

CORRECTED & APPROVED MINUTES
KING WILLIAM COUNTY
ECONOMIC DEVELOPMENT AUTHORITY
JOINT MEETING WITH PLANNING COMMISSION
OF MARCH 9, 2022

A joint meeting of the King William County Economic Development Authority Board of Directors with the King William County Planning Commission was held on the 9th day of March 2022, beginning at 7:00 p.m. in the Board Room of the County Administration Building and via Zoom.

Agenda Item 1. CALL TO ORDER

Chairman Rhoads called the meeting to order.

Agenda Item 2. ROLL CALL

Chairman Rhoads asked for a motion to approve participation via Zoom for Authority Members Longest and Campbell due to work constraints and prior obligations. Authority Member Brown made a motion to approve participation via Zoom for Authority Members Longest and Campbell. Vice Chair Piersa seconded the motion. The Chairman called for any discussion. The Chairman called for any opposition. There being none, Authority Members Longest's and Campbell's electronic participation via Zoom was approved.

The EDA members were polled:

Eugene L. Campbell, Jr. – Secretary/Treasurer	Present (arrived at 7:15 via Zoom)
Travis W. Longest	Absent
Jay Brown	Present
W. Brian Hodges	Present
Kenneth A. Holderied	Present
Charles F. Piersa – Vice Chair	Present
C. Meade Rhoads, Jr. – Chairman	Present

The Planning Commission members were polled:

Mathew W. Sluder, 4th District – Vice Chair	Aye
Bonnie J. Hite, 2nd District	Aye
Donald M. Wagner, 5 th District	Aye
Stephen K. Greenwood, Board of Supervisors	Aye
John B. Breeden, 3 rd District – Chairman	Aye

Agenda Item 3. REVIEW AND ADOPTION OF AMENDED MEETING AGENDA

Chairman Rhoads asked for discussion or opposition to approving the Amended Meeting Agenda as presented. There being no discussion or opposition, the Amended Meeting Agenda was adopted with no change.

Chairman Rhoads said it was good to have the Planning Commission here and have better communication. Chairman Breeden said this is the first Comprehensive Plan done in 18 years. He thinks it is a great roadmap and economic development is an important part of it.

Agenda Item 4. APPROVAL OF MINUTES

- 4.a. February 9, 2022 Regular Meeting Minutes
- 4.b. February 14, 2022 Joint Work Session Minutes

Vice Chair Piersa made a motion to approve the minutes as presented. Motion was seconded by Authority Member Brown. There being no discussion or opposition, the meeting minutes for February 9, 2022 and February 14, 2022 were approved as presented.

Agenda Item 5. JOINT MEETING MATTERS

5.a. RKG Presentation – Kyle S. Talente, President (Via Zoom) (Attachment A)

Mr. Talente went over the findings in the presentation which is the second installment of Phase 1 (Attachment A). He said the first presentation made in February focused on target industry analysis. This presentation focuses on fiscal impact.

The Fiscal Impact Assessment assessed the potential impacts of development to the County's fiscal sustainability. Mr. Talente defined incremental impact as costs or revenues which change as a direct result of new development. Locally-focused costs or revenues come directly to the County or expenses are paid directly by the County.

Mr. Talente said the County's Property Taxes are 95% residential and 5% non-residential. A target goal is to have 25-30% of the total taxable land value be non-residential. King William County is at 5%.

Authority Member Holderied said Mr. Talente had mentioned last time that properties in the County are advertised without a price. He asked when the land along Route 360 was rezoned B1. Planning Commission Chairman Breeden said he doesn't think it was actually rezoned but was identified as B1 on the Land Use Map. He said the County does not currently have a light industrial zone. Mr. Talente said having a light industrial zone depends on whether the County wants to define it as a Conditional Use or its own Zone. He said it's about creating greater flexibility within zoning to attract business so you're seen as business-friendly.

Chairman Breeden asked if light industrial was what the County was most likely to attract. Mr. Talente said yes, smaller scale industrial and the zoning that would allow it.

Commissioner Wagner pointed out the orange areas on the Future Land Use map were designated as mixed use and could be used as light industrial.

Authority Member Hodges asked if light industrial could go into areas zoned industrial. Chairman Breeden said most localities have both as separate areas. He asked if light industrial could go into areas zoned commercial. Mr. Talente said yes. Having both zoning designations allows greater flexibility. He said light industrial could be complimentary to commercial. It could also be used to provide a buffer around heavy industrial between it and residential.

Chairman Rhoads gave the example of the kitty litter plant. It is all residential around the plant and it would be better to have light industrial or commercial create a buffer between the plant and residents.

Vice Chair Sluder said if the ratio of residential to non-residential goal is 25-35%, we have enough commercial and can take our time. He asked Mr. Talente how long it should take. Mr. Talente said we want 25-30% of the County's revenue to come from non-residential. He said the County has a sufficient amount of land zoned commercial.

Chairman Rhoads said the draft Comprehensive Plan says there's significant retail demand in the County and asked if that were not the case. Mr. Talente said significant is subjective. The likelihood to recapture retail leakage is low and there is not enough demand to attract new businesses.

Chairman Breeden said the Planning Commission provided RKG's presentation to Hill Studio and they said RKG's numbers agreed with theirs.

One option recommended putting light industrial in the southern end of the County.

Authority Member Holderied asked if it would be beneficial to build more valuable homes in the County. Mr. Talente said it's illegal to zone out children unless it's age-restricted. Chairman Rhoads said one way is to focus on increasing the average value of the housing stock. Authority Member Hodges said to keep in mind that doing that diminishes the pool of prospective buyers. Mr. Talente said the desirability for buyers correlates to access to jobs, amenities, etc. but we don't have that. Mr. Talente said balancing new residential vs. non-residential will help with the County's economic base and they would balance each other out over time.

Mr. Talente said to also focus on asset development which includes having pad/site-ready properties, more zoning flexibility along Route 360 south of 360/30, exploring agricultural

with value-added potential, and preserving existing clusters through smart land use (extension office, public/private partnerships).

Another area of focus should be on operations – money and staffing. Mr. Talente said economic development requires a full-time staff; volunteers can only do so much. Community engagement is needed for support and insight. Stronger collaboration with neighboring counties, our region, and the state should be a focus. Lastly, the County needs to enhance our virtual presence as 90% of economic development research is done online before the business even considers contacting a locality.

Commissioner Wagner said the County has three residential developments now. The Planning Commission has proposed mixed use residential/business. Mr. Talente encouraged that, especially along the Route 360/30 interchange. He said we may be able to offer more with the expansion of the water/sewer system in that area.

Authority Member Brown asked Mr. Talente's recommendations for adding or changing zoning along the western edge of the County to accommodate RKG's recommendation of that area for potential business growth. Mr. Talente said to identify any potential tracts and keep in mind there's no access to water and sewer there. He recommended rural commercial or light industrial and suggested Hill Studio might have a better feel.

Chairman Rhoads said it makes sense to use western Route 30 but there are sites between there and I-95 in Caroline County which are better. Mr. Talente said yes, they have a competitive advantage and suggested finding out their future land use plans. It may be 30 years down the road when their space is depleted.

Authority Member Brown asked what trade-offs we are making with the new land use map. Chairman Breeden said the future land use map is not current zoning; it's what the Board of Supervisors, Planning Commission, EDA, and County think they'd like to have in the future. Commissioner Wagner said it's a guide to what could be here in the future for the next 20 years and it will be looked at again at least every 5 years.

Vice Chair Sluder said it's a Catch 22 because there is a lack of skill sets in the County to provide workers for businesses. Authority Member Hodges said people are commuting to work elsewhere because of taxes. Chairman Rhoads asked how we create the tax base and value. Commissioner Wagner said we have to bring jobs to the County. Vice Chair Sluder reiterated that it's a Catch 22. If we bring more businesses, we need to entice them to use our work base. Authority Member Hodges said we're not attracting high paying jobs and that's why people live here and go outside the County to work.

Commissioner Wagner said there is already industrial in West Point so why aren't we looking there for light industrial as well. Mr. Talente said site identification would be part of Phase 2 of RKG's study.

Chairman Rhoads said he'd like to understand the value of solar farms, farmland, and timberland to the County, similar to the residential impact study. Mr. Talente said to email him with any further questions. Chairman Rhoads said to send questions to him and he would forward them together to Mr. Talente.

5.b. Overall Comprehensive Plan Discussion

Chairman Breeden said the Planning Commission will be looking at a piece of the Comprehensive Plan every year such that the entire thing is reviewed every five years. He said as you see things that require changing or rezoning, let the Planning Commission know. He also said to let them know of any goals or other things you think should be in there.

Authority Member Holderied said a light industrial zoning category needs to be looked at.

Chairman Breeden said there is a citizen input time tomorrow and he will mention to the Planning Commission about adding a light industrial zoning category. He asked the EDA members to let him know of other changes they would like to see. There will be a public hearing in May and they hope the Board of Supervisors will adopt the Comprehensive Plan then or by June at the latest.

Authority Member Holderied asked about landscaping requirements. He said other places use them as great buffers and we don't have any. Chairman Breeden said it is now in the new Zoning Ordinance, especially along Route 360/30.

Authority Member Brown said the Comprehensive Plan seems to be very focused on retail, which is not the immediate economic focus of the County. He suggested that be acknowledged in the Comprehensive Plan. He said he thinks the goals set forth in the Plan are terrific. Regarding the Future Land Use map, he said he doesn't have a good idea of how making things residential affects the County economically.

Vice Chair Sluder suggested a cannery be opened and said it could go in now.

Commissioner Wagner said mixed use includes recreation and suggested a regional sports complex would be a good fit for the County. This would attract restaurants and overnight stays and would bring in people from the Northern Neck.

Chairman Breeden said to send comments to Sherry Graham, Director of Planning, by March 23rd. Ms. Graham reminded everyone a Public Meeting with Hill Studio was tomorrow.

Agenda Item 6. PRESENTATION

6.a. Residential Development Impact on KWC Operational Budget – Chris Couch

Mr. Couch introduced himself and made his presentation.

Authority Member Brown asked if from a policy perspective, we should be discouraging residential development. Commissioner Wagner said the best way to offset residential development is with commercial, industrial, and mixed use development.

Chairman Rhoads said if it takes a certain number of rooftops to attract a pharmacy, how much do you give up to get to that. Authority Member Hodges said even in high density areas, we are at our limits with water and HRSD. Chairman Breeden said if we have high enough density, HRSD will want to expand.

Authority Member Brown said we need to identify a real strategy to promote businesses that will move the needle. We need information on the sites and prepare them. Authority Member Hodges said you need to find a willing landowner. Chairman Rhoads said if the EDA develops a property, we need to knock on doors and make it happen. He said this brings us to the second phase with RKG to make it happen with the least amount of effort.

Authority Member Holderied suggested finding other counties who've been in this situation and see what they did to move forward.

Chairman Rhoads said he'd like to go see the cannery mentioned by Vice Chair Sluder. Vice Chair Sluder said our strength is that we're closer for the Northern Neck market than going all the way to Richmond.

Mr. Couch mentioned a \$17 million hydroponic lettuce factory that is on only one acre of land. Authority Member Holderied asked what revenue that would bring. Mr. Couch said BPOL and sales tax.

Mr. Couch said his presentation can be run with different scenarios and data, just let him know and he'd provide it.

The Planning Commission adjourned at this time.

Agenda Item 7. TREASURER'S REPORT

There was no Treasurer's Report presented.

Agenda Item 8. CHAIRPERSON'S REPORT

There was no Chairperson's Report presented.

Agenda Item 9. UNFINISHED BUSINESS

9.a. Fauquier Education Farm Visit Update – Meade Rhoads, Chairman

Chairman Rhoads said Authority Members Campbell and Brown are going on March 22nd along with two citizens and Tracy Porter with the Virginia Cooperative Extension Small Farm Outreach Program.

Agenda Item 10. PUBLIC COMMENT PERIOD

There was no one present.

Agenda Item 11. NEXT MEETING – April 13, 2022

The next regular meeting will be held on Wednesday, April 13, 2022.

Agenda Item 12. CLOSED MEETING

12.a. Motion to Convene Closed Meeting

Authority Member Brown made a motion to convene a Closed Meeting in accordance with Section 2.2-3711 (A)(1) of the Code of Virginia to consider a personnel matter involving the appointment of individuals to Boards and Commissions and in accordance with Section 2.2-3711 (A)(5) of the Code of Virginia to discuss a prospective business or industry or expansion of an existing business or industry where no previous announcement has been made. Authority Member Hodges seconded the motion. The Chairman called for discussion.

With no opposition, the Closed Meeting was convened.

12.b. Motion to Reconvene in Open Session

Authority Member Brown made a motion to reconvene in Open Session. Vice Chair Piersa seconded the motion. The Chairman called for any discussion. With no opposition, the meeting was reconvened in Open Session.

12.c. Certification of Closed Meeting

Authority Member Brown moved for adoption of Standing Resolution 1 (SR-1) in accordance with Section 2.2-3712 (D) of the Code of Virginia, 1950, as amended; the motion was seconded by Authority Member Hodges. The Chairman called for any discussion. The members were polled:

Eugene L. Campbell, Jr. – Secretary/Treasurer	Aye (Zoom)
Travis W. Longest	Absent
Jay Brown	Aye
W. Brian Hodges	Aye
Kenneth A. Holderied	Aye
Charles F. Piersa – Vice Chair	Aye
C. Meade Rhoads, Jr. – Chairman	Aye

STANDING RESOLUTION – 1 (SR-1)

A RESOLUTION TO CERTIFY COMPLIANCE WITH THE FREEDOM OF INFORMATION ACT REGARDING MEETING IN CLOSED MEETING

WHEREAS, the King William County Economic Development Authority Board has convened a Closed Meeting on this date pursuant to an affirmative recorded vote, and in accordance with the provisions of the Virginia Freedom of Information Act; and,

WHEREAS, Section 2.2-3712 (D) of the Code of Virginia requires a certification by the King William County Economic Development Authority Board that such Closed Meeting was conducted in conformity with Virginia law,

NOW, THEREFORE, BE IT RESOLVED that the King William County Economic Development Authority Board on this 9th day of March, 2021, hereby certifies that, to the best of each member’s knowledge:

1. Only public business matters lawfully exempted from open meeting requirements under the Freedom of Information Act were heard, discussed, or considered by the King William County Economic Development Authority Board in the Closed Meeting to which this certification resolution applies; and
2. Only such public business matters as were identified in the motion convening the Closed Meeting were heard, discussed, or considered by the King William County Economic Development Authority Board.

DONE this the 9th day of March, 2022.

11.d. Action on Closed Meeting (if necessary)

No action was taken as a result of the Closed Meeting.

Agenda Item 12. ADJOURN OR RECESS

Authority Member Brown made a motion to adjourn. Motion was seconded by Authority Member Hodges. There being no discussion and no opposition, the meeting was adjourned.

COPY TESTE:

C. Meade Rhoads
Chairman

Christine H. Branch
Deputy Clerk

ATTACHMENT A

Fiscal Impact Assessment Preliminary Concepts

King William County, Virginia

March 9, 2022

Presented by:
Kyle Talente, President
RKG Associates, Inc.



1

Fiscal Impact Methodology

- **Assess the potential impacts of development to the County's fiscal sustainability**
 - Compare the potential incremental impacts of new development on the local-focused revenues and costs
- **Incremental impact definition**
 - Costs are broken down between fixed costs and incremental costs
 - Fixed costs do not change when new development occurs (e.g., number of county administrators)
 - Incremental costs vary based on adding new development (e.g., number of teachers based on student gains)
 - A fiscal impact analysis must isolate incremental impacts to measure the true cost/revenue of development
 - Incremental costs are determined through analyzing budget and CAFR documents
- **Locally-focused revenues and expenditures**
 - Municipalities have revenues that come from various sources
 - Federal government
 - Commonwealth of Virginia
 - Property owners
 - Businesses
 - Users of public facilities
 - Revenues from outside entities are 'pass throughs', meaning the revenue is earmarked for a specific cost
 - The revenue and expenditures from pass throughs are almost exclusively balanced (same in and out)

2

Fiscal Impact Methodology

▪ Allocating revenues and costs also must be considered

- Is a revenue (or cost) related to residential growth, non-residential growth, or both?
 - Residential growth – schools
 - Non-residential growth – economic development
 - Both – emergency services
- Primary allocation is based on comparative valuation
 - Residential = 95% of county taxable value
 - Non-residential = 5% of county taxable value
- Who is assigned what ratio is based on the revenue/cost and historic analysis efforts

3

Fiscal Impact Methodology

Locally-Generated Revenues Market Allocation

Category	Allocation Method	Share Allocation	
		Residential	Commercial/ Industrial
Property Taxes	Proportional	95%	5%
Business Taxes	Commercial/Industrial	0%	100%
Emergency Services	C&I Heavy	90%	10%
HHS	Residential	100%	0%
Licenses & Permits	Proportional	95%	5%
Economic Development	Commercial/Industrial	0%	100%
Fees, Fines, and User Costs	Proportional	95%	5%
Community Development	Residential	100%	0%
Miscellaneous	Proportional	95%	5%

4

Fiscal Impact Methodology

Locally-Generated Expenditures Market Allocation

Category	Allocation Method	Share Allocation	
		Residential	Commercial/ Industrial
Board of Supervisors	Proportional	95%	5%
General Services	Proportional	95%	5%
Elections and Courts	Proportional	95%	5%
Emergency Services	C&I Heavy	90%	10%
Building Inspections	Proportional	95%	5%
Public Works	Proportional	95%	5%
Planning & Community	C&I Heavy	90%	10%
Schools	Residential	100%	0%
Miscellaneous	Proportional	95%	5%

5

Fiscal Impact Methodology

Marginal Fiscal Impact Revenue Generation Residential (Per Unit)

Category	\$250,000 House	\$350,000 House
Real Property Tax	\$2,150	\$3,010
Personal Property Tax	\$762	\$762
Local Sales Taxes	\$243	\$243
Motor Vehicle License Tax	\$62	\$62
Meals Tax	\$62	\$62
Public Service Corp. Tax	\$61	\$61
Permit & Other Licenses	\$54	\$54
P & I on Taxes	\$49	\$49
Recordation & Wills Tax	\$41	\$41
Consumer's Utility Tax	\$34	\$34
Fines & Forfeitures	\$11	\$11
All Other Revenues	\$21	\$21
Total Incremental Revenues (Per Unit)	\$3,550	\$4,410

6

Fiscal Impact Methodology

Marginal Fiscal Impact Expenditure Generation Residential (Per Unit)

Category	\$250,000 House	\$350,000 House
Schools	\$3,277	\$3,277
Law Enforcement	\$262	\$262
Transfers	\$209	\$209
Fire & Rescue	\$200	\$200
Fixed Charges	\$91	\$91
Sanitation & Waster Removal	\$70	\$70
Maintenance Buildings & Grounds	\$67	\$67
General & Financial Services	\$61	\$61
Public Safety	\$40	\$40
Correction & Detention	\$34	\$34
Planning & Community Development	\$24	\$24
All Other Expenditures	\$84	\$84
Total Incremental Expenditures (Per Unit)	\$4,419	\$4,419

7

Fiscal Impact Methodology

Marginal Fiscal Impact Revenue Generation Non-Residential (PSF)

Category	Industrial (\$60)	Commercial (\$250)
Marginal Property Tax Income PSF	\$0.516	\$2.150
Machinery & Tools Tax	\$2.731	\$2.731
BPOL Tax	\$0.543	\$0.543
Personal Property Tax	\$0.305	\$0.305
Local Sales Taxes	\$0.000	\$0.195
Motor Vehicle License Tax	\$0.053	\$0.053
Meals Tax	\$0.000	\$0.050
Public Service Corp. Tax	\$0.025	\$0.025
Permit & Other Licenses	\$0.022	\$0.022
P & I on Taxes	\$0.019	\$0.019
Consumer's Utility Tax	\$0.014	\$0.014
All Other Revenues	\$0.020	\$0.020
Total Incremental Revenues (PSF)	\$4.248	\$6.126

8

Fiscal Impact Methodology

Marginal Fiscal Impact Expenditure Generation Non-Residential (PSF)

Category	Industrial (\$60)	Commercial (\$250)
Law Enforcement	\$0.220	\$0.220
Fire & Rescue Services	\$0.180	\$0.180
Fixed Charges	\$0.039	\$0.039
Sanitation & Waste Removal	\$0.030	\$0.030
Maintenance Buildings & Grounds	\$0.029	\$0.029
General & Financial Services	\$0.026	\$0.026
Transfers	\$0.023	\$0.023
Planning & Community Development	\$0.016	\$0.016
Commonwealth Attorney	\$0.007	\$0.007
Courts	\$0.006	\$0.006
Public Safety	\$0.006	\$0.006
All Other Expenditures	\$0.005	\$0.005
Total Incremental Expenditures (PSF)	\$0.586	\$0.586

9

Fiscal Impact Methodology

Incremental Fiscal Impact Analysis Comparison New Development

Category	Result
<i>Residential - Development Analysis (Per Unit)</i>	<i>Net Fiscal Impact</i>
\$250,000 House	(\$869)
\$350,000 House	(\$9)
\$450,000	\$851
<i>Residential - Break Even Analysis (Per Unit)</i>	<i>Required House Value</i>
Household with No Children	\$0
Household with 1 Child	\$478,000
Household with 2 Children	\$986,000
<i>Non-Residential - Development Analysis (PSF)</i>	<i>Net Fiscal Impact</i>
Industrial	\$3.66
Commercial	\$5.54

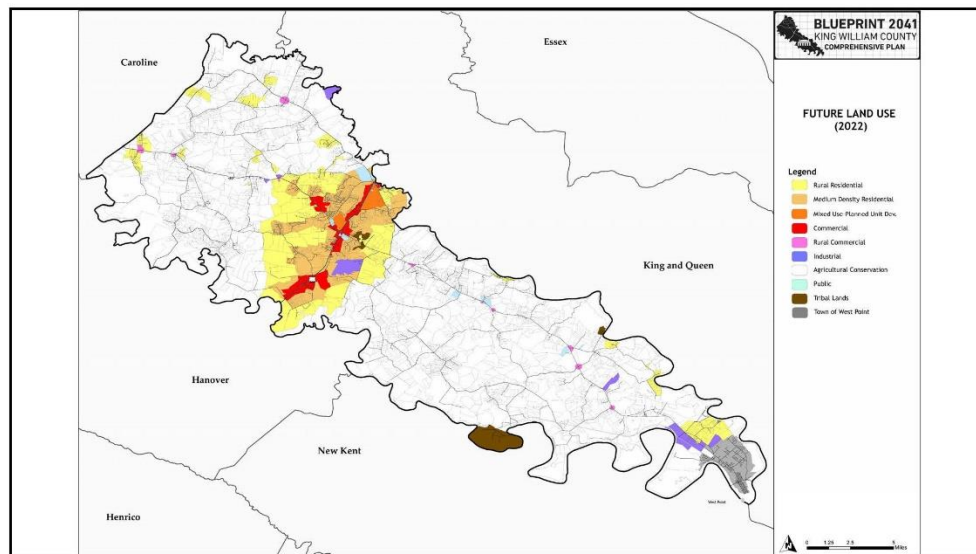
10

Preliminary Economic Development Strategies

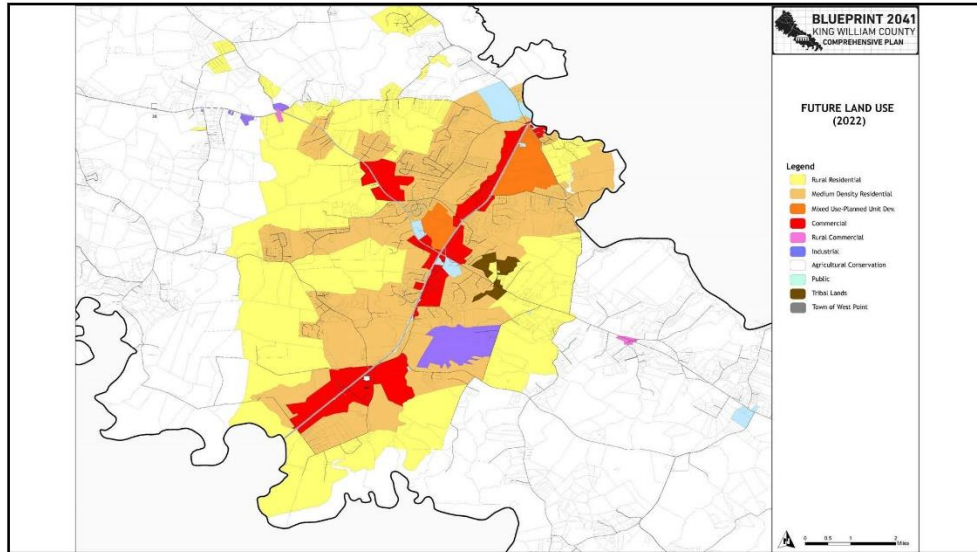
Land Use

- Plan non-residential growth for the long haul
 - Zone land along 30 and 360 to accommodate future growth
- Establish residential policies to balance quality of life and community character
 - Maximize potential of areas served by water and sewer
 - Consider transfer of development rights to concentrate housing in Central Garage
 - Consider expanding medium density and mixed-use areas
 - We want a pharmacy... but enough to allow the housing development needed?
- Consider a light industrial zoning classification as buffer between heavy industry and residential areas
 - Creates flexibility for those properties that could be either commercial or industrial
 - Scales back development from larger, heavier uses (existing and potential)
 - Make self storage a conditional use – you have a lot and it is not a great economic development use
- Capitalize on the logistics potential of western Route 30
 - Direct access to 95
 - Balance based on surrounding community
 - Scale will be limited due to infrastructure issues

11



12



13

Preliminary Economic Development Strategies

Assets

- Be more competitive in having ready-to-go assets
 - Work with Go Virginia region and state to cate more shovel ready sites
 - Consider a shell building as a public private partnership
 - Focus on 1-2 sites and 1 shell building, limit how much competition you make for yourself
 - Engage key site owners to determine potential/propriety sites/areas
- Expand industrial (and light industrial) boundaries in Central Garage
 - More flexibility along 360 south of 30/360 intersection
 - Focus on frontage parcels and immediate adjacent ones
 - Consider mixed use area south of 30 as well
- Engage agriculture community to explore potential of value-add economic development assets
 - e.g., processing facility, cannery
 - Partnership with the Cooperative Extension?
- Preserve existing production-based clusters through smart land use practices
 - Protect from encroachment of incompatible uses

14

Preliminary Economic Development Strategies

Operations

- Create sufficient funding resources to accomplish goals
- Staff economic development to be more proactive rather than reactive
- Initiate a comprehensive community engagement to build support and garner insight
- Stronger collaboration with neighbors, region, and state (e.g., regular meeting schedule)
- Enhance your virtual economic development presence
 - Website
 - Social media
 - Marketing
- All of these things require money and staffing!!

15

Next Steps

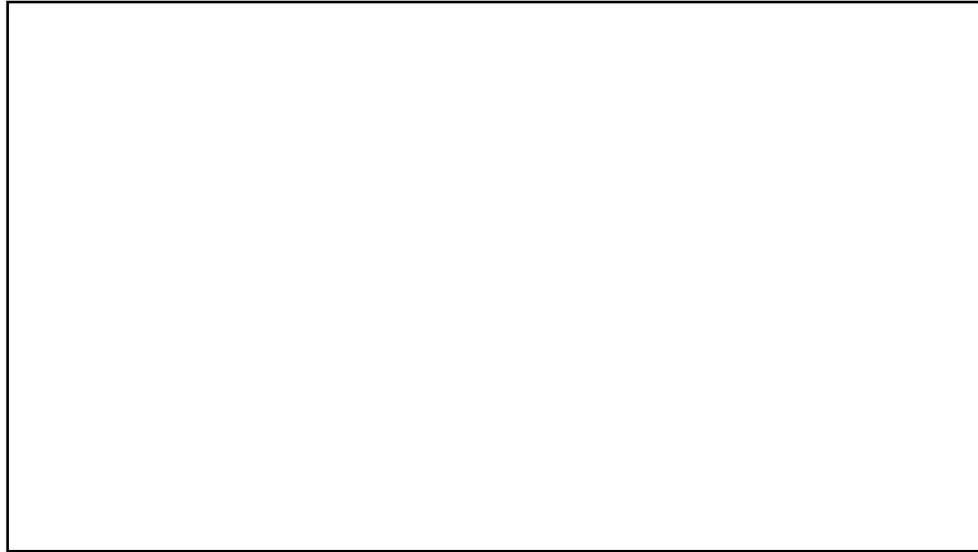
Phase 2

- Detailed real estate market analysis
 - Site identification
 - Growth assessment and projections
 - Identify more specific recommendations tied to goals
- More comprehensive fiscal impact analysis
 - CAFR assessment
 - Department head interviews
 - Include capital costing
 - Will provide a more accurate and detailed understanding of the fiscal sustainability assessment
- Expanded economic development goals and recommendations
 - More granular action steps
 - Specific staffing/cost assessments

Additional Tasks (not in Phase 2)

- Build out analysis
 - Assess the impact of the proposed FLUM on identified economic development targets (e.g., retail growth)

16



17

Target Industry Clusters	
■ Transportation & Warehousing	
■ Distribution and fulfillment centers	
■ Cold storage facilities	
■ Logistics management and administration	
■ Agriculture and Forestry	
■ <i>Production</i>	
■ Woodworking co-ops	
■ County/regional Agri-business incubator	
■ Upper market trends (local-source, free-range, hemp etc.)	
■ Environmentally friendly products (e.g., soybeans for tires)	
■ WWOOF	
■ <i>Agritourism</i>	
■ Distilleries, breweries, wineries etc.	
■ Crop-pickings (tree-farms etc.)	
■ Retreat and rendezvous centers	
■ Farmers markets	
■ Wedding venues	
■ Nature centers	

18

Target Industry Clusters

■ Industrial

- Prefabricated housing manufacturing
- Wood products manufacturing
- Artisan/home goods production
- Food products manufacturing
- Automotive service and repair

■ Research laboratories

- Fuller's earth and local minerals for human uses
- Wetland's research
- Cooperatives with Virginia Tech Agricultural and Extension Center

■ Healthcare & Social Assistance

- Offices of physicians
- Offices of dentists
- Outpatient care centers
- Home health care services
- Child day care services
- Community care facilities for elderly

19

Target Industry Clusters

■ Entertainment & Recreation

- Outdoor concert venues
- Kayaking, fishing, hunting services
- Bed & Breakfasts
- Camping/non-permanent lodging venues

20