

TARGET INDUSTRY STUDY

Key Findings and Recommendations

November 20th, 2018



PRINCE WILLIAM
COUNTY, VIRGINIA

KEY FINDINGS: TARGET SECTORS

- Affirmed 4 out of 5 target sectors: Life Science, Information Communication Technologies (ICT), Federal Government Contracting, and Logistics & Supply Chain
- Recommended adding Healthcare due to growth of the sector and synergies with Life Science and IT sectors
- Recommended focusing on Advanced Manufacturing only where it overlaps with ICT, Federal Government Contracting and Life Sciences
- Emphasis on emerging subsectors of proteomics, personalized medicine, compliance in life sciences, cyber security, serious gaming, federal ICT contracting, and last mile logistics

KEY FINDINGS: SMALL AREA PLANS

- Dale City: Good location for ICT (not Data Centers); Needs more commercially zoned property for Life Sciences and Healthcare
- Fairgrounds: Increase commercial zoning for ICT (not data centers) and Advanced Manufacturing
- Independent Hill: Increase commercial zoning for ICT, Logistics and Advanced Manufacturing
- Innovation Park: Good location for all sectors except Logistics and Federal Government Contractors (due to Metro requirements and distance from MCB Quantico and Ft Belvoir Contractors)
- North Woodbridge: Good Location for Federal Government Contractors; Increase commercial zoning for more ICT (not data centers) and Healthcare

KEY FINDINGS: SMALL AREA PLANS (CONT'D)

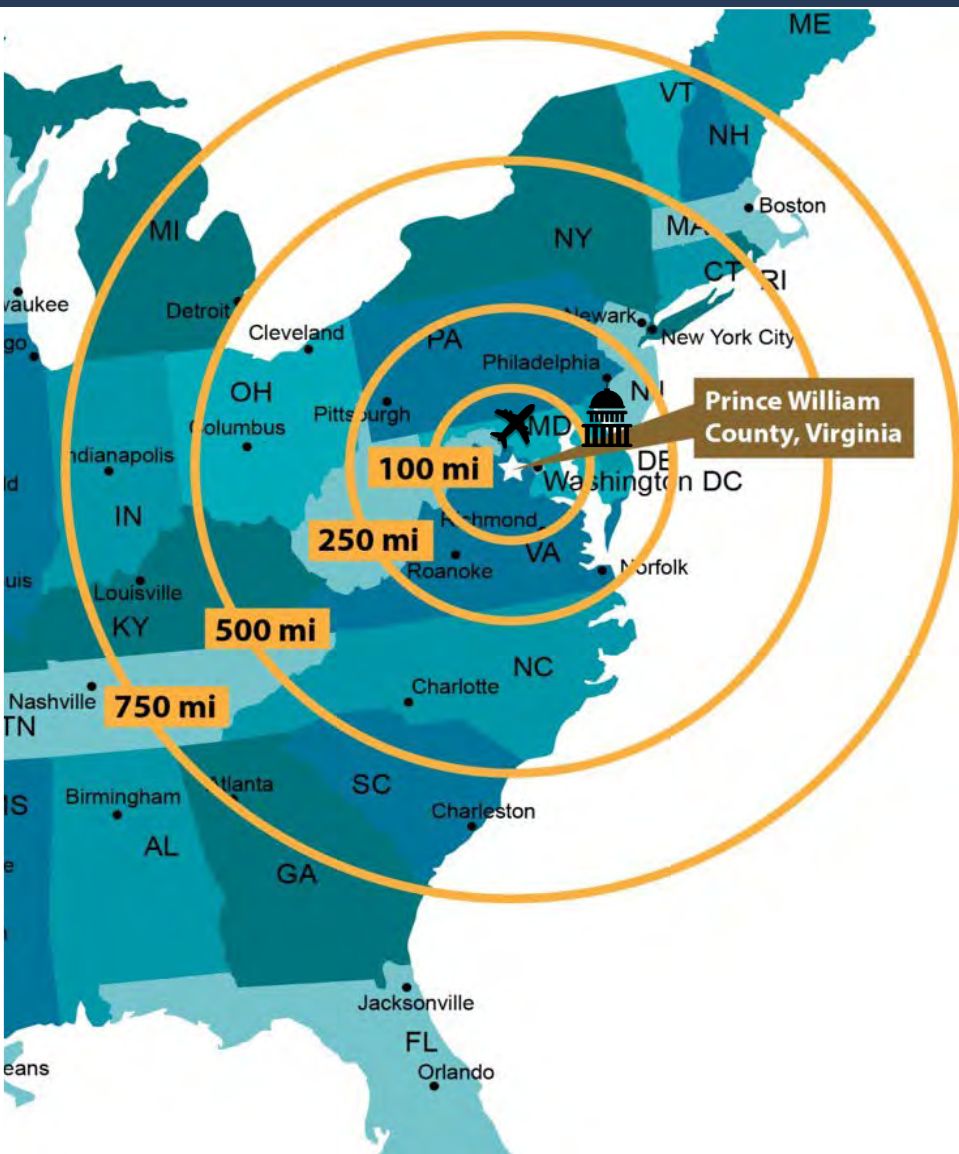


- Parkway Employment Center: Good location for Advanced Manufacturing and Logistics; Make improvements to arterial roads to support Logistics
- Route 29: Good location for Healthcare; additional commercial zoning might attract ICT (not data centers) and Logistics companies
- Triangle: Good location for Federal Government Contracting; Needs more Class A office space; Needs parcel assemblage to accommodate most development projects
- Yorkshire: Possible to attract ICT companies (not data centers); lack of larger parcels and lack of proximity to other assets make it difficult to attract other sectors

KEY FINDINGS: COMPETITIVE COMMUNITIES

- PWC's Highest Rankings
 - Tax Climate (1st)
 - Climate and Natural Hazards(1st)
 - Population and Demographics (3rd)
 - Crime and Quality of Life (3rd)
- PWC Lowest Rankings
 - Labor Force Availability (7th)
 - Workforce Educational Attainment (7th)
- Competitive set included: Fairfax and Loudoun Counties, VA; Montgomery County, MD; Chester County, PA; Forsyth County, GA; and Warren County, OH

KEY FINDINGS: SITE SELECTORS SURVEY



Strengths

- Proximity to DC and east coast markets
- Excellent access
- Talented workforce, particularly in IT
- Quality of life...ability to attract talent

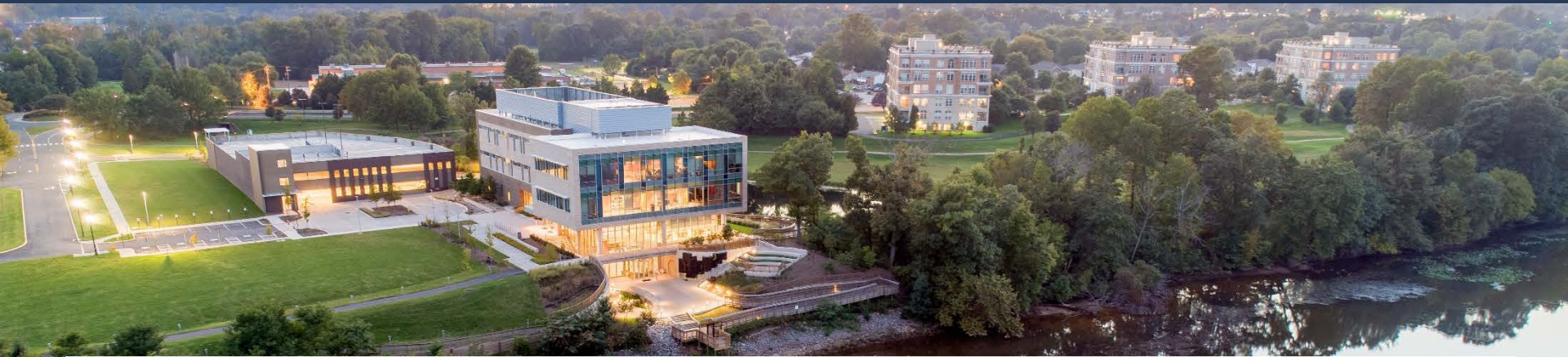
Weaknesses

- Limited availability of space
- Tight labor market
- High wages compared to other regions in US
- Lack of mass transit

Recommendations

- Focus marketing and outreach efforts on reaching individual company decision-makers and building brand awareness
- Continue trade show outreach and make a larger investment in marketing and branding
- Additional focus and resources on existing business

DEVELOPMENT CHALLENGES AND OPPORTUNITIES



- Route 1 Corridor
 - Limited availability of sizeable parcels is greatest barrier to large scale, high wage paying economic development projects
 - Requires increased County role and capacity in the form of land assembly, incentives and redevelopment tools
- George Mason Sci-Tech campus
 - Tremendous asset in support of Targeted Sectors and support for entrepreneurial and innovative activities over the long term
 - County needs to support Sci-Tech campus with town center land use policies and continue to take the long view of Innovation Park's development

GOAL 1: FOCUS RESOURCES ON GROWING AND SUPPORTING TARGETED INDUSTRY CLUSTERS

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- Short Term Actions (12 months)
 - Inventory parcels available in I-95 corridor and integrate them into the DED website
 - Develop process for assembling and controlling parcels in I-95 corridor
 - Connect life science entrepreneurs with health care providers
 - Use IT strengths to attract HealthTech companies
 - Implement GO Virginia Tech Talent Pipeline w/ regional partners
 - Develop brand for gaming industry in PWC
 - Work with partners to develop intensive 3-6 month accelerator boot camps in specific target areas, such as proteomics and personalized medicine
 - Identify infill redevelopment sites for “same day delivery” logistics
 - Finalize ZTA for e-commerce distribution facilities
 - Identify and market to companies in Micron’s logistics and supply chain
 - Take advantage of opportunities driven by the Amazon HQ2 location

GOAL 1 (CONT'D): FOCUS RESOURCES ON GROWING AND SUPPORTING TARGETED INDUSTRY CLUSTERS

- Medium and Long Term Actions (2-5 years)
 - Focus only on Advanced Manufacturing where it overlaps other sectors
 - Identify, assemble, and market parcels for redevelopment
 - Create marketing and awareness campaign aimed at military retirees
 - Identify critical healthcare workforce needs and establish training programs
 - Focus on opportunities related to serious gaming, cyber companies and emerging opportunities in Internet of Things
 - Increase wet lab space in the County through public/private partnerships
 - Increase site readiness of properties to be used for development by logistics companies

GOAL 2: IMPROVE ECONOMIC DEVELOPMENT ENVIRONMENT

- Short Term Actions (12 months)
 - Increase DED staff capacity in real estate redevelopment to support redevelopment in I-95 corridor
 - Invest in business retention and expansion efforts
 - Operationalize co-working space
 - Survey government contractors
 - Identify potential land redevelopment incentives
- Medium and Long Term Actions (2-5 years)
 - Continue site selector and developer outreach
 - Create marketing resources that demonstrate ecosystem of companies in PWC target sectors
 - Review land use policies; consider additional residential density for more commercial development with small area plan geographies
 - Expand small business/entrepreneurial services to existing and targeted industries

GOAL 3: ALIGN INVESTMENTS AND LAND USE POLICY IN SMALL AREA PLAN AREAS WITH GOALS

Project Planning

- Short Term Actions (12 months)
 - Board consideration of Small Area Plans for: Dale City, Innovation Park, North Woodbridge, Parkway Employment Center and Route 29
 - Continue staff work and community input on Small Area Plans for: Independent Hill, Triangle, Yorkshire, and Fairgrounds/New Dominion
- Medium and Long Term Actions (2-5 years)
 - Board consideration of Small Area Plans for: Independent Hill, Triangle, Yorkshire, and Fairgrounds/New Dominion
 - Implementation of all Small Area Plans

NEXT STEPS

- Board approval of Revised Target Industry Sectors
- Integrate Target Industry Sector Study and Robust Economy Work Session input into an Updated Economic Development Strategy
- Revise future agency budget and resource allocation to address recommendations

CONTACT US

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