduct Broadband Survey 1.3: Assess feasible alternatives to completing the "last mile" in the Upper Shore Region
2: Workforce	2.1: Inventory workforce training programs and assets in the region 2.2: Survey Business/Industry to assess workforce needs 2.3: Form a Workforce Talent Coalition 2.4: Analyze actions and determine areas of improvement 2.5: Set benchmarks to measure success 2.6: Determine amounts and sources of funding 2.7: Market the training and education programs 2.8: Obtain feedback on quality and effectiveness 2.9: Investigate and report on Retiree Talent Pool Program 2.10: Analyze results and feedback
3: Planning for Growth & Development	3.1: Solidify planning Coalition 3.2: Identify policies of impact on local region 3.3: Research and recommend needed sustainable growth local policies 3.4: Develop Econ. Dev. educational program for the public
4: Regional Strategic Plan	4.1: Develop regional strategic economic plan
5: Regional Marketing Plan	5.1: Determine effective and appropriate attraction image for region 5.2: Identify likely sectors for new or expanded business to/in region 5.3: Work to modify policies that present barriers to agribusiness 5.4: Obtain funding for research related to emerging region-appropriate agribusinesses



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<p>6. Retention and Attraction of Young Populations to the Region</p>	<p>5.5: Continue representation on RMC and pursue grant requests and awards via MAERDAF and USDA</p> <p>5.6: Obtain funding for gap-analysis and needs assessment of the regional agriculture industry</p> <p>5.7: Create web-based inventory of sites for business attraction and expansion</p> <p>5.8: Review existing website and determine its effectiveness</p> <p>5.9: Develop marketing plan</p> <p>5.10: Plan joint site selection regional visits with other Shore Regional Councils</p> <p>6.1: Create Young Professional networking group</p> <p>6.2: Conduct Youth Retention Survey to identify what attracts and retains young people to a region</p> <p>6.3: Develop structured process for leadership development for young workers</p> <p>6.4: Inventory quality rental housing availability for young professionals</p> <p>6.5: Establish "Welcome Home to the Upper Shore" campaign to retain young adults in the region</p> <p>6.6: Conduct study and plan for creating a youth technology incubator</p> <p>6.7: Establish a mentor network to enhance youth career opportunities</p> <p>6.8: Develop/expand student internships and apprenticeships</p> <p>6.9: Find funding sources to internships and apprenticeships initiatives</p> <p>6.10: Begin implementation of Strategies from Poll/Survey (6.2)</p>
<p>7. USRC is meeting its goals and opportunities</p>	<p>7.1: Investigate potential and need for creating a foundation</p> <p>7.2: Evaluate USRC future staffing needs</p> <p>7.3: Develop outreach strategies for educating the public regarding USRC</p> <p>7.4: Create expert resource-focused advisory board for USRC</p> <p>7.5: Attend business functions in each county</p> <p>7.6: Function actively with the Rural MD Council and the MD Dept. of Planning</p> <p>7.7: Carefully evaluation need for activities beyond the scope of strategic plan</p> <p>7.8: Institute project management system</p> <p>7.9: Assess technology and systems/processes and needs</p> <p>7.10: Provide regional data and technology consultation services</p> <p>7.11: Prepare strategic benchmark reports</p>

**** Feel free to contact the USRC for details regarding performance measures, timelines, measurement frequencies and accountable staff or partners.**

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