



**FRONT ROYAL WARREN COUNTY  
ECONOMIC DEVELOPMENT AUTHORITY**

**ANNUAL REPORT FY 2013-2014**

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**EXECUTIVE SUMMARY**

**PROGRAMS OF WORK AND ACCOMPLISHMENTS 2013-2014**

**CONCLUSION AND FUTURE VISION**

**ECONOMIC SNAPSHOT**

**EDA BOARD OF DIRECTORS, STAFF**

*Submitted October 2014*

*Front Royal Warren County Economic Development Authority  
Annual Report 2014*

## *Executive Summary*

This document is an overview of activities and accomplishments of the Front Royal Warren County Economic Development Authority (EDA) for fiscal year 2013-14, and is presented to the community as a report on current objectives, accomplishments and future goals.

The EDA is comprised of a Board of seven appointed volunteer Directors, one paid staff executive director, one paid staff marketing director, and one paid administrative assistant.

In 2013, Warren County, which had funded 72% of EDA's operating budget, assumed 100% of the Town's financial commitment to the EDA's operating budget. The EDA Board of Directors will be appointed in direct proportion to the fair funding formula agreed upon by each.

The mission of the Economic Development Authority is to strengthen the industrial tax base of its community, to bring its commuting workforce home to work, to create living wage jobs for its residents, and to foster a healthy environment in which businesses may grow and prosper.

The Economic Development Authority has experienced many successes over the years, including the recruitment of five large industries, Toray Plastics, Family Dollar, Ferguson Enterprises, SYSCO NE Cooperative and Interbake, a number of mid-range companies including Via Satellite, Visionary Optics (MedLens), InterChange, Atlantic Exhibits, Ayreshire Farms, Hardigg Industries, Dulles Industries (Schnabel), Rappahannock Electric Co-Op, and numerous small businesses including technology companies, food service providers, restaurants, retail and commercial businesses and construction service industries.

Since 1996, with the advantage of the state-designated and county-administered Cedarville Enterprise Zone, Warren County industrial parks have generated more than \$1.8 million in real estate and property taxes annually, more than \$550 million in investments and created more than 2,400 new jobs.

Dominion Virginia Power Company has nearly completed construction of its 1500 megawatt gas-fired power plant east of the Kelley Industrial Park . At the peak of construction, Dominion Virginia employed upwards of 1,400 people. Once the power plant is complete and online – projected for 2014-15 – it will employ 43 full-time staff members. The total investment is calculated at between \$500 million and \$1 billion. Over the past two years, this project has shown a considerable gain to the local economy as it rolled out. Both the Town and County finance offices reported marked increases in meals and lodging taxes due to the influx in construction workers in the community. But, as the project now nears completion and Zachry workers leave the area, meals taxes, rental housing and hotel occupancy rates have declined.

These investments have contributed to the increase in the industrial tax base in Warren County from 8.5% in the late 1980's to 15% recently. By increasing the local industrial tax base, a community is able to provide the necessary services and amenities to its residents without placing an enormous tax burden on individual households. The EDA will continue to work toward reaching a healthy local industrial tax base.

EDA worked with forty-three (43) new businesses in fiscal year 2013-14, and created 55 new jobs. Thirty of those jobs are high-end manufacturing jobs at Dulles Industries (Schnabel).

Although the local economy has experienced sluggish gains over the past five years, all large industries remain intact. EDA continues to pursue grant money for a number of projects, including the Shenandoah Center for Heritage and the Environment and completion of the Conservancy Park at Avtex. In September 2014, the U.S. Environmental Protection Agency released the Avtex Superfund Site back to the community for marketing and redevelopment.

EDA continues to pursue a number of other grant opportunities, primarily associated with small business loan programs, the Avtex Superfund site and derelict structures. The Economic Development Authority works in concert with the local government and utility companies to provide affordable infrastructure for the business community, including water and sewer, electricity, broadband, natural gas and roadway expansions.

EDA initiated and continues to work on the development of two important roadway expansion projects: Leach Run Parkway connecting John Marshall Highway and Happy Creek Road, and the Kendrick Lane-Kerfoot Avenue connector road on the northeastern quadrant of the Avtex site. Leach Run Parkway nears the ground breaking phase, scheduled for early 2015.

The U.S. Environmental Protection Agency and the U.S. Department of Justice have completed review and have approved revisions of the “Restrictive Covenants” for the business development parcel at Avtex (Royal Phoenix) submitted by the “Avtex Stakeholders” group, including FMC, Lord Fairfax Soil & Water Conservation District, Valley Conservation Council, Town Government, County Government, Honeywell Corporation and the EDA. This now provides EDA with broader parameters and a clearer understanding of specifically the types of business and industry that will be allowed to build on the site.

In June 2011, FMC completed its intrusive clean-up initiative of a portion of the Avtex Fibers Superfund Site that is 148 acres in size and is known as the Former Plant Area. EPA completed final analysis, assessment and delivered its letter of no further interest. EDA now has the “go-ahead” to aggressively market the site for redevelopment.

EDA staff continues to study and explore the most responsible and viable development projects that are well-suited for the restrictions and allowable uses for this site.

The EDA is committed to providing assistance to new, emerging and expanding small businesses within its community. Providing necessary and accessible information on local demographics, licensing and permitting, planning and zoning and available financial and technical assistance is a critically important provision in assisting business development. The EDA has several other valuable programs that aid in business development: incentive zones (enterprise zone and technology zones); rural business enterprise loan program; the Intermediary Relending Program, and a State-administered Downtown Revitalization Program.

In 2016, the Cedarville Enterprise Zone will have fulfilled its 20-year, State-awarded Zone designation. That leaves two years of benefits remaining in the state-and county-supported incentive program. The Cedarville Zone has been touted by leadership at the Virginia Department of Housing and Community Development (the administrative body governing the program) as one of the most successful in the Commonwealth, contributing to the more than \$500 million in investment, \$1+ million in local tax revenues annually and 2,400 new jobs.

In late 2012, the EDA and Warren County applied for an Enterprise Zone expansion which was awarded by the Virginia Department of Housing and Community Development. The expansion added 825 acres of land on the western side of Route 340/522 for future development opportunities.

EDA continues its work on the Development Review Committee. In this initiative, the County, Town and EDA meet once a month with potential business owners/operators to discuss all relevant issues associated with zoning, occupancy, business licensure, health department, building inspections, etc. This has been a very well-received program of work focused on streamlining an otherwise complex process.

These programs are utilized by local businesses, and have provided incalculable benefits to the local business community. The EDA continues to work in partnership with the Chamber of Commerce, the Lord Fairfax Small Business Development Center, and the Lord Fairfax Community College for the support and improvement of the Front Royal-Warren County business sector.

## *Programs of Work and Accomplishments 2013-14:*

### *Avtex Superfund Site Remediation*

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❖ *Remediation of 148 Acres of Developable Property* *In September 2014, the Economic Development Authority was issued a “letter of no further interest” by the U.S. Environmental Protection Agency. This cleared the way for marketing and redevelopment of 148 acres of the Site.* FMC completed remediation of 148 acres of the EDA-owned Avtex Superfund Site (Royal Phoenix), and turned over their reports to the U.S. Environmental Protection Agency for final analysis, approval and letter to EDA of no further interest. EDA was delivered the final documentation in September 2014. EDA is now aggressively marketing the site.

❖ *Restrictive Covenants* *The covenants governing the uses on the Superfund Site have been finalized by the U.S. Department of Justice and the U.S. Environmental Protection Agency.* U.S. Environmental Protection Agency and Department of Justice finalized review and assessment of the “Restrictive Covenants” for the business development parcel at Avtex (Royal Phoenix) submitted by the “Avtex Stakeholders” group, including FMC, Lord Fairfax Soil & Water Conservation District, Valley Conservation Council, Town Government, County Government, Honeywell Corporation and the EDA. That provided EDA with broader parameters and a clearer understanding of specifically the types of business and industry that will be allowed to build on the site.

❖ *Sale of 5.2 Adjacent Acres:* *Five point two acres of land across Kendrick Lane from the site have been sold to the Town of Front Royal for construction of its new police headquarters.*

❖ *Administration Building Leases* *As the Dominion Virginia Power project nears completion, Zachry Construction Company has vacated the space it leased at the Avtex Administration Building. Space B, along with Space C which has been reserved for the Avtex*

community museum, are currently vacant. EDA Staff continues to market to fill that vacancy.

❖ *Avtex Museum* EDA staff continues to reestablish the Shenandoah Center for Heritage and the Environment and to pursue appropriate grant opportunities to outfit and open to the public the Avtex museum space. The video tapes of personal interviews of former Avtex employees has been delivered to the EDA by the journalist who conducted those interviews. They will be utilized in the development of the museum. To date, EDA has expended \$195,500 toward the collection and storage of Avtex artifacts.

*EDA received \$5,000.00 from FMC Corporation for work in creating the legacy museum, along with a 56" color, flat screen TV for the museum visual projects.*

❖ *Avtex Community Event : A Celebration* *On September 20, 2014, the EDA and FMC organized and hosted a day-long celebratory event* to invite the community in, to have local and national leadership address the importance of the achievement, to make local awards, to tour the site and to celebrate a new era at Avtex. At that time, EDA and Warren County were presented with an "Excellence in Site Reuse" award by U.S. Environmental Protection Agency and were pledged a \$5,000 cash award by FMC to continue the legacy museum. It was a very well-received event.

### *Infrastructure Development*

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❖ *Leach Run Roadway Expansion and Connector* *EDA nears completion of its work with the Town Manager and County Administrator on acquiring properties along Leach Run in order to begin roadway expansion.* Most properties have been secured under the ownership of the EDA. The Virginia Department of Transportation recently approved a \$6 million cost revenue sharing award toward the cost of the roadway expansion project. Pennoni & Associates completed the engineering design phase of the project and continues to work with various

agencies to obtain final permitting.

❖ Engineering Design of Infrastructure Deployment at Avtex Business Parcel Pennoni and Associates completed design of infrastructure deployment on 148 acres of the Avtex (Royal Phoenix) site, which can now be used in the marketing initiative for the property.

❖ Kerfoot Avenue-Kendrick Lane Connector Road EDA continues to work with the Town Manager on moving forward on design and completion of the connector road between Kerfoot Avenue and Kendrick Lane, at the northeast quadrant of the Avtex Site.

❖ Additional Land for Industrial Development The County, the Town and the EDA have added McKay Springs, the 9.9-acre site at the northwest corner of Reliance Road and U.S. Route 340/522 to its commercial property availability portfolio, and they will continue to evaluate land in the 340/522 North Corridor that might be appropriate for future industrial development opportunities.

### Recruitment and Marketing Efforts

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❖ Prospect Activity The EDA worked with forty-three (43) prospects over the last year. Twelve (12) of those have located in Front Royal-Warren County, including Blue Wing Frog, Down Home Comfort Bakery, Dulles Industries (Schnabel), Naughty Girls Donuts, The Rusty Den . Staff is currently working with 1 grocery store, 1 hotel, 1 retail shop, 3 fast food establishments and 2 gas stations in the County. Staff is also working with a company in the initial stages of site selection looking at the Industrial Corridor, looking to create 50 jobs, and to invest \$10 million. InterChange will build a new facility on Toray Drive for warehousing. Project Nature, a food packaging company, plans to open January 1, 2015 and will locate in the existing InterChange facility and will create 25 new jobs.

In addition, Staff is working with 3 fast food establishments, 1 bakery, 2 retail stores, 1 sporting goods store to find appropriate space. Staff is also working with a potential developer for Happy Creek Technology Park or Avtex Site. They are in the initial stages of site search.

❖ *New Jobs* *A total of fifty-five (55) new jobs have been created through this fiscal year's recruitment and expansion efforts. Thirty of those jobs are high-end manufacturing jobs at Dulles Industries. EDA brokered a business development opportunity for Dulles Industries (Schabel), in which EDA/Warren County purchased the North American Housing facility and acreage on Strasburg Road and leases back to Dulles Industries with a purchase agreement to take effect in five years (or sooner, if applicable). This allowed Dulles to move forward in its relocation to Warren County, and creation of 30 manufacturing jobs.*

❖ *Downtown Front Royal Recruitments* Three new companies have located in downtown Front Royal: *Down Home Comfort Bakery*; and *Blue Wing Frog*, a company that provides boxed and basket lunches, and *The Rusty Den*, a collectibles store. EDA assisted in the relocation of Shenandoah Confections on Main Street, as well.

❖ *Virginia Port Authority Quarterly Meetings* With the upcoming expansion of the Panama Canal, the Port Authority conducts quarterly meetings with the communities that might be positively impacted by the potential increase in port-to-rail commerce. EDA staff is a participant in these meetings. Warren County is home to the Virginia Inland Port.

❖ *Facebook and Web Site* EDA continues to utilize Facebook and the web for marketing and promotion. EDA posts upcoming events, meetings and seminars, and photos of community events to the Facebook page. EDA maintains a current and updated web site. EDA utilized Facebook in marketing opportunities by running an ad campaign which increased its readership by 261% in 2014.

- ❖ **Press Releases and Radio Exposure** EDA issues regular press releases to the local media, and is regularly interviewed on WZRV's "Valley Business Today," radio program. WZRV has also extended EDA the opportunity to develop ongoing Public Service Announcements that describe the work of the EDA for the local audience. That project is underway.
  
- ❖ **Quarterly Newsletter** EDA continues to issue its quarterly Newsletter with updates on its activities, state and local programs of interest, upcoming events and introductions of new businesses.
  
- ❖ **Print Advertising** Over the past year, EDA has advertised in the Northern Virginia Daily's *Warren County Guide*, its *Business Directory*, *The Chamber's Membership Directory*, the Daily's *Chamber Insert*, the 2013 Visitor's Guide, the *Community Profile*, and on the Comcast Community Channel 16.
  
- ❖ **Professional Relationships** *EDA staff continues to work closely with the Virginia Economic Development Partnership, the Virginia Department of Business Assistance and with the Virginia Port Authority in prospect recruitment opportunities. EDA has recently heard from Norfolk Southern Railway that they will help in any way possible with marketing, particularly the Avtex Superfund Site where the railway bisects the property.* EDA is very pleased to have developed a working partnership with both the Regional Commission and the Byrd School of Business at Shenandoah University in entrepreneurship and regional collaboration.

In July 2013, EDA participated in the development of a regional summit designed to bring the counties in the northern Shenandoah Valley together for discussion on the creation of a partnership and regional initiative. More than fifty leaders from the region met and agreed that a regional presence would benefit all localities. Work continues on finding a relevant and beneficial program of work.

In addition, EDA maintains partnerships with the Small Business Development Center and the Workforce Solutions department at Lord Fairfax Community College.

EDA Staff conducts regular, in-depth updates before both the County Board of Supervisors and the Town Council.

### ***Business Development and Retention***

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❖ ***Business Financing*** *EDA was awarded \$500,000 in loan funds through the U.S. Department of Agriculture's "Intermediary Relending Program."* EDA can draw \$125,000 of that initially and the remainder throughout the first five year period of the 30-year note term. EDA will then relend the funds to emerging businesses at a rate slightly higher than the borrowed rate. This helps provide another financing opportunity for the business community that banks have had difficulty serving. To date, through this program, EDA has loaned \$250,000 to local businesses for expansion creating 12 new jobs and retaining 34 existing jobs. EDA is evaluating another application for \$150,000.

❖ ***Virginia Jobs Investment Program***: *EDA worked with the Virginia Department of Business Assistance to promote the Virginia Jobs Investment Program. Through this program Warren County industries retrained and retained more than 1,000 jobs between 2011 and 2014.* Toray Plastics America, DuPont, InterChange, Interbake and Family Dollar all participated in the program. The VA Jobs Investment Program engages the Workforce Solutions staff at Lord Fairfax Community College for the on-site training.

❖ ***Local Licensing/Permitting "One Stop Shop"*** EDA has worked with Town and County Planning officials to create a simple flow chart for the business licensing, zoning, occupancy and permitting process. EDA is working to become the "start point" for new businesses in order to guide them step-by-step through the process to prevent confusion. This is being very well received by new businesses. EDA, along with County planning and zoning officials, building

inspector, health department officials and others, meet once a month in a Development Review meeting where business owners can get information and ask questions about the process. This program is very well received.

❖ **Entrepreneur Café:** *EDA participates annually in the organization and execution of the “Entrepreneur Café,” a Chamber of Commerce event designed as outreach to the local entrepreneurial sector that provides a competition for cash award, marketing package and Chamber membership. This is the second year of the program offering.*

❖ **Welcome to Front Royal-Warren County** *EDA staff receives regular notification from the Town Planning Office and the County Commissioner of Revenue office regarding new business licensees. Staff prepares a welcome package including a letter of introduction, a SCORE “How to Do Business” booklet, a Licensure/Permitting flow chart and other pertinent information. To date, approximately 200 packages have been mailed.*

❖ **Rural Business Enterprise Loan Program** *Over the life of the program, the EDA has made 52 loans to local businesses, 75% of which are downtown Front Royal businesses, totaling \$1.6 million. Most recently, EDA has loaned \$19,500 to two downtown businesses.*

❖ **Enterprise Zone:** *EDA administers the local incentives for the Cedarville Enterprise Zone located in the 522 North Corridor. EDA works with the County Administrator on tax credits for those industries that meet investment and job creation qualifications for the incentives. Five industries in the industrial corridor have been awarded the five-year incentive program of both State and local benefits. EDA files the *Enterprise Zone Annual Report* each year with the Virginia Department of Housing and Community Development.*

In 2012, the EDA and Warren County were granted an expansion to the Enterprise Zone that added 825 acres to the existing Enterprise Zone. This provides the opportunity to extend incentives to larger industries interested in locating in Warren County.

❖ **Technology Zone Program:** EDA manages this incentive program for technology companies that meet certain eligibility criteria for a small EDA-funded grant and reductions in BPOL taxes. During the past year, Mirandum Pictures was awarded Technology Zone incentives. EDA has awarded nine Technology Zone incentive packages to date. All three Zones (Happy Creek, Downtown and Avtex) are located within the Town limits.

❖ **Property Ownership and Management** EDA-owned properties (1325 Progress Drive, 400 A, D, E Kendrick Lane) are fully leased. EDA staff is responsible for leases, rent collections and maintenance on those properties. A number of HVAC units have required replacement over the past eighteen months, one roof has been replaced, and all properties require ongoing lawn maintenance and building maintenance as well.

During the Leach Run Parkway project, properties were acquired and EDA was responsible for maintenance of those properties, as well. EDA offered two vacant properties to the Warren County Fire Department for training exercises.

❖ **Chamber Committees** EDA serves on the Chamber's Small Business Committee and the Education Committee. Staff is active in monthly Brown Bag Lunch discussions, The Entrepreneur Café competition. In addition, staff researched, compiled and disseminated a binder containing in-depth information on the Virginia Main Street program, other area communities that have successfully utilized the Main Street program, POA's, incentive programs and local investment documentation for its advisory committee work. The EDA has been very active in the Virginia Tourism Corporation's "Drive Tourism" seminars and exercises to stimulate tourism.

❖ **Downtown Front Royal Development** *Over the past two years, the Economic Development Authority has designed and delivered to Town Council program proposals focused on improving community development and recruitment opportunities.* They include: a

“Visioning Design” request delivered to Town Council, Town Manager and the Downtown Front Royal organization seeking input on a *vision* for the “Commercial Face” of Front Royal.

*Additionally, EDA designed enhancement zones and “Tourism Zones” incentive programs that would afford commercial property owners tax and fee relief for beautifying and upgrading their properties.* EDA staff prepared and vetted language to create templates for benefits similar to those “Enterprise Zone” incentives that have worked so well for Warren County recruitment and retention efforts.

*EDA has delivered to the Town information on a Virginia Community Development Block Grant process* that might generate tens of thousands of dollars for infrastructure build-out at the Avtex (Royal Phoenix) site. The CDBG has to be applied for by a municipality.

*Also, EDA delivered to the leadership of the Downtown Front Royal organization information about successful commercial Property Owners’ Associations,* where commercial leases are uniformly designed to encourage merchants to operate under established universal hours of operation and for property owners to maintain well cared for and attractive facilities.

*Over the past eighteen months, EDA has loaned \$19,500 from its Rural Business Enterprise Loan program to small businesses located in downtown Front Royal.*

❖ *Front Royal-Warren County Retail Study 2013 EDA partnered with the Harry F. Byrd, Jr. School of Business at Shenandoah University in the selection of a student intern to collect data for a study comparing this community with other Mid-Atlantic “like” communities and retail activity and opportunity.* The report defines local demographics and those retail businesses that would consider locating in Front Royal or Warren County. The report has been disseminated to local leadership and is available on EDA’s web site: [www.wceda.com](http://www.wceda.com).

❖ *Entrepreneurial Community Project* In May 2011, EDA won a \$5,250 Innovation Grant from the Virginia Department of Housing and Community Development. Those funds were used to contract with a student intern at the Byrd School of Business, Shenandoah University,

who collected jobs data on the five counties comprising the Northern Shenandoah Valley Region. The data was then assembled into a *Regional Jobs Assessment Report*, which served as a catalyst for the development of a “regional” presence and summit event.

In July 2013, Dr. Miles Davis, Dean of the Byrd School of Business at Shenandoah University, hosted the regional summit aimed at generating a regional dialogue and promoting collaborative efforts. EDA is very pleased to maintain an ongoing and productive partnership with Shenandoah University and hopes to expand partnerships to include the Smithsonian Conservation Biology Institute and Mason Enterprise Institute, as well.

❖ **Sponsor: SBDC’s Small Business Retreat** For the fourth year since its inception, EDA is a sponsor and participant in the Small Business Retreat at The Corron Center. This is a highly regarded event among small business owners.

❖ **Promotional Partner of the Annual Business Symposium** For the seventh year, EDA has helped promote and attend the annual Business Symposium at Shenandoah University.

❖ **One Stop** EDA created a link on its web site to Virginia’s One Stop business start-up and expansion site, providing guidance and business assistance to entrepreneurs.

❖ **Business Appreciation : Business Excellence Awards** In June 2014, EDA awarded the fourth annual Business Excellence : Business Appreciation Awards in partnership with the Chamber of Commerce, and sponsored by Rappahannock Electric Cooperative. The Front Royal-Warren County small business community was invited to apply for cash awards in the amounts of \$1,000, \$700 and \$500 and grants were made based upon assessed excellence in business practices and community service. Over the life of the program, EDA and Rappahannock have awarded more than \$5,000 in grants to local businesses that exhibit excellence in business practices and community service.

*This year awards were made to J's Gourmet for a new oven, Li'l Rugratz Daycare for playground equipment and to Bearfoot Enterprises, for microphone and speaker system for the auctioneering business. To date, the awards have been made to Culligan for a new fork lift, to The Kiln Doctor for workshop expansions, to The Main Street Daily Grind for a new espresso machine; Royal Broadcasting for remote broadcast equipment; Loving Arms for a seniors' painting class; and Linking You for graphics software (to name a few).*

## **Education**

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- ❖ **Student Entrepreneurship** EDA worked with Shenandoah University and its recommendation of "The Lemonheads Movement," and "The Lemonade Stand" curricula of entrepreneurial study at the high school or middle school level. EDA continues to work with the leadership of the public schools to integrate the program into curricula for both high school and middle schools.
  
- ❖ **Project Lead the Way** EDA continues to work with the school system in support of its "Project Lead the Way" high school engineering program of study. Warren County Public Schools has recently installed the PLW Biomedical Sciences program into the high school curricula.
  
- ❖ **Workforce Solutions** EDA continues its relationship with Lord Fairfax Community College Workforce Solutions with the Virginia Jobs Investment program and in promoting training for soft skills, leadership skills, IT skills etc.
  
- ❖ **Chamber's Leadership Program** EDA was a participating sponsor and host, organizing Local Economy day's events for both the Adult Leadership programs.
  
- ❖ **EDA Scholarship and Education Fund** EDA manages a business-funded scholarship program and awarded two \$500 scholarships to graduating seniors, as well as \$400 for school

supplies to schools in need.

❖ *Ethics Workshop, Student Interview Project, Reality Store and New Teacher Reception*

EDA Staff continues to serve on the Rotary's "Ethics Workshop" and "student interview" projects as well as the "Reality Store" at the High Schools focused on teaching money management. EDA also contributes to the Chamber's annual New Teachers' Reception.

### *Staff Training and Education*

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❖ *Regional Initiative:* Shenandoah University, The Economics of Regionalism, July 2013 (organizer).

❖ *Tourism Building Exercises:* November 2013 and March 2014, Front Royal, VA Tourism Corporation.

❖ *Department Labor Apprenticeships:* November 2013, Front Royal, VA (organizer).

❖ *Business Basics,* People Inc., Warren County Community Center.

❖ *Virginia Business Incubator Association* Staff attended conference, October 2013, Roanoke, VA.

❖ *Small Business Retreat* Staff attended the SBDC's Small Business Retreat.

❖ *Business Symposium at Shenandoah University* Staff attended the symposium on business trends and breakout sessions on entrepreneurship.

❖ *Chamber Brown Bag Luncheon Seminar Series* Staff attended these seminars addressing Networking, Social Media, Workforce Development, Workplace Wellness, Business Credit.

❖ *VEDA Webinars:* Education & Economic Development; Mass Media Marketing; Tourism in Virginia.

❖ *Meeting Essentials:* Planning Tools

❖ *Successful Project Management*

❖ *Today's Changing Workplace:* Tools

❖ **Certifications, Licenses:** Staff maintains certifications in Community Development Finance, Economic Development, Notary Public and Real Estate brokerage and agency licensure.

## Conclusion and Future Vision

The Economic Development Authority has accomplished much in the past year to address infrastructure issues, business development and retention issues, effective and responsible (“highest and best use”) recruitment issues, and marketing and public relations issues. EDA suggests its vision for a stable and healthy community as follows:

### Education:

- EDA envisions integration of entrepreneurship studies at the high school level.
- The EDA envisions strengthening its public school offering through continuing technology, infrastructure and facilities upgrades.
- EDA envisions strengthening its scholarship fund for graduating seniors.
- The EDA envisions completing the attraction of college and university offerings to Warren County that will enhance the educational landscape and provide centers of learning for its local and regional citizenry.
- The EDA envisions creating/supporting a regional incubator or initiative to cultivate small businesses into viable and sustainable companies.
- The EDA envisions a vocational center, created in conjunction with the public schools and the community college system that will enhance training in hard skills (i.e., mechanics, electronics, technology support, plumbing, nursing, etc.) for those students who will choose not to attend college.
- The EDA envisions an “apprenticeship” or “internship” program in partnership with local businesses and industries.
- The EDA will continue to support training and enhancement of “soft skills,” for dislocated workers and new entrants into the workforce.

### Business/Industry Attraction:

- Within the next five to seven years, the EDA hopes to attract 750-1,000 new, living wage jobs.

- EDA envisions assisting all local businesses through development programs in sustaining the charm and diversity of downtown with an eye toward creating a tourist “destination point” in Front Royal.
- EDA envisions broadening the scope of tourism development and business support.
- EDA envisions developing a business park at the Avtex Superfund Site.

*Infrastructure:*

- EDA envisions completion of the development of the Leach Run and East-West connector road linking Happy Creek Road and John Marshall Highway (Route 55).
- EDA envisions completion of the Kerfoot Avenue connector road at the northeast quadrant of the Avtex Site.
- EDA envisions working with Shenandoah Gas (and others) in the deployment of natural gas across the Shenandoah River to those communities and facilities that are currently not served.
- EDA envisions the engineering and design of the Avtex Business Park and the discovery of resources to support the installation of all necessary infrastructure.
- EDA will continue to work to provide county-wide deployment of broadband for its citizens and telecommuting opportunities.
- EDA will continue to work toward providing total saturation for cell phone coverage in Warren County.

*Quality of Life:*

- Affordable and desirable workforce housing is a major concern for many prospective companies looking to locate in Front Royal-Warren County. EDA will work diligently to improve the workforce housing inventory in the community for its living wage workers: teachers, nurses, police and fire officers, et al.
- EDA will work with the County and Town on a comprehensive hiking/biking trail system through and around Front Royal and Warren County that will connect with the

Shenandoah River trails, the future Avtex Conservancy Park, the Skyline Drive and Shenandoah National Park, the future Rockland Park and Front Royal Golf Club.

- EDA envisions completion of the Shenandoah Center for Heritage and the Environment museum Avtex legacy project.
- EDA envisions a state-of-the-art child-care center adjacent to the industrial cluster in the 522N Corridor to serve the unique needs of workers there.
- EDA envisions a comprehensive local transit system connecting residential neighborhoods with the industrial and business sectors of the community.

## Economic Snapshot

### **Unemployment Rate (August 2014)**

Warren County 6.0%  
Extended Labor Market Area 5.0%  
Statewide 5.7%

### **Unemployed (2013)**

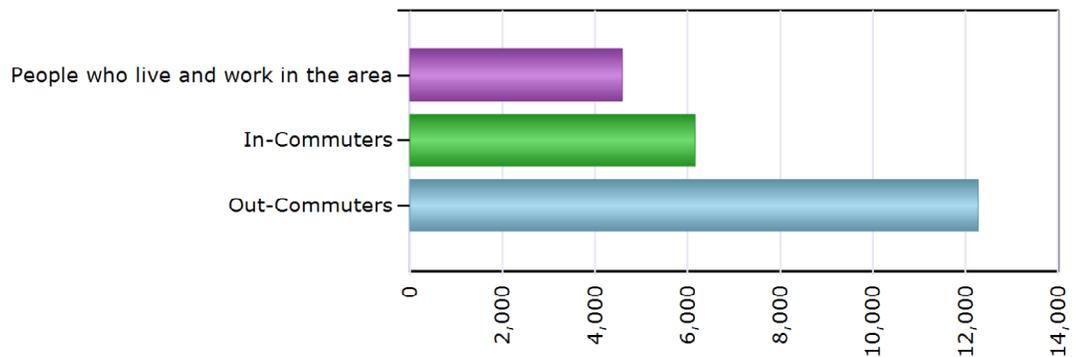
Warren County 1,124  
Extended Labor Market Area 18,261  
Total 19,385

### **Underemployed (2nd Quarter 2014)**

Warren County 1,855  
Extended Labor Market Area 37,972  
Total 39,827

Community Profile **Warren County**  
VIRGINIA ECONOMIC DEVELOPMENT PARTNERSHIP

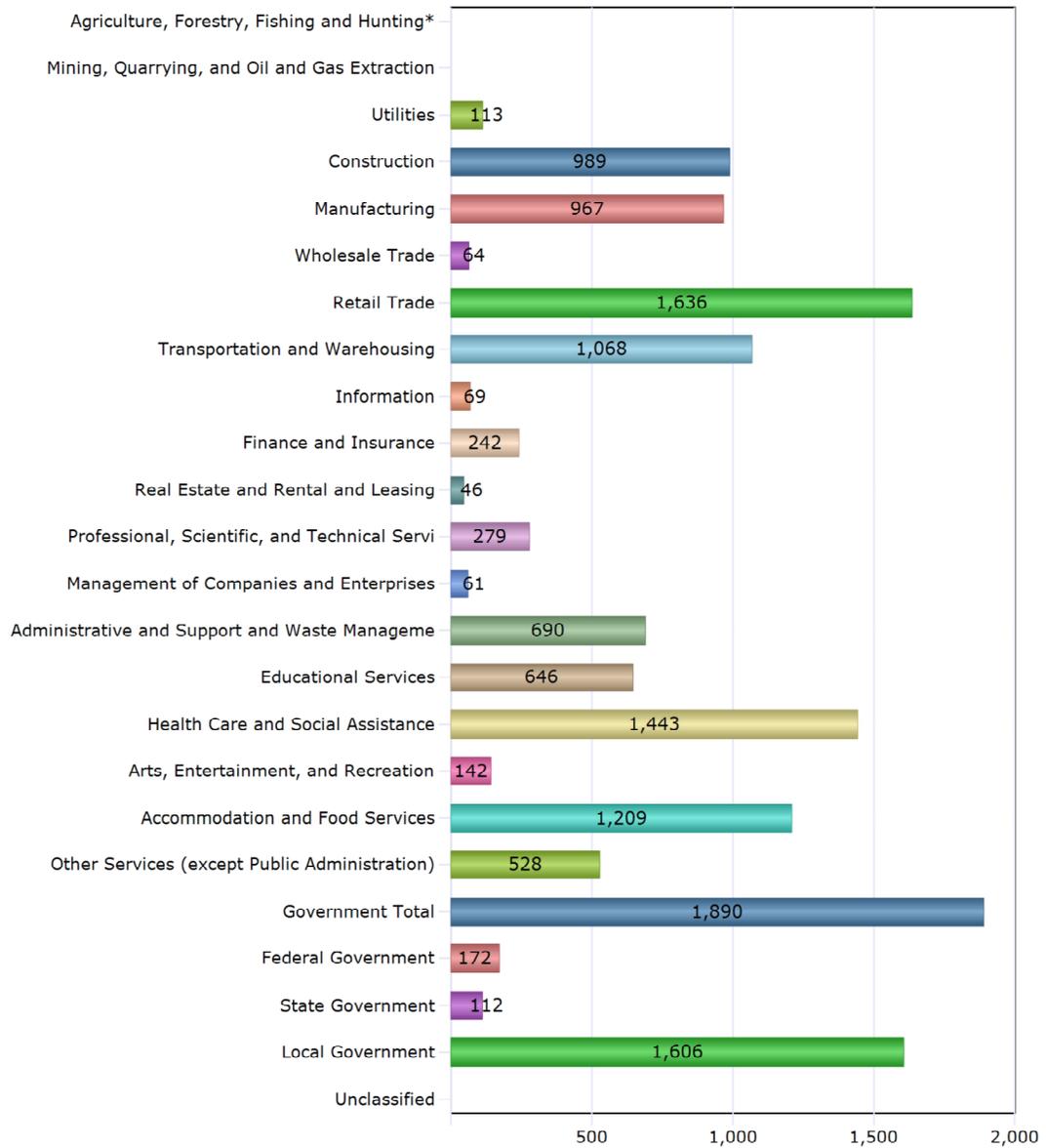
## Commuting Patterns



People who live and work in the area 4,589  
In-Commuters 6,160  
Out-Commuters 12,276  
Net In-Commuters  
(In-Commuters minus Out-Commuters) -6,116

Source: U.S. Census Bureau,  
OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2011.

## Employment by Sector



*Front Royal Warren County Economic Development Authority  
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INDUSTRY	Warren Co	VA
Agriculture, Forestry, Fishing and Hunting		46
Mining, Quarrying, and Oil and Gas Extraction		127
Utilities		8
Construction	25	1,348
Manufacturing	5	509
Wholesale Trade	1	379
Retail Trade	5	710
Transportation and Warehousing	2	345
Information		163
Finance and Insurance	1	367
Real Estate and Rental and Leasing		216
Professional, Scientific, and Technical Servi	7	1,125
Management of Companies and Enterprises	1	58
Administrative and Support and Waste Manageme	8	2,312
Educational Services	1	168
Health Care and Social Assistance	7	1,452
Arts, Entertainment, and Recreation		96
Accommodation and Food Services	3	908
Other Services (except Public Administration)	2	415
Unclassified	130	22,126

*EDA Board of Directors and Staff*

Patricia S. Wines, Chairwoman

Greg Drescher, Vice-Chairman

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