



Town of Occoquan **Strategic Plan**

Strategic Planning Committee
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Town of Occoquan Strategic Plan

Prepared by

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Introduction

This Strategic Plan represents the Occoquan Strategic Planning Committee's response to the June 2011 Charter document (Addendum A) which tasked the Committee with preparing a Strategic Plan that makes "recommendations for a 5-10 year vision for the town, as well as specific recommendations on how to implement that vision."

The plan was prepared between January 2012 – January 2013. Its content, conclusions and all recommendations are the sole work of the preparers.



Methodology

To develop the plan the Committee sought the input of Town Stakeholders as well as experts throughout the Commonwealth of Virginia. However as specified in its Charter, the final product and all recommendations herein are not intended to represent a consensus of stakeholder viewpoints or any other parties – they represent the conclusions and best judgment of the preparers. The following summarizes work that informed the final document:

SWOT Sessions

The Committee hosted two SWOT sessions in which Town Stakeholders were invited to participate in structured exercises to identify perceived Strengths, Weaknesses, Opportunities and Threats related to the Town's ongoing success. The sessions were attended by 52 participants, categorized as follows (total is more than 52 due to overlap in categories):

- 24 Town Residents
- 23 Work or own a business in town
- 8 Shoppers/visitors or other connections to town
- 3 Town staff

The high level results are summarized in the committee's May 2, 2012 Interim Report – Addendum B.

Methodology

Research

Committee members used the Internet as well as phone conversations with area town officials to identify programs and strategies for community and economic development in other Virginia towns and cities, to learn what is working and, just as importantly, what is not. Searches also focused on grants and other community development opportunities through the Commonwealth, the federal government and other non-government agencies.

Also during the time of the plan's development, the Committee's chair was fortunate to have been a participant in the LEAD Virginia program (see www.leadva.org) during which she attended and acquired information on the area economies and economic development initiatives in Southside (Danville/Martinsville areas), Southwest (Abingdon area), Shenandoah (Harrisonburg/Staunton), Hampton Roads and Richmond, Virginia.

Methodology

Presentations to the Committee

The Committee received the benefit of two formal presentations from Prince William County. The first briefed the Committee on the concurrent development of Prince William County's newest Strategic Plan, and was presented by Prince William County strategic planning director Pat Thomas. The second featured members of Prince William County's Economic Development department and focused on resources available through that department, as well as a brainstorming session to identify areas of common ground.

Field Trip

Committee members Betty and Barry Dean, Susan Lee-Merrow and Councilwoman Liz Quist traveled to Staunton, VA where they met with Bill Hamilton, Staunton's Director of Economic Development, the former Executive Director of the Staunton Creative Community Fund and its current Executive Director, Christina Cain. The Staunton Creative Community Fund (see <http://stauntonfund.com>) serves as the model for the Community Investment organization recommended in Key Strategy #3 of this report.

Methodology

Consulting Services

The Committee was aided in its efforts by the assistance of Mr. Jared Espenschied, who provided consulting services concerning issues of developing partnerships, as well as valuable “outsider” input as part of his graduate level studies in Organizational Development at American University. The results of Mr. Espenschied’s work on partnerships are summarized in Addendum C – Data Feedback Document.

Scope and Timeframe

The plan’s objectives are written to fit within a 5-year timeframe. The timeframe, along with the goals and objectives themselves is considered to be achievable but ambitious. Further, the plan is written at a fairly high level and anticipates that the implementers of the plan will develop the actual step-by-step tactical implementation plans necessary to achieve the objectives.

Methodology

Caveats

The plan document includes some preliminary projections of required investments to implement the plan as well as estimates of some of the potential increased revenues to the Town (but no estimates of what would be far larger revenue increases for Town businesses). It is important to remember though that this is a Strategic Plan, and not a Financial Plan – the details of which will ultimately need to be developed. Additionally the reader should note that the plan does not take into account any forecasts of larger macro-economic trends or the impact of changes to the Northern Virginia economy that might result from changes in federal spending.

Strategic Approach

Two key drivers form the foundation on which the plan is built:

1. Use the Town's history as a lever to create opportunity, not an anchor to hold it back.
2. Maximize the advantages presented by Occoquan's natural strategic assets:
 - a. Its waterfront location
 - b. Its location at the juncture of two major commuter routes (I-95 and Route 123)
 - c. It is a part of the nation's 9th wealthiest county
 - d. It enjoys a compact, walkable downtown
 - e. It has an interesting, visible and well-documented history
 - f. Its stakeholders have a deep, abiding affection for the town and the desire to see it succeed



Strategic Goals and Measurable Objectives

Strategic Goals define the “big picture” of what the plan is trying to achieve. They answer the question “Where do we want to go?” Measurable objectives provide a factual basis for answering the subsequent question “How will we know when we get there?” This section of the plan identifies four overarching goals that, taken together, will facilitate the next “re-invention” of Occoquan – a town that has reinvented itself continually over hundreds of years – while at the same time preserving and capitalizing upon those qualities that endear it to those who call it home.



Goal #1

Be the shopping, dining and entertainment hub of the premier leisure destination in Prince William, southern Fairfax, and northern Stafford counties.

Occoquan enjoys a wealth of natural assets that, properly leveraged, make it uniquely suited to become a highly touted destination. These include: having a waterfront location at the juncture of two major commuter routes, being located in the nation's 9th wealthiest county; enjoying a compact, walkable downtown; and boasting an interesting, visible and well-documented history. This goal is based on the concept of building upon what is already in place to attract the kinds of businesses and visitors who are already pre-disposed toward this kind of setting.

Objective 1.1

Two or more entertainment venues, offering a minimum of 125 events annually, in some combination of performing arts, live music; recreation/games (non-gambling), film, etc. are operating within town limits.

Target Completion:
4th quarter FY16

Objective 1.2

The number of dining options in town is doubled and includes a range of options from casual family dining through fine dining.

Target Completion:
4th quarter FY16

Objective 1.3

A minimum of 15 rooms for overnight accommodations and the capacity to host business meetings (with appropriate technological amenities and breakout capabilities) for 150 people are available within town limits.

Target Completion:
4th quarter FY17

Objective 1.4

Occoquan and/or the Occoquan region has been rated as a "top shopping" (or equivalent) destination by at least 2 premier regional and/or national publications or websites (such as Washingtonian magazine, Virginia Living, Washington Post, Southern Living, Travel & Leisure, etc.).

Target Completion:
4th quarter FY18



Goal #2

Be an attractive center of employment for start-ups and small businesses (5-25 employees) in targeted sectors.

This goal is based on the concept that the attraction of non-retail businesses will benefit the retail base by increasing the number of people who are in town during the day, and encourage a culture of creativity, innovation and entrepreneurship that will in turn attract more visitors and businesses. The plan envisions retail businesses at street level in the downtown district, with professional services and non-retail businesses occupying space on upper floors that are less attractive for retail and which may lack the amenities of class A office space but be quite suitable and more affordable for startup situations and micro-businesses.

Many of the same natural assets that make Occoquan desirable as a leisure destination also create a favorable environment for very small non-retail businesses. This is particularly true for entrepreneurs who are members of what is known as the “creative class” – people who make their living with their ideas. Such individuals may bring a natural enthusiasm for the creative repurposing of space while benefiting from opportunities to work where they can walk to take a client to a restaurant for lunch or stroll along the riverfront while contemplating their next idea.

Objective 2.1

Prince William County’s Economic Development department and the Town establish a joint initiative to attract “creative class” entrepreneurs to the Occoquan region.

Target Completion:
3rd quarter FY14

Objective 2.2

Non-retail employment has increased 30% - as measured by the number of full-time equivalent employees whose primary work location is within town limits.

Target Completion:
4th quarter FY16

Objective 2.3

A minimum of 5 new non-retail “creative class” businesses start or re-locate within town limits.

Target Completion:
1st quarter FY16

Goal #3

Be regarded as one of the top 5 most attractive small towns in Virginia.

During the SWOT sessions held as part of the planning process, residents, merchants and visitors alike expressed their affection for the town and appreciation of its distinctive features. Words such as “charming”, “quaint” and “quirky” were used. Stakeholders also listed the town’s sense of community and its historic characteristics as strengths. However, the largest overriding concern regarded a perceived deterioration in the general upkeep and look of the town, coupled with concern that development opportunities be approached thoughtfully and with a view toward the long term. By creating a proactive approach to capitalizing on the town’s physical assets and enhancing its aesthetics, Occoquan will improve its ability to attract businesses and visitors, and improve property values and quality of life for residents and existing businesses.

Objective 3.1

An “Arts and Cultural” district is established within the Historic District. (See Addendum D – Arts and Entertainment District Legislation).

**Target Completion:
2nd quarter FY14**

Objective 3.2

Undeveloped riverfront property at the West end of Mill Street has been redeveloped as an architecturally distinctive “landmark” multi-use commercial property.

**Target Completion:
4th quarter FY16**

Objective 3.3

A publicly accessible, waterfront boardwalk extends the length of Mill Street.

**Target Completion:
4th quarter FY17**

Objective 3.4

80% of waterfront buildings and 40% of other buildings in the Historic District have participated in a formal “renewal” program aimed at improving structural integrity, aesthetic appeal, facades and waterfront views.

**Target Completion:
4th quarter FY17**

Objective 3.5

Occoquan is listed on the “prettiest small towns” or equivalent lists of at least 2 premier regional or national publications or web sites.

**Target Completion:
4th quarter FY18**

Goal #4

Be clean, green, safe and stable.

In order to accommodate the business growth envisioned in the plan, and to continue to build and improve upon the already exceptional quality of life enjoyed by its residents and businesses, Occoquan will need to upgrade its infrastructure while maintaining the safe and wholesome environment as well as the sense of community so often cited as vitally important to its stakeholders. This goal centers on building connections, both virtual and physical, between Occoquan and its surroundings, while at the same time employing a proactive approach toward the preservation of its environment – in both the human and ecological sense of the term.

Objective 4.1

A study is completed that examines the potential impact of time-limited on-street parking in the town's business district and provides recommendations for whether or not to implement such limits and if so by what method.

Target Completion:
4th quarter FY14

Objective 4.2

Reliable, free Wi-Fi is available to visitors throughout the retail shopping/dining district and reliable broadband is affordable and accessible to businesses and residents.

Target Completion:
4th quarter FY14

Objective 4.3

Public transit (PRTC or alternative) is available from the town to VRE and other key locations.

Target Completion:
4th quarter FY15

Objective 4.4

65% of residents and merchants meet established goals for recycling and energy conservation (and other possible "green" goals such as water conservation).

Target Completion:
End of FY18

Objective 4.5

At the plan's conclusion, the crime rate is the same or lower than at the plan's inception.

Target Completion:
End of FY18

Key Strategies

Strategies describe, at a fairly high level, the recommended approach for achieving the plan's goals. They answer the question "How will we get there?" Some strategic plans identify strategies that are tied to one specific goal in the plan. Each of the strategies developed for this plan tend to support most if not all of the strategic goals, so we have listed them separately and trust it will be apparent to the reader how the execution of the strategies below will ultimately lead to achievement of the goals above.

Major strategic thrusts

This plan describes six key strategies, but they can be grouped into two major strategic thrusts. The first centers on the creation of formal mechanisms and programs that will utilize a combination of public/private investment and regional cooperation to take the town's business district to the next level, while increasing its visibility and attractiveness as a business location for targeted businesses and a leisure destination for residents and businesses.

The second major thrust centers on the concept of aligning stakeholder interests and government policy to town initiatives, thereby ensuring that the community and its government are continually engaged in a creative process for improving, protecting and injecting vitality into the town.

First Strategic Thrust
Formal Mechanisms and Programs

Key Strategy #1

Create and fill a new town staff position* for Economic Development/Tourism, reporting directly to the Town Council, with specific responsibilities for promoting the town as a leisure destination and for implementing business attraction strategies aimed at the following targeted business categories:

- **“Artisan” businesses, especially independently owned food & dining and American craft**
- **“Green Industry” entrepreneurs, especially those focused on water, energy, sustainability and/or recycling**
- **Entertainment and recreation venues**
- **Facilities for Meetings/Accommodations and other travel-related services/facilities**

Anticipated actions:

- Creation and implementation of a formal economic development plan
- Creation and implementation of a branding/marketing/promotion program (see Key Strategy #2)
- Development of strong ongoing collaborative relationships with other regional attractions such as the Workhouse Arts Center and the Occoquan Regional Park, including collaborative programming of events and promotions
- Development of strong collaborative relationships with Town merchants and Craft Show Director for creation, implementation and promotion of such events as the annual Craft Shows, holiday activities, water and river-focused activities, Art Walks, etc.
- Development of strong collaborative relationships with PW County Economic Development and Discover Prince William/Manassas agencies
- Collaboration with a new Community Investment Organization to facilitate programs that help businesses to succeed in Occoquan (see Key Strategy #3)
- Intensive collaboration and work with the Town Council to establish a plan for utilization of the Water Authority property as active recreational space

Anticipated outcomes:

- Increased tourism and utilization of town assets
- Increased property values
- Arrival of new businesses in targeted categories
- Existing businesses more active and engaged in Town events/activities
- Increased use of natural assets (such as the river)
- Establishment of active recreational opportunities in a new park space**
- Occoquan is seen as a destination for more than shopping

* Alternatively, establish an Economic Development authority – initially funded by the Town but which could eventually include some private funding and a Board that is populated with public/private representation.

** The committee recommends that the Town commit to creating both an entertainment and a recreational venue in the new park space. A pavilion, similar to the Harris Pavilion in Manassas, which is also an ice skating rink in cold weather months, is one such suggestion. Other suggestions include an outdoor fitness facility and the creation of an annual “Walk of Lights” to be in place during the winter holiday season.

Key Strategy #2

With assistance from a marketing firm managed by the Economic Development/ Tourism staff position, create and implement a formal marketing and public relations program to articulate the Occoquan brand and increase awareness of the town – with special emphasis on its key assets/features such as fishing, boating and other water-oriented activities; convenience of location plus affordability for new or relocating businesses; sense of community and unique/interesting shopping and dining options.

Anticipated actions:

- Creation of a formal marketing/public relations plan
- Development of a unique graphic identity
- Heavy utilization of low and no-cost promotional channels such as social media and press relations
- Leverage promotional opportunities via Visit Prince William and other local, regional and national tourism organizations

Anticipated outcomes:

- Increased tourism and utilization of town assets
- Increased property values
- Increased awareness/visibility (including press coverage) of town at local, regional and national levels
- A recognizable graphic identity forms the basis of a unified approach to town-owned signs, websites, etc. and is extended for use by town merchants in ways that benefit their businesses



Key Strategy #3

Facilitate the creation a not-for-profit Community Investment Organization* focused on fostering a culture of entrepreneurship in the town and eventually the region.

Anticipated Actions:

- Development and implementation of micro-lending capability
- Provide support services for borrowers, such as counseling, training, and connections to other resources through organizations such as the Flory Small Business Center, SBDC, etc.
- Creation of a “time bank” – where businesses/entrepreneurs “deposit” services that they can provide in exchange for “withdrawing” services they need.
- Creation of regular, ongoing entrepreneur ideation sessions – possibly to include opportunities to “win” funding for the most promising ideas

Anticipated Outcomes:

- New startup businesses (retail and other) in town
- Existing and new businesses have a new funding source
- “Time bank” allows businesses to find economical ways to accomplish objectives while facilitating a stronger, better-connected business community
- A supportive, safe environment is created in which “creative class” entrepreneurs are encouraged to take risks with creative ideas that are grounded in sound business practices



*The Staunton Creative Community Fund serves as a model for this strategy

Second Strategic Thrust

**Align Town Stakeholder Interests
with Town Initiatives**

Key Strategy #4

Develop a Community Engagement Program to deepen the connections between residents/businesses and the town, and foster a sense of ownership of town initiatives in those who will benefit from their successful implementation. This program will require oversight, particularly at first, by town government but over time can become more and more the domain of citizen volunteers and/or not-for-profit organizations.

Anticipated actions:

- Develop an awards program (e.g. Business of the Year, Citizen of the Year, Beautification Awards) to be overseen by citizens
- Create a community garden
- Develop an educational program covering issues of importance to the community such as:
 - Storm water management
 - River conservation
 - “Green” practices
 - Crime prevention
 - Disaster preparedness and emergency procedures
- Create opportunities for town benefactors to donate money or property for benefit of the town, in exchange for naming opportunities or other forms of recognition

Anticipated Outcomes:

- Increased volunteerism
- Increased motivation for businesses and property owners to become more involved and to upgrade their operations
- More informed citizens and businesses
- Stakeholders feel more invested in the success of the town



Key Strategy #5

Identify key areas of town to target for redevelopment and develop Visualization vehicles to allow stakeholders to “see” the possibilities.

Anticipated actions:

- Creation of professional artist’s/architect’s renderings of key redevelopment targets

Anticipated Outcomes:

- Increased community support for redevelopment initiatives
- Increased interest and funding support from redevelopment resources



Key Strategy #6

Review and where necessary revise salient ordinances, policies and comprehensive plan chapters to insure alignment with the Strategic Plan and identify any prospective barriers to success.

Anticipated actions:

- Formal review/revision process that includes stakeholder input

Anticipated Outcomes:

- Increased attractiveness of town to targeted businesses
- Increased capability of town government to facilitate and influence a desirable future for the town

Funding the Plan

In creating this Strategic Plan, the committee envisioned a series of bold steps intended to facilitate the next “re-invention” of the Town of Occoquan. This reinvention is intended to position the Town as a highly desirable location with a small but thriving business district with multiple options for shopping, dining and recreation and a culture that welcomes and nurtures creativity and entrepreneurship.

A significant level of investment is required in order to achieve the plan goals. The committee believes that such an investment is warranted to attract and retain desirable, successful, sustainable businesses, increase property values and create an improved quality of life for town stakeholders.

To implement the plan, the Town will want to examine multiple options for funding the required investments. These include grants (such as Community Block Grants), private investment, possible County contributions and of course direct investment from the Town.

For the Town’s investment, the committee recommends a commitment at the outset of 100% of Craft Show revenues during the plan’s first two years, and another fixed percent (to be determined by the Town Council) during subsequent years based upon its success in obtaining other funding and the results generated by achieving plan objectives.

Financial Implications

The Committee based its financial implications on anticipated results and estimates, where appropriate. In most cases, FY12 actual Town revenues are used as a baseline from which anticipated growth is calculated. Where recommended programs or staff positions do not already exist, the Committee used documented costs from Staunton, Virginia, or other for-profit projects to estimate anticipated expenditures.



Financial Implications

Key Strategy #1: Create an Economic Development/Tourism Position

Implementation of Key Strategy #1 requires staffing a 32-hour per week economic development position, working day-to-day with Town Hall staff and reporting to the Town Council. This individual will be a dedicated resource for economic development, which elevates the professionalism of the Town's business relationships and infrastructure. It would be the intention that the individual hired would work closely with larger Town businesses, perhaps those grossing over \$1 million in revenue per year.

Annual cost, plus benefits, equates to approximately \$60,000, in order to obtain someone with significant experience and the skills required to launch an aggressive economic development plan for the Town. The underlying fiscal strategy for funding this position would be the creation of additional revenues to justify the position.

For example, if the Director of Economic Development were to meet objective 1.3 of bringing one new lodging and conference facility to Occoquan, the increased revenue could be estimated at \$9,380 per year, computed as follows:

Lodging/Conference Facility	Gross Revenue = \$600,000	BPOL	Meals	Occupancy
Lodging	\$300,000 in receipts	\$780	-	\$6,000
Conference Room Rental	\$200,000 in receipts	\$400	-	-
Catering	\$100,000 in receipts	\$200	\$2,000	-
Tax Increase (not including additional sales tax on all items):		\$1,380	\$2,000	\$6,000

Key Strategy #1: Create an Economic Development/Tourism Position

If the Director were also able to meet objective 1.2 of doubling Occoquan's dining options, the Town would realize an additional \$99,347 of meals tax revenue, which is twice the FY12 meals tax collected, and an additional \$9,935 of BPOL (calculated at \$0.20 per \$100 of gross receipts) per year.

Accomplishment of objective 1.1 will yield an estimated \$23,250 of revenue per year. We assumed 1,000 attendees to each of the 125 events, with an average ticket price of \$40, yielding gross receipts of \$5,000,000. BPOL revenue on this would be approximately \$10,000, due to the rate of \$0.20/\$100 of gross receipts. Sales of food or beverage 50% of the attendees, using \$10/person, would yield another \$1,250 of BPOL, as well as \$12,500 in meals tax revenue. Total revenue from meeting objective 1.1 is therefore estimated at \$23,750.

Key Strategy #1: Create an Economic Development/Tourism Position

Another function of the Director would be to develop a program of redevelopment and revitalization to improve the appearance and condition of Town properties, and to identify zoning opportunities for professional services businesses. Financial outcomes of objective 3.4 are difficult to ascertain, but if the Director were to implement programs resulting in a 5% increase per year in the overall assessed values of real estate in Occoquan between FY16 and FY18, the Town would recognize approximate increases in the real estate tax revenue as follows:

	Base Year (2012)	Year 3: FY16	Year 4: FY17	Year 5: FY18
Assessed Value	\$150,401,100	\$157,921,155	\$165,817,213	\$174,108,073
Real Estate Tax	\$145,930	\$153,227	\$160,888	\$168,932
Increase over base year:	-	\$7,297	\$14,958	\$23,002

There are numerous other sources of funding for the creation of an economic development and tourism position. Grants, special tax assessments, membership/partnership programs within the business district, and large branches of regional banks can all provide funding towards this strategy.

Key Strategy #2: Establish a Marketing/ Public Relations Program

Hiring a marketing firm to assist the economic development officer obviously represents a significant financial investment. The scope of their work with the staff economic development officer would vary depending upon the desired programs being implemented, and the financial resources available. The marketing program overall, would seek to attract non-retail businesses, as well as bring traffic to established Occoquan merchants and professionals services.

Initial estimates place the first year investment at between \$40,000 and \$50,000, with follow-on investments of between \$15,000 and \$25,000 per year. This would bring the five-year investment in a formal marketing and public relations program to between \$100,000 and \$150,000.

Strategy #3: Create A Community Investment Organization

Creation of a community investment organization within the Town of Occoquan will require an initial investment on the part of the Town government and other partners within the community. It is estimated that first year expenditures will amount to approximately \$110,000, consisting primarily of the following estimated costs:

- Wages, Taxes & Benefits (1 FT Director, 1 PT Admin.) - \$90,000
- Space Rent & Utilities - \$13,200
- Technology (phone, internet, etc.) - \$1,400
- Professional Fees (legal, accounting) - \$2,000
- Insurance - \$1,400
- Office Supplies & Other - \$2,000

The organization can expect to spend an additional \$5,000+ each year in program activities and events. Much of the groundwork done in the first few years will be done with human capital and sweat equity. For example, the amount of money spent to administer a time bank should be relatively small. This program activity relies upon the coordination of the Executive Director in matching donations and donors within the bank, and management of an advertising mechanism to promote services available for barter.

Strategy #3: Create Community Investment Organization

In addition to funding from the Town government, a 501(c)(3) Community Investment Organization would be eligible to receive tax-deductible contributions, sponsorships for events, and Federal, state and local grants. Some programs within the Organization will generate revenue themselves, such as interest income from micro-loans, and fees for consulting services rendered. As the Organization matures, the goal is that it will become self-sustaining.

Depending upon the level of initial micro-lending, the Organization can expect to realize a small amount of interest income, estimated here at 6% on the following note receivable balances over the life of the Strategic Plan:

	Year 1: FY14	Year 2: FY15	Year 3: FY16	Year 4: FY17	Year 5: FY18
Balance	\$5,000	\$10,000	\$20,000	\$50,000	\$200,000
Interest Income	\$300	\$600	\$1,200	\$3,000	\$12,000

The Committee has used the Staunton Creative Community Fund as an example of the level of lending possible in the initial years. The group in Staunton had end of year micro-loan receivable balances of \$5,000, \$23,000, \$53,000, and \$232,000 in the organization's first four fiscal years.

In addition to funding from the Town government, a 501(c)(3) Community Investment Organization would be eligible to receive tax-deductible contributions, sponsorships for events, and Federal, state and local grants.

Key Strategy #4: Develop A Community Engagement Program

A community engagement program will, by definition, rely largely on the creativity and manpower of a network of residents, businesses and public servants. The proposed community garden could be accomplished by offering owners of vacant properties a short-term lease opportunity. The awards programs will require minimal administration, with the majority of the expense borne by interested merchants and residents. Educational programs will be part of collaborative efforts with Federal, state and local organizations.

Strategy #5: Develop Redevelopment Visualization Vehicles

Local artists, commissioned for \$500 per rendering, will provide the visual inspiration to encourage redevelopment projects on private property. The Committee suggests commencing this Strategy with a minimum of six artists' renderings, resulting in approximately \$3,000 total initial investment. The centerpiece of the group of visualization vehicles will be the boardwalk project, with construction anticipated to commence in FY15.

Strategy #6: Review Salient Ordinances

Legal expenses may be incurred if significant re-writes are required to affected areas of the Town Administrative Code. Current estimates are \$200/hour.

Implementing the Plan

Specific steps and task lists for implementation of this plan are not addressed here and will be the appropriate province of those individuals assigned to carrying out the plan's goals. It is recommended that the Town adopt the "Action Register" template (included as Addendum E) that lays out a format for identifying tasks associated with each plan objective, assigning responsibilities and tracking progress. It is further recommended that the Town consider creating a volunteer task force or committee for each of the major plan goals, which will work with staff and the Council to create individual implementation plans, participate in and track their progress.



Addenda

- A. Strategic Planning Committee Charter**
- B. Interim Report, May 2, 2012**
- C. Data Feedback Document**
- D. Arts and Entertainment District Legislation**
- E. Action Register template for Plan implementation**
- F. Business Resource Grid and Listing**
- G. *"Blueprint for Entrepreneurial Growth and Economic Prosperity in Southwest Virginia"***

End of Report