



# Economic Development FY17 Strategic Initiatives

September 2017



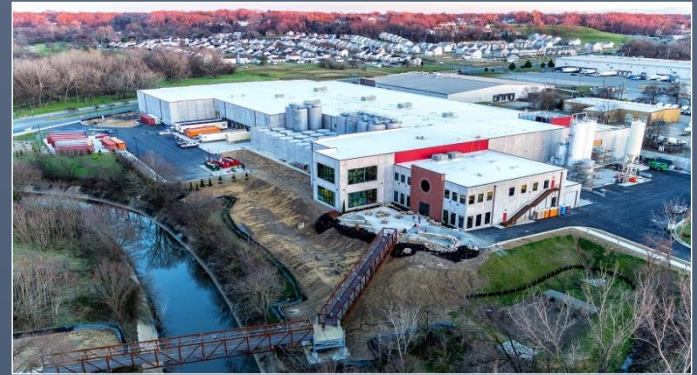
# Economic Development FY17 Strategic Initiatives

## **FY 2017 Goals:**

- Identify and qualify 25 new projects
- Number of Existing Businesses Expanded: 15
- Number of New Businesses Attracted: 10
- Number of Companies Supported: 100
- Number of New Jobs Created: 500
- New Business Investment: \$15 million (all sources)
- Direct contact with existing businesses: 100
- Small business financing opportunities: \$3 million
- Generate business activity in Enterprise Zone and CARE areas for full deployment of grant funding resources
- Work with Real Estate strategies on disposition of one City-owned surplus property for economic development purposes.

# Economic Development FY17 Strategic Initiatives

**OBJECTIVE 1:** Execute an integrated business outreach and global marketing program to identify and qualify 25 new domestic prospects and 10 international prospects.



**Strategy 1:** Engage prospective companies considering the City of Richmond for a business location at trade shows, conferences and their offices.

**Strategy 2:** Recruit/develop conferences based on clusters.

**Strategy 3:** Identify and qualify 10 new International prospects for the City of Richmond.

# Economic Development FY17 Strategic Initiatives

**OBJECTIVE 2: Support existing business growth through the strategic efforts of the Business Retention & Expansion program.**

**Strategy 1:** Support local partners in connecting with local businesses and providing assistance or referrals when appropriate.

**Strategy 2:** Develop the technology platforms and marketing tools necessary to effectively reach out to the business community and to track interactions and outcomes.



# Economic Development FY17 Strategic Initiatives

## **OBJECTIVE 3: Develop Industrial Revitalization Plan for Commerce Road/ Richmond Marine Terminal**

**Strategy 1:** Build stronger relations with the Port of Virginia.

**Strategy 2:** Identify and qualify port-related prospects for the City of Richmond.

**Strategy 2:** Advance CRC Strategy





# Economic Development FY17 Strategic Initiatives

**OBJECTIVE 4: Utilize an Ally Assistance Program that engages key economic development allies in the area to advance common economic development objectives.**

**Strategy 1:** Strengthen ongoing relationship and cooperation with Virginia Economic Development Partnership to ensure high recognition of City of Richmond assets among business development and research staff and generate 10 referrals.

**Strategy 2:** Increase communication and presence with Location Consultants and Advisors including key professional intermediaries to generate 10 prospects.

**Strategy 3:** Build stronger relations with the local Broker community to generate 5 prospects.

**Strategy 4:** Strengthen relationship with the Economic Development Authority

**Strategy 5:** Strengthen relationships with RRHA and RPS.

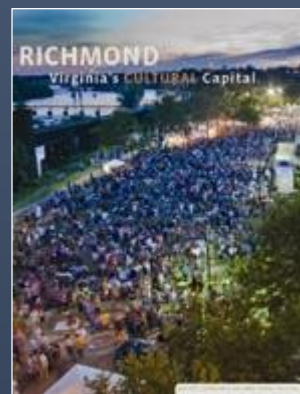
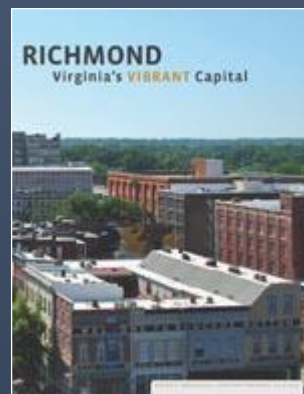
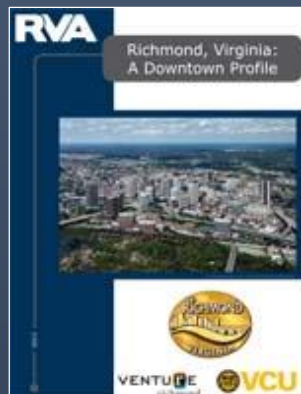
**Strategy 6:** Strengthen relationships with Virginia Biotech Park.

# Economic Development FY17 Strategic Initiatives

**OBJECTIVE 5: Build a global and internal marketing program that raises the awareness of the City of Richmond as a preferred business location.**

**Strategy 1:** Raise the awareness of the City of Richmond out-of-market.

**Strategy 2:** Raise the in-market awareness and understanding of City Economic Development



# Economic Development FY17 Strategic Initiatives

**OBJECTIVE 6: Improve the organizational effectiveness of the City's Economic & Community Development Business Expansion, Attraction and Retention Team.**



**Strategy 1:** Strengthen internal management practices.

**Strategy 2:** Build a high performing team of professionals.

**Strategy 3:** Improve the research and analysis capabilities.

**Strategy 4:** Promote and implement economic development tools.



# Target Industries

## Advanced Manufacturing

Advanced manufacturing technologies, including computer-aided engineering, computer-integrated manufacturing, robotics and automated materials handling, are applied across the manufacturing sector to improve efficiency and productivity. Specific target industries within the Advanced Manufacturing cluster include chemicals, packaging equipment and materials, defense and aerospace.

Subcategories of this cluster include:

- Machinery
- Fabricated Metal Products
- Advanced Materials
- Food & Beverage

## Health and Life Sciences

biotechnology, medical devices and equipment production, health-care, pharmaceutical related companies; bioscience related distribution, research, testing and medical laboratories. Richmond is home to the Virginia Bio Tech Park

Subcategories of this cluster include:

- Innovative Care
- Health Information & Management
- Life Sciences

# Target Industries (continued)

## Supply Chain and Logistics

The Supply Chain Management cluster comprises establishments providing materials handling and management, warehousing, packing and transportation services. Greater Richmond's mid-East Coast location has made it a natural transportation and logistics center. Federal Express and UPS have a regional hub in the area. CSX, Norfolk Southern and AMTRAK provide rail service and 64 Express barge serves the Richmond Marine Terminal. Greater Richmond is also a major military logistics center and home to the U.S. Army Logistics University at Fort Lee and to Defense Supply Center. The Richmond Marine Terminal is located in the City and is operated by the Port of Virginia.

Subcategories of this cluster include:

- Logistics Research & Analysis
- Multi-Modal Transportation & Warehousing
- Wholesale Trade
- Specialty Foods Processing & Packaging

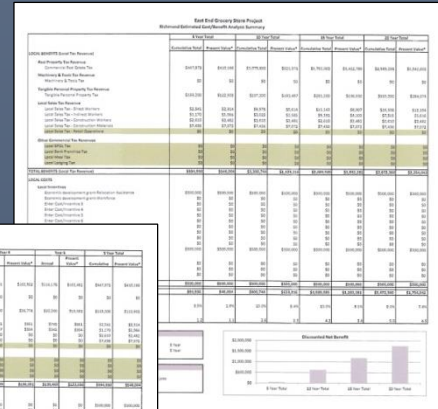
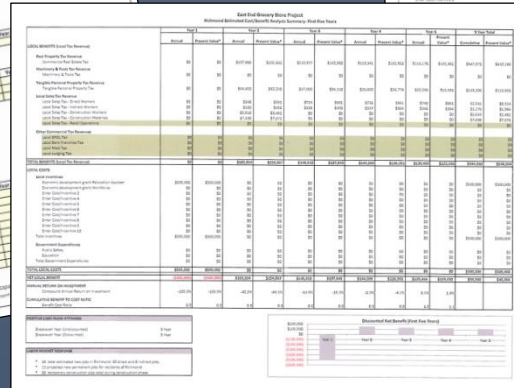
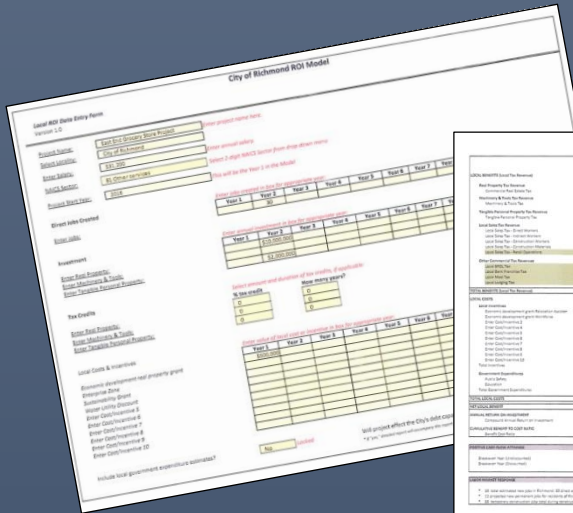
## Professional and Creative/Knowledge-Based Service companies

Legal, engineering and other professional services, custom computer software and multimedia, specialized design services, and advertising

## Corporate Headquarters/Finance and Insurance

Companies engaged in banking, brokerage and investment banking, specialty finance and insurance. The Fifth District Headquarters of the Federal Reserve is located in Richmond's Central Business District.

# Return On Investment Analysis



- Current ROI model based on model used by the Virginia Economic Development Partnership, but has been revised to reflect local taxes and market conditions.
- During FY17, the model will be updated to include additional tax categories, updates to current assumptions and more flexibility in preparing a variety of ROI analysis.
- Model will continue to evolve to meet the needs of new ROI ordinance.

# Richmond Master Plan Update Process

1

## Pre-Planning

- 1a. Process development
- 1b. Data collection + special analysis
- 1c. Community energizing [community series #1]

2

## Plan Development

- 2a. Imagining + big ideas [community series #2]
- 2b. Goal setting + strategy development [community series #3]
- 2c. Draft plan development

3

## Plan Review + Adoption

- 3a. Draft plan review [community series #4]
- 3b. Final plan development
- 3c. Final plan adoption

4

## Plan Execution

- 4a. Implement strategies
- 4b. Review progress

Comprehensive Economic  
Development Plan

July 1, 2017