

**WORK SESSION MINUTES**

**ECONOMIC DEVELOPMENT AUTHORITY (EDA)  
OF JAMES CITY COUNTY (JCC)  
5308 DISCOVERY PARK BLVD. SUITE 203 CONFERENCE ROOM  
WILLIAMSBURG, VA 23188  
8:00 AM, THURSDAY, APRIL 15, 2010**

**1. CALL TO ORDER**

The work session was called to order by Chairman Tingle at 8:05 AM.

**2. ROLL CALL**

A roll call identified the following members present:

Ms. Leanne DuBois  
Mr. Douglas M. Gebhardt  
Mr. Paul W. Gerhardt  
Mr. Lawrence B. Pulley  
Mr. Thomas G. Tingle  
Mr. Marshall Warner

Also Present:

Ms. Laura A. Messer, EDA Recording Secretary  
Mr. Leo Rogers, EDA Counsel  
Mr. Keith A Taylor, EDA Secretary  
Ms. Rona Vrooman, JCC Human Resources Coordinator  
Mr. Steven T. Yavorsky, Assistant EDA Secretary

Absent:

Mr. Brien Craft, EDA Director

**3. KICK-OFF**

Mr. Tingle briefly stated that this meeting was going to be a strategic planning and visioning session for the EDA as the last few years had been dedicated to efforts to support the Comprehensive Plan, the Business Climate Task Force (BCTF), and new EDA initiatives including the Business Assistance Program, James City County Technology and Business Incubator, and Rural Economic Development Committee.

He continued and said that the last time such a meeting had taken place was at least

ten years ago. The meeting would focus on the future for the next two to three years.

Mr. Tingle introduced Ms. Rona Vrooman as the planning and visioning session facilitator and stated that he had worked with her previously on the BCTF.

#### **4. A BRIEF IDA/EDA LOOK BACK**

Ms. Vrooman, JCC Human Resources Coordinator, outlined the morning's meeting program. She would ask the Directors to look at several topics in a brief time frame that they would find both more and less interesting, but were important nonetheless.

Ms. Vrooman began a review of the Industrial Development Authority (IDA), which evolved into the Economic Development Authority (EDA). She discussed the materials that the EDA had reviewed prior to the meeting including the Code of Virginia that dictates an EDA's authority, as well as the EDA's mission statement and related activity milestones.

Regarding the Comprehensive Plan, Ms. Vrooman stated that the EDA had reviewed the economic development related sections, but were not expected to complete all economic development tasks designated in the Comprehensive Plan. She stated that different County departments and divisions would work on what pertained to them. She reiterated Mr. Tingle's point of the EDA's Comprehensive Plan involvement using a large portion of the EDA's efforts.

Ms. Vrooman then administered a three-question quiz to the EDA to summarize the materials that they had read and discussed. Ms. Vrooman gave the EDA the answers to the quiz.

#### **5. LOOKING FORWARD**

a. Where should the EDA invest its efforts in the next 2-3 years?

Ms. Vrooman distributed envelopes with cards containing economic development activities from the Comprehensive Plan. She told the EDA that they were to sort their cards based on what they believed the EDA should focus on in the next 2-3 years. Ms. Vrooman stated that each director should only select two to three cards that they felt were most important.

After cards were sorted, Ms. Vrooman placed the directors in pairs and asked them to briefly discuss why they picked the topics that they picked. Mr. Warner observed the variety of themes and some redundancy in the topics contained in the Comprehensive Plan cards.

Ms. Vrooman then asked the two-person teams to tell the group one of the selections they had picked in common:

- Mr. Tingle/Mr. Gebhardt picked small business creation and retention

- Ms. DuBois/Mr. Warner picked technology business
- Mr. Pulley/Mr. Gerhardt picked small business creation and retention.

A brief discussion took place about the common theme of small business creation and retention.

Ms. Vrooman asked the teams to then state a second one of their selections:

- Mr. Tingle/Mr. Gebhardt picked industrial/office park product
- Ms. DuBois/Mr. Warner picked small business creation and retention
- Mr. Pulley/Mr. Gerhardt picked the focus on younger emerging professionals.

Ms. Vrooman led the EDA on a discussion about why those topics were important. It was decided that infrastructure is important to include roads and sewer. A brief discussion about the definition of small business occurred. Mr. Tingle stated that there were differences in the types of small business based on the importation and exportation of product and services. Ms. Vrooman suggested that the EDA should develop their definition of small business at a later time.

Ms. Vrooman then posed the question, "What is one thing that is not in the Comprehensive Plan that you would like to happen?", and alternatively phrased the question as, "What did you hope to accomplish by joining the EDA?" and distributed cards for each EDA member to write their response. She asked the EDA to share their responses.

Mr. Gebhardt stated that a business-friendly perception was important. He stated that while the perception of JCC had been changing positively because of a proactive approach with the creation of a business facilitator position to address business concerns. Mr. Gebhardt continued and stated that it was important to attend to process improvements to remove small issues or "hiccups" that delay progress.

Mr. Tingle stated that he had written the same item as Mr. Gebhardt but emphasized that it was vital to relay a message that things are different in JCC than what they once were. He stated that a business-friendly environment had emerged. A discussion about the branding of the Greater Williamsburg Area (GWA) versus James City County occurred. The comments about GWA branding versus JCC branding showed that each had its own merits and flaws.

Ms. DuBois stated that it was important to sustain the economy for younger generations including well-paying jobs and affordable housing. Mr. Gerhardt agreed and said that it was vital to entice a younger group energy with events and activities that meet their interests.

Mr. Pulley stated that the connection between JCC and the College of William & Mary needed to be encouraged. Both entities have a lot to offer one another and can benefit long-term from partnerships such as the JCCBTI.

Mr. Warner stated an alignment with other regional groups was important.

Ms. Vrooman presented a model of stating an outcome and a measure and provided examples.

b. The Role of the EDA in Proposed Goals

Ms. Vrooman then asked the EDA to identify what efforts and concepts they had a role in and how they would be able to create success. A discussion about using the area assets as a strength occurred including using the Matoka Amphitheater for summer events geared to a younger “vibe”. Mr. Yavorsky cited an example of how many young professionals transfer to the Williamsburg-area for employment, whereas in other areas young professionals select the location and environment and consider jobs as the second criteria for their decision.

Mr. Warner stated that affordable housing was also vital and that lack in this area was not conducive to retaining or attracting young professionals. Mr. Yavorsky stated that the area needed an increase in “starter homes” or those that have two to three bedrooms. He continued and stated that a majority of housing had five or six bedrooms that would accommodate an older generation with adult children and grandchildren.

The EDA continued and discussed the need for skill-based opportunities and also the differences between Level I, Level II, and Level III businesses. Several differences are based on what type of business it is and what the business does. Mr. Tingle cited business- to-business commerce vs. companies that support individuals in the community.

A brief discussion on the branding of the area was important. Mr. Tingle mentioned that Walmart’s Import Distribution Center focused on the fact that they were in JCC vs. Williamsburg on a recent existing industry visit. The need for marketing JCC as its own entity was discussed.

Lastly, the EDA discussed the alignment necessary to provide success with the goals. Mr. Pulley stated that it was important to use the assets at the EDA’s fingertips to their best advantage and play up the strengths. Mr. Taylor stated that both many companies and individuals were fond of the JCC area for its high quality of life.

Mr. Pulley emphasized the importance of focusing the EDA efforts and said that otherwise they would continue to be working “a mile wide and an inch deep.” Everyone agreed with Mr. Pulley.

**6. NEXT STEPS**

Ms. Vrooman began to summarize the themes from the EDA discussion and

highlighted the following preliminary outcomes:

- Increased % of younger people living and working in the area
- Increased amount of revenue tax from Level 1 and 2 businesses
- Increased alignment between EDA and other partners and initiatives

Mr. Tingle asked Ms. Vrooman what the deliverable goals were from the discussions. Ms. Vrooman said that she and Ms. Messer would work together to produce the proposed outcomes within the next five business days.

Ms. Vrooman stated there were two remaining questions that would need to be answered:

- What is the established model for residential tax base?
- How do we define small business?

Messrs. Tingle and Taylor stated they would find propose answers to the remaining questions.

Mr. Tingle said that the EDA would need to come up with some clear, concise action items for the forthcoming joint BOS-EDA work session in June. Due to the lengthy agenda for the May EDA meeting, Mr. Tingle stated that there would need to be external conversation about the vision of the EDA. He assigned tasks based on interests during the discussions.

- Ms. DuBois/Mr. Gerhardt would look into the young professional dynamic
- Mr. Pulley/Mr. Warner would look into alignment of the EDA's effort with JCC and regional groups
- Mr. Gebhardt/Mr. Craft would look into Level I/II businesses.

## **7. ADJOURNMENT**

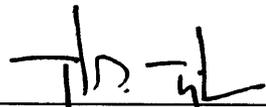
Mr. Tingle stated that in May Mr. Mark Rinaldi would present on an update of rural economic development and land use. Mr. Bill Bean, JCCBTI manager, would provide his first regular incubator update.

Mr. Taylor added that the EDA proposed FY 2011 operating budget would be presented for adoption.

Mr. Rogers stressed the importance of the upcoming Zoning Ordinance Revision. Mr. Tingle noted an update from Development Management staff, specifically Mr. Steven Hicks and Mr. Allen Murphy would be appropriate to plan in June or July.

Lastly, Mr. Tingle noted a discussion about green businesses and green retro-fitting that had taken place between Supervisor McGlennon and the EDA Chairman and Vice Chairman. He stated that it was important to think of the "go green" initiative as the EDA moves forward.

There being no further business, Mr. Gebhardt made a motion to adjourn. The work session was adjourned at 11:02 AM.



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Thomas G. Tingle, Chairman



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Keith A. Taylor, Secretary