

Fluvanna County Economic Development Commission



**Strategic Plan
Presentation to the Fluvanna County
League of Women Voters
April 12, 2010**

Agenda

■ Part I

- About Economic Development in Fluvanna
- The Vision
- The Fluvanna Economic Development Framework – the strategic approach

■ Part II

- A walkthrough of the Goals and Strategies

■ Q&A

Desire for Economic Development County Survey

The Citizen Survey

A questionnaire, developed by Fluvanna County, was conducted to assist in the County Comprehensive Plan revision. The survey was sent by mail in April 2006 to all persons who pay personal property tax in the County. The final number of completed surveys was 2,235 survey participants.

Areas of Lowest Satisfaction

	Satisfied (satisfied plus very satisfied)	Very Satisfied
Satisfaction with county's residential growth	50.6%	11.5%
Satisfaction with affordable housing opportunities	50.3%	16.6%
Satisfaction with county's convenience and availability of retail businesses	46.0%	11.5%
Satisfaction with county's industrial and commercial growth	34.5%	6.9%
Satisfaction with employment opportunities in Fluvanna	28.1%	6.2%

Areas of Highest Satisfaction

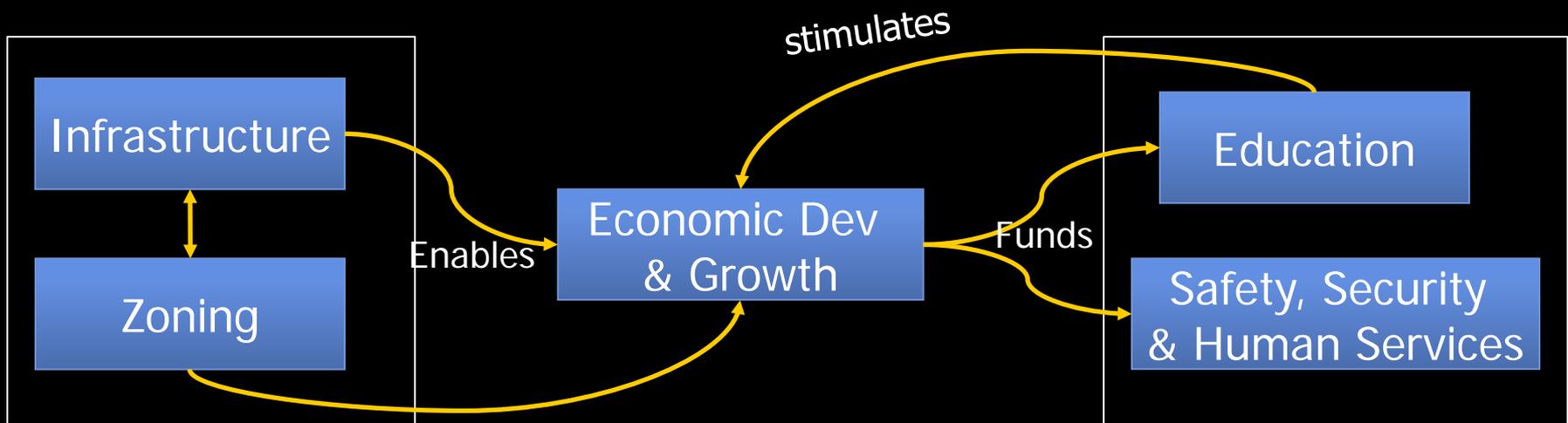
	Satisfied (satisfied plus very satisfied)	Very Satisfied
Satisfaction with fire and rescue services	93.9%	58.2%
Satisfaction with Pleasant Grove and the Heritage Trail	88.3%	50.5%
Satisfaction with public safety and sheriff's office	87.4%	40.7%
Satisfaction with Parks and Recreation Department programs	85.2%	36.7%
Satisfaction with overall visual appearance of county	84.2%	30.5%

Resident property owners constituted 89% with 9% living outside the County. Homeowners were 97% of respondents with 3% renters. The returned surveys were analyzed by the Center for Survey Research at the University of Virginia. Below are examples of some of the types of questions asked by the survey. The survey was a great tool to obtain public feedback on a variety of issues.

Source: FLDP Team 4 class presentation, 2008.

Why do we need a comprehensive Economic Development Strategy?

Fluvanna's top issues are interconnected.



Any solution must consider the issue holistically.
Economic Development is a central component.

Comprehensive Plan

Chapter 6 – Economic Development

Course of Action

Goals

To protect rural areas through economic development.

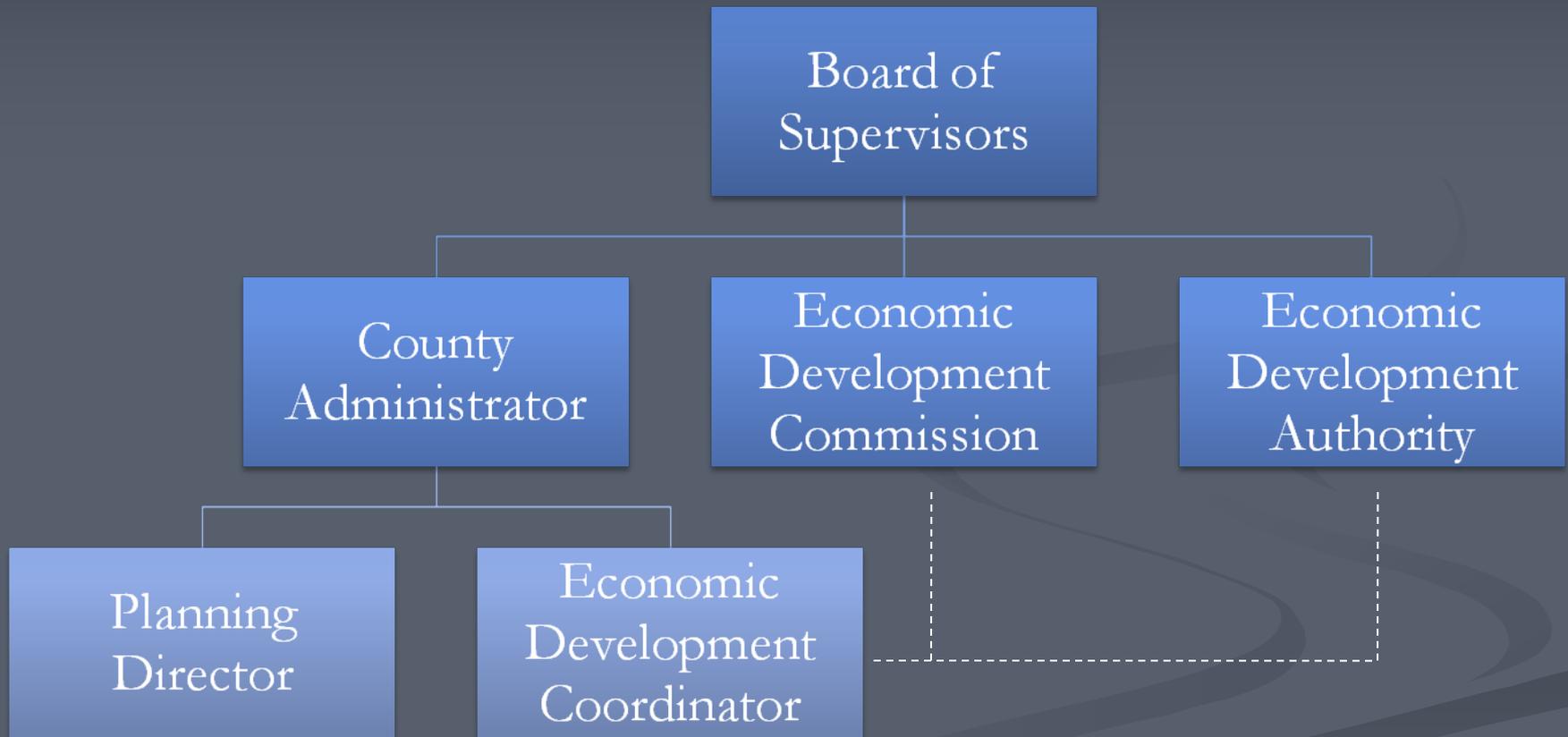
To diversity and strengthen the county's tax base.

To develop a stronger regional presence.

To implement the county's community planning areas, as shown on the Future Land Use Map.

To strengthen and clarify the county's commitment to economic development.

Economic Development Structure in Fluvanna County



Key Economic Development Partners

Fluvanna County
Planning
Commission

Fluvanna County
Chamber of
Commerce

Fluvanna County
Schools

Fluvanna Parks &
Recreation

Louisa and Orange
Counties –
Piedmont Crossing
Visitors' Center

Fluvanna County
Historical Society

Thomas Jefferson
Partnership for
Economic
Development

Thomas Jefferson
Planning District
Commission

Virginia Economic
Development
Partnership

PVCC & UVA

SBDC & SCORE

Community and
Volunteer
Organizations

The EDC Framework

Outcome-driven approach for accomplishing desired results



The Vision

Sustainable Prosperity – A strong & prosperous Fluvanna where citizens have a high standard of living that endures by its own right, while preserving the unique character, cleanliness, beauty, natural resources, history and heritage.



Economic Development Goals

Support the Vision.



1 - Desirable Businesses and Conveniences



2 - Strong, Sustainable Jobs and Talent



3 - Environmental Efficiency and Attractiveness



4 - Diverse Tax Base



5 - High-quality, Competitive Business Infrastructure



6 - Economic Development Excellence

How are these goals enabled?

- **Accountability.**
The EDC consists of committees accountable for the Goals.
- **Strategic Action.**
The Goals are achieved via Strategies with Tactical Action Plans.

Tactical Action Plans enable our strategy to produce results.

Example

Strategy 1.1	Prioritize desirable goods & services. Identify community priorities for business recruitment and the expenditure of local economic development
Tactic 1.1.1	Identify and target attractive industries consistent with our economic cluster

Owner: Stephen Scott / Implementer: Vicki Karabinus & Stephen Scott

Baseline Assessment - current condition or need

No industry focus exists. No comprehensive industry related-research exists.

Targetted Result

Clear definition of desired industries and fact-based rationale

Expected Timeline for Target Result

By November 30 2009

Current Status

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

Status/Results: Steps 1 & 2 completed. NAICS codes adopted as the industry taxonomy. Analysis performed scoring industries by various factors including ROI, growth, employment, net income, profitability.

Actual date completed N/A

Enablement box

Logical Predecessor (if any) and completion status

None. N/A

Resources / Inputs needed	Estimated Cost (units or dollars)	Status Committing
Man-hours	15 hours	10 hours
D&B research	\$1000	

Action Plan

1. Identify and adopt an industry taxonomy
2. Evaluate industries by ROI and other attributes
3. Identify local economic cluster assets
4. Evaluate consistency between aspects from (2) and (3)

Expected Deliverable / Output

Prioritized list of industries

Part II

WALKTHROUGH OF GOALS AND STRATEGIES

Draft

Goal No. 1

Desirable Businesses & Conveniences

What does it mean?

How do we get there?



Strategies:

1. Prioritize desirable goods & services.
2. Attract desirable business sectors.
3. Retain and support existing businesses

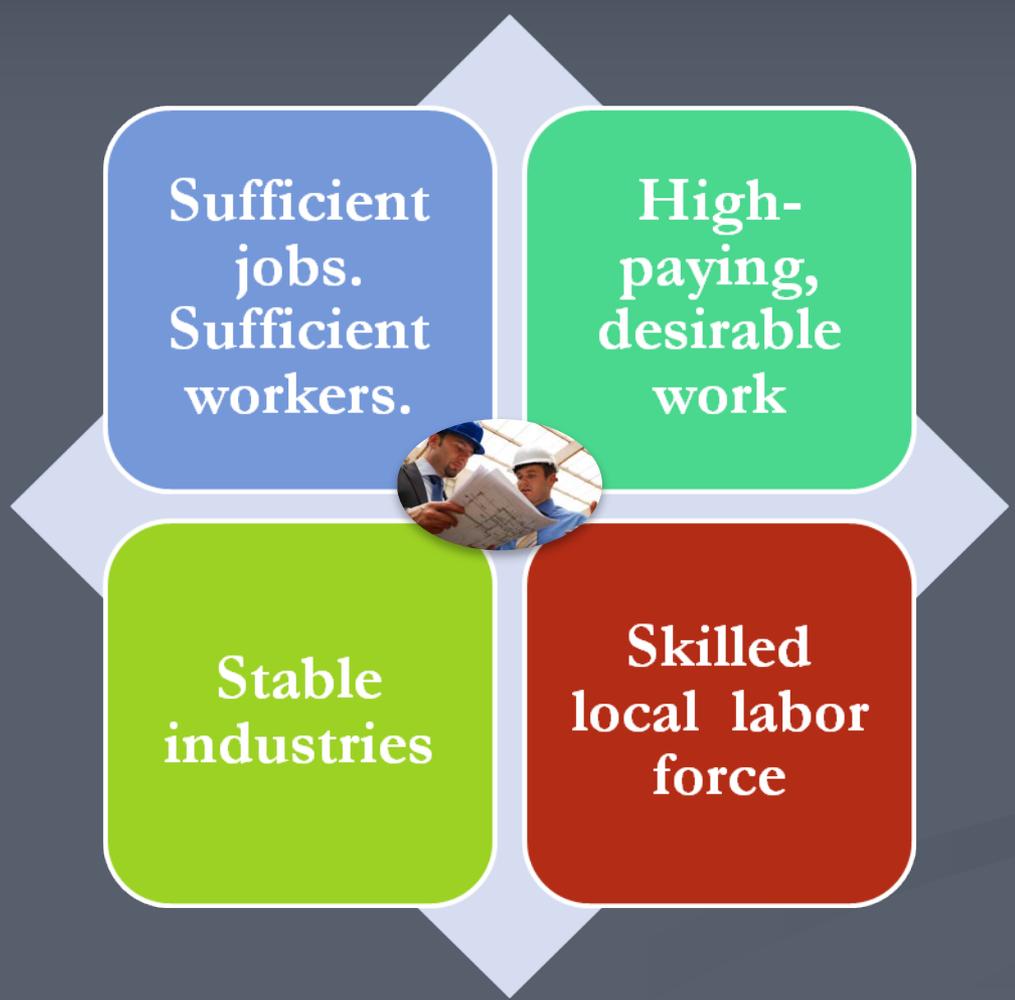
Draft

Goal No. 2

Strong & Sustainable Jobs

What does it mean?

How do we get there?



Strategies:

1. Grow quantity of stable in-county jobs.
2. Strengthen per-capita income.
3. Enable strong workforce.

Draft

Goal No. 3

Environmentally Efficient & Attractive

What does it mean?

How do we get there?



Economic activity leaves minimal negative impact on the environment, and may ideally enhance the environment.

Strategies:

1. Preserve health & beauty of our natural resources.
2. Promote targeted business development areas.
3. Planning efficient transportation.
4. Manage growth by strategically locating businesses.

Draft

Goal No. 4

Diversify the Tax Base

What does it mean?

Ensure that the County has a strong fiscal framework, and that services rendered for citizens and businesses are well-supported by non-residential revenue sources.



How do we get there?

- Strategies:
1. Track revenue statistics
 2. Pursue external funding sources.
 3. Work with local partners
 4. Develop standards for business legislation
 5. Explore tax incentives
 6. Benchmark our tax ratios against other counties.
 7. Promote desirable tax source and ratio targets.

Draft

Goal No. 5 High-Quality, Competitive Business Infrastructure

What does it mean?

How do we get there?



- Strategies:**
1. Enhance water & sewerage
 2. Enhance telecommunication
 3. Promote “ready to go” sites
 4. Ensure adequate utility services

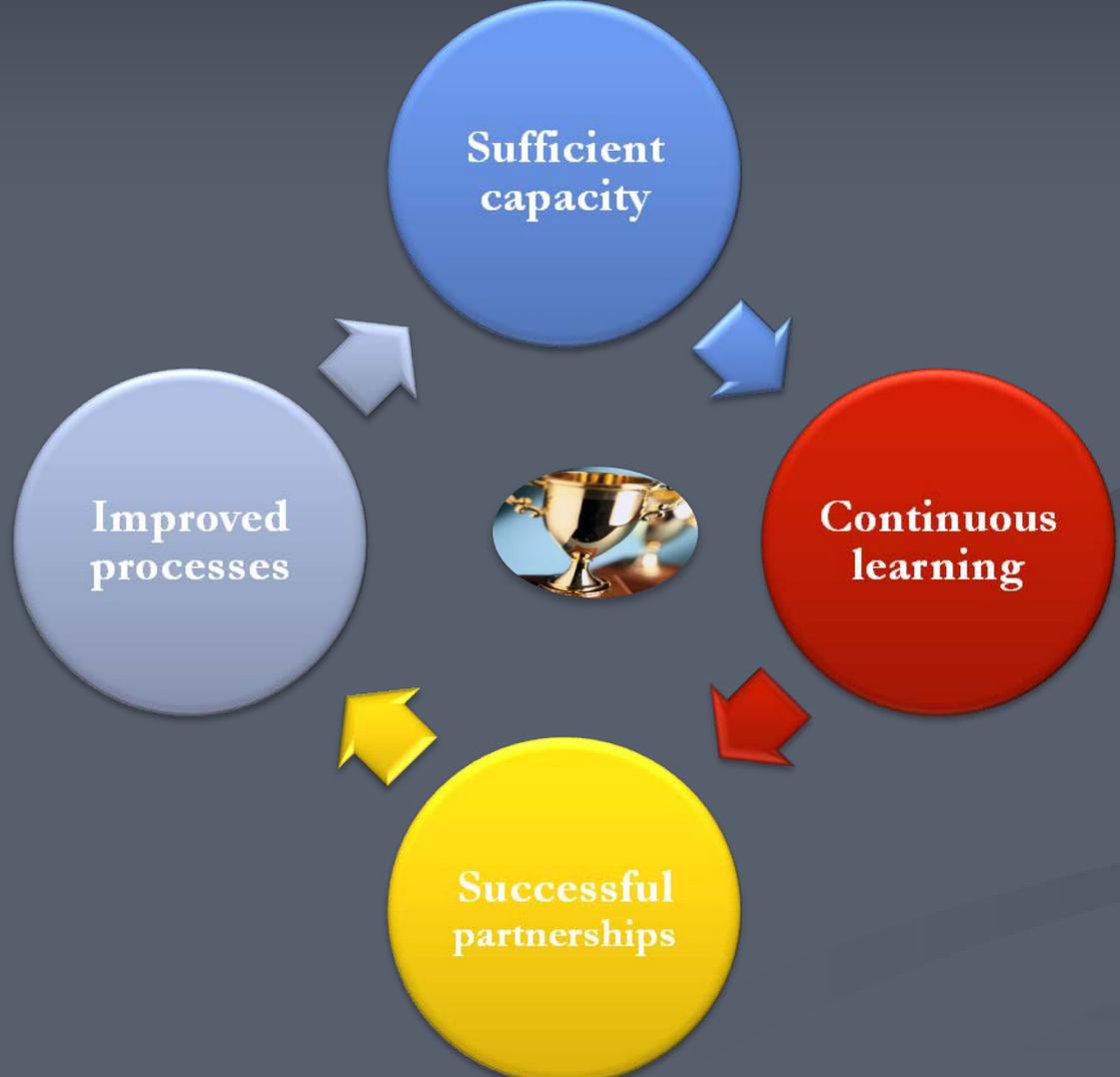
Draft

Goal No. 6

Economic Development Excellence

What does it mean?

How do we get there?



- Strategies:**
1. Ensure sufficient operational capacity for effective Economic Development
 2. Centralize Economic Development Planning.
 3. Continuously Improve Processes and Planning.

Discussion and Input

QUESTIONS?

APPENDIX

The average Fluvanna County household contributes 35% of the cost of providing county services to that home.



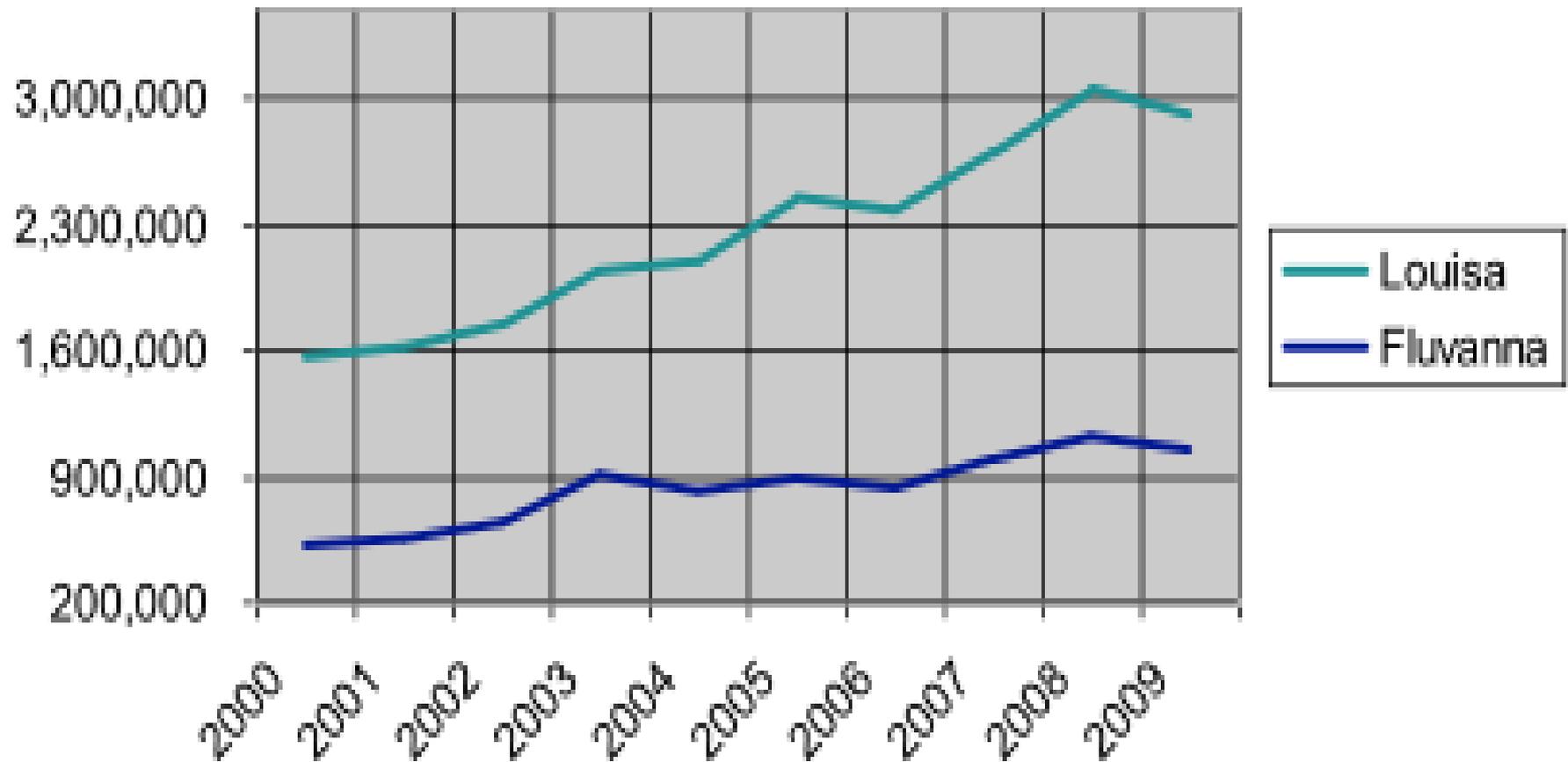
Shortfall covered by:

Local taxes paid by businesses, transfers from VA & US, fees for services.

Fluvanna's Labor Force Data January

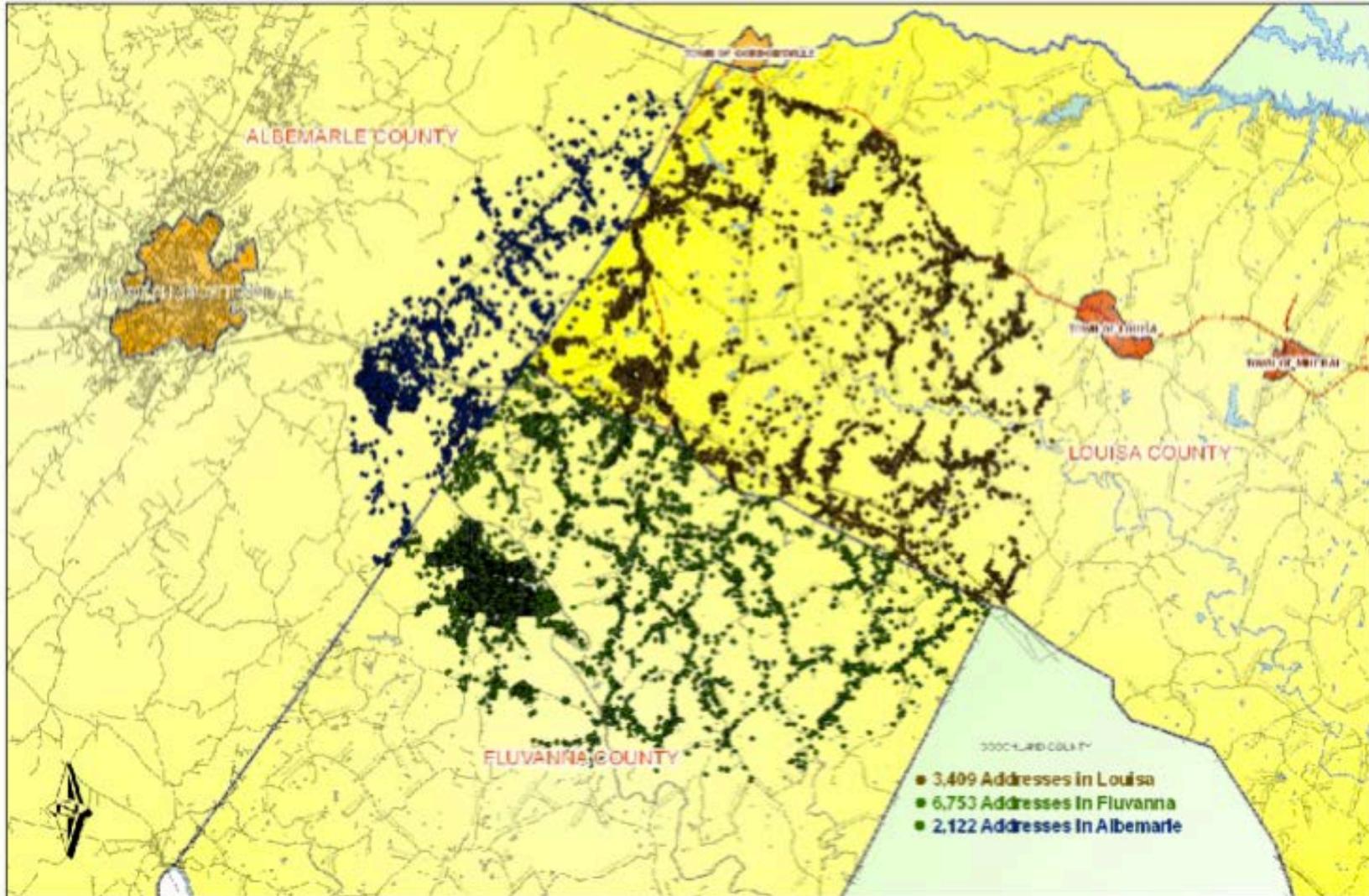
Year	Civilian Labor Force	Employment	Unemployment
2010	14,011	13,083	928
2009	13,812	13,064	748
2008	13,892	13,406	486
2007	13,620	13,293	327
2006	13,092	12,766	326

Trend of Fluvanna & Louisa Local Sales Tax Past 10 years



The Zion Crossroads Growth Area

ADDRESSES WITHIN TEN MILES OF ZION CROSSROADS



ZION CROSSROADS AND HOUSING

