

# 6-B

**MOTION:**

**October 5, 2010  
Regular Meeting  
Res. No. 10-**

**SECOND:**

**RE: ACCEPT REPORT OF ECONOMIC DEVELOPMENT TASK FORCE  
AND APPROVE ESTABLISHMENT OF PRINCE WILLIAM COUNTY  
ECONOMIC DEVELOPMENT ALLIANCE**

**ACTION:**

**WHEREAS**, the attraction of quality businesses that bring high-paying jobs and investment to the County has been a Strategic Plan priority of every Board since 1992; and

**WHEREAS**, in the 2012 Strategic Plan, the economic development and transportation strategic goals were merged, making the connection between strong economic development climate and the need for supportive infrastructure; and

**WHEREAS**, in December of 2009 (Res. No. 09-951), the Board established an Economic Development Task Force (“Task Force”) to provide specific recommendations to the Board for a new public-private advisory group to the replace the Economic Development Council; and

**WHEREAS**, the Task Force diligently worked from January of 2010 through July of 2010 to develop recommendations for the Board to consider; and

**WHEREAS**, the Task Force provided its written recommendations to the Board in a report dated August 2010 entitled, “Economic Development Task Force Report: Economic Development Recommendations for Today’s Economic Climate.” The eight (8) major recommendations of the Task Force are summarized as follows:

1. Economic Development Alliance – Accelerate collaboration by transforming the current Economic Development Council into the Prince William County Economic Development Alliance.
2. Innovation Science & Technology Park – Partner with GMU to develop a Master Agreement with the goal of further enhancing the competitiveness of Innovation as a major life science and technology park.
3. Transportation and Infrastructure/Route 234 Bypass North – Take a leadership role to build the “Road to Dulles,” a key connector road for the region linking major economic development centers in Northern Virginia.

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4. Potomac Communities/BRAC – Position the County to take advantage of potential job and investment growth resulting from BRAC actions at Fort Belvoir and Marine Corps Base Quantico.
5. Small Business Strategies – Promote entrepreneurship by adding small business development strategies to the County’s Economic Development Strategic Goal.
6. Workforce Development Center – Support the County’s workforce by pursuing collaborative efforts with local educational institutions including creation of a regional Workforce Development Center at the Woodbridge Campus of NOVA.
7. Unified Marketing Message – Strengthen the County’s Economic Development and Tourism Brand through marketing efforts that synchronize the County’s message and promote Prince William as great place to live, work, and visit.
8. Quality Mixed Use Development – Encourage quality mixed-use development including office, retail and residential components that enhance the community, bring quality jobs to the County, and provide quality of life amenities for County residents;

**NOW, THEREFORE, BE IT RESOLVED** that the Board of County Supervisors does hereby accept the report of the Economic Development Task Force and thanks the Task Force members for their efforts;

**BE IT FURTHER RESOLVED** that the Board hereby approves the establishment of the Prince William County Economic Development Alliance subject to the attached bylaws;

**BE IT FURTHER RESOLVED** that the Board rescinds Res. No. 01-462, thus eliminating the Prince William County Economic Development Council;

**BE IT FURTHER RESOLVED** that the Board directs staff to consider the seven (7) remaining recommendations of the Task Force in the context of the Strategic Plan update.

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**Votes:**

**Ayes:**

**Nays:**

**Absent from Vote:**

**Absent from Meeting:**

**ATTACHMENTS:** A. BOCS Res. No. 09-951  
B. Economic Development Task Force Report  
C. Economic Development Alliance Bylaws

**For Information:**

County Attorney

Deputy County Executive

Executive Director of Economic Development

**ATTEST:** \_\_\_\_\_  
**Clerk to the Board**

**MOTION: STIRRUP**

**December 1, 2009  
Regular Meeting  
Res. No. 09-951**

**SECOND: CADDIGAN**

**RE: ESTABLISH ECONOMIC DEVELOPMENT TASK FORCE**

**ACTION: APPROVED**

**WHEREAS**, the County must improve its commercial base in order to provide quality of life services to a growing population; and

**WHEREAS**, the Department of Economic Development is the lead agency for the implementation of the Prince William Board of County Supervisors Economic Development Strategic Plan; and

**WHEREAS**, the support and assistance of the private sector business community is essential to Prince William County in maintaining its reputation as a prime business location; and

**WHEREAS**, the Economic Development Council was created on June 27, 1997, with the charge to:

1. Review a strategic plan for economic development and devise a strategy for communication of the plan to the business community;
2. Present the plan to the Prince William Board for acceptance;
3. Advise the County Executive and the Executive Director on developing an integrated economic development program;
4. Review the economic development structure after two years and, if appropriate, recommend modifications to organizational structure for economic development in Prince William County;
5. Advise the Prince William Board of County Supervisors, the County Executive, and the Executive Director on business attraction, existing business development, and the business climate in Prince William County;
6. Provide to the Board a report of the work of the Council at least three times a year; and

**WHEREAS**, the Economic Development Council has contributed to economic development efforts in the County, but is currently under-utilized by the Board of County Supervisors; and County Supervisors, County staff and business leaders in Prince William County have expressed a desire to enhance the effectiveness of the current design; and

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**WHEREAS**, business leaders in Prince William have offered their help in designing and implementing a new public private advisory group to advocate for business interests, and assist the County in economic development; and

**WHEREAS**, this public-private advisory group must be permanent, credible, and cost-effective, and both government and the private sector can best achieve this goal together;

**NOW, THEREFORE, BE IT RESOLVED** that the Prince William Board of County Supervisors does hereby establish the 2009-2010 Prince William County Economic Development Task Force (hereafter, the Task Force) to provide specific recommendations to the Board of County Supervisors for a new public-private advisory group to replace the Economic Development Council. The Task Force will make specific recommendations to the Board of County Supervisors on the Mission Statement, By-laws and Composition of the public private advisory group;

**BE IT FURTHER RESOLVED** that the Task Force will be appointed by the Prince William Board of County Supervisors and will have the following composition:

**Business**

- Senior leadership from a life sciences company
- Senior leadership from a defense, homeland security or national security focused government contractor
- A business leader with significant experience leading national private sector interest groups
- A land use attorney with detailed knowledge of the County Code
- A landowner with commercial interests in the County
- A commercial real estate broker

**County Government**

- The Prince William Board of County Supervisors Chairman
- A County Supervisor appointed by the Prince William Board of County Supervisors
- Director of Economic Development
- County Executive (once appointed)

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**Other**

- The President of George Mason University or a very senior representative from George Mason University assigned by him
- An expert in small business development and entrepreneurship

**BE IT FURTHER RESOLVED** that the Task Force will have access to senior management for consultation and interview at no additional cost to the County taxpayers. The Task Force will have access to County staff and resources but is directed to take all possible measures to limit the fiscal impact of their requests, including using existing studies and data wherever possible;

**BE IT FURTHER RESOLVED** that the Task Force would be empowered and encouraged to hear from a wider group of stakeholders. These individuals and institutions may include but not be limited to:

- Prince William County Schools, Northern Virginia Community College, and other workforce development partners
- Regional and National Economic Development rivals
- All major Prince William County and Manassas employers, including the hospitals
- Dulles International Airport
- Regional authorities and academic institutions
- Federal government agencies
- Local Chambers of Commerce
- Convention and Visitors Bureau

**BE IT FURTHER RESOLVED** that the Task Force will complete its work and schedule a presentation before the Prince William Board of County Supervisors no more than six months after its initial starting date. During that time, the Board members of the Task Force will be responsible for providing regular updates to their fellow Board members.

**Votes:**

**Ayes:** Caddigan, Covington, Jenkins, May, Principi, Stewart, Stirrup

**Nays:** None

**Absent from Vote:** None

**Absent from Meeting:** Nohe

CERTIFIED COPY \_\_\_\_\_

  
Clerk to the Board

## Members of Economic Development Task Force

- The Honorable Corey A. Stewart, Chairman, Board of County Supervisors
- The Honorable W.S. Wally Covington, III, Brentsville District, Board of County Supervisors
- Martin Briley, Executive Director, Department of Economic Development
- C. Daniel Clemente, nominated by Governor Robert F. McDonnell
- Dr. James Cooper, MD, currently nominated for Chairman of the Board of Theranostics; CEO of Theranostics and Director of Medical Research Development, Life Sciences at George Mason University
- Steve Daves, President of R.W. Murray; Will serve as Chairman of the Virginia Association of Commercial Real Estate in 2010
- Linda Decker, President and CEO of the Flory Small Business Center, Inc.
- Mike Garcia, President, Mike Garcia Construction
- Gary Garczynski, President of National Capital Land and Development
- William Gary, Vice President for Workforce Development, Northern Virginia Community College; nominated by NVCC President Dr. Robert Templin
- Russ Gestl, Executive Vice President of Buchanan Partners, LLC
- Chris Jahrling, Mid-Atlantic Director, Turner Construction
- Mike Lubeley, Attorney, Partner at Walsh, Colucci, Lubeley, Emrich & Walsh, PC
- Melissa S. Peacor, County Executive
- Jon Peterson, Vice President, the Peterson Companies
- Gary Rappaport, President and CEO of the Rappaport Companies; Former Chairman of the International Council of Shopping Centers
- Chris Schueler, Washington Area Operations Manager, SURVICE Engineering
- Richard Seraydarian, Lockheed Martin Federal Systems (retired); Former Vice President Operations and Management for Lockheed Martin's Federal Systems division for 10 years
- Dr. Roger Stough, Vice President of Research and Economic Development at GMU; nominated by GMU President Dr. Alan Merten

### With Support From:

- Ali Ahmad, Policy Aide to Chairman Corey A. Stewart
- Laurie Cronin, Senior Aide to Chairman Corey A. Stewart
- Jason Grant, Communications Director
- Tracey Hormuth, Office of Executive Management
- Alexandra Redman, Assistant to Chairman Corey A. Stewart
- Susan L. Roltsch, Deputy County Executive

# Economic Development Task Force Report: Economic Development Recommendations for Today's Economic Climate

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Prepared for the Prince William Board of County Supervisors  
August 2010

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## **Executive Summary**

With the significant changes to the economy and the budget concerns facing the community, the Prince William Board of County Supervisors (BOCS) established the Economic Development Task Force to make specific recommendations to the Board of County Supervisors for the formation of a public-private partnership that would replace the Economic Development Council.

Through its extensive investigations and meetings with County staff, regional commercial real estate brokers, the development community, and local business leaders, several key areas of interest were brought to the attention of the Economic Development Task Force. Therefore, this brief offers recommendations on both the formation of a public-private partnership and key potential strategies for consideration in shaping economic development efforts.



## Background

Since the Board of County Supervisors took action to create the Department of Economic Development in 1997, it has grown to become one of the most successful economic development initiatives in Northern Virginia. Over the past six years, the Virginia Economic Development Partnership (VEDP) announced \$3.4 billion of new investment from Northern Virginia, and Prince William County announcements account for \$1.1 billion (33%) of that investment – more than any other Northern Virginia jurisdiction.

In addition to being a sound, business-friendly community, the primary factor identified by the Task Force for Prince William County's economic development success is its strategic location as the center of Northern Virginia's labor pool. With 75% of the 1.2 million workers in Northern Virginia residing within a 30-minute rush hour commute to the center of Prince William County, businesses seeking to recruit and retain quality employees see Prince William County as an ideal location.

As the national economy went into a recession, new construction was placed on hold, many businesses suffered, and housing values declined. Local unemployment increased, though still held well below the national average. These factors created a significant challenge for Prince William County and many other communities throughout the country.

Confronted with these challenges, the Board felt it was time to conduct a wide-ranging and free-thinking study of our current practices, vision, and partnerships in Economic Development. As the economy recovers and new market opportunities emerge, it is imperative that we ensure Prince William County remains well-positioned in the marketplace.

### *Strategic Vision & Goal*

Prince William County guides its actions by a four-year Strategic Plan. As such, the Economic Development Task Force considered the 2012 Strategic Plan adopted by the BOCS to guide its actions. Two primary guide posts are the Prince William County Strategic Vision Statement and the Economic Development Strategic Goal:

#### **Strategic Vision Statement**

*Prince William County is a premier community where we treasure the richness of our past and the promise of our future. We are diverse and dynamic with a thriving economy where citizens and businesses grow and succeed together. We are a global technology and business leader for the 21st century.*

#### **Economic Development/Transportation Strategic Goal**

*The County will create a community that will attract quality businesses that bring high-paying jobs and investment by maintaining a strong economic development climate and creating the necessary multi-modal transportation infrastructure that supports our citizens and our business community.*

To reach our vision and create a strong economy and thriving community, all sectors of Prince William County must work together – citizens, businesses, educational community, non-profit organizations, and government. The County is fortunate to have the support and buy-in from these stakeholders, as it strengthens the ability to maintain our position as one of the nation's premier communities.

In addition, a robust Economic Development program supported by all sectors is the key to growing and sustaining a strong, diversified economic base that attracts high-paying jobs and investment to the County. These facets of building our community and continuing our economic development program are the impetus to the recommendations made in this brief.

### *Current Economic Development/Transportation Outcome Measures & Strategies*

To provide context to this brief, the existing outcome measures and strategies adopted by the Board of County Supervisors for 2012 are articulated here.

#### **Outcome Measures**

- *Increase economic development capital investment by \$420 million from the attraction of new business (non-retail) and the expansion of existing businesses (non-retail)*
- *Add and expand 80 targeted businesses to Prince William County*
- *Add 4,440 new jobs from the attraction and expansion of new and existing businesses (non-retail)*
- *Increase the average wage of jobs (non-retail) by 12% at the end of four years adjusted for inflation*
- *Prioritize road bond projects in order to serve economic development needs*

#### **Strategies**

- *Support and promote County businesses' efforts to develop, sustain and expand operations*
- *Attract businesses that reflect Prince William County as a community that embraces technology, quality jobs and capital investment*
- *Promote new mixed-use development projects that will increase the opportunity to bring high wage jobs and investment to revitalization areas*
- *Accelerate collaboration with George Mason University, Northern Virginia Community College, other area universities and colleges and the public schools to enhance current outreach marketing efforts and existing business expansion*
- *Unify the County's various communications messages to support economic development outcomes*
- *Pursue Federal, State and private funding to complete the 2006 Road Bond Programs*

## Recommendations to BOCS

Speaking before the Task Force, regional broker Brian McVay of Cushman & Wakefield said, "Every 5-6 years there is a window of opportunity [for new economic development growth] and currently we're about 2-3 years out from that time." If this indeed is the case, the Task Force feels that it is in the interest of Prince William County for the Board of County Supervisors to consider some of the key discussion points that emerged in the Task Force meetings regarding the economic vitality of Prince William County. It is their hope that this information and suggested strategies in addition to the already adopted Strategic Plan strategies will provide guidance to the Board for implementation now and in the next Strategic Plan amendment process.

### *Action Strategies*

The key areas of consideration brought forth by the numerous discussions of the Task Force have been distilled into eight specific action strategy recommendations for the Board of County Supervisors to consider. They do not necessarily represent "long-term" or "near-term" solutions to any particular issue. Rather, they are recommended strategies to guide County decisions and Board actions:

1. Accelerate collaboration by transforming the current Economic Development Council into the Economic Development Alliance.
2. Enhance the university-centered economic development efforts by partnering with George Mason University and private land owners to forge a Master Agreement to expand the Innovation Owners Association and develop an Innovation Science Park and Innovation Town Center within Innovation@Prince William Technology Business Park.
3. Take the leadership role to build the "Road to Dulles," a key connector road for the region linking major economic development centers in Northern Virginia.
4. Continue the revitalization of the Potomac Communities by implementing the adopted centers of commerce and community plans, supporting the development of a secure defense campus at Harbor Station, and leveraging anticipated need for federal contractor space resulting from BRAC actions and other defense-related growth at Ft. Belvoir and Marine Corps Base Quantico.
5. Promote entrepreneurship by adding small business development strategies to the County's Economic Development/Transportation Strategic Goal.
6. Support the County's workforce by collaborating with Northern Virginia Community College (NOVA) to construct a regional Workforce Development Center at its Woodbridge Campus.

7. Strengthen the County's Economic Development and Tourism Brand through marketing efforts that synchronize the County's message and promote Prince William as a place to live, work and visit.
8. Encourage quality mixed-use development including office, retail and residential components that enhance the community, bring quality jobs to the County, and provide quality of life amenities for County residents.

Each of these strategies is further discussed with regard to job creation factors, background/history of the objective, specific implementation strategies, immediate next steps, and recommended lead staff to oversee the objective.

## **Action Strategy 1: Economic Development Alliance**

*Accelerate collaboration by transforming the current Economic Development Council into the Prince William County Economic Development Alliance (EDA).*

### **Job Creation Factors**

A robust Economic Development program supported by all sectors is key to growing and sustaining a strong, diversified economic base that attracts high-paying jobs and investment to the County.

### **Background & History**

In 1997, the Board of County Supervisors created the Economic Development Council (EDC), which was charged with the following tasks:

- To review a strategic plan for economic development and devise a strategy for communication of the plan to the business community; recommend changes as needed and no less than every 4 years.
- Advise the County Executive and the Executive Director on developing an integrated economic development program.
- Review the economic development structure after two years and, if appropriate, recommend modifications to organizational structure for economic development in Prince William County.
- Advise the Board of County Supervisors, the County Executive, and the Executive Director on business attraction, existing business development, and the business climate in Prince William County.

For various extrinsic and intrinsic reasons, the current EDC was underutilized. In 2009, Supervisors, County Staff, and the business community expressed a desire to revitalize the institution and modernize its mission.

The Board of County Supervisors adopted a resolution on December 1, 2009 creating the Economic Development Task Force (EDTF) to “provide specific recommendations to the Board of County Supervisors for a new public-private advisory group to replace the Economic Development Council.”

### **Specific Implementation Strategies**

It is recommended that the Board of County Supervisors empanel the body described below:

#### **Membership – Total of 16 members made up of the following:**

- *Board Members (2)*: Prince William County Board Chairman and one additional BOCS Member
- *Targeted Industry (3)*: Local executive or management level representatives from the following targeted industry groups: life sciences, federal agencies, technology-focused defense or national security contractors, technology, or data centers
- *Educational Institution (2)*: Decision-maker representative – one each from George Mason University and Northern Virginia Community College
- *Banking/Finance (1)*: A local executive or management level representative from the banking or finance community
- *Real Estate (2)*: Local executive or management level representative – one each from the real estate broker community and the development community
- *NAIOP Commercial Real Estate Development Association (1)*: Representative selected and recommended by NAIOP
- *Marine Corps (1)*: A representative from Quantico Marine Base
- *Small Business (1)*: Representative from the Flory Small Business Center
- *Chamber of Commerce (1)*: Representative recommended by the Prince William Chamber of Commerce
- *County Staff (1)*: Executive Director of the Department of Economic Development
- *Ex officio member (1)*: County Executive or designee

#### **Appointment**

- Members are appointed by the Board of County Supervisors to serve at the pleasure of the Board for staggered two-year terms.

#### **Meetings**

- As determined by the members of the EDA but a minimum of quarterly. The group may also develop subcommittees that may meet more frequently.

### **Mission**

Advise the Board of County Supervisors on matters relating to the adopted economic goals of the County.

### **Responsibilities**

Support County economic development goals by working with the Department of Economic Development as follows:

- Assist in the attraction, retention, and expansion of businesses by providing competitive intelligence and insight on targeted industries and local business climate issues.

- Advocate for Prince William County as an ideal business location in the marketplace.
- Provide insight and guidance on County policies that may affect Prince William County's competitive advantage to increase the commercial tax base and create targeted industry jobs.
- Encourage cooperation among all stakeholders (public, private, academic) to facilitate open dialogue and collaborative action with regard to shared priorities.
- Review and make recommendations regarding the County's list of targeted businesses.
- Provide insights and recommendations on trends and realities of the targeted business sectors.
- At least annually, collaborate with County real estate brokers and landowners to present Prince William County real estate projects to regional brokerage institutions.
- Make recommendations on what marketing messages resonate with the business community to stimulate increased capital investment and job creation.
- Be ambassadors inside and outside the County for business attraction and retention promoting a unified and consistent pro-business message in concert with existing County marketing efforts.
- Bring business issues impacting the business climate to the BOCS.
- Provide input on the County's Strategic Plan and economic development metrics.
- Foster teamwork among the County's stakeholders to represent a consistent message of Prince William to the market place.
- Participate on an as-needed basis when the Department of Economic Development hosts prospects.
- Work with Economic Development Director to present the EDA activities during the Economic Development Quarterly Report to the BOCS.
- Provide ongoing and impartial input for the benefit of the present and future development of the County's business community and residents.
- Monitor and update (with BOCS ratification) EDA membership in order to ensure that it remains reflective of the present and future needs of Prince William County's economic development efforts.
- Through the Economic Development Director, work with the Prince William Chamber of Commerce and other business interest group leadership to develop formal partnership opportunities.
- Preserve existing successful public-private collaborative efforts like the Commercial Development Committee.

**Lead Staff**

Martin Briley, Executive Director, Department of Economic Development

## **Action Strategy 2: University-Centered Economic Development**

*Enhance the university-centered economic development efforts by partnering with George Mason University and private land owners to forge a Master Agreement to expand the Innovation Owners Association and develop an Innovation Science Park and Innovation Center within Innovation @ Prince William Technology Business Park.*

### **Job Creation Factors**

1. Accelerates the pace of development at University Town Center.
2. Improves the competitiveness of Innovation @ Prince William by expanding Owner's Association to incorporate University and other Private Sector partners attracting more high-wage jobs.
3. Establishes a unique science park in the Commonwealth to provide incubator lab space and facilitate the creation of high-tech science companies.
4. Provides ROI incentive to George Mason University ensuring Mason grows its footprint in Prince William County, creating jobs.

### **Background & History**

PWC and GMU have developed two very innovative partnership agreements leading to the construction and financing of the Freedom Center and the Hylton Center for the Performing Arts. Both required the leveraging of scarce resources to create significant community assets. Both are very unique partnership agreements that provide significant benefits to the community.

PWC and GMU have worked together for many years to develop a life science community in Innovation. Since the first academic building was put in place in 1996, there has been steady progress and remarkable growth. Although Innovation is the leading life science park in Northern Virginia, much work still remains to provide the necessary infrastructure and development to bring Innovation to the full vision and potential of a nationally regarded life science business park.

Public funding required to elevate Innovation to the next level currently is unavailable, which means secure long-term sources of funding and policy commitment from other sources are required. This source of funding may be available through a long-term effort to secure available state and federal funds, asset-based financing, rents, donor contributions and other similar funds.

It is recommended that PWC and Mason adopt a Master Agreement identifying joint roles and responsibilities, specific facility and operational goals, sources of funds, commitment of staff and other resources needed to enhance the competitiveness of Innovation, to create a thriving life science community, and to develop a bustling town center.

### **Specific Implementation Strategies**

#### **Innovation University Town Center**

Significant work has been done to develop a conceptual plan for the town center. This plan should move forward to the next logical step toward development. Should a tri-partite town center agreement (as has been



discussed) be approved with the adjacent private landowners, it would become part of this Master Agreement and a specific work plan should be developed to move the project forward as soon as practicable.

### **Innovation Science Park**

The Master Agreement would include a work program for the development of a jointly owned Innovation Science and Technology Park, initially designed to enhance the life science resources of Innovation. This program would include the planning, design, construction and administration of life science facilities and services as soon as practicable.

The Innovation Science Park's plan would encourage the involvement of private sector partners to enhance the profit potential for the owners of the park and its tenants. Specific life science activities would be designed to encourage tenant collaboration, work force development and special educational activities such as the BioBonanza and the Aspiring Scientist programs.

The Innovation Science Park would be administered as a separate operational entity, reporting directly to the County Executive and University President and including a Science Advisory Board composed of Innovation and university scientists to advise programs relating to enhancing Innovation as a science center.

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### **Long Term Objectives**

- Secure commercially available wet lab space
- Secure space for Economic Development office
- Secure bioscience incubator facility and program
- Space for university connected life science tenants
- Space for non-university life science tenants
- Recruitment incentive for new faculty and students
- Accelerate NIH et al. research grants
- Increase overhead income to GMU
- Increase life science attractions and incentives to PWC and GMU
- Plan/procedure/mechanism in place to reduce County ownership operational control
- Expansion mechanism to add additional County-owned land to the park under similar terms

### **Management Plan:**

- Board of Directors composed of equal membership from GMU and PWC, including Staff Executive Director for Master Agreement
- Sets overall policy and financial control for the park, including rental rates, overhead costs
- GMU retains control over all academic, policy, financial and other issues relating to the space allocated to its personnel and research programs
- Board of Directors retains control over the remainder of the space
- Board may hire management company to handle tenant relations and general operational matters

### **The Master Agreement would provide:**

- A clear and direct policy framework and overall financial guidance from the Board of Visitors and the Board of County Supervisors mandating progress and development goals for each of these activities.
- Create a small and focused staff support group from both GMU and PWC reporting directly to the County Executive and University President.
- This working group would be tasked with the daily operations of each of these activities, including the financing and construction of both projects.
- **Board of Directors**
  - Equal representation from PWC and GMU
  - Designated terms
  - CXO and GMU President are ex officio members
  - **Staff Executive Director** - Appointed by and responsible to Board of Directors
  - **Staff Advisory Committees** - Work with Staff Executive Director in preparing budget, financial plans and capital programs
- **Duties of Staff Executive Director**
  - Prepares annual budgets and identifies source(s) of funds to support the budget.
  - Prepares 5-year capital improvement program in close coordination with the staff advisory members.
  - Establishes various committees composed of County and University staff to prepare detailed reports and recommendations to the Board of Directors. Examples might include: budget and financial, capital and infrastructure planning.
  - Might serve as Innovation Owners Association manager.

### **Innovation Owners Association**

- Currently the Innovation Owners Association is inclusive of approximately 750 acres and administers specific land use covenants and declarations relating to a 2000 rezoning approval.
- The Association is responsible for the planning, construction, maintenance of certain landscaping and signage programs for Innovation.
- The Association has its own budget and administration through a Board of Directors.
- The Association could be expanded, subject to the approval of the existing owner's association, to include landowners and properties that were not part of the original rezoning petition. These landowners include the Prince William Campus of George Mason University and landowners of other adjacent properties.
- Expanded membership could entitle the new members to certain rights and obligations relating to the purpose of the Association in exchange for the payment of annual dues to expand the scope and character of the Innovation landscaping and signage programs.

- Sets and maintains master landscaping and trails master plan, including active and passive areas designated on the plan and licensed from the Board of County Supervisors.
- Enforces the existing covenants and declarations.
- Acts as the required Architectural Review Board.
- Maintains legal, budget and insurance control over Association affairs.
- Sets annual budget and property dues:
  - Subject to approval by the existing Owner's Association, add landowners adjacent to or proximate to the original boundaries willing to become members of the Owner's Association and pay Association dues.
- Approves the Association's capital, landscaping and signage master plan.
- Innovation Master Agreement Staff Executive Director might serve as Association manager.

**Immediate Next Step**

Work with designated GMU staff to finalize Innovation Master Agreement and bring to the Board of County Supervisors for adoption and signature by the Chairman.

**Lead Staff**

County Attorney Angela Horan

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### **Action Strategy 3: Transportation Infrastructure/Route 234 Bypass North**

*Take the leadership role to build the “Road to Dulles,” a key connector road for the region linking major economic development centers in Northern Virginia.*

#### **Job Creation Factors**

The construction of the “Road to Dulles” will further increase Prince William County’s access to Dulles International Airport and will connect major economic development centers across the region. This will increase opportunities in western Prince William County for properties currently zoned and/or planned for commercial development. Improved travel to the airport will increase the County’s attractiveness to firms that rely on quick, convenient airport access, especially those with international markets.

75% of the Northern Virginia workforce lives within a 30-minute rush hour commute of Prince William County. Construction of the road to Dulles will ensure Prince William County can attract the labor pool from County residents, intercepting commuters from neighboring jurisdictions, and attract reverse commuters. From a purely transportation perspective, more direct access from Prince William to Dulles would serve to relieve congestion on Route 15, Route 66, and Route 28, improving the commute for employees along these corridors.

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#### **Background & History**

The Transportation Chapter of the County’s Comprehensive Plan has long included a road from northwestern Prince William County to Dulles Airport as a priority. This road has also been one of the BOCS priorities for the Virginia Department of Transportation’s (VDOT) Primary Plan. Both VDOT and the Federal Highway Administration (FHWA) have completed an environmental review of the planned corridor and the Commonwealth Transportation Board (CTB) adopted the planned alignment as the preferred alternative for the “Tri-County Parkway.”

Recent actions by the Loudoun County Board to downgrade the road to two lanes north of Prince William County raised concerns about the region’s commitment to this roadway, and the Prince William Board acted quickly to reaffirm its position that the road is a priority for the County.

#### **Specific Implementation Strategies**

In the near term, the County should continue its strategy of taking a leadership role in collaborative policy discussions with Loudoun County, VDOT, FHWA and advocacy groups such as the Dulles Area Transportation Alliance (DATA), The Washington Area Airports Task Force and the Committee for Dulles. The EDA will provide guidance and explore options to create consensus on the location and character of the roadway, to secure the right-of-way, and to fund the construction of the road.

**Immediate Next Step**

The next step is to convene the “Road to Dulles” stakeholders to begin the consensus building process. At the same time, alternative funding mechanisms should be explored.

**Lead Staff**

Tom Blaser – Director of Transportation

## **Action Strategy 4: Potomac Communities/BRAC**

*Continue the revitalization of the Potomac Communities by implementing the adopted centers of commerce and community plans, supporting the development of a secure defense campus at Harbor Station, and leveraging anticipated need for federal contractor space resulting from BRAC actions and other defense-related growth at Ft. Belvoir and Marine Corps Base Quantico.*

### **Job Creation Factors**

The North Woodbridge master plan recommends 500,000 to 750,000 square feet of office/employment inventory. Using a standard ratio of 1 job per 300 square feet, this has the potential to generate 2,500 jobs. An additional 500,000 square feet of office is planned at Potomac Town Center, which has the potential to generate 1,666 jobs. Two million square feet is planned at Harbor Station, generating as many as 6,666 jobs.

Focusing on these three areas as job generators allows the County to address two market niches in Potomac Communities. The typical defense related facility fits best into the Harbor Station campus environment, designed to accommodate larger, required security setbacks. Conversely, North Woodbridge is best suited for uses that fit into an urban pattern, with minimal setbacks and on-street or shared, structured parking. The Potomac Town Center site is the most flexible, allowing for minimal or large setbacks, depending upon building height.

The village development pattern planned for Triangle is less likely to generate any significant office uses. It is designed to provide small scale commercial uses – restaurants, commercial services, and shops – that could support the office uses planned elsewhere along the corridor. Discussions with existing contractors in the area identified the lack of these services as a negative in the relocation decision. North Woodbridge and Potomac Town Center also have retail components that would support existing and proposed office developments.

### **Background & History**

Prior to the adoption of the Potomac Communities Revitalization Plan, retail jobs dominated the area. Since then, new office development has been encouraged along the corridor, resulting in the development of more than 500,000 square feet of office. Economic development announcements since the Plan's adoption have heralded over \$470 million in new targeted investment and over 1,750 new jobs.

The 2005 BRAC decisions will add more than 19,000 jobs at Fort Belvoir and 2,000 at Marine Corps Base-Quantico (MCBQ) by September 2011. In addition, MCBQ has experienced significant growth in various commands housed on Base and expects this trend to continue into the future, especially in the area of Systems Command. No estimates of off-base contractor jobs and demand for leased space are available, but it is generally accepted that contractors like to locate within a 15-mile radius of the facility they serve – Potomac Communities falls within that range for Belvoir and Quantico.

## **Specific Implementation Strategies**

- Urban Development Areas (UDAs) - State law requires that the County establish UDAs that can accommodate 10 to 20 years of our projected population and employment growth. A VDOT grant provides funds to allow the Planning staff to work with our consultant, PB America, to identify these areas and develop strategies that encourage growth within these UDAs. The final report is due in June 2012, but strategies can be implemented as they are identified. At this point, the North Woodbridge area is under consideration as a UDA, as is all of Potomac Communities.
- Government Contractors Business Council – Continue participation in the Chamber’s Government Contractors Business Council allows the County to identify contractors that may be growing and/or relocating, and to bring concerns contractors may have to the appropriate County agencies.
- Marketing – Continue marketing existing office inventory and entitled sites. Develop and maintain a map of entitled sites within Potomac Communities.
- Route 1 Road Improvements – Pursue funding for the widening of Route 1 to its ultimate 6 lanes to improve traffic circulation within Potomac Communities and traffic flow to Belvoir and Quantico.
- Central Employment Area (CEA) – Explore feasibility of obtaining a Central Employment Area designation from the General Services Administration (GSA) for areas within Potomac Communities.
- Assemblage of Properties – Proactively encourage property owners to assemble properties for development of larger high quality mixed use projects than would not otherwise be possible. This should include a review of possible incentives for assemblage.
- Per Diem Rates – Pursue increase in Prince William County federal per diem rates, especially along I-95/Route 1 corridor.
- BRAC Contractor Space – Periodically review space needs of federal contractors considering Prince William locations. Ensure County is supporting these needs as appropriate including, but not limited to, providing public safety and other supportive services, priority processing of plans and permits (if targeted), access to site and building information.

## **Immediate Next Step**

The implementation strategies named above are already underway and need no separate authorization by the Board.

## **Lead Staff**

Ray Utz, Planning Office Long Range Division Chief

## **Action Strategy 5: Small Business**

*Promote entrepreneurship by adding small business development strategies to the County's Economic Development Strategic Goal*

### **Job Creation Factors**

1. According to the U.S. Small Business Administration (September 2009), small firms represent 99.7 percent of all employer firms and employ just over half of all private sector employees. Small firms have generated 64 percent of net new jobs over the past 15 years.
2. Over the past 10 years, small projects (25 employees or less) have created 28% of the capital investment in the County and have accounted for 60% of overall projects. 35% of these small projects involved the expansion of existing small businesses.

### **Background and History**

The past 10 years has proven that the implementation of the County's approved Economic Development Strategic Plan's strategies and objectives has yielded highly successful results in the attraction of quality, high-wage jobs as well as corporate investment generating substantial tax revenue. Since 2000, the cumulative number of new high-wage quality jobs brought into the County is 10,422, with an average annual payroll of approximately \$600,000,000. The average increase in the overall weekly wages is 13.2%. Corporate investment announcements total \$2.6 billion. Small projects, defined as having 25 employees or less, have created 28% of the capital investment in the County; have accounted for 60% of overall projects; and 35% have been from existing businesses.

To augment Prince William County's economic development efforts in increasing capital investment and job creation, the County has provided funding to the Flory Center to supply additional assistance to small businesses. The Flory Center was founded in 1991 by the Prince William County Industrial Development Authority and continues to be funded by Prince William County, the Prince William County IDA, the City of Manassas and the City of Manassas Park. The Flory Center has been the local resource partner for the U.S. Small Business Administration (SBA) for almost 20 years.

With the past success of the County's Strategic Plan, there is a sound basis to support its continuation to attract quality, high-wage jobs and investment to Prince William County through its implementation with the formal addition of strategies and metrics for small business development.

### **Specific Implementation Strategies**

- Develop a clear definition that operationalizes "small business" to guide strategy development and outcome measures.
- Develop small business development goals, objectives, strategies and metrics and add them to the County's Economic Development/Transportation Strategic Plan.
- Provide Quarterly reports to the BOCS on activities and metrics.
- Showcase small business success stories through local media and Prince William County Government cable channel.



- Identify opportunities that can immediately increase small business development.
- Provide training through workshops targeted to small businesses in areas of finance, marketing, business development, technology, government procurement and grants writing.
- Provide assistance in development of business plans, financial projections, market identification, feasibility studies and other resource connections to small businesses.
- Develop and distribute information on the opportunities in Prince William County for small business assistance.
- Target the bulk of services to small businesses in growth-oriented areas such as the County's targeted business sectors of life sciences, tech-focused government contractors, technology, and other sectors with the best potential for high wage jobs and capital investment.

**Lead Staff**

The Department of Economic Development, with assistance from the County Executive's Office as needed.

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## **Action Strategy 6: Workforce Development Center**

*Support the County's workforce by collaborating with Northern Virginia Community College (NOVA) to construct a Workforce Development Center at its Woodbridge Campus*

### **Job Creation Factors**

1. With a Workforce Development Center at NOVA in Prince William County, businesses in the area can train their employees close to their business. The cost of receiving training in the Workforce Development Center is expected to be lower than that offered by other training providers in the private sector.
2. Employees who receive training will be more efficient at work, which can increase their productivity and total sales of their firms, many of which will likely be local businesses.
3. Employees receiving training will improve their skills and receive higher wages in the future. Many of these employees will likely be County residents.
4. The NOVA Workforce Development Center can become an additional draw for other businesses to come to the region; thereby bringing additional jobs and income to the region.

### **Background & History**

During the 2010 General Assembly, NOVA attempted to secure \$3.5 million for the design of a Workforce Development Center at the Woodbridge Campus. In support of the NOVA initiative, the Prince William Board of County Supervisors committed \$1 million toward construction, which VCCS requires of the local jurisdiction where the facility is to be located. The Board's commitment was contingent upon NOVA obtaining the remaining funding from state and federal sources.

Due to state budget constraints, the NOVA funding request to the General Assembly was not approved. However, the Governor submitted an amendment during the veto session allowing NOVA to proceed with working drawings for the Workforce Center, and to be reimbursed when construction is funded for the project.

In addition, NOVA secured a commitment from its foundation for \$1 million to proceed with design. The Feasibility Study completed by NOVA demonstrates the need and benefits of a Regional Workforce Development Center at the Woodbridge Campus. The study cited the following potential benefits resulting from the construction of a Center: efficiency improvements on the part of employees; cost savings for businesses; wage increases for employees; business attraction effects; and state and local taxes resulting from these benefits.

The strategic location of the proposed center at the Woodbridge Campus along the I-95 Corridor would further the County's goals for Potomac Communities, and would better position the County to benefit from BRAC impacts.

### **Specific Implementation Strategies**

- Continue to include funding for the NOVA Work Force Development Center as a priority in the County's Legislative Program.
- Partner with NOVA to seek alternative private and public funding sources.
- Include Work Force Development Center in County marketing and planning documents to foster broader exposure and support.

### **Immediate Next Step**

Through past resolutions, the Board of County Supervisors endorsed the Work Force Development Center, thus authorizing the County Executive to continue activities in support of the Center.

### **Lead Staff**

County Executive's Office

## **Action Strategy 7: Unified Marketing Message**

*Strengthen the County's Economic Development and Tourism Brand through marketing efforts that synchronize the County's message and promote Prince William as a place to live, work and visit.*

Efforts to promote Prince William County as a community of choice should include continuous assessment of and improvement to the County's branding efforts. A key step in this process is to align the messages of Economic Development, Tourism and the County as a whole. Moving toward a unified message presenting Prince William County as a premier community requires enhanced coordination and consistency of the messaging strategies and collateral used across all County departments and affiliated agencies.

The goal of this strategy is to offer a program to ***strengthen the County's brand through marketing efforts that synchronize the County message, Economic Development message, and Tourism message in such a way as to promote Prince William as a place to live, work and visit.***

### **Job Creation Factors**

#### **Economic Development Impact**

It is important to note that any marketing effort is designed to provide a voice in the marketplace, and will not have direct measurable impact on economic development specifically. However, the marketing efforts will influence the market, strengthen Prince William County's identity, and improve the presence of Prince William County in the marketplace. These efforts will also provide opportunities for Prince William County to enter into dialogue with citizens and non-targeted businesses where there currently is a void.

At present, the County's Office of Communications, the Department of Economic Development, the Convention and Visitors Bureau (CVB), the Prince William Park Authority (PWPA) and other agencies within or affiliated with the County must leverage their own individual staff and budgetary resources for the creation of their marketing collateral and messaging strategies. By aligning the efforts of these respective agencies and providing them with logos, design standards and templates, the County can increase the efficiency of each agency's marketing efforts while contributing to lower costs.

By implementing a program to align the efforts of the individual agencies that market Prince William County, the County will benefit from complimentary and mutually supportive messages in the marketplace. As a whole, these consistent messages will foster a consistent and impactful brand/identity that presents Prince William County as an ideal place to live, work and play.

### **Background & History**

Prince William County as a community has a mixed identity due, in part, to a segmented marketing approach by County Government. The primary marketing activities for Prince William County emit from the Department of Economic Development, the Prince William County/Manassas Convention and Visitors Bureau, and the Prince William Park Authority.

In its efforts to achieve the strategic goals set forth by the Board of County Supervisors, the Department of Economic Development successfully promotes the County as an ideal business location for targeted industries. Related to this, the Department of Development Services has begun marketing the effectiveness of its plan review and permitting processes. The Convention and Visitors Bureau (CVB) markets primarily to tourists to promote visitor destinations and hotel opportunities in Prince William County and the City of Manassas. The Prince William Park Authority (PWPA) markets programs and events to County residents seeking recreational opportunities.

Each of these groups has seen various levels of success in reaching their focused sub-markets. The most efficacious and efficient marketing efforts, however, seek to foster and build upon a consistent identity/brand in the minds of target audiences *as well as* opinion leaders who influence markets.

### **Message and Design Consistency**

Practitioners and scholars of effective marketing have long recognized the importance of maintaining a consistent messaging strategy across media as well as target markets. Messages must be tailored to reach members of specific targeted audiences. At the same time, however, an organization's presentation in the media must remain consistent in tone and visual style.

A unified graphic design carried across all messages and media is crucial. The various departments and agencies that work to market the County to their respective audiences do not, at present, do so in a manner that is visually consistent nor unified with other departmental messaging. As such, while respective agencies may see success in delivering their message to specific audience segments, the County overall does not benefit from an unified brand identity to which each of these campaigns could be additive.

Additionally, people who may not be members of a given agency's targeted market ultimately influence how these audiences receive and interpret information and marketing messages about Prince William County. By acknowledging this and tuning the County's marketing efforts accordingly, efforts to promote a broad view of Prince William County as a premier community will be strengthened.

### **Specific Implementation Strategies**

It is recommended that Prince William County develop a Marketing and Communications Strategy to build a sense of identity and a unified message to target markets, Prince William County residents, Northern Virginia residents, and non-targeted businesses. This effort should be overseen by the Communications Office to allow the other organizations to remain focused on their niche market opportunities and not distract those organizations from their charge. The Communications Office will be responsible for implementing necessary strategies to promote Prince William County as a premier community to live, work and visit.

### **Immediate Next Steps**

The first step to a unified marketing message is to articulate the Prince William County identity. This identity must be tied to the understanding of who we are as a community and as a local government body. It also must consider how we are perceived by the market and how we *wish* to be perceived by the market.

- **Action step #1: Convene a focus group of experts from County agencies and stakeholder groups**

Under the direction of the Communications Office, a focus group comprised of key members from Economic Development, CVB, PWPA, Historic Preservation, Chamber of Commerce, Flory Small Business Center, Inc., the Economic Development Task Force, and local citizens, will provide insights on the image and identity of Prince William County.

- **Action step #2: seek input and technical assistance from a third-party contractor**

A non-partisan third-party contractor will be solicited to help create a marketing image. Deliverables from the contractor will include:

- A logo design that will be used in all Prince William County Government marketing materials. This logo must uphold the identity articulated by the focus group. The graphic design and color choices will serve as the impetus for all collateral material to ensure a consistent identity in the marketplace.
- Design standards for collateral material including business cards, letterhead, PowerPoint presentations, brochures, and booklets. These design standards will articulate use of logos, use of County Seal, font styles and sizes and standardized templates.

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- **Action step #3: Promulgate and implement a unified communications and marketing strategy**

With direct input from the Department of Economic Development, CVB, PWPA, Historic Preservation, Chamber of Commerce, and the Economic Development Alliance, the Communications Office will provide a Communications and Marketing Strategy to insure the greatest market penetration within a proposed budget allotment. This strategy will include:

- Identifying key communications and marketing strategies and cost to implement those strategies.
- Articulating goals and measurable outcomes.

**Lead Staff**

Jason Grant, County Communications Director

## **Action Strategy 8. Quality Mixed Use Development**

*Encourage quality mixed-use development including office, retail and residential components that enhance the community, bring quality jobs to the County, and provide quality of life amenities for County residents.*

### **Job Creation Factors**

Mixed use developments can provide the environment preferred by many employers – “mini downtowns” with residential, retail and services desired by employees. Vibrant mixed use developments draw in customers and employees who want to take advantage of the wide range of uses and services in close proximity, allowing them to accomplish a multitude of tasks with one stop. The most successful mixed use developments create opportunities to integrate residential, retail and office uses in a way that minimizes vehicle trips between uses and encourages active street life. Jobs generated within mixed use developments are dependent upon the mix of uses; however, office uses can be expected to generate 1 job per 300 square feet of office space.

### **Background and History**

Prince William has experience with a range of mixed use developments. Tackett’s Mill was an early mixed use development, incorporating retail and office uses. More recent examples include Virginia Gateway, Madison Crescent, Belmont Bay, Reid’s Prospect, County Center, Harbor Station, and Potomac Towne Center, each with an individualized mix of uses and phasing plans.

The recently adopted update to the Land Use Chapter of the Comprehensive Plan included the “center of community” and “center of commerce” concepts to encourage the development of mixed use areas utilizing smart growth principles. The North Woodbridge Urban Mixed Use Master Plan built on these principles to lay out a redevelopment plan for the area between I-95 and Route 1 as you enter Prince William County from Fairfax.

### **Specific Implementation Strategies**

- Hire a consultant to work with the County to analyze retail market opportunities in the County and to develop a marketing package for quality retail amenities that capitalizes on the demographics existing in the County, including a highly educated, young population that ranks as the 14<sup>th</sup> wealthiest community in the United States.
- Develop a liaison program between County staff and developers/retail experts for the following:
  - Promote the County at conferences and conventions
  - Develop marketing materials

- Explore potential incentives to attract quality mixed use developments (particularly where they represent redevelopment opportunities) such as:
  - Density
  - Fast-track process
  - Tax Increment Financing
  
- Review land use transitions across County to reduce potential issues that may negatively impact quality development. Review development application transmittal policies and procedures to ensure adjacent property owners receive adequate notice of development proposals. Ensure the Innovation Business Owners Association is notified of development proposals within the Innovation Sector Plan area and on the periphery of this area.
  
- Seek opportunities to anchor a quality mixed use development with a professional sports stadium.

**Immediate Next Step**

Hire a County staff person to focus on the attraction of quality mixed use development in the County at locations such as INNOVATION @ Prince William and in the Potomac Communities area. This individual would be the liaison between the County and the consultants and industry experts referenced above.

**Lead Staff**

To be determined.



Drafted for consideration by the  
Board of County Supervisors  
October 5, 2010  
County Attorney's Office  
Draft #1: follows EDTF recommendation  
September 29, 2010

## BYLAWS

### THE PRINCE WILLIAM COUNTY ECONOMIC DEVELOPMENT ALLIANCE

#### ARTICLE I: Name.

The name of the organization is the Economic Development Alliance of Prince William County, Virginia, hereinafter referred to as "the Alliance."

#### ARTICLE II: Mission and Responsibilities.

**A. Mission.** The mission of the Alliance is to advise the Board of County Supervisors of Prince William County, Virginia, on matters relating to the adopted economic goals of the County.

**B. Responsibilities.** The Alliance will support this mission by working with the Prince William County Department of Economic Development ("Economic Development") as follows:

1. Assist in the attraction, retention, and expansion of businesses by providing competitive intelligence and insight on targeted industries and local business climate issues;
2. Advocate for Prince William County as an ideal business location in the marketplace;
3. Provide insight and guidance on County policies that may affect Prince William County's competitive advantage to increase the commercial tax base and create targeted industry jobs;
4. Encourage cooperation among all stakeholders (public, private, and academic) to facilitate open dialog and collaborative action with regard to shared priorities;
5. Review and make recommendations regarding the County's list of targeted businesses;

6. Provide insights and recommendations on trends in and realities of the targeted business sectors;
7. At least annually, collaborate with County real estate brokers and landowners to present Prince William County real estate projects to regional brokerage institutions;
8. Make recommendations on what marketing messages resonate with the business community to stimulate increased capital investment and job creation;
9. Be ambassadors inside and outside the County for business attraction and retention promoting a unified and consistent pro-business message in concert with existing County marketing efforts;
10. Bring business issues impacting the business climate to the attention of the Board of County Supervisors;
11. Provide input on the County's Strategic Plan and economic development metrics;
12. Foster teamwork among stakeholders to represent a consistent message of Prince William County to the marketplace;
13. Participate on an as-needed basis when the Department of Economic Development hosts prospects;
14. Work with the Executive Director of Economic Development to present Alliance activities during the Economic Development Quarterly Report to the Board of County Supervisors;
15. Provide ongoing and impartial input for the benefit of the present and future development of the County's business community and residents;
16. Monitor and update (subject to ratification by the Board of County Supervisors) the Alliance membership in order to ensure that it remains reflective of the present and future needs of Prince William County's economic development efforts;
17. Through the Executive Director of Economic Development, work with the Prince William Chamber of Commerce and other business interest group leadership to develop formal partnership opportunities;
18. Support existing successful public-private collaborative efforts like the Commercial Development Committee.

### **ARTICLE III: Membership.**

#### **A. Appointment and Composition.**

The Alliance shall be composed of sixteen (16) members appointed by the Board of County Supervisors from the public, private and academic sectors as follows:

1. *Board of County Supervisors (2)*: The Chairman and one additional member of the Board of County Supervisors;
2. *Targeted Industry (3)*: Local executive or management level representatives from the following targeted industry

groups: life sciences, federal agencies, technology-focused defense or national security contractors, technology, or data centers;

3. *Higher Education (2)*: Decision-making representatives, one each from George Mason University and Northern Virginia Community College;
4. *Banking/Finance (1)*: A local executive or management level representative from the banking or finance community;
5. *Real Estate (2)*: Local executive or management level representative – one each from the real estate broker community and the development community;
6. *NAIOP Commercial Real Estate Development Association(1)*: Representative recommended to the Board of County Supervisors for appointment by NAIOP;
7. *Marine Corps (1)*: A representative from the Quantico Marine Corps Base;
8. *Small Business (1)*: Representative from the Flory Small Business Center;
9. *Chamber of Commerce (1)*: Representative recommended to the Board of County Supervisors for appointment by the Prince William Chamber of Commerce;
10. *Executive Director of the Department of Economic Development (1)*;
11. *County Executive or designee (1)*.

**B. Terms.**

1. *Regular Term*. Members are appointed to serve at the pleasure of the Board; in no event shall a member (other than the Chairman of the Board of County Supervisors, the County Executive and the Executive Director of Economic Development) be committed to serve for a longer period than two years without reappointment by the Board.
2. *Initial Term*. The member of the Board of County Supervisors, one representative of targeted industries, one representative of higher education, the representative of banking or finance, one real

estate representative, the representative of NAIOP and the representative of small business shall serve at the pleasure of the Board, but shall not be committed to serve beyond one year as an initial matter. The remaining representatives shall serve at the pleasure of the Board, but shall not be committed to serve beyond two years as an initial matter. After these initial periods, all appointed members shall serve for periods not intended to exceed two years.

**ARTICLE IV: Officers.**

**A. Officers.** The officers shall consist of a Chair and a Vice-Chair selected from among the members at the initial meeting of the Alliance and at the annual meeting of the Alliance held in January of each year.

**B. Election of Officers.** The Alliance may choose to establish a Nominating Committee to present a slate of officers at the Alliance's January annual meeting. The Alliance may, in addition to a proposed slate, or in lieu thereof, receive nominations from the floor prior to the election of officers.

**C. Term of Officers.** Officers shall serve a term of one year from the January meeting at which they are elected until their successors are duly elected the following January. Officers may be reelected for no more than two additional consecutive one-year terms. While not binding, it is a general guide that the Chair will serve a minimum of two consecutive one-year terms, with the possibility of a third.

**D. Responsibilities of the Chair.** The Chair shall preside at all meetings of the Alliance, authorize calls for any special meetings, appoint all committees, execute all

documents authorized by the Alliance, and set agendas for Alliance meetings, and generally perform all duties associated with that office.

**E. Responsibilities of the Vice-Chair.** The Vice- Chair, in the absence or disability of the Chair or vacancy in that office, shall assume and perform the duties of the Chair.

**F. Vacancies and Special Elections.** In the event of a vacancy in either office, a special election may be held to fill the position for the remainder of the term.

#### **ARTICLE V: Meetings, Voting, Committees.**

**A. Regular Meetings.** Regular meetings shall be held as determined by the members of the Alliance, but shall occur at least quarterly. The date, hour, and location of regular meetings are to be set by the Chair.

**B. Annual Meeting.** The annual meeting, which shall be for the purpose of the election of officers, shall be held during a regular meeting in January of each year.

**C. Special Meetings.** Special meetings may be called by the Chair or at the request of three (3) members, for the transaction of business as stated in the call for the special meeting.

**D. Quorum/Voting.** A quorum for the transaction of business at any Alliance shall consist of a majority of the members, exclusive of any vacant seats. Except as provided in Article VI for amendments to these Bylaws, all matters shall be decided by majority vote of those present and voting.

**E. Proxy Votes.** Members of the Alliance may not use proxies for meeting attendance or voting.

**F. Minutes.** Proceedings of all meetings of the Alliance shall be governed by *Roberts Rules of Order*. Summary minutes reflecting the actions and recommendations of the Alliance, meeting the requirements of the Virginia Freedom of Information Act (§2.2-3700, et seq., VA Code Ann.), shall be prepared by staff of the Department of Economic Development and shall be forwarded to all members within thirty (30) days after an Alliance meeting.

**G. Committees.** The Alliance may create such standing and ad hoc committees as it deems appropriate in the performance of its mission and responsibilities. The Alliance may create committees and appoint members to those committees or delegate the power of appointment to the Chair by majority vote.

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#### **ARTICLE VI: Amendments.**

**A.** No amendment to these Bylaws may become effective without approval of the Board of County Supervisors.

**B.** Notice of any proposed amendment must first be submitted in writing to the Alliance two weeks prior to a regular meeting of the Alliance. Next, the amendments must be proposed for vote at a regular meeting of the Alliance and approved by a two-thirds vote of the Alliance. The Board of County Supervisors must then be notified within thirty (30) days of the approval of amendments by the Alliance. Amendments must be submitted to the Board of County Supervisors for final approval, and may not become effective until finally approved by the Board of County Supervisors.



Melissa S. Peacor  
County Executive

# COUNTY OF PRINCE WILLIAM

OFFICE OF EXECUTIVE MANAGEMENT  
1 County Complex Court, Prince William, Virginia 22192-9201  
(703) 792-6600 Metro 631-1703 FAX: (703) 792-7484

## BOARD OF COUNTY SUPERVISORS

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September 27, 2010

**TO:** Board of County Supervisors

**FROM:** Susan L. Roltsch *SLR*  
Deputy County Executive

**THRU:** Melissa S. Peacor  
County Executive

**RE:** Accept Final Report of Economic Development Task Force and Approve  
Establishment of Economic Development Alliance

**I. Background** in chronological order is as follows:

- A. Strategic Plan Priority – Attraction of quality businesses that bring high-paying jobs and investment to the County has been a Strategic Plan Goal since 1992. In the 2012 Strategic Plan, Economic Development and Transportation were merged as one goal, making the connection between strong economic development climate and the need for supportive infrastructure. The current outcome measures for this goal are as follows:
1. Increase capital investment by \$420 million.
  2. Add 80 targeted businesses.
  3. Add 4,440 new non-retail jobs.
  4. Increase average wage by 12%.
  5. Prioritize road bond projects to support economic development.
- B. Economic Development Task Force (“Task Force”) – By resolution dated December 1, 2009 (Attachment 1), the Board established the EDTF to provide recommendations to the Board for a new public-private advisory group to replace the Economic Development Council. The recommendations of the Task Force were to address the mission, bylaws, and composition of this new public-private advisory group. The Board’s resolution further specified Task Force membership to include a mix of public and private sector stakeholders, and directed the Task Force to complete its work and report back to the Board within six months of its initial starting date.

C. EDTF Membership – As appointed by the Board, the Task Force members were as follows:

1. Corey Stewart	Board Chairman
2. Wally Covington	County Supervisor
3. Martin Briley	Dept. of Economic Development
4. C. Daniel Clemente	Governor's Representative
5. Dr. James Cooper	Life Sciences/George Mason University
6. Steve Daves	Business Leader
7. Mike Garcia	Commercial Landowner
8. William Gary	Northern Virginia Community College
9. Russ Gestl	Commercial Landowner
10. Chris Jarling	Government Contractor
11. Michael Lubeley	Land Use Attorney
12. Melissa Peacor	County Executive
13. Jon Peterson	Commercial Landowner
14. Gary Rappaport	Commercial Real Estate Broker
15. Chris Schueler	Government Contractor
16. Dr. Roger Stough	Life Sciences/George Mason University

D. EDTF Work Efforts – The Task Force held its first meeting on January 25, 2010 and met a total of 10 times over the next six months. The Task Force heard numerous presentations from industry experts including commercial brokers, educational institutions (GMU, NOVA), Dulles Airport stakeholders and representatives, small business experts (Flory Center), defense contractors, and the Governor's senior economic advisor. The Task Force began drafting its recommendation in June 2010, and completed its final report in July 2010. The final report was transmitted to the BOCS by email on August 17, 2010, and again by hard copy on September 8, 2010. In a Board work session on September 14, the County Executive presented a summary of the recommendations to the Board.

E. Task Force Recommendations – Attachment B contains a copy of the Task Force's final report, in which the Task Force sets forth eight (8) major recommendations summarized as follows:

1. Economic Development Alliance – Accelerate collaboration by transforming the current Economic Development Council into the Prince William County Economic Development Alliance.
2. Innovation Science & Technology Park – Partner with GMU to develop a Master Agreement with the goal of further enhancing the competitiveness of Innovation as a major life science and technology park.



3. Transportation and Infrastructure/Route 234 Bypass North – Take a leadership role to build the “Road to Dulles,” a key connector road for the region linking major economic development centers in Northern Virginia.
  4. Potomac Communities/BRAC – Position the County to take advantage of potential job and investment growth resulting from BRAC actions at Fort Belvoir and Marine Corps Base Quantico.
  5. Small Business Strategies – Promote entrepreneurship by adding small business development strategies to the County’s Economic Development Strategic Goal.
  6. Workforce Development Center – Support the County’s workforce by pursuing collaborative efforts with local educational institutions including creation of a regional Workforce Development Center at the Woodbridge Campus of NOVA.
- 
7. Unified Marketing Message – Strengthen the County’s Economic Development and Tourism Brand through marketing efforts that synchronize the County’s message and promote Prince William as great place to live, work, and visit.
  8. Quality Mixed Use Development – Encourage quality mixed-use development including office, retail and residential components that enhance the community, bring quality jobs to the County, and provide quality of life amenities for County residents.

**II. Current Situation is as follows:**

- A. Proposed Bylaws for Economic Development Alliance – Attachment C provides a copy of the proposed Bylaws incorporating the concepts discussed by the Task Force. The bylaws set forth the mission statement, membership, and responsibilities of the Economic Development Alliance. Highlights of the bylaws are as follows:
  1. The mission of the Economic Development Alliance would be to advise the Board of County Supervisors on matters relating to the adopted economic development goals of the County.

2. 16 member body, with private and public sector representation, all to be appointed by the BOCS and to include: two (2) Board members; three (3) members from targeted industries; two (2) from educational institutions; one (1) from banking/finance; two (2) from the real estate industry; one (1) representing the National Association of Office and Industrial Parks (NAIOP); one (1) from the Marine Corps Base Quantico; one (1) small business expert; one (1) representing the Chamber of Commerce; the Executive Director of Economic Development; and the County Executive.
  3. Meetings would be held quarterly or more often, and periodic reporting to the BOCS would occur through the Economic Development Director.
- B. Board Actions Needed – The resolution accompanying this memorandum proposes the Board take action to accept the Task Force report and establish the Economic Development Alliance subject to bylaws discussed by the Task Force and drafted by the County Attorney. The resolution also directs staff to consider the seven (7) remaining recommendations of the Task Force in the context of the Strategic Plan Update. The Board would then need to take additional actions in the future to make appointments to the newly-established Economic Development Alliance.

**III. Issues** in order of importance are:

- A. Service Level/Policy Issues – Are there service level or policy issues associated with the staff recommendation?
- B. Timing – What are the timing implications of BOCS action?
- C. Fiscal Impact – What are the fiscal impacts to the County?
- D. Legal – What are the legal implications of this action?

**IV. Alternatives** in order of feasibility are:

- A. Accept Final Report of Economic Development Task Force and Establish Economic Development Alliance subject to the bylaws set forth in Attachment C.
  1. Service Level/Policy Issues – This action would accomplish the objective of replacing the Economic Development Council with a new advisory body, the Economic Development Alliance, responsible for advising the Board on a periodic basis on matters relating to the adopted economic development goals of the County.

2. Timing – If approved by the BOCS, effective November 1, 2010, the Economic Development Alliance would be established and the Economic Development Council would no longer exist. The Board would need to appoint members to the Economic Development Alliance during future Board meetings.
  3. Fiscal Impact – There are no immediate fiscal impacts associated with this action. County staff will support the work of the Economic Alliance in much the same way it supported the work of the Economic Development Alliance. Fiscal impacts resulting from implementing the other recommendations of the Task Force would be analyzed in the context of the Strategic Plan Update and/or when the individual recommendations are brought forward for Board approval.
  4. Legal – The County Attorney’s Office developed the attached bylaws for the Board’s consideration, and will advise the Board regarding this matter as necessary.
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B. Take No Action

1. Service Level/Policy Issues – The Economic Development Council would continue to exist as an advisory body, though it may be necessary to update the membership of the Council and refocus its efforts since the group has not met in over a year.
2. Timing – Not applicable.
3. Fiscal Impact – There are no new fiscal impacts expected to result from this alternative.
4. Legal – Not applicable.

- V. **Recommendation** is that the Board of County Supervisors concurs with Alternative A and approve the attached Resolution.

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