

**SPOTSYLVANIA ECONOMIC DEVELOPMENT AUTHORITY
STRATEGIC PLAN
JULY 1 – JUNE 30, 2016**

MISSION: To support Spotsylvania County's future economic prosperity and employment growth by promoting and encouraging businesses in our community.

VISION: We have the best business growth in the Commonwealth.

VALUES:

- We value business growth while maintaining a high quality of life.
- We foster a collaborative relationship with the Spotsylvania County business community.
- We nurture a close working relationship with the Spotsylvania County government.
- We execute our mission in a manner that is ethical, legal and fiscally responsible.
- We pursue opportunities that support EDA self-sustaining operations.
- We perform our duties using best practices management principles and strive for continuous improvement.

GOALS:

Strategic Goal 1: Support the retention and expansion of existing business and the attraction of new business.

Strategic Objective 1.1: Grow the business base and create employment opportunities.

Strategies:

- Establish an incubator program.
- Develop and implement incentive programs.
- Promote technology zones.
- Promote tourism zones.
- Determine if appropriate infrastructure, water, sewer, fiber optic and reliable power, is available to support economic development.
- Market and promote the county's employment centers.
- Focus on the small business sector.

Strategic Objective 1.2: Attract more tourists and lengthen their stay.

Strategies:

- **Prepare and implement a year round tourism destination plan that promotes history, agriculture, recreation and culture.**
- **Support the expansion of tourism within the Economic Development Department.**
- **Advocate the hiring of a tourism director.**
- **Support the formation of a Spotsylvania County Tourism Commission.**
- **Encourage partnering with other public and private groups on development and marketing of regional tourism activities.**

Strategic Objective 1.3: Collaborate with other agencies and organizations to strengthen the delivery of programs, resources and services to the business community.

Strategies:

- **Collaborate with local educational institutions to identify ways to work together, to create a think tank environment and to encourage entrepreneurship.**
- **Work with regional organizations to attract federal government jobs and related industries.**
- **Work with area businesses and the Lake Anna Advisory Committee to expand commercial opportunities to Lake Anna.**
- **Identify opportunities for regional cooperation that are mutually beneficial and advocate for them.**
- **Strengthen education, counseling and training resources to help businesses.**

Strategic Goal 2: Create an EDA that meets the dynamic needs of business.

Strategic Objective 2.1: Strengthen EDA operations to ensure they are high performing, effective and relevant to the needs of the business community.

Strategies:

- **Encourage internal process improvement.**
- **Participate in county budgeting process.**
- **Provide input to the Board of Supervisors for the state legislative agenda.**

Strategic Objective 2.2: Ensure EDA members can effectively serve the business community.

Strategies:

- Invite subject member experts to talk with EDA members about opportunities for the county.
- Develop an EDA organizational structure and organizational processes that support the strategic plan.
- Follow best practices for the organization.
- Develop and administer an orientation program for EDA members to include processes, procedures and expectations.

Strategic Objective 2.3: Brand the EDA as a communication resource for business.

Strategies:

- Develop and implement an external communications plan.
- Develop and implement a multi-media marketing plan.
- Develop and implement a public relations campaign.
- Improve online tools and resources.

Strategic Objective 2.4: Position the EDA to become a self sustaining organization.

Strategies:

- Pursue grants that support economic development.
- Develop and implement a program to market bond capability.
- Determine potential funding sources from other EDAs.
- Determine the possibility of purchasing and leasing real estate.

Strategic Goal 3: Advocate for positive change for business.

Strategic Goal 3.1: Foster an economic development friendly environment by advising county government on business barriers and on financial and regulatory burdens.

Strategies:

- Work with county government staff to prepare a comprehensive tax analysis to determine if there are business friendly changes that can be made.
- Advocate for new processes and programs to facilitate new business start ups.
- Identify and resolve barriers to economic development.

- **Identify business friendly initiatives.**
- **Study how county incentives could lead to greater developer participation in infrastructure improvements.**

Strategic Objective 3.2: Support business friendly initiatives.

Strategies:

- **Research, evaluate and apply for applicable federal, state and other agency grants to meet EDA's goals.**
- **Develop and implement incentive programs.**
- **Research and make recommendations for special tax districts to support business retention and expansion.**
- **Explore updating proffer guidelines to improve development opportunities.**
- **Identify and target industries that are compatible with the county's plan for growth.**
- **Work with the Economic Development Department to identify new and emerging industries.**
- **Advocate for infrastructure improvements to current and future development areas.**
- **Provide input to the Board of Supervisors on business development issues.**