

BOARD OF SUPERVISORS
WORK SESSION
GOVERNMENT CENTER BOARD ROOM
JANUARY 23, 2007 - 4 P.M.

A. Call To Order

B. Roll Call

C. Board Discussion

1. Dam Safety
2. Business Climate Task Force (Memorandum) (Attachment 1)
(Attachment 2) (Powerpoint)

D. Closed Session

1. Consideration of a Personnel Matter Involving the Six-Month Performance Evaluation of the County Administrator, Pursuant to Section 2.2-3711 (A)(1) of the Code of Virginia

E. Break

M E M O R A N D U M

DATE: January 23, 2007
TO: The Board of Supervisors
FROM: Wayland N. Bass, Civil Engineer I, Development Management
SUBJECT: Dams

This subject is one item on the agenda for the work session on January 23. Mr. David Conniff, Regional Dam Safety Engineer, from the Virginia Department of Conservation and Recreation has agreed to participate.

In preparation for the work session, it may be helpful to group dams in the County as follows.

1. Publicly Owned Dams Serving Public Facilities

The County owns three dams on the Warhill Property. All three were constructed by the previous owner as farm ponds. Two of these ponds have been upgraded to function as regional stormwater facilities and to meet State dam safety requirements. We will soon begin exploring dam safety requirements for upgrading the Warhill Trail Dam. We plan to include the costs in future budget requests.

2. Privately Owned Dams Supporting Virginia Department of Transportation (VDOT) Roads

Current County and VDOT regulations require formal VDOT/James City County Developer agreements assuring that dams are maintained by their owners. Two old dams not covered by agreements have failed recently.

Jolly Pond Dam

The dam supports Jolly Pond Road, State Route 633. A recent storm event overtopped the dam causing part of the downstream face to be washed away. VDOT does not repair dams and has closed the road for safety reasons. The owner of the dam has declined to make repairs.

Lake Powell Dam

The VDOT Road on this dam was closed about 1990 for safety reasons. Since that time, until the most recent failure, the dam has supported a pedestrian/bicycle trail on public access controlled by the County.

Point O' Woods Road - Mirror Lakes Subdivision

This dam was constructed by the developer. The James City Service Authority agreed to perform non-routine maintenance as part of a Ware Creek Reservoir property transaction.

3. Privately Owned Dams With Recorded/Unimproved Roads

Staff is aware of two dams with platted unimproved roads recorded in the 1960s: 1) River Drive in the Cyprus Point Subdivision and 2) a parcel off Overlook Drive in Kingspoint. The County has not accepted responsibility for these dams. Current regulations would require VDOT/JCC/Developer Maintenance Agreements.

4. Privately Owned Dams Without Any Public Issues

There is an unknown number of farm pond or mill pond dams in the County. These dams are on private property and do not contain any public issues. The dam at Cranston's Mill Pond has failed recently. The dam is located upstream of the road right-of-way and apparently does not affect the road.

At the work session, staff will make a brief presentation followed by Mr. Conniff's remarks regarding state dam regulations.

Staff is prepared to follow additional instructions from the Board of Supervisors on this matter.


Wayland N. Bass

CONCUR:


John T. P. Horne

Business Climate Task Force

**Preliminary Status
Report**

Presented at:

Board of Supervisors &
Economic Development Authority
Joint Work Session

January 23, 2007

Summary of Preliminary Status Report

- I. Introduction
 - A. Membership
 - B. BOS Memo

- II. Mission
 - A. JCC Mission Statement
 - B. EDA Mission Statement
 - C. Office of Economic Development Mission Statement
 - D. BCTF Mission Statement

Summary of Preliminary Status Report

III. Approach

- A. Attributes of County Valued Businesses
- B. Attributes of Municipalities that Valued Businesses Want
- C. Attributes of JCC which Businesses Struggle With
- D. Previous Studies and Data
- E. Fiscal Impact of Businesses in JCC
- F. Internal Operations Establishing and Expanding Businesses

Summary of Preliminary Status Report

IV. Summary of Preliminary Findings

- A. Findings To Date
- B. Conclusion
- C. Recommendations

V. Outside Consultant

- A. RFQ Solicitation
- B. Responses
- C. Interview Process
- D. Selection

Summary of Preliminary Status Report

- VI. Next Steps
 - A. Consultant
 - B. BCTF

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- BOS Liaison to EDA
- BOS Liaison to Hampton Roads EDA
- Member of the EDA
- Assistant County Administrator
- County Development Management Representative
- Director, County Office of Economic Development
- Williamsburg Area Chamber of Commerce
- Member of the Engineering Community
- Three Individuals from Local Business and Industry
- Non-Business Representative from the Public Sector

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B. February 28, 2006 Memo to BOS from EDA

Charter of the Business Climate Task Force (BCTF)

- Identify how James City County can be a more value added partner to the business and industrial community.
- Identify who are potential partners
- Assess the needs of these potential partners

II. Mission

A. Reviewed Mission Statement of James City County

"We work in partnership with all citizens to achieve a quality community."

B. Reviewed Mission Statement of Economic Development Authority

"The Economic Development Authority of James City County, Virginia is the primary county agency to sustain and expand the county's commercial and industrial revenue base to maintain and enhance the quality of life for county citizens."

C. Review Mission Statement of the Office of Economic Development

"To foster the development and expansion of a diversified and healthy base of primary business and industry that will better balance the tax base, increase job opportunities, and enhance both the quality and standards of living in James City County."

II. Mission

D. Created Business Climate Task Force Mission Statement

"Identify qualities, characteristics, and categories of business preferred in James City County and propose policies, programs, and ordinance changes that will attract, retain, and expand those businesses."

III. Approach

A. Attributes of County Valued Businesses

1. Quality Jobs
2. Community Values
3. Fiscal Contribution
4. Environmentally Friendly
5. Stability

III. Approach

B. Attributes of Municipalities that Valued Businesses Want

1. Quality of Life
2. Proximity to Transportation Infrastructure
3. Ability to Make Profits
4. Cost of Doing Business
5. Labor Costs
6. Labor Pool
7. "Identifiable" Address
8. Proximity to College or University

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C. Attributes of James City County Which Businesses Struggle With

1. High Turnover for Low Wage Positions
2. Availability of Affordable/Skilled Labor
3. Lack of Incentive Packages
4. Difficulty in Interpreting, Addressing, and Satisfying Regulations
5. Inconsistency and Confusion Associated with Regulatory Process in Relationship to Surrounding Municipalities
 - a. Actual approval process is lengthy and uncertain due to legislative process
 - b. Lengthy timetable for regulatory approval

III. Approach

C. Attributes of James City County Which Businesses Struggle With (cont'd)

6. Overly Focused on Traditional Economic Development
7. Slow to Respond to Business Climate Changes
8. No Major Airport Hub
9. Expensive Real Estate
10. Lack of Public Transportation
11. Lack of Low Cost Housing
12. Lack of Affordable/Available Child Care
13. Employability of K – 12 Grads
14. Lack of Apprenticeship and Vo-Tech Training

III. Approach

D. Review of Previous Studies and Data

1. Crossroads Research and Technology Committee Report, July 2000
- William & Mary Department of Economic Development
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Virginia Community College System
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5. Williamsburg Business Owner Survey, September 2006
- Chesapeake Bank

III. Approach

E. Review Fiscal Impact of Business in James City County

Met with James City County Financial Management, JCC Commissioner of Revenue, and Virginia Employment Commission (August) – Attempt to determine fiscal impact (revenue vs. expense) of businesses.

1. Review of JCC Community Business Profiles

Largest Employers

- WJCCSB
- Eastern State
- Busch Entertainment
- JCC
- Wal Mart
- Anheuser Busch, Inc.
- Busch Properties
- Jamestown Yorktown Foundation
- Riverside Regional Medical Center
- Williamsburg Plantation*

Real Estate Taxpayers

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- Wal Mart
- Manor Club @ Ford's Colony*
- Williamsburg Plantation*
- Busch Properties
- Williamsburg Outlets
- Williamsburg Landing
- Busch Entertainment
- Greensprings Plantation*

*Timeshares

III. Approach

E. Review Fiscal Impact of Business in James City County (cont'd)

2. Reviewed Revenue Data

- a. JCC Commissioner of the Revenue Data Classification System
- b. North American Industry Classification System (NAICS)
- c. VEC Data Classification System

III. Approach

F. Review Internal Operations to Establishing and Expanding Businesses

1. Available Guides Produced by JCC
 - a. Starting a Business, January 2005
 - JCC Development Management & Office of Economic Development
 - i. Given to Proposed Businesses by Commissioner of Revenue
 - ii. On Website
 - b. Development Management Site Plan & Building Permit Guidelines
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F. Review Internal Operations to Establishing and Expanding Businesses (cont'd)

2. Met with Development Management Team - Sept. & Oct. 2006 (cont'd)

- a. Found that, while the Virginia Uniform Statewide Building Code applies throughout the Commonwealth, sometimes due to staffing among jurisdictions sections of the building code are inadvertently missed and, therefore, seems to businesses, interpreted differently
 - Holds public monthly design/development roundtables
 - JCC has an expedited review process as well as independent review process
 - Plans review needs to be comprehensive in order to minimize conflicts during construction
 - Environmental staff running at capacity struggles to meet 30-day turnaround, staffing is an issue

III. Approach

F. Review Internal Operations to Establishing and Expanding Businesses (cont'd)

2. Met with Development Management Team - Sept. & Oct. 2006 (cont'd)

f. Small vs. large product – no distinction

g. Quality of design plans in question

- Some submitted with known deficiencies or incomplete just to get in queue

h. Environmental requirements difficult to understand / regulations constantly changing

i. Many outside organizations must review – VDOT, Corps of Engineers, Newport News Waterworks

j. 90% of design issues resolved quickly / 10% drag on

III. Approach

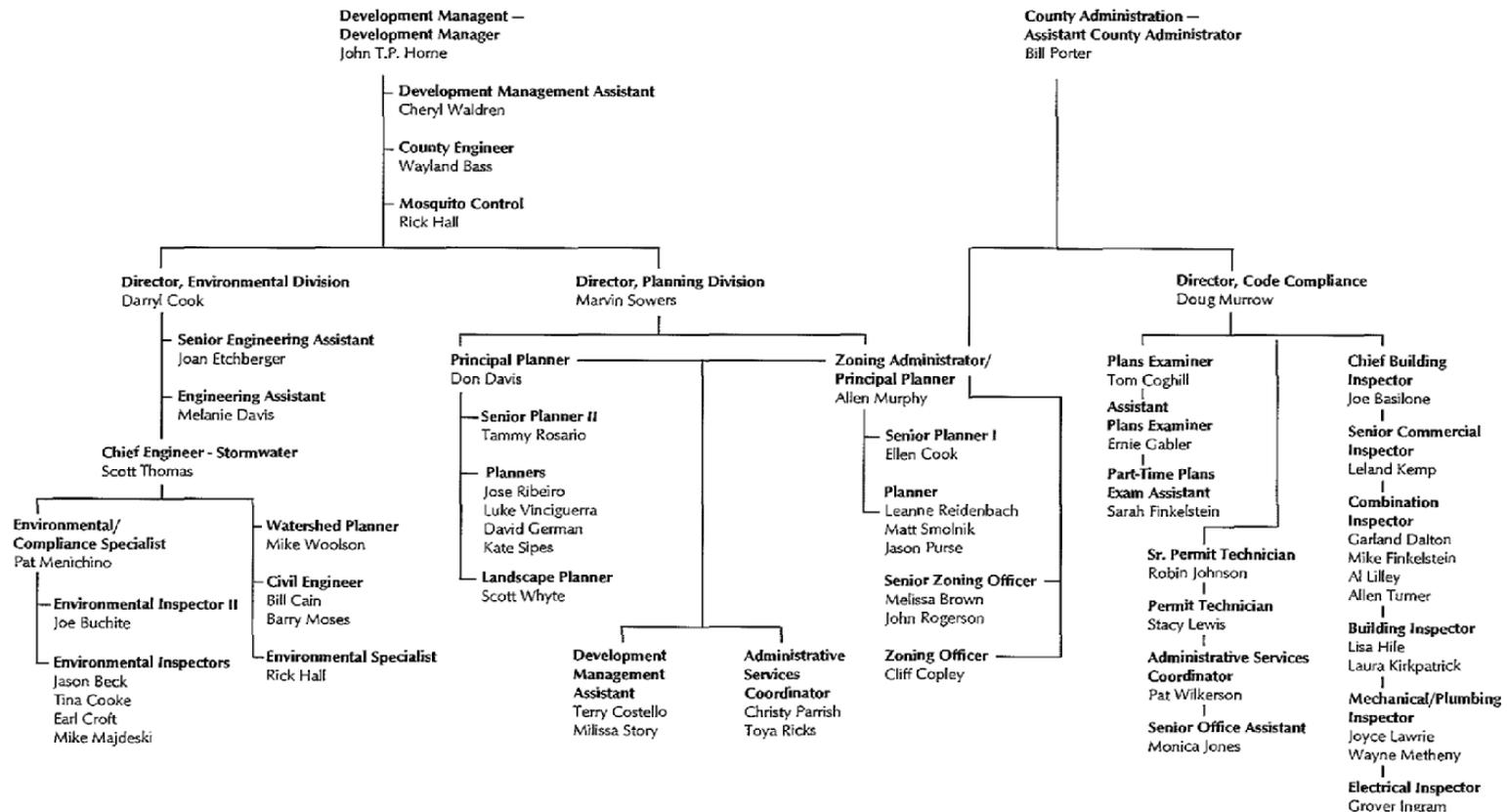
F. Review Internal Operations to Establishing and Expanding Businesses (Cont'd)

2. Met with Development Management Team - Sept. & Oct. 2006

k. Reviewed Organizational Chart

Development Management Organization Chart

Effective 9/26/06



IV. Summary of Findings

A. Findings to Date

1. "Great restaurant – however, slow kitchen"
2. Quality of life in James City County is noted as most important aspect.
 - Noted in mission statements
 - Noted in focus group statements
 - Exists and must be protected

IV. Summary of Findings

A. Findings to Date (cont'd)

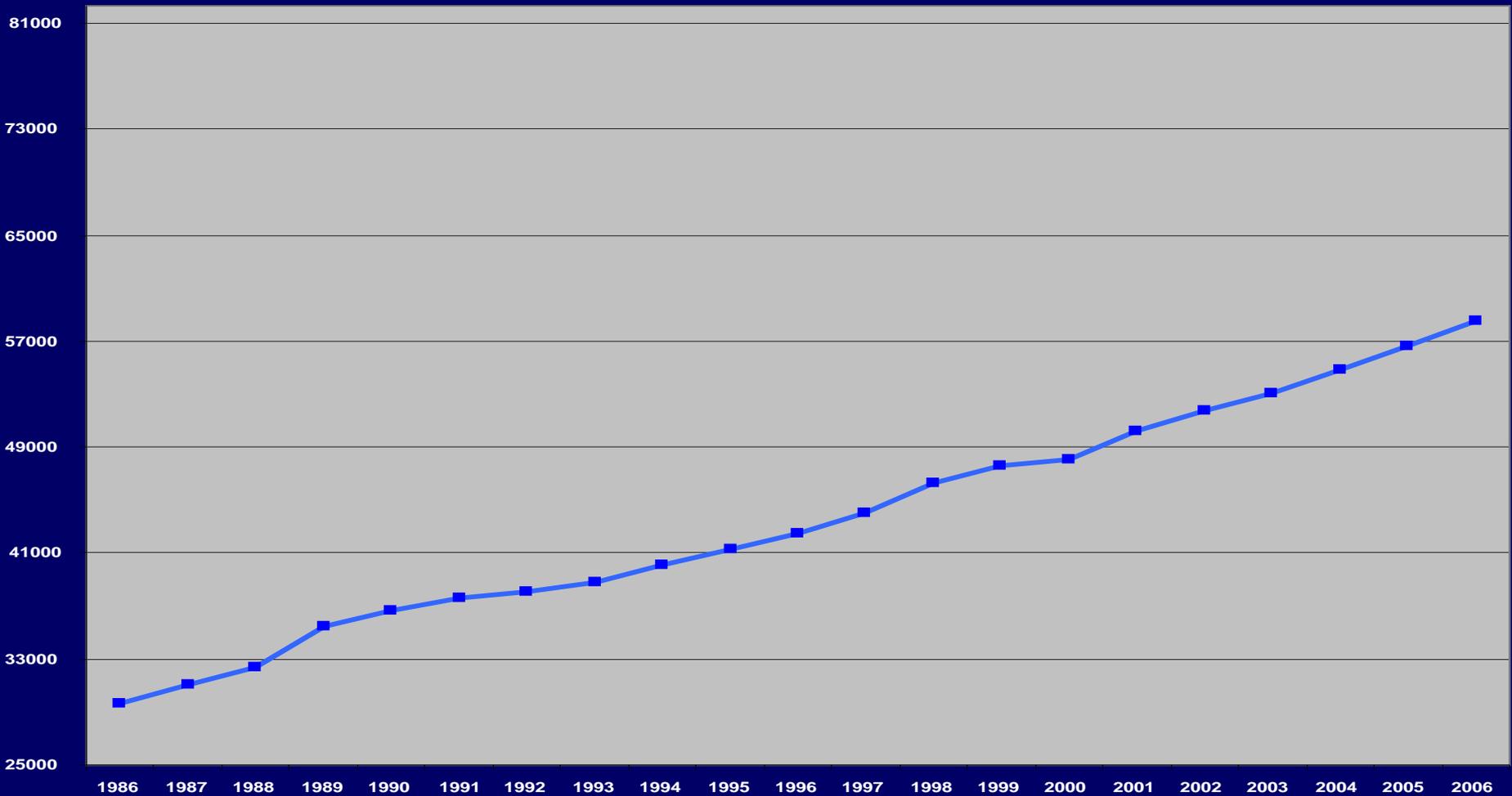
3. Growth of JCC Illustrates it as a Targeted Locality
 - a. County Population
 - b. Building Permit Issuance
 - i. Total Permits Issued
 - ii. Construction Value of Permits Issued
 - c. County Staff
 - i. Total County Staff
 - ii. Development Management Staff
 - iii. Shared Management Noted in Organizational Chart

IV. Summary of Findings

A. Findings to Date (cont'd)

3. Growth of JCC Illustrates it as a Targeted Locality

a. County Population



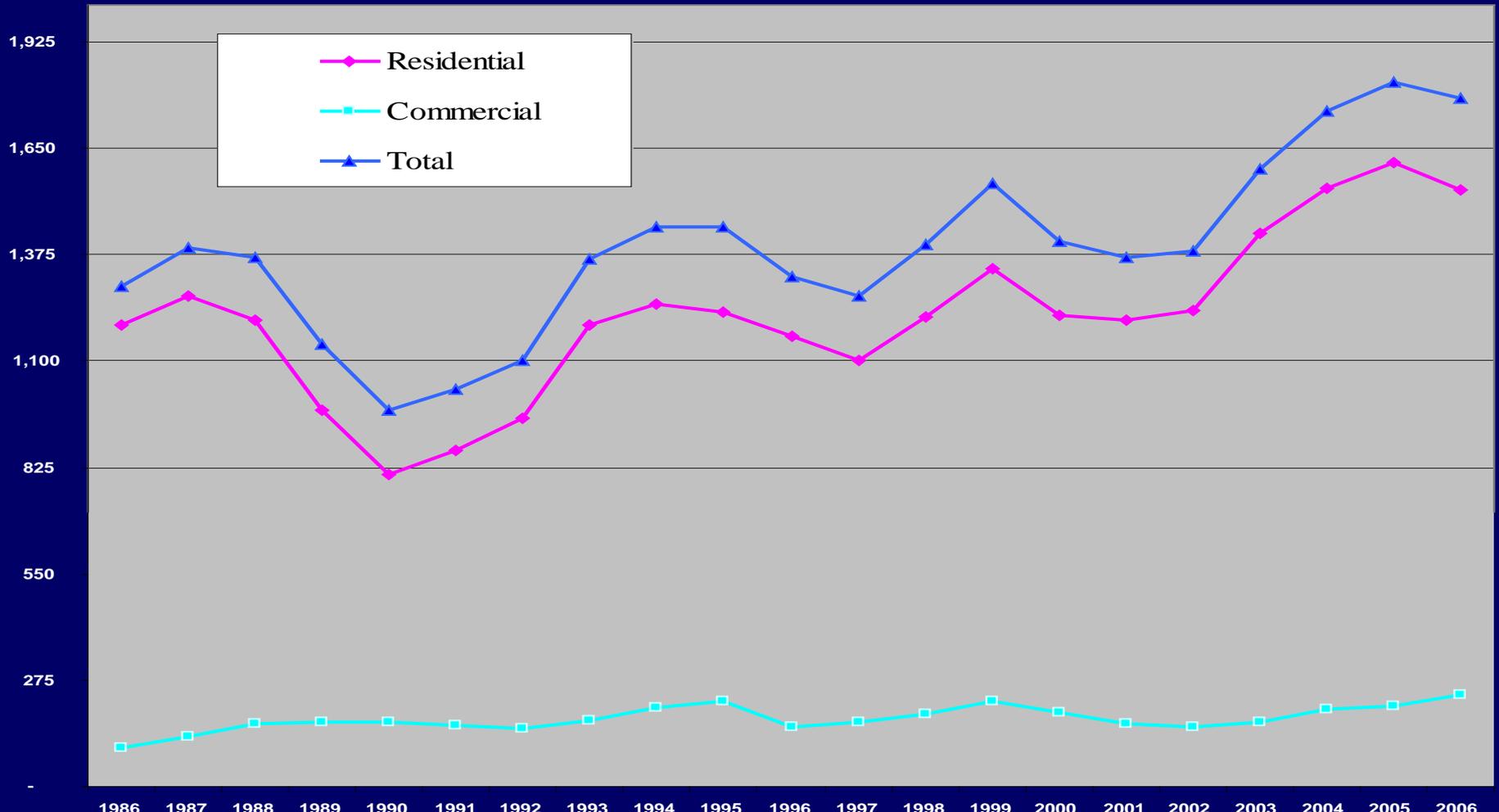
IV. Summary of Findings

A. Findings to Date (cont'd)

3. Growth of JCC Illustrates it as a Targeted Locality

b. Building Permit Issuance

i. Number of Permits Issued



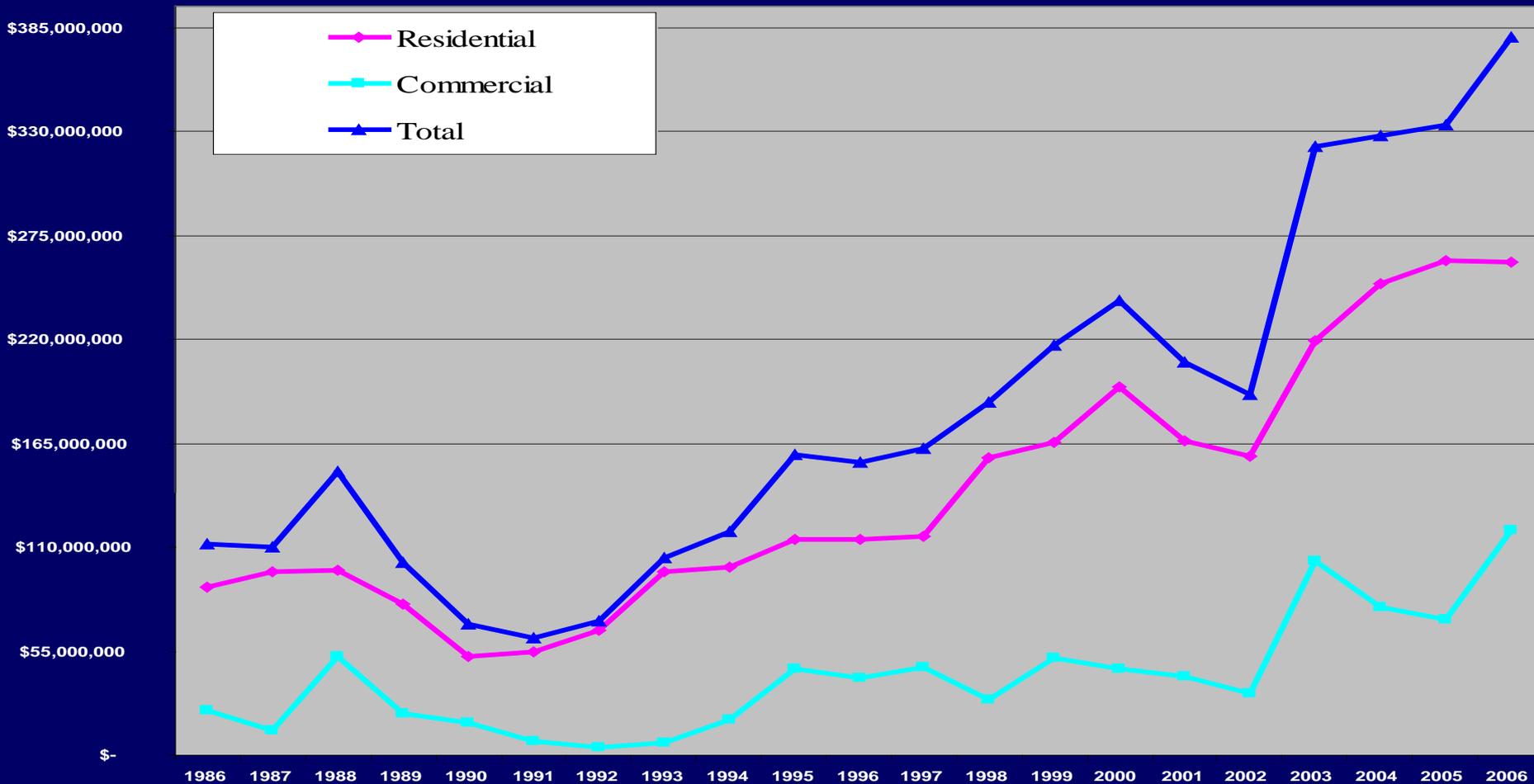
IV. Summary of Findings

A. Findings to Date (cont'd)

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b. Building Permit Issuance

ii. Construction Value of Permits Issued



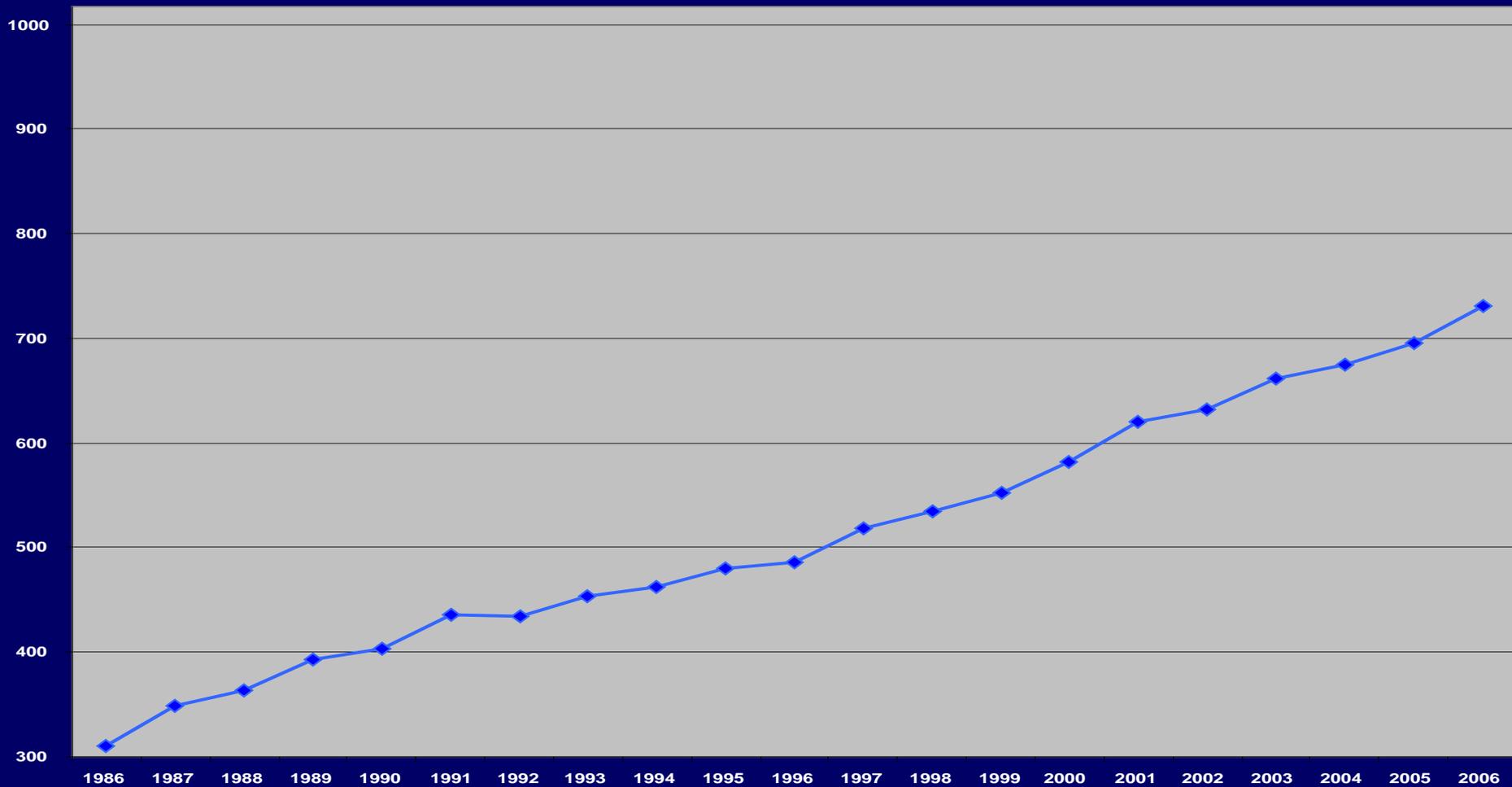
IV. Summary of Findings

A. Findings to Date (cont'd)

3. Growth of JCC Illustrates it as a Targeted Locality

c. County Staff

i. Total Staff



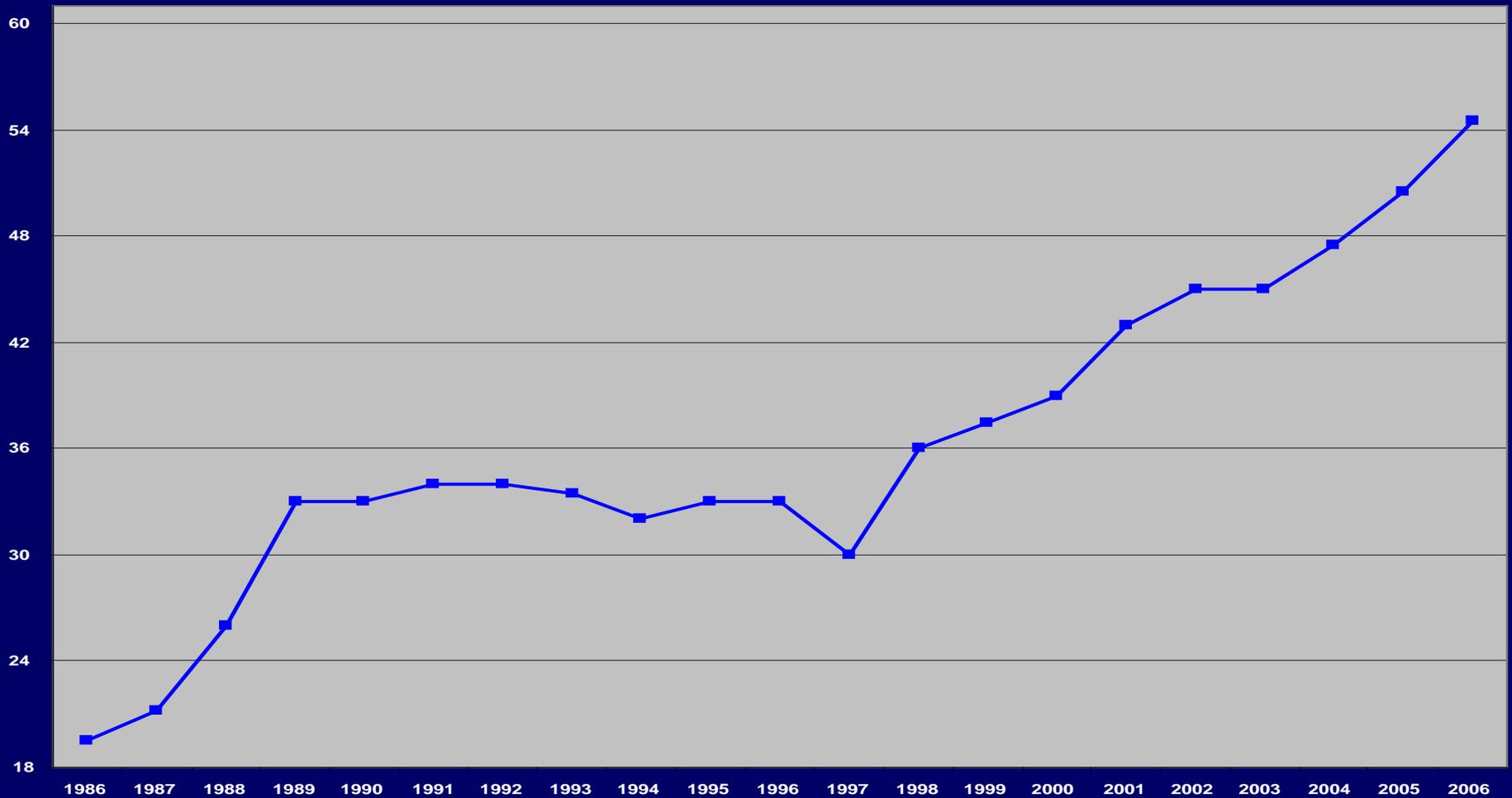
IV. Summary of Findings

A. Findings to Date (cont'd)

3. Growth of JCC Illustrates it as a Targeted Locality

c. County Staff

ii. Total Development Management Staff



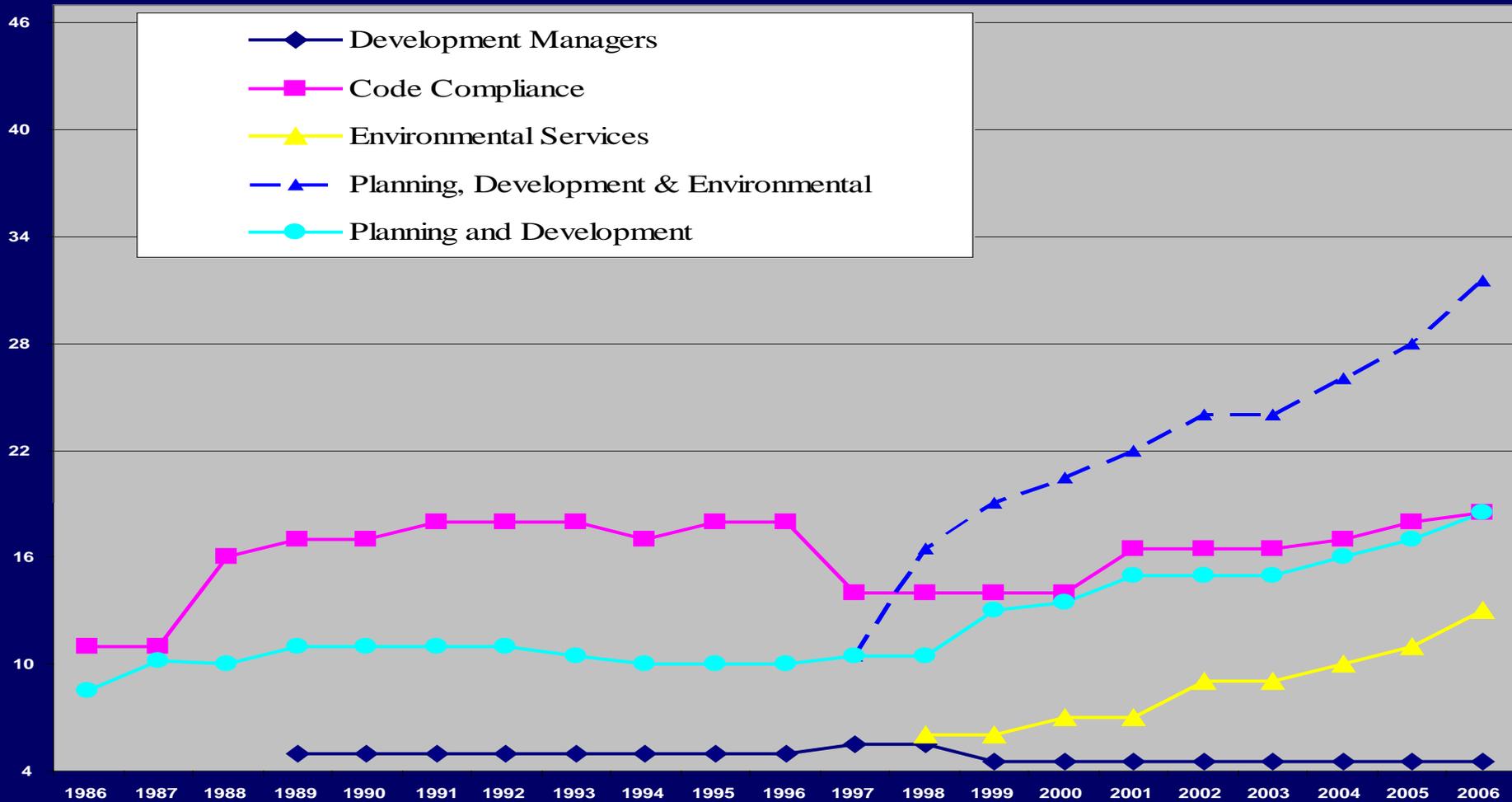
IV. Summary of Findings

A. Findings to Date (cont'd)

3. Growth of JCC Illustrates it as a Targeted Locality

c. County Staff

iii. Breakdown of Development Management Staff



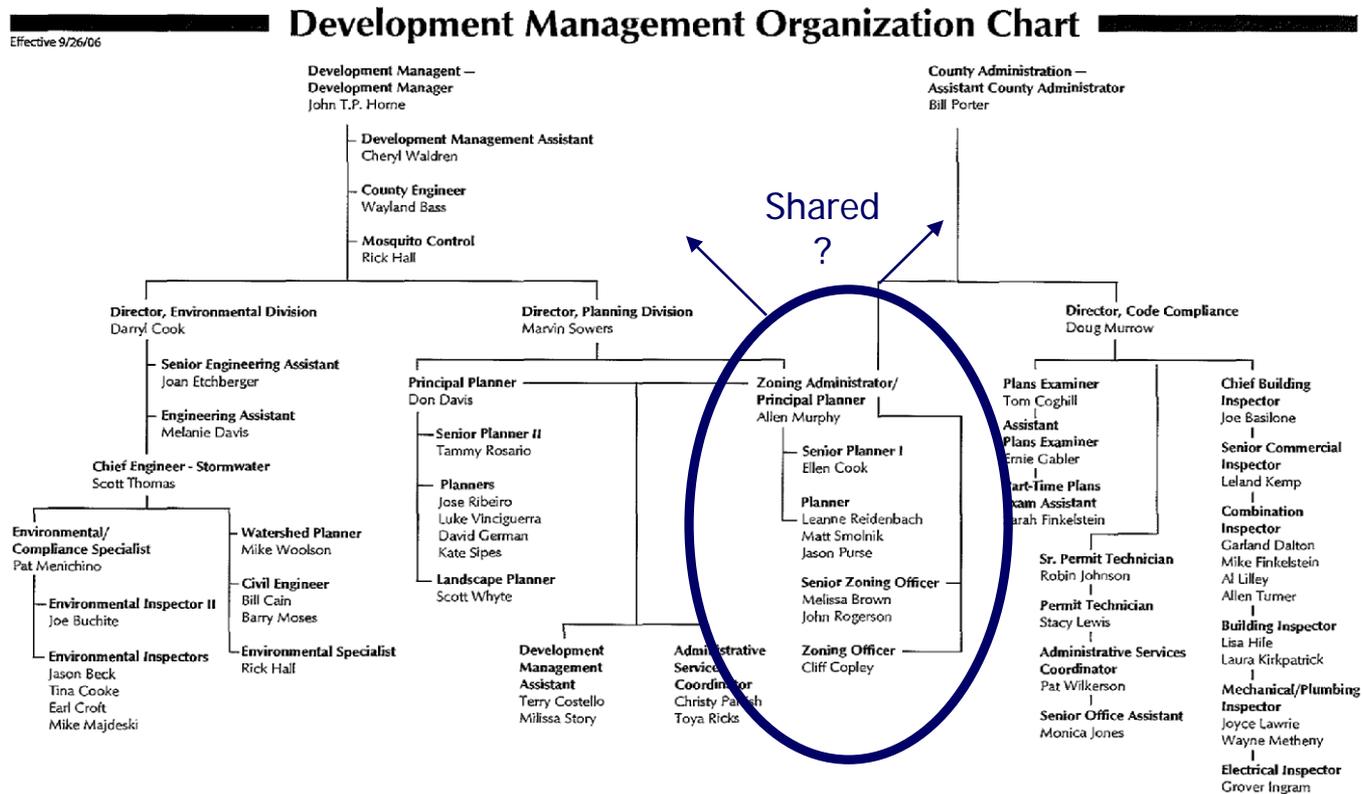
IV. Summary of Findings

A. Findings to Date (cont'd)

3. Growth of JCC Illustrates it as a Targeted Locality

c. County Staff (cont'd)

iv. Shared Management Noted in Organizational Chart



IV. Summary of Findings

A. Findings to Date (cont'd)

4. Communication of Required Development Processes
 - a. Guides
 - b. Websites
 - c. Monthly Meetings with Design Professionals

5. More Information Deeded
 - a. How Does JCC Compare to Other Localities?
 - i. Economic Development Process
 - ii. Development Management Process

IV. Summary of Findings

B. Conclusion

1. Beyond Volunteer BCTF Membership Ability

- a. Additional Resources Needed

C. Recommendations

1. Solicit consultant study on external aspects of County and comparative competition.
2. Continue to review internal aspects of JCC development management to determine suggested improvements in communication and regulatory process.

V. Outside Consultant

A. RFQ Solicitation

1. Solicited in October 2006 RFQ for comprehensive study focused on benchmarking JCC against other competitors and identifying policies and programs employed by these localities with respect to economic development

B. Responses

1. Received Four Responses from National Firms
 - a. Sanford Holshouser
 - b. Economic Research Associates
 - c. Moran, Stahl & Boyer, LLC
 - d. Leak-Goforth Company, LLC

C. Interview Process

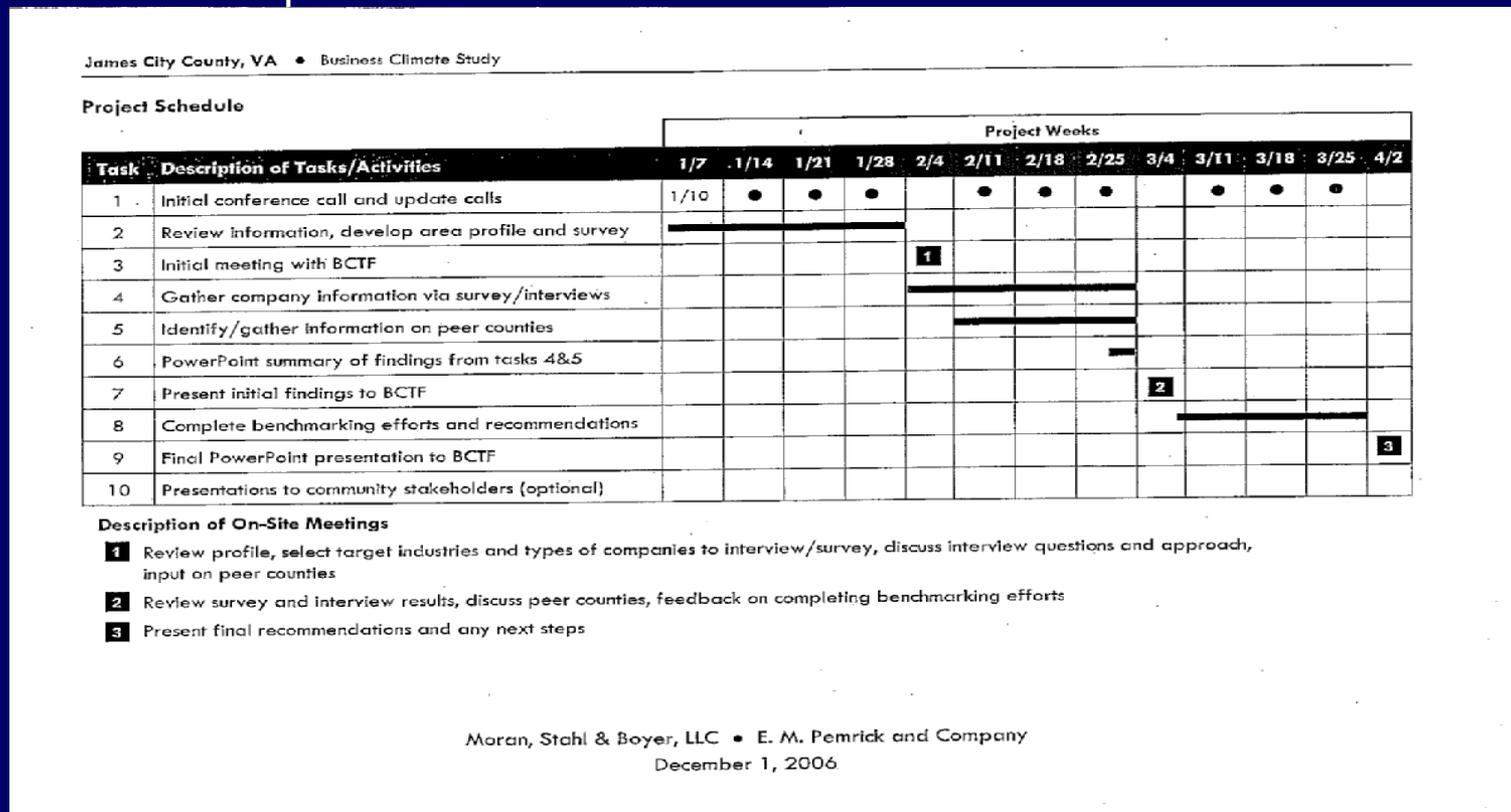
1. Sub-Committee of BCTF Interviewed Two Responses
 - a. Sanford Holshouser
 - b. Moran, Stahl & Boyer, LLC

V. Outside Consultant

D. Selection

1. Selected Moran, Stahl & Boyer, LLC

a. Consultant Project Schedule – expect study to be completed by mid April 2007



VI. Next Steps

- A. The Business Climate Task Force will be an active participant in the consultant study and will provide an overview of the study to both the EDA and the BOS.

- B. The Business Climate Task Force will continue to review internal operations of JCC Development Management to determine areas of suggested improvements.

MEMORANDUM

DATE: January 23, 2007

TO: Board of Supervisors
Economic Development Authority

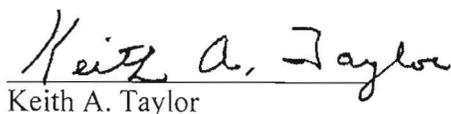
FROM: Keith A. Taylor
Economic Development Director

SUBJECT: Joint Work Session Agenda

Following is EDA Chairman Mark Rinaldi's Agenda for the Joint Work Session.

AGENDA

- I. INTRODUCTION OF EDA MEMBERS IN ATTENDANCE
- II. 2006 EDA ACTIVITY HIGHLIGHTS
- III. BUSINESS CLIMATE TASK FORCE (BCTF) INTERIM REPORT
 - A. Introduction of BCTF Members
 - B. BOS Taskings
 - C. Mission Statement
 - D. Approach
 - 1. Attributes of County-Valued Businesses
 - 2. Attributes of Municipalities That Valued Businesses Seek
 - 3. Business Challenges in James City County
 - 4. Previous Studies and Data
 - 5. Fiscal Impact of Businesses in James City County
 - 6. Intra-County Operations re Establishing and Expanding Businesses
 - E. Summary of Preliminary Findings
 - F. Request for Qualifications for Consultant Assistance
 - 1. Selection Process
 - 2. Scope of Work
 - G. Next Steps
 - H. Open Discussion
- IV. ADDITIONAL DISCUSSION/QUESTIONS AND ANSWERS
- V. ADJOURN


Keith A. Taylor

**James City County
Economic Development Authority**

**Summary of Major Activities
2006**

Continued Service to Existing Projects and Businesses

- Endeavor Drive in James River Commerce Center released into VDOT system, and Coresix qualifies as end user (after aggressive efforts on the part of OED by Larry Foster) releasing County from \$300,000 industrial access road bond.
- Columbia Drive in James River Commerce Center completed, providing access to Economic Development Authority property, including virtual Shell Building site.
- Continued oversight of Mainland Farms, the largest tract of undeveloped land left from an original 3,000-acre Governor's Land Charter dating to 1618, including completion of a portion of Capital [bike] Trail through the property and the lease for farm use by Renwood Farms, Inc.
- Induced a \$1.4 million Performance Agreement with AVID Medical for its expansion, including a \$700,000 Governor's Opportunity Fund Grant, a portion of which was designated to the James City Service Authority towards the cost of water storage tank construction.

Creative New Programs and Initiatives Serving New and Existing Businesses

- Three-way agreement between EDA, Board of Supervisors (BOS), and Hampton Roads Technology Council (HRTC) to establish, fund and manage the James City County Technology Incubator (JCCTI). As of January 1, 2007 JCCTI had six clients.
- EDA co-sponsors, with Fire Administration and Office of Economic Development (OED), the Prepare and Prosper Seminar, to train businesses on ways to survive a disaster. It was the first seminar of its kind in the State and is being used as a model for other programs throughout the Commonwealth.

EDA Support for Significant New Capital Investments in the County

- Induced a \$9.5 million Industrial Revenue Bond (IRB) for The William & Mary Foundation to house the development arm of the College in a three-story, 35,000 square foot office building (Discovery I) on 2.25 acres in Newtown. This will consolidate college development offices and staff currently in three buildings on campus and two offsite locations. Approved the final resolution at the November 16, 2006 EDA meeting.
- Approved a JCC \$95 million Lease Revenue Bond for two new elementary schools, one new middle school, and an addition to Stonehouse Elementary School.
- Induced a \$130 million Industrial Revenue Bond (IRB) for Virginia United Methodist Homes for WindsorMeade in the Newtown area, a continuing care retirement community which provides long-term retirement and health services to persons 62 years of age and older.

Tackling the Challenge We Set for Ourselves, with BOS Support, at the Last Joint Meeting

- EDA proposed/recommended and BOS approved/appointed a Business Climate Task Force (BCTF) to assess business expansion, retention and attraction in James City County (JCC), and EDA subsequently approved a \$38,800 funding request from BCTF for Moran, Stahl and Boyer, LLC consultant services to assist BCTF.

Other Activities

- EDA expressed interest in participating in a future study of non-residential use of rural lands to enthusiastic BOS response
- Conditionally approved a recommendation to participate as part of a three-jurisdiction effort to enhance the appearance of the Route 60 Corridor from York Street to just beyond Busch Gardens.
- Again was a sponsor of the Michelob ULTRA Open at Kingsmill, hosting key personnel from existing industry, prospects, prospect liaisons, service providers and their guests.
- Co-sponsored with OED the opening session of the Industrial Asset Management Council's Annual Fall Forum in Williamsburg.
- Two EDA Directors attended the Virginia Industrial Development Authorities Institute, a day and a half seminar that focused on the primary responsibilities of Industrial and Economic Development Authorities, their requirements and expectations under the law, and opportunities and possibilities for development.
- Enterprise Zone ordinance is revised to reflect the change in the EDA's name from Industrial Development Authority, and establish a timeline (sunset provision) in which companies can file for benefits.
- Sponsored 13th Annual Celebration of Business in Robert V. Hatcher Rotunda at Jamestown Settlement, presenting the Captain John Smith Award to C&F Bank.

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 - Environmental staff running at capacity struggles to meet 30-day turnaround, staffing is an issue

III. Approach

F. Review Internal Operations to Establishing and Expanding Businesses (cont'd)

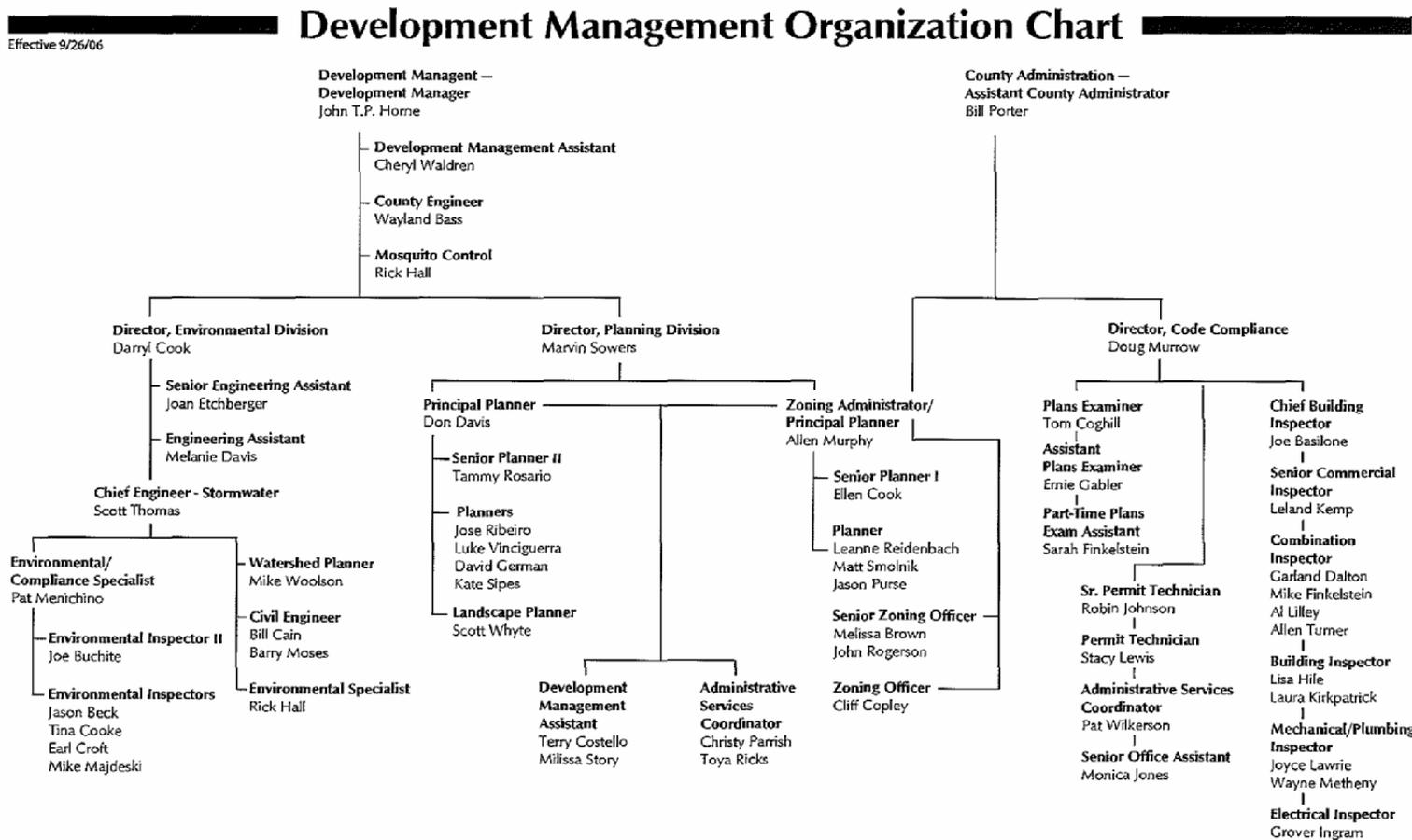
2. Met with Development Management Team - Sept. & Oct. 2006 (cont'd)
 - f. Small vs. large product – no distinction
 - g. Quality of design plans in question
 - Some submitted with known deficiencies or incomplete just to get in queue
 - h. Environmental requirements difficult to understand / regulations constantly changing
 - i. Many outside organizations must review – VDOT, Corps of Engineers, Newport News Waterworks
 - j. 90% of design issues resolved quickly / 10% drag on

III. Approach

F. Review Internal Operations to Establishing and Expanding Businesses (Cont'd)

2. Met with Development Management Team - Sept. & Oct. 2006

k. Reviewed Organizational Chart



IV. Summary of Findings

A. Findings to Date

1. "Great restaurant – however, slow kitchen"
2. Quality of life in James City County is noted as most important aspect.
 - Noted in mission statements
 - Noted in focus group statements
 - Exists and must be protected

IV. Summary of Findings

A. Findings to Date (cont'd)

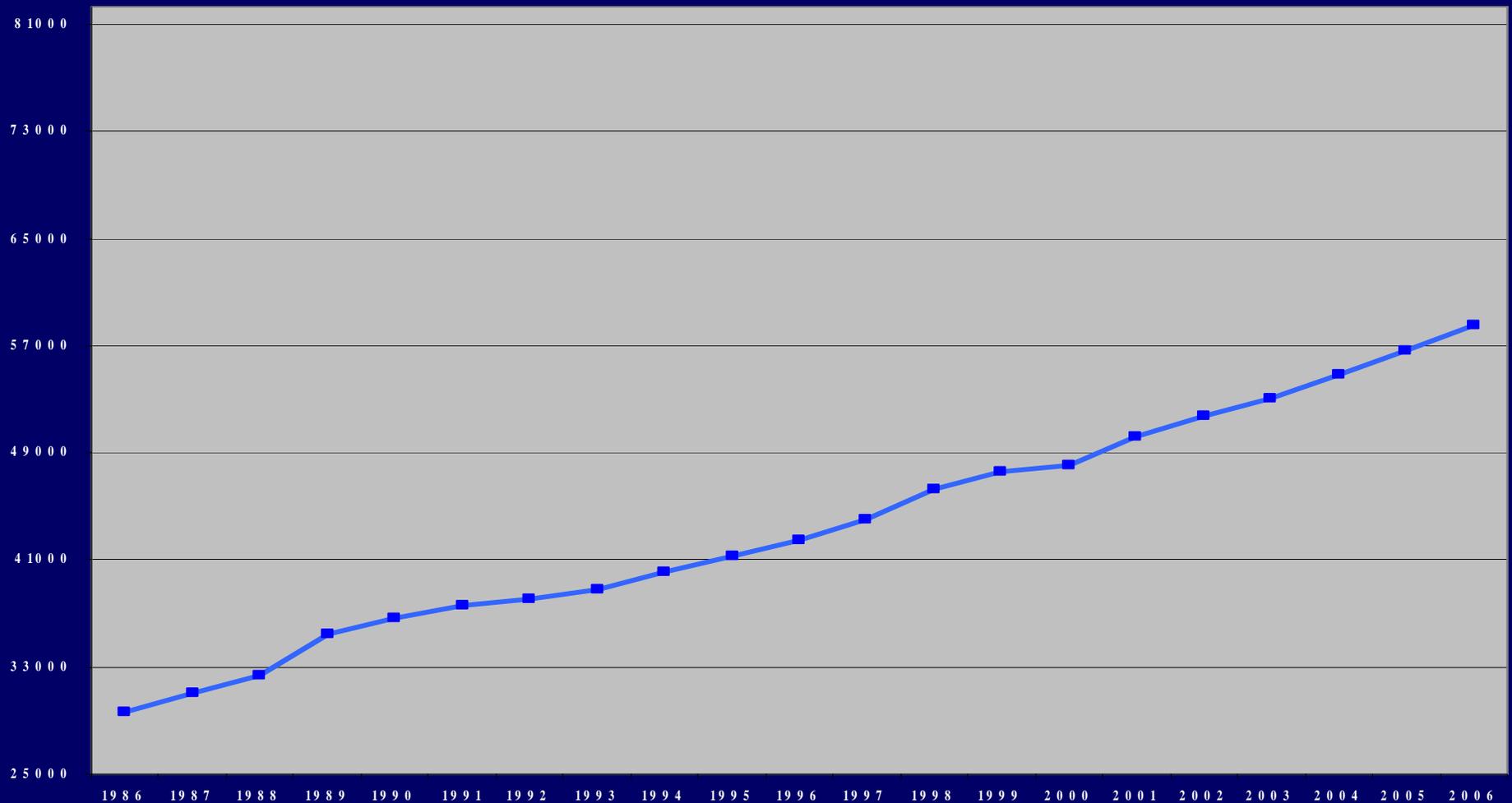
3. Growth of JCC Illustrates it as a Targeted Locality
 - a. County Population
 - b. Building Permit Issuance
 - i. Total Permits Issued
 - ii. Construction Value of Permits Issued
 - c. County Staff
 - i. Total County Staff
 - ii. Development Management Staff
 - iii. Shared Management Noted in Organizational Chart

IV. Summary of Findings

A. Findings to Date (cont'd)

3. Growth of JCC Illustrates it as a Targeted Locality

a. County Population



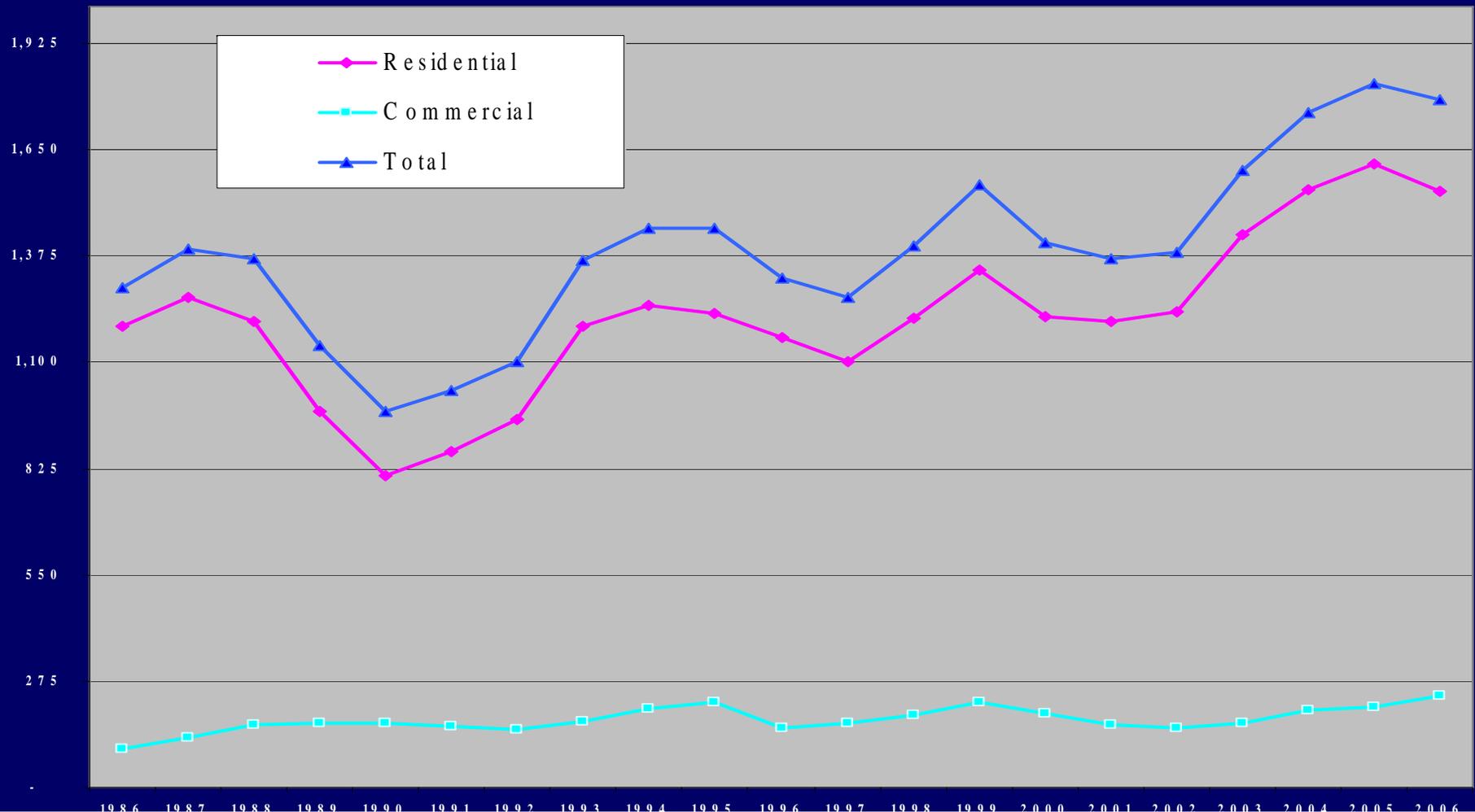
IV. Summary of Findings

A. Findings to Date (cont'd)

3. Growth of JCC Illustrates it as a Targeted Locality

b. Building Permit Issuance

i. Number of Permits Issued



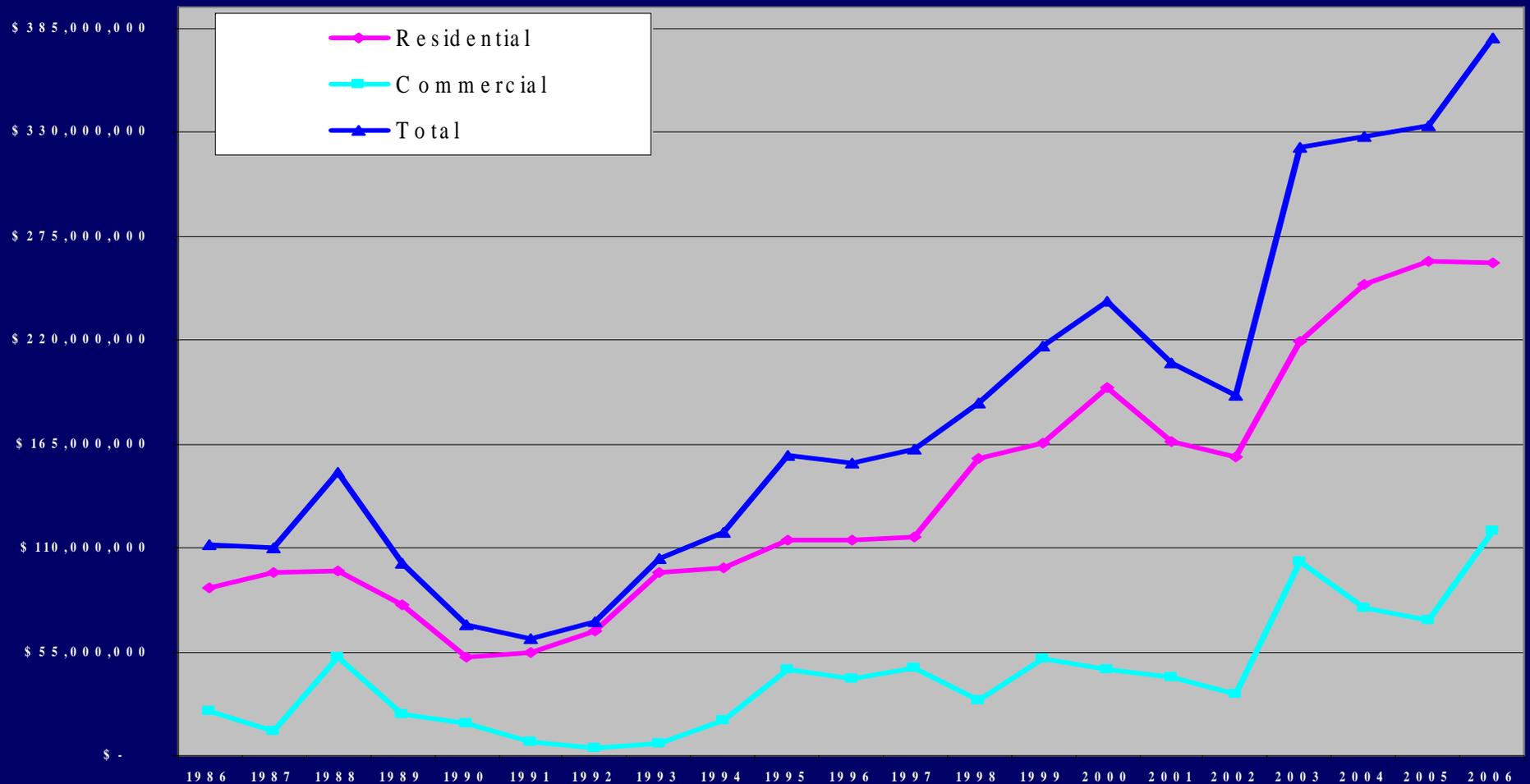
IV. Summary of Findings

A. Findings to Date (cont'd)

3. Growth of JCC Illustrates it as a Targeted Locality

b. Building Permit Issuance

ii. Construction Value of Permits Issued



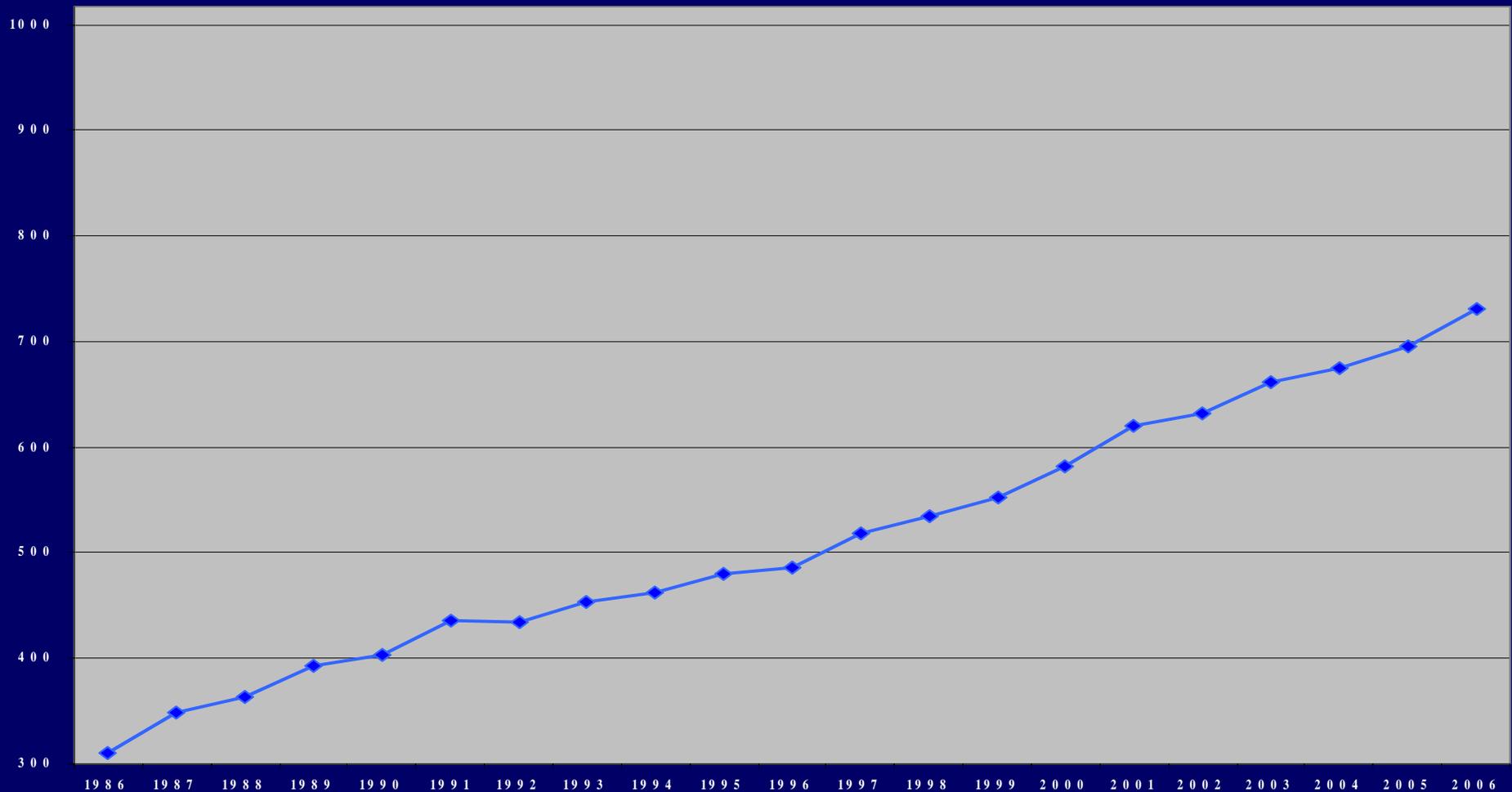
IV. Summary of Findings

A. Findings to Date (cont'd)

3. Growth of JCC Illustrates it as a Targeted Locality

c. County Staff

i. Total Staff



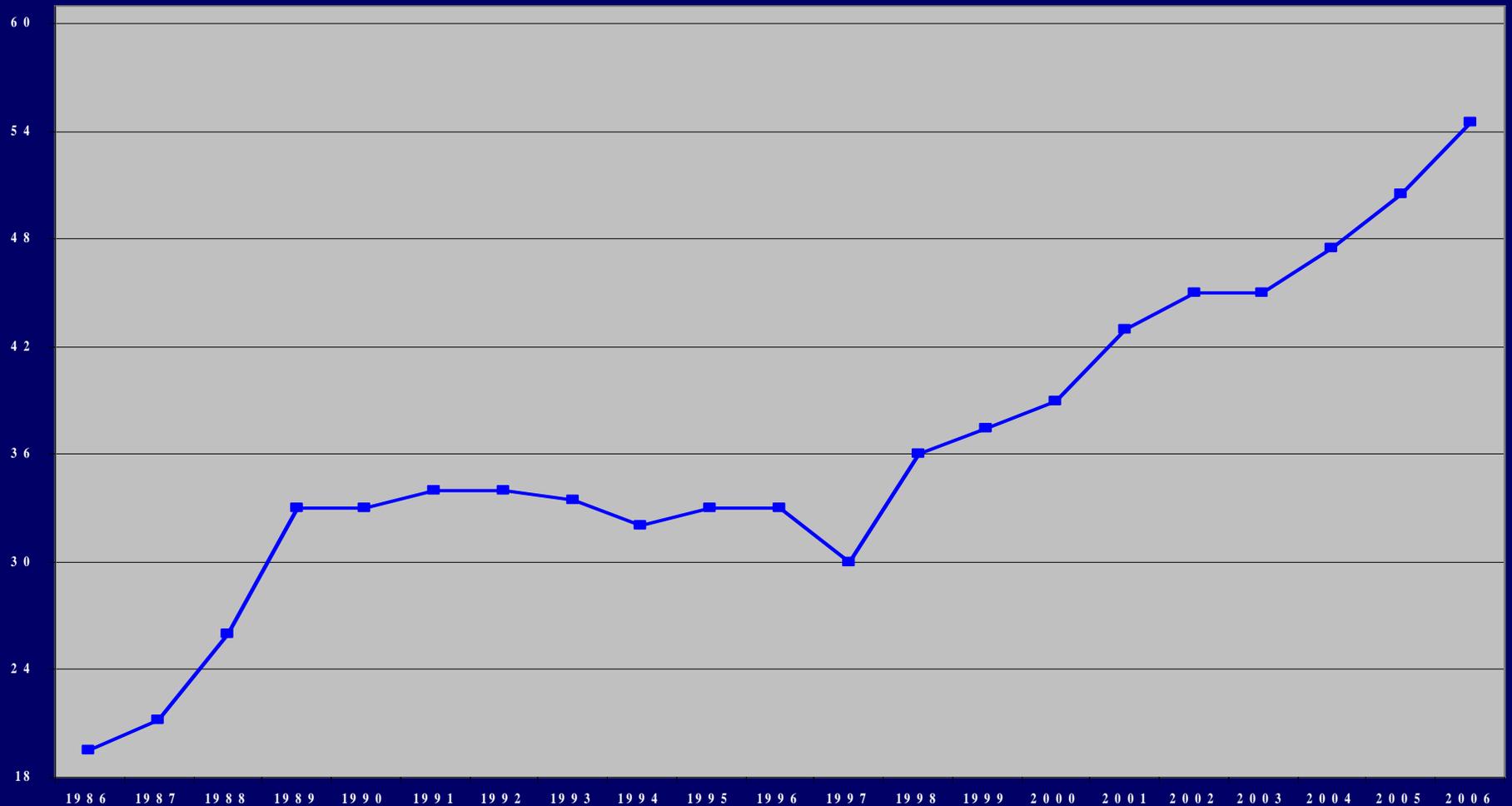
IV. Summary of Findings

A. Findings to Date (cont'd)

3. Growth of JCC Illustrates it as a Targeted Locality

c. County Staff

ii. Total Development Management Staff



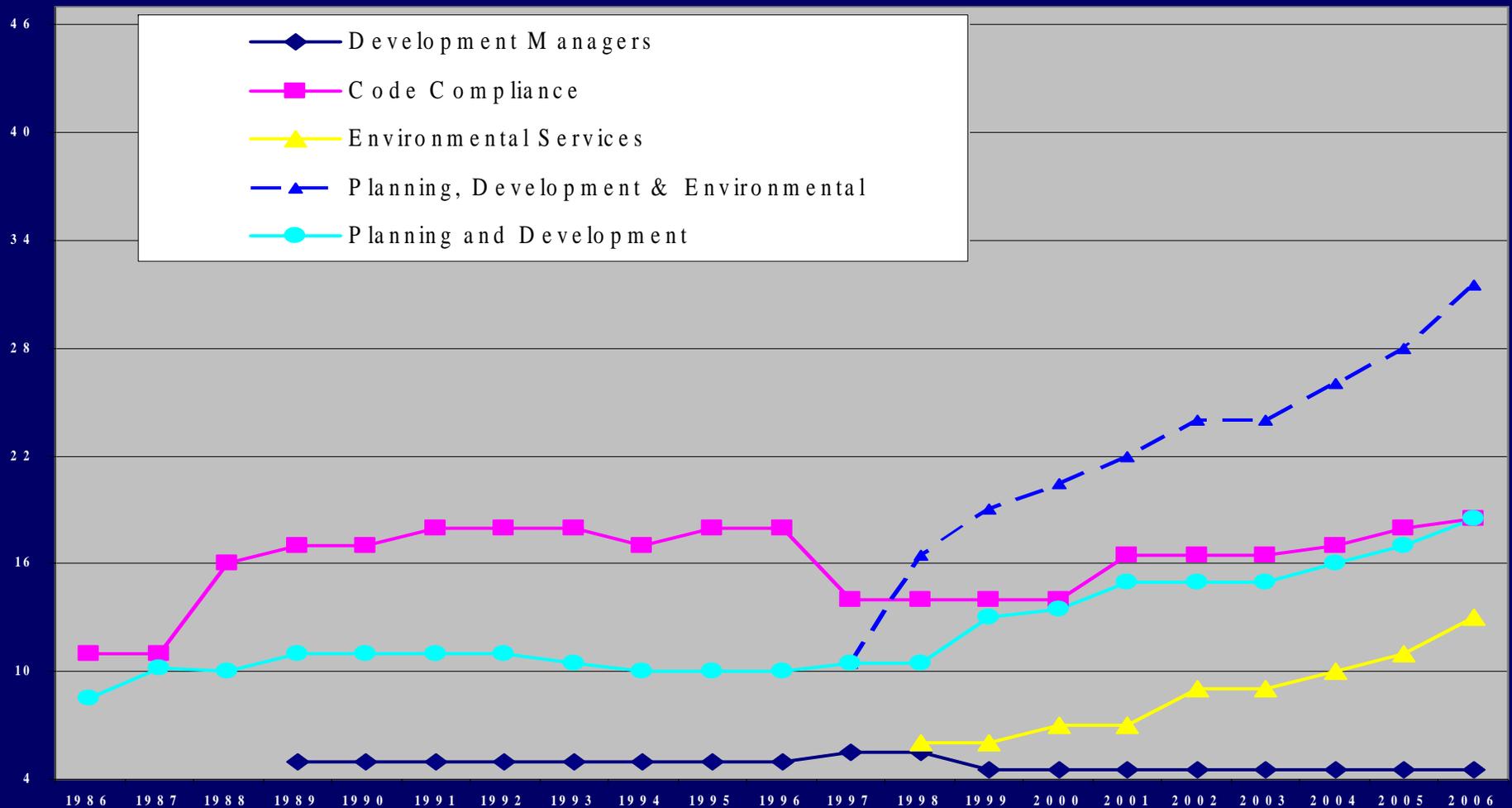
IV. Summary of Findings

A. Findings to Date (cont'd)

3. Growth of JCC Illustrates it as a Targeted Locality

c. County Staff

iii. Breakdown of Development Management Staff



IV. Summary of Findings

A. Findings to Date (cont'd)

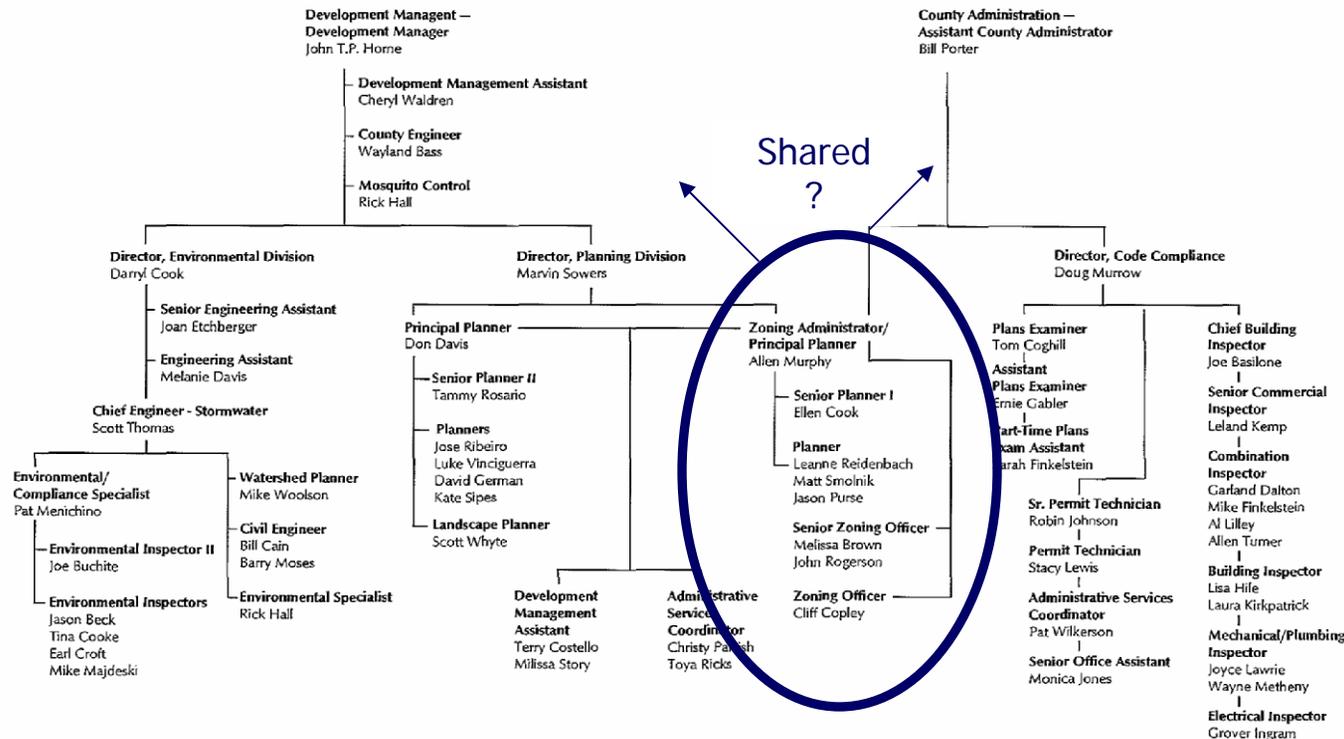
3. Growth of JCC Illustrates it as a Targeted Locality

c. County Staff (cont'd)

iv. Shared Management Noted in Organizational Chart

Development Management Organization Chart

Effective 9/26/06



IV. Summary of Findings

A. Findings to Date (cont'd)

4. Communication of Required Development Processes
 - a. Guides
 - b. Websites
 - c. Monthly Meetings with Design Professionals

5. More Information Deeded
 - a. How Does JCC Compare to Other Localities?
 - i. Economic Development Process
 - ii. Development Management Process

IV. Summary of Findings

B. Conclusion

1. Beyond Volunteer BCTF Membership Ability
 - a. Additional Resources Needed

C. Recommendations

1. Solicit consultant study on external aspects of County and comparative competition.
2. Continue to review internal aspects of JCC development management to determine suggested improvements in communication and regulatory process.

V. Outside Consultant

A. RFQ Solicitation

1. Solicited in October 2006 RFQ for comprehensive study focused on benchmarking JCC against other competitors and identifying policies and programs employed by these localities with respect to economic development

B. Responses

1. Received Four Responses from National Firms
 - a. Sanford Holshouser
 - b. Economic Research Associates
 - c. Moran, Stahl & Boyer, LLC
 - d. Leak-Goforth Company, LLC

C. Interview Process

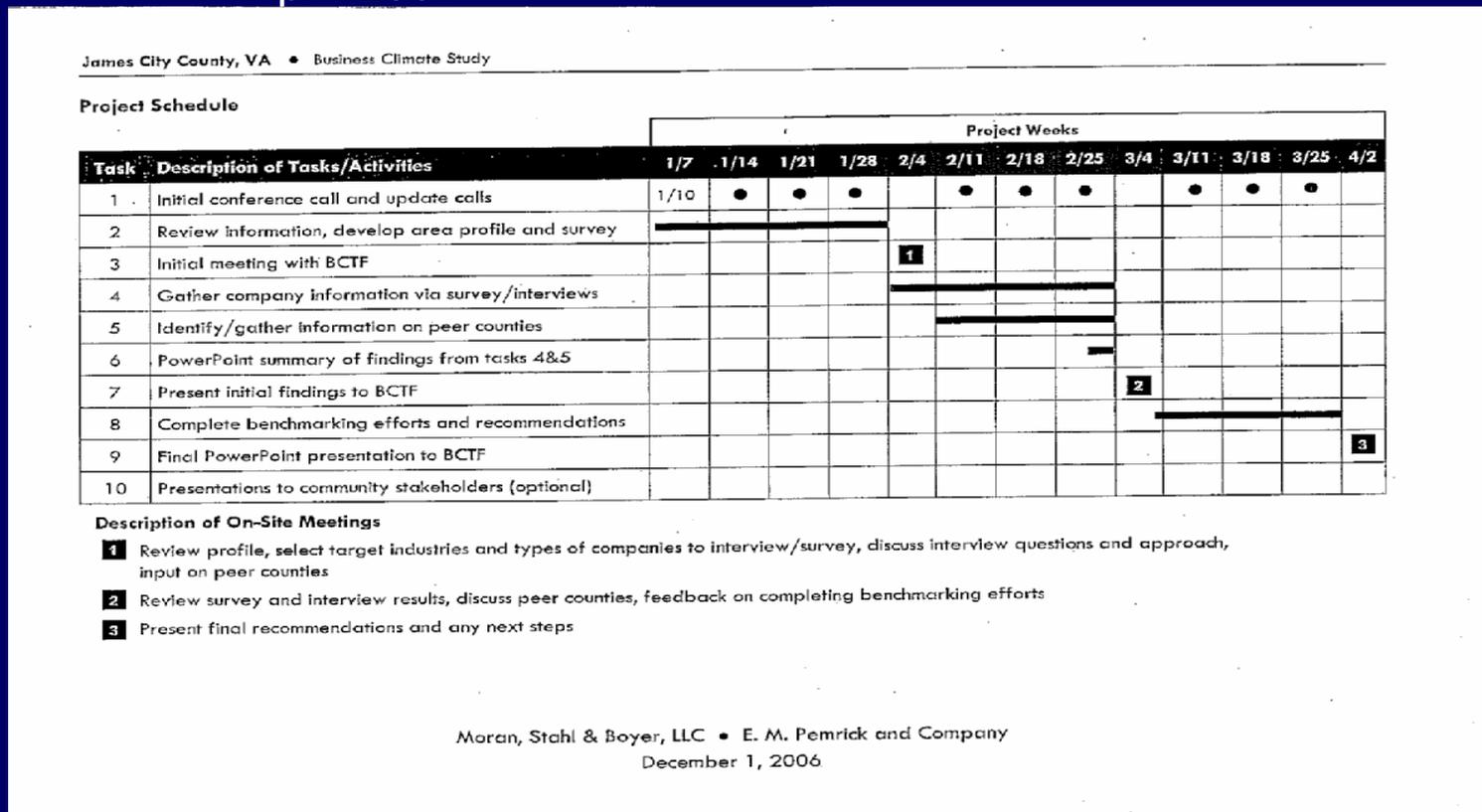
1. Sub-Committee of BCTF Interviewed Two Responses
 - a. Sanford Holshouser
 - b. Moran, Stahl & Boyer, LLC

V. Outside Consultant

D. Selection

1. Selected Moran, Stahl & Boyer, LLC

a. Consultant Project Schedule – expect study to be completed by mid April 2007



VI. Next Steps

- A. The Business Climate Task Force will be an active participant in the consultant study and will provide an overview of the study to both the EDA and the BOS.

- B. The Business Climate Task Force will continue to review internal operations of JCC Development Management to determine areas of suggested improvements.