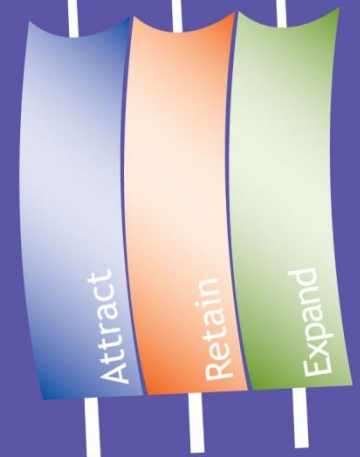


Business Climate Task Force Final Report

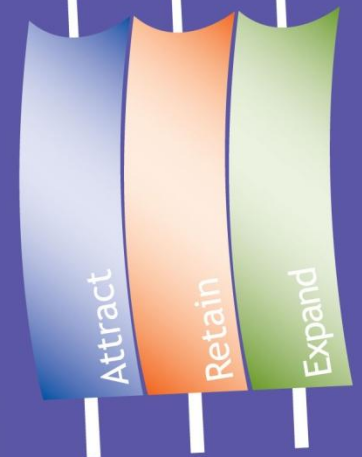
Comp Plan Steering Committee
February 12, 2009



2008 Business Climate Task Force

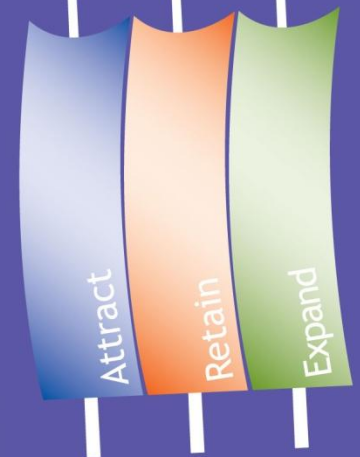
Mission Statement:

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.



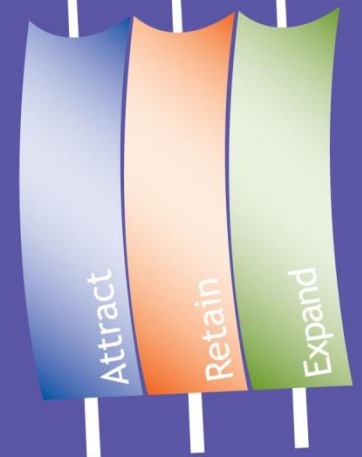
The BCTF identified our:

- Community attributes & qualities;
- Preferred characteristics & categories of businesses to maintain these attributes and qualities; and
- Peer communities & their best practices.



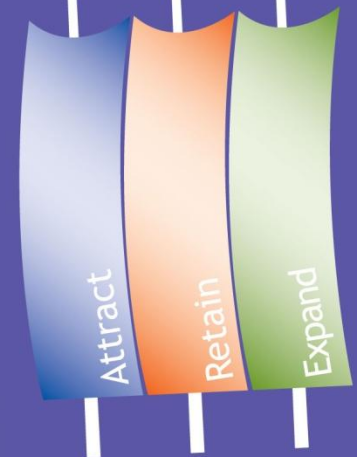
The BCTF separated business attributes and qualities into five (5) topics:

- Community Values
- Quality Jobs
- Fiscal Contribution
- Stability
- Environmentally Friendly



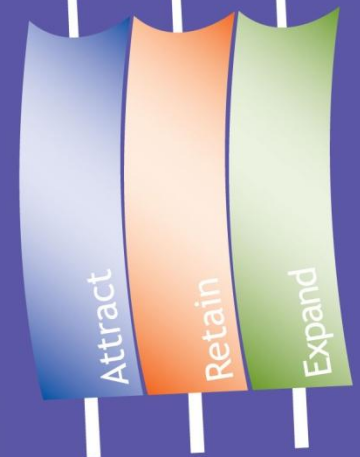
The BCTF initial evaluation revealed different business functions within the local economy:

- Level 1 – Core/Primary Industries
 - Provides cash flow from outside of the area
- Level 2 – Business Support Services
 - Support businesses
- Level 3 – Consumer Services
 - Support residents



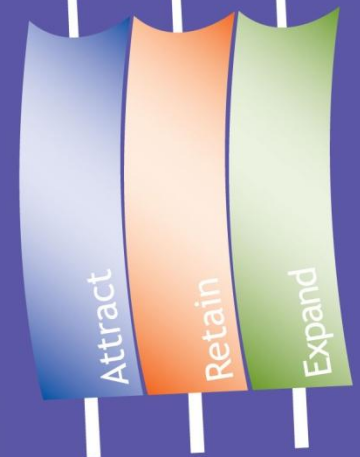
The BCTF initial evaluation further revealed:

- Three areas of focus:
 - Development of our Economic Base
 - Management of Development
 - Comprehensive Planning



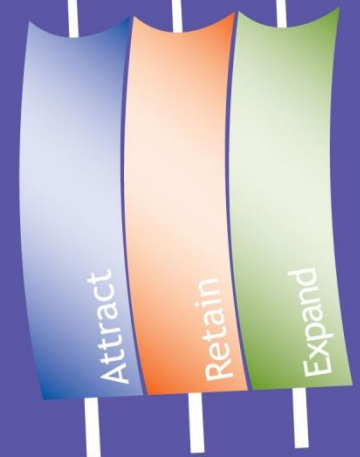
From an economical development standpoint:

- Attracting, retaining, and expanding businesses – while essential – are subordinate to and a means for preserving our uniqueness.



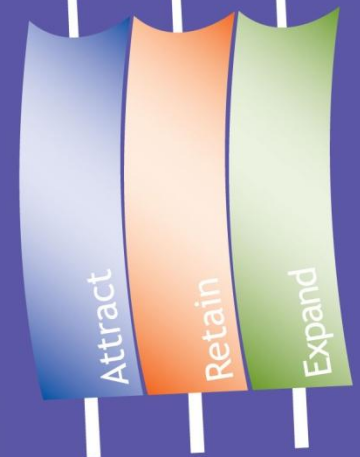
From a standpoint of managing development:

- The attributes of private enterprises we wish to attract, retain, or expand, require predictable decisions and prompt action.



From a comprehensive planning standpoint:

- Our vision and plan must look twenty (20) years ahead.



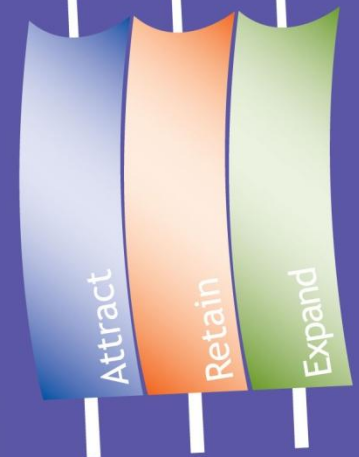
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BCTF Conclusions:

- Unbalanced approach in the development of JCC and its revenue base

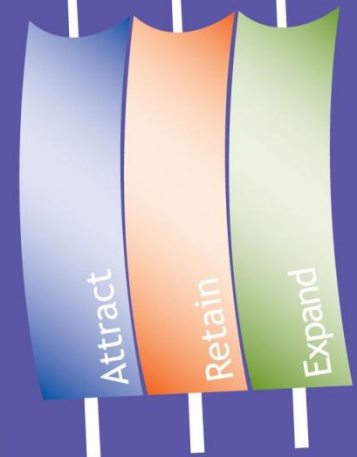
“The County is compared to a five-star restaurant, great food, but a slow kitchen”

- Too much focus on the food and not the customer



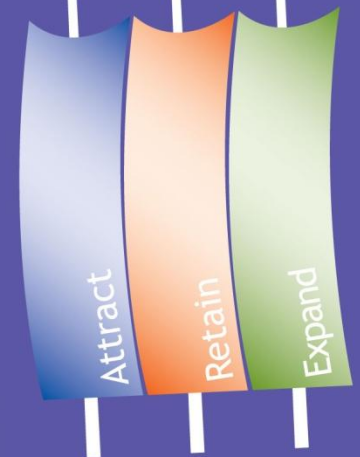
BCTF conclusions cont'd:

- The criteria for preferred businesses already existed within the County.
- Top Employers and Real Estate Taxpayers indicate a reliance on a few industries.
- Clear development standards and procedures need to be published.
- County government processes need to change to provide for managed growth.



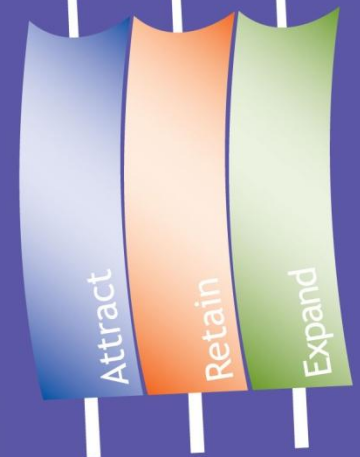
BCTF conclusions cont'd:

- The area's population is growing faster than the state average – especially among 65 years and older – which will require fiscal and residential balances.
- More moderately priced housing for new and emerging entry-level workforce.
- Peer communities illustrate examples of best practices.



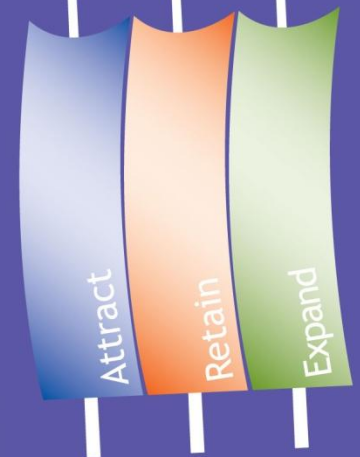
BCTF conclusions cont'd:

- To provide for managed business growth and protect our communities character, proactive decisions during the *comprehensive plan update* must identify and plan for areas suitable for economic growth



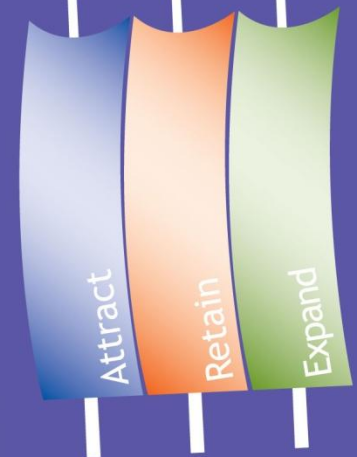
The BCTF provided:

- Thirty (30) recommendations in five (5) categories
- The recommendations also included: organizations, departments and divisions best suited to implement
- Timelines for implementation of recommendation were provided



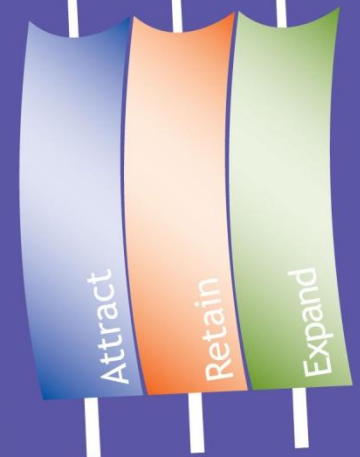
The Five (5) BCTF Recommendation Categories:

- Making the County “business-ready”
- Process Improvements
- Workforce
- Community Uniqueness of the County
- Implementation of BCTF Findings



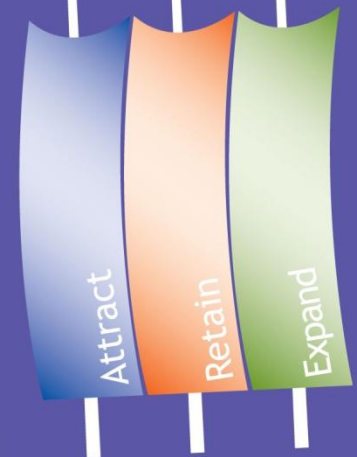
Implementation of BCTF Findings

- Assign responsibility for overseeing the execution of BCTF recommendations.
- *Present the final BCTF report findings and recommendations to the Comp Plan Update Steering Committee.*



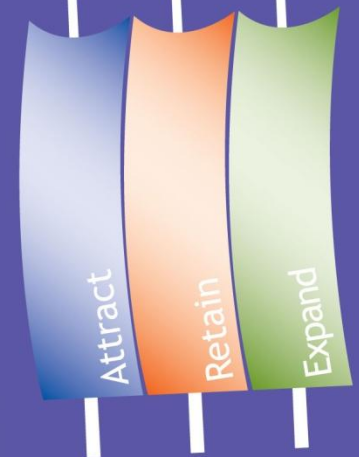
Twelve (12) Month Status of Implemented Recommendations:

- Web site improvements
- Staffing Issues
- Workforce Housing Task Force
- Site Plan Improvement Task Force
- SUP Classification / Process Improvement
- Expansion of Existing Industry Visitation
 - Plus many more, including EDA efforts



“It is imperative that the County find a balanced economic portfolio which preserves the uniqueness of our historic area while attracting and maintaining complementary businesses.”

-Business Climate Task Force



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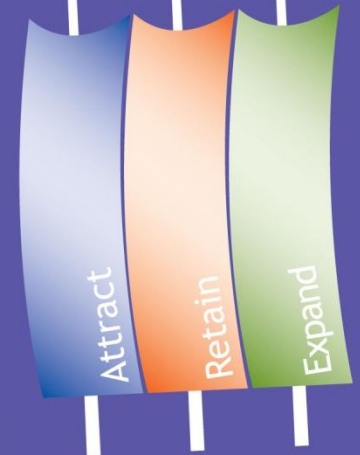
Community Values

- Respectable corporate citizen
- Enhances citizen's quality of life
- Uses local resources, buys locally
- Distinctive, unique
- Promotes community values
- Community involvement
- Likes, values and respects community



Quality Jobs

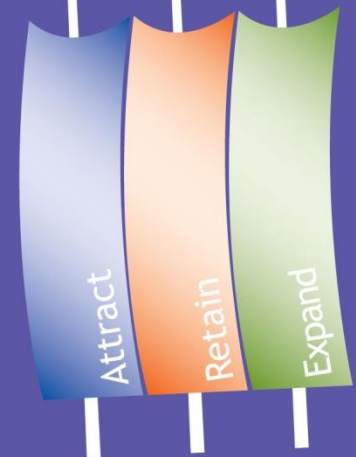
- Fair pay, high wages
- Jobs with benefits
- Year-round, full-time employment
- Diversity of workforce
- Interest in well being of employees



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Fiscal Contribution

- Generates local tax revenue:
Capital Investment (Real Estate, Tools and Machinery), Sales, Room & Business Licenses
- Favorable tax/resource usage ratio
- Exports goods/services; imports new dollars
- Recycles local spending
- Economic diversification
- Supports other local businesses

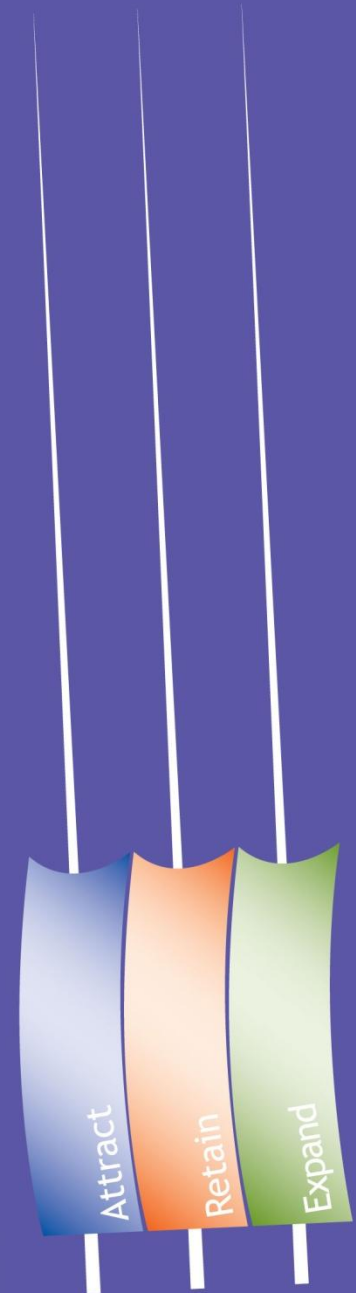


Stability

- Economic diversification
- Stability and loyalty
- Less affected by macroeconomic changes
- Headquarters location

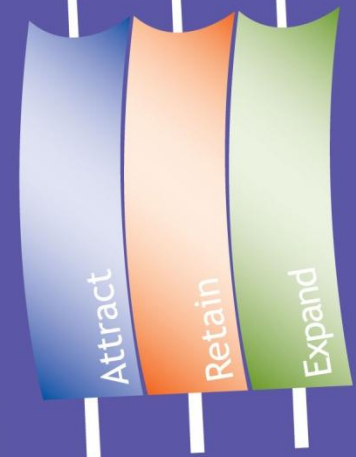


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Environmentally Friendly

- Clean
- Low impact on natural resources



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