

AGENDA

ECONOMIC DEVELOPMENT AUTHORITY

| THURSDAY, JULY 14TH |

| 8:00 AM |

COUNTY ADMINISTRATION BUILDING @ BOARD OF SUPERVISORS MEETING ROOM
107 KENT STREET WINCHESTER, VA

1. Call to Order
2. Approval of Minutes – May 5th || ACTION
3. Treasurer’s Report || ACTION
4. Transportation Update || DISCUSSION
 - *Update on County’s transportation plans including Interstate 81 expansion*
5. Target Business Study || ACTION
 - *Process on identifying target business sectors will be finalized*
6. Such other business as may come before this Authority

MINUTES
ECONOMIC DEVELOPMENT AUTHORITY
| THURSDAY, MAY 5, 2022 |

A meeting of the Frederick County Economic Development Authority was held on Thursday, May 5, 2022, at 8:00 A.M. in the County Administration Building, Board of Supervisors Room, 107 North Kent Street, Winchester, Virginia.

PRESENT: Judy McCann-Slaughter, Doug Rinker, Susan Brooks, Heather McKay, and Rick Till.

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

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

APPROVAL OF MINUTES

The minutes from the April 7, 2022, meeting were presented.

On motion of Ms. McKay, seconded by Mr. Till, the minutes were approved by the following recorded vote:

| | |
|-----------------------|--------|
| J. Stanley Crockett | Absent |
| Susan Brooks | Aye |
| Bryan Fairbanks | Absent |
| Heather McKay | Aye |
| Doug Rinker | Aye |
| Judy McCann-Slaughter | Aye |
| Rick Till | Aye |

TREASURER'S REPORT

Mr. Barker submitted the following report:

Checking Account - Bank of Clarke County as of March 31, 2022 - \$2211.56
Savings Account - Scott & Stringfellow as of March 31, 2022 - \$1,440,805.71

On motion of Ms. McCann-Slaughter, seconded by Ms. Brooks, the Treasurer's Report was approved by the following recorded vote:

| | |
|-----------------------|--------|
| J. Stanley Crockett | Absent |
| Susan Brooks | Aye |
| Bryan Fairbanks | Absent |
| Heather McKay | Aye |
| Doug Rinker | Aye |
| Judy McCann-Slaughter | Aye |
| Rick Till | Aye |

TARGET BUSINESS STUDY

Mr. Barker reported this month proceeds with the final step in the Target Industry Analysis update. Staff is providing the partial results from this step for review and comment.

Step 12: Develop value proposition per sector that includes both qualitative and quantitative attributes specific to Frederick County, VA:

For purposes of this step, a value proposition refers to the value Frederick County promises to deliver to companies in each target industry sector should they choose to locate in Frederick County. A value proposition is part of Frederick County's overall marketing strategy and provides a declaration of intent or a statement that introduces Frederick County's brand to businesses and site consultants by telling them Frederick County deserves their business. This statement, if worded compellingly, convinces the potential business that a particular asset(s) and/or offering(s) by Frederick County will add more value or provide a better solution than competing localities.

He then presented staff's draft recommendations for value propositions for the identified promising industry segments, indicating these were the initial results for review and comment. Mr. Barker stated additional research will be done to ensure quantitative propositions are accurate.

In response to the Board members being asked what issues were "missing," Ms. Brooks stated the lack of housing in the area and traffic issues on I81 and I95.

Ms. McCann-Slaughter suggested we invite Mark Merrill, the Staunton Area representative on the Transportation Board, to an EDA Board meeting to discuss the plans for I81. She also suggested testimonials from local businesses be included.

JOINT MEETING WITH BOARD OF SUPERVISORS PREPARATION

Mr. Barker gave a recap of the joint meeting held on April 27, 2022.

The following planned activities for the next 12 months were presented and discussed:



- Activity #1 | Partner with appropriate local and regional partners to create solutions for current and projected workforce needs
 - Continue the implementation of the Shenandoah Valley Talent Solutions Strategy including executing additional social media campaigns and exploring feasibility of internship fair
 - Assist the Workforce Initiative Board with project implementation
 - Finalize and execute manufacturing workforce model
 - Advance forward the information technology and construction workforce models
 - Enhanced community outreach/advocacy to parents, guardians, coaches, teachers, counselors

- Activity #2 | Encourage development of “ready to go” business properties
 - Participate, as necessary, with the County’s comprehensive plan process/zoning ordinance to identify future business properties with alignment with EDA target business sectors
 - Complete additional site characterizations when additional sites matching the approved criteria come to market
 - Finalize a Business Ready Sites Loan Program Agreement with one or more of the characterized sites

- Activity #3 | Engage in activities that support agribusiness entities
 - Participate in conversations resulting from the “Growing Your Agribusiness” event
 - Elevate FredCo Eats to incorporate County agribusinesses
 - Identify, as appropriate and feasible, other potential supporting activities from business retention visits with County agribusiness entities

- Activity #4 | Continue collaborative marketing with Winchester Regional Airport
 - Outreach to companies with large governmental portfolio and direct government/private users with activity connected to Winchester Regional Airport

- Activity #5 | Complete an improvement plan for each target business sector
 - Develop priority actions that can improve competitiveness for target sub-sectors (short- and mid-term) for Frederick County, VA

Mr. Barker stated staff is seeking discussion and feedback from the Authority to the annual meeting.

Ms. McCann-Slaughter encouraged continued collaboration with Frederick Water.

Mr. Rinker thanked the Board members for their attendance and the three EDA Board members who made comments/points. Staff was also complimented on their presentation.



Ms. McCann-Slaughter stated it would be beneficial to encourage members of the Board of Supervisors to attend EDA activities.

LORD FAIRFAX SMALL BUSINESS DEVELOPMENT CENTER FOR BILINGUAL COUNSELING SERVICES TO FREDERICK COUNTY BUSINESSES

Mr. Barker stated that, in August 2021, the EDA approved providing \$15,000 to the Laurel Ridge Small Business Development Center (SBDC) for bilingual counseling services to Frederick County businesses. He distributed a copy of a report on resulting activities from this funding. He also stated they held their first financial recordkeeping class in Spanish in March and had 8 businesses in attendance.

CLOSED SESSION

Upon Motion duly made by Ms. McKay, seconded by Ms. Brooks, the Authority unanimously RESOLVED to go into a closed meeting pursuant to Section 2.2-3711(A)(5) for the discussion concerning a prospective business or industry where no previous announcement has been made of the business or industry's interest in locating or expanding its facilities in the community.

RETURN TO OPEN MEETING

At the conclusion of the closed meeting concerning the discussion concerning a prospective business or industry where no previous announcement has been made of the business or industry's interest in locating its facilities in the community, the following Resolution was unanimously adopted upon roll call vote as set forth below:

WHEREAS, the Economic Development Authority of the County of Frederick, Virginia has concluded its "closed meeting" at a meeting held on May 5, 2022, and desires return to an "open meeting"; and

WHEREAS, the adoption of this Resolution is intended to serve as the "Certificate" described in Section 2.2-3712(D) of the Code of Virginia (1950, as amended).

NOW THEREFORE, BE IT RESOLVED that the Economic Development Authority of the County of Frederick, Virginia does hereby reconvene in an "open meeting" at its meeting held on May 5, 2022; and

BE IT FURTHER RESOLVED that each and every Member of said Authority who votes in the affirmative for this Resolution does thereby certify to the best of each Member's knowledge that only public business matters lawfully exempted from open meeting requirements of the Virginia Freedom of Information Act were heard, discussed or considered during the closed



meeting, and that only such public business matters as were identified in the Motion which convened the closed meeting were heard, discussed or considered during the course of said closed meeting by the Authority:

| <u>Roll Call</u> | <u>Vote</u> |
|-----------------------|-------------|
| J. Stanley Crockett | Absent |
| Susan Brooks | Aye |
| Bryan Fairbanks | Absent |
| Heather McKay | Aye |
| Doug Rinker | Aye |
| Judy McCann-Slaughter | Aye |
| Rick Till | Aye |

ADJOURN

There being no further business to come before this Authority, the meeting was adjourned at 8:55 a.m.

Doug Rinker
Chairman

Jay Tibbs
Secretary



DATE: July 8, 2022

TO: Board of Directors,
Frederick County Economic Development Authority

FROM: Patrick Barker
Executive Director

CC: Jay Tibbs
Deputy County Administrator

RE: Transportation Update

As requested, Mark Merrill, Commonwealth Transportation Board member, and several VDOT staff members will make a presentation on the status of improvement plans related to Interstate 81 and Frederick County roads.

The following links are provided for review for background in advance of the meeting.

<https://improve81.org/>

This website constructed by the I-81 Corridor Improvement Program, provides updates on the innovative, targeted improvements of I-81.

<https://www.fcva.us/home/showpublisheddocument/24055/637909014800700000>

This document is the primary road improvement plan for Frederick County.

<https://www.fcva.us/home/showpublisheddocument/24057/637909014590530000>

This document is the secondary road improvement plan for Frederick County.

DATE: July 8, 2022

TO: Board of Directors,
Frederick County Economic Development Authority

FROM: Patrick Barker, CEcD
Executive Director

CC: Jay Tibbs
Deputy County Administrator

RE: Target Industry Analysis Update | Step 12

This month proceeds with the final step in the Target Industry Analysis update. Staff is providing the partial results from this step for the EDA's review and comment.

Step 12: Develop value proposition per sector that includes both qualitative and quantitative attributes specific to Frederick County, VA





For a refresher, the following are the industry segments by sector as previously endorsed by the EDA Board.

- Corporate Services
- Information Technology
- Finance & Insurance
- BioScience
- Advanced Manufacturing
- Food & Beverage

For the purposes of this step, a value proposition refers to the value Frederick County promises to deliver to companies in each target industry sector should they choose to locate in Frederick County. A value proposition is part of Frederick County's overall marketing strategy. The value proposition provides a declaration of intent or a statement that introduces Frederick County's brand to businesses and site consultants by telling them Frederick County deserves their business. This statement, if worded compellingly, convinces the potential business that a particular asset(s) and/or offering(s) by Frederick County will add more value or provide a better solution than competing localities.










The following is staff's draft recommendations for value propositions for the identified promising industry segments. Staff is providing the initial results from this step for the EDA's review and comment.

Corporate Services | Value Propositions

| | |
|---|--|
|  <p>Talent</p> | <ul style="list-style-type: none"> • Largest employment of Management of Companies and Enterprises in Northern Shenandoah Valley • Strong occupational employment in some core occupational groups • Favorable population dynamics and a large pool of millennials • Area is growing at a faster pace than the rest of Virginia • Virginia is one of the most highly educated populations in the US • Virginia has the largest and most highly educated veteran workforces |
|  <p>Workforce development</p> | <ul style="list-style-type: none"> • Market-leading Career Pathways program is a four-tiered workforce development initiative poised to groom next-gen talent. • Virginia has one of the strongest corporate services talent pipelines in the Mid-Atlantic & Southeast • Relatively strong university and community college system compared with competitor |
|  <p>Infrastructure & connectivity</p> | <ul style="list-style-type: none"> • Areas with robust broadband speeds with planned improvements to underserved areas • Area served by three major airport hubs and general aviation airport • Strategically placed on Amtrak's network • Within driving distance of many major cities in the Northeast and Southeast and dense, quality highway system |
|  <p>Sites & buildings</p> | <ul style="list-style-type: none"> • A pro-business climate that permits prompt building construction and rezonings for business |
|  <p>Cost of doing business</p> | <ul style="list-style-type: none"> • Moderately competitive average industry salaries among competitors • Highly competitive lease costs • Low Unemployment Insurance Tax per Employee • Lowest Workers' Compensation Employer Insurance Costs Per \$100 of Payroll • Competitive tax rates compared with competitor states |
|  <p>Market & cluster presence</p> | <ul style="list-style-type: none"> • High concentration of employment in the area • Central position on the East Coast of the United States, with quick and easy access to all major population centers east of the Mississippi • Within one hour of 76% of the US population's regular daily schedule |
|  <p>Quality of life</p> | <ul style="list-style-type: none"> • Moderately competitive or in line with cost of living in major population centers • Relatively strong primary and secondary school system • Relatively low level of violent and property crime • Moderately more healthy and active population |










Information Technology | Value Propositions

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|  <p>Talent</p> | <ul style="list-style-type: none"> • Adjacent to one of the highest concentration of data center workforces • Adjacent to one of the highest industry employment and one of the highest level occupational employment in core IT occupations among competitors • Favorable population dynamics and a large pool of millennials • Area is growing at a faster pace than the rest of Virginia • Virginia is one of the most highly educated populations in the US • Virginia has the largest and most highly educated veteran workforces |
|  <p>Market & cluster presence</p> | <ul style="list-style-type: none"> • Adjacent to one of the largest data center markets in the world • Adjacent to the largest market for federal prime contracts in FY2018: leads market for federal IT & Telecommunications services & completely dominates market for cybersecurity services |
|  <p>Stability & risk</p> | <ul style="list-style-type: none"> • Generally, very low risk profile for tornados, hurricanes and earthquakes and relatively moderate risk for flooding and severe winter weather • Stable economic environment and healthy public finances |
|  <p>Infrastructure & connectivity</p> | <ul style="list-style-type: none"> • Areas with robust broadband speeds with planned improvements to underserved areas • Area served by three major airport hubs and general aviation airport • Strategic East Coast location places nearby the center of the world's densest intersection of fiber networks • Relatively reliable power grid and strong utility partners |
|  <p>Workforce development</p> | <ul style="list-style-type: none"> • Market-leading Career Pathways program is a four-tiered workforce development initiative poised to groom next-gen talent • Virginia has one of the strongest talent pipelines in the Mid-Atlantic & Southeast • Relatively strong university and community college system compared with competitor |
|  <p>Sites & buildings</p> | <ul style="list-style-type: none"> • A pro-business climate that permits prompt building construction and rezonings for business |
|  <p>Cost of doing business</p> | <ul style="list-style-type: none"> • Moderately competitive industry wages and median occupational wages across core occupations • Lower cost real estate than NOVA • Competitive tax rates compared with data center competitor states |
|  <p>Quality of life</p> | <ul style="list-style-type: none"> • Moderately competitive or in line with cost of living in major population centers • Relatively strong primary and secondary school system • Relatively low level of violent and property crime • Moderately more healthy and active population |
|  <p>Env. & social sustainability</p> | <ul style="list-style-type: none"> • Electricity production is relatively carbon intensive compared with competitors and mediocre ranking on energy efficiency |










Finance and Insurance | Value Propositions

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|  <p>Talent</p> | <ul style="list-style-type: none"> • Largest employment of Finance and Insurance in Northern Shenandoah Valley • Strong occupational employment in some core occupational groups • Favorable population dynamics and a large pool of millennials • Area is growing at a faster pace than the rest of Virginia • Virginia is one of the most highly educated populations in the US • Virginia has the largest and most highly educated veteran workforces |
|  <p>Workforce development</p> | <ul style="list-style-type: none"> • Market-leading Career Pathways program is a four-tiered workforce development initiative poised to groom next-gen talent • Virginia has one of the strongest talent pipelines in the Mid-Atlantic & Southeast • Relatively strong university and community college system compared with competitor |
|  <p>Infrastructure & connectivity</p> | <ul style="list-style-type: none"> • Areas with robust broadband speeds with planned improvements to underserved areas • Area served by three major airport hubs and general aviation airport • Strategically placed on Amtrak's network • Within driving distance of many major cities in the Northeast and Southeast and dense, quality highway system |
|  <p>Sites & buildings</p> | <ul style="list-style-type: none"> • A pro-business climate that permits prompt building construction and rezonings for business |
|  <p>Cost of doing business</p> | <ul style="list-style-type: none"> • Moderately competitive average industry salaries for finance and insurance among competitors • Highly competitive lease costs • Low Unemployment Insurance Tax per Employee • Lowest Workers' Compensation Employer Insurance Costs Per \$100 of Payroll • Competitive tax rates compared with competitor states |
|  <p>Market & cluster presence</p> | <ul style="list-style-type: none"> • High concentration of employment in the area of finance and insurance • Central position on the East Coast of the United States, with quick and easy access to all major population centers east of the Mississippi • Within one hour of 76% of the US population's regular daily schedule |
|  <p>Quality of life</p> | <ul style="list-style-type: none"> • Moderately competitive or in line with cost of living in major population centers • Relatively strong primary and secondary school system • Relatively low level of violent and property crime • Moderately more healthy and active population |










BioScience | Value Propositions

| | |
|--|--|
|  <p>Talent</p> | <ul style="list-style-type: none"> • Favorable population dynamics and a large pool of millennials • Area is growing at a faster pace than the rest of Virginia • Virginia is one of the most highly educated populations in the US • Virginia has the largest and most highly educated veteran workforces |
|  <p>Workforce development</p> | <ul style="list-style-type: none"> • Market-leading Career Pathways program is a four-tiered workforce development initiative poised to groom next-gen talent • Virginia has one of the strongest talent pipelines in the Mid-Atlantic & Southeast • Relatively strong university and community college system compared with competitor |
|  <p>Market & cluster presence</p> | <ul style="list-style-type: none"> • Strategically positioned to provide access to lucrative domestic markets • Proximity to Federal decision-makers and regulators • Central position on the East Coast of the United States, with quick and easy access to all major population centers east of the Mississippi • Within one hour of 76% of the US population's regular daily schedule |
|  <p>Infrastructure & connectivity</p> | <ul style="list-style-type: none"> • Area served by three major airport hubs and general aviation airport • Strategically placed on Amtrak's network • Within driving distance of many major cities in the Northeast and Southeast and dense, quality highway system |
|  <p>Sites & buildings</p> | <ul style="list-style-type: none"> • A pro-business climate that permits prompt building construction and rezonings for business |
|  <p>Cost of doing business</p> | <ul style="list-style-type: none"> • Moderately competitive average industry salaries among competitors • Low Unemployment Insurance Tax per Employee • Lowest Workers' Compensation Employer Insurance Costs Per \$100 of Payroll • Competitive tax rates compared with competitor states |
|  <p>Quality of life</p> | <ul style="list-style-type: none"> • Moderately competitive or in line with cost of living in major population centers • Relatively strong primary and secondary school system • Relatively low level of violent and property crime • Moderately more healthy and active population |









Advanced Manufacturing | Value Propositions

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|---|--|
|  <p>Talent</p> | <ul style="list-style-type: none"> • Largest employment of advanced manufacturing in Northern Shenandoah Valley • Strong occupational employment in core occupational groups • Favorable population dynamics and a large pool of millennials • Area is growing at a faster pace than the rest of Virginia • Better access to other potential talent pools, including veteran population and high school graduates |
|  <p>Workforce development</p> | <ul style="list-style-type: none"> • Market-leading Career Pathways program is a four-tiered workforce development initiative poised to groom next-gen talent • Active CTE program among its competitors • Virginia has one of the strongest talent pipelines in the Mid-Atlantic & Southeast • Relatively strong university and community college system compared with competitors |
|  <p>Market & cluster presence</p> | <ul style="list-style-type: none"> • Several strong sub-industry clusters • Home to large Federal/Military presence and proximity to nation's capital • Central position on the East Coast of the United States, with quick and easy access to all major population centers east of the Mississippi • Within one hour of 76% of the US population's regular daily schedule |
|  <p>Infrastructure & connectivity</p> | <ul style="list-style-type: none"> • Large and dense interstate and highway system • Two railways providing service • Virginia Inland Port in proximity • Area served by three major airport hubs and general aviation airport • Strategically placed on Amtrak's network • Within driving distance of many major cities in the Northeast and Southeast and dense, quality highway system |
|  <p>Sites & buildings</p> | <ul style="list-style-type: none"> • A pro-business climate that permits prompt building construction and rezonings for business |
|  <p>Cost of doing business</p> | <ul style="list-style-type: none"> • Moderately competitive average industry salaries among competitors • Low Unemployment Insurance Tax per Employee • Lowest Workers' Compensation Employer Insurance Costs Per \$100 of Payroll • Competitive tax rates compared with competitor states |
|  <p>Regulatory environment</p> | <ul style="list-style-type: none"> • One of the oldest right-to-work states and low level of unionization • Competitive with low-regulation States in Southeast • Ranks consistently higher than its primary competitors in national business and regulatory environment rankings |



Food and Beverage | Value Propositions

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|---|---|
|  <p>Talent</p> | <ul style="list-style-type: none"> • Strong occupational employment in core occupational groups • Favorable population dynamics and a large pool of millennials • Area is growing at a faster pace than the rest of Virginia • Better access to other potential talent pools, including veteran population and high school graduates |
|  <p>Workforce development</p> | <ul style="list-style-type: none"> • Market-leading Career Pathways program is a four-tiered workforce development initiative poised to groom next-gen talent • Active CTE program among its competitors • Virginia has one of the strongest talent pipelines in the Mid-Atlantic & Southeast • Relatively strong university and community college system compared with competitors |
|  <p>Market & cluster presence</p> | <ul style="list-style-type: none"> • Several strong sub-industry clusters • Central position on the East Coast of the United States, with quick and easy access to all major population centers east of the Mississippi • Within one hour of 76% of the US population's regular daily schedule |
|  <p>Infrastructure & connectivity</p> | <ul style="list-style-type: none"> • Large and dense interstate and highway system • Two railways providing service • Virginia Inland Port in proximity • Area served by three major airport hubs and general aviation airport • Strategically placed on Amtrak's network • Within driving distance of many major cities in the Northeast and Southeast and dense, quality highway system |
|  <p>Sites & buildings</p> | <ul style="list-style-type: none"> • A pro-business climate that permits prompt building construction and rezonings for business |
|  <p>Cost of doing business</p> | <ul style="list-style-type: none"> • Moderately competitive average industry salaries among competitors • Low Unemployment Insurance Tax per Employee • Lowest Workers' Compensation Employer Insurance Costs Per \$100 of Payroll • Competitive tax rates compared with competitor states |

