

Draft – 1008/0307/18

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Project ENABLE **Shaping Albemarle County's** **Future Economy**

*Draft Economic Development
Strategic Plan 2010 – 2020*

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Background

Albemarle County's focus on economic development has developed significant momentum in recent years. The County has taken a very deliberate, thoughtful, and strategic approach that works within the framework of the community's vision as established in the Comprehensive Plan and other established policy items.

Significant Milestones Along the Way:

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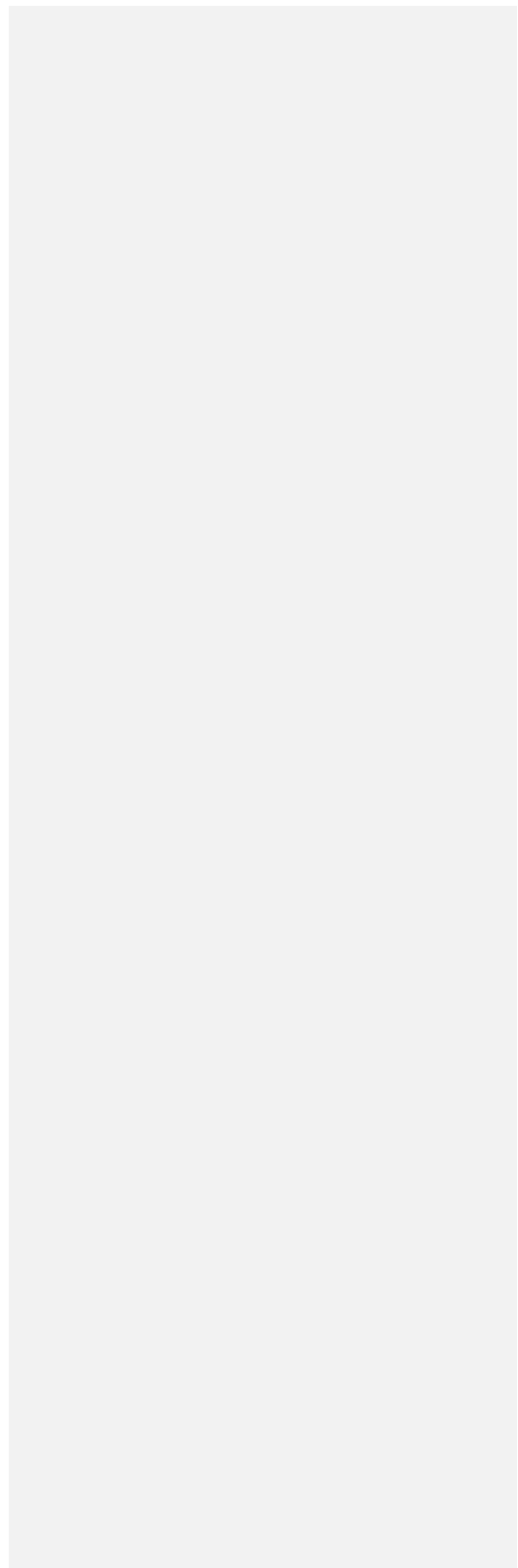
- **2008 - Updating the Economic Development Chapter of the Comprehensive Plan** - to reflect a more up-to-date strategic focus on desired industries.
- **2009 - Economic Opportunity Fund created** – for the first time, established a dedicated source of funding to support desirable economic development activities, used in several instances to match state grant funds for capital investment and above average wage jobs.
- **2010 - Economic Vitality Action Plan/Target Industry Study** – action plan adopted by the Board in 2010 with five specific goal areas; one of the most significant outcomes was a regional target industry study commissioned to identify industry groups with greatest chance of success given community assets and preferences – analyzed assets, workforce, existing industry clusters, etc.
- **2012 - Zoning ordinance modernized** – a complete modernization of the zoning ordinance to provide more flexibility and location options for businesses in target industry sectors.
- **2015 - Economic Development Office created** – hired the County's first Economic Development Director.
- **2016 - Restructured Economic Development Authority (EDA)** – streamlined procedures that allow the EDA to operate as a more effective economic development partner.
- **2016 - Economic development identified as critical focus on Strategic Plan** – FY17-19 Strategic Plan adopted last year identifies redevelopment and revitalization of County's urban areas, including focus on economic development, as top priorities.
- **2016/17 - Support for economic development in Two Year Plan and FY18 Annual Budget** – dedicated money to support initiatives that promote capital investment/quality jobs/economic vitality for urban areas.

Statement of Purpose

The next critical step in advancing the County's Economic Development Program involves adoption of a Strategic Plan that identifies the County's most critical economic development priorities and establishes goals, objectives, strategies and action plans for the next four years to achieve those priorities, for all Albemarle citizens. These priorities should be closely aligned with broader community development goals and initiatives as identified in the County's Comprehensive Plan and overall Strategic Plan that focus on creating a local economy driven by business/industry/institutions that complement the high-level growth management goals of the county and utilize the labor force/resource base/support structure of the area to export goods and services and import money. The Economic Development Strategic Plan will require the efforts of a cross-functional internal team as well as the involvement of external partners to reach success. The ED strategic plan will guide budgetary and capital/infrastructure decisions and work plans for the involved departments and the County as a whole, and will provide clear direction and prioritization while also remaining flexible enough to adjust to changing conditions.

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Contributing Policies/Documents:

Existing County policies and documents provide an overarching structure and parameters to help define priorities in the Economic Development Strategic Plan.

County's Vision Statement:

Albemarle County envisions a community with...

- *Abundant natural, historic, and scenic resources*
- *Healthy ecosystems*
- *Active and vibrant development areas*
- *A physical environment that supports healthy lifestyles*
- *A thriving economy, and*
- *Exceptional educational opportunity*

...for present and future generations.

Comprehensive Plan Economic Development Policy – updated in 2008:

The purpose of this Economic Development policy is, first and foremost, to provide the local citizenry an improved standard of living and enhanced quality of life. Economic growth and vitality are required to sustain and enhance the human economic, cultural, and natural characteristics of our community. By creating and sustaining a high quality, diversified economic environment, citizens will enjoy improved job opportunities, competitive wages, work force development opportunities, and the community will enjoy a growing and diversified tax base.

Economic Vitality Three Year Action Plan Preamble – adopted in 2010:

The Economic Development Policy of the County's Comprehensive Plan has a stated purpose to "provide the local citizenry an improved standard of living and enhanced quality of life." This Action Plan is intended to translate the purpose and goals of the Economic Development Policy into concrete and [measurable](#) actions, being very mindful of the need to adhere to already established growth management objectives and natural resource protections. While this Plan is focused on accomplishing specific action items within the next three years, the County recognizes the need for a long-term commitment to economic vitality. This Plan is intended to establish a sustainable pathway for the long-term health of our local economy.

Target Industry Study – completed in 2012:

The Central Virginia Partnership for Economic Development directed consultant work on a Target Industry Study for its member jurisdictions, including Albemarle County, which was completed in April 2012. This study identifies types of industries that have the strongest potential to succeed and offer the best prospects for "good jobs," meaning jobs that offer a higher quality of life (security, higher wages, opportunities for advancement, training, flexibility), and strong investment both in our larger region and specifically in Albemarle County. The Board of Supervisors endorsed the targets recommended for Albemarle County in May 2012. It is important to note that while identified target industries are the particular focus of many of the strategic plan goals and objectives, the County continues to recognize the value of and to support the many businesses outside of the target industries that benefit our community's economy.

The list of target sectors is a list of optimal targets and should not be considered to exclude related sectors. It is critical to emphasize that the Target Industry Study supports the cultivation and nurturing of existing businesses and considers employment of current residents as its most important outcome. The targets were selected based on available workforce, alignment with community preferences, and growth potential as well as strong multiplier effects that create jobs across a broad spectrum of skill sets.

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The recommended target industries are:

- Bioscience and Medical Devices
- Business & Financial Services
- Information Technology and Defense & Security
- Agribusiness and Food Processing

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Complementary targets are:

- Health Services
- Arts, Design and Sports & Media

Joint Endorsement of Mission and Guiding Principles – completed in 2017:

In July 2017, the Board of Supervisors, Planning Commission, and Economic Development Authority jointly endorsed the Mission and Guiding Principles for an Economic Development Strategic Plan (see more on page 7). The development of specific goals, objectives, and strategies for these principles were delayed until the arrival of a new County Executive and Director of Economic Development.

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Economic Development Mission and Guiding Principles:

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Albemarle County Economic Development Mission:

To attract additional financial resources into the community through responsible economic development activities that enhance the County's competitive position and result in quality job creation and career employment opportunities, increased tax base, enhanced natural resources and community character, and an improved quality of life for all citizens.

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Albemarle County Economic Development Guiding Principles:

- **Economic Diversity:** Support a diverse and vibrant economy that offers a broad range of job opportunities across the full spectrum of skill levels while delivering high quality government services to our residents.
- **Organizational Collaboration:** Collaborate on all levels (local, regional, and state) to maximize the economic opportunities for the area in a cost-effective manner, including close partnerships with the City of Charlottesville and the University of Virginia.
- **Entrepreneurship/Organic Growth:** Create an environment that encourages, values, and supports entrepreneurship and builds value from within by supporting those businesses or assets who have been a contributor to our community.
- **Build Awareness of Local Opportunities:** Build a strong level of awareness amongst students and young adults of the availability of local career and economic opportunities that keep young people here in our community and support efforts that build a skilled and talented workforce.
- **Educational Achievement and Partnership:** Recognize and support the strength of our local educational institutions and promote lifelong learning opportunities.
- **Leverage Intellectual Capital:** Strengthen and diversify Albemarle's economy by leveraging our intellectual capital to promote expansion of business interests to attract investment and enhance the livability of our community (and not detract from it).
- **Support Critical Infrastructure:** Support social infrastructure through business offerings that recognize family, educational, and cultural needs and that help people be successful, productive employees and focus the County's capital investments in ways that support desired economic development activity, i.e. physical infrastructure that encourages placemaking.
- **Encourage attraction of private capital/direct investment:** Focus significant effort on attracting the investment of private capital into our economy that grows jobs, creates opportunity, increases tax revenues and lessens dependence on public investment for necessary infrastructure.

~~Economic Development Strategic Plan:~~

Statement of Purpose

The next step in the County's Economic Development Program involves the adoption of a Strategic Plan that identifies economic development priorities by establishing goals, objectives, and strategies for the following four years. Hereafter, the Economic Development Strategic Plan is called "Project ENABLE" because its primary purpose is to ENable A Better Life Economically. These priorities shall align with community development goals, the Comprehensive Plan and the County's overall Strategic Plan. Together, they create an economy driven by business, industry, and institutions in a way that complements growth management.

Project ENABLE will utilize the labor force, resources, and structures to export goods and services and import money. Its success will require a cross-functional internal team as well as the inclusion of external partners. Project ENABLE will inform budgetary, capital, infrastructure, and work plans for the impacted departments and the County overall. It will provide clear direction and prioritization while remaining flexible enough to adjust to changing conditions.

Economic Development Strategic Plan:

The County recognizes that economic development is most successful as a "team sport," which requires ~~As a result, the Office of Economic Development (OED) will need to meaningfully engage in both~~ successful internal and external partnerships to fulfill the mission of Project ENABLE, the Economic Development Strategic Plan. The strategic plans of key partners at the local and state level have been ~~referenced~~ considered in the development of this plan, including UVA, the Central Virginia Partnership for Economic Development, and the Virginia Partnership for Economic Development.

To help clarify the role played by ~~the County the OED~~ in these partnerships, a glossary of terms is provided below. This glossary provides context-specific definitions to better understand the roles and responsibilities of the OED County in the Economic Development Strategic Plan throughout Project ENABLE.

Glossary

Business Process Optimization – a County-wide effort to improve service delivery through better collaboration and a reduction in the duplication of efforts

Delta Strikeforce – a parallel organization comprised of several team members from key internal departments (such as Community Development, Finance, Parks and Recreation, County Attorney, and County Executive's Office) that collaborates on Economic Development projects on an as-needed basis

Follow – respond, "Do no harm"

Institutional – governmental and quasi-governmental organizations

Lead – develop, initiate, organize, coordinate, direct, guide, manage the effort and be accountable to the result

Monitor – regularly observe and take notice of collected data or efforts by others

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Primary business – an establishment that produces a good or service locally and primarily sells it outside of the Charlottesville metropolitan statistical area (MSA)

Partner – equally share the responsibility of leading an effort and sharing accountability in the result

Participate – actively cooperate, engage, collaborate in the effort and contribute to the result

Refer – encourage the use of other resources

Support – actively or passively contribute to the effort by providing consultation to those leading the effort

Organizational Key

CACVB – Charlottesville-Albemarle Convention and Visitors Bureau

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CVPED – Central Virginia Partnership for Economic Development

VEDP – Virginia Economic Development Partnership

PVCC – Piedmont Virginia Community College

ACSA – Albemarle County Service Authority

ULI – Urban Land Institute

GO Virginia, Region 9 Partners – Albemarle County, City of Charlottesville, Culpeper County, Fauquier County, Fluvanna County, Greene County, Louisa County, Madison County, Nelson County, Orange County, Rappahannock County

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Proposed Goals, Objectives and ~~Initial~~ Strategies

These goals, objectives, and ~~initial~~ strategies ~~have been~~ developed ~~based on~~ policy documents, data analysis, ~~and cross-functional~~ staff review, ~~policy documents and other background materials, as well as~~ and comments from external partners ~~and the~~ joint work session of the Board of Supervisors ~~and~~ Economic Development Authority ~~work session held last summer~~. **Project ENABLE** ~~requires internal and external~~ is important to reiterate that it will require the cooperation ~~ive among partners~~ effort of an economic development team to ~~successfully~~ accomplish these goals and objectives. ~~Linkages are pointed out below that indicate how responsibility will be shared with critical partners.~~

Goal 141 - Strengthen Existing Business Retention and/or Expansion (BRE) Efforts

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- **Objective 1 – Lead the formalization of ~~our~~ the existing ~~business visitation~~ program BRE program**

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- **Strategies:**

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- ~~LE-D-1~~ Leads the creation of a schedule to ~~contact in person~~ visit a representative sample of ~~all county~~ target industries and primary businesses at least once every two years
- ~~Develop a systematic approach for using business visitation data to improve retention and expansion, provide necessary resources as part of future staffing plan.~~
- ~~Refer small consumptive businesses to existing community resources like the CVSBD, CIC, SCORE, etc. that are~~
- ~~focused on keeping supporting local businesses rooted in the community through their various stages of growth.~~
- ~~Lead an enhanced level service for primary businesses by providing customized support.~~
- ~~Develop systematic approach for using business visitation data to inform decisions and drive staff actions.~~ Partner with the private sector, City, UVa, and CVPED to examine a business cluster group strategy.
- ~~**Objective 3 – Recruit and refer potential partners to VEDP’s Economic Gardening pilot program and international VALET program**~~
-

~~BRE is the one of the main priorities of state and local development professionals. Local businesses have strong community ties, reducing the risk of leaving and BRE programs are often less expensive than business attraction, yielding more jobs on average.~~

~~Low interest loans, available to businesses purchasing land, refurbishing buildings, and new equipment.~~

~~Bond programs are created to help lower the cost of borrowing for a business; the interest on a bond is much lower than on traditional bank loans.~~

~~Create increased use of zoning to encourage and discourage desirable and undesirable business expansion and retention in the development area. A recent trend in BRE has been Planned Manufacturing Districts (PMDs) which create tiered zoning reserving the core of an area for manufacturing and creates a buffer area for commercial use. This allows for heavy industry and upscale residential property to coexist, reducing sprawl. We’ll use this strategy for the Broadway Blueprint.~~

~~Provide support for low cost training provided for the workforce of businesses (Phyllis Juan).~~

~~Tax credits for businesses encouraging business retention and expansion.~~

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Business cluster group strategies are increasingly used to assist BRE. Sharing concerns such as infrastructure, zoning and quality of life enables a more powerful voice to be heard, influencing business climate improvement.

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Ensuring business finance availability is an important part of BRE. Many cities now work on identifying and promoting financial incentives often through one-stop services linking companies to services in the key areas of:

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o Finance

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o Incentives

o Taxes

o Real estate

o Workforce issues

o Regulations

o Technology

A recent trend in BRE has been Planned Manufacturing Districts (PMDs) which create tiered zoning reserving the core of an area for manufacturing and creates a buffer area for commercial use. This allows for heavy industry and upscale residential property to coexist, reducing sprawl. We'll use this strategy for the Broadway Blueprint.

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Potential Quantitative Measures

Number jobs created/retained [x] Number of retained businesses [x] Cost per job created/retained [x]

Number of businesses visited [x] Number of businesses surveyed [x] Number of at-risk businesses assisted [x]

Average salary of jobs created [x] Spinoff private investment [x]

Qualitative Measures

o [x] Business perceptions of local government [x] Business perceptions of the community [x]

Relationship between business retention programs and city services available to businesses (e.g. workforce development initiatives) [x] Involvement of assisted businesses in other community activities [x]

Objective 4 – coordinate and cross reference efforts with Goal 3 – Site Readiness

o [x]

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Goal 26 – Improve the Business Climate

o Objective 1 – Improve Efficiency by 1 – Removing and Reducing Controllable Barriers

o

o Strategies:

o Secure positive and productive engagement with Community

Development Department as a critical partner in the work of economic development

o Support Zoning Code amendments to actively achieve County vision and

goals

o Partner with Community Development Dept. to support Zoning Code and Zoning Map amendments that permit business expansion and retention consistent with the Comprehensive Plan

See page 45 for full description of background on targeted industries:

- Bioscience and Medical Devices
- Business & Financial Services
- Information Technology and Defense & Security
- Agribusiness and Food Processing

o Strategies:

o ~~Lead, partner or support site work that escalates site readiness activities for at least two Development Area sites to a higher tier as defined by VEDP's Business Ready Sites Program (sites may be less than 100 acres) to have them suitable for development with all infrastructure and permits in place, so the site is ready to go when a company comes calling.~~

o ~~Lead or Partner on an economic development planning exercise for the Broadway Street Corridor called the "Broadway Blueprint."~~

o ~~Lead specific site, or partner on building and related infrastructure needs to support targeted primary industries - includes start-ups, existing businesses and primary business relocation. Recruit and refer primary business to VEDP's Economic Gardening pilot program and international VALET program possibilities~~

o ~~Lead an - to include analysis of geographic areas by giving strong consideration to redevelopment and infill opportunities in the Development Areas within guidance of County policies that protect natural resources~~

o ~~Lead the prioritization and development of site readiness~~

o ~~Lead the support Partner with the Chamber of Commerce through the Defense Affairs Committee on the retention and expansion of - Department of existing and future Department of Defense facilities~~

o ~~installations Partner with University of Virginia Foundation to advance the Research Park~~

o **Objective 22 -- Represent economic development interests in Lead the integration of of suitable sites for business development into County and institutional partners' planning processes**

o Strategies:

o ~~Lead the analysis and marketing of existing available sites to assist interested businesses - shorter term focus on work with private clients to bring product online, eventually pursue County site control where appropriate~~

o ~~Lead the pursuit of redevelopment opportunities that encourage economic development activity that supports small area planning and strategic planning goals Partner with the Community Development Dept. to increase the inventory of land designated in the Comprehensive Plan and zoned for targeted industries and primary businesses~~

o ~~Support County partners' planning processes and work functions by representing Economic Development interests~~

o ~~Partner to invest in strategic infrastructure elements in urban areas~~

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- Participate in planning efforts of external economic development partners, including the partners in GO Virginia Region 9, UVA., PVCC, CVPED, etc. Economic Development Partners
- Lead the consideration of incubator and shared work space opportunities to support start up/entrepreneurial activity
- **Objective 33 – Lead the creation and implementation of economic development of incentives, programs, and policies /strategic assets toolbox and supporting policies**
 - Strategies:
 - Lead the creation formalization of a policy for public/private partnerships (P3)
 - Lead the consideration of specialized zones (i.e. technology zone, economic development revitalization zones, etc.) where appropriate
 - Lead the identification and implementation of financial incentives (covered elsewhere)
 - Support and taxing structure review for competitiveness, working with the EDA as an implementation partner
 - Revise guidelines of the Economic Opportunity Fund (EOF) to permit matching for the Virginia Jobs Investment Program (VJIP) and other state grants that do not require a local match
 - Partner on creating an expedited regulatory review for priority target industry projects
 - Lead efforts to help businesses take advantage of grant programs, and state and federal financing opportunities
- **Objective 44 – Participate Supportin the integration of ROI considerations of economic development analysis, and fiscal impact in the development review process**
 - Strategies: review as part of consideration
 - Partner with Delta Strikeforce to identify when fiscal impact analyses are desired and provide timely analysis of appropriate projects
 - Partner to revise the existing criteria of the Priority Review Process to capture more of the business opportunities aligned with Project ENABLE for projects with significant economic development potential
 - Create a parallel organization cross functional team called Delta Strikeforce that will identify how the appropriate threshold for activating an analysis will be determined and perform said evaluation.
- **Objective 55 – Support a skilled and trained workforce**
 - — ACPS, ACDSS, Piedmont Workforce Network, UVA, and and PVCC are critical partners for this goal/objective
 - Strategies:
 - Support Albemarle County Public Schools, PVCC’s Network2Work, CATEC, and the City of Charlottesville’s GO workforce training programs

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- Support partners like PVCC and industry reps to create a trained and skilled workforce that supports target industries
- Support businesses that help create self sufficiency and career advancement opportunities
- Support local students to consider alternative career pathways in addition to traditional four year degree pathway
- Lead or participate in existing regular business - /education roundtables to create shared awareness of areas of local employer needs

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Participate with other partners to support multi-modal transportation infrastructure elements that help commuting routes

○ Objective 67 – Lead and support use of agribusinesses

- Strategies
 - Partner with others to promote agriculture, forestry, and agribusiness enterprises in the Rural Area that help support the Rural Area goals for a strong agricultural and forestal economy consistent with the Comprehensive Plan
 - Connect existing primary businesses to state and federal resources such as AFID grants, USDA
 - Convening the stakeholders from the winery, brewery, cidery, and distillery industries to learn if and how to successfully promote become to or growing as a primary business

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Determine and recommend uses for the rural areas

Connect existing rural primary businesses to state and federal resources such as AFID Grants, USDA

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Goal 443 – Seek Private Investment to Obtain Further the Public Wants Good

- Objective 1 – Lead development projects that result in a public good or in supporting the public good within guidelines enhance that ensure that the built environment does not detract from our natural resources

- Strategies:
 - Recommend economically feasible development projects to the Board that utilizes existing County assets to entice private development to meet both Community & Economic Development goals. The goals will be part of an iterative process that includes a market analysis, site analysis, public stakeholder engagement and financial feasibility modeling.

Partner with willing investment partners to jointly create a desirable built environment with and desirable public

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- components in premeditated the Development Areas of the County
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- **Objective 2 – Lead development projects that capitalize on our assets, inspiration, and potential to create unique and community-based public spaces**
 - **Strategies:**
 - Partner with Community Development Collectively reimagine and reinvent public spaces as the heart of the community. Strengthening the connection between people and the places they share Department on or placemaking, mixed-use, development and redevelopment opportunities. Placemaking refers to a collaborative process by which we will shape our public realm to maximize shared values.
 - Contact property owners to gain site control or locate willing partner of strategic locations to jointly plan, design, and create cool public spaces for a best in class built environment.
 -
 - Partner with Community Development Department to recommend special districts or zones, such as arts districts, tourism zones, waterfront zones
 - Partner with Community development to promote mixed-use real estate redevelopment
- **Objective 32 – Lead the development of public-private partnerships that increase direct private investment**
 - **Strategies**
 - Recommend Agree to a Partnership Criteria that allows anyone can to share partnership ideas or interests with Albemarle County through email, phone, events, or at meetings.
 - EDO will review the proposed partnerships along with appropriate staff to answer these three questions:
 - Does it address an Albemarle County priority or help meet an identified community need?
 - Are there shared interests and mutual enefits for public and private sector partners?
 - Is it likely to leverage new resources, expand capacity, or reduce costs?
 - If the answer is yes for these three criteria, staff facilitates planning discussions to determine the scope, roles, outcomes, and calculate the projected Return on Investment (ROI).

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- Recommend to the Board customized solutions to enable for making economic development projects to go forward that otherwise infeasible through the use ofthat would not otherwise be possible without public participation.....such as synthetic TIFs, historic tax credits, parking, and infrastructure grants, etc.

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Goal 5 – Educate the Community and eEnhance the Visibility of Lead the enhancement of Economic Development ~~Visibility/Communication~~

- ◆ Office of Communications/Community Relations is a critical partner
 - Objective 1 – Build community awareness/support for ED initiatives
 - Strategies:
 - Lead the development of an Create a newsletter
 - EDO website
 - Lead the creation of a recurring communication to the public
 - Utilize social media to inform and educate the public
 - Lead the creation of a written and verbal annual report that provides details on local economic activities.
 - Objective 2 – Create a marketing campaign Lead the implementation of an ongoing marketing campaign to highlight the County’s desirability as a location for start-ups, expansion existing and and-relocating businesses
 - Strategies:
 - Partner with site locators, and commercial firms, and other partners to update VEDP’s property directory identify upfront community info, data, etc. that influences location decision making
 - Partner with others to develop graphics, content and navigation that provides quick and easy access to critical information
 - **Develop visual, up to date interactive building and site locator
 - Support the creation of content that clarifies permitting, licensing processes, tax information and relevant business information
 - Communicate the County’s economic development “brand,” value proposition, strategic assets, etc.; to differentiate the community as a desirable location for target industries, both existing and new.
 - Objective 43 – Identify, track and publish regular reporting/analytics that benchmark progress and satisfaction of performance measures
 - Strategies:
 - Report data to Board, EDA, business community, and other stakeholders to keep them informed about progress via an economic development scorecard in key benchmark areas, which will include CDD, EDO and Dept of Finance performance metrics

Goal 62 – Lead External Efforts to Create Strategic Institutional Partnerships with Economic Development Institutions

- ◆ Department of Finance is a critical partner

○ **Objective 121 – 1** Create **strategic partnerships that to advance County's strategic and economic development goals**

○ Strategies:

- Lead collaboration with at least the University of Virginia, PVCC, Go Virginia Region 9 in supporting existing business expansion and attraction of new target industries
- Partner with private sector on land and building possibilities, infrastructure improvements, including establishing formal P3s Support Region 9 Growth and Diversification Plan

~~○ **Objective 2** – Lead the development of public-private partnerships that increase direct private investment~~

○ **Objective 213 – 1** – Lead the formalization of operating protocols with **critical regional partners to start new businesses or grow existing businesses**

○ Strategies:

- Partner with UVA, City of Charlottesville and others to work collectively by developing a more cohesive, regional, community of entrepreneurs and supporters that help new high growth ventures form, survive and expand. The partners will work cooperatively to solicit ideas, establish a vision, create a plan, secure buy-in from stakeholders, and begin implementation with alacrity (i.e. create an innovation and entrepreneurial ecosystem).
- Support UVA, PVCC, and CATEC to leverage technology transfer
- Support GOe Virginia and similar grants that are consistent with Project ENABLE.
- Lead the compliance with use the existing City/County Memorandum of Understanding for Collaboration Regarding Economic Development as a starting place to formalize working relationships with other state and regional partners like VEDP, CVPED, University of Virginia, Charlottesville Business Innovation Council, and Chamber of Commerce, among others, to build the regional economy.
- Partner with UVA, including entities like the School of Engineering and iLab, PVCC, and CATEC to leverage technology transfer/commercialization possibilities and build the entrepreneurial ecosystem.
- Lead the formalization/ratification of working protocols with critical external partners like RWSA, VDOT, ACSA, and utility providers, etc.
- Partner with on use of educational institutions / professional partners for specific training needs/project implementation. Partner on innovation and entrepreneurship

○ **Objective 34 – Strengthen effective working partnership with the Economic Development Authority**

○ Strategies:

- Research and benchmark specialized EDA roles in other communities

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- Partner with the Board of Supervisors and EDA to clarify the EDA role in determining role and create specific goals/desired outcomes
 - Support the scheduling regular joint work informationing sessions to discuss direction and activities
- Lead the efforts to benchmark understand full partnership possibilities regarding financing structures and other specialized EDA roles
- Partner on innovation and entrepreneurship

Goal 7 – Partner to expand efforts to build the County’s tourism sector

- ▶ CACVB and Parks and Recreation Department are critical partners
 - Objective 1 – Partner with newly reconstituted CACVB Executive Board and staff to support regional tourism priorities
 - Strategy
 - Note: Ask Adam about County’s role in weddings as agritourism? as they are identified, including a focus on arts and culture
 - Objective 2– Support existing and new tourism products in Albemarle County, including County parks and other natural assets, that drive tourist activity to the region, working in partnership with County Parks & Recreation, CACVB and other partners.
 - Objective 3 – Partner with others to leverage Virginia Tourism Corporation (VTC) resources to support tourism efforts
 - Objective 4 – Support off season and business related travel

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