

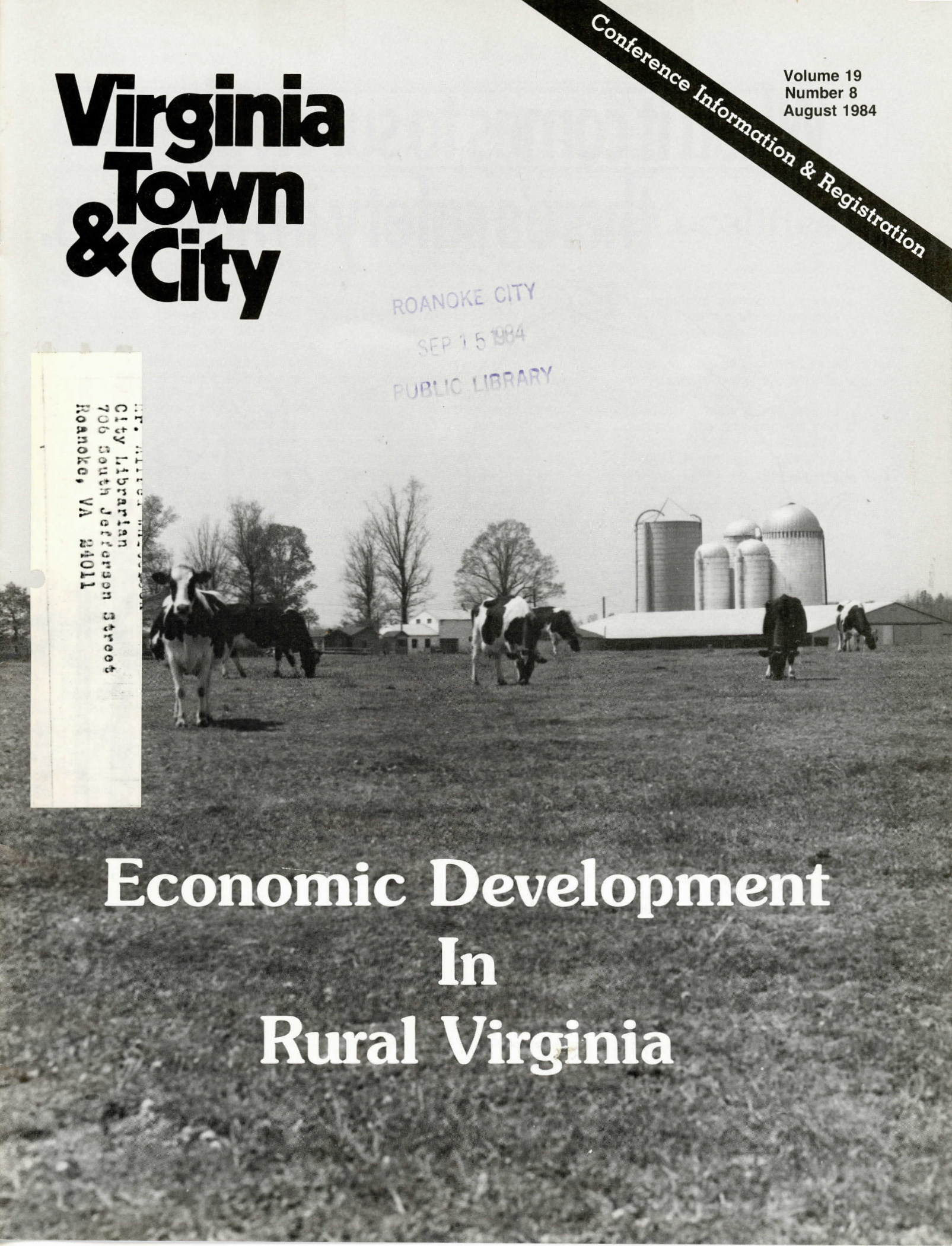
# Virginia Town & City

Conference Information & Registration

Volume 19  
Number 8  
August 1984

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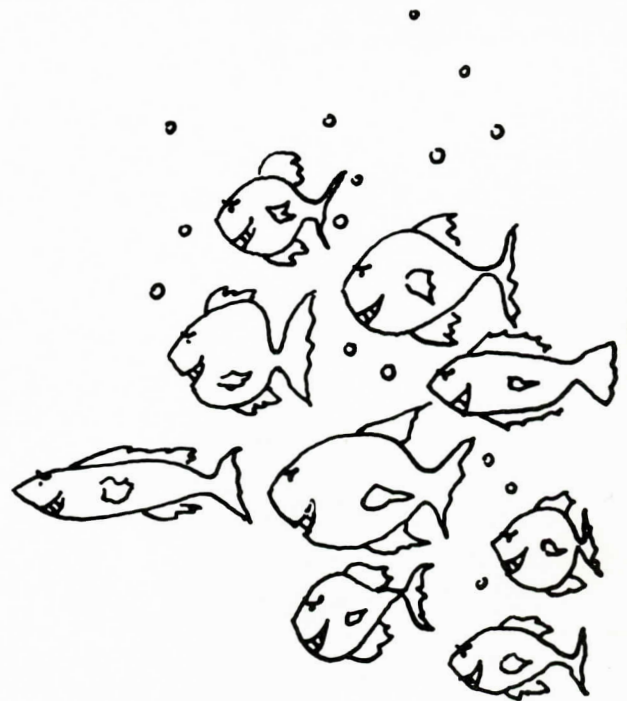
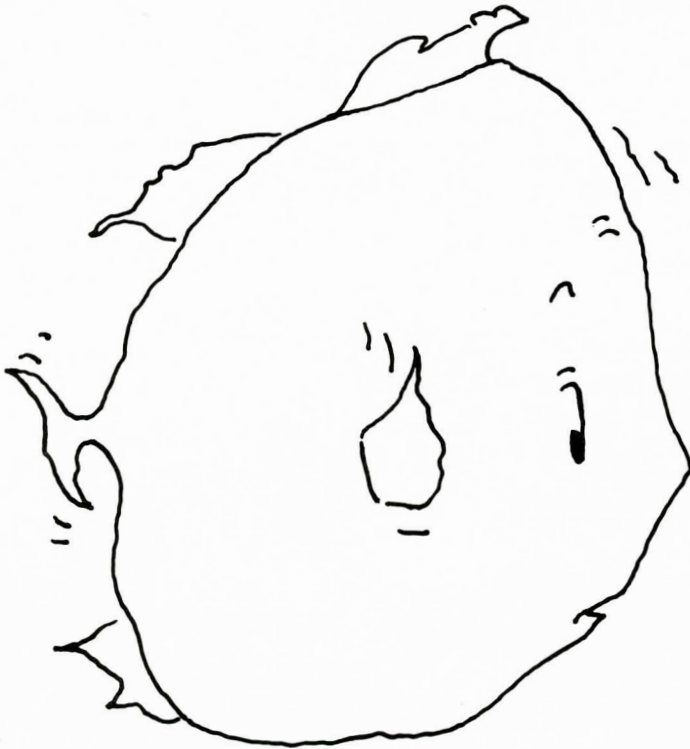
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Volume 19

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Number 8

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**On the Cover**

Production of value-added products is sought by many rural Virginians and is one of the goals of the new Rural Virginia Development Foundation. Read about the new foundation on page 10 of this issue of Virginia Town & City. The cover photograph is of a dairy farm in Prince Edward County.

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Postmaster: Send address changes to VT&C, P.O. Box 753, Richmond 23206



# People

## Minetti Receives ASPA Award

Hampton Police Chief **P. G. Minetti** has been named the 1984 recipient of the T. Edward Temple Award for Distinguished Public Service in the Commonwealth of Virginia. The award is sponsored by the Virginia Chapter of the American Society for Public Administration.

Chief Minetti is the first chief executive officer of a law enforcement agency to be honored with the award. Cited as a leading participant in the metamorphosis which law enforcement has experienced, Minetti is credited with guiding the Hampton Police Division to its current status as one of the most respected law enforcement agencies in the commonwealth.

Minetti was appointed Hampton chief of police in 1972, having begun his career with the agency in 1955 as a patrol officer. Since then his accomplishments have included graduation from the FBI National Academy, Old Dominion University and Christopher Newport Col-



lege. In addition, he holds a master's degree from the John F. Kennedy School of Government at Harvard University and he was appointed by President Reagan to the President's Task Force on Law Enforcement.

Currently he serves on the executive board of the FBI National Academy Alumni Association and on the executive committee of the Virginia Association of Chiefs of Police. He serves as a member of the Criminal Justice Advisory Board of Christopher Newport College and the Justice Curriculum Advisory Committee of Thomas Nelson Community College.

## Fairfax Appoints Planning Director

**Peggy T. Wagner** has been appointed director of planning for the city of Fairfax. Wagner is from Stafford County, VA, where she has served as the director of planning and community

development since 1982. She succeeds **Richard C. Massell** who retired June 30, 1984.

Wagner has an extensive background in all aspects of planning and land use management. She also brings to the city considerable skill in public presentations and expertise in coordinating staff work with the needs of the public, city council and various boards and commissions.

Prior to working in Stafford County, Wagner worked in Suffolk County, NY, under noted planning authority Dr. Lee Koppelman. She also served as an adjunct instructor at Suffolk County Community College lecturing on contemporary political problems.

Wagner is married and holds a master's in public affairs from the State University of New York in Stonybrook.

## Novak Takes Vienna Position

**Nancy E. Novak** has been appointed chief of management services for the town of Vienna. Her duties will include personnel, budget and risk management functions and serving as assistant to the town manager.

Before coming to Vienna July 1, Novak was assistant to the town manager in Munster, IN, for five years. She holds a bachelor's degree in business administration from Purdue University and a master's in public administration from Indiana University. Her professional affiliations include the American Society for Public Administration, the International City Management Association, and Pi Alpha Alpha National Honorary Society for Public Administrators.

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## Anderson Wins Presidential Post

The State Fire Chiefs Association of Virginia, an affiliate group of the Virginia Municipal League, elected William A. Anderson of the Lynchburg Fire Department to serve as the association's president for 1984-85. The election took place at the SFCV Annual Conference, July 11-14, in Virginia Beach.

Virginia Attorney General Gerald L. Baliles, keynote speaker at the conference, addressed the fire chiefs and called for the adoption of "principles and programs that do not tolerate increased threats for people and property." Chiefs from all areas of the state attended the conference which featured programs on protective clothing, hazardous materials and non-traditional fire protection, as well as exhibits of fire equipment and services.

Others elected to serve the association were **F. Wesley Dolezal** of the Chesterfield Fire Department, who was elected first vice president, and **Lynn A. Miller** of the Winchester Fire Department, elected second vice president. Elected to the executive committee were **Thomas Hawkins** of the Arlington County Fire Department, **Garland Woody** of the James City County Fire Department, **Thomas E. Gardner** of the Norfolk Fire Department, **Thomas Fuqua** of the Roanoke County Fire Department, and **Denny W. Kelley** of the Wise Fire Department. Immediate past president **Alfred A. Savia** of the Vienna Volunteer Fire Department will also serve on the executive committee.

Anderson is chief of the Lynchburg Fire Department. He has almost 20 years with the department having been



initially employed by the department in September 1964. He was promoted to commander I in July 1974 and became chief of the department in July 1975. Anderson is a state certified fire service instructor and emergency medical technician. He is a member of the International Association of Fire Chiefs, the National Fire Protection Association and the Virginia Fire Service Council. He also serves on the Drug Abuse Advisory Committee and the Criminal Justice Committee, both of Planning District II. In 1977, Anderson was selected by the International Association of Fire Chiefs and the National Fire Academy to work with a national task force on development of a model instructional curriculum for middle management fire officers, and in 1982 he was selected by the attorney general to participate in the study of Virginia's public safety employees as a result of House Joint Resolution 117. August 5, 1982, he was appointed by Gov. Charles S. Robb to

serve on the Virginia State Fire Commission.

In addition, Anderson served in the U.S. Air Force from 1960 to 1964, and he is pastor of the First Church of Jesus-Apostolic Holiness. He and his wife, Carolyn, are the parents of two children, Jared and Jonathan.

## Altavista Police Appoint New Chief

**Francis H. Tucker** has resigned his position as chief of the Altavista Police Department and **Cpl. Thomas L. Neal** has been appointed to fill the position.

Tucker resigned after serving as chief for 3½ years and as an Altavista police officer for 25 years. Neal, age 40, has served as a town police officer for 14 years. He is a graduate of the FBI Academy and has had two years of criminal justice training at Central Virginia Community College.



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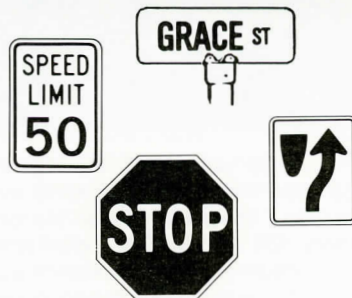
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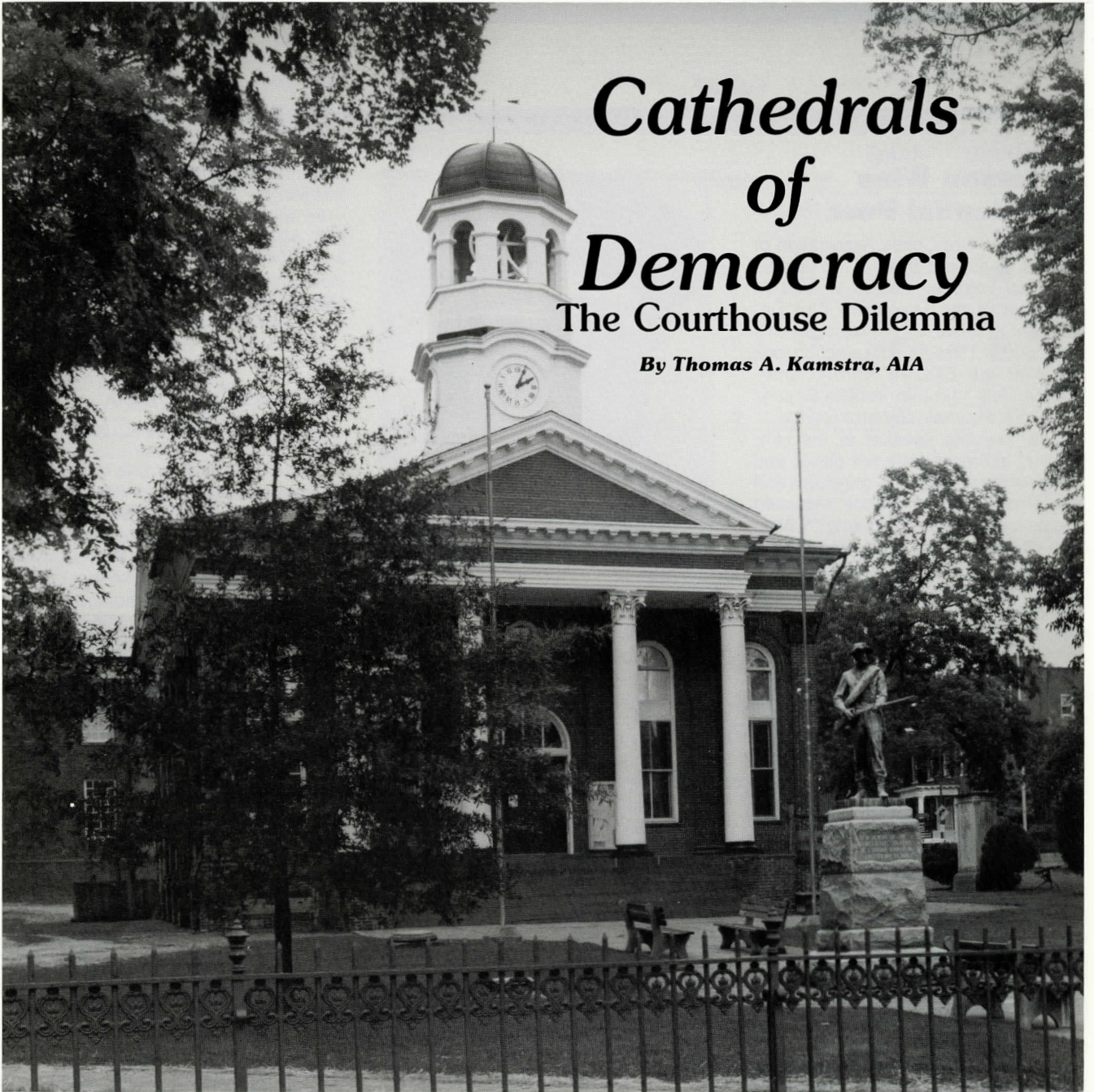
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# Cathedrals of Democracy

## The Courthouse Dilemma

By Thomas A. Kamstra, AIA

A hundred years ago, the day the judge rode into town to preside over court was a special day for all the local citizenry. On "Court Day," gentlemen farmers might purchase livestock auctioned off on the courthouse green; neighbors would gather to chat and discuss the announcements posted by the courthouse door; and inside the courtroom, everyone from the sheriff to the saloon keeper would sit silent, listening to the testimony of witnesses, the questions of the attorneys, and the rulings of the judge with a feeling approaching awe.

Today, heavier caseloads keep most judges' rosters so full that they need never leave a single jurisdiction. The courtroom remains the scene of the dramatic workings of justice; the court-

house and its environs still the stage for essential events of American history.

Our Virginia courthouses have contained history for hundreds of years, and because of this heritage they deserve to be recognized as historic places and, when possible, preserved. Consider, for example, the King William County circuit courthouse, the oldest courthouse in continuous use in the United States. The brick structure, built in 1725, contains only a single courtroom, a judge's chamber and a jury room. County records were stored in a separate building which burned in the 1880s. Fortunately, some documents escaped the flames. The present record room, built in 1885, contains records dating back to 1702. Included among them are records of what is surely one of the fastest murder

trials in American history—a man tried, convicted and hung on a Saturday for a crime he committed the day before.

The citizens of King William County take a justifiable pride in their courthouse building, which withstood not only the cannonfire of the battling Union and Confederate armies, but also the musket fire of the American Revolution. Experts on American history and historical architecture from the College of William and Mary and the Colonial Williamsburg Foundation recently examined the structure and found it sound. Renovations to the courthouse are now underway. In October, circuit court Judge DeHardit will declare the court again in session.

The King William County courthouse stands today as solidly as the colonists



who built it nearly three centuries ago could have wished. Unlike their ancestors in Europe, who purchased the best material and most skilled labor to build enormous castles and ornate cathedrals, the colonists invested their time, money and energy in establishing the republic. In Virginia, as in all the thirteen colonies, people escaping from religious oppression and social injustice raised courthouses as if they were cathedrals enshrining the values of the new democracy.

Even before the Revolutionary War, the General Assembly ruled that each town which was to become a county seat would be subdivided and laid out to include a church block and a court block. Land records kept in our courthouses indicate these sites and dates. For example, the site of the Loudoun County courthouse is clearly marked on the Nicholas Minor Plan of the Town of Leesburg, dated 1759.

Later, when pioneers were pushing westward and settling the Northwest Territories, towns competed for the privilege of becoming the county seat, pledging considerable sums of money to the building of the courthouse and calling on the best-known architects of the day for their design expertise. The result of our ancestors' extravagance is that most of the more than 3,000 courthouses in use in the United States today are beautiful old buildings erected before the turn of the century. We are heirs to this "estate," and as such have a responsibility to preserve and maintain its history and its architecture.

Unfortunately, this is not always easy to do. With population growth has come an increase in crime that has severely impacted judicial caseloads. The advent of the automobile and traffic court has also stressed the judicial system. In all but the most rural counties, the citizenry are faced with a dilemma: how to preserve a courthouse that is a historical and architectural landmark, while accommodating the needs of the judiciary for additional courtrooms, judges' chambers, clerks' offices, law libraries and holding facilities.

Some cities and counties have made the decision that their original courthouse or old courthouse is not worth preserving. Others have made interesting compromises with the past. Citizens of King William built a new county administration building where district court cases are heard in order to lighten the caseload heard in the original courthouse. Loudoun County residents opted to develop a courthouse complex, renovating and adding onto buildings around the courthouse green. These buildings are used to hear district court cases, including juvenile and domestic cases, and a few circuit court cases. The gracious red brick and columned porch

1898 courthouse on the center of the green is now used only to hear circuit court cases.

Fairfax County resolved the dilemma in another way. The original courthouse, built in 1799 by John Bogue and Mungo Dykes, was occupied by both sides during the War Between the States and was the scene of Mosby's famous raid. It became too small to hear the cases on its dockets decades ago in the 1920s. An addition was built and other buildings in the area were modified to support the court's needs. It wasn't long before the rapidly growing population of Fairfax County required still larger facilities, and a new courthouse was built on the site. The original courthouse was restored and is now used only on special ceremonial occasions. Its history is learned and remembered now by the hundreds of Fairfax County school children who visit it each year.

The citizens of King William, Loudoun and Fairfax counties achieved sensible solutions to the problem of preserving an historic courthouse while accommodating increasing caseloads. They did so by meeting publicly, holding open discussions and arguing viewpoints. It seems only right that the democratic process, preserved and protected in the courthouses themselves, should be used to save them. That process is part

of our way of life, thanks to ancestors who saw fit to make the courthouse the architectural and social center of the town. Citizens of other cities and counties faced with this same dilemma should consider the place of their original or old courthouse in history, as well as the physical condition of the building, before voting to demolish, add onto or restore the structure. Although funding roads or schools or sewers often seems like a higher priority, funding the preservation of the courthouse is often sensible and worthwhile, if for no other reason than that to do so preserves a part of our heritage as Americans and our identity as a democratic people.

#### **About the Author**

*Thomas A. Kamstra, AIA, is president of KDA, a planning, architecture and interior design firm in Reston, VA. He particularly enjoys the renovation and historic restoration work on Virginia and Maryland courthouses. The Howard County Courthouse renovation project, in Ellicott City, MD, on which he served as principal in charge, was selected by the American Institute of Architecture and the American Correctional Association for the 1983 Exhibition of Architecture for Justice.*

*The photo at left is of the Loudoun County Courthouse built in 1898 on the site of the original courthouse in Leesburg.*

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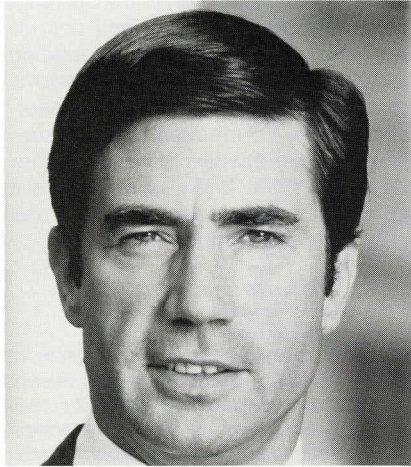


# VML PRESENTS ITS 79TH ANNUAL CONFERENCE

## Sept. 30-Oct. 2 in Richmond

### SPEAKERS . . .

Gov. Charles S. Robb



Virginia's **Gov. Charles S. Robb** will speak at the Opening Session of the 79th Annual VML Conference Monday, Oct. 1.

Gov. Robb is a Democrat born in Arizona but educated at two Virginia schools. He is a graduate of Mount Vernon High School in Fairfax County and the University of Virginia Law School.

While serving as lieutenant governor, Robb was vice chairman of the Local Government Advisory Council. Currently, he is chairman of the Southern Governors' Association and the Democratic Governors' Association. He is a member of the National Governors' Association and is on the executive committee of the Southern Growth Policies Board. He is a member of the Southern Regional Education Board and is the incoming president of the Education Commission of the States.

During the 1984 session of the Virginia General Assembly, Gov. Robb proposed a merit pay/master teacher program for Virginia. The assembly appropriated \$500,000 that will go to local school divisions to develop merit pay programs this fall. Also, the governor's master teacher program will be tested in Virginia this fall.

Robb has also supported activities to

George Latimer



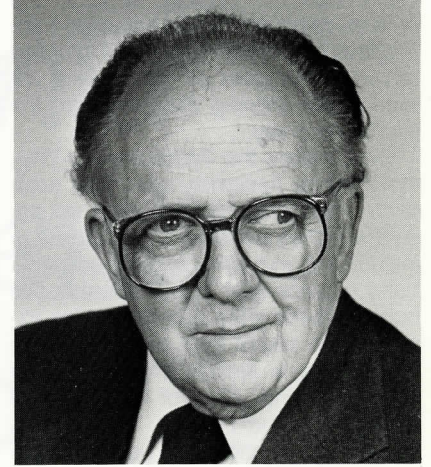
clean-up the Chesapeake Bay. He proposed in his 1984-85 biennium budget \$6 million to fund the Chesapeake Bay Initiatives resulting in the assembly funding a total of \$13.3 million for clean-up activities. Robb has also been involved in coordinating management of bay issues on a multi-state level.

**George Latimer**, president of the National League of Cities and mayor of St. Paul, MN, will speak Tuesday, Oct. 2, during the VML Conference Luncheon, a new event added to the conference this year.

Latimer has served four consecutive terms as mayor of Saint Paul. Since his election as mayor of Saint Paul, Latimer has successfully streamlined the city's government merging four separate units into a unified department of planning and economic development. His efforts have fostered a climate of economic development in the city which has led to a record number of new construction starts and record increases in housing and commercial rehabilitation loans. Be there to hear him speak at 12 noon, Tuesday, Oct. 2.

**Guy Friddell**, columnist for the *Virginian Pilot-Ledger Star*, will speak at the annual banquet to be held Tuesday evening, Oct. 2.

Guy Friddell



Friddell, who has won numerous awards for his coverage of government and politics, has been cited as "the journalists most quoted by other journalists." He is the author of eight books, five about Virginia. His best known book, "What Is It About Virginia?," earned him a resolution of commendation from the General Assembly and is in its sixth printing. In 1978 when Friddell won the George Mason Award for Distinguished Service to Journalism, his work was said to have become "part of the fabric of the Old Dominion through his love affair with the state and its people."

Friddell is a graduate of the University of Richmond and the Columbia University Graduate School of Journalism. He began working for the *Richmond News Leader* in 1951 covering state government and politics. He has covered every national political convention since 1952, and in 1959 he won the National Headliner Award for his coverage of former Soviet Premier Nikita Khrushchev's tour of the United States. For years he wrote a weekly column, "Off the Record," and broadcast a nightly radio commentary of the same name. In 1963 he went with the *Norfolk Virginian Pilot* and is the former editorial page editor of that paper.

### PROGRAMS . . .

VML is planning a number of programs that will be informative and helpful to local officials and administrators attending the conference. Among the tentative subjects for programs are Virginia's new Water and Sewer Assistance Authority, municipal government and the press, the Virginia Innovation Group, economic development, legislation impacting local governments, time management, deinstitutionalization, highway and transit funding, education funding, computers in towns, budgeting, and town/country relations. More topics may still be added as planning continues.

### EXHIBITS . . .

You will have several opportunities to visit the exhibit area and view the latest inno-

ventions in the field of local government. Approximately 30 exhibits are being planned that you won't want to miss. In addition, the Opening Reception will be held in the exhibit and adjacent area Sunday, and continental breakfast will be available in the exhibit area Monday and Tuesday.

### SPECIAL ACTIVITIES . . .

This year, the conference will open with a golf tournament and barbecue sponsored by Browning Ferris Industries Inc. The tournament will feature prizes, beverages on the course and barbecue after the game.

Following this exciting start will be a reception Sunday evening at the John Marshall Hotel. Monday will be Host Locality Night and Tuesday will feature George Latimer at the

Conference Luncheon, the business session with the election of new officers and the adoption of the VML Policy Statement and 1985 Legislative Program.

The Virginia Section, ICMA will hold a luncheon Monday as will Women in Local Government. Tuesday morning will feature a Prayer Breakfast, and Tuesday evening the conference will conclude with a reception and the Annual Banquet including the presentation of the 1984 VML Achievement Awards.

### WHAT TO DO . . .

Fill out and send in your registration form today (opposite page).



# 1984 VIRGINIA MUNICIPAL LEAGUE ANNUAL CONFERENCE REGISTRATION FORM

NAME \_\_\_\_\_

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LOCALITY/AGENCY/FIRM \_\_\_\_\_

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CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_

Spouse Attending? YES \_\_\_\_\_ NO \_\_\_\_\_

First Name of Spouse (if attending) \_\_\_\_\_

Guest Attending? YES \_\_\_\_\_ NO \_\_\_\_\_

Name(s) \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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Please circle appropriate registration amount:

	MEMBER	NON-MEMBER	GUEST OR SPOUSE
<b>PACKAGE REGISTRATION</b> —includes activities for Sunday, Monday and Tuesday except ticketed functions listed below	100.00	110.00	40.00*
<b>SUNDAY ONLY</b> —includes all activities except ticketed functions listed below	25.00	35.00	15.00*
<b>MONDAY ONLY</b> —includes all activities except ticketed functions listed below	40.00	50.00	15.00*
<b>TUESDAY ONLY</b> —includes all activities except ticketed functions listed below	55.00	65.00	25.00*

## TICKETED EVENTS

ICMA Luncheon (Monday)	13.00
WILG Luncheon (Monday)	13.00
Prayer Breakfast (Tuesday)	8.00

\*Some guest activities may require an additional fee.

TOTAL CIRCLED AND ENCLOSED \$ \_\_\_\_\_ AMOUNT TO BILL \$ \_\_\_\_\_

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# The Rural Virginia Development Foundation

By Berkwood M. Farmer  
and Patricia A. Schwartz

Economic conditions in rural Virginia have been the source of increasing concern for a number of years among many members of the public and private sectors. Population flowing into rural areas is increasing the proportion of non-farm employment and permanently altering the composition of rural society in some areas. Demand for health and welfare services increases simultaneously with the attractiveness of the countryside as a retirement haven for the elderly, and permanent residents and newcomers compete for limited public services. At the same time, dire economic conditions manifested by instability of farm incomes, unemployment, excess plant capacity and sluggish investment plague many rural communities in Virginia.

These and other on-going rural changes in social, political and economic forces have been closely observed by the Governor's Council on Rural Development and Capacity Building during the past few years. As a result of recommendations from an extensive study conducted by this council, a legislative subcommittee formed in 1983 to give further study to the needs of rural areas. This legislative subcommittee, chaired by Sen. Elmo G. Cross Jr. (D-4th District), conducted a thorough study of the need for a rural Virginia development foundation and eventually drafted legislation to create such.

The newly created Rural Virginia Development Foundation will be one force behind the needed shift in rural economic development policy in the com-

monwealth. The foundation exemplifies a unique private/public partnership that will focus attention and resources on business developments in rural Virginia. Its general purpose is to improve the quality of life and promote the general welfare of the commonwealth through a targeted economic development program for rural communities and small towns of Virginia. The foundation will provide a system of unique and innovative financing for business starts based on the underlying premise that entrepreneurs with sound business ideas may not have sufficient start-up funds. The general purpose of the foundation recognizes the following:

- Basic education, manpower training and career and vocational education are critical building blocks of economic development;
- Access to capital is a vital requisite of a thriving, free-enterprise economy;
- Private enterprise and initiative should be aided rather than supplanted as a basis for development;
- Economic development must be supported locally and be in harmony with local ideas and values;
- Development must be fostered from within an area and based on local talents and resources;
- Information and ideas must flow in both directions between local areas and government institutions;
- A bottom-up approach to economic development will allow the initiative for new types of businesses to occur at the local level.

One of the key philosophies of the foundation is to assist in development of businesses that are compatible with a given area's resources and with the needs and desires of local people and local officials. Some expected benefits to the community will be increased employment, reduction in underemployment, increased farm family incomes, an expanded tax base for rural counties and an aid to the preservation of farmland. It is assumed that more people will stay on the farm if total farm family incomes can be increased.

This non-profit foundation will be administered by a 17-member board of directors soon to be appointed by the governor. Board membership will represent business, finance, education and government, both local and state. Board members will arrange themselves into three major standing committees which will constitute the basic structure of and provide leadership for the foundation's three principal objectives.

The economic development committee (EDC) will be responsible for creating access to sufficient operating and debt capital for small businesses in rural Virginia and for targeting investments toward agricultural and natural resource related businesses. The overall role of the EDC will be to identify and encourage expansion of value-added production activities in rural Virginia, primarily through provision of venture capital and other types of financial and technical support for small businesses. This role will involve the development of business enterprises based on new



products, new markets and new uses for existing products. The feasibility of replacing outside sources of raw materials and consumer goods with local sources will be given every consideration.

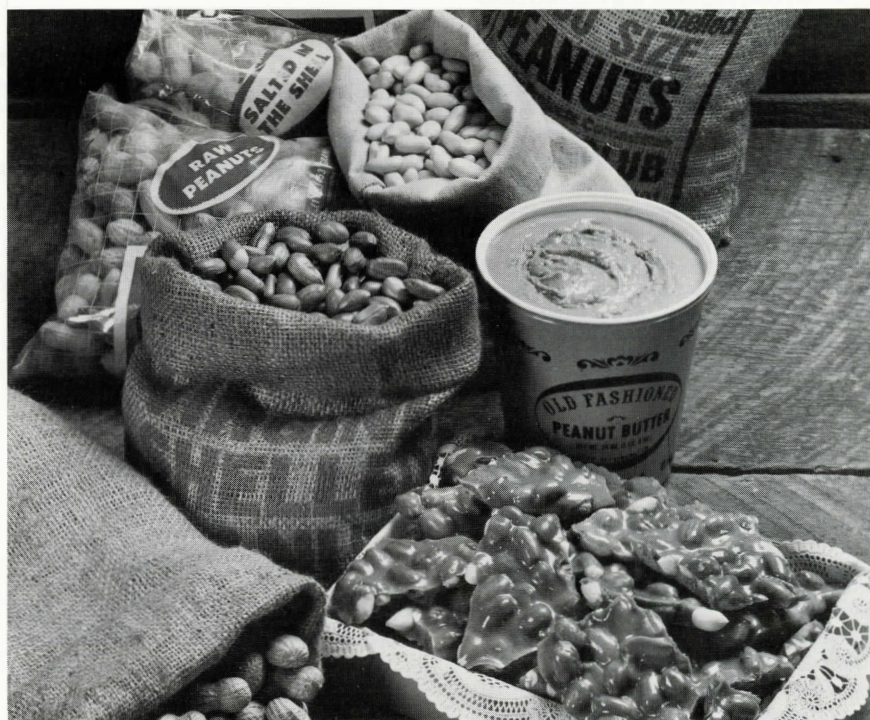
A major function of the EDC will be to establish a for-profit venture capital corporation (VEDCORP) to carry out this objective. This financial corporation will provide loans, engage in equity financing and guarantee loans to firms in rural areas of the state. Special emphasis will be placed on providing support to new entrepreneurs and small business ventures, although the needs of established firms desiring to expand will not be ignored.

In the area of equity financing, the venture capital corporation will be the means whereby private venture capitalists and local people can obtain stock in the corporation for investments. In turn, the corporation will make investments in new businesses. In essence, the corporation will initially own stock in businesses. A working philosophy of the venture capital corporation is to remove itself from part ownership as soon as the business becomes fully operational from a profit point of view. Thus, the corporation would sell its original stock leaving the business to be privately owned and operated. Opportunities will be available for local governments to enter into financial arrangements with the corporation and/or the foundation for targeted economic development activities within a local government jurisdiction. In addition to providing financial assistance, VEDCORP, with guidance from the foundation, will assist businesses by providing financial planning, general planning and various types of management expertise.

The Human Capital Development Committee (HCDC) will be responsible for pursuing programs that ensure the delivery of coordinated leadership and manpower training activities and efforts. Efforts of this committee will include identifying and training entrepreneurs and upgrading labor and management skills needed to serve future economic needs of public and private sectors.

Activities of the HCDC will be coordinated through the board of directors with the activities of the EDC and VEDCORP. Training programs will be designed to provide specific skills and capabilities needed by new and expanding enterprises sponsored by VEDCORP. Coordination with existing state and federal agencies will be emphasized, and the resources of colleges and universities, including community colleges, will be used.

The Resources Coordinating Committee (RCC) will be responsible for identifying emerging needs and tech-



*The Virginia-type peanut is often called the "Cadillac of peanuts." Peanut production and manufacture is large industry in Virginia. The state ranked fifth in peanut production in the U.S. in 1981 netting \$91 million.*

nological changes that generate products and services which can be produced by rural enterprises. The RCC will maintain close coordination with the Virginia Rural Development and Capacity Building Council, state agencies, local governments, planning district commissions, Agribusiness Council, state and local chambers of commerce and other private organizations and groups. The committee will be aided by ad hoc task forces designed to identify problems, develop alternative approaches to their solution and generally serve in a "think-tank" capacity to deal with emerging needs of rural communities. Members of these "think-tanks" will be individuals who are, through experience, academic training or self-study, committed to examining new and creative approaches to economic change, community development and improved quality of life.

The RCC will draw on volunteer groups and private agencies to gain insight into new approaches to problem-solving based on grassroot involvement. Extension programs, community colleges and other educational institutions may provide useful and practical applications of knowledge. Emerging technology for new rural businesses and industries can be identified and production schemes established. This economic-educational link will serve to enhance the economic and social interests of rural areas.

In addition, this committee will collect,

collate, evaluate, project and disseminate information and ideas through its task forces. It will share ideas and information with various agencies of federal, state and local governments with the intent to give life and energy to innovative ideas and apply knowledge gained from experimental efforts.

#### **The Survey**

The legislative subcommittee studying establishment of the Rural Virginia Development Foundation wanted to obtain opinions and ideas from the people in Virginia to ensure the foundation's success. In order to obtain this input, a survey and a brochure describing the proposed purpose and objectives of the foundation were mailed to 466 persons throughout Virginia in August 1983. Forty-three percent of those sampled responded to the survey. This response rate is significantly greater than usually experienced with mail surveys. Of the respondents, 57 percent were in private employment and 43 percent were in the public sector.

Respondents to the 1983 survey overwhelmingly indicated a need for new businesses/industries in their areas. Analyzed on a regional basis, the percentage of respondents indicating a positive need for new business ranged from 94 percent for Southside respondents to 100 percent for respondents from northern and eastern regions. The data were analyzed further to determine the types of businesses preferred in different regions. While response rates



varied among regions, the top two businesses mentioned were production of new products not currently manufactured in the area and further processing and marketing of agricultural products.

A common statistical analysis tool was used to determine statistically significant differences among the regions with regard to preferred businesses. While there were some differences, statistically they were not great enough to declare that different regions have different preferences. Also, public and private sectors expressed no significant differences regarding preferred businesses. Table 1 provides a list of preferred businesses by region.

One important purpose of the survey was to determine support for the basic objectives of the Rural Virginia Development Foundation. Overall, the survey respondents were in favor of the foundation's three basic objectives. Table 2 illustrates how respondents supported the objectives of the foundation.

Also, the survey results indicate the two most important ingredients for future economic growth and development in rural Virginia are unique types of financing and more effective state leadership. In response to an open-ended question on how state government could best support economic growth and development, the majority indicated state financial assistance. The second strongest response was for more state leadership and the third was for technical assistance.

Local government officials surveyed also indicated a strong desire to support the Rural Virginia Development Foundation. The majority of the surveyed supervisors and council members indicated a desire to invest in the foundation. The foundation will offer counties and towns an alternative means of supporting and encouraging local development.

Overall, survey respondents expressed a fairly united front regarding the foundation. They overwhelmingly acknowledged the need for the foundation and also agreed on the types of businesses they would prefer. The Virginia Municipal League has had input into the formation of the Rural Virginia Development Foundation through its Executive Director R. Michael Amyx who serves on the Governor's Council on Rural Development and Capacity Building.

Once the governor has appointed the foundation's board members, the first organizational meeting will be held. As the foundation is organized, operational procedures and philosophies may be modified to accommodate the best working procedures. The organizational meeting is expected to be held this fall and will be followed by an intensive in-

Table 1

## Preferred New Business in Virginia

Preferred Businesses	North	Central	East	South-west	South-side
(Percent by Region)					
The further processing and marketing of agricultural products	24	27	22	26	30
The further processing and marketing of forest products	8	19	17	23	22
The further processing and marketing of seafood products	3	3	17	0	0
The production of new products not currently produced or manufactured in your area	41	25	28	28	30
New services not currently available in your area	24	26	16	23	18

Table 2

## Respondents Favoring Objectives of the Rural Virginia Development Foundation

Objectives	North	Central	East	South-west	South-side
(Percent by Region)					
1. Create access to sufficient operating and debt capital for small businesses in rural Virginia and target investments toward agricultural and natural resource related businesses	87	89	95	74	72
2. Pursue programs that ensure the delivery of coordinated leadership and manpower training activities and efforts	94	95	85	86	81
3. Identify emerging needs and technological changes that generate products and services which can be produced by rural enterprises	100	89	90	77	81

## About the Authors

Dr. Berkwood M. Farmer is chief economist in the Virginia Department of Agriculture and Consumer Services and was instrumental in the design of the Rural Virginia Development Foundation. Patricia Schwartz is a staff economist in the same department.

formation campaign. As the Rural Virginia Development Foundation becomes a reality, it will fill the voids that currently exist in rural economic development efforts in the commonwealth.



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## Tourism: An Expanding Role for Localities

Travel and tourism have become critically important elements in the economy of both the nation and the commonwealth. Travelers spent over \$3.6 billion in Virginia in 1983 with \$2.195 billion of that accounted for by out-of-state visitors coming to Virginia, and \$1.466 billion spent by Virginians traveling to Virginia destinations.

These travel dollars produced \$184 million in state and local taxes with 34 percent, or \$63 million, collected by cities and counties. Travel dollars also directly generated more than 84,000 jobs in 1983 while 35,000 travel-related businesses were involved in serving the traveling public.

These encouraging economic figures are likely to continue; the tourism industry has a bright future according to most experts. Some say tourism will become the nation's largest industry by the year 2000. Spreading affluence, changing social attitudes, more leisure time, more efficient transportation, a closer relationship between tourism and other leisure activities, and easier and quicker access to travel information will spur this growth.

Government at all levels has a substantial role and responsibility in developing and promoting travel and tourism in Virginia. The federal government administers 18 national park locations in Virginia, in addition to two national forests, a national recreation area and eight national wildlife refuges. All contribute in a major way to Virginia's tourism economy. The state Division of Tourism exercises a catalytic role in promoting tourism and in stimulating involvement and cooperation between public and private sectors. In addition, the commonwealth operates 35 state parks, as well as eight state forests and several wildlife areas and public fishing lakes.

While federal and state involvement are important, the most direct responsibility for the quality of the traveling experience is at the local level, and it is at the local level that benefits most directly accrue from the effects of tourism. Williamsburg, Virginia Beach, Fredericksburg and Petersburg represent only a few of the localities with outstanding local initiatives in tourism development in Virginia. In some communities, more than one organization is often involved

in promoting local tourism. Chambers of commerce, convention and tourist bureaus, tourism councils and local government tourism agencies can all become involved.

The new excitement created in Norfolk by Waterside, the added tourist appeal in Alexandria's Old Town, the expanding tourism potential of Richmond with its emerging Sixth Street Marketplace and the Center in the Square in Roanoke, are but a few examples of recent tourism development in downtown areas as urban centers become more attractive for both domestic and international tourists.

Community festivals and pageants are becoming a major vehicle for attracting tourists. Literally dozens of festivals are held annually in Virginia and the number is growing.

The Shenandoah Apple Blossom Festival in Winchester, the Virginia Highland Arts and Crafts Festival in Abingdon and the Old Time Fiddler's Convention in Galax are examples of the more established festivals that have strong tourist appeal. Harborfest in Norfolk, begun in 1979, enjoyed almost instant success in enhancing awareness of the city's rich historic heritage and traditions. The first celebration attracted 8,000 people, and in four years attendance has grown to 75,000 people. The festival which focuses on Danville's textile and tobacco industries has brought both national and international publicity to that city with television coverage from ABC, NBC and CBS. Economic benefits to Danville have included a sellout of hotel rooms within a 50-mile radius as well as substantial increases in restaurant and retail business trade. The success of this event prompted the city to budget \$30,000 in promotional funds for the 1984 Harvest Jubilee.

All communities will not wish to make tourism, in whatever form, a top priority, but the market is expanding for those that do. The role of local government is

critically important; it can stimulate or virtually prevent the growth of tourism. A local government wishing to actively promote its locality as a travel and tourism destination can do some or all of the following:

- Adopt tourism development as a formal goal of the community in its planning process.
- Conduct research and analysis to determine the potential and best direction for tourism development.
- Prepare a tourism development strategy based on public-private cooperation.
- Manage planning and zoning in a way which enhances yet controls the development of tourist attractions, facilities, support services and the necessary infrastructure.
- Develop appropriate travel information and signage.
- Increase awareness of local residents of the role and importance of tourism and the hospitality it requires.
- Work with the private sector in developing staff training opportunities for the tourism industry.
- Develop and operate tourist attractions.
- And, of course, conduct marketing and promotional activities.

Although it is important for the state to continue its active role in attracting travelers to Virginia, local governments certainly should not sit back and wait for state initiatives. Tourism action is at the local level.

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### About the Authors

Charles Hartsoe is chairman of the Department of Recreation and Ralph Hambrick is director of the Center for Public Affairs. Both are at Virginia Commonwealth University.



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