

A Grand Strategy for Purcellville

Economic Development and Financial Strategic Plan

Purcellville Economic Development Pyramid

2



Forming our Economic Development Plan

3

Build upon the economic base section of the Comprehensive Plan

- Plan of action that spells out in a few pages
 - Ends: What the community wants to achieve
 - Ways: How do we achieve it
 - Means: What resources do we need
 - Time: When will it to be achieved
- Includes a projection of community activity
 - Current economic trends
 - A desired level of jobs
 - Tax base
 - Businesses
 - The gap between where the community is going and where it wants to be
 - Best guess of how the town's economy will perform if current trends continue

Ends

4

- We Want a Stable Revenue Strategy
 - Structural Commitment to Pursue Opportunities to Leverage Town Assets
 - Sustainable Financial Instrument Position
 - Predictable Tax Demand on Community
- We Want a Means Based Service Strategy
 - Provision of Municipal Services Predicated on Ability to Financially Sustain
 - Commitment to Benefit Cost Analysis
 - Sustainable Strategy-to-Task Allocation of Staff Resources

- Develop a Hybrid Economic Development and Financial Strategic Plan
 - Comprehensive Listing of Town Assets with Leverage Strategies
 - Forecast Service Revenue Requirements
 - Water
 - Utilities
 - Refuse
 - Public Safety
 - Capital Improvements
 - Financial Instruments
 - Transportation Infrastructure
 - Land Use Revenue Opportunities
 - Small Business Opportunities

Means

6

- Whole of Government Focus of the Creation of:
 - Purcellville Economic Development and Financial Strategic Plan
- Synchronized Contributions of Every Committee, Commission and Board
- Led by EDAC with Consultant Facilitation
 - Detail Rep From: PC, PARB, PAC, TSAB, TESC
- Produce and Adopt a Plan in Twelve Months
- Execute Elements of Plan While Building Plan
 - Focused Execution in FY22

Time

7

- Establish and commit to realistic timelines to
 - Create partnerships between citizens, businesses, and government
 - Promote the economic health, diversification, and long term economic sustainability of Purcellville
 - Pursue near term economic development opportunities in parallel with economic plan development
 - Develop, adopt, and implement the Economic Development Plan

Team Strategy

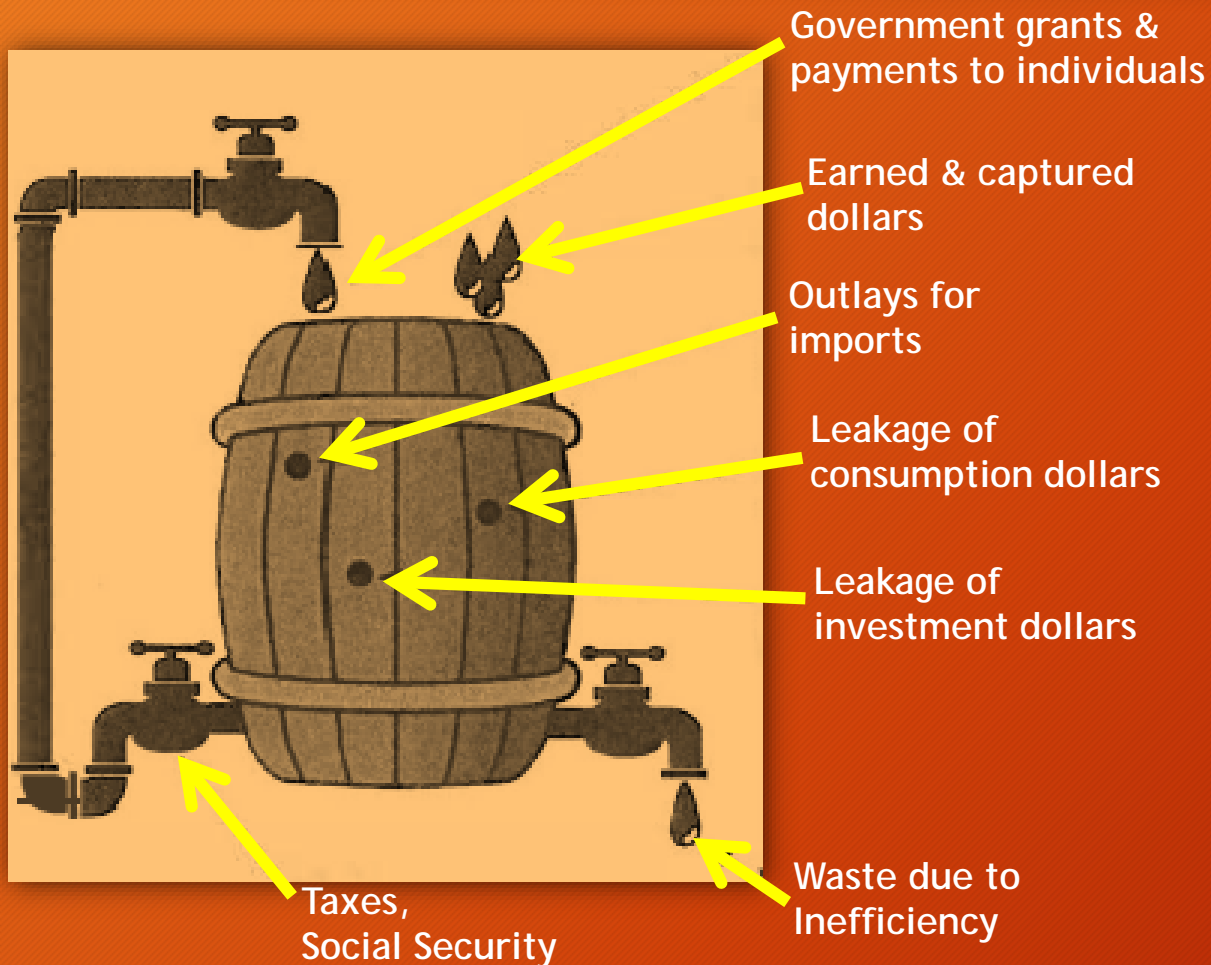
8

- Singular Focus on Ensuring Future Economic and Financial Viability
 - Every Councilmember
 - Every Committee, Commission, and Board Member
 - Every Department and Staff-Member
- We Write the Plan, Not a Consultant
 - Guidance and support from Loudoun County Chamber of Commerce and Loudoun County Economic Development
- We Adopt and then Follow the Strategy
 - Adjust When Assumptions and Conditions Change

THIS IS OUR “ONE THING” DRIVING ALL THINGS OVER THE NEXT TWO YEARS

Rain Barrel View of the Local Economy

9



Key Focus Areas:

1. Community Economics

- Development of local businesses and the capture of resident spending

2. Fiscal Issues

- Maintain current levels of quality citizen services in regard to:
 - Public Utilities, Roads, Refuse, Law enforcement, and Town Hall

3. Future Land Use

- Existing and revised land use codes
- Size and scale of future in-fill developments

4. Parks

- Comprehensive trail system (walking/biking)
- Aquatic and recreation center for western Loudoun County

5. Transportation

- Thoughtful, comprehensive planning and priority improvements to be pursued
- 690/7 Interchange acceleration