

Overview of Changes:

From the July 2017 draft “Economic Development Strategic Plan” to August 2018 “Project ENABLE”

One of the most basic outcomes of a sound economic development program is the creation of new wealth through the attraction of private capital and investment. The Mission and Guiding Principles were modified to include this fundamental aim. Additions/changes to the July 2017 Mission and Guiding Principles are shown below in red.

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.

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.

Goals and Objectives:

Project ENABLE modified and reorganized many goals and objectives from the July 2017 draft Economic Development Strategic Plan to provide additional clarity.

For example, the original Goal 1 under the July 2017 draft has now been separated into the first two goals of Project ENABLE (Goal 1 and Goal 2). The new Goal 2 (“Improve the Business Climate”) incorporates Goal 1, Objective 2 from the July 2017 draft.

The July 2017 draft Economic Development Strategic Plan contained six goals and the August 2018 Project ENABLE contains seven goals. Each goal is summarized below with notes to explain differences in numbering between the July 2017 and August 2018 drafts.

Goal 1

July 2017:

Goal 1: Strengthen Existing Business Retention/Expansion Efforts and Improve Business Climate

- Objective 1: Expand existing business visitation program
- Objective 2: Continue efforts to streamline development review processes and address costs of doing business in the County
- Objective 3: Maintain ongoing dialogue between county staff and general business community

August 2018:

Goal 1: Strengthen Existing Business Retention and/or Expansion (BRE)

- Objective 1: E.D. leads the formalization of the existing BRE program
- Objective 2: E.D. recruits and refers potential partners to VEDP’s Economic Gardening program and international VALET program

Goal 2

July 2017:

(Goal 1 from the July 2017 draft was split into two goals under Project Enable.)

August 2018:

Goal 2: Improve the Business Climate

- Objective 1 – Remove and reduce controllable barriers
 - Objective 2 – Review the costs of doing business in the County
 - Objective 3 – Clarify and improve customer experience for starting and operating a business
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Goal 3 under Project Enable has integrated both Goal 2 and Goal 3 from the July 2017 draft.

Goal 3

July 2017:

Goal 2: Improve the County's Readiness to Accommodate Desired Business Activity

- Objective 1 – Support growth of target industry clusters
- Objective 2 - Increase supply of ready product – building and sites
- Objective 3 – Develop robust incentives/strategic assets toolbox
- Objective 4 – Skilled and trained workforce

Goal 3: Align the County's economic development staff capacity with desired goals/outcomes

- Objective 1: Insure appropriate staffing and resources for economic development office
- Objective 2: Formalize standing cross-functional economic development staff team with responsibility for advancing strategic plan goals and objectives

August 2018:

Goal 3: Lead the County's Readiness to Accommodate Desired Businesses

- Objective 1 – Lead the growth of targeted industries
- Objective 2 – Lead the investigation of B-Corporations as a targeted
- Objective 3 – Represent economic development interests in County and institutional partners' planning processes
- Objective 4 – Lead the creation of economic development incentives, programs, and policies
- Objective 5 – Support the integration of economic development analysis and fiscal impact in the development review process
- Objective 6 – Support a skilled and trained workforce

The goal of seeking out private investment was not clear in the July 2017 draft Economic Development Strategic Plan. Goal 4 under Project ENABLE explicitly states it as a goal.

Goal 4

July 2017:

Goal 4: Increase Economic Development Visibility/Communication

(This goal most closely aligns with the August 2018 Goal 5.)

August 2018:

Goal 4: Seek Private Investment to Further the Public Good

- Objective 1 – Lead development projects that result in a public good or enhance natural resources
- Objective 2 – Lead development projects that capitalize on our assets, inspiration, and potential to create unique and community-based public spaces
- Objective 3 – Lead the development of public-private partnerships that increase direct private investment

Goal 4 from the July 2017 draft Economic Development Strategic Plan most closely aligns with Goal 5 from Project ENABLE.

Goal 5

July 2017:

Goal 4: Increase Economic Development Visibility/Communication

- Objective 1 – Build community awareness/support for ED initiatives
- Objective 2 – Implement an ongoing marketing campaign to highlight the County’s desirability as a location for business. Lead development projects that result in a public good or enhance natural resources
- Objective 3 – Launch a new website that provides dynamic, compelling “front door” to existing and prospective businesses
- Objective 4 – Track and publish regular reporting/analytics that benchmark progress

August 2018:

Goal 5: Enhance the Visibility of Economic Development

- Objective 1 – Build community awareness for ED initiatives
- Objective 2 – Create a marketing campaign to highlight the County’s desirability for start-ups, existing and relocating businesses
- Objective 3 – Identify, track and publish regular analytics that benchmark performance

Goal 5 from the July 2017 draft Economic Development Strategic Plan most closely aligns with Goal 6 from Project ENABLE.

Goal 6

July 2017:

Goal 5: Maximize External Resources/Strategic Partnerships

- Objective 1 – Explore options to create strategic partnerships that advance the County’s strategic and economic development goals
- Objective 2 – Formalize working protocols with critical regional partners Lead development projects that capitalize on our assets, inspiration, and potential to create unique and community-based public spaces

- Objective 3 – Strengthen effective working partnership with the Economic Development Authority

August 2018:

Goal 6: Lead External Efforts to Create Strategic Partnerships with Economic Development Institutions

- Objective 1 – Create partnerships to advance County’s strategic and economic development goals
- Objective 2 – Lead the formalization of operating protocols with regional partners
- Objective 3 – Strengthen effective working partnership with the Economic Development Authority

Goal 6 from the July 2017 draft Economic Development Strategic Plan most closely aligns with Goal 7 from Project ENABLE.

Goal 7

July 2017:

Goal 6: Expand efforts to build the County’s tourism sector

- Objective 1 – Increase Focus on Arts/ Cultural Activities
- Objective 2 – Identify and support existing and new tourism products in Albemarle County that drive tourist activity to the region, working in partnership with County Parks & Recreation, CACVB and other partners
- Objective 3 – Encourage off season and business-related travel

August 2018:

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

- Objective 1 – Partner with CACVB Executive Board and staff to support regional tourism priorities, including a focus on arts and culture, as well as off-season and business-related travel
- Objective 2 – Support existing and new tourism products in Albemarle County, including County parks and other natural assets
- Objective 3 – Partner with others to leverage Virginia Tourism Corporation (VTC) resources