

SPECIAL MEETING MINUTES

**ECONOMIC DEVELOPMENT AUTHORITY (EDA)
OF JAMES CITY COUNTY (JCC)
RANDOLPH ROOM AT KINGSMILL RESORT & SPA
1010 KINGSMILL ROAD
WILLIAMSBURG, VA 23185
8:00 AM, MONDAY, APRIL 16, 2012**

1. CALL TO ORDER

The meeting was called to order by Chairman Gerhardt at 1:45 PM.

2. ROLL CALL

A roll call identified the following members present:

Ms. Robin D. Carson
Mr. Tim Harris
Ms. Leanne DuBois
Mr. Paul W. Gerhardt, Chairman
Mr. Stephen Montgomery
Mr. Thomas G. Tingle

Also Present:

Mr. Ed Baron, JCC Citizen
Mr. Joseph Cesario, JCC Citizen
Ms. Laura Messer, Recording Secretary, JCC
Mr. Ron Monark, EDA Meeting Facilitator
Mr. Leo Rogers, EDA Counsel, JCC
Mr. Russell Seymour, EDA Secretary
Ms. Kathryn Sipes, Business Development and Retention Coordinator, JCC
Mr. Keith Taylor, JCC Citizen
Mr. Telly Tucker, EDA Assistant Secretary

Mr. Marshall Warner, Vice Chairman, arrived at 2:00 PM.

3. INTRODUCTION

Mr. Gerhardt introduced Mr. Ron Monark, who works with the College of William & Mary's Mason School of Business and had been asked to facilitate this special meeting. Mr. Gerhardt outlined that the goal of this special meeting was to review the EDA's goals.

4. DISCUSSION ITEMS

a. Mission Statement

Mr. Monark asked the EDA to review the mission statement. He then broke the EDA into groups to discuss potential changes.

Mr. Tingle stated he thought it should include the creation of business within the mission statement. He said it was important for opportunities and growth.

Mr. Rogers stated it was important to include atmosphere and culture within the mission.

Mr. Gerhardt stated it was vital to create quality jobs and a strong employment base.

Mr. Montgomery noted it was important to expand and sustain the economic base and perhaps highlight specific business sectors such as agriculture, technology, and tourism. He continued and said it may be important to make the mission meaningful in today's economy rather than past economies.

The EDA agreed that the mission statement may be dated.

Mr. Monark asked the public for their input and they stated that it was important to utilize the demographics of JCC and the existing knowledge base. They also stated it was important for the economic base to be compatible to JCC.

b. 2012 Strategic Plan

Mr. Monark reviewed the proposed 2012 Strategic Plan, which had been stated in the March 2012 presentation at the Joint Board of Supervisors-EDA Work Session.

He asked the EDA to review the action items that included supporting current businesses, attracting new business to the area, and increasing start-ups. The EDA broke into groups to discuss the strategic plan items.

The EDA then discussed as a group and Ms. Carson said that while the strategic plan was a great start, there seemed to be a lack of specific goals. She suggested there needed to be more detail.

Mr. Monark agreed with Ms. Carson and reviewed information about economic gardening and what can be done to support business.

Mr. Tingle stated that an environment conducive for business was important. Mr. Monark built upon this idea and said that this related to the atmosphere and culture discussed regarding the mission statement.

The EDA had a discussion about business attraction and weighed the idea of being reactive to inquiries versus proactive in seeking inquiries. They discussed available space in JCC and the infrastructure of JCC. Mr. Warner noted his thoughts on how being exclusive could be potentially detrimental.

The EDA asked Mr. Seymour to review the Office of Economic Development's outlook on the matter and Mr. Seymour stated that budget cuts had affected marketing tactics, but OED was embracing online methods.

Ms. Carson noted the importance of the other localities nearby in the Historic Triangle area and referenced her prior experiences in other states.

The EDA had a brief discussion about increasing start-ups and Mr. Monark discussed how the James City County Business and Technology Incubator has a role in these terms as an entity to increase start-ups. The EDA noted that the relationship with the College of William & Mary as JCCBTI's management is positive and discussed the priorities of the incubator.

The EDA discussed their financial sustainability as an organization. Mr. Tingle noted the EDA needed to be good housekeepers of the funds and use them in a meaningful way.

Mr. Montgomery noted that the EDA had no long term means of gaining revenue and this was a concern. Mr. Monark then asked the EDA how they receiving funding and Mr. Gerhardt noted that with the downturn in bond financing revenues it was primarily interest revenue.

Mr. Rogers stated the County had an interest in using the EDA's funds for economic development initiatives.

The EDA discussed regional collaboration and its purpose for JCC. They briefly discussed the Historic Triangle and collaborative efforts in terms of a regional incubator. Mr. Montgomery noted that sports marketing is currently a regional effort and noted its successes thus far. Mr. Rogers noted that there are many collaborative efforts between the City of Williamsburg and JCC such as the library and the public school system. He noted that he felt there were more similarities between Williamsburg and JCC and that much of York County was not near JCC except for a small portion of upper York County.

The EDA discussed revenue sharing. Mr. Montgomery suggested that everyone benefited from tourism whether it is hotel revenue or sales tax at local attractions such as the Williamsburg Pottery or Williamsburg Premium Outlets.

The EDA discussed tourism and its role for furthering tourism in light of all the other organizations providing support to tourism. Ms. Carson noted the importance of supporting tourism business through other business.

c. Initiatives

Mr. Monark asked the EDA to once again split into groups and form initiatives that would support their strategic plan. The EDA worked in their groups for approximately 20 minutes and then reviewed each set of initiatives for supporting existing business and attracting new business, which are listed below:

- Support existing businesses
 - Develop workforce
 - Skillsets
 - Internships
 - Regular visits to existing businesses
 - Transportation system
 - Improvements to current system such as ease of routes and length of ride (direct routes needed)
 - Align with area colleges (W&M, Christopher Newport University, Thomas Nelson Community College)
 - Projects
 - Local internships
 - Utilize existing businesses for new initiatives for the area such as being a culinary destination
- Attracting new business to area
 - Leverage quality of life
 - Nurture relationships with legal, real estate, and engineering firms (local and statewide) as they have their finger on the pulse of interest in area
 - Get the business friendly word out and differentiate residential from commercial
 - Mine the existing businesses for recommendations of related target industries (example given: bottle maker and brewery)

The EDA followed up this discussion with noting the influence of local media on opinions. They discussed the importance of JCC as a whole being business friendly in the media. Mr. Tingle suggested methods that had worked in his experiences with the media.


d. Social Hour

The EDA thanked Mr. Monark for acting as a facilitator of their meeting and thanked Ms. Carson for hosting the retreat.

The EDA networked with each other and Mr. Monark.

5. **ADJOURNMENT**

There being no more time for any further business, Mr. Gerhardt made a motion to adjourn. The meeting was adjourned at 5:26 PM.



 Paul W. Gerhardt, Chairman



 Russell C. Seymour, Secretary