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**Front Royal Warren County  
Economic Development Authority**

**ANNUAL REPORT FY 2010-2011**

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**EXECUTIVE SUMMARY**

**STRATEGIC PLAN & SRI INITIATIVES : EDA ACCOMPLISHMENTS 2010-2011**

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**EDA BOARD OF DIRECTORS, STAFF**

**Submitted September, 2011**



## *Executive Summary*

This document is an overview of activities and accomplishments of the Front Royal Warren County Economic Development Authority (EDA) for fiscal year 2010-11, 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 staff property administrator.

The Board of Directors is appointed by the two local governing bodies in direct proportion to the amount of funding granted by each. Warren County, which funds 72% of EDA's operating budget, appoints five directors and the Town of Front Royal, which funds 28% of EDA's operating budget, appoints two directors. Directors serve four-year staggered terms.

The mission of the Economic Development Authority is to broaden 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, Baugh NE Cooperative and Interbake, a number of mid-range companies including Via Satellite, InterChange, Atlantic Exhibits, Hardigg Industries, two major utility companies, Rappahannock Electric Co-Op and Dominion Power, 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 Cedarville Enterprise Zone, Warren County Industrial Parks have generated more than \$1.8 million in real estate and property taxes annually, more than \$500 million in investments and created more than 1,900 new jobs.

Dominion Virginia Power Company has begun clearing a site in preparation for construction of its 1500 megawatt gas-fired power plant east of the Kelley Industrial Park . At the peak of construction, Dominion Virginia will employ between 600-800 people. Once the power plant is complete and online – projected for 2014-15 -- they will employ 30 full-time staff members. The total investment is calculated at between \$500 million and \$1 billion. This project will be a considerable gain to the local economy as it rolls out.

These investments have contributed to the increase in the industrial tax base in Warren County from 8.5% in the late 1980's to 13.8% 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.

The economic downturn continues to challenge the local business community. EDA has continued to pursue grant money for a number of projects. In March 2011, EDA was awarded a \$5,250 Virginia Innovation Grant from the Department of Housing and Community Development to pursue its "Creating an Entrepreneurial Community" project. EDA is working on a number of grant opportunities, primarily associated with small business loan programs, the Avtex Superfund site and the Shenandoah Center for Heritage and the Environment

The EDA monitors its success by the benchmarks defined in the SRI study and the EDA's Strategic Plan.

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.

While the Front Royal Warren County community has access to electricity, natural gas is only available in the northern-most sector of the County. The primary obstacle to deploying natural gas is bridging the Shenandoah River. As recently as 2009, representatives of Shenandoah Gas

informed the EDA that there is no interest in deploying natural gas across the Shenandoah River.

This year, EDA initiated 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.

The U.S. Environmental Protection Agency and the U.S. Department of Justice are reviewing the draft revisions submitted by the “Avtex Stakeholders” group, including Valley Conservation Council, Town Government, County Government, Honeywell Corporation and the EDA. When finalized, EDA will have 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 160 acres in size and is known as the Former Plant Area. FMC Corporation will prepare and deliver its final report for that parcel to the U.S. Environmental Protection Agency by the end of this year.

In the meantime, EDA staff continues to study and explore the most responsible and viable development projects that are well-suited for the currently complex 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; and a Downtown Revitalization Program.

In 2016, the Cedarville Enterprise Zone will have fulfilled its 20-year, State-awarded Zone designation. That leaves five years of benefits remaining in the state-sponsored 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 1,900 new jobs.

In 2010-11, EDA approved Technology Zone benefits programs to two eligible technology firms in the Town of Front Royal. The Virginia Department of Business Assistance has worked with three of our community's largest employers on the *Jobs Investment Program* designed to retrain and retain employees.

The Federally-administered SBA HUB Zone program in Front Royal is slated for declassification by October of this year due to increases in local median income and an unemployment rate that is considered low by current national standards.

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 betterment of the Front Royal-Warren County business sector.

The following describes specific activities and accomplishments as stipulated by the EDA's Strategic Plan and the SRI Study.

## *Strategic Plan and SRI Initiatives : Accomplishments 2010-11*

### ***Targeted Investment Promotion***

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National economic challenges continue to test the business community. While Warren County has been fortunate not to lose any of its large industries, some have downsized labor forces. Several small businesses have closed their doors as a result of a difficult economy.

The EDA maintains a close working relationship with the Virginia Economic Development Partnership, the State economic development entity located in Richmond, Virginia. EDA and VEDP work together in engaging prospects and providing a detailed, comprehensive promotions package on the business climate in Front Royal-Warren County.

EDA has worked with a number of inquiries this year. Many of those seek existing buildings of 200,000+ square feet or larger parcels of land for distribution centers along the 522N Corridor. Recent recruitments to Front Royal-Warren County are smaller in scale and include two technology companies, an HVAC construction company, a food preparation service company and a large restaurant/dinner theater. These new companies represent approximately 50 new jobs and an investment of more than \$1,020,000 to the Town of Front Royal.

EDA continues to market property at Happy Creek Technology Park. In late winter 2010, EDA contracted with Comcast to deploy cable/internet service to all developed lots at the Park. This provided high-speed data upload and download capability, and in combination with existing T-1 and adjacent fiber provides redundancy for data security.

EDA Staff is currently working with the Virginia Port Authority to assess the positive impacts and market opportunities of the expansion of the Panama Canal, its effect on the deep water ports at Norfolk and the potential distribution growth near the Virginia Inland Port and Foreign Trade Zone, located in Warren County.

In an effort to broaden its network, the staff of the Economic Development Authority has attended conferences, seminars and lectures in North Carolina, Richmond, the Valley Region and Washington, D.C. area, and has promoted the community through dissemination of digitized marketing materials.

***Marketing and Public Relations Activities, 2010-11:***

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Marketing staff continues to update its digitized marketing package. In 2010, EDA completed the redesign of its web site. In 2011, EDA set up an organizational “Facebook” page.

EDA’s executive director continues to attend regular meetings of the Town Council and County Board of Supervisors, where elected officials are updated on projects and initiatives of the Economic Development Authority. The ED also briefs Rotary and other civic organizations as invited. EDA delivers its “Annual Report” to both governing bodies on an annual basis. This report is also available on the web site, and is issued to the media each year.

EDA advertised in the Chamber’s Map and Community Link profile as well as the local Department of Tourism’s Guide Book.

EDA participates regularly in the WZRV’s Valley Business Today radio program where staff discusses current projects and initiatives. EDA Marketing Staff continues to participate on the Clear Channel Advisory Board and to contribute ideas for public service announcements and public education.

EDA staff is working closely with the Northern Shenandoah Valley Regional Commission on creating a regional approach to marketing and public relations. It is believed that this partnership will generate resources in support of regionally designed initiatives.

EDA continues to participate in local festivals and community events.

***(Avtex Superfund) Royal Phoenix Site and Happy Creek Technology Park***

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The (Avtex Superfund) Royal Phoenix Redevelopment Project encompasses all aspects of the strategic planning key result areas. The Environmental Protection Agency is the federal entity that, as the acreage is remediated and approved, has exclusive authority to release land for reuse to the property owner, Economic Development Authority. Development on this property cannot occur before a “letter of no further interest” has been issued by the EPA.

***Established Goals for the Royal Phoenix (Avtex) Site:***

- To redevelop the site into a multi-use site that includes parks, public Shenandoah River access, and a business park.
- To establish state-of-the-art “green” design standards through the adoption of environmental covenants to guide the design of all physical structures and buildings.
- To recruit a diverse base of companies to the business park that pay competitive hourly wages and offer a benefit package equal to at least 25 percent of the base wage rate.
- To develop the site where the soccer fields, skateboard park, river access, hiking trails, and business park are fully integrated in order for residents and employees to experience all aspects of the project.

The “Avtex Stakeholders,” including the Valley Conservation Council, Town and County Governments, Honeywell Corporation and EDA Board of Directors, have revised and issued draft amendments to the Restrictive Covenants that govern the development and allowable uses for the site. The revisions are currently in review by the EPA and the U.S. Department of Justice. The Town Planning Department is creating a mixed use rezoning ordinance for the Avtex (Royal Phoenix) site that is projected to go before the Town Planning Commission in September. When approval is granted, engineering drawings and site design concepts will be pursued.

In June 2011, FMC completed the intrusive clean-up of 162 acres at the site that can be redeveloped. Once EPA has completed its final assessment of that parcel, EDA may move forward on marketing the parcel for redevelopment.

EDA plans to work in concert with the Town of Front Royal on applying for Community Development Block Grants with which to begin engineering studies and deployment of infrastructure (water, sewer, broadband, electricity, roadways) at the site. EDA is currently working with FMC Corporation and the Town Manager on completing the roadway connecting Kendrick Lane with Kerfoot Avenue.

EDA staff has aggressively marketed available space and sites at both the Avtex Administration building and the Happy Creek Park. Potential tenants have been identified for space at the Administration Building. The Shenandoah Center for Heritage and the Environment (SCHE) will house its museum in Space C. EDA continues to pursue grant funding to furnish, equip and start-up the SCHE community museum. EDA was notified that its application for SCHE has been approved and endorsed by the Virginia Department of Forestry's Foundation of Natural Resources as "worthy environmental stewardship," and has been added to their catalog of projects. The Foundation will pursue funding for the Center.

EDA has completed renovation and leasehold negotiations with the Northern Shenandoah Valley Regional Planning Commission to take occupancy of Space E at the Administration Building. These negotiations proved to be a key factor in keeping the Commission's offices resident in Warren County - considered by many to be an important accomplishment for our community.

Staff continues to work closely with FMC to assemble information on successful redevelopment of Superfund Sites. EDA continues to research and identify prominent and appropriate prospects and to work closely in its due diligence efforts to place the most suitable industry on the site that will create jobs and tax base for the community.

Additionally, EDA negotiated and contracted general liability and risk insurance policies for the site.

In 2004, the Economic Development Authority donated 34 acres of Avtex property to the County on which to build soccer fields. In addition, the EDA donated 1.5 acres to the County for construction of a skate park. Four of the seven soccer fields are complete and the skate park is complete. The value of the land is estimated at approximately \$887,500.

### ***Downtown Revitalization***

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EDA staff continues to recruit new businesses to the Downtown Front Royal area through property postings on EDA's web site, referrals through phone inquiries, information pass-through from realtors and developers.

Recent recruitments to the Town of Front Royal are: Decision Support Services (technology company), Ardent (technology company), DigiScan (technology company), AireServe (HVAC construction company), Gourmet-On-The-Go (food prep and service company) and Joe's Steakhouse (restaurant/dinner theater). The total investment is calculated at approximately \$1,020,000 with a creation of approximately 50 new jobs.

In recent years, EDA has underwritten fifteen (15) small business loans in the amount of \$384,000.00 at lower-than-market interest rates. Since its inception, the Rural Business Enterprise Loan Program has underwritten forty-three (43) small business loans totaling \$1.34 million. Seventy-five percent (75%) of those loans were made to small business ventures located in the Town of Front Royal.

The EDA approved Technology Zone applications to two eligible downtown technology businesses for grant monies and reductions in local BPOL taxes.

EDA conducted extensive communication with SBA and Congressman Wolf's and Senator Warner's offices on the status of the SBA HUB Zone and its federal benefits. EDA staff is told that it is likely the Front Royal HUB Zone will be declassified in October 2011 due to the fact

that the community's median income levels have increased and that the unemployment rate is lower than the national average making it ineligible for federal assistance. Staff will continue to apprise leaders and business owners of the status of this program.

EDA staff serves on the Chamber of Commerce Board of Directors as ex officio member. EDA continues to work with local merchants in supporting a healthy business environment and lease/sale assistance. As professionals in the real estate sector will attest, downtown vacancy rates are market-driven. And, many downtown/Main Street business sectors across the nation are experiencing high vacancies due to a fragile economy. Nevertheless, as inquiries are generated, EDA continues to market, show and place businesses in available and appropriate downtown space.

EDA is working with the Warren Telecommuting Center, the Regional Commission, Shenandoah University and the Warren Entrepreneurial Network Steering Committee in promoting the availability of telecommuting services as well as small business counseling services through SCORE and the Small Business Development Center. This effort is in the early stages of development.

In addition, EDA has initiated a partnership with the Northern Shenandoah Valley Regional Commission and Shenandoah University to study the plausibility of a regional incubator (or business development center). This initiative is designed to benefit all emerging entrepreneurial business sectors of Front Royal-Warren County as well as the Northern Shenandoah Valley Region and is in the early stages of development.

EDA Staff compiled data that shows since 1996 the Economic Development Authority has provided quantifiable investments and revenues and less quantifiable values derived from successful projects and initiatives directly benefitting the Town of Front Royal estimated conservatively at more than \$50 million.

These values are derived from: purchase of commercial buildings; recruitment of businesses and the attendant taxes, utilities, local fees; workforce survey; commercial market study;

visioning survey; grants developed for Avtex demolition, remediation, rehabilitation and insurance policies; work on deployment of technology infrastructure, broadband and wireless; land donations for soccer fields; advertising and promotion; and small business loans.

Over the past three years, the EDA has worked in partnership with the Chamber of Commerce, the Small Business Development Center, the banking sector, the media sector and others to create the “Lifeline Series” seminar program. The program was carefully designed to address needs of the small business owner in every discipline from market analysis, marketing strategies, financial management, insurance, retail staging, operating strategies, business plan revision, etc. EDA and the Chamber have suspended this series due to lack of interest from the business community. We are working together to establish other programs of interest.

### **ICT Infrastructure Initiative**

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The Warren County Tech Consortium is an EDA-managed committee whose goal is: *to serve the community of Front Royal and Warren County as a local professional advisory resource for government, private and public service entities in pursuit of all aspects of technology in Front Royal and Warren County.*

The Consortium worked with the County Administrator’ Program Management Team on applying for a state Community Development Block Grant for broadband deployment and on seeking the most effective technology to serve the entirety of Warren County. Warren County was recently awarded \$25,000 to begin studying deployment alternatives.

In June, after an RFP was issued and with Consortium input, the County awarded a contract for development of a county-wide Telecommunications Plan.

The Consortium has written letters of support for infrastructure expansions, i.e., Leach Run Parkway and the East-West Connector road to streamline access to Happy Creek Technology Park.

The work of the Consortium primarily supports deployment of bandwidth and cellular coverage to all sectors of the County, to strengthen the community's technological viability and to reduce time on the road for the commuting public through telecommuting opportunities.

The EDA-owned Happy Creek Technology Park currently offers T-1, cable and adjacent fiber, which supports data redundancy security and high-speed data upload capabilities, making it a true "technology" park.

**Other Infrastructure Projects:** EDA continues to work with the Town and County on the Leach Run Parkway expansion project linking Leach Run to the East-West Connector (Route 606 and Mary's Shady Lane) road. This will also join John Marshall Highway and Happy Creek Road – two major thoroughfares into the Town.

EDA has purchased two parcels of land required for construction of the Parkway; is currently in negotiations with four other property owners there; is assembling estimates on engineering plans and has had several meetings with bond counsel on obtaining an industrial bond for the roadway construction.

EDA is also working with the Town and FMC on land allotment and engineering for the roadway connecting Kendrick Lane with Kerfoot Avenue adjacent to the Avtex site.

### **Small Business Start-Up, Finance and Support**

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Through the 1996 Rural Business Enterprise Grant award, EDA has underwritten forty-three (43) loans in the amount of \$1.34 million to businesses located in Front Royal-Warren County. According to EDA's auditors, the default rate of Rural Business Enterprise Loan Program is moderate compared to other similar programs in the region. Nevertheless, at this point in time the default rate disqualifies EDA from additional grant monies to re-infuse the loan account.

EDA has worked generously and cooperatively with a number of small businesses in default of loan payments. Staff has designed very flexible payment schedules, payback reductions,

interest only and payment suspension agreements with the borrowers. Nevertheless, in some instances, default was declared and recompense will be sought through the courts.

EDA's once vital RBEG Loan program has now been relegated to a restricted lending program. Consequently, EDA will strive to correct lending parameters and will continue to seek recompense from those in severe default in an effort to expunge bad debt and reconstitute a critical business development tool for the community.

Through its Newsletter and other media, EDA has helped promote the Virginia Department of Business Assistance's *Jobs Investment Program* which is designed to retrain and retain employees as business models and practices are reconfigured. DuPont, Toray and recently InterChange have all utilized this vital program.

In May 2010, EDA created the *Business Excellence : Business Appreciation Awards* in partnership with the Chamber of Commerce. The Front Royal-Warren County small business community was invited to apply for cash awards in the amounts of \$1,500, \$750 and \$250 and grants were made based upon assessed excellence in business practices and community service. This new program has been positively received by the business community.

EDA designed an easy-to-navigate web site with links and information on permitting, zoning, signage, available resources, upcoming events, etc. EDA will continue to distribute CDs to the business offices of both the Town and County for those seeking business licensure and permitting.

EDA will continue its work on "Creating an Entrepreneurial Community" in support of new and emerging businesses and high school entrepreneurial students. In addition, EDA has initiated a partnership with the Northern Shenandoah Valley Regional Commission to conduct a regional incubator (or business development center). This initiative is designed to benefit all emerging entrepreneurial business sectors of Front Royal-Warren County as well as the entire Northern Shenandoah Valley Region and is in the early stages of development.

FR-WC EDA is an annual sponsor and exhibitor at the Chamber's TradeFest trade show, and, for the third year, was a partner in Shenandoah University, Byrd School of Business' annual business forum.

EDA delivered Community Profile/Business Licensure and Permitting Guide CDs to the Chamber of Commerce for dissemination and to the County Commissioner of Revenue's office for those seeking to license and start-up new businesses. Staff issued regular e-mails on market trends, retail and business development strategies and stimulus program articles of interest, and will continue to expand that mailing list.

### ***Public-Private Education Initiative***

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EDA is initiating the "Entrepreneurial Community" project, which includes the Student Mentoring Program. The program will create a partnership with the school system's entrepreneurial studies and student entrepreneurs; demonstrate support for student entrepreneurs; establish partnerships with businesses and student entrepreneurs; create nurturing environment for "bright ideas" and successful entrepreneurs; and develop business mentoring relationships.

Staff is currently working with the Warren County Public Schools on implementing the mentoring program that is being met with great enthusiasm by educators and administrators, alike.

EDA is also working with the school system to strengthen and expand its "Project Lead the Way" courses.

EDA continues its long-standing relationship with Lord Fairfax Community College Workforce Solutions in offering classes for soft skills, leadership skills, IT skills etc. in conjunction with the Warren County Public School system.

EDA sponsored and was a participating sponsor and host in both the Chambers' Youth and Adult Leadership programs. EDA also manages a scholarship fund, and awarded two \$1,000 scholarships to graduating seniors, as well as \$500 worth of school supplies to schools in need.

EDA Staff served on the Rotary's "student interview" project and the Chamber's Student Day at the High Schools focused on teaching money management, as well as the Chamber's annual New Teachers' Reception.

### ***Branding***

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EDA continues its work with Front Royal's Department of Tourism and the Chamber of Commerce on advertising and creating a cohesive branding image. In 2010, EDA created the Public Relations Committee which organized "The Good News Project," that issues positive stories about our community, our citizens, our schools and our businesses. The Project has met with enthusiastic support from the community.

### ***Integrated Future Community***

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The EDA continues to support the objectives of an integrated future community by maintaining strong relationships with investors, business leaders, community leaders and citizens to ensure successful placement of desirable businesses, creation of local walking and biking trails, active participation in the Town's visioning process, creation of education seminar series for business owners and operators, reinstating a committee of retail and industrial leaders along the 522N corridor, and working with those corporate leaders to ensure water and sewerage needs are being met.

### ***Workforce Housing***

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EDA assisted in conducting a workforce housing survey of Warren County hospital employees. Studies indicate a growing need for affordable housing for teachers, police and fire staff and hospital employees. EDA feels this is an important infrastructure project for the economic well-being of the community, and will continue to assist the Town and County with technical support and implementation.

## *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:*

- 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 an incubator 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 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 attracting new industries and businesses with a concentration on living wage manufacturing, distribution and technology jobs.

- EDA envisions assisting downtown businesses in sustaining the charm and diversity of downtown with an eye toward creating a tourist “destination point” in Front Royal.
- EDA envisions developing a business park at the Royal Phoenix (Avtex Superfund) site that incorporates green, sustainable design in its concepts.
- 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.

Infrastructure:

- EDA envisions development of the Leach Run and East-West connector road linking Happy Creek Road and John Marshall Highway (Route 55).
- EDA hopes to, along with Virginia Department of Transportation, implement an interchange at the intersection of Route 606 (Shenandoah Shores Road) and I-66.
- 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 Royal Phoenix 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:

- 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 Royal Phoenix Conservancy Park, the Skyline Drive and Shenandoah National Park, the future Rockland Park and Front Royal Golf Club.

- EDA envisions eco-friendly “contained communities,” that provide centers for shopping, dining, telecommuting and service-oriented businesses.
- 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.
- EDA envisions the creation of affordable housing for its living wage workers: teachers, nurses, police and fire officers, et al.

### *Economic Snapshot*

#### **Unemployment**

##### *Unemployment Rate (June 2011)*

Warren County	6.4%
Extended Labor Market Area	5.3%
Statewide	6.3%

#### **Underemployed (1st Quarter 2010)**

Warren County	1,545
Extended Labor Market Area	33,780
Total	35,325

**COMMUTING PATTERNS – 2000 CENSUS**

<b><u>Live and work in Warren County:</u></b>	6,844	35.4%
Total In-Commuters:	3,988	20.6%
Total Out-Commuters:	8,528	44.0%
Net Out-Commuters:	4,540	
<b><u>In-Commuters From:</u></b>		
Frederick Co. VA	979	40.1%
Shenandoah Co. VA	680	27.9%
Page Co. VA	302	12.4%
Winchester City VA	284	11.6%
Berkeley Co. WV	196	8.0%
<b><u>Out-Commuters To:</u></b>		
Fairfax Co. VA	2,246	42.7%
Frederick Co. VA	948	18.0%
Prince William Co. VA	756	14.4%
Loudoun Co. VA	689	13.1%
Winchester City VA	624	11.9%

**Employment by Sector\* (3<sup>rd</sup> Qtr 2010)**

Natural Resources and Mining	18	0.2%
Construction	454	3.9%
Trade	1,735	15.0%
Transportation and Utilities	1,157	10.0%
Manufacturing	942	8.2%
Information	64	0.6%
Financial	329	2.8%
Services	5,009	43.4%
Government	1,837	15.9%
Other	0	0
<b>Total</b>	<b>11,546</b>	<b>100.0%</b>

*N.D. - Not Disclosed*

*\*By Business Establishment*

**Employment by Occupation\* (4th Qtr. 2009)**

Construction, Extraction & Maintenance	858	8.1%
Farming, Fishing & Forestry	23	0.2%
Managerial, Professional & Related	2,424	22.9%
Production, Transportation & Material Moving	1,868	17.7%
Sales & Office	2,867	27.1%
Service	2,538	24.0%
<b>Total</b>	<b>10,578</b>	<b>100%</b>

*\*By Business Establishment*

**MAJOR EMPLOYERS**

**Manufacturing**

<i>Company</i>	<i>Product/Service</i>	<i>Estimated Employment</i>
E. I. DuPont de Nemours & Co., Inc.	Automotive finishes	300 - 599
Ferguson Enterprises Inc.	Plumbing & heating Supplies	300 - 599
Toray Plastics America Inc.	Automotive plastic foam	100 - 299

**NonManufacturing**

<i>Company</i>	<i>Product/Service</i>	<i>Estimated Employment</i>
Family Dollar Stores	Distribution center	300 - 599
Sysco Northeast Cooperative, Inc.	Food distribution	100 - 299
United Parcel Service	Regional distribution center	100 - 299
Warren Memorial Hospital	Health care	300 - 599

**Labor Market Data**

**Estimated Earnings (May 2010)**

<i>Occupation</i>	<i>Median Wage</i>	<i>Mean Wage</i>	<i>Median Salary</i>	<i>Mean Salary</i>
Packers and packagers, hand	\$11.28	\$11.55	\$23,453.88	\$24,016.94
Laborers and freight, stock, and material movers, hand	\$12.09	\$13.72	\$25,142.15	\$28,538.97
Industrial truck and tractor operators	\$14.23	\$14.46	\$29,602.63	\$30,082.99
Truck drivers, light or delivery services	\$13.86	\$16.06	\$28,838.69	\$33,400.09
Truck drivers, heavy and tractor-trailer	\$20.69	\$21.91	\$43,031.49	\$45,570.53
Maintenance and repair workers, general	\$18.02	\$18.56	\$37,475.17	\$38,614.48
Office clerks, general	\$12.55	\$12.80	\$26,095.84	\$26,613.92
Stock clerks and order fillers	\$10.53	\$11.93	\$21,906.77	\$24,816.30
Shipping, receiving, and traffic clerks	\$14.82	\$15.24	\$30,832.43	\$31,693.78
Receptionists and information clerks	\$11.83	\$12.03	\$24,615.33	\$25,022.32
Customer service representatives	\$15.05	\$15.28	\$31,300.87	\$31,792.69
Bookkeeping, accounting, and auditing clerks	\$14.98	\$15.95	\$31,164.53	\$33,166.16
First-line supervisors/managers of office & admin support workers	\$20.44	\$21.16	\$42,511.78	\$44,016.53
Sales reps, wholesale & manufacturing, ex technical & scientific products	\$22.93	\$26.03	\$47,686.54	\$54,137.66
Security guards	\$12.62	\$13.79	\$26,424.28	\$28,675.53
Nursing aides, orderlies, and attendants	\$12.12	\$12.33	\$25,211.46	\$25,642.83
Teacher assistants	\$9.39	\$10.05	\$19,538.21	\$20,909.37
Secondary school teachers, except special and vocational education	\$22.18	\$23.12	\$46,142.06	\$48,099.41
Elementary school teachers, except special education	\$21.64	\$21.77	\$45,002.96	\$45,284.46
General and operations managers	\$42.68	\$53.05	\$88,766.35	\$110,351.00

**Per Capita Personal Income (2010)** \$37,917

**Median Family Income (FY 2010)** \$103,492

Source:

**Community Profile Warren County**

VIRGINIA ECONOMIC DEVELOPMENT PARTNERSHIP

Front Royal Warren County Economic Development Authority  
Annual Report 2010-11

<b>Warren County Industrial Sites: Total Real Estate and Property Taxes Collected in 2010 Prior To and After Development (Net after Enterprise Zone Incentives*)</b>					
<b>Project</b>	<b>Owner</b>	<b>Tax Year</b>	<b>Taxes Paid</b>	<b>Taxes Paid 2010</b>	<b>Jobs Created</b>
<b>Kelley Industrial Pk</b>	James J. Kelley	1987	\$4,400		0
	Roanoke Cement	2010		\$6,400	3
	Via Satellite	2010		\$44,535	143
	FDR Industrial Laundry	2010		\$19,988	200
	New Breed	2010		\$73,700	91
	Rappahannock Elec	2010		\$24,600	55
	CoOp KIP LLC	2010		\$2,242	1
<b>Toray Industrial Pk</b>	Clifton Good	1993	\$16,109		0
	Toray Plastics	2010		\$200,910	90
<b>Success Industrial Pk</b>	Martha Trenary Irvin	1996	\$395		0
	Interbake Foods	2010		\$239,330*	136
	Atlantic Exhibits	2010		\$19,412	25
	Interchange	2010		\$15,938	10
<b>Montreville Industrial Park</b>	Hamlin Johns	1996	\$826		0
	Family Dollar	2010		\$393,521	425
<b>Stephens Industrial Pk</b>	James Stephens, Sr.	1997	\$2,493		0
	Ferguson Enterprises	2010		\$251,651	382
<b>SYSCO Project</b>	Various	2001	\$21,028		0
	SYSCO Baugh NE Coop	2010		\$470,183*	324
<b>Happy Ck Technology Park</b>	Williams Brothers	2010		\$17,524	15
	dataDisc	2010		\$4,989	7
	Hardigg Industries	2010		\$9,874	10
	Petrine/Rivendell	2010		\$14,608	6
	St. Joseph Group	2010		\$440	3
	PowerComm	2010		\$6,384	5
<b>TOTAL</b>			<b>\$45,251</b>	<b>\$1,816,229</b>	<b>1,931</b>

Prepared by the Front Royal-Warren County Economic Development Authority, 2011.

## *EDA Board of Directors and Staff*

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Greg Drescher, Vice-Chairman  
William Biggs, Treasurer  
Jim Eastham, Secretary  
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