



Economic Development Authority
101-D Mounts Bay Road
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yesjamescitycountyva.com

MEMORANDUM

To: Records Management
From: Economic Development Authority
Date: April 9, 2015
Re: IDA-EDA Minutes – January 23, 2007


The following minutes for the Economic Development Authority of James City County dated January 23, 2007 were not ever approved.

These minutes, to the best of my knowledge, are the official minutes for the January 23, 2007 Economic Development Authority meeting.

Please accept these minutes as the official record for January 23, 2007.



Robin D. Carson, Vice Chair



Russell C. Seymour, Secretary

MINUTES

**JOINT WORK SESSION OF THE BOARD OF SUPERVISORS (BOS) AND THE
ECONOMIC DEVELOPMENT AUTHORITY OF JAMES CITY COUNTY (JCC)
BUILDING F WORK SESSION ROOM, 101 MOUNTS BAY ROAD
4:30 PM, TUESDAY, JANUARY 23, 2007**

1. CALL TO ORDER

The meeting was called to order by Chairman Rinaldi at 4:25 PM.

2. INTRODUCTION OF EDA MEMBERS IN ATTENDANCE

Mr. Rinaldi introduced EDA Directors in attendance.

3. ROLL CALL

A roll call identified the following members present:

Mr. Vincent A. Campana, Jr.
Mr. Brien R. Craft
Mr. Douglas M. Gebhardt
Ms. Virginia B. Hartmann
Mr. Mark G. Rinaldi
Mr. Thomas G. Tingle (Business Climate Task Force [BCTF])
Mr. Marshall Warner

Also Present:

Mr. M. Anderson Bradshaw, BOS Stonehouse District and BCTF
Mr. David Burris, SunTrust Bank, BCTF
Mr. Tom Gillman, ESG International, BCTF
Mr. Bruce C. Goodson, BOS, Roberts District and BCTF
Mr. Jay T. Harrison, Sr., BOS, Berkeley District
Mr. John T. P. Horne, Development Management Manager, BCTF
Mr. James O. Icenhour, Jr., BOS Vice Chairman, Powhatan District
Mr. Michael Matthews, The Structures Group, Inc., BCTF Chair
Mr. John J. McGlennon, BOS Chairman, Jamestown District
Ms. Marcè Hunt Musser, EDA Recording Secretary
Mr. William Porter, Assistant County Administrator, BCTF
Ms. Jody Puckett, JCC Communications Director, BCTF
Mr. Keith A. Taylor, EDA Secretary, BCTF
Mr. Marshall Toney, GSH Real Estate, BCTF

Mr. Steven T. Yavorsky, JCC Assistant Economic Development Director

4. **2006 EDA ACTIVITY HIGHLIGHTS**

Mr. Rinaldi reviewed Major EDA Activities for 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.

In the interest of time, Mr. Rinaldi asked that the BOS review the following, which were in his written report, at a later time.

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.

Mr. Rinaldi then introduced Mr. Matthews, BCTF Chairman.

5. BCTF INTERIM REPORT

a. Introduction of BCTF Members

Mr. Matthews introduced members of the BCTF present

b. Presentation

(See Attached)

c. Open Discussion

Discussion followed on further investigation into County processes, workforce and workforce development, comparison to other municipalities, quality of life issues, and ways for the County to be a value-added partner to business.

Mr. McGlennon asked that more backup to facts presented be gathered in the coming months by the BCTF.

6. **ADDITIONAL DISCUSSION/ QUESTIONS AND ANSWERS**

Mr. Rinaldi asked the BOS to share any further directions they would like to see the EDA take in the coming year.

Mr. McGlennon reiterated Mr. Harrison's point that more workforce development is a growing concern. Further investigation of Agri/Eco/Geo-Tourism/Business and how possible County property can be utilized in this area was mentioned by Mr. Bradshaw.

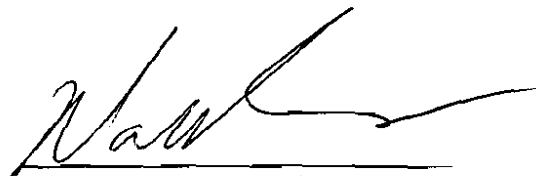
Mr. Goodson encouraged the EDA to take a very active role in the forthcoming Comprehensive Plan Update.

7. **ADJOURNMENT**

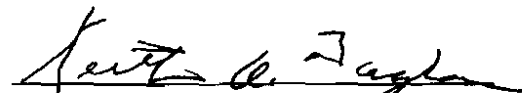
Mr. Rinaldi thanked the BCTF for their efforts, and thanked the BOS for the opportunity to share with the BOS.

Mr. McGlennon thanked the EDA Directors and BCTF for serving in their positions and their continued support of business and County efforts.

There being no further business, Chairman Rinaldi entertained a motion by Mr. Campana to adjourn. The motion was approved by unanimous voice vote at 5:47 PM.



Mark G. Rinaldi, Chairman



Keith A. Taylor, Secretary

I. Introduction

Created as a result of September 27, 2005 joint work session with Board of Supervisors (BOS) and Economic Development Authority (EDA)

A. Membership

1. BOS Liaison to EDA, Andy Bradshaw
2. BOS Liaison to Hampton Roads EDA, Bruce Goodson
3. Member of the EDA, Tom Tingle
4. Assistant County Administrator, Bill Porter
5. County Development Management Representative, John Horne
6. Director, County Office of Economic Development, Keith Taylor
7. Williamsburg Area Chamber of Commerce, Bob Hershberger
8. Member of the Engineering Community, Mike Matthews
9. Three Individuals from Local Business and Industry, Tom Gillman , David Burris and Marshall Toney
10. Non-Business Representative from the Public Sector, Jody Puckett

B. February 28 , 2006 Memo to BOS from EDA

1. Charter
 - a. Identify how James City County can be a more value added partner to the business and industrial community.
 - b. Identify who are potential partners
 - c. 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."

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 Business

1. Quality Jobs
 2. Community Values
 3. Fiscal Contribution
 4. Environmentally Friendly
 5. Stability
- 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
- 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
 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
- D. Review of Previous Studies and Data
1. Crossroads Research and Technology Committee Report, July 2000
- William & Mary Department of Economic Development
 2. Economic Assessment and Targeted Business Study, November 2004
- Hampton Roads Economic Development Alliance
 3. Targeted Industry Study, September 2004
- Peninsula Alliance for Economic Development
 4. Industry and Occupational Cluster Analysis, July 2005
- Virginia Economic Development Partnership and

Virginia Community College System

- a. Payroll Impact Survey, Updated Monthly
- Virginia Employment Commission
5. Williamsburg Business Owner Survey, September 2006 - Chesapeake Bank
- 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

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

*Timeshares

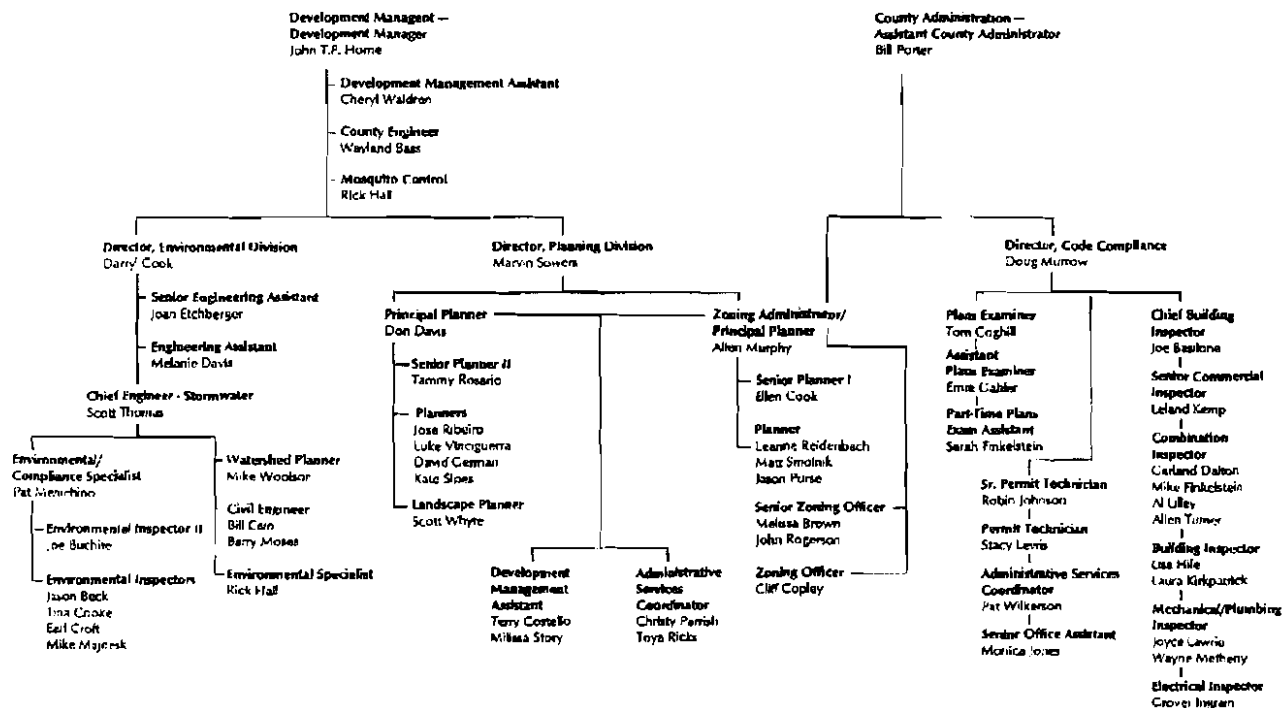
2. Reviewed Revenue Data
 - a. JCC Commissioner of the Revenue Data Classification System
 - b. North American Industry Classification System (NAICS)
 - c. VEC Data Classification System
- F. Review Internal Operations to Establishing and Expanding Businesses
 1. Available Guides Produced by JCC
 - a. 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
 - i. Given to Development Applicants by Develop Management
 - ii. On Website

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
- b. Holds public monthly design/development roundtables
- c. JCC has an expedited review process as well as independent review process
- d. Plans review needs to be comprehensive in order to minimize conflicts during construction
- e. Environmental staff running at capacity struggles to meet 30-day turnaround, staffing is an issue
- 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
- k. Revised Organizational Chart

Development Management Organization Chart

Effective 8/26/08



IV. 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

Business Climate Task Force

Preliminary Status Report

Presented at:

Board of Supervisors &
Economic Development Authority
Joint Work Session

January 23, 2007

Good evening. We appreciate the opportunity to provide you with the preliminary status and findings of the Business Climate Task Force. While we have convened for approximately 8 months since our first meeting in May 2006, we trust that our efforts to date will be exhibited in the information you are about to receive. Please understand that this information is preliminary in nature and will be and must be supplemented with future information.

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

We would like to briefly present you with our agenda and outline of this presentation. We trust that our presentation will be brief and concise, allowing for discussion at any point within the presentation.

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

I. Introduction

Created as a result of September 27, 2005 joint work session with Board of Supervisors (BOS) and Economic Development Authority (EDA)

A. Membership

- 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

I. Introduction

Created as a result of September 27, 2005 joint work session with Board of Supervisors (BOS) and Economic Development Authority (EDA)

A. Membership (cont'd)

- | | |
|--|--|
| • BOS Liaison to EDA | Andy Bradshaw |
| • BOS Liaison to Hampton Roads EDA | Bruce Goodson |
| • Member of the EDA | Tom Tingle, A.L.A. |
| • Assistant County Administrator | William Porter |
| • County Development Management Representative | John Horne |
| • Director, County Office of Economic Development | Keith Taylor |
| • Williamsburg Area Chamber of Commerce | Robert Hershberger |
| • Member of the Engineering Community | Michael Matthews, P.E. |
| • Three Individuals from Local Business and Industry | Tom Gillman, David Burris,
Marshall Toney |
| • Non-Business Representative from the Public Sector | Jody Puckett |

As you can see, from our membership, we have a talented and diverse group of individuals from both the private and public sectors.

I. Introduction

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

The Economic Development Authority's memo of February 8, 2006 to the Board of Supervisors in summary suggested that the Business Climate Task Force have three goals.

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."

With these goals in hand, we felt we needed to refresh ourselves with the stated mission of James City County, its Economic Development Authority, and the Office of Economic Development. Our purpose here was to verify that the mission statements of these three entities were harmonious. As you can see from these mission statements, James City County is about partnership and quality community. Our Economic Development Authority has stated that, while expanding the County's revenue base it will maintain and enhance the quality of life of our community. The Economic Development Office will foster this expansion, while maintaining a balanced tax base, increasing jobs and quality of life.

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."

Following our review of these mission statements, we created a mission statement for our task force, which we feel is congruent with the other three, while attempting to meet our mandated goals.

III. Approach

A. Attributes of County Valued Businesses

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

Utilizing a facilitator, we generated a laundry list of approximately 15 to 20 attributes (qualities and characteristics) of Valued Businesses that our group felt were necessary to meet those previously stated goals in the mission statements, which were balancing the growth of business and revenue base in partnership while maintaining and enhancing the quality of our community. From that list, we identified common denominators and/or themes in an attempt to group items. We felt that this list of five categories, which is in no prioritized order, summarized the laundry list of attributes.

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

As a good partner, we felt stating what we want was half the goal. Again, using a facilitator, we proceeded to create a laundry list of the attributes (qualities and characteristics) that our business partners might want, desire, or need in a locality. Again, from that list, we identified common denominators and/or themes in an attempt to group items. We felt that this list of eight categories, which is in no prioritized order, summarized the laundry list of attributes that a business might want in a locality.

III. Approach

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

Since the task force was created to take a look at the Business Climate within James City County, we made an attempt as a group to delineate what attributes (qualities and characteristics) of James City County businesses seem to struggle with. All members of our task force have contact with visitors and/or potential businesses, either as clients, peers, and individual citizens of James City County. From our own business experience as well as discussions with our peers and/or clients, our task force produced the following list of either attributes or perceived attributes that we felt needed to be looked at further.

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

Again, this list is in no prioritized order. While this list may seem like a list of complaints and/or concerns, we felt that to review these items further we needed to research and review previous published studies of our area as well as review the internal workings of our development management and regulatory process.

III. Approach

D. Review of Previous Studies and Data

1. Crossroads Research and Technology Committee Report, July 2000
- William & Mary Department of Economic Development
2. Economic Assessment and Targeted Business Study, November 2004
- Hampton Roads Economic Development Alliance
3. Targeted Industry Study, September 2004
- Peninsula Alliance for Economic Development
4. Industry and Occupational Cluster Analysis, July 2005
- Virginia Economic Development Partnership and
Virginia Community College System
 - a. Payroll Impact Survey, Updated Monthly
- Virginia Employment Commission
5. Williamsburg Business Owner Survey, September 2006
- Chesapeake Bank

Rather than create new studies of our own, we wanted to see what had previously been performed to gain knowledge and certainly to avoid duplication. In our review of these studies, we were looking for the type of studies, what recommendations had been made, and of those recommendations what had been put into action.

The studies noted in 1, 2, and 3 are how James City County strategically positioned and identified its economic strategic advantage. Recommendations were given by the Crossroads Study and largely implemented. Results of those recommendations can be visually seen in New Town.

The study noted in Number 4 is predominantly statistical data, including labor force, jobs, and salaries.

Number 5 is a Business Climate survey of businesses that exist in the greater Williamsburg/James City County area using the Chamber of Commerce membership as its survey base.

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*

*Timeshares

Real Estate Taxpayers

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

Next we felt we needed to review the current fiscal impact of businesses in James City County. From our meeting with James City County Financial Management and the Commissioner of the Revenue as well as the Virginia Employment Commission, we produced a list of the largest employers and a list of the largest real estate tax payers. These two lists are combined to make what we would consider a significant part of the revenue side of the balanced fiscal impact equation, i.e. salaries paid to citizens of the greater James City County area who would consume goods and services within our area as well as real estate taxes paid to James City County. Please note from this list of employers, the largest employers are of three groups; local government, state government, and tourism. The tax base is significantly supplemented by tourism, as you can see by the four timeshares, Busch Entertainment, as well as Busch Properties.

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

In our meeting with the Financial Management Staff, Commissioner of the Revenue, and Virginia Employment Commission, we were looking for ways to compare our community with other communities through national and state data classifications. We found that the data within James City County was very difficult to separate and delineate into these classification systems.

One reason for the difficulty in separating this data should not be overlooked. For example, there are several businesses in our County that are unique in their classification. Producing revenue and expense data for this type of business would basically identify the company and likely provide proprietary information that could impact the company's strategic advantage. Here, we work in partnership to maintain the privacy of our citizens, which results in a struggle to compare ourselves with other communities.

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
 - i. Given to Development Applicants by Develop Management
 - ii. On Website

In our meeting with the Financial Management Staff, we were informed of a Starting a Business guide that had been produced in January of 2005. Following this meeting, we felt we needed to determine if there were other guides available in an attempt to determine how we communicate what is required in James City County. We found that the Starting a Business guide is given to proposed businesses by the Commissioner of the Revenue in securing their business license. This guide is also located on the web site under Starting a Business. We also found that there were guidelines for building permits and development management site plans. Both of these could be picked up from the Development Management Group at the Code Compliance and/or Planning Departments as well as being reviewed on the web site. In reviewing the web sites, we had difficulty in achieving these guides in a quick manner.

III. Approach

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
 - b. Holds public monthly design/development roundtables
 - c. JCC has an expedited review process as well as independent review process
 - d. Plans review needs to be comprehensive in order to minimize conflicts during construction
 - e. Environmental staff running at capacity struggles to meet 30-day turnaround, staffing is an issue

As a task force, we felt that in our review of the business climate, it would be necessary to first understand the process of Development Management within James City County. First we undertook the task to review the internal operations of the Development Management as it pertained to establishing and expanding businesses in James City County. We felt it was imperative to understand how our Development Management Team works and to determine what processes they felt were available as well as what processes they felt may need to be tweaked. Members of the Development Management Team willingly participated in two meetings, in September and October of 2006, and have expressed interest in continuing to meet. From our first two meetings, we have created the following list of items to note.

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

As a result of the backlog in the building permit plans review and site plan review process, it seems that design professionals are submitting partially complete plans just to get a sequential space in the queue. Of course, this generates even more workload on our staff in the constant review and re-review. An item that is out of James City County's control and that may foster the perception of the aforementioned delay in the regulatory process attribute that businesses struggle with in James City County is the multiple outside agency review of site plans.

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



In review of the organizational chart, we do not find where these outside agencies have a designated liaison.

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

In summary, our task force felt that this quote attributable to our distinguished member Tom Gillman summarizes the perception of James City County.

However, what is very apparent, noted throughout all mission statements and noted in all focus group statements is desire to maintain and enhance the quality of life in James City County.

IV. Summary of Findings

A. Findings to Date (cont'd)

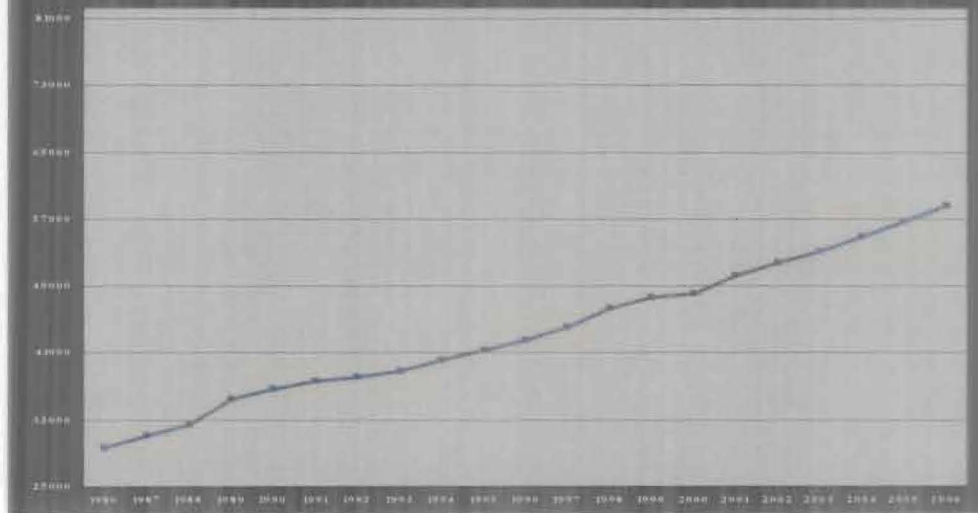
3. Growth of JCC Illustrates it as a Targeted Locality
 - a. County Population
 - b. Building Permit Issuance
 - i. Total Permits Issued
 - ii. Construction Value of Permits Issued
 - c. County Staff
 - i. Total County Staff
 - ii. Development Management Staff
 - iii. Shared Management Noted in Organizational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

In our review of the data available to us that we have previously reviewed, it can be illustrated that James City County is a targeted locality to reside in and to operate a businesses in. We have taken the liberty to exhibit these findings in the following graphs. Additionally, being a targeted community also means growth is inevitable and must be planned for. The following graphs will illustrate the growth with regard to population, building permits issued, and construction value as well as the growth of our County staff and the Development Management staff.

IV. Summary of Findings

A. Findings to Date (cont'd)

3. Growth of JCC Illustrates it as a Targeted Locality
 - a. County Population



Our population has grown from 29,600 in 1986 to 58,532 in 2006. This represents a growth in population of approximately 98% (97.74%)

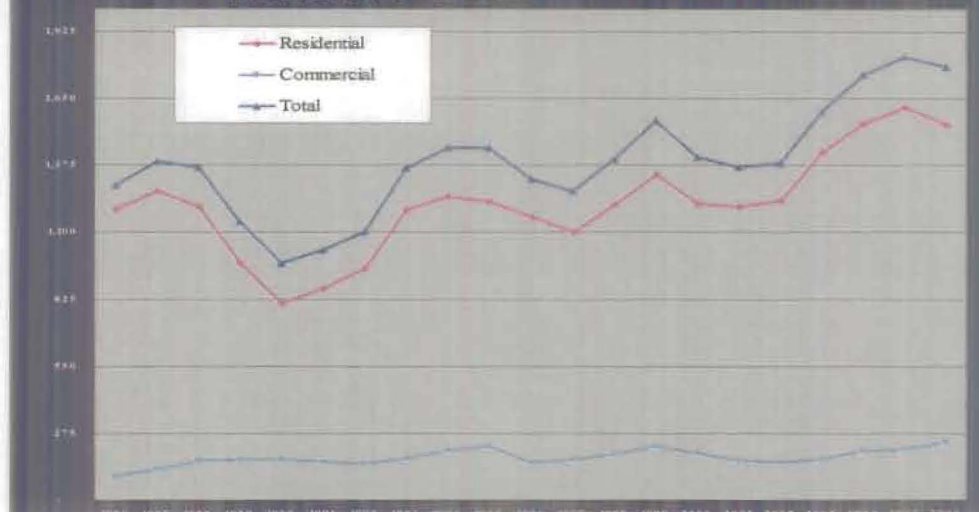
IV. Summary of Findings

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



This graph represents the number of building permits issued for both residences and commercial structures.

The number residential permits issued in 1986 was 1195. The number of residential permits issued in 2006 was 1542. This represents an increase in residential permits of approximately 29%. (29.04)

The number of commercial permits issued in 1986 was 100. The number of commercial permits issued in 2006 was 236. This represents an increase in commercial permits of approximately 136%. (136.00%). It should be noted that there are only 249 working days available in a year if you remove weekends and recognized holidays. Allowing for two (2) weeks vacation, that leaves 239 days. Basically, one (1) commercial plan review per working day.

The upper line represents the total number of permits issued. The total number of permits issued increased from 1295 in 1986 to 1778 in 2006, representing an increase of approximately 37% (37.30%).

The significance of this graph is the increase in commercial permits, which involves site plan reviews as well as code compliance reviews and inspections.

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



This slide illustrates the construction value of the building permits issued, both as residential and commercial. The significance of this graph is that construction value most often is representative of the size and complexity of a project.

The value of residential permits in 1986 was approximately \$88 million (\$88,502,426). In 2006, it was approximately \$260 million (\$260,378,151). This represents an increase of approximately 194% (194.20)

The value of commercial permits in 1986 was approximately \$23 million (\$23,317,425). In 2006, it was approximately \$119 million (\$119,257,271). This represents an increase of approximately 411% (411.45). It should be noted that the significant increase began in 2003 and has maintained this level.

The total value of permits in 1986 was approximately \$111 million (\$111,819,851). In 2006, it was approximately \$379 million (\$379,635,422). This represents an increase of approximately 239% (239.51)

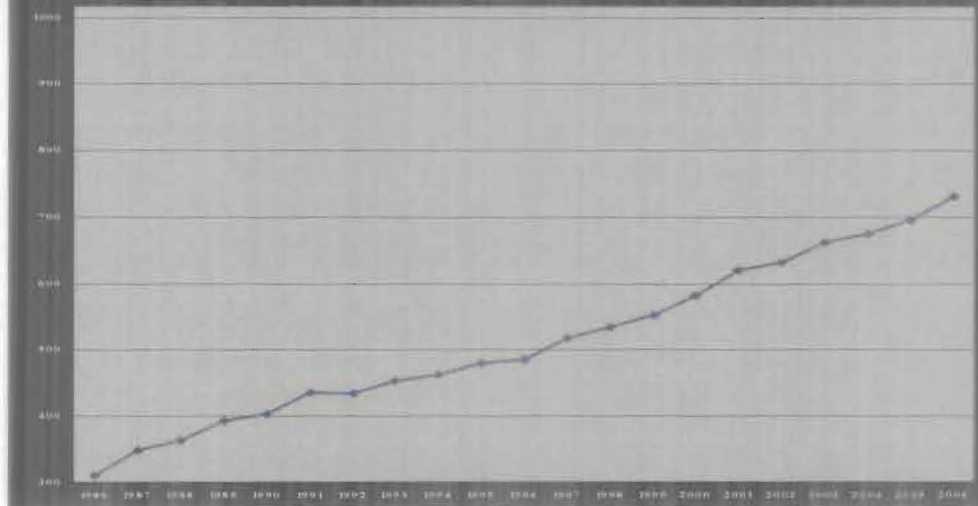
IV. Summary of Findings

A. Findings to Date (cont'd)

3. Growth of JCC Illustrates it as a Targeted Locality

c. County Staff

i. Total Staff



This graph represents the growth of the County staff from 1986 to 2006. The staff included in this total includes the General Fund, Fire, Police, Sheriff, JCSA, and Development Management Staff. The staffing in 1986 was at 311. The staffing in 2006 was at 731. This represents an increase in staffing of approximately 135% (135.05). (Population growth was 97%.)

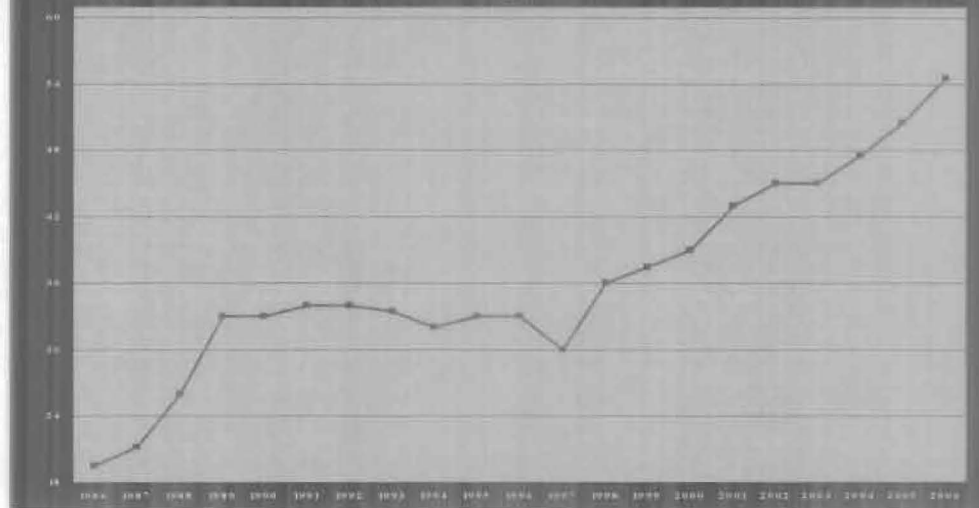
IV. Summary of Findings

A. Findings to Date (cont'd)

3. Growth of JCC Illustrates it as a Targeted Locality

c. County Staff

ii. Total Development Management Staff



This graph represents the growth of the County Development Management staff. The Development Management staff includes the Development Managers, Code Compliance, and Environmental Services, as well as Planning and Development. The staffing of the Development Management group in 1986 was at 19. The staffing in 2006 was at 54. This represents an increase in staffing of approximately 184% (184.21).

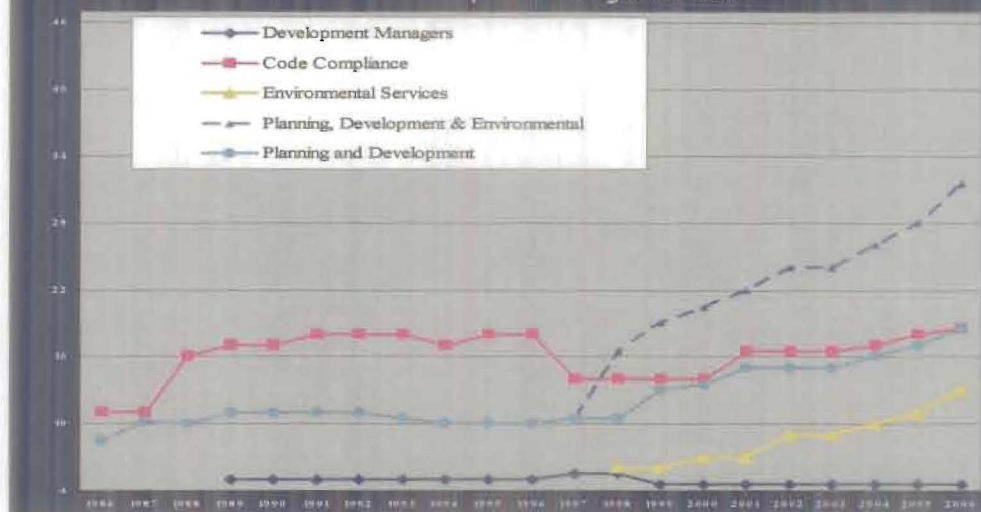
IV. Summary of Findings

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



This next graph looks further into the Development Management Group and separates staffing into Development Managers, Code Compliance, and Environmental Services, as well as Planning and Development. What should be noted in a review of this graph is that the staffing level of code compliance has increased from a staff of 11 in 1986 to a staff of 18 in 2006, representing an increase of approximately 63% (63.64); while planning and development has increased from a staff of 8 in 1986 to a staff of 18 in 2006, representing an increase of approximately 125% (125.00).

It should be noted that in 1998, environmental staffing was designated, which supplements the planning and development staff. That staff has grown from 6 in 1998 to 13 in 2006. If we add the environmental services to planning and development as a group, that area of the development management staff has increased from 8 in 1986 to 31 in 2006, representing an increase of approximately 287% (287.5).

Remember that the residential and commercial building permit values increased 194% and 411%, respectively.

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



We noted that the organizational chart illustrated shared management duties and the lack of a liaison to the outside entities (i.e. VDOT, Corps of Engineers, Newport News Waterworks, etc.) of the review process.

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 Needed
 - a. How Does JCC Compare to Other Localities?
 - i. Economic Development Process
 - ii. Development Management Process

While we have noted that we have guides and information on our web site, we are finding that communication and awareness of these guidelines need to be improved. For instance, one does not start a business until he or she has a facility to place it in. The facility intended to house the business may not meet the regulatory requirements.

In review of the web site, we found that it was not very user friendly with regard to potential economic development partners. Links between developing a business and developing property aren't there. The web site is essentially set up for a citizen's use, with the most requested items being taxes, fees, government entities, attractions, newsletters, etc. When searching for site plan review process, we found site plan procedures as Item 11 in our search. When we typed in site plan procedures, there was no listing. If balanced economic development is an important part of our mission, the web site home page does not illustrate it.

We feel as a task force that we need to further determine where we are, comparatively, in performance of our economic development and development management processes. We feel that a further look into these processes both externally and internally would be beneficial to meeting our mission.

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.

While we may be able to have further meetings and understand the internal processes, the external processes we felt were beyond our reach as a volunteer task force. We recommended to the Economic Development Authority to pursue a Request for Qualifications for an outside consultant to study the external aspects of the County and the benchmarking of the County against other counties.

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

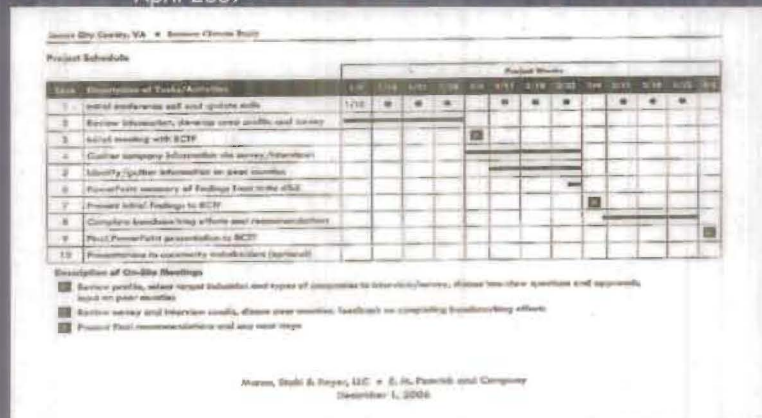
With the EDA's approval, we put together an RFQ solicitation in October of 2006 to facilitate the aforementioned comparisons of the policies and programs employed by James City County and other municipalities with respect to economic development. Four responses were received. Two were interviewed. The group headed by Moran, Stahl & Boyer, LLC was selected.

V. Outside Consultant

D. Selection

1. Selected Moran, Stahl & Boyer, LLC

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



Moran, Stahl & Boyer, LLC provided an estimated project schedule illustrating that their study should be completed in April of 2007. Once we have the opportunity to receive it and digest it, we will present their findings to the Board of Supervisors through the Economic Development Authority.

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.

The Business Climate Task Force will be an active participant in the study. Currently, we are participating in weekly teleconferences and have provided assistance in the solicitation of business surveys, both of businesses within the County and businesses which have left the County.

We will also continue to review the internal operations of James City County Development Management to determine suggested areas of improvements. Suggestions for focus of our continued review have been directed towards the Development Management process, i.e. independent expedited plan reviews, site plan peer reviews, re-evaluating the Special Use Permits, and staffing.

		1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Population		29,600	31,100	32,380	35,441	36,605	37,568	38,114	38,812	40,074	41,271	42,530	44,023	46,337	47,565	48,102	50,200	51,800	53,100	54,852	56,662	58,532

		1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Staffing		311	349	364	394	404	436	434	453	463	481	486	519	535	553	582	620	633	662	675	696	731

	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Total Building Permits	1,295	1,395	1,368	1,143	973	1,027	1,101	1,365	1,449	1,446	1,320	1,267	1,403	1,561	1,410	1,369	1,386	1,596	1,748	1,823	1,778

	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Total Construction Value	111,819,851	110,266,435	149,714,872	101,749,645	69,205,873	61,936,003	70,522,666	104,128,955	117,949,570	159,202,016	154,626,985	162,177,638	186,365,370	216,563,116	240,766,299	207,834,342	190,666,217	321,564,346	327,822,890	333,155,737	379,635,422

	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Residential	1,195	1,268	1,207	975	808	871	953	1,195	1,246	1,225	1,166	1,102	1,216	1,340	1,218	1,206	1,232	1,430	1,547	1,614	1,542
Commercial	100	127	161	168	165	156	148	170	203	221	154	165	187	221	192	163	154	166	201	209	236
Total	1,295	1,395	1,368	1,143	973	1,027	1,101	1,365	1,449	1,446	1,320	1,267	1,403	1,561	1,410	1,369	1,386	1,596	1,748	1,823	1,778

	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Residential	\$ 88,502,426	\$ 97,135,050	\$ 97,529,603	\$ 79,510,313	\$ 52,479,921	\$ 54,907,584	\$ 66,257,648	\$ 97,364,645	\$ 99,279,736	\$ 113,688,414	\$ 113,923,913	\$ 116,097,341	\$ 157,425,043	\$ 165,080,683	\$ 194,972,025	\$ 166,542,598	\$ 157,698,289	\$ 219,229,053	\$ 249,298,626	\$ 261,504,000	\$ 260,378,151
Commercial	\$ 23,317,425	\$ 13,131,385	\$ 52,185,269	\$ 22,239,332	\$ 16,725,952	\$ 7,028,419	\$ 4,265,018	\$ 6,764,310	\$ 18,669,834	\$ 45,513,602	\$ 40,703,072	\$ 46,080,297	\$ 28,940,327	\$ 51,482,433	\$ 45,794,274	\$ 41,291,744	\$ 32,967,928	\$ 102,335,293	\$ 78,524,264	\$ 71,651,737	\$ 119,257,271
Total	\$ 111,819,851	\$ 110,266,435	\$ 149,714,872	\$ 101,749,645	\$ 69,205,873	\$ 61,936,003	\$ 70,522,666	\$ 104,128,955	\$ 117,949,570	\$ 159,202,016	\$ 154,626,985	\$ 162,177,638	\$ 186,365,370	\$ 216,563,116	\$ 240,766,299	\$ 207,834,342	\$ 190,666,217	\$ 321,564,346	\$ 327,822,890	\$ 333,155,737	\$ 379,635,422

	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Development				5	5	5	5	5	5	5	5	5.5	5.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Code	11	11	16	17	17	18	18	18	17	18	18	14	14	14	14	16.5	16.5	16.5	17	18	18.5
Environment													6	6	7	7	9	9	10	11	13
Planning,												10.5	16.5	19	20.5	22	24	24	26	28	31.5
Planning and	8.5	10.2	10	11	11	11	11	10.5	10	10	10	10.5	10.5	13	13.5	15	15	15	16	17	18.5
Total	19.5	21.2	26	33	33	34	34	33.5	32	33	33	30	36	37.5	39	43	45	45	47.5	50.5	54.5

Development Management

James City County is a dynamic growing community with a rich history. The Department of Development Management is here to assist all of us in our efforts to manage our growth in a way that will allow future generations to live in and enjoy the wonderful natural and man made environment of James City County. In partnership with our citizens we can make a difference.

John T. P. Horne, Manager

Development Management

[Planning Division](#)

[Environmental Division](#)

[Mosquito Control](#)

Other Divisions

[Code Compliance Division - Inspection updates](#)

[Zoning Division](#)

Boards and Commissions

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[Board of Zoning Appeals](#)

[Development Review Committee](#)

[Chesapeake Bay Board](#)

[AFD Advisory Committee](#)

[Wetlands Board](#)

[Historical Commission](#)

[Williamsburg Land Conservancy](#)

Development Plan Checklist

[Planning Checklist](#)

[Environmental Checklist](#)

[JCSA Checklist](#)

[VDOT Checklist](#)

[Wireless Communications Facilities Checklist](#)

Helpful Information

[Proposed Development Map](#)

[Development Plan Tracking](#)

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[Demographics](#)

[Outdoor Gathering Permit Application](#)

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[Fast Facts \(Population, Land Area, etc.\)](#)

[Organization Chart](#)

What's New in Development Mgmt?

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Site Plan Procedures:

What is a site plan?

A site plan is a set of engineering plans for any commercial, industrial, or multi-family development, as defined in the County Code. A site plan is needed whenever the footprint for a commercial building changes, which includes changes to utility lines and parking lots. A site plan is also needed for commercial additions such as sheds, storage areas, fences, and concrete pads.

What must I provide to obtain site plan approval?

You can obtain an application for a site plan from the Planning Division. Staff recommends that you either submit a conceptual plan or set up a pre-application meeting to review the site plan process and answer questions.

Upon submittal of your site plan, you must provide:

- A properly completed and signed application form.
- A site plan review fee. Contact the Planning Division at 757-253-6685 for a current fee schedule.
- A list of adjacent property owners' addresses.
- A copy of the letter you sent adjacent property owners advising them that site plans were submitted and are available for review in the Planning Division.
- A copy of the previously approved conceptual plan.
- Surveyed plans, which include the following items, if applicable:
 - site layout
 - drainage and erosion control plans
 - utility plans
 - landscape plans
 - drainage calculation data
 - water/sewer data sheets
 - traffic, roadway, and parking data
 - lighting plans
 - water demand calculations

The James City Service Authority (JCSA) Standards and Specifications for Water and Sewer Systems and the Regulations Governing Utility Services outline the standards for submitting utility plans. Copies of these standards are available from the JCSA office. Please contact the JCSA at 757-253-6800 if you have any questions.

Development Plan Checklists

What is the process for reviewing site plans?

Your plan will be reviewed using one of two processes, depending upon the size and scope of the proposed project. The first process is DRC review, which culminates in a hearing before the Planning Commission. It is used for larger and more complicated projects. Criteria for DRC review are listed below. Site plans not meeting DRC criteria are processed by an administrative review, which does not involve any Committee or Commission review.

DRC Review

The Development Review Committee (DRC) will review plans that propose any of the following:

- A single building or group of buildings with total floor area exceeding 30,000 square feet
- A residential development of 50 or more units
- Two entrances on the same road
- A fast food restaurant or shopping center

- OR -

- If there are any unresolved problems between the applicant, adjacent property owners, or any departmental reviewing agency

- If a conceptual plan has not been submitted in accordance with County requirements
- If the site plan varies significantly from an approved conceptual or master plan

If your plan qualifies for DRC review, you will need to submit 14 sets of plans to the Planning Division at least five weeks prior to the DRC meeting date. Please contact Planning staff to find out the DRC meeting schedule. Staff will schedule your request on the DRC agenda. Prior to the DRC meeting, staff will review your application by making a site inspection and verifying the information on your application for compliance with County codes and ordinances. Staff will consider the impact of the site plan on

surrounding land uses and public welfare. Additional County and State agencies will review and comment on the plan. When all comments are received, staff will incorporate them into a report for the DRC. You will receive a copy of the staff report in advance of the DRC meeting. At the DRC meeting, staff will present your request to the DRC. You or your representative should attend the meeting. The DRC will recommend preliminary approval, deny, or defer your request, and identify issues you need to address before the Zoning Administrator can sign and approve the plan.

Next, the DRC will present a summary of your case to the Planning Commission and make a recommendation. The Commission may discuss items and ask additional questions, so you or your representative should attend the Planning Commission meeting. The Planning Commission will vote to

grant preliminary approval, deny, or defer your request. After the meeting, staff will write you a letter noting what action was taken on your case and what deficiencies need to be addressed before final approval can be granted.

Administrative Review

You need to submit 10 sets of plans for administrative review. The plans will be reviewed by the Planning Division and other agencies in the County. Planning staff will compile all comments and transmit them to you within 30 days of the submittal of plans. These comments will identify any deficiencies that need to be addressed. If the Planning Division grants preliminary approval, staff will notify you of all conditions which need to be addressed before final approval will be issued.

What should I do after the plan receives preliminary approval?

Once a plan has preliminary approval, you may contact the Environmental Division at 757-253-6670 to get information about obtaining a Land Disturbing Permit. This permit allows you to begin clearing, grading, and installing utilities. Fees and surety bonds may be required. Please note that you will have one year to submit revised plans and receive final approval from the Zoning Administrator. If final approval is not granted within one year, the plan becomes void. New applications, fees, and plans will need to be submitted.

When can my plan receive final approval?

After you address all comments and submit 10 sets of revised plans, a plan may receive final approval. When a plan receives final approval, you will receive written notification and two copies of the approved plan. One copy is for your files and one is to be kept on the construction site. An approved final site plan will be valid for a period of five years. If the site plan is not put into use or building permits are not obtained, the plan becomes void. New applications, fees, and plans will need to be submitted.

What should I do after the plan receives final approval?

Before beginning construction, contact the Code Compliance Division at 757-253-6626 to get information

about applying for building permits. It is possible to have a site plan and a building drawing reviewed concurrently, but a building permit will not be issued until final site plan approval has been obtained.

If you will be connecting to public water and sewer, contact the JCSA at 757-253-6800 to apply for service.

There is a fee based on the size of the water meter required for the project.

Will I need any other permits?

Other than a Land Disturbing Permit and Building Permit, a Health Department permit is required for plans

proposing septic tanks and/or wells. Developments with sewage pumping stations or well facilities also require approval from the State Health Department. If any kind of Health Department permit is required, you will have to submit plans to both the Planning Division and the Health Department. Call the Health Department at 757-253-4813 for more information. Please note that certain water and sewer facilities may

require a special use permit before a site plan can get preliminary or final approval. Additionally, if you are building in the southern portion of the County, your water may be served by Newport News Waterworks (NNWW) instead of the JCSEA. Planning staff will tell you if your plan falls under NNWW jurisdiction. If your plan will have water served by NNWW, a separate review by NNWW is required after your plan has received preliminary approval. Please contact NNWW at 757-247-8465 for questions and information about review fees.

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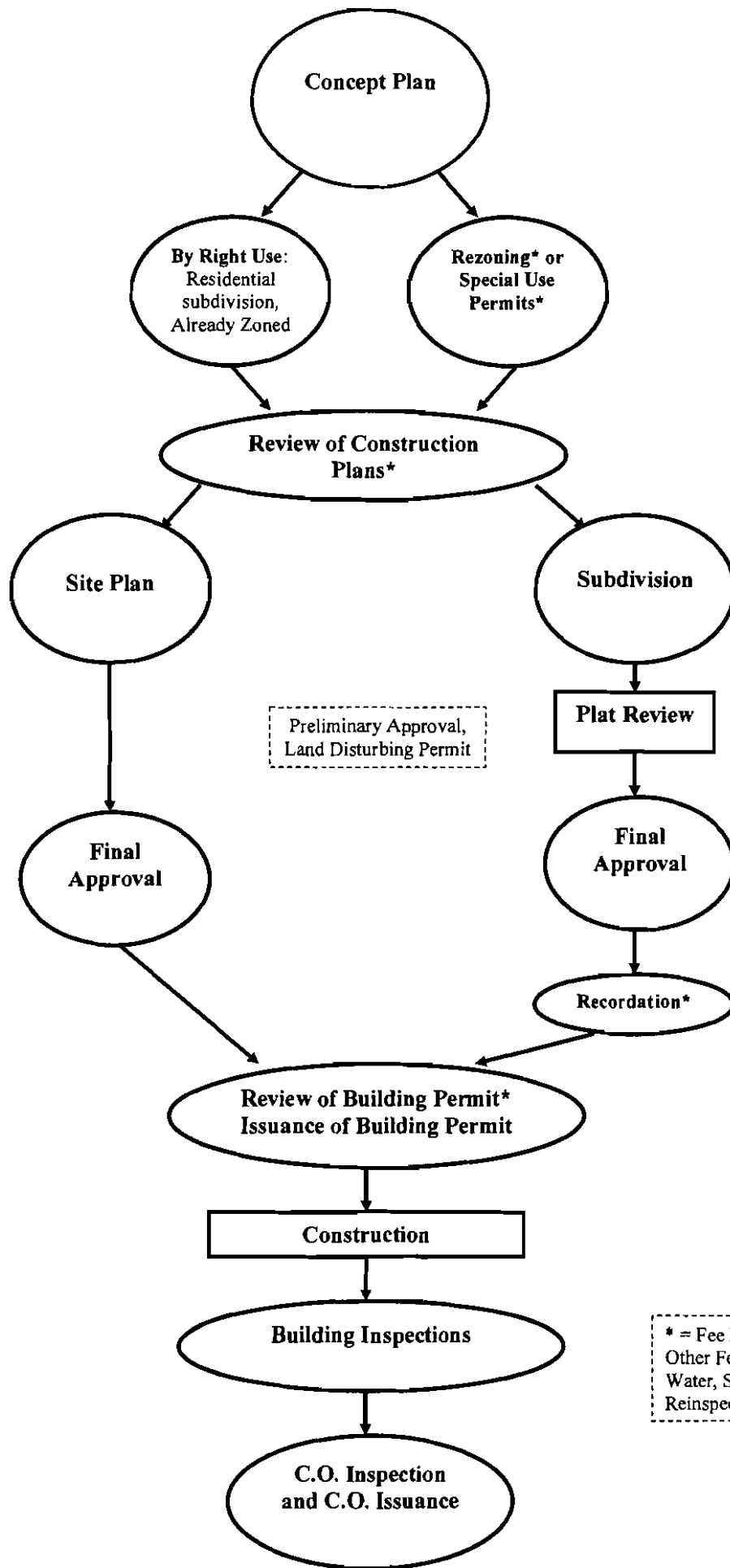
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THE JAMES CITY COUNTY DEVELOPMENT PROCESS



**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.

Date	Work Force	Employed	Unemployed	Rate	(Trend)	
					Moving Average	
November	1,218,931	1,180,107	38,824	3.2%	1,211,830	1,169,819
October	1,217,597	1,179,562	38,035	3.1%	1,211,239	1,168,962
September	1,217,047	1,173,015	44,032	3.6%	1,210,660	1,167,998
August	1,228,658	1,185,567	43,091	3.5%	1,210,022	1,167,497
July	1,237,731	1,192,875	44,856	3.6%	1,207,951	1,165,489
June	1,227,885	1,183,962	43,923	3.6%	1,204,229	1,162,066
May	1,217,467	1,179,302	38,165	3.1%	1,200,849	1,158,937
April	1,212,613	1,170,602	42,011	3.5%	1,198,080	1,155,543
March	1,203,422	1,161,334	42,088	3.5%	1,195,173	1,152,532
February	1,191,163	1,147,868	43,295	3.6%	1,193,111	1,150,331
January	1,190,409	1,146,892	43,517	3.7%	1,193,760	1,151,152
December '05	1,192,312	1,151,467	40,845	3.4%	1,195,435	1,153,282
November '05	1,198,558	1,155,097	43,461	3.6%	1,198,558	1,155,097
MEDIAN	1,214,830	1,171,809	43,193	3.6%	1,199,704	1,157,240



<u>Workforce</u>											<u>(2005)</u>			
	November	October	September	August	July	June	May	April	March	February	January	December	November	Average
Peninsula	244,134	243,179	244,494	247,486	248,227	246,756	244,080	242,473	240,488	237,653	237,625	237,965	238,673	242,143
Gloucester	20,187	20,131	20,229	20,490	20,519	20,404	20,189	20,043	19,849	19,612	19,580	19,405	19,502	20,011
James City	28,652	28,545	28,664	29,020	29,090	28,963	28,619	28,427	28,263	27,952	27,991	26,933	27,040	28,320
York	31,188	31,085	31,206	31,582	31,659	31,505	31,171	30,915	30,622	30,248	30,229	30,424	30,424	30,943
Hampton	69,261	68,984	69,380	70,198	70,427	69,993	69,246	68,841	68,238	67,310	67,250	68,239	68,195	68,889
Newport News	90,066	89,688	90,253	91,340	91,642	91,053	90,095	89,476	88,764	87,803	87,814	88,276	88,796	89,620
Williamsburg	4,780	4,746	4,762	4,856	4,890	4,838	4,760	4,771	4,752	4,728	4,761	4,688	4,716	4,773
MSA	805,468	804,163	809,063	815,512	818,486	813,299	804,188	798,419	791,244	780,712	780,520	787,104	789,944	799,856

Unemployed												(2005)		
	November	October	September	August	July	June	May	April	March	February	January	December	November	Average
Peninsula	7,733	7,175	8,237	8,858	9,165	9,021	7,878	8,795	9,020	9,661	9,789	8,854	9,338	9,045
Gloucester	457	434	511	574	567	562	475	540	531	584	565	505	533	526
James City	612	552	641	716	734	765	603	710	808	909	967	667	684	721
York	749	697	785	856	877	894	758	827	818	892	893	776	798	817
Hampton	2,562	2,397	2,722	2,871	2,978	2,918	2,603	2,910	2,931	2,984	2,968	2,882	3,102	2,833
Newport News	3,077	2,845	3,317	3,531	3,674	3,573	3,179	3,489	3,590	3,908	3,976	3,773	3,901	3,526
Williamsburg	276	250	261	310	335	309	260	319	342	384	420	251	320	311
MSA	26,517	26,519	30,587	29,225	30,770	29,950	25,892	28,440	28,546	29,468	29,789	27,293	29,748	28,673

Unemployment Rate													(2005)	
	November	October	September	August	July	June	May	April	March	February	January	December	November	Average
Peninsula	3.2%	3.0%	3.4%	3.6%	3.7%	3.6%	3.2%	3.6%	3.7%	4.0%	4.1%	3.7%	3.9%	3.7%
Gloucester	2.3%	2.2%	2.5%	2.9%	2.8%	2.7%	2.3%	2.6%	2.6%	2.9%	2.8%	2.6%	2.7%	2.6%
James City	2.1%	1.9%	2.2%	2.5%	2.6%	2.6%	2.1%	2.5%	2.8%	3.2%	3.4%	2.4%	2.4%	2.5%
York	2.4%	2.2%	2.5%	2.8%	2.8%	2.8%	2.4%	2.6%	2.6%	2.9%	2.9%	2.6%	2.6%	2.6%
Hampton	3.7%	3.5%	3.9%	4.2%	4.3%	4.2%	3.7%	4.2%	4.2%	4.3%	4.3%	4.3%	4.6%	4.1%
Newport News	3.4%	3.2%	3.7%	3.9%	4.1%	3.9%	3.5%	3.8%	4.0%	4.4%	4.5%	4.3%	4.4%	3.9%
Williamsburg	5.8%	5.3%	5.5%	6.5%	7.0%	6.4%	5.3%	6.6%	7.2%	8.0%	8.8%	5.3%	6.7%	6.5%
MSA	3.3%	3.3%	3.8%	3.6%	3.8%	3.7%	3.2%	3.5%	3.5%	3.7%	3.8%	3.5%	3.8%	3.6%
Virginia	2.8%	2.7%	3.1%	3.2%	3.3%	3.3%	2.9%	3.1%	3.2%	3.3%	3.3%	3.0%	3.2%	3.2%