

"THERE'S ONLY ONE SHENANDOAH COUNTY IN THE SHENANDOAH VALLEY"



ECONOMIC DEVELOPMENT STRATEGIC PLAN

A Roadmap to the Future:

Building & Expanding Successful
Local Economic Growth

2013

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Shenandoah County Board of Supervisors

District 1
New Market Area



Dick Neese

Elected 11/2001; 11/2005;
11/2009; Term Expires 12/2013

292 Jiggady Road
New Market, VA 22844

(540) 740-3414 (H)
(540) 740-3414 (F)

neesedick@gmail.com

District 2
Conicville - Mt. Jackson Area



Steven A. Baker

Elected 11/2007; 11/2011;
Term Expires 12/2015

1341 Conicville Rd
Mt. Jackson, VA 22842

(540) 477-3550 (H)

bakerinc@shentel.net

District 3
Edinburg - Ft. Valley Area



David E. Ferguson

Appointed 8/24/2004;
Elected by Special Election 11/8/2005
Elected 11/2007; 11/2011
Term Expires 12/2015

489 Cliffside Drive
Edinburg, VA 22824

(540) 984-8777 (H)
(540) 984-3438 (F)

davidf@shentel.net

District 4
Woodstock Area



Sharon Baroncelli

Appointed 9/13/2005; Elected 11/2005;
11/2009; Term Expires 12/2013

508 W. Locust Street
Woodstock, VA 22664

(540) 331-4492 (C)

asbaron@shentel.net

District 5
Toms Brook Area



Dennis Morris

Vice Chairman
Elected 11/975; 11/1979; 11/1987;
11/1991; 11/1997; 11/2001;
11/2005; 11/2009; Term Expires 12/2013

1685 Brook Creek Road
Toms Brook, VA 22660

(540) 436-9149 (H)
(540) 436-3611 (W)
(540) 436-3101 (F)

demorris@shentel.net

District 6
Strasburg Area



Dr. Conrad A. Helsley

Chairman
Appointed 1/25/2005; Special Election 11/8/2005;
Elected 11/2007; 11/2011; Term Expires 12/2015

494 Walton Street
Strasburg, VA 22657

(540) 481-6167 (C)
(540) 465-4146 (F)

chelsley@shentel.net

Special thanks to the members of the Strategic Planning Steering Committee for all their work.

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THE PURPOSE OF THE PROCESS



The process of strategic planning is intended to be as valuable as the strategic plan, itself. It is a disciplined, coordinated, systematic, and sustained effort deliberately intended to foster communication between stakeholders, and set forth clear expectations.

By actively engaging in the local economic development strategic planning process, not only has our community created an end-product that can be used to aid in the decision-making process, but a loud and clear signal has been sent that Shenandoah County is a progressive, prepared, and business-friendly community.

Capitalize on our strategic location, 90 minutes outside the nation's capital.

OUR VISION & MISSION



Woodstock, One of Six Vibrant Rural Towns



Triplett Tech. Electricians' Training Certification

OUR VISION FOR THE ECONOMIC FUTURE OF SHENANDOAH COUNTY

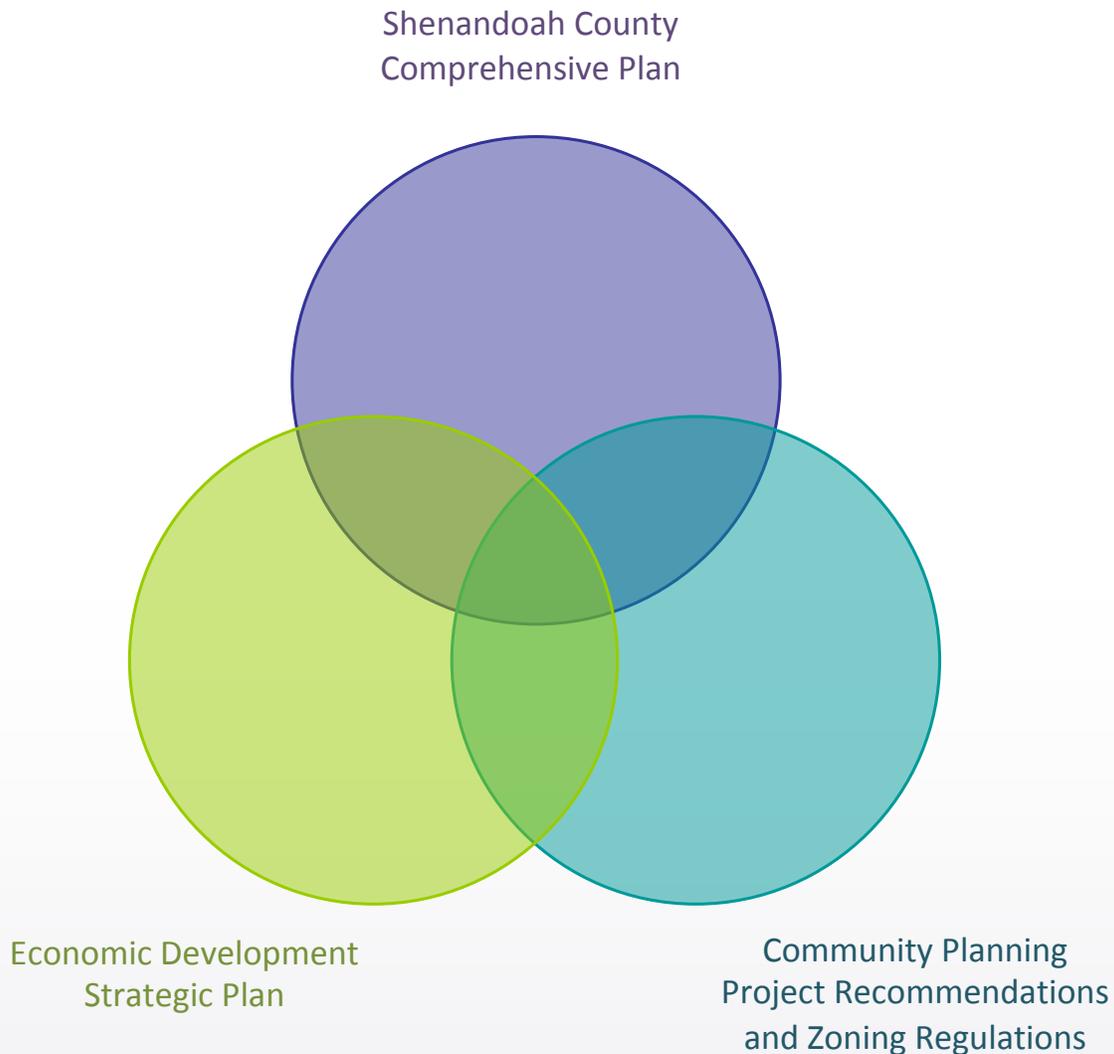
A diverse economy enhanced by a business-friendly local government.

THE MISSION OF SHENANDOAH COUNTY ECONOMIC DEVELOPMENT

Shenandoah County will foster responsible economic development activities that result in industry growth, job creation, job retention, an expanded non-residential tax base, sustainable natural resources, and improved quality of life.

Tap into our capable regional workforce of approximately 120,000.

RELATIONSHIPS...

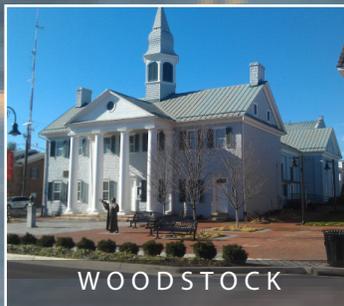
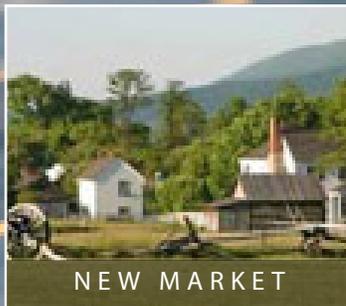
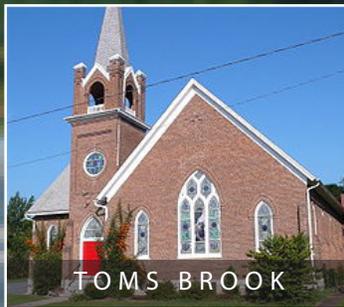
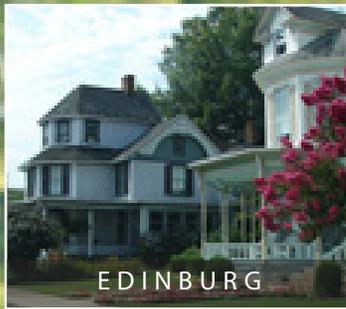


...BETWEEN THIS PLAN AND OTHERS

This Economic Development Strategic Plan is intended to supplement and reaffirm the long-standing policies of the Shenandoah County Board of Supervisors as expressed in the previously adopted Community Planning Project Recommendations and the Shenandoah County Comprehensive Plan. By ensuring that County plans are complementary, not conflicting, Shenandoah County's path to the future remains clear.

Take pride in our education system dedicated to excellence.

COMMUNITY PROFILE



EDINBURG | MOUNT JACKSON | NEW MARKET | STRASBURG | TOMS BROOK | WOODSTOCK

When developing a strategic plan for the future, it was important to understand our current position before attempting to determine where we want to be tomorrow.

Therefore, explore the next few pages of local data to learn what sets us apart.

Traverse the County's six towns, located along historic U.S. Route 11.

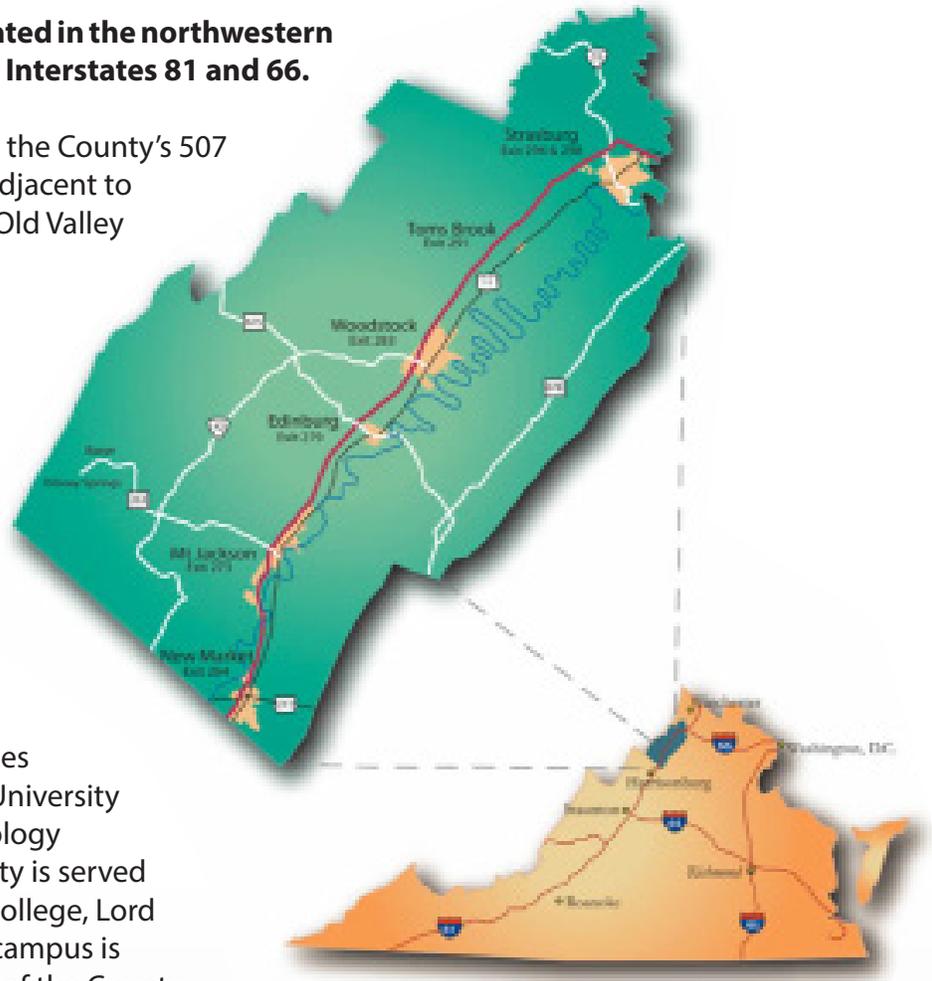
GEOGRAPHIC & PROXIMITY DATA

Shenandoah County is strategically located in the northwestern portion of Virginia, at the crossroads of Interstates 81 and 66.

Six incorporated towns are located within the County's 507 square miles, each conveniently located adjacent to Interstate 81 and along the historic Rt.11 Old Valley Pike Corridor.

Located just twenty minutes north of the county, the Winchester metro area is the westernmost suburb of our nation's capital. It is home to Shenandoah University, a private university focused on achieving excellence in its business and healthcare curriculums.

Conveniently located between Winchester and Harrisonburg, travel twenty minutes south of the County and you will reach Harrisonburg, home to James Madison University, a top Virginia public University recently lauded for its Information Technology prowess. Additionally, Shenandoah County is served by Virginia's fastest-growing community college, Lord Fairfax Community College, whose main campus is conveniently located only 3.5 miles north of the County.



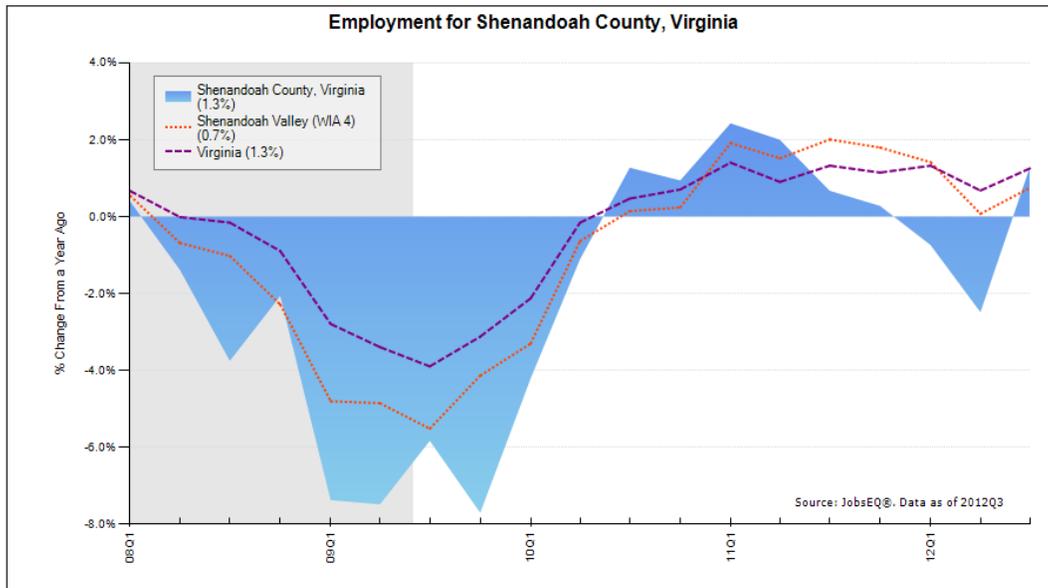
Travel 20 minutes east to the Virginia Inland Port, a terminus for truck to rail exchange to the Port of Virginia marine terminals in Hampton Roads and north to major metropolitan markets

The County's proximity and easy access to Washington, D.C. offers a close, yet secure location for Information Technology and government related industry outside the "blast zone."

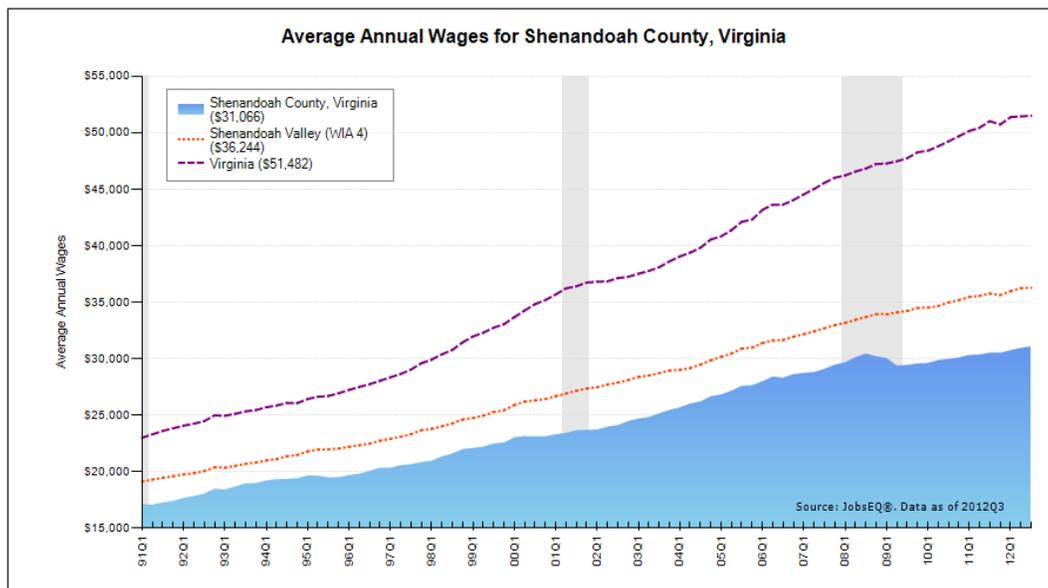
Long known as the "Breadbasket of the South", the Shenandoah Valley has a vibrant agricultural heritage that remains strong, and Shenandoah County's top industry, agriculture, continues to grow. Led by a business-friendly Board of Supervisors, the County is primed to use the competitive advantage offered by its strategic geographic location to capitalize on growth opportunities in both traditional agriculture, as well as in emerging and niche markets.

Shenandoah County's location is among its key assets to industry.

JOBS & EMPLOYMENT DATA



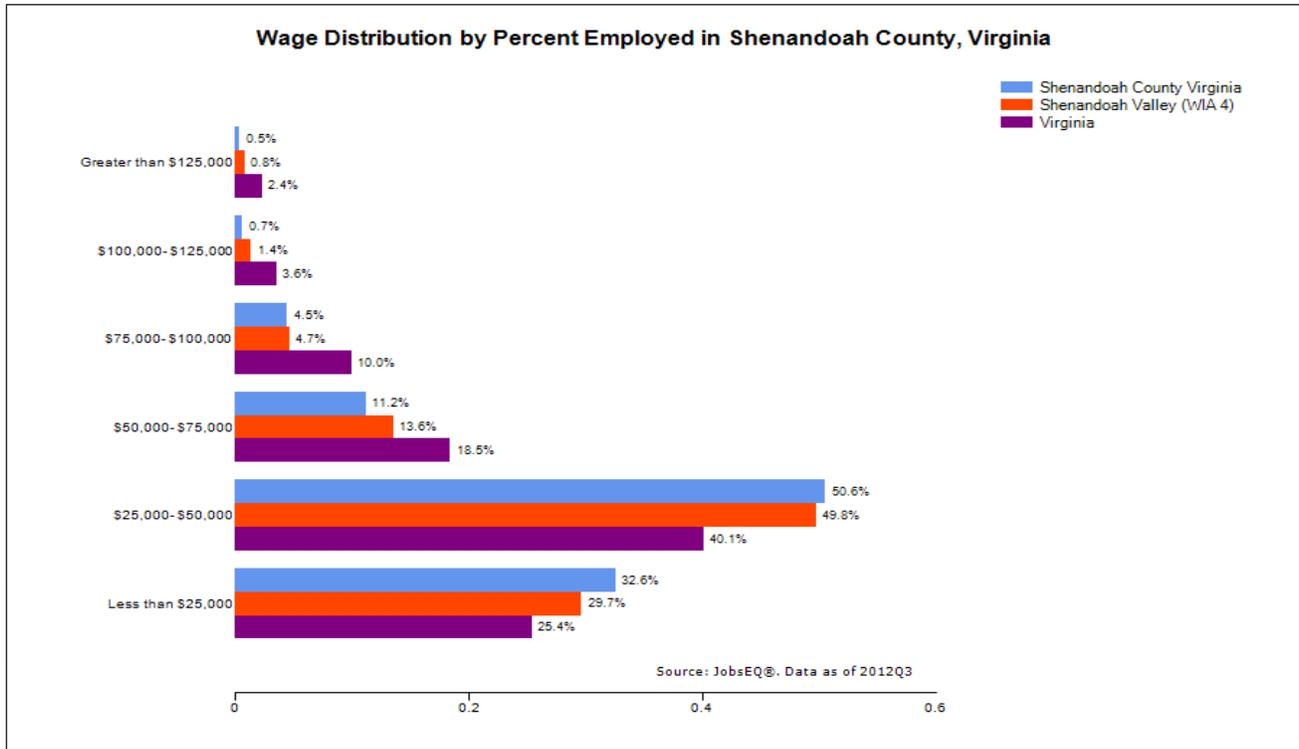
Shenandoah County’s diversified economy has offered stability, which has kept its rate of employment growth commensurate with regional and state averages. In addition, overall job growth has trended similarly to Shenandoah County’s population growth over the last decade. In contrast to other regions of Virginia facing declining job markets, Shenandoah is an emerging market poised to employ its growing population.



Average wages in Shenandoah County reflect a lower cost of living, in comparison to its competitors around the state and in the region. Employers can capitalize on this competitive advantage, and employees can still enjoy a high quality of life while earning a modest salary.

Shenandoah is an emerging market poised to employ its growing population.

JOBS & EMPLOYMENT DATA



Wage distribution in Shenandoah County, when compared to the percentages employed in specific wage brackets throughout the Valley and across Virginia, offers insight into the wage expectations of employees in Shenandoah County. In reviewing the data shown in the graphic above, two obvious trends emerge.

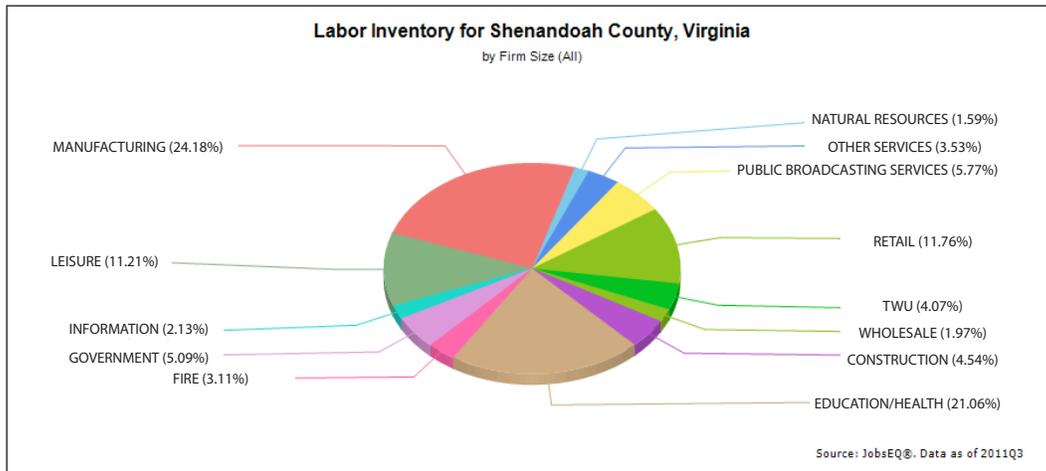
First, due in large part to the nature of the work done by our largest employers, the majority of those employed in Shenandoah County fall within the wage bracket of \$25K-\$50K. That 50.6% majority represents an average that is 10.5% higher than in the state, as a whole. This meaningful difference reflects that our community is accustomed to modest, yet livable wages that offer a high quality of life.

Second, less than 6% of those employed in the Shenandoah County expect to earn more than \$75K annually. In contrast 16% of Virginians reported income expectations of \$75K or higher.

This graphic provides more than just wage data comparisons. It offers insight into the culture of Shenandoah County. Employees expect a fair, living wage, and they are compelled to work for that wage.

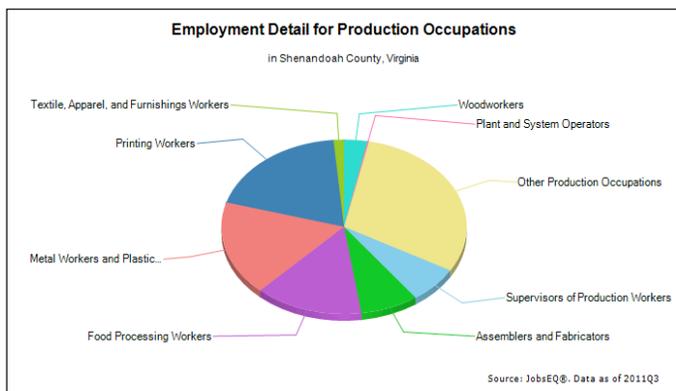
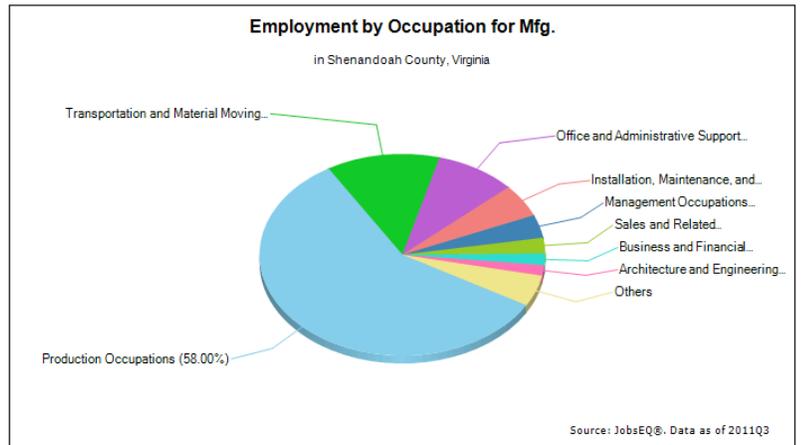
...accustomed to modest, yet livable wages and a high quality of life.

JOBS & EMPLOYMENT DATA



Labor inventory data (left) shows that the combination of the manufacturing, health and education sectors employ nearly 45% of the workforce in Shenandoah County, while the remaining 55% is well diversified across a broad range of fields. Similar distributions are generally consistent within the Shenandoah Valley region.

Manufacturing represents Shenandoah County's largest employment sector at 24%, about 8% higher than in the region as a whole. However, employment by occupation within manufacturing sector (right) is again diversified in a manner generally consistent within the region. Production occupations, as expected, encompass 58% of the manufacturing sector positions in Shenandoah County. Similarly, 53% of all manufacturing jobs in the Shenandoah Valley region are classified as production positions.



Furthermore, employment distribution within the production occupation sector of manufacturing (left) is well diversified, just as it is within the region as a whole.

A well-diversified local and regional economy offers economic stability, a quality that benefits employers and employees alike.

...a diversified local and regional economy that offers stability.

EDUCATION DATA

Shenandoah County's commitment to academic excellence is reflected in its objective statistical rankings, as well as in the hearts and actions of its teachers and families. Recently, the school system pulled together a diverse group to create a comprehensive plan. The Comprehensive Plan is designed to provide a vision for the future of the Shenandoah County Public Schools. The Comprehensive Plan reflects involvement from various stakeholders including the School Board, Superintendent, staff, principals, teachers, parents, and citizens. This document aligns with the Standards of Quality as outlined in the Code of Virginia. It is rooted in local school board philosophy and is aligned with all division planning documents, specifically the School Board's approved technology plan.

MISSION

The Mission of Shenandoah County Public Schools is to prepare each student for a future of life-long learning. We believe that:

- The success of Shenandoah County Public Schools rests with how well we prepare our students for the future;
- All members of the learning community are valued and respected;
- A work environment must encourage and support trust, mutual respect, open communications, and risk taking;
- Processes which call for continuous improvement and problem solving are essential;
- The education of all members of the learning community is a shared responsibility.

VISION

The Vision of Shenandoah County Public Schools is to be the first choice for education by:

- Producing individuals who have the skills, abilities, and attitudes to succeed as productive citizens and develop a mindset of life-time learning;
- Demonstrating high standards and expectations for all school personnel;
- Maximizing the utilization of school resources;
- Fostering goals and values that will be embraced by those whom the school division touches;
- Recognizing superior performance;
- Comparing favorably with Virginia standards;
- Preparing students to compete in the global economy.

Shenandoah County is committed to its partnerships with such high-achieving organizations as the Virginia Community College System, the Small Business Administration, and People Incorporated.

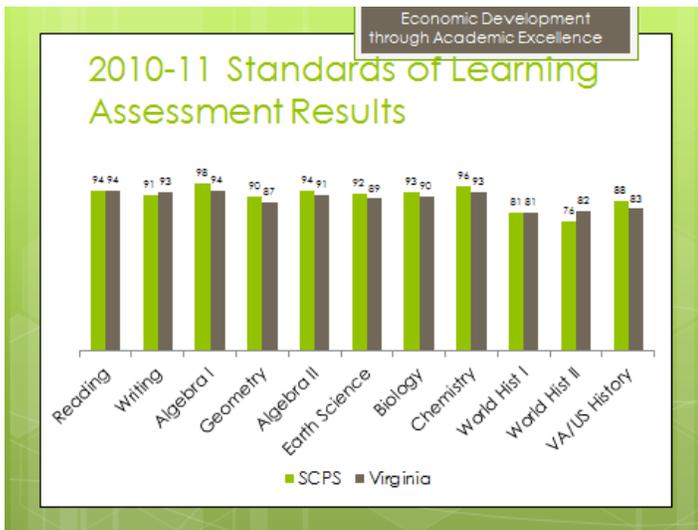
Opportunities abound for students and businesses alike, through the County's dual enrollment, advanced placement, and industry certification programs.

Shenandoah County Public Schools is committed to achieving a year's worth of growth in students and staff by making learning-focused and professional growth decisions that will ensure success.

...a community that not only survives, but thrives.

EDUCATION DATA

Shenandoah County's commitment to academic excellence is reflected in its objective statistical rankings, as well as in the hearts and actions of its teachers and families.

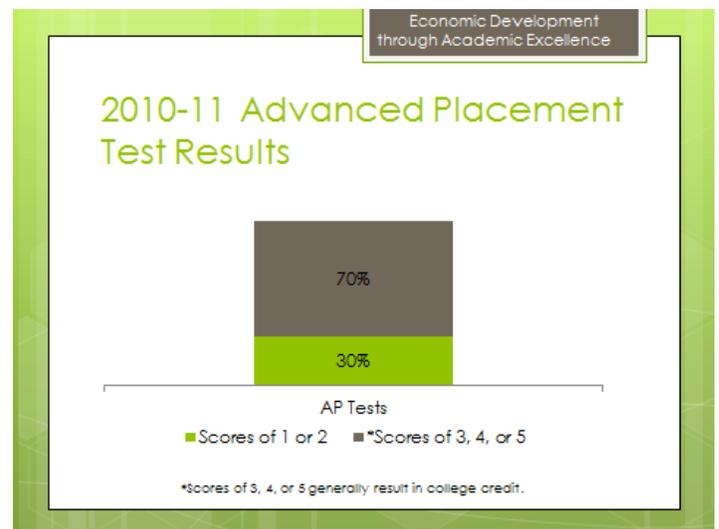


Economic Development through Academic Excellence

Class of 2011 SAT Scores

	Critical Reading	Mathematics	Writing	Total Score
SCPS	510	516	498	1524
Virginia	512	509	495	1516
USA	497	514	489	1500

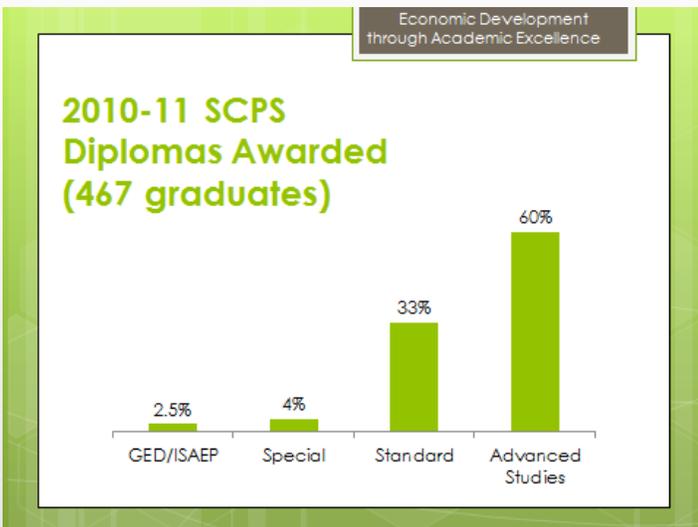
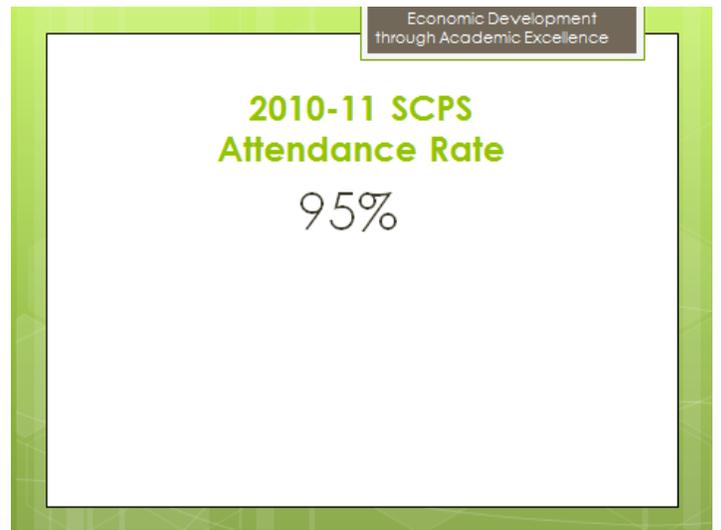
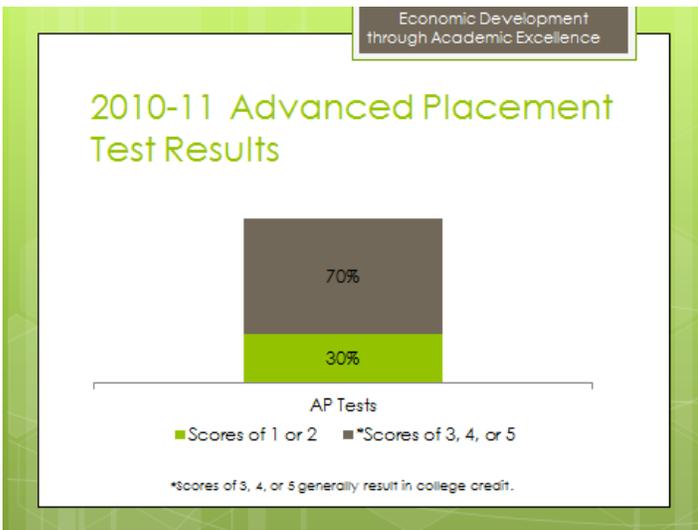
- Economic Development through Academic Excellence
- ### 2012 Graduating Class
- 2012 Shenandoah County graduates earned nearly **\$2.7 Million** in scholarships to further their education.
 - 75% of the graduating class entered into a 2 or 4 year higher education program, and an additional 6.7% enrolled in a technical or vocational school.



Triplett Business and Technical Institute averages 350 students daily.

EDUCATION DATA

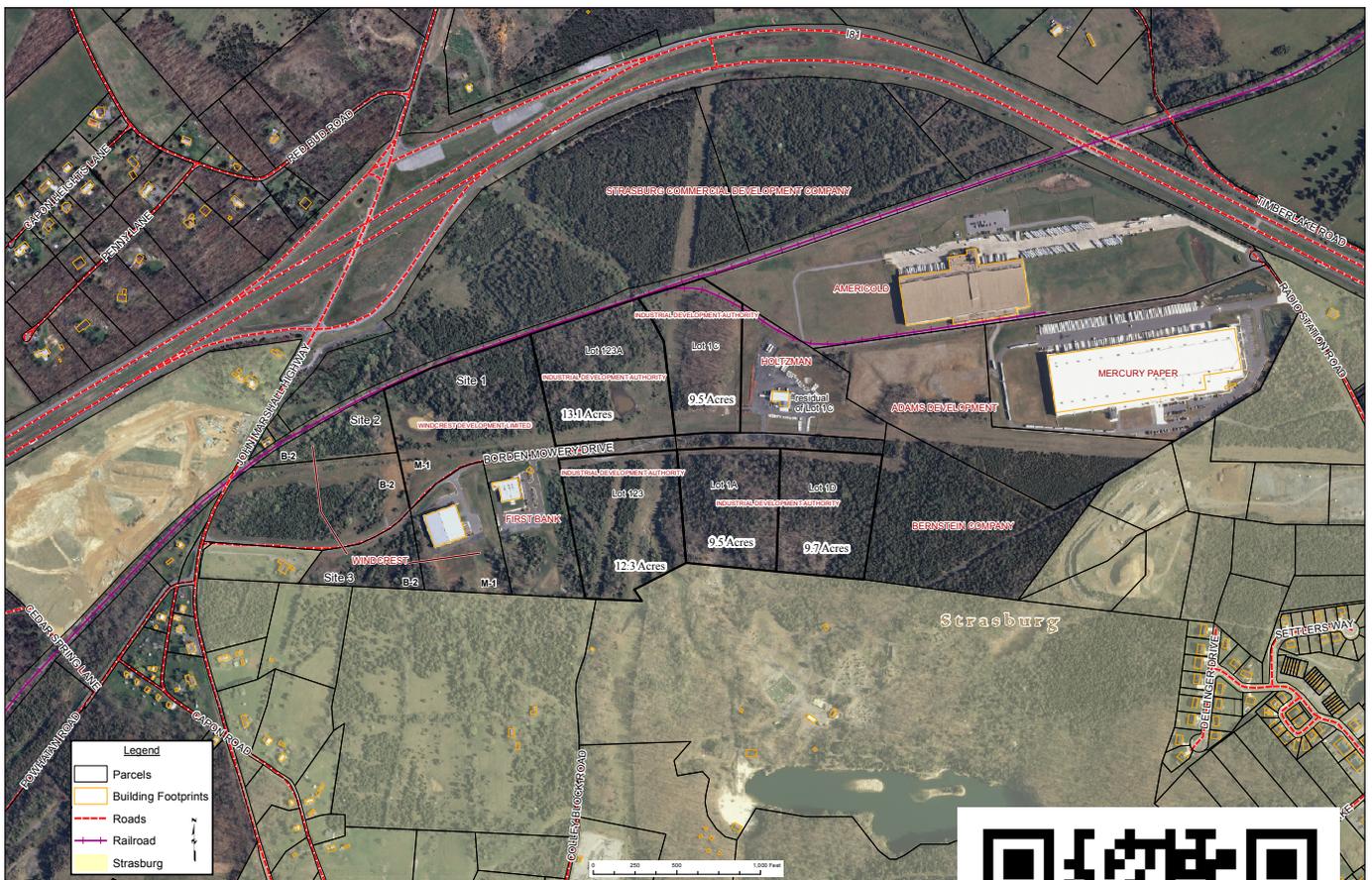
Shenandoah County's commitment to academic excellence is reflected in its objective statistical rankings, as well as in the hearts and actions of its teachers and families.



Triplett Business and Technical Institute averages 350 students daily.

SITE AVAILABILITY

Shenandoah County offers two state of the art industrial parks. The aerial map shown below depicts the Northern Shenandoah Industrial Park, located approximately 1 mile from I-66 in the “golden triangle” of I-81, just outside the Town of Strasburg. Privately owned parcels, as well as parcels owned by the County’s Industrial Development Authority make up the available 84 acres of industrially zoned land. Sites are served by electric power, natural gas, public water, public sewer, and broadband fiber optic telecommunications. For more information please visit our website at <http://www.shenandoah-ed.org/sites.html>.

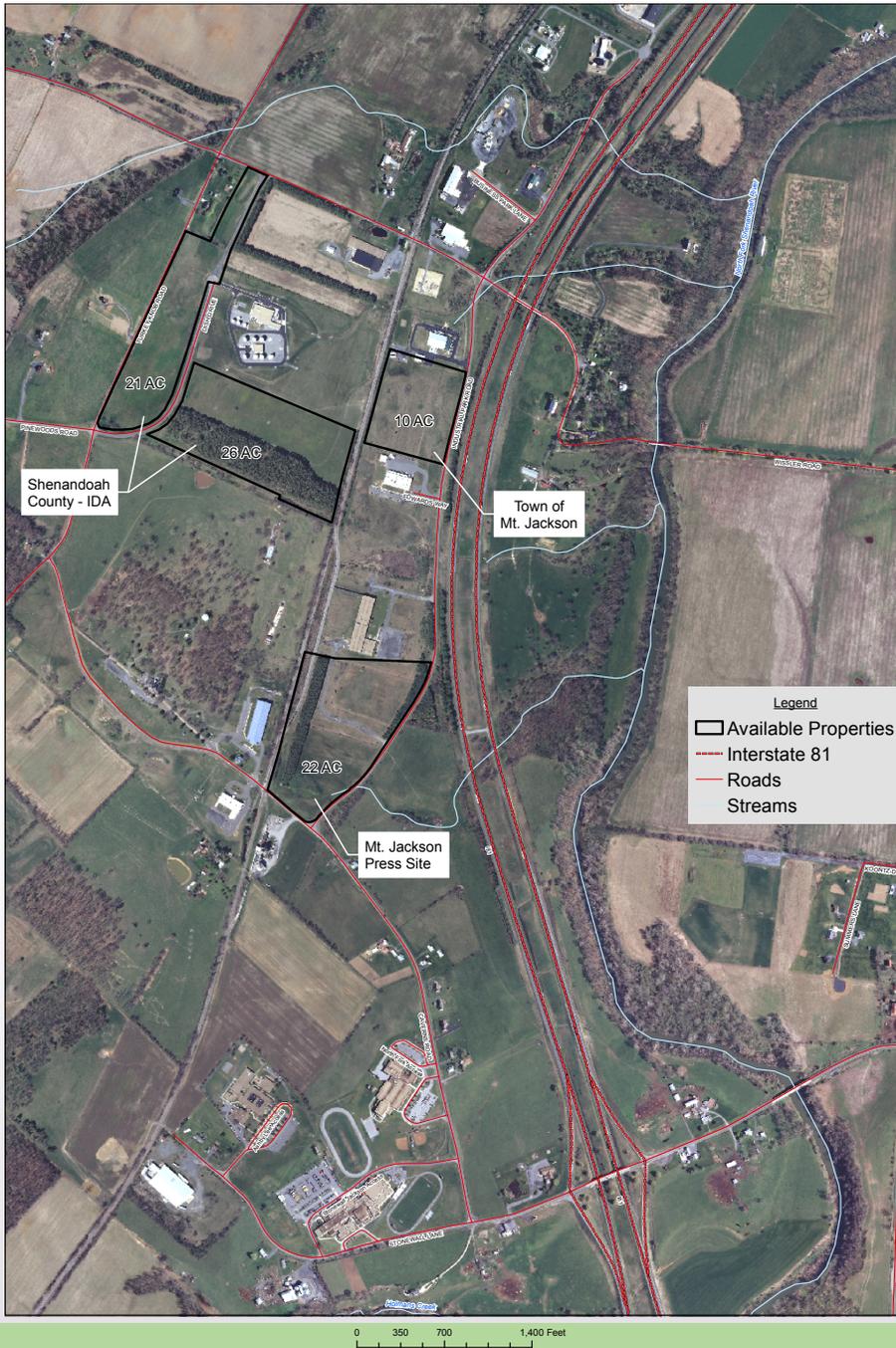


What do business leaders have to say about Shenandoah County?

Philip Rundle, CEO of Mercury Paper: ***“We selected Shenandoah County, Virginia because it offers a strategic location to serve our customers and our growing market. The area has competitively low operating cost advantages and boasts a pro-business environment.”***



SITE AVAILABILITY



On the Southern end of the County, the Mt. Jackson Industrial Park is home to several of the County's business cornerstones. Sites consisting of 79 total acres are available in the park for the future location of prospective businesses. Sites are served by electric power, natural gas, public water, public sewer, and broadband fiber optic telecommunications. Rail access is provided by a Norfolk Southern Short Line. In addition to these two parks, several other viable industrial sites exist within the County.

For more information please visit our website at <http://www.shenandoah-ed.org/sites.html>.



EXISTING INDUSTRY PROFILE

Shenandoah County’s existing core of advanced manufacturing firms, coupled with its strategic location and dedicated workforce, offers significant growth potential for the advanced manufacturing sector.

CMC Howell Metal Company manufactures copper water tube and air conditioning and refrigeration tubing in straight lengths and coils. Its products are used in underground water services, water distribution systems, chilled water mains, drainage and vent systems, radiant panel and hydronic heating, solar heating, fuel oil and natural gas, nonflammable medical gas systems, air-conditioning and refrigeration systems, ground source heat pump, and fire sprinkler systems applications. The recently expanded CMC Howell Metal Company was founded in 1966 as Howell Metal Company and changed its name to CMC Howell Metal Company. The company is headquartered in New Market, Virginia. CMC Howell Metal Company operates as a subsidiary of Commercial Metals Company.



CMC Howell Metal Company



Mercury Paper

March 2010- Governor Bob McDonnell announced that Mercury Paper will invest \$21.2 million to expand its current facility in Shenandoah County and relocate its North American headquarters to the site, creating 150 new jobs in the process. Mercury Paper’s parent company, Sinar Mas Group, one of the world’s leading pulp and paper companies, is headquartered in Shanghai, China.

Mercury Paper, Inc. is a rapidly growing paper towel and tissue products company located in Strasburg, Virginia. The company’s goal is to become one of the leading producers of paper products in North America. Mercury Paper promotes environmental awareness and is conscientious when it comes to sourcing raw materials, process efficiency, minimizing waste, and managing the supply chain. Its raw materials come from sustainable pulpwood plantations in the Pacific Rim. At present, the companies used by Mercury Paper plant over 1.5 million trees every day to maintain a supply of renewable, eco-friendly virgin fibers. These trees, which mature in six to seven years, are continuously planted and replanted in anticipation of future paper consumption.

Philip Rundle, CEO of Mercury Paper said, “We selected Shenandoah County, Virginia because it offers a strategic location to serve our customers and our growing market. The area has competitively low operating cost advantages and boasts a pro-business environment. Our current experience with the community’s leadership and the work ethic among the regional workforce has been very positive. These factors weighed favorably in our decision to locate our U. S. Headquarters and expand our operations in Shenandoah County. The support we received from the Commonwealth of Virginia has also played a pivotal role in our selection of Virginia.”

EXISTING INDUSTRY PROFILE

Shenandoah County's critical mass of advanced food manufacturing firms offers a unique opportunity for complementary businesses to thrive as part of a community whose values and work ethic are respected the world over.

May 2011-Bowman Apple Products Co. Inc. teamed with Andros et Cie to form a joint venture, "Bowman Andros Products, LLC. Bowman Apple Products is recognized as a national leader in apple processing and beverage contract manufacturing. With over 70 years of processing applesauce, apple juice and apple butter, many of the country's leading corporate retailers rely on Bowman for their popular store brand apple products. Combining a strategic location and "state of the art" facility, Bowman co-packs a variety of beverage products including juices, teas, vitamin enhanced waters and sports drinks.



Bowman Andros Products, LLC.

Andros et Cie is a global leader in fruit processing, selling in more than 100 countries within the retail, food service, fast food, catering and industrial sectors. A family-run, private company, Andros is based in southwest France and currently owns and operates more than 25 factories worldwide. Its four main product categories include: process fruits, dairy products, frozen desserts, and confectionery. Their most renowned brand is Bonne Maman.

October 2011- Bowman –Andros Products, LLC announced the expansion of a new 27,000 square-foot building. The expansion is a \$1.1 million investment and will create 50 jobs. The new building increases the capacity to make applesauce pouches, a newer technology to the United States that Bowman-Andros introduced to Bowman. In the spring of 2011, Bowman Apple teamed with Andros et Cie, a leading European fruit processor based in southwest France. It was that partnership that sparked the expansion.



Route 11 Potato Chips

2003-2008 Route 11 Potato Chips recognized by the National Association for the Specialty Food Trade. In 2003, Route 11 Potato Chips was a product award finalist for outstanding product line. In 2008, Route 11 Potato Chips was a NASFT Sofi award winner for outstanding snack food.

Route 11 Potato Chips started 20 years ago with a 60 pound per hour chip cooker in an old feed store in Middletown, VA. It is now a regional icon that can produce 600 pounds in an hour at its new plant in Mount Jackson, VA. Route 11's recent success with national exposure on the Today Show, O magazine, and People magazine, is positioning Route 11 Chips as an upcoming potato chip industry challenger.

FOOD PROCESSING: TWO STORIES OF SUCCESS

AGRICULTURAL SECTOR



Shenandoah County ranks in the top five of Virginia's agricultural counties, and agriculture remains the County's top industry. The rich soil and fertile land produce rich crops such as corn, wheat, soybeans, and even grapes.

With over 30 Virginia Century Farms, the strong farming heritage continues as the county moves forward in preserving the beautiful Shenandoah County landscape while marketing its agricultural assets and products.

Shenandoah County ranks second in the state in apple production. Poultry is also a large part of the agricultural industry in the county with more than 3.4 million broilers raised each year.

There are over 900 farms on over 100,000 acres of farmland. Most raise cattle and calves, which number more than 34,000 head.

With highly successful FFA and 4H programs, Shenandoah County teachers have received the Virginia Agriculture Science Teacher award in three of the last four years.

Farmers markets are established throughout the community and are growing with live music and events. The farmers markets serve two purposes; to serve as community gathering points and to help connect farm products to consumers.

The wine industry in Shenandoah County includes vineyards and wineries. Four vineyards are open to the public, with additional grape growers producing grapes throughout the county. The wine industry is one of the fastest growing agricultural segments of Virginia's economy.

Shenandoah County's agricultural sector is strategically positioned to capitalize on the national local food trend due to its proximity to the Washington, DC and Northern VA markets.

"Farming looks mighty easy when your plow is a pencil and you're a thousand miles from the cornfield." Dwight D. Eisenhower.

TOURISM INDUSTRY



On the heels of agriculture, tourism ranks second among the top industry sectors in Shenandoah County. According to impact studies from the Virginia Tourism Corporation, Shenandoah County ranks number one in tourism related expenditures when compared to surrounding counties in the Shenandoah Valley. The industry employs over 1,500 people in Shenandoah County.

Shenandoah County's tourism product is extensive and includes the **world-famous** Shenandoah Caverns. This complex includes the only caverns in Virginia with elevator service; American Celebration on Parade, which features parade floats from nationally-recognized parades; and the Yellow Barn, an agricultural tourism attraction.

Civil War history, including the **Battle of New Market** Battlefield, now known as the Virginia Museum of the Civil War, which tells the story of the Virginia Military Institute Cadets, who helped to secure the last major Confederate victory of the south. The county is also now home to Hupp's Hill Civil War Park, which is operated by the Cedar Creek Battlefield Association.

Bryce Resort, a four-season resort, is a major tourism draw, with year-round outdoor activities. The 17,000 acres of the George Washington National Forest also provide countless recreational activities for visitors.

The 6 towns along the Old Valley Pike offer fairs and festivals for all ages. Specialty shops, fall festivals, and Christmas time are all part of the **small town charm** that draws visitors and that **attracts travel writers**.

Shenandoah County Tourism promotes the tourism product through the website, www.shenandoahtravel.org, through cooperative partnerships; social media; and media buys. The tourism office also works with the Mid-Atlantic Tourism Public Relations Alliance to attract earned media through travel writers.

The tourism office continues to position Shenandoah County in such a way to increase visitor expenditures and to improve and promote the **outstanding quality of life available in the county**.

Tourism: Economic Development through Visitor Expenditures and Employment.

DIVERSIFIED PRIVATE EMPLOYERS



RR DONNELLEY



World-renowned brands and committed partners employ thousands.

ACTIONABLE GOALS



ACTIONABLE GOALS AS REVEALED BY THE STRATEGIC PLANNING PROCESS

Shenandoah County's Economic Development Strategic Planning Process revealed, among other things, four distinct actionable goals that, when implemented, are expected to increase the economic viability of Shenandoah County.

Our local government faces many of the same fiscal and personnel capacity challenges faced by local governments across the nation. Therefore, in an effort to maximize our effectiveness, we have made the deliberate choice to focus our energy on the four actionable goals stated below.

We are confident that our community can achieve greatness in these areas.

ACTIONABLE GOALS

1. Developing & Strengthening Industry Partnerships (Otherwise known as Economic Gardening)
2. Strategic Location Marketing
3. Commitment to Workforce Development: Industry & Education Roundtable
4. Exceptional Intergovernmental Communication

A Business-Friendly Local Government.

ACTIONABLE GOAL 1

DEVELOPING & STRENGTHENING EXISTING BUSINESS & INDUSTRY PARTNERSHIPS: ECONOMIC GARDENING

Shenandoah County Economic Development is committed to conducting its operations in a fashion consistent with a philosophy that embraces strategies to grow existing businesses in a community.

WHAT?

According to the National Foundation for Economic Gardening, “Economic gardening is an innovative entrepreneur-centered economic growth strategy that offers balance to the traditional economic practice of business recruitment, often referred to as “economic hunting.” It was pioneered by Chris Gibbons in 1989 in the City of Littleton, Colorado, in conjunction with the Center for the New West. While it was introduced as a demonstration program to deal with the sudden erosion of economic conditions following the relocation of the largest employer in the city at that time, it has emerged as a prototype for a rapidly expanding movement of like-minded economic developers looking for additional methods to generate truly sustainable economic growth for their communities, regions or states.

The three basic elements of gardening are:

1. Providing critical information needed by businesses to survive and thrive.
2. Developing and cultivating an infrastructure that goes beyond basic physical infrastructure and includes quality of life, a culture that embraces growth and change, and access to intellectual resources, including qualified and talented employees.
3. Developing connections between businesses and the people and organizations that can help take them to the next level — business associations, universities, roundtable groups, service providers and more.”

WHY?

According to a January 2012 University of Florida summary publication, “A number of studies have documented the net new job growth attributable to existing businesses. Whether these studies looked at state or national data, all concluded that job growth from existing businesses far exceeds job growth that was the result of industry attraction.

- In *Job Creation in America* (Birch, 1987), the author reported that up to 80 percent of net new job growth comes from existing businesses. Today, virtually every economic development organization uses that percentage when asked about the importance of existing businesses to his/her community.
- In *Retention First, Ohio’s Challenge* (Kraybill, 1995), the author reported average Ohio job growth of 70 percent from existing businesses, with rural areas experiencing as much as 86 percent of net job growth from existing businesses.
- In terms of job creation and tax contributions, the expansion of businesses and operations, not new operations, has the greater impact in most communities over time (Gordon, 2001).
- There are literally thousands of communities involved in industry attraction, yet fewer than 200 major plant relocations occur annually (Kotval, et al., 1996). Thus basing an economic development strategy solely on landing a “big fish” has only a small chance of success.”

...a community that not only survives, but thrives.

ACTIONABLE GOAL 1 continued

DEVELOPING & STRENGTHENING EXISTING BUSINESS & INDUSTRY PARTNERSHIPS: ECONOMIC GARDENING

WHO?

The Shenandoah County Economic Development team will be primarily responsible for initiating the partnerships with existing businesses that are necessary to implement this program. However, public and private leaders throughout the County must also take advantage of every opportunity in their day-to-day lives to embrace a culture of growth and change.

WHEN?

Short and Long-Term: Development of a successful Economic Gardening Program will require short-term outreach by the County Economic Development Team in order to get the program off the ground. However, sustainable success of such a program will require long-term commitment to the cause by local government and private-sector leaders.

HOW?

Developed-Industry Communication Effort

Generally speaking, Shenandoah County's largest firms are highly successful. They have at their disposal advanced local (and in some cases national and international) management teams capable of acquiring and analyzing business information. Therefore, such a service would offer them little benefit. However, providing forums for open communication among these firms, and between these firms and branches of government could add value to their operations. Support for this type of service has been provided in anecdotal conversations between economic development staff and industry leaders, as well as an overwhelmingly positive response in the recent focus-group survey.

Focus on "Stage-Two" Companies

According to the National Foundation for Economic Gardening, "Second-stage companies are those that have grown past the startup stage but have not grown to maturity. They have enough employees to exceed the comfortable control span of one owner/CEO and benefit from adding professional managers, but they do not yet have a full-scale professional management team.

A business typically begins to enter its second stage when it approaches \$1 million in total receipts. The transition process can continue until it hits \$100 million in receipts, although for most companies \$50 million represents the upper limit of second stage. By \$100 million, a firm will have to be professionally managed in order to continue to thrive and grow and be in its third stage of development. Employee numbers and revenue ranges vary by industry, but the population of firms with 10 to 100 employees and/or \$750,000 to \$50 million in receipts includes the vast majority of second-stage companies."

By focusing our technical information support efforts on these stage-two companies, we will be planting the seeds for a stronger economy. Our community will become the economic garden that cultivates these companies and creates a supportive environment in which they can thrive.

ACTIONABLE GOAL 2

WHAT?

We will embark on a unified branding campaign that capitalizes on our namesake, “Shenandoah”, as well as our proximity to Washington, D.C. Metro Area, our conserved natural resources, our rich historical significance, our agricultural heritage, and the individualism of each town along historic Route 11.

WHY?

If we do not control our image, society will control it for us. As community leaders, we have a responsibility to manage the external perceptions of our community in such a manner that promotes its desirability while preserving the values that we hold dear.

WHO?

Achieving this goal will require a concerted partnership between the tourism, business, agricultural, and economic development leaders in Shenandoah County. Public and private organizations alike will need to unite and promote their individual interests while keeping their message consistent with the “Shenandoah” brand. The Shenandoah County tourism and marketing team will take the lead on this task.

WHEN?

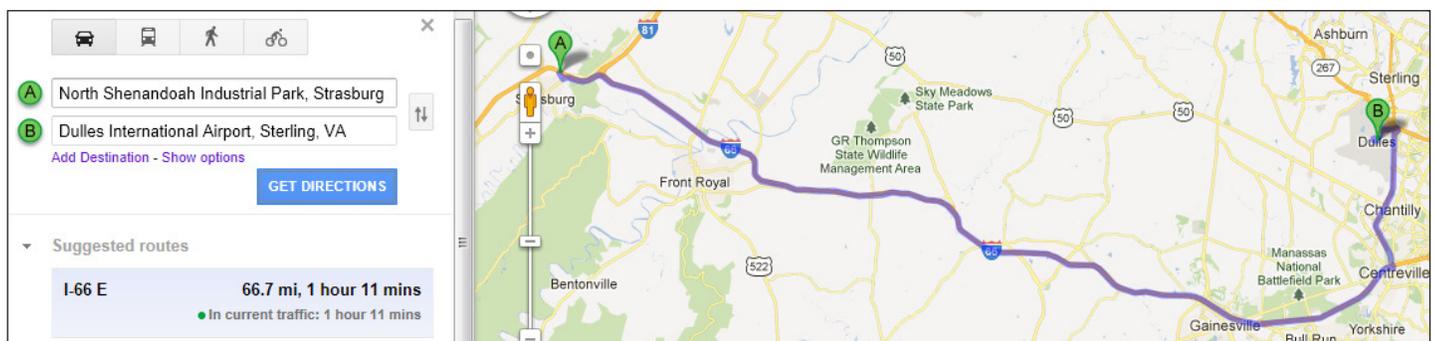
Short and Long-Term: Development of this branding campaign has already begun. However, the long-term success of a branding campaign relies on consistency of message. Therefore, unifying the silos of government and the existing private sector entities under one consistent Shenandoah brand will require on-going cooperation, commitment, and buy-in.

HOW?

Shenandoah County’s strategic location will be promoted through marketing in such a way to increase exposure and awareness about the County as a premier business location. Methods used will be via:

- Appropriate social media channels, to include video;
- Direct marketing to site selection firms; business writers; and existing partnerships
- Public relations through enhanced communication & information sharing with existing industries, local media, and county residents, all of whom can generate word-of-mouth awareness.

Shenandoah County’s marketing efforts will be focused on its key location as an asset to industry.



Famous Seven Bends of the Shenandoah River. Fish or Float.

ACTIONABLE GOAL 3

What do business leaders have to say about Shenandoah County?

"Our company is successful in large part because of the people of Shenandoah County; not only because of our customers, but our employees, many of whom live here, are dedicated, hard-working and loyal to our company and our community. Shenandoah County is a great place to live and work." - Bill Holtzman, Holtzman Corp.



WHAT?

The Shenandoah Valley has a reputation for having a dedicated, trainable, and ethical workforce. Yet, workforce development was identified throughout the focus-group survey as an area with room for improvement. Therefore, Shenandoah County will foster the relationships between industry and education through the development of an Industry & Education Roundtable.

WHY?

A trainable workforce combined with training organizations committed to excellence is a recipe for success. Our education community is committed to developing programs intended to develop our workforce in a manner consistent with market demands. By facilitating communication between education and industry, not only will perceived misconceptions be eliminated, but also industry will gain a better understanding of the programs offered by our local education institutions, and the education community will gain insight into the market demands affecting workforce development in our most important local industries.

WHO?

Local industry leaders, Shenandoah County governmental leadership, Shenandoah County Public Schools leadership, Lord Fairfax Community College, Blue Ridge Community College, James Madison University, and the leadership from the local Workforce Investment Board.

WHEN?

As soon as is practical and possible.

HOW?

Shenandoah County local government leadership will facilitate the development of the Roundtable meetings. Whether quarterly, bi-annual, or other frequency, the meeting schedule will be determined by the membership of the roundtable. The topics discussed will be fluid, relevant, and determined by the membership as well.

ACTIONABLE GOAL 4

EXCEPTIONAL INTERGOVERNMENTAL COMMUNICATION: COMMON-SENSE REGULATORY ENVIRONMENT

WHAT?

Shenandoah County’s governmental operations are limited, but highly professional. We are committed to providing services through streamlined processes that protect the health, safety, and welfare of the public, while limiting excess bureaucracy.

WHY?

Time is money. We recognize that undue delays caused by organizational inefficiencies can have unfavorable impacts on a business’s bottom line. Therefore, our community is committed to fostering exceptional intergovernmental communication and safe, yet streamlined development permitting

WHO?

All state and local government officials charged with land use planning, or development permitting responsibilities.

WHEN?

Short and Long-Term: In the short term, focus will be placed on the continued improvement of intergovernmental planning and permitting operations to ensure safe and efficient service provision. Long-term commitment to the review of policies and procedures governing all aspects of business expansion will be required.

HOW?

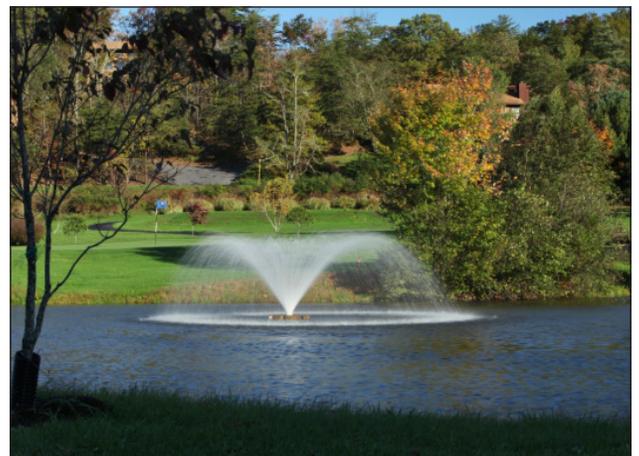
1. Shenandoah County will continue to pursue joint planning efforts with each of its six towns. Cooperative land use growth plans, and annexation plans are essential to the orderly and appropriate development of Shenandoah County. These

planning efforts will serve to clarify the expectations of all parties involved in the land development process, and to minimize contentious project-specific disagreements.

2. The Office of Community Development will create a consolidated “Guide to Development in Shenandoah County” to assist prospective business owners in navigating the regulatory processes associated with land development.

3. Shenandoah County will continue to regularly host Interagency Review Meetings at which all relevant state and local officials tasked with permitting projects meet jointly with developers around the same table to discuss the merits and regulatory aspects of proposed development projects.

4. Periodic review of permitting and regulatory procedures will be undertaken so as to ensure efficiency.



APPENDIX A

ANALYSIS OF COUNTY’S STRENGTHS, WEAKNESSES, OPPORTUNITIES, & THREATS (SWOT):

On October 25, 2011 the Economic Development Strategic Planning Steering Committee (EDSPSC) engaged in a SWOT analysis after reviewing relevant economic, employment, and demographic data. The following characteristics were identified as Shenandoah County’s internal and external strengths.

CHALLENGES:

- “Shenandoah Brand” – Conservation/Rural Connotation
- Historical Perceptions of Farming Communities
- Shift to Out-of-County Major Medical Healthcare
- Lack of Abundant M-1 General Industrial Zoned Land
- Partial Private Ownership of Industrial Land
- Federal Government Political Instability
- Global Economic Issues
- Commercial Competition
- Biases of Local Media
- Lack of Established “Industry Cluster”
- Comparatively Low Retail & Cultural Assets
- Rural Nature of County and its Environmental Sensitivity
- Comparatively Limited Consumer Base
- Utility Structure-Dependence Upon Towns & Lack of Control
- Relatively Minimal Land Zoned M-1 General Industrial



OPPORTUNITIES:

- Diversity of Existing Business & Industrial Community
- Reputation of Dedicated & Ethical Workforce
- Competitive Cost of Land, Infrastructure, & Employees
- Political & Financial Stability of Local Governments
- Interstate 81(33 miles and 9 Interchanges)
- Travel time to Dulles International Airport (1hr. 10 min.)
- Proximity to & Participation in Winchester Regional Airport
- Location within two Metropolitan Statistical Areas
- Availability of Land (compared to Northern Virginia)
- Success of K-12 Education System
- Advanced Data Connectivity
- Low Crime Rate/Physical Safety
- Location Outside “Blast Zone”
- Towns’ Recent Utility Capacity Investments
- Moderate Climate and Low Threat of Natural Disasters
- Local Deregulation (Taxes, Zoning, Bus. License, etc.)
- Name, Quality of Life, Natural Beauty, and Tourism.
- Growth of Existing Diverse Business Economy
- Agritourism & Agribusiness
- Natural, Green, and Environmentally Friendly Products
- “Shenandoah” Brand – Beauty/History/Natural Resources
- Educated & Skilled Population Fleeing DC for Rural Life
- Telecommuting
- Massanutten Military Academy
- Cultural Investments in Towns and Parks & Recreation
- Tourism Related Businesses

Zip along our 33 miles of I-81, and hit I-66 ½-mile north of the county line.

APPENDIX B

STAKEHOLDER INPUT SUMMARY OF RESULTS FROM TARGETED FOCUS-GROUP-STYLE SURVEY

During February of 2012, the Economic Development Strategic Planning Steering Committee (EDSPSC) performed a targeted focus-group style survey to solicit input from 41 local business, industry, and social sector leaders. A 71% response rate yielded the following common themes:

Business Expansion and Recruitment

- The following factors were identified most consistently as those that have a strong influence on the decision by a new business or industry to locate in Shenandoah County or an existing business to expand in the County:
 - o Availability of adequate infrastructure (interstate and rail system, Virginia Inland Port, public water, public sewer, electric, gas, telecommunications)
 - o Access to labor (available work force relative to other locations)
 - o Strategic location (proximity to business-specific suppliers, customers, and complementary businesses)



Education and Economic Development

- Targeted career and technical education was identified most frequently as playing a “Highly Important” role in creating and sustaining a successful economic development program. While preferred targeted areas were not readily identified, a focus on broad career and technical education and the ability to learn new technical skills were also consistently ranked as “Highly Important”.
- In addition, quality college preparatory course work and technology aptitude were commonly ranked as “Highly Important”.

Take a hike...along the hundreds of miles of trails in our National Forests.

APPENDIX B continued

What's Important in Local Economic Development?

- Two thirds of respondents indicated that they have had limited or no exposure to Shenandoah County's economic development program activities.
- Across the board, respondents expressed a desire for more frequent communication between Shenandoah County Economic Development and business and industry leaders.
- Generally, respondents agreed that the following tactics should make up the key roles of County government related to the management of a successful economic development program:

1. Policy coordination between the Industrial Development Authority, Board of Supervisors, and Planning Commission.
2. Communication with existing industries and businesses focused on retention and/or expansion.
3. Collaborative marketing within the Shenandoah Valley region, Commonwealth of Virginia, and Mid-Atlantic.

- The following components of a successful local government economic development program were generally identified as "Highly Important":
 1. Sites served by appropriate infrastructure
 2. Economic Development Strategic Plan
 3. Existing Industry Communication and Development Program

What Threatens the Future Success of Business in Shenandoah County?

- While no question was designed to focus specifically on workforce development, concern regarding the future availability of a quality workforce appeared consistently in anecdotal comments throughout the results. We hope to overcome this misperception.



APPENDIX C

Chabin Concepts, Inc., being commissioned by the Shenandoah Valley Partnership (SVP), performed the Shenandoah Valley Technology Company Location Indicators Identification Comparative Analysis and Strategic Marketing Study.

The Shenandoah County Board of Supervisors, acknowledging the value of many regional aspects of economic development, chose to adopt the target industries identified within the Study, in cooperation with much of the Shenandoah Valley region.

Shenandoah County maintains its partnership with the SVP, and is committed to the regional marketing efforts of both the State of Virginia, and the SVP. Therefore, the target industry clusters originally identified in the Chabin Study are reaffirmed herein.

Based on the original research which we believe holds true today, the Corporate Location Assessment, and the Cost & Non-Cost Factors Evaluated by Site Selectors, the following five industry clusters, in order of priority, were selected as the targets for the Shenandoah Valley:

1. Information-Security
This cluster includes Information Technology and Electronics specializing in security technologies, and has an excellent tie to James Madison University's program services in Info-Security Research. Cluster includes the following Standard Industrial Classifications (SIC):
 - NAICS 5142 Info Technology, Computer & Data Processing
 - NAICS 3341 Computer & Office Equipment
 - NAICS 3342 Communications Equipment
 - NAICS 3344 Electronic Components
 - NAICS 33591 Electrical Equipment Supplies
2. HVAC
This is a niche market that the Shenandoah Valley has been able to develop a program and reputation for, and could leverage off current successes. Cluster includes the following Standard Industrial Classifications (SIC):
 - NAICS 333415 Air Conditioning Unit, Refrigeration, Condensers, Heat Transfer Equipment
 - NAICS 333412 Ventilating Fans
3. Administrative Centers, Tech-Support Centers, and Back Offices
4. Production Machinery & Equipment Manufacturing
5. Plastics

Take a hike...along the hundreds of miles of trails in our National Forests.



SHENANDOAH COUNTY, VIRGINIA

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“There’s only one Shenandoah County in the Shenandoah Valley.”