

Remarks of the James City County Economic Development Authority to the James City County 2008 Comprehensive Plan Steering Committee In the Matter of: Economic Climate

November 17, 2008

Mr. Chairman, ladies and gentlemen of the Steering Committee, County Staff and interested citizens, my name is Mark Rinaldi and I am the current Chairman of the JCC EDA. On behalf of the full EDA, we appreciate the opportunity we have to appear before the Steering Committee to share our perspective, our comments and our concerns with respect to Economic Climate. Please feel free to interrupt me with questions or comments at any time.

The late Joe McCleary, as Chairman of the 2003 Comp. Plan Steering Committee, invited the EDA's active participation in that plan update, and we were pleased to have made a number of substantive contributions to that plan and the process. Five years later, and following economic successes both large and small in the intervening years, there remains much work to be done and this Steering Committee has a unique opportunity to forthrightly address the economic development challenges that face us. A focused, positive and welcoming local economic climate, in the context of increasingly fierce regional and global competition for business and industry, has never been more vital to ensuring a diverse and solid tax base and a competitive 21st century workforce in James City County, which together are among the most important determinants of the long-term financial stability of the County.

Today, the EDA's objectives are to (1) speak in broad terms about those things that can make a big difference to the business community's sense of James City County as a place to invest and (2) offer selected comments on the draft technical report prepared by Staff and made available on-line last week. While we have not had sufficient time to review the GSAs to offer meaningful input today, we will share our thoughts on that subject at a later date as the discussion of economic climate unfolds.

Say What We Mean and Mean What We Say

The Comprehensive Plan is the truest expression of a County's goals and also of the policies it will enforce to attain them. As a professional planning and site selection consultant for almost 2 decades, I worked throughout the Mid-Atlantic with a variety of businesses who knew what they wanted to do but didn't know how to get there. In jurisdictions with which I was not familiar, my efforts always began with a thorough reading of the Comprehensive Plan. If the plan spoke to land use compatibility, utilities availability and expansion, roadway adequacy and improvement and workforce characteristics and programs that matched with the business I was advising, my research into that locality's zoning, subdivision, utilities and taxation policies and ordinances would proceed to further assess the opportunities. If the language was not clear, or if the language was not supportive of the type and magnitude of endeavor my client was seeking, the effort concluded in that locality and resumed in the next locality on the list.

A Comp Plan can therefore be a powerful tool to promote our County for those businesses and industry, in those locations we determine and at those magnitudes that our infrastructure (both existing and planned) can support if we allow it to do so. In order to do that, the plan map must be clear and

definitive, with a basis in either physical (roads, streams, ridges) or cultural (roads, property lines, historic properties) features. More importantly, the narrative of the Plan must be descriptive, addressing those issues and concepts most important to both citizens and prospective businesses; it should cite those industry clusters we wish to encourage and what things the County will do to make their success here a reality; it must be internally consistent, so as to avoid conflicts between various paragraphs that confuse and confound the reader and those charged with interpreting what was meant by the authors; and it must be supported by easy-to-read and relevant graphics, photos, tables and other data to enrich the message.

Recognizing that the Comp Plan is also a guide to aid in future land use decisions, saying what we mean and meaning what we say, in writing in the Comp Plan, helps to establish and define County expectations for persons or entities considering investment in James City County. Leaving too much room for interpretation of the Plan's intent at zoning or Special Use Permit stages sends a signal to the business community of the County's indecisiveness and ultimately its control over a business's ability to enter, expand or relocate in this market. Continuing to do so will diminish our attractiveness to CEOs who are used to having some measure of control over their organizations and the significant investments they make.

Concept Summary:

- 1. The Comp Plan is a powerful marketing tool for promoting business in our community**
- 2. Use it to "invite" those businesses we wish to attract and to tell the real story of the County's Open for Business attitude**
- 3. Move the Comp Plan to greater specificity, clarity and description – minimize interpretation so predictability is enhanced for all segments of the community**
- 4. Use physical or cultural features to establish boundaries between land uses, or in instances where that approach is not used, explain the basis for and details of the boundary determination**

Zone to Our Plan and Plan by Our Zones

The County has a significant inventory of land whose zoning is not compatible with its Comprehensive Plan designation. Sometimes the zoning is more intense, sometimes the plan is. Sometimes the Plan calls for business uses while the zoning calls for residential uses, and vice versa. But in either circumstance, oftentimes neither the surrounding citizens nor the property owners themselves know what can or cannot be feasibly done on a parcel, what the County's vision truly is or whether their desired use of the property can be implemented predictably through published expectations or through a time-consuming and expensive process characterized by wide discretion at Staff, Planning Commission and Board levels and ultimately with an absolute uncertainty of outcome.

The concept of control has also manifested itself over the past decades, in one important way, through a decreasing list of by-right uses for various zoning districts and an increasing list of uses requiring a special use permit. Pursuant to the recommendations of the Business Climate Task Force, some progress was made in reducing the quantity of business SUPs earlier this summer and prior to the establishment of the Steering Committee. Many of you may know that the Planning Commission conditioned further review of the SUP matter upon a discussion of the subject taking place in the work of the Comprehensive Plan. We trust this specific matter will be the subject of extended discussion in the Steering Committee; the EDA supports such an effort and stands prepared to assist in any way we

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can.

We've all witnessed the pace at which business is conducted in these exciting and also somewhat frightening economic times. The types of businesses we want in James City County are very much sought after by other localities as well, and for many of the same reasons. When faced with a choice between two jurisdictions of equal merit on all other factors, businesses look at the predictability of their being able to go from zero to finished product in the quickest time, with the least unexpected interference and at the least cost. Requiring businesses to pursue a rezoning or a special use permit for so many properties and for such a wide variety of business types that the EDA believes JCC desires does not put us in the game. Moreover, planning for transportation improvements, water and sewer system upgrades and improvements, parks and recreation, schools and the full range of public services and programs is made vastly more complicated than necessary by the uncertainty over how so much of our undeveloped land will ultimately develop. More predictable land use aids long-term capital planning, yes, but it also eases the stress for would-be home or business purchasers who, when eyeing that vacant lot next door, wonder what will become of that property?

One need not look far from the borders of James City County to see jurisdictions, both urban and suburban, that follow their Comprehensive Plan adoption with a comprehensive rezoning to implement the Plan. Some refer to this as consistency zoning. One can also look around the state and beyond and see that many localities have succeeded in defining what they expect from a given land use at given locations through codified ordinances which detail specific performance standards, including a relatively recent concept called Form Based Zoning. *And while we haven't heard much talk lately about Smart Growth, perhaps partly because growth in all sectors of the economy and across the nation and world is down, Smart Growth includes the concept of making development decisions predictable, fair and cost effective.* The Comp Plan can help to get us there. Making the process, and the outcomes, more predictable for all involved also frees up both Staff and the Planning Commission to plan for our future rather than react in the present to the multitudes of SUP and rezoning cases that must be decided in the context of confusing and contradictory Comp Plan and zoning guidance.

Concept Summary:

1. **Lack of consistency between Comp Plan and zoning creates confusion and uncertainty, for both citizens and businesses**
2. **Reduce list of Special Use Permit uses and strengthen performance standards that become clear expectations for particular uses in particular circumstances**
3. **Enhance long-term capital planning through greater certainty in land use**
4. **Reduce time required to get from project conception to completion by streamlining the development process for targeted business and industry**

Waterfront Property and Industrial Land – “They Ain’t Makin’ Anymore of It”

Well, despite the down home locution of the statement, unless you're in Hawaii and the Mother Earth volcano creates acres of land every year, the statement as it applies to waterfront property is probably true. However, with respect to industrial land, except for the largest footprints associated with warehousing and distribution facilities, there is ample suitable land in the County potentially available for economic development. But it requires the power of the pen to identify it as such. And we

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recognize that the holder of that mighty pen (the County) will not and should not stroke it without adequate forethought and analysis. But that is precisely what the Comp Plan process is all about. The current Comp Plan process is both the time and the venue to make important land use policy decisions.

Do we have adequate vacant land designated for the various non-residential and residential categories that we are in this very process determining are appropriate and necessary for JCC, to accommodate the growth of workforce population and business and industry that are projected for our community? What will become of those properties that become obsolete, either because the reason for their existence has passed them by, their physical plant has become functionally obsolete, they have been out-competed by newer, sexier, more appealing contemporary versions, nearby properties have changed land use and in so doing created new opportunities, or for whatever reason they are no longer viable. Redevelopment opportunities present, while not a clean slate, a fresh opportunity to plan for the adaptive, beneficial reuse of properties whose time has come and gone. Redevelopment, if properly incentivized, can reduce the pressure on Greenfield sites and can fulfill the *Smart Growth directive of strengthening and directing development towards existing communities where infrastructure exists or can be economically improved to support the use.*

On the first point of ensuring an adequate supply of land for the various categories of land use projected for our future, thoughtful analysis of demand drivers and capacity factors is essential in this process. Henrico County performed an extremely well done demand analysis and capacity analysis for its 2006 Comp Plan that we believe JCC should seek to emulate. The results from such an analysis in our County will inform key decisions in this Comp Plan about how much and where the various non-residential and residential land uses should be planned. In a very general sense, the EDA has formulated recommendations for a number of proposed land use re-designations across the County aimed at increasing the stock of non-residential land available for future economic development. Given the routine decrying of what some have called runaway residential growth in our community, there appears no better time to evaluate whether some portion of those lands now planned for sprawling residential development would be more suitable for economic development uses. The EDA has more work to do before formally presenting our recommendations to the Steering Committee, but let me say now that they all strive to address elements of the recommendations of the Business Climate Task Force, as endorsed by the Board of Supervisors earlier this year. Importantly, the range of our recommendations address identifying suitable lands for economic development purposes, landbanking, establishment of one or more Research and Technology Zones, encouragement of Class A and B office space, workforce housing and enhancement of transportation through the Peninsula.

On the second point, redevelopment, the EDA offered suggestions in the last Comp Plan, some of which remain applicable today. These included recommendations to address specific redevelopment issues and/or changes in land-use designation in the following areas: Lightfoot Area and Old Mooretown Road, Route 60 East, Eastern State Hospital, Jamestown Road, and the BASF property. Some changes that have taken place since 2003 may warrant expanding the list of areas to be considered for redevelopment. And most recently, with the unfortunate passing of Community Icon and principal airport cheerleader Jean Waltrip, the future of the Williamsburg/Jamestown Airport has never been more in question. Let there be no question that the EDA supports its continued use as an airport, and we would also encourage the expansion of compatible economic development uses on and adjacent to the airport. But the question this Comp Plan should answer definitively is how should that property be redeployed if no longer used as an airport?

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For all areas where redevelopment can revitalize an area, increase and diversify the tax base and expand job opportunities, provide opportunities for lower cost housing in locations convenient to places of work, improve the aesthetics of an area and provide opportunities for improved transportation functionality, this Comp Plan can make a difference. It can do so by establishing the criteria for when the County will incentivize redevelopment, creating a vision for various redevelopment areas, forming the process by which detailed plans for individual properties or areas are reviewed, and perhaps most importantly, demonstrate a commitment to defining, and then easing, those regulations that may make redevelopment infeasible.

Concept Summary:

- 1. The Comp Plan process is THE opportunity to ensure we have an adequate supply of land for both business and residential uses we project over the planning cycle and beyond**
- 2. Look to Henrico Co. for an example of a well done demand and capacity analysis that brings rigor to the analysis of what is needed and where can it be accommodated**
- 3. Continuing concerns of residential over-development afford an opportunity to re-designate certain lands for future economic development uses now**
- 4. Recognize and define key redevelopment opportunities, establish a vision for such areas, encourage and incentivize them and remove barriers to successful redevelopment.**

Location, Location, Location - But, We Can Also Take It From Here And Move It To There

Let's go back to Smart Growth for a moment. Planning Commissioner Rich Krapf and I participated for over a year in a committee of the Williamsburg Land Conservancy directed at promoting Smart Growth in the Historic Triangle, so I would encourage you all to reach out to Rich if you have questions about the specifics of Smart Growth. In addition to the references made earlier in my remarks, *Smart Growth also encourages mixing land uses and taking advantage of compact building design to provide a range of housing opportunities, providing a variety of transportation choices and preserving open space, farmland, areas of natural beauty and sensitive environmental features.* The Location, Location, Location axiom applies to both lands ideally suited for various developed land uses as well as to lands suited for preservation and protection. Tough decisions must be made for land in both categories. However, the absence of deliberate decisions now will become de facto decisions by default in the future as property owners, investors, businesses and future Planning Commissions and Boards of Supervisors wrestle with development applications that come about once the current economic crisis has passed and the Country's businesses and homebuyers regain the confidence needed to make significant investments in land and capital improvement.

With respect to economic development uses, we have some tools available to us to encourage, incentivize and assist their formation and location. Through policy and regulation, the County can positively or negatively affect the business world's view of James City County as a location in which to do business, and the County can also create new or reinvigorated desirable locations through the Comp Plan. Today, the County enjoys a codified Enterprise Zone located in the Southern end of the County. It has played a significant role in encouraging and rewarding major capital investment in our community since its enactment. Wal-Mart's 3 million sq. ft. import distribution center and Coresix Precision Glass are but two examples of leading businesses that have located within our Enterprise Zone and derived tangible economic benefits in return. There may in this Comp Plan be the opportunity to establish a new zone now that much of the land previously designated has been developed according to plan. Virginia also enables localities to designate one or more Research and Technology zones within its

borders. The EDA would like to see at least one R&T Zone established through this Comprehensive Plan process. We are working in subcommittee now to discuss the most appropriate location or locations for such a designation and will bring our recommendations forward in the land use discussions later this year and into next year. The key policy decisions, after location, will involve the nature and degree of incentives offered as part of the R&T zone. The state legislation affords wide latitude for localities to determine the incentives they wish to offer, including expedited processing, waivers or rebates of fees, assistance with infrastructure and tax relief measures.

Another tool that has been applied across the country, and recently enabled in Virginia by State legislation, is the concept of Transfer of Development Rights. We already have Purchase of Development Rights in JCC; however, its effectiveness is limited by the amount of funding the County allocates to the program and the seeming reluctance of citizens to participate in a government-sponsored program that many experts involved with it here locally have described as overly restrictive and burdensome. Transfer of Development Rights, on the other hand, allows the marketplace with its access to private money to purchase development rights from within designated sending zones and transfer these development rights to designated receiving zones without taxpayer expense. In so doing, we can significantly move development rights from areas where development is less desirable to areas where we would like to encourage significant business development in, for instance, mixed use settings with a variety of alternative transportation options and featuring compact design and a range of housing choices, including workforce housing. This Comp Plan can lay the ground work for a revolution in both property-rights neutral land preservation and incentive-based and targeted growth management and economic development. The Comp Plan has to identify both its sending and receiving zones and establish the basic policy statement that guides the more detailed work to be done at the ordinance level after the Comp Plan is adopted.

Concept Summary:

- 1. Make tough but important land use decisions now – target prime development areas and identify important conservation areas now**
- 2. Consider Enterprise Zone modifications that build on past successes and create future opportunities**
- 3. Identify desirable location(s) for Research and Technology Zone(s) and create the framework for the nature and degree of incentives that will be offered therein**
- 4. Deploy Transfer of Development Rights to preserve identified conservation lands (sending zones) and redirect growth to targeted development areas (receiving zones)**

Housing Choices – The County’s Choices Today Will Determine Workers’ Choices In The Future

Workforce housing is one of the most important components of the economic development program for James City County and the region. Historically upward pressure on home prices in the region and County has outstripped much of the workforce’s ability to live in close proximity to where they work. With increasing transportation costs and flat or even downward pressure on wages in the current economic climate, fewer members of the workforce needed to maintain JCC as a viable business location can afford to live in the County. The Chamber’s workforce analysis identified a shortfall of about 10,000 workers now, with expectations of that number growing into the future. Of course teachers, police men and women, firefighters and other County employees deserve an opportunity to live in the County where they dedicate their labors. But so too do the many people working locally in health care, clerical and administrative positions in local businesses, construction workers and countless

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other current and future job holders whose income derived from local business enterprise would serve the County well if recycled in the community through the variety of purchases made every day by people who live in the same community where they work. It also can significantly reduce commuting, congestion and automobile emissions that contribute to air quality problems.

So how can the Comp Plan address this issue and make meaningful progress in this important consideration? Part of the answer can be found in some of the landowner-initiated land use designations where lower cost housing is proposed or possible within the scope of what is being sought. The EDA encourages the Steering Committee to think broadly, yet deeply, about where and how lower cost housing can and should be accommodated. We encourage the use of TDRs, with proper incentives, to facilitate higher density housing, both for rent and for sale, in more intense work-live-play mixed use communities. With the past several Comp Plans including low-density and medium-density residential land use designations only, high-density residential has been conspicuous by its absence. Part of the answer lies in developing and defining a new land use category for high density residential and identifying appropriate locations for its implementation. Also, adding specificity or variety to the Mixed Use designation that would describe the types and locations of mixed-use properties where higher density housing can and should be designed and targeted to workforce segments of the population would be a significant contribution to this Comp Plan.

Concept Summary:

1. Adequate workforce housing is essential to maintaining a viable local economy
2. Living closer to work, for all segments of the workforce, reduces commuting, congestion and automobile emissions
3. Support land use re-designations that create a range of housing choices, including for rent and for sale
4. Add High Density Residential land use description to Comp Plan and identify suitable locations
5. Refine Mixed-Use designations and identify suitable locations for mixed use areas appropriate to include significant workforce housing components

Rural Lands Economic Development – It’s Not Your Daddy’s Farm Anymore

The decline of the family farm in JCC is undeniable. Total acreage under production has fallen significantly in recent decades. The offspring of JCC’s older farmers are interested in professional, technology-based and service occupations and generally are not interested in continuing to farm. What then will become of the once predominant rural economy of JCC? How can we re-invigorate a rural economy? The EDA is in the process of forming a committee of local citizens, farmers and experts in rural economic development initiatives to explore the possibilities of, and ultimately pursue, alternatives to the conversion of rural lands for suburban development. While still in DRAFT form, the EDA has prepared an overview of the committee’s purpose and major task items:

Committee Purpose:

To identify and encourage business ventures and public/private partnership opportunities that can utilize the rural, natural resource base of James City County, including land, water, culture and history, to diversify the tax base, generate revenues and jobs for James City County and provide viable economic alternatives to suburban development land conversion for rural land owners. Primary emphasis will be directed towards economic uses of rural lands that are generally compatible with the existing land use pattern of these areas, are environmentally sustainable and can be demonstrated to be economically

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viable.

Major Task Items:

1. Inventory assets and opportunities – what lands/waterways are already in production, what existing public lands can be made available for “demonstration projects” of various descriptions, which landowners are interested in alternative economic futures for their properties, how can future cluster subdivisions be planned to accommodate compatible rural economic uses, etc.
2. Identify obstacles and constraints – physical limitations, Comprehensive Plan direction, zoning ordinances and policies, taxation policies, etc. that discourage rural economic development
3. Develop and refine a matrix of possible/desirable rural economic development uses – suggested categories might include
 - a. Traditional agricultural enterprises (field crops, vegetable production, etc.)
 - b. Hi-value specialty production (blueberries and brambles, mushrooms, cut flowers, hydroponics, etc.) and aquaculture (including fish, shellfish and edible water-immersed vegetation)
 - c. Livestock (horses, dairy and beef cattle, alpacas/llamas, goats, sheep, stables/equestrian facilities, veterinary hospital/clinic, etc.)
 - d. Eco-tourism (historic sites, environmental tours, kayaking, canoeing, sport shooting, managed hunts, etc.)
 - e. Agri-tourism/agri-business (farm brewery/distillery, Farm Tours, Farm Bed and Breakfasts, vineyards, pumpkin patches, corn mazes, farmers markets, etc.)
 - f. Horticulture and Nursery Crops, sod farms, tree and nursery operations, greenhouse production
 - g. Programs (Farm-To-School, farm museums, historical farms, etc.)
4. Identify grants and other funding sources to aid in the start up of new ventures
5. Identify public/private partnership opportunities to advance rural economic development initiatives (Farm to School, Future Farmers of America in schools, Agriculture in the Classroom, etc.)
6. Determine all available business assistance opportunities to assist in startup and expansion of rural economic development enterprises and implement same.

While the Committee has not yet been populated nor authorized to proceed with its work, the current Comp Plan process can address and anticipate the best possible outcomes from such work. Through a combination of mapping and narrative that sets the stage for further work and implementation, the 2008 Comp Plan can lay important ground work and at least preliminarily set forth minimum expectations to aid decision-making by both public and private entities. Key members of the EDA, well-versed in this area of expertise, are available to work with the Steering Committee to advance appropriate consideration and discussion in this Comp Plan process.

Concept Summary:

1. **Traditional crop farming in JCC is not expected to represent the future of the County’s rural economy**
2. **A vibrant rural economy offers rural property owners with alternatives to converting their land to suburban sprawl**
3. **Growing interest in locally grown produce affords opportunity**
4. **Efforts to expand traditional local tourism venues by the formation and promotion of rural, farm-based and natural resource-based tourism (eco-tourism and agri-tourism) will enhance the area’s overall tourist draw**

5. Use the Comp Plan to provide instructive guidance for future County and private interest efforts in the revitalization and modernization of a rural economy in JCC

To conclude our general comments, the broad topic of economic climate, and the implications for the County's fiscal well-being, socio-economic diversity, attractiveness to existing and future businesses and the ability of the non-residential base to subsidize the cost of providing local government programs, services and infrastructure intersects with nearly every other component of the Comp Plan. In subsequent Steering Committee sessions, the EDA will continue to highlight the relationships that we see as vital to the collective community's ability to support the quality of life that both its residents and businesses have come to expect. Now we will switch to a somewhat more detailed commentary on the Economic Climate technical report:

DRAFT Comments on the Economic Climate Technical Report (As Same Were Made Available to the General Public on 11/12/08)

As we understand it, the DRAFT technical reports prepared for the Steering Committee represent the core of the language that will be drafted as the text of the Comprehensive Plan. Some of the data will not be included, other information will be added, and the GSAs will conclude each section of the Plan. Given this understanding, the EDA offers the following preliminary comments on the Economic Climate technical report:

1. Significant statistical data is included in the report. Drawing meaningful conclusions from that data could be expanded to provide additional insight into trends suggested by the data and implications for key policy choices in the Plan. For example:
 - a. Linking the documented changes in educational attainment with the increases in employment sector growth could provide insight into which categories of educational attainment are meaningful (i.e. what level of educational attainment is being met in the current workforce and what levels are in danger of not being met in projected workforce).
 - b. Relating the changes in employment sector growth to wealth and income and to housing needs could also be useful information to know when planning for lower cost housing.
 - c. What does the data about the largest employers suggest about the data not presented for the cumulative impact of the smaller employers. The data seem to suggest that small businesses represent the backbone of the employment and tax base for the County – what does this imply about preferred priorities for retention, expansion and recruitment going forward? Also, how sustainable is an economy whose employment base is 14% state and local workers, in an era of austerity in government revenues and expenditures? How can or should the Comp Plan address this issue?
 - d. What relationships can we draw between business sectors, land consumption and local tax revenue. For example, warehousing and distribution consumes large amounts of land, generates substantial truck traffic, but contributes relatively little in the way of taxes. With increases in Port of Virginia capacity, should JCC be planning for an increase in warehousing facilities or should it begin to consider ways to reduce the presence of future warehouses? If a substantial inventory of land is found to exist that accommodates warehousing, what planning should be documented in this Comp Plan to address the needs for signage to reduce truck traffic on local roads, planning for new or alternative connector or bypass

- e. transportation routes, facilities for the truck driving community (rest facilities, repair facilities, etc.)? Or should the Comp Plan address a community benefit to be gained by reducing the supply of warehousing and distribution uses?
2. Other questions/comments on the data presented or absent from the technical report:
 - a. Why is local government public administration average weekly wage data not disclosed by our County for our Comp Plan? It does not send a positive message to citizens or to the business community.
 - b. Data showing the relative contribution of taxable retail sales in JCC to other benchmark communities can demonstrate the degree to which retail is overbuilt in our community, if at all.
 - c. Data on agricultural land, production and revenues could be benchmarked against comparable communities currently in transition from rural to urban localities and against communities that are reinvigorating a rural economy previously lost. This could be useful information in setting a baseline against which to measure JCC's future success in promoting rural economic development.
 - d. The discussion of business licensing is intriguing, but tells a small part of the story. For example, since the last Comp Plan, what business types came in and what business types went out? Why?
 - e. The Office of Economic Development has conducted a number of existing industry visits over the past 5 years. The BCTF consultant's report presents the results of Stakeholder Feedback received from interviews with a number of persons and organizations involved in the economic development of the county. What has been learned from these efforts and how can they be incorporated into the Comp Plan?
 - f. Prior studies sponsored by the EDA and executed by the OED with consultant resources identified a number of industry clusters that could likely find the necessary ingredients of intellectual capacity and workforce characteristics, affiliation with national and state research institutions and facilities, and recent and ongoing successes in product development and commercialization. The Comp Plan should include a narrative describing the types of business we want to locate here, generally where we want them to locate and where they can be accommodated, the factors that make the area desirable for them to locate here and a listing of the actions or changes the County will make to get them to come.
 - g. The County is a leader in the region in its support of a technology incubator. How should the Comp Plan address this unique resource? An opportunity exists to establish the County's policy for incubator participation, measures available to retain businesses that successfully graduate from the incubator and a general discussion of the technology resources available in the County and vicinity that make our area attractive to technology businesses.
 - h. The BCTF Consultant's report includes a wealth of information, insight and recommendations as to how the County can compete with other regions and localities for the types of businesses we want. In particular, the "Identifying Economic Opportunities" section 3.8 and the "Presentation of Benchmarking Results" section 5.5 of the BCTF Consultant's report can be translated into constructive policy statements in the Comp Plan.
 - i. What state and/or federal initiatives have become available or viable since the passage of the 2003 plan?
3. Much of the data in the report is one year or more old. That is understandable given the normal business of economic reporting and the synthesis required of data at the local, state and federal

levels. However, given that so much has happened in the past 2-3 months, including a bottoming out of the home building industry, dramatic changes in the financial and credit markets, significant increases in unemployment, global reactions to the financial problems and major local and state shortfalls in revenue, perhaps some recognition of these circumstances should be made in both the process of moving forward and in the content of this Comp Plan.