



CITY OF HARRISONBURG



SHENANDOAH COUNTY



CITY OF BUENA VISTA



AUGUSTA COUNTY



BATH COUNTY



ROCKINGHAM COUNTY



ROCKBRIDGE COUNTY
PHOTO BY CHRIS WEISLER



CITY OF WAYNESBORO

Shenandoah Valley
PARTNERSHIP

**2021-2022
ANNUAL REPORT**

www.theshenandoahvalley.com
www.shenandoahvalleyliving.com



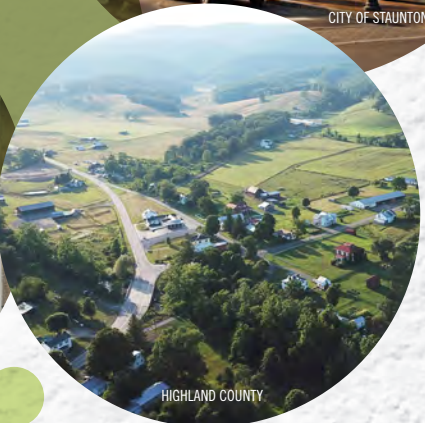
PAGE COUNTY



CITY OF STAUNTON



CITY OF LEXINGTON



HIGHLAND COUNTY



Letter from the Executive Director & Chairman

Dear Shenandoah Valley Partnership Investors and Partners,

The Shenandoah Valley continues to not only lead rural Virginia but is a leader across all of Virginia. The public and private sectors have strongly supported our economic prosperity and exemplify the resourcefulness of the region. The private sector is leading our economic growth and our education and training partners are working hard to provide the skill sets required to make this happen. Thanks to these collaborative efforts, the Shenandoah Valley benefited from the announcement of more than \$290 million in investment and almost 1,000 new jobs in the past 12 months.


The SVP team is very conscious of the dynamics in the workforce. In October of 2022, the SVP Board held a retreat in which the Board made **Talent Attraction and Retention** the number one priority for SVP. This may surprise those who consider the traditional work of economic development to be recruiting new business, but the SVP Board understands the axiom of not being able to grow businesses if you do not have the people to fill the jobs. SVP commissioned a study with Mangum Economics in January to analyze the opportunity costs of unfilled jobs in the Shenandoah Valley. Based upon work by Emmanuel Strategic Sustainability in 2021, our dialogue with companies, and our local economic developers' knowledge, Mangum computed that our 3,100 unfilled manufacturing jobs are costing us \$183 million in annual wages! **This is a call to arms for SVP, and we are engaging with partners to support and implement programs like the Job Starters Program at Blue Ridge Community College, the continued expansion of the Shenandoah Valley Living website, and subsequent podcasts that support these efforts.**

Sites and buildings are the stock and trade of economic developers – businesses, particularly existing businesses, require locations to expand. In early 2021, SVP received a GO Virginia Grant to provide site enhancement due diligence across the region. We are proud to say that we are approaching the final stages of upgrading eight different locations and more than 1,000 acres to meet Virginia's Business Ready Site standards. Fortunately, the work has stimulated additional interest from companies considering the Shenandoah Valley as a business destination, and **we are carrying more than \$5 billion in investment from prospects in our pipeline.** The work is paying off immediately.

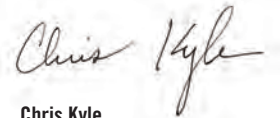
Sites and buildings, talent attraction and retention, workforce development strategies, and even the topic of housing have entered our lexicon in the last 3 years of being in the Shenandoah Valley. The opportunities seem endless and our need to respond continues to grow. My predecessors expertly guided the organization for more than 20 years with great success as an organization that was admired as one of the best. I was one of those at the state-level that praised the work performed at SVP and have been honored to be the fourth person at the helm to guide its success. However, the traditional work of a regional economic development organization has transformed into a much broader spectrum of activities, and I came here with a vision of building upon the strengths of the organization and creating new efforts to expand our influence over business decision makers.

Thus, I have focused on community development, workforce development and tourism asset utilization. These efforts require funds and staff and we are at the point where SVP must grow to be successful in an increasingly dynamic, competitive environment. Therefore, with the SVP Boards approval, we are laying the foundation for a fundraising campaign to provide the resources necessary for us to not only compete but to win against competition that outspends us 4 to 1. We cannot be successful without the private sectors partnership and assistance, so please provide us an audience when we reach out in the coming months of our new fiscal year starting July 1, 2022. We have a proven record of accomplishment and I look forward to continuing that legacy. The Shenandoah Valley is a fabulous place to work, play, live and serve.

Sincerely,



Jay A. Langston, Ph.D.
Executive Director
Shenandoah Valley Partnership



Chris Kyle
Chair
Shenandoah Valley Partnership
Board of Directors



The Shenandoah Valley Partnership (SVP) is your resource to explore investing in this region and connecting with key business, government, and workforce leaders. Serving as the regional economic development and marketing organization, SVP promotes the region's economic prosperity through capital investments and job creation by working collaboratively with 12 localities, over 120 private-sector investors and numerous state-wide strategic partners. Contact our team today to learn more about the opportunities and advantages for finding your company's future in Virginia's iconic Valley.



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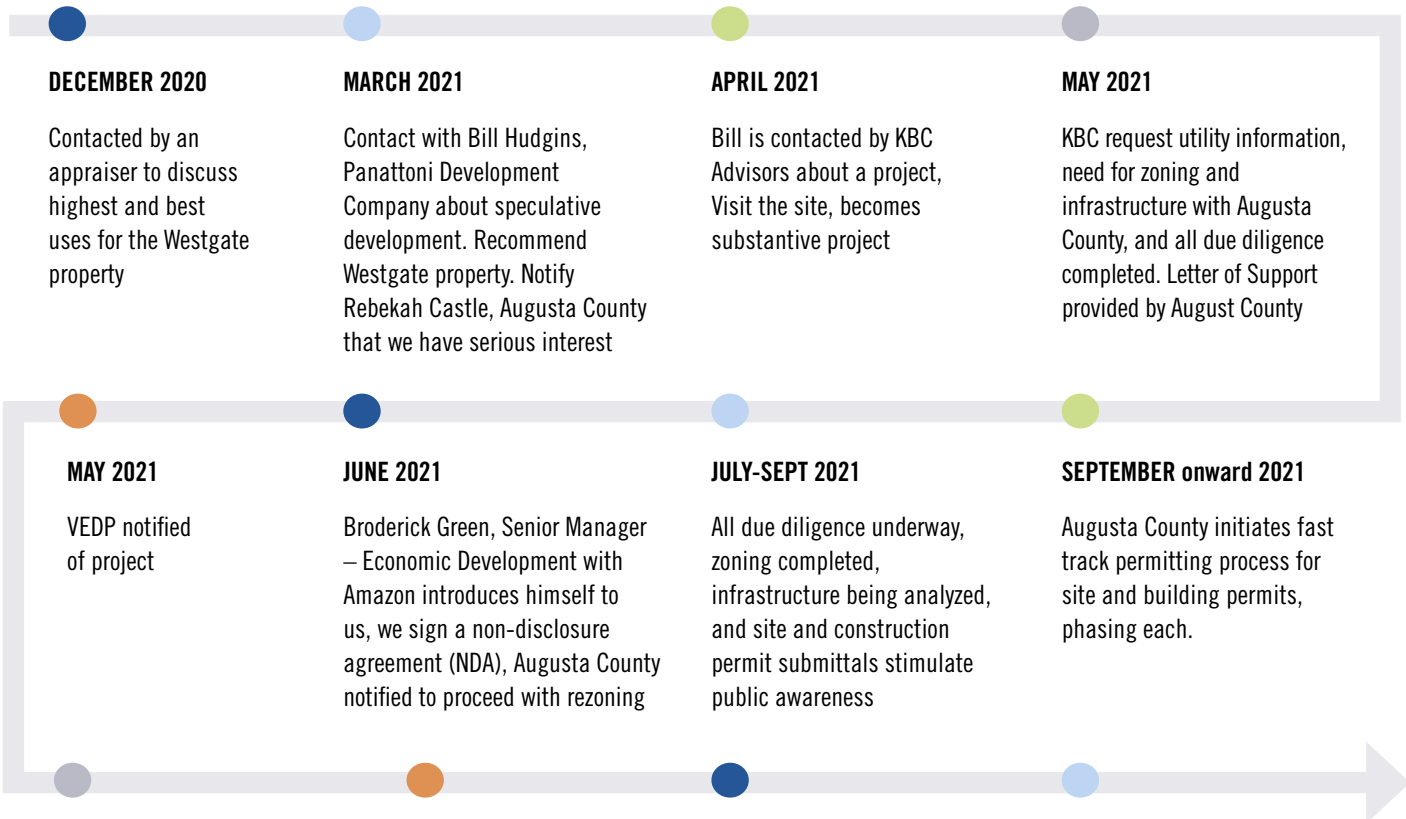


NATHAN GARRISON
BUSINESS DEVELOPMENT MANAGER
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ngarrison@
theshenandoahvalley.com

FY21-22 Announcements

COMPANY NAME	LOCATION	BUSINESS DESCRIPTION	NEW JOBS	INVESTMENT (MM\$)
Rockingham Cooperative	Rockingham County	Expansion of feed mill processing, distribution and production for 9 state area	10	17.00
Amazon	Augusta County	Large-product distribution center	500	120.00
Innovative Refrigeration Systems	Augusta County	Expansion of industrial refrigeration systems, designer, manufacturer and certification of industrial and commercial grade chiller systems	177	2.61
Veronesi Holding S.p.A.	Rockingham County	Operations center for Veronesi's first facility in North America. Production, distribution and R&D Italian fine cured meats	161	105.25
Virginia Industrial Plastics	Rockingham County	Expansion of plastic thermoforming and fabrication facility	92	7.39
Cava Group	Augusta County	New food processing and packaging for restaurant chain's Mid-Atlantic operations	52	37.56
TOTAL			992	\$289.81MM

Amazon Fishersville - A Closer Look



Investors & Partners 2021-2022

DIAMOND

InterChange Group, Inc.
James Madison University
Truist

PLATINUM

Atlantic Union Bank
Augusta Health
Bank of America
Dominion Energy
Farm Credit of the Virginias
Holtzman Corporation
Nielsen Builders, Inc.
Port of Virginia
Sentara RMH Medical Center
Shentel

GOLD

Appeal Production
Cottonwood Commercial Realty
Froehling & Robertson, Inc.
Lantz Construction Company
Massanutten Resort
Nest Realty
PBMares, LLP
Riddleberger Brothers, Inc.
United Bank
Washington Gas

SILVER

Alliance Engineering
AT&T
Balzer and Associates
Bank of the James
Blue Ridge Bank
Blue Ridge Insurance Services, Inc.
BLUELINE
Branch Builds, Inc.
Cadence, Inc.
Cathcart Group
Clark & Bradshaw, P.C.
Classic Kitchen & Bath
Columbia Gas
CornerStone Bank
Design Electric
Draper Aden Associates
DuPont Community Credit Union
Dynamic Aviation
Effectv, A Comcast Company
F&M Bank

First Bank & Trust Company
First Citizens Bank
FirstBank
Flora Pettit
Frazier Quarry
Friendship Industries
Gaines Group Architects
GENEDGE
Harman Construction
Harrisonburg Electric Commission
Howard Shockey & Sons, Inc.
IntraPac
Kjellstrom+Lee
Lantz & Gochenour Investment Group of Janney
Montgomery Scott, LLC
LD&B Insurance and Financial Services
Lumos Networks – A Segra Company
Mathers Construction
McKee Foods
Merck & Company
NIBCO, Inc.
Qualified Staffing
Raiside Enterprises
Rockingham Cooperative Farm Bureau
Rockydale Quarries Corporation
Shenandoah Valley Airport (SHD)
Shenandoah Valley Electric Cooperative
Spencer Home Center
Sunnyside Communities
Superior Concrete
SW Funk Industrial Contractors
Timmons Group
Triangle Realtors
Vector Industries
Virginia Mennonite Retirement Community
Virginia Poultry Growers Cooperative
Wharton, Aldhizer & Weaver
White's Travel Center, LLC
Whiting-Turner Contracting Company

BRONZE

AgriSunPower, LLC
Blue Ridge Safety Association
Cave Hill Corporation
CHEFS Catering
CrossKeys Vineyards
Cushman & Wakefield | Thalhimier
Ecosystem Services, LLC
Environmental Standards
IT Decisions

Queen City Creative
Sanford Holshouser Economic Development
Consulting, LLC
Secure Futures
Shenandoah Valley Railroad Company
Staunton Innovation Hub
Terra Overland
Velocity Property Group

EDUCATION PARTNERS

Blue Ridge Community College
Bridgewater College
Mountain Gateway Community College
Eastern Mennonite University
Laurel Ridge Community College
Mary Baldwin University
Massanutten Technical Center

PARTNER ORGANIZATIONS

Bath County Chamber of Commerce
Central Shenandoah Planning District Commission
GO Virginia Region 8
Greater Augusta Regional Chamber of Commerce
Harrisonburg-Rockingham Chamber of Commerce
Highland County Chamber of Commerce
Lexington, Buena Vista, Rockbridge
Chamber of Commerce
Luray-Page Chamber of Commerce
Northern Shenandoah Valley Regional Commission
Shenandoah Community Capital Fund
Shenandoah County Chamber of Commerce
Shenandoah Valley Builders Association
Shenandoah Valley Innovation Coalition
Shenandoah Valley Small Business
Development Center
Shenandoah Valley Technology Council
Shenandoah Valley Tourism Partnership
Shenandoah Valley Travel Association
Shenandoah Valley Workforce Development Board
Virginia Career Works – Shenandoah Valley Region
Virginia Department of Agriculture and
Consumer Services
Virginia Department of Housing and
Community Development
Virginia Department of Small Business and
Supplier Diversity
Virginia Economic Developers Association
Virginia Economic Development Partnership
Virginia Manufacturers Association
Virginia Maritime Association

LOCALITIES

Augusta County • Bath County • City of Buena Vista • City of Harrisonburg • Highland County • City of Lexington • Page County
Rockbridge County • Rockingham County • Shenandoah County • City of Staunton • City of Waynesboro



FY21-22 Leadership

BOARD OF DIRECTORS

The Board includes public officials, business leaders and partner organizations representing industry sector and regional diversity. The Board of Directors oversees development and implementation of regional economic development initiatives and provides a balanced approach to economic growth and stability.

NON-LOCALITY

Ms. Beth Alltop
Mr. Tony Biller
Mr. Greg Campbell
Dr. John Downey
Mr. Greg Godsey

Mr. Charles Hendricks
Mr. Chris Kyle
Mr. Scot Lilly

Dr. Melissa Lubin

Mr. Keith May
Mr. Bryan Smith
Mr. Chris Thompson

Marketing & Communications Specialist, Cadence
President & CEO, Nielsen Builders, Inc.
Executive Director, Shenandoah Valley Airport
President, Blue Ridge Community College
Senior Vice President, Commercial Market Executive,
Atlantic Union Bank
Principal, Gaines Group Architects
Vice President of Industry Relations & Regulatory, Shentel
Agribusiness/Farm Credit Express Specialist, Farm Credit
of the Virginias
Dean, Professional & Continuing Education, James
Madison University
Owner, Cottonwood Commercial Realty
Economic Development Manager, Dominion Energy
Vice President of Business Development, InterChange
Group, Inc.

EXECUTIVE COMMITTEE

Mr. Chris Kyle
Dr. Melissa Lubin
Mr. Greg Godsey
Mr. Peirce Macgill
Mr. Casey Armstrong
Mr. Keith May

Chair
Vice-Chair & James Madison University Representative
Treasurer/Secretary
City Economic Development Designee
County Economic Development Designee
Past-Chair

LOCALITY

Mr. Casey Armstrong
Mr. Roy Burns
Ms. Pam Carter
Ms. Amanda DiMeo
Ms. Brandy Flint
Ms. Jenna French
Mr. James Halasz
Mr. Greg Hitchin
Mr. Peirce Macgill
Mr. Mark Stroupe
Mr. Robin Sullenberger
Mr. Jason Tyree

Assistant County Administrator, County of Rockingham
Board of Supervisors, County of Bath
Board of Supervisors, County of Augusta
Economic Development Specialist, City of Staunton
Director of Economic Development, Rockbridge County
Director of Tourism & Economic Development, County of Shenandoah
City Manager, City of Lexington
Economic Development Director, City of Waynesboro
Assistant Director of Economic Development, City of Harrisonburg
Board of Supervisors, County of Page
Economic Development Authority, County of Highland
City Manager, City of Buena Vista

PARTNERS

Ms. Bonnie Riedesel
Mr. Brandon Davis

Executive Director, Central Shenandoah Planning District Commission
Executive Director, Northern Shenandoah Valley Regional Commission



SVP'S FUTURE Working Together WITH YOU



The SVP Strategic Plan 2021 Update specifically noted that we continue on the path of incorporating traditional economic development along with community development and tourism development.

When the idea of converging these three concepts into one was introduced in 2019, it was aimed at the workforce component of economic development which has ascended from being third or fourth in location priorities to a tie as first with sites AND quality of life.

While this strategy gained prominence during the COVID pandemic, there is more that we must now focus on. Talent attraction and retention have become more acute. Regional employers face new obstacles to growth.

Among them are lack of skills in the workforce, the lack of identification career pathways, no aligned story of the Valley's quality of life, and the long-term need for adequate business sites and infrastructure. Last year, the SVP Board prioritized this issues and tasked the SVP staff to develop and implement plans. The following 5-year plan addresses these needs on a regional basis.

These initiatives are delineated here because we have no hope in achieving them without the private sectors' agreement and involvement. Thus, the Shenandoah Valley Partnership will be embarking upon its first fundraising campaign to obtain the operating funds to carry out these programs in partnership and coordination with our investors.



INITIATIVE 2

Business Retention, Expansion & Attraction

Existing business and industry are the foundation for continued growth. Supporting business owners' growth plans and expansion efforts will ensure we retain jobs and add new jobs. SVP will become more aggressive in branding our region and identify SVP as a link to growth and prosperity. Hiring a marketing firm will help with new initiatives providing information to EXISTING businesses and new companies compatible with Valley assets, resources, and suitability. SVP proposes to:

- Serve as the linkage between resource providers to small and emerging businesses.
- Facilitate connections between employers and funding/assistance agencies.
- Supply collaborative support to companies who look to grow and engage in networks.
- Maintain detailed strategic demographic information and study economic trends.
- Host panel discussions around workforce need solutions.
- Research and help implement Industry 4.0 manufacturing standards to maintain competitiveness.
- Create a manufacturing community dialog with area politicians.
- Continue leveraging GO Virginia funding.

INITIATIVE 1

Talent Attraction and Retention

An available and skilled workforce is a critical issue locally and across the country as demographic trends intensify, i.e. the retirement of baby boomers. The local labor participation rate is down to 59.2%, and more than 9,000 graduates annually seek jobs elsewhere, necessitating focused, essential strategies to address talent attraction and retention. Make no mistake - we are in a war for talent. The region providing solutions will win. Aggressively expanding this initiative, SVP proposes to:

- Communicate the necessity to tell the region's job opportunity story. Work with partners to collaborate and create the story and the effective means to communicate it.
- Develop a marketing campaign to enhance the Shenandoah Valley Living website.
- Provide a custom approach to connect existing employers with workforce programs and service providers.





INITIATIVE 3

Sites & Infrastructure

SVP is completing an \$800,000 investment for site enhancement via a GO Virginia grant. Ensuring proper sites is critical to supporting existing businesses with concerns about growth space limitations. Site development will also attract new companies. SVP will continue to lead the charge to secure a regional park while also looking to fund individual sites. SVP proposes to:

- Ensure that all localities benefit from growth in the SVP footprint.
- Provide custom opportunities for prospects.
- Perform analysis of SVP prospect parameters against those of the Virginia Economic Development Partnership and determine the gaps between SVP and Virginia. (Year 1 - new)
 - Identify needs
 - Identify the source of funds
 - Consult private sector developers
 - Create a strategy to increase the availability of sites
 - Create market suitability messaging and branding for target sectors

INITIATIVE 5

Investor Priorities

SVP's partners, investors, and stakeholders are critical to enabling SVP to improve Shenandoah Valley's economic viability. This Initiative will keep them informed and actively seek their engagement. SVP proposes to:

- Develop a web-based dashboard tracking organizational progress.
- Strengthen the ongoing engagement and communication program with key stakeholders to report performance and seek input, including quarterly Top Tier meetings and all investors' events.
- Return to monthly e-newsletters when fully staffed.
- Continue a practical, ongoing partnership with local elected officials and administrative staff through regular contacts and coordination meetings.
- Advocate at all levels of government on business, economic development, and other issues as identified by the Board/Executive Committee.
- Create private sector expertise, contact sharing/connection, prospect touches, and project advocacy information on SVP and Living websites.



INITIATIVE 4

Quality of Life

The Shenandoah Valley has abundant qualities of place. The beauty and history of the region attract visitors, while residents enjoy cultural, educational, recreational, and social activities year-round. As the baby boom generation increases its retirees, the younger generations, particularly millennials, will replace them, motivated by place more than other factors. SVP proposes to:

- Help maximize business, cultural and entertainment experiences.
- Economic development must engage in the creation and promotion of community and tourism assets that improve the quality of life, retaining and attracting workforce talent.
- Tourism recruitment is the pathway for economic improvement for some SVP localities.



From 2016 to 2021, **jobs declined by 1.0% in Shenandoah Valley Partnership Region** from 164,553 to 162,852. This change fell short of the national growth rate of 0.7% by 1.7%. As the number of jobs declined, **the labor force participation rate increased from 59.1% to 59.2%** between 2016 and 2021.

Manufacturing is the largest private sector employment base with **23,879 jobs** contributing a regional **GRP of \$3.5 billion in 2021**, exceeding twice the national average for the sector.



PHOTO BY MIKE BAILEY

373,472

Population (2021)

Population grew by 10,205 over the last 5 years and is projected to grow by 11,484 over the next 5 years.



Concerning educational attainment, **15.8% of the selected regions' residents possess a Bachelor's Degree** (4.5% below the national average), and 7.4% hold an Associate's Degree (1.3% below the national average).



\$54.9K

Avg. Earnings Per Job (2021)

Regional average earnings per job are \$21.8K below the national average earnings of \$76.6K per job.

162,852

Total Regional Employment

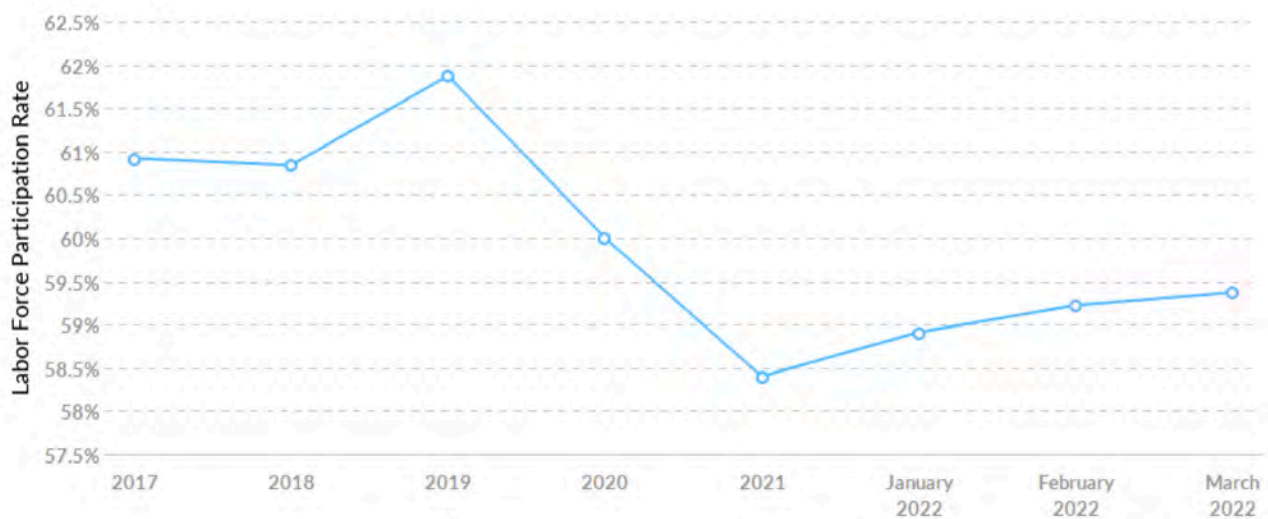
Jobs decreased by 1,702 over the last 5 years but are projected to grow by 7,666 over the next 5 years.

Economy Overview

Dec 2021 Labor Force Breakdown



Labor Force Participation Rate Trends

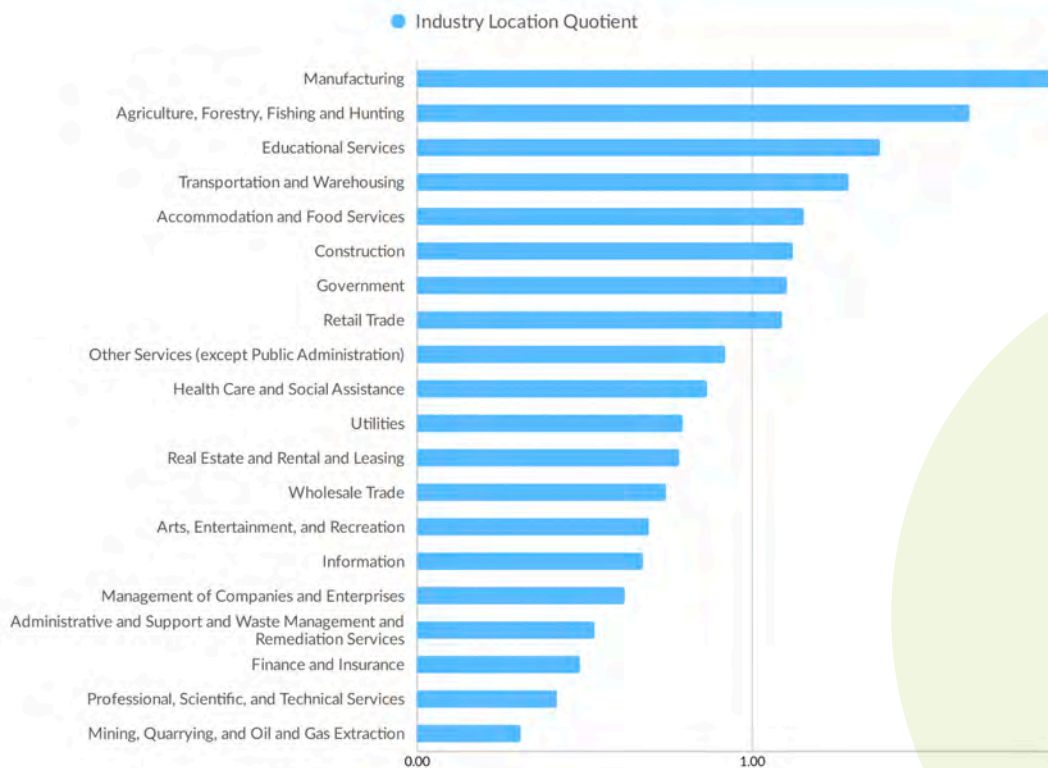


Data provided by Emsi Burning Glass | Emsi Q2 2022 Date Set | www.economicmodeling.com
 Report Parameters for Augusta County, Bath County, Highland County, Page County, Rockbridge County, Rockingham County, Shenandoah County and the cities of Buena Vista, Harrisonburg, Lexington, Staunton and Waynesboro. QCEW Employees, Non-QCEW Employees, and Self-Employed. Report compiled June 14, 2022

Largest Industries

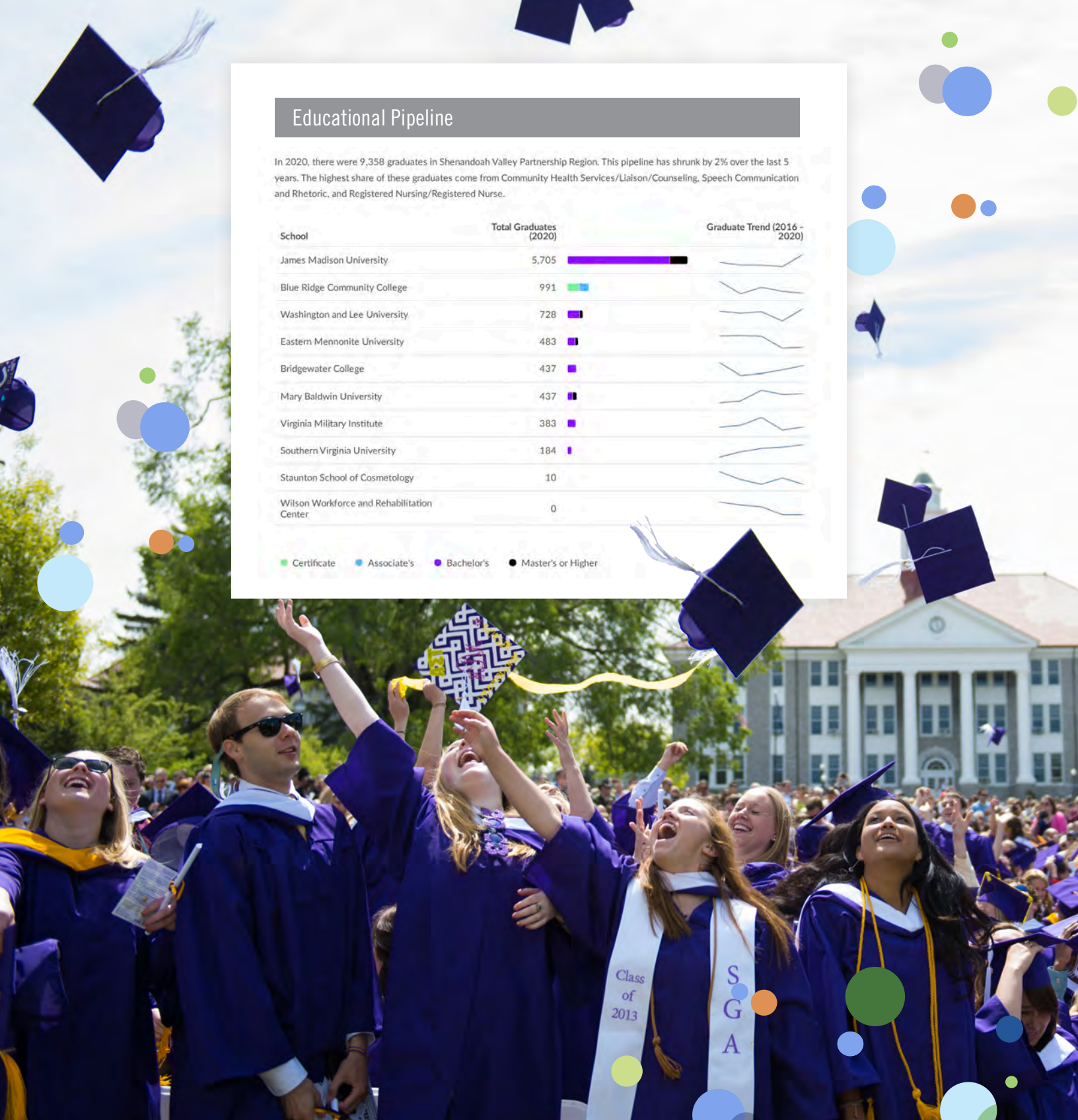
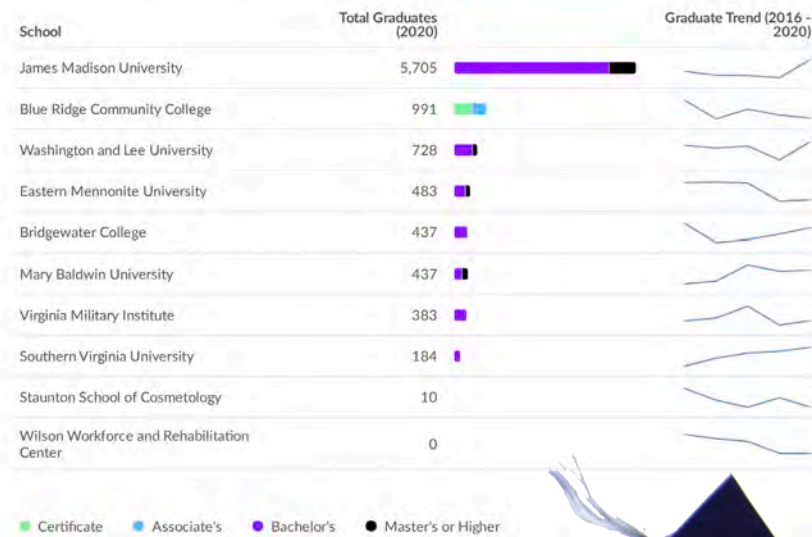


Top Industry Location Quotient



Educational Pipeline

In 2020, there were 9,358 graduates in Shenandoah Valley Partnership Region. This pipeline has shrunk by 2% over the last 5 years. The highest share of these graduates come from Community Health Services/Liaison/Counseling, Speech Communication and Rhetoric, and Registered Nursing/Registered Nurse.



www.theshenandoahvalley.com
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Shenandoah Valley Life

@SVPPartnership

Shenandoah Valley Partnership

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