



**Front Royal Warren County
Economic Development Authority**

ANNUAL REPORT FY 2012-2013

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EDA BOARD OF DIRECTORS, STAFF

Submitted September, 2013

Executive Summary

This document is an overview of activities and accomplishments of the Front Royal Warren County Economic Development Authority (EDA) for fiscal year 2012-13, 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 2012, Warren County, which had funded 72% of EDA's operating budget, assumed 50% of the Town's financial commitment to the EDA, which in previous years had funded 28% of 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, 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 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 2,000 new jobs. The economic benefit of this Zone to the Town of Front Royal translates in a dramatic increase in industrial users and the attendant industrial rate water and sewer fees.

Dominion Virginia Power Company has begun construction of its 1500 megawatt gas-fired power plant east of the Kelley Industrial Park . At the peak of construction, Dominion Virginia has employed upwards of 1,400 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. Both the Town and County finance offices have reported remarkable increases in meals and lodging taxes due to the influx in construction workers in the community.

These investments have contributed to the increase in the industrial tax base in Warren County from 8.5% in the late 1980's to 14% 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-one prospects in fiscal year 2012-13. Nineteen companies located in or expanded operations Warren County. Fourteen of those located in the Town of Front Royal. One hundred and five new jobs were created as a result of this year's recruitment efforts.

Similar to the national economy, the local economy has experienced similar sluggish gains. EDA continues to pursue grant money for a number of projects. In June 2012, EDA was awarded a \$50,000 grant from the Virginia Economic Development Partnership and the Virginia Department of Environmental Quality and completed an engineering study on the 162-acre business development parcel at Avtex (Royal Phoenix). The study defined appropriate deployment for water/sewer, electric, broadband, roadways, sidewalks, etc. at the site.

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.

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. In 2009, representatives of Shenandoah Gas informed the EDA that there is no interest in deploying natural gas across the Shenandoah River.

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.

The U.S. Environmental Protection Agency and the U.S. Department of Justice continue review of the draft 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. 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 162 acres in size and is known as the Former Plant Area. FMC Corporation has prepared and delivered its final report for that parcel to the U.S. Environmental Protection Agency, and EDA continues to await EPA's final analysis, assessment and letter of no further interest on that parcel. Once that is completed, EDA will begin to aggressively market the site for redevelopment.

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 State-administered Downtown Revitalization Program.

In 2016, the Cedarville Enterprise Zone will have fulfilled its 20-year, State-awarded Zone designation. That leaves four years of benefits remaining in the state-and county-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 2,000 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 has worked diligently to streamline the licensure/zoning/permitting process for the business community by becoming the “point of contact” to the business owner and by walking the owner step-by-step through the Town and County processes. In this initiative, the County, Town and EDA meet once a month with potential business owners 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 2012-13:

Avtex Superfund Site Remediation

❖ **Remediation of 162 Acres of Developable Property** FMC completed remediation of 162 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 awaits the final documentation, slated for late 2014 – according to Kate Lose, Environmental Protection Agency.

❖ **Restrictive Covenants** U.S. Environmental Protection Agency and Department of Justice continue 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. 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. EDA awaits the final

documentation.

❖ **VEDP-DEQ Grant** EDA won a \$50,000 grant awarded by the Virginia Economic Development Partnership and the Virginia Department of Environmental Quality. The grant was used to conduct engineering studies to determine the most practicable deployment of water, sewer, electric, broadband, roadways, sidewalks, parking lots, etc. for the Avtex Superfund Site. This is an important first step in the redevelopment and marketing initiative.

❖ **Administration Building Leases** All available space at the Avtex Administration Building is fully leased, with the exception of Space C, which has been reserved for the Avtex community museum.

❖ **Avtex Museum** EDA staff continues to pursue appropriate grant opportunities to outfit and open to the public the Avtex museum space. Staff is in contact with the journalist who conducted and video-taped personal interviews of Avtex employees. These will be utilized in the development of the museum. To date, EDA has expended \$195,000 toward the collection and storage of Avtex artifacts.

Infrastructure Development

❖ **Leach Run Roadway Expansion and Connector** EDA continues to work with the Town Manager and County Administrator on purchasing properties along Leach Run in order to begin roadway improvements. Most properties have been secured under the ownership of the EDA. The Virginia Department of Transportation recently approved a \$6 million matching grant toward the cost of the roadway improvement project. Pennoni & Associates was awarded

the engineering contract for the design phase of the project.

❖ **Engineering Design of Infrastructure Deployment at Avtex Business Parcel** An Engineering Contract was awarded to Pennoni and Associates for design of infrastructure deployment on 162 acres of the Avtex (Royal Phoenix) site.

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

❖ **Broadband and Cellular Deployment** Members of EDA's Technology Consortium have worked with the County's Technology Management Team in overseeing last mile broadband and cellular infrastructure deployment. The County was awarded \$25,000 CDBG grant for feasibility/deployment study. The final study is complete. Warren County is 78% served by broadband and cellular service. The Team is working to deploy to the remaining 22% of the county that is currently underserved.

❖ **Additional Land for Industrial Development** The County and the EDA continue to evaluate land in the 340/522 North Corridor that might be appropriate for future industrial development opportunities.

Recruitment and Marketing Efforts

❖ **Prospect Activity** The EDA worked with forty-one (41) prospects over the last year. Nineteen (19) of those have located in Front Royal-Warren County, including Chocets, Front Royal Diner, Sunflower Cottage and Blue Wing Frog. Two projects are finalizing development and remain unannounced. Staff continues its work with four additional prospects.

- ❖ **New Jobs** A total of one hundred and five (105) new jobs have been created through this fiscal year's recruitment efforts.

- ❖ **Downtown Front Royal Recruitments** Three new companies have located in downtown Front Royal: *Choceets*, a chocolate candy store; and *Blue Wing Frog*, a company that provides boxed and basket lunches as well as retail supplies for hikers and picnickers who come to enjoy the National Forest, the Appalachian Trail and the Shenandoah River, and a new Thai restaurant at the Quality Inn.

- ❖ **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 financing opportunity for the business community that banks have had difficulty serving.

- ❖ **Virginia Port Authority Quarterly Meetings** With the expansion of the Panama Canal, scheduled for completion in 2014, the Port Authority is holding 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 its web site with a database of "available sites" properties throughout the Town and County. A new, more current and updated web site is being constructed. EDA will utilize Facebook in marketing opportunities in

the upcoming year.

- ❖ **Marketing Brochures** EDA has redesigned all of its marketing brochures: Royal Phoenix, 522North, Downtown Front Royal and McKay Springs.
- ❖ **EDA Logo** Staff redesigned EDA logo and letterhead.
- ❖ **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.
- ❖ **TV 3 Winchester** has featured a number of stories about the EDA, Avtex Redevelopment and Warren County small business development programs.
- ❖ **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** EDA advertises in the Chamber's Community Directory and in the Visitor's Center "Discovery Guide."
- ❖ **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 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 is underway to design 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

❖ ***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.

❖ ***Rural Business Enterprise Loan Program*** Over the life of the program, the EDA has made 43 loans to local businesses, 75% of which are downtown Front Royal businesses, totaling \$1.46 million. Over the past eighteen months, 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 criteria to be eligible for a small EDA-funded grant and reductions in BPOL taxes. EDA has awarded eight Technology Zone incentive packages to date. All three Zones (Happy Creek, Downtown and Avtex) are located within the Town limits.

❖ **Property Ownership and Management** All EDA-owned properties (404 Fairground Road, 1325 Progress Drive, 400 A, B, 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.

❖ **Chamber Committees** EDA serves on the Chamber's Small Business Committee, the Wine & Craft 2013 Committee and the TradeFest 2013 Committee.

❖ **Front Royal Independent Business Alliance** EDA has continued discussions with FRIBA on ways the EDA can support and assist their mission.

❖ **Virginia's Jobs Investment Program** By promoting Virginia's Jobs Investment Program, EDA secured participation from DuPont, Toray, InterChange and -- in 2013 -- Family Dollar, in

retraining and retaining employees at their facilities in Warren County.

❖ **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” 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 the template 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.

❖ **Entrepreneurial Community Project** In March 2011, EDA launched its "Entrepreneurial Community" project aimed at creating an environment that nurtures and supports entrepreneurship in every facet of development. 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.

❖ **Brown Bag Luncheon Events** Partnering with the Chamber's Small Business Committee, the EDA participated in several lunch seminar events focused on business planning and benchmarking, non-financial employee incentives and customer service. Each was very well attended and well received.

❖ **TradeFest** EDA is a sponsor and participant in the Chamber's annual TradeFest, a local trade show event showcasing local businesses and their products and services. It is the largest and most successful trade shows in the region.

❖ **Promotional Partner of the Annual Business Symposium** For the third 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 2012, EDA awarded the second annual 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 \$1,000, \$700 and \$500 and grants were made based upon assessed excellence in business practices and community service. Rappahannock Electric Coop was an award sponsor once again this year. This program has been positively received by the business community, and was considered "unique and original," by staff of the Virginia Department of Business Assistance.

This year awards were made to Culligan for forklift upgrades, The Kiln Doctor for continuing workshops and demonstrations to schools, and to Liberty Tax Service for office facelift. To date, the awards have been made 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

❖ **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 level. EDA continues to work with the leadership of the public schools to integrate the program into curricula for both high schools. Staff is working to secure funding for the program and will assist school administrators in launching the program of study when it is deemed appropriate.

❖ **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 in promoting classes 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 Chambers' Youth and Adult Leadership programs.
- ❖ **EDA Scholarship and Education Fund** EDA manages a business-funded scholarship program and awarded two \$750 scholarships to graduating seniors, as well as \$300 for school supplies to schools in need.
- ❖ **Ethics Workshop, Student Interview Project, Reality Store and New Teacher Reception** EDA Staff served on the Rotary's "Ethics Workshop" and "student interview" project as well as the "Reality Store" at the High Schools focused on teaching money management. EDA also contributed to the Chamber's annual New Teachers' Reception.

Staff Training and Education

- ❖ **International Economic Development Council Conferences** Staff attended two IEDC conferences on current economic development trends in FY 2011-12.
- ❖ **Community Development Finance** Staff attended one CDFA conference on financing tools.
- ❖ **Virginia Business Incubator Association** Staff attended conference on incubator operations and trends.
- ❖ **International Council of Shopping Centers** Staff attended two conferences generating five new commercial leads for Front Royal-Warren County.

- ❖ **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 social media marketing, employee retention and business visioning.
- ❖ **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 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 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 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.

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 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:

- 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 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.

Economic Snapshot

Unemployment Rate (July 2013)

Warren County 5.7%
Extended Labor Market Area 4.8%
Statewide 5.8%

Unemployed (2012)

Warren County 1,184
Extended Labor Market Area 18,911
Total 20,095

Underemployed (1st Quarter 2013)

Warren County 1,787
Extended Labor Market Area 38,528
Total 40,315

Community Profile **Warren County**
VIRGINIA

COMMUTE TIME

Worked from home	1,056	5.6%
Under 15 minutes	4,558	26.0%
15-24 minutes	3,543	19.9%
25-34 minutes	1,869	10.5%
35-44 minutes	819	4.6%
45-59 minutes	2,101	11.8%
Over 60 minutes	4,932	27.7%
Mean Travel Time to Work		(minutes) 37

EMPLOYMENT BY SECTOR, 4TH QUARTER 2012

Agriculture Forestry Fishing and Hunting	N.D.	N.D.
Mining Quarrying and Oil and Gas Extraction	N.D.	N.D.
Utilities	N.D.	N.D.
Construction	620	5.3%
Manufacturing	901	7.6%
Wholesale Trade	108	0.9%
Retail Trade	1,701	14.4%
Transportation and Warehousing	1,074	9.1%
Information	62	0.5%
Finance and Insurance	250	2.1%
Real Estate and Rental and Leasing	49	0.4%
Professional Scientific and Technical Services	293	2.5%
Management of Companies and Enterprises	180	1.5%
Administrative and Support and Waste Management	809	6.9%
Educational Services	536	4.5%
Health Care and Social Assistance	1,362	11.5%
Arts Entertainment and Recreation	213	1.8%
Accommodation and Food Services	1,169	9.9%
Other Services	512	4.3%
Total Government	1,880	15.9%
Federal Government	185	1.6%
State Government	98	0.8%
Local Government	1,597	13.5%
Unclassified	0	0
Total	11,801	100.0%

N.D. - Not Disclosed

*By Business Establishment

Manufacturing

E. I. DuPont de Nemours & Co., Inc. Automotive finishes	300 - 599
Ferguson Enterprises Inc. Plumbing & heatingSupplies	300 - 599
Toray Plastics America Inc. Automotive plastic foam	100 - 299

NonManufacturing

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

Warren County Industrial Sites: Total Real Estate and Property Taxes Collected in 2012 And Prior To Development (Net after Enterprise Zone Incentives*)					
Project	Owner	Tax Year	Taxes Paid Prior	Taxes Paid 2012	Jobs Created
Kelley Industrial Pk	James J. Kelley	1987	\$4,400		0
	Roanoke Cement	2012		\$9,194	3
	Via Satellite	2012		\$52,349	162
	Jeff LeHew LLC	2012		\$13,208	0
	FDR Industrial Laundry	2012		\$8,920	55
	Winchester Cold Storage	2012		\$66,345	0
	Rappahannock Elec CoOp	2012		\$66,793	65
	Ayreshire Farms KIP LLC	2012		6,493 \$4,421	5 0
Toray Industrial Pk	Clifton Good	1993	\$16,109		0
	Toray Plastics	2012		\$211,867	90
Success Industrial Pk	Martha Trenary Irvin	1996	\$395		0
	Interbake Foods	2012		\$253,516*	199
	Atlantic Exhibits	2012		\$24,287	22
	Interchange	2012		\$27,163	13
Montreville Industrial Pk	Hamlin Johns	1996	\$896		0
	Family Dollar	2010		\$462,621	349
Stephens Industrial Pk	James Stephens, Sr.	1997	\$2,493		0
	Ferguson Enterprises	2012		\$740,115	351
SYSCO Project	Various	2001	\$21,028		0
	SYSCO Baugh NE Coop	2012		\$582,560*	294
Happy Ck Technology Pk	Williams Brothers	2012		\$17,806	15
	dataDisc	2012		\$13,008	5
	Hardigg Industries	2012		\$3,880	10
	Petrine/Rivendell	2012		\$26,040	6
	St. Joseph Group	2012		\$951	3
	PowerComm	2012		\$4,033	5
TOTAL			\$45,321	\$2,595,570	1,652

EDA Board of Directors and Staff

Patricia S. Wines, Chairwoman

Greg Drescher, Vice-Chairman

William Biggs, Treasurer

Jim Eastham, Secretary

Brett Haynes, Director

Ron Llewellyn, Director

Bill Sealock, Director

Jennifer R. McDonald, Executive Director

Marla Taylor Jones, Director of Marketing and Business Development

Michelle (Missy) Henry, Administrative Assistant

Blair D. Mitchell, Esq., County Attorney-Warren County, Virginia

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