

**BOARD OF SUPERVISORS WORK SESSION**  
**GOVERNMENT CENTER BOARD ROOM**  
**MARCH 27, 2012 - 4 P.M.**

**A. Call to Order**

**B. Roll Call**

**C. Board Discussion(s)**

1. Joint Work Session with Economic Development Authority  
([Summary](#)) ([Memorandum](#))
2. Tourism Promotion and Tourism Funding - Carl Lum, General Manager of Busch Gardens, and Russ Seymour, Director of Economic Development ([Summary](#)) ([Memorandum](#)) ([Attachment - Opportunities](#)) ([Attachment - Proposed Budget](#))
3. Disclosure Policy ([Resolution](#))

**D. Closed Session**

**E. Break**

**MEMORANDUM COVER**

**Subject:** Economic Development Authority (EDA) and Board of Supervisors Joint Work Session

**Action Requested:** Shall the Board of Supervisors provide guidance and/or comments to the Economic Development Authority (EDA)?

**Summary:** The EDA continues to work toward the goals and objectives as outlined by its Strategic Initiatives. The primary purpose of this work session will be for the EDA to provide an update on its current accomplishments and to receive feedback and direction from the Board.

**Fiscal Impact:** N/A

**FMS Approval, if Applicable:** Yes  No

**Assistant County Administrator**

Doug Powell \_\_\_\_\_

**County Administrator**

Robert C. Middaugh \_\_\_\_\_

**Attachments:**

- 1. Memorandum
- 2. PowerPoint Presentation

**WORK SESSION**

**Date:** March 27, 2012

MEMORANDUM

DATE: March 27, 2012


TO: The Board of Supervisors

FROM: Russell C. Seymour, Director, Office of Economic Development and Secretary of the Economic Development Authority

SUBJECT: Economic Development Authority (EDA) and Board of Supervisors Joint Work Session

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The Economic Development Authority (EDA) has prepared a presentation to provide an update on its current accomplishments and to receive feedback and direction from the Board. EDA Chairman Mr. Paul Gerhardt will be the primary presenter. Other members of the EDA will be present to participate in the discussion and to provide additional information.



Russell C. Seymour

RCS/gb  
EDA-BOS-WS\_mem

Attachment:

1. EDA PowerPoint Presentation

**MEMORANDUM COVER**

**Subject:** Potential Opportunities for the Tourism Investment Fund

**Action Requested:** Shall the Board consider the creation and use of a Tourism Investment Fund?

**Summary:** As part of the County’s expanding Tourism initiatives, funds have been set aside for the purpose of supporting the County’s local tourism program. A Tourism Investment Fund Committee was created to identify opportunities for the use of these funds.

Staff recommends that the Board consider the potential opportunities and recommendations submitted, including the proposed budget.

**Fiscal Impact:** Funds are available with \$138,724.92 remaining in FY 2012 and \$280,000 in FY 2013.

**FMS Approval, if Applicable:** Yes  No

**Assistant County Administrator**

Doug Powell \_\_\_\_\_

**County Administrator**

Robert C. Middaugh \_\_\_\_\_

**Attachments:**

- 1. Memorandum
- 2. Tourism Investment Fund Opportunities and Recommendations
- 3. Tourism Investment Fund Proposed Budget

**WORK SESSION**

**Date:** March 27, 2012

**MEMORANDUM**

DATE: March 27, 2012  
TO: The Board of Supervisors  
FROM: Russell C. Seymour, Director, Office of Economic Development  
SUBJECT: Potential Opportunities for the Tourism Investment Fund

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The Tourism industry continues to be a significant part of James City County's overall economic prosperity. Many of our local existing businesses rely heavily upon the tourism industry for their continued success. With this in mind, a Tourism Investment Fund Committee was created to identify opportunities for the use of designated funds to support a local tourism effort. The committee had the opportunity to meet with a variety of businesses and organizations that have a role in our local tourism market.

As part of James City County's expanding tourism initiatives and given the positive economic benefit tourism has on our local economy and our local businesses, staff is recommending that the Board of Supervisors consider the potential opportunities and recommendations presented. These recommended initiatives coincide with many of the County's current promotional efforts, including the recently adopted Tourism Zone.

Staff recommends that the Board consider the potential opportunities and recommendations presented.



Russell C. Seymour

RCS/gb  
Opp-Tourism\_mem

Attachments:

1. Tourism Investment Fund Opportunities and Recommendations
2. Tourism Investment Fund Proposed Budget

## **Tourism Investment Fund: Potential Opportunities**

The purpose of the Tourism Committee was to identify priority areas on which to focus resources that would promote the JCC Tourism Industry. The Committee began by meeting with several local tourism-based businesses and foundations that represented a good cross-section of the local tourism community. The purpose of these meetings was to receive input regarding the County's current tourism efforts; to identify opportunities for the County to assist the local Tourism Industry and identify the area's current customer base along with any potential niche markets that could be explored.

Based upon information obtained through the tourism industry visits, the following four categories were identified as target areas for the County's tourism efforts:

### **1. Marketing**

- a. Enlist the services of a consultant to complete a tourism study covering the following areas:
  - i. Identify Best Practices by examining other localities of similar size and market
  - ii. Identify existing JCC tourism related assets, products and events
  - iii. Research and identify any gaps or opportunities to create a compelling tourism product or event; or to expand and promote an existing product or event
  - iv. Research and identify the County's primary target consumer market and any niche markets yet to be taken advantage of
  - v. Identify opportunities to promote JCC businesses and locations and to create awareness of JCC businesses amongst regional visitors
- b. Expand marketing promotions, creating new ones when needed, to highlight JCC as a premier tourist destination. Focused marketing campaigns and materials would highlight JCC businesses, events and locations. Targets of the marketing program would include: conferences; golfing events; weddings, festivals; sporting events and other niche markets.
  - i. Promotional Packages – In conjunction with local hotels, restaurants and shopping venues, assist in the development of joint promotional packages between tourism vendors. Packages can be tied to specific events or to general marketing campaigns.

### **2. Matching Grant Program**

- a. Establish a pool of funds to provide a portion of the local match for VTC Grant applications that have a positive impact on JCC and/or JCC businesses. This would include the current VTC Tourism Marketing Grant and any future state programs.
- b. Explore a JCC Grant program that would be used for businesses located within JCC. The program could be designed to encourage local business cooperation and include opportunities for smaller businesses. The program would be based upon measureable return-on-investment (ROI) figures.

### **3. Special Events**

- a. Support special events that can be shown to have a positive impact on JCC. Examples could include: Christmastown, Arts Month, a signature sporting event, re-enactments and a food and wine festival or other signature event.

### **4. Beautification/Signage**

- a. Improve JCC's primary entry corridors. Funds could be used for landscaping and other measures that would help to create a positive first impression for our visitors.
- b. Add additional signage along major transportation corridors, including SR-199 and I-64. Signage could include welcome signs, directional signs and/or advertisements.

The Committee also discussed the merits of creating and hiring a Tourism Coordinator. The mid-range salary level for Event (or Marketing) Coordinators in the region is \$40,000 - \$70,000 depending on the locality and scope of work. If tourism is to become a key focus for James City County, a dedicated position would be beneficial, particularly given the time involved in creating and maintaining a successful program.

## Recommendations:

### Fiscal Year 2012 –

Focus the remaining balance for FY2012 in the following areas.

- Promotion of the LPGA tournament and additional marketing efforts to take advantage
- Expand the County's marketing efforts to include highlighting JCC as a tourist and event destination. Much of this can be done on-line and in conjunction with current website revisions.
- Develop an accurate database of tourist-related facilities and attractions including hotels with conference space (including size and amenities), sports facilities, golf courses, vineyards, etc. Identify and focus marketing efforts on the appropriate target markets and any niche market segments that match our facilities.

Everything mentioned above could be completed in-house with existing staff and would take advantage of activities already in motion. OED would need to increase its marketing budget to expand marketing efforts including additional promotional materials and additions to our web-site.

If there is interest in enlisting the services of a consultant, this should be done in FY2012. This would help to set the framework for a continued tourism-focused program and would coincide with the state's consultant study, currently underway.

### Fiscal Year 2013 –

- Continue with and expand upon the efforts initiated in FY2012. Additional emphasis on planning for and targeting Special Events that can be shown to have a positive impact on James City County. Sporting events, an expanded Arts Month, re-enactments, food and wine and similar events would all be potential targets, as would the growing agri- and eco-tourism markets. Identifying opportunities to highlight and utilize local hotels, shops and restaurants to support these events should be a primary focus.
- The creation of a comprehensive County tourism plan would provide much needed guidance and allow for the focusing on a common set of goals. Additionally, like the Tourism Zone, a Tourism Plan is required as part of the state's sales tax rebate program.
- Designate funds to be used in conjunction with the state's (VTC) established grant program. Separately, develop a JCC matching grant program designed for smaller businesses. Parameters for the program would need to be established including ROI measures, maximum grant amounts and eligibility requirements.



**Option includes New Tourism Coordinator Position for FY13**

	FY2012 Current	FY2012 Proposed	FY2013
Christmastown Promotion	\$100,000.00		\$100,000.00
SR-60 Landscape Improvements	\$20,000.00		
Nevco Scoreboard - Parks and Rec.	\$11,637.94		
Warhill Goals - Parks and Rec.	\$9,637.14		
LPGA Annual Promotion <b>(1)</b>		\$80,000.00	\$70,000.00
Tourism Matching Grant Program			\$20,000.00
Consultant Study		\$30,000.00	
Tourism Coordinator <b>(2)</b>			\$70,000.00
Marketing/Advertising Budget <b>(3)</b>		\$20,000.00	\$20,000.00
Contingency		\$8,724.92	
<b>Total</b>	<b>\$141,275.08</b>	<b>\$138,724.92</b>	<b>\$280,000.00</b>
Current Balance FY2012	<u>\$280,000.00</u>		
<b>Remaining FY2012</b>	<b>\$138,724.92</b>		

- (1)** Both planned events are within FY2013. Propose to use \$80,000 from FY12.
- (2)** Figure includes salary and benefits.
- (3)** Included as an addition under OED to focus specifically on Tourism.

**Option without New Tourism Coordinator Position could include:**

*In addition to expanding established marketing activities that concentrate on traditional tourism-related activities:*

- (1) Increased Marketing of James City County Sports Facilities
  - Target Sports-Related Media
  - Grant Program tied to a measurable ROI
- (2) Marketing of James City County Outdoor Amenities
  - Highlight numerous waterways, trails, wineries, golf courses, etc.
  - Businesses that focus on outdoor activities
- (3) Expand upon the Agri- and Eco-Tourism opportunities within the County
- (4) Increase Marketing/Advertising activities and funds available for a Marching Grant program

## RESOLUTION

### BOARD OF SUPERVISORS GUIDELINES FOR OUTSIDE COMMUNICATIONS

#### WITH APPLICANTS REQUESTING LEGISLATIVE APPROVALS

WHEREAS, it is the policy of the Board of Supervisors (“Board”) to encourage transparency in its consideration of legislative approvals before the Board; and

WHEREAS, it is the Board’s intention to increase public confidence in the deliberative process through enactment of a disclosure policy; and

WHEREAS, the Board wishes to establish the following guidelines pertaining to communications with applicants for legislative approvals:

1. Members of the Board (“Supervisors”) are permitted to meet with applicants outside of a public hearing required of all legislative approvals by the Board pursuant to the conditions below;
2. Applicants are defined as all individuals representing an applicant, directly participating in the preparation of or having a material financial stake in the application that is the subject of the public hearing;
3. Supervisors may contact County Administration prior to such meetings to gather facts about the application;
4. Staff may attend meetings with an applicant and Supervisor if requested by the Supervisor and approved by the County Administrator or his designee;
5. The purpose of such meetings is limited to fact finding and clarification for all parties;
6. Supervisors shall not make a commitment of their voting intent nor direct applicants on the substance of their proposals;
7. Supervisors shall disclose all meetings by reporting in written form with copy to all Board members in advance of the meeting or verbally at the Board meeting where the case is scheduled for public hearing; and
8. This policy is intended to be self-enforcing by the respective members of the Board.

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of James City County, Virginia, hereby approves the guidelines for outside communication with applicants requesting legislative approval.

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Mary K. Jones  
Chairman, Board of Supervisors

ATTEST:

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Robert C. Middaugh  
Clerk to the Board

Adopted by the Board of Supervisors of James City County, Virginia, this 27th day of  
March, 2012.

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