

POWHATAN COUNTY

ECONOMIC DEVELOPMENT
CITIZENS WORKING GROUP
DRAFT FALL REPORT

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OVERVIEW

In the fall of 2006 in its initial meetings, the Economic Development Citizens Working Group (CWG) spent considerable time developing a mission statement, a vision statement and economic development goals for the County.

The economic development mission statement adopted by the CWG is:

- To actively pursue a balanced and well-planned business friendly environment resulting in job creation and a diverse tax base for the County.

The vision statement adopted in October 2006 was:

- Establish and maintain a compact pattern of business and commercial development that protects the County's rural character, residential areas, transportation corridors and natural resources.

Likewise, economic development goals for the County were identified as the following:

- Develop architectural and landscape standards
- Establish target geographic areas for economic development
- Identify target economic development sectors/categories
- Become a destination for targeted economic activity
- Develop tourism as a more viable component of our economic base
- Create employment diversity
- Bring commercial/residential tax ratio closer to a 30/70 percent mix

The balance of the report addresses the work of the CWG subcommittees since the beginning of the year.

INTRODUCTION

The Economic Development Citizens Working Group (CWG) presented a preliminary report to the Board of Supervisors in December of 2006. In that report, twelve critical questions were identified as the basis of future CWG and CWG subcommittee activities. These questions are listed below:

- What economic development goals does the County wish to achieve?
- What kind of economic development can the County expect?
- Does Powhatan County want to target a particular type of business development?
- How can the County best attract/welcome business and economic development?
- Does current comprehensive plan and zoning realistically address location issues regarding business and economic development?
- What are Powhatan County's economic strengths and weaknesses?
- What changes to County ordinances would enhance the County's economic development potential?
- What are the County's regional economic development options? How can we strengthen our regional position?
- What is the County's role among business, Chamber of Commerce, Economic Development Authority and Retail Merchants Association to optimize appropriate economic development for Powhatan?
- What can we learn from the successes (best practices and failures of other localities with similar opportunities and problems?
- How can the Economic Development CWG best integrate its work with work of other CWGs – especially Route 60 Overlay?
- How can the County best balance its economic development goals with citizens expressed desire to protect the County's environment and rural quality of life?

In mid January the CWG elected to form three subcommittees with each addressing four of the above twelve questions. This report briefly presents the discussions and findings of each of the three subcommittees. The work of the subcommittees, although not complete at this point, reflects considerable thought and conversation among thirteen very capable and very busy participants.

We look forward to future work with County staff, consultants and elected and appointed officials as well as other CWG participants.

WHAT ECONOMIC DEVELOPMENT GOALS DOES THE COUNTY WISH TO ACHIEVE?

The subcommittee charged with addressing this question, using the goals listed above as a starting point, identified additional goals which they felt were compatible with the above stated mission and vision. These specific goals are as follows?

- Identify key target economic development sectors incorporating regional targets and strengths such as biotechnology, health, education and tourism---target destination economic activity.
- Expand non-residential tax base/bring commercial/residential tax ratio closer to a 30 percent/70 percent mix.
- Attract quality/compatible businesses---incorporating impact on infrastructure, natural resources and quality of life of residents. Do not compromise existing strengths.
- Further refine and enhance architectural and landscaping standards in all commercial areas of the County with special emphasis on the unique needs of Routes 288, 60 and 522 in addition to the Route 60, Village and Micheaux Creek Service Areas. Strive for leading or cutting edge standards rather than minimalist or copycat standards.
- Identify and establish possible new geographic areas for economic development incorporating unique needs and resource/infrastructure availability.
- Continue vigorous but thoughtful and well-planned and financed infrastructure development in order to attract targeted economic development activity.
- Keep diversity in mind in terms of types of business targeted---employment skill levels, income levels and business sectors. Avoid single sector dependence.

Recommendation 1: Target basic or destination economic activity capitalizing on local and regional strengths.

Recommendation 2: Build a diverse economic base in terms of business sectors targeted and required employment skill levels.

Recommendation 3: Strengthen community standards and expectations regarding architecture and landscaping with emphasis on enhancement of commercial property values.

Recommendation 4: Focus on both long-term and short or intermediate-term goals in achieving commercial business sector vision.

Recommendation 5: Economic development policies throughout the County – especially in the Courthouse, Michaux Creek and Route 60 Village Service Areas should reflect quality and a high community standard with recognition that today's actions will have lasting implications for Powhatan of tomorrow.

WHAT KIND OF ECONOMIC DEVELOPMENT CAN THE COUNTY EXPECT?

What kind of economic development can the County realistically expect based on an honest assessment of our geographic location, proximity to other growth centers and infrastructure offerings? The following observations address this important question.

- In light of much discussed transportation and other infrastructure needs, the County should expect more of the same type of development it has experienced in recent years, small commercial establishments and sites, along side extensive additional residential capacity. So long as the County is inclined to meet the most basic infrastructure needs, e.g., water and sewer, this type of development will continue, and most likely accelerate.
- As the Richmond suburbs continue to reach toward Powhatan, as in the Rts. 60/288 area, there may be opportunities for various support

and ancillary establishments to locate in the eastern end of Powhatan County. It is by no means clear that such a process would lead to development different from what the County is already seeing along Rt. 60, i.e., small retail establishments heavily services oriented.

- Continued rapid population growth in the County will undoubtedly lead to bursts of commercial development as the population passes a series of thresholds, giving rise to aggregate effective demand adequate to support more and bigger establishments. This process will have significant employment effects, and perhaps lead to a ratcheting up of demand for residential and support capacity (infrastructure, retail services, health care, entertainment, education, etc.)
- This type of development will likely perpetuate the “bedroom community” tone in the County and the dependence on production (or provision of services) for local consumption, rather than for “export.” At some point, businesses oriented to markets outside the County will be
- necessary if the County is to continue to support population growth and all it entails in the way of government services and infrastructure.
- Breaking this pattern will likely require a concerted effort to identify, prepare for, and entice businesses to expand or relocate in the County. The people and agencies of Powhatan must reach consensus and act collaboratively for there to be a significant probability of success. Preparing for such businesses entails understanding their needs and ensuring that the County can and will meet them.

Recommendation 6: Seek business opportunities that generate export of goods and services beyond the local economy and bring outside income and wealth into the County, creating benefits from the cumulative effect of basic employment activities.

Recommendation 7: A concerted effort to act collaboratively and reach consensus should be reflected in actions of the entire business community, both public and private sectors.

DOES POWHATAN COUNTY WANT TO TARGET A PARTICULAR TYPE OF BUSINESS DEVELOPMENT?

To target a specific business or industry requires considerable political will and buy-in from community and business leaders. Observations regarding this process are as follows:

- Powhatan must, and better sooner than later, target a particular type of business development. That may or may not mean trying to attract a particular type of business. Most development plans for Powhatan County like jurisdictions mention clean, light industrial establishments, distribution centers, call centers, or service and support arms of larger businesses. Such targets require significant amounts of land for structures and parking, roads for access and egress, utilities, including high capacity, high speed internet access, employees, and perhaps amenities such as health care facilities, entertainment, etc. The employment needs may involve a training capacity. Absent adequate highways, infrastructure, and higher education, for instance, the County's options might be limited, but they will never be non-existent. The challenge is to match a prospect's needs to the County's assets, keeping in mind that it is probably easier to change the County's asset endowment than it is to change the prospect's needs or perceptions.
- A viable, long-term economic development strategy should give weight to prospects that will produce locally for consumption elsewhere. We need grocery stores, personal services providers, restaurants, theaters, drug stores, convenience stores, health care providers, etc., which produce largely for local consumption. In the long run, we also need producers whose products and services will be exported (from the County) for consumption elsewhere, whether that consumption is by consumers, commercial/industrial buyers, same-firm headquarters, production, or operations centers, etc.
- Some years ago, the County commissioned Michael Pratt to assess and suggest options. While his key assumption, the location of a Motorola Plant in Goochland County went awry, some of his thoughts are worth revisiting. Firms which supply or distribute high-value, low-bulk goods are worth considering, as are those providing business services to the core businesses now operating in the Greater Richmond area. Also, Powhatan County should keep an eye turned toward Farmville, VA, where some of the assets Powhatan County might need are available.
- At about the same time as the Pratt work, VPI&SU and Virginia Power directed a project to help Powhatan County develop and institute a

development plan. The proposal put considerable emphasis on leveraging the County's then economic base and natural assets. Specifically, there were proposals to seek economic development opportunities that would take second or third generation advantage of the agricultural land in the county, without placing extreme additional burdens on the infrastructure and utilities capacity. Such options remain open, and have succeeded elsewhere.

Recommendation 8: Consensus must be reached, and action taken, to target a particular type of business sector development.

Recommendation 9: The challenge must be met of matching business prospect needs to County assets.

Recommendation 10: Adopt a long-term strategy for business development that produces locally for consumption beyond County boundaries – basic employment with export capability.

Recommendation 11: Seek as a key component of the County economic development plan, agricultural and tourist related activities which support open space retention and place limited demand on infrastructure/utility capacity.

HOW CAN THE COUNTY BEST ATTRACT/WELCOME BUSINESS AND ECONOMIC DEVELOPMENT?

Observations as to how Powhatan County can best attract business and economic development are summarized below:

- The key here is to build a firm consensus around the type of development the County will seek, and around the measures the County is willing to take to succeed.
- With a consensus on the home front, County representatives can investigate, study, plan, and approach prospects with concrete and appropriate proposals: suited to the prospect's needs, yet within the

County's capacity, economically, financially, politically, and emotionally, to deliver.

- The County should have a strong sense of what it has to offer, how that set can be enhanced, and where, if not in Powhatan County, additional needs can be met.
- Powhatan County has some very appealing features: schools, taxes, environment, life style, proximity to nearly every desirable amenity, without the congestion such proximity often entails
- Powhatan County has the instruments of a very effective marketing and public information/relations campaign: Chamber of Commerce; Economic Development office; community organizations; service clubs; able, enthusiastic, knowledgeable citizens; financial institutions; to name a few. These instruments should be organized and mobilized as a sales force and customer service department.
- Identify key target sectors for economic development, incorporating both Powhatan County specific strength and regional strength that will likely yield a high probability of success. Emphasis should be placed on basic employment sectors such as professional office parks/facilities, corporate/convention centers, light manufacturing, wholesale, distribution and corporate/regional headquarter-operations, and regional music/entertainment facilities. Employers would export products and services beyond Powhatan County, bring income in from beyond the County and create supplemental or supporting employment.
- Powhatan County community leaders, the business community, elected officials and staff should all have a shared vision with buy-in and support from each sector.
- With this clear vision in place, an aggressive marketing campaign should be developed and implemented targeting specific businesses/markets. Key components of the marketing campaign would focus on our excellent transportation network, outstanding public and private school systems, good government, reasonable tax levels and availability of cultural and quality of life amenities.
- A strategy which might be utilized as a part of the County economic development/marketing tool kit is a well thought through, uniformly applied incentive program in the form of cash grants, land acquisition,

tax abatements or exemptions, loan or loan guarantee programs, infrastructure assistance, special zoning/land use actions, creation of local enterprise or technology zones and industrial park and shell building initiatives.

- An incentive package should only be adopted after the following questions have been thoroughly researched and addressed:
 - What goals does Powhatan wish to achieve?
 - Does Powhatan want to support a particular type of business development?
 - What type of incentive should be provided – grant, loan or other?
 - Should assistance be direct or indirect?
 - Is there a valid purpose in discriminating between types of business?
 - Have political issues and concerns been addressed?
 - Should incentives be paid upfront or over time and what performance criteria should be adopted?
 - How should arrangements be documented?
 - What is the likelihood of successful legal challenge?
 - Would proposed economic development occur in Powhatan without an incentive?
 - Has the issue of fairness been addressed regarding attracting new businesses verses expansion of existing business?
 - Have concerns about preferences and giving one business a competitive advantage over another been considered?

Recommendation 12: Build a strong consensus around the type of development the County will seek, identify a strong sense of what we have to offer and capitalize on the mechanisms in place for an effective marketing and public relations campaign.

Recommendation 13: Organize and mobilize the Powhatan Chamber of Commerce, Retail Merchants Association, Economic Development Authority, Economic Development Department, community organizations and service clubs as a sales force and customer service department.

Recommendation 14: Identify key target basic employment sectors for economic development incorporating

Powhatan County specific strengths and regional strengths.

Recommendation 15: Target employers that would export products and services beyond Powhatan County, bring income in from beyond the County and create basic jobs as well as supplemental or supporting employment.

Recommendation 16: Adopt a clear and shared vision with buy-in and support from community leaders, business leaders, elected officials and staff regarding economic development agenda.

Recommendation 17: Adopt an aggressive marketing campaign targeting specific businesses/markets.

Recommendation 18: Adopt a performance-based incentive program with specific employment, income and tax revenue goals.

**DOES CURRENT COMPREHENSIVE PLAN AND ZONING
REALISTICALLY ADDRESS LOCATION ISSUES
REGARDING BUSINESS AND ECONOMIC DEVELOPMENT?**

The subcommittee group response was a resounding no on both counts! The feeling was that the County has changed dramatically since the last Comprehensive Plan was written, zoning ordinances and Comprehensive Plan need to be revised to reflect “ a new development” and changes over the last 8 years.

Discussion included the need for higher density on parts of Route 60; planned development 4,000 feet north and south of Route 60; and use of water and sewer revenue to pay for needed changes.

In addition to the many economic development opportunities along the Route 60 corridor and associated challenges and potential liabilities, the Comprehensive Plan revision process should address the following geographic areas:

- Village Preservation Areas/Macon, Red Lane and Powhatan Courthouse

- Village Service Areas/Michaux Creek and Powhatan Courthouse
- Remaining three quadrants of Route 288 and Route 711 Intersection – should Michaux Creek Service Area be expanded?
- Moseley-Dorset Area – should additional Norfolk-Southern Railway opportunities be pursued?
- Western Route 60 – should a light or heavy industrial development site with close proximity to Route 60 be identified west of Route 522 for future development needs?

Priority preference should be given to the Powhatan Courthouse Village Service Area. Work and associated recommendations coming out of a 2004 Courthouse Village Economic Initiative Committee created by the BOS are as relevant today as they were in 2004. Many of the committee recommendations have not yet been implemented.

A mission statement was adopted as follows: to capitalize on the unique beauty, charm, architectural and historical significance of the Courthouse Village while promoting managed, low impact and compatible economic development.

The committee's adopted vision statement was as follows: The Courthouse Village is a historic area of modest scale complete with a courthouse square, sidewalks, streetlights, unique retail shops, professional offices, restaurants, small scale lodging options and residential properties. The Village which includes the Courthouse District, a Virginia Historic Landmark, invites people to experience some of the best Powhatan and Virginia have to offer and is viewed as a destination point by tourists. Patrons and visitors leave Powhatan with a strong sense of place and good feelings about our community and its heritage.

The committee work and a proposed theme for the Village are reflected in the statement, "a village, a vision and a mission."

Of the nearly 30 strategies recommended by the committee, the following are highlighted:

- Identify target businesses, office, retail and professional enterprises compatible with the community vision of the Courthouse Village and expressed desire for low impact development.
- Encourage development and implementation of a village landscaping and future parking needs master plan in coordination with private sector landowners, Powhatan Garden Club and Master Gardeners.
- Promote the completion of proposed sidewalk and underground utility upgrades in the Village and facilitate the design and completion of future project upgrades.

- Promote expanded Village lighting complementary to the colonial style adopted for the Historic Courthouse Village Landmark District and encourage adoption of lighting standards for all buildings and commercial signs.
- Encourage the adoption of building guidelines and standards to be developed through the Architectural Review Board process addressing areas of parking, lighting, landscaping, signage, building materials and scale of structures in support of historical preservation.
- Focus on Powhatan's entry into the Virginia Civil War Trails program in the Courthouse Village with directions to all County sites using the Village as a focal point.
- Incorporate Powhatan's Festival of the Grape into the County's calendar of annual events.

The remaining three quadrants of Route 288 and Route 711 is a second area of priority preference. This intersection possibly has greater economic benefit potential for Powhatan County than any other geographic location within the County. This is the County's only direct access point to Route 288. The state scenic byway status of Route 711 coupled with aggressive building and setback standards already adopted for the Micheaux Creek Village Service Area (southeastern quadrant), provides strong possibilities for managed high-end commercial development options for the remaining quadrants (especially northeastern quadrant).

A positive example of what could materialize in this area is reflected in the pending rezoning of the Malvern property in the northeastern quadrant of Routes 711 and 288. The proposed conference/special events center, lodging facility and small retail shops could be a significant economic stimulus for the County. The proposed usage of the site which includes a visitor center and performing arts foundation home has been discussed by such organizations as the Powhatan Chamber of Commerce, Powhatan County Historical Society, Friends of the Powhatan Scenic Byways, Powhatan Tomorrow, Powhatan Jamestown 2007 Planning Committee, Performing Arts Foundation of Powhatan (PAFOP) and the Economic Development Citizens Working Group.

The PAFOP recently adopted a statement declaring that the Benusa vision for the Malvern property is in keeping with the vision which most Powhatan County residents and comprehensive plan revision participants will ultimately recommend for this site and the northeast Route 711 and Route 288 quadrant.

The PAFOP goes on to recommend that due to the visual importance and economic benefit potential of the Malvern site, that emphasis could and should be placed on a

more expeditious and aggressive comprehensive plan review process for this area – northeastern quadrant of 711 and 288 – than the currently envisioned September 2008 goal established for the completion of the countywide comprehensive plan.

Recommendation 19: New comprehensive plan and zoning ordinances need to be revised to reflect “a new development” and changes over the past eight years.

Recommendation 20: Higher density development along portions of Route 60 should be encouraged along with more extensive north/south development boundaries with concentration around major intersections (compact pattern node development).

Recommendation 21: Capitalize on the few remaining options of utilizing the County’s limited Norfolk-Southern Railway opportunities in the Moseley-Dorset area and identify a heavy industrial usage site in the western part of the County with close Route 60 proximity.

Recommendation 22: Priority preference should be given to the Courthouse Village Service Area, specifically to capitalize on the unique beauty, charm, architectural and historical significance of the Courthouse Village while promoting low impact and compatible economic development.

Recommendation 23: Reconvene the Architectural Review Board for the Courthouse Village to address parking, lighting, landscaping, signage, building materials and scale of structures in support of historical preservation.

Recommendation 24: A more expeditious and aggressive comprehensive plan review process should be implemented for northeastern quadrant of Routes 711 and 288 than the currently envisioned September 2008

goal established for the completion of the countywide comprehensive plan. In this regard the Economic Development CWG is sponsor of an Urban Land Institute (ULI) Technical Assistance Panel (TAP) to address development and recommendations for the quadrant.

WHAT ARE POWHATAN COUNTY'S ECONOMIC STRENGTHS AND WEAKNESSES?

Strengths and weaknesses for Powhatan County were identified by the CWG through a SWOT analysis. County strengths were identified as follows:

- Rural character
- Advantageous business tax structure
- Desirable aesthetics
- Presence of utilities along Rout 60
- Access to James and Appomattox Rivers
- Close proximity to:
 - Other economically strong localities
 - State Capitol – Richmond
 - Large up-scale retail centers
 - Airports
 - Colleges and universities/VCU, John Tyler Community College, J. Sergeant Reynolds Community College, Longwood, University of Richmond, Virginia State, Virginia Union, Randolph Macon and Hampden Sydney
- Strong primary and secondary school system – both public and private
- Historical resources
- Upscale residential growth
- Diverse population base
- Abundance of recreational facilities
 - YMCA
 - Athletic fields
 - Three golf courses
 - County Park/Fighting Creek
 - Proposed State Park
 - Equestrian facilities
 - Public boat landings/Game and Inland Fisheries public properties
 - Organized youth programs
 - Private campgrounds
- Strong highway/transportation system
 - Route 60
 - Route 288
 - Route 522

- Norfolk & Southern Rail
- Strong business organizations – Chamber of Commerce/Retail Merchants Association

Opportunities were identified as follows:

- Rural character preservation
- Enforcement of compact/nodal development options
- Achievement of a 30/70 commercial/residential tax base
- Implementation of more stringent architectural standards regarding setbacks, plantings and buffers
- Adoption of more tourism options such as Powhatan's Festival of the Grape
- Development of attractions such as a conference center, welcome center or amphitheatre
- Encouragement of greater shopping within the County
- Development of a thoroughfare plan before it is too late
- Attraction of major employer in such areas as manufacturing, distribution, official warehouse and corporate headquarters
- Capitalize on Watkins Center spillover
- Development of regional healthcare services

Weaknesses, although few in number, consisted of the following:

- Lack of economic development growth plan
- Lack of direct interstate road access
- Income and educational differentials
- Absence of some infrastructure needs such as utilities, more accessible roads, Internet (high speed) – access and affordable housing
- Limited County owned property holdings
- Lack of Thoroughfare Plan

Finally, the following twelve threats were identified by the CWG:

- Uncontrolled population growth
- Growing liability of bedroom community status
- Increasing residential tax levels
- Lack of job opportunities within the County – continued growth in out-commuting
- Loss of development opportunities to adjoining localities such as upscale retail in Chesterfield
- Increasing road congestion – especially Routes 60, 522 and 288
- Loss of rural character
- Lack of development standard implementation
- Continued loss of rail corridor to residential development
- Lack of viable long-term water and sewer options

- Lack of viable regional development options
- Lack of zoning and facilities economic base to capitalize on internal and external economic growth

WHAT CHANGES TO COUNTY ORDINANCES WOULD ENHANCE THE COUNTY'S ECONOMIC POTENTIAL?

Members felt that many of the county's ordinances are too area specific and rather they should match the overall stated vision for the county. A County vision, the Comprehensive Plan, and supporting ordinances should all be integrated!

Thought was given to doing a detailed study of existing ordinances along with suggested improvements; but it was deemed more appropriate to revise ordinances once the Comprehensive Plan is revised in order that the two be better integrated. The ordinances should be revised to do what the plan says. It was felt that county staff should/would play a big role in this effort.

Recommendation 25: An in-depth revision of County Ordinance should come only after the Comprehensive Plan revision.

WHAT ARE THE COUNTY'S REGIONAL ECONOMIC DEVELOPMENT OPTIONS? HOW CAN WE STRENGTHEN OUR REGIONAL POSITION?

Most localities in Virginia are able to strengthen their economic development programs and competitive advantage through membership and participation in a regional economic development presence. This is especially advantageous in terms of marketing.

Analysis of commuting pattern data is the best determinant of a local jurisdiction's ties to neighboring localities. Powhatan County is part of the Richmond Metropolitan Area as well as the Richmond Regional Planning District Commission. Logic would indicate that Powhatan County should be a partner in the Greater Richmond Economic Development Partnership (GREDP). Currently, the partnership consists of Richmond City and the counties of Henrico, Hanover and Chesterfield. There is no per capita membership fee. All jurisdictions participate equally with an annual fee of \$390,000.00. Membership at this fee level would be difficult for Powhatan as well as Goochland, Charles City and New Kent to justify.

Other options might include the Thomas Jefferson Partnership in Charlottesville or the Virginia Heartland in Farmville – both of which have reasonable per capita annual fee structures. Powhatan ties to Farmville and the Heartland participating localities to the rest are certainly stronger than our ties to Charlottesville and the Thomas Jefferson participating localities. Thomas Jefferson was a more viable option several years ago when Goochland was a participant; but they have since dropped their association.

Another option might be a Goochland-Powhatan alliance. Several years ago the two localities partnered in a marketing effort with some success. Past discussions have also taken place with Amelia, Cumberland, Goochland, Fluvanna and Louisa regarding a partnership formation.

Pursuit of some sort of regional economic development partnership option should be a high priority for the County – especially now that extensive utility infrastructure is in place.

Recommendation 26: Pursuit of a regional economic development partnership option should be a high priority for the County – especially now that extensive utility infrastructure is in place.

WHAT IS THE COUNTY'S ROLE AMONG BUSINESS,
CHAMBER OF COMMERCE, ECONOMIC DEVELOPMENT AUTHORITY
AND RETAIL MERCHANTS ASSOCIATION TO OPTIMIZE
APPROPRIATE ECONOMIC DEVELOPMENT FOR POWHATAN COUNTY?

Among the best local and regional allies in implementing the County's economic development objectives are close partnerships with the Chamber of Commerce and the Retail Merchants Association (RMA) in the private sector and the Economic Development Authority (EDA) within the public sector. Political and community support for economic development initiative can best be captured with the Chamber and the RMA standing as visible allies.

Partnerships with the Chamber and RMA can generally insure a greater level of acceptance and success for economic development initiatives than could ever be achieved without their support. County staff and public sector economic development professionals should be involved in all aspects of Chamber and RMA operations.

On the public sector side, the County economic development staff should continue to serve as staff support to the EDA. Then the EDA can serve as a vehicle to support the County's economic development professionals, take

political lead on issues when necessary, finance public and private sector projects and serve as a conduit for implementation of private sector incentives.

Generally, the greater the number of private sector partnerships, the more viable the local government economic development program becomes.

Powhatan's Economic Development Department has always had a close relationship with both groups. The Director of the Department of Economic Development has served as the ex-officio of the Chamber and should continue to serve that role to act as a liaison between the public and private sectors. Both the public and private sectors should play a role depicting Powhatan's future, but the vision for the future needs to be a shared vision.

Staff should consult with both the Retail Merchant's Association and the Chamber of Commerce prior to taking issues to the Board or other elected officials. The support of the business on issues will only strengthen staff's recommendations, and conversely the business community should not hesitate to involve staff as their participation serves to legitimize a concern.

In the past staff has been very successful collaborating with these organizations, creating wonderful events such as the Festival of the Grape. Collaborations with the Chamber alone include:

- Powhatan's Festival of the Grape
- Small Business Conference
- Agribusiness Industry Tour
- Broadband Forum
- Powhatan County Economic Development Action Program
- Powhatan's Clean Business Award
- Jamestown 2007 Anniversary Celebration
- Performing Arts Foundation of Powhatan
- Powhatan County Anti-Litter Council
- Rt. 711 Village Service Area Site Review Committee
- Powhatan Courthouse Economic Initiative
- Powhatan Leadership Institute
- Architectural Review Board

This collaboration between public and private is a current strength of Powhatan County, and will continue to be an asset in the future.

Recommendation 27: Continue to build upon the County's strong collaboration between public and private sector economic development and business sector organizations. In addition to the County's Economic Development Department, the Powhatan

Economic Development Authority, Powhatan Chamber of Commerce and Retail Merchants Association should all be close allies in Powhatan's economic development program .

WHAT CAN WE LEARN FROM THE SUCCESSES (BEST PRACTICES) AND FAILURES OF OTHER LOCALITIES WITH SIMILAR OPPORTUNITIES AND PROBLEMS?

Nearly all economic development challenges and opportunities have been addressed by other localities as they maneuver through the development journey. Borrowing from the good works of other localities only makes the Powhatan task more manageable. Although best practices visits to other localities have not taken place at this point, a localities of interest list has been developed.

Localities which the CWG team has identified for study include: Goochland, Hanover, New Kent, Louisa, James City and Prince George. Due to limited options for CWG participants to make actual visits, development of a list of questions or a survey instrument for County staff or County consulting team members to expedite might well be the option of choice.

Specific suggestions for Powhatan County as suggested by Mark Kilduff, the current Economic Development Director for New Kent County and past Director of the Virginia Economic Development Partnership were as follows:

- Continue aggressive development of utilities along the Route 60 corridor;
- Develop an incentive program targeting specific industries based on clearly identified County goals and apply in a thoughtful process, and;
- Adopt a fast track program for the County economic development function addressing rezoning, utility connections, site review and state and local government department reviews. If local government staff limitations prohibit fast track action, private sector contract assistance should be utilized.

Addressing this question through further contact with other localities is one of the major unfinished tasks of the Economic Development CWG.

Recommendation 28: Continue aggressive development of utilities along the Route 60 corridor.

Recommendation 29: Develop an incentive program targeting specific industries based on clearly identified County goals and apply in a thoughtful process.

Recommendation 30: Adopt a fast track program for the County economic development function addressing rezoning, utility connections, site review and state and local government department reviews. If local government staff limitations prohibit fast track action, private sector contract assistance should be utilized.

HOW CAN THE ECONOMIC DEVELOPMENT CWG
BEST INTEGRATE ITS WORK WITH WORK OF OTHER CWGS –
ESPECIALLY THE ROUTE 60 OVERLAY?

The co-chairs of all the Citizen's Work Groups need to begin meeting on a regular basis. A suggested monthly meeting might be best, at which time each group would have a work product or progress report to share with the co-chairs.

The CWG subcommittee mentioned the following as items to be discussed by other CWGs: need for feeder roads onto Rt.60; stricter architecture standards; and allowable planned development 4,000 ft. north and south of Route 60.

Recommendation 31: Encourage communication at all levels – between CWGs, citizens, business community, County staff and elected officials.

HOW CAN THE COUNTY BEST BALANCE
ITS ECONOMIC DEVELOPMENT GOALS
WITH CITIZENS' EXPRESSED DESIRE TO PROTECT THE COUNTY'S
ENVIROMENT AND RURAL QUALITY OF LIFE?

This question generated by far the most discussion among the CWG subcommittee members. The major topic centered around planned development to improve workforce housing opportunities, roof top density for commercial and community pods, etc., and locating them in planned areas to control both location and type of development and base them on level of service. We also had an interesting discussion of financing mechanisms currently in use to fund major projects.

Intense use of public meetings and a well-developed survey instrument should be incorporated in the Comprehensive Plan process to insure that balance between

economic development goals and protection of the County's environment and rural quality of life are consistently referenced.

Recommendation 32: Extensive use of public meetings and a well-developed survey instrument should be incorporated in the Comprehensive Plan process to insure that balance between economic development goals and protection of the County's environment and rural quality of life are consistently referenced.

EXECUTIVE SUMMARY RECOMMENDATIONS

Recommendation 1: Target basic or destination economic activity capitalizing on local and regional strengths.

Recommendation 2: Build a diverse economic base in terms of business sectors targeted and required skill levels.

Recommendation 3: Strengthen community standards and expectations regarding architecture and landscaping with emphasis on enhancement of commercial property values.

Recommendation 4: Focus on both long-term and short or intermediate-term goals in achieving commercial business sector vision.

Recommendation 5: Economic development policies throughout the County – especially in the Courthouse, Michaux Creek and Rt. 60 Village Service Areas should reflect quality and a high community standard with recognition that today's actions will have lasting implications for Powhatan of tomorrow.

Recommendation 6: Seek business opportunities that generate export of goods and services beyond the local economy and bring outside income and wealth into the County, creating benefit from the cumulative effect of basic employment activities.

Recommendation 7: A concerted effort to act collaboratively and reach consensus should be reflected in actions of the entire business community, both public and private sectors.

Recommendation 8: Consensus must be reached and action taken to target a particular type of business sector development.

Recommendation 9: The challenge must be met of matching business prospect needs to County assets.

Recommendation 10: Adopt a long-term strategy for business development that produces locally for consumption beyond County boundaries – basic employment with export capability.

Recommendation 11: Seek as a key component of the County economic development plan, agricultural and tourist related activities which support open space retention and place limited demand on infrastructure utility capacity.

Recommendation 12: Build a strong consensus around the type of development the County will seek, identify a strong sense of what we have to offer and capitalize on the mechanisms in place for an effective marketing and public relations campaign.

Recommendation 13: Organize and mobilize the Powhatan Chamber of Commerce, Retail Merchants Association, Economic Development Authority, Economic Development Department, community organizations and service clubs as a sales force and customer service department.

Recommendation 14: Identify key target basic employment sectors for economic development incorporating Powhatan County specific strengths and regional strengths.

Recommendation 15: Target employers that would export products and services beyond Powhatan County, bring income in from beyond the County and create basic jobs as well as supplemental or supporting employment.

Recommendation 16: Adopt a clear and shared vision with buy-in and support from community leaders, business leaders, elected officials and staff regarding economic development agenda.

Recommendation 17: Adopt an aggressive marketing campaign targeting specific businesses/markets.

Recommendation 18: Adopt a performance-based incentive program with specific employment, income and tax revenue goals.

Recommendation 19: New comprehensive plan and zoning ordinances need to be revised to reflect “a new development” and changes over the past eight years.

Recommendation 20: Higher density development along portions of Route 60 should be encouraged along with more extensive north/south development boundaries with concentration around major intersections (compact pattern node development).

Recommendation 21: Capitalize on the few remaining options of utilizing the County's limited Norfolk-Southern Railway opportunities in the Moseley-Dorset area and identify a heavy industrial usage site in the western part of the County with close Route 60 proximity.

Recommendation 22: Priority preference should be given to the Courthouse Village Service Area, specifically to capitalize on the unique beauty, charm, architectural and historical significance of the Courthouse Village while promoting low impact and compatible economic development.

Recommendation 23: Reconvene the Architectural Review Board for the Courthouse Village to address parking, lighting, landscaping, signage, building materials and scale of structures in support of historical preservation.

Recommendation 24: A more expeditious and aggressive comprehensive plan review process should be implemented for northeastern quadrant of Routes 711 and 288 than the currently envisioned September 2008 goal established for the completion of the countywide comprehensive plan. In this regard the Economic Development CWG is sponsor of an Urban Land Institute (ULI) Technical Assistance Panel (TAP) to address development and recommendations for the quadrant.

Recommendation 25: An in-depth revision of County Ordinance should come only after the Comprehensive Plan revision.

Recommendation 26: Pursuit of a regional economic development partnership option should be a high priority for the County – especially now that extensive utility infrastructure is in place.

Recommendation 27: Continue to build upon the County's strong collaboration between public and private sector economic development and business sector organizations. In addition to the County's Economic Development Department, the Powhatan Economic Development Authority, Powhatan Chamber of Commerce and Retail Merchants Association should all be close allies in Powhatan's economic development program .

Recommendation 28: Continue aggressive development of utilities along the Route 60 corridor.

Recommendation 29: Develop an incentive program targeting specific industries based on clearly identified County goals and apply in a thoughtful process.

Recommendation 30: Adopt a fast track program for the County economic development function addressing rezoning, utility connections, site review and state and local government department reviews. If local government staff limitations prohibit fast track action, private sector contract assistance should be utilized.

Recommendation 31: Encourage communication at all levels between CWGs , citizens, business community, County staff and elected officials.

Recommendation 32: Extensive use of public meetings and a well-developed survey instrument should be incorporated in the Comprehensive Plan process to insure that balance between economic development goals and protection of the County's environment and rural quality of life are consistently referenced.

WHAT'S NEXT?

With the URS consulting firm in place, the Economic Development CWG has attempted to coordinate its activities more visibly through consultant involvement. Further responses to some of the twelve questions addressed in the report are anticipated. Coordinated efforts through URS, other CWGs and County staff may well surface other topics yet to be addressed.

In conclusion, we look forward to the presentation of a final report and delivery of recommendations to the Comprehensive Plan Advisory Committee, the Comprehensive Plan Steering Committee, the Planning Commission and the Powhatan County Board of Supervisors in a timely fashion.

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