



**VETERAN  
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**VIRGINIA ECONOMIC DEVELOPMENT PARTNERSHIP  
THIRD WEDNESDAY WEBINAR**

**GETTING YOUR SITE READY:  
UNCOVERING THE UNKNOWNNS  
AND PREPARING FOR THE KNOWN**

**WEDNESDAY, OCTOBER 15, 2014  
2:00 P.M. - 3:00 P.M. EDT**

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**Q & A SEGMENT :**

CONNIE LONG

**VIRGINIA ECONOMIC DEVELOPERS ASSOCIATION**



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**THIRD WEDNESDAY WEBINAR****WEDNESDAY, OCTOBER 15, 2014****2:00 P.M.****(WHEREUPON SLIDE 1 WAS DISPLAYED.)****BRENT SHEFFLER:** Hello everyone.

Welcome to the Virginia Economic Development Partnership's Third Wednesday Webinar. Thank you for joining us today. Today is the 15th day of October, 2014. This Third Wednesday Webinar is the tenth in our 2014 series and is titled "Getting Your Site Ready: Uncovering the Unknowns and Preparing for the Known." We expect today's session to run about one hour.

My name is Brent Sheffler. I serve as Managing Director of Knowledge Transfer and Strategic Outreach on the Business Expansion division at the Virginia Economic Development Partnership. At the controls is Connie Long with the Virginia Economic Developer's Association, also known as VEDA. Connie is managing the dashboard and will moderate the Q and A part of today's webinar. The Virginia Economic Development Partnership is collaborating with Blue Ridge Crossroads Economic Development Authority and Draper Aden Associates to present today's webinar.

The Blue Ridge Crossroads Economic

1 Development Authority is committed to the economic  
2 success of the region comprised of Carroll County, the  
3 City of Galax and Grayson County. You will hear more  
4 about how the Blue Ridge Crossroads Economic  
5 Development Authority is actively engaged in  
6 industrial development, particularly in site  
7 preparation of the Wildwood Commerce Park in Carroll  
8 County.

9                   Headquartered in Blacksburg, Virginia,  
10 Draper Aden Associates provides civil, environmental,  
11 geotechnical, solid waste, and structural engineering,  
12 surveying and subsurface utility engineering, site  
13 planning and engineering, and construction inspection  
14 services throughout the Mid-Atlantic region of the  
15 U.S.A. Draper Aden Associates is one of several  
16 professional engineering firms in Virginia that  
17 supports the economic development mission of VEDP and  
18 the Commonwealth of Virginia.

19                   If you are doing site evaluation,  
20 planning or development, VEDP encourages you to  
21 consult with an engineer and other economic  
22 development professionals.

23 **(WHEREUPON SLIDE 2 WAS DISPLAYED.)**

24                   In just a minute I will introduce our  
25 program for today, but before I do, I'd like to

1 provide you with a bit of webinar housekeeping. Those  
2 of you attending this webinar are in listen only mode  
3 for the duration of the program. Your mics and your  
4 telephones have been muted. We can't hear you but we  
5 can read what you write in the question panel.  
6 Usually this question panel is located in the upper  
7 right of your screen.

8 **(WHEREUPON SLIDE 3 WAS DISPLAYED.)**

9 We are taking questions and we want  
10 this to be interactive. Those of you who have screens  
11 on your desktop, your laptop or your mobile device are  
12 invited to type your questions in the question panel  
13 window on your GoToWebinar dashboard at any time  
14 during this session. Connie Long is able to read  
15 these questions and can communicate those questions to  
16 us as we proceed through today's session. So go ahead  
17 and pop a question in there if you have one.

18 **(WHEREUPON SLIDE 4 WAS DISPLAYED.)**

19 Several of you have asked us how you  
20 can receive a copy of the presentation. This session  
21 is being recorded. After we close today's session we  
22 will post the recorded webinar on the VAallies.org  
23 website which you can see on your screen here.

24 If you missed any of the webinars  
25 conducted during this last year, or would like to

1 revisit any of the sessions we held this year, you are  
2 invited to go to the VAallies.org website where each  
3 webinar has been posted and is made available to you.

4           After we end today's session, and once  
5 you've closed GoToWebinar, you will receive an e-mail  
6 and a few survey questions. This survey should arrive  
7 in your e-mail within 24 hours after the close of  
8 today's session. We encourage you to take a minute  
9 and respond to the survey and give us your feedback.  
10 This will help us improve and to plan for future  
11 webinars.

12 **(WHEREUPON SLIDE 5 WAS DISPLAYED.)**

13           You might remember, during the VEDA  
14 conference we also asked for your suggestions, so  
15 please let us know what topics you'd like to have  
16 covered in future sessions for 2015.

17           Our Third Wednesday Webinars are part  
18 of the Virginia Economic Development Ally  
19 Communications Strategy. The webinars we held in 2013  
20 and the webinars we are showcasing this year are  
21 designed to bring subject matter experts to address  
22 topics that are important to you and to share  
23 knowledge about available resources. It's our  
24 objective to keep you, our Virginia allies and  
25 partners well informed so that we can collectively

1 accomplish our mission and realize our economic  
2 development goals.

3 **(WHEREUPON SLIDE 6 WAS DISPLAYED.)**

4 For those of you just now joining us,  
5 today's topic is "Getting Your Site Ready: Uncovering  
6 the Unknowns and Preparing for the Known." Those of  
7 you who attended the Virginia fall, the VEDA fall  
8 conference in Richmond recently heard about the  
9 importance of having prepared sites that are ready to  
10 serve the needs of business and industry. You also  
11 heard about the importance of knowing the  
12 characteristics that make a site attractive. Equally  
13 important is identifying any risk or any weakness  
14 about a property that would make it less competitive  
15 and having a plan in place to mitigate those weakness.  
16 Our speakers today, are here to help us understand  
17 what to look for and how to do this.

18 Today we have Ken McFadyen, Executive  
19 Director of the Blueridge Crossroads Economic  
20 Development Authority, and Carolyn Howard, an  
21 associate of Draper Aden Associates and a program  
22 manager in the firm's Site Planning and Engineering  
23 Division. Following Ken and Carolyn's presentation we  
24 will have some time to take your questions as we  
25 mentioned earlier.

1 **(WHEREUPON SLIDE 7 WAS DISPLAYED.)**

2 Here are just a few of the questions we  
3 anticipate covering and our speakers will tell us.  
4 What companies and site selection consultants want to  
5 know about a site when they are doing their due  
6 diligence. What facts and information companies  
7 expect local authorities to have prepared and  
8 available. What steps a locality can take to prepare  
9 a site. And what regulations are involved and what  
10 types of permits are required.

11 We have considerable material to cover so  
12 allow me to introduce our speakers for today.

13 **(WHEREUPON SLIDE 8 WAS DISPLAYED.)**

14 Ken McFadyen serves as Regional Director of  
15 Economic Development for the Blue Ridge Crossroads  
16 Economic Development Authority for Carroll County, the  
17 City of Galax and Grayson County, in Southwest  
18 Virginia.

19 Prior to serving the Blue Ridge Crossroads  
20 Economic Development Authority, Ken worked in local  
21 government management, attaining the International  
22 City Managers Association, Credentialed Manager  
23 status. During the time Ken served in local  
24 government management he gained extensive experience  
25 with grant funding, infrastructure development, and

1 business recruitment and expansion which he has  
2 carried forward to his current work in economic  
3 development. Ken is a member of the Virginia Economic  
4 Developer's Association. He will share some valuable  
5 background on the Wildwood Commerce Park, a 270-acre  
6 regional commerce park located on Interstate-77, which  
7 is deemed a Virginia Tobacco Commission Megasite.  
8 Please join me in welcoming Ken McFadyen.

9 Also with us is Carolyn Howard.

10 **(WHEREUPON SLIDE 9 WAS DISPLAYED.)**

11 Carolyn Howard is an associate of Draper  
12 Aden Associates and a program manager in the firm's  
13 Site Planning and Engineering Division. Carolyn has  
14 22 years of experience in site and economic  
15 development, stormwater management, and hydrologic and  
16 hydraulic analysis. Her technical expertise, combined  
17 with her exceptional project management and  
18 communication skills, have resulted in the successful  
19 performance of numerous client assignments for state,  
20 local, and private clients. Ms. Howard currently  
21 serves on the firm's Board of Directors and is Chair  
22 of the Virginia Water Environment Association's  
23 Stormwater Committee. She is a graduate of Valparaiso  
24 University and is a professional engineer in with the  
25 Commonwealth of Virginia and the State of Illinois.

1 We are glad we have you with us here in Virginia.

2 Please join me in welcoming Carolyn Howard.

3 Ken, I believe you are up first, so  
4 please go ahead.

5 **(WHEREUPON SLIDES 10-18 WAS DISPLAYED.)**

6 **KEN MCFADYEN:** Thank you, Brent. We  
7 appreciate the opportunity to deliver this webinar to  
8 you today. We feel the site development, obviously,  
9 and I think everyone who's participating in the  
10 webinar today would agree that site development is  
11 particularly important, it's incredibly important to  
12 Virginia's economic development and prosperity. And  
13 we're frankly humbled and honored to be asked to  
14 provide our insights regarding site development  
15 through this webinar today.

16 In preparing our presentation for  
17 today, Carolyn and I thought of some assumptions that  
18 we should make for this webinar. And I think what you  
19 see in front of you are just obvious things that came  
20 to mind. Privately developed commerce park sites are  
21 obviously using different funding mechanisms to  
22 develop and the public's expectations for how we  
23 develop public sites are clearly different. The  
24 private sector's motivations in developing sites are  
25 profit driven, whereas we're delivering a service to

1 our communities in terms of job creation and  
2 investment, taxable investment. However, I think we  
3 could agree that those private public sites have  
4 similar goals with attractive jobs and investments.  
5 Something else that came to mind is that clearly there  
6 are different requirements for developing spec  
7 buildings than for developing greenfield sites,  
8 therefore this webinar obviously is focusing on  
9 greenfield sites.

10                   Hopefully we're going to provide you  
11 with a framework for proceeding with site development  
12 in your community in these localities. I think that  
13 the information that we will present in this webinar  
14 provides an understanding as to how we have developed  
15 Wildwood Commerce Park. We are confident that we've  
16 been thorough and we've made good decisions along the  
17 way, but you may have a different approach that is  
18 equally valid. And I think along that line, as you  
19 learn about our approach, your approach that may be  
20 different may be equally valuable to us and so we  
21 would love to hear and learn from you as well. And as  
22 Brent as mentioned, we encourage your questions and  
23 observations that will form a concluding portion of  
24 this webinar.

25                   To tell you a little bit more about

1 Wildwood Commerce Park, it's a regional commerce park  
2 owned collectively by Carroll County, the City of  
3 Galax and Grayson County, located in Southwest  
4 Virginia, and it's managed by the Blue Ridge  
5 Crossroads Economic Development Authority which is a  
6 Regional Industrial Facilities Authority referred to  
7 as BRCEDA. So you'll hear me use the term BRCEDA.  
8 BRCEDA owns 273 acres and has site patrol on an  
9 adjacent 1,000 acres. And there are currently two  
10 graded sites consisting of 108 and 25 acres, both with  
11 utilities and stormwater protection retention ponds in  
12 place. Wildwood is certainly an example of public-  
13 private partnership, the P3, that the Secretary of  
14 Commerce and Trade, Maurice Jones, mentioned to us  
15 last week at our VEDA conference as a means of  
16 advocating to deliver economic development in  
17 Virginia.

18 In 2007-2008 local private developers  
19 graded the sites you see in the previous aerial and  
20 BRCEDA purchased acreage in 2011 and 2013, the same  
21 developers who provided cash and contributions to the  
22 project approaching one million dollars. In both land  
23 transactions we appraised the parcels and purchased  
24 them for less than fair market value. BRCEDA and our  
25 localities are very fortunate to have this public-

1 private partnership.

2 If you could go back to the previous  
3 slide, please.

4 Another aspect to our success thus far  
5 in developing Wildwood is the regional cooperation  
6 that Carroll County and the City of Galax and Grayson  
7 County have demonstrated in initiating Wildwood  
8 Commerce Park. Having three localities instead of one  
9 to invest such a project leverages physical resources  
10 and also leadership and it demonstrates that we are,  
11 that we work well together, that it's a community  
12 where we're results driven. In 2010 the localities  
13 and BRCEDA entered into a participation agreement  
14 drafted and approved in accordance with the Code of  
15 Virginia that spells out how the development costs,  
16 project management and eventual local tax revenues are  
17 to be handled by BRCEDA as the managing entity. The  
18 illustration you see here is from the participation  
19 agreement that shows you how localities are shared  
20 equally and also equitably in the development of  
21 Wildwood Commerce Park. We know that the private  
22 property surrounding our site will also increase the  
23 marketability value as a direct result of developing  
24 the site with utilities and by ultimately attracting  
25 industry to the park. If you're in a position to

1 develop sites with other localities, then I think it  
2 indicates to the business community that your locality  
3 is committed leveraging resources to attract and  
4 obtain businesses.

5 Next slide, please.

6 When getting started with developing  
7 your sites, nothing could be worse perhaps than  
8 developing a site that prospects cannot use or that  
9 does not favor labor market availability or  
10 characteristics. While we have set out to answer  
11 these questions ourselves here in my region, you may  
12 want to hire a third party consultant to perform an  
13 industrial site land analysis for your area that will  
14 help you to right size your site development. And if  
15 we were to say that we could provide as many workers  
16 as a company wants without getting any analysis as to  
17 how we can actually perform that task, then I think it  
18 could indicate two things to the prospect. First,  
19 that we haven't done our homework and that secondly,  
20 that we're not being realistic. This is all about  
21 managing expectations and delivering what is credible.  
22 And I think it just takes a lot of common sense as you  
23 approach a project of this magnitude of developing a  
24 site and investing public resources.

25 Utility capacities will also dictate

1 how large a site that a locality can develop. This  
2 question gets into what we discover in the preliminary  
3 engineering phase and I will defer to Carolyn for more  
4 detail on this point.

5           A third item to consider is your  
6 ability to gain sufficient site control of the  
7 property comprised of your site. I have listened to  
8 many site consultants talk about how communities say,  
9 well, they think they can talk someone into selling  
10 properties for the development of a commerce park and  
11 will that meet the requirements. And quite frankly  
12 the answer is always no. That takes far too long to  
13 figure out and detracts from our credibility as local  
14 developers to be responsive to the private sector and  
15 to be able to deliver a site, prepared site quickly  
16 and affordably.

17           So here's just another reality check.  
18 A locality earning a site with a clear title is best  
19 of course followed by options to purchase agreements  
20 with specified terms and then rights of first refusal  
21 in place as a third in terms of having a site control.  
22 And so I think generally as you get started you just  
23 have to be realistic and you have to ask yourself the  
24 hard questions in terms of developing a site. And  
25 it's not as much as just feeding into what the public

1 or what you may perceive the public to demand and the  
2 elected official to demand in terms of delivering  
3 economic development, but in terms of what the, and  
4 what you think is realistic.

5 The next slide, please.

6 There is always an abundance of studies  
7 that you can undertake. And I mentioned previously  
8 the industrial site land analysis that is something  
9 that you do in preliminary planning even before you  
10 get started perhaps even with ... As we've evaluated  
11 our goals for Wildwood, we've looked at neighboring  
12 localities and their commerce park sites to see how  
13 many jobs and investments that they have secured with  
14 the specific intention of using that performance  
15 engaging what our goals for investment and job  
16 creation should be come. We've also relied upon the  
17 tools provided by EEEP including the resolution of  
18 industry suitability analysis databases provided on  
19 the Virginia Allied website, researching and  
20 identifying our goals with the amount of projected  
21 investment, the number of jobs to be attracted and  
22 from what types of industry that we should expect to  
23 attract to help to clarify our goals and to be  
24 realistic in securing the support of our funding  
25 partners to further the site development.

1 As I mentioned, with the public-private  
2 partnership that we enjoy at Wildwood, we did option  
3 the site for a long enough period to conduct the  
4 preliminary engineering and environmental due  
5 diligence and also to work on financing the  
6 acquisition under the best terms that we could find.  
7 We had a long-term option. I believe it was a year.  
8 No, excuse me, eighteen months. That is evidence of  
9 the good public-private partnership that we, that we  
10 enjoy. But that was an acceptable and the necessary  
11 amount of time to do everything that needed to be done  
12 to make sure that we were making the right and wise  
13 investment of public resources. All this hopefully  
14 makes sense.

15 Localities should know what is being  
16 purchased and that our risk is low or manageable in  
17 our efforts to develop the site that is attracted to  
18 prospects. And pay attention to the detail. If your  
19 locality exercises an option to purchase, does it  
20 include the timber and mineral rights to the property?  
21 And while our purchases did include those timber and  
22 mineral rights, we have been asked by prospects and  
23 site consultants to go back and confirm that  
24 information. So as you advance along the process here  
25 and along the path of site development, you must pay

1 attention to the details.

2 Next slide, please.

3 Partnerships. In as much as Carroll  
4 County, the City of Galax and Grayson County have  
5 formed a partnership through, and proceeded to develop  
6 Wildwood Commerce Park, we have in turn cultivated  
7 partnerships at the state and regional levels with  
8 many entities so many relationships have formed. We  
9 have benefitted from several agencies that have  
10 allowed us to take Wildwood to the point where it is  
11 in its current site development and it's chiefly our  
12 localities. We are always cognizant and mindful of  
13 that. I do report to our localities and our elected  
14 officials on an ongoing basis just to keep them  
15 informed as to what's going on.

16 In the managing of this project we have  
17 compartmentalized what we have needed to do according  
18 to three things. One, site development which is the  
19 planning and engineering and the objective analysis.  
20 Two, funding which has resulted in over 22 million  
21 dollars being leveraged thus far to develop Wildwood.  
22 And third, marketing which naturally includes getting  
23 this project, product to the market and familiarizing  
24 our partners at VEDP and Virginia's aCorridor with the  
25 site information and also promoting the site with the

1 site selection.

2           The obvious question that some of you  
3 may have is that your locality may not be physically  
4 located where it's able to seek certain funding. And  
5 Wildwood has benefitted from the Appalachian Regional  
6 Commission and from the Virginia Tobacco Commission  
7 that have awarded grants to the project. In addition  
8 to these grants, however, and I need to point this out  
9 as well, the localities and the private sector have  
10 invested roughly half of what we have generated. We  
11 have relied upon grants for construction but there  
12 have been plans for initial construction based upon  
13 assessing the charts of investments from perspective  
14 tax investments of the site. The bottom line I think  
15 is that we can do a lot toward establishing site  
16 control in conducting the due diligence necessary for  
17 prospects without having the grants in advance to  
18 construct the physical infrastructure.

19           Next slide, please.

20           Perhaps though a critical relationship  
21 that we can create in developing sites is with our  
22 engineering consultants. Their professionalism  
23 becomes a significant part of our grant in marketing  
24 our sites. Can your engineer meet timelines and  
25 deliver correct and sometimes incredibly detailed



1 Wildwood and we deliberately sought to create a team.  
2 I often tell Carolyn Howard to argue with me on  
3 particular questions because we want to make sure that  
4 we get it right. Luckily Carolyn often goes easy on  
5 me and with that I will turn it over to Carolyn  
6 Howard. Thank you.

7 **(WHEREUPON SLIDES 19-35 WAS DISPLAYED.)**

8 **CAROLYN HOWARD:** Hey. Well, thank you,  
9 Ken. Brent, I just lost the presentation.

10 **BRENT SHEFFLER:** Okay. I'm not sure if  
11 all of you heard me just a minute ago, but, Carolyn,  
12 are you able to see the presentation?

13 **CAROLYN HOWARD:** I cannot.

14 **BRENT SHEFFLER:** Okay. I'm going to  
15 ask that you try to recover that for a second and I  
16 will do the same here. But meanwhile I'm going to ask  
17 our audience to take a moment to drop a question into  
18 the question panel, if you have one. Those of you who  
19 joined us in the middle of the program, you've been  
20 listening to Ken McFadyen, Executive Director of the  
21 Blue Ridge Crossroads Economic Development Authority  
22 and you are now going to hear from Carolyn Howard with  
23 the Draper Aden Associates. Carolyn, are you able to  
24 see the presentation now?

25 **CAROLYN HOWARD:** I am not.

1                   **BRENT SHEFFLER:** Okay. For some reason  
2 we lost that here, but I will try to get that back.  
3 Everybody, please stay with us for just a minute. Are  
4 you able to see the screen now?

5                   **CAROLYN HOWARD:** Yes. I am ready to  
6 go. Thank you.

7                   **BRENT SHEFFLER:** Okay, excellent.  
8 Thank you.

9                   **CAROLYN HOWARD:** All right. Well, we  
10 are really excited to be working with BRCEDA and Ken  
11 on the Wildwood Commerce Park Project. When we went  
12 in and went through the procurement process we  
13 developed this flowchart that you can see in front of  
14 you. And the text is too small but it illustrates all  
15 of the steps that need to be done that work together  
16 to develop a commerce park that's site ready for a  
17 prospect. And what we're going to talk about today  
18 are the due diligence portions of this project.  
19 That's mainly those things that you see there in blue  
20 and that became an iterative process throughout the  
21 due diligence phase of the Wildwood Commerce Park. A  
22 new technical thing would come up and it would change  
23 our thoughts on the master plan. We found some  
24 wetlands. So all these things kind of work together  
25 as we developed the due diligence and tried to find

1 some answers to solutions. What our goal was is we  
2 wanted to make sure we knew what was known on this  
3 project and expose the unknown.

4 Next slide, please.

5 The due diligence process is mainly in  
6 two different segments here. The preliminary  
7 engineering report otherwise known as the PER which  
8 includes things like looking at existing utilities,  
9 any potential upgrades, cost estimates for those  
10 upgrades, whether it be utilities, road  
11 infrastructure, what's the permitting process, what's  
12 that timeline, and any other site development  
13 characteristics such as geotechnical, geophysical, in  
14 this case airport flight patterns, and traffic. We  
15 also need to look at the environmental piece, our  
16 wetlands, our streams, threatened endangered species,  
17 historic resources. And what I want to share with you  
18 is the Wildwood story of how we uncovered some  
19 unknowns that are very interesting and really  
20 confirmed and identified the knowns on the site.

21 First we have to start at the very  
22 beginning. Where is this site located relative to the  
23 rest of the world? How are prospects going to, why do  
24 they want to come to Wildwood? Why do they want to  
25 your commerce park? And first you want to look at

1 transportation. Where are the closest interstates,  
2 major airports? Do you have rail nearby? What other  
3 industries are located nearby? Just like any real  
4 estate purchase that you may have, it's location,  
5 location, location. And in the case of Wildwood, for  
6 instance, the interstate connectivity, Wildwood is  
7 located on I-77 less than a quarter-mile away, 13  
8 miles south of I-81, 24 miles north of I-74 North  
9 Carolina, and 75 miles north of I-40.

10 Next slide.

11 Continuing on that theme of location,  
12 location, location, I already mentioned that the  
13 Wildwood site, as you can see here in the graded  
14 portion on this photo, is less than a quarter-mile  
15 away from Exit 19 on I-77. One other interesting  
16 thing to note about this exit, it is located at a high  
17 point. So when you're thinking about potential truck  
18 traffic, the off ramps, you're exiting uphill using  
19 nature to help slow down the trucks and when you are  
20 entering the highway you are going downhill on the  
21 ramps which helps the trucks naturally using gravity  
22 accelerate to match traffic speeds for safer merging.

23 Next slide.

24 Topography can play a big, big role in  
25 how you develop your site. As you can see here and as

1 Ken had previously mentioned, BRCEDA purchased  
2 approximately 125 acres of previously graded site.  
3 There is another approximate 150 acres that is  
4 ungraded on this site. Part of what we looked at with  
5 the topography is how can we grade, efficiently grade  
6 the ungraded site to make it viable for a prospect to  
7 come in and build. As part of the PER we completed a  
8 preliminary grading plan for that site and a cost  
9 estimate. And for this particular site it's  
10 approximately 7 to 8 million dollars to grade it to a  
11 pad.

12 Next slide.

13 We also look at simple things like  
14 flood insurance rate maps to make sure that we don't  
15 have a regulatory floodplain or floodway on the site.  
16 Identifying this up-front will help in forming your  
17 plan when you are designing your master plan or  
18 designing a grading plan. Do you have to worry about  
19 mitigating for a floodplain and floodway impacts? In  
20 the case of Wildwood there are no regulatory  
21 floodplain or floodways near the site.

22 I talked earlier and Ken did as well  
23 about utilities. Utilities, everything from water,  
24 sanitary sewer or wastewater, gas, electric supplier,  
25 are all very important to the development of a

1 business park and a commerce park and an industrial  
2 park. First we needed to identify what was our, what  
3 are our existing capacities for each of these  
4 utilities. Where do we need to be and what kind of  
5 cost will that be to get to what the prospects want?  
6 And we need to do this in an accessible budget that  
7 the localities could achieve. For instance, a couple  
8 of the utilities that are really important that are  
9 needing some upgrades here at Wildwood were, one, the  
10 sanitary sewer. We have developed a plan where we'll  
11 be improving the sanitary sewer capacity in two phases  
12 to achieve up to 550,000 gallons per day which is what  
13 a lot of the prospects for this size of commerce park  
14 are looking for.

15 We are also working with AEP to provide  
16 increased power supply to the site. AEP will complete  
17 a project this year to provide a distribution line of  
18 34.5, 34.5 KV service to Wildwood Commerce Park. We  
19 are also currently developing phase two of this to  
20 provide power to Wildwood. That includes a  
21 transmission line. We are currently working with AEP  
22 to identify routing and hopefully soon look at right  
23 of way acquisition for that transmission line routing  
24 to further reduce and mitigate the cost of schedule  
25 constraints when a prospect comes to Wildwood.

1 We also looked at what other  
2 infrastructure improvements are needed to serve  
3 Wildwood. In the case of Wildwood we were looking at  
4 road extensions and possible signalizations. A  
5 traffic impact study is very important to this  
6 analysis determining what signals may or may not be  
7 required and what roadway improvements both on site  
8 and off site would be required for the park.

9 We also needed to go ahead, go and look  
10 at the adjacent parcels and their potential impacts.  
11 We need to look at the neighborhood and any potential  
12 conflicts. Prospects come in and look at whether  
13 you're in a highly residence, residential area. Are  
14 other industries compatible with their, with their  
15 use? And airports. As you can see here, Wildwood  
16 Commerce Park is within a half-mile of the Twin County  
17 Airport and we just need to make sure that that  
18 potential impact was mitigated with the development of  
19 the site.

20 Through the permit PER process we  
21 identified as many potential permit that may be  
22 required for a prospect to come in and build a  
23 building in the site. This timeline for permit  
24 approval usually identifies the critical path and  
25 which permit it's good to start on and to uncover the

1 unknowns and identifying the knowns so that when a  
2 prospect comes in that timeline, that schedule to get  
3 up and running to get those jobs into the community is  
4 as short as possible.

5 In the case of Wildwood Commerce Park  
6 we found some wetlands on the site. We've already  
7 gone through the process, even though we have not  
8 graded the site, to obtain approval of the wetland  
9 delineation and determination from DEQ, the Department  
10 of Environmental Quality, and the U.S. Army Corps of  
11 Engineers. We have also submitted a joint permit  
12 application which is right now on hold until the, it's  
13 right now on hold until a prospect comes on board.

14 We also looked at stormwater  
15 management. Next slide, please.

16 As we came on board in 2011 we were  
17 very well aware of some regulatory changes that were  
18 going to affect the development of Wildwood Commerce  
19 Park. In this case it was stormwater. The stormwater  
20 regulations changed in 2011 to be implemented in 2014.  
21 Part of the stormwater regulations allowed for  
22 grandfathering. As part of that, we developed a  
23 preliminary stormwater management plan, which you see  
24 here, calculations and submitted it to the local  
25 authority which is Carroll County for review and

1 approval prior to July 1st, 2012, in order to  
2 grandfather the project through 2019 under the  
3 previous stormwater management regulations. This,  
4 hopefully, will help a prospect when they come in to  
5 mitigate additional costs that might otherwise, they  
6 might have otherwise incurred.

7 Next slide.

8 Again, uncovering the unknown is very  
9 important when you're going through the due diligence  
10 phase mitigating the risks for potential prospects.  
11 Geotechnical services. We went through three  
12 different subsurface explorations and evaluations at  
13 Wildwood Commerce Park. Prospects really want to know  
14 what is underground, what is their risk when they come  
15 in and build on this site. Is there rock, unsuitable  
16 soils, karst, or do you really have some good  
17 structural material that will actually lower the cost  
18 for construction and what does that cost add up to?  
19 The more data you have, the less risk to the prospect,  
20 and the more data you have, you can represent your  
21 site better.

22 Uncovering the unknown. Again, I  
23 mentioned we've already been through the wetland  
24 process, but you also have to go through the  
25 environmental assessment process that identifies and

1 addresses potential threatened endangered species and  
2 historic resources. This is a picture of the National  
3 Wetlands inventory map that shows some of the wetlands  
4 that are on site but not all of them.

5 Next slide, please.

6 An Environmental Site Assessment may  
7 also be needed to address any potential environmental  
8 contamination issues. Additionally, with the  
9 environmental analysis, this is a picture of the  
10 wetlands that were delineated and determined on the  
11 site. Additionally, you might, you need to be aware  
12 of any potential mineral rights as Ken had previously  
13 stated and ready to evaluate and mitigate that risk.

14 Next slide, please.

15 Cultural resources. As part of this  
16 project and our due diligence we needed to do a phase  
17 one cultural resource survey. We didn't seek to find  
18 an artifact but we on one of the digs, dig sites we  
19 did find one and we proceeded immediately on to  
20 mitigate that risk, proceeded on to phase two, phase  
21 two process of this cultural resource survey. You see  
22 here a photo of an intact Late Woodland Dan River  
23 vessel from A.D. 1220 plus or minus 30 years. It's  
24 quite a fascinating find we found on the site. And  
25 fortunately for Wildwood we have been given a clean

1 bill of health, no additional artifacts were found and  
2 the site has been cleared by DHR. If you're  
3 interested, this vessel can be found today at the  
4 Museum of Natural History in Martinsville, Virginia.

5 So as part of the PER we wanted to  
6 still all the information gather down to a table form  
7 that we can show the prospect what kind of things,  
8 what's available on site, what are some of the  
9 potential risks on site and what is planned to  
10 mitigate the potential risks and what's planned to  
11 upgrade the utilities. What prospects want are a plan  
12 in hand with cost estimates and timelines for any  
13 environmental impact mitigation that's required, any  
14 utility extension or upgrades, or other infrastructure  
15 improvements, all leading to a plan to be site ready  
16 to get utilities on site, uncovering the unknown, and  
17 mitigating and highlighting the opportunities of your  
18 site.

19 **(WHEREUPON SLIDE 36 WAS DISPLAYED.)**

20 **KEN MCFADYEN:** Okay. Thank you,  
21 Carolyn. I think with all of the due diligence that  
22 we've done since 2010 forward here in the last four  
23 years two things that come to mind. We've kept our  
24 customer in mind and that is our prospect or  
25 prospective company for the site consultant who

1 represents that prospect. And what they're looking  
2 for among many things or two things that we keep in  
3 mind as we've prepared the site and that's, one, speak  
4 to market. You know, four years worth of studies and  
5 environmental assessments and so forth is frankly too  
6 long, and this just goes without saying, but it's too  
7 long of a process for prospects that make decisions on  
8 a very short time table. And I think in our previous  
9 webinar that is something that Joe emphasized that  
10 speed to market is critical and then secondly it's  
11 managing risk. We have sought out the risk on our  
12 site ourselves and we have identified some including  
13 the artifact that has now been entrusted to the Museum  
14 of Natural History. And I'll mention something  
15 further on that. A lot of times, and I know Carolyn  
16 mentioned this, a lot of times localities will seek  
17 not to find those artifacts or to not have to deal  
18 with it. And what we found after the fact of finding,  
19 actually finding the artifact is that it was better to  
20 see the process through in partnership with the  
21 Department of Historic Resources than it was to try to  
22 respond to a regulatory environment. And I know that  
23 that's not always the case and that's not always  
24 practical or possible with every regulatory agency,  
25 but we did see that, see it through and being a

1 partner to a state regulatory agency was advantageous  
2 to us.

3 So ultimately why do we do this? Why  
4 do we prepare sites? why do we do the due diligence?  
5 And I've got just a statement here. The purpose of  
6 all of it is to meet a prospect's needs for a suitable  
7 site with an available and trained workforce according  
8 to the prospect's timeline and with reduced site risk.

9 And so with that I believe that  
10 concludes our slide presentation and we are very much  
11 looking forward to questions.

12 **BRENT SHEFFLER:** Very good. Thank you,  
13 Ken. Thank you, Carolyn. Those of you who joined us  
14 in the middle of the program you have been listening  
15 to Ken McFadyen, Executive Director of the Blue Ridge  
16 Crossroads Economic Development Authority. You also  
17 heard from Carolyn Howard, an associate of Draper Aden  
18 Associates and program manager in the firm's Site  
19 Planning and Engineering Division. We have a few  
20 minutes for some questions.

21 **(WHEREUPON SLIDE 37 WAS DISPLAYED.)**

22 Please type them into the question panel and let us  
23 know which speaker your question is directed to. And  
24 Connie will communicate the questions to us and we'll  
25 take as many questions as we can before the close of

1 the hour.

2 So, Connie, please go ahead.

3 **CONNIE LONG:** Thank you, Brent. Our  
4 first question is for probably Carolyn. Is the  
5 geotechnical study the only method to determine what's  
6 underground?

7 **CAROLYN HOWARD:** It is not the only  
8 method. You could also use a geophysical survey which  
9 we did at, on this project to confirm and do  
10 resistivity, electro resistivity surveys to confirm  
11 where rock could be located, where some karst  
12 formations are located. We used that on quite a few  
13 projects, particularly in Southwest Virginia, to  
14 locate those features.

15 **CONNIE LONG:** I think Ken can answer  
16 this next question. What percent of the total site  
17 development and other development costs were covered  
18 by the Tobacco Commission funding? Could you have  
19 done this project if you did not have access to that  
20 program?

21 **KEN MCFADYEN:** I'll answer the second  
22 part of the question with yes, I believe that we could  
23 have done it without the grant funding. The grant  
24 funding did make, make it easier for us obviously to  
25 accomplish the due diligence and the engineering

1 necessary for this project. But the grant funding has  
2 been primarily directed toward construction of the  
3 utilities. And again, as I had mentioned earlier, not  
4 every site has those grant resources available to it  
5 and so then it requires a more heavy emphasis on local  
6 resources. But I think that you can navigate and  
7 layout a plan, a credible plan that is responsible  
8 professionally. And so again, yes, grant funding was  
9 used for a significant degree of the engineering and  
10 due diligence, but I do believe that given our  
11 localities' investment, over the five million dollars  
12 in acquiring the site, that if we had talked with them  
13 about the need for funding to do the engineering and  
14 due diligence that that ...

15 **CONNIE LONG:** So, Ken, this one is also  
16 for you. What sort of feedback have you received from  
17 prospects in the park? Is there anything you'd go  
18 back and change or is it too soon to guess?

19 **KEN MCFADYEN:** We have had many site  
20 consultants to the site on familiarization tours and  
21 also with prospects. We are also seeking site  
22 certification through, and AEP. And so we've gotten a  
23 lot of feedback. The one thing that I would say, and  
24 we did our own industrial suitability analysis, our  
25 own market, industrial site market land analysis in-

1 house. If I had to do anything differently I might  
2 think about taking that market land analysis out to an  
3 outside consultant just to get a third party review  
4 and a different set of eyes on the question. We  
5 obviously responded to our local elected officials  
6 directing us to engage in this kind of economic  
7 development and it's our jobs, frankly, to make it  
8 happen, to charge the hill, if you will. And I think  
9 economic development is also about removing barriers  
10 for business growth and so we've done that  
11 expeditiously I think. But if I had to do just  
12 anything differently, and I have thought about this  
13 previously, it would have been to have gone to an  
14 outside source for the market industry analysis.

15 **CONNIE LONG:** Ken, this one also is for  
16 you. What are the target industries for Wildwood?

17 **KEN MCFADYEN:** Sure. Food processing  
18 is one. Advanced manufacturing with an obvious  
19 connection to furniture and textiles. We still have a  
20 very strong process of furniture and textiles in our  
21 area and fourth or third, if you will, is  
22 distribution.

23 **CONNIE LONG:** Okay, Ken, here's another  
24 one for you. Very broadly, what are the  
25 characteristics of the available workforce in the

1 labor study? Have you landed any prospects?

2 **KEN MCFADYEN:** No, we have not landed  
3 any prospects. The site as we've talked about is  
4 ready this year with utilities. We were the Virginia  
5 finalist for a 150 million dollar investment, 600  
6 jobs, two years ago. That, frankly, we were surprised  
7 that the site attracted that much attention and that  
8 level of attention so quickly. And so we did put on  
9 hold our construction and site development to respond  
10 to that prospect. And that was an incredible learning  
11 experience that helped us to better prepare the site  
12 for the next prospect that, you know, will come to the  
13 site, particularly now that utilities are in place.

14 **CONNIE LONG:** Okay. If a locality  
15 purchases a site for future development who will own  
16 the mineral rights if mineral rights exist?

17 **KEN MCFADYEN:** That is something that  
18 your closing attorney or your locality's attorney  
19 needs to make sure is specifically spelled out in your  
20 title insurance and your title insurance policy or if  
21 need be in your deed itself. We have those rights  
22 that conveyed with the site but we were asked to go  
23 back and confirm that and so that was one of those  
24 moments where I realized that a detail did get past.  
25 It was covered in our title insurance policy but it

1 would have been, would have been, I would have felt  
2 much better about it obviously if I had confirmed that  
3 prior to the closing.

4 **CONNIE LONG:** What is the single most  
5 important thing to get your site ready?

6 **KEN MCFADYEN:** I would say local  
7 commitment. Local commitment and then funding and the  
8 rest of the process will fall into place. If we have  
9 elected officials who are committed to economic  
10 development, which ours are, and local elected  
11 officials who understand the big picture to getting  
12 this done, that the rest of the pieces will fall into  
13 place. What I heard one of our elected officials say  
14 recently at an event is that developing Wildwood is a  
15 marathon, not a sprint, and that we're not going to  
16 have overnight satisfaction or overnight results with  
17 what we're, with what we're doing here. It's a long-  
18 term investment. So I would say the local commitment  
19 is key. It's the one thing that is most important.

20 **CONNIE LONG:** What do you think is the  
21 single biggest obstacle to getting your site ready?

22 **KEN MCFADYEN:** This is a lightening  
23 round of questions. I'll just say that as I think  
24 about, as I think about the response to that. I would  
25 say that it is how the market is acting in terms of

1 prospect activity. The case in point, you know, I  
2 just named our target industries. But in terms of  
3 developing our wastewater capacity, we decided to go  
4 with what we would logically conclude would be the  
5 largest utility user of wastewater service and that  
6 would be food processing and so then we based our  
7 projection of the needed 550,000 gallons per day based  
8 upon food processing. But ultimately, Wildwood may  
9 not be used for food processing so we would have then  
10 overshot on that particular utility. So it's just  
11 not, and this is just natural that we don't know what  
12 the future holds. But I think it's, it's having a  
13 gauge of what the market, the prospect need and what  
14 prospects are going to be needing and when they're  
15 going to be needing it.

16 **CONNIE LONG:** In terms of  
17 infrastructure do you think there are any missing  
18 pieces to this park that if you could wave a magic  
19 wand and fix you would?

20 **KEN MCFADYEN:** Sure. The one utility  
21 that we don't have is rail. That's obvious. We don't  
22 hide the fact that we don't have rail. We have  
23 everything else. And we have been forthright with  
24 site consultants who have been at the site and with  
25 our allies at VEDP. And so if I did have a magic wand

1 maybe it would be to have a rail line to the site.  
2 But at the same time a site consultant four years ago  
3 told us, well, not every site requires rail and so you  
4 shouldn't really worry too much on that. Now, again,  
5 certainly we will lose prospects because we don't have  
6 rail because that will be a driving factor and a  
7 requirement, but there will be many others that don't  
8 necessarily require it.

9 **CONNIE LONG:** Okay, I think this is our  
10 final question. Is site certification really that  
11 important to landing a business or industry?

12 **KEN MCFADYEN:** That is a great  
13 question. And I think last week at our VEDA  
14 conference it was answered by one of the site  
15 consultants, I can't remember which, on the panel, the  
16 site selection. Site certification is a marketing  
17 tool and I think I knew that prior to last week's  
18 conference hearing the site consult and sale. But I  
19 think what it does is it puts us through the process  
20 of vetting our site and understanding our site with  
21 the latitude, if you will, of time and a no penalty  
22 environment, if you will, of figuring things out  
23 rather than it being on the line of the prospect. So  
24 I think it's a good warmup. It's boot camp, if you  
25 will, for prospect activity and it's a very good piece

1 for your marketing.

2 **CONNIE LONG:** Brent, we do have one  
3 more. Tell us about the telecommunications  
4 infrastructure in the park.

5 **KEN MCFADYEN:** Sure.  
6 Telecommunications. We do have Verizon that is  
7 available to the park but then at the same time we do  
8 have a broadband authority that is for the, under the  
9 Code of Virginia. It's the Wired Road Broadband  
10 Authority. I serve as secretary and treasurer. The  
11 city manager serves as the chair of that. And so we  
12 have deployed a fiber and wireless network throughout  
13 the localities of Carroll, Grayson and Galax. And so  
14 we have built fourteen miles of fiber to the site and  
15 we are in the process of awarding a bid to construct  
16 the wireless redundancy. So we do have a local fiber  
17 network that would serve the site but then we also  
18 have larger telephone operate, operations available  
19 for prospects.

20 **(WHEREUPON SLIDE 38 WAS DISPLAYED.)**

21 **BRENT SHEFFLER:** Very good. Thank you,  
22 Ken. Thank you, Carolyn. Those of you who joined us  
23 at the end of the program you've been listening to Ken  
24 McFadyen, Executive Director of the Blue Ridge  
25 Crossroads Economic Development Authority, and Carolyn

1 Howard, associate of Draper Aden Associates and  
2 program manager in the firm's Site Planning and  
3 Engineering Division. Ken and Carolyn, thank you very  
4 much for joining us today. That was very valuable  
5 information that you shared. Your expertise and your  
6 experience is really coming through. Thank you so  
7 much for taking all those questions as well.

8 **(WHEREUPON SLIDE 39 WAS DISPLAYED.)**

9 **KEN MCFADYEN:** Thank you, Brent. We've  
10 enjoyed it.

11 **BRENT SHEFFLER:** There are a few  
12 additional people who helped make today's session  
13 possible. I'd like to just acknowledge and applaud  
14 them for their participation in making it possible for  
15 today. So please if you have a kudos or a comment  
16 that favors what you heard, please pass it on to them.  
17 If you have a complaint, please tell me. I'd also  
18 like to let everyone know that this webinar has been  
19 recorded.

20 **(WHEREUPON SLIDE 40 WAS DISPLAYED.)**

21 You can go to the Virginia Allies .org  
22 website to review it and any other previous sessions  
23 that we have recorded and posted there. We are also  
24 having this session transcribed so in a few days you  
25 will see the transcription of the session posted also

1 on the Virginia Allies .org website. So please go  
2 there if you'd like to review any of the questions or  
3 go in to further detail of what you've heard today so  
4 far.

5 Our next webinar will be on Wednesday,  
6 November 19th. It is the Third Wednesday Webinar on  
7 the topic "Virginia Domestic Markets Expansion  
8 Program: Domestic Diversification." You will hear  
9 about how this program is designed to help small and  
10 mid-sized companies in Virginia, who have been or will  
11 be affected by defense cuts. Our speakers for the  
12 November 19th webinar are Aimee McCarthy and Dean  
13 Young with GENEDGE Alliance. This November 19 webinar  
14 is one I would encourage you to share with your  
15 existing businesses and your industries so that they  
16 can be informed about what resources are available to  
17 them. GENEDGE Alliance is the service agent to take  
18 care of a number of workshops that will introduce this  
19 program and how this program can help our businesses  
20 and industries across Virginia that are impacted by  
21 defense cuts. So please be sure to listen and please  
22 pass that on to your existing businesses so that they  
23 can also participate in this webinar.

24 Until then, everyone, good-bye and thank you  
25 for joining us. Have a great day!

1 (WHEREUPON, the Webinar was concluded at 2:55 p.m.)  
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## 1 STIPULATION

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3 The foregoing matter was taken on the date, and  
4 at the time and place set out on the title page  
5 hereof.

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7 It was requested that the matter be taken by the  
8 reporter and that the same be reduced to typewritten  
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**CERTIFICATE OF REPORTER AND SECURE ENCRYPTED  
SIGNATURE AND DELIVERY OF CERTIFIED TRANSCRIPT**

I, **Suzanne W. Gonzales**, Notary Public, do hereby certify that the foregoing matter was reported by stenographic and/or mechanical means, that same was reduced to written form, that the transcript prepared by me or under my direction, is a true and accurate record of same to the best of my knowledge and ability; that there is no relation nor employment by any attorney or counsel employed by the parties hereto, nor financial or otherwise interest in the action filed or its outcome.

This transcript and certificate have been digitally signed and securely delivered through our encryption server.

IN WITNESS HEREOF, I have here unto set my hand this 28th day of October, 2014 .

TECHNOLOGY REPORTER  
SUZANNE W. GONZALES



**Suzanne W. Gonzales**  
Court Reporter / Notary  
Notary Registration Number: 7060068  
My Commission Expires: 02/28/2018



<u>1</u>	<b>2015</b> 8:16	<u>8</u>	37:12
<b>1</b> 5:4	<b>2019</b> 31:2	<b>8</b> 10:13 27:10	<b>acquisition</b>
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