

AGENDA

JOINT MEETNIG

ECONOMIC DEVELOPMENT AUTHORITY & BOARD OF SUPERVISORS

| WEDNESDAY, JANUARY 13, 2021 |

| 5:30 PM – 6:30 PM |

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

1. Call to order
2. Chair's comments
3. Accomplishments since last joint meeting
4. Brief recap of planned activities over next 12 months
5. BOS feedback on planned activities
6. Adjoin



DATE: January 8, 2021

TO: Frederick County Board of Supervisors

FROM: Patrick Barker, CEcD
Executive Director

CC: Jay Tibbs
Deputy County Administrator

RE: Joint Meeting with Board of Supervisors 2021

The EDA Board looks forward to its annual discussion and review of the Board of Supervisors' expectations for economic development. This year's agenda (enclosed) will provide a brief recap of accomplishments since our last joint meeting as well some insight into planned activities for the ensuing 12 months. The EDA is seeking Board of Supervisors' feedback/endorsement of the planned activities for the next 12 months.

At the last joint meeting (April 2019), the primary planned EDA activities centered around short-term workforce and site readiness. These elements are constantly ranked as some of the top locally influenced factors used by corporate decision makers and site consultants per Area Development Magazine's Annual Survey. County EDA staff routinely shapes its strategy based on this annual survey. This year's survey results are attached.

Highlights of Accomplishments from Last Year's Planning Activities

Considerable advancement has been made on the previously endorsed planned activities. The following is a bulleted summary of each planned activity.

- Activity #1 | Maintain awareness of current and projected workforce needs and partner with appropriate local and regional partners to create solutions
 - Completed the Shenandoah Valley Talent Solutions Strategy
 - Continued support of Manufacturing Week, a Workforce Initiative project, to better inform the public what our manufacturers do and what they contribute to the community
 - Hosted again an employer expo, a Workforce Initiative project, a regional comprehensive hiring event featuring companies, professional development workshops and fast track training providers

- Activity #2 | Encourage development of product, including “ready to go” business sites
 - Participated in the Statewide Enhanced Site Characterization and Assessment Study, in which available industrial sites with 25 or more acres were characterized. Resulted in the addition of one new site following the Virginia Business Ready Site Program and completed drone videos of all characterized site.

Planned Activities for the next 12 months

While much progress has been made on these activities, they still require a long-term focus, thus their inclusion remains necessary. Staff suggests adding the following additional activities for the next 12 months.

- Activity #1 | Partner with appropriate local and regional partners to create solutions for current and projected workforce needs
 - Implementation of Shenandoah Valley Talent Solutions Strategy (digital aspects – website and resource showcase)
 - Assist the Workforce Initiative Board with project implementation
 - A workforce model for manufacturing, information technology, and construction similar to the medical career model)
 - Enhanced community outreach/advocacy to parents, guardians, coaches, teachers, counselors
- Activity #2 | Continue refinement of the business sites program
 - Finalize a Business Ready Sites Loan Program Agreement with one or more of the characterized sites (Artillery Business Center & Carbaugh Business Center)
 - Commencement of Renaissance Boulevard is a key component for development of those sites
 - Complete additional site characterizations when additional sites matching the approved criteria come to market
- Activity #3 | Cooperative marketing match program with agribusiness entities
 - Creation of a program where two or more agribusiness entities agree to market an event/activity together (i.e. peach/apple festival) as a result the EDA would provide a cash match and Lord Fairfax Small Business Development Center would provide assistance with the marketing plan.
- Activity #4 | Expansion of retention activities
 - Identify “gazelle” businesses to add to call team rotation and other retention activities. “Gazelles” are very fast-growing companies. These types of companies maintain consistent and rapid expansion of both employment and sales.



- Activity #5 | Collaborative marketing with Winchester Regional Airport
 - Partner with the Winchester Regional Airport (WRA) to identify realistic development opportunities for WRA, develop marketing materials and a marketing plan and engage companies with large government portfolio and direct government user



AREA DEVELOPMENT MAGAZINE'S ANNUAL SURVEY
OF CORPORATE DECISION MAKERS AND SITE CONSULTANTS
2020 RESULTS

Combined Ratings*			
CORPORATE SURVEY			
Site Selection Factors	2019	2018	
Ranking			
1. Highway accessibility	92.4	87.2 (3)**	
2. Availability of skilled labor	92.3	90.5 (1)	
3. Labor costs	87.1	89.1 (2)	
4. Quality-of-life	82.2	82.8 (6)	
5. Occupancy or construction costs	80.3	76.1 (10)	
6. Corporate tax rate	79.7	86.7 (4)	
7. Energy availability and costs	79.5	77.8 (8)	
8. Tax exemptions	75.0	83.0 (5)	
9. Environmental regulations	73.0	69.9 (16T)	
10. Proximity to major markets	72.6	71.8 (14)	
11. Right-to-work state	72.0	70.2 (15)	
12. Available buildings	71.3	76.7 (9)	
13. Expedited or "fast-track" permitting	70.7	64.9 (19)	
14. State and local incentives	70.2	82.5 (7)	
15. Inbound/outbound shipping costs	69.8	69.2 (18)	
16. Proximity to suppliers	68.1	72.8 (13)	
17. Available land	64.4	75.6 (11)	
18. Low union profile	62.7	74.4 (12)	
19. Training programs/technical schools	60.3	69.9 (16T)	
20. Availability of long-term financing	59.5	60.5 (21)	
21. Availability of unskilled labor	59.0	59.4 (22)	
22. Raw materials availability	56.1	55.6 (23)	
23. Accessibility to major airport	50.6	62.7 (20)	
24. Water availability	45.2	51.6 (24)	
25. Proximity to innovation commercialization/R&D centers	35.7	41.5 (27)	
26. Availability of advanced ICT services	26.7	50.0 (25)	
27. Railroad service	25.3	46.6 (26)	
28. Waterway or oceanport accessibility	20.3	34.1 (28)	

* All figures are percentages and are the total of the "very important" and "important" ratings of the Area Development Corporate Survey and are rounded to the nearest tenth of a percent.
** 2018 ranking

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** 2018 ranking

Project Profile
VIRGINIA BUSINESS READY SITES PROGRAM (VBRSP)

Available land remains a top factor in site selection by corporations. Moreover, speed to market matters for most economic development prospects. Site selection remains a process of elimination, not site selection, at the initial level. Projects are seeking to locate and construct within months. For a community to succeed, they need to have an inventory of ready to go sites.

In response to this top factor, the Virginia Economic Development Partnership created the VBRSP, a program to promote development and characterization of sites (containing a minimum of 25 contiguous, developable acres) to enhance the Commonwealth's infrastructure and promote the Commonwealth's competitive business environment. The program's goal is to identify, assess, and improve the readiness of potential industrial sites. Five Tiers were developed to classify a site's readiness.

- (i) **Tier 1:** Site under (a) public ownership, (b) public/private ownership, or (c) private ownership which such private owner(s) agreeable to marketing the site for economic development purposes and to allowing access to the property for site assessment and marketing purposes, but at no established sales price. Comprehensive plan reflects site as appropriate for industrial or commercial development and use, but site is not zoned as such. Site has minimal or no infrastructure. Minimal or no due diligence has been performed.
- (ii) **Tier 2:** Site under (a) public ownership, (b) public/private ownership, or (c) private ownership with an option agreement or other documentation of a commitment by the private owner(s) to a competitive sales price, to permit access to the site for site assessment, construction, and marketing, and to market the site for industrial or commercial economic development purposes. Comprehensive Plan reflects site intended for industrial or commercial development and use, but site is not zoned as such and a rezoning hearing needs to be scheduled. Site has minimal or no infrastructure. Minimal or no due diligence has been performed.
- (iii) **Tier 3:** Site is zoned for industrial or commercial development and use. Site has minimal or no infrastructure. Due diligence including, among other things, a wetlands survey with Army Corps of Engineers approval within the last five years, geotechnical borings, boundary and topographical survey, cultural resources review, an Endangered Species review, and a Phase I Environmental Site Assessment, has been completed. Estimated costs of development have been quantified.
- (iv) **Tier 4:** All infrastructure is in place or will be deliverable within 12 months. All permit issues have been identified and quantified.
- (v) **Tier 5:** All permits are in place and the site is ready for a site disturbance permit from the locality in which the site is located.

Under VBRSP, Frederick County, VA has the following sites characterized with the EDA's property database.

Artillery Business Center | Tier 2 | 57.9 acres

Blackburn Property | Tier 2 | 74 acres

Bluestone Industrial Park | Tier 4 | 91 acres

Carbaugh Business Center | Tier 2 | 55.45 acres

Carroll Industrial Park | Tier 2 | 55.45 acres

Graystone Commerce Center | Tier 4 | 138.34 acres



Project Profile

SHENANDOAH VALLEY TALENT SOLUTIONS STRATEGY

The Frederick County EDA, in partnership with other Northern Shenandoah Valley localities (the counties of Clarke, Shenandoah, Warren and Page, and the City of Winchester), have engaged Development Counsellors International (DCI)—the leader in marketing places, to develop a Comprehensive Talent Solutions Strategy focused on job seekers, university and community college graduates, and high school students. This Strategy identified obstacles and opportunities to retention and attraction of young adult talent.

The EDA agreed to commit up to \$6,500 in cash with \$15,000 of in-kind services towards the \$133,000 project. The remaining funding for the project came from the other participating localities (\$25,900 cash and \$21,000 in-kind) as well as GO Virginia enhancing capacity funds (\$64,800 cash).

DCI studied the obstacles that young adults and employers in the region face when entering or remaining in middle-skill and high-skill jobs. Efforts were focused on current job seekers, university and community college graduates, and high school students with the goal of identifying targeted recruitment and retention strategies that enhance the quality and quantity of available workers in the region.

In addition to conducting internal and external surveys online, DCI met with local stakeholders including area businesses, educators, young professionals and future workforce candidates. This helped them to gain an unbiased perspective on the area's strengths and weaknesses as well as an outsider's perception of the Valley, including their thoughts on living and working in this area and priorities when selecting an area to relocate.

Here are some of the top takeaways from these conversations:

- 46% of respondents currently enrolled in a secondary or post-secondary institution would like to stay in the region. However, 38% are not confident they will find a job in the region that meets their skill and/or salary requirements.
- 89% of employers would hire or would consider hiring employees that require additional training. Of those, 90% would be willing to pay for the additional training required by job candidates.
- 64% of external talent said “yes” they would relocate to the region if offered a job that provided free/reduced cost training which allowed them to change their career path and/or upgrade their skills.

Based on the research, as well as best practices, DCI recommended a strategy including 8+ major marketing tactics for the region to start promoting its career and lifestyle opportunities to internal and external talent. These suggested tactics aim to arm employers with information

to sell the region, increase awareness of the region as an ideal place for careers and lifestyle and inspire career change locally. Some samples of tactics include:

- A regional website focused on information on living and working in the Northern Shenandoah Valley region
- A digital regional resource that showcases “things to do”
- A digital hub within the new talent website dedicated to career training
- Paid digital + social advertising to reach target audiences in the target markets DCI identified
- A regional “internship fair” event over winter break to prepare young talent for summer internships

This partnership of economic development entities intends to implement the Talent Attraction Marketing Strategy, which includes launching a marketing and public relations campaign to elevate the Northern Shenandoah Valley as a great place to live and work as well as working with area employers to connect potential talent with information on the region’s amenities and quality of life features. Workforce providers, businesses, and tourism entities will be sought for inclusion in this effort.

The executive summary is enclosed for your review.





Talent Attraction Marketing Strategy for
THE NORTHERN
SHENANDOAH VALLEY



Executive Summary

From August 2019-December 2019, Development Counsellors International (DCI) partnered with the Shenandoah Valley Talent Solution Coalition (the "Coalition") on a research and marketing strategy project to identify the region's talent challenges and create powerful marketing solutions. The project consisted of:

Deep Research

- An immersion tour in the region with 10 focus groups arranged by the Coalition representing dozens of local leaders, employers and talent
- 8 in-depth phone interviews with local leaders (Mercury Paper, Monoflo International, The Shockey Companies, Holtzman Corp., Navy Federal Credit Union, Lord Fairfax Community College, Winchester Convention and Visitors Bureau, Alamo Drafthouse Cinema)
- An internal perception survey distributed by the Coalition, capturing 1,620 respondents ranging from Gen Z to HR executives
- Identification of four target talent markets for the region and an external perception survey capturing 1,200 respondents in those markets

Key Messages

- Top talking points to describe the reasons why the region is a strategic location to live and work

Marketing Strategy

- Based on research and best practices, DCI presented 8+ major marketing tactics for the region to start promoting its career and lifestyle opportunities to internal and external talent. The suggested marketing tactics were created with the following in mind:
 - The mission to arm employers, increase awareness and inspire career change.
 - Marketing builds awareness, but also needs to be combined with on-the-ground programs and resources to drive talent down the decision funnel from consideration to actual attraction.
 - Tactics can range from practical solutions to ambitious operations, but all have **the goal of solving employer and talent challenges.**
- The Marketing Strategy also includes direction on measurement and a timeline to track the execution of tactics. A detailed budget was provided to the Coalition in a separate excel sheet.

On behalf of the entire DCI team, we would like to thank the entire Northern Shenandoah Valley region and its stakeholders for collaborating with us on this important project. The project results would not have been possible without the direction and support from the Coalition, representing the economic development entities of Clarke County, Frederick County, Page County, Shenandoah County, Warren County and the City of Winchester. Thank you!

Project Profile

THE WORKFORCE INITIATIVE

In 2015, Frederick County EDA with partners assembled business and education leaders to address local workforce challenges at the first Business & Education Summit. Over 120 individuals shared their thoughts, concerns, and personal and professional experience of local workforce challenges. The workforce group then gathered topics that were identified as priorities and created the vision and goals of The Workforce Initiative. A 15-member board of directors now heads the Workforce Initiative and utilizes more than 50 task force partners to move specific projects forward.

The following are a few of The Workforce Initiative's projects to date.

- Hosted an employer expo that is sustainable, open to students & parents and the public, includes summer jobs and internships, and offers workshops onsite.
- Created a week-long celebration of local manufacturing to coincide with National Manufacturing Week to increase awareness of the prosperity and innovation in manufacturing.
- Designed videos, shared within the schools, showcasing success stories of employees, as well as highlighting business operations and types of jobs offered locally.
- Designed a survey for businesses to determine their knowledge of work-based learning and to gather feedback on career ladders for specific jobs.

Future projects may include:

- Enhanced outreach/advocacy to students for work-based learning experiences (apprenticeship, internship, job shadowing), and continuation and expansion of industry tours.
- Community outreach/advocacy to parents, guardians, coaches, teachers, counselors on advocating the best fit for a child, based on interest and aptitude and supporting that pathway.
- Replication of the medical career workforce model (Valley Health System partnership with regional school systems) for manufacturing careers followed by IT, Logistics & Transportation, and Construction.
- Securing funding for the outreach campaign and advocacy projects



THE WORKFORCE INITIATIVE

WINCHESTER • FREDERICK • CLARKE • WARREN • SHENANDOAH

Vision

By 2023 our community will have a skilled workforce that meets the needs of local employers.

Students and potential employees will understand the skills required to function independently in society, will know and demonstrate required work skills, and the community will provide ways to achieve these skills. Students and potential employees will gain needed skills, thus closing the skills gap, which will increase the number of eligible and skilled candidates within our community.

Business, education, and community stakeholders will partner to create initiatives that will ensure a well-prepared and trained workforce through open communication, collaboration, active participation, and monetary investments.

The community will shift its mentality of university for every high school graduate and instead understand and appreciate the full range of career opportunities available for students. The community will understand that technical careers are valuable and have a purpose within our community. They will also understand and support the means by which these skills are obtained.

Mission

The Business & Education Workforce Initiative will foster partnerships that support workforce opportunities and career journeys.



Projects & Events

MANUFACTURING WEEK

A week-long celebration of local manufacturing to coincide with National Manufacturing Day.

ONLINE VIDEO TOURS

Videos showcasing employee stories, business operations, and types of careers offered locally.

THE BUSINESS & EDUCATION SUMMIT

A forum to bring business leaders and educators together to share curriculum and business needs in an effort to promote effective education and successfully fill the workforce pipeline.

THE EMPLOYER EXPO

Open to students and the public, an opportunity to meet hiring managers face to face, attend workshops on professional etiquette, resume writing and mock interviews.



The Business & Education Summit

Board

BUSINESS

Beth Falu	Navy Federal Credit Union
Scott Krueger	Continental
Regina Nischan	Apple Federal Credit Union (Finance Chair)
Dario Savarese	Full Circle Marketing
Rachel Schaefer	Valley Health System
Debera Taylor	NW Works

EDUCATION

Brenda Byard	Lord Fairfax Community College
Jeanian Clark	LFCC Workforce Solutions (Vice-Chair)
Katie Lockhart	Winchester City Public Schools
Missy McDonald Spielman	Frederick County Public Schools
Cathy Seal	Clarke County Public Schools
Jen Spataro-Wilson	Shenandoah University

AT-LARGE

Kim Herbstritt	Blue Ridge Habitat for Humanity
Todd Lynn	Shenandoah County Public Schools (Chair)
Jared Mounts	Shenandoah Refrigeration

Support

- Frederick County EDA
- Northern Shenandoah Valley Regional Commission
- Shenandoah Valley Workforce Development Board
- Winchester EDA

Partners

- Shenandoah Valley Workforce Development Board
- Top of Virginia Regional Chamber
- Virginia Career Works
- Virginia Economic Development Partnership

The Workforce Initiative
Creating the workforce of tomorrow
through partnership.

Project Profile EMPLOYER EXPO

The Employer Expo, one product of The Workforce Initiative, is a regional comprehensive hiring event featuring companies, professional development workshops, and fast-track training providers (i.e. Workforce Solutions at Lord Fairfax Community College). The Employer Expo is open to students & parents and the public. Participating businesses have employment needs currently, or in 6-12 months. They are also open to hiring for summer jobs and internships. Workshops are offered onsite for professional etiquette, resume writing and mock interviews. Attendees who complete all three workshops are entered into a drawing for a \$500 scholarship; there are 6 scholarships available.

During the 2019 Expo, nearly 160 job seekers visited with 46 employers over 4 hours. Click on the image below to read more about this impactful event. The 2020 Expo was cancelled due to the pandemic, but planning is underway for 2021.

The Frederick County EDA and partners developed The Workforce Initiative to find creative, regional workforce solutions to address the needs of current and future employers. The Initiative is now headed by a 15-member board of directors and utilizes more than 50 task force partners to move specific projects forward.



The Employer Expo (part of *The Workforce Initiative*) connects job seekers, career changers, second acts, students and parents with hiring managers from companies located in Frederick County, Clarke County, and Winchester, Virginia! Twenty-minute workshops focused on resume building, mock interviewing, and business acumen are offered on the half-hour. Training providers are on site, sharing the latest fast-track program info for local, in-demand careers.

Est. 2018
 Years: 2
 Attendees: 452
 Businesses: 93

2019 Expo Results

Attendee Age		Attendee Education Level		What Drew Attendees?	
Under 18	3%	High School	44%	General Job Seeking	63%
18-24	22%	Associate's Degree or Higher	47%	A Specific Employer	13%
25-34	28%			A Specific Industry	8%

Attendees have a great experience at The Employer Expo!

- 79%** Love the Quantity of Employers! 79% of attendees surveyed were satisfied or very satisfied with the number of employers.
- 73%** Found Diversity in Employers! 73% of attendees surveyed were satisfied or very satisfied with the variety of employers.



2019 Exhibitors



JOBS

RESUME building

coming SOON

SCHOLARSHIPS

GET HIRED.

THE EMPLOYER EXPO.com

YOUR MOVE. OUR COMMITMENT.