

**AGENDA**

ECONOMIC DEVELOPMENT AUTHORITY

| THURSDAY, SEPTEMBER 6TH |

| 8:00 AM |

COUNTY ADMINISTRATION BUILDING @ FIRST FLOOR CONFERENCE ROOM

107 N. KENT STREET WINCHESTER, VA

1. Call to Order
2. Approval of Minutes - July 12th || ACTION
3. Treasurer's Report || ACTION
4. Virginia Business Ready Sites Program | Next Tier || ACTION
  - *Draft guidelines to move sites to Tier IV status*
5. Virginia Business Ready Sites Program | Next Sites to Tier || ACTION
  - *Proposed contract to tier additional sites*
6. EDA Strategy FY20 || DISCUSSION
  - *Start of the review annual review process of EDA Strategy. Staff is seeking any feedback for new program(s) and/or revisions to existing objectives.*
7. Manufacturing Week || INFORMATION
8. Such other business as may come before this Authority

MINUTES  
ECONOMIC DEVELOPMENT AUTHORITY  
| THURSDAY, JULY 12, 2018 |

A meeting of the Frederick County Economic Development Authority was held on Thursday, July 12, 2018, at 8:00A.M. in the County Administration Building, First Floor Conference Room, 107 North Kent Street, Winchester, Virginia.

**PRESENT:** Stan Crockett, Doug Rinker, Gary Lofton, Bryan Fairbanks, and Heather McKay

**STAFF:** Patrick Barker and Donna McIlwee, Frederick County Economic Development Authority, Jay Tibbs, Deputy County Administrator, and Michael Bryan, Attorney

**MEETING CALLED TO ORDER:** Chairman Crockett called the meeting to order at 8:00 a.m.

**APPROVAL OF MINUTES**

The minutes from the May 10, 2018, meeting were presented.

Upon a motion duly made by Mr. Lofton and seconded by Mr. Rinker, the minutes from the May 10, 2018 meeting were approved.

J. Stanley Crockett	Aye
Robert Claytor	Absent
Bryan Fairbanks	Aye
Gary Lofton	Aye
Heather McKay	Aye
John Riley	Absent
Doug Rinker	Aye

**TREASURER'S REPORT**

Mr. Barker submitted the following report:

Checking Account - Bank of Clarke County as of June 30, 2018 - \$177,182.67.  
Savings Account - Scott & Stringfellow as of June 30, 2018 - \$1,043,124.73.

The Treasurer's Report was approved as submitted by the following recorded vote:

J. Stanley Crockett	Aye
Robert Claytor	Absent
Bryan Fairbanks	Aye
Gary Lofton	Aye
Heather McKay	Aye
John Riley	Absent
Doug Rinker	Aye

### **TARGET BUSINESS UPDATE**

Mr. Barker reviewed the purpose of this update, which analytically identifies the County's best fits relative to traded sector industries. It centers the County's economic development strategy, helps community partners understand where EDO efforts will be targeted, and provides a list of targeted businesses to site selectors, corporate real estate leaders and VEDP staff to show a strategic direction and proactive nature to business. He also explained the process used to identify target businesses. After going through this process this year, it suggests retaining the overall industry targets from last year with the addition of BioScience to the Advanced Manufacturing section. Staff is seeking approval.

Mr. Lofton asked if BioScience includes pharmaceutical companies. Mr. Barker stated this sector would be comparable to Fisher Scientific---are not pill makers.

Mr. Crockett suggested Mr. Barker provide examples of BioScience companies to Board members.

On motion of Mr. Rinker and seconded by Mr. Fairbanks, the Board approved the proposed business targets update.

J. Stanley Crockett	Aye
Robert Claytor	Absent
Bryan Fairbanks	Aye
Gary Lofton	Aye
Heather McKay	Aye
John Riley	Absent
Doug Rinker	Aye

### **VIRGINIA BUSINESS READY SITES PROGRAM RESULTS**

Mr. Barker explained this topic was one of the planned activities from the April joint meeting with the Board of Supervisors. Available land remains a top factor in site selection by corporations. For a community to succeed, they need ready to go sites.



In recognition of this top factor, a site assessment of 4 business sites in Frederick County (Graystone Business Park, Carroll Industrial Park, Artillery Business Park, and Carbaugh Business Center) was conducted following the guidelines of the Virginia Business Ready Sites Program. Draper Aden Associates, a licensed civil engineering firm, conducted the evaluation to determine each site’s current tier level and what additional development would be needed to move each to the next tier.

Mr. Barker then introduced Deborah Flippo, Draper Aden Associates, who presented their findings as shown below:

Business Site	Tier	Needed to Next Tier (Tier #)	Costs for Next Tier
Graystone Business Park	2	Cultural Resources Study (4) Waters of the US delineation from the Army Corps of Engineers, geotechnical borings, cultural resources	\$3,000
Carroll Industrial Park	2	review, and endangered species review (3)	\$30,000
Artillery Business Park	2	Master Development Plan, Phase 1 Environmental (3) Phase 1 Environmental Site Assessment Report, Waters of the US survey with Army Corps of Engineers, geotechnical borings, boundary and topographic survey, cultural resources review, endangered species review, and an estimate of	\$150,000
Carbaugh Business Center	2	development costs (3)	\$120,000

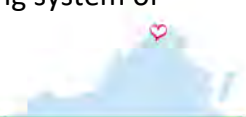
In summary, all of the studied business sites were categorized as Tier 2 and were very close to being a Tier 3 or higher, pending the completion of a variety of studies. Mr. Barker stated staff is seeking the Board’s acceptance of the report and discussion on potential ways to partner with landowners to reach the next Tier.

Mr. Rinker asked how long it takes to go from Tier 2 to Tier 4. Ms. Flippo stated that to go from a 3 to 4 normally takes 3 months on the public side and 6-9 months on the engineering side.

Mr. Fairbanks asked why property owners don’t continue to take steps to get their land to the next tier. Ms. Flippo replied it is a lack of willingness to put more money into the process.

Ms. Flippo stated the reason to get sites to a Tier 4 is because VEDP now highlights those sites on their Virginia Scan, which site selectors use. Funding for development could come from VBRS Development Grants (applications due September 28), GO Virginia (must be regional) or PPEA but she believes self-funding is best way to go.

Mr. Barker stated the next step is to determine what to do next with the information. He reviewed 2 possible options for collaboration with landowners: Option #1 is to create a program to incentivize landowners to move the site to the next Tier using a matching system of



75% EDA and 25% property owner, with the EDA portion returned after the site is sold or developed; and Option #2 is to create a program to tier additional sites using a matching system of 75% EDA and 25% property owner, with the EDA portion returned after the site is sold or developed. He stated he feels the property owners have to be financially involved in moving to the next Tier.

Mr. Lofton asked if other sites could be included. Mr. Barker stated it costs approximately \$2000 per site to get the site tiered.

Mr. Rinker stated he feels the EDA should allocate an X amount of money to tier other known sites. Mr. Fairbanks agreed, stating it would pay off in the long run.

After discussion, Mr. Barker was asked to start working on a draft document giving the specifics of a 25/75 incentive program for review at the next meeting. He was also asked to develop a pool of possible sites to get to Tier 1 status.

Mr. Rinker stated he would like to know what 4 sites would be available next to get to Tier 4.

#### **SUCH OTHER BUSINESS AS MAY COME BEFORE THIS AUTHORITY**

Mr. Barker distributed an infographic from our recent Employer Expo. He also stated the yearly College Night at the Apple Blossom Mall will become a College/Career Fair with participation by the EDA's Career Pathways program.

#### **ADJOURN**

There being no further business to come before this Authority, the meeting was adjourned. (8:50 a.m.)

---

Stan Crockett  
Chairman

---

Kris Tierney  
Secretary

DATE: Aug 30, 2018

TO: Board of Directors,  
Frederick County Economic Development Authority

FROM: Patrick Barker, CEcD  
Executive Director

CC: Jay Tibbs  
Deputy County Administrator

RE: Virginia Business Ready Sites Program || Next Tier

As discussed at the Authority's July meeting, a workgroup met to discuss how to collaborate with landowners who were studied as part of the Virginia Business Ready Sites Program to improve the tier status of the sites. The following draft guidelines were developed as the basis of such a collaborative effort.

- Eligible properties must currently be zoned Industrial.
- Eligible properties must currently be ranked at least Tier II in the Virginia Business Ready Sites Program.
- Eligible properties must contain at least 25 contiguous acres.
- Owner must secure a Letter of Credit issued by a banking institution duly licensed in the Commonwealth of Virginia. The landowner will be responsible for any Letter of Credit fees.
- EDA will cover 75% of necessary costs to achieve a Tier IV status with the landowner providing 25%.
- Landowners will be able to select two different repayment terms, both of which will carry an interest rate.
  - 3 years @ 4.5%
  - 5 years @ 5.5%
- Landowners will be required to repay EDA funds if one of the following activities occur on the property.
  - Building permit issuance
  - Property sale/transfer of some or all of the property
- All EDA dispersals will come as a dual payee check after the receipt of an invoice.
- EDA staff will monitor process and expenditures throughout the entire process.

Staff is seeking the Authority's discussion and action, if desired, to these guidelines.



## Virginia Business Ready Sites Program Site Characterizations Report Summary

CSPDC Sites		Locality	Tier	Acres	Tier 1 to Tier 2	Tier 2 to Tier 3	Tier 3 to Tier 4	Tier 4 to Tier 5	Cumulative	
1	Argenbright Site	Augusta County	1	88	60,000	140,000	180,000	1,620,000	\$ 2,000,000	
2	Greenville Property	Augusta County	1	111.3	50,000	150,000	230,000	2,070,000	\$ 2,500,000	
3	Martin Site	Augusta County	1	800	120,000	800,000	1,000,000	9,000,000	\$ 10,920,000	
4	Meg Site	Augusta County	2	258.03		400,000	550,000	4,950,000	\$ 5,900,000	
5A	Wilson Commerce Park - Business Parcel	Augusta County	2	10.93		40,000	50,000	450,000	\$ 540,000	
5B	Wilson Commerce Park - Industrial Parcel	Augusta County	2	110		200,000	240,000	2,160,000	\$ 2,600,000	
6	Bath County Industrial Park	Bath County	2	74.4		120,000	230,000	2,070,000	\$ 2,420,000	
7	Rockbridge Regional Industrial Park	Buena Vista	2	35		50,000	80,000	720,000	\$ 850,000	
8	Acorn LC Industrial Park	Harrisonburg	2	43		40,000	100,000	900,000	\$ 1,040,000	
9A N	Holland Property - (Zoned A-2 - North of US 60)	Rockbridge	1	32	50,000	75,000	100,000	900,000	\$ 1,125,000	
9A S	Holland Property - (Zoned A-2 - South of US 60)	Rockbridge	1	76	50,000	75,000	100,000	900,000	\$ 1,125,000	
9B N	Holland Property - (Zoned B-2 - North of US 60)	Rockbridge	2	59		120,000	170,000	1,530,000	\$ 1,820,000	
9B S	Holland Property - (Zoned B-2 - South of US 60)	Rockbridge	2	210		380,000	550,000	4,950,000	\$ 5,880,000	
10	Innovation Village	Rockingham County	2	320		300,000	550,000	4,950,000	\$ 5,800,000	
11	Shenandoah Valley Industrial Park South Campus	Rockingham County	2	345		400,000	420,000	3,780,000	\$ 4,600,000	
12	Green Hill Industry and Technology Center	Staunton	2	95.3		150,000	250,000	2,250,000	\$ 2,650,000	
13	Outlet Village Park	Waynesboro	2	83		125,000	160,000	1,440,000	\$ 1,725,000	
14	Waynesboro Commerce and Industry Park	Waynesboro	2	17		45,000	50,000	450,000	\$ 545,000	
15	Waynesboro Town Center Commercial Park	Waynesboro	2	11		35,000	45,000	405,000	\$ 485,000	
					2,778.96	\$ 330,000	\$ 3,645,000	\$ 5,055,000	\$ 45,495,000	\$ 54,525,000

NSVRC Sites		Locality	Tier	Acres	Tier 1 to Tier 2	Tier 2 to Tier 3	Tier 3 to Tier 4	Tier 4 to Tier 5	Cumulative	
1	Artillery Business Park	Frederick County	2	45		150,000	200,000	1,800,000	\$ 2,150,000	
2	Carbaugh Tract	Frederick County	2	107		120,000	280,000	2,520,000	\$ 2,920,000	
3	Carroll Industrial Park	Frederick County	2	77		30,000	45,000	405,000	\$ 480,000	
4	Graystone Business Park	Frederick County	4	270				3,900,000	\$ 3,900,000	
5	Avtex	Warren County	2	433		3,000	210,000	1,890,000	\$ 2,103,000	
6	Crooked Run Center Phase II	Warren County	2	68		50,000	150,000	1,350,000	\$ 1,550,000	
7	Happy Creek Technology Park	Warren County	2	146		250,000	270,000	2,430,000	\$ 2,950,000	
8	Jett Farm	Warren County	2	522		700,000	1,000,000	9,000,000	\$ 10,700,000	
9	Mt. Jackson	Shenandoah County	2	42		83,000	327,000	2,943,000	\$ 3,353,000	
10	North Shenandoah (Strasburg)	Shenandoah County	2	42		93,200	378,000	3,402,000	\$ 3,873,200	
					1,752.00	\$ -	\$ 1,479,200	\$ 2,860,000	\$ 29,640,000	\$ 33,979,200
					<b>4,530.96</b>	<b>\$ 330,000</b>	<b>\$ 5,124,200</b>	<b>\$ 7,915,000</b>	<b>\$ 75,135,000</b>	<b>\$ 88,504,200</b>

July 2018

DATE: Aug 30, 2018

TO: Board of Directors,  
Frederick County Economic Development Authority

FROM: Patrick Barker, CEcD  
Executive Director

CC: Jay Tibbs  
Deputy County Administrator

RE: Virginia Business Ready Sites Program || Next Sites to Tier

As discussed at the Authority's July meeting, the EDA Board expressed a willingness to tier additional sites following the Virginia Business Ready Sites Program. A review of zoned industrial sites with at least 25 continuous acres yielded 2 sites:

- Airport Business Parc
- Bluestone Industrial Development

Draper Aden Associates was requested to provide a quote to characterize these sites to provide a Tier ranking and description on what is required to bring to a Tier IV status.

Details on each site covered under the proposal is included. In addition, a complete listing of industrially zoned sites is provided for your review.

Staff is seeking the Authority's discussion and action, if desired, to this proposal.





2206 South Main Street  
Blacksburg, Virginia 24060  
(540) 552-0444 • Fax (540) 552-0291  
www.daa.com

August 15, 2018

Mr. Patrick E. Barker, CEcD  
Executive Director  
Frederick County EDA  
45 East Boscawen Street  
Winchester, VA 22601

*Via electronic mail only*

**RE: Virginia Business Ready Sites Program – Site Characterizations**

Dear Patrick,

We are thrilled to provide a proposal to assist the Frederick County EDA with the engineering expertise to characterize the parcels noted below. We will use the Virginia Business Ready Sites Program (VBRSP) tier level criteria in our analysis.

**I. SCOPE OF SERVICES**

Draper Aden Associates will complete an analysis of the following two sites to determine each site's characterization tier level, as per the VBRSP criteria.

<b>Property</b>	<b>Address in Winchester</b>	<b>Acres</b>	<b>Current Zoning</b>
<b>Airport Business Parc</b>	Airport Road	34.5	M1
<b>Bluestone Industrial Development</b>	5698 Valley Pike	122.5	M1

We will review readily available information, meet once with you and/or your staff, and complete a site visit to confirm the information is available, correct and updated accordingly.

Based on the information gathered, we will prepare a summary of the sites, including an analysis of existing land cover, zoning, topography, onsite infrastructure, and other environmental features; and review of available off-site infrastructure, including transportation and utilities (water, sewer, electricity, gas, broadband). We will prepare order of magnitude estimates of probable costs to obtain site readiness to the next level and/or to Tier 5. Additionally we will provide a checklist for each site showing what and how much is required to achieve the next tier level.

Draper Aden Associates will compile a letter report summarizing our findings and recommendations, including the checklist. We will provide a draft for your review and comment. Following receipt of your comments, we will finalize and forward a compiled PDF document.

## II. FEES AND CONTRACT TERMS

Draper Aden Associates proposes to provide the professional services outlined above for a lump sum fee of \$7,000. Our proposed fee includes associated office support and project management along with typical reimbursable project expenses. We will invoice monthly based on our percentage complete.

## III. ASSUMPTIONS / LIMITATIONS

- A. If the scope of services for the project is revised by any party following acceptance of this proposal, we reserve the right to re-negotiate our schedule and fee accordingly.
- B. All electronic information, data, and documents provided to us from any party will be in a format suitable for direct use by Draper Aden Associates and will not require any significant reformatting or conversion.

## IV. SUPPLEMENTAL SERVICES

If necessary or requested, we can provide the following supplemental services in addition to those outlined above, including, but not limited to, the following:

- ❖ Attendance or presentations at meetings, beyond what is included above.
- ❖ Topographic, boundary, easement, or right-of-way and utility surveys.
- ❖ Master planning and conceptual site design through construction phase services for each site.
- ❖ Analysis of or design of upgrades, extensions, or relocations to existing utilities or off-site road improvements.
- ❖ Environmental services, including, but not limited to, waters of the U.S. delineation / determination and permitting and hazardous material services.
- ❖ Geotechnical services.
- ❖ Floodplain studies and/or hydraulic modeling
- ❖ Traffic analysis or studies.

Please note that it is the policy of Draper Aden Associates that no deliverables or other products of service will be submitted without a formal agreement between parties or written authorization acknowledging the scope of work and fees associated with the proposed work. We appreciate your efforts toward this end.

Thank you again for this opportunity to work with the Frederick County EDA to provide engineering consulting services needed to ascertain opportunities and costs for development sites, which will ultimately best serve the County's needs. We are greatly looking forward to working together! Please do not hesitate to contact us if you have any questions or require any additional information.

Sincerely,

**Draper Aden Associates**



Deborah Kirk Flippo, Associate  
Economic Development Program Manager



Carolyn A. Howard, PE  
Vice President / Regional Manager

**AUTHORIZATION TO PROCEED**  
***Professional Services***  
***Virginia Business Ready Sites Program – Site Characterizations***

I agree and accept Draper Aden Associates' proposal to provide the above described services only as indicated by initials for each authorized task. I understand the Scope of Services as provided herein and agree to the fees estimated for these services. I further acknowledge that Draper Aden Associates will provide a proposal for any change in the Scope of Services described herein and that a signed agreement to provide those additional services will be executed prior to any work being performed.

*VBRS Characterizations for 2 Sites in Frederick County = \$5,000*

---

Signature

---

Print Name

---

Title

---

Date

## Inventory of Frederick County's Business Sites at least 25 continuous acres

<u>Site</u>	<u>Address</u>	<u>Total Acreage Available</u>	<u>Zoning</u>
Stephenson Associates Tract	288 Milburn Rd, Winchester	386.24	RA
Graystone Business Park	361 Milburn Rd, Winchester	270	M1
Bluestone Industrial Development	5698 Valley Pike, Stephens City	122.54	M1
Carbaugh Business Center	831 Shady Elm Rd, Winchester	107.5	M1
420 Lenoir Dr	413 Lenoir Dr, Winchester	88.91	RA
McCann Office Park	562 Milburn Rd, Winchester	85	OM
Carroll Industrial Park	283 Ebert Rd, Winchester	76.58	M2
Blackburn Property	Route 37 and Apple Valley Road, Winchester	71.8	RA
Governor's Hill	160 Costello Dr, WINCHESTER	54	B2
Artillery Business Center	553 Shady Elm Rd, Winchester	45	M1
Airport Business Parc	Airport Road, Winchester	34.5	M1
Johnson Development Pad #1&2	300 Park Center Dr., Winchester	30	M1

# Airport Business Parc

Airport Road  
Winchester, VA 22602



This property is located in a Foreign Trade Zone  
This property is located in a Technology Zone

Availability			
Total Site Area:	45.5 ac / 18.2 ha	Available Land:	34.5
Largest Contiguous:	24.5 ac / 9.8 ha	Subdividable:	Yes
Built-To-Suit:	No	Range of Site Sizes:	10 & 24.5 acres
Specifications			
Topography:	Gently rolling	Zoning:	M-1, Light Industrial District
Industrial Park:	Yes	Outside Storage Allowed:	Yes
Pad Ready:	No		
Utilities			
Electric Provider:	Rappahannock Electric Cooperative		
Natural Gas Provider:	Washington Gas (Shenandoah Station)		
Water Provider:	Frederick County Sanitation Authority		
Sewer Provider:	Frederick County Sanitation Authority		
Fiber/Broadband Provider:	Verizon		
Transportation			
Interstate/Distance:	Interstate 81 /2.4 miles		
4-Lane Highway/Distance:	U.S. Highway 522 /0.9 miles		
International Airport:	Washington-Dulles International Airport /54.6 miles /60 minutes		
Commercial Airport:	Hagerstown Regional Airport/Richard A Henson Field /49.7 miles /45 minutes		
General Aviation Airport:	Winchester Regional Airport /0.4 miles /0 minutes		
Port of Virginia:	13.03 miles /16 minutes		
Port of Virginia (Inland Port):	13.03 miles / 20.848 km		
Rail Served :	No		

# Bluestone Industrial Development

5698 VALLEY PIKE  
Stephens City, VA 22655



This property is located in a Foreign Trade Zone

Availability			
Total Site Area:	132.54 ac / 53.016 ha	Available Land:	122.54
Largest Contiguous:	122.54 ac / 49.016 ha	Subdividable:	Yes
Built-To-Suit:	No	Range of Site Sizes:	acres
Specifications			
Topography:	rolling	Zoning:	Industrial
Industrial Park:	Yes	Outside Storage Allowed:	Yes
Pad Ready:	No		
Utilities			
Electric Provider:	Rappahannock Electric Cooperative		
Natural Gas Provider:	Washington Gas (Shenandoah Station)		
Water Provider:	Town of Stephens City		
Sewer Provider:	Town of Stephens City		
Fiber/Broadband Provider:	Verizon		
Transportation			
Interstate/Distance:	Interstate 81 /1.2 miles		
4-Lane Highway/Distance:	Virginia Highway 37 /3.9 miles		
International Airport:	Washington-Dulles International Airport /59.8 miles /64 minutes		
Commercial Airport:	Hagerstown Regional Airport/Richard A Henson Field /54.9 miles /49 minutes		
General Aviation Airport:	Winchester Regional Airport /9.6 miles /12 minutes		
Port of Virginia:	miles / minutes		
Port of Virginia (Inland Port):	miles / 0 km		
Rail Served :	No		



DATE: Aug 30, 2018

TO: Board of Directors,  
Frederick County Economic Development Authority

FROM: Patrick Barker, CEcD  
Executive Director

CC: Jay Tibbs  
Deputy County Administrator

RE: EDA Strategy FY20

Attached for your review is the draft EDA Strategy for FY20. As a refresher, this document is developed to provide direction to Frederick County's future economic development activities. It requires an annual update to confirm/enhance overall goals and objectives, as well overall structure and content.

Staff is proposing the following schedule for review/action of the Strategy.

September | Initial review and feedback on the draft document to include existing objectives and new program(s)

October | Final review/adoption

Building off of the approved Strategy from December 2017, staff has proposed some revisions, chiefly wording and updated economic data. A red-lined version is attached along with the latest performance measure document.

Staff is seeking the Authority's comments and feedback on the document to include existing objectives and new program(s).

**FREDERICK COUNTY  
ECONOMIC DEVELOPMENT STRATEGIC PLAN**

~~2017-2018~~ 2018-2019



YOUR MOVE. OUR COMMITMENT.

## Table of Contents

### Introduction

### Background

*-factors contributing to County success*

### Role of Economic Development Authority

*-why created, main functions*

### Situational Analysis

*-strengths, concerns and asset analysis*

*-basic relevant info on local economy with comparison to State and US economies*

### Implementing the Plan

*-discusses how the plan includes the mission, objectives and long-term guidance for specific activities and measures*

### Mission, Strategic Goals & Objectives

1. Talent Engagement
2. Business Retention
  - Manufacturing & Business Services
  - Agriculture
  - Small Businesses
3. Business Attraction
  - Business Targets
4. Business Climate

### Impact Measures

*-cap ex values, new jobs created, new jobs wages, relationship contacts, etc*



## INTRODUCTION

The Frederick County Economic Development Authority (EDA) has developed this strategic plan to make clear the direction and focus of Frederick County's economic development activities. The plan highlights the importance of maintaining and enhancing the diverse economy of Frederick County. The goals and objectives outlined in the EDA's strategic plan supports and aligns with the Business Development section of Frederick County's comprehensive plan. Moreover, this strategic plan will drive the formulation of the EDA's annual operational plan.

## BACKGROUND

Frederick County, VA has earned a long-standing reputation as a top economy in the State of Virginia and Shenandoah Valley region. Some of the competitive factors that have contributed to Frederick County's success are listed below.

Commented [PBC1]: Modified to better reflect pitch points

- ~~Get There From Here~~Planes, Trains and Automobiles
  - ~~Frederick County, VA is within an overnight drive of 2/3 of the industrial activity in the US and Canada and just a day drive (500 miles) of 50% of the US population using two Federal interstates and three US highways and two State highways. Multiple four-lane highways (which can reach over 40% of the U.S. population in one day), quick access less than 2 hours~~ to three international airports, and daily intermodal connection via the Virginia Inland Port are just a few of the reasons businesses love operating in Frederick County, VA.
- Workforce Ready
  - Frederick County employers enjoy access to a regional workforce pool of more than ~~200~~370,000, with approximately 30,000 ~~ready and available~~loyal, educated and skilled workers for business service and manufacturing operations in our business target sectors. And, a fast track responsive, credential and in-demand training programs to ensure a ready to go workforce.
- ~~A Consistent Performer~~ Consistency, Stability and Success
  - Over the past decade, Frederick County has ranked in the top ~~15%~~echelon of all localities in Virginia in new capital investment (~~12<sup>th</sup>~~) and new jobs (~~7<sup>th</sup>~~) announced. Several business publications place Frederick County and Virginia as the best place for business on the East Coast. Moreover, more than a dozen recognized brands continue to reinvest in their operations Frederick County. Business should find confidence in ~~the~~ these facts that Frederick County will provide the necessary elements now and tomorrow so they can achieve their financial goals.
- ~~Keep Good Company~~
  - ~~Forbes and Milken Institute score VA and Frederick County among the top States/communities for doing business, confirmed by the expansion of multiple Fortune 200 companies.~~
- Time is Money
  - Frederick County operates a time-tested fast track permitting process which allows for land grading within 2-4 weeks from the execution of an agreement. This permitting system, combined with our local construction industry, has a proven track record of providing a large-scale design-built office/industrial building for occupancy within 6-8

Formatted: Superscript

Formatted: Superscript

Formatted: Font: (Default) +Body (Calibri), 11 pt

Formatted

Formatted: Font: (Default) +Body (Calibri), 11 pt

months. A similar fast track delivery can be achieved with properties requiring rezoning. Most recently, two large industrial buildings were delivered for occupancy in 12 months on a property requiring rezoning.

- Experience Commitment

- We pride ourselves as a vibrant, business friendly community with a business first attitude. ~~Frederick County, VA, has employed a proactive model for ongoing support of our businesses for more than 30 years. For over two decades, Frederick County, VA, has committed itself to connecting employers and talent to fill today's and tomorrow's jobs using measured "microwave" and "crock-pot" actions. Onsite employer visits by the EDA Call team, business forums, and assistance in locating and obtaining available workforce training funds are just a few examples of our commitment.~~



## ROLE OF EDA

EDA is committed to leading Frederick County to continued economic prosperity. The Frederick County Industrial Development Authority (IDA) was created by the Frederick County Board of Supervisors in 1967. ~~The purposes for the creation of the~~ The Industrial Development Authority of the County of Frederick, Virginia ~~was created to:~~

- ~~1. are to p~~Permit it to acquire, own, lease, and dispose of properties to the end that said Authority may be able to promote industry and develop trade by inducing manufacturing, industrial and governmental enterprises to locate or to remain in this Commonwealth
- ~~2. ; and to f~~Further the use of its agricultural products and natural resources;
- ~~3. and for the increase~~ Increase of commerce; ~~and for the promotion~~
- ~~4. Promotion~~ of safety, health, welfare, convenience and prosperity.

On January 8, 2014, the Board of Supervisors amended the original ordinance creating the Industrial Development Authority to change the name to the Economic Development Authority of the County of Frederick, Virginia. On July 1, 2014, the Winchester-Frederick County Economic Development Commission staff transitioned to the Frederick County Economic Development Authority. Frederick County's decision reflects a recommendation by its Business Climate Assessment Citizens' Committee. The recommendation focused on creating an opportunity to re-establish the economic development vision for the County and provide flexibility to pursue a variety of business attraction and retention options. Also, Frederick County wishes to duplicate the success achieved by other EDAs in Virginia. Issuing tax free bonds for qualified users remains a function with a seven member EDA Board setting policy and overseeing the operation of a staff of five. Partnering with the Frederick County Board of Supervisors and Frederick County administration, the EDA is focused on attracting new capital investment and ~~well-paying jobs~~ quality jobs to Frederick County through new business location and existing business expansions.

The EDA focuses on four areas:

1. Attracting and retaining workforce talent.
2. Retaining existing businesses.
3. Recruiting targeted businesses.
4. Employing policies that keep Frederick County a competitive business location.

## SITUATIONAL ANALYSIS

The following is a briefing of Frederick County's strengths, concerns and critical target business assets.

- Strengths:
  - Proximity to Washington, D.C.
  - Local quality of life
  - Access to interstates and Dulles Airport
  - Comparatively low-cost labor force
  - ~~Quality housing stock for executives~~ Vary of housing options
  - Large regional labor supply of nearly ~~300~~370,000 plus workers, who are skilled, educated and loyal
  - Local higher education options

Formatted: Indent: Left: 0.5", No bullets or numbering

Formatted: List Paragraph



- Crime rate lower than the State and Nation
- Pro-business climate



Formatted: Space After: 10 pt, Line spacing: Multiple 1.15  
II

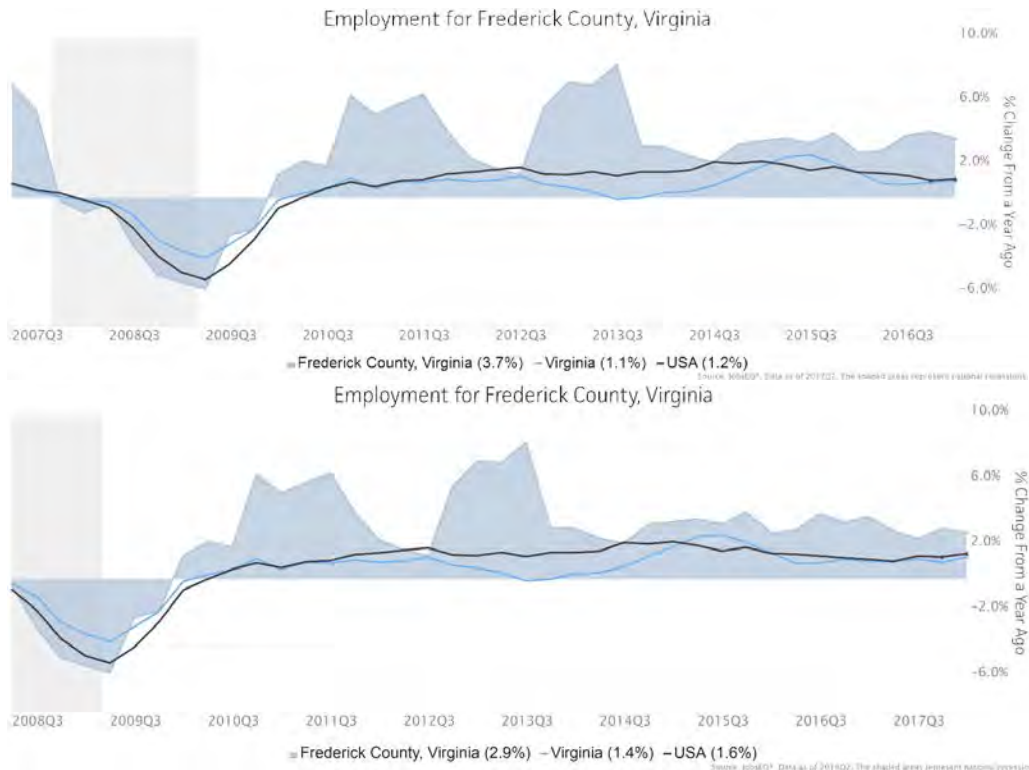
- Concerns/Challenges:
  - ~~Availability~~ Awareness of of parks and recreation services and entertainment options
  - Short term water/wastewater capacity
  - Public transportation
  - Short and ~~long term~~ long-term workforce talent needs
  - Traffic issues at I-81 interchanges
  
- Critical target business assets for Frederick County:
  - Virginia Location
    - Right-to-work state
    - Excellent pro-business perception
    - Competitive State cost structure
    - ~~Developed~~ Developed small business support system
    - Readiness nature of business land and their costs and availability
  - Proximity to D.C.
    - Growing, diverse, high value-added economy
    - Growing importance to international firms
    - Access to federal medical labs, decision makers
    - Rapid-Continued economic, population, cost structure growth
  - Local Cost Structure
    - Competitive within the I-81 corridor, Washington DC metro area and Nationally
    - Wages, utilities, development costs, all below D.C. / Northern Virginia
    - Housing costs are competitive regionally
  - Frederick County location
    - ~~East coast location Northern tip of Virginia with close proximity to West Virginia and Maryland~~
    - Growing regional economy
    - Excellent-Accessible local transportation infrastructure
    - Frederick County pulls labor force from a 45 mile radius
  - Transportation
    - Ship to rail/truck intermodal facility within 30 minutes (Virginia Inland Port)
    - Two (2) rail lines operating in the area (CSX and Winchester & Western)
    - ~~Dulles International Airport~~
    - Three (3) international airport within a 2-hour drive (IAD, DCA, BWI)
    - Winchester Regional Airport offering instrument approach capacity and a 5,500 x 100 foot runway.
    - Multiple highways (Interstate 81, 50 and 66 and State Highways of 522, 37 and 7. Highway infrastructure
  - Workforce
    - Fast paced credential training solutions
    - Diverse fields of employment
    - Technically skilled commuter population



Frederick County's economy has consistently ranked near the top of all localities in Virginia, in part, because of the community's ability to address businesses' concerns about factors such as highway accessibility, quality of life, occupancy or construction costs, available buildings, and labor costs. Despite Frederick County's decades of success and securing additional corporate decisions, areas of opportunity have been identified. challenges remain (e.g. the availability of skilled labor). The EDA will execute a planned and strategic initiative to secure capital investment and quality jobs from existing companies as well as companies new to Frederick County. To achieve these vital goals, the EDA will require an appropriate level of staff and operational and incentive funds. The following are a sampling of measures illustrating Frederick County's economy with some comparison to the State and Nation.

### Employment Trends

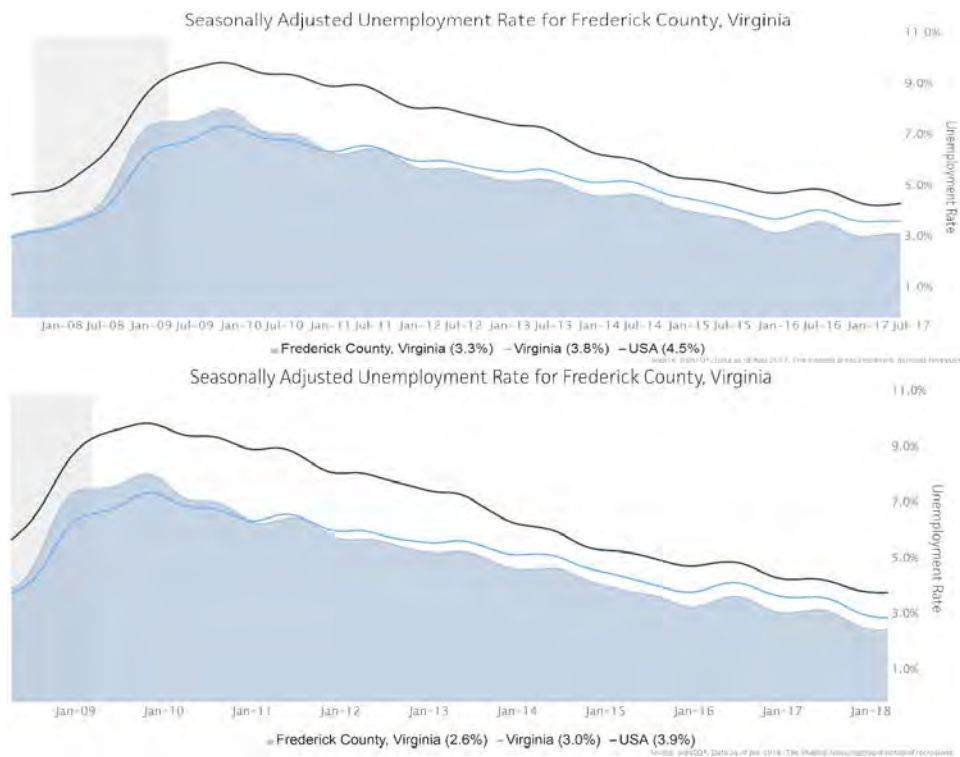
As of 2017Q2, total employment for Frederick County, Virginia was 34,377 ~~33,384~~ (based on a four-quarter moving average). Over the year ending 2018Q2 ~~2017Q2~~, employment increased 3.7 ~~2.9~~ % in the region.



Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2016Q4 with preliminary estimates updated to 2017Q2.

### Unemployment Rate

The seasonally adjusted unemployment rate for Frederick County, Virginia was 2.6% as of June 2018, ~~3.3% as of August 2017~~. The regional unemployment rate was lower than the national rate of ~~4.5~~ 3.9%. One year earlier, in ~~August 2016~~ June 2017, the unemployment rate in Frederick County, Virginia was ~~3.7~~ 3.2%.

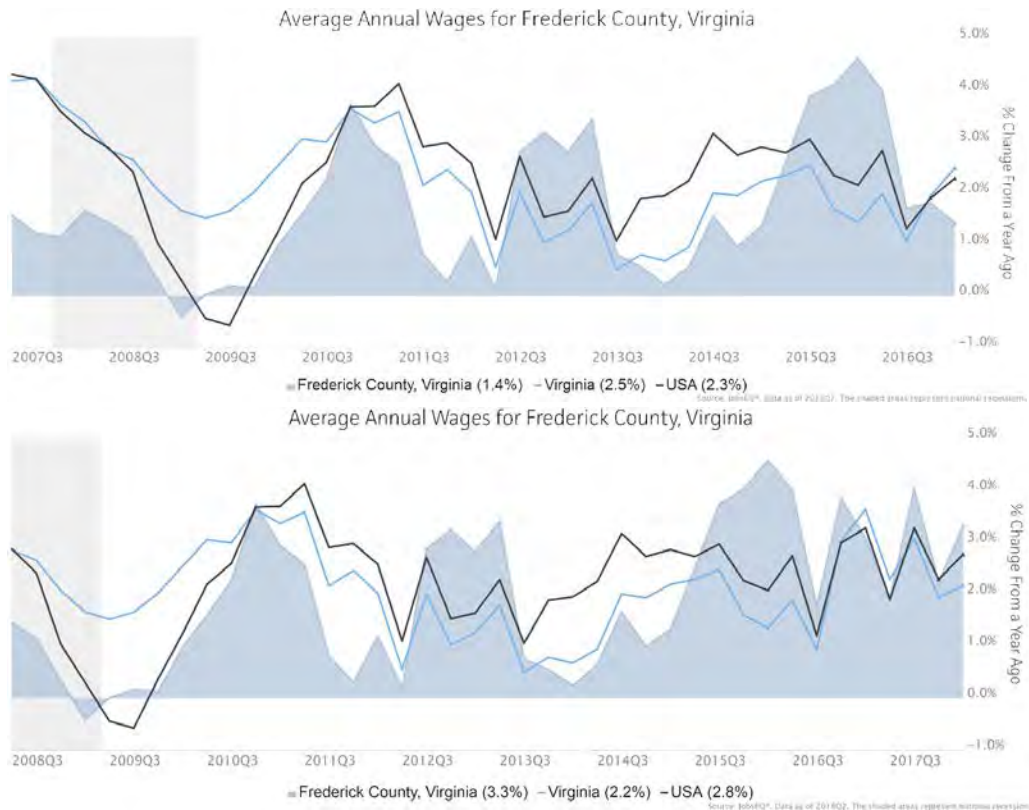


Unemployment rate data are from the Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through ~~August 2017~~ June 2018.

### Wage Trends

The average worker in Frederick County, Virginia earned annual wages of ~~\$43,846 as of 2018Q2~~ \$41,861 as of 2017Q2. Average annual wages per worker increased ~~1.43~~ 3.3% in the region during the preceding

four quarters. For comparison purposes, annual average wages were \$55,223 in the nation as of 2018Q2 \$53,284 in the nation as of 2017Q2.



Annual average wages per worker data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2017Q4 with preliminary estimates updated to 2018Q2, 2016Q4 with preliminary estimates updated to 2017Q2.

Industry Snapshot

The largest sector in Frederick County, Virginia is Manufacturing, employing 5,849,071 workers. The next-largest sectors in the region are Retail Trade (3,766,712 workers) and Educational Services (3,179,202). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Manufacturing (LQ = 2.142.15), Transportation and Warehousing (1.671.71), and Finance and Insurance (1.48) Construction (1.49).



Sectors in Frederick County, Virginia with the highest average wages per worker are Management of Companies and Enterprises (\$~~71,45770,674~~), Public Administration (\$~~70,96567,085~~), and Mining, Quarrying, and Oil and Gas Extraction (\$67,490). Utilities (\$~~62,701~~). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Manufacturing (+~~1,4941,299~~ jobs), Finance and Insurance (+~~1,047976~~), and Transportation and Warehousing (+~~803669~~).

Over the next 10 years, employment in Frederick County, Virginia is projected to expand by ~~5,924~~ 5,494 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +3.3% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+~~786,719~~ jobs), Retail Trade (+~~745646~~), and Construction (+~~653677~~).

#### Occupation Snapshot

The largest major occupation group in Frederick County, Virginia is Office and Administrative Support Occupations, employing 4,8275,013 workers. The next-largest occupation groups in the region are Transportation and Material Moving Occupations (~~3,6183,801~~ workers) and Production Occupations (~~3,4973,687~~). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Production Occupations (LQ = ~~1,731,77~~), Transportation and Material Moving Occupations (~~1,611,59~~), and Construction and Extraction Occupations (1,361,40).

Occupation groups in Frederick County, Virginia with the highest average wages per worker are Management Occupations (\$~~115,400113,700~~), Legal Occupations (\$98,000), Architecture and Engineering Occupations (\$84,900) and Computer and Mathematical Occupations (\$~~81,30082,900~~). The unemployment rate in the region varied among the major groups from ~~0.7% among Legal Occupations to 5.9% among Food Preparation and Serving Related Occupations, 0.8% among Healthcare Practitioners and Technical Occupations to 5.9% among Farming, Fishing, and Forestry Occupations.~~

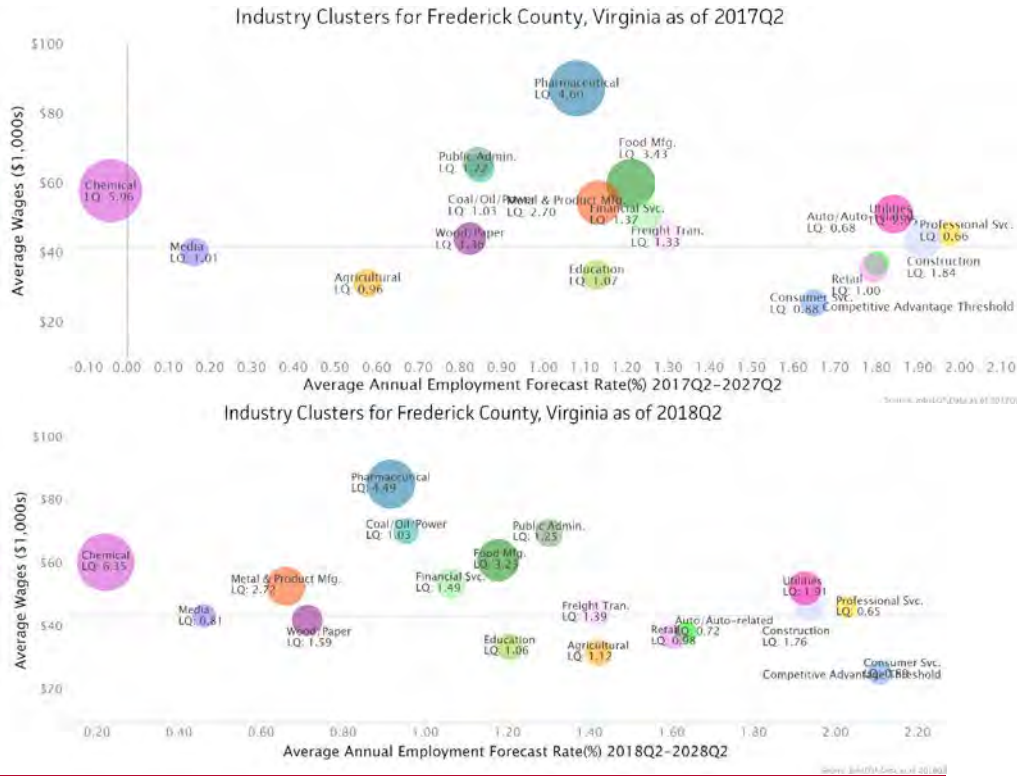
Over the next 10 years, the fastest growing occupation group in Frederick County, Virginia is expected to be Healthcare Support Occupations with a +3.42% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Transportation and Material Moving Occupations (+763 jobs) and Sales and Related Occupations (+~~597,551~~ jobs) and Office and Administrative Support Occupations (+578). Over the same period, the highest separation replacement demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Office and Administrative Support Occupations (~~1,1865,953~~ jobs) and Transportation and Material Moving Occupations (4,962) Sales and Related Occupations (1,166).

Formatted: Font: (Default) +Body (Calibri)

#### Industry Clusters

A cluster is a geographic concentration of interrelated industries or occupations. The industry cluster in Frederick County, Virginia with the highest relative concentration is Chemical with a location quotient of ~~5,966,35~~. This cluster employs 1,8532,029 workers in the region with an average wage of \$57,93760,800.





This chart displays the industry clusters within Frederick County, VA. Industry clusters form and grow because of a region's competitive advantage—resources such as location, trained labor, and education systems. Location Quotient is shown by the size of the circle; the larger the circle, the larger the location quotient. A location quotient greater than 1.0 indicates that the region has a higher concentration of employment in a particular industry or occupation than the nation; a location quotient less than 1 indicates the region has a lower concentration of employment in the cluster than the nation. If a regional industry group has a location quotient of 1.25 or higher, it is considered to possess a Competitive Advantage in that industry.

#### IMPLEMENTING THE PLAN

This strategic plan defines the role of the EDA and proposes the EDA's long-term economic development strategic goals and objectives. The plan also includes several strategic measures to monitor the progress of the EDA's program goals.

The plan will provide long-term guidance and direction for the EDA's work. In addition, it will be a basis for developing an annual plan comprising specific marketing and operational strategies, tactics and measures. The EDA will adjust the strategic plan to reflect economic climate shifts. The EDA Board will



review the strategic plan annually to ensure that it accurately represents the appropriate overall direction and goals for Frederick County's long-term economic development program.



## MISSION, STRATEGIC GOALS & OBJECTIVES

### Mission

The EDA's mission is to facilitate economic development efforts for Frederick County through the retention, expansion, and attraction of businesses that create high quality jobs and new capital investment resulting in Frederick County as a premier business location and enhancing the quality of life for its citizens.

This strategic plan focuses on four goals:

1. Engage with the workforce talent in Frederick County and greater community to understand and encourage their retention and attraction to address current and projected employer needs.
2. Enhance Frederick County's business environment ~~to ensure new growth is fostered and existing businesses prosper and make businesses aware of supporting resources. by~~ fostering new growth and encouraging the expansion of existing business utilizing supporting resources.
3. Conduct strategic and measured business attraction efforts to expand the commercial and industrial base and create high-quality jobs for all -citizens.
4. Foster and maintain a pro-business climate ~~that by employs employing~~ policies and procedures that make Frederick County a competitive business location.

### Talent Engagement

#### Goal

- Engage with the workforce talent in ~~Frederick County and greater community~~the region to encourage their retention and ~~attraction and pursue new talent in order~~ to address current and projected employer needs.

#### Objectives/strategies

- Maintain awareness of current and projected workforce needs and partner with appropriate local and regional partners to create solutions.
- Research current and future workforce trends within existing target business sectors.
- Continue to identify and encourage appropriate workforce development initiatives.
- Promote to ~~Northern Virginia commuters~~ job availability locally ~~and actual cost of commute.~~
- ~~Identify local ambassadors~~Advocate and facilitate interactions among job seekers, and companies.
- ~~Foster an environment within the community to~~Utilize the Workforce Initiative to foster an environment that encourages the retention and attraction of talent through actions ~~connected to the Workforce Initiative.~~

Commented [PBC2]: To make more broad and more accurately reflect to activities



## Business Retention

### Goal

- Enhance Frederick County's business environment to ensure new growth is fostered and existing business prospers and make business aware of supporting resources.

### Objectives

- ~~Work with~~Collaborate manufacturers and business service entities to identify current trends and ~~issues-opportunities~~ for action by EDA and its partners.
- ~~Maintain-Conduct~~ Business Call Team visits ~~to existing business and in order~~ understand current trends and proactively address ~~issues~~concerns.
- ~~Communicate with~~ Schedule visits, in conjunction with VEDP, to the corporate HQ of cluster businesses.
- ~~Execute-Continue~~ a business recognition program.
- ~~Identify and market applicable~~ assistance programs ~~to existing businesses from the Commonwealth and/or County.~~
- Implement identified opportunities by the EDA and its partners

Formatted: List Paragraph

## Business Attraction

### Goal

- ~~Conduct a strategic and measured business attraction effort to expand~~ Expand the commercial and industrial base and create high-quality jobs for all citizens.

### Objectives

- Conduct a strategic and measured business attraction plan
- Increase the proportion of commercial and industrial real estate tax base.
- Identify specific business clusters that have long term growth and above average paying jobs.
- Maintain and enhance network alliances with those engaged in new business identification.
- Collect and leverage market intelligence that explains and promotes the business opportunities in Frederick County.
- Support the development of small business and entrepreneurs.
- ~~Sustain the County's proactive business development voice.~~
- Continue to educate the community on the value and results from on the benefit of a proactive business development presence and the need for its consistency and commitment.

Commented [PBC3]: Duplicated in next bullet

## Business Climate

### Mission

- Foster and maintain a pro-business climate that employs policies and procedures and enhances critical business assets that make Frederick County a competitive business location.

### Objectives

- Encourage development ~~of product, including~~ “ready to go” business sites.
- Facilitate and encourage local processes and policies that are attractive to business, i.e. fast track permitting.
- Assist the Winchester Regional Airport in demonstrating their role in the area’s economic development activity.
- Support the implementation of transportation projects with economic development nexus
- Provide prompt and accurate response for information and requests for proposals.

## IMPACT MEASURES

~~The EDA’s four strategic goals are largely coupled and intertwined. The listed impact measures will assist in monitoring the success of the EDA. Success of this strategy will be determined by the following impact measures, many of which are overlapping.~~

- Dollar value of announced new capital investments
- Number of announced new jobs created
- Average wages of announced new jobs
- Website metrics (i.e. users, page views, traffic)
- Social media metrics (i.e. followers, likes and posts)
- E-Communication metrics (i.e. open rates, frequency)
- Relationships with existing business (i.e. call team visits)
- Relationships with site consultants, corporate real estate managers and business investment managers
- Number of new business prospects
- Number of existing business expansion prospects
- Career Pathway Program metrics (i.e. students participating, businesses participating, survey results)
- Career and Technical Education Certificates serving Target Business Sectors
- Industrial Certifications
- Growth rate of working age cohort
- Lord Fairfax Small Business Development Center metrics (i.e. businesses served, capital investment)
- Availability of shovel ready sites (i.e. total acreage, number of sites)
- Vacancy and absorption rates of office and industrial spaces
- Annual survey of development approval process



## CONCLUSION

This strategic plan serves to provide guidance into Frederick County's economic development efforts. To ensure the plan's implementation, the EDA should conduct regular checks of the impact measures and perform an annual review of the entire document. This plan should serve as the foundation for the EDA's annual budgeting processes.

Frederick County has achieved much success. The challenge now is to build on the momentum of this past success. This plan serves a platform to accomplish this need.





DATE: Aug 30, 2018

TO: Board of Directors,  
Frederick County Economic Development Authority

FROM: Patrick Barker, CEcD  
Executive Director

CC: Jay Tibbs  
Deputy County Administrator

RE: Manufacturing Week

At the April joint meeting of the Frederick County Board of Supervisors and EDA Board of Directors, one of the activities selected for focus was partnering with local and regional stakeholders to create solutions for current projected workforce needs.

Manufacturing Week is just one solution created to respond to this desire. Scheduled from October 1st through the 5th, the EDA and its partners in the Workforce Initiative will be spreading the word about local manufacturing; where innovation and prosperity thrive and rewarding careers are made! Manufacturing Week will feature industry tours, online videos, a kick-off breakfast, industry awards celebration, AND marketing of our local manufacturers throughout the week! Full details are attached.

Staff is hopeful EDA Board members will attend some of the exciting events planned.



## Contact

### The Workforce Initiative

**George Hoddinott** - Taskforce Member  
 Winchester Economic Development Authority  
 George.Hoddinott@WinchesterVA.gov | (540) 667-1815

# Schedule

## Details

### Industry Breakfast 8-9:30 a.m. | Oct. 1

@NW Works Kick off the week with breakfast and a presentation on *Hiring Untapped Workforce Populations* by Nichole Tichy, NW Works Director of Development and Outreach.

### Happy Hour 5-7 p.m. | Oct. 1

@Winchester Ciderworks Happy Hour for manufacturing partners at Winchester Ciderworks! Complimentary drink ticket and hors d'oeuvres. Cash bar.

### Student Tours 9:30 a.m. & 11 a.m. | Oct. 2-4

@Various Locations Students will tour two different facilities to learn about local operations and careers in manufacturing, including earning potential and the skills and education required.

Monday Oct 1	Tuesday Oct 2	Wednesday Oct 3	Thursday Oct 4	Friday Oct 5
Industry Kick-off Breakfast @ NW Works   8 a.m.		Onsite Business Tours for Students		Open Door Tours for the Public
		Online Video Tours		
Manufacturers' Happy Hour @ Winchester Ciderworks   5 p.m.				Manufacturers' Celebration & Awards Luncheon @ Kingspan Insulation   11:30 a.m.

### Online Video Tours Oct. 1-5

@Online Trail Map Learn about manufacturing companies and careers in Winchester, Frederick County, and Clarke County online through MFG Week videos.

### Open Door Tours TBD | Oct. 5

@Various Locations The public is invited to visit area manufacturers to learn about their operation, products, and career opportunities.

### Awards Luncheon 11:30 a.m. - 2 p.m. | Oct. 5

@Kingspan Insulation Celebrate the innovation and prosperity of manufacturing on National Manufacturing Day! Enjoy an honorary awards presentation, lunch, and facility tour with fellow manufacturing partners.

### Educator Tours TBD

@Various Locations Administrators, counselors, and educators tour facilities to learn about local careers in manufacturing. Awareness of careers, earning potential, and skills required helps educators advise students.