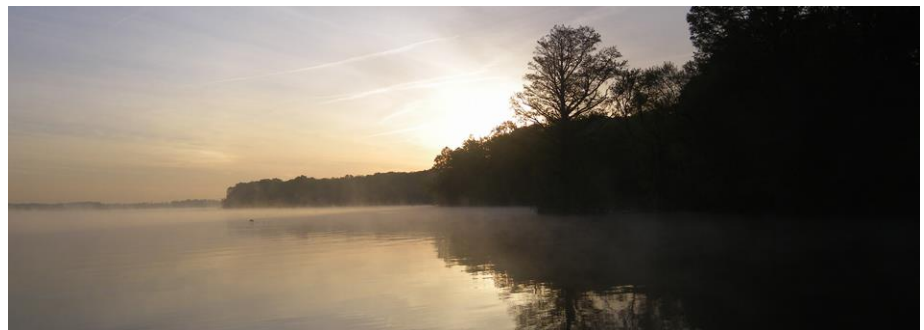
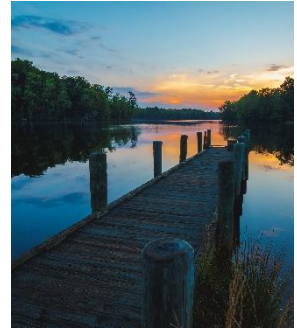


PRINCE GEORGE COUNTY, VA

ECONOMIC DEVELOPMENT AND TOURISM STRATEGIC PLAN

2019-2023



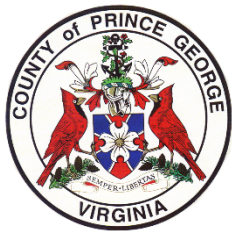
A Global Community Where Families Thrive & Businesses Prosper



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INTRODUCTION



A Global Community Where Families Thrive & Businesses Prosper



OVERVIEW OF PRINCE GEORGE COUNTY, VIRGINIA

Prince George County, Virginia is a beautiful and diverse county with a population of approximately 37,564 people in the Richmond MSA. Though it is very accessible to downtown Richmond – 36 minutes away – it retains a preserved rural landscape, a modest population growth – with a projected increase of 3.8% by 2022, a stable economy, a responsive government, and a high quality of life.

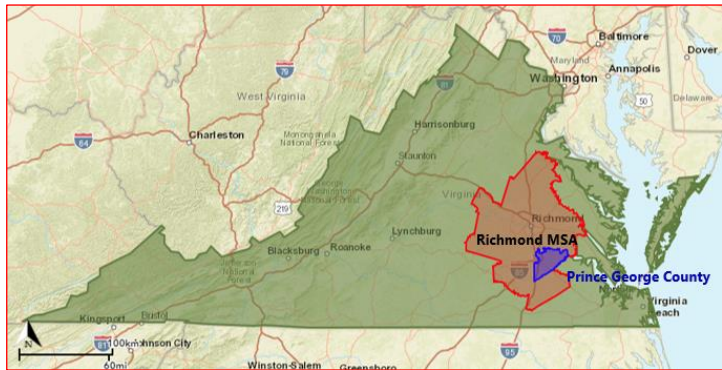


Figure 1: Virginia (green), Richmond MSA (red) and Prince George County (blue). (source Esri)

The County and surrounding area has historic sites dating back before our country's founding, plantations built in the early 1800s, and continues to leave a lasting legacy with Fort Lee – an active and important U.S. Army Base. Prince George County has abundant natural beauty as well. Bordering the Appomattox and James Rivers, the County has access to some of the country's most beautiful waterways and forests. Additionally, the County is home to excellent parks, marinas, and sports parks including Scott Memorial Park, Swader's Sport Park, and JEJ Moore Athletic Complex.

Prince George County has a very strong logistical advantage with I-95, I-295, and US Route 460 connecting businesses, commuters, and visitors to the area. The County's economy benefits from an industrial park with important and diverse manufacturers, strong health care facilities, and commercial and small businesses. These economic assets can be built upon to support the sustainable and balanced growth of the County's economy, infrastructure, public services, and overall quality of life.

OPPORTUNITY STATEMENT

Prince George County has successfully retained its rural character, small town charm, military presence, and high quality of life – all while modestly accommodating an industrial and business base. The community has emphasized the need for new school facilities, workforce training, and the ability to accommodate economic development in a sustainable and balanced manner. These priorities must be addressed by responding to several important issues. These include the critical need for expanded water and sewer infrastructure; an accommodation for higher density development; an increase of housing and housing types; and the simultaneous opportunity for a mixed-use town center – Downtown Prince George! The consultant team of Thomas P. Miller & Associates ("TPMA") and Camoin Associates ("Camoin") believes that Prince George County has a bright future with many existing assets that would be the envy of many communities across the country. However, we believe that it is imperative that the County focus on several key areas that are captured in the following Prince George County, VA Economic Development and Tourism Strategic Plan ("Strategic Plan"). These include: **Growth Management; Economic Development Strategy; Workforce Development;** and **Tourism.**



ACKNOWLEDGEMENTS

Many individuals have contributed to the development of the Prince George County Strategic Plan. We would like to acknowledge the Board of Supervisors, County Administration, Staff, and Regional Partners who have demonstrated outstanding leadership in undertaking this process as part of the continual economic development of Prince George County. The Strategic Plan would not have been possible without these leaders. We offer a special appreciation and acknowledgement to the following individuals:

Prince George County Board of Supervisors

- Mr. Alan R. Carmichael, Chairman of the Board of Supervisors, District 1
- Mr. Donald Hunter, Vice Chairman of the Board of Supervisors, District 2
- Mr. Floyd M. Brown, Jr., District 1
- Ms. Marlene J. Waymack, District 2
- Mr. T. J. Webb, District 2

Prince George County Administration

- Mr. Percy C. Ashcraft, County Administrator
- Mr. Jeffrey D. Stoke, CEcD, ICMA, Deputy County Administrator & Economic Development Director
- Mr. Yoti Jabri, Economic Development Specialist
- Mr. Douglas Miles, Planning Manager and Zoning Administrator
- Ms. Julie Walton, Director of Community Development & Code Compliance
- Ms. Teresa Knott, County Clerk
- Ms. Donna H. Traylor, Office Associate II

Private Business Executives

- Mr. Jeff Bradshaw, Holiday Inn Express
- Mr. Lorin Sodell, Rolls-Royce
- Mr. Dan Stein, Perdue Farms
- Mr. Sanjay Vaswani, Comfort Inn
- Mr. Jeffery Stewart, Nanny's
- Mr. Tim Stewart, Nanny's

Regional Economic Development Partners

- Virginia's Gateway Region:
 - Mr. Keith Boswell, President & CEO
 - Ms. Emily Salmon, Vice President of Strategic Initiatives
 - Ms. Emily Flippo, Marketing & Trade Investment Manager
 - Ms. Linda Mendy, Research & Business Investment Manager
 - Ms. Jaclyn Galan, Office Manager
 - Ms. Renee Chapline, Former President & CEO
- Hopewell/Prince George Chamber
 - Ms. Becky McDonough, CEO



- Prince George County Industrial Development Authority
 - Mr. J. Peter Clements
 - Mr. F. Lewis Wyche, Jr., Treasurer
 - Mr. William A. Young, Jr.
 - Mr. Derrick A. Johnson (also with the Timmons Group)
 - Ms. G. Lavern Jackson
- Rowanty Technical Center
 - Ms. Cheryl Simmers, Principal
- Commonwealth Center for Advanced Manufacturing (CCAM)
 - Ms. Betsey Odell, Director of Development: Programs and Communications
- Crater District Planning Commission
 - Mr. Dennis K. Morris, Executive Director
- The Prince George County Regional Heritage Center
 - Ms. Carol M. Bowman, Executive Director

Thomas P. Miller & Associates (TPMA) – Consulting Partner Team

- Mr. Dustin Lester – Project Lead and Manager
- Mr. Mike Higbee – Strategic Advisor
- Mr. Jack Woods – Research Support
- Mr. Andrew Carty – Project Support

Camoin Associates (Camoin) – Consulting Partner Team

- Mr. Michael N'dolo, Project Principal (for Camoin)
- Ms. Rachel Selsky, Project Manager
- Ms. Bethany Meys, Project Staff

Dewberry – Water and Wastewater Engineering (Separate from the TPMA & Camoin Consulting Team)

- Mr. Dan Villhauer, PE, LEED AP, Associate

The Strategic Plan will guide Prince George County leadership on how to leverage the County, Richmond MSA, and Virginia's strengths, capitalize on emerging economic development opportunities, and address the County's economic development needs. The commitment to the strategic planning process, implementation, and potential investments illustrates the County's strong leadership. Thank you to these leaders.

Message to the Board of Supervisors

The Prince George County Board of Supervisors has the important responsibility to lead the County and ensure accountability for the implementation of the Strategic Plan. The Board is responsible for authorizing programming, appropriations, and providing leadership and oversight to ensure the County's economic development staff is fulfilling its economic development duties. The Board must continue to work regionally, while ensuring that Prince George County is making the investments to grow responsibly.



Message to the County Administration and Economic Development Staff

The County Administration, including the County Administrator and Economic Development staff, must work with the Board of Supervisors to provide fluid, transparent, and accountable measures of success when implementing the Strategic Plan. The County Administration must demonstrate the County's competitiveness compared to peers, the County's ability or inability to respond to Requests for Information (RFIs), and update the Board on current trends. Communicating these variables will help to identify investments needed to ensure the County can implement the Strategic Plan to realize job creation and capital investment to continue to grow the County in a sustainable manner.

EXECUTIVE SUMMARY

Background

Prince George County leaders and stakeholders worked with the consulting team to develop a bold, yet actionable Strategic Plan. The County's economic development strategies are aligned with the market, the County's existing assets, and immediate needs. These include the County's immediate and long-term infrastructure, growth management, logistical advantage, economic development programming, regional partners, workforce, and strong quality of life. These strategies are effective in realizing an increase in new jobs and capital investment, are complementary to the physical and social culture of the County, and are designed to be implemented over the next five years in concert with the upcoming Prince George County Comprehensive Plan.

Strategic Plan Definition

A strategic plan is a living document developed over time by related stakeholders to guide an organization through deliberate change into the future with the goal of continuous improvement for internal and external audiences.

Strategic Planning Process

Prince George County selected TPMA and Camoin to work with the Board of Supervisors, County Administration, regional economic development partners, and stakeholders to develop the Strategic Plan. The plan will enhance the County's economic development programming, resources, infrastructure, and implementation. The Strategic Plan will position the County to enhance its ability to create, expand, and attract new businesses and to realize new jobs and capital investment.

TPMA and Camoin guided the County through the strategic planning process by conducting economic research; facilitating strategic planning sessions and public forums; interviewing internal and regional economic development partners; integrating best practices in economic development, workforce development, growth management, and infrastructure; and coordinating the production of the Strategic Plan with a focus on actionable strategies and implementation. The strategic planning process ensured alignment with the County's priorities, economic development partners' work, related plans, stakeholders, and simultaneous regional and local needs.



The strategic planning process integrated the following qualitative and quantitative elements:

- Three (3) On-Site Engagements in Prince George County:
 - January, April, and May 2018
 - Qualitative Research and Engagement:

The combination of Board of Supervisors, County Administration, private business, economic development partner, and public engagement provided the qualitative data that complemented the consultant team's research, which ultimately directed the goals and recommendations in the Strategic Plan.
 - Engagements in the Form of:
 - Board of Supervisors Interviews (2 rounds)
 - Prince George County Board of Supervisors Annual Retreat
 - County Administration Interviews (strategic planning discussions with the County Administrator, Deputy County Administrator /Economic Development Director, & Economic Development Specialist)
 - Private Business Interviews (6)
 - Regional Economic Development Partner Interviews (7 organizations)
 - Public Forums (2)
 - Prince George Library (~ 5 in attendance)
 - Disputanta Community Center (~ 16 in attendance)
 - Public Online Survey using SurveyMonkey
 - 72 responses
 - Southpoint Water and Sewer Evaluation - Status Update Meeting and Engagement with Engineering Firm, Dewberry
- Contributing Independent Research:
 - Prince George County Document Review
 - Economic Base Assessment
 - Tourism Study and Recommendations
 - Best Practice Research
 - Sites and Buildings Driving Tours
- Integration or Research of Prior Plans and Resources:
 - Prince George County Economic Development Strategic Plan, 2013
 - Management Analysis, Incorporated
 - Prince George County Tourism Development Plan, 2013
 - Management Analysis, Incorporated
 - Prince George County, Virginia, 2014 Comprehensive Plan
 - Crater District Planning Commission
 - Prince George County Planning Commission
 - Prince George County 2016 Water and Wastewater Master Plan
 - Dewberry
 - The Exit 45 Revitalization Project Report, 2013
 - Management Analysis, Incorporated
 - Virginia's Gateway Region
 - Virginia Economic Development Partnership



Single-Page Implementation Matrix

A more extensive implementation matrix is available in the Implementation Matrix section.

GROWTH MANAGEMENT IN PRINCE GEORGE COUNTY
<i>STRATEGY: Implement The Prince George County Water & Wastewater Master Plan & 2018 Updates</i>
<i>STRATEGY: Permit Higher Density Development in the Prince George Planning Area</i>
<i>STRATEGY: Provide a Diverse Mix of Housing Options, Especially in the PG Planning Area</i>
<i>STRATEGY: Develop Downtown Prince George County</i>
ECONOMIC DEVELOPMENT STRATEGY
Entrepreneurism
<i>STRATEGY: Establish the Organization for the PGC Incubator</i>
<i>STRATEGY: Develop a Formal Curriculum for the PGC Incubator</i>
<i>STRATEGY: Attract & Organize Entrepreneurs in the PGC Incubator into Cohorts</i>
<i>STRATEGY: Develop an Angel & Equity Network & Develop an Equity Fund for Seed Funding</i>
<i>STRATEGY: Leverage Established Relationships at Fort Lee to Commercialize Private Technologies Related to the Base & Support Fort Lee Retirees or Families to Start Businesses</i>
<i>STRATEGY: Develop a Prince George County Business Startup & Service Online Handbook</i>
Business Attraction
<i>STRATEGY: Enhanced Alignment with Regional & State Economic Development Partners</i>
<i>STRATEGY: Site Selector Engagement</i>
<i>STRATEGY: Business Development Travel: Site Selector Forums & Trade Shows</i>
<i>STRATEGY: Assess Marketing Tools</i>
Business Retention & Expansion
<i>STRATEGY: Update the Formal List of Existing Primary Industry Businesses in Prince George County</i>
<i>STRATEGY: Update the Formal BRE Program Infrastructure</i>
<i>STRATEGY: Develop a BRE Survey</i>
<i>STRATEGY: Prioritize BRE Visits</i>
<i>STRATEGY: Market the BRE Program</i>
WORKFORCE DEVELOPMENT
<i>STRATEGY: Utilize BRE, Focus Group, and RFI Data to Advise Workforce Partners</i>
<i>STRATEGY: Engage Secondary and Post-Secondary Students for Talent Retention and Attraction</i>
TOURISM
<i>STRATEGY: Grow the Reputation</i>
<i>STRATEGY: Investments</i>
<i>STRATEGY: Support Assets</i>
<i>STRATEGY: Latest Trends</i>
<i>STRATEGY: Partnerships</i>
<i>STRATEGY: Marketing</i>



GOALS

Goals define the economic development benchmarks that Prince George County will accomplish. They are the foundation of what the Strategic Plan has been built upon. Goals direct the strategy, implementation, and resources that must be aligned to realize the sustainable and balanced growth of Prince George County.

Growth Management Policies Accommodating Balanced Business and Residential Growth

Prince George County will invest in updated water and sewer infrastructure, transportation infrastructure, and modernize land use and zoning policies to accommodate limited higher density development. These enhanced investments and policies will simultaneously accommodate the balance of new jobs and capital investment, new housing, and a walkable downtown/town center to attract businesses and talent. This will allow the County to afford public investments such as new school facilities and future infrastructure needs.

Expansive Primary Industry Economic Development

Prince George County will work with regional economic development partners to support inclusive high-tech entrepreneurship, business attraction, and business retention and expansion for the long-term and sustainable economic growth of the County.

Prepared Workforce of Tomorrow

Prince George County will work with regional educators and workforce development partners to train the workforce of today and tomorrow. Contemporary and forward-thinking workforce strategies will help to support the upward economic mobility of all residents and support the County's ability to create, expand, and attract businesses.

A Leading Tourism Destination

Prince George County will be a leading tourism destination. Visitors will travel to Prince George County to participate in or watch sports tournaments; learn about and experience the County's history; understand the importance of the U.S. Army – including the role of women serving our country; and enjoy the natural beauty of the rivers, forests, and fields in the County.



MEASURES OF SUCCESS

Quantitative and qualitative measures of success connect the goals and strategic recommendations in the Strategic Plan. The implementation of the strategic recommendations is measurable upon the following variables.

QUANTITATIVE

Economic Development Measures

- Businesses attracted or expanded (project wins)
- Jobs
- Average wages
- Capital investment
- Projects worked
- Business Retention & Expansion (BRE) visits, calls, or engagements
- Sports tournaments booked
- Visitors to the County/Tourism
- Tax revenue

Entrepreneurial Measures

- New businesses created
- Equity raised
- Exits
- Mentors for startups

Business Development, Marketing, and Media Measures

- Prospects/pipeline
- Marketing and business development conferences or trips
- Earned media
- Social media engagements
- Speaking engagements

Asset Measures

- Expanded water and sewer infrastructure
- Sites & buildings inventory
- New housing
- Workforce availability

QUALITATIVE

- Partner and client recognition as a major economic development resource
- Business client satisfaction
- Relationships with regional economic development and tourism partners
- Relationships with developers and site selectors
- Conduit to capital



ECONOMIC DEVELOPMENT AND TOURISM PARTNER ALIGNMENT

Prince George County has an import network of regional economic development, workforce development, tourism, and education partners. These partners support the County through direct economic development leads or resources to further the development of Prince George County's core economic development work. The following diagram is an illustrative representation of Prince George County's central network and how it supports the County and opportunities for mutual benefit. This diagram is non-exhaustive and the County acknowledges and thanks the countless organizations, businesses, and individuals that support the County's economic development and tourism efforts. Prince George County is grateful for these partnerships.

Figure 2: Prince George County's Economic Development and Tourism Partner Alignment



GROWTH MANAGEMENT



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GROWTH MANAGEMENT IN PRINCE GEORGE COUNTY

Aligned with the Goal: Growth Management Policies Accommodating Balanced Business and Residential Growth

Prince George County has an imperative to invest in the County's infrastructure, modernize land use and zoning policies, accommodate a diverse housing mix, and seek partnerships to develop a walkable and mixed-use Downtown Prince George County. These priorities are important as they connect to the economic development needs of the County, both in accommodating required infrastructure but also in the retention and attraction of businesses and talent.

Prince George County will address Growth Management issues related to economic development in four core areas:

- **Expand Water and Sewer Infrastructure**
- **Modernize Land Use and Zoning Policies**
- **Accommodate a Diverse Housing Mix**
- **Develop Downtown Prince George County**

EXPAND WATER AND SEWER INFRASTRUCTURE

While it can be seen as a chicken-before-the-egg scenario, the County must expand its water and sewer capacity if it is able to be competitive for economic development projects requiring heavy water and wastewater use including advanced manufacturing, food manufacturing, or biotech projects.

To invest in the expanded water and sewer infrastructure, and not have the existing population realize an extreme rate increase, the County must accommodate more housing (rooftops) and businesses – which requires expanded water and sewer infrastructure and adaptations to land use and zoning policies. This demonstrates the interconnectivity of the County's growth management priorities. However, the County must start with a commitment to invest in expanded water and sewer infrastructure.

STRATEGY

Implement The Prince George County Water and Wastewater Master Plan & 2018 Updates

Aligned with the Goal: Growth Management Policies Accommodating Balanced Business and Residential Growth

Closest Quantitative Measure of Success: Expanded Water & Sewer Infrastructure

Closest Qualitative Measure of Success: Relationships with Developers & Site Selectors

The investment in water and sewer infrastructure must be prioritized based on engineering scenarios, but also geographically focused on the areas of the County that will enable economic growth thus enabling expansive economic activity to support the cost of additional water and sewer infrastructure.



Action Item #1:

Implement The Prince George County Water and Wastewater Master Plan & 2018 Updates with an immediate focus on the SouthPoint Business Park and other areas of the Prince George Planning Area most suitable for higher density housing and industrial, office, or commercial economic development.

Action Item #2:

In alignment with future water and wastewater engineering studies, the upcoming Prince George County Comprehensive Plan, and data collected from BRE visits and opportunities to respond to economic development RFIs, the County will continue to assess water and sewer capacity needs and align needs with the capital budget.

MODERNIZE LAND USE AND ZONING POLICIES

Prince George County will modernize land use and zoning policies to accommodate higher density development for both housing, industrial, and commercial development. These changes to land use and zoning policies will be limited to the Prince George Planning Area. This key limitation will simultaneously expand the economic needs of the County but also will preserve the County's natural and rural environment and character. Higher density development is the antithesis of sprawl, as it requires less land and limits the demands on extending infrastructure such as water and sewer. Allowing limited and planned higher density development provides the perfect compromise for Prince George County – a community that needs to balance economic growth with its rural roots.

As mentioned previously, allowing higher density development will accommodate more residential units/rooftops, thus expanding the economy of scale for the cost of much-needed infrastructure enhancements. Additionally, the balanced and sustainable growth of residents and housing units will have the added benefit of helping to attract grocers, restaurants, and other retail or commercial services desired by the community. Global retail and commercial brands have set targets for residential units/rooftops when making site location decisions. If the residential population is too small in a community, these companies will not be able to make an investment due to their revenue and profitability goals per location. There are minor exceptions including specific national brands that specifically target rural locations, yet these are limited.

An additional consideration to allow higher density development relates to national housing trends. Americans are building or buying homes on smaller lots.^{1,2} Since 1990, there has been an approximate 25% decrease in the size of lots, as measured by square feet.³ A limited and planned allowance of higher density development will enhance the County's ability to reflect these trends and accommodate a major increase in housing types, all while still preserving the rural and natural characteristics of the County.

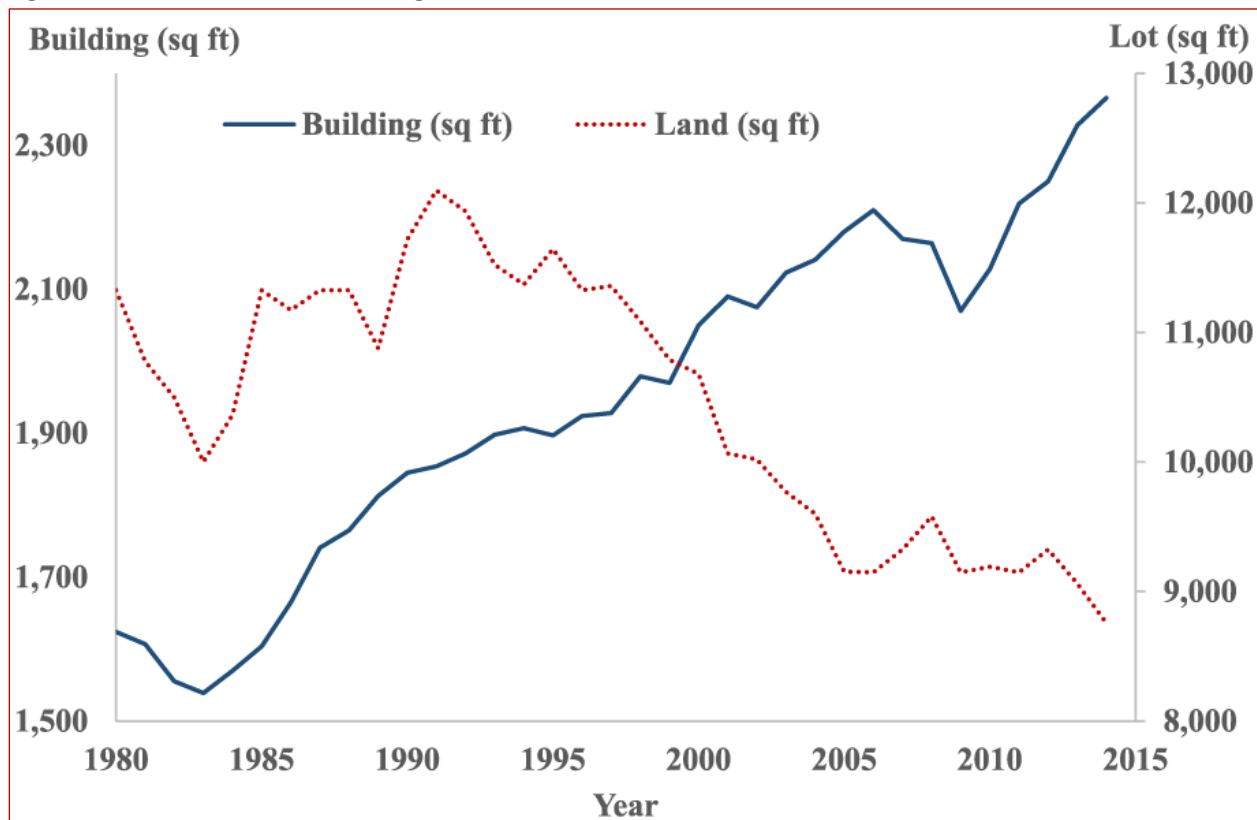
¹ Dillon Bowen and Geng Li, "Having a Lot Isn't Enough: Trends in Upsizing Houses and Shrinking Lots" Board of Governors of the Federal Reserve System. FEDS Notes. <https://www.federalreserve.gov/econres/notes/feds-notes/trends-in-up-sizing-houses-and-shrinking-lots-20171103.htm>, (accessed August 19, 2018)

² Felipe Chacón, "The Incredible Shrinking Yard!" Trulia Research. <https://www.trulia.com/research/lot-usage/>, (accessed August 19, 2018)

³ Bowen and Li, "Having a Lot Isn't Enough: Trends in Upsizing Houses and Shrinking Lots"



Figure 3: A Plot of Land and Building Sizes (National Median)⁴



Specific changes to the land use and zoning policies will be determined in the development of the upcoming Prince George County Comprehensive Plan. However, there are specific recommendations that must be addressed that directly connect the County's growth management needs to this Prince George County Economic Development and Tourism Strategic Plan.

STRATEGY

Permit Higher Density Development in the Prince George Planning Area

Aligned with the Goal: Growth Management Policies Accommodating Balanced Business and Residential Growth

Closest Quantitative Measure of Success: New Housing

Closest Qualitative Measure of Success: Relationships with Developers & Site Selectors

Action Item #1:

Assess the existing boundaries of the Prince George Planning Area to analyze the need to either expand or constrict the Area based on factors such as watershed and flood plain limitations, available land for development, infrastructure, and community and business input.

⁴ Ibid.



Figure 4: The Urban Transect guides the development intensity from nature (T1) to the most urban (T6).
(source DPZ Partners LLC)



Action Item #2:

Significantly reduce limited lot size requirements as reasonable per neighborhood in the Prince George Planning Area. The intent is to conduct a thorough planning process that provides significantly expanded opportunity for higher density development – especially for housing and commercial use.

Action Item #3:

In preparation for the upcoming Prince George County Comprehensive Plan, the County should research and consider a SmartCode/transect-based zoning code model to accommodate traditional neighborhood characteristics of walkability, transportation options, and housing diversity in all six Transect Zones ranging from a Natural Zone at the lowest density to an Urban Core Zone at the highest density.^{5,6} Read more at the [Center for Applied Transect Studies](#)⁷ and [DPZ Partners LLC](#)⁸.

Action Item #4:

Prince George County has made a sound investment in the Land Use Program to preserve real estate devoted to agricultural, horticultural, forest, and open-space. However, to accommodate growth in the Prince George Planning Area and rightfully offer an attractive incentive in the Rural Conservation Area, the County must alter the policies in the Prince George County Land Use Program to reserve the use of the program only in the Rural Conservation Area.

ACCOMMODATE A DIVERSE HOUSING MIX

As mentioned previously, the core areas of the Growth Management section in this Strategic Plan have strong interconnectivity and interdependency. They also have a cascading affect. Addressing the strategies and actions in the Expand Water and Sewer Infrastructure and Modernize Land Use and Zoning Policies core areas will enable Prince George County

⁵ Center for Applied Transect Studies, “The Transect” Center for Applied Transect Studies. <https://transect.org/transect.html>, (accessed August 19, 2018)

⁶ DPZ Partners LLC, “The Urban Transect. Urban Design Derived from Nature.” <https://www.dpz.com/Initiatives/Transect>, (accessed August 19, 2018)

⁷ Center for Applied Transect Studies, “The Transect”

⁸ DPZ Partners LLC, “The Urban Transect. Urban Design Derived from Nature.”



to accommodate new and diverse housing options for existing and new residents. These may include rural single family, suburban single family, first-suburban/higher density single family, townhome, condo, and apartment housing options.

Figure 5: Housing Diversity with a Variety of Densities



Single Family – Low Density



Single Family – High Density⁹



Townhomes – High Density¹⁰



Condos/Apartments – High Density¹¹

STRATEGY

Provide a Diverse Mix of Housing Options, Especially in the Prince George Planning Area

Aligned with the Goal: Growth Management Policies Accommodating Balanced Business and Residential Growth

Closest Quantitative Measure of Success: New Housing

Closest Qualitative Measure of Success: Relationships with Developers & Site Selectors

Action Item #1:

Leveraging announced or constructed water and sewer infrastructure and modernized land use and zoning policies, identify and attract new housing developers that will work with Prince George County to design and build new and diverse housing options.

DEVELOP DOWNTOWN PRINCE GEORGE COUNTY

Prince George County provides a high quality of life for its residents, businesses, and visitors. The County's rural character, natural beauty, and access to big-city amenities contribute to its family-centric and welcoming culture. However, if there is one thing that is clearly missing from the County it is the absence of a distinguishable downtown.

The development of Downtown Prince George County presents many opportunities that support and relate to the Growth Management section and overall Strategic Plan. Downtown Prince George County will simultaneously provide higher-density housing and commercial development that will provide an expansive economy of scale to help fund future infrastructure. Downtown will offer a distinguished experience, capable of attracting current and new residents from many backgrounds that will be attracted to the walkable, dense, and social characteristics found in downtowns. Downtown also will present opportunities to attract new entrepreneurs from and to the County as well as

⁹ Blanchard and Calhoun / North Augusta Riverfront Company, LLC, "Untitled [image of Hammond's Ferry homes]" <http://hammondsferry.com/design-architecture/>, (accessed August 19, 2018)

¹⁰ pnwra, "The Railyards in Victoria, BC" flickr. <https://www.flickr.com/photos/pnwra/635490851/in/photolist-Ya4hP-odrvZP-a7h5Mq-6XRuce-7YQM5r-h9cYuZ-8eENjM-8eEQqa-fk85vr-p9ntDz-26J7RdL-dWVJzV-dNGYae-Y9t9H-8eEPH6-Y9Tdk-eJBrSM-dYy8A7-eS96yG-hy3Zt7-mBgSxP-8eHYGo-oJjinn-cKMZrE-8eHWwb-nTFh94-gvGodu-UwT57T-ekfyvP-dhT1tx-pebAvJ-nTFgWk-ejYVaK-egHZov-79nM1d-nzpdeL-6Ca1Fn-c6gixL-nTFhjp-79iUB8-9PZBjG-7Anpxj-8bt34A-6UWXiK-8eECKp-c6gids-dyAH9J-Vz3trP-Vbfnb5-ad8Z4s>, (accessed August 19, 2018)

¹¹ edkohler, "IMG_3959.JPG" flickr. <https://www.flickr.com/photos/edkohler/2267415396/in/photolist-4sn6AU-e53FBg-4shZCn-4W5hoq-4shZAF-b7A9g-qNRS1-4troVD-6MViY4-57iwXf-pd11i-4s8mhp-VGfvYk-zZqXq-4ZfzJP-zdFcU-4sn4MU-3bmtPC-4shYjM-49CuZH-6Y9JAU-4si3T8-4sn5oW-7Y8DDV-Hiq9B-pPqpa-8K8Pp2-7dLTKv-4shZix-aSaKCB-6aLskH-6CE6wE-6Y9H85-71SrZY-b5BvKr-4dYrjN-7kHkMY-6Y3H6-9G94yV-6Y5FkB-cnX8eu-4shXHX-cegiC-7URo4-WoWuZz-7URpp-797Uct-eQYeL-NZCG-81WKtC>, (accessed August 19, 2018)



moderately-sized office projects. Finally, Downtown Prince George County will provide the community a sense of place, a center for gathering and celebrating, and an opportunity to design and construct a forward-thinking small-town Main St. experience.

Downtown Prince George County will be located in the Prince George Planning Area. The new Downtown should be located in the Area due to its proximity to the highest density population – including the Richmond MSA, the County's best highway access, and to avoid the preservation sensitivities found in the Rural Conservation Area. Prince George County should research best practices in the development of new downtowns and subsequently identify private partners to help develop and implement this bold vision.

Figure 6: Examples of Newer Downtown Models Within the Scale and Context of Prince George County



[Hammond's Ferry](#)
North Augusta, SC



[Babcock Ranch, FL](#)



[Calhoun Street Promenade](#)
Old Town, Bluffton, SC



[Seaside, FL](#)

STRATEGY

Develop Downtown Prince George County

Aligned with the Goal: Growth Management Policies Accommodating Balanced Business and Residential Growth

Closest Quantitative Measure of Success: New Businesses Created

Closest Qualitative Measure of Success: Relationships with Developers & Site Selectors

Action Item #1:

Prince George County must undertake a new downtown site identification process in coordination with the upcoming Prince George County Comprehensive Plan. Identifying and understanding the County's ability to design, develop, and construct a new Downtown Prince George County will attract new residents and businesses. This strategy must coincide with important land use and zoning decisions that need to be made in the Comprehensive Plan.

Action Item #2:

Prince George County shouldn't approach the opportunity to develop a downtown alone. Once the County has announced or constructed new water and sewer infrastructure, updated land use and zoning policies, and adopted this Strategic Plan and the upcoming Comprehensive Plan, the County should advertise a request for qualifications (RFQ) to begin discussions with mixed-use developers to consider Prince George County for their next investment and future model of exemplary downtown planning, design, and construction.

ECONOMIC DEVELOPMENT STRATEGY



A Global Community Where Families Thrive & Businesses Prosper



ECONOMIC DEVELOPMENT STRATEGY

Aligned with the Goal: Expansive Primary Industry Economic Development

The Economic Development Strategy provides recommendations, actions, and customized solutions to strengthen the competitive position of Prince George County to realize new job creation and capital investment. These strategies have been developed by synthesizing best practices in entrepreneurship, business attraction, and BRE, and is representative of the qualitative strategic planning work developed throughout the project.

ENTREPRENEURISM

Entrepreneurial programming in Prince George County presents strong prospects for short and long-term economic development. As the County is currently limited in its ability to accommodate heavy users of water and their subsequent wastewater needs, high-tech entrepreneurship presents an opportunity for the County to diversify its portfolio of industries. This focus on low-impact and high-tech entrepreneurs may see the creation of start-up businesses with the potential to expand rapidly in the County throughout the coming years. Prince George County will operationalize its efforts to accommodate and attract entrepreneurs through the formation of a business incubator. The incubator will be designed to support start-up businesses including those at the ideation stage all the way through established companies seeking support to advance their company to the next level of growth.

Prince George County will work with other public, non-profit, and private partners to form the business incubator under an exciting brand, tentatively named The PGC Incubator, marketed to the following groups:

- Prince George County entrepreneurs from diverse backgrounds providing a tech-related product or service
- Fort Lee retirees or families providing a tech-related product or service

The PGC Incubator

The PGC Incubator will offer entrepreneurial support services through public, non-profit, and private resources. Therefore, Prince George County will engage multiple partners in the formation of the incubator as a separate organization apart from County government. Organizing the PGC Incubator as a separate organization is advantageous to fully integrate private partners, private equity to invest in incubator graduates, grants, and public resources – including the County's investment.

The PGC Incubator will facilitate and promote entrepreneurship by offering startup companies in tech-related industries shared facilities, resources, hands-on consulting support, business mentorships, product development services, marketing services, intellectual property research, and connections to potential seed financing. The incubator will require the funding of an Executive Director position to lead the program, work with entrepreneurs, and support the identification of a physical office. The PGC Incubator office will serve as the headquarters of the entrepreneurial community providing an ecosystem for diverse entrepreneurs to connect, share resources, and expand the knowledge economy of Prince George County.



PGC Incubator Services to be Provided:

The PGC Incubator will provide services to address the specific needs of the entrepreneurs in the program. The following list represents potential services.

- Business licensing and company formation advice
- Sales and marketing advice
- Accounting/financial advice (through a network)
- Legal advice (through a network)
- Mentors (through a network)
- Funding introduction (through a network)
- Ongoing business consulting
- Office space and resources
- Scheduled coaching sessions
- Business plan development/execution
- Social media advice
- Website advice

PGC Incubator Office and Resources:

Prince George County, the Executive Director, and the key founding partners of the PGC Incubator will work together to identify an ideal, low-cost location for the program. After several years of successful implementation, it is possible that the office can be expanded to include a co-working space and coding programs for secondary, post-secondary, and adult entrepreneurs or those that are looking to expand their technical skills. Facilities and resources available to the entrepreneurs may include:

- Furnished office space
- Conference room
- Shared office equipment including phone, high-speed broadband, video conferencing, copier, printer, fax, and more
- Basic office supplies
- Parking on site
- Mail service
- Break room service
- Janitorial service
- Social events

Criteria for New Entrepreneurs in the PGC Incubator:

The PGC Incubator will be an inclusive high-tech incubator, focused on attracting diverse and talented individuals or teams to work with the program, Executive Director, and Prince George County to launch or expand their business in the County.

Ideal entrepreneurs and teams will develop high-technology businesses with the potential to expand in Prince George County.

Entrepreneurs or teams must:

- Be a for-profit business in a high-tech field
- Have a product or service that can be commercialized
- Demonstrate a strong market for products or services
- The company should intend to remain in Prince George County
- Have a basic business plan
- Agree to meet at least twice a month with their team and Executive Director



STRATEGY

Establish the Organization for the PGC Incubator

Aligned with the Goal: Expansive Primary Industry Economic Development

Closest Quantitative Measure of Success: New Businesses Created

Closest Qualitative Measure of Success: Partner and Client Recognition as a Major Economic Development Resource

Action Item #1:

PGC Incubator founding partners will establish the organization through the formalization of a Board of Directors, bylaws, banking accounts, and all other legal and financial responsibilities required when forming a new organization.

Action Item #2:

PGC Incubator founding partners will undertake a national recruitment process for an experienced Executive Director to lead the PGC Incubator and mentor the entrepreneurs.

STRATEGY

Develop a Formal Curriculum for the PGC Incubator

Aligned with the Goal: Expansive Primary Industry Economic Development

Closest Quantitative Measure of Success: New Businesses Created

Closest Qualitative Measure of Success: Partner and Client Recognition as a Major Economic Development Resource

Action Item #1:

PGC Incubator Executive Director and founding partners will identify, research, and analyze best practice curriculums for incubation programs from communities with similar characteristics.

Action Item #2:

PGC Incubator Executive Director and founding partners will travel to peer incubators with similar characteristics to tour and understand firsthand how these peer programs operate, their curriculum, and to develop relationships with leaders from these peer organizations.

Action Item #3:

PGC Incubator Executive Director and founding partners will integrate research, best practices in curriculum design, and synthesize these considerations to meet the specific needs of the Prince George County entrepreneurial community.



STRATEGY

Attract and Organize Entrepreneurs in the PGC Incubator into Cohorts

Aligned with the Goal: Expansive Primary Industry Economic Development

Closest Quantitative Measure of Success: New Businesses Created

Closest Qualitative Measure of Success: Partner and Client Recognition as a Major Economic Development Resource

Action Item #1:

PGC Incubator founding partners will initiate a formal marketing and outreach campaign to the Prince George County community and the broader Richmond region to announce the new PGC Incubator program and to identify potential entrepreneurial candidates. The partners should specifically target high school seniors in Prince George County, university students across the region, and very early stage entrepreneurs that would benefit from the program.

Action Item #2:

PGC Incubator founding partners will organize entrepreneurs into cohorts with identical launch and graduation dates.

STRATEGY

Develop an Angel and Equity Network and Develop an Equity Fund for Seed Funding

Aligned with the Goal: Expansive Primary Industry Economic Development

Closest Quantitative Measure of Success: Equity Raised

Closest Qualitative Measure of Success: Conduit to Capital

Action Item #1:

PGC Incubator Executive Director and founding partners will write and advertise an RFP to contract with an attorney and finance professional specializing in the development of equity funds to establish a seed fund and policies for the program.

Action Item #2:

The PGC Incubator Executive Director and founding partners will leverage existing contacts and expand the organization's executive, philanthropic, angel, and equity investor network.

Action Item #3:

The PGC Incubator Executive Director and founding partners will expand relationships with regional and state-wide angel and equity networks as well as entrepreneurial support organizations including, but not limited to, Virginia is for Entrepreneurs (VA4E), Venture Forum RVA, the National Association of Women Business Owners (NAWBO) Richmond, and Startup Virginia.

Action Item #4:

The PGC Incubator Executive Director and the program's entrepreneurs will join Startup Virginia and attend their networking events. Particularly, attendance will be crucial at Startup Virginia's monthly CVA Angels Pitch Night.



STRATEGY

Leverage Established Relationships at Fort Lee to Commercialize Private Technologies Related to the Base and Support Fort Lee Retirees or Families to Start Businesses

Aligned with the Goal: Expansive Primary Industry Economic Development

Closest Quantitative Measure of Success: New Businesses Created

Closest Qualitative Measure of Success: Partner and Client Recognition as a Major Economic Development Resource

Action Item #1:

PGC Incubator Executive Director and founding partners will leverage existing relationships at Fort Lee to express interest in working with the Base to create economic development opportunities off the base in Prince George County. These opportunities could include the commercialization of technologies, attraction of base-supportive businesses (defense contractors or service-related businesses), and in-direct businesses that support the quality of life of service personnel.

Action Item #2:

PGC Incubator Executive Director and founding partners will leverage existing relationships at Fort Lee to describe how the PGC Incubator can support entrepreneurial Fort Lee retirees and family members.

STRATEGY

Develop a Prince George County Business Startup and Service Online Handbook

Aligned with the Goal: Expansive Primary Industry Economic Development

Closest Quantitative Measure of Success: New Businesses Created

Closest Qualitative Measure of Success: Partner and Client Recognition as a Major Economic Development Resource

The Prince George County Business Startup and Service Online Handbook will provide a comprehensive resource for new entrepreneurs, emerging businesses, and established companies. It also is a positive tool to be leveraged for business retention and expansion and business attraction programming. The Handbook will include detailed, yet user-friendly resources to help individuals and businesses start, expand, and operate a business. Elements will include resources to formally incorporate and start a business; address regulations and policies – such as permits, licenses, and zoning; state, regional, and County information; incentive and lending policies and programs; private and institutional financing resources; workforce development; education; industry resources such as manufacturing extension partnerships (MEPs); and other relevant resources.

Action Item #1:

The County Economic Development staff, PGC Incubator Executive Director, and founding partners will integrate research and analysis, write, produce, publish, and market the Prince George County Business Startup and Service Online Handbook.



BUSINESS ATTRACTION

Business Attraction is focused on recruiting new companies to a community. Like consumers, businesses have a choice in who they procure products or services from, who they partner with, and where they operate. This free market model is a cornerstone of economic development, as it encourages healthy competition. This in turn can enable a community to recruit business that provide quality jobs, capital investment, provide government revenue, diversify the industry base, and support philanthropic causes. Increasing the primary industry business base supports a community's overall sustainability and vibrancy.

Business attraction comes in several forms. Some businesses choose to partially or completely relocate or consolidate to a new location. There are a variety of factors that may cause a business to consider relocation or consolidation. These include, but are not limited to, operational costs; workforce; customer proximity; transportation and logistics; and sometimes quality of life. Another form of business attraction may not result in the loss of operations and jobs at an existing location. As companies innovate, they may require new operational footprints to bring new products to market. These factors may include existing operational capacity restraints; proximity to key customers or markets; or business models that require a lower cost of business than existing operations within a company's footprint.

There are a variety of tools and strategies that are employed to successfully win business attraction projects. Many companies with a moderate-to-substantial attraction project hire a site selection consultant to guide the business through the process of eliminating geographies – and eventually specific sites from consideration, to ultimately select a new site for operations. Site selection consultants use or acquire objective industry, workforce, socioeconomic, geographic, real estate, and operational cost data to help guide the process of elimination. The consultants and prospects often complement the objective data with qualitative discussions with business executives and other relevant leaders in the community.

Site selection consultants often work with their clients to negotiate incentives, financing, and workforce development training to maximize their project and leverage their up-front investment costs. Therefore, economic development organizations must have a robust program to adequately and efficiently engage site selectors and prospects – both in a proactive business development setting and reactively when responding to RFIs. Further, economic development departments or organizations must have access to competitive incentives that are attractive to prospects but that ultimately provide a net benefit to the community. Finally, but not to be considered exhaustive, successful traditional public relations; media; and social media tools can evolve an image of a community over time. These strategies emphasize objective selling points such as a community's industry clusters or workforce strengths. Further, they can positively position subjective factors such as championing a community's vibrancy and culture. These strategies have great potential to control a community's narrative and support attraction efforts.

Business Attraction in Prince George County

Prince George County has a great opportunity to enhance Business Attraction programming and win new attraction projects through new or refreshed strategies. Business Attraction is important to the success and economic sustainability of the County as it expands economic opportunity and the tax base. The following Business Attraction strategies have been developed through the alignment of the strategic planning process, the Economic Base Assessment, internal Prince George County expertise, state and regional resources, and through the integration of national best practices.



STRATEGY

Enhanced Alignment with Regional and State Economic Development Partners

Aligned with the Goal: Expansive Primary Industry Economic Development

Closest Quantitative Measure of Success: Prospects/Pipeline

Closest Qualitative Measure of Success: Relationships with Regional Economic Development and Tourism Partners

Prince George County has a strong network and healthy relationship with regional and state economic development partners. These include, but are not limited to, Virginia's Gateway Region and the Virginia Economic Development Partnership (VEDP). There is a great opportunity to continue to expand regional economic development collaboration with these and other partners. Prince George County will continue to engage these organizations and discuss how to enhance regional collaboration – enabling economic development benefit for all.

As the regional economic development organization representing Prince George County, Virginia's Gateway Region serves as a major partner and source for leads and RFIs. To assess Prince George County's ongoing improvement – much of what will be implemented from this Strategic Plan, Prince George County will continue to engage Virginia's Gateway Region to enhance Prince George County's opportunities to respond to RFIs and compete for economic development projects.

Action Item #1:

The Prince George County Economic Development Director and the Virginia's Gateway Region President & CEO will ensure strong two-way communication and focus on how Virginia's Gateway Region can support the implementation of the strategies described in this Strategic Plan.

Engagement also will include specific and ongoing discussions about assets and liabilities in Prince George County. The focus will be on enhancing the County's ability to respond to RFIs. Further, Prince George County will seek opportunities to partner with Virginia's Gateway Region on business development travel and site selector and industry engagements.

STRATEGY

Site Selector Engagement

Aligned with the Goal: Expansive Primary Industry Economic Development

Closest Quantitative Measure of Success: Prospects/Pipeline

Closest Qualitative Measure of Success: Relationships with Developers and Site Selectors

Prince George County will mostly work with Virginia's Gateway Region and, on select occasions, the VEDP on site selector engagement opportunities. Prince George County should emphasize the County's interest in being involved in any in-bound site selector engagements as well as out-bound site selector and industry forums.



Prince George County will have opportunities to engage site selectors outside of the coordinated events with Virginia's Gateway Region and the VEDP. The opportunities will be realized through individual site selector forums of which Virginia's Gateway Region and the VEDP choose not to attend; industry shows specific to Prince George County's target industries; and through other unique opportunities.

Action Item #1:

Prince George County will coordinate with Virginia's Gateway Region and, on select occasions, the VEDP to express the desire to be actively involved in any regional in-bound site selector engagement opportunities and out-bound forums.

Action Item #2:

Prince George County will identify select, strategic, and relevant opportunities to engage site selectors and business prospects at events that fall outside of the coordination with Virginia's Gateway Region and the VEDP.

Action Item #3:

Prince George County will research and analyze the extensive Site Selection Firms list found in **Appendix B**. The County will strategize unique outreach opportunities in coordination with Virginia's Gateway Region. There may be opportunities in the future where Prince George County's Economic Development Director and other staff will engage site selectors from these firms and therefore, it is important to know their background and specializations.

STRATEGY

Business Development Travel: Site Selector Forums and Trade Shows

Aligned with the Goal: *Expansive Primary Industry Economic Development*

Closest Quantitative Measure of Success: *Marketing and Business Development Conferences or Trips*

Closest Qualitative Measure of Success: *Relationships with Developers and Site Selectors*

Prince George County will mostly align with Virginia's Gateway Region and, on select occasions, the VEDP on coordinated outbound site selector forum and industry show travel. However, there may be unique and select occasions where the County desires to attend forums outside of Virginia's Gateway Region's business development plans. Prince George County Economic Development staff may attend these forums alone or coordinated with other regional economic development partners.

Forums and Conferences

The following table includes a recommended list of economic development, site selector, industry, or innovation forums and conferences. The list has been developed in relation to the strategic planning, Economic Base Assessment, target industries, and other relevant variables that direct business development opportunities for Prince George County.

It is understood that the Prince George County marketing budget may not be able to accommodate all forum and conference opportunities listed below.



Figure 7: 2018-2019 Economic Development, Site Selector, Industry, & Innovation Conferences to Attend

Notes:

- TIS = Conference relevancy to industries identified in the Economic Base Assessment
- Conferences are organized by ascending date (closest date first)

Organization	Conference	Location	Dates	Registration¹²	Rationale	Priority
State Science & Technology Institute (SSTI)	2018 SSTI Annual Conference	Salt Lake City, UT	December 3-5, 2018	Approx. \$775	Engage leaders in the innovation economy to understand trends. <i>TIS: Manufacturing</i>	Low
South by Southwest (SXSW)	2019 SXSW	Austin, TX	March 8-17, 2019	Approx. \$1,150 (premium)	A leading conference for entrepreneurs & companies presenting new tech and ventures. PGC will be able to engage these entrepreneurs, industry leaders, & influencers. <i>TIS: All</i>	Medium
Site Selectors Guild	2019 Annual Conference	Salt Lake City, UT	March 25-27, 2019	\$2,000	The SSG Annual Conference is attended by the world's top site selectors. PGC can directly engage these consultants. <i>TIS: All</i>	High
Virginia Economic Developers Association (VEDA)	VEDA Spring Conference	TBD	TBD, potentially late March or early April, 2019	\$350 (VEDA Member) or \$425 (Non-Member)	Join economic development peers across the Commonwealth to learn about and discuss economic development trends. <i>TIS: All</i>	High
HANNOVER MESSE	2019 HANNOVER MESSE	Hannover, Germany	April 1-5, 2019	Approx. \$105 €	A leading conference on global manufacturing innovation. Opportunity to market PGC in front of mfg. real estate executives. PGC will see emerging mfg. tech and be able to engage these industry leaders. <i>TIS: Manufacturing</i>	Low

¹² Registration price is assuming one registration. The cost for exhibition varies upon event and booth size.

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Society of Industrial and Office Realtors (SIOR)	2019 SIOR Spring World Conference	Washington, DC	April 10-13, 2019	Approx. \$1,210	Worldwide conference attended by corporate real estate brokers. Opportunity to market PGC & specific sites. Conference is in close proximity to PGC <i>TIS: All</i>	High
Urban Land Institute (ULI)	2019 ULI Spring Meeting	Nashville, TN	April 16–18, 2019	Approx. \$2,495	PGC will engage more than 3K leaders from every sector of the real estate industry. <i>TIS: All</i>	Medium
International Business Innovation Association (InBIA)	2019: 33rd International Conference on Business Incubation	TBD	TBD, potentially late April, 2019	Approx. \$1,195	More than 600 people who are engaged in helping entrepreneurs succeed gather to share ideas, learn new tools and techniques, explore effective program ideas, and look to the future of the industry. <i>TIS: All</i>	Medium
Industrial Asset Management Council (IAMC)	Spring 2019 IAMC Professional Forum	Santa Barbara, CA	May 4-8, 2019	Approx. \$2,000	A leading conference on manufacturing real estate investment. Opportunity to market PGC in front of real estate executives. <i>TIS: Manufacturing</i>	Medium
International Economic Development Council (IEDC)	2019 Economic Future Forum	Salt Lake City, UT	June 9-11, 2019	TBD	The leading international economic development conference hosts leading site selectors & demonstrates industry trends. <i>TIS: All</i>	Low



International Paris Air Show	International Paris Air Show	Paris, FR	June 17-23, 2019	Various	A leading aerospace convention rotates years w/ the Farnborough International Airshow. A top opportunity to engage industry leaders & market PGC. Relevancy to Rolls-Royce <i>TIS: Aerospace Manufacturing</i>	Medium
Southern Economic Development Council (SEDC)	SEDC Annual Conference. Brave. New. World. SEDC 2019	New Orleans, LA	July 31, 2019	Approx. \$560	The SEDC Annual Conference provides PGC great access to site selection consultant and emerging trends in economic development. <i>TIS: All</i>	High
Virginia Economic Developers Association (VEDA)	VEDA Fall Conference	TBD	TBD, potentially late September or early October, 2019	\$350 (VEDA Member) or \$425 (Non-Member)	Join economic development peers across the Commonwealth to learn about and discuss economic development trends. <i>TIS: All</i>	High
International Economic Development Council (IEDC)	2019 Annual Conference	Indianapolis, IN	October 13-16, 2019	Approx. \$750	The leading international economic development conference hosts leading site selectors & demonstrates industry trends. <i>TIS: All</i>	High

Action Item #1:

Prince George County will coordinate the list of forums and conferences seen in Figure 7 with Virginia's Gateway Region to determine their travel calendar and to seek efficiencies and regional business development alignment.



Action Item #2:

Once Prince George County fully determines Virginia's Gateway Region's business development travel schedule, the County will prioritize forum travel seen in Figure 7.

Action Item #3:

Upon confirming the Prince George County 2018-2019 business development travel, the County will identify the appropriate economic development staff to attend the events.

STRATEGY

Assess Marketing Tools

Aligned with the Goal: *Expansive Primary Industry Economic Development*

Closest Quantitative Measure of Success: *Prospects/Pipeline*

Closest Qualitative Measure of Success: *Relationships with Developers and Site Selectors*

It is prudent to seek continuous improvement in all matters of economic development strategy and operations; but in the case of marketing trends and tools, adaptation is key. It is clear that modes of media can dramatically change as new technology and services compete with traditional sources. Social media channels see dramatic swings in users. Prince George County must be cognizant of various marketing trends as the County employs marketing tools for economic development.

Action Item #1:

Prince George County will inventory and assess all current marketing tools. The intent is to understand the marketing tools that are effective and those that may be a distraction.

Action Item #2:

Prince George County will explore new marketing methods or applications to help advance the County's implementation of this Strategic Plan.



BUSINESS RETENTION & EXPANSION

As a critical component to any community's toolbox of economic development services, a BRE program provides assistance to companies to facilitate growth and expansion leading to new jobs and capital investment. Further, a BRE program prevents companies from relocating or closing. The primary objective of a BRE program is to identify and address the needs of businesses and is accomplished through sustained relationships and data collection. This allows Prince George County and other regional partners to better align policies, investments, and economic development efforts with its clients.

There are a variety of ways to create, update, and implement a BRE program. Prince George County is already undertaking a concerted BRE effort and the consulting team is impressed with the County's focus and organization around the program. The following recommendations are offered to validate or enhance the County's BRE efforts already in place.

Prince George County will continue to strengthen its multifaceted BRE program that gathers crucial intelligence, offers technical assistance, and helps a variety of primary industry businesses to grow. Fundamentally, the Prince George County BRE program should position the County to be seen as a direct resource provider. This includes being a technical assistance provider, a broker of resources, and a business community advocate in relation to the business climate and associated policies and procedures of the County, region, and Commonwealth of Virginia.

The Prince George County BRE Program should include the following elements:

- Comprehensive list of existing Prince George primary industry businesses
- BRE program infrastructure (e.g. SOPs)
- Survey instrument to regularly collect, analyze, and track data on both the company and industry
- BRE database to house and analyze data and provide consultation to partners – the County may consider a customer relationship management software (CRM)

STRATEGY

Update the Formal List of Existing Primary Industry Businesses in Prince George County

Aligned with the Goal: Expansive Primary Industry Economic Development

Closest Quantitative Measure of Success: Business Retention & Expansion (BRE)

Visits, Calls, or Engagements

Closest Qualitative Measure of Success: Business Client Satisfaction

Action Item #1:

Prince George County will research, analyze, scrub, and update the formal and comprehensive list of existing primary industry businesses. This list will include the confirmed identification of existing businesses with their formal and known name; baseline contact information; and business data.



STRATEGY

Update the Formal BRE Program Infrastructure

Aligned with the Goal: Expansive Primary Industry Economic Development

Closest Quantitative Measure of Success: Business Retention & Expansion (BRE) Visits, Calls, or Engagements

Closest Qualitative Measure of Success: Business Client Satisfaction

A BRE program should have a formal and organized programmatic structure. BRE is a deliberate and long-term process of relationship building and data collection. As sensitive and private business information is often shared, and there are broader variables at play, SOPs become an important tool to guide the interactions. Further, a major benefit of BRE is the ability to collect business data to produce aggregate reports to advise service or policy enhancements. SOPs and a formal program infrastructure will ensure the data is collected consistently and fully utilized.

Action Item #1:

Prince George County will update the optimal structural composition for a successful BRE program. This update will include standard operating procedures (SOPs); the integration of the list of existing primary industry businesses; rotational BRE visitation or outreach schedule; clearly identified and aligned BRE partners; accountability and evaluation metrics; and other key information.

STRATEGY

Develop a BRE Survey

Aligned with the Goal: Expansive Primary Industry Economic Development

Closest Quantitative Measure of Success: Business Retention & Expansion (BRE) Visits, Calls, or Engagements

Closest Qualitative Measure of Success: Business Client Satisfaction

Once the program structure, including roles and responsibilities, has been updated, Prince George County will develop a business survey instrument that best fits the County's needs. Fundamentally, there are four (4) ways to conduct a business survey:

- Mail
- In-person interview
- Combined mail and in-person interview
- Email or web-based

Each type of survey delivery has its benefits depending on the strategic BRE objective, and it is important to choose the model that best matches the resources—both financial and human—available to Prince George County. However, an in-person interview is recommended to establish or expand the relationships between business leaders and the County. In-person BRE interviews are already occurring in Prince George County and the survey will support those efforts to manage business client relationships and organize data collected in the County's customer relationship management software.



Action Item #1:

Prince George County will design or update a survey questionnaire, focusing on topics such as:

- Basic firm contact information and background
- Business climate
- Labor and training needs
- Marketing and trade
- Financing needs
- Regulatory issues
- Barriers to growth and expansion plans
- Satisfaction with public services and utilities
- Past utilization and satisfaction of local assistance

Action Item #2:

Prince George County will design or update and integrate the BRE Survey into a process to collect and analyze consistent data.

STRATEGY

Prioritize BRE Visits

Aligned with the Goal: Expansive Primary Industry Economic Development

Closest Quantitative Measure of Success: Business Retention & Expansion (BRE)

Visits, Calls, or Engagements

Closest Qualitative Measure of Success: Business Client Satisfaction

It is important to conduct BRE visits and service with every primary industry business in Prince George County. However, strategic implementation of a BRE program will require that the County's largest, fastest growing, and most at risk employers are prioritized in the BRE rotation.

Action Item #1:

Prince George County will utilize the portfolio of existing primary industry employers in the County to identify, prioritize, and increase the frequency of visits with the County's largest, fastest growing, and most at risk employers.

STRATEGY

Market the BRE Program

Aligned with the Goal: Expansive Primary Industry Economic Development

Closest Quantitative Measure of Success: Business Retention & Expansion (BRE)

Visits, Calls, or Engagements

Closest Qualitative Measure of Success: Business Client Satisfaction

A BRE program offers tremendous value to existing primary industry businesses and the community. It is often the case that communities with a BRE program do not communicate that the program exists and its value. This is a missed opportunity, making it harder to secure BRE visits and failing to demonstrate the value to the community. Successfully marketing the BRE program will communicate Prince George County's intent



when they request meetings and emphasize the organization's commitment to the County's primary industry businesses.

Action Item #1:

Prince George County will integrate news about an enhanced BRE program into a more comprehensive single or series of press releases in coordination with other major announcements such as the adoption of the Strategic Plan.

WORKFORCE DEVELOPMENT



A Global Community Where Families Thrive & Businesses Prosper



WORKFORCE DEVELOPMENT & TALENT RETENTION/ATTRACTION

Aligned with the Goal: Prepared Workforce of Tomorrow

Workforce Development

Workforce development is a priority that every country, state, region, county, local government, and economic development organization should be concerned with. Workforce development has historically occurred in two forms:

- Place-based strategies that attempt to address the needs of people living in a particular neighborhood or community
- Sector-based strategies that focus on matching workers' skills to needs in an industry already present in the region

Across both approaches, themes for best practices have emerged. Successful workforce development programs typically have a strong network of ties in a community, and are equipped to respond to changes in their environments. Additionally, they take a holistic approach to the problems faced by participants. What this means is Prince George County must engage with organizations that are on the front lines when it comes to training workers.

Examples of these organizations/programs include, but are not limited to:

- Rowanty Technical Center
- Commonwealth Center for Advanced Manufacturing (CCAM)
- Prince George County Public Schools
- Virginia State University
- Richard Bland College
- John Tyler Community College
- Southside Virginia Community College
- Fort Lee

The long-range goal is that businesses looking to form, expand, or relocate to Prince George County will benefit from a quality labor pool with competitive wages and ample skilled employees representing diverse backgrounds.

Talent Retention and Attraction

Talent Retention and Attraction is an important element focused on providing existing and prospective businesses the quantity and quality of workforce required for businesses to thrive in Prince George County. With an incrementally growing population; strong business base; regional institutions of higher education; access to Richmond, and a family-centric and welcoming culture, Prince George County has many assets to offer. However, the County is not growing like it should. Therefore, Talent Retention and Attraction will become a focus of the Workforce Development imperative.



STRATEGY

Utilize BRE, Focus Group, and RFI Data to Advise Workforce Partners

Aligned with the Goal: Prepared Workforce of Tomorrow

Closest Quantitative Measure of Success: Workforce Availability

Closest Qualitative Measure of Success: Relationships with Regional Economic Development and Tourism Partners

The power of an aligned economic development strategy is evident when you can utilize data from other strategies to provide meaningful direction for another. This is evident in Prince George County's ability to leverage BRE and RFI data to advise regional workforce development partners on the workforce gaps and opportunities in the County. Further, the County has an opportunity to deepen the engagement of existing primary industry businesses through the use of periodic focus groups organized by industry. These focus groups can help to confirm gaps in workforce skills and availability and help align resources to realize measurable improvements.

Action Item #1:

Prince George County will utilize BRE and RFI data to continuously engage workforce development partners to directly or broadly respond to the County's existing business workforce needs and those of prospects considering the County.

Action Item #2:

Prince George County will facilitate focus groups organized by industry to discuss, identify, and assess employers' workforce challenges regarding skills and availability.

STRATEGY

Engage Secondary and Post-Secondary Students for Talent Retention and Attraction

Aligned with the Goal: Prepared Workforce of Tomorrow

Closest Quantitative Measure of Success: Workforce Availability

Closest Qualitative Measure of Success: Relationships with Regional Economic Development and Tourism Partners

Prince George County has a major role in the collaborative approach to retaining and attracting talent to the County and region. Leveraging numerous assets, the County has opportunities to align efforts with partners and engage both secondary and post-secondary students for talent retention efforts. The message should focus on career assets in place, those that are growing, and specifically how these students can be successful in the County.

Action Item #1:

Prince George County will coordinate with regional economic and workforce development partners to engage area high school administrators and post-secondary education partners to lead a discussion with students on how Prince George County offers strong career opportunities and accommodates entrepreneurs. This includes continuing to engage and leverage the Prince George Youth Workforce Academy.

Action Item #2:

Prince George County and regional economic and workforce development partners will engage the County's primary industry businesses to encourage paid internships/ coops, and the connectivity of these opportunities to secondary and post-secondary schools.



Action Item #3:

Prince George County and regional economic and workforce development partners will engage the region's secondary and post-secondary schools' office of alumni relations to develop a marketing campaign to invite alumni residing outside of the region to return to the Richmond MSA. This also should be coordinated with Prince George County's primary industry employers. Though this effort is regional, Prince George County has a strong opportunity to capture returning graduates.

TOURISM



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TOURISM IN PRINCE GEORGE COUNTY

Aligned with the Goal: A Leading Tourism Destination

As part of a county-wide strategic economic development and tourism plan for Prince George County, Virginia, Camoin Associates completed the following assessment focused on developing the tourism market, and specifically the sports tourism industry, in the County. These recommendations are built off information from the Economic Base Assessment report, interviews, and understanding of the sports tourism market. Specifically, the following recommendations are focused on how to attract more tournaments, further build the amenities necessary to attract tournaments, and fully capitalize on the County's tourism industry.

EXISTING ASSETS

The Economic Base Assessment report summarized the major national and regional tourism trends that are impacting Prince George County, and identified the major assets in Prince George County. The following is a summary of these findings:

- Tourism in the United States is anticipated to grow at an annualized rate of 1.8% from 2017 to 2022.¹³
- The hotel industry has responded to demand for experiences by expanding from traditional hotels that serve as a place to rest your head at night to establishments that aid travelers in developing experiences.
- Consumers can be greatly impacted by online reviews when choosing a tourist location, hotel, activity, etc. and therefore, maintaining a positive online presence is crucial in generating future demand.
- An estimated 50 million people visit Virginia each year. Of these visitors, an estimated 42.9 million are visiting Virginia heritage sites.
- Virginia's visitors are primarily coming from Virginia (29%), North Carolina (10%), Pennsylvania (7%), and Maryland (7%).
- The regional community recognizes the importance of tourism and specifically recognizes its role in successfully growing the local industry. Additionally, the Richmond Region has competitively marketed itself towards travel experiences.
- The County's tourism related assets include both historical and heritage related tourism as well as recreation and natural resources tourism. The Friends of the Lower Appomattox (FOLAR) is working to conserve and protect the Appomattox River for all including promotion of use of the river for tourism, programming, and economic development.
- Historic and heritage tourism in Prince George County includes Fort Lee, a century-old United States Army post with two Army museums, and the Prince George County Regional Heritage Center with tours and activities.
- Prince George County has natural resources related recreation opportunities including the Appomattox River, James River and the James River National Wildlife Refuge with birdwatching, kayaking, and hunting and fishing.

¹³ IBIS Tourism in the US



- There are several other parks, marinas, and sports parks throughout Prince George County including Scott Memorial Park, Swader's Sport Park, and JEJ Moore Athletic Complex. Scott Memorial Park is easily accessible from Route I-295 and includes 10 acres with a large pavilion, playground, two baseball/softball fields and five soccer fields.
- Passion for sports has led to a surge in sports tourism across the United States. Sports tourism refers to travel for observation of participation in a sporting event.
- Prince George County has the potential to capture some of the tourists that visit the Richmond Region and Virginia; however, this will require significant investment and development to grow the tourism market. Prince George County will need to include enhancing experiences and additional accommodation options to bolster the tourism.

RECOMMENDATIONS

There are a number of strategies that Prince George County can implement if the intention is to grow the sports tourism industry. However, most importantly the County should focus on growing its population base and overall economic activity. For the sports tourism industry to be successful, attract players and their families, and benefit the host community, sports tourism complexes need to have accessible amenities, hospitality options, and other recreational assets. And, in order for retail and service providers to locate in Prince George County it is necessary for there to be a great enough population to create the necessary demand. If Prince George County residents and leaders want to grow the population, there will need to be a review of zoning and overall land policy related to finding ways to drive residential growth while maintaining natural resources and County character. Residential development should be focused within targeted areas and corridors that will protect the rural quality of Prince George County while also increasing overall economic activity to drive investment in support amenities.

Beyond increasing overall population and related service businesses, there are a number of other strategies to support the sports tourism industry, including:

STRATEGY

Grow the Reputation

Continue to bid on and attract tournaments to Prince George County to develop a name for the area as a sports tourism destination option.

Aligned with the Goal: A Leading Tourism Destination

Closest Quantitative Measure of Success: Sports Tournaments Booked

Closest Qualitative Measure of Success: Relationships with Regional Economic Development and Tourism Partners

Action Item #1:

Create a one-stop-shop for sports tourism to make it efficient to bid on tournaments and develop the skills and expertise in-house to handle the overall logistics. Establish regular communication with key tournament operators, manage all communications through a customer relations management (CRM) system, and provide follow up as necessary to



understand location decision making. Start small in terms of investment in software and tools but look for opportunities to increase investment as a way to manage communications and track opportunities.

Action Item #2:

Use regional tournaments and events to grow the County's reputation, document the demand, and build experience managing events. Continue to market the existing fields to regional users and create a "toolkit" of expertise in the various aspects of sports tourism to be able to promote once there is momentum.

Action Item #3:

Once a tournament has selected Prince George County, focus on providing excellent customer service for the organizers and make the process as easy for them as possible. By making the process smooth and easy they will want to host an event in Prince George County in the future and will serve as a great reference for future events. When applying for tournaments highlight the ease of working with the one-stop-shop and all County personnel related to the tournament. Prepare a simple "customer survey" form for after tournaments or events to find out where improvements can be made.

Action Item #4:

Once amenities have been built up further, host a familiarization tour for tournament organizers to better understand what is available, why they should select Prince George County, and to receive feedback on where additional improvements can be made.

STRATEGY

Investments

Focus investments on sports tourism infrastructure within Prince George County to make them unique and attractive to tournament organizers.

Aligned with the Goal: A Leading Tourism Destination

Closest Quantitative Measure of Success: Sports Tournaments Booked

Closest Qualitative Measure of Success: Relationships with Regional Economic Development and Tourism Partners

Action Item #1:

Identify a specific theme from which to grow the tourism assets such as U.S. History or building off of the water and other natural resources nearby to Prince George County. Align naming of different venues, events, and assets with the theme to make it unique and cohesive. Think about what makes Prince George County unique and invest in developing that aspect. Other communities have worked to build unique events that use existing assets to create events that draw from a far distance. For example, the Jefferson City Outdoors Prison Break event is held in Jefferson City, Missouri at a decommissioned state prison. The event uses local attractions and ends up at a microbrewery and restaurant where there is food and music. This has grown in size over the last three years and is an example of using what currently exists and growing from there.



Action Item #2:

Look to outside sources for investment including organizations or institutions who may be able to benefit from increased economic activity and/or use of the facility. Consider partnerships with local educational institutions who may be able to use the facilities and would be able to support investments financially. The National Sports Center in Blaine, Michigan has received sponsorships from a wide variety of corporate entities in support of their effort. Sponsors include both local and national companies who are looking to get some name recognition and community goodwill.

Action Item #3:

Put appropriate systems in place (primarily technology-based) to make it efficient and effective to scale up as investments are made and demand grows. For example, CRM systems to track opportunities and communications, online tools for tracking the status of different events and what the next step is to be visible to both the County and organizer, online application for local users, and online calendar for availability.

STRATEGY

Support Assets

Identify and attract appropriate restaurants, retailers, and lodging to serve the sports tourism market and enhance existing assets.

Aligned with the Goal: A Leading Tourism Destination

Closest Quantitative Measure of Success: Sports Tournaments Booked

Closest Qualitative Measure of Success: Relationships with Regional Economic Development and Tourism Partners

Action Item #1:

Look to what other communities with sports tourism assets have done in terms of types of restaurants or specific chains and how Prince George can replicate or improve upon what they offer. Certain types of restaurants are geared toward family-friendly, large-crowd events and attracting those will be key to making the tournament goers feel comfortable and accommodating residents at the same time. One approach would be to reach out to regional restaurants to see if they would be interested in establishing a second location or even just a food truck to start out. This would support existing businesses while at the same time making it a unique and local experience for visitors who may want more than just chain restaurants.

Action Item #2:

Identify hotel or hotel chains that have established locations near other sports tourism complexes within similar sized markets and see if they would be interested in locating in Prince George County and/or what would be needed to make them be interested. Is there a certain number of tournaments, certain number of residents/visitors per year, or other market factor that they use to make location decisions?

Action Item #3:

Work with existing lodging and restaurants to accommodate the sports tourism clientele and support their marketing efforts to be attractive to families traveling for events. Work to create appropriate informational materials, digital and hard copy, for inclusion in



tournament packages. Provide training to businesses related to building their online presence, Yelp reviews, Google search, and other search engine optimization (SEO) techniques. For example, the Phoenix Sports Commission worked with local businesses to create discount cards for sports participants to use at restaurants, amusement parks, golf courses, movie theaters, and related businesses. This approach was a sales tool that Phoenix could use to get events to use their facilities and also drove business to local vendors.

STRATEGY

Latest Trends

Stay up to date on all amateur sports related trends including changing sport popularity, technology, and marketing techniques.

Aligned with the Goal: A Leading Tourism Destination

Closest Quantitative Measure of Success: Sports Tournaments Booked

Closest Qualitative Measure of Success: Relationships with Regional Economic Development and Tourism Partners

Action Item #1:

Utilize County resources to dedicate a person in the economic development department (part-time to start) to focus on this effort and work to expand it as the overall economy continues to grow because of the increased households.

Action Item #2:

The dedicated person should regularly report on their findings at department meetings to ensure all staff are aware of the issues and opportunities and are working towards similar goals. Look into attending sport facility conferences, becoming members of associations like the US Indoor Sports Association or other membership organizations, and signing up for key newsletters and journals.

STRATEGY

Partnerships

Identify partners in this effort that will help multiply the County's impact on growing sports tourism.

Aligned with the Goal: A Leading Tourism Destination

Closest Quantitative Measure of Success: Sports Tournaments Booked

Closest Qualitative Measure of Success: Relationships with Regional Economic Development and Tourism Partners

Action Item #1:

Coordinate with the Hopewell/Prince George Chamber of Commerce, business leaders, tourism associations, and others within the County and region who would be good partners for marketing efforts. Find partners who will benefit from increased economic activity within the area and increased sports facilities.

Action Item #2:

As sports tourism continues to grow and demand increases for facilities, Prince George County should partner with a private developer to enhance County assets and expand



offerings. This type of investment and expansion should not happen until the support elements are in place including hotels, restaurants, retailers, and other recreation amenities. However, if the County continues to pursue sports tourism and be successful there could come a time when more facilities are necessary.

STRATEGY

Marketing

Pursue marketing efforts that enhance search engine optimization for those looking to locate a tournament in the region.

Aligned with the Goal: A Leading Tourism Destination

Closest Quantitative Measure of Success: Sports Tournaments Booked

Closest Qualitative Measure of Success: Relationships with Regional Economic Development and Tourism Partners

Action Item #1:

Create marketing material that are easy to understand and accessible on the County website. Materials should highlight the reasons why Prince George County is the right location for their next tournament.

Action Item #2:

Focus efforts regionally to attract tournaments to use existing facilities.

Action Item #3:

Market the County to potential users who are looking for a unique experience at a lower price point. Youth sports has become highly competitive and there has been some backlash related to significant parent involvement, taunting, and player shaming. Prince George County could take the angle of being kid-focused, family-oriented, affordable and focus on the fun and health potential of being involved in sports.

IMPLEMENTATION MATRIX



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IMPLEMENTATION MATRIX

Next Steps

The Prince George County Board of Supervisors, Economic Development Staff, and valued partners will make the Prince George Economic Development and Tourism Strategic Plan a living and evolving document – focused on implementation. This Plan will be prioritized and connected to immediate economic development projects; new entrepreneurs; enhanced programming; expanded infrastructure; and the County budget. This Plan was developed to enable the Board and Economic Development Staff to take immediate action on all strategies. The following tables will help the Board and Economic Development Staff to quickly understand options for implementation.

Implementation Matrix

GROWTH MANAGEMENT IN PRINCE GEORGE COUNTY
Expand Water and Sewer Infrastructure
STRATEGY: IMPLEMENT THE PRINCE GEORGE COUNTY WATER AND WASTEWATER MASTER PLAN & 2018 UPDATES
Aligned with the Goal: <i>Growth Management Policies Accommodating Balanced Business and Residential Growth</i>
Closest Quantitative Measure of Success: <i>Expanded Water & Sewer Infrastructure</i>
Closest Qualitative Measure of Success: <i>Relationships with Developers & Site Selectors</i>
<u>ACTION ITEM #1:</u> Implement The Prince George County Water and Wastewater Master Plan & 2018 Updates with an immediate focus on the SouthPoint Business Park and other areas of the Prince George Planning Area most suitable for higher density housing and industrial, office, or commercial economic development.
<u>ACTION ITEM #2:</u> In alignment with future water and wastewater engineering studies, the upcoming Prince George County Comprehensive Plan, and data collected from BRE visits and opportunities to respond to economic development RFIs, the County will continue to assess water and sewer capacity needs and align needs with the capital budget.
Modernize Land Use and Zoning Policies
STRATEGY: PERMIT HIGHER DENSITY DEVELOPMENT IN THE PRINCE GEORGE PLANNING AREA
Aligned with the Goal: <i>Growth Management Policies Accommodating Balanced Business and Residential Growth</i>
Closest Quantitative Measure of Success: <i>New Housing</i>
Closest Qualitative Measure of Success: <i>Relationships with Developers & Site Selectors</i>
<u>ACTION ITEM #1:</u> Assess the existing boundaries of the Prince George Planning Area to analyze the need to either expand or constrict the Area based on factors such as watershed and flood plain limitations, available land for development, infrastructure, and community and business input.
<u>ACTION ITEM #2:</u> Significantly reduce limited lot size requirements as reasonable per neighborhood in the Prince



George Planning Area. The intent is to conduct a thorough planning process that provides significantly expanded opportunity for higher density development – especially for housing and commercial use.

ACTION ITEM #3:

In preparation for the upcoming Prince George County Comprehensive Plan, the County should research and consider a SmartCode/transect-based zoning code model to accommodate traditional neighborhood characteristics of walkability, transportation options, and housing diversity in all of six Transect Zones ranging from a Natural Zone at the lowest of density to an Urban Core Zone at the highest density. Read more at the Center for Applied Transect Studies and DPZ Partners LLC.

ACTION ITEM #4:

Prince George County has made a sound investment in the Land Use Program to preserve real estate devoted to agricultural, horticultural, forest, and open-space. However, to accommodate growth in the Prince George Planning Area and rightfully offer an attractive incentive in the Rural Conservation Area, the County must alter the policies in the Prince George County Land Use Program to reserve the use of the program only in the Rural Conservation Area.

Accommodate a Diverse Housing Mix

STRATEGY: PROVIDE A DIVERSE MIX OF HOUSING OPTIONS, ESPECIALLY IN THE PRINCE GEORGE PLANNING AREA

Aligned with the Goal: *Growth Management Policies Accommodating Balanced Business and Residential Growth*

Closest Quantitative Measure of Success: *New Housing*

Closest Qualitative Measure of Success: *Relationships with Developers & Site Selectors*

ACTION ITEM #1:

Leveraging announced or constructed water and sewer infrastructure and modernized land use and zoning policies, identify and attract new housing developers that will work with Prince George County to design and build new and diverse housing options.

Develop Downtown Prince George County

STRATEGY: DEVELOP DOWNTOWN PRINCE GEORGE COUNTY

Aligned with the Goal: *Growth Management Policies Accommodating Balanced Business and Residential Growth*

Closest Quantitative Measure of Success: *New Businesses Created*

Closest Qualitative Measure of Success: *Relationships with Developers & Site Selectors*

ACTION ITEM #1:

Prince George County must undertake a new downtown site identification process in coordination with the upcoming Prince George County Comprehensive Plan. Identifying and understanding the County's ability to design, develop, and construct a new Downtown Prince George County will attract new residents and businesses. This strategy must coincide with important land use and zoning decisions that need to be made in the Comprehensive Plan.



ACTION ITEM #2:

Prince George County shouldn't approach the opportunity to develop a downtown alone. Once the County has announced or constructed new water and sewer infrastructure, updated land use and zoning policies, and adopted this Strategic Plan and the upcoming Comprehensive Plan, the County should advertise a request for qualifications (RFQ) to begin discussions with mixed-use developers to consider Prince George County for their next investment and future model of exemplary downtown planning, design, and construction.



ECONOMIC DEVELOPMENT STRATEGY	
Entrepreneurism	
STRATEGY: ESTABLISH THE ORGANIZATION FOR THE PGC INCUBATOR	
Aligned with the Goal: <i>Expansive Primary Industry Economic Development</i>	
Closest Quantitative Measure of Success: <i>New Businesses Created</i>	
Closest Qualitative Measure of Success: <i>Partner and Client Recognition as a Major Economic Development Resource</i>	
<u>ACTION ITEM #1:</u> PGC Incubator founding partners will establish the organization through the formalization of a Board of Directors, bylaws, banking accounts, and all other legal and financial responsibilities required when forming a new organization.	
<u>ACTION ITEM #2:</u> PGC Incubator founding partners will undertake a national recruitment process for an experienced Executive Director to lead the PGC Incubator and mentor the entrepreneurs.	
STRATEGY: DEVELOP A FORMAL CURRICULUM FOR THE PGC INCUBATOR	
Aligned with the Goal: <i>Expansive Primary Industry Economic Development</i>	
Closest Quantitative Measure of Success: <i>New Businesses Created</i>	
Closest Qualitative Measure of Success: <i>Partner and Client Recognition as a Major Economic Development Resource</i>	
<u>ACTION ITEM #1:</u> PGC Incubator Executive Director and founding partners will identify, research, and analyze best practice curriculums for incubation programs from communities with similar characteristics.	
<u>ACTION ITEM #2:</u> PGC Incubator Executive Director and founding partners will travel to peer incubators with similar characteristics to tour and understand firsthand how these peer programs operate, their curriculum, and to develop relationships with leaders from these peer organizations.	
<u>ACTION ITEM #3:</u> PGC Incubator Executive Director and founding partners will integrate research, best practices in curriculum design, and synthesize these considerations to meet the specific needs of the Prince George County entrepreneurial community.	
STRATEGY: ATTRACT AND ORGANIZE ENTREPRENEURS IN THE PGC INCUBATOR INTO COHORTS	
Aligned with the Goal: <i>Expansive Primary Industry Economic Development</i>	
Closest Quantitative Measure of Success: <i>New Businesses Created</i>	
Closest Qualitative Measure of Success: <i>Partner and Client Recognition as a Major Economic Development Resource</i>	



ACTION ITEM #1:

PGC Incubator founding partners will initiate a formal marketing and outreach campaign to the Prince George County community and the broader Richmond region to announce the new PGC Incubator program and to identify potential entrepreneurial candidates. The partners should specifically target high school seniors in Prince George County, university students across the region, and very early stage entrepreneurs that would benefit from the program.

ACTION ITEM #2:

PGC Incubator founding partners will organize entrepreneurs into cohorts with identical launch and graduation dates.

STRATEGY: DEVELOP AN ANGEL AND EQUITY NETWORK AND DEVELOP AN EQUITY FUND FOR SEED FUNDING

Aligned with the Goal: *Expansive Primary Industry Economic Development*

Closest Quantitative Measure of Success: *Equity Raised*

Closest Qualitative Measure of Success: *Conduit to Capital*

ACTION ITEM #1:

PGC Incubator Executive Director and founding partners will write and advertise an RFP to contract with an attorney and finance professional specializing in the development of equity funds to establish a seed fund and policies for the program.

ACTION ITEM #2:

The PGC Incubator Executive Director and founding partners will leverage existing contacts and expand the organization's executive, philanthropic, angel, and equity investor network.

ACTION ITEM #3:

The PGC Incubator Executive Director and founding partners will expand relationships with regional and state-wide angel and equity networks as well as entrepreneurial support organizations including, but not limited to, Virginia is for Entrepreneurs (VA4E), Venture Forum RVA, the National Association of Women Business Owners (NAWBO) Richmond, and Startup Virginia.

ACTION ITEM #4:

The PGC Incubator Executive Director and the program's entrepreneurs will join Startup Virginia and attend their networking events. Particularly, attendance will be crucial at Startup Virginia's monthly CVA Angels Pitch Night.

STRATEGY: LEVERAGE ESTABLISHED RELATIONSHIPS AT FORT LEE TO COMMERCIALIZE PRIVATE TECHNOLOGIES RELATED TO THE BASE AND SUPPORT FORT LEE RETIREES OR FAMILIES TO START BUSINESSES

Aligned with the Goal: *Expansive Primary Industry Economic Development*

Closest Quantitative Measure of Success: *New Businesses Created*

Closest Qualitative Measure of Success: *Partner and Client Recognition as a Major Economic Development Resource*



ACTION ITEM #1:

PGC Incubator Executive Director and founding partners will leverage existing relationships at Fort Lee to express the interest in working with the Base to create economic development opportunities off the base in Prince George County. These opportunities could include the commercialization of technologies, attraction of base-supportive businesses (defense contractors or service-related businesses), and in-direct businesses that support the quality of life of service personnel.

ACTION ITEM #2:

PGC Incubator Executive Director and founding partners will leverage existing relationships at Fort Lee to describe how the PGC Incubator can support entrepreneurial Fort Lee retirees and family members.

STRATEGY: DEVELOP A PRINCE GEORGE COUNTY BUSINESS STARTUP & SERVICE ONLINE HANDBOOK

Aligned with the Goal: *Expansive Primary Industry Economic Development*

Closest Quantitative Measure of Success: *New Businesses Created*

Closest Qualitative Measure of Success: *Partner and Client Recognition as a Major Economic Development Resource*

ACTION ITEM #1:

The PGC Incubator Executive Director and founding partners will integrate research and analysis, write, produce, publish, and market the Prince George County Business Startup & Service Online Handbook.

Business Attraction

STRATEGY: ENHANCED ALIGNMENT WITH REGIONAL AND STATE ECONOMIC DEVELOPMENT PARTNERS

Aligned with the Goal: *Expansive Primary Industry Economic Development*

Closest Quantitative Measure of Success: *Prospects/Pipeline*

Closest Qualitative Measure of Success: *Relationships with Regional Economic Development and Tourism Partners*

ACTION ITEM #1:

The Prince George County Economic Development Director and the Virginia's Gateway Region President & CEO will participate in concerted and formal executive-to-executive engagement. This will mostly be in the form of ongoing scheduled meetings, lunches, and relationship building opportunities. These conversations will be friendly but meaningful – focused on how Virginia's Gateway Region can support the implementation of the strategies described this strategic plan.

Engagement also will include specific and ongoing discussions about assets and liabilities in Prince George County. The focus will be on enhancing the County's ability to respond to RFIs. Further, Prince George County will seek opportunities to partner with Virginia's Gateway Region on business development travel and site selector and industry engagements.

STRATEGY: SITE SELECTOR ENGAGEMENT

Aligned with the Goal: *Expansive Primary Industry Economic Development*

Closest Quantitative Measure of Success: *Prospects/Pipeline*

Closest Qualitative Measure of Success: *Relationships with Developers and Site Selectors*



ACTION ITEM #1:

Prince George County will coordinate with Virginia's Gateway Region and, on select occasions, the VEDP to express the desire to be actively involved in any regional in-bound site selector engagement opportunities and out-bound forums.

ACTION ITEM #2:

Prince George County will identify select, strategic, and relevant opportunities to engage site selectors and business prospects at events that fall outside of the coordination with Virginia's Gateway Region and the VEDP.

ACTION ITEM #3:

Prince George County will research and analyze the extensive Site Selection Firms list found in Appendix B. The County will strategize unique outreach opportunities in coordination with Virginia's Gateway Region. There may be opportunities in the future where Prince George County's Economic Development Director and other staff will engage these site selectors and therefore, it is important to know their background and specializations.

STRATEGY: BUSINESS DEVELOPMENT TRAVEL: SITE SELECTOR FORUMS AND TRADE SHOWS

Aligned with the Goal: *Expansive Primary Industry Economic Development*

Closest Quantitative Measure of Success: *Marketing and Business Development Conferences or Trips*

Closest Qualitative Measure of Success: *Relationships with Developers and Site Selectors*

ACTION ITEM #1:

Prince George County will coordinate the list of forums and conferences seen in Figure 7 with Virginia's Gateway Region to determine their travel calendar and to seek efficiencies and regional business development alignment.

ACTION ITEM #2:

Once Prince George County fully determines Virginia's Gateway Region's business development travel schedule, the County will prioritize forum travel seen in Figure 7.

ACTION ITEM #3:

Upon confirming the Prince George County 2018-2019 business development travel, the County will identify the appropriate economic development staff to attend the events.

STRATEGY: ASSESS MARKETING TOOLS

Aligned with the Goal: *Expansive Primary Industry Economic Development*

Closest Quantitative Measure of Success: *Prospects/Pipeline*

Closest Qualitative Measure of Success: *Relationships with Developers and Site Selectors*

ACTION ITEM #1:

Prince George County will inventory and assess all current marketing tools. The intent is to understand the marketing tools that are effective and those that may be a distraction.



ACTION ITEM #2:

Prince George County will explore new marketing methods or applications to help advance the County's implementation of this Strategic Plan.

Business Retention & Expansion

STRATEGY: DEVELOP OR UPDATE A FORMAL LIST OF EXISTING PRIMARY INDUSTRY BUSINESSES IN PRINCE GEORGE COUNTY

Aligned with the Goal: *Expansive Primary Industry Economic Development*

Closest Quantitative Measure of Success: *Business Retention & Expansion (BRE) Visits, Calls, or Engagements*

Closest Qualitative Measure of Success: *Business Client Satisfaction*

ACTION ITEM #1:

Prince George County will research, analyze, scrub, and develop or update a formal and comprehensive list of existing primary industry businesses. This list will include the confirmed identification of existing businesses with their formal and known name; baseline contact information; and business data.

STRATEGY: DEVELOP OR UPDATE A FORMAL BRE PROGRAM INFRASTRUCTURE

Aligned with the Goal: *Expansive Primary Industry Economic Development*

Closest Quantitative Measure of Success: *Business Retention & Expansion (BRE) Visits, Calls, or Engagements*

Closest Qualitative Measure of Success: *Business Client Satisfaction*

ACTION ITEM #1:

Prince George County will develop or update an optimal structural composition for a successful BRE program. This development will include standard operating procedures (SOPs); the integration of the list of existing primary industry businesses; rotational BRE visitation or outreach schedule; clearly identified and aligned BRE partners; accountability and evaluation metrics; and other key information.

STRATEGY: DEVELOP OR UPDATE A BRE SURVEY

Aligned with the Goal: *Expansive Primary Industry Economic Development*

Closest Quantitative Measure of Success: *Business Retention & Expansion (BRE) Visits, Calls, or Engagements*

Closest Qualitative Measure of Success: *Business Client Satisfaction*

ACTION ITEM #1:

Prince George County will design or update a survey questionnaire, focusing on topics such as:

- Basic firm contact information and background
- Business climate
- Labor and training needs



- Marketing and trade
- Financing needs
- Regulatory issues
- Barriers to growth and expansion plans
- Satisfaction with public services and utilities
- Past utilization and satisfaction of local assistance

ACTION ITEM #2:

Prince George County will design or update and integrate the BRE Survey into a process to collect and analyze consistent data.

STRATEGY: DEVELOP A BRE DATABASE OR INTEGRATE WITH A NEW CRM

Aligned with the Goal: *Expansive Primary Industry Economic Development*

Closest Quantitative Measure of Success: *Business Retention & Expansion (BRE) Visits, Calls, or Engagements*

Closest Qualitative Measure of Success: *Business Client Satisfaction*

ACTION ITEM #1:

Prince George County will consider integrating a BRE Database into a new CRM.

ACTION ITEM #2:

If Prince George County is not yet able to accommodate a CRM, the County will develop a BRE Database using spreadsheet software such as Microsoft Excel.

STRATEGY: PRIORITIZE BRE VISITS

Aligned with the Goal: *Expansive Primary Industry Economic Development*

Closest Quantitative Measure of Success: *Business Retention & Expansion (BRE) Visits, Calls, or Engagements*

Closest Qualitative Measure of Success: *Business Client Satisfaction*

ACTION ITEM #1:

Prince George County will utilize the portfolio of existing primary industry employers in the County to identify, prioritize, and increase the frequency of visits with the County's largest, fastest growing, and most at risk employers.

STRATEGY: MARKET THE BRE PROGRAM

Aligned with the Goal: *Expansive Primary Industry Economic Development*

Closest Quantitative Measure of Success: *Business Retention & Expansion (BRE) Visits, Calls, or Engagements*

Closest Qualitative Measure of Success: *Business Client Satisfaction*

ACTION ITEM #1:

Prince George County will integrate news about an enhanced BRE program into a more comprehensive single or series of press releases in coordination with other major announcements such as the adoption of the Strategic Plan.



WORKFORCE DEVELOPMENT
Workforce Development & Talent Retention/Attraction
STRATEGY: UTILIZE BRE, FOCUS GROUP, AND RFI DATA TO ADVISE WORKFORCE PARTNERS
Aligned with the Goal: <i>Prepared Workforce of Tomorrow</i>
Closest Quantitative Measure of Success: <i>Workforce Availability</i>
Closest Qualitative Measure of Success: <i>Relationships with Regional Economic Development and Tourism Partners</i>
<p><u>ACTION ITEM #1:</u> Prince George County will utilize BRE and RFI data to continuously engage workforce development partners to directly or broadly respond to the County's existing business workforce needs and those of prospects considering the County.</p>
<p><u>ACTION ITEM #2:</u> Prince George County will facilitate focus groups organized by industry to discuss, identify, and assess employers' workforce challenges regarding skills and availability.</p>
STRATEGY: ENGAGE SECONDARY AND POST-SECONDARY STUDENTS FOR TALENT RETENTION AND ATTRACTION
Aligned with the Goal: <i>Prepared Workforce of Tomorrow</i>
Closest Quantitative Measure of Success: <i>Workforce Availability</i>
Closest Qualitative Measure of Success: <i>Relationships with Regional Economic Development and Tourism Partners</i>
<p><u>ACTION ITEM #1:</u> Prince George County will coordinate with regional economic and workforce development partners to engage area high school administrators and post-secondary education partners to lead a discussion with students on how Prince George County offers strong career opportunities and accommodates entrepreneurs.</p>
<p><u>ACTION ITEM #2:</u> Prince George County and regional economic and workforce development partners will engage the County's primary industry businesses to encourage paid internships/ coops, and the connectivity of these opportunities to secondary and post-secondary schools.</p>
<p><u>ACTION ITEM #3:</u> Prince George County and regional economic and workforce development partners will engage the region's secondary and post-secondary schools' office of alumni relations to develop a marketing campaign to invite alumni residing outside of the region to return to the Richmond MSA. This also should be coordinated with Prince George County's primary industry employers. Though this effort is regional, Prince George County has a strong opportunity to capture returning graduates.</p>



TOURISM
Tourism in Prince George County
STRATEGY: GROW THE REPUTATION
Aligned with the Goal: <i>A Leading Tourism Destination</i>
Closest Quantitative Measure of Success: <i>Sports Tournaments Booked</i>
Closest Qualitative Measure of Success: <i>Relationships with Regional Economic Development and Tourism Partners</i>
<p><u>ACTION ITEM #1:</u> Create a one-stop-shop for sports tourism to make it efficient to bid on tournaments and develop the skills and expertise in-house to handle the overall logistics. Establish regular communication with key tournament operators, manage all communications through a customer relations management (CRM) system, and provide follow up as necessary to understand location decision making. Start small in terms of investment in software and tools but look for opportunities to increase investment as a way to manage communications and track opportunities.</p>
<p><u>ACTION ITEM #2:</u> Use regional tournaments and events to grow the county's reputation, document the demand, and build experience managing events. Continue to market the existing fields to regional users and create a "toolkit" of expertise in the various aspects of sports tourism to be able to promote once there is momentum.</p>
<p><u>ACTION ITEM #3:</u> Once a tournament has selected Prince George County, focus on providing excellent customer service for the organizers and make the process as easy for them as possible. By making the process smooth and easy they will want to host an event in Prince George County in the future and will serve as a great reference for future events. When applying for tournaments highlight the ease of working with the one-stop-shop and all county personnel related to the tournament. Prepare a simple "customer survey" form for after tournaments or events to find out where improvements can be made.</p>
<p><u>ACTION ITEM #4:</u> Once amenities have been built up further, host a familiarization tour for tournament organizers to better understand what is available, why they should select Prince George County, and to receive feedback on where additional improvements can be made.</p>
STRATEGY: INVESTMENTS
Aligned with the Goal: <i>A Leading Tourism Destination</i>
Closest Quantitative Measure of Success: <i>Sports Tournaments Booked</i>
Closest Qualitative Measure of Success: <i>Relationships with Regional Economic Development and Tourism Partners</i>
<p><u>ACTION ITEM #1:</u> Identify a specific theme from which to grow the tourism assets such as U.S. History or building off of the water and other natural resources nearby to Prince George. Align naming of different venues, events, and assets with the theme to make it unique and</p>



cohesive. Think about what makes Prince George County unique and invest in developing that aspect. Other communities have worked to build unique events that use existing assets to create events that draw from a far distance. For example, the Jefferson City Outdoors Prison Break event is held in Jefferson City, Missouri at a decommissioned state prison. The event uses local attractions and ends up at a microbrewery and restaurant where there is food and music. This has grown in size over the last three years and is an example of using what currently exists and growing from there.

ACTION ITEM #2:

Look to outside sources for investment including organizations or institutions who may be able to benefit from increased economic activity and/or use of the facility. Consider partnerships with local educational institutions who may be able to use the facilities and would be able to support investments financially. The National Sports Center in Blaine, Michigan has received sponsorships from a wide variety of corporate entities in support of their effort. Sponsors include both local and national companies who are looking to get some name recognition and community goodwill.

ACTION ITEM #3:

Put appropriate systems in place (primarily technology-based) to make it efficient and effective to scale up as investments are made and demand grows. For example, CRM systems to track opportunities and communications, online tools for tracking the status of different events and what the next step is to be visible to both the County and organizer, online application for local users, and online calendar for availability.

STRATEGY: SUPPORT ASSETS

Aligned with the Goal: *A Leading Tourism Destination*

Closest Quantitative Measure of Success: *Sports Tournaments Booked*

Closest Qualitative Measure of Success: *Relationships with Regional Economic Development and Tourism Partners*

ACTION ITEM #1:

Look to what other communities with sports tourism assets have done in terms of types of restaurants or specific chains and how Prince George can replicate or improve upon what they offer. Certain types of restaurants are geared toward family-friendly, large-crowd events and attracting those will be key to making the tournament goers feel comfortable and accommodating residents at the same time. One approach would be to reach out to regional restaurants to see if they would be interested in establishing a second location or even just a food truck to start out. This would support existing businesses while at the same time making it a unique and local experience for visitors who may want more than just chain restaurants.

ACTION ITEM #2:

Identify hotel or hotel chains that have established locations near other sports tourism complexes within similar sized markets and see if they would be interested in locating in Prince George County and/or what would be needed to make them be interested. Is there a certain number of tournaments, certain number of residents/visitors per year, or other market factor that they use to make location decisions?



ACTION ITEM #3:

Work with existing lodging and restaurants to accommodate the sports tourism clientele and support their marketing efforts to be attractive to families traveling for events. Work to create appropriate informational materials, digital and hard copy, for inclusion in tournament packages. Provide training to businesses related to building their online presence, Yelp reviews, Google search, and other search engine optimization (SEO) techniques. For example, the Phoenix Sports Commission worked with local businesses to create discount cards for sports participants to use at restaurants, amusement parks, golf courses, movie theaters, and related businesses. This approach was a sales tool that Phoenix could use to get events to use their facilities and also drove business to local vendors.

STRATEGY: LATEST TRENDS

Aligned with the Goal: *A Leading Tourism Destination*

Closest Quantitative Measure of Success: *Sports Tournaments Booked*

Closest Qualitative Measure of Success: *Relationships with Regional Economic Development and Tourism Partners*

ACTION ITEM #1:

Utilize County resources to dedicate a person in the economic development department (part-time to start) to focus on this effort and work to expand it as the overall economy continues to grow because of the increased households.

ACTION ITEM #2:

The dedicated person should regularly report on their findings at department meetings to ensure all staff are aware of the issues and opportunities and are working towards similar goals. Look into attending sport facility conferences, becoming members of associations like the US Indoor Sports Association or other membership organizations, and signing up for key newsletters and journals.

STRATEGY: PARTNERSHIPS

Aligned with the Goal: *A Leading Tourism Destination*

Closest Quantitative Measure of Success: *Sports Tournaments Booked*

Closest Qualitative Measure of Success: *Relationships with Regional Economic Development and Tourism Partners*

ACTION ITEM #1:

Coordinate with the Hopewell/Prince George Chamber of Commerce, business leaders, tourism associations, & others within the County & region who would be good partners for marketing efforts. Find partners who will benefit from increased economic activity within the area & increased sports facilities.

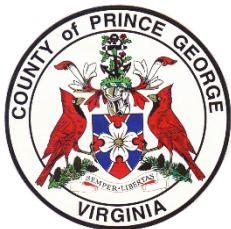
ACTION ITEM #2:

As sports tourism continues to grow and demand increases for facilities, Prince George County should partner with a private developer to enhance county assets and expand offerings. This type of investment and expansion should not happen until the support elements are in place including hotels, restaurants, retailers, and other recreation amenities. However, if the County continues to pursue sports tourism and be successful there could come a time when more facilities are necessary.



STRATEGY: MARKETING
Aligned with the Goal: <i>A Leading Tourism Destination</i>
Closest Quantitative Measure of Success: <i>Sports Tournaments Booked</i>
Closest Qualitative Measure of Success: <i>Relationships with Regional Economic Development and Tourism Partners</i>
<u>ACTION ITEM #1:</u> Create marketing material that are easy to understand and accessible on the County website. Materials should highlight the reasons why Prince George County is the right location for their next tournament.
<u>ACTION ITEM #2:</u> Focus efforts regionally to attract tournaments to use existing facilities.
<u>ACTION ITEM #3:</u> Market the County to potential users who are looking for a unique experience at a lower price point. Youth sports has become highly competitive and there has been some backlash related to significant parent involvement, taunting, and player shaming. Prince George County could take the angle of being kid-focused, family-oriented, affordable and focus on the fun and health potential of being involved in sports.

APPENDICES



A Global Community Where Families Thrive & Businesses Prosper



Key Findings

Key findings from the analysis are presented below and discussed in further detail throughout this report:

Demographics

- Populations of Prince George County and the Richmond MSA are projected to increase 3.8% and 5.8% respectively through 2022.
- Prince George County and the Richmond MSA have similar population distributions by age, showing a diverse mix of residents.
- Prince George County is predominately Caucasian (59%), with a significant African American population (32%) and nearly 9% of the population identifying as Hispanic Origin.
- The median household income in Prince George County is approximately \$63,000, which is \$3,000 higher than that of the Richmond MSA. Median household income in Prince George County is projected to increase to slightly over \$69,000 by 2022, and to over \$65,000 for the MSA.
- Approximately 23% of Prince George County residents hold a Bachelor's degree or higher, compared to 35% at the MSA level.
- At 3.9%, Prince George County has a slightly higher unemployment rate than the MSA, which shows a rate of 3.4 % according to May 2018 unemployment figures.
- The majority of Prince George County residents work outside the county. Specifically, of the 12,951 employed residents who live in the county, 10,978 (85%) travel outside of the county for work.

Economic Data and Trends

- The total number of jobs in the county has grown 5% from 23,454 in 2012 to 24,580 in 2017, despite many industries reporting job losses.
- The county is projected to gain an additional 2,786 jobs from 2017 to 2022, for a growth rate of 11%. **Educational Services; Accommodation and Food Services; and Health Care and Social Assistance** are projected to experience high rates of growth.
- The Richmond MSA outpaced Prince George County in past job growth, with a growth rate of 7% from 2012 to 2017. The MSA experienced significant growth in **Transportation and Warehousing; Administrative and Support and Waste Management and Remediation Services; and Health Care and Social Assistance**.
- In Prince George County, **Federal Government, Military; Federal Government, Civilian; and Warehousing and Storage** are among the top industries with high employment and high concentrations. **Alumina and Aluminum Production and Processing**¹⁴ is the second most concentrated 4-digit industry with a location quotient¹⁵ of 22.68. **Federal Government, Military; and Alumina and Aluminum Production and Processing** are projected to increase employment and concentration by 2022.
- Prince George County has a competitive advantage in a few industries, including **Accommodation and Food Services; Other Services (except Public Administration); Manufacturing; Educational Services; and Health Care and Social Assistance**.
- The top occupation by number of jobs in Prince George County is **Military Occupations**, with 8,894 jobs and average earnings of \$22.50 per hour. Other significant occupations in terms of job number and growth are **Laborers and Freight; Stock and Material Movers, Hand; and Combined Food Preparation and Serving Workers, Including Fast Food**.

¹⁴ The Rolls-Royce manufacturing facility falls under this NAICS code.

¹⁵ Location quotient (LQ) is a way of quantifying how concentrated a particular industry is in a region as compared to the nation.



Housing

- The housing stock in Prince George County has a greater proportion of detached, single-family homes compared to the MSA, state, and nation. Additionally, housing stock in the county is generally newer than the other study areas, with the vast majority of housing built between 1970 and 2009.
- Relatively low housing price points and high rental price points in the county allow for a higher proportion of owner-occupied dwellings. Despite the county's competitive advantage in mortgaged units, housing units without a mortgage are significantly more expensive in the county compared to the MSA, state and nation.
- Examination of real estate tax rates indicates that the majority of the counties making up the Richmond MSA have higher tax rates than Prince George County.

Tourism

- National trends show that the tourism industry is embracing "experience focused" visitation trends into aspects of traveling, including accommodations, amenities, and travel activities.
- Nearly 50 million visitors travel to Virginia each year, with the Richmond Region capturing approximately 7 million of those visitors. These visitors spend an estimated \$2.2 billion and generate 23,600 jobs within the counties of Chesterfield, Hanover, Henrico, and New Kent, as well as the City of Richmond.
- Tourists visiting Virginia or specifically the Richmond Region have easy access to Prince George County through major highways I-295 and I-95, U.S. Route 460, U.S. Route 301, State Route 10, and State Route 156. Additionally, Prince George County is located within 70 miles of three major airports.
- Tourism within Prince George County totals \$80.39 million in traveler spending, \$4.8 million in tax revenues and 800 supported jobs.
- Prince George County has a number of offerings in terms of accommodations. **Accommodation and Food Services** industry growing by 30% from 2012 to 2017. Additionally, Prince George County recently completed a major streetscape project "The Gardens at Exit 45" which aims to attract additional visitors and businesses to the area.
- Prince George County is rich in historic, cultural, natural, and recreational amenities, including a variety of churches, wildlife refuge, museum, marinas, and other parks. Prince George County is also home to several sports parks including Swader's Sports Park and Scott Memorial Park and JEJ Moore Athletic Complex.
- Prince George County has the potential to capture some of the tourists that visit the Richmond Region and State of Virginia; however, this will require significant investment and development to advance the tourism market. Prince George County will need to focus on enhancing experiences and increasing the accommodation options to bolster tourism.
- Additional analysis, findings and recommendations about tourism will be the subject of a separate report.

Economic Development Capacity, Infrastructure, and Incentives

- The Prince George County Economic Development department has three members which handle all economic development questions, inquires and prospect leads.
- Prince George County has healthy and collaborative relationships with regional economic development organizations, including Virginia Gateway Region, Crater Planning District Commission, Virginia Economic Development Partnership, and the Hopewell/Prince George Chamber of Commerce.
- The County has identified several critical infrastructure investments that are needed. The full list can be found in the Infrastructure Inventory section on page 37.



- Businesses within the county have access to several economic development incentive programs, including Industrial Development Agency Bonds, Enterprise Zone, and Tourism Zone. However, there is a sentiment that these incentive programs are currently underutilized and could benefit from increased marketing among the business community.

Demographic Analysis¹⁶

According to 2017 estimates, there are approximately 37,564 people living within Prince George County. The population is projected to increase by 3.8% by 2022. In comparison, the Richmond MSA's population projected to grow at a faster rate, increasing by 5.8% through 2022.

Table 1: Population Growth by Study Area, 2017 - 2022

Change in Population by Study Area, 2017 - 2022				
	2017	2022	# Change	% Change
Prince George County	37,564	39,010	1,446	3.8%
Richmond MSA	1,293,876	1,368,338	74,462	5.8%

Source: Esri

Households

There were 12,243 households in Prince George County in 2017. By 2022, Prince George County is projected to add 528 households, an increase of 4.3%. The Richmond MSA is projected to experience a higher growth rate of 5.6% during the same period.

Table 2: Households by Study Area, 2017 - 2022

Households by Study Area, 2017 - 2022				
	2017	2022	# Change	% Change
Prince George County	12,243	12,771	528	4.3%
Richmond MSA	500,088	527,867	27,779	5.6%

Source: Esri

¹⁶ Note that some, but not all, of our data sources include Fort Lee-specific data.



Age

The residents of Prince George County and the Richmond MSA are similar in terms of median age. As shown in Table 3, the median age in Prince George County is 38.6, compared to 38.9 in the Richmond MSA. Median age in both study areas is projected to increase by 2022, reaching 39.3 in Prince George County and 39.7 in the Richmond MSA.

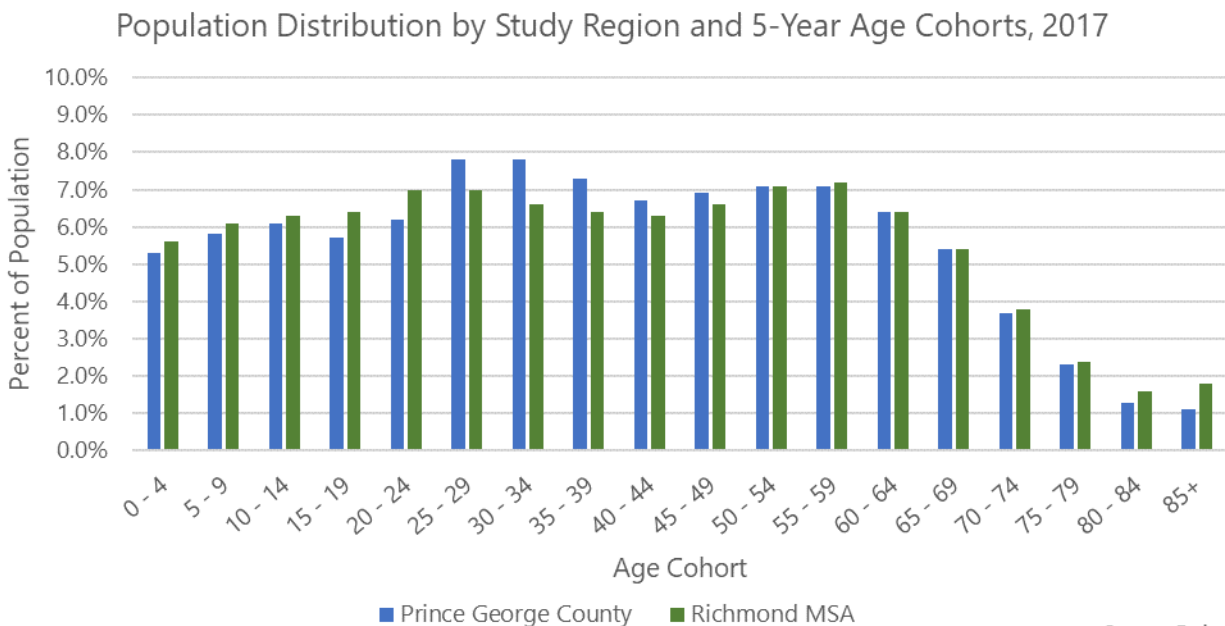
Table 3: Median Age by Study Area, 2017 – 2022

Median Age by Study Area, 2017 - 2022		
	2017	2022
Prince George County	38.6	39.3
Richmond MSA	38.9	39.7

Source: Esri

Overall, Prince George County and the Richmond MSA have similar 2017 population distributions by 5-year age cohorts. Prince George County has a greater percentage of population falling within 25 to 39 years of age, compared to the Richmond MSA. The largest 5-year age cohort for Prince George County is 25 to 29 years, at 7.8%, while the largest age cohort for the Richmond MSA is 55 to 59 years, at 7.2%. The largest distribution difference between the two study areas lies in the 30 to 34 age cohort, where 7.8% of the Prince George County population falls, while 6.6% of the MSA population is in this cohort.

Figure 2: Population Distribution by Study Region and 5-Year Age Cohorts, 2017

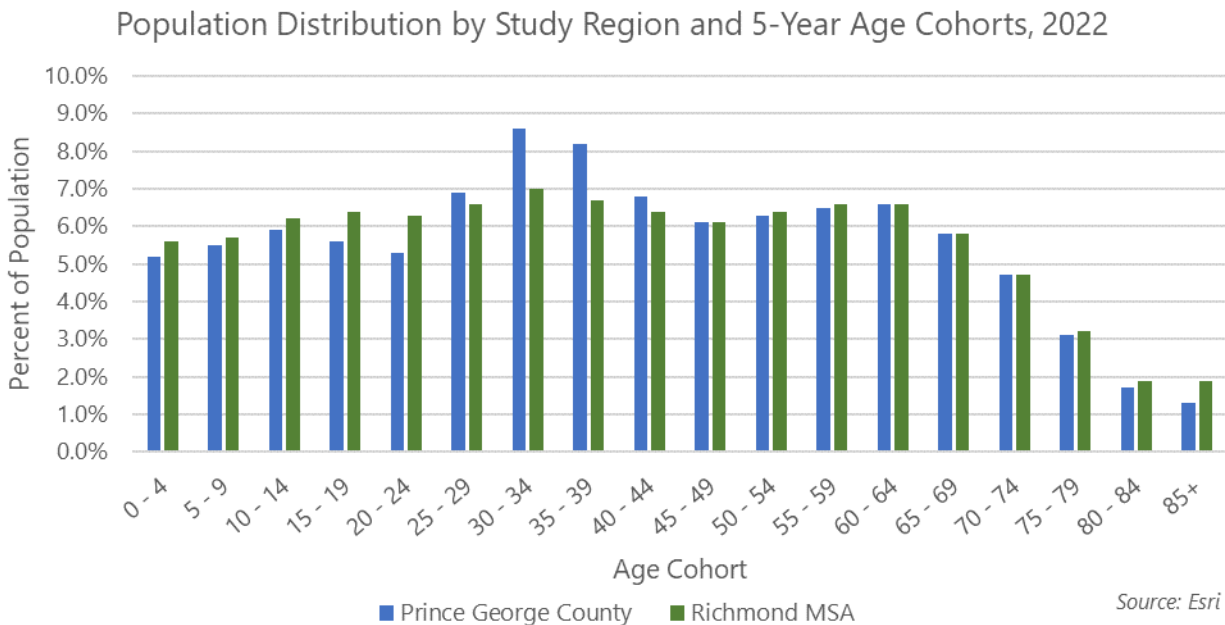


Source: Esri



Projections for 2022 show that Prince George County will continue to have a larger percentage of its population aging 25 to 39, compared to the MSA. For both study areas, the most significant change in age distribution from 2017 to 2022 is projected to occur in the 70 to 74 age cohort. Both study areas are projected to experience an estimated 1.0% increase to 4.7% in this age cohort.

Figure 3: Population Distribution by Study Region and 5-Year Age Cohorts, 2022



Race and Ethnicity

Both Prince George County (58.7%) and the Richmond MSA (59.9%) populations are predominately Caucasian, with significant African American populations at 31.6% and 29.8% respectively. Prince George County has a larger percentage of individuals identifying as Hispanic or as two or more races. By 2022, the Hispanic population of Prince George County is projected to increase to 10.5%.

Table 4: Population by Race and Ethnicity, 2017 - 2022

Population by Race and Ethnicity, 2017 - 2022				
Race and Ethnicity	Prince George County		Richmond MSA	
	2017	2022	2017	2022
White Alone	58.7%	57.2%	59.9%	58.5%
Black Alone	31.6%	31.2%	29.8%	29.6%
American Indian Alone	0.8%	0.9%	0.4%	0.5%
Asian Alone	2.1%	2.5%	4.1%	4.9%
Pacific Islander Alone	0.4%	0.5%	0.1%	0.1%
Some Other Race Alone	2.4%	2.8%	2.8%	3.2%
Two or More Races	4.0%	4.9%	2.8%	3.3%
Hispanic Origin (Any Race)	8.7%	10.5%	6.3%	7.3%

Source: Esri



Income

The 2017 median household income in Prince George County is \$63,464, approximately \$3,000 higher than that of the Richmond MSA. Median household income is projected to increase to slightly over \$69,000 for Prince George County by 2022 and to over \$65,000 for the MSA.

Table 5: Median Household Income by Study Area, 2017 - 2022

Median Household Income by Study Area, 2017 - 2022		
	2017	2022
Prince George County	\$ 63,464	\$ 69,021
Richmond MSA	\$ 60,462	\$ 65,471

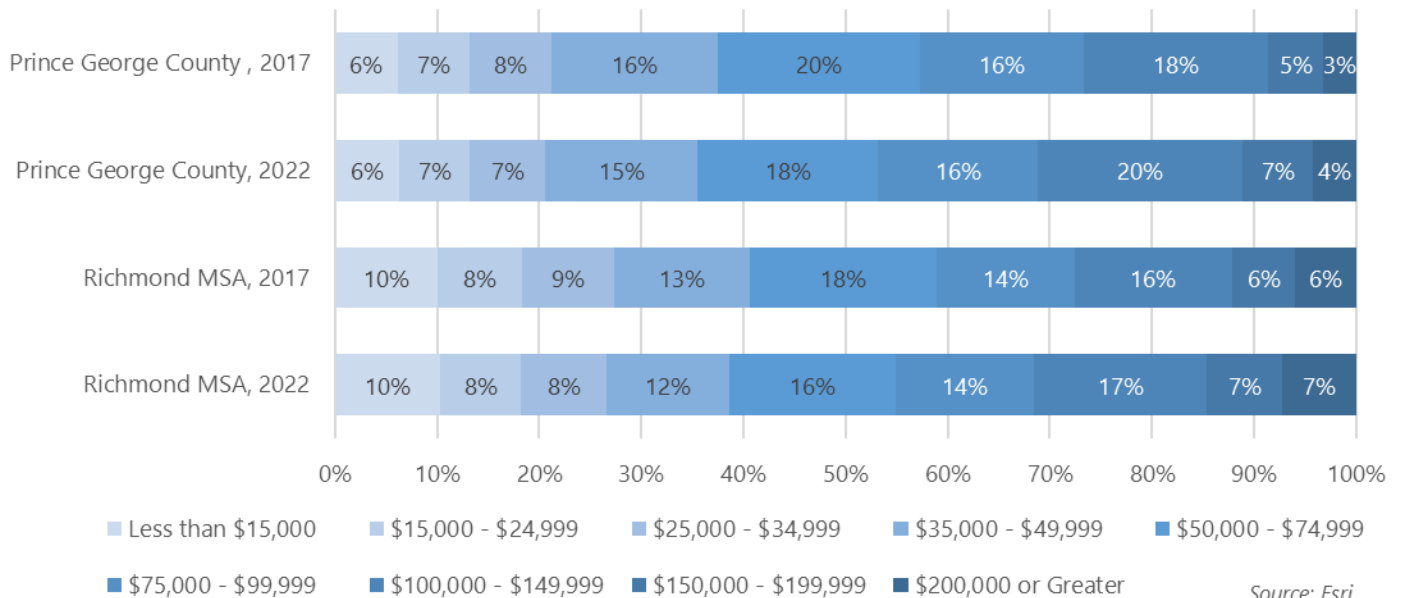
Source: Esri

As of 2017, households earning between \$50,000 and \$74,999 comprised the largest income cohort for both Prince George County and the Richmond MSA, at 20% and 18%, respectively. Households earning \$100,000 to \$149,000 made up the second largest cohort for both the county and MSA in 2017, at 18% and 16%, respectively.

Prince George County is projected to increase its percentage of households earning above \$100,000 by nearly 5% by 2022. Over the same period, the Richmond MSA is projected to experience a 4% increase in households earning \$100,000 or more, while income cohorts between \$35,000 and \$75,000 are projected to decrease slightly.

Figure 4: Distribution of Income by Study Area, 2017 - 2022

Distribution of Income by Study Area, 2017 - 2022

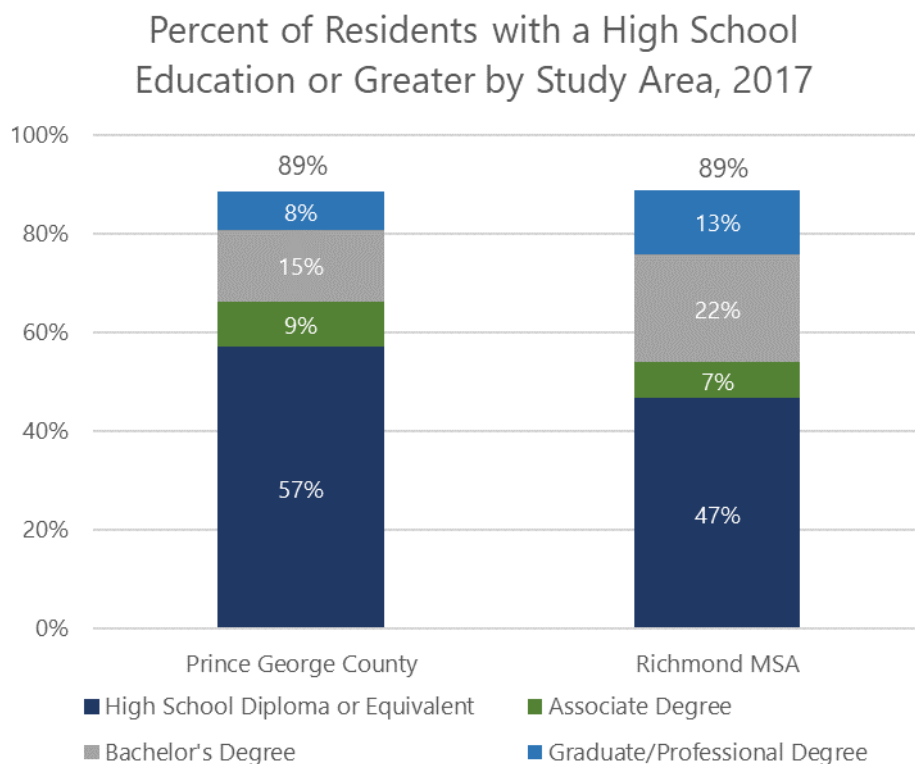




Educational Attainment

As of 2017, 89% of Prince George County residents age 25+ has achieved a high school education or greater. Similarly, 89% of the Richmond MSA population 25+ has a high school education or greater. However, the breakdown by degree awarded between the two study areas differs. Prince George County has a lower portion of the population with Bachelor's and Graduate degrees, at 23%, compared to the Richmond MSA at 35%.

Table 6: Percent of Residents with a High School Education or Greater by Study Area, 2017



Source: Esri

Labor Force and Unemployment Rate

As of 2017, the labor force in Prince George County is comprised of approximately 15,000 individuals. Unemployment is slightly higher in Prince George County, at 3.9%, compared to the Richmond MSA at 3.4% according to May 2018 unemployment figures.

Table 7: Labor Force and Unemployment by Study Area, 2016

Labor Force and Unemployment by Study Area, 2018		
	Prince George County	Richmond MSA
Labor Force Aged 16 + *	15,412	689,073
Labor Force Participation (2016)	61.6%	66.1%
Unemployment Rate*	3.9%	3.4%

*As of June 2018 from VirginiaLMI, not seasonally adjusted

Source: YesVirginia, Virginia LMI



PRINCE GEORGE COUNTY, VA

ECONOMIC DEVELOPMENT AND TOURISM STRATEGIC PLAN

Commuting Patterns¹⁷

Table 8: Prince George County Job Inflow/Outflow, 2015 displays the aggregate number of in-commuters and out-commuters within Prince George in 2015. Of the 12,951 workers who live in the county, nearly 11,000 travel outside of the county for work. Nearly 53%, or 7,847, of Prince George workers live outside the county. Note that these figures likely do not fully include the presence of Fort Lee and associated employment.

Table 8: Prince George County Job Inflow/Outflow, 2015

Prince George County Job Inflow/Outflow, 2015	
	Count
Live and Work in the County	1,973
Live in County, Work Outside	10,978
Work in County, Live Outside	7,847

Source: Census OnTheMap

Figure 5 below maps the locations where people who work in Prince George County, live. As of 2015, 9,820 people work in Prince George County. Approximately 20% of these workers live within Prince George County. Workers commonly commute from Chesterfield County (18%), Petersburg City (10%), Hopewell City (9%), and Dinwiddie County (7%). Other popular places from which Prince George workers commute include Colonial Heights City, Henrico County, Sussex County, Richmond City, and Hanover County. Darker colors represent higher number.

Similarly, Figure 6: Where Prince George Residents Work, 2015 maps the areas where Prince George County residents commute to for work. Nearly 18% of Prince George Residents work in Chesterfield County. Just over 15% of Prince George Residents live and work within Prince George County. Prince George residents also work in Richmond City (9%), Henrico County (9%), Petersburg City (8%), and Hopewell City (8%).

Figure 5: Where Prince George Workers Live, 2015

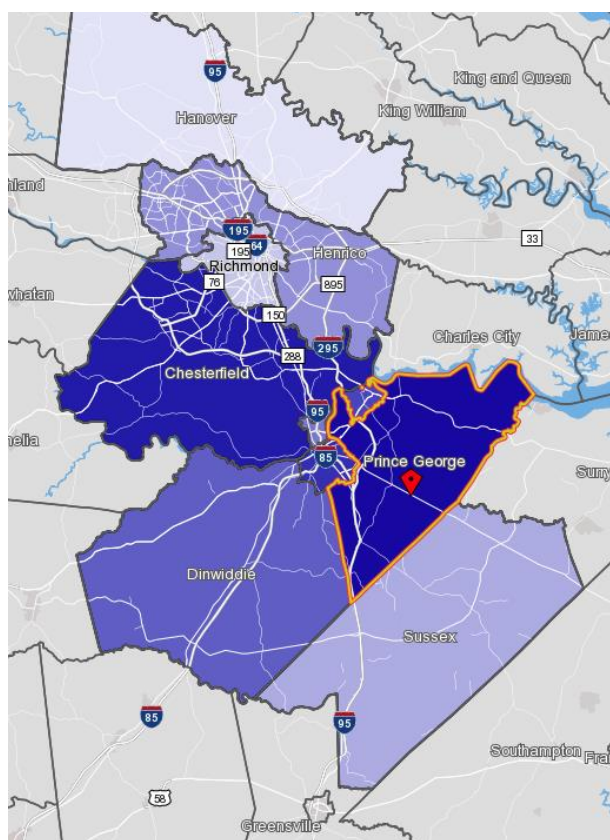
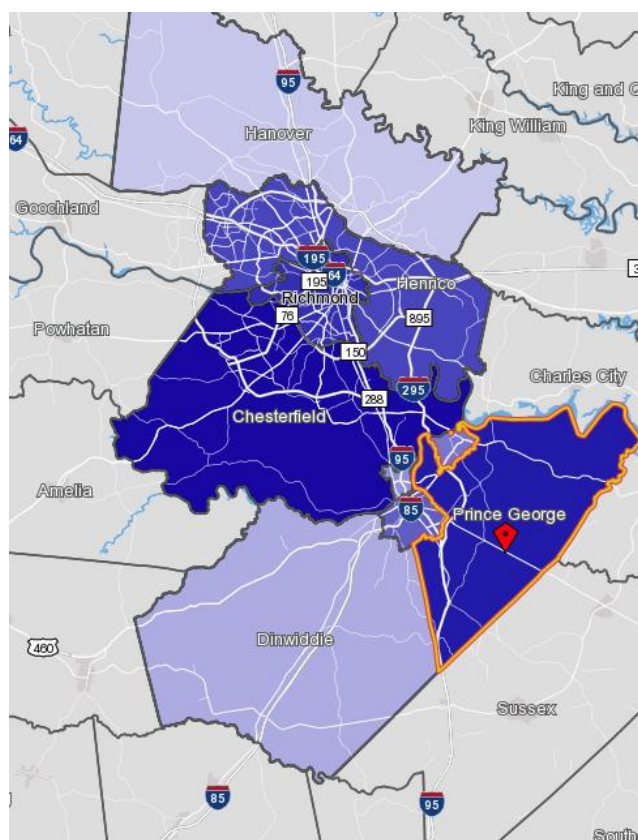


Figure 6: Where Prince George Residents Work, 2015



¹⁷ As noted above, some data sources, including this one, do not include Fort Lee specific data.



Economic Data and Trends Analysis

Historic and Projected Total Employment

Table 9 displays the industries in the Prince George County economy using the North American Industry Classification System (NAICS) at the 2-digit level. As of 2017, Prince George County has 24,680 workers. Overall, jobs in the county grew by 5% from 2012 to 2017, despite some industries reporting job losses. From 2017 to 2022, the county is projected to gain an additional 2,786 jobs for a growth rate of 11%. **Educational Services; Accommodation and Food Services; and Health Care and Social Assistance** are projected to grow by 43%, 30%, and 28%, respectively. **Government** is projected to serve as a large job contributor, adding an additional 1,321 jobs by 2022, for a growth rate of 8%. However, this projection is highly dependent on the presumed expansion of federal government employment¹⁸.

Table 9: Total Jobs in Prince George County, 2012 - 2022

Total Jobs in Prince George County, 2012 - 2022								
NAICS	Description	2012 Jobs	2017 Jobs	2022 Jobs	2012 - 2017 Change	2012 - 2017 % Change	2017 - 2022 Change	2017 - 2022 % Change
11	Agriculture, Forestry, Fishing and Hunting	34	27	27	(7)	(21%)	0	0%
21	Mining, Quarrying, and Oil and Gas Extraction	0	0	0	0	0%	0	0%
22	Utilities	<10	0	0	Insf. Data	Insf. Data	0	0%
23	Construction	586	667	755	81	14%	88	13%
31	Manufacturing	412	670	815	258	63%	145	22%
42	Wholesale Trade	579	562	610	(17)	(3%)	48	9%
44	Retail Trade	810	852	977	42	5%	125	15%
48	Transportation and Warehousing	1,620	1,723	1,841	103	6%	118	7%
51	Information	38	31	28	(7)	(18%)	(3)	(10%)
52	Finance and Insurance	115	105	112	(10)	(9%)	7	7%
53	Real Estate and Rental and Leasing	118	129	149	11	9%	20	16%
54	Professional, Scientific, and Technical Services	724	681	770	(43)	(6%)	89	13%
55	Management of Companies and Enterprises	68	58	59	(10)	(15%)	1	2%
56	Administrative and Support and Waste Management and Remediation Services	956	544	497	(412)	(43%)	(47)	(9%)
61	Educational Services	124	344	492	220	177%	148	43%
62	Health Care and Social Assistance	485	638	814	153	32%	176	28%
71	Arts, Entertainment, and Recreation	140	152	154	12	9%	2	1%
72	Accommodation and Food Services	625	1,258	1,630	633	101%	372	30%
81	Other Services (except Public Administration)	358	647	818	289	81%	171	26%
90	Government	15,662	15,589	16,910	(73)	(0%)	1,321	8%
99	Unclassified Industry	0	<10	<10	Insf. Data	Insf. Data	Insf. Data	Insf. Data
Total		23,454	24,680	27,466	1,226	5%	2,786	11%

Source: EMSI

¹⁸ Note that the "Utilities" line would not include the Prince George Electrical Coop because it is not a power generator. Rather, it would most likely be classified under "Other services".



The Richmond MSA outpaced Prince George County in past job growth with a growth rate of 7% over the 2012 to 2017 period. However, the projected growth in Richmond MSA growth lags Prince George County, at 6%.

Transportation and Warehousing is projected to grow by approximately 15%, adding 3,774 jobs across the Richmond MSA by 2022. **Administrative and Support and Waste Management and Remediation Services** continues to be a top growing industry in the MSA, projected to add 6,298 jobs by 2022. Similar to Prince George County, **Health Care and Social Assistance** is projected to contribute to job growth, adding over 10,400 jobs for a growth rate of 12%.

Table 10: Total Jobs in Richmond MSA, 2012 - 2022

Total Jobs in Richmond MSA, 2017 - 2022								
NAICS	Description	2012 Jobs	2017 Jobs	2022 Jobs	2012 - 2017 Change	2012 - 2017 % Change	2017 - 2022 Change	2017 - 2022 % Change
11	Agriculture, Forestry, Fishing and Hunting	2,154	2,164	2,148	10	0%	(16)	(1%)
21	Mining, Quarrying, and Oil and Gas Extraction	548	471	506	(77)	(14%)	35	7%
22	Utilities	1,750	1,892	2,043	142	8%	151	8%
23	Construction	37,542	41,374	42,667	3,832	10%	1,293	3%
31	Manufacturing	30,823	32,093	32,453	1,270	4%	360	1%
42	Wholesale Trade	24,257	24,851	26,117	594	2%	1,266	5%
44	Retail Trade	66,438	67,753	69,088	1,315	2%	1,335	2%
48	Transportation and Warehousing	17,861	25,307	29,081	7,446	42%	3,774	15%
51	Information	7,987	7,304	6,702	(683)	(9%)	(602)	(8%)
52	Finance and Insurance	38,390	39,692	41,917	1,302	3%	2,225	6%
53	Real Estate and Rental and Leasing	9,056	10,700	11,633	1,644	18%	933	9%
54	Professional, Scientific, and Technical Services	40,472	43,716	47,551	3,244	8%	3,835	9%
55	Management of Companies and Enterprises	21,056	21,512	20,704	456	2%	(808)	(4%)
56	Administrative and Support and Waste Management and Remediation Services	40,644	47,655	53,953	7,011	17%	6,298	13%
61	Educational Services	12,047	12,778	14,064	731	6%	1,286	10%
62	Health Care and Social Assistance	78,954	85,862	96,277	6,908	9%	10,415	12%
71	Arts, Entertainment, and Recreation	10,711	12,593	13,764	1,882	18%	1,171	9%
72	Accommodation and Food Services	46,413	52,915	57,213	6,502	14%	4,298	8%
81	Other Services (except Public Administration)	36,152	36,813	38,144	661	2%	1,331	4%
90	Government	125,959	125,277	128,935	(682)	(1%)	3,658	3%
99	Unclassified Industry	<10	1,180	1,916	Insf. Data	Insf. Data	736	62%
Total		649,219	693,901	736,877	44,682	7%	42,976	6%

Source: EMSI



The table below uses the Richmond MSA, State of Virginia, and the United States as comparison regions to gauge industry concentration in Prince George County. Prince George County has a significant proportion of **Government** jobs compared to other study areas, with 63.2% of total jobs in the county, compared to 18.1% in the MSA, 20.4% in the state, and 15.3% in the nation. The county lags the MSA, state, and nation in percentage of **Health Care and Social Assistance; Retail Trade; and Professional, Scientific, and Technical Services** jobs.

Table 11: Largest Industries by Study Area, 2017

Largest Industries by Study Area, 2017					
NAICS	Description	Prince George County	Richmond MSA	Virginia	United States
90	Government	63.2%	18.1%	20.4%	15.3%
48	Transportation and Warehousing	7.0%	3.6%	3.0%	3.5%
72	Accommodation and Food Services	5.1%	7.6%	8.1%	8.5%
44	Retail Trade	3.5%	9.8%	10.0%	10.4%
54	Professional, Scientific, and Technical Services	2.8%	6.3%	10.4%	6.4%
31	Manufacturing	2.7%	4.6%	5.5%	7.9%
23	Construction	2.7%	6.0%	5.4%	5.4%
81	Other Services (except Public Administration)	2.6%	5.3%	5.2%	4.8%
62	Health Care and Social Assistance	2.6%	12.4%	10.5%	12.6%
42	Wholesale Trade	2.3%	3.6%	2.6%	3.8%
56	Administrative and Support and Waste Management and Remediation Services	2.2%	6.9%	5.8%	6.2%
61	Educational Services	1.4%	1.8%	2.2%	2.6%
71	Arts, Entertainment, and Recreation	0.6%	1.8%	1.5%	1.7%
53	Real Estate and Rental and Leasing	0.5%	1.5%	1.5%	1.7%
52	Finance and Insurance	0.4%	5.7%	3.3%	3.9%
55	Management of Companies and Enterprises	0.2%	3.1%	1.7%	1.4%
51	Information	0.1%	1.1%	1.6%	1.9%
11	Agriculture, Forestry, Fishing and Hunting	0.1%	0.3%	0.6%	1.2%
99	Unclassified Industry	0.0%	0.2%	0.4%	0.2%
21	Mining, Quarrying, and Oil and Gas Extraction	0.0%	0.1%	0.1%	0.4%
22	Utilities	0.0%	0.3%	0.3%	0.4%
Total		100%	100%	100%	100%

Source: EMSI

Concentrated Industries: Location Quotient Analysis

Location Quotient (LQ) analysis compares a specific geographic region to a larger reference area by quantifying how concentrated a particular industry, demographic group, or other variable is as compared to the larger geography. In this section, employment by industry in Prince George County and the Richmond MSA is compared to Virginia to identify which industries are more highly concentrated in the region than at the state level.



LQ is calculated by dividing the percentage of jobs within each local industry by the percentage of jobs in the same industry at the state level. For example, if the finance and insurance industry accounts for 2% of jobs in a community, but at the national level this industry has 1% of the total jobs, the community has a LQ of 2.0 ($0.02 \div 0.01 = 2$). In this example, the local community employs twice as many individuals in the industry as expected based on state employment patterns. Typically, only values above 1.20 or below 0.80 are considered “significant” findings in LQ analysis. Industries with a high LQ and high employment numbers are assumed to produce more than what is needed locally (i.e. a surplus) and export their products and services.

The following table contains the results of the national LQ analysis for Prince George County at the 4-

digit level for 2012 to 2017. In Prince George County, **Federal Government, Military; Federal Government, Civilian; and Warehousing and Storage** are among the top industries by LQ, with high employment and high concentrations. **Alumina and Aluminum Production and Processing** is the second most concentrated 4-digit industry with an LQ of 22.68. The Rolls-Royce Crosspoint manufacturing facility, which manufacturing advanced engine components for aircrafts, is the only establishment included in the **Alumina and Aluminum Production and Processing** industry.

Table 12: Prince George County Top 20 Industries by Concentration, 2012 - 2017

Prince George County Top 20 Industries by Concentration, 2012 - 2017						
NAICS	Description	2012 Jobs	2017 Jobs	2012 - 2017 Change	2012 - 2017 % Change	2017 Location Quotient
9012	Federal Government, Military	8,591	8,894	303	4%	28.88
3313	Alumina and Aluminum Production and Processing	76	203	127	167%	22.68
9011	Federal Government, Civilian	5,258	4,828	(430)	(8%)	10.77
4931	Warehousing and Storage	1,352	1,342	(10)	(1%)	9.09
4237	Hardware, and Plumbing and Heating Equipment and Supplies Merchant Wholesalers	80	218	138	173%	5.51
8113	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	47	163	116	247%	4.28
3362	Motor Vehicle Body and Trailer Manufacturing	<10	99	Insf. Data	Insf. Data	4.18
3259	Other Chemical Product and Preparation Manufacturing	87	48	(39)	(45%)	3.76
5612	Facilities Support Services	335	76	(259)	(77%)	3.35
4884	Support Activities for Road Transportation	71	53	(18)	(25%)	2.98
4231	Motor Vehicle and Motor Vehicle Parts and Supplies Merchant Wholesalers	206	155	(51)	(25%)	2.92
4842	Specialized Freight Trucking	82	200	118	144%	2.76
3399	Other Miscellaneous Manufacturing	33	131	98	297%	2.64
5629	Remediation and Other Waste Management Services	28	56	28	100%	2.43
8133	Social Advocacy Organizations	<10	77	Insf. Data	Insf. Data	2.34
4542	Vending Machine Operators	24	15	(9)	(38%)	2.18
1142	Hunting and Trapping	<10	<10	Insf. Data	Insf. Data	1.99
4412	Other Motor Vehicle Dealers	42	48	6	14%	1.97
4543	Direct Selling Establishments	50	55	5	10%	1.73
3323	Architectural and Structural Metals Manufacturing	87	97	10	11%	1.67

Source: EMSI



Projections indicate that the top two concentrated **Federal Government, Military**; and **Alumina and Aluminum Production and Processing** will increase their concentrations from an LQ of 28.88 to 31.10 and from 22.68 to 27.76, respectively. **Federal Government, Civilian** and **Warehousing and Storage** are projected to remain highly concentrated industries, but projected job losses have the potential to result in reduced concentrations. From 2017 to 2022, **Federal Government, Civilian** anticipates a 1% reduction in jobs, reducing its LQ from 10.77 to 10.43. Similarly, a 2% reduction in **Warehousing and Storage** jobs is projected to lower its LQ from 9.09 to 7.58 by 2022.

Table 13: Prince George County Top 20 Industries by Concentration, 2017 – 2022

Prince George County Top 20 Industries by Concentration, 2017 - 2022						
NAICS	Description	2017 Jobs	2022 Jobs	2017 - 2022 Change	2017 - 2022 % Change	2022 Location Quotient
9012	Federal Government, Military	8,894	10,162	1,268	14%	31.10
3313	Alumina and Aluminum Production and Processing	203	261	58	29%	27.76
9011	Federal Government, Civilian	4,828	4,774	(54)	(1%)	10.43
4931	Warehousing and Storage	1,342	1,320	(22)	(2%)	7.58
4237	Hardware, and Plumbing and Heating Equipment and Supplies Merchant Wholesalers	218	265	47	22%	6.16
8113	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	163	244	81	50%	5.74
3362	Motor Vehicle Body and Trailer Manufacturing	99	137	38	38%	5.18
4842	Specialized Freight Trucking	200	293	93	47%	3.65
3399	Other Miscellaneous Manufacturing	131	180	49	37%	3.54
5629	Remediation and Other Waste Management Services	56	88	32	57%	3.28
3259	Other Chemical Product and Preparation Manufacturing	48	38	(10)	(21%)	2.93
4884	Support Activities for Road Transportation	53	61	8	15%	2.89
8133	Social Advocacy Organizations	77	104	27	35%	2.79
4231	Motor Vehicle and Motor Vehicle Parts and Supplies Merchant Wholesalers	155	146	(9)	(6%)	2.49
4412	Other Motor Vehicle Dealers	48	58	10	21%	2.16
4542	Vending Machine Operators	15	14	(1)	(7%)	2.10
1142	Hunting and Trapping	<10	<10	Insf. Data	Insf. Data	1.88
4543	Direct Selling Establishments	55	57	2	4%	1.80
3323	Architectural and Structural Metals Manufacturing	97	112	15	15%	1.76
5612	Facilities Support Services	76	37	(39)	(51%)	1.36

Source: EMSI



Competitive Analysis: Shift Share Analysis

Shift Share Analysis distinguishes an industry's employment growth in a specific area that is attributable to local competitive advantages or disadvantages from growth which is attributable to overall national employment trends or national employment trends in that industry.

The shift share analysis helps to answer the question of, *"Why is employment growing or declining in this local industry?"* To do this, shift share analysis splits regional job growth into three components: national change effect, industrial mix effect, and regional competitiveness effect. The following tables show the areas where Prince George County and the Richmond MSA have a particular competitive advantage compared to the other geographies (past and projected). A shift share analysis is based on four factors:

- **Industrial Mix Effect** – The industrial mix effect represents the share of regional industry growth explained by the growth of the specific industry at the national level. To arrive at this number, the national growth rate of the total economy is subtracted from the national growth rate of the specific industry, and this growth percentage is applied to the regional jobs in that industry.
- **National Growth Effect** – The national growth effect explains how much of the regional industry's growth is explained by the overall growth of the national economy: if the nation's whole economy is growing, you would generally expect to see some positive change in each industry in your local region (the proverbial "rising tide that lifts all boats" analogy).
- **Expected Change** – This is simply the rate of growth of the particular industry at the national level. Algebraically, the expected change is the sum of the industrial mix and the national growth.
- **Regional Competitive Effect** – The regional competitive effect is the most interesting of the three indicators. It explains how much of the change in a given industry is due to some unique competitive advantage that the region possesses, because the growth cannot be explained by national trends in that industry or the economy as whole. This effect is calculated by taking the total regional growth of the given industry and subtracting the national growth for that same industry. Note that this effect can be positive even as regional employment in the industry declines. This would indicate that regional decline is less than the national decline.



Table 14 below displays the shift share analysis for Prince George County from 2012 to 2017. If Prince George County's economy had mirrored national industry trends and overall national job growth, the County would have added approximately 1,007 jobs between 2012 and 2017. Instead, it gained 1,226 jobs. This difference, known as the Competitive Effect, is a result of the unique characteristics of the region that contributed to a job gain. Prince George County has a competitive advantage relative to other parts of the nation in a few industries, including **Accommodation and Food Services; Other Services (except Public Administration); Manufacturing; Educational Services; and Health Care and Social Assistance**. Of the industries that showed a positive competitive effect, **Accommodation and Food Services** showed a significant positive competitive effect of 548, indicating that Prince George County has a unique competitive advantage in that industry.

Table 14: Prince George County Shift Share Analysis, 2012 - 2017

Prince George County Shift Share Analysis, 2012 - 2017									
NAICS	Description	2012 Jobs	2017 Jobs	2012 - 2017	2012 - 2017 %	Ind. Mix Effect	Nat'l Growth	Expected Change	Competitive Effect
11	Agriculture, Forestry, Fishing and Hunting	34	27	(7)	(21%)	(2)	2	0	(9)
21	Mining, Quarrying, and Oil and Gas Extraction	0	0	0	0%	0	0	0	0
22	Utilities	<10	0	Insf. Data	Insf. Data	(0)	0	0	(0)
23	Construction	586	667	81	14%	43	42	85	(5)
31	Manufacturing	412	670	258	63%	(16)	30	14	244
42	Wholesale Trade	579	562	(17)	(3%)	(23)	42	19	(36)
44	Retail Trade	810	852	42	5%	(8)	58	50	(8)
48	Transportation and Warehousing	1,620	1,723	103	6%	137	117	254	(151)
51	Information	38	31	(7)	(18%)	(1)	3	2	(9)
52	Finance and Insurance	115	105	(10)	(9%)	(3)	8	5	(15)
53	Real Estate and Rental and Leasing	118	129	11	9%	3	9	12	(1)
54	Professional, Scientific, and Technical Services	724	681	(43)	(6%)	31	52	83	(126)
55	Management of Companies and Enterprises	68	58	(10)	(15%)	3	5	8	(19)
56	Administrative and Support and Waste Management and Remediation Services	956	544	(412)	(43%)	40	69	109	(521)
61	Educational Services	124	344	220	177%	2	9	11	209
62	Health Care and Social Assistance	485	638	153	32%	14	35	49	104
71	Arts, Entertainment, and Recreation	140	152	12	9%	8	10	18	(7)
72	Accommodation and Food Services	625	1,258	633	101%	40	45	85	548
81	Other Services (except Public Administration)	358	647	289	81%	(27)	26	(1)	290
90	Government	15,662	15,589	(73)	(0%)	(928)	1,131	203	(276)
99	Unclassified Industry	0	<10	Insf. Data	Insf. Data	1	0	1	4
Total		23,454	24,680	1,226	5%	(686)	1,693	1,007	219

Source: EMSI



The table below compares Prince George County's competitive effect to the Richmond MSA and Virginia. Overall, Prince George County showed the highest competitive effect, at 219, while the MSA and state underperformed with competitive effects of -2,443 and -112,126, respectively. Prince George County demonstrated a strong competitive effect in **Accommodation and Food Services** and **Manufacturing** in comparison to the Richmond MSA and Virginia.

Table 15: Competitive Effect Comparison, 2012 - 2017

Competitive Effect Comparison, 2012 - 2017				
NAICS	Description	Prince George County	Richmond MSA	Virginia
11	Agriculture, Forestry, Fishing and Hunting	(9)	(46)	252
21	Mining, Quarrying, and Oil and Gas Extraction	0	57	(1,079)
22	Utilities	(0)	113	62
23	Construction	(5)	(1,643)	(25,655)
31	Manufacturing	244	216	(6,728)
42	Wholesale Trade	(36)	(205)	(4,748)
44	Retail Trade	(8)	(2,795)	(14,106)
48	Transportation and Warehousing	(151)	4,645	(2,351)
51	Information	(9)	(1,116)	(7,503)
52	Finance and Insurance	(15)	(368)	1,785
53	Real Estate and Rental and Leasing	(1)	778	(3,380)
54	Professional, Scientific, and Technical Services	(126)	(1,419)	(29,136)
55	Management of Companies and Enterprises	(19)	(2,074)	(12,375)
56	Administrative and Support and Waste Management and Remediation Services	(521)	2,380	(4,633)
61	Educational Services	209	(286)	896
62	Health Care and Social Assistance	104	(999)	(3,590)
71	Arts, Entertainment, and Recreation	(7)	479	345
72	Accommodation and Food Services	548	187	(7,759)
81	Other Services (except Public Administration)	290	788	8,388
90	Government	(276)	(2,312)	(9,492)
99	Unclassified Industry	4	1,175	8,682
Total		219	(2,443)	(112,126)

Source: EMSI



Table 16, below, examines the projected competitive effect in Prince George County from 2017 to 2022. Prince George County is projected to experience a greater competitive effect by 2022. Based on national job growth trends, Prince George County's economy would be expected to add an additional 1,006 jobs from 2017 to 2022. However, due to unique characteristics in the county, Prince George County is actually projected to add 2,786 jobs for a competitive effect of 1,781. The majority of the industries in Prince George County are projected to have a competitive advantage relative to other parts of the nation. Industries with the highest competitive advantage include **Government**, **Accommodation and Food Services**, and **Manufacturing**, with competitive effects of 911, 281, and 139, respectively.

Table 16: Prince George County Shift Share Analysis, 2017 - 2022

Prince George County Shift Share Analysis, 2017 - 2022									
NAICS	Description	2017 Jobs	2022 Jobs	2017 - 2022	2017 - 2022 %	Ind. Mix Effect	Nat'l Growth	Expected Change	Competitive Effect
11	Agriculture, Forestry, Fishing and Hunting	27	27	0	0%	(1)	2	1	(0)
21	Mining, Quarrying, and Oil and Gas Extraction	0	0	0	0%	0	0	0	0
22	Utilities	0	0	0	0	0	0	0	0
23	Construction	667	755	88	13%	(4)	40	36	51
31	Manufacturing	670	815	145	22%	(34)	40	6	139
42	Wholesale Trade	562	610	48	9%	(7)	33	26	22
44	Retail Trade	852	977	125	15%	(13)	51	38	88
48	Transportation and Warehousing	1,723	1,841	118	7%	21	103	124	(6)
51	Information	31	28	(3)	(10%)	(1)	2	1	(4)
52	Finance and Insurance	105	112	7	7%	(1)	6	5	2
53	Real Estate and Rental and Leasing	129	149	20	16%	(1)	8	7	14
54	Professional, Scientific, and Technical Services	681	770	89	13%	21	41	62	27
55	Management of Companies and Enterprises	58	59	1	2%	0	3	3	(3)
56	Administrative and Support and Waste Management and Remediation Services	544	497	(47)	(9%)	9	32	41	(89)
61	Educational Services	344	492	148	43%	12	20	32	116
62	Health Care and Social Assistance	638	814	176	28%	38	38	76	100
71	Arts, Entertainment, and Recreation	152	154	2	1%	3	9	12	(10)
72	Accommodation and Food Services	1,258	1,630	372	30%	16	75	91	281
81	Other Services (except Public Administration)	647	818	171	26%	(6)	39	33	138
90	Government	15,589	16,910	1,321	8%	(520)	930	410	911
99	Unclassified Industry	<10	<10	Insf. Data	Insf. Data	1	0	1	2
Total		24,680	27,466	2,786	11%	(466)	1,472	1,006	1,781

Source: EMSI



Comparing Prince George County to the MSA and the state shows that the county is projected retain the highest competitive effect into 2022, of 1,781, compared to 880 for the MSA and -34,621 for the state. All study areas are projected to underperform in the **Management of Companies and Enterprises** and **Information** industries.

Table 17: Competitive Effect Comparison, 2017 - 2022

Competitive Effect Comparison, 2017 - 2022				
NAICS	Description	Prince George County	Richmond MSA	Virginia
11	Agriculture, Forestry, Fishing and Hunting	(0)	(54)	200
21	Mining, Quarrying, and Oil and Gas Extraction	0	23	(382)
22	Utilities	0	103	(144)
23	Construction	51	(944)	(11,730)
31	Manufacturing	139	67	2,230
42	Wholesale Trade	22	86	(44)
44	Retail Trade	88	(1,662)	(6,639)
48	Transportation and Warehousing	(6)	1,953	(504)
51	Information	(4)	(826)	(5,927)
52	Finance and Insurance	2	203	3,629
53	Real Estate and Rental and Leasing	14	414	(1,223)
54	Professional, Scientific, and Technical Services	27	(98)	(7,715)
55	Management of Companies and Enterprises	(3)	(2,205)	(7,094)
56	Administrative and Support and Waste Management and Remediation Services	(89)	2,659	237
61	Educational Services	116	63	2,531
62	Health Care and Social Assistance	100	176	3,771
71	Arts, Entertainment, and Recreation	(10)	192	1,240
72	Accommodation and Food Services	281	465	(4,758)
81	Other Services (except Public Administration)	138	(525)	1,381
90	Government	911	369	(7,066)
99	Unclassified Industry	2	422	3,384
Total		1,781	880	(34,621)

Source: EMSI



Top Occupations

The table below examines the top ten occupations in Prince George County based on 2017 jobs. Occupations are shown using Standard Occupational Classification (SOC)¹⁹ codes. Not surprisingly, the top category is **Military occupations**, with 8,894 jobs and average earnings of \$22.50 per hour. **Laborers and Freight, Stock and Material Movers, Hand** is the second most prominent occupation with 444 jobs in the county. **Combined Food Preparation and Serving Workers, Including Fast Food** has shown high growth in the last five years, growing by 260 workers or 153%. This growth has landed this occupation as the third most prominent occupation in the county and a positive competitive effect of 231. Earnings for **Combined Food Preparation and Serving Workers, Including Fast Food** are low at \$10.07 per hour. Of the top ten occupations in the county, **Management Analysts** has the highest average hourly earnings at \$33.96 an hour.

Table 18: Top Occupations in Prince George County, 2012 - 2017

Top Occupations in Prince George County, 2012 - 2017										
SOC	Description	2012 Jobs	2017 Jobs	2012 - 2017 Change	2012 - 2017 % Change	Occ. Mix Effect	Nat'l Growth Effect	Expected Change	Competitive Effect	Avg. Hourly Earnings
55-9999	Military occupations	8,591	8,894	303	4%	(912)	620	(292)	595	\$22.50
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	451	444	(7)	(2%)	20	33	53	(60)	\$15.18
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	170	430	260	153%	17	12	29	231	\$10.07
13-1199	Business Operations Specialists, All Other	382	356	(26)	(7%)	(1)	28	27	(52)	\$33.96
53-3032	Heavy and Tractor-Trailer Truck Drivers	248	336	88	35%	2	18	20	68	\$22.13
43-9061	Office Clerks, General	303	317	14	5%	(4)	22	18	(4)	\$13.79
29-1141	Registered Nurses	311	301	(10)	(3%)	2	22	24	(34)	\$29.67
13-1111	Management Analysts	286	260	(26)	(9%)	7	21	28	(53)	\$35.72
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	278	244	(34)	(12%)	(0)	20	20	(53)	\$11.96
43-5081	Stock Clerks and Order Fillers	231	241	10	4%	(1)	17	16	(5)	\$12.92

Source: EMSI

¹⁹ Standard Occupational Classification (SOC) system is used by Federal statistical agencies to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data. Detailed occupations are grouped in the SOC based similar job duties, and in some cases skills, education and/or training.



Looking forward to 2022, **Military occupations** will remain the top occupation in Prince George County with approximately 10,162 jobs. **Combined Food Preparation and Serving Workers, Including Fast Food** is projected to add an additional 168 jobs from 2017 to 2022, making it the second most prominent occupation in the county. There will be a projected 465 **Laborers and Freight, Stock and Material Movers, Hand** jobs by 2022. This category is anticipated to grow 5% by 2022, increasing its competitive effect from -60 to -8.

Table 19: Top Occupations in Prince George County, 2017 - 2022

Top Occupations in Prince George County, 2017 - 2022										
SOC	Description	2017 Jobs	2022 Jobs	2017 - 2022 Change	2017 - 2022 % Change	Occ. Mix Effect	Nat'l Growth Effect	Expected Change	Competitive Effect	Avg. Hourly Earnings
55-9999	Military occupations	8,894	10,162	1,268	14%	(437)	530	93	1,175	\$22.50
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	430	598	168	39%	15	26	41	127	\$10.07
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	444	465	21	5%	3	26	29	(8)	\$15.18
53-3032	Heavy and Tractor-Trailer Truck Drivers	336	423	87	26%	(1)	20	19	68	\$22.13
13-1199	Business Operations Specialists, All Other	356	360	4	1%	(1)	21	20	(16)	\$33.96
43-9061	Office Clerks, General	317	345	28	9%	(4)	19	15	13	\$13.79
29-1141	Registered Nurses	301	307	6	2%	11	18	29	(23)	\$29.67
13-1111	Management Analysts	260	258	(2)	(1%)	7	15	22	(24)	\$35.72
41-2031	Retail Salespersons	204	255	51	25%	(3)	12	9	41	\$11.15
43-5081	Stock Clerks and Order Fillers	241	247	6	2%	(2)	14	12	(7)	\$12.92

Source: EMSI



Housing Analysis

Housing Stock

The makeup of housing units across all study areas trends toward detached, single-family houses. There are approximately 9,055 detached, single-family houses in Prince George County, or 74.0% of the housing stock. This is a greater portion compared to the MSA, state, and nation, where housing stocks are comprised of 69.4%, 61.7%, and 61.6% detached, single-family houses, respectively. Prince George County has a lower prevalence of multifamily homes and a higher prevalence of mobile homes compared to the other study areas.

Table 20: Housing Units by Study Area, 2016

Housing Units by Study Area, 2016					
Housing Type	Prince George County		Richmond MSA	Virginia	United States
	#	%	%	%	%
1 Detached Unit	9,055	74.0%	69.4%	61.7%	61.6%
1 Attached Unit	1,271	10.4%	6.4%	11.1%	5.8%
2 Units	155	1.3%	1.9%	1.7%	3.7%
3 or 4 Units	122	1.0%	3.5%	2.8%	4.4%
5 to 9 Units	198	1.6%	5.1%	4.6%	4.8%
10 to 19 Units	244	2.0%	5.5%	5.8%	4.5%
20 or More Units	126	1.0%	5.8%	7.1%	8.7%
Mobile Homes	1,066	8.7%	2.4%	5.1%	6.3%
Boat, RV, Van, etc.	-	0.0%	0.0%	0.0%	0.1%

Source: ACS 5-Year Estimates

Prince George County housing stock is newer than that of the MSA, state, and nation. The vast majority of Prince George housing was built between 1970 and 2009.

Table 21: Housing Age by Study Area, 2016

Housing Age by Study Area, 2016				
	Prince George County	Richmond MSA	Virginia	United States
Built 2014 or later	0.7%	0.4%	0.4%	0.4%
Built 2010 to 2013	5.9%	2.5%	2.4%	1.9%
Built 2000 to 2009	21.5%	15.7%	15.9%	14.7%
Built 1990 to 1999	21.9%	15.6%	16.2%	14.0%
Built 1980 to 1989	15.8%	16.0%	16.7%	13.7%
Built 1970 to 1979	17.7%	15.9%	16.2%	15.6%
Built 1960 to 1969	7.4%	10.1%	10.9%	10.9%
Built 1950 to 1959	5.7%	10.0%	9.2%	10.6%
Built 1940 to 1949	0.8%	4.4%	4.6%	5.2%
Built 1939 or earlier	2.6%	9.5%	7.6%	13.0%

Source: ACS 5-Year Estimates



As of 2015, the median year built for Prince George County was 1990, indicating that half of the housing stock was built after 1990. This is much newer than the MSA, state and nation at 1980, 1980 and 1876 respectively.

Table 22: Median Year Built, 2015

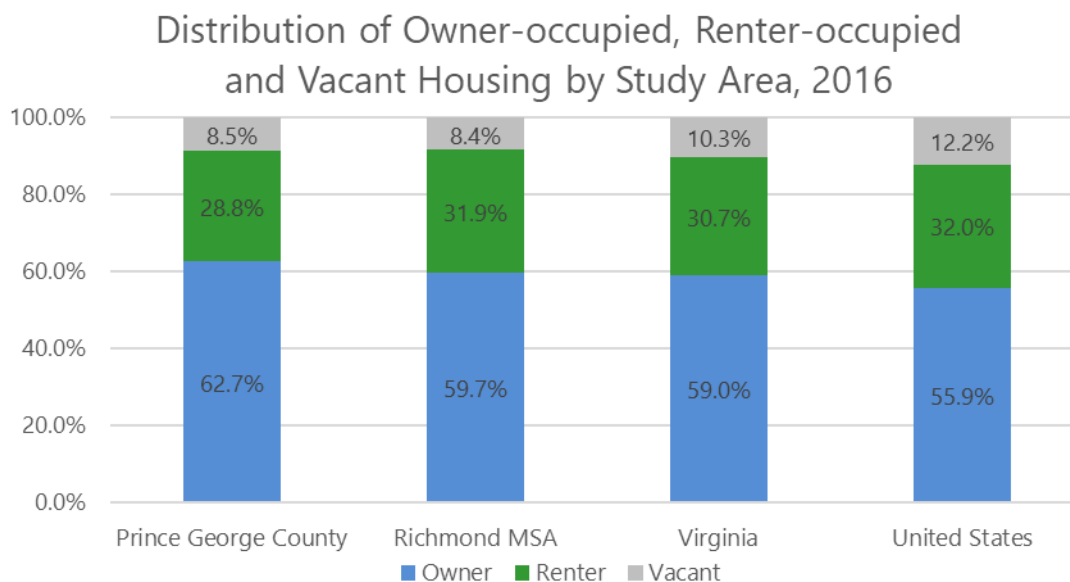
Median Year Built, 2015			
Prince George County	Richmond MSA	Virginia	United States
1990	1980	1980	1876

Source: ACS 5-Year Estimates

Owner vs Renters

The figure below displays the percentage of owner-occupied, renter-occupied, and vacant housing across the four study areas. Renter-occupied housing units were less prominent across Prince George County (28.8%) compared to the Richmond MSA (31.9%), Virginia (30.7%), and the United States (32.0%). Similarly, Prince George County had the highest percentage of owner-occupied housing with 62.7% owned-occupied compared to 59.7% in the MSA, 59.0% in the state, and 55.9% at the national level. Vacancy rates ranged from 8.4% in the MSA to 12.2% at the national level.

Figure 7: Distribution of Owner-occupied, Renter-occupied, and Vacant Housing by Study Area, 2016





Housing Price Points

Among housing units with a mortgage, Prince George County has the lowest average value, at approximately \$229,000, while Virginia has the highest average value for housing units, with a mortgage at approximately \$328,000. Conversely, Prince George County has the highest average value for housing units without a mortgage, at over \$294,000. The lowest home value without a mortgage is seen at a national level, with an average value just over \$227,000.

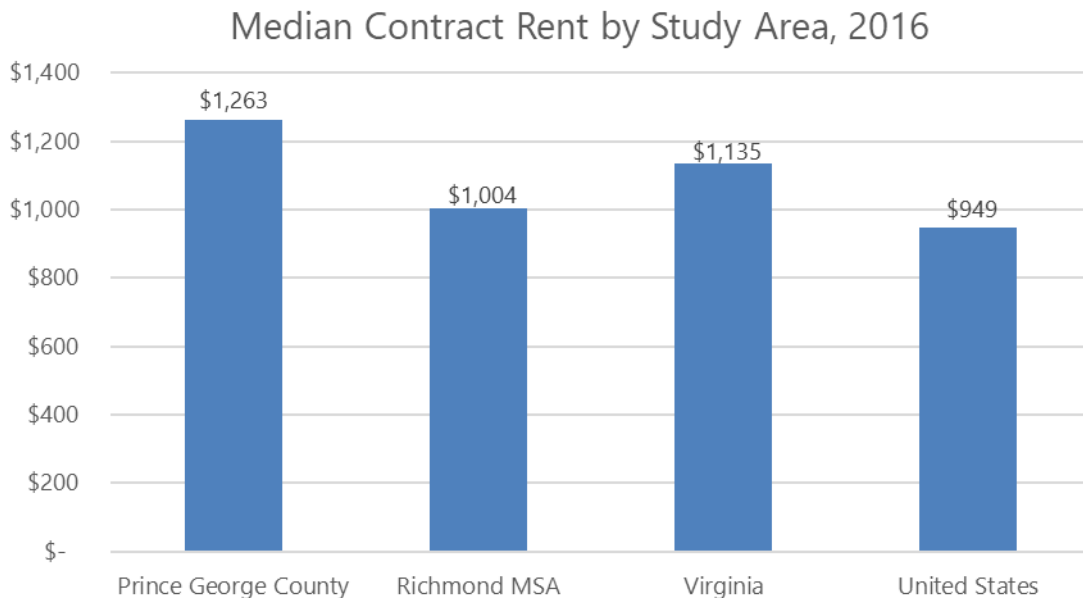
Table 23: Housing Units Average Value by Study Area, 2015

Housing Units Average Value by Study Area, 2015				
Mortgage Status	Prince George County	Richmond MSA	Virginia	United States
Housing units with a mortgage	\$ 228,876	\$ 257,775	\$ 328,295	\$ 270,012
Housing units without a mortgage	\$ 294,255	\$ 240,973	\$ 264,854	\$ 227,193

Source: ACS 5-Year Estimates

Median contract rent represents the price point at which 50% of the market pays above and 50% pays below for rental units in each study area. Median contract rent for Prince George County is \$1,263 per month. Prince George County has a significantly higher median contract rent than the other study areas, signifying that overall price points in the area are higher and rental units in Prince George County are less affordable than the other geographies. Prince George County's rent prices align more with values at the state level than at the more local MSA level.

Figure 8: Median Contract Rent by Study Area, 2016



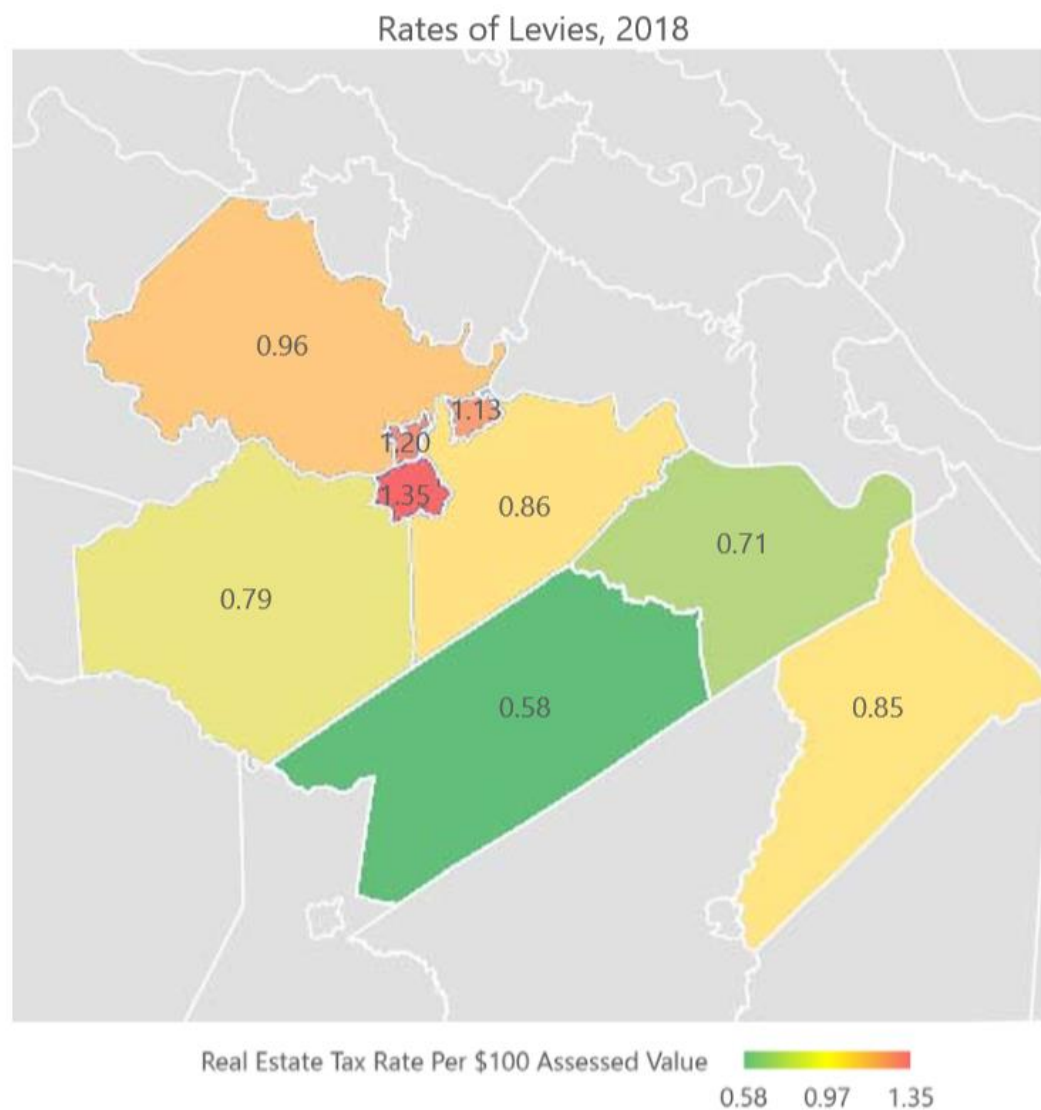
Source: ACS 5-Year Estimates



Real Estate Tax Rates

Real estate tax rates were examined for a further understanding of housing affordability in Prince George County compared to the Richmond MSA. Figure 9, below, displays the real estate tax rates per \$100 assessed value for Prince George County and nearby localities. Tax rates above Prince George County's tax rate of 0.86 per \$100 assessed value are represented in warm tones of yellow, orange and red. Tax rates below Prince George County's rate are represented in cool tones of green. The localities to the northeast of Prince George including Chesterfield (0.96), Hopewell (1.13), Colonial Heights (1.20), and Petersburg (1.35) have tax rates represented in warm tones of yellow, orange, and red, indicating that they have higher tax rates than Prince George County. Conversely, localities to the south and southwest of Prince George County have lower real estate tax rates. Prince George County has a competitive advantage against localities with higher levies in terms of housing because there is less of a tax burden.

Figure 9: Rates of Levies, 2018



Source: Proposed Prince George County Budget



Tourism Analysis

National Tourism Trends

Tourism encompasses all visitor spending during travel for business or leisure. The tourism industry in the United States currently produces upward of \$932.6 billion in revenue and supports over \$188.0 billion in wages annually.

Furthermore, tourism in the United States is anticipated to grow at an annualized rate of 1.8% from 2017 to 2022.²⁰ In 2016, U.S. domestic travel accounted for approximately 2.2 billion person-trips.^{21, 22} Approximately 79.2% of U.S. domestic travel demand is derived from leisure travel, including travel for purposes such as vacations, visiting friends or family, and attending events.²³ Domestic travel is projected to increase an annualized 1.9% over five years to 2022.

Tourism impacts the national economy through traveler spending, job creation, and tax revenue. Traveler expenditure from domestic and international travelers reached \$990 billion in 2016, and is projected to grow at a rate of 3.1% into 2017. This spending directly supported 8.6 million jobs, a payroll of \$248.2 billion, and \$157.8 billion in tax revenue in 2016.²⁴

Travelers are embracing experiences engrossed in local features and culture and the tourism market is evolving to incorporate experiences into aspects of traditional traveling. Some of this change is accredited to the coming of age of millennials who travel more and are more passionate about travel in comparison to previous generations, such as Baby Boomers or Gen X. Destinations and businesses that can promise travelers quality experiences will prosper in this new age of tourism.

The hotel industry has responded to the demand for experiences by expanding from traditional hotels that serve as a place to rest your head at night to establishments that aid travelers in developing experiences. Hotels are adapting communal spaces, and local design touches in addition to providing digital connectivity throughout. Hotel businesses are shifting towards smaller buildings in more hospitable locations that prioritize convenience to events and attractions. Additionally, the industry is being affected by the sharing economy through house sharing companies such as AirBnB. These accommodations allow visitors to attain a single room, entire home, loft, or boat that offers a local experience unparalleled to a traditional hotel, often for a reduced cost.

“Activities” are the third largest segment of travel revenue, accounting for 10% of global travel revenue and projected to reach \$183 billion by 2020.²⁵ Activities that make up this segment include tours, attractions, and events at travel destinations. Further capitalizing on traveler experience, travel companies and hotels have begun integrating tours and activities into their online platforms. This allows for an additional revenue stream, while providing fast and simple options for customers to add when customizing their travel plans.

Another trend impacting the national tourism industry is the presence of technology. Various technological advancements across the industry have reduced labor costs and enhanced customer service. Online booking services and kiosk/online check-in services have reduced the number of hotel concierges needed to fulfill accommodation services. Additionally, consumers can be greatly impacted by online reviews when choosing a tourist location, hotel, activity, etc. and therefore, maintaining a positive online presence is crucial in generating future demand.

²⁰ IBIS Tourism in the US

²¹ A person-trip is defined as one person on a trip away from home overnight in paid accommodations, or on a day or overnight trip to places 50 miles or more, one way, away from home.

²² U.S. Travel Association “The Economic Impact of Domestic Travel on Virginia Counties 2016” September 2017

²³ U.S. Travel Association “The Economic Impact of Domestic Travel on Virginia Counties 2016” September 2017

²⁴ U.S. Travel Association “The Economic Impact of Domestic Travel on Virginia Counties 2016” September 2017

²⁵ Preservation Virginia The Economic Impact of Heritage Tourism in Virginia



Regional Tourism Trends

An estimated 50 million people visit Virginia each year. Of these visitors, an estimated 42.9 million are visiting Virginia heritage sites. Heritage sites are places and activities that represent the history and heritage of the past and present, including battlefields, historic buildings, museums, churches, parks, natural attractions, etc. Virginia's visitors are primarily coming from Virginia (29%), North Carolina (10%), Pennsylvania (7%), and Maryland (7%). Approximately 387,000 international visitors visit the state each year with the majority of these visitors visiting from Western Europe.

In 2016, domestic travels spent an estimated \$23.7 billion on transportation, lodging, food, entertainment and recreation, and retail shopping in Virginia. This spending supported approximately 229,000 jobs. The food service industry makes up the largest sector of jobs, accounting for 40.6% of all tourism jobs in Virginia with 93,000 jobs. Other major industry sectors include the entertainment and recreation sector which accounted for 19.2% of all tourism jobs with 44,000 jobs and the lodging industry which accounted for 17.8% of all tourism jobs with 41,000 employees.²⁶

The Richmond Region captures approximately seven million of the 50 million total visitors to the state. These seven million annual visitors spend an estimated \$2.2 billion and generate an estimated 23,600 jobs within the counties of Chesterfield, Hanover, Henrico, and New Kent, as well as the City of Richmond.²⁷ The regional community recognizes the importance of tourism and specifically recognizes its role in successfully growing the local industry. Additionally, the Richmond Region has competitively marketed itself towards travel experiences. The Visit Richmond, VA website boasts²⁸,

*"There's no better way to really get to know a place than to experience it like the locals do. And our RVA locals proudly hail from some of Virginia's most charming, vibrant and historic neighborhoods. From mom and pop shops to buzzworthy craft breweries, challenging mountain bike trails and glorious gardens, family friendly attractions and refreshing river sports, the Richmond Region offers plenty to keep you busy. Stay fueled along the way at some of the hottest restaurants and the coolest bars on the east coast."*²⁹

The Richmond Region offers something for everyone. With this position in mind, the Richmond Region team has worked collectively to promote and attract events to create a greater economic impact.

Local Tourism Assets

In 2016, traveler spending in Prince George County totaled \$80.39 million. Travel contributed to \$15.43 million in payroll and 800 jobs. Tax revenues attributed to traveler spending accounted for \$3.61 million in state tax and \$1.22 million in local taxes.³⁰ The following is a summary of some of the key tourism assets in Prince George County.

²⁶ U.S. Travel Association "The Economic Impact of Domestic Travel on Virginia Counties 2016" September 2017

²⁷ Visit Richmond, VA The Impact of Tourism

²⁸ <https://www.visitrichmondva.com/>

²⁹ Visit Richmond, VA

³⁰ U.S. Travel Association "The Economic Impact of Domestic Travel on Virginia Counties 2016" September 2017



Accessibility

Ease of traveling to and within a region is important when considering its tourism potential. Prince George County is accessible by major highways I-295 and I-95. Other significant roads that run through Prince George County include U.S. Route 460, U.S. Route 301, State Route 10, and State Route 156. Prince George County is not accessible by train as there are currently no train stations that service Prince George County.

Richmond International Airport in Richmond, VA is the closest airport at 29 miles away. Emporia Greenville Regional Airport in Emporia, VA is a local airport located 46 miles from Prince George. Newport News/Williamsburg International Airport is a domestic airport in Newport News, VA, 70 miles from Prince George County. Figure 10 shows Prince George County in relation to the airports and major roadways. Additionally, Dinwiddie County Airport is located 14 miles outside of Prince George County and is classified by the Federal Aviation Administration as a General Aviation airport and is used by pilots of general aviation aircrafts. The Dinwiddie Airport does not have scheduled flights.

Figure 9: Prince George County Major Transportation Infrastructure



Source: Esri

Accommodations

Currently, there are various accommodations in Prince George County, including numerous 2-star hotels, a 3-star hotel and a bed and breakfast. Prices range from \$45 to \$125 per night. In addition to traditional accommodations, house sharing options such as AirBnB allow customers to gain access to a room or entire unit at a fraction of the cost. AirBnB prices for Prince George County ranged from \$35 a night for a private room to \$99 a night for a private three-bedroom house.



Table 24: Accommodations in Prince George County, 2018³¹

Accommodations in Prince George County, 2018		
	Type	Average Price
Baymont Inn & Suites	2-Star Hotel	\$ 99
Comfort Inn	2-Star Hotel	\$ 68
Days Inn	2-Star Hotel	\$ 48
Hampton Inn	3-Star Hotel	\$ 97
Holiday Inn Express & Suites	2-Star Hotel	\$ 98
Howard Johnson Inn	2-Star Hotel	\$ 45
Quality Inn	2-Star Hotel	\$ 60
Scents of Cedar	Bed and Breakfast	\$ 125
Sleep Inn & Suites	2-Star Hotel	\$ 108

Source: Camoin Associates

Additionally, there is a campground located in the Prince George. As a response to rising occupancy rates, Prince George County has recently completed a streetscape project to increase the attractiveness of the exit 45 area which contains a variety of accommodation options. The project is referred to as “The Gardens at Exit 45” project, and includes major lighting and landscaping enhancements along the county’s most visited exit. Landscaping will include an estimated 139 trees, 363 shrubs, and 3,000 perennials along the exit ramp.³² The project also includes two 47-foot tall glass architectural spires on each side of the roadway to designate the commercial district. The project aims to draw additional visitors and businesses into the area and promote further economic development.

³¹ Rodeway Inn is also located in Prince George County but is not included in this list as it is not viewed as a competitor in the accommodation industry.

³² The Prince George Journal “Exit 45 ‘Gardens’ project tip of economic development iceberg for Prince George” November 2017



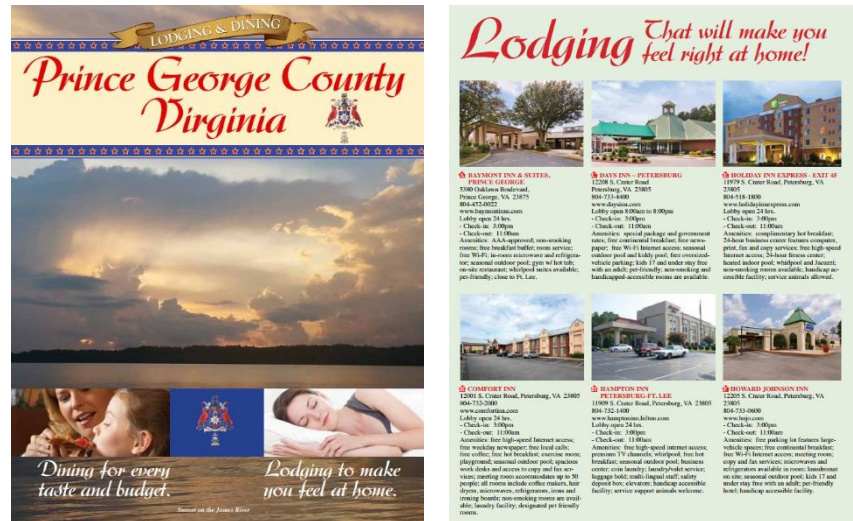
Marketing

The Petersburg Area Regional Tourism website offers tourism resources for the Petersburg Area including Chesterfield County, Colonial Heights, Dinwiddie County, Hopewell, Petersburg, and Prince George County. Petersburg Area Regional Tourism produces an annual visitor guide which includes information on festivals and events as well as dining, recreation, shopping and historical options for each of the localities.

The Prince George County website provides tourism information and resources, such as current Economic Development and Tourism Strategic Plans and Implementation Actions, county amenities, and tourism guides.

Tourism guides provided on the Prince George County website were created by Virginia is for Lovers, the state tourism agency. The guides layout accommodations, dining options, as well as attractions, activities, and events specific to historic and cultural, sports and outdoor living. There is also a specific Prince George County tourism website that provides resources specific to the area, including things to do, eat, stay and a link specific to hosting sporting events in the county.

Figure 10: Prince George County Tourism Guides and Website Material



Finally, the Hopewell and Prince George Chamber of Commerce and Local Tourism Visitor Center encompasses vital tourism information for both Prince George County and the City of Hopewell. Visitors planning a trip can access the site to find potential lodging, dining, entertainment, shopping, and recreation arrangements. Additionally, the website has a local events calendar, blog, business directory, military family resources, and chamber of commerce resources.

Major Attractions

Prince George County, referred to as one of Virginia's most historic counties, is rich in history and heritage. Fort Lee is a century-old United States Army post. Two Army museums are located on the fort, including the Army Quartermaster Museum and the Army Women's Museum. Located a few miles outside Fort Lee, the Prince George County Regional Heritage Center highlights the region's rich history. The site offers tours and activities for guests of all ages to enrich their lives, while broadening their historical knowledge. Other historic attractions include a variety of churches, plantations, Civil War era relics, and cemeteries.





The county capitalizes on its waterfront location along the James River, with a major attraction being the James River National Wildlife Refuge. Park visitors can enjoy the wildlife of the area, while partaking in bird watching, kayaking, and even hunting and fishing by appointment.

Prince George County is also home to several parks, marinas and sports parks. Parks include the Appomattox River Regional Park, Swader's Sports Park, and Scott Memorial Park. Visitors and residents can launch their boat at the Appomattox Boat Harbor or Jordan Point Yacht Haven. Swader's Sports Park is a family-friendly outdoor attraction that offers laser tag, go-karts, mini golf, and more. Scott Memorial Park is a 10-acre sports park with four soccer fields, baseball and softball fields and large pavilion. Additionally, JEJ Moore Athletic Complex is a 52-acre sports park with fields for baseball, softball, soccer, football and field hockey. The county also operates a producer-grower farmer's market, which is dedicated to supporting sustainable agriculture, healthy lifestyles, and a strong economy.

Conclusion

Destinations and businesses throughout the United States have been able to reap the benefits of a tourist economy by adapting to the latest tourism trends. Each year, approximately 50 million people travel to Virginia with seven million directly visiting the Richmond Region. These areas attribute much of their tourism success to an array of services, amenities, and tourism infrastructure, such as hotels, restaurants, attractions, and events, as well as vibrant communities that actively works to grow the tourism economy. Prince George County has the potential to capture some of the tourists that visit the Richmond Region and Virginia; however, this will require significant investment and development to grow the tourism market. Prince George County will need to include enhancing experiences and increase the accommodation options to bolster the tourism.



Sports Tourism

Passion for sports has led to a surge in sports tourism across the United States. Sports tourism refers to travel for observation or participation in a sporting event. To better understand if sports tourism development is a viable option for Prince George, we examined communities of similar population size to Prince George County that have existing sports tourism facilities. There are three case studies in this section serve as a base for how sports fields contribute to attracting visitors and drive economic growth within a community. Additionally, the Greenwood Park case study, absent of economic impacts, was included due to its proximity to Prince George County.

Figure 11: Greenwood Park

Greenwood Park

In September of 2016, Henrico County, Virginia began construction on a tournament sports complex known as Greenwood Park. Greenwood Park is an 88-acre site complete with a tournament quality sports complex with four multipurpose turf fields, a stadium field, paved parking areas, large restroom building, and eight sand volleyball courts. The site also includes neighborhood amenities such as walking trails, and playground equipment. Development of the site required infrastructure improvements to water and sewer, power and storm water infrastructure. Total construction cost is estimated at \$11 million. As of February 2018, construction was considered “substantially complete” with the sports fields, parking lots, and public restrooms fully complete. This allowed the owner to acquire temporary occupancy to operate the park and sports fields for public use. Additional environmental stabilization as well as roofing, metal framing and exterior sheathing work are set to be complete.³³ Due to the relatively new nature of this project, the economic effect of the Greenwood Park has not been estimated.



Cooperstown Dreams Park

Settled in Otsego County, NY, the Village of Cooperstown is home to the National Baseball Hall of Fame and Museum which highlights the history of baseball with exhibits and special events. Since its founding in 1939 the Village has capitalized on its baseball draw and become a host to a variety of lodging options, events and attractions. One of the largest attractions being the Cooperstown Dream Park which was built in 1996. The Cooperstown Dream Park consists of 22 baseball fields that host weekly summer tournaments from June through

³³ Henrico County, Virginia “Greenwood Park”

August. During the season, approximately 96 teams play each week for a total of 1,200 teams and 14,000 players each year.

Players travel from around the United States from Michigan, New Jersey, Illinois, Florida, etc. While in the Village of Cooperstown the players and their families stay in local accommodations, eat at the Village's restaurants, and partake in local amenities and other tourist attractions. The

Figure 12: Cooperstown Dreams Park



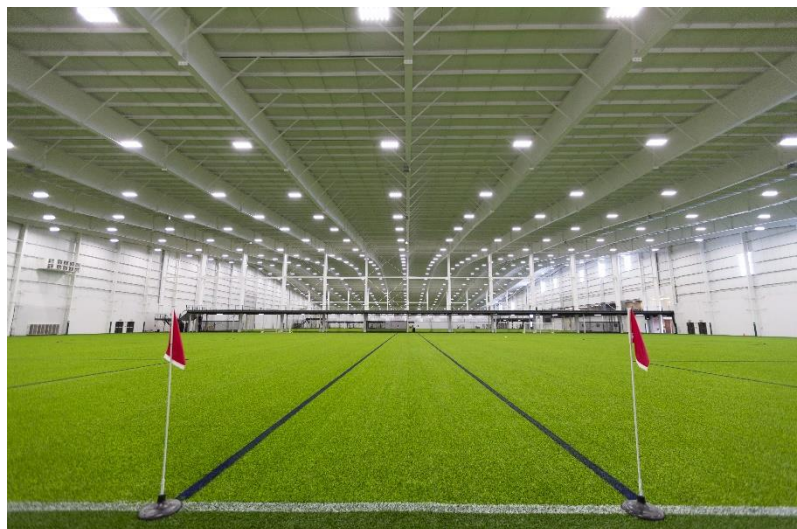
economic impact of the Cooperstown Dreams Park on local spending is estimated to contribute to 30 to \$35 million each year for the community.³⁴ It is no surprise that with this success the Cooperstown's experiences has become centered around baseball - from restaurants to souvenir shops to a baseball inspired wax museum. While some local amenities are blatantly playing off the baseball lifestyle of the Village, such as Baseball Town Hotel and Hardball Café, the baseball cultural has supported a significant amount of eating and drinking places, accommodations, a local brewery, etc.

Grand Park Sports Campus

The Grand Park Sports Campus in Westfield, Indiana officially opened in 2014, with the indoor facility component opening in 2016. The 400-acre sports campus features 26 baseball and softball diamonds, 31 synthetic multipurpose fields for soccer, football, rugby, field hockey and lacrosse and an indoor facility for year-round play. The sports campus hosts various tournaments, sporting events and local community events. Facilities are equipped with lounges, retail space, lockers, as well as offices for meeting and administration. The sports campus is located within the Grand Park Economic Development Area which is also home to hotels, retail, restaurants, offices, light manufacturing, medical uses, and residential housing.

The Grand Park Sports Campus is estimated to attract 750,000 visitors a year. In 2016, 76% of the soccer and field visitors and 78% of the baseball and softball visitors were non-local, meaning they came from outside Westfield, Indiana

Figure 13: Grand Park Sports Campus Indoor Facility



³⁴ ESPN "Dreams, Reality Alive in Cooperstown" July 2013



and are typical purchasing overnight accommodations.³⁵ Since development of sports complex, two new hotels were constructed in the Grand Park Economic Development Area to accommodate demand generated by the sports campus. Additionally, the sports campus has several adjacent properties that are available for development opportunities. These sites have the potential to also be developed into uses that would serve visitors to the sports campus such as dining options. It is important to note that the demographics of Westfield, Indiana surrounding the Grand Park Sports Campus are not representative of Prince George.

Figure 14: Grand Park Sports Campus



In total construction of the Grand Park Sports Campus cost \$44 million. A private developer financed the development cost with two short term bonds. Following development, the sports complex was sold to the City for approximately \$557,000 and an obligation for the \$26.65 million construction loan. This purchase was beneficial to the City in that it costs less than the lease payments Westfield was making to the developer to use the building. It is estimated that Tax Increment Financing (TIF) revenue will cover the sports complex debt by 2022.³⁶

³⁵ Economic and Revenue Impacts of Grand Park Sports Campus on the City of Westfield, Indiana Feb 2016

³⁶ Indianapolis Business Journal "Westfield Purchased Grand Park Soccer Complex" September 2017



Ripken Baseball Experience Myrtle Beach

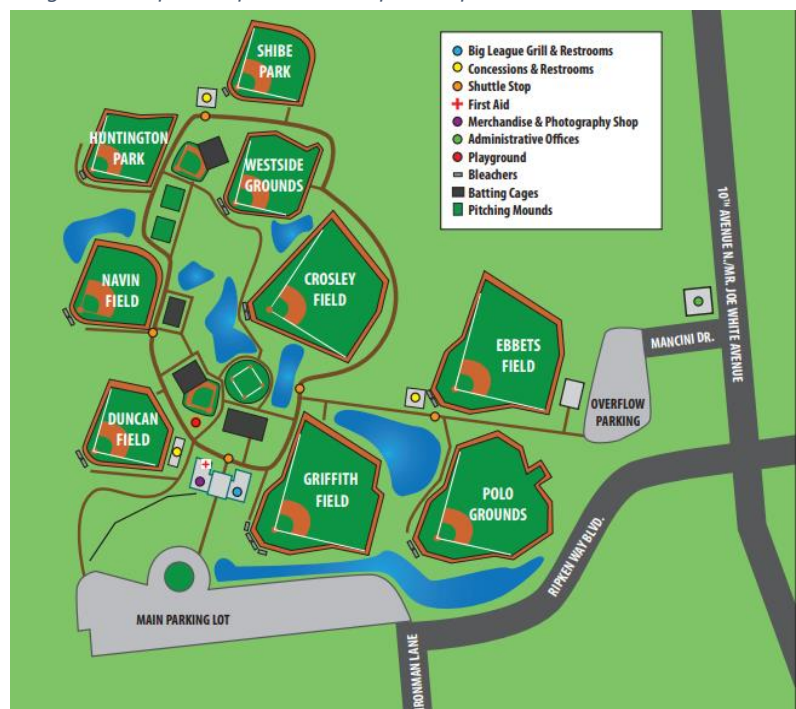
The Ripken Experience complex in Myrtle Beach, South Carolina consists of nine fields (four regulation sized diamonds and five youth diamonds) that are replicas of historic Major League ballparks. The fields are used for week long tournaments and spring training for baseball and softball teams ranging from high school to collegiate level. The complex was completed in 2006 and designed to offer a private setting for each field that grant fans and players a level of seclusion that is not typically found in tournament venues.

The Ripken Experience is located two miles from the beach and offers players and families the opportunity to visit many of Myrtle Beaches' attractions and restaurants. The majority of the attractions nearby cater to families with children that would be attending tournaments and training at the Ripken Experience. Nearby attractions include a water park;

indoor/outdoor recreation complex with go-kart, rock climbing and mini golf; laser tag complex; amusement park; museums several restaurants and accommodation options. Sports tourism is becoming a major factor drawing in visitors to Myrtle Beach. In 2016, sports tourism visitors to the City of Myrtle Beach contributed \$3.8 million in fees and city taxes for a total economic impact of \$186 million.³⁷

The Ripken Experience in Myrtle Beach cost approximately \$23 million to build and was completely funded by Ripken Baseball and its partners. Currently, Ripken Baseball remains responsible for the operation of the complex. Similar to the previously mentioned Grand Park Sports Campus, it is important to note that the demographics surrounding the Ripken Baseball Experience in Myrtle Beach are not representative of Prince George.

Figure 15: Ripken Experience Complex Map



Conclusion

Communities that have developed sports facilities to attract sports tourism have benefited from the economic activity generated i.e. local spending, tax revenues, etc. While not all examples have demographics that are representative of Prince George County, a right-scaled sports tourism project could have a beneficial impact on the economy of Prince George County. Sports complexes/facilities can vary greatly in cost and complexity and it is important to utilize public-private partnerships to enhance available funding options.

³⁷ SportsTurf "Sports Tourism Pays Off for Myrtle Beach" November 2017.



Economic Development Capacity, Infrastructure Inventory, and Incentive Analysis

Economic development capacity, infrastructure inventory, and incentives were examined to shape an economic development strategy that is “right-sized” for the county, as well as complements and enhances existing efforts.

Economic Development Capacity

Prince George's most recent [Comprehensive Plan](#) was completed in 2014 and can be found on the Planning Department website. The plan will be updated in 2019, as it is required to be updated every five years by state code. The [Economic Development and Tourism Strategic Plans](#) are located on the county website under the business section.

Jeffrey Stoke serves as the Economic Development Director for Prince George County, where he oversees major project development projects in the county including Rolls Royce, Commonwealth Center for Advanced Manufacturing (CCAM), and fiber to the home (FTTH) broadband. Mr. Stoke administers the Enterprise Zone, serves as staff to the IDA, attends trade shows, leads marketing efforts and packages financial offers in coordination with the state. The county Economic Development Specialist, Yoti Jabri, is the main contact for all economic development related questions, inquiries and prospect leads. Mr. Jabri handles Business Retention and Expansion (BR&E) visits, Request for Information (RFI) responses, class coordination with Small Business Development Center (SBDC), and state small business organization, running business roundtable class and citizen's academy class, as well as coordinating alumni dinners. Additionally, Donna Traylor assists in economic development work and provides administrative support, and business outreach services. At this time, there are no plans for increasing the capacity at the county level for economic development-related work.

The list below details Prince George County's six-month goals, January through June 2018, specific to economic development and tourism:

1. Seat the 2018 Citizens Academy
2. Restore the Business Roundtable for 2018
3. Business Retention Program that Includes 12 visits to local businesses
4. Attend two marketing trade shows
5. Update the website with IEDC data standards for business prospects
6. Work with engineer to establish water and sewer expanded capacity solutions for Southpoint Business Park
7. Coordinate Spring County Newsletter
8. Work with consultant to complete Economic Development and Tourism Strategic Plan
9. Create County business marketing brochure
10. Coordinate Comcast franchise renewal process
11. Establish Exit 45 Property Owners Association
12. Enroll Economic Development Specialist to attend IEDC Basic Economic Development course
13. Implement new business license list process with Commissioner of the Revenue
14. Complete Alcove & Prince George Bust project
15. Coordinate Founder's Day Ceremony for 315th Anniversary
16. Plan travel soccer tournament for New Scott Park
17. Visit another locality to observe Economic Development and Tourism operations
18. Submit 2017 Prince George County Annual Report for Department



At the regional level, economic development organizations that work with Prince George County include Virginia Gateway Region, Crater Planning District Commission, Virginia Economic Development Partnership (VEDP), Longwood University Small Business Development Center (SBDC), Virginia Department of Small Business and Supplier Diversity, and the Hopewell/Prince George Chamber of Commerce. Prince George County has a strong relationship with these organizations. Due to Prince George County's relatively small staff, the county looks to these larger regional economic development organizations for support. In fact, the County holds operations meetings with regional economic developers each month to remain updated on business development in each community. Additionally, the Comprehensive Economic Development Strategy (CEDS) Committee holds meetings on a quarterly basis.

There is a very active relationship between Prince George County and the regional organizations. The Hopewell/Prince George Chamber of Commerce is on the Board and is currently the County's only entity with tourism brochures. The Chamber also works with the County to coordinate events and ribbon cuttings. The Virginia Gateway Region assists with RFIs and marketing items, as well as attends and shares costs for trade shows. The Longwood University SBDC oversees small business plans for the county, hosts small business seminars in Prince George for the Small Business Development Center, and participates in BR&E visits. The Virginia Department of Small Business and Supplier Diversity coordinates free workshops for residents that are held in the Prince George County library.

Prince George County budgets memberships for the Virginia Gateway Region, Longwood University Small Business Development Center, Hopewell/Prince George Chamber of Commerce, and the Crater Planning District Commission. Prince George County is contractually tied to the Hopewell/Prince George Chamber of Commerce through an agreement with the visitors' center.

Prince George County is equipped with economic development marketing material in the form of Enterprise Zone brochures, quarterly emails, retail brochures, and trade show booths with TV monitors to display videos and photos of the county. Marketing materials are displayed electronically as well as in print. Additionally, Prince George County transmits information including site specs, contact information, and sociodemographic information to clients via USB. Marketing material is updated each year to reflect current trends. Targeted marketing pieces such as video flyovers are created on an as need basis.

The county uses social media to post government announcements and events. Posts typically include a photo with description of the announcement or event. This content is generated by the County Administrator for platforms including Facebook, Instagram, LinkedIn, Twitter, blog, and the county website. The community is highly engaged in the posts. Specifically, people follow the Board of Supervisor agenda items on Facebook during meetings.

Infrastructure Inventory

Over the last five years, major infrastructure projects in Prince George County included Scott Park construction, Carson fire station, and installing fiber optics in conjunction with the Prince George Electric Cooperative.

Going forward, the County identified the following infrastructure investments as the top five most important for the county:

1. Increase sewer capacity at Southpoint Business Park and elsewhere;
2. Increase water capacity at Southpoint Business Park and elsewhere;
3. Expand fiber optic broadband availability to the remaining rural residences;



4. Knock down former Steven Kent restaurant/hotel at Exit 45 to present a clean slate for new investment (cost estimated at \$700,000); and
5. Complete Scott Park improvements, including parking lot, concession stand, fields, dog park, walking trails, pavilion, restrooms/utilities, and lights.

Prince George County is currently operating under the Capital Improvement Plan for FY 2016 to 2025 that was adopted in May 2015. Prince George County's Capital Improvement Plan for 2019 is currently under development. Looking forward over the next five years, top priorities for capital improvements include two new elementary schools, water looping on Route 156, and water tank connection at Route 460 Food Lion DC. Other projects in the plan include:

- FY 2018
 - \$3,062,608 South/Harrison School Renovations
- FY 2019 – FY 2020
 - \$20,000,000 – Public Safety Radio Replacement
- FY 2021
 - \$814,000 Carson Substation
 - \$980,000 Scott Park Utilities Expansion Project
- FY 2022
 - \$1,672,500 James River Drive Fire & EMS Station
 - \$72,386 Prince George Central Wellness Center Parking Lot
 - \$83,000 Fuel Canopy/Dispenser Replacement
 - \$64,600 Subdivision Playgrounds
- FY 2023
 - \$5,115,000 Prince George Fire Station - New
- FY 2024
 - \$2,495,000 Jefferson Park Relocation
 - \$500,000 Turf Grass
- FY 2025
 - \$203,839 Turf Grass
 - \$86,450 Amphitheater Seating

Incentive Analysis

The following economic development programs are available to businesses:

- Industrial Development Agency bonds
- Enterprise Zone (EZ)
 - Machinery and Tools Tax Credit (5 years): New industries qualify for \$250,000 in total investment towards building and equipment. Existing industries qualify for \$50,000 in total investments towards



building and equipment. The tax credit is equal to the amount of machinery and tools tax paid annually for a five-year period as follows:

- Year 1: \$1.50/\$100 value x 60%
- Year 2: \$1.50/\$100 value x 50%
- Year 3: \$1.50/\$100 value x 40%
- Year 4: \$1.50/\$100 value x 30%
- Year 5: \$1.50/\$100 value x 20%

Process: Business pays annual Machinery and Tools Tax and business provides the Economic Development Specialist with a copy of the check and letter requesting reimbursement of annual machinery and tools tax. The County then reimburses business amount of the tax which qualifies. This process is repeated each year for five years.

- Business License Fee Credit (5 years):
 - Retail: \$0.15/\$100 gross receipts
 - Mail order: \$0.15/\$100 gross receipts
 - Wholesale/Distribution/Manufacturing: None
 - Financial Services: \$0.20/\$100 gross receipts
 - Business Services: \$0.20/\$100 gross receipts

Process: Business pays annual Business License Tax; business provides Economic Development Director with a copy of check and letter requesting reimbursement of annual Business License tax; County reimburses business total annual amount of Business License tax. This process is repeated each year for 5 years.

- Water/Sewer Connection Fee Discount (50%): This is a one-time incentive for new commercial or industrial entity with \$250,000 in total investment, including building and equipment. The discount is equal to half of the connection fees above \$10,000 and below \$200,000.

Process: County Engineer meets with business to determine cost to connect water and sewer; County Engineer assesses cost for each and if in compliance with the above, business is invoiced for 50% of the actual connection fee cost.

- Rezoning Fees Waived: One-time incentive for new business with \$250,000 investment or existing business with \$50,000 expansion investment.

■ Tourism Zone

- Discount of 50% on initial connection fees for water and sewer;
- "Gap" financing through allocation of local sales tax, not to exceed \$200,000, in conjunction with the authorized state financing program;
- Rebate of 25% of collected meals tax revenue for new businesses for five (5) years;
- Rebate of 25% of new local sales tax, new meals tax or new transient occupancy taxes for expanded businesses for five (5) years; and
- A guaranteed twenty-one calendar day review process of site plans.



From our interview, we understand that these incentive programs are underutilized with two main projects receiving IDA bonding, only four businesses in the Enterprise Zone program, and none reaping the benefits of the Tourism Zone.

In addition to incentive programs, the county holds business training and networking events run by Longwood SBDC and Virginia Small Business and Supplier Diversity. Attendance for these seminars has been light. Since August 2017, Yoti Jabri, the County Economic Development Specialist, has worked closely with Virginia Small Business and Supplier Diversity to coordinate workshops for citizens to utilize for free. Workshops held in the Prince George Library included:

- Selling to the Commonwealth - September 28, 2018
- Developing Your Business Plan (LU Small Business Development Center), Responding to Solicitations (Crater Procurement) Buyers' Roundtable (Department of General Services) - October 25, 2017
- Business Round Table Networking Event - October 4, 2017

Contact with Prince George County is the first step in starting a business in the county. New businesses seeking information should visit the Prince George County website. The website's business section lists contact information for economic development, as well as information regarding business licenses, taxes, etc. Small businesses often meet one-on-one with the Economic Development Specialist to discuss available funding and resources.



Community Benchmarking

Table 25 displays population metrics and select performance indicators of all independent cities and counties within the Greater Richmond Area compared to Prince George County. Values falling below Prince George County values are indicated in light red to dark red tones, while values greater than Prince George County are indicated in light blue to dark blue. Values that are equal to the Prince George value are represented in white. General takeaways from these comparisons include:

- Prince George County falls within the mid-range for both historic and projected population growth.
- Median household income in Prince George County is higher than the majority of counties in the Greater Richmond Area.
- Prince George County is relatively young compared to the rest of the Greater Richmond Area.
- Prince George County has a relatively high average household size compared to the other counties in the Greater Richmond Area.
- Prince George County is most similar to Chesterfield County and Dinwiddie County in terms of renter and owner-occupied housing. In general cities within the Greater Richmond Area have a higher percentage of renter occupied housing compared to the counties.
- Prince George County has a lower unemployment rate than the majority of counties within the Greater Richmond Area.
- Prince George County has competitive real estate taxes compared to the cities within the Greater Richmond Area. However, several counties have lower rates than Prince George County.

This information is valuable when considering why a company may choose to locate in one area or another and can be used for business attraction efforts.

Table 25: Greater Richmond Area Benchmarking, 2017

Greater Richmond Area Benchmarking, 2017												
	2010	2017	2022	% Change 2010 - 2017	% Change 2017 - 2022	Median Household Income	Median Age	Average Household Size	Renter Occupied Housing	Owner Occupied Housing	Unemployment Rate	Real Estate Tax Rate*
Prince George County	35,725	37,564	39,010	5.1%	3.8%	\$ 63,464	38.6	2.71	25.5%	69.9%	3.9%	\$ 0.86
City of Hopewell	22,591	22,935	23,220	1.5%	1.2%	\$ 39,489	37.4	2.46	44.0%	45.2%	8.4%	\$ 1.13
Amelia County	12,690	13,216	13,617	4.1%	3.0%	\$ 53,915	44.6	2.61	16.8%	73.2%	3.5%	\$ 0.51
Caroline County	28,545	30,572	39,435	7.1%	29.0%	\$ 58,944	40.0	2.69	18.9%	69.6%	6.4%	\$ 0.83
Charles City County	7,256	7,223	7,125	-0.5%	-1.4%	\$ 48,568	49.6	2.44	17.2%	71.8%	5.0%	\$ 0.76
Chesterfield County	316,236	342,909	364,946	8.4%	6.4%	\$ 75,774	39.0	2.73	23.6%	70.8%	4.4%	\$ 0.96
City of Colonial Heights	17,411	17,960	18,409	3.2%	2.5%	\$ 51,768	43.1	2.38	34.8%	59.2%	4.2%	\$ 1.14
City of Petersburg	32,420	33,510	34,239	3.4%	2.2%	\$ 36,668	40.4	2.29	35.0%	47.3%	8.1%	\$ 1.35
City of Richmond	204,214	223,917	237,794	9.6%	6.2%	\$ 39,549	33.5	2.21	53.2%	35.4%	7.1%	\$ 1.20
Dinwiddie	28,001	28,370	28,680	1.3%	1.1%	\$ 54,296	42.2	2.59	22.7%	67.9%	6.3%	\$ 0.79
Goochland County	21,717	22,965	24,323	5.7%	5.9%	\$ 86,641	47.8	2.55	12.6%	79.8%	3.0%	\$ 0.53
Hanover County	99,863	107,188	113,045	7.3%	5.5%	\$ 81,178	42.8	2.47	18.5%	76.4%	2.9%	\$ 0.81
Henrico County	306,935	326,389	340,847	6.3%	4.4%	\$ 63,383	38.6	2.46	36.2%	58.3%	4.8%	\$ 0.87
King William County	15,935	16,719	17,397	4.9%	4.1%	\$ 67,131	40.9	2.65	17.7%	73.1%	2.9%	\$ 0.90
New Kent County	18,429	21,531	23,991	16.8%	11.4%	\$ 74,610	44.8	2.64	12.3%	81.0%	4.5%	\$ 0.83
Powhatan County	28,046	28,821	30,310	2.8%	5.2%	\$ 77,636	43.8	2.70	12.2%	81.7%	2.4%	\$ 0.89
Sussex County	12,087	12,087	11,950	0.0%	-1.1%	\$ 40,988	40.9	2.38	28.1%	54.7%	5.0%	\$ 0.58

* Per \$100 assessed value. Rates obtained through individual county websites.

Source: Esri



Attachment A: Data Sources

Proprietary Data Sources

Economic Modeling Specialists International (EMSI)

To analyze the industrial makeup of a study area, industry data organized by the North American Industrial Classification System (NAICS) is assessed. Camoin Associates subscribes to Economic Modeling Specialists Intl. (EMSI), a proprietary data provider that aggregates economic data from approximately 90 sources. EMSI industry data, in our experience, is more complete than most or perhaps all local data sources (for more information on EMSI, please see www.economicmodeling.com). This is because local data sources typically miss significant employment counts by industry because data on sole proprietorships and contractual employment (i.e. 1099 contractor positions) is not included and because certain employment counts are suppressed from BLS/BEA figures for confidentiality reasons when too few establishments exist within a single NAICS code.

Esri Business Analyst Online (BAO)

ESRI is the leading provider of location-driven market insights. It combines demographic, lifestyle, and spending data with map-based analytics to provide market intelligence for strategic decision-making. ESRI uses proprietary statistical models and data from the U.S. Census Bureau, the U.S. Postal Service, and various other sources to present current conditions and project future trends. Esri data are used by developers to maximize their portfolio, retailers to understand growth opportunities, and by economic developers to attract business that fit their community. For more information, visit www.esri.com.

Public Data Sources

American Community Survey (ACS), U.S. Census

The American Community Survey (ACS) is an ongoing statistical survey by the U.S. Census Bureau that gathers demographic and socioeconomic information on age, sex, race, family and relationships, income and benefits, health insurance, education, veteran status, disabilities, commute patterns, and other topics. The survey is mandatory to fill out, but the survey is only sent to a small sample of the population on a rotating basis. The survey is crucial to major planning decisions, like vital services and infrastructure investments, made by municipalities and cities. The questions on the ACS are different than those asked on the decennial census and provide ongoing demographic updates of the nation down to the block group level. For more information on the ACS, visit <http://www.census.gov/programs-surveys/acs/>

OnTheMap, U.S. Census

OnTheMap is a tool developed through the U.S. Census Longitudinal Employer-Household Dynamics (LEHD) program that helps to visualize Local Employment Dynamics (LED) data about where workers are employed and where they live. There are also visual mapping capabilities for data on age, earnings, industry distributions, race, ethnicity, educational attainment, and sex. The OnTheMap tool can be found here, along with links to documentation: <http://onthemap.ces.census.gov/>





APPENDIX B: SITE SELECTION FIRMS

Site Selection Firms

Ady International Company
Janet Ady, President/CEO
315 East Evergreen Ave.
Mount Prospect, IL 60056
608-663-9218
www.adyinternational.com

Ady Voltedge
Paul Hampton, Executive Vice President
613 Williamson Street, Suite 201
Madison, WI 53703
608-663-9218
www.adyvoltedge.com

AngelouEconomics
Angelos Angelou, Principal Executive Officer
8121 Bee Cave Road
Suite 200
Austin, TX 78746
512-225-9328
www.angeloueconomics.com

Austin Consulting
Don Schjeldahl, Director,
Renewable Energy Strategies
6095 Parkland Blvd.
Cleveland, OH 44124
440-544-2600
www.theaustinconsulting.com

Barber Business Advisors, LLC
Dean Barber, President
2736 Golfing Green Drive
Dallas, TX 75234
972-767-9518
www.barberadvisors.com

Biggins Lacy Shapiro & Company (BLS & Co.)
Joe Lacy, Managing Director
47 Hulfish Street, Suite 400
Princeton, NJ 8542
609-924-9775
www.sbb-incentives.com

Bingham Economic Development Advisors
Jay Walters, President
8900 Keystone Crossing
Suite 400
Indianapolis, IN 46240
317-968-5572
www.binghameda.com

Binswanger | Atlanta
David Barber
1201 Peachtree Street NE, Suite 1020
400 Colony Square
Atlanta, GA 30361
404-892-4100
www.binswanger.com

Binswanger | Corporate Headquarters
Frank Binswanger, III
Binswanger
Two Logan Square
Philadelphia, PA 19103
215-448-6000
www.binswanger.com

Boyd Company, The
Jack Boyd, Founder
301 N. Harrison Street
Suite 415
Princeton, NJ 8540
609-920-0266
www.theboydcompany.com

Burns Development Group
Linda Burns, Site Consultant
3907 Mediterranean Street
Rockwall, TX 75087
214-402-1882
www.burnsdevelopmentgroup.com

PRINCE GEORGE COUNTY, VA
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CAI Global Group
Howard Silverman, President/CEO
615 René-Lévesque West
Suite 1120
Montreal, PQ H3B 1P5
514-982-0095
www.caiglobal.com

Canup & Associates
Buzz Canup, President
6 Crown Gate Court
Simpsonville, SC 29681
512-658-2899
www.canup.com

CB Richard Ellis | Brokerage Services
Robert Daglio, Senior Vice President/Partner
185 Asylum Street
Floor 31
Hartford, CT 06103
860-987-4713
www.cbre.com

CB Richard Ellis | Global Client Services
Calvin Frese, Jr., President, Global Services
311 South Wacker Drive
Suite 400
Chicago, IL 60606
312-297-7600
www.cbre.com

DCG Corplan Consulting LLC
Bruce Hoch, Managing Director, Location &
Development Services
Hutton Park Executive Center
19 Hutton Ave.
West Orange, NJ 7052
973-736-6600
www.dcgcorplan.com

Deloitte Consulting LLP
Darin Buelow, Principal
111 S. Wacker Drive
Chicago, IL 60606
312-496-2096
www.deloitte.com

Ecodev, LLC
Dana Olson, President/CEO
7805 Telegraph Road
Suite 300
Bloomington, MN 55438
952-944-0012
www.ecodevllc.com

Foote Consulting Group
Deane Foote, CEcD
18910 N. 73rd Drive
Glendale, AZ 85308
480-399-4854
www.footeconsulting.com

Forsythe & Associates, Inc.
Jeff Forsythe
2131 Woodruff Rd, Ste. 2100 #185
Greenville, SC 29607
864-423-2030

Garner Economics LLC
Jay Garner, CEcD, President
715 Birkdale Drive
Atlanta, GA 30215
770-716-9544
www.garnereconomics.com

Ginovus
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www.ginovus.com

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Greyhill Advisors
Daniel Kah
100 Congress Ave.
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512-501-2508
www.greyhill.com

Grubb & Ellis Company | Business Location
Services
Noah Shales, Managing Director, Strategic
Consulting Group
500 West Monroe Street
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Chicago, IL 60661
312-224-3185
www.grubb-ellis.com

Herron Consulting
Joan Herron, President
1101 Juniper Street
Suite 51
Atlanta, GA 30309
404-815-7613
www.herronconsultingservices.com

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Jason Hickey
2375 Archer Lane N
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Minneapolis, MN 55447-2312
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www.hickeyandassociates.com

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Suite 101
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Matt Jackson, Managing Director
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517-215-5118
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Jones Lang LaSalle | Data Centers
Brian Oley, Vice President
8343 Douglas Ave.
Suite 100
Dallas, TX 75225
214-438-6242
www.joneslanglasalle.com

Kinnett Consulting Group, The
James Kinnett II, CEcD, President
23603 Blue Ridge Drive
Lawrenceburg, IN 47025
812-290-5663
www.kinnett.biz

KLG Advisors
Doane Kelly, President
104 5th Ave
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New York, NY 10011
212 514-4600
www.klginc.com

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James McGraw, President/CEO
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513-639-3900
www.kmkconsulting.com

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214-884-4405
www.maximusalliance.com

Moran, Stahl & Boyer, LLC
John Rhodes, Senior Principal
8374 Market Street, # 422
Lakewood Ranch, FL 34211
941-755-0074
www.msbconsulting.com

Parker Poe Consulting
Mark Simmons, Principal
1201 Main Street, Suite 1450
Columbia, SC 29201
803-255-8000
www.parkerpoeconsulting.com

Pollina Corporate Real Estate
Chicago O'Hare Building, 401 Devon Ave.
Park Ridge, IL 60068
847-685-9000
www.pollina.com

Quest Site Solutions
10 Falcon Crest Drive
Greenville, SC 29607
864-671-1001
<http://www.questsitesolutions.com/>

Silverlode Consulting Corp.
Steve Weitzner, President
2530 Superior Ave., Suite 303
Cleveland, OH 44114
216-263-9000
www.silverlodeconsulting.com

Site Location Partnership (SLP)
Justin Thompson, CEO
6021 Morriss Road, Suite 107
Flower Mound, TX 75028
972-874-7483
www.sitelocationpartnership.com

Site Selection Group
8300 Douglas Ave. #700
Dallas TX
214-271-0580
<https://www.siteselectiongroup.com>

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