

MINUTES
JAMES CITY COUNTY ECONOMIC DEVELOPMENT AUTHORITY
REGULAR MEETING
101 D Mounts Bay Road, Williamsburg, VA 23185
March 9, 2017
8:00 AM

A. CALL TO ORDER

B. ROLL CALL

Paul W. Gerhardt
Tim G. Harris
Stephen H. Montgomery
Christopher J. Odle
Marshall N. Warner - Absent
Robin D. Carson, Vice Chairman
Thomas G. Tingle, Chairman

Also Present:

Jason Purse, EDA Secretary
Maxwell Hlavin, EDA Legal Counsel
Stephanie Lahr, EDA Fiscal Agent
Teresa Fellows, EDA Recording Secretary

Kate Sipes, Assistant Director, Office of Economic Development
Christopher Johnson, Ombudsman

Ruth M. Larson, BOS Liaison

C. APPROVAL OF MINUTES

1. Minutes Adoption - February 9, 2017, Regular Meeting

A motion to Approve was made by Tim Harris, the motion result was passed.
AYES: 6 NAYS: 0 ABSTAIN: 0 ABSENT: 1

Ayes: Carson, Gerhardt, Harris, Montgomery, Odle, Tingle

Absent: Warner

D. FINANCIAL REPORTS

1. February Financial Reports

A motion to Approve was made by Stephen Montgomery, the motion result was passed.
AYES: 6 NAYS: 0 ABSTAIN: 0 ABSENT: 1

Ayes: Carson, Gerhardt, Harris, Montgomery, Odle, Tingle

Absent: Warner

E. CLOSED SESSION

F. NEW BUSINESS

1. JunipHER Report

Ms. Zee Worstell, President of AccelerateHER, addressed the Authority, giving an update on the first class of the JunipHER Project. She stated that 11 women began the program and nine women completed the program. One company went out of business due to a severe family hardship, and the other company went out of business due to serious cash flow problems and high debt issues. All of the women that participated gained a better understanding of their business and what it takes to make it profitable, including adjusting pricing to make sense for the business as well as being competitive in the market. Six of the women formed boards of advisors, many lowered the number of contract employees and increased their number of full-time employees and three of the companies grew into larger office space.

Ms. Worstell thanked the Authority for its support and looks forward to working with Launchpad and the Greater Williamsburg Partnership (GWP) in the future.

2. FY2018 Budget Discussion

Mr. Purse addressed the Authority, giving an overview of the draft budget provided in the Agenda Packet. He noted that the EDA transfer to Launchpad was erroneously left off the draft budget and will be added. He highlighted the newly created account called Strategic Initiatives Projects, which contains the remainder of the Authority's cash balance that is available for projects should the Authority wish to use it.

Mr. Tingle noted the funds set aside for the Ladies Professional Golf Association tournament and stated that currently this is the last year of the tournament, but the line item was left in the budget in case there is a replacement. He also noted that the money for RAISE committee support was included as well, even though the Authority has currently suspended payment.

General discussion ensued regarding the cash flow position of the Authority. It was noted that there is approximately two to three years of operating funds left in the accounts. However, there will be revenue coming back into the coffers once the Marina Project is up and running.

3. Business Community Feedback

Mr. Christopher Johnson, Ombudsman, addressed the Authority, giving an overview of the presentation included in the Agenda Packet. He noted that this presentation was developed for the Board of Supervisors (BOS) last year. He highlighted several accomplishments as a result of the Business Climate Task Force.

General discussion ensued regarding the perceptions of the development process.

Mr. Purse stated that he would like the Authority to recommend to the BOS that a group be put together which would be like a subset of the EDA and include a Board member, an EDA member, a Planning Commission member and a staff member. The purpose would be to continue having these discussions about process improvements and continue to go back out into the business community to get continuous feedback.

G. OLD BUSINESS

1. Strategic Initiatives

A motion to Approve was made by Stephen Montgomery, the motion result was passed.

AYES: 6 NAYS: 0 ABSTAIN: 0 ABSENT: 1

Ayes: Carson, Gerhardt, Harris, Montgomery, Odle, Tingle

Absent: Warner

Mr. Tingle stated that an updated list of the Strategic Initiatives that have been discussed at the last two meetings was included in the Agenda Packet.

Ms. Carson stated that the Target Industry Study identified five target sectors, but this list only shows four. She asked why Tourism was left off.

Mr. Tingle stated that he made that call because Tourism is being handled by other County departments.

Ms. Carson stated that she thought the tourism sector in the analysis was referring to businesses that support the tourism industry, not another tourist attraction. For example, a company that supplies roller coaster parts, manufactures bed sheets and linens or is a large food distributor. She stated that she does not want to see Tourism left off the list because someone thinks it means another bike race.

General discussion ensued regarding the target industries listed on the final draft of the Strategic Initiatives.

It was the general consensus of the Authority to add Tourism back to the list of targeted industries.

Mr. Gerhardt left the meeting at 9:50 a.m., due to a previous engagement.

H. LIAISON REPORTS

1. BOS Liaison

No discussion necessary.

2. Greater Williamsburg Chamber & Tourism Alliance

No discussion necessary.

3. Planning Commission

Mr. Harris mentioned that a plan has been submitted to have a solar farm in Toano. It is on rural lands and seems to be a decent use of the land. It would not seem to be a good use of industrial land since there is not a fiscal benefit after the solar panels have been installed. It would not provide any jobs and very little revenue.

Mr. Johnson noted the benefit of solar farms is that they are temporary. After the effective end of their life cycle, they are removed and the land goes back to its previous state. This seems to

be a decent transitional use to put rural lands to use instead of being sold off for housing developments.

4. Launchpad

Mr. Tingle stated that there is a lot of housekeeping going on getting the boards set up. The GWP is the parent organization, but the Launchpad Board sets its own policies and procedures. The Director of Launchpad and the Chairman of the Launchpad Board are now members of the GWP Board in order to provide some continuity.

Mr. Harris stated that there is a lot of confusion going on. The County has been the Fiscal Agent of Launchpad, and now that the funding is being transferred over to Launchpad, it was found that there is a big disconnect with money. However, the way in which this was communicated was very uncomfortable for the Director. The Board is trying to determine if a new contract for the Director should be offered, but until these disconnects are resolved, it is difficult to proceed.

Mr. Purse stated that the budget that was put together by the Director of Launchpad was unacceptable. It did not include Directors and Officers Insurance (D&O), funding for an audit, operating expenses, and salaries were incorrect just to name a few. He stated that he is not sure how the organization will move forward with the amount of money there is, but it needs to be dealt with in short order.

Questions were raised about the metrics for determining if this venture is a success or at what point it is declared a failure. If more funding is necessary, that could be a significant problem since the other EDAs have no interest in increasing funding for Launchpad.

Mr. Tingle stated that the GWP Board is working on D&O Insurance and financial policies and procedures. Those would trickle down to the Launchpad Board. He also noted that the lease of the building is guaranteed by the EDA.

It was discussed that the funding for Launchpad be turned over to GWP and let GWP, as the parent organization, disburse the funding and provide that oversight.

5. Greater Williamsburg Partnership

No other discussion necessary.

6. RAISE Advisory Committee

Mr. Tingle stated that this situation continues to develop and it does not seem it will be resolved soon.

7. JRCC Architectural Review Board

No discussion necessary.

8. Real Estate Holdings

No discussion necessary.

9. Finance

No discussion necessary.

I. DIRECTOR'S REPORT

1. Staff Update

Mr. Purse gave an overview of the Staff Update in the Agenda Packet, including an update on the Marina Warehouse Project.

Mr. Purse gave a brief update on the search for a new Economic Development Director.

J. ADJOURNMENT

1. Adjourn until 8 a.m. on April 13, 2017, for the Regular Meeting

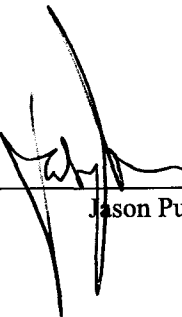
A motion to Adjourn was made by Robin Carson, the motion result was passed.

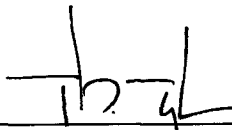
AYES: 5 NAYS: 0 ABSTAIN: 0 ABSENT: 2

Ayes: Carson, Harris, Montgomery, Odle, Tingle

Absent: Gerhardt, Warner

At 10:35 a.m., Mr. Tingle adjourned the EDA.



Jason Purse, Interim Secretary

Thomas Tingle, Chair



Business Community Feedback

Business Climate Task Force



- In February 2006, the EDA recommended that the Board of Supervisors appoint an interdisciplinary Business Climate Task Force
- The Board of Supervisors unanimously adopted a resolution creating the Business Climate Task Force on February 28, 2008
- Mission Statement: "Identify qualities, characteristics, and categories of businesses preferred in James City County and propose policies, programs and ordinance changes that will attract, retain, and expand those businesses."

Business Climate Task Force Accomplishments



- ✓ Amend the Zoning Ordinance and Board policies to make the development review process more predictable and transparent, allow for greater flexibility in decision making, and improve communication between all parties
- ✓ Reduce the number and type of projects which require DRC and Planning Commission and Board of Supervisors review and approval
- ✓ Promote pre-application and Development Roundtable meetings to include outside agencies

Subdivision / Site Plan Review Improvement Team (SSPRIT) Accomplishments



- The committee achieved some notable improvements:
 - ✓ All plan reviewing agency comments are available on-line
 - ✓ Roundtable meetings are scheduled twice a month Increased use of the conceptual plan review process
 - ✓ Improved communication between applicants and staff
 - ✓ Increased predictability for plan review
 - ✓ Transformed the DRC into a strategic and appellate body

Listening Session Highlights



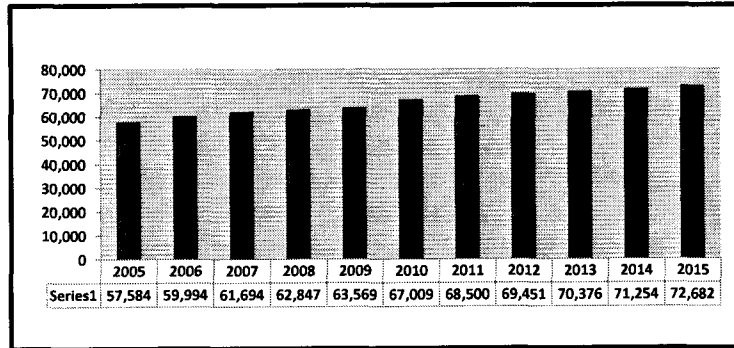
- The review process is more civil, predictable, helpful than it has been in the past
- Negative commentary is a perception issue not based in reality
- Quality of life and community character are important to citizens and businesses alike
- It may take a bit longer to get approvals but our results are better
- The process has improved but can continue to get even better

Business Community Survey



- JCC remains a difficult place to do business; perception is reality and will take a long time to change
- Positive experiences when communication occurs early in the development review process
- Desire for improved communication, accessibility, being open minded and flexible
- Businesses want predictability, clear goals and rapid response

JCC Population Growth



Population has grown by 15,098 citizens in the past 11 year (26.2%) with an average growth rate of 2.5%

Non Residential Taxes



	<u>Business Property</u>	<u>Machinery & Tools</u>
2005	82,000,000	124,000,000
2010	128,000,000	134,000,000
2015	140,000,000	142,000,000
	↑ 58,000,000 (70.7%)	↑ 18,000,000 (14.5%)

* Source: Richard Bradshaw, Commissioner of the Revenue

Business Licenses



2000	3,817
2005	5,099
2010	5,881
2015	5,788

In FY16, JCC issued 530 new Business Licenses

* Source: Richard Bradshaw, Commissioner of the Revenue

Building Permits and Inspections



	Commercial	Residential	Inspections
FY06	524	1,629	37,345
FY07	840	1,284	37,921
FY08	602	941	27,122
FY09	433	907	27,192
FY10	464	1,194	28,180
FY11	485	1,330	26,812
FY12	429	1,197	29,404
FY13	424	1,286	28,822
FY14	586	1,265	31,868
FY15	601	1,444	31,997

Engineering and Resource Protection Performance Measures



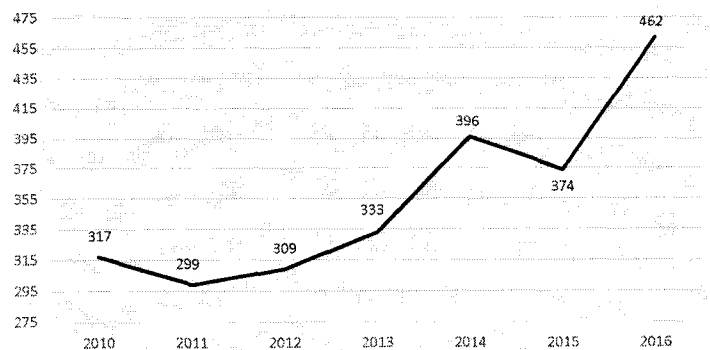
Total plans reviewed:		reviewed w/in 21 days	reviewed w/in 30 days
FY09	429	83%	96%
FY10	383	88%	98%
FY11	391	93%	98%
FY12	343	95%	99%
FY13	328	90%	99%
FY14	441	93%	96%
FY15	408	92%	98%

Percentage of development plans approved within three submittals (not including single-family plans): **87%**

Planning Division



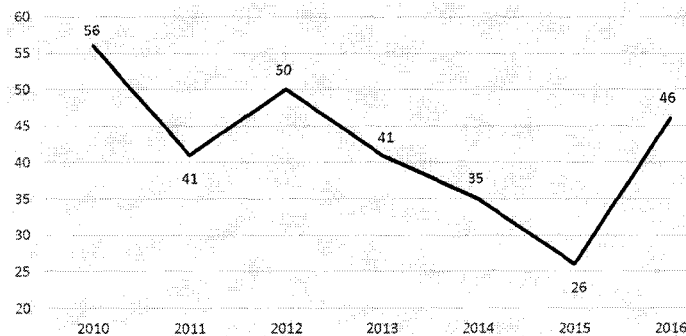
of Administrative Plans Submitted
(Conceptual Plans, Subdivisions and Site Plans)



Planning Division



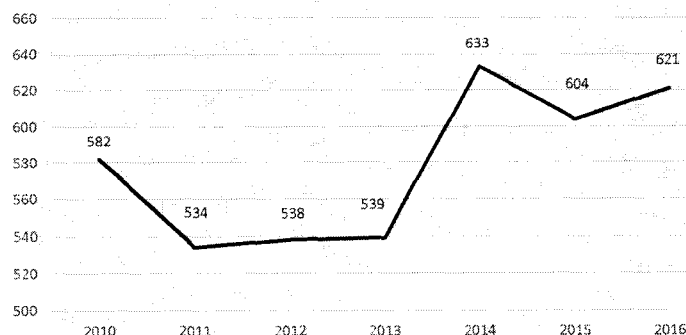
of Legislative Plans Submitted (Rezoning, Special Use Permits, Master Plans, Height Waivers, AFDs, and Subdivision and Zoning Ordinance Amendments)



Planning Division



Combined Workload Indictors (Administrative and Legislatives Plans, Applications presented to the Development Review Committee, and Public Presentations Made by Staff)





Why do some business owners and members of the development community say that their experience with the County leaves impressions that aren't always positive or that our process is in need of improvement?



James City County is...

Legislative/Administrative Review & Permitting

Board of Supervisors
 Planning Commission
 Citizens & Land Owners
 Developers/Engineers/Architects/Lawyers
 Planning & Zoning
 Engineering & Resource Protection
 Building Safety & Permits
 JCSA
 VDOT
 NNWW
 Fire
 State Agencies (DHR; DCR)
 DRB (New Town)
 HOA/ARB

Pre/Post Construction

Commissioner of the Revenue
 Treasurer
 Economic Development
 Health Department
 Planning & Zoning
 Fire/Police
 JCSA/HRSD/NNWW
 Virginia ABC
 Stormwater
 Real Estate Assessments

The Role of the Ombudsman



- Leads an interdepartmental team to assist small businesses and tenants in navigating the development review process and opening their doors for business
- Acts as a facilitator for Board of Supervisors direction to amend policies and ordinances to continue to make the County development review processes more business friendly
- Coordinate development projects for those plans that qualify for Expedited Plan Review
- Improves customer service and communication, increases efficiency and effectiveness of the permitting process and implements improvement efforts across multiple departments