

**MINUTES**  
**JAMES CITY COUNTY ECONOMIC DEVELOPMENT AUTHORITY**  
**RETREAT**  
**5537 Centerville Road, Williamsburg, VA 23188**

**December 14, 2017**  
**8:30 AM**

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**A. CALL TO ORDER**

At 8:34 a.m., a quorum was established and the meeting Called to Order.

**ADOPTED**  
**JAN 11 2018**

**B. ROLL CALL**

Paul W. Gerhardt  
Robin Bledsoe  
Rick Shippey  
Christopher J. Odle  
Marshall N. Warner  
Robin D. Carson, Vice Chairman  
Thomas G. Tingle, Chairman

Also Present:

Amy B. Jordan, EDA Secretary  
Teresa J. Fellows, EDA Recording Secretary  
Maxwell Hlavin, EDA Legal Counsel  
Stephanie Lahr, EDA Fiscal Agent  
Kate Sipes, Assistant Director, Economic Development  
Laura Messer, Tourism Coordinator  
Jason Purse, Assistant County Administrator  
Sue Mellen, Director, Financial and Management Services  
Paul Holt, Director, Community Development  
Jody Puckett, Facilitator

**C. ROUTINE BUSINESS**

1. Organizational Meeting and Appointment of Officers

A motion to Appoint Marshall Warner as Chairman was made by Thomas Tingle, the motion result was Passed.

AYES: 7 NAYS: 0 ABSTAIN: 0 ABSENT: 0

Ayes: Carson, Gerhardt, Odle, Warner, Bledsoe, Shippey, Tingle

A motion to Appoint Robin Bledsoe as Vice Chair was made by Thomas Tingle, the motion result was Passed.

AYES: 7 NAYS: 0 ABSTAIN: 0 ABSENT: 0

Ayes: Carson, Gerhardt, Odle, Warner, Bledsoe, Shippey, Tingle

2. Adoption of 2018 Meeting Dates and Times

A motion to Approve was made by Marshall Warner, the motion result was Passed.

AYES: 7 NAYS: 0 ABSTAIN: 0 ABSENT: 0

Ayes: Carson, Gerhardt, Odle, Warner, Bledsoe, Shippey, Tingle

3. Minutes Adoption - November 9, 2017 Regular Meeting

A motion to Approve was made by Marshall Warner, the motion result was Passed.  
AYES: 7 NAYS: 0 ABSTAIN: 0 ABSENT: 0  
Ayes: Carson, Gerhardt, Odle, Warner, Bledsoe, Shippey, Tingle

4. Requested Subordination Agreement

A motion to Approve was made by Christopher Odle, the motion result was Passed.  
AYES: 5 NAYS: 0 ABSTAIN: 2 ABSENT: 0  
Ayes: Carson, Odle, Warner, Bledsoe, Tingle  
Abstain: Gerhardt, Shippey

Ms. Jordan gave a brief overview of the memorandum and resolution included in the Agenda Packet.

Mr. Shippey declared his intent to abstain from the discussion and vote due to his conflict of interest as a principal investor in Billsburg Brewery.

Mr. Gerhardt declared his intent to abstain from the discussion and vote due to his conflict of interest as his law firm may be representing investors in Billsburg Brewery.

**D. PRESENTATIONS/DISCUSSIONS**

1. Retreat Overview

Ms. Puckett took over the meeting, as facilitator, at 8:47 a.m. and gave a brief overview of the format for the remainder of the morning.

2. Review of Research and Planning Documents

Mr. Christopher Johnson, Ombudsman, addressed the Authority giving an overview of the documents included in the Agenda Packet. He stated that since the Business Climate Task Force Report was presented to the Board of Supervisors in 2008, considerable progress has been made to address the report's recommendations. Comprehensive Plan Updates were adopted in 2009 and 2015 which incorporated input from the Office of Economic Development and the Economic Development Authority into the Goals, Strategies and Actions and highlighted successes and opportunities.

In an effort to promote economic development initiatives, County staff has processed multiple amendments to the Zoning Ordinance with particular emphasis on the Business, Industrial and Mixed Use Districts. These amendments have expanded the list of uses which can be approved administratively and made the development review process more predictable and transparent, allowed for greater flexibility in decision making and improved communication.

Mr. Johnson stated that another item that the Authority discussed several months ago was the formation of a Business Climate Think Tank which would be comprised of two Authority members, a Planning Commission member and a Board of Supervisors member.

Mr. Purse stated that he would like to see the Business Climate Think Tank move forward.

General discussion ensued about the relationship between Planning and Economic Development and how the two offices work together when a plan or application for a business comes into the Planning Division.

At 9:04 a.m., Ms. Ruth Larson, Board of Supervisors Liaison, joined the meeting.

Ms. Bledsoe stated that when she was a Planning Commission member, there were many times that

she would have liked to have had input from Economic Development on land use cases that involved businesses. She hopes that there can be more involvement from the Authority with the Planning Commission in the future.

### 3. Evaluate Target Sectors

Ms. Puckett stated that she is going to ask everyone to rank their top three target sectors identified in the Greater Williamsburg Partnership's (GWP) Target Sector Analysis.

The Authority spent several minutes individually identifying the three target sectors that it felt were the most important for the Authority to focus its efforts and resources.

The members of the Authority ranked the five target sectors in the following order:

1. Advanced Materials and Components - received 8 votes
2. Professional and Technical Services - received 7 votes
3. Food and Beverage - received 5 votes
4. Tourism - received 2 votes
5. Defense - received 2 votes

The Authority generally discussed its thought process for identifying the top three target sectors. Several members stated that there is the existing inventory to support the Professional and Technical Services sector and so this is one that makes sense to focus on. The consensus seemed to be that the Food and Beverage sector is the one that the Authority should focus its resources, as that would have the quickest impact and would be a boost to the Tourism sector. Everyone agreed that Advanced Materials and Components is the sector that will take the most time, energy and resources to see a return, but a success in that sector would have a significant impact on the economy. Other members stated that Food and Beverage and Tourism are sectors that are continuing to see growth and are the best for short-term returns on investment. Sports tourism and becoming a food/beverage destination are trends that have been happening in our area for the past few years.

General discussion ensued about the various target sectors and their impact on our economy.

At 9:35 a.m., the Authority recessed for a break.

At 9:55 a.m., the Authority reconvened.

### 4. Prioritize Needs

Ms. Puckett stated that now that the group has determined its top three target sectors, what needs to be done to have an impact in those sectors. What can the Authority do, or what tools are needed? How can the Economic Development staff support and help the Authority with its goals? She handed each member a sheet entitled "What needs to be done in order to pursue \_\_\_\_\_ Target Market?" Each sheet had the following options listed, as well as space for additional ideas:

1. Develop assessment of available product
2. Identify land for future development
3. Inventory existing office space
4. Build or improve infrastructure
5. Create areas for strategic investment and develop long-term vision
6. Develop incentives
7. Align administrative and legislative processes for investment
8. Leverage existing opportunities and relationships

At 10:05 a.m., the Authority broke into two small groups to discuss and identify the tools needed to pursue the top three target sectors that were identified. The small group discussions continued until 10:45 a.m.

Ms. Carson stated that her group felt that it was necessary to do all of the necessary assessments for each target sector. They felt that for advanced materials and components, that it is important to continue to work with the subject matter expert, and this would be where a consultant would be needed to pull information together on available product and what needs to be done to get sites ready. Their third priority would be to take all the information gathered and determine the areas for strategic investment and develop the long-term vision. Initially, the up-front cost would be minimal, except for hiring a consultant.

Mr. Tingle stated that his group felt that the first three items on the list are things that Economic Development staff can pull together and work on updating. His group spent most of its time discussing removal of barriers and streamlining the legislative process. Finally, with the three target sectors, advanced materials and components, food and beverage, and professional services, it felt we should really dig in the ordinances and see what is there that would prevent those sectors from moving forward in a streamlined process. His group also discussed incentives and thinks staff should continue to develop those. They felt that creating areas for strategic investment could be target sector specific, but that would have budgetary implications. Finally, they believed that they should take something to the Board of Supervisors and ask for a large sum for infrastructure improvements either in Stonehouse or at the bottom end of the County.

Ms. Jordan clarified that infrastructure improvements means extending the road in Green Mount or building the shell building in James River.

Mr. Tingle stated correct.

General discussion ensued about streamlining the legislative process and removing barriers.

The Authority and staff also discussed the budget timeline and its implications on these goals.

Ms. Puckett wrapped up the discussion by saying that she has heard three different sets of tools needed to proceed with the Authority's Strategic Initiatives: gather the research and get organized, streamline the legislative process and focus on infrastructure improvements.

5. Review Regional Funding

Ms. Puckett asked the Authority to participate in another dot exercise to prioritize the dollars being spent on Regional Partnerships. The members were given green, yellow and red dots to indicate items that should continue to be funded, items that they are unsure of and items that should not be funded anymore. The following is the result of the exercise:

WHO/WHAT	Green	Yellow	Red
<b>GWP/HREDA</b>	8	0	0
<b>LPGA</b>	6	0	0
<b>Peninsula Chamber of Commerce</b>	6	0	0
<b>Launchpad</b>	4	4	0
<b>Virginians for High Speed Rail Funding</b>	3	2	0
<b>Arts Month/GWCTA</b>	0	5	0
<b>COB</b>	0	5	0
<b>Business Appreciation Event (JCC, York, &amp; City EDAs)</b>	0	5	1
<b>Start! Peninsula</b>	2	3	1
<b>W&amp;M Homecoming/Alumni Recruiting event</b>	0	2	4

SBDC	0	1	5
RAISE (airport marketing)	0	2	6

6. Identify Incentives

The Authority was given the following list of possible incentive options in order to drive the discussion:

Traditional

- Capital investment (Technology Zone, County-wide, with investment thresholds)
- Specific to an industry sector (i.e., manufacturing, or specifically advanced materials, food & beverage, tech/professional)
- Redevelopment
- Demolition
- Physical improvements for investment or reinvestment

Non-traditional

- Stormwater improvements or credits
- "Green" or sustainable construction (such as green roof, geothermal, greywater reuse, solar/wind/alternative energy)
- Water conservation measures
- Technology grant for fiber installation
- "Made in JCC"
- Childcare
- Job Creation

Ms. Puckett asked for a general discussion about what incentives might work for the three target sectors that were identified earlier.

General discussion ensued about the machinery and tools tax grant, Business, Professional and Occupational License (BPOL) Tax grants or rebates, tourism zones and an expedited review process. It was also noted that this area struggles to get a piece of the State incentives that are available because it is not as big and not distressed. We cannot be reliant on the State incentives to make us competitive, the County needs to be able to fill in the gap.

It was noted that a marketing plan needs to be in-place once new incentives are adopted, it is important to get the word out that these new incentives are available.

7. Wrap Up and Next Steps

Ms. Puckett wrapped-up the Retreat by determining the following next steps:

1. Staff to prepare the 3-5 target sector initiatives and any budgetary implications for FY19 and FY20
2. Regional partnership information and the return on investment
3. Prioritize the Business Climate Think Tank
4. Summary of the incentive ideas
5. Develop EDA Budget and any potential future Capital Improvement Projects (CIP) requests in line with the three to five target sector initiatives

The Authority thanked staff for all of their work in putting together the materials and thanked Ms. Puckett for leading them through the discussion.

**E. ADJOURNMENT**

1. Adjourn until 8 a.m. on January 11, 2018 for the Regular Meeting

A motion to Adjourn was made by Marshall Warner, the motion result was Passed.

AYES: 7 NAYS: 0 ABSTAIN: 0 ABSENT: 0

Ayes: Carson, Gerhardt, Odle, Warner, Bledsoe, Shippey, Tingle



Secretary, Economic Development Authority



Chair, Economic Development Authority