

Economic Development

I. INTRODUCTION AND OVERVIEW OF ISSUE

Economic Development is identified as one of six top strategic issues in the varying civic engagement opportunities provided to citizens in 2007. It was ranked a priority issue by the citizens completing the 2007 Citizen's Survey. The survey asked residents to rank order the county's current strategic planning goals. Of the 1,287 citizens responding to the survey;

- 72% ranked Economic Development as "very important" and want more higher-paying jobs to the county; additionally,
- 55% ranked Economic Development as "very important" and want economic development promoted by the county.

Economic Development was also mentioned as important by citizens completing the Internet Survey, citizens attending the community meetings, and citizens providing input through e-mail.

In the Future's Commission Report for 2030, Economic Development was included as an important strategic vision for the County. An excerpt from the Economic Development vision statement follows: In 2030, "*Business is thriving in Prince William County. Wide ranging businesses are located in the community from "mom and pop" enterprises to Fortune 500 companies, and from manufacturing to professional service firms.*"

Based on 2007 citizen input cited above, residents support and encourage the county's placement of economic development as a strategic plan priority, now and in the future.

What is Economic Development?

Successful economic development activities result in the creation of high quality jobs for citizens and an increase to the tax base. To encourage a robust and prosperous community, the county Department of Economic Development (DED) works jointly with the county's Interagency Economic Development Committee, county leadership and partners, to attract new businesses and expand local companies.

To be successful in attracting new businesses and promoting local business expansion, it is necessary to create, maintain and deliver the most competitive product (sites, buildings, business climate). The county's primary economic development activities are:

- Assisting existing businesses in expanding their operations,
- Marketing aggressively the competitive features of the county,
- Identifying potential business prospects,
- Developing relationships with customers, packaging proposals, and
- Closing deals that lead to job creation and economic development investment.

Business prospects locate or expand within a community more readily when the necessary factors are in place to ensure business growth and development. A community

is marketed based on a comprehensive, holistic approach that addresses community attributes such as transportation, education, business climate, environment, taxation, quality of life, community infrastructure, i.e., water and sewer connections as well as modern telecommunication infrastructure and services, and a skilled and competitive workforce.

II. POPULATION/CUSTOMERS

Population/Customers

The primary customers that are being served and those that should be served in the future through economic development efforts include:

A. Existing businesses in the county

- Existing businesses expanding operations—non-retail companies located in PWC that are currently undergoing or considering expanding operations;
- Existing businesses sustaining operations—non-retail companies located in PWC that are currently in need of assistance to sustain operations; and
- Existing businesses recently announced for PWC that in turn, require extensive services to ensure project requirements are implemented

An introduction to the specific economic development measures and results to be achieved under the county's current Strategic Plan for FY 04-08, is found in Section III: Desired Results. Economic development results, trends and a broad overview of business and industry sector activity within the county are reported in Section IV of this report, i.e., Outcomes/Baseline Trends.

Customer Expectations

Businesses expect communities to have a central point of access for economic development to respond to and support business location and expansion needs. Businesses also expect government to clearly define and be consistent in the application of regulations governing commercial development. They seek easy access to a wide variety of resources that support their particular business operational needs and the contacts that can assist them in resolving emerging issues. Most importantly, when issues arise for economic development customers, they want timely services available to resolve matters that impact project timelines and time-to-market requirements. Responsiveness, quality information, and follow-through on resolving issues all underpin the county's opportunity to build a reputation as an excellent place to grow a business.

B. Out-of-County business prospects

- Prospects, non-retail businesses that may consider expanding or relocating their operations; and
- Targeted prospects as defined by the PWC Board of County Supervisors (see Appendix A).

Economic development prospects expect a community to demonstrate a desire to attract their company and to successfully and competitively compete for their business. Because

of the competitive nature of business location decisions, prospects need customized, comprehensive, quality information, usually on short notice and based on the company's unique requirements and site location needs. They seek risk reduction and evidence of pro-business government policies, as well as a unified voice by the community in support of their location. Companies also seek a team that will follow through with continued customer service to launch and grow their business once a decision to locate in the community is made.

C. Allies in economic development - referring to external organizations directly servicing business clients and include:

- Site location consultants,
- Commercial real estate brokers and developers,
- Utility companies,
- Associated economic development organizations - regional, state, national and International,
- Academic research and educational institutions, and
- Associated professional organizations.

Customers who service business clients seeking new locations to expand or relocate their businesses have the same expectations as prospects. However, the timelines for responding to allies is sometimes even more constrained, since their job is to narrow down and recommend sites for their customers, businesses seeking to expand or relocate business operations. Allies expect the county to respond in a competitive, comprehensive and timely manner for all prospect inquiries, and to be available at all times to provide presentations, often on short notice.

D. Other customers

This analysis also identified other customers regularly served by the county's economic development efforts including:

- Public officials,
- County management and staff, and
- Organizations who serve as partners in economic development efforts (see Section VI).

The mutual expectations of these customers are successful economic development results, the receipt of timely and quality information on general economic development progress; briefings on prospect and existing business project needs, i.e., land and building issues, proposal packages for targeted industries; and alternative approaches to addressing and resolving business climate issues impacting business operations and development in the county.

E. Citizens

Successful economic development contributes to a financially sound government - a citizen expectation. Citizens generally prefer to work closer to home. The 2007 citizen engagement opportunities results indicate that participants continue to desire increased wages, high paying and high quality jobs, and that they support attracting businesses, i.e., high technology companies, with these types of jobs. The county has a large segment of its population continuing to make long commutes. These are, by and large, highly skilled, highly educated and highly motivated workers who may benefit from high-wage job creation at home as a result of economic development. The availability of this highly educated workforce motivated to work closer to home is marketed to prospective clients as a labor availability advantage.

PWC is the third most populous jurisdiction in Virginia. In fact, nearly 4% of Virginia's total population is located in PWC. The PWC population has grown in the last several years by an average of 15,000 individuals per year.¹

PWC residents have chosen PWC for quality of life factors including: location, ease of access, range of housing options, amenities, high-performing schools, as well as, the high level of service offered by county government. Additionally, PWC is an attractive location because of emerging job and business opportunities. The county strives to remain a desirable community to live, work and play.

PWC is part of the Northern Virginia region which supports a regional workforce; therefore many workers live in one jurisdiction and work in another because of job opportunities and quality of life factors. In fact, commuting regionally is the fastest growing commuting pattern in the United States, according to the Transportation Research Board.² Currently, a significant portion of the county's workforce works outside the jurisdiction; in fact the county exports more than 50% of its workforce. PWC citizens expect new high-wage employment opportunities, consistent with their educational attainment, that are closer to home.

The PWC Citizen Satisfaction Survey conducted by the University of Virginia in 2007 yielded results as follows:

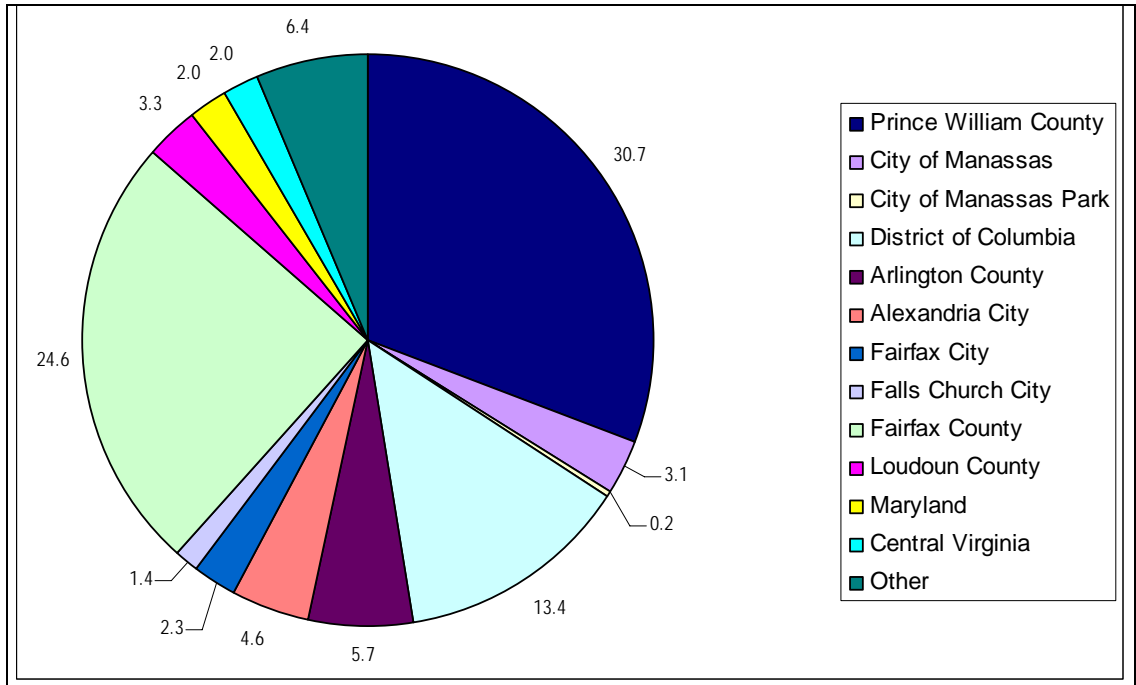
- Thirty-four percent of respondents work in PWC and the Cities of Manassas and Manassas Park.
- Nearly 42% of respondents work in Northern Virginia, and an additional 13.4% work in the District of Columbia.
- Two percent of PWC residents work in Maryland, two percent work in Central Virginia and 6.4% work around the county and the world.³

¹ Prince William County Standard Data Set Prince William County Office of Information Technology 4Q2007

² The Transportation Research Board, *Commuting in America III*, Oct 2006, Alan Pucinski

³ Data from the University of Virginia, Center for Survey Research, Prince William County Citizen Satisfaction Survey 2007 Places of Work, 2007. These results may or may not be representative of the resident population, because of nonresponse bias. Because of their willingness to respond, respondents may or may not represent the population. Data from the University of Virginia, Center for Survey Research, Prince William County Citizen Satisfaction Survey 2007 Places of Work, 2007

Figure 1: PWC Resident's Place of Work, 2007



III. DESIRED RESULTS

The Prince William Board of County Supervisors adopted the 2004-2008 Strategic Plan which includes the following economic development outcomes: capital investment addition and expansion of targeted businesses, job creation, and increasing the average wage.

1. Increase economic development capital investment by \$420 million from the attraction of new businesses (non-retail) and the expansion of existing businesses (non-retail).

Capital investment is an important economic development measure because it reflects the attractiveness of the community as a preferred business location. Business decisions are based on intricate and competitive factors, and a company's decision to make a capital investment within a community confirms and can be viewed as a vote of confidence for the business location. Commercial investments also deepen and strengthen the tax base, which enhances and impacts the budget.

2. Add or expand 80 targeted businesses to PWC

The attraction and expansion of targeted businesses is crucial to the strategic development of the county. The targeted industries approach to economic development is supported by extensive research at the national and state level. Numerous studies⁴ have validated its effectiveness, not only for companies that benefit from clustering within a geographic location, but also for resident workers seeking local high wage employment opportunities that are consistent with their educational attainment, skill and experience. The targeted industries list was created by the Board of County Supervisors

⁴ Porter, Michael E. The Competitive Advantage of Nations MacMillan Press, 1990

to facilitate the development of industries and occupations to increase quality jobs and further economic development.

3. Add 4,400 new jobs from the attraction of new and the expansion of existing businesses (non-retail)

Employment is an important economic measure. The county strives to attract targeted businesses and their incumbent investment and jobs that are a good fit for the county's high-skill residents. Job creation is a key deliverable for the county.

4. Increase the average wage per employee by 12% at the end of four years as measured in constant dollars.

Wages and the growth in wages are important socioeconomic variables that reflect the strength of the economy, the value of the local worker, and the spending power of local consumers. The (Total, All Industries) Average Weekly Wage (see Figure 5) is a composite of the average weekly wages of all industries. While it is a useful summary metric of progress generally, it has limitations when used as an economic development performance metric. The Average Weekly Wage as it suggests, is the average of the weekly wage of all industries. Therefore the industry with the highest percentage of workers disproportionately impacts the average. In the county, the proportion of Retail, and Food Service and Accommodation jobs dominates. The county continues to make incremental progress in adding the high-value high-wage jobs from the growth in the Professional Scientific and Technical Services and other sectors. However, the low Average Weekly wage paid by the Retail and Food Service and Accommodation sectors continues to dilute the county's Average Weekly Wage.

IV. OUTCOMES/BASELINE TRENDS

This chapter of the Strategic Issue Analysis details the results and outcomes the county has achieved in economic development. It includes a description of the multi-year outcome and performance trends. The Department of Economic Development was established in 1997 and tracks economic development outcomes. Major results are reported for 1997-December 2007 and include:

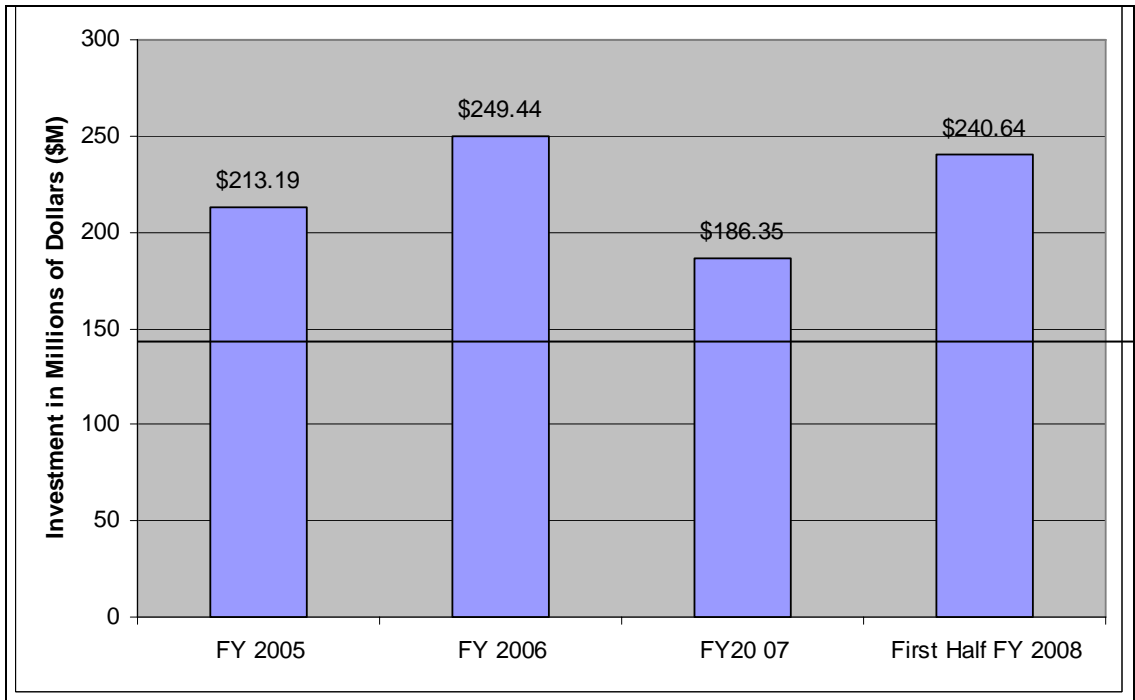
- 263 new and expanding businesses announced their intent to locate or expand in PWC;
- \$2,869.69M (\$2.87B) in capital investment; and
- 13,515 new jobs created in PWC.

Section A: Results for the Strategic Plan Period

The first economic development community outcome measure is to attract Commercial Investment from new and expanding businesses. For the years FY05-08, cumulative investment totals \$889.62M investment. This is more than 211% of the Strategic Plan goal during 87.5% of the achievement timeframe. Figure 2 depicts the investment results for the strategic period as well as the cyclical nature of these business decisions resulting

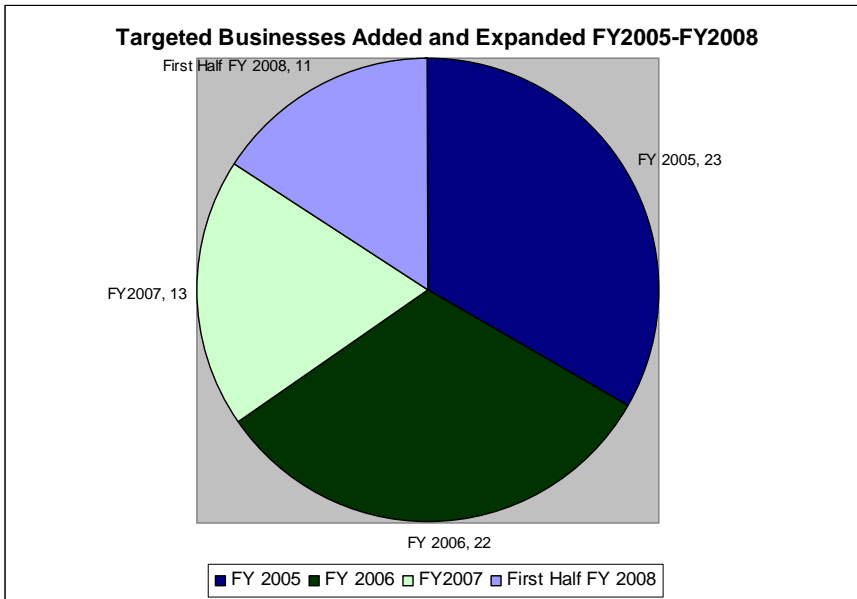
from the lead/lag relationship of the many variables between prospect activity and announced deal closures.

Figure 2: New and Expanding Announced Investment FY05-FY08⁵



The second economic development outcome measure is to add or expand 80 targeted businesses to PWC. Sixty-eight targeted businesses were recorded as added or expanded, accomplishing 85% of the goal in 87.5% of the time frame.

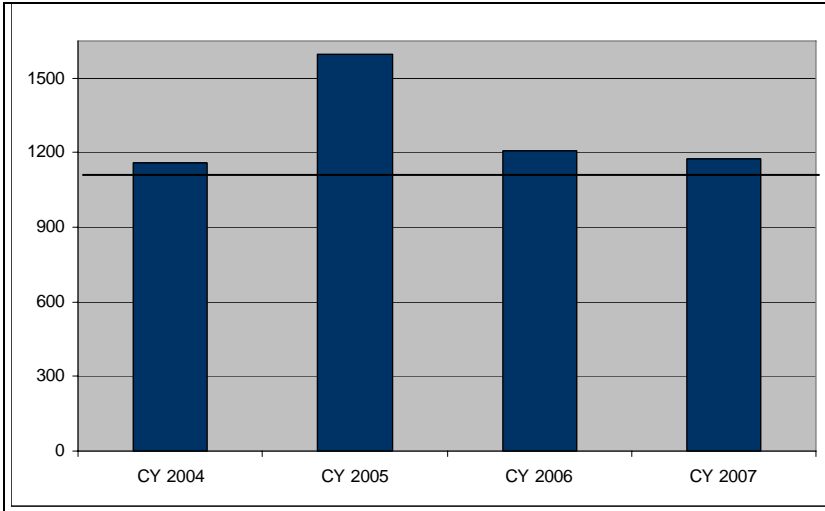
Figure 3: Targeted Businesses Added or Expanded



⁵ PWC DED Announced Projects list, 021108

The third economic development community outcome measure is to add 4,400 new jobs from the attraction of new and the expansion of existing businesses (non-retail). The Department of Economic Development has recorded the intent of companies to create 4,575 jobs during FY05-FY08, achieving 104% of the goal in 87.5% of the timeframe. Figure 4 represents actual new and expanding jobs in CY04-CY07.

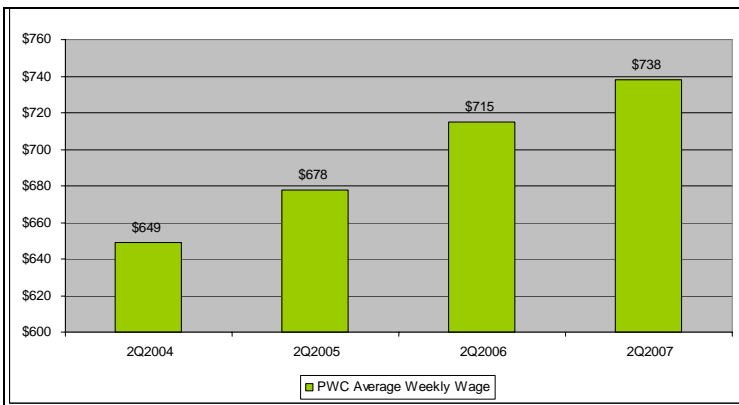
Figure 4: New and Expanding Jobs CY2004-CY2007⁶



The fourth economic development community outcome measure for the county is to increase the average weekly wage earned by workers in the county. It is desirable that growth in wages and incomes not be eroded by the negative impacts of inflation, a macroeconomic factor that is out of the county's control. Therefore, the results desired for average weekly wage include making an adjustment for the local rate of inflation.

Figure 5 below depicts the multi-year trend in the Total, All Industries Average Weekly Wage for PWC from 2Q2004-2Q2007. The PWC Average Weekly Wage increased from \$649 to \$738, nearly 14%.

Figure 5: PWC's Average Weekly Wage⁷



⁶ PWC DED Announced Projects list, 021108

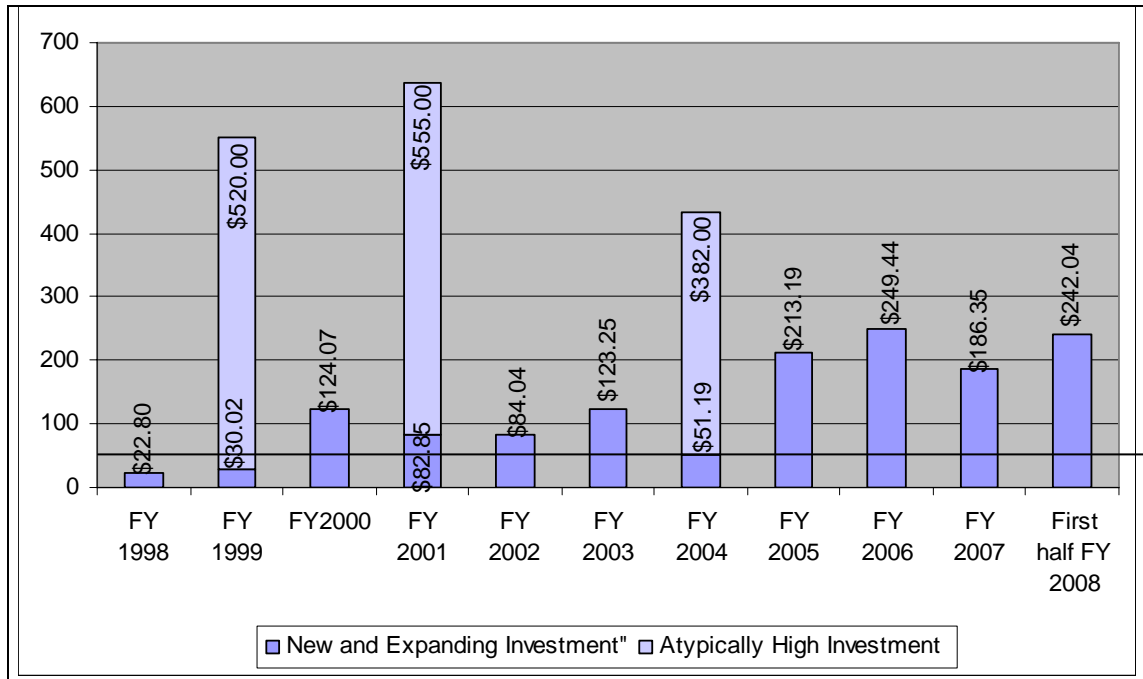
⁷ United States Department of Labor, Bureau of Labor Statistics, LAUS, Quarterly Census of Employment and Wages, 2Q2007 made available by Virginia Workforce Connection, www.vawc.virginia.gov

Section B: Other Significant Outcomes and Trends and Overview of County Business and Industry Sector Activity

1. PWC Investment

Figure 6 depicts PWC Department of Economic Development Announced Investment for the period FY98-FY08, which includes projects that are extraordinary in nature. If these three projects (AOL I and II, Dominion Power), are isolated from the rest of the totals, a more realistic idea of the trend in announced capital investment is possible. The county regularly achieves the outcome of attracting capital investment of \$105 million per year which demonstrates the effectiveness of the county’s targeted outreach effort.

Figure 6: New and Expanding Investment Announced FY1998-FY2008⁸



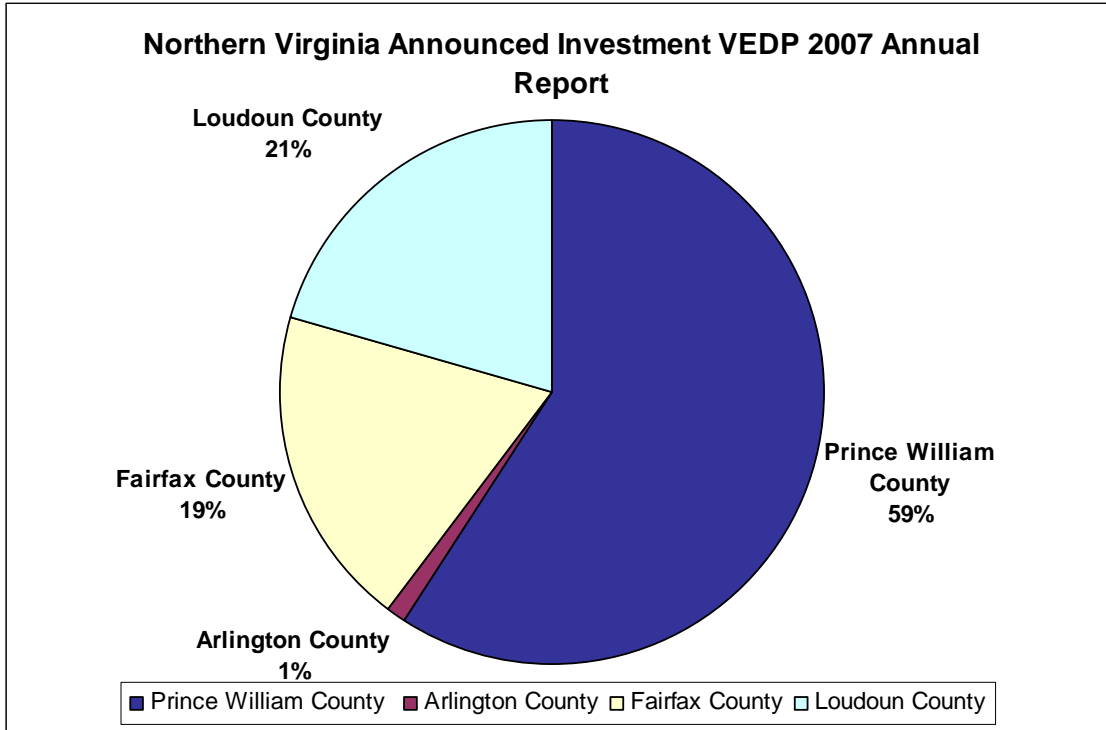
PWC remained a dynamic location for investment in Northern Virginia in 2007. According to the Virginia Economic Development Partnership (VEDP) 2007 Fourth Quarter Survey, PWC logged \$381.29 million in investment, more than the rest of the counties in Northern Virginia combined, which announced \$263.38 million in 2007. The total announced investment in Northern Virginia including PWC was \$644.67 million, of which 59% was announced in PWC⁹. Therefore, more than one out of every two dollars announced in Northern Virginia was announced in PWC. Furthermore, while PWC comprises just fewer than 4% of the Virginia population¹⁰, the county reported over 11.2% of announced investment in Virginia in 2007.

⁸ PWC DED Announced Projects list, 021108

⁹ Virginia Economic Development Partnership 2007 Fourth Quarter Project Survey

¹⁰ U.S. Bureau of the Census Population Estimates, Prince William County Estimates, 2007
www.census.gov

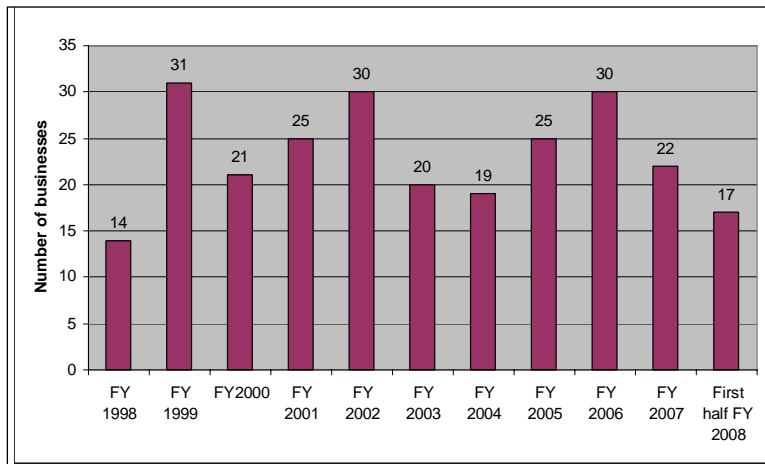
Figure 7: Northern Virginia and Prince William Announced Investment¹¹



2. PWC Businesses Establishments

Figure 8 depicts the ten-year trend of PWC’s Department of Economic Development Announced New and Expanding Businesses from FY1998-FY2008. Clearly, the cyclical nature of site location decisions is depicted here. Over the four year strategic plan period the county achieved the outcome. Due to the natural ebb and flow of business development, examining trends over the long term is more meaningful than one or two years of activity.

Figure 8: New and Expanding Businesses FY1998-FY2008¹²



¹¹ Virginia Economic Development Partnership 2007 Fourth Quarter Project Survey
¹² PWC DED Announced Projects list, 021108

During the Strategic Plan coverage period, 2Q2004-2Q2007, the number of PWC establishments increased from 5,820 to 6,642.¹³ PWC At-Place Establishments 2Q2004-2Q2007 below depicts this increase. The change in establishments by industry is depicted as well.

Figure 9: PWC At-Place Establishments 2Q2004-2Q2007¹⁴

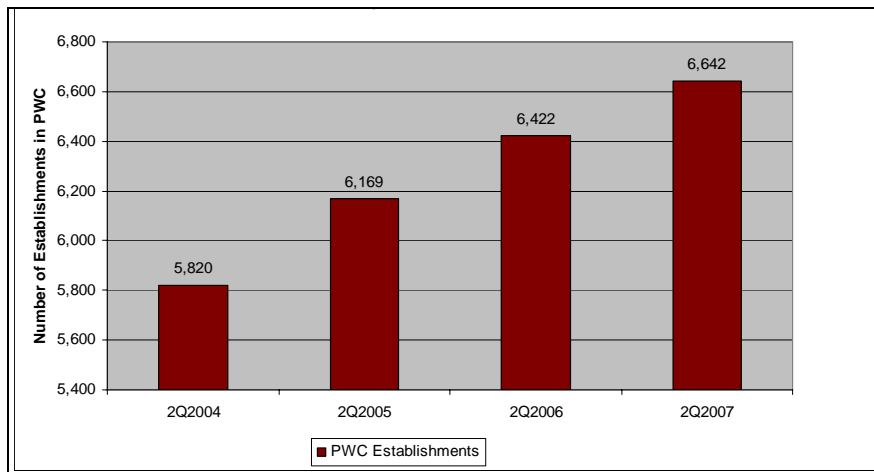


Figure 10 depicts the increase in establishments by Industry Sector since 2Q2004. There were 898 new establishments that located in PWC¹⁵. The new establishments are in a variety of sectors; with the majority originating in Professional, Scientific and Technical Services, Health Care and Social Assistance, Transportation and Warehousing, Construction, Finance and Insurance Sectors, and others. Three out of the top five growth sectors in PWC are sectors that the county targets for attraction and expansion. The analysis demonstrates the effectiveness of the targeted industries approach to business development. For example, of the 898 new establishments to the county:

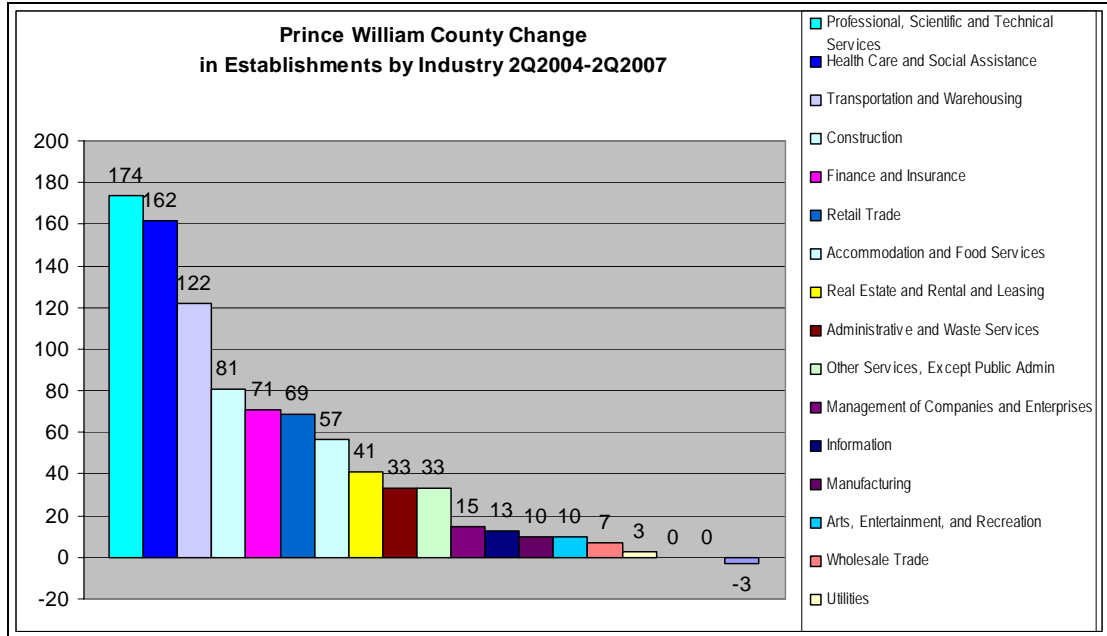
- 405 (45%) establishments are in high-technology or targeted industries;
- 519 (58%) establishments are in industries that employ professional, paraprofessional or highly-skilled workers;
- 496 (55%) establishments are in sectors with an Average Weekly Wage that exceed the PWC Total All Industries Average Weekly Wage of \$738.

¹³ United States Department of Labor, Bureau of Labor Statistics, LAUS, Quarterly Census of Employment and Wages, 2Q2007 made available by Virginia Workforce Connection, www.vawc.virginia.gov

¹⁴ United States Department of Labor, Bureau of Labor Statistics, LAUS, Quarterly Census of Employment and Wages, 2Q2007 made available by Virginia Workforce Connection, www.vawc.virginia.gov

¹⁵ United States Department of Labor, Bureau of Labor Statistics, LAUS, Quarterly Census of Employment and Wages, 2Q2007 made available by Virginia Workforce Connection, www.vawc.virginia.gov

Figure 10: Change in Establishments by Industry 2Q2004-2Q2007¹⁶



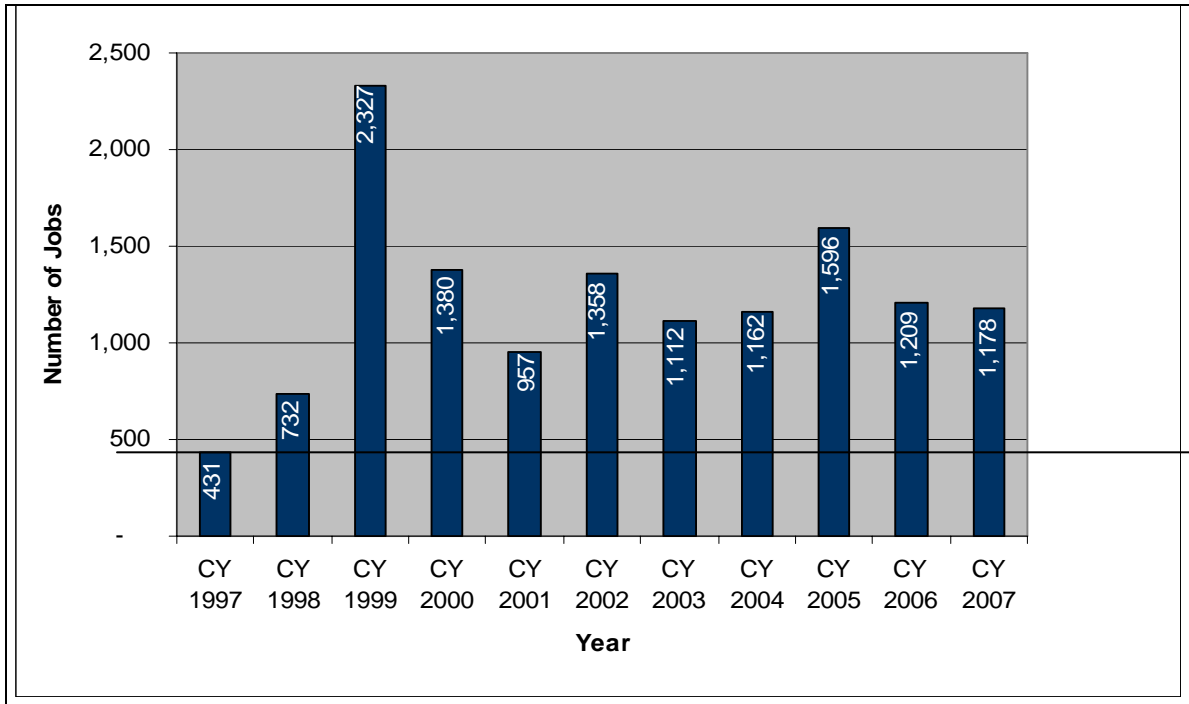
3. Jobs and Employment

At-place employment refers to those private sector jobs that are located in the county. This section will investigate the change in at-place employment and the composition and trends of employment by industry.

Figure 11 depicts the ten-year trend in New and Expanding Jobs from Non-targeted and Targeted Announcements CY98-CY07. The jobs announcements show a variation similar to that of the business announcements because the jobs are associated with the businesses' location or expansion decision.

¹⁶ United States Department of Labor, Bureau of Labor Statistics, LAUS, Quarterly Census of Employment and Wages, 2Q2007 made available by Virginia Workforce Connection, www.vawc.virginia.gov

Figure 11: New and Expanding Jobs Announced CY1998-CY2007¹⁷



PWC's average employment has grown from 96,484 at the end of 2Q2004, to 104,719 at the end of 2Q2007, an addition of 8,235 jobs (8.54%)¹⁸.

Figure 12 depicts the multi-year trend in at-place employment in the county. Although there has been a recent slowdown in the pace of employment growth in the county, over 8,235 jobs were added during the strategic plan period. The Virginia Workforce Connection data indicates that during the coverage period for example, the following new jobs were added in the county:

- 1,240 new Professional, Scientific, and Technical Services jobs
- 1,500 new Health Care and Social Assistance jobs
- 363 new Transportation and Warehousing jobs
- 247 new Wholesale Trade jobs
- 233 new Information Sector jobs
- 204 new Finance and Insurance Sector jobs

¹⁷ PWC DED Announced Projects list, 021108

¹⁸ United States Department of Labor, Bureau of Labor Statistics, LAUS, Quarterly Census of Employment and Wages, 2Q2007 made available by Virginia Workforce Connection, www.vawc.virginia.gov

Figure 12: At-place Employment 2004-2007¹⁹

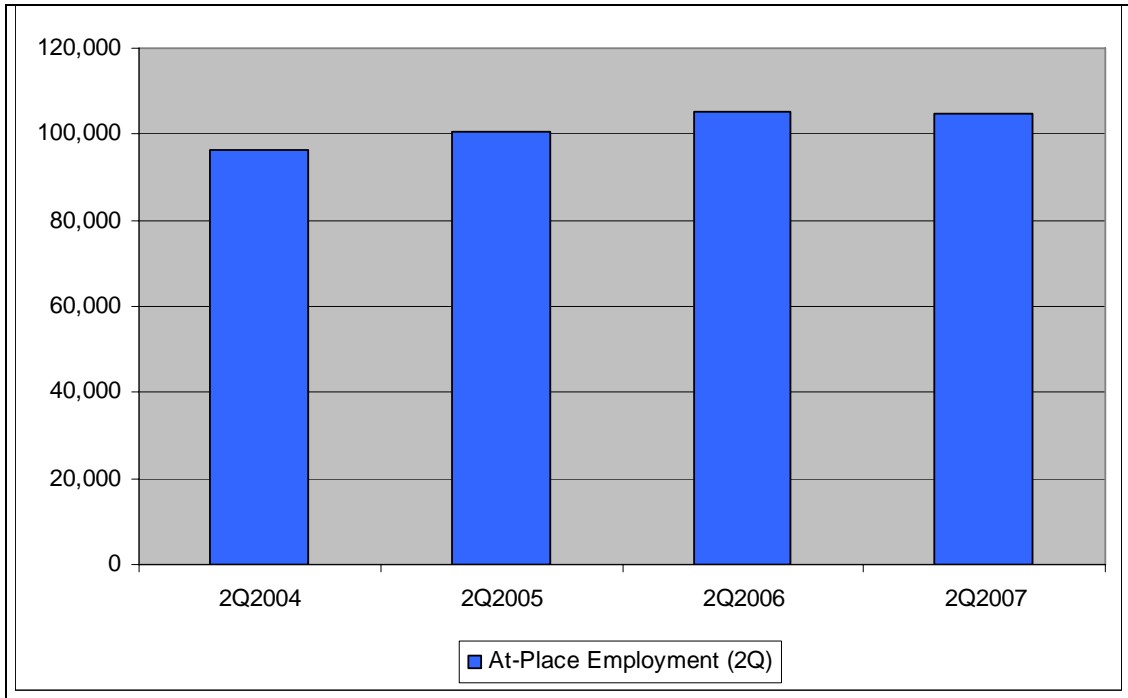
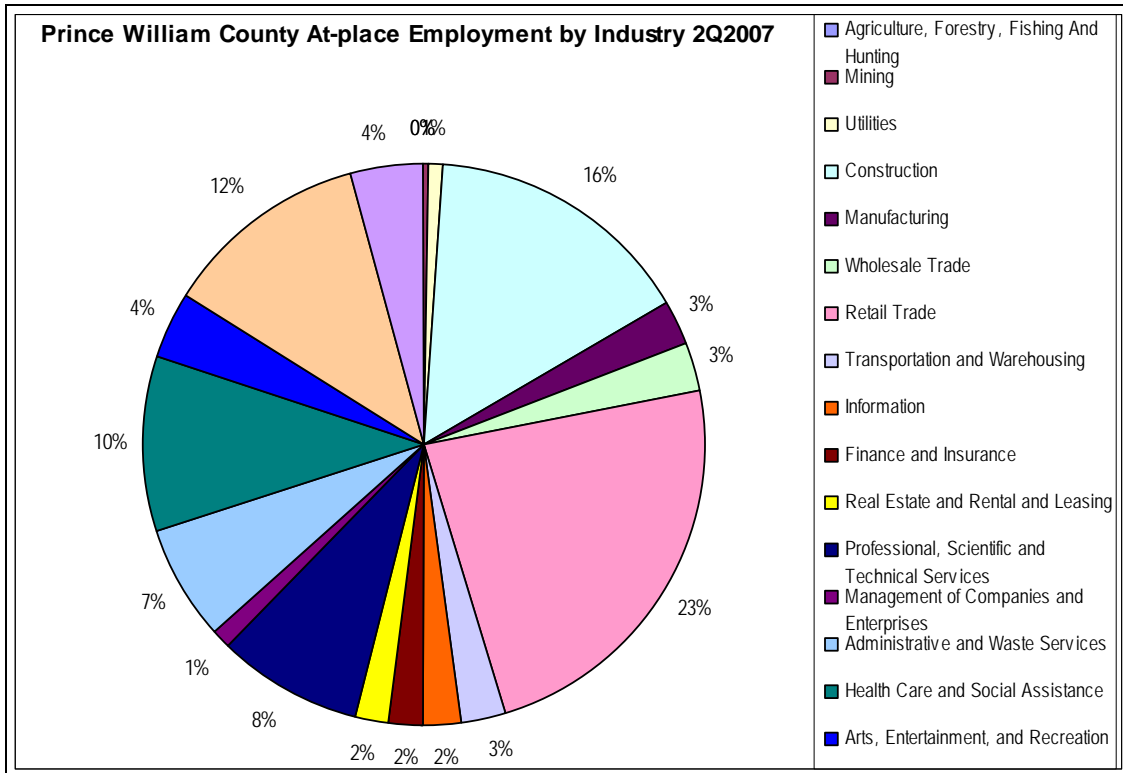


Figure 13 depicts the composition of the at-place employment by industry for the 2Q2007²⁰. The percentage of non-retail establishments continues to grow. The number of high-tech establishments in the county has increased with some sectors showing an increase of 20% in the last four years. This will be investigated further in the next charts.

¹⁹ United States Department of Labor, Bureau of Labor Statistics, LAUS, Quarterly Census of Employment and Wages, 2Q2007 made available by Virginia Workforce Connection, www.vawc.virginia.gov

²⁰ United States Department of Labor, Bureau of Labor Statistics, LAUS, Quarterly Census of Employment and Wages, 2Q2007 made available by Virginia Workforce Connection, www.vawc.virginia.gov

Figure 13: PWC At-Place Employment by Industry 2Q2007²¹



Those sectors that have shown the most growth in the county are predominantly high-tech sectors or those that employ workers in high-skill occupations. Figure 14 depicts the percentage change in employment by sector for the strategic plan coverage period, FY05-FY07. The sectors which have shown the most aggressive growth in employment are as follows:

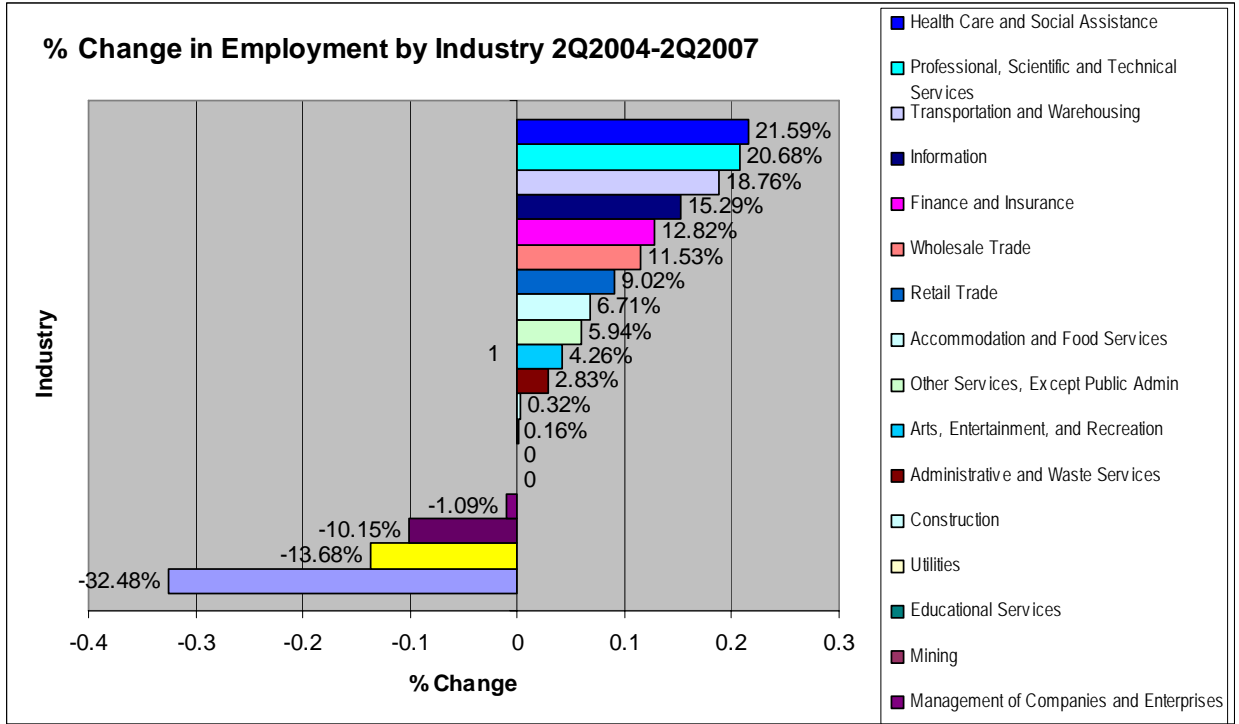
- Health Care and Social Assistance Sector employment grew more than 20%
- Professional, Scientific and Technical Services employment grew over 20%
- Transportation Sector employment increased by almost 19%
- Information Sector employment increased approximately 15%
- Finance and Insurance Sector employment increased by almost 13%
- Wholesale Trade employment: increased by almost 12%

There were some noticeable negative changes in the level of employment for some PWC sectors - with Real Estate and Rental and Leasing, for example decreasing employment by over 13%, and Agriculture, Forestry, Fishing and Hunting losing almost 33% of its previous level of employment. While the percentage change in Agriculture, Forestry, Fishing and Hunting industry is large, it reflects a loss of approximately 50 jobs²².

²¹ United States Department of Labor, Bureau of Labor Statistics, LAUS, Quarterly Census of Employment and Wages, 2Q2007 made available by Virginia Workforce Connection, www.vawc.virginia.gov

²² United States Department of Labor, Bureau of Labor Statistics, LAUS, Quarterly Census of Employment and Wages, 2Q2007 made available by Virginia Workforce Connection, www.vawc.virginia.gov

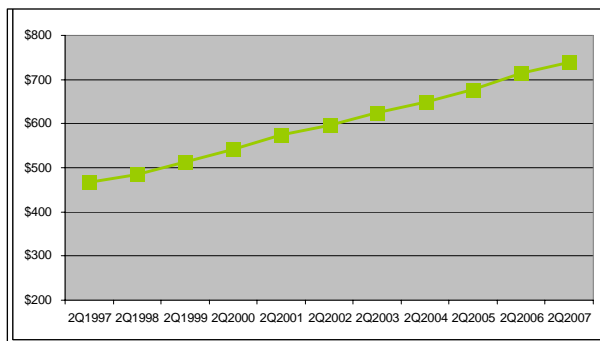
Figure 14: Percent Change in Employment by Industry 2Q2004-2Q2007



3. PWC Wages

Figure 15 shows the ten-year trend in Average Weekly Wages for 2Q1997-2Q2007. The Average Weekly Wage is impacted by a variety of factors like seasonality and industry-specific rates of change. These factors impact its usefulness as a county economic development outcome. The average wage has grown from \$468 in 1997 to its current level of \$738, an increase of \$270²⁴. It exhibits an average growth rate of 5% per year over the coverage period.

Figure 15: Growth in Average Weekly Wage for PWC 2Q1997-2Q2007²⁵



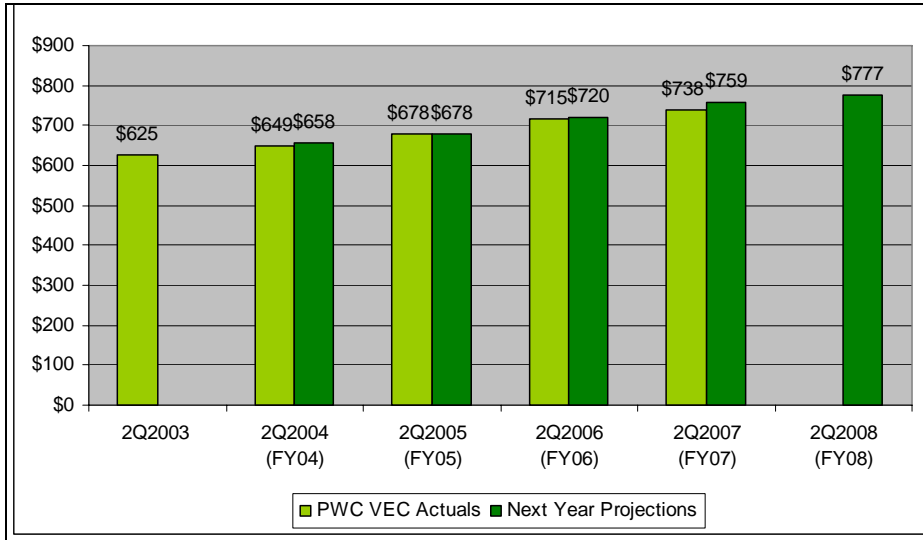
²³ United States Department of Labor, Bureau of Labor Statistics, LAUS, Quarterly Census of Employment and Wages, 2Q2007 made available by Virginia Workforce Connection, www.vawc.virginia.gov

²⁴ United States Department of Labor, Bureau of Labor Statistics, LAUS, Quarterly Census of Employment and Wages, 2Q2007 made available by Virginia Workforce Connection, www.vawc.virginia.gov

²⁵ United States Department of Labor, Bureau of Labor Statistics, LAUS, Quarterly Census of Employment and Wages, 2Q2007 made available by Virginia Workforce Connection, www.vawc.virginia.gov

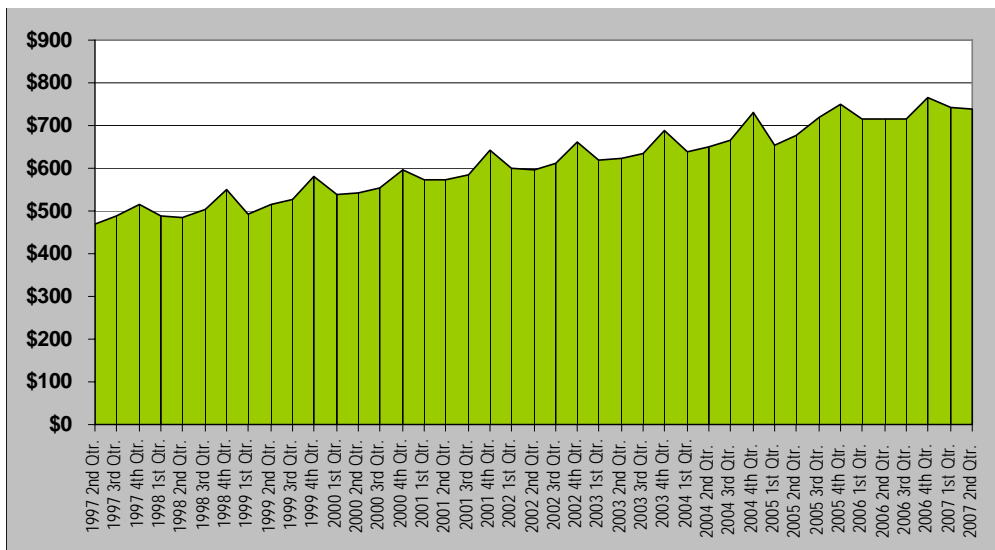
Figure 16 below depicts the average weekly wage next to the projected outcomes over the strategic plan period. The PWC Average Weekly Wage projections are based on the actual outcome for the Total All Industries Average Weekly Wage and adjusted for the local rate of inflation²⁶. The actual Total All Industries Average Weekly Wage exhibited rates of increase that ranged from 3.2% to 5.5% and varied slightly from the outcome measure projections.

Figure 16: PWC Average Weekly Wage Results and Projections 2Q2004-2Q2007²⁷



The Average Weekly Wage in PWC exhibits a rising trend with natural seasonality due to within year fluctuations, instead of progressing slowly upward, as one might expect.

Figure 17: Seasonality of Average Weekly Wage in PWC 1997-2007²⁸



²⁶ Average Weekly Wage Budget Projection Methodology White Paper, Ocalan 2007

²⁷ United States Department of Labor, Bureau of Labor Statistics, LAUS, Quarterly Census of Employment and Wages, 2Q2007 made available by Virginia Workforce Connection, www.vawc.virginia.gov

²⁸ United States Department of Labor, Bureau of Labor Statistics, LAUS, Quarterly Census of Employment and Wages, 2Q2007 made available by Virginia Workforce Connection, www.vawc.virginia.gov

Figure 18 below depicts the by-Quarter variation in the Average Weekly Wage. It is useful to be aware of this variation of the Average Weekly Wage for planning and projection purposes.

Figure 18: Change in Average Weekly Wage per Quarter 2Q1997-2Q2007²⁹

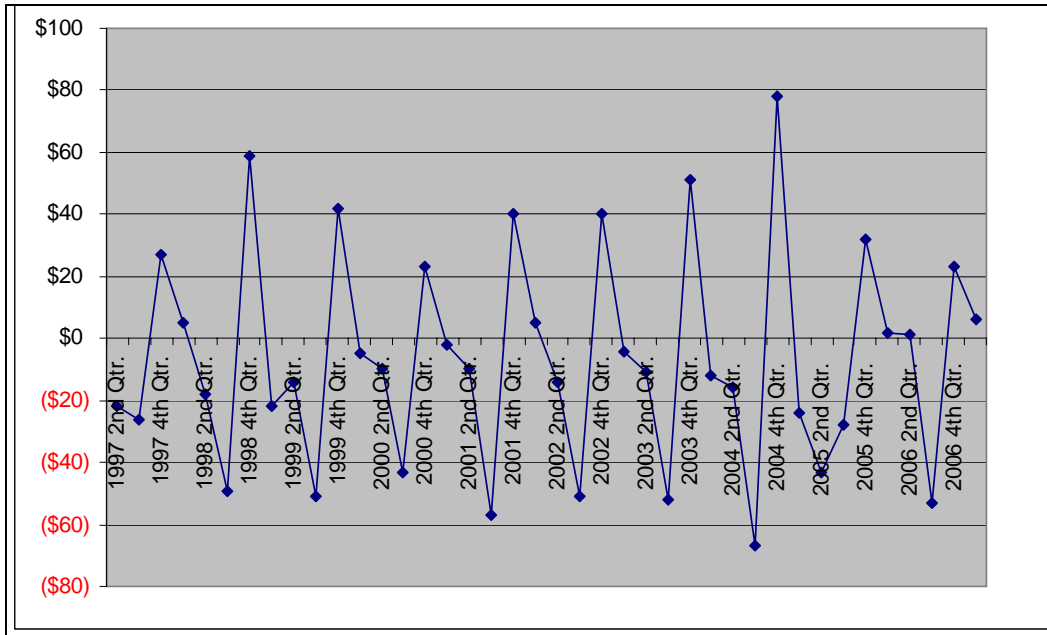


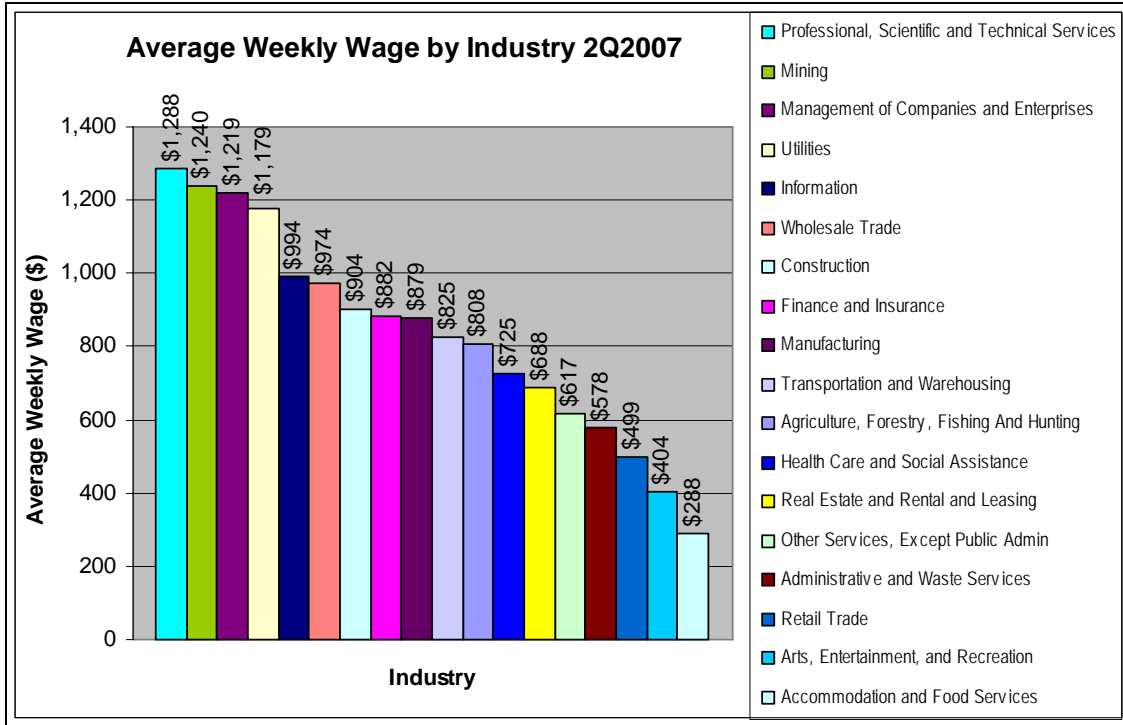
Figure 19 depicts the current wages earned by PWC workers in different sectors. While the Total All Industries Average Weekly Wage is \$738, the industries comprising that average exhibit a wide range of Average Weekly Wages - from \$288 in Food Service and Accommodation, to \$1,288 - exactly \$1,000 more per week - in the Professional, Scientific and Technical Services Sector^{30,31}. The high-technology sectors on the targeted industries list are among those with the highest Average Weekly Wage in the county. The county's targeted business attraction program has been effective in attracting businesses from among - Professional, Scientific and Technical Services, Information, and Finance and Insurance, for example.

²⁹ United States Department of Labor, Bureau of Labor Statistics, LAUS, Quarterly Census of Employment and Wages, 2Q2007 made available by Virginia Workforce Connection, www.vawc.virginia.gov

³⁰ United States Department of Labor, Bureau of Labor Statistics, LAUS, Quarterly Census of Employment and Wages, 2Q2007 made available by Virginia Workforce Connection, www.vawc.virginia.gov

³¹ United States Department of Labor, Bureau of Labor Statistics, LAUS, Quarterly Census of Employment and Wages, 2Q2007 made available by Virginia Workforce Connection, www.vawc.virginia.gov

Figure 19: Average Weekly Wage by Industry 2Q2007³²

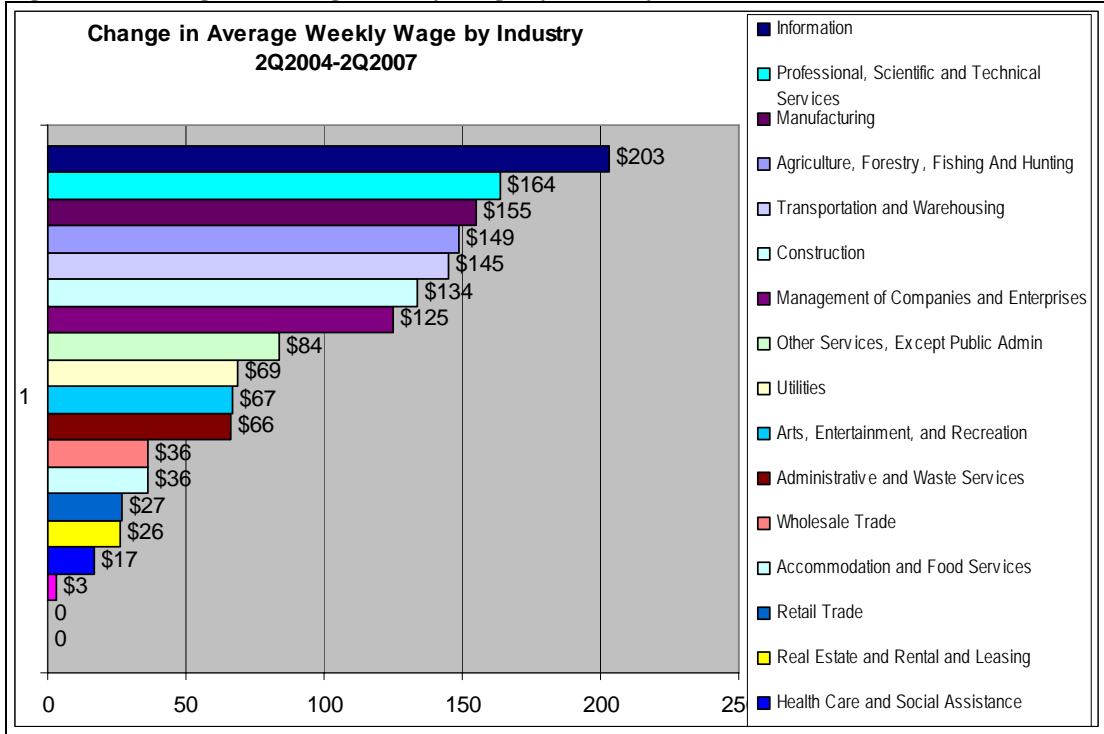


The PWC Total All Industries Average Weekly Wage has increased steadily during the strategic plan period from \$649 to \$738, an increase of \$89. Several high-tech sectors have outpaced the Total All Industries Average Weekly Wage by significant margins. For example, the Information Sector Average Weekly wage increased by \$203 during the strategic plan period; an increase that is 228% the increase in Total All Industries Average Weekly Wage for PWC. Additionally, Professional, Scientific and Technical Services Sector Average Weekly Wage rose by \$164; an increase that is almost twice the increase of the Total All Industries Average Weekly Wage. In contrast, the Retail Sector Average Weekly Wage increased \$17 over four years; less than 20% of the Total All Industries Average Weekly Wage increase for that timeframe³³. This is a clear demonstration that targeted marketing and attraction efforts can lead to increases in the weekly wage in those industries.

³² United States Department of Labor, Bureau of Labor Statistics, LAUS, Quarterly Census of Employment and Wages, 2Q2007 made available by Virginia Workforce Connection, www.vawc.virginia.gov

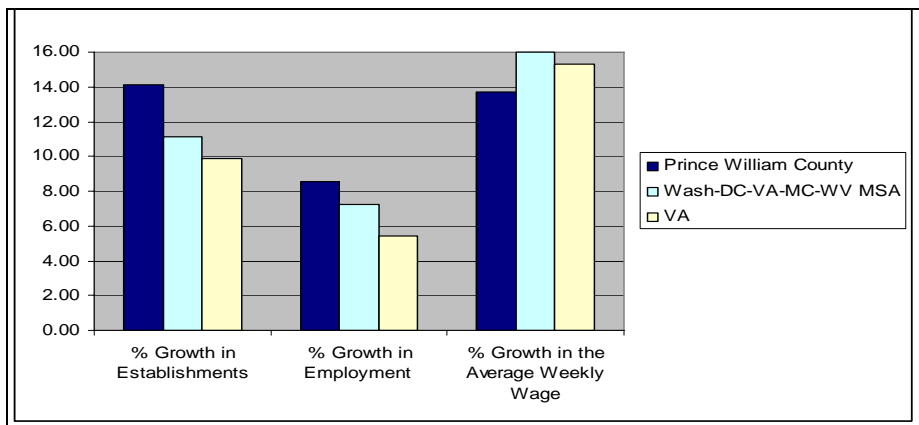
³³ United States Department of Labor, Bureau of Labor Statistics, LAUS, Quarterly Census of Employment and Wages, 2Q2007 made available by Virginia Workforce Connection, www.vawc.virginia.gov

Figure 20: Change in Average Weekly Wage by Industry 2Q2004-2Q2007³⁴



Other Significant Outcomes/Trends below benchmarks the performance of the county to the Washington, DC Metropolitan Statistical Area (Wash DC MSA) as well as Virginia. PWC outpaced the region and the Commonwealth in the increase of establishments by a half percent or more. The county's at-place employment grew at a slower pace than the region or Virginia, and roughly kept pace with the increase in the Average Weekly Wage for its workers.

Figure 21: Percent Change in Establishments, At-place Employment and Average Weekly Wage for PWC, the Washington D.C. MSA and Virginia 2Q2004-2Q2007³⁵



Economic Development Product: Trends in New Commercial Construction

³⁴ United States Department of Labor, Bureau of Labor Statistics, LAUS, Quarterly Census of Employment and Wages, 2Q2007 made available by Virginia Workforce Connection, www.vawc.virginia.gov
³⁵ United States Department of Labor, Bureau of Labor Statistics, LAUS, Quarterly Census of Employment and Wages, 2Q2007 made available by Virginia Workforce Connection, www.vawc.virginia.gov

In previous strategic planning periods, PWC did not have sufficient office and office-flex space available to meet market demand. In the last three years, however, a significant amount of commercial development has occurred in the county. Much of the new development product that has come online has either been absorbed, or is in the process of being absorbed.

Figure 22 below depicts the square footage of construction permitted by type during the years FY05-FY08. During this timeframe, over 11 million square feet of commercial space was permitted in the county; 4.5 million square feet of office space, 3.1 million square feet of industrial space, and 3.6 million square feet of retail space³⁶. This construction activity represents a substantial increase over past years.

Figure 22: New Commercial Construction Permitted by Type July 2004-Dec. 2007³⁷

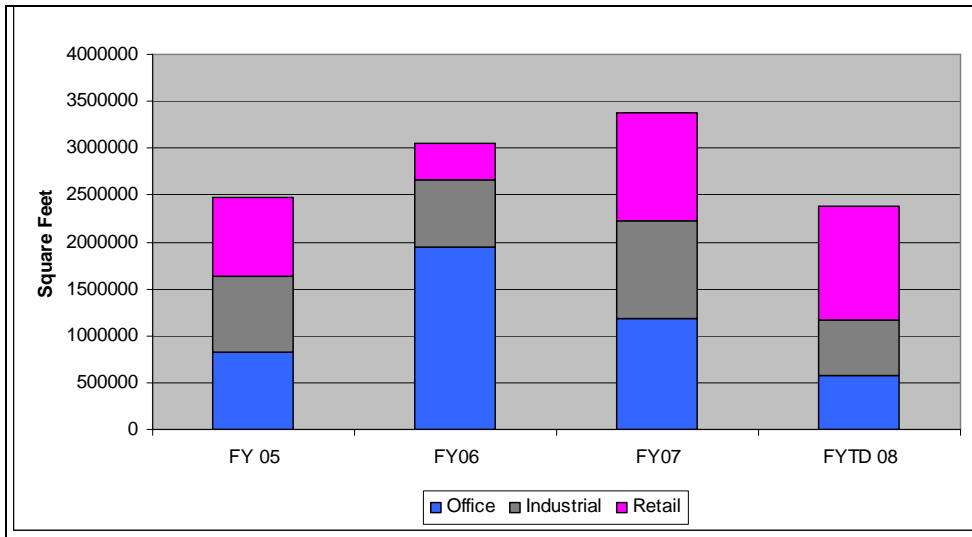
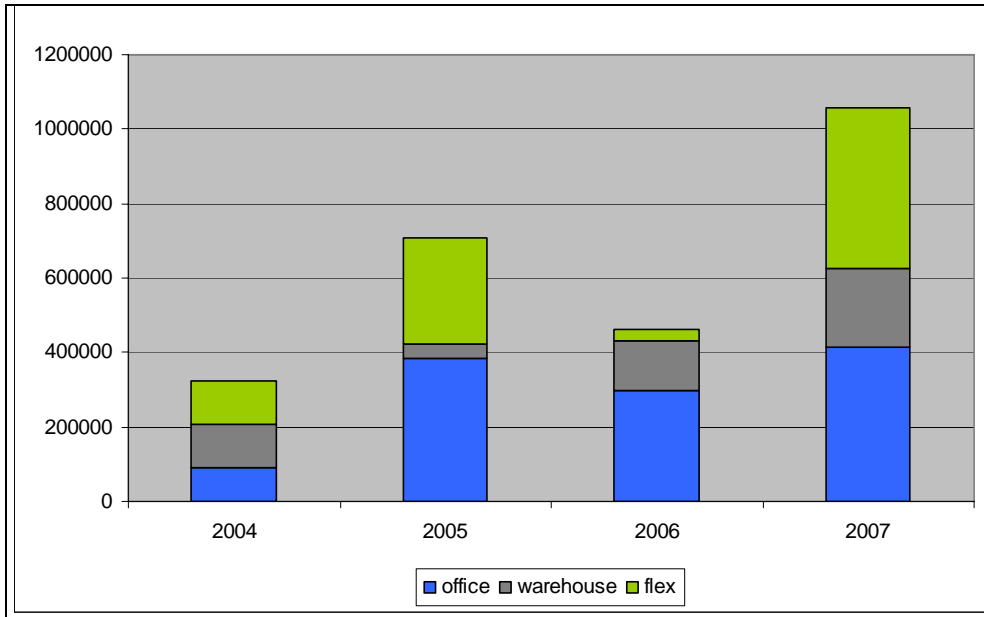


Figure 23 depicts the addition of new development product that has been delivered during the years 2004-2007. The three categories of building development represented include Office, Flex space, Warehouse/Industrial. During the four-year period, over 2.6 million square feet of space was delivered; 1,200,000 square feet of office space, 900,000 square feet of flex space and 500,000 square feet of warehouse or industrial space. The county is fortunate to now have a range of product for potential new and expanding businesses.

³⁶ Prince William County Development Services Branch 2007 New Commercial Construction Report

³⁷ Prince William County Development Services Branch 2007 New Commercial Construction Report

Figure 23: New Development Product Delivered 2004-2007³⁸



V. THE STORY BEHIND THE TRENDS

External and Internal Analysis

Economic development results are impacted by external and internal factors. The following information provides an analysis of external opportunities and challenges and internal strengths and challenges associated with achieving the Board of County Supervisors' 2004-08 adopted economic development goal: *The County will maintain an economic development climate that will attract and foster the expansion of environmentally sound industries to create quality jobs, diversify the non-residential tax base, and allow people to live in, work in and visit PWC.*

Additionally, this chapter is meant to provide important information and analysis for the next phase of the strategic planning process - developing strategies and objectives for the next strategic plan period. As such, this chapter answers the question - "What are the external and internal factors that will affect this issue over the next four years?" A factor is considered "external" if the county has no direct control over it. A factor is considered "internal" if it is within the county's direct control.

A. External Analysis

1. External Opportunities

The major strengths, external to the county, that positively impact attracting new businesses and promote existing business expansion, include the following:

- Emerging markets - Life sciences industries such as biotechnology, bioscience and bioinformatics continue to provide long term economic development opportunities. Only a handful of communities are uniquely situated to benefit

³⁸ Prince William County Department of Economic Development Commercial Real Estate Database

from the growth of new life science companies. PWC continues to enjoy a competitive head start in Virginia due to the current cluster of such activity. Other emerging opportunities include companies resulting from the application of nanotechnologies and “green” related businesses.

- Northern Virginia Regional Partnerships - provide an opportunity to leverage resources to extend outreach marketing initiatives. Prince William Economic Development has provided leadership to the Northern Virginia Life Science Communities, a joint initiative with Loudoun, Fairfax, Arlington and George Mason University to promote the region as an ideal business location for life science industries.
- Access to domestic and international markets - PWC is strategically located to major international airports and new and existing businesses report this as a major attribute of locating in the county.
- The Declining value of the dollar may benefit business location and expansion decisions for firms active in global markets - The decline of the dollar may enhance the relative competitiveness of local suppliers for intermediate and final goods and services to the global market because U.S. goods become relatively inexpensive in that market. In contrast, a weaker dollar makes imported foreign goods relatively more expensive, which may reduce their competitive position in the global market.
- A growing well-educated regional labor supply - combined with citizens highly motivated to work closer to home and/or preferring a shorter commute provides businesses with the workers they need. According to the Bureau of the Census' 2006 American Community Survey, 64% of PWC residents have some college while 44% have degrees or advanced degrees. This compares with 54% and 34%, respectively for the nation.
- Economic development allies' knowledge/promotion of the county - Long-term successes of the county allow allies to perceive the county as a positive place to locate a business. The Department of Economic Development has dedicated a substantial amount of effort to successfully developing a national network of allies well educated in a marketing message and knowledgeable of the county's professional competence in economic development.
- High-technology infrastructure provided through telecommunications providers - The County is competitive with other locations for servicing economic development projects. Relocating or expanding businesses are able to choose among several telecommunication providers according to their data and data security needs.
- U.S. Government Decentralization - The county's growing success, combined with proximity to Quantico and Fort Belvoir, provides the county opportunities to compete for federal agencies needing more secure locations and opportunities to attract companies providing goods and services to the bases and the Department of Defense. Economic Development continues an aggressive marketing outreach effort to this market segment.

2. External Challenges

The major challenges, external to the county, to attracting new businesses, and existing business expansion include the following:

- **Market economy** - Market opportunities are in direct proportion to economic cycles. General economic downturns or industry specific slow downs, cause corporate retraction of capital expenditures. In a good economy, businesses expand to address anticipated demand. Such expansion includes hiring new employees, purchasing new equipment and buying, leasing, or building additional facilities. The stronger the economy, the more likely businesses will have both the opportunity and the desire to expand, which impacts the number of eligible economic development prospects.
- **County Image** - Although the county has been extraordinarily successful in attracting new and expanding businesses, county's successes are not always accurately represented by select media outlets. Business image is a critical factor to continue to attract significant investment and it is important to recognize this as a critical on-going issue.
- **Traffic congestion** - Congestion and traffic pose direct challenges to the productivity and economic development of PWC. The Census Bureau has published statistics as part of the 2006 American Community Survey, that find that many PWC residents are now considered 'extreme commuters', with commutes in excess of 90 minutes.³⁹ One partial solution is increasing the number of businesses and jobs in the county to provide citizens an opportunity to work closer to home.
- **Commercial Development Review** - We face a challenge in balancing the goal to be business friendly and the need to protect the public safety. People have raised issues related to attitudes towards customers of this service and the culture of enforcement. Whether these issues are real or perceived, they are issues the County must address. Staff is implementing a major initiative to improve the review/permitting process with particular emphasis on focusing efforts to improve service to customers. We realize that when our efforts contribute to the success of the customer, they contribute to the success of the community in its goal to attract quality economic development. To accomplish this, staff has worked with various customer groups to define specific customer desired outcomes which include consistency, predictability, and timeliness. In order to improve communication and accountability throughout the process a single point of contact will be assigned to commercial projects. This Process Facilitator will promote a supportive culture to the customer and be a partner in successful projects. Project Facilitation is based on the goal of accomplishing the project as defined by the customer rather than simply completing a technical review or issuing an individual permit. A clear issue resolution process will be in place so that the customer's critical path can be maintained. This will also result in less iteration of review and shorter timeframes.

³⁹ United States Bureau of the Census, American Community Survey, 2006

- Enhanced competition at the regional, national and global level - Communities interested in a successful economic development program are in a constant state of evolution in an effort to obtain a competitive advantage in the market place. Those communities with the greatest commitment to economic development goals and objectives will be the most successful. Competition for economic development projects will continue to increase and it is important to stay focused to achieve maximum results.
- Fluctuations in Department of Defense spending impact government contracting opportunities for local government contractors and prospects seeking new office space with proximity to Quantico and Fort Belvoir.
- Decline in prospect leads from the Virginia Economic Development Partnership (VEDP). Historically, VEDP maintained a strategic focus on what the market was delivering and conducted aggressive nationwide marketing campaigns to promote Virginia in search of business relocation and expansion opportunities. Over the past several years, VEDP's outreach marketing initiatives have not generated quality leads for the county and it is not anticipated that this will improve.

B. Internal Analysis

1. Internal Strengths

- Strategic approach and focused plan by the Board of County Supervisors - to target and attract businesses and industries with high skill, high wage jobs (see Appendix A).
- Targeted Industry Permit Process - Establishing a guaranteed 30-day permit process for targeted industries (see Appendix A) has been received favorably by prospects and the site location community, and has enhanced the county's competitive positioning and reputation as a pro-business environment.
- Innovation @ Prince William - The creation of the 1,500 acre Innovation Technology Park, anchored by George Mason University, remains a catalyst for attracting new technology companies and also serves as a tangible signal of the county's commitment to attract businesses with high quality and higher wage jobs for citizens. Innovation is now a known sub-market within Washington D.C. metropolitan area. From 2005 to the present, 18 companies announced their intent to invest \$517M and add 1,408 new jobs.
- Access to customized training services provided through the Community Colleges and Universities, such as George Mason University, combined with specialty programs offered through the public schools, provide business clients the specialized training and education services needed for current employees and prospective workers. For example, Northern Virginia Community College has updated and expanded the AAS in Biotechnology and created a new certificate in biotech to respond to business needs.
- Marketing - The use of a focused and professional approach to marketing the county as a business site location has been very well received by business clients. The county has an established reputation for demonstrating best

practices in relationship marketing and is recognized nationwide for exemplary accomplishments with regard to successful business expansion and location.

- Customer Relations - A dedicated, proactive, focused approach is used to build relationships with business clients and allies serving business clients and has proven effective in generating leads to business expansion opportunities.
- Interagency Team - A county interagency economic development team continues to be successful in meeting prospect and existing business expansion needs. The team works to meet client time-to-market needs by addressing all facets of the project impacted by county government including: clarifying and responding to client site review and permitting process requirements; conducting financial analysis of return-on-investment when public funds are included in a proposal package; and clarifying and advising on legal requirements.
- Competitive Positioning - A demonstrated ability to identify clients and package proposals that address client needs has been pivotal in building credibility and a positive reputation with business clients and allies who service business clients; additionally, employing diligence and tenacity in working with clients and allies to close deals has contributed to the county's economic development progress.
- Public Accountability - Conducting return-on-investment analysis, prior to allocating incentives, and targeted industry status, underpins the county's economic development practice. The tracking of legal, financial and regulatory requirements of announced deals ensure public sector agreements and associated client agreements are met and provide accountability to citizens.
- Proactive and Innovative Government - The county's reputation and reliability for building and maintaining road infrastructure benefits economic development.
- Economic Development Council - The county's Economic Development Council, representing corporate leaders from business and targeted industry sectors, advises the county and the Department of Economic Development on economic development strategic planning, emerging opportunities, including essential information on emerging market conditions, and issues impacting businesses' growth.
- Promoting Economic Development News to the Community and the Marketplace - Promoting existing businesses' awareness of new businesses locating and expanding in the county has been a strategic focus to enhance internal and external perception of the county as a positive place to locate and operate a business; building awareness and knowledge of the county's growing and diverse business community through promotion and media coverage of the county's economic development accomplishments, including news on existing business expansions and business resources, enhances the community's appeal to businesses.
- Promoting Awareness of Product Options - Expanded access to location options provided through the Department of Economic Development's on-line

searchable sites and buildings database builds awareness of business location options; increasing inventory provides economic development with a greater opportunity to meet clients' business location and expansion requirements.

- Enhancing Business Access to Government Requirements - Access to requirements for locating a business in the county has been enhanced through the availability of a new Department of Economic Development print and on-line publication: *Doing Business in PWC: A Guide to Business Requirements and Resources*. Additionally, a new brochure: *Quick Telephone Reference Guide: Doing Business in PWC* is available and is jointly distributed through the Economic Development web site, the county's Development Services Building customer service centers, the Clerk of the Court's Office and the Planning Office to enhance businesses access to government services.
- Commitment to Assisting and Enhancing the Commercial Development Process in response to business needs related to site review and permitting processes continues. The county's Commercial Development Committee involves industry representatives in working with county development agencies to make process improvements. These efforts enhance businesses' ability to meet time-to-market requirements and increases positive image of the county as a place to establish and expand a business. The hiring of a Commercial Development Ombudsman further demonstrates the county's commitment to maintaining a pro-business environment.
- On-line Existing Business Database - Through Economic Development's on-line searchable existing business database, companies can find local suppliers and potential business partners. There is consistent emphasis from the Department of Economic Development on timely communication of news, information, and resources to existing businesses that support business retention and expansion.
- Highlighting Business Successes - The Department of Economic Development's Technology Innovation Award program and Business Appreciation Week events highlight leading technology entrepreneurs in the county, and demonstrate the county's appreciation to local companies. These initiatives combine to send a strong message to the business community that PWC is a growing vibrant community where businesses can grow, that they are valued, their innovations are appreciated and that every effort will be made to address key issues impacting the county's business environment.

2. Internal Challenges

- Maintaining pro-business policies - Sustaining momentum of a positive image of the county as a cost competitive environment for businesses to locate and expand is important to continuing economic development progress. Future policy proposals and debates related to commercial development and other policies impacting business affect company location/expansion decisions and either enhance or discourage the position of the county in competing nationwide and globally for new business expansion/relocation projects. Future policies also will send a message to existing Prince William companies considering expansion projects within the county.

- Enhancing perception of the county as a pro-business environment at the local, regional, state and national levels needs to continue; increasing businesses' understanding of the site review and permitting process requirements, and further streamlining the process to respond to business time-to-market constraints is essential to the county's business climate; these concerns have been and continue to be addressed through the county Building Development Services, the Planning Office, the county Commercial Development Committee, and the local chambers of commerce; the county needs to maintain and enhance its internal capacity to process permitting and inspections consistent with the needs and expectations of business customers.
- Retaining a laser focus on potential deals in the marketplace is imperative to economic development progress. Promoting the county as a leading technology and business center for the Washington Metropolitan area requires continued emphasis; competition for business expansion/relocation projects is fierce and growing and the county will continue to succeed in economic development through aggressive marketing practices, and continued pro-economic development policies.
- Defense Base Closure and Realignment Commission (BRAC) recommendations create an expectation of new prospect activity yet to be demonstrated. Several BRAC activities underway create an expectation of expanded business development activity, undemonstrated to date in the region. The county continues to monitor these activities for emerging opportunities.

VI. PARTNERS

Economic development success is attributed to relationships established with affiliated stakeholders within and outside the county. The county's Department of Economic Development (DED) works jointly with county leadership, the county's Interagency Economic Development Committee, and other partners to create a robust and prosperous community. Building relationships with critical stakeholders is essential to meeting the needs of economic development customers, i.e., out-of-county business prospects and businesses in the county considering expansion or relocation.

Strategic partners in the economic development process:

Community Partners

The Board of County Supervisors helps the county achieve its goals by:

- Being cheerleaders for the county by extolling its benefits and amenities;
- Providing stable pro-business government policies;
- Demonstrating the county is interested in attracting companies and supporting existing business expansion;
- Taking actions that support prospect and existing business project needs, i.e., land related issues, proposals to targeted industries; and

- Supporting actions to address and resolve business climate issues affecting business operations and development in the county.

County staff in departments with primary responsibility for commercial development, and agencies providing direct services to Economic Development Department business clients who are expanding or relocating business operations, including: the departments of police, public works, transportation, fire and rescue, finance, planning and information technology.

The following community partners help the county achieve its goals by:

- Responding to prospects' need for customized, comprehensive, quality information;
- Participating in economic development presentations to clients, and
- Providing timely services to resolve matters impacting project timelines and time-to market requirements

Those community groups include:

- Select existing businesses;
- Industrial Development Authority;
- Utility companies;
- Virginia Employment Commission Labor Market Information services;
- PWC Public Schools; and
- Community College and Higher Education officials.

County human service agencies work to attend to the health and economic needs of citizens strengthens the overall health of the community. Addressing social issues of the community ensures that they do not become distracters to economic development. Having a responsive human service system of care, PWC is seen as a safe and family-friendly community for businesses to come, stay, and grow.

Economic Development Council help the county meet its goals by:

- Providing advice on economic development strategic planning, and emerging opportunities, including essential information on emerging market conditions, and issues affecting businesses growth; and
- Working in collaboration with business stakeholders and local Chambers of Commerce, to address major business climate issues. These initiatives are intended to unite the county and the business community in a constructive approach to resolve key issues further demonstrating the county's commitment to support existing business expansion, and the county's attractiveness as a place for new and expanding companies to locate.

Chambers of Commerce helps the county meet its goals by:

- Working collaboratively to address business climate issues;
- Serving as co-sponsors of county events that highlight the county's growing technology business base; and

- Participating in celebrating economic development achievements.

External Partners

Attracting new business investment and quality jobs to the county also requires developing and maintaining relationships with allies external to the county. These allies service business clients who are expanding or relocating business operations. The Department of Economic Development is in continual dialogue with these allies on the benefits of the county, as a place to operate a business. The Department of Economic Development fosters strategic relationships with key external allies including:

- Site location consultants;
- Commercial real estate brokers;
- Utility companies;
- Civil engineering firms and architects;
- Commercial developers; and
- Regional, state and national economic development organization.

They help the county achieve its goals by:

- Providing leads regarding business clients seeking new locations to expand or relocate their businesses; and
- Promoting the benefits of locating a business in the county to their clients.

VII. ACHIEVING THE FUTURE VISION

Success of economic development in the county is attributable to several influential factors. Communities that place economic development as a strategic focus demonstrate that business investment in the locality is desired and that a priority effort is placed on creating and sustaining policies that promote business location and expansion.

The Prince William Board of County Supervisors, county officials and economic development professionals have a substantial history of demonstrating a unified and strategic approach to attract businesses in targeted industries that enhance the county. Equally important is the county's emphasis on the expansion of local businesses and extending appreciation to local companies for their contributions to the economic vitality of the community. Businesses have responded with confidence to this unified message and since 1997 major economic development results⁴⁰ include:

- 263 new and expanding businesses announced their intent to locate or expand in PWC;
- \$2,869.69M (\$2.87B) in capital investment; and
- 13,515 new jobs created in PWC.

PWC remained a dynamic location for investment in Northern Virginia in 2007. According to the Virginia Economic Development Partnership (VEDP) 2007 Fourth

⁴⁰ PWC DED Announced Projects list, 021108

Quarter Project Survey, PWC logged \$381.29 million in new and expansion investment, more than the rest of the Counties in Northern Virginia combined, which announced \$263.38 million in 2007. The total announced investment in Northern Virginia including PWC was \$644.67 million, of which 59% was announced in PWC⁴¹. Therefore, more than one out of every two dollars announced in Northern Virginia was announced in PWC. Furthermore, while PWC comprises just less than 4% of the Virginia population⁴², the county reported over 11.2% of announced investment in Virginia in 2007.

Factors Affecting Economic Development Progress

Over the past several years, the county has been steadfast in speaking positively with a unified voice for Prince William as a place to locate and grow a business and has achieved national recognition for the professional approach to economic development. Economic development results and outcomes have been maximized by employing a professional economic team approach. As competition for economic development expands, it is essential that the county continue to make business attraction, and business expansion and retention, as top priorities.

By creating and maintaining the integrity of the targeted industry status for companies that meet established criteria, the county further demonstrates its vision to attract and expand businesses in industries that have prospects of long term growth and jobs that meet wage standards. In addition, the county's deliberate choices in the allocation of resources, demonstrates to businesses the economic and competitive advantage of locating to and expanding in Prince William. This approach results in the attraction and expansion of businesses that are set forth in the county's strategic vision.

The creation of Innovation Technology Park and partnership with George Mason University Prince William campus demonstrates the county's continuing commitment to attract businesses in growth industries and further enhances the county's competitive advantage in economic development. Growth in targeted industries often has a multiplier effect and results in a positive impact on the local economy to the benefit of the local workforce.

There are several initiatives underway that enhance the county's ability to respond to potential and new market opportunities and thereby increase the vitality of the local economy. These initiatives include the attraction of Federal government facilities, such as the FBI Residency Agency, the significant enhancements related to the county's Potomac Communities as well as an expanded economic development marketing outreach campaign to attract and retain federal government contractors and subcontractors.

The county has increased its competitive advantage through policies that are beneficial to new and existing companies. Some examples include targeted industry status for expedited plan review; tax rate reduction on computer peripherals and equipment, which have been instrumental in attracting new businesses and has also benefited existing businesses within the county.

⁴¹ Virginia Economic Development Partnership 2007 Fourth Quarter Project Survey

⁴² U.S. Bureau of the Census Population Estimates, Prince William County Estimates, 2007
www.census.gov

The county has created an environment that allows business leaders to work collaboratively with government, staff and business leaders to enhance and promote business growth, including the commercial development process. For example, the expedited review process and priority permit initiative, both of which streamline the commercial development process.

Continuing Economic Development Progress in PWC

To sustain and continue progress in economic development, the county is advised to retain Economic Development as a strategic priority and continue its focus on achieving the county's economic goal: *Maintain an economic development climate that will attract and foster the expansion of environmentally sound industries to create quality jobs, diversify the non-residential tax base, and allow people to live in, work in and visit PWC.* A reordering of this priority risks the perception, both within and outside the county, of a diminishing commitment to economic development.

The factors outlined above as contributing to economic development progress should continue as well as the county's practice of performing professional return-on-investment analysis prior to allocating incentives and targeted industry status.

The county continues to have the opportunity to leverage regional partnerships with emerging target industries, such as Life Sciences, and related companies, and research and development prospects. For example, the Northern Virginia Life Science Communities Partnership offers significant potential to extend the county's message to life-science related businesses.

The measuring of economic development success requires the use of metrics that provide value to the community and are measures that can be affected by agencies responsible for implementing economic development strategies. The county's community outcome measures for economic development are important for both public accountability and provide a gauge for achievement. These measures need to be continually reassessed to stay current with economic development practices and the evolution of the global and knowledge economy.

VIII. ECONOMIC DEVELOPMENT APPENDIX A: BOCS RESOLUTION 99-195

APPROVED TARGETED INDUSTRIES LIST

Adopted 3/2/99 by the Prince William Board of County Supervisors

Information technology

- Software design and testing
- Equipment design and testing (telecom, computers, internet service equipment)
- Communications providers (ISPs)

Biotechnology

- Pharmaceutical research and development, manufacturing, drug development
- Contract research organization

- Contract manufacturing organization
- Biomedical research, development, testing, manufacturing, clinical trials

Other technology

- Physics-based research and development, including photonics and optics
- Computer-aided design and controls
- Advanced technology
- Laboratories and related facilities intended for basic and applied research, development of technology-based products and services, or testing of technology-based products and services
- Facilities intended for production or assembly of products of a technological nature, provided that this production is supported by on-site research or product development activities
- Pilot plants in which prototype production processes can be tested and used for assembly of products of a technical nature
- Corporate, regional and divisional headquarters of technology-based or knowledge-driven companies and organizations
- Technology-dependent or computer-based facilities dedicated to the processing of data or analysis of information, provided that these information services are supported by on-site research or product development
- Offices and related facilities of not-for-profit research or educational institutes, as well as, professional, training, research, scientific or engineering associations
- Corporate and professional training facilities
- Incidental operations required to maintain or support any uses permitted above, such as instrumentation shops, micro-electronics and machine shops

Corporate facilities

- Headquarters
- Technical/operations centers
- Divisional headquarters/regional training
- Destination based revenue positive tourism-related projects

Companies with on-site employment or major capital investment of:

- More than 25% engineers, software designers, biomedical research and/or
- Significant major new employment opportunities addressing the skills/experience of the local work force
- Average wage scale of 60% above county average wage (may be non-technical)
- At least \$5,000,000 in manufacturing, computer or processing equipment

Any project deemed by the Board of County Supervisors, upon recommendation of the Economic Development Council, as appropriate to merit such designation as being in accordance with the County's Economic Development Strategic Plan.