

CEDS Committee Meeting

Rappahannock-Rapidan
Regional Commission

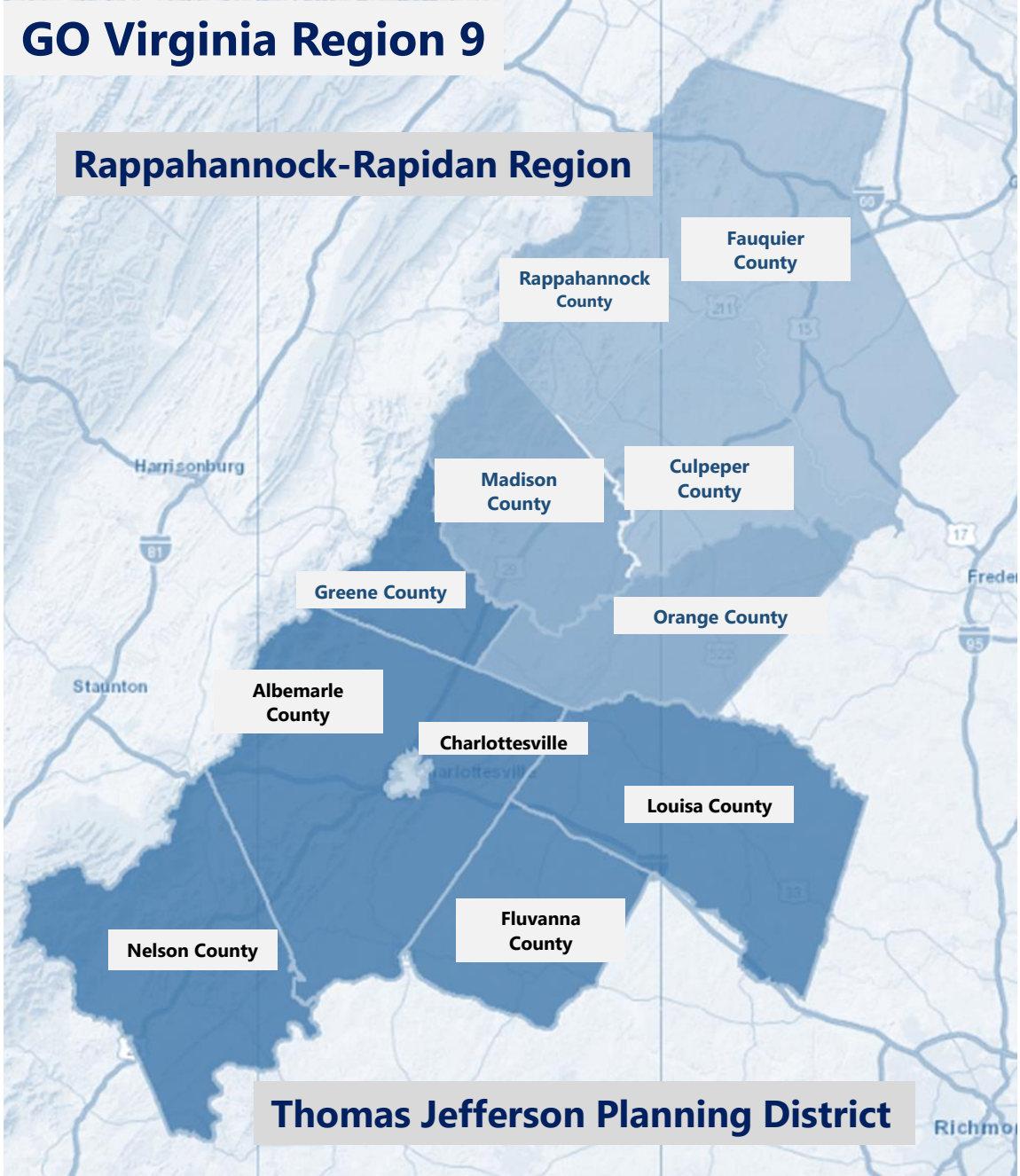
Date: December 18, 2023



AGENDA

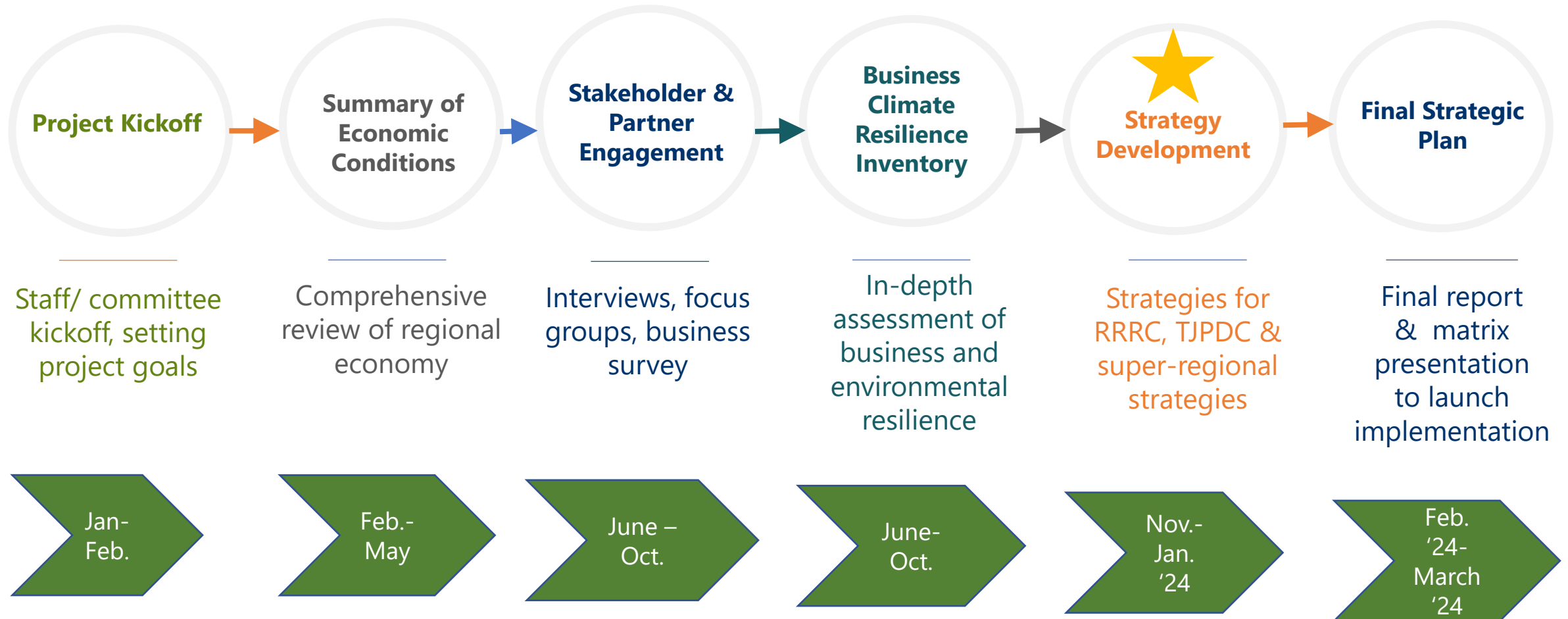
- Schedule & Progress
- Business Survey Results
- Emerging Strategy Themes
- Superregional Opportunities
- Next Steps

GO Virginia Region 9



Project Status

CEDS SCHEDULE



County 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

	Rappahannock	Madison	Orange	Culpeper	Fauquier
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.)					
Climate / Environmental Sus. (Natural resources, development balance, etc.)					
ED Resources / Partners (In/external dynamics, level of collaboration among partners in education, workforce, etc)					

SURVEY RESULTS

- The typical respondent was a company that has been in business for 6-20 years with 2-5 employees
- Recruiting workers is noted as the largest challenge
- Retaining workers is not listed as a notable challenge, which could speak to the overall quality of positions/employers
- Over half of businesses say they are anticipating growing their revenue in the next five years
- Businesses are very confident they can weather unexpected disruptions
- Businesses either weren't sure where to go if they needed business support, or would go to another organization than the options listed.



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 detailed strategies and action items will be developed.

STRATEGY FRAMEWORK

- **THE NEED**
- **DESIRED OUTCOMES**
- **STRATEGY THEMES**
- **LOCALITY DISTINCTIONS**
- **RRRC CEDS GOAL**
- **SUPER-REGIONAL OPPORTUNITIES**

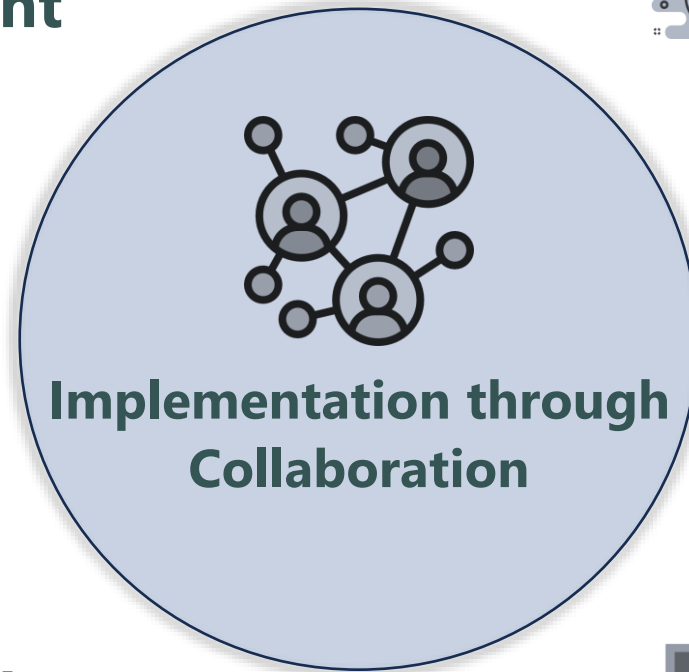
RRRC GOAL AREAS TO SUPPORT THE CEDS



Places and spaces for economic development



Site infrastructure and adaptive reuse



Existing, emerging, and target industries



Workforce development and partnerships

GOAL AREA 1 – EXISTING, EMERGING, AND TARGET INDUSTRIES

THE NEED:

- Connecting opportunities to appropriate geographical locations around the region
- Drawing investment to rural locations and preparing key infrastructure to accommodate economic growth
- Incubate growth of companies from within the region – with related support
- Break down barriers to economic opportunity through entrepreneurship and accessible career pathways
- Advance sites for a range of industry opportunities

DESIRED OUTCOMES:

- A strong, diverse economic base where opportunities for economic growth are accessible to diverse populations and tailored business resources are widely available

INDUSTRY OPPORTUNITIES TO BUILD ON:

- **Building on natural resources:** Outdoor recreation, agritourism, controlled environment agriculture
- **Growing from within:** Entrepreneurial ventures in value-added food and beverage production
- **Support emerging industry technology and diversify the economy:** clean energy manufacturing/production, climate-smart industries, AI across all sectors, cybersecurity, energy-conscious data centers, *UAS, *Semiconductor-related supply chains

**further exploration*

GOAL AREA 1 – EXISTING, EMERGING, AND TARGET INDUSTRIES

STRATEGY THEMES:

- Expanding **entry points for entrepreneurs** across sectors
- Growing the **voice of the business community** in the region – and the diversity of voices
- Enabling companies to take up **new technologies or try new markets** - leveraging state and federal resources to do this
- Advancing **pipeline of sites** for a range of needs in the target industries
- Advancing existing goals set forth by the **RRRC Food Council Priorities**
- Seeking opportunities for **supply chain development**

LOCALITY DISTINCTIONS: Elevating opportunities for rural locations, growing based off local strengths

RRRC CEDS GOAL: Expand economic potential for existing industries and prepare the region to take advantage of expanding markets in across the RRRC region.

INDUSTRY-SPECIFIC SUPERREGIONAL OPPORTUNITIES:

- Solidifying a Defense & Intelligence Corridor and promotion of new opportunities
- Elevating Food and Beverage manufacturing, specifically the value-add portion
- Leading innovation in next-gen data centers in support of IT sector + electronic components
- Expanding the marketing and product development for the “R&R” – Recreational Ridge

GOAL AREA 2 – WORKFORCE ATTRACTION AND RETENTION

THE NEED:

- Solutions for expanding the local workforce pool
- Recruiting workers with skillsets that apply to range of possibilities across target industries
- Integrating workforce conversations into economic development
- Customized programming for a range of populations – New Americans, MWVBE, youth
- Continued innovation by educational institutions to adapt training and credential
- Strengthening target industry training pipelines

DESIRED OUTCOMES:

- Programming that meets diverse populations where they are
- Solution-oriented partnerships between the private sector, public sector, and educational institutions
- Reinvigorating the trades as a viable career pathway for high schoolers
- Demonstrating the quality and quantity of jobs available in the region
- Reconnecting disengaged populations into the workforce

GOAL AREA 2 – WORKFORCE ATTRACTION AND RETENTION

STRATEGY THEMES:

- Expanding mechanisms for **paid training**
- Working with leading entities and establishing policy initiatives to **address childcare gaps** in the region
- **Customized support** and training for diverse populations
- **Public-private partnerships** in trainings
- Continued coordination and **integration into the K-12 system**
- **Expanding private sector participation** in curriculum review and workforce programming, mentorship
- **Explore/advocate incentives** for workers and businesses in areas of high demand

LOCALITY DISTINCTIONS: Obtaining real-time information from local businesses to feed into larger system, pursuing connections with local K-12 system

RRRC CEDS GOAL: Pursue collaborative, accessible workforce development programming that works seamlessly with economic development initiatives to support a future-ready workforce.

SUPER-REGIONAL OPPORTUNITIES: Employer-based workforce consortium

GOAL AREA 3 - PLACES AND SPACES FOR ECONOMIC DEVELOPMENT

THE NEED:

- The development of supportive communities with accessible housing options, community spaces, and recreation
- Dedication to environmental stewardship while determining spaces appropriate for development
- Stronger transportation connections between employment hubs and residential areas
- Support for areas with less capacity to catalyze investment

DESIRED OUTCOMES:

- Strong downtowns and commercial centers, with integrated land uses
- Accessible, safe, reliable transportation and mobility options
- Momentum in housing development
- Maintaining the health of natural resources
- Encouraging development that is durable in the face of climate changes

GOAL AREA 3 - PLACES AND SPACES FOR ECONOMIC DEVELOPMENT

STRATEGY THEMES:

- **Integrating housing** into commercial centers
- Amplifying **successful public-private partnerships** for housing
- Education with localities about the land use and zoning realities of housing, **conversations around growth**
- Identifying **publicly owned land / spaces** for redevelopment
- Identifying **infill opportunities** in more developed areas
- Advancing **transportation network** build-out to employment centers

LOCALITY DISTINCTIONS: Land availability, the status of commercial centers, private sector involvement, capacity, local sentiment for growth

RRRC CEDS GOAL: Support elements of the built environment that meet today's demand and lay the foundation for advancing a dynamic economic future.

SUPER-REGIONAL OPPORTUNITIES: Implementation of Region 9 recommendations from housing report



"Region 9 focused on funding, flexibility, and involvement of nonprofit organizations and private employers."

-"Housing as an Economic Development Strategy for Virginia"

GOAL AREA 4 - SITE DEVELOPMENT AND ADAPTIVE REUSE

THE NEED:

- Continued investment in sites to be competitive with other regions in target industries
- Strategic investment in water / sewer / wastewater to support business and community growth and adapting to climate changes
- Supporting rural communities where there are opportunities to grow
- Maximizing the effects of redevelopment and adaptive reuse

DESIRED OUTCOMES:

- A mix of development sites that can accommodate growth in target industries and beyond
- Infrastructure that reinforces the protection and smart utilization of natural resources and energy

GOAL AREA 4 - SITE DEVELOPMENT AND ADAPTIVE REUSE

STRATEGY THEMES:

- Executing a **regional site assessment** based on target industry criteria
- Using **infill sites** to support strategic use of existing infrastructure
- Monitoring efficient use of and quality of **water resources**– drinking, commercial activity, agriculture
- Implementing **climate-smart infrastructure**
- Continuing to **expand broadband networks** in rural areas
- Exploring **drought mitigation techniques** and water usage programs that can support existing businesses and expected growth in target industries

LOCALITY DISTINCTIONS: Vastly different needs for infrastructure and impacts of drought

RRRC CEDS GOAL: Make strategic investments in transportation, energy, telecommunications, and other critical infrastructure sectors that foster an environment conducive to a sustainable network that supports business innovation and efficient movement of goods and people.

SUPER-REGIONAL OPPORTUNITIES: Evaluating future sites and the value of a RIFA, identifying priority infrastructure projects

GOAL AREA 5 – IMPLEMENTATION THROUGH COLLABORATION

DESIRED OUTCOME :

- A collaborative model for economic development where localities can join forces to support shared assets while working towards their local vision.
- Ongoing communication that advances the CEDS strategies and ultimately leverages funding sources to accomplish goals
- Shared information system from local BRE programs

RRRC CEDS GOAL: To unlock new opportunities and accelerate economic progress through a collaborative economic development ecosystem that builds on the individual strengths of its partners.

Players in Implementation

PDCs

CVPED

GO VA

Education

Non-profits

Private sector

Municipalities

Local EDOs



Next Steps

- Digital feedback – Padlet to be distributed
- GO VA January meeting – Report out Superregional Strategies
- Strategy development: December – Early February
- Implementation workshop: In-person engagement (Week of Feb. 19th)

