Goochland County Economic Development Strategic Plan

Goochland For Business

Adopted 6/4/19

Economic Development 2019-2024 Strategic Plan

Our Vision

To attract, cultivate, and retain diverse business in Goochland County by promoting economic growth through commercial, and industrial development preserving Goochland's agricultural heritage.

Our Mission

The Economic Development Authority in conjunction with the Economic Development Department will create vitality and quality of life through four critical areas:

- Recruitment of New Business
- Retention and Expansion of Existing Business
- Tourism
- Workforce Development

Background

The Goochland Economic Development Authority and Board of Supervisors adopted this strategic plan to provide direction and focus to Goochland County's Economic Development department. The four distinct goals identified in this plan were selected as opportunities to promote the County's existing offerings, as well as prepare for future growth and development. This plan is dependent on other County-sponsored activities that may affect the local business climate, such as land-use policies as defined by zoning regulations, the Code of Virginia, the Comprehensive Plan, tourism development, and workforce readiness initiatives. This plan should be reviewed annually by the Goochland County Economic Development Authority and the Goochland County Board of Supervisors and revisions made as necessary.

Strategic Plan Process

Existing Business
- Business visitations
- Sustain & grow
- Understand business climate
- Workforce
- Business Liaison
- Incentives

New Business
- Attract new investment
- Build relationships in region
- Determine Target Markets - Taxable
- Market the County
- Workforce
- Incentives

Tourism
- Market research
- Agri-tourism
- Tourism website
- Market tourism
- Trail development and promotion

The planning process to create this strategic plan included a joint work session between the Board of Supervisors and the Economic Development Authority where a SWOT (strength, weaknesses, opportunities, and threats) assessment was performed and later analyzed by the two bodies at a facilitated development work session. The work session was facilitated by a consulting firm, Decide Smart, LLC whom encouraged discussions devoted to eliciting a comprehensive collection of thoughts, ideas, feelings, and passions to implement in the Economic Development Strategic Plan.

In addition, staff benchmarked localities to identify areas of interest and best practices. Staff also reviewed the past strategic plan to identify items that could be brought forward in the new plan including completed and ongoing projects.

The creation of the plan included staff from Economic Development, Community Development, Community Administration, and Parks and Recreation. After the plan was drafted the Economic Development Authority reviewed to ensure all items are effectively captured.

Once the Economic Development Authority approved the plan, it was presented to the Board of Supervisors for final approval and implementation.

Throughout this plan, the below terms are used to show plan implementation:

- Vision – Articulates the overarching philosophy and value set of the Economic Development Authority.
- Goal – A core area of focus supporting the vision. The Goal embodies a desired end-state of economic development. It's an end to be achieved though continuous Strategy. Nomenclature – a single numerical digit (e.g. "2")
- Objective – A program that is undertaken to support a Goal. Objectives represent the general activity that serves as the means to achieving the stated Goal. Objectives can theoretically support more than one Goal, but they will be always associated with one main Goal. Nomenclature – (e.g. "2.3") read as "Goal 2, Objective 3"
- Strategy – A short-term project. A set of actions that has a specific goal to move the mark for a stated Objective. Strategies have a specific start and end date; they are initiated and then retired. Strategies also have other tracked aspects including the following: owner, action plan, baseline situation to be improved, target result, and timeline. Strategies are expected to have varying degrees of success in supporting Objectives. Nomenclature – (e.g. "2.3.5") read as "Goal 2, Objective 3, Strategy 5"

Under each goal is a set of objectives and strategies, each with specific set of performance measures or a targeted result. These measures should be evaluated annually to determine if the plan and stakeholders are meeting the specified goals. The measures will be provided as part of the department's annual report to the Economic Development Authority and Board of Supervisors.

Goals and Objectives Summary

Goal 1: Stimulate investment and job growth through new business development.

- Objective 1.1: Increase capital investment in Goochland County.
- Objective 1.2: Effectively market Goochland County to increase new business.
- Objective 1.3: Establish target markets.
- Objective 1.4: Develop incentive program.
- Objective 1.5: Understand Goochland County workforce needs.

Goal 2: Retain and expand existing businesses in Goochland County.

- Objective 2.1: Create business visitation program.
- Objective 2.2: Evaluate incentives for existing business retention and expansion.
- Objective 2.3: Market existing businesses and their successes.
- Objective 2.4: Evaluate need and benefits for incubator or co-working space.
- Objective 2.5: Offer education and training programs for existing businesses.
- Objective 2.6: Offer resources to existing businesses to help businesses grow.

Goal 3: Promote, enhance, and expand tourism offerings in Goochland County.

- Objective 3.1: Create Goochland tourism brand.
- Objective 3.2: Market existing tourism offerings.
- Objective 3.3: Build relationships with community and regional partners.
- Objective 3.4: Promote Agritourism.
- Objective 3.5: Enhance outdoor activities.

Goal 4: Create an effective and efficient Economic Development department.

- Objective 4.1: Set standards for the Economic Development department.
- Objective 4.2: Creation of a Goochland County Business Center.
- Objective 4.3: Create metrics for Economic Development department tracking.
- Objective 4.4: Examine the Economic Development Authority's role to further enhance Economic Development in the County.

Goal 1: Stimulate investment and job growth through new business development.

Stimulating investment and job growth in Goochland County through new business development will help the County grow smart. By focusing on growth corridors in the County, and promoting those to external parties, Goochland can contend for larger projects in the Richmond region. In order to increase capital investment, the Economic Development staff will work to expand professional network with commercial brokers, Virginia Economic Development Partnership, and other organizations to increase lead generations, including evaluating the benefits of joining regional partnerships. It is also important to understand Goochland's existing assets and how to mitigate any challenges. One if the strategies of Objective 1.1 is to evaluate the benefits of pre-zoning areas that are designated for Prime Economic Development and increase the availability of speculative space in these areas. In addition, the County should continue to support broadband, transportation, and other infrastructure initiatives in the County to enhance business climate and site readiness to remain competitive in the region.

Objective 1.2 challenges staff to effectively market the County. The Economic Development department will utilize the website and social media to market the County assets and successes. Furthermore, staff will identify all available sites and buildings and post online. Having this information up to date and on the internet allows for both national and global presence. Additionally, the Economic Development department will actively market buildings and sites to the appropriate targeted industries through FAM (familiarization) tours, meeting with site selectors, attending trade and industry shows, and creating a comprehensive catalogue of marketing materials. Before staff can begin to effectively market the economic development areas in the County, target markets need to

be established. Staff will evaluate the existing businesses and research emerging industries in the region to establish areas to target. Understanding industry requirements and comparing those against Goochland's offerings will help identify cohesion among industry recruitment.

Another important objective to the goal of business recruitment is to determine when and what types of incentives Goochland County should offer for business recruitment. Incentives can come in many different forms and not every incentive is right for each locality or potential investment. Staff will evaluate and bring ideas to the EDA and BOS for approval.

Lastly, staff needs to gain an understanding of the County's workforce needs and resource partners. Objective 1.5 lends itself to blend with the Plan's second goal of business retention and expansion. All businesses, whether they are new to the County or existing in the County, need a well-prepared workforce.

Goal 1 Objectives/Strategy Items:

- Objective 1.1: Increase capital investment in Goochland County.
    - Build relationships with key stakeholders (commercial brokers, developers, site selection consultants, VEDP, landowners, area chambers)
    - Understand existing assets (infrastructure, workforce, land availability, facilities)
    - Evaluate benefits of pre-zoning property in Prime Economic Development Areas
    - Increase available speculative space
    - Increase leads through Virginia Economic Development Partnership
    - Evaluate benefits of regional collaboration
    - Continue to support broadband and transportation initiatives to enhance business climate
- Objective 1.2: Effectively market Goochland County to increase new business.
    - Utilize website and social media to market County assets and successes
    - Target market West Creek and other commercial business parks
    - Host tours of the County to site location consultants, VEDP, and potential new businesses
    - Attend and participate in conferences and trade shows to promote the County
    - Create a comprehensive catalogue of marketing materials
    - Create Resource Profile
- Objective 1.3: Establish target markets.
    - Examine existing agricultural community assets and market to agriculturally based industries
    - Define and evaluate existing and emerging local and regional markets
    - Evaluate need for support services to be identified as target
- Objective 1.4: Develop incentive program.
    - Understand existing incentives offered by the State and regional competition
    - Define Goochland County incentive program for new business recruitment
    - Support State incentives when offered
    - Create a Business Liaison program
- Objective 1.5: Understand Goochland County workforce needs.
    - Engage with resource partners to understand availability of workforce training programs and talent pipeline

Goal 1: Stimulate Investment and job growth through new business development

Objective 1.1:	**Increase Capital Investment in the County**
Strategy 1.1.1:	**Build relationships with key stakeholders**
Owner:	**Economic Development Staff, EDA**

Baseline Assessment - current condition or need

In process

Targeted Result

1) Engage with 20 commercial brokers

2) Increase number of VEDP project leads

3) Track increase of capital investment through BP value and commercial assessments

4) Attend 10 chamber events

5) Meet with key landowners

Expected Timeline for Target Result

December 2019 & Sustain

Current Status

<u>Unstarted</u> / **Underway** / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Underway

Actual date completed	N/A

Action Plan

1. Engage with 20 commercial brokers
   - Attend commercial real estate events
   - Conduct familiarization tours
   - Cold call local brokers
2. Increase number of Virginia Economic Development Program (VEDP) project leads
   - Regularly meet with VEDP staff
   - Add sites to VA Scan
   - Send marketing materials to VEDP
3. Track increase of capital investment through BP value and commercial assessments
   - Benchmark locality reports
   - Create quarterly report utilizing building permits and assessment data
   - Create annual report
4. Attend 10 chamber events
   - Attend Goochland County chamber events
   - Attend regional chamber events
5. Meet with key landowners
   - Create list of landowners with potential economic development

Expected Deliverable / Output

Relationships are established and targeted results are realized

Goal 1: Stimulate Investment and job growth through new business development

Objective 1.1:	**Increase Capital Investment in the County**
Strategy 1.1.2:	**Understand existing assets (infrastructure, workforce, land availability, facilities)**
Owner:	**Economic Development Staff**

Baseline Assessment - current condition or need

In process

Targeted Result

Create/ purchase tool to track assets

Expected Timeline for Target Result

December 2019 & Sustain

Current Status

<u>Unstarted</u> / **Underway** / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Underway

Actual date completed	*N/A*

Action Plan

1. Research existing tools
2. Purchase/create tool
3. Update quarterly and annually

Expected Deliverable / Output

Assets are tracked

Economic Development 2019-2024 Strategic Plan

Goal 1: Stimulate Investment and job growth through new business development

Objective 1.1:	**Increase Capital Investment in the County**
Strategy 1.1.3:	**Evaluate benefits of pre-zoning property in Prime Economic Development Areas**
Owner:	**Economic Development Staff, EDA, BOS**

Baseline Assessment - current condition or need

Strategy not yet started

Targeted Result

Complete analysis of current commercial/industrial zoned property

Expected Timeline for Target Result

July 2020 and Sustain

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy is not yet started

Actual date completed	*N/A*

Action Plan

1. Analyze/evaluate/benchmark current commercial/industrial zoned property and benefits of pre-zoning property
2. Report analysis to EDA for recommendation and BOS for decision on policy or legislative changes

Expected Deliverable / Output

Complete analysis of current commercial/industrial zoned property and report to the EDA/BOS

Goal 1: Stimulate Investment and job growth through new business development

Objective 1.1:	**Increase Capital Investment in the County**
Strategy 1.1.4:	**Increase available speculative space**
Owner:	**Economic Development Staff**

Baseline Assessment - current condition or need

Strategy not yet started

Targeted Result

Analysis of existing space completed and increase of space by 10%

Expected Timeline for Target Result

July 2021 & evaluate annually

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy is not yet started

Actual date completed	*N/A*

Action Plan

1. Identify current spec space
2. Identify parcels/locations that are ideal for spec space
3. Meet with landowners/developers
4. Research grant opportunities

Expected Deliverable / Output

Analysis of existing space completed and increase of space by 10% (dependent on outside variables)

Economic Development 2019-2024 Strategic Plan

GOOCHLAND COUNTY

Goal 1: Stimulate Investment and job growth through new business development

Objective 1.1:	Increase Capital Investment in the County
Strategy 1.1.5:	Increase leads through Virginia Economic Development Partnership
Owner:	Economic Development Staff

Baseline Assessment - current condition or need

In process

Targeted Result

1) Maintain the accuracy and number of sites on VA Scan.

2) Identify and work towards getting at least 1 site certified as Business Ready Site Program.

3) Work with property owners and developers to define smaller tracts of land to market

Expected Timeline for Target Result

1) December 2019

2) July 2020

3) December 2019

Sustain

Current Status

<u>Unstarted</u> / **Underway** / Behind schedule / Deferred / Completed / Abandoned

Status /Results: *Underway*

Actual date completed	*N/A*

Action Plan

1. Maintain the accuracy and number of sites on VA Scan.
   - Identify economic development sites not on VA Scan
   - Contact property owners and brokers to obtain information and permission
2. Identify and work towards getting 1 site certified as Business Ready Site Program.
   - Evaluate program's benefits
   - Identify prime sites for program
   - Obtain landowner's permission/interest
   - Evaluate grant opportunities
3. Work with property owners to define smaller tracts of land to market
   - Identify large tracts of land that could be marketed as smaller tracts
   - Meet with property owners to gain permission
   - Add to VA Scan if applicable.

Expected Deliverable / Output

Targeted Results achieved

Goal 1: Stimulate Investment and job growth through new business development

Objective 1.1:	**Increase Capital Investment in the County**
Strategy 1.1.6:	**Evaluate benefits of regional collaboration**
Owner:	**Economic Development Staff, EDA, BOS**

Baseline Assessment - current condition or need

In process

Targeted Result

Report to EDA and BOS on regional partnerships

Expected Timeline for Target Result

December 2019 and Sustain

Current Status

Unstarted / **Underway** / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Underway

Actual date completed	*N/A*

Action Plan

1. Benchmark and analyze opportunities for regional partnerships
2. Report analysis to EDA for recommendation and BOS for decision on policy or legislative changes

Expected Deliverable / Output

Report to EDA and BOS on regional partnerships

Economic Development 2019-2024 Strategic Plan

GOOCHLAND COUNTY

Goal 1: Stimulate Investment and job growth through new business development

Objective 1.1:	**Increase Capital Investment in the County**
Strategy 1.1.7:	**Continue to support broadband and transportation initiatives to enhance business climate**
Owner:	**Economic Development Staff, EDA, BOS**

Baseline Assessment - current condition or need

In process

Targeted Result

Legislatively promote and plan for the initiatives and educate surrounding localities on benefits of broadband and transportation initiatives

Expected Timeline for Target Result

Continuous

Current Status

<u>Unstarted</u> / **Underway** / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Underway

Actual date completed	**N/A**

Action Plan

1. Continue to include broadband and transportation initiatives, such as the Tuckahoe bridge, in County plans
2. Create cohesive talking points about benefits of broadband and transportation initiatives

Expected Deliverable / Output

Continue targeted results

Goal 1: Stimulate Investment and job growth through new business development

Objective 1.2:	**Effectively market County to increase new business**
Strategy 1.2.1:	**Utilize website and social media to market County assets and successes**
Owner:	**Economic Development Staff, EDA**

Baseline Assessment - current condition or need

In process

Targeted Result

1) Increase website traffic by 5%

2) Develop a comprehensive social media program and policy

3) Launch program

Expected Timeline for Target Result

December 2019 and Sustain

Action Plan

1. Understand what the existing website provides and what staff can do to enhance the site
   - Update website and promote website on multiple platforms
2. Examine various platforms, select, and begin to utilize
3. Review County policy, draft ED policy, research and create County specific hashtag
4. EDA review

Expected Deliverable / Output

Targeted results achieved

Current Status

Unstarted / **Underway** / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Underway

Actual date completed	*N/A*

Economic Development
2019-2024 Strategic Plan

GOOCHLAND COUNTY

Goal 1: Stimulate Investment and job growth through new business development

Objective 1.2:	**Effectively market County to increase new business**
Strategy 1.2.2:	**Target market West Creek and other commercial business parks**
Owner:	**Economic Development Staff, EDA**

Baseline Assessment - current condition or need

Strategy not yet started

Targeted Result

Creation of marketing materials and blast marketing of properties

Expected Timeline for Target Result

July 2020 and Sustain

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy is not yet started

Actual date completed	*N/A*

Action Plan

1. Meet with land owners to gain information and buy in
2. Identify marketing avenues which may include outside marketing agency
3. Create marketing package to include maps of "hot spots"
4. push out via marketing plan

Expected Deliverable / Output

Creation of marketing materials and blast marketing of properties

Economic Development
2019-2024 Strategic Plan

GOOCHLAND COUNTY

Goal 1: Stimulate Investment and job growth through new business development

Objective 1.2:	**Effectively market County to increase new business**
Strategy 1.2.3:	**Host tours of County to site location consultants, VEDP, potential new businesses**
Owner:	**Economic Development Staff, EDA**

Baseline Assessment - current condition or need
Strategy not yet started

Targeted Result
Host 5 tours

Expected Timeline for Target Result
July 2020 and Sustain

Current Status
<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy is not yet started

Actual date completed	*N/A*

Action Plan
1. Establish invitee list based on targeted industries
2. Set up tours to promote specific industries
3. Host tours

Expected Deliverable / Output
Host 5 tours

Goal 1: Stimulate Investment and job growth through new business development

Objective 1.2:	**Effectively market County to increase new business**
Strategy 1.2.4:	**Attend and participate in conferences and trade shows to promote County**
Owner:	**Economic Development Staff, EDA**

Baseline Assessment - current condition or need

In Process

Targeted Result

Attend 2 conferences and trade shows, track number of engagements, track rate of return

Expected Timeline for Target Result

July 2021 and Sustain

Action Plan

1. Determine target markets
2. Examine trade shows in targeted markets
3. Attend trade shows
4. Conduct follow up
5. Analyze rate of return

Expected Deliverable / Output

Attend 2 conferences and trade shows, track number of engagements, track rate of return

Current Status

<u>Unstarted</u> / **Underway** / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Underway

Actual date completed	*N/A*

Goal 1: Stimulate Investment and job growth through new business development

Objective 1.2:	**Effectively market County to increase new business**
Strategy 1.2.5:	**Create comprehensive catalogue of marketing materials**
Owner:	**Economic Development Staff, EDA**

Baseline Assessment - current condition or need

In Process

Targeted Result

Marketing materials completed

Expected Timeline for Target Result

December 2019 and Sustain

Current Status

<u>Unstarted</u> / **Underway** / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Underway

Actual date completed	*N/A*

Action Plan

1. Evaluate existing materials and identify gaps
2. Evaluate the benefits of hiring marketing professional
3. Create materials
4. Review and update continuously

Expected Deliverable / Output

Marketing materials complete

Goal 1: Stimulate Investment and job growth through new business development

Objective 1.2:	**Effectively market County to increase new business**
Strategy 1.2.5:	**Create Resource Profile**
Owner:	**Economic Development Staff, EDA**

Baseline Assessment - current condition or need

Strategy not yet started

Targeted Result

Resource Profile created and published to multiple platforms

Expected Timeline for Target Result

July 2020 and Sustain

Action Plan

1. Evaluate existing resources
2. Create profile
3. Publish to all platforms
4. Review and update continuously

Expected Deliverable / Output

Resource Profile created and published to multiple platforms

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: *Strategy is not yet started*

Actual date completed | *N/A*

Goal 1: Stimulate Investment and job growth through new business development

Objective 1.3:	**Establish Target Markets**
Strategy 1.3.1:	**Examine existing agricultural community assets and resources and market to agriculturally based industries**
Owner:	**Economic Development Staff**

Baseline Assessment - current condition or need

Strategy not yet started

Targeted Result

Marketing materials created to promote to agricultural industries

Expected Timeline for Target Result

July 2020 and Sustain

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy is not yet started

Actual date completed	*N/A*

Action Plan

1. Review existing agricultural businesses to create baseline
2. Identify existing gaps in agricultural industry and plan to recruit to fill gaps
3. Evaluate opportunity to restart Rural Economic Development Committee (REDC) or Agriculture Board

Expected Deliverable / Output

Marketing materials created to promote to agricultural industries

Goal 1: Stimulate Investment and job growth through new business development

Objective 1.3:	**Establish Target Markets**
Strategy 1.3.2:	**Define and evaluate existing and emerging local and regional markets**
Owner:	**Economic Development Staff, EDA, BOS**

Baseline Assessment - current condition or need

Strategy not yet started

Targeted Result

List of 3-5 target markets for recruiting and create 3-year action plan for each

Expected Timeline for Target Result

July 2020 for target markets and Sustain

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy is not yet started

Actual date completed	N/A

Action Plan

1. Review existing business industry in Goochland and regionally.
2. Research industries to understand industry needs.
3. Visit with existing industries in target markets to identify gaps.
4. Create marketing materials geared towards target markets.
5. Identify and attend trade shows geared towards target market sectors.
6. Research global market trends.
7. Identify availability to cluster industry County wide.

Expected Deliverable / Output

1) List of 3-5 target markets to work on recruiting and create 3-year action plan for each.

2) Obtain concurrence from EDA & BOS of focus markets

Goal 1: Stimulate Investment and job growth through new business development

Objective 1.3:	**Establish Target Markets**
Strategy 1.3.3:	**Evaluate need for support services to be identified as a target**
Owner:	**Economic Development Staff**

Baseline Assessment - current condition or need

Strategy not yet started

Targeted Result

Map of areas where support services are needed

Expected Timeline for Target Result

July 2020 and Sustain

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: *Strategy is not yet started*

Actual date completed | N/A

Action Plan

1. Review existing hubs of business and support services surrounding them.
2. Identify needs and gaps and work to fill.
3. Identify land owners or vacant properties open to development.

Expected Deliverable / Output

Map of areas where support services are needed

Goal 1: Stimulate Investment and job growth through new business development

Objective 1.4:	**Develop Incentive Program**
Strategy 1.4.1:	**Understand existing incentives offered by State and regional competition**
Owner:	**Economic Development Staff, EDA**

Baseline Assessment - current condition or need

In Process

Targeted Result

Marketing piece outlining all incentives and thresholds to obtain incentive

Expected Timeline for Target Result

December 2019 and Sustain

Current Status

Unstarted / **Underway** / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Underway

Actual date completed	*N/A*

Action Plan

1. Identify all existing incentives offered by County, VEDP.
2. Create document breaking down incentives and thresholds.
3. Examine regional competitors' incentives
4. Identify any potential gaps in funding for future incentives.

Expected Deliverable / Output

Marketing piece outlining all incentives and thresholds to obtain incentive

Goal 1: Stimulate Investment and job growth through new business development

Objective 1.4:	**Develop Incentive Program**
Strategy 1.4.2:	**Define County incentive program for new business recruitment**
Owner:	**Economic Development Staff, EDA, BOS**

Baseline Assessment - current condition or need

In Process

Targeted Result

Policy for County to offer incentives to new businesses

Expected Timeline for Target Result

December 2020 and Sustain

Current Status

Unstarted / **Underway** / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Underway

Actual date completed	N/A

Action Plan

1. Identify existing incentives and value.
2. Create policy document with thresholds available to public for incentive consideration (monetary and non-monetary).
3. Research existing non-GC offered incentive offerings (TIF, CDA).
4. Compare against existing offerings to fill gaps.
5. If needed move forward with identifying funds for future use and gaining approval from BOS/EDA.
6. Create standard policy and operating procedure for incentives moving forward
7. Report to EDA for recommendation and BOS for decision on policy or legislative changes
8. Track incentives and monitor benchmark completion dates.

Expected Deliverable / Output

Policy for County to offer incentives to new businesses

Goal 1: Stimulate Investment and job growth through new business development

Objective 1.4:	**Develop Incentive Program**
Strategy 1.4.3:	**Support State incentives when offered**
Owner:	**Economic Development Staff, EDA, BOS**

Baseline Assessment - current condition or need

In Process

Targeted Result

Track performance of existing incentives through VEDP and VDACS

Expected Timeline for Target Result

Sustain

Current Status

<u>Unstarted</u> / **Underway** / Behind schedule / Deferred / Completed / Abandoned

Status /Results: *Underway*

Actual date completed	*N/A*

Action Plan

1. Support incentives offered to new businesses by state.
2. Create tracking system for current and potential incentives.
3. Create standard policy and operating procedure for incentives moving forward.
4. Track incentives and monitor benchmark completion dates.

Expected Deliverable / Output

Tracking system completed and incentives tracked

Goal 1: Stimulate Investment and job growth through new business development

Objective 1.4:	**Develop Incentive Program**
Strategy 1.4.4:	**Create a Business Liaison Program**
Owner:	**Economic Development Staff, EDA**

Baseline Assessment - current condition or need

In Process

Targeted Result

Creation of a business liaison program

Expected Timeline for Target Result

July 2020 and Sustain

Current Status

<u>Unstarted</u> / **Underway** / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Underway

Actual date completed	*N/A*

Action Plan

1. Run mock scenario of county processes
2. Identify areas of concern or confusion
3. Create streamlined processes easy for new business to understand with timelines
4. Create web-friendly document to showcase ease of process and market as an incentive to new businesses
5. Monitor project as it goes through development

Expected Deliverable / Output

Creation of a business liaison program

Goal 1: Stimulate Investment and job growth through new business development

Objective 1.5:	**Understand Goochland County workforce needs**
Strategy 1.5.1:	**Engage with resource partners to understand availability of workforce training, programs and talent pipeline**
Owner:	**Economic Development Staff, EDA**

Baseline Assessment - current condition or need

In Process

Targeted Result

Marketing piece created about workforce programs offered to new and existing businesses.

Expected Timeline for Target Result

July 2020 and Sustain

Current Status

<u>Unstarted</u> / **Underway** / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Underway

Actual date completed	N/A

Action Plan

1. Meet with each community partner involved in workforce development.
2. Identify current training programs available and help market.
3. Identify existing workforce needs through survey, and work to find creative solutions.
4. Align workforce needs with target markets to ensure County's poised for success.
5. Meeting with community partners and develop tangible relationship.
6. Continue to support K-12 workforce initiatives.

Expected Deliverable / Output

Marketing piece created about workforce programs offered to new and existing businesses.

Goal 2: Retain and expand existing businesses in Goochland County.

Existing businesses are the backbone of Goochland's economy. Business expansions happen when profitable opportunities are realized, and the business can grow in network of suppliers, vendors, employees, and capital providers. For business expansions to occur, a local ecosystem of business success must be continually nurtured. The primary goal of a business retention and expansion program is to cultivate strong business support networks and a business-friendly environment for businesses in all stages of growth.

Goochland County Economic Development will have a specific focus on retaining and helping existing businesses in Goochland County expand their business. The first objective to this goal is to create a business visitation program. In order to create the program, Economic Development staff need to create an existing business list to have a better understanding of the businesses currently located in the County. Secondly, establishing a comprehensive questionnaire will allow staff to identify areas in which the County can help each business. These needs might be financial, workforce, or employee training. Economic Development staff will work with the Economic Development Authority to create a business ambassador program whereby volunteers are appointed to make business visits on behalf of the County. County Staff, Economic Development Authority, resource partners, and business ambassadors will reach out to existing businesses through visits, business walks, and roundtable discussions. Once staff gains an understanding the needs of the business community, feedback and recommendations will be given to the EDA and Board of Supervisors for improvements or programs to aid in the expansion or retention of Goochland businesses.

Furthermore, by using free marketing channels such as social media, the Economic Development department will work to market and promote expansions, ribbon cuttings, and major milestones of existing businesses.

Goal 2 Objectives/Strategy Items:

- Objective 2.1: Create business visitation program.
    - Create existing business list
    - Utilize a comprehensive questionnaire to determine needs of existing businesses
    - Ongoing visits to existing businesses with County Administrator attending top 10 visits
    - Create a Business Ambassador Program in conjunction with the EDA
    - Target existing agri-businesses to promote existing agricultural industry and agritourism
    - Conduct "Business walks" through certain business parks and commercial areas in the County
    - Conduct CEO roundtable meetings and/or Industry Partner/Business Park meetings
- Objective 2.2: Evaluate incentives for existing business retention and expansion.
    - Analyze need and type of incentives based on business questionnaire and benchmarking
- Objective 2.3: Market existing businesses and their successes.
    - Utilize social media and website to showcase existing businesses
    - Create a business awards program to highlight business achievements
    - Hold "State of the County" in conjunction with the Chamber and the EDA
- Objective 2.4: Evaluate need and benefits for incubator or co-working space.
    - Engage existing businesses to understand needs – target home occupations
- Objective 2.5: Offer education and training programs for existing businesses.
    - Partner with existing resources to create education/training program
- Objective 2.6: Offer resources to existing businesses to help businesses grow.
    - Identify and organize existing and potential resources to offer businesses

Goal 2: Retain and expand existing businesses in Goochland County

Objective 2.1:	**Create Business Visitation Program**
Strategy 2.1.1:	**Create Existing Business list**
Owner:	**Economic Development Staff**

Baseline Assessment - current condition or need

No comprehensive business list exists

Targeted Result

List of County businesses established

Expected Timeline for Target Result

October 31 2019 & Sustain

Current Status

<u>Unstarted</u> / **Underway** / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Underway

Actual date completed	*N/A*

Action Plan

1. Utilize Virginia Employment Commission, Commissioner of Revenue, and Chamber directory to create a business list
2. Prioritize list of businesses for visits

Expected Deliverable / Output

List of Goochland Businesses

Goal 2: Retain and expand existing businesses in Goochland County

Objective 2.1:	**Create Business Visitation Program**
Strategy 2.1.2:	**Utilize a comprehensive questionnaire to determine needs of existing business**
Owner:	**Economic Development Staff, EDA, BOS**

Baseline Assessment - current condition or need

Questionnaire in draft form from previous ED director

Targeted Result

Questionnaire approved by BOS

Expected Timeline for Target Result

By October 31 2019 & Sustain

Action Plan

1. Benchmark other localities
2. Create questionnaire with input from EDA

Current Status

<u>Unstarted</u> / **Underway** / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Underway

Actual date completed	*N/A*

Expected Deliverable / Output

Questionnaire completed

Goal 2: Retain and expand existing businesses in Goochland County

Objective 2.1:	**Create Business Visitation Program**
Strategy 2.1.3:	**Ongoing visits to existing businesses with County Administrator attending top 10 businesses**
Owner:	**Economic Development Staff and EDA**

Baseline Assessment - current condition or need

Program does not exist

Targeted Result

Policy and program implemented with ongoing visits

Expected Timeline for Target Result

By July 2020 & Sustain

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy is not yet started

Actual date completed	*N/A*

Action Plan

1. Create/purchase tracking program
2. Create policy and program documents with input from EDA
3. Prioritize list of businesses for visits
4. Ongoing visits and touches with existing businesses
5. Perform gap analysis
6. Report analysis to EDA for recommendation and BOS for decision on policy or legislative changes
7. Ongoing visits/analysis of needs

Expected Deliverable / Output

Creation of program

50 visits/touches per year

Analysis of business needs

Retention and expansion of existing businesses

Goal 2: Retain and expand existing businesses in Goochland County

Objective 2.1:	**Create Business Visitation Program**
Strategy 2.1.4:	**Create a Business Ambassador Program in conjunction with the EDA**
Owner:	**Economic Development Staff, EDA, BOS**

Baseline Assessment - current condition or need

Program does not exist

Targeted Result

Policy and Program implemented

Expected Timeline for Target Result

By July 2021 & Sustain

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy is not yet started

Actual date completed	*N/A*

Action Plan

1. Work with existing businesses/volunteers/community partners to establish relationships
2. Establish policies and procedures for visits
3. Implement program
4. Report analysis to EDA for recommendation and BOS for decision on policy or legislative changes
5. Ongoing visits/analysis of needs

Expected Deliverable / Output

Creation of successful Ambassador Program

Goal 2: Retain and expand existing businesses in Goochland County

Objective 2.1:	**Create Business Visitation Program**
Strategy 2.1.5:	**Target existing agri-business to promote existing agricultural industry and agritourism**
Owner:	**Economic Development Staff, EDA, Agricultural Board/Rural Economic Development Committee**

Baseline Assessment - current condition or need

Program does not exist

Targeted Result

Promotion of Goochland agri-businesses

Expected Timeline for Target Result

By July 2020 & Sustain

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy is not yet started

Actual date completed	*N/A*

Action Plan

1. Evaluate opportunity to restart Agricultural Board/REDC
2. Visits to existing agri-businesses to identify needs
3. Perform gap analysis
4. Report to Agricultural Board/REDC for recommendation and BOS for decision on policy or legislative changes
5. Ongoing visits/touches

Expected Deliverable / Output

Ongoing visits/touches of existing agri-businesses

Creation of specific Goochland agricultural brand

Promotion of Goochland agri-businesses

Goal 2: Retain and expand existing businesses in Goochland County

Objective 2.1:	**Create Business Visitation Program**
Strategy 2.1.6:	**Conduct "Business Walks" through certain business parks and commercial areas in the County**
Owner:	**Economic Development Staff, EDA, Chamber, Partner Resources**

Baseline Assessment - current condition or need

Program does not exist

Targeted Result

Business walk held

Expected Timeline for Target Result

By July 2020 & Sustain

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: *Strategy is not yet started*

Actual date completed	*N/A*

Action Plan

1. Identify areas to hold business walks
2. Identify resources to partner on walks
3. Create guidelines and expectations
4. Complete walk
5. Follow up on any leads/issues identified during walks

Expected Deliverable / Output

Business walks and analysis completed

Goal 2: Retain and expand existing businesses in Goochland County

Objective 2.1:	**Create Business Visitation Program**
Strategy 2.1.7:	**Conduct CEO roundtable and/or industry partnership and/or business park meetings**
Owner:	**Economic Development Staff, EDA, BOS**

Baseline Assessment - current condition or need

Program does not exist

Targeted Result

Event held

Expected Timeline for Target Result

By July 2020 & Sustain

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: *Strategy is not yet started*

Actual date completed	*N/A*

Action Plan

1. Organize meetings
2. Hold meetings
3. Evaluate benefits and adjust accordingly

Expected Deliverable / Output

Events are held

Goal 2: Retain and expand existing businesses in Goochland County

Objective 2.2:	**Evaluate incentives for existing business retention and expansion**
Strategy 2.2.1:	**Analyze need and type of incentives based on business questionnaire and benchmarking**
Owner:	**Economic Development Staff, EDA, BOS**

Baseline Assessment - current condition or need

List of incentives does not exist

Targeted Result

List of incentives

Expected Timeline for Target Result

By July 2021 and Sustain

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy is not yet started

Actual date completed	*N/A*

Action Plan

1. Benchmark other localities
2. Gap analysis from business visits
3. Report analysis to EDA for recommendation and BOS for decision on policy or legislative changes
4. Keep incentives current to market demands

Expected Deliverable / Output

Incentives available for existing businesses to grow within the County

Goal 2: Retain and expand existing businesses in Goochland County

Objective 2.3:	Market existing businesses and their successes
Strategy 2.3.1:	Utilize social media and website to showcase existing businesses
Owner:	Economic Development Staff

Baseline Assessment - current condition or need

Program does not exist

Targeted Result

At least 24 social media posts

At least 12 business spotlights

Expected Timeline for Target Result

By July 2020 & Sustain

Current Status

Unstarted / **Underway** / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Underway

Actual date completed	*N/A*

Action Plan

1. Create social media platforms
2. Network to learn opportunities to utilize social media to promote businesses
3. Utilize business questionnaire to create business spotlight pieces

Expected Deliverable / Output

24 social media posts

12 business spotlights

Goal 2: Retain and expand existing businesses in Goochland County

Objective 2.3:	Market existing businesses and their successes
Strategy 2.3.2:	Create business awards program to highlight business achievements
Owner:	Economic Development Staff, EDA

Baseline Assessment - current condition or need

Program does not exist

Targeted Result

Business awards program

Expected Timeline for Target Result

By July 2021 & Sustain

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy is not yet started

Actual date completed	*N/A*

Action Plan

1. Research and benchmark other localities
2. Create program and gain input from EDA
3. EDA hosts awards program
4. Continually annually and market

Expected Deliverable / Output

Business awards program

Goal 2: Retain and expand existing businesses in Goochland County

Objective 2.3:	**Market existing businesses and their successes**
Strategy 2.3.3:	**Hold "State of the County" in conjunction with the EDA and Chamber**
Owner:	**Economic Development Staff, EDA, Chamber**

Baseline Assessment - current condition or need

Does not currently exist

Targeted Result

"State of the County" event held

Expected Timeline for Target Result

By July 2021 & Sustain

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy is not yet started

Actual date completed	*N/A*

Action Plan

1. Research and benchmark other localities
2. Create event in conjunction with the Chamber
3. Hold event and sustain annually

Expected Deliverable / Output

"State of the County" event held

Goal 2: Retain and expand existing businesses in Goochland County

Objective 2.4:	**Evaluate need/benefits for incubator and/or co-working space**
Strategy 2.4.1:	**Engage existing businesses to understand needs – target home occupations**
Owner:	**Economic Development Staff, EDA, BOS**

Baseline Assessment - current condition or need

Does not currently exist

Targeted Result

Data to evaluate needs

Expected Timeline for Target Result

By July 2021

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy is not yet started

Actual date completed	N/A

Action Plan

1. Utilize business questionnaire and target home occupations in target industries to determine needs
2. Analyze results
3. Report analysis to EDA for recommendation and BOS for decision on policy or legislative changes

Expected Deliverable / Output

Data to evaluate needs of business community for incubator and/or co-working space

Goal 2: Retain and expand existing businesses in Goochland County

Objective 2.5:	**Offer education and training programs for existing businesses**
Strategy 2.5.1:	**Partner with existing resources to create education/training program**
Owner:	**Economic Development Staff, EDA, Resource Partners**

Baseline Assessment - current condition or need

Program does not exist

Targeted Result

Program implemented and attendance tracked to determine rate of return

Expected Timeline for Target Result

By July 2021 & Sustain

Action Plan

1. Analyze results from business questionnaire to determine training needs
2. Partner with existing resources to provide training
3. Host/market training opportunities
4. Track attendance and benefits of sessions

Expected Deliverable / Output

Program implemented and attendance tracked

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy is not yet started

Actual date completed	N/A

Goal 2: Retain and expand existing businesses in Goochland County

Objective 2.6:	**Offer resources to existing businesses to help business grow**
Strategy 2.6.1:	**Identify and organize existing and potential resources to offer businesses**
Owner:	**Economic Development Staff, EDA, Resource Partners**

Baseline Assessment - current condition or need

List does not exist

Targeted Result

Full understanding of resources available for businesses

Expected Timeline for Target Result

By October 2019 & Sustain

Current Status

<u>Unstarted</u> / **Underway** / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Underway

Actual date completed	*N/A*

Action Plan

1. Research and benchmark localities
2. EDA review
3. Create marketing piece to advertise services
4. Sustain

Expected Deliverable / Output

Marketing of resources available to businesses

Goal 3: Promote, enhance, and expand tourism offerings in Goochland County.

Goochland County's history as an agriculturally based county gives a solid foundation to market tourism offerings to residents and visitors alike. Home to various craft beverage companies, access points to the James River, and numerous sport activities, Goochland offers an exceptional tourism experience.

Tourism is included in the Economic Development department plan because of its contributions to the Goochland County economy. The duties of this goal will be split amongst the Economic Development department and the Parks and Recreation department. The first objective is to create a Goochland Tourism Brand by identifying and categorizing existing tourism assets and weaknesses. After characterization is complete, staff will need to focus on marketing offerings through website, social media, or individual asset marketing. While Goochland has unique tourism experiences, staff will need to build relationships with both regional and community partners to collaborate and joint market like industry tourism assets. Objective 3.4 expands on Goochland's existing agritourism assets. Staff will need to work with the agricultural center to find new avenues of agritourism. Lastly, objective number 3.5 looks to enhance outdoor tourism activities by increasing the access to the James River, continuing support of the east-end trail system, and creating a Goochland County bike route guide.

Goal 3 Objectives/Strategy Items:

- Objective 3.1: Create Goochland tourism brand.
  - Identify and categorize existing Goochland County tourism assets and weaknesses
- Objective 3.2: Market existing tourism offerings.
  - Create/purchase website for tourism
  - Social Media presence and community guide
  - Examine assets for specific marketing materials including existing breweries, wineries, distilleries, and cideries.
- Objective 3.3: Build relationships with community and regional partners.

- o Identify and market community and regional partners, events, and resources
- Objective 3.4: Promote Agritourism
  - o Work with existing agricultural center
  - o Research potential agricultural trends and funding opportunities
  - o Market existing agritourism businesses
- Objective 3.5: Enhance outdoor activities.
  - o Increase James River visibility through access points and mapping
  - o Continued support of east-end trails
  - o Create Goochland County bike guide

Goal 3: Promote, enhance, and expand tourism offerings in Goochland County

Objective 3.1:	**Create Goochland Tourism Brand**
Strategy 3.1.1:	**Identify and categorize existing Goochland County tourism assets and weaknesses**
Owner:	**Parks and Recreation Staff, Economic Development Staff, GIS Staff, BOS**

Baseline Assessment - current condition or need

Strategy not yet started

Targeted Result

1) List of available assets

2) Weaknesses Identified

3) Map of tourism nodes

4) Identify tourism sectors

Expected Timeline for Target Result

July 2021 and Sustain

Action Plan

1. SWOT Analysis (P&R Staff/ED Staff)
2. Finalize asset list (P&R Staff)
3. Identify Sectors (P&R Staff/BOS Approval)
4. Create map of tourism nodes (GIS/P&R Staff).
5. Publish Map to website and share via social media.

Expected Deliverable / Output

Tourism Brand defined and tourism sectors identified

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy not yet started

Actual date completed	*N/A*

Goal 3: Promote, enhance, and expand tourism offerings in Goochland County

Objective 3.2:	**Market Tourism Offerings**
Strategy 3.2.1:	**Create/purchase website for tourism**
Owner:	**Parks & Recreation Staff, Information Technology Staff, BOS**

Baseline Assessment - current condition or need

Strategy not yet started

Targeted Result

Website is functional and up to date

Expected Timeline for Target Result

July 2020 and Sustain

Action Plan

1. Purchase/create website
2. Create content for website
3. Keep updated

Current Status

Unstarted / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy not yet started

Actual date completed	*N/A*

Expected Deliverable / Output

Website is functional and up to date

Goal 3: Promote, enhance, and expand tourism offerings in Goochland County

Objective 3.2:	**Market Tourism Offerings**
Strategy 3.2.2:	**Social media presence and community guide**
Owner:	**Parks & Recreation Staff**

Baseline Assessment - current condition or need

Strategy not yet started

Targeted Result

Social media pages are functional and up to date. Community guide has new website and social media information

Expected Timeline for Target Result

July 2020 and Sustain

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy not yet started

Actual date completed	*N/A*

Action Plan

1. Examine social media platforms and select appropriate option.
2. Utilize social media site on website.
3. Update community guide with new social media and website information.

Expected Deliverable / Output

Social media pages are functional and up to date. Community guide has new website and social media information

Goal 3: Promote, enhance, and expand tourism offerings in Goochland County

Objective 3.2:	**Market Tourism Offerings**
Strategy 3.2.3:	**Examine assets for specific marketing materials including existing breweries, wineries, distilleries, and cideries**
Owner:	**Parks & Recreation Staff, GIS staff**

Baseline Assessment - current condition or need

Strategy not yet started

Targeted Result

Marketing materials created and available on website.

Expected Timeline for Target Result

July 2021 and Sustain

Action Plan

1. Research existing assets in County.
2. Map assets using GIS.
3. Incorporate map into marketing material and website.
4. Review assets and marketing material success (annually).
5. Identify potential funding for additional materials.

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy not yet started

Actual date completed	*N/A*

Expected Deliverable / Output

Marketing materials created and available on website.

Goal 3: Promote, enhance, and expand tourism offerings in Goochland County

Objective 3.3:	**Build Relationships with Community and Regional Partners**
Strategy 3.3.1:	**Identify and market community and regional partners, events, and resources**
Owner:	**Parks & Recreation Staff, Economic Development Staff**

Baseline Assessment - current condition or need

Strategy not yet started

Targeted Result

Full updated list of community and regional partners, events, and resources marketed on website and social media platforms

Expected Timeline for Target Result

July 2020 and Sustain

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy not yet started

Actual date completed	*N/A*

Action Plan

1. Research and create list of community and regional partners
2. Meet with individual community and regional partners to build relationships.
3. Research and create list of community and regional events.
4. Research and create list of funding resources.
5. Add events to website and promote via social media.
6. Analyze need for overnight accommodations for events.

Expected Deliverable / Output

Full updated list of community and regional partners, events, and resources marketed on website and social media platforms

Goal 3: Promote, enhance, and expand tourism offerings in Goochland County

Objective 3.4:	**Promote Agritourism**
Strategy 3.4.1:	**Work with existing agricultural center**
Owner:	**Parks & Recreation Staff, Agricultural Center, Agricultural businesses, County Administration**

Baseline Assessment - current condition or need

Strategy not yet started

Targeted Result

Meet with Agricultural Center and create an agritourism plan.

Expected Timeline for Target Result

July 2021 & Sustain

Action Plan

1. Meet with Agricultural Center.
2. Determine next steps with Agricultural Center.
3. Draft agritourism plan.
4. BOS review and approve agritourism plan.

Expected Deliverable / Output

Meet with Agricultural Center and create an agritourism plan.

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy not yet started

Actual date completed	*N/A*

Goal 3: Promote, enhance, and expand tourism offerings in Goochland County

Objective 3.4:	**Promote Agritourism**
Strategy 3.4.2:	**Research agricultural trends and funding opportunities**
Owner:	**Parks & Recreation Staff, Agricultural Center, Agricultural business, County Administration**

Baseline Assessment - current condition or need

Strategy not yet started

Targeted Result

Create a list of funding opportunities. Research identifying and emerging agricultural trends.

Expected Timeline for Target Result

July 2021 and Sustain

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy not yet started

Actual date completed	*N/A*

Action Plan

1. Research trends and funding opportunities.
2. Identify potential trends with Agricultural Center.
3. Research trends and Goochland's capability.

Expected Deliverable / Output

Create a list of funding opportunities. Research identifying and emerging agricultural trends.

Goal 3: Promote, enhance, and expand tourism offerings in Goochland County

Objective 3.4:	**Promote Agritourism**
Strategy 3.4.3:	**Market existing agritourism businesses**
Owner:	**Parks & Recreation Staff, Agricultural Center, Agricultural business, County Administration**

Baseline Assessment - current condition or need

Strategy not yet started

Targeted Result

Specific marketing materials created to market existing assets and future potential.

Expected Timeline for Target Result

July 2021 and Sustain

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy not yet started

Actual date completed	*N/A*

Action Plan

1. Create list of existing agricultural businesses and offerings.
2. Meet with existing agricultural businesses to build relationships.
3. Create marketing materials grouped around similar businesses/opportunities.

Expected Deliverable / Output

Specific marketing materials created to market existing assets and future potential.

Goal 3: Promote, enhance, and expand tourism offerings in Goochland County

Objective 3.5:	**Enhance Outdoor Activities**
Strategy 3.5.1:	**Increase James River visibility through access points and mapping**
Owner:	**Parks & Recreation Staff, Community Partners, GIS staff**

Baseline Assessment - current condition or need

Strategy not yet started

Targeted Result

1) Completion of Elk Island Park

2) Other access points identified.

3) Map/marketing materials created.

Expected Timeline for Target Result

July 2021 and Sustain

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy not yet started

Actual date completed	N/A

Action Plan

1. Obtain funding for park creation.
2. Review current river access points and identify potential new access points.
3. Research land owned by County.
4. Talk with CSX.
5. Create map to identify access points and launch types.
6. Add map to website and push via social media.

Expected Deliverable / Output

1) Completion of Elk Island Park

2) Other access points identified

3) Map/marketing materials created

Goal 3: Promote, enhance, and expand tourism offerings in Goochland County

Objective 3.5:	**Enhance Outdoor Activities**
Strategy 3.5.2:	**Continued support of East End Trails**
Owner:	**Parks & Recreation Staff, BOS, Community Development Staff, Economic Development Staff, County Administration, General Services Staff**

Baseline Assessment - current condition or need

Strategy not yet started

Targeted Result

1) Ultimate: Completion of trails.

2) Pushed out trail information on social media/website.

Expected Timeline for Target Result

5 + years

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy not yet started

Actual date completed	N/A

Action Plan

1. Research additional funding sources for completion of trails.
2. Advocate for funding for completion of trails.
3. Meeting with new businesses to keep informed of trail benefits.
4. Push out trail information and benefits via social media.

Expected Deliverable / Output

1) Ultimate: Completion of trails.

2) Pushed out trail information on social media/website.

Goal 3: Promote, enhance, and expand tourism offerings in Goochland County

Objective 3.5:	**Enhance Outdoor Activities**
Strategy 3.5.3:	**Create a Goochland County bike guide**
Owner:	**Parks & Recreation Staff, Community Development Staff, BOS**

Baseline Assessment - current condition or need

Strategy not yet started

Targeted Result

1) Bike guide completed.

2) Initiate discussions of future multi-modal projects started.

Expected Timeline for Target Result

July 2021 and Sustain

Current Status

<u>Unstarted</u> / Underway / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Strategy not yet started

Actual date completed | N/A

Action Plan

1. Research existing wayfinding signage.
2. Identify wayfinding signage gaps and ideal locations for new signage.
3. Identify funding for new signage and work with planning and VDOT for locations.
4. Meet with adjoining localities and local cycling groups to connect with their cycling plans.
5. Research existing bike lanes, and most used paths.
6. Create guide for cyclists based on information.
7. Load map to the website and push out via social media.

Expected Deliverable / Output

1) Bike guide completed.

2) Initiate discussions of future multi-modal projects started.

Goal 4: Create an effective and efficient Economic Development department.

The goals of this section are to ensure that the Economic Development department is running effectively and efficiently. This includes setting expectations for staff, examining the existing and potential role of the Economic Development Authority, and ensuring metrics are in place to track activity completion at the end of the year. Tracking projects, available buildings, and number of visits with existing companies will help guide the Economic Development departments strategic plan and initiatives over the next few years. Objective 4.2 directs staff to create a Goochland County Business Center where staff can hold training and information session for existing businesses and create synergy in the business community by partnering the Goochland Chamber of Commerce. Future uses in the Business Center could include a tourism visitor center and incubator space for Goochland entrepreneurs.

Goal 4 Objectives/Strategy Items:

- Objective 4.1: Set standards for the Economic Development department.
    - Respond to business inquiries in a timely manner
    - Cross training across the department
    - Create a supportive business climate
- Objective 4.2: Creation of a Goochland County Business Center.
    - Examine needs of business community
    - Create Goochland Economic Development Business Center
    - Market Business Center to business community as a resource
- Objective 4.3: Create metrics for Economic Development department tracking.
    - Track appropriate information for quarterly and annual reports
- Objective 4.4: Examine the Economic Development Authority's role to further enhance Economic Development in the County
    - Examine the EDA's role

Goal 4: Create an effective and efficient Economic Development Department

Objective 4.1:	**Set standards for Economic Development Department**
Strategy 4.1.1:	**Respond to business inquiries in a timely manner**
Strategy 4.1.2:	**Cross training across the department**
Strategy 4.1.3:	**Create a supportive business climate**
Owner:	**Economic Development Staff**

Baseline Assessment - current condition or need

In Process

Targeted Result

Effective and efficient Economic Development Department

Expected Timeline for Target Result

Immediately & Sustain

Current Status

Unstarted / **Underway** / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Underway

Actual date completed	*Ongoing*

Action Plan

1. Return all calls within 24 hours.
2. Return all emails within 24 hours.
3. Promised documents within allotted time.
4. Actively cross-train.
5. All businesses no matter the size or industry is to be treated with dignity and appropriateness.

Expected Deliverable / Output

Effective and efficient Economic Development Department

Goal 4: Create an effective and efficient Economic Development Department

Objective 4.2:	**Creation of a business center**
Strategy 4.2.1:	**Examine needs of business community**
Strategy 4.2.2:	**Create Goochland Economic Development Business Center**
Strategy 4.2.3:	**Market Business Center to business community as a resource**
	Economic Development Staff, EDA, BOS, County Administration

Baseline Assessment - current condition or need

In Process

Targeted Result

Business Center open and operational

Expected Timeline for Target Result

July 2021 & Sustain

Action Plan

1. Identify location for center.
2. Receive funding to renovate building.
3. Incorporate business community and partner needs into space.
4. Open and market as a resource to business community.

Current Status

Unstarted / **Underway** / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Underway – location identified.

Actual date completed	*Ongoing*

Expected Deliverable / Output

Business Center is open and operational

Goal 4: Create an effective and efficient Economic Development Department

Objective 4.3:	**Create metrics for Economic Development tracking**
Strategy 4.3.1:	**Track appropriate information for quarterly and annual reports**
	Economic Development Staff, EDA

Baseline Assessment - current condition or need

In Process

Targeted Result

Quarterly and Annual reports

Expected Timeline for Target Result

Immediately & Sustain

Current Status

<u>Unstarted</u> / **Underway** / Behind schedule / Deferred / Completed / Abandoned

Status /Results: *Underway*

Actual date completed	*Ongoing*

Action Plan

1. Review existing reports.
2. Incorporate Strategic Plan items in reports.
3. Keep information updated.
4. Report out quarterly and annually.

Expected Deliverable / Output

Quarterly and Annual reports based on strategic plan

Goal 4: Create an effective and efficient Economic Development Department

Objective 4.4:	**Examine the Economic Development Authority's role to further enhance Economic Development in the County**
Strategy 4.4.1:	**Examine the EDA's role**
	Economic Development Staff, EDA

Baseline Assessment - current condition or need

In Process

Targeted Result

EDA adoption of the 2019-2024 Strategic Plan and consideration of future initiatives

Expected Timeline for Target Result

June 2019

Current Status

<u>Unstarted</u> / **Underway** / Behind schedule / Deferred / Completed / Abandoned

Status /Results: Underway

Actual date completed	*Ongoing*

Action Plan

1. Benchmark regional EDA.
2. Present options for future initiatives.
3. EDA consider options.

Expected Deliverable / Output

EDA adoption and support of the 2019-2024 Strategic Plan and consideration of future initiatives

Conclusion

The foregoing plan with its detailed goals, objectives, and strategies lay the groundwork for the Economic Development department and Stakeholders over the next five years. The Economic Development Department will strive to align its resources to meet the goals identified in this plan. As these objectives and strategies are implemented, Goochland County will be achieving its economic development vision to attract, cultivate, and retain diverse business in Goochland County by promoting economic growth through commercial, and industrial development preserving Goochland's agricultural heritage.

Progress and achievement of the goals and priorities of this plan will be measured, monitored and reported on an annual basis.

Glossary

BOS- Board of Supervisors

BP- Building Permit

CDA- Community Development Authority

EDA- Economic Development Authority

REDC- Rural Economic Development Committee

SWOT- Strengths, Weakness, Opportunities, Threats

TIF- Tax Increment Financing

VDOT- Virginia Department of Transportation

VEDP- Virginia Economic Development Partnership