

Thrive Loudon

ECONOMIC STRATEGIC PLAN



Image Source: Visit Loudon County, City of Loudon, Loudon County EDA

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Project Overview



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Project Overview

Values & Guiding Principles

Goals & Outcomes

Economic Vision

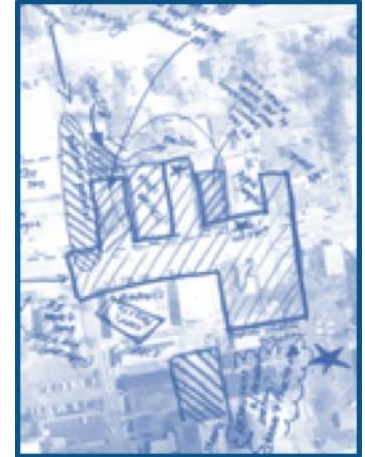
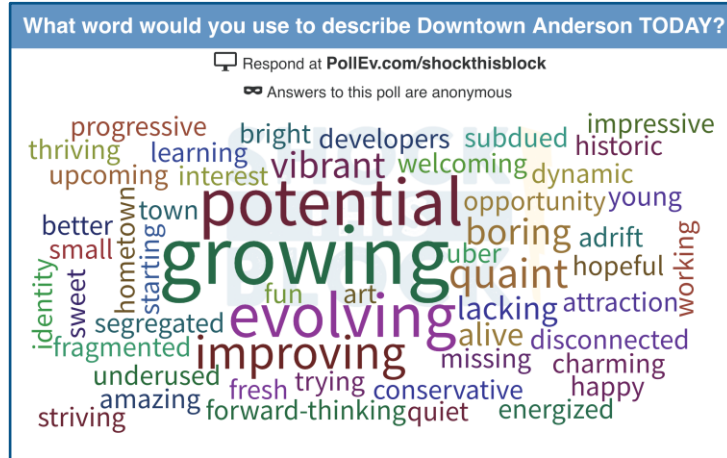
Action Plan

- Business Development Strategy
- Growth & Planning Strategy
- Economic Development Market Position
- Implementation Strategy

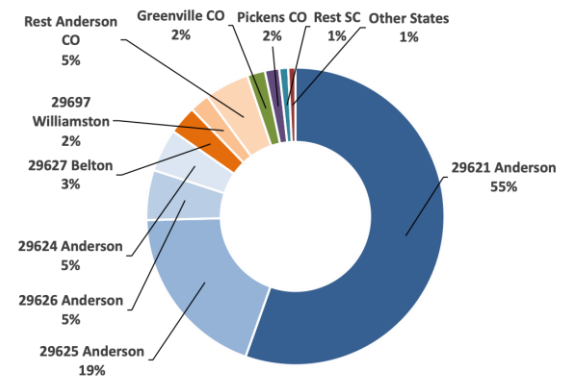
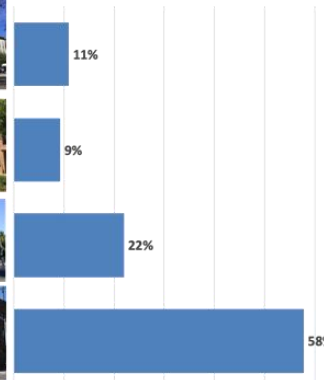


City of Goose Creek – Strategic Economic Development Plan				
We will strive to realize the economic potential of Goose Creek, building a broader tax base that enhances our strong neighborhoods and residential growth, allowing Goose Creek to continue to provide an excellent quality of life for its citizens, while ensuring a sustainable level of service for which they are accustomed.				
This economic potential will include growing small businesses from within, promoting entrepreneurship, and positioning the City for outside investment and employment. We will follow an action-oriented work plan for economic growth, one that is based on true market realities and potential, while providing a return on our economic development investments. Goose Creek will solidify its voice in economic development efforts, building strong regional partnerships and engaging all of our citizens in civic functions and community development.				
Strategies	First Steps: 2014-2015	Next Steps: 2015-2017	Final Steps: 2018-2023	Goals
Business Development	<ul style="list-style-type: none"> Recruit commercial businesses based on quantified potential identified in market analysis. Make market research readily available to all existing and potential businesses. Create Goose Creek Ambassadors with talking points, market growth opportunities for GC. Coordinate small-business development programming with N. Chas. SBOC peer businesses – planning, networking, mentoring, marketing. 	<ul style="list-style-type: none"> Create Economic Gardening programming to provide business support to small & start-up businesses. Consider micro-enterprise programming to provide seed capital for small businesses & entrepreneurs including: grants, angel investors, loan-pools. Create digital and print marketing brochures explaining the permitting process, signage approval, zoning, etc. Create One-Stop-Shop at City Hall. One place for processing, information on permitting, licensing, utilities, inspections, design review, etc. Market One-Stop. 	<ul style="list-style-type: none"> Update comprehensive market analysis and refocus recruitment strategies. 	<ol style="list-style-type: none"> Create an improved business environment that offers a streamlined process for independent businesses. Target new employers that can provide higher wage jobs and opportunities for our local workforce. Cultivate an entrepreneurial economy.
Product Development	<ul style="list-style-type: none"> Engage AICo about potential for cooperative long range master plan for land development. Create available properties database with information on key sites (size, zoning, lease/price, utilities, etc.) Proactively strategize for boundary expansion, working with property owners and potential developers. Identify sites for development/development both inside and in close proximity to Goose Creek. 	<ul style="list-style-type: none"> Consider a land-banking mechanism to help assemble/dispose of properties Identify sites and focus recruitment on specific targets: call centers, Boeing suppliers, distribution, back office. Conduct a lodging study/consult national brand Conduct a feasibility study for a meeting center in GC. 	<ul style="list-style-type: none"> Create incentives to recruit new businesses – tax license abatement, water fees, etc. locally. Work with State and County on case-by-case basis for employment recruitment. If feasible, develop a meeting center/event center. Continued corridor enhancements 	<ol style="list-style-type: none"> Create baseline knowledge base of information. Inventory existing resources available to support investment. Design a more proactive approach to guide growth and development.
Market Position	<ul style="list-style-type: none"> Adopt Goose Creek Brand as consistent, comprehensive marketing system building on existing graphics. Community position should focus on quality of life, family, and activity. Economic position should focus on locational assets, testimonials, and Global market opportunities – One Stop to the World Create testimonial ads for key area employers – Quozint, JW Aluminum, Google, etc. Create banner system utilizing brand identity. 	<ul style="list-style-type: none"> Create dedicated Economic Development website Create property sheets for key development sites. Create branded business recruitment package. Create ad campaign promoting Goose Creek's Q of L in regional market, focus on changing perception. Coordinate with Neighborhood Associations to market events in neighborhood newsletters. Host Charleston Area media weekend to showcase Goose Creek and its quality of life Highlight local businesses with cooperative marketing 	<ul style="list-style-type: none"> Create citywide branded wayfinding system for civic, cultural, recreational destinations. Purchase billboard space on 28 & Charleston market promoting residential growth, economic development 	<ol style="list-style-type: none"> Create a brand identity for Goose Creek. Build a comprehensive system that provides the City with a toolbox to communicate. Create a distinct position for economic development.
Quality of Life	<ul style="list-style-type: none"> Extend brand to actively promote event programming, marketing of Recreation Department, Public Safety. Expand residential product – recruit developers that will build new products – town homes, condos, market rate apartments in or near downtown. Create specific, branded and consistent communication tools – FB & Twitter, Contact Card, Print Newsletter, Informational Brochures, etc. 	<ul style="list-style-type: none"> Establish local marketing ad campaign - understanding of GC as a community, not just individual neighborhoods (quality of life, events, recreation, safety) Expand trail system with hike and bike trails Market residential opportunities targeting Boeing, Google employees Create "Welcome to Goose Creek" package with area/civic information – distribute with local realtors and neighborhood associations. 	<ul style="list-style-type: none"> Continue to diversify recreational offerings <ul style="list-style-type: none"> Joint City/County Sports Complex Assess feasibility for expanded equities, tennis, dog parks, youth sports programming Continue downtown development 	<ol style="list-style-type: none"> Maintain and enhance Goose Creek's outstanding quality of life Partner with other agencies to continue to provide services that make the community an award winning place to raise a family. Make strategic investments to enhance Goose Creek's quality of life.
Partnerships	<ul style="list-style-type: none"> Establish a program for the City to actively pursue economic development Hold summit with economic development and marketing partners to share plan strategies and assign tasks. Active involvement in regional boards – OPCA, SC, etc. Establish ongoing marketing budget line item. Pursue alternative funding streams for economic development 	<ul style="list-style-type: none"> Work with area real estate professionals to promote Goose Creek's investment opportunities Biennial roundtable with area developers & economic development agencies. Establish Leadership council targeting young professionals and families. Build capacity – civic, business, events, recreation Establish Goose Creek Business Association – cooperative marketing. 	<ul style="list-style-type: none"> Create annual "report card" showing implementation of this plan, quantifying investment, expanded employment opportunities, etc. Consider need for changes to structure for Economic Development Committee Conduct annual economic development meetings to update, refine this plan. 	<ol style="list-style-type: none"> Build stronger partnerships to ensure that Goose Creek's needs are appropriately addressed in their respective work plans. Construct a unique model for economic development. Create a work plan for economic development that is dynamic in nature.

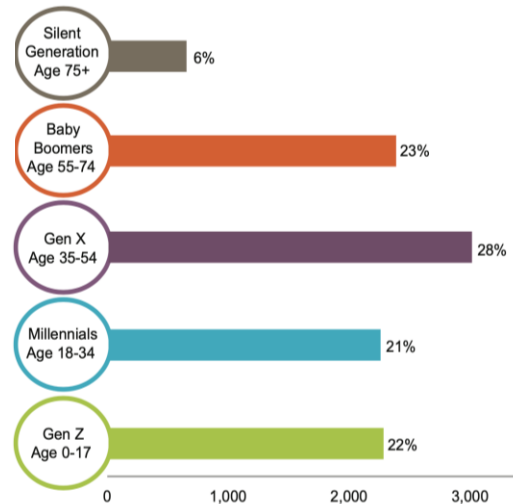
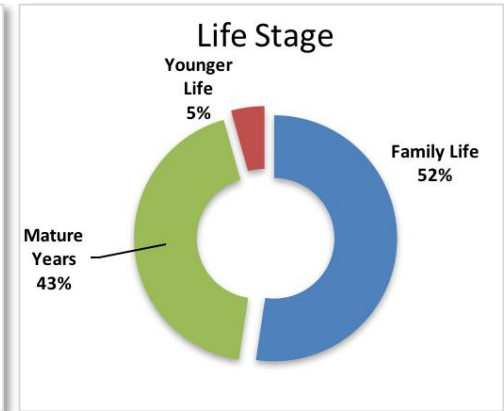
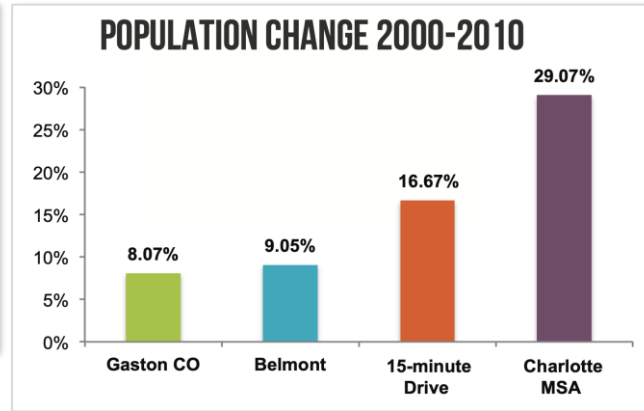
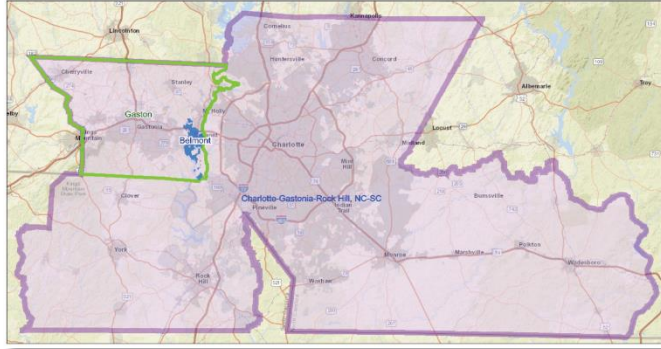
Public Engagement



- Project Brand
- Community Meetings
- Online Survey
- Focus Groups
- Stakeholder Meetings
- Live Polling



Market-Based Plan



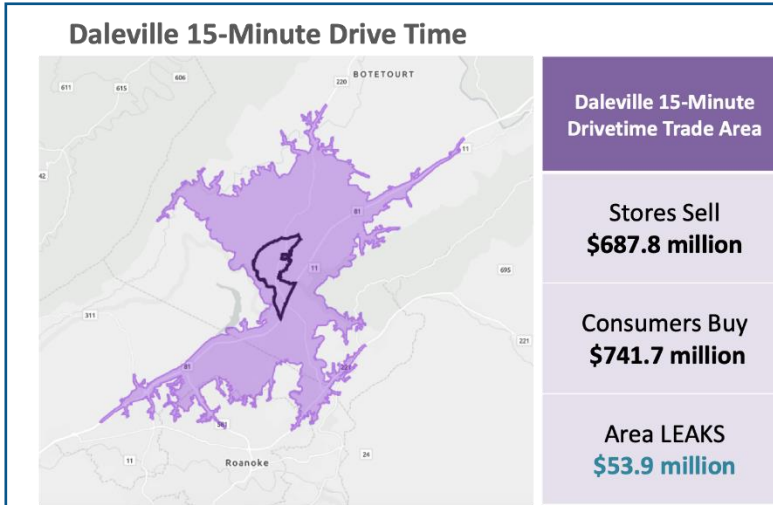
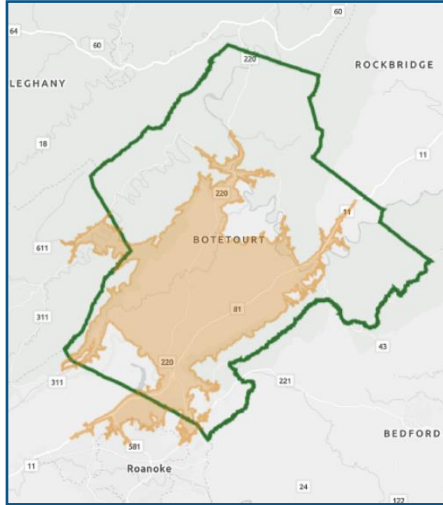
Our Town 
Belmont
Comprehensive Blueprint for Our Future



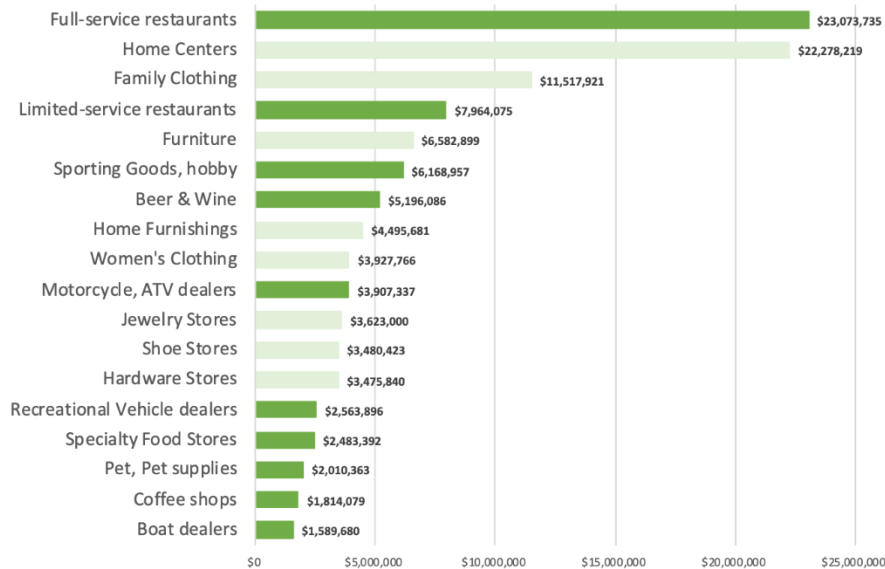
FAST-TRACK FAMILIES

- Higher Income (\$99,680 MHI)
- Middle-age +
- Mix of no kids/Kids
- Professional/ College Grad
- Traits
 - GMC SUV
 - Shops at Cabelas
 - Hunts & Skis
 - Quick service Restaurants

Market-Based Plan



Demand in Select Retail Categories - Botetourt County



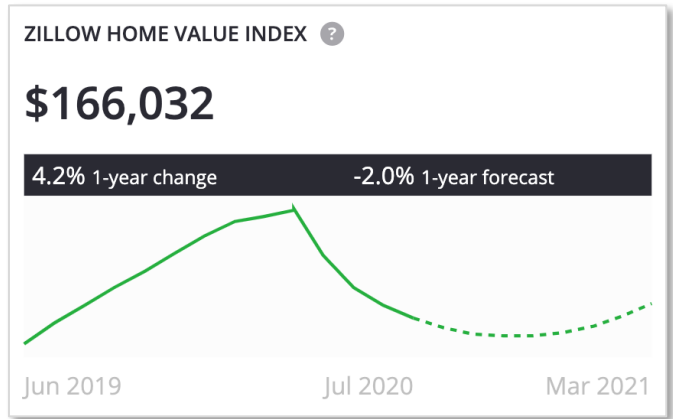
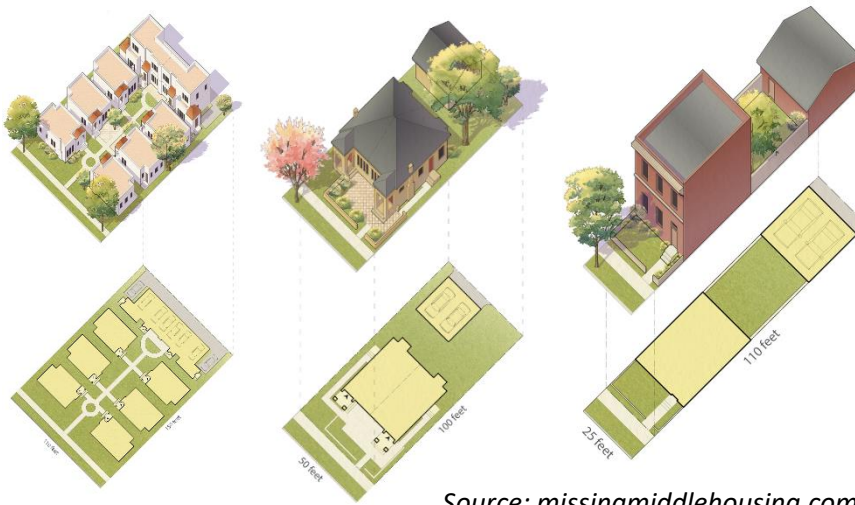
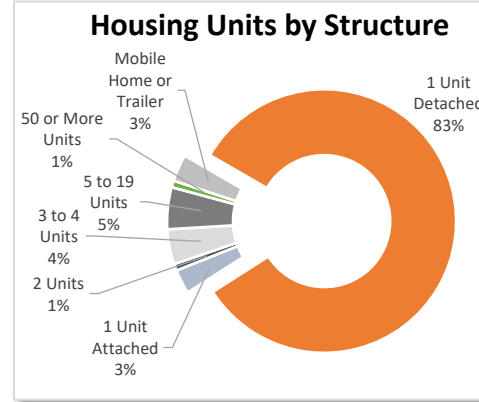
	25-Minute Drivetime	Botetourt County	Roanoke Metro
Stores Sell	\$647 million	\$460 million	\$6.39 billion
Consumers Buy	\$759 million	\$673 million	\$5.75 billion
Market Leaks (gains)	\$112 million	\$213 million	(\$646 million)

Market-Based Plan



405
ADDITIONAL
HOUSING UNITS
BY 2030

813
ADDITIONAL
HOUSING
UNITS BY 2040



Source: missingmiddlehousing.com





Your Turn



One Word?



Places?



Competitive Advantage?





Economic Challenges?

Do or Get?



Residential Needs?



One Change?



Your Vision?



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Next Steps



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Project Overview

<i>Discussion</i>		<i>Development</i>		<i>Review</i>
Project Initiation	Public Engagement	Strategic Assessment	Visioning	Strategic Plan
<ul style="list-style-type: none"> • Info gathering & Background Review • Pre-Kickoff Coordination • Project Kickoff 	<ul style="list-style-type: none"> • Brand the Plan • Stakeholder Interviews • Roundtables • Community Input Survey • Business Input Survey 	<ul style="list-style-type: none"> • Market Definition • Demographic Profile/ Market Segmentation • Market Analysis • Strategic Assessment Report 	<ul style="list-style-type: none"> • Visioning Work Session • Growth & Planning • Economic Development Strategy Draft Plan 	<ul style="list-style-type: none"> • Draft Plan Workshop • Plan Review • Final Plan <ul style="list-style-type: none"> • Economic Development Strategy • Planning & Development Strategy • Market Position • Implementation Strategy