

**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, OCTOBER 21, 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. Steven H. Montgomery  
Mr. Lawrence B. Pulley  
Mr. Thomas G. Tingle  
Mr. Marshall Warner

Also Present:

Mr. William Bean, Director, Technology & Business Center, William & Mary  
Ms. Kyra Cook, Manager, Historic Triangle Collaborative  
Dr. Jim Golden, Chair, Economic Diversification Task Force, Historic Triangle  
Collaborative; Vice President of Strategic Initiatives College of William & Mary  
Ms. Mary Jones, Board of Supervisors Liaison  
Ms. Laura A. Messer, EDA Recording Secretary  
Mr. Keith A Taylor, EDA Secretary  
Mr. Steven T. Yavorsky, Assistant EDA Secretary

**3. ACTION ITEM**

**a. Resolution**

Chairman Tingle stated that this would be Mr. Taylor's last EDA meeting. Mr. Taylor would be retiring at the end of the month. A resolution had been drafted for Mr. Taylor's 21 years of service as Director of Economic Development for James City County. Chairman Tingle read the resolution:

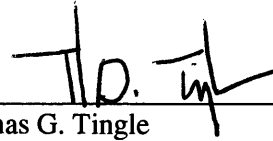
**RESOLUTION**

**CERTIFICATE OF APPRECIATION**

- WHEREAS, Keith A. Taylor served as James City County, Virginia's Economic Development Director and Economic Development Authority Secretary from November 1989 to November 2010; and
- WHEREAS, Keith A. Taylor was instrumental in the success of industrial and office parks throughout James City County, particularly Stonehouse Commerce Park by developing the County's first industrial shell building; and
- WHEREAS, Keith A. Taylor established the James River Enterprise Zone to improve economic conditions within the economically distressed area of James City County; and
- WHEREAS, Keith A. Taylor launched programs to serve the small, entrepreneurial, and technology based business community, such as appreciation events, the James City County Technology Policy, and the Business and Technology Incubator; and
- WHEREAS, Keith A. Taylor was active in and served on numerous Boards of professional organizations, including President of the Virginia Economic Developers Association, which bestowed upon him the coveted Cardinal Award in 2007; and
- WHEREAS, Keith A. Taylor, to show the County's appreciation of its corporate citizens, created the annual Celebration of Business, initiated a hospitality tent through sponsoring the PGA Michelob Open at Kingsmill and regularly met with businesses through the Existing Industry Visitation program; and
- WHEREAS, Keith A. Taylor originated the Captain John Smith Award, awarded annually at the County's Celebration of Business, to recognize a single business or individual for exemplary contributions to the James City County community; and
- WHEREAS, Keith A. Taylor was an invaluable leader and a proponent of economic development with the goal of achieving a better community in James City County, as demonstrated by activities such as service on the Business Climate Task Force; and
- WHEREAS, Keith A. Taylor has been involved in recruiting more than three dozen businesses to James City County that created almost 3,000 jobs for local citizens and more than \$350 million in taxable real estate improvements; and
- WHEREAS, throughout his period of service Keith A. Taylor gave freely of his time, energy, and knowledge for the betterment of his County; and
- WHEREAS, Keith A. Taylor consistently demonstrated those vital qualities of leadership, determination, and perseverance while providing exceptional service to the citizens of James City County.

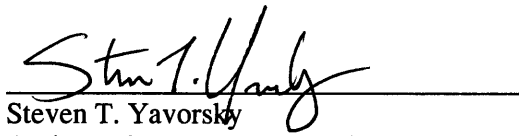
NOW, THEREFORE BE IT RESOLVED, that the Economic Development Authority of James City County, Virginia, hereby extends its sincere appreciation to Keith A. Taylor and recognizes his distinguished service and dedication to the County and its citizenry.

BE IT FURTHER RESOLVED that this Resolution be spread upon the minutes of the Economic Development Authority and that a copy be presented to Keith A. Taylor.



Thomas G. Tingle  
Chairman, Economic Development Authority

ATTEST:



Steven T. Yavorsky  
Assistant Secretary, Economic Development Authority

Adopted by the Economic Development Authority of the County of James City, Virginia, this 21<sup>st</sup> day of October, 2010.

Chairman Tingle asked if there was a motion to approve the resolution as read. Mr. Montgomery made a motion to approve the resolution, which was seconded by Mr. Warner and approved unanimously with a standing ovation. Mr. Taylor thanked the EDA for their appreciation and stated that all of the successes during his career had been group efforts. He was thankful for the EDA's support.

#### **4. PRESENTATIONS**

##### **a. Economic Diversification in America's Historic Triangle**

Mr. Tingle introduced Dr. Golden, who chaired the Historic Triangle Economic Diversification Task Force (HTEDTF), a subcommittee of the Historic Triangle Collaboration (HTC). The HTEDTF had prepared a report entitled "Economic Diversification in America's Historic Triangle" over the course of more than a year. Dr. Golden began by thanking Mr. Taylor for his work, on behalf of himself and the College of William & Mary.

Dr. Golden presented a summary of the 77 page report, Economic Diversification in America's Historic Triangle. He stated that the report had been done at the request of the HTC. HTEDTF was composed of both EDA representatives from each jurisdiction and also economic development staff from Historic Triangle area cities, colleges, and counties. Both Mr. Taylor and Mr. Tingle were on HTEDTF and had roles in helping prepare the report. Several other industry experts were included during specific parts of the task force preparation.

Dr. Golden stated that the Historic Triangle was already collaborating in several areas, specifically among the economic development directors. He continued and stated that there

had been a variety of investment over the last decade and that if one were to look at investment across James City County, York County, and the City of Williamsburg, it was substantial.

Dr. Golden said that the report was being shared with City Councils and Boards of Supervisors, as well as EDAs and had been well received.

Dr. Golden discussed the six primary goals for regional economic development diversification and collaboration, each consistent with quality of life:

- Expanding small businesses and regional hubs – linking Hampton Roads and Richmond;
- Collaborative planning and revenue sharing;
- Engaging entrepreneurs and young professionals;
- Leveraging institutions – William & Mary, Thomas Nelson Community College, and Colonial Williamsburg;
- Marketing; and
- Diversifying tourism.

Dr. Golden briefly elaborated on the area of tourism citing that major efforts were underway to encourage tourism during both the spring and fall stating that the Christmas Town event at Busch Gardens Williamsburg had helped encourage winter holiday tourism.

A brief discussion took place on sports marketing and attracting more athletic camps and events for youth and high school athletes, whose parents would incorporate such camps and events into family vacations and trips. Mr. Taylor noted that collaboration was a key component in the marketing of such camps and events because JCC housed many of the athletic fields and sites for such camps, but did not have the capacity for lodging.

The EDA discussed the importance of encouraging partnerships among the localities. Mr. Montgomery asked about the risks involved with partnerships for sports marketing and Mr. Warner stated that the Greater Williamsburg Chamber and Tourism Alliance were in the process of developing a grant program to encourage sports camps and events; the grant program would help make the Historic Triangle an easy choice for camp and event selection committees.

The EDA discussed Mr. Pulley's question regarding the best method for the collaboration on tourism events work flow was from the Staff level to the elected officials or vice versa.

Mr. Yavorsky asked about the reactions from other key audiences. Ms. Kyra Cook, Manager, Historic Triangle Collaborative responded that both the York County Board of Supervisors and the City of Williamsburg had responded positively to the report. The JCC Board of Supervisors had also been supportive in the efforts.

Ms. Kyra Cook stated that the HTC would prepare several Opinion Editorial pieces for the *Virginia Gazette* over the next few months to highlight the work of the HTEDTF and to create awareness.

The EDA thanked Dr. Golden and Ms. Cook for their time and informational update.

b. James City County Business & Technology Incubator Update (JCCBTI)

Mr. Tingle introduced Mr. Bill Bean, who managed the JCCBTI, who prepared a review the initial incubator plan that had been established for JCCBTI and also discuss future growth and marketing.

Mr. Bean stated that incubators were collaborative efforts and that a variety of incubator models exist. He stated that engaging both entrepreneurial spirits and grounded, transitional companies had helped quickly re-establish JCCBTI.

Mr. Bean commented on the “buzz” around the JCCBTI through marketing efforts including success from a client, Breathe Healthy. Several articles had been published about Breathe Healthy and that Michael Vahey was moving forward with progress with his business. He had been awarded both a Business Assistance Program loan and an E-Commerce grant.

Mr. Bean briefly discussed the process for incubation at JCCBTI and stated that as of yesterday, a software development firm that allows for court proceedings to be electronically transcribed company had signed on at the incubator. The Australian based company, Court Record Solutions, will work with the Law School at William & Mary. Court Record Solutions will reside in JCCBTI as of mid-November.

Mr. Bean stated that involvement with William & Mary had grown with Breathe Healthy working with the business school on two separate projects this semester including inventory control and financial projections.

Mr. Bean noted that an advisory board had been created to mentor JCCBTI clients. Three individuals were on the advisory board from three different fields.

Mr. Bean went over the importance of funding and capital for start-up businesses including the money that had been received through JCC programs. He briefly talked about “Venture Out,” which is a program in Richmond that allows for entrepreneurs to meet angel investors and venture capitalists.

The EDA thanked Mr. Bean for his report and congratulated him on his successes as JCCBTI Manager.

A brief discussion about the future strategic planning for a regional incubator took place. Mr. Bean stated that a regional incubator would need to be formed under a 501c3 with the potential for a sponsorship from an organization.

Mr. Pulley asked about the current requirements to apply to the JCCBTI and the criteria for a regional incubator. Mr. Bean stated that the only required items are a JCC Business License and a working business plan, though the latter requirement could be changed and amended to increase success, as some businesses need additional start-ups preparation before they are ready for incubation.

A discussion about how to measure success and how to create it so that there was a tangible way to look at success of incubator clients occurred. Mr. Bean commented that one primary way to measure success would be to look at the annual revenue and tax revenues. He cited an example using Breathe Healthy to illustrate the success of increasing revenue.

Mr. Pulley asked if a venture fund was necessary for a regional incubator and noted that receiving returns on investment was vital. Mr. Bean stated that capital was always necessary for start-up businesses.

Mr. Bean briefly reviewed a timeline for graduating clients and stated that mentorship programs were in place and that exit interviews would be conducted as certain clients finish their residency at JCCBTI.

The EDA noted that the current incubator management contract would expire in April 2011 and that both short term and long term goals would need to be created for the future.

Lastly, Mr. Montgomery noted the importance of the incubator as dictated by the "Economic Diversification in America's Historic Triangle" report.

## **5. DISCUSSION ITEMS**

### **a. Recruitment of New Economic Development Director Update**

Mr. Tingle stated that the panel interviews had been conducted for six individuals; the interviews ranged from 90 to 120 minutes in length and that each candidate had also presented on a hypothetical economic development project. A question and answer period followed the presentation. Each candidate had been given a tour of JCC following his or her interview. Mr. Gerhardt, Mr. Montgomery, and Mr. Warner acted as tour guides.

The recommendation from the interview panels was given to County Administrator on Monday, October 18, who would now make a final decision on filling the position.

### **b. Greater Williamsburg Chamber & Tourism Alliance Sports Grant Review Committee**

Mr. Tingle thanked the EDA for allowing him to add an agenda item about the GWCTA Sports Grant Program. Mr. Tingle stated that the GWCTA Sports Grant Program was going to support sports marketing in the Historic Triangle. He continued and said that there would be \$75,000 available in grant money and each grant would be \$5,000 - \$10,000. Mr. Tingle has asked Mr. Montgomery to sit on the Sports Grant Review Committee. Mr. Montgomery had conditionally agreed, as long as it was agreeable with his fellow EDA directors. A unanimous voice vote approved Mr. Montgomery as the JCC EDA Representative.

Mr. Tingle noted the importance of the regional commitment to sports marketing in Williamsburg.

### **c. Miscellaneous OED Items**

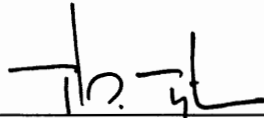
Mr. Yavorsky reported a drainage issue in James River Commerce Center (JRCC) in the right of way on Columbia Drive. Ms. Alison Woodard of Williamsburg Developments, Inc. had notified him of this occurrence. It appeared that an outfall had occurred and the owner's association would be liable for the repair. It is estimated that it will be around \$2,000 that will be pro-rated to the parties involved.

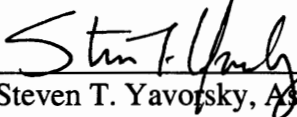
Mr. Yavorsky also stated that there were some issues with the potential timbering of the EDA site in JRCC as it had been stated that there were potential wetlands where the gravel road was going to be placed. Mr. Yavorsky said that he would discuss the issue with Environmental Department to resolve the issue.

A brief discussion about OED prospects took place including an overall heightened activity including a prospect visit.

6. **ADJOURNMENT**

There being no further business, Mr. Gebhardt made a motion to adjourn. The work session was adjourned at 10:08 AM.

  
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Thomas G. Tingle, Chairman

  
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Steven T. Yavorsky, Assistant Secretary