

Actions / Activities	Key Contacts	Timeline	Status	Responsible Party	Measurements
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**GOAL 1**

**Infrastructure that facilitates the expansion of existing businesses and attracts new, higher-wage industry sectors**

*This goal recognizes that the region has to provide the infrastructure necessary for existing industry to stay competitive in a global economy and to provide a platform to*

**Objective A: Improved telecommunications infrastructure**

1) Pursue deployment of broad-band infrastructure across the four counties in partnership with the private sector.	Northern Neck Broadband Authority, Metrocast, Northern Neck WiFi, Verizon Wireless, and other providers	2018-2020	USDA loan application pending for NNWF, current upgrades within service are for Metrocast	Northern Neck Broadband Authority	1) Square miles served by ISPs; 2) Number of customers served by ISPs; 3) Number of permit applications for pole installations
2) Review land-use ordinances to make it easier to obtain telecommunications-infrastructure permits	Counties, Boards of Supervisors, Planning Commissions, Land Use Offices	2018-2019	Planning Phase	Boards of Supervisors, County Administrators	Number of jurisdictions updating their ordinances

**Objective B: Improved transportation infrastructure**

1) Implement the 2035 Regional Long Range Transportation Plan.	Counties, towns, VDOT, CTB, Bay Transit	2018-2035	Pending CTB funding	VDOT District Office and PDC	At least one project from 6-year plan completed each year
2) Develop regional bus links to connect the Bay Transit bus network.	Ken Pollock & Bay Transit	2018-2023	Planning Phase	Bay Transit, Counties, VDRPT, Federal Highway Administration	New bus routes established
3) Pursue funding for spot improvements to Route 3.	VDOT, CTB, Counties	2018-2023	Pending CTB funding	Counties, VDOT District Office, PDC	1) Number of road improvements completed; 2) Decrease in the number of

**Objective C: Improved availability of buildings appropriate for commercial activities**

1) Pursue funding for feasibility studies to identify new sites, plan development, and construction	Counties, Towns, NNPDC, EDA, GO Virginia, VEDP	2018-2035	ongoing	Counties, NNPDC	# of projects
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**Objective D: Expand wastewater infrastructure**

1) Pursue funding for feasibility studies and construction	Counties, Towns, NNPDC, USDA, DEQ, CDBG	2018-2035	ongoing	Counties, NNPDC	# of projects
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**GOAL 2**

**A workforce equipped with the skills and flexibility needed to succeed in a technology-based economy**

*The second goal addresses the concerns of regional stakeholders for the need to improve college and career readiness and prepare citizens for a more technologically-advanced world. The*

**Objective A: Additional education and training programs offered in K-12, post-secondary, and adult education and dual-enrollment programs offered through Rappahannock**

1) Develop a marine-technology and career-technical Science, Technology, Engineering and Math (STEM) Academy.	RCC, NN Technical Center, School Districts	2019	The board of education approved the proposal to establish a Governor's STEM Academy in Richmond County.	the NN Technical Center STEM Academy board	earned employment rate; # of people completing the program and gaining a credential; 100% of teachers are trained to teach their respective programs
2) Connect career-training programs to more closely match IT, maritime, and healthcare industry identified needs.	RCC, Technical Center, School Districts, VEC/WIA	2019	Informal meetings are being held now	RCC Workforce Development and CTE	50% increase in IT certifications
3) Create a formalized "business services and needs" group for the NN region	NNCBRP, VEDA, RCC, Small business development center, Chamber of Commerce, NNPDC, VEC, WIB	2019	Many groups are independently working on this that need to be brought together	WIA	complete a needs assessment

**Objective B: Increased number of students and job seekers mastering workplace-readiness skills**

1) Increase existing workplace readiness and career readiness certificate programs being used by local institutions.	RCC, Technical Center, School Districts, VEC Workforce Center, WIA (workforce investment act)	Fall 2018	Planning Phase	RCC Workforce Development	a 25% increase over the current number of people receiving these certificates in the 2018-19 school year
2) Increase recognition of existing certificate programs to workers and employers.	All of the above and the chambers of commerce	Spring 2019	Planning Phase	RCC Workforce Development, VEC, and WIA	a 200% increase over the current number of businesses that recognize these certificates in the 2018-19 school year
3) Increase the availability and promotion of basic computer skills courses.	Rappahannock Electric and Goodwill Foundation (both have previously offered these courses), Public Libraries, VEC, and RCC	2014	Some programs already exist	VEC	a 50% increase in the number of offsite courses being offered
4) Promote existing soft-skills training programs and create new ones as needed	RCC, VEC, Toastmaster, CTE, VA Tech Cooperative Extension, and Univ. of Mary Washington Small Business Development Center	2019-2020	Planning Phase	Chambers of Commerce	the courses are scheduled during off-business hours; course attendance increases by 100%

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**GOAL 3**

**A more business-friendly atmosphere across the Northern Neck**

*The third goal aims to support existing businesses while building opportunities for new businesses in the region*

**Objective A: Development of small-business culture and entrepreneurial spirit**

1) Train the region's government agencies that interact with businesses on how to better serve the business community	SBDC, RCC, SCORE, VCC, Chambers of Commerce, School Districts, the NNPDC, Visions	2018-2019	Planning Phase	RCC and Visions	Number of government employees trained
2) Continue to promote the region's Enterprise Zone program	Counties, Chambers of Commerce, Towns, NNPDC	2018-2025	Ongoing	NNPDC	Number of Enterprise Zone applications submitted per year
3) Create a "Business Information Packet" for the Northern Neck region that includes an inventory of resources and a survey for feedback	NNPDC, Counties, Towns	2018-2019	Planning Phase	NNPDC	Number of packets requested
4) Establish at least one business incubator/accelerator per county (with access to a team of experts assisting with financial and marketing advice)	SBDC, RCC, SCORE, VCC, Chambers of Commerce, School Districts, the NNPDC	2018-2023	Planning Phase	NNPDC, Counties	Number of incubators/accelerators created

**Objective B: Establishment of the region as a marine-hub for the Mid-Atlantic**

1) Implement tax policy favorable to marine activities in the region	VIMS, Counties, Chambers of Commerce	2018-2023	Planning Phase	Boards of Supervisors, County Administrators	1) Number of policies implemented; 2) Number of slips available; 3) Number of water-access locations; 4) Number of boats registered
2) Develop tourism initiative with watermen, marinas	VIMS, Marina Owners, Northern Neck Tourism Commission	2018-2023	Pilot project in progress	Northern Neck Tourism Commission	Number of initiatives
3) Recruit businesses and industries where geographic proximity between Norfolk and Baltimore will be a strategic advantage	Northern Neck Tourism Commission, NNPDC	2018-2023	Planning Phase	Northern Neck Tourism Commission	Number of businesses recruited

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**GOAL 4**

**Effective and sustainable use of the region's natural beauty, cultural amenities, and tourism opportunities**

*The fourth goal aims to promote and protect the defining asset of the Northern Neck. The region's economy has been anchored to the water and the land for over 200 years. Its future is still tied to*

**Objective A: A successful branding and marketing effort for the region**

1) Brand Northern Neck foods, wines, and other products with a tag that can be easily recognized beyond the State of Virginia. For example, "A Product of George Washington's Northern Neck", and Create a Northern Neck food trail	Northern Neck Tourism Commission, Virginia Tourism Corporation, all related private-sector owners, TLCVA.com; Westmoreland County Tourism	2018-2023	ongoing	NNTC	Measurable increase in tourism expenditures in the region by 10% within 3 years, participation, web hits
2) Continue to pursue National Heritage Area designation by the U.S. Park Service	Counties, Northern Neck Tourism Commission	2018-2021	Feasibility study completed	NNTC, NNPDC	Getting the designation
3) Develop tourism activities with watermen and farmers	NNTC, industry groups	2018-2021	ongoing	NNTC	# certified, # tours

**Objective B: Development of additional public water-access points**

1) Identify existing locations in the four counties	Northern Neck Public Access	2018-2021	ongoing	NNPAA, Counties	8 new or enhanced sites, including
2) Quick win: Create 'link to' program from NNTC to industry stakeholders	NNTC, tourism industry constituents	6 months	beginning	NNTC	50% of industry stakeholders have logo/link on website or other
3) Identify retiree/student with videography/scripwriting skills	NNTC, retiree community	9 months	beginning	NNTC	video completed

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**GOAL 5**

**Community Resilience**

The fifth goal aims to make the Northern Neck Region a resilient community.

**Objective A: Hazard Resilience**

1) Support mitigation projects that will result in protection of public or private property from natural hazards.	Counties, Towns, NNPDC	2018-2023	ongoing	Counties, Towns, NNPDC, private sector businesses	Implementation of buried electric utility lines, insulation, and redundancy in public facilities.
2) Integrate mitigation-plan requirements and actions into other appropriate planning mechanisms such as comprehensive plans and capital improvement plans.	Counties, Towns, NNPDC	2018-2023	ongoing	Counties, Towns, NNPDC	Inclusion in Local & Regional Planning mechanisms
3) Promotion, education and implementation of nature-based resiliency practices.	Counties, Towns, NNPDC, environmental organizations & non-profits	2018-2023	ongoing	Counties, Towns, NNPDC, environmental organizations & non-profits	Living shoreline projects, other environmental organization efforts

**Objective B: Economic Resilience**

1) Undertake efforts to broaden the industrial base with diversification initiatives, such as targeting the development of emerging clusters or industries that (a) build on the region's unique assets and competitive strengths; and (b) provide stability during downturns that disproportionately impact any single cluster or industry.	Counties, Towns, NNPDC	2018-2023	ongoing	Counties, Towns, NNPDC	# of emerging clusters
2) Adapt business retention and expansion programs to assist firms with economic recovery post-disruption.	Counties, Towns, NNPDC	2018-2023	ongoing	Counties, Towns, NNPDC	# of expansion programs and businesses assisted
3) Build a resilient workforce that can better shift between jobs or industries when their core employment is threatened through job-driven skills strategies and support organizations.	Counties, Towns, NNPDC, RCC	2018-2023	ongoing	Counties, Towns, NNPDC, RCC	# of career training/re-training courses offered locally
4) Promote business continuity and preparedness (i.e., ensuring businesses understand their vulnerabilities—including supply chains—in the face of disruptions and are prepared to take actions to resume operations after an event).	Counties, Towns, NNPDC	2018-2023	ongoing	Counties, Towns, NNPDC	# of informational events and material distributed