

## PROJECTS, STRATEGY & ACTION PLAN

# GOALS & OBJECTIVES

## (STRATEGIC DIRECTION / ACTION PLAN)

When evaluating & prioritizing potential projects, it may be helpful to utilize the CEDS Evaluation Criteria for Northern Neck found in the [Appendix](#).

- [Category 1](#)
- [Category 2](#)
- [Category 3](#)
- [Category 4](#)
- [Category 5](#)
- [Category 6](#)
- [Category 7](#)



### CATEGORY 1 - INFRASTRUCTURE

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**PROJECT 1**  
**SITE READINESS**



**PROJECT 2**

**WATERFRONT**



## **Project 3**

### **EXPAND & MODERNIZE SEWER / WASTEWATER MANAGEMENT SYSTEM**

#### **Goal**

To provide adequate infrastructure to support business growth and new locations

#### **Goal**

Expand access for boaters, recreational fishing

#### **Goal**

To provide at least one major new and one major repaired sewage system

### **Objective**

Identify at least two new sites for economic development and bring at least one to shovel ready status

### **Objective**

Open at least four new waterfront access openings

### **Objective**

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### **Evaluation Criteria**

One new site shovel ready with defined industry target to be pursued

### **Evaluation Criteria**

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### **Evaluation Criteria**

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**Project 4**

**STORMWATER MANAGEMENT**



**Project 5**

**BRIDGE REPAIR & WIDENING**



## **Project 6**

### **INDUSTRIAL / BUSINESS PARK**

#### **Goal**

To improve stormwater management and reduce damage from flooding

#### **Goal**

More dependable, free flowing traffic for travelers, workers, shipping



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### CATEGORY 2 - BUSINESS ATTRACTION, RETENTION / EXPANSION / NEW STARTUPS

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## **PROJECT 1**

### **ATTRACT TOURISM VENUES**



## **PROJECT 2**

**RETENTION PROGRAM / SMALL BUSINESS ASSISTANCE**



### **Project 3**

#### **ATTRACT NEW BUSINESS TO THE NORTHERN NECK**

##### **Goal**

Expand on tourism activities and accommodations

##### **Goal**

Build capacity of small businesses to handle operations, marketing sales with direct business assistance

## **Goal**

Expand the local business community through enhanced marketing, incentives, infrastructure development

## **Objective**

Develop the product and raise outreach/marketing

## **Objective**

Enhance the viability and profitability of small local businesses

## **Objective**

Build the tax base; create quality jobs

## **Evaluation Criteria**

Measure tourism expenditures, jobs, tax revenues generated

## **Evaluation Criteria**

Sales and tax receipts for local businesses

## **Evaluation Criteria**

Growth in commercial tax base, jobs added, impacts on local businesses

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**Project 4**

**EXPAND THE WATER SUPPLY**



**Project 5**

**EXPAND ASSISTANCE FOR ENTREPRENEURS**





## **Project 6**

### **EXPAND OPTIONS FOR SMALL BUSINESS FINANCING**

#### **Goal**

Avoid shortages and constraints on development

#### **Goal**

Help grow more businesses

## **Goal**

Create Programs to make affordable loans to smaller firms

## **Objective**

Attract firms who can offer alternatives to groundwater: e.g., desalinization, rainwater harvesting

## **Objective**

Create business incubator, mentoring program, SCORE Chapter

## **Objective**

Make financing available that is affordable, quick and uncomplicated; create revolving loan fund, possibly with bank participation (done)

## **Evaluation Criteria**

Number of firms attracted, new technologies utilized, increase in water supply

## **Evaluation Criteria**

Number of small business startups; survival rate of new firms

## **Evaluation Criteria**

Number small business loans made; survival rate of assisted businesses

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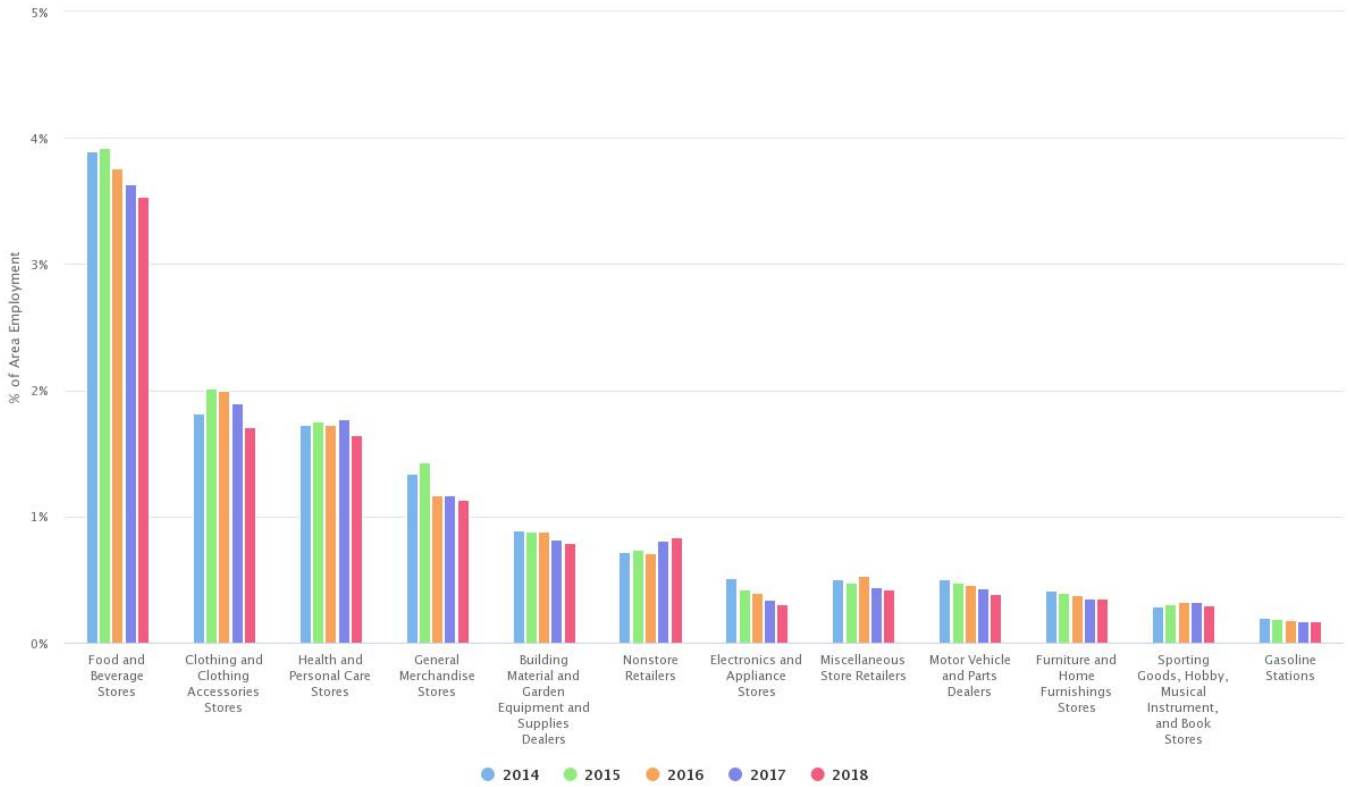
## **Goal 2**

### **Metrics to Monitor**

- Key cluster occupational growth
- Population change components

### Employment by Industry Sector: 2014–2018

44 – Retail Trade  
Kings County, NY

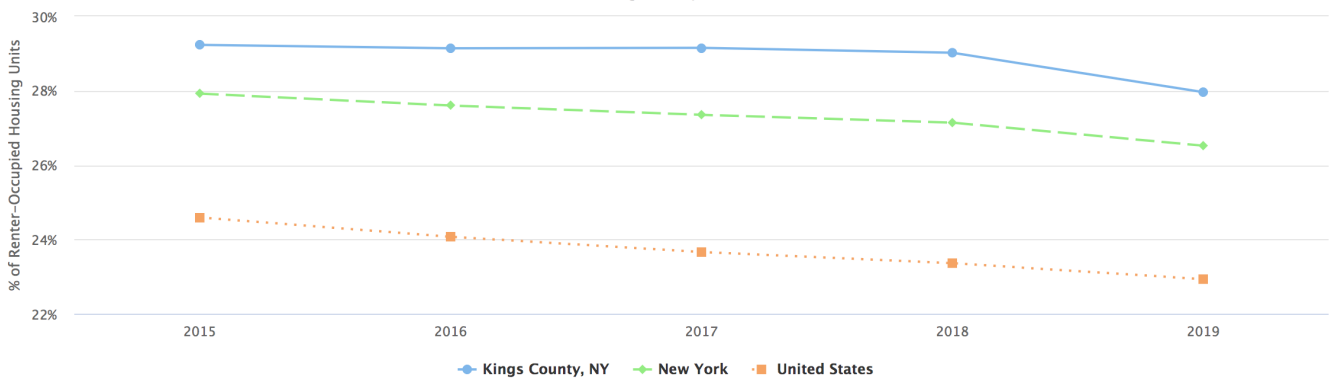


US Census, CBP, 2018

Powered by StateBook.com

### Rent as % of HHI vs State & USA: 2015–2019

50.0% or more  
Kings County, NY



US Census, ACS 5-Yr, 2015–2019

Powered by StateBook.com

## Partners for Success

- Workforce Boards; Lumina Foundation;
- Chambers of Commerce; Community

- Colleges and Universities; Centralina
- Foundation; K-12 Institutions; and
- Economic Development Corporations

### **Funding Mechanisms**

Efforts to recruit, prepare, and retain a world-class workforce require a vision implemented through regional cooperation. And if we want to compete for talent globally, we need to enhance and promote the international diversity of existing regional businesses.

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### CATEGORY 3 - GOAL GOES HERE

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To provide at least one major new and one major repaired sewage system

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### **Objective**

Open at least four new waterfront access openings

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One new site shovel ready with defined industry target to be pursued

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#### **Goal**

More dependable, free flowing traffic for travelers, workers, shipping

## **Goal**

Get best site shovel ready to attract investment

## **Objective**

Add at least one improvement to the stormwater management system

## **Objective**

Get VDOT to invest in roads and bridges to the Northern Neck (widen Rte 3; Norris Bridge in Lancaster needs maintenance, and ultimately, replacement)

## **Objective**

Address infrastructure issues

## **Evaluation Criteria**

Set measurement and benchmark for degree of flooding reduction

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