

CEDS Committee Meeting

Thomas Jefferson Planning District
Commission Region

Date: December 14th

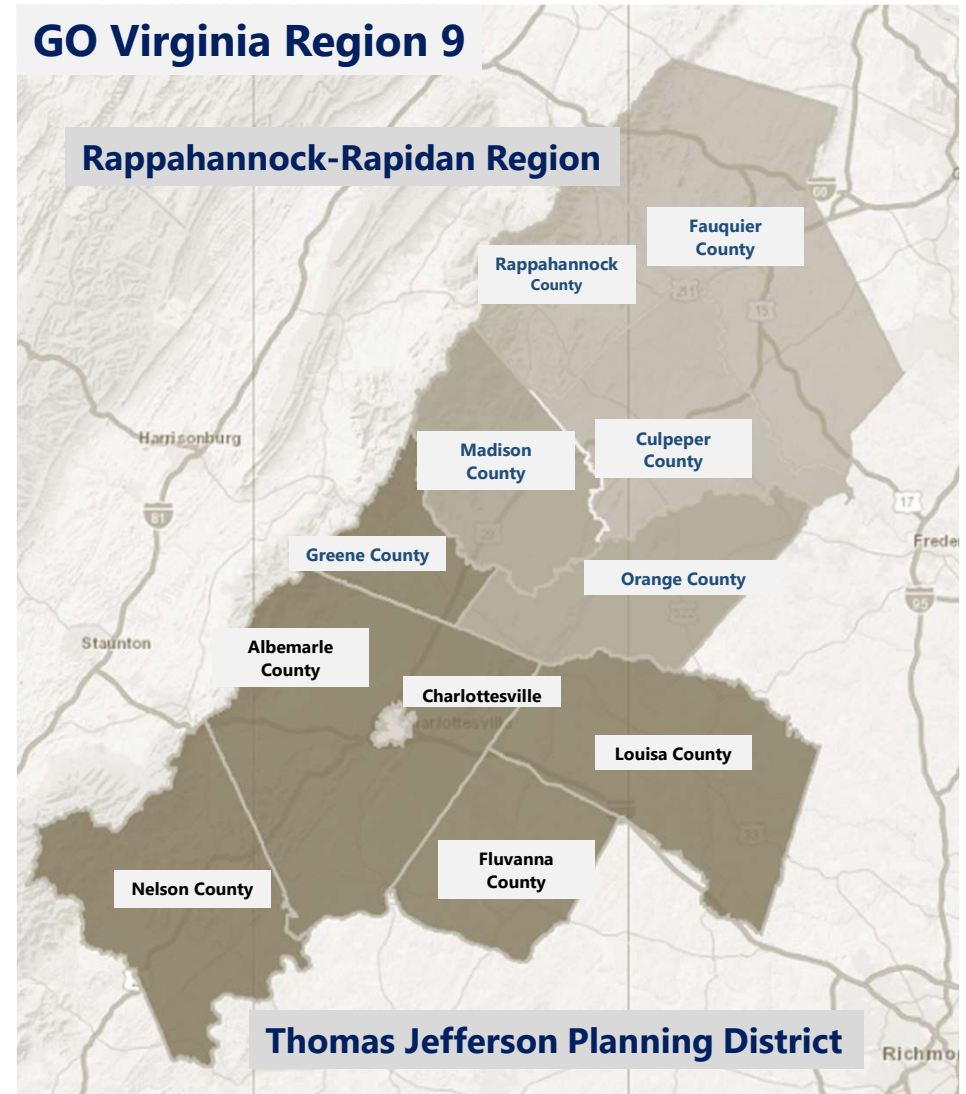


AGENDA

- Schedule & Progress
- Business Survey Results
- Emerging Strategy Themes
- Superregional Opportunities
- Next Steps

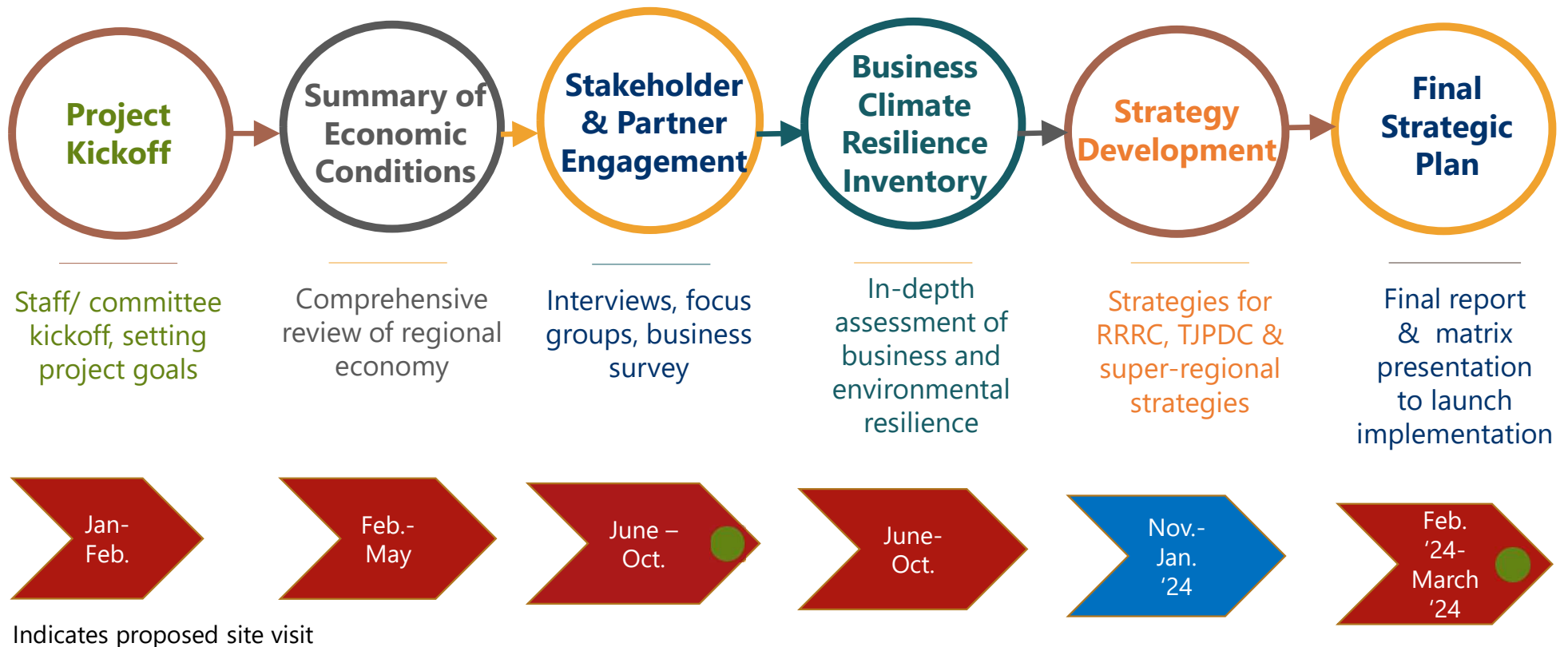
GO Virginia Region 9

Rappahannock-Rapidan Region



Project Status

15-month Timeframe



Completed Surveys: 38


Key Findings:


- Almost 60% of respondents have 5 or less employees.
- Significant challenges facing businesses include: Retaining workers, recruiting workers, & unexpected changes in economic conditions.
- Businesses are confident that they will see an increase in revenue over the next 5 years.
- The largest generation of customers come from internet.
- 50% of businesses were unsure of who to turn to when their business faces challenges.


STRATEGY THEMES





































The following slides show the strategy themes that have emerged from data analysis and stakeholder engagements. These strategy themes will be the foundation for which detail strategies and action items will be developed.

Stakeholder Input

 High perceived need and/or opportunity for growth

 Moderate perceived need and/or opportunity for growth

 Low perceived need and/or opportunity for growth

	City of					
	Albemarle	Charlottesville	Fluvanna	Greene	Louisa	Nelson
State of the local economy (Business vitality, tax revenue, etc.)						
Industry diversity (Mix of businesses and amenities, etc.)						
Risks to economy (Supply chains, resilience, growth issues/pressures, etc.)						
Infrastructure availability (Ease of access, condition of, major systems, etc.)						
Environmental (Natural resources, development balance, etc.)						
ED Resources / Partners (In/external dynamics, level of collaboration among partners across workforce, education, etc.)						

Foundational Elements





Strategy Framework

- **THE NEED**
- **DESIRED OUTCOMES**
- **OPPORTUNITIES**
- **STRATEGY THEMES**
- **TJPDC CEDS GOAL**
- **LOCALITY DISTINCTIONS**

GOAL AREA 1 – EXISTING, EMERGING, AND TARGET INDUSTRIES

The Need:

- Diverse economic base for growth and stability that has a focus on the targeted industries that align with the localities' strengths and assets.
- An environment with adequate access to resources, infrastructure, and workforce pipeline that focuses on the retention and attraction of targeted and emerging industries.
- Focused initiatives that support economic growth in targeted industries in rural areas
- Development of customized workforce training programs that meet the needs of existing and emerging industries to spur job creation.

Desired Outcome:

- TJPDC has a diverse economy characterized by the presence of key industries and an economic development environment that holds an edge over other competitive regions.

Industry Opportunities: *(IT, Semiconductor, Light manufacturing, Clean Technology)*

- Life Science (Biomedical)
- Defense & Intelligence
- Agriculture (Agribusiness & Climate controlled) *Urban Agriculture*
- Data Centers
- Food & Beverage
- Tourism (Natural attractions, recreational activities, & experience tourism)

GOAL AREA 1 – Existing, Emerging, And Target Industries

Strategy Themes:

- Foster industry growth through coordinated commercialization efforts to bring innovative products and tech to market.
- Use advanced data analytics to target social media, marketing campaigns, and outreach efforts to grow target sectors.
- Leverage the region's resources for tourism growth in outdoor recreation, natural attractions, and cultural activities.
- Address infrastructure gaps in rural areas that hinder growth and improve and/or expand infrastructure in urban areas to position sites for targeted industries.

TJPD Goal: Foster a diverse economic base in the region by strategically supporting and promoting targeted and emerging industries.

Locality Distinctions: *(Consider using land availability and existing density as distinctions)*

Rural Areas: Agricultural, food and beverage

Urban Areas: Life science

Multi-jurisdictional: Tourism, defense & intelligence and data centers

GOAL AREA 2– Workforce Development Strategies

The Need:

- Bridging the skills gap to create an adaptable workforce that meets the needs of existing and targeted businesses.
- Addressing marginalized populations that face additional barriers to accessing workforce development opportunities.
- To work closely with educational institutions and the private sector to collaborate in real-time on workforce needs.

Desired Outcome:

- Closing the skills gap to match the skills of the workforce with the current and future needs of businesses.
- Equitable access to training and career advancement for all.
- A region that embraces a culture of innovation and entrepreneurship.

Workforce Opportunities: *(Employers providing more mentorship, focused effort on hiring the right candidate that fits with the business, Investing in employees to help with retention)*

- Collaboration with local industries
- Apprenticeships/internships, on the job training
- Continued support of community necessities (Access to childcare & healthcare)
- Creating equitable opportunities for populations across the region
- Awareness of opportunities in emerging industries

GOAL AREA 2– Workforce Development Strategies

Strategy Themes:

- Close relationships with K-12 systems to encourage entrepreneurship programs that foster innovation, creativity and business knowledge.
- Targeted programs and resource events to address specific challenges faced by minority, women, and veteran entrepreneurs.
- Leveraging the role of community college and vocational training institutes in economic development
- Encouraging collaboration between educational institutions, private sectors, and government agencies to align training programs to address the skills gap.
- Partner with healthcare and childcare providers to offer affordable and accessible options for working families.
- Implement a graduate retention plan to incentivize recent graduates to stay in the region.

TJPDC GOAL: To foster responsive workforce development programs and bridge skill gaps to meet the evolving needs of our businesses and community.

Locality Distinction:

Each locality will play a role in advancing the workforce strategies through working with their respective educational institutions, businesses, and providers of health & childcare services.

GOAL AREA 3 – Community Placemaking and Livability

The Need:

- Addressing the need for the creation and preservation of attainable housing options across the region.
- Enhancing main streets and commercial corridors to create more pedestrian-friendly developments.
- Promote the use of smart growth principles to remove barriers in regulations and streamline permitting for targeted developments.

Desired Outcome:

- Increased investment in the region from targeted industries, developers, and public sectors.
- Accessible housing options that meet the needs of workforce and student demographics.
- Enhanced quality of life for residents and visitors by expanding amenities, access to public transportation, and quality housing options.

Community Enhancement Opportunities:

- Investing in affordable/attainable housing
- Promote developments near transportation hubs
- Encouragement of mixed-use development
- Review/update of zoning regulations
- Main Street revitalization programs

GOAL AREA 3 – Community Placemaking and Livability

Strategy Themes:

- Address attainable housing needs by increasing funding in housing programs and creating incentives for the development of affordable housing projects.
- Streamline the permitting process to make the process more consistent.
- Promote a range of uses by focusing on infill development, encouraging denser developments in appropriate locations, and mixed-use developments.
- Work with the public sector and institutions to unlock land for development.
- Improve access to healthcare and emergency facilities for the rural localities.
- Improve access to quality and affordable childcare for working families

TJPDG GOAL: Committing to fostering inclusive, vibrant, and sustainable communities that enhances the quality of life for all residents and visitors.

Locality Distinctions:

Rural Areas: Access to healthcare

Urban Areas: Permitting processes and denser infill development

Multi-jurisdictional: Affordable housing and unlocking land for development

GOAL AREA 4 – Infrastructure

The Need:

- Outdated and inadequate water and sewer infrastructure that needs to be improved and/or extended.
- Limited public transportation restricts the mobility of the regional workforce to centers of employment. (*expand beyond the traditional 9-5, consider weekend transportation*)
- Assessing whether the region can capitalize on energy generation from alternate sources, such as solar production.
- Site readiness initiatives in rural areas.
- Development and cataloging of sites for targeted industry attraction.

Desired Outcome:

Develop a sustainable and resilient regional infrastructure that enhances the quality of life for residents, supports economic growth, and ensures long-term environmental stewardship.

Infrastructure Enhancement Opportunities:

- Target water and sewer projects to areas of business growth and housing development.
- Partner with employers and transportation networks to expand public transportation to workforce and commercial centers.
- Promote the adoption of clean energy by partnering with energy providers and creating/accessing incentives for clean energy-related business attraction
- *Creating efficiencies around current transportation infrastructure*
- *Transportation needs for tourism*

GOAL AREA 4 – Infrastructure

Strategy Themes:

- Upgrade and expansion of water and sewer infrastructure in rural localities to support site development for business and housing developments.
- Expanding public transportation services to *employment* centers.
- Review zoning and overlay districts to promote denser development, mixed-use developments, and attraction of targeted industries.
- Infill developments in more densely populated areas to develop underutilized properties.
- Evaluate future sites for development
- Continue to evaluate a Regional Industrial Facilities Authority (RIFA)
- *Identification of how to obtain match for 1:1 site development*

TJPDC GOAL: Develop a sustainable and resilient regional infrastructure that enhances the quality of life for residents, supports economic growth, and ensures long-term environmental stewardship.

Locality Distinctions:

Rural Areas: Expanding water and sewer infrastructure

Urban Areas: Infill and mixed-use development

Multi-jurisdictional: Public transportation & Evaluation of RIFA

GOAL AREA 5 – Regional Collaboration

Current Situation:

- There is healthy, respectful communication amongst regional organizations which can be leveraged for greater collaboration and results.

Desired Outcome:

- Robust and sustainable regional collaboration, enhancing economic growth, social cohesion, and knowledge sharing among the region's localities and economic development partners.

Community Enhancement Opportunities:

- Strengthen business retention and expansion efforts.
- Identify projects (Infrastructure, workforce development, etc.) for collaboration and partnering
 - Localities
 - Public-Private
- Joint marketing and promotion to promote and benefit targeted sectors.

GOAL AREA 5 – Regional Collaboration

Strategy Themes:

- Strengthen business retention and expansion efforts through collaborative joint visits and the use of an annual business survey to gauge the business community's needs.
- Foster regionalism through regular meetings to share best practices, identify projects with regional impacts, and allocate resources for joint initiatives.
- Development of public-private partnerships to identify potential projects in infrastructure and housing developments.

TJPDC GOAL: Foster robust and sustainable regional collaboration, enhancing economic growth, social cohesion, and knowledge sharing amongst the region's localities.

Locality Distinction: Each locality will play a role by identifying and addressing common challenges and opportunities, sharing resources and expertise, and working together to achieve shared goals.

Superregional Goals

Strategy Themes:

- **Target Industry Retention and Attraction**

- Marketing campaigns
- Collaborative BRE efforts
- Establishing defined industry corridors

- **Workforce Development**

- Creating an industry-focused workforce consortium
- Equity & inclusion initiative

- **Infrastructure Development**

- Identifying priority regional infrastructure projects
- Increasing site development/shovel readiness through regional assessment

Next Steps

- GO VA January meeting – Report Out Superregional Strategies
- Strategy development: December – Early February
- Implementation workshop: In-person engagement (Week of Feb.19th)

