



ECONOMIC DEVELOPMENT AUTHORITY BOARD MEETING
MAY 11, 2022 - 7:00 PM
KING WILLIAM COUNTY ADMINISTRATION BUILDING
KING WILLIAM, VIRGINIA

AMENDED AGENDA

- 1. Call to Order**
- 2. Roll Call**
- 3. Review and Adoption of Meeting Agenda**
- 4. Approval of Minutes**
 - a. April 13, 2022 Regular Meeting Draft Minutes
 - b. April 23, 2022 Special Called Planning Meeting Draft Minutes
- 5. Treasurer's Report**
- 6. Chairperson's Report**
- 7. Unfinished Business**
 - a. Phase One Final Report from RKG - Kyle Talente, President (Attachment Added)
 - b. By-Laws Update - Percy C. Ashcraft, County Administrator
 - c. Farmer's Market Update - Percy Ashcraft, County Administrator
 - d. Ag Education Project - Tracy M. Porter, Sr. - Regional Program Assistant, Eastern Virginia ESU Small Farm Outreach Program
- 8. New Business**
 - a. Appoint Business Roundtable - Percy C. Ashcraft, County Administrator
- 9. Public Comment Period** *One Opportunity of Three Minutes per Individual or Five Minutes per Group on Non-Public Hearing Matters*
- 10. Next Meeting - June 8, 2022**

11. Closed Meeting

- a. Motion to Convene Closed Meeting in accordance with Section 2.2-3711 (A)(1) of the Code of Virginia to consider a personnel matter involving the appointment of individuals to Boards and Commissions, and in accordance with Section 2.2-3711 (A)(5) to discuss a prospective business or industry or expansion of an existing business or industry where no previous announcement has been made.
- b. Motion to Reconvene in Open Session
- c. Certification of Closed Meeting
- d. Action on Closed Meeting (if necessary)

12. Adjourn or Recess

NOTES REGARDING AGENDA:

This agenda is tentative only and subject to change by the Economic Development Authority Board.

During Public Comment and any Public Hearing periods, speakers shall be provided one opportunity of three minutes per individual or five minutes per group. Speakers shall provide their name, district of residence, and if applicable, the group they are representing. The EDA Board may modify and/or set other rules governing the conduct of Public Hearings.

Detailed instructions for viewing live-streams of meetings, signing up to speak via Zoom (registration required by noon on the day of the meeting), and general guidelines for Public Comment & Public Hearings are available from the [King William County website](#).

AGENDA ITEM 4.a.

April 13, 2022 Regular Meeting Draft Minutes

**DRAFT MINUTES
KING WILLIAM COUNTY
ECONOMIC DEVELOPMENT AUTHORITY
REGULAR MEETING OF APRIL 13, 2022**

A meeting of the King William County Economic Development Authority Board of Directors was held on the 13th day of April 2022, beginning at 7:00 p.m. in the Board Room of the County Administration Building and via Zoom.

Agenda Item 1. CALL TO ORDER

Chairman Rhoads called the meeting to order.

Agenda Item 2. ROLL CALL

The members were polled:

Eugene L. Campbell, Jr. – Secretary/Treasurer	Present
Travis W. Longest	Absent
Jason Brown	Absent
W. Brian Hodges	Present
Kenneth A. Holderied	Present
Charles F. Piersa – Vice Chair	Present
Tiffany K. Barber	Present
Sarah Williams	Present
C. Meade Rhoads, Jr. – Chairman	Present

Agenda Item 3. REVIEW AND ADOPTION OF MEETING AGENDA

Vice Chair Piersa made a motion to approve the Meeting Agenda as presented. Authority Member Hodges seconded. The Chairman called for any discussion. There being no discussion or opposition, the Meeting Agenda was adopted with no change.

Agenda Item 4. APPROVAL OF MINUTES

4.a. March 9, 2022 Joint Meeting with the Planning Commission Draft Minutes

Authority Member Campbell moved to approve the minutes with one change - a correction to show that he was Present and arrived at 7:15pm rather than showing Absent and arriving at 7:15pm. Vice Chair Piersa seconded the motion with the change. The Chairman called for any discussion. There being no discussion or opposition, the meeting minutes for March 9, 2022 were approved with the one change noted above.

Agenda Item 5. PRESENTATION

5.a. Virginia Economic Development Partnership - Jason El Koubi, President & CEO (Via Zoom)

Mr. El Koubi went over economic development in the Commonwealth of Virginia and the services offered by the Virginia Economic Development Partnership. He also outlined their strategic plan and goal progress. At any given time, the VEDP is managing between 300-400 projects.

Authority Member Campbell asked if VEDP can guide the County in what needs to be done to be competitive. Mr. El Koubi said yes, a Local & Regional Competitiveness Initiative assessment can be completed which shows how one locality stacks up against the others. It can be done formally or informally and the VEDP can dive in and support, advise, and participate with the EDA. The assessment starts with what you're trying to achieve. Mr. Campbell asked if the assessment was one-on-one and if it was free. Mr. El Koubi said yes to both.

Authority Member Williams asked what the regions titled Virginia Growth Alliance and E Region were. Mr. El Koubi said the Virginia Growth Alliance is comprised of regional EDO's and the E Region is comprised on counties in Southwest Virginia.

Authority Member Holderied asked about M&T tax barriers and how you get around them. Mr. El Koubi said some localities lower the rate or eliminate it entirely for the first few years. Incentive grants from the state or locality are also used and vary by locality.

Chairman Rhodes ask if VEDP works directly with EDAs for financing. Mr. El Koubi said they do it all the time and most require a local match. He said funding partnerships among localities are common and the funds flow through the locality. Chairman Rhodes asked what structure they use to initiate a project. Mr. El Koubi said they work with EDA-owned properties, private landowners, RIFFA agreements between two or more localities, and a variety of other mechanisms.

Authority Member Hodges said a separate agency besides the EDA is not needed to buy, sell, or own property.

Chairman Rhodes asked about an operating entity such as a co-op. Mr. El Koubi said VEDP does not do that. He said it might be VDACS for agriculture and forestry.

Chairman Rhodes asked the next step. Percy Ashcraft, County Administrator, said they would discuss it at the April 23rd planning meeting and then reach back out to VEDP.

Authority Member Hodges asked if there's a certain period when grants are accepted. Mr. El Koubi said it is a rolling application for site characterization grants which include basic, high-

level site research and evaluation. There are application windows for site development grants which provide more sophisticated research and cover soft and hard costs on a higher dollar scale. Their goal is to get a site to a point where if a business chooses it, it's low-risk and they can break ground within 12-18 months.

Authority Member Hodges asked if the grants were allocated by region or throughout the whole state. Mr. El Koubi said it's historically a state-wide process and they make sure there is strategic development across regions where there is a high potential to attract business – where you can get the biggest bang for the buck. He said it wasn't until recently they started doing this.

Mr. El Koubi said the General Assembly is considering a \$150 million one-time investment in site development across the state. He said they then need to continue investing in it annually. He doesn't know what the General Assembly will decide or the language they'll use.

Chairman Rhodes noted there is \$7 million for soft costs. Mr. El Koubi said that was in the last grant cycle and all has been allocated. Chairman Rhodes asked if there were grants available for hard costs. Mr. El Koubi said yes but hard costs eat up a lot of money which isn't always necessary and is cost-prohibitive.

Authority Member Hodges asked if there was checklist of items that makes a site a winning site. Mr. El Koubi said they have that information and could discuss it in a separate meeting.

5b. Middle Peninsula Alliance (MPA) - Sherry A. Spring, Director of Economic Development -Gloucester County (Via Zoom)

Ms. Spring said she is the liaison between VEDP and the Middle Peninsula Alliance (MPA) and works closely with the VEDP. She passes leads from the VEDP to the localities. In King William County, she passes them to Mr. Ashcraft and Mr. Hudgins, the Deputy County Administrator.

The MPA started in 2017-2018 with seven localities each contributing \$5,000. She's not sure what the future will be for the MPA.

Chairman Rhodes asked if the EDA had an objective or target, can the MPA help or talk with them. Ms. Spring said she has a lot of experience and is happy to share her knowledge.

She said big companies are looking for interstate access, an enterprise zone, water, sewer, and natural gas. She said it could cost \$20,000-\$30,000 per locality to hire someone to have a regional partnership.

Authority Member Campbell asked if there were any activity going on. Ms. Spring said you need buildings and sites. There is an industrial park project lead from VEDP which is looking for 25 acres and up with utilities (water, sewer, gas) and a workforce.

Authority Member Holderied asked how the dominoes fell with the shopping center on Route 17 in Gloucester. Ms. Spring said it happened before she joined the county. She said retail and service is not considered economic development as far as VEDP is concerned. Mr. Holderied asked if water and sewer are a deal breaker. Ms. Spring said yes, as is broadband, especially for home-based businesses. He asked if it's a case of build it and they will come. Ms. Spring said the Route 17 shopping center developer won't build anything unless he has a commitment from a retailer.

Authority Member Hodges asked if more industrial parks are needed. He asked how many are in the Middle Peninsula region and what's their population. He said King William has two and they're not doing well. He asked the utility of industrial parks in today's economy. Ms. Spring said she'd send an email to the MPA partners and ask for that information.

Chairman Rhodes said finished sites ready to go are what people are looking for. Authority Member Hodges said West Point's industrial park has that and it's not full. Authority Member Piersa said there's no structure there. Ms. Spring said she'd ask them the capacity, site size, and square footage of buildings they have available. She said buildings are important and noted that they built one and it took three years to find someone interested in it.

c. Go Virginia Region 6 Presentation – Chip Boyles, Executive Director & Ian Ginger, Program Director

Mr. Boyles said King William County is part of Region 6 – the Mary Ball Washington Region. The Virginia Initiative for Growth & Opportunity in Each Region was created state-wide in 2016. Go Virginia works via private-public partnerships and offers different grant opportunities. He said they will come and meet with the County to discuss ways they can help. Go Virginia staff assists with completing grant applications and with DHCD on their decisions. He said they have not been spending all the money allocated to this region.

Authority Member Campbell asked if there were any projects in our area. Mr. Boyles said most interest has been in the Fredericksburg area. Mr. Campbell asked the grant turnaround time. Mr. Boyles said it's a rolling application, but it takes time to get in front of the state board, which meets quarterly. From application to reimbursement is typically six months. The grants are given on a reimbursement basis.

Chairman Rhodes asked the size of grants available. Mr. Boyles said from \$100,000 to \$2 million.

Authority Member Hodges said Go Virginia worked within the County on Pamunkey Net and MPA Site Characterization.

Authority Member Holderied said there are many grants listed on the Go Virginia website and asked what open meant. Mr. Boyles said open means they are accepting applications for that grant.

Chairman Rhodes asked how they define localities for grants requiring multi-locality participation. Mr. Boyles said towns, counties, or cities; not a town and the county it's in.

d. Hampton Roads Sanitation District (HRSD) - John Dano & Kendall Korey (Via Zoom)

Mr. Dano said HRSD exists to protect public health and water. They operate two plants in King William County – West Point (600,000 gallons/day) and Central Garage (100,000 gallons/day). In 2021, West Point used 500,000 gallons. Central Garage is maxed out. They are in the process of expanding to be able to treat 300,000 gallons/day in Central Garage. It will cost \$29 million. The design should be complete this spring and the plant should be complete in March 2025. He said they are experiencing supply chain impacts and the plant must be complete before any hook ups.

Authority Member Hodges asked how many households/users can be serviced. Mr. Dano said they estimate 100 gallons per user per day.

Authority Member Holderied asked about running lines down Route 360. Mr. Dano said they just need capacity. Mr. Hudgins said they upped to 300,000 to include Commerce Park.

Mr. Dano said the \$29 million cost was for the treatment plant only, not for running the lines.

Agenda Item 6. TREASURER'S REPORT

Mr. Hudgins said \$15,000 had been spent for the RKG study. The County has paid two of three invoices. A balance of \$7,500 will be due once the final product report is received.

Agenda Item 7. CHAIRPERSON'S REPORT

There was no Chairperson's Report presented.

Agenda Item 8. UNFINISHED BUSINESS

8.a. Fauquier Education Farm Visit Update – Meade Rhoads, Chairman

Chairman Rhoads asked if the members who visited the farm could visualize one here. Authority Member Campbell said yes, maybe through FFA where there's labor nearby and it would be associated with the schools. Mr. Campbell showed some photos he took at the farm.

Vice Chair Piersa said the EDA could help with the kids at the school greenhouse as a way to give back to the community. Authority Member Williams said her child went through the ag class and felt it was helpful. She said kids don't see a lot of small ag.

Authority Member Campbell said it might help some kids choose agriculture as a career.

Chairman Rhodes said it could be a cluster scale-up and be expanded in the future.

Authority Member Holderied asked the mechanics of it and who owned the land.

Authority Member Campbell said the farm was a non-profit and he wasn't sure where the land came from, possibly the state.

Vice Chair Piersa said there's enough land for a greenhouse at the school.

Chairman Rhodes asked about a bigger vision opportunity such as meat processing. Vice Chair Piersa said not at the school.

Authority Member Holderied asked if they seek out landowners then create a non-profit through the EDA. Chairman Rhodes said it needs to be achievable.

Vice Chair Piersa said he was asked if there was anything involved in starting a Christmas tree farm. Mr. Ashcraft said there would have to be proper zoning and the person should speak with Sherry Graham, Director of Planning. Authority Member Williams said there used to be one in King & Queen, but they ran out of trees.

Authority Member Hodges asked the size of the school's FFA program. Vice Chair Piersa said it would start growing if they had a greenhouse. Mr. Hodges said there's always a maximum concern; if there's a need, is the school willing to take it on. Vice Chair Piersa said he will find out.

Chairman Rhodes said there are no bad ideas and not to shut anything down. He said to do a little dreaming and bring ideas to the upcoming planning retreat.

8b. RKG Discussion - Percy Ashcraft, County Administrator

Mr. Ashcraft said he talked with RKG about moving to Phase Two and told them he wanted to see the final product from Phase One before making a commitment. He said there is money in the budget for Phase Two.

Chairman Rhodes said they engaged RKG to bring focus and get the EDA started.

Agenda Item 9. NEW BUSINESS

a. Discussion of Planning Retreat - Percy Ashcraft, County Administrator

Mr. Ashcraft asked the members to review the draft agenda and make suggestions for other topics of discussion. Ideas offered were to add a 24-hour vet and cannery to the Action Strategies agenda item.

b. Survey Completion - Percy Ashcraft, County Administrator

Mr. Ashcraft asked the members to complete the survey if they haven't already and gave a brief overview of responses so far (Attachment A). He said Liz Povar with VEDA said King William County has more potential today than any other locality in the Middle Peninsula.

Chairman Rhodes said the EDA is fortunate to have Mr. Ashcraft and thanked him.

Agenda Item 10. PUBLIC COMMENT PERIOD

There was no one present.

Agenda Item 11. NEXT MEETING - April 13, 2022 and May 11, 2022

A Special Called Planning Meeting will take place on Saturday, April 13, 2022, from 9am-1pm in the Administration Building Board Room. The next regular meeting will be held on Wednesday, May 11, 2022.

Agenda Item 12. ADJOURN OR RECESS

Authority Member Hodges made a motion to adjourn to April 23, 2022 at 9am. Motion was seconded by Vice Chair Piersa. There being no discussion and no opposition, the meeting was adjourned.

COPY TESTE:

C. Meade Rhoads, Jr.
Chairman

Christine H. Branch
Deputy Clerk

ATTACHMENT A



The slide features a green background. On the left is the seal of the Economic Development Authority of King William County, Virginia, established in 1702. The seal depicts a central figure holding a scale and a sword, surrounded by agricultural and industrial symbols. To the right of the seal, the text reads: "Survey Results" in a large white font, followed by "As of April 13, 2022" and "Seven Submissions" in a smaller white font.

1



The slide has a green background. At the top, the question is displayed: "Question 1: Has KWC's economic development program been successful in the last five years?". Below the question is a table with two columns: the response category and the number of submissions. The table data is as follows:

Yes	0
No	3
Unsure	4

In the bottom left corner of the slide, there is a small version of the Economic Development Authority seal.

2

1

Question 2: Which of the following economic development functions are most important to you? (Choose 3)

Developing real estate for business	2
Ensuring adequate and affordable housing	0
Workforce development	1
Recruiting new business	6
Retaining existing business	4
Supporting small business	1
Supporting business formation (entrepreneurship)	3
Placemaking/tourism	0
Creating a community brand	2
Leadership development	0



3

Question 3: What assets does KWC have to build an effective economic development program? (Choose all that apply.)

Buildings ready for occupancy	1
Sites ready for development	3
Available workforce	3
Incentive policy	1
Transportation infrastructure	1
Fair tax rates	1
Adequate water, sewer, and broadband	2
Workforce training programs	0
Vision and measurable objectives for success	2
Funding capacity to carry out the program	2



4

2

Question 4: What are the biggest challenges to KWC to build an effective economic development program? (Choose all that apply.)

Lack of prepared sites	4
Lack of workforce training programs	0
Inadequate size of labor pool	0
Lack of quantity or quality of affordable housing	0
Water and sewer capacity	4
Cost of water and sewer	1
Clear, defined strategy for economic development	3
Funding for economic development	5
Industry knowledge/market research	3



5

Question 5: Which of the following outcomes of economic development success is the most important to you?

(Choose one.)

Jobs for citizens	0
Quality of jobs	0
Revenue for locality	1
Removal of blight	0
Creating demand for small business	0
Creating a positive brand image for KWC	3
Sustain and expand existing business	0
Attract new business	1
Announce a new major employer	0
Creating a pipeline of skilled workers	0
Creating an economically healthy community	2



6

3

Question 6: What is the greatest threat to the economic future of KWC?

Infrastructure

Failure to support appropriate development with vision and focus (allowing poor quality and/or random development to occur)

We need to make sure that the infrastructure is ready for businesses (water/sewer/broadband). KW has a reputation of not being business ready and not being business friendly. We need to figure out how to reverse this perception.



7

Question 6: What is the greatest threat to the economic future of KWC?

Tappahannock and Mechanicsville. As Tappahannock grows and attracts bigger businesses, more businesses will skip over KW and go to Tappahannock as history has shown. We do not have enough miles between Mechanicsville and Tappahannock to justify the same business or many retailers to be in all 3 towns. For that reason, we should focus on light manufacturing and retailers that would benefit from KW being between 2 large towns. Also, we do not have a planning and zoning that talks with EDA. EDA and zoning needs to be aware of all business development interest.



8

4

Question 6: What is the greatest threat to the economic future of KWC?

Immediate-Term: Normalizing KW's real estate and personal assessment records and collections.

Short-Term: Adopting a unified County Mission Statement & Brand consistently pulled through County Land Use policy and practices

Long-Term: Balanced financially sustainable residential growth patterns



9

Question 6: What is the greatest threat to the economic future of KWC?

Some of the greatest threats to the economic future of KWC are we have no infrastructure in place. We have no property owned by KWC ready for development if the opportunity arose. Question: if an industry wants to be based in the county, how long would it take for it to happen?

We need to upgrade our infrastructure, namely water, sewer, and broadband. We also need to promote King William more ... we are open for business.



10

5

Question 7: What is the most important first step to take to move forward with an economic development plan for KWC?

Be business friendly

Clean line of communication with Planning and zoning which fields most all of the interest from companies and developers. Staffed EDA individual whose success is measured on metrics is what would be a massive help.

Unified agreement on a single reasonably achievable project



11

Question 7: What is the most important first step to take to move forward with an economic development plan for KWC?

Upgrading our Comprehensive Plan is a BIG step forward. Now following through and applying that plan as we move forward will ensure an orderly development. Also, upgrading our infrastructure is a must to attract businesses to King William.

The most important first step would be to have infrastructure internet service and a place for them to go.



12

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Question 7: What is the most important first step to take to move forward with an economic development plan for KWC?

We need to change the image to show that King William is excited to have new businesses. We need to have a smooth process. Then we need to have a marketing campaign showing KW as business friendly.

Orient the plan to the county 2041 plan and create an outline of agenda items to further that vision.



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AGENDA ITEM 4.b.

April 23, 2022 Special Called Planning Meeting Draft Minutes

**DRAFT MINUTES
KING WILLIAM COUNTY
ECONOMIC DEVELOPMENT AUTHORITY
SPECIAL CALLED PLANNING MEETING OF APRIL 23, 2022**

A special called planning meeting of the King William County Economic Development Authority Board of Directors was held on the 23rd day of April 2022, beginning at 9:00 a.m. in the Board Room of the County Administration Building and via Zoom.

Agenda Item 1. CALL TO ORDER

Chairman Rhoads called the meeting to order.

Agenda Item 2. ROLL CALL

The members were polled:

Eugene L. Campbell, Jr. – Secretary/Treasurer	Present
Travis W. Longest	Absent
Jason Brown	Present
W. Brian Hodges	Present
Kenneth A. Holderied	Present
Charles F. Piersa – Vice Chair	Present
Tiffany K. Barber	Present
Sarah Williams	Present
C. Meade Rhoads, Jr. – Chairman	Present

Agenda Item 3. REVIEW AND ADOPTION OF MEETING AGENDA

Authority Member Brown made a motion to approve the Meeting Agenda as presented. Vice Chair Piersa seconded. The Chairman called for any discussion. There being no discussion or opposition, the Meeting Agenda was adopted with no change.

Chairman Rhodes turned the meeting over to County Administrator, Percy Ashcraft.

Agenda Item 4. BY-LAWS AMENDMENT – ESTABLISHING EDA PURPOSE

Mr. Ashcraft said the EDA by-laws required some minor amendments. He also noted the lack of a purpose statement.

Section 1.1 Name –change to reflect the name “Economic Development Authority” as established in King William County Code §22-32.

Section 1.2 Purpose – Mr. Ashcraft provided a proposed purpose statement. Authority Member Hodges said a Vision & Mission Statement was presented to the Board of Supervisors in 2016-2017 which could be incorporated into the statement. Authority Member Brown suggested the purpose not be in the by-laws but in a separate document in order not to limit the Board or require future amendment. (The Vision & Mission Statement document was located and sent to the Board on 04/25/2022 via email.)

Section 2.4 Powers – change language to more clearly reflect state code reference.

Section 3.1 Officers – add additional language directly from state code.

Section 4.1 Annual Meeting – correct location to Board Room and city to King William.

Section 4.2 Regular Meeting – states regular meetings are held on the second Wednesday bimonthly (January, March, May, July, September, November). Authority Member Brown said they used to hold Work Sessions on the alternating months and noted what's stated in the by-laws is a minimum. Authority Member Hodges said previous Boards felt this gave them more flexibility. Chairman Rhoads said they would discuss this further in a future meeting. Also correct location to Board Room and city to King William.

Section 4.7 Agenda and Meeting Format – amend to add Roll Call, Review and Adoption of Meeting Agenda, Presentations, Next Meeting Date, and Adjourn or Recess which is the format currently followed.

Section 4.9 Electronic Participation – delete entire existing section and replace with state code §2.2-3708.2 as amended March 31, 2021 plus the EDA's written policy for the approval process which must be adopted before inclusion in the by-laws.

Section 4.10 Attendance – add additional language from state code.

Section 5.2 Special Committees – add “consisting of no more than any two (2) of the directors”.

Section 8.1 Amendments – update to make language clearer.

Section 9.1 Adoption – update language and date of adoption.

Section 9.2 Effective Date – update language, date, and name of Authority.

Section 9.3 Amendment – delete due to changes above.

Authority Member Campbell asked about the ex-officio members referenced in Section 2.1.1 which are to be representatives of the three Native American tribes within the County. He asked if they were interested in being part of the EDA. Authority Member Hodges said the purpose of making these positions ex-officio was to avoid overrepresentation in the districts. He said in the past the Pamunkey tribe was not very

interested, and the Upper Mattaponi tribe was interested. He suggested the invitation be extended again. Mr. Ashcraft said an official letter from the Authority could be sent to the tribes to invite them to participate. The consensus of the Board was that a letter should be sent. Vice Chair Piersa noted the Lower Mattaponi tribe may not be interested at this time due to other matters within the tribe. Kyle Talente, President & CEO of RKG Associates, said ex-officio members are provided a seat based on special status and the by-laws must specify whether those members will be voting or non-voting. The EDA by-laws state they are non-voting.

Deputy Clerk, Christine Branch, addressed FOIA issues with forming subcommittees of the EDA. The Virginia Freedom of Information Act (FOIA) states that meetings of public bodies must be open which means they must be advertised and open to the public (Code of Virginia §2.2-3707). Per the FOIA Council of Virginia, "a subcommittee comprised of two members is still a subcommittee subject to FOIA. If there are two or three members on a committee or subcommittee, then a quorum would be two members, and any time two members get together to discuss committee or subcommittee business, it would be considered a 'meeting' subject to FOIA (i.e., it must be noticed & open to the public)." According to the Code of Virginia §2.2-3707H any subcommittee appointed by the Board of Supervisors is exempt from having to keep minutes of their meetings. This does not, however, exempt the meeting from being open. The suggestion was made to hold Closed Meetings. A Closed Meeting can only be held as part of an Open Meeting. It would still have to be advertised and open to the public, even though the public would sit and wait while the EDA Board went into Closed Session. Chairman Rhoads asked Ms. Branch to send the Code references to the Board. (This was done on 04/25/2022 via email.)

Authority Members Campbell and Hodges asked about the quorum being only four members even though the EDA Board has grown to nine members. Ms. Branch said this is taken directly from the Code of Virginia §15.2-4904E which specifies four members constitute a quorum, regardless of the size of the Board.

Agenda Item 5. DEVELOP INTERNAL GOALS

5.a. Meetings

This topic was briefly covered during the by-laws discussion and will be discussed further at a future meeting.

5.b. Work Groups

This topic was also covered during the by-laws discussion. In order to maintain compliance with FOIA rules, Work Groups will consist of one EDA Board member with staff support.

5c. Full or Part-Time Staff

Mr. Ashcraft said this is not to be decided today but is something to think about.

Authority Member Hodges said there would need to be some sort of performance measurement to make sure they'd be getting bang for the buck.

Mr. Ashcraft said the person would be an employee of the EDA unless the County chose to hire a Director of Economic Development.

Authority Member Holderied said it could be a split position in the Planning Department – code enforcement and economic development. Mr. Ashcraft said contractors are currently expressing frustration that the County is not quick enough or the process is cumbersome.

Mr. Ashcraft said the Board needs to think about whether they need a part-time or full-time person or is current staff support sufficient. He said the Board of Supervisors has expressed a desire to hear the EDA Board's ideas and wants them to be active and successful.

Mr. Talente said RKG's Phase Two would help the Board determine if a dedicated staff person is even needed. If so, he said the staff person would need to be pro-business and shouldn't be the rules-enforcer person.

Authority Member Brown said it's important to think if the person should be an employee of the EDA or the County. Mr. Ashcraft said County staff would still continue to be involved either way.

Chairman Rhoads asked Mr. Ashcraft to keep the Board moving forward on the agenda.

Authority Member Hodges asked about the EDA's budget. Mr. Hudgins said they have the funds to do RKG's proposed Phase Two work. Mr. Hodges asked if the EDA had money in capital improvements. Mr. Hudgins said there is \$800,000 for capital which would need to be proposed from this Authority and approved by the Board of Supervisors. He said this money is not for the EDA only. Mr. Ashcraft said his way of doing things is that everything goes through the EDA and then to the Board of Supervisors.

Authority Member Campbell asked if the \$800,000 was left over from the \$2 million. Mr. Hudgins said 4-6 years ago the County set aside \$2 million for economic development, outside of the budget. This is the amount remaining.

Authority Member Brown said the EDA should identify significant initiatives, be conscious of the funds at their disposal, and possibly take a fee for facilitating the deal.

Authority Member Hodges said his concern with hiring someone is the EDA has nothing of their own. They are at the mercy of the County. He also said they cannot encumber future boards with the expense of supporting a staff person.

Authority Member Campbell said the County used to have two Economic Development Consultants. Authority Member Hodges said we could possibly share with West Point, Mr. Kelly; it would benefit both parties.

5.d. Field Trips

This topic was briefly covered during the other discussions.

5.e. Buying & Selling Property

Mr. Ashcraft said inventory in the County is slim. There may be an opportunity in Commerce Park or they could look to buy inexpensive land.

Authority Member Hodges asked if staff looked at the Newport News properties. Mr. Hudgins said they've sold some but not all. Mr. Ashcraft said this would be a Closed Meeting topic for a future meeting if there was interest.

Agenda Item 6. STRENGTHS AND WEAKNESSES FOR ECONOMIC DEVELOPMENT IN KING WILLIAM COUNTY

Mr. Ashcraft asked Board Members to make a list of what they felt were the County's strengths and weaknesses.

Strengths

- Location
 - 30 minutes from 64, 95, and 295; central
 - Golden Triangle (DC, Richmond, Newport News/Virginia Beach)
- Compared to other areas, we have more land
- Growing population
- Opportunity as an emerging economy – citizen have needs and there is no competition
- Natural resources
 - River access
 - State parks
- Unique opportunities as a portal to the Northern Neck
- Route 360
- Broadband/gas on 360 and in West Point
- Ample road frontage land

- Broadband expansion underway
- Affluent residents (per capita income)
- Rural atmosphere
- Decent schools – safe, good graduation rates (this can be subjective). Mr. Ashcraft noted there are more offerings the schools would like but are limited by budget.
- Timber, gravel, fuller’s earth (clay), agriculture
 - And the knowledge base
- Proximity to regional event parks
- Water on three sides
- Hunting/fishing
- Native American Tribes – two federally recognized reservations.
 - Brings culture, history, diversity, contributions such as medical center
- Historic resources and sites
- Rail
- Grit
- Grainery – accessible by rail and water
- Regional airport

Weaknesses

- Limited access to water/sewer/broadband
- Tax rates
- Clear vision – fight between rural and economic development
- No pad/building-ready sites
- No infrastructure in commerce parks
- Nothing large available
- Lack of large-scale, local, community developers (most from outside King William)
- Not open-minded
- Poor appearance of gateways
 - Grass not cut
 - Trash on roadsides
 - Roads
- Limited river access
 - Small, narrow entrances
 - Channel not marked
 - Dike signage gone
- Workforce
 - Lack of white-collar workers
 - Large percentage commute elsewhere to work
- No interstate
- Size – 10 miles wide, 60 miles long

- No brand identity
- 28% of the population is overleveraged
- Limited number of businesses already here
- Not enough miles between Mechanicsville and Tappahannock
- Lack of exposure – we’re not people’s first thought

Mr. Ashcraft said this is a good exercise to undertake periodically.

Agenda Item 7. REVIEW OF BUSINESS DATA

7.a. Number of Business Licenses

Mr. Hudgins showed a chart of FY2021 Business Revenues and Licenses (Attachment A).

Authority Member Brown asked what was comprised in Repairs, Business, and Personal. Mr. Hudgins said it is a catch-all category. Mr. Brown asked if there was a breakout for home businesses. Mr. Hudgins said no. Mr. Brown asked if these were annual figures. Mr. Hudgins said yes.

Chairman Rhoads asked what was considered a peddler. Mr. Hudgins said fireworks stands. It used to contain food trucks but they are now included elsewhere.

Authority Member Hodges asked the difference in the number of licenses between 2020 and 2021. Mr. Hudgins said it has increased.

Authority Member Holderied asked if this included West Point. Mr. Hudgins said the revenues do. West Point and Nestle are not included in the number of business licenses. Manufacturing was not in there as far as they could find in the data. Farms are only included if they sell other people’s products. The retail category includes restaurants, Food Lion, etc.

Vice Chair Piersa asked if the mill and Southern States were included in retail. Mr. Hudgins said they report revenues in the different categories which are appropriate to what they are selling.

Authority Member Campbell noted there is \$½ billion in business in the County each year.

Authority Member Hodges asked if they could get a list of businesses in each category. Mr. Hudgins said yes.

Authority Member Brown said he’d like to compare the percentages to similar counties.

Authority Member Brown asked about growth trends. Mr. Ashcraft said home occupations are growing. Authority Member Hodges asked if there were any regulatory documents in the County that restrict the size of home-based businesses. Mr. Hudgins said there are zoning

conditions such as the maximum amount of space in the home, traffic to the business, maximum number of employees, etc. Authority Member Williams asked if the restrictions apply to both residential and agricultural zoned properties. The details are contained in the County's Zoning Ordinance. Mr. Hodges said he'd like to see how much home businesses in the County grew.

Mr. Ashcraft asked the Board members to look at the figures and consider whether the County is balanced.

7.b. Top Tax Revenue Generating Properties

Mr. Hudgins gave a list of the top 10 tax revenue generating properties in the County and showed their locations on the [GIS map](#).

1. Rock 10
2. Nestle
3. Central Garage Shopping center
4. King William Place
5. Bailey Living Trust
6. Chericoke
7. West Point Square, LLC
8. Old Town LLC
9. Grainery
10. Riverside Convalescent Center

Authority Member Hodges asked to see the total of the top ten compared to the rest of the properties in the County.

Mr. Hudgins said the improvements on the above properties make the values high.

Agenda Item 8. REVIEW OF MAPS

8.a. Business & Industrial

Mr. Hudgins showed the current Future Land Use (FLU) map (Attachment B).

Authority Member Hodges asked if there was a light industrial category. Mr. Hudgins said they may redefine it in the Zoning Ordinance, not in the FLU map.

Authority Member Campbell asked about Tribal Lands and the rules governing them. Authority Member Hodges said if the land is set up to be part of a federally recognized reservation, the Tribe can do whatever they like with it. He said he believes the process takes ten years. Mr. Hudgins said the spirit of the County's relationship with the Tribes is to work together to solve any issues that might arise.

Authority Member Holderied asked how a meat processing plant would get through zoning. Mr. Hudgins said by following the same process as everyone else. Authority Member Williams said it also depends on the size and whether it's a Virginia-owned business.

8.b. Public Utilities

Mr. Hudgins said developers apply to Hampton Roads Sanitation District (HRSD) to expand their service area. HRSD then makes sure the County is on board for development in that area. The existing treatment plant in the County will be tripling its capacity from 100,000 gallons/day to 300,000 gallons/day. HRSD provides the capacity and the developer or County pays for running the lines.

Authority Member Hodges asked the capacity remaining on water. Mr. Hudgins said it depends on the community. The County projects 2025 which is why a new tower project is starting now. Mr. Hodges asked about bringing the water line to the other side of Route 360. Mr. Hudgins said they are detailing options now. He said it does go to Commerce Park.

Mr. Hudgins said Nestle has their own water system which consists of a well, pump for fire, and treated effluent. Treated effluent water could also be an option for other industry in the County. He said DEQ doesn't want industry drawing potable water.

Chairman Rhoads asked if land being refilled by Nestle can be redeveloped. Mr. Hudgins said the land is not owned by Nestle; they lease from the owner.

Chairman Rhoads said it should be a priority to get water on the east side of 360. Mr. Hudgins said east of Kennington is in the 10-15 year Master Utility Plan approved by the Board of Supervisors.

Mr. Hudgins said DEQ monitors all the wells and aquifers. Hanover is using a lot of the water in the aquifer now. DEQ monitors pressure and danger zones closer to Hanover.

8.c. VEDP Website

The VEDP website shows marketable spots in the state. In King William, it lists the Sikes Property in West Point, Fontainebleau Industrial Park, Newcomb Property, Simons Property, Commerce Park, and West Point Industrial Park. It's up to the County to keep the listings up to date.

Authority Member Hodges said the site lists Verizon fiber/broadband as an available utility. Mr. Hudgins said he will update it to show Breezeline.

Authority Member Williams asked how King William compares. Mr. Ashcraft said within the Middle Peninsula, we're good. As compared to our other neighbors, we have less available.

Authority Member Holderied asked why the strip mall near Dollar General is not on the list. Mr. Hudgins said they probably did not ask for it to be on there. Authority Member Hodges said at one time, we were limited by VEDP as to how many we could list and so it was decided to focus on the best four or five.

Chairman Rhoads noted one criticism by RKG was not having prices listed. Authority Member Brown added our lack of a web presence was another criticism. Authority Member Holderied suggested an action item be to get all the available sites along 360 listed on the VEDP site. Authority Member Hodges asked why the last corner lot available at Routes 360 & 30 is not listed. Mr. Hudgins said he wasn't sure. Mr. Ashcraft said people may be trying to gauge HRSDs timing before listing properties.

Authority Member Holderied asked if we can create our own commercial property website. Mr. Ashcraft said yes. Chairman Rhoads said there is some risk involved with marketing other people's property. Authority Member Hodges said it has to be kept current.

Vice Chair Piersa noted that land prices are going up. Authority Member Hodges asked if there were any properties in the EDA's price range that could be purchased and made pad-ready to attract business.

Agenda Item 9. DEVELOP ACTION STRATEGIES

9.a. Ag-Education Project

Chairman Rhoads asked if the Fauquier farm offers franchises. Authority Member Brown said he believed the partnership would be with the Extension Office. He is not sure he'd want the EDA to stand up their own non-profit. Chairman Rhoads asked if this was something you could start small and add pieces on. Mr. Brown said it would be an economic benefit to the County and would help King William farmers grow and learn.

Authority Member Williams suggested a place that leases land and gives access to equipment for emerging farmers. Authority Member Brown said a smaller educational piece could also be added. Authority Member Campbell said it should be started with the school and grown from there.

9.b. Processing Plant

This topic was discussed during other agenda matters throughout the meeting.

9.c. Farmer's Market

Ms. Williams suggested putting a Farmer's Market on the same property as the ag-education greenhouse. Chairman Rhoads said you had to look at the traffic. Vice Chair Piersa suggested

putting a Farmer's Market on 360 west of 30 to catch people heading to the river. Authority Member Barber said signage could be created to draw people to the high school parking lot.

Authority Member Hodges said the American Legion property will be going up for auction by the state. Chairman Rhodes said it needs to be by the kitty litter plant. Mr. Hodges said it has to be on 360. He said the American Legion property is on 360, has 3.5 acres, and well and septic. The building could be torn down and a pavilion could be constructed.

Authority Member Holderied asked if the County received any money back from West Point on their pavilion project. Mr. Hudgins said no.

Authority Member Williams said a Farmer's Market requires a staff. Authority Member Brown said he thinks the Williamsburg model is the one to follow.

Mr. Ashcraft said he had originally proposed \$250,000 in capital for a Farmer's Market and community feedback was not favorable. He has reduced it to \$10,000 in the proposed capital improvement plan. He said in Prince George, they used a tent donated by the Farm Bureau and grew from there. It became a community hub and included crafts, food trucks, farmers, etc. The Farmer's Market became a community event. A current staff member was given a stipend to manage it.

Authority Member Holderied asked if the high school parking lot was available. Mr. Hudgins said we would have to ask them.

Authority Member Williams said a pilot market is a good idea and requires no infrastructure. Authority Member Hodges said FFA and other groups need volunteer hours and could help run the market. It could be a partnership where the EDA helps the school get a greenhouse and they can sell their products at the Farmer's Market. Vice Chair Piersa said placing the greenhouse at the school has already been approved. Authority Member Barber said she spoke with Goochland about the costs associated with a greenhouse. Their FFA and ag students use it. She said King William has 40-50 kids in FFA and this would be a huge asset. Ms. Williams said there may be federal and state funding available. Mr. Ashcraft said the local Extension Office and 4-H club might help as well. Vice Chair Piersa said he spoke with the FFA teacher, Mr. Hill, and he's excited about the prospect. This would also allow younger kids to get involved.

Vice Chair Piersa asked when the American Legion property was being auctioned. Authority Member Hodges said he didn't know. Authority Member Barber said a business partner could be found to donate signage. Mr. Hodges said Tractor Supply might donate it since it would bring traffic their way.

Authority Member Holderied asked if there were any plans for the old mobile home sales place on 360. It is 14 acres and listed at \$1 million.

Authority Member Williams asked if anyone had heard of a processing plant coming to Tappahannock. She said a farmer's survey went out last year. No one had heard about it. Ms. Williams said she would investigate further.

Authority Member Holderied said the greenhouse at the high school and Farmer's Market at the high school could be done this year. He asked how the market made money. Mr. Ashcraft said it's not intended to. Authority Member Hodges asked if you had to have a business license or liability certificate to sell at the market. Authority Member Williams said it depends on the market rules.

Authority Member Brown said there is a USDA Farmer's Market grant for up to \$250,000. He said there didn't seem to be a lot of startup costs.

Authority Member Hodges asked about using the grounds around the Historical Courthouse as a venue for weddings and other events. Authority Member Campbell said the Historical Society is concerned about possible damage of irreplaceable structures. Mr. Hodges said we should have a map of the County which shows tourist spots, photography spots, etc. He said you don't have to spend money to get people to drive through.

Authority Member Williams said farmers have already booked the markets they're planning to participate in for the year and suggested holding it on a Friday or perhaps in the fall.

Chairman Rhoads said there are a lot of things this could expand into which could possibly make money for the County such as canning, kitchen, cold storage, etc. He agrees with holding a pilot market at the high school. Authority Member Brown said it's a low-intensity effort. Authority Member Williams said you need a vegetable vendor, baker, meat vendor, craft vendor, and ready-to-eat food vendor (food truck). She knows who to recruit.

9.d. Commerce Park Participation

This topic was held over for another meeting due to time constraints.

9.e. Appoint Business Roundtable

This topic was held over for another meeting due to time constraints.

9.f. Phase 2 Recommendations from RKG

Mr. Talente said they are editing the final report and he will come to the May meeting. He said Phase Two would have action steps.

9.g. Host Business Fair

This topic was held over for another meeting due to time constraints.

9.h. Analyze Need for Development of an Industrial Park

This topic was held over for another meeting due to time constraints.

Agenda Item 10. OTHER MATTERS

Action Items:

Authority Member Williams will be the EDA Advisor for the Farmer’s Market and work with County staff on the details.

Mr. Ashcraft will get information requested during the meeting out to the Board this week.

Authority Member Holderied said having a property list with owners and values and creating a website should be an action item. Mr. Ashcraft asked Mr. Holderied if he would be the EDA Advisor for this. Authority Member Brown said Mr. Holderied would just have to get the information, staff would make the other stuff happen. Mr. Ashcraft said some issues may have to be discussed in Closed Meeting. Mr. Holderied will work towards collecting information as his time and opportunity allow.

Agenda Item 11. NEXT MEETING - May 11, 2022

The next regular meeting will be held on Wednesday, May 11, 2022.

Agenda Item 12. TENTATIVE CLOSED MEETING (if necessary)

A Closed Meeting was not necessary.

Agenda Item 12. ADJOURN

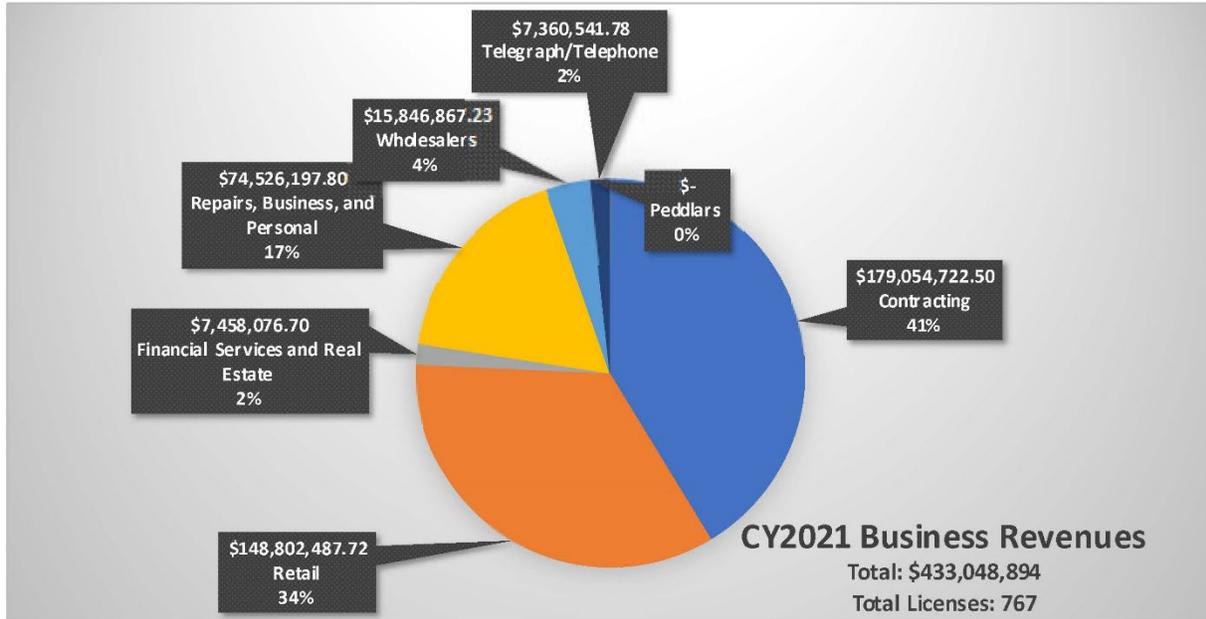
By unanimous decision, the meeting was adjourned at 1:10pm.

COPY TESTE:

C. Meade Rhoads, Jr.
Chairman

Christine H. Branch
Deputy Clerk

Attachment A



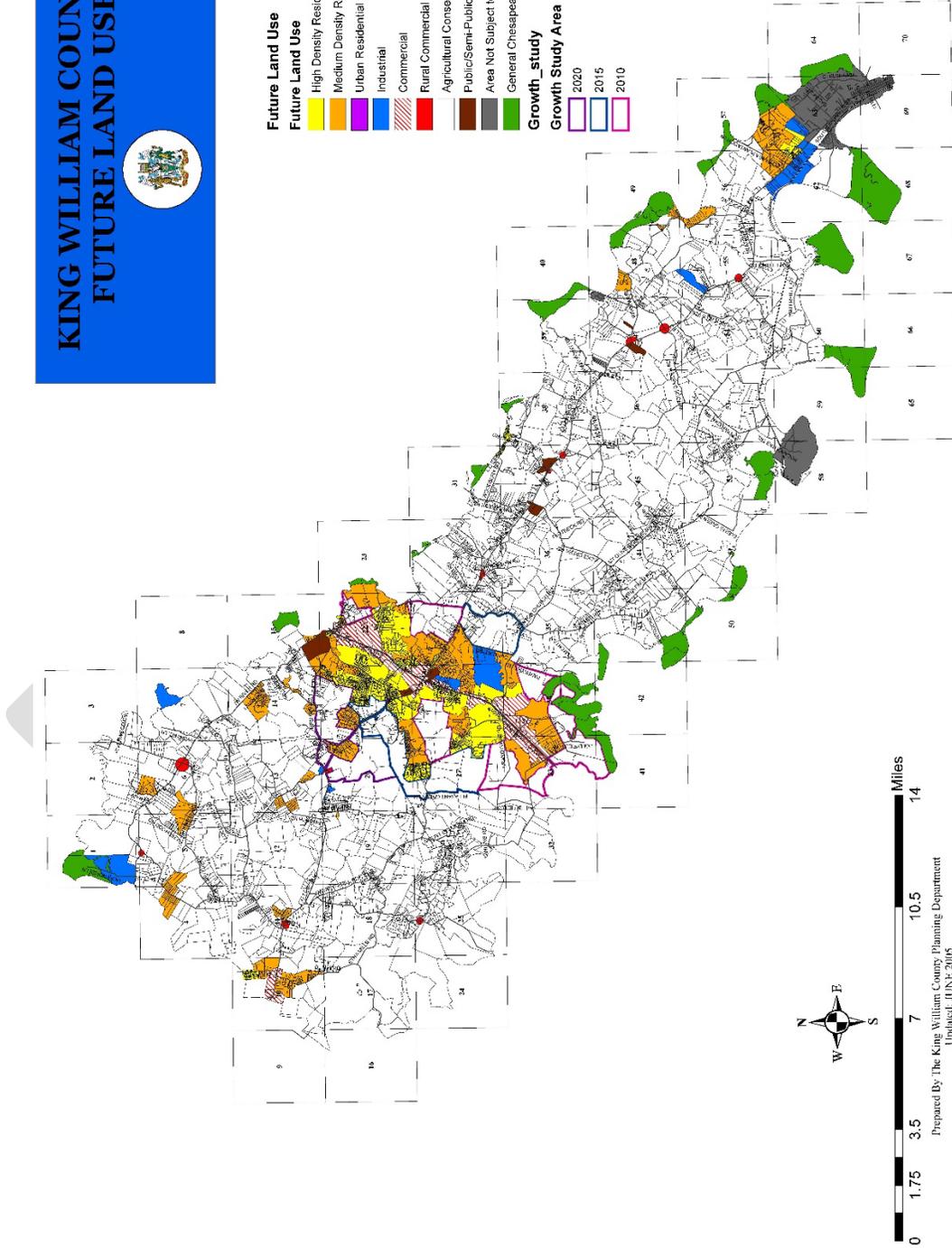
DRAFT

Attachment B

KING WILLIAM COUNTY FUTURE LAND USE



- Future Land Use**
- High Density Residential
- Medium Density Residential
- Urban Residential
- Industrial
- Commercial
- Rural Commercial
- Agricultural Conservation
- Public/Semi-Public
- Area Not Subject to County Land Use Regulations
- General Chesapeake Bay Preservation Area
- Growth_study**
- 2020
- 2015
- 2010



0 1.75 3.5 7 10.5 14
Miles

Prepared By The King William County Planning Department
Updated: JUNE 2005

AGENDA ITEM 7.a.

Phase One Final Report from RKG - Kyle Talente, President

May 5, 2022

ECONOMIC DEVELOPMENT ANALYSIS SERVICES PHASE 1 King William County, Virginia

Prepared by:



RKG Associates, Inc.

Economic, Planning and Real Estate Advisors

300 Montgomery Street, Suite 203

Alexandria, VA 22314

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1 INTRODUCTION

King William County recently underwent a substantial update to the comprehensive plan in partnership with Hill Studios. As with all comprehensive planning processes, the County reconsidered existing and potential land use development. Being on the ‘economic edge’ of the greater Hampton Roads, Richmond, and Washington D.C. markets, King William County carefully considered what future development types and intensities should be considered that would bring much-desired economic growth and prosperity within context of the county’s historic rural character.

To this end, the King William County Economic Development Authority (EDA) sought to augment the comprehensive planning effort to better define economic development opportunities. Simply put, the EDA realized the comprehensive planning decisions should consider both realistic (current) and aspirational (potential) economic opportunities. The EDA, in partnership with the county government, contracted with RKG Associates, Inc. of Alexandria, Virginia to assess the target industry potential for the county as well as create a preliminary assessment of potential fiscal impacts of new development.

RKG reviewed and considered the socioeconomic and market analyses performed by the Hill Studios Team as part of the target industry analysis, and thus has not included a separate assessment of those conditions. The county’s updated comprehensive plan provides the narrative reflecting that research. That said, RKG engaged with the EDA and the county administration throughout this initial process. The presentations made to these groups are included in the attached appendix.

This analysis is intended to provide key insights into potential land use strategies for the comprehensive planning process. It is the first phase of a two-phase process to create a more detailed economic development vision and strategy. Phase two of this process (to be initiated shortly) focuses on specific real estate strategies and provides a more comprehensive implementation strategy.



2 TARGET INDUSTRY STUDY

The target industry analysis for King William County involves a complex evaluation of the county's economic assets and limitations. As a result of the evaluation, RKG identified specific industries for the county to pursue as part of their economic development efforts. The identified industries demonstrate potential for enabling economic growth and stability in King William County while retaining local community values, sustaining rural character, and enhancing residents' social well-being. The principal elements of the Target Industry Analysis include (1) a review of King William County's business climate factors, (2) a detailed SWOT analysis, (3) data-driven analyses of labor market trends in King William County and corresponding regions, (4) brief descriptions of the industries identified with corresponding policy recommendations. Several data sources were used throughout the Target Industry Analysis.

BUSINESS CLIMATE FACTORS

Business climate factors measure an area's resources for executing business operations. The primary business climate factors are Financial Assets & Income, Businesses & Jobs, Housing & Homeownership, Healthcare, and Education. Each of these factors constitute quantified metrics, which contribute to measuring the 'business-friendliness' of an area. For instance, a metric categorized under the Financial Assets & Income factor is the 'Income Poverty Rate,' indicating the percentage of total residents whose incomes fall beneath the poverty line. An evaluation of these metrics can influence the development of programs and policies that distinguish King William County as an advantageous place to do business.

The analysis in this section used data from Prosperity Now, a non-profit focused on expanding economic opportunities in geographic areas nationwide.

Financial Assets & Income – Metrics among the Financial Assets & Income category measure residents' ability to accumulate and sustain wealth. Wealth accumulation and sustenance influences a resident's ability to weather financial storms, cover basic living expenses, own a home, and start a business. If these resulting advantages are shared equitably across a population, an area is more likely to retain economic growth and enhance delivery of community services.

As reported by Prosperity Now, Virginia is considered a premier state for its financial performance, ranking among the top states with the lowest income and liquid asset poverty rates. Compared to the rest of the U.S., Virginia ranks 8th and 10th, respectively (Table 1). These metrics suggest many county residents are prone to accumulate and sustain their wealth capacity. Across the U.S., homeownership is a household's largest source of wealth. Continuing to encourage homeownership opportunities in King William County will expand the wealth pool in King William County. And so, increasing the county's financial reserves to support the growing demand for community services and secure a more fruitful environment for home-grown entrepreneurship opportunities. Given the county's location on the periphery of three major markets, it creates opportunities for entrepreneurs to build market share more rapidly by serving three consumer bases.

Businesses & Jobs: – Metrics among the Businesses & Jobs category measure the quality of jobs and access to business ownership opportunities. Large companies and government contractors capture a significant proportion of Virginia's workforce, especially located in the Dulles Technology Corridor and the Hampton Roads Region. That said, microenterprise ownership rates are low by national standards, as Virginia is 36th among all U.S. states. Microenterprises are essential to King William County's economy,



Table 1

King William County Competitive Assets				
Category	Rank	U.S.	Virginia	King William
Income Poverty Rate	10	12.7%	10.5%	4.7%
Liquid Asset Poverty Rate	8	36.9%	30.6%	26.9%
Households with Zero Net Worth	-	15.7%	16.7%	9.4%
Affordability of Homes	33	3.71 : 1	3.88 : 1	3.05 : 1
Uninsured Rate	32	10.4%	10.2%	5.2%

Source: Prosperity Now, RKG Associates, Inc., 2022

which includes a collection of small-scale agricultural producers and automotive repair shops. While existing economic conditions limit King William County from being competitive in attracting large companies, (over 250 jobs), opportunities exist for developing and retaining the county’s existing stock of small-independent businesses. while attracting additional, similar businesses. For instance, the creation of an agribusiness incubator (e.g., fruit and vegetable processing) can enable resource sharing among the county’s stock of small-scale agricultural producers. RKG recommends that the county focus on developing and retaining small-independent businesses (5-10 employees) in the short-term. Overtime, as the county secures additional financial resources from projected household growth and future business expansions, mid-scale businesses (10+-100 employees) can become more emphasized in a focus for the county’s economic development efforts.

Housing & Homeownership – Metrics among the Housing & Homeownership category measures the affordability of an area’s owner-occupied housing stock. The Richmond Metropolitan Area’s increasing demand for homeownership opportunities complemented by its growing household base has contributed to residential development activity moving eastward towards King William County. Households can have the advantage of conveniently accessing employment centers within and near the City of Richmond while residing in homes with larger lot sizes. Areas of King William County offer that advantage and for a less-expensive housing product than adjacent counties (Table 2). That said, King William County should consider stimulating more housing opportunities to accommodate the Richmond Metropolitan Area’s growing household base. However, doing so with caution to safeguard the county’s economic development potential. Through this process, RKG Associates learned there is interest to expand retail services locally. Future housing development, particularly in the areas served by water and sewer, require more efficient land use densities to create support for some of the more highly desired retail uses (e.g., a pharmacy).

Table 2

2021 Median Home Value: Eastern Richmond MSA

King William County	\$227,700
Hanover County	\$312,455
Charles City County	\$199,624
New Kent County	\$296,479
Henrico County	\$290,088
City of Richmond	\$293,479

Source: ESRI, RKG Associates, Inc., 2021

Healthcare – Metrics among the Healthcare category measure the degree of healthcare coverage, accessibility to healthcare, and level of residents’ health and wellbeing. Healthcare facilities are scarce in King William County. Only a few medical clinics exist, which includes the Aylett Medical Center and Riverside King William Center. Furthermore, the county lacks a full-service hospital with an emergency department. The inaccessibility of emergent healthcare services can discourage households from moving to King William County, especially families with children and senior households. While supporting a full-service hospital with an emergency department may not be economically feasible, King William County can consider coordinating with nearby regional healthcare systems for installing a county-scaled emergency facility that is in greater proximity to residential development clusters.



Education – Metrics among the Education category include measurements an area’s level of educational attainment and quality of education (Table 3). The data indicate that educational attainment is more diverse in King William than the rest of Virginia. On a positive note, this offers potential employers a broader set of skills. More critically, having fewer highly educated residents could adversely impact attracting businesses that need professional staff or more technically trained labor. Given the county’s relatively small population/labor force, this makes attracting larger employers more challenging.

Table 3

King William County Competitive Constraints				
Category	Rank	U.S.	Virginia	King William
Four-Year College Degree	7	32.6%	39.3%	21.0%
Four-Year College Degree (Female %)	-	33.3%	39.7%	24.6%
Early Childhood Education Enrollment	18	48.2%	48.9%	35.6%
Cost-Burdened Homeowners	24	27.7%	25.5%	29.7%

Source: Prosperity Now, RKG Associates, Inc., 2022

Furthermore, King William County lacks higher educational institutions and technical colleges that offer workforce training programs. And so, making it challenging to recruit businesses that require skills-based workers. While formalized workforce training facilities are unlikely to be developed, King William County should consider connecting aspiring workers with county businesses to gain on-the-job experience. Efforts already are underway through the King William County Public School system to create a more diverse education system to prepare County residents for a variety of jobs across several industries including agribusiness. The county’s economic development efforts can augment these efforts through creating better connections between existing county businesses and the education providers. The EDA also can serve in an advisory role in the development of new programs that are connected to identified target industry clusters.

TOP SITE SELECTION FACTORS

Site selection factors influence a business’ decision on where to locate and where to remain. Examples of site selection factors include an area’s quality of life, availability of skilled labor, highway accessibility. Area Development Magazine, a real-estate publication, ranks the most important site selection factors annually, based on survey responses from CEOs and upper management professionals of companies nationwide. Table 4 indicates the changing priorities over time of businesses for selecting a site since 2000.

Table 4

Executives' Top Site Selection Criteria: Changing Priorities			
2020	2019	2010	2000
Availability of Skilled Labor	Highway Accessibility	Highway Accessibility	Highway Accessibility
Highway Accessibility	Availability of Skilled Labor	Labor Costs	Labor Costs
Energy Availability & Costs	Labor Costs	Tax Exemptions	Availability of Skilled Labor
Quality of Life	Quality of Life	Occupancy or Construction Costs	Corporate Tax Rate
Labor Costs	Occupancy or Construction Costs	State & Local Incentives	State & Local Incentives
Occupancy or construction costs	Corporate Tax Rate	Corporate Tax Rate	Tax Exemptions

Source: Area Development Magazine Corporate Survey, RKG Associates, Inc., 2022



According to Area Development Magainze, an area's availability of skilled labor is the top site selection factor for businesses. A skilled worker possesses specialized professional capabilities. In general, gained from the exposure to higher or technical education, or gained from long-term work experience. King William County's below average rate of college graduates suggests the county has a shortage of skilled workers. Consequently, impeding their ability to recruit businesses to the county. Likely, King William County contains enough skilled workers to facilitate entrepreneurship programs, aimed at developing home-grown microenterprises. King William County has local advantages conducive for fostering business recruitment and retention. Mentioned in the table above, county advantages include its highway accessibility, quality of life, and labor costs. The following sections discuss each of these advantages, as well as additional county strengths, weaknesses, threats, and opportunities.

KING WILLIAM COUNTY STRENGTHS

Availability of undeveloped land – Predominately rural, most land in King William County is undeveloped and available for development that supports economic activity. The Central Garage area has several parcels zoned for non-residential use with access to water and sewer. While the county's undeveloped land largely is not supported by adequate roads or public infrastructure, the main highways of VA-30 and VA-360 have capacity to support additional development, including one corner on the VA-30/VA-360 intersection. Further, properties in northwestern King William County along VA-30. Many of these properties are capable of supporting logistics operations that occur along I-95.

Highway accessibility – King William County does not have any direct Interstate access, but does have VA-30 and VA-360 that travel through King William County intersect with major interstate highways including I-95, I-295, and I-64. The connections provide convenient access to Washington D.C. Richmond, and the Hampton Roads region. And so, enabling economic opportunities that accommodate dense consumer marketplaces. For instance, the creation of entertainment venues near VA-360, such as distilleries and wineries, can attract Richmond residents to the county.

Labor costs – King William County's labor costs are significantly lower than comparable counties in the Richmond MSA and the state of Virginia. As of 2021, King William County's household median income was approximately 27% lower than Hanover and New Kent County's household median income combined, while 11% lower than Virginia's household median income. King William County's lower labor costs can allow prospective employers to capture larger savings potential while securing convenient access to employment centers within and near the City of Richmond.

Availability of raw materials – King William County is abundant with raw materials, including timber, diatomaceous clay, and fuller's earth. Their existence has catalyzed economic activities, incorporated into the production of cat litter at the Nestle Purina factory and lumber and paper processing at Augusta Lumber and WestRock in West Point. Further, the abundance of raw materials can generate small-business and research opportunities. For example, the local Pamunkey Tribe has capitalized on the availability of clay along the banks of the Pamunkey River creating artisanal pottery products for sale.

Waterway accessibility – The Mattaponi River and Pamunkey River's flow along the county's boundaries. The rivers currently offer a variety of recreational activities including kayaking and boating. The county has potential to maximize these amenities through greater development (e.g., a marina, a waterfront restaurant) and expanded proactive marketing.

KING WILLIAM COUNTY WEAKNESSES

Shortage of skilled labor – King William County has a low supply of both unskilled and skilled workers. The county's small size means it has a small labor force. Socioeconomic data indicate that most county residents work closer into the Richmond market (e.g., Henrico County and the City of Richmond). Having a small labor force reduces the attraction to large businesses considering relocation. Therefore, economic



development efforts should focus on small business development and recruitment, while growing the skills of the existing workforce.

Underdeveloped infrastructure – King William County’s infrastructure network is limited to specific areas of the county, especially its water/sewer and fiber optic connections. The limitations restrict development and commercial opportunities from materializing, minimizing the county’s economic development potential. Moreover, the lack of commercial-scale roads other than VA-30 and VA-360 in the area makes accessibility challenging, especially for transportation-dependent businesses.

Real estate inventory – The county has some properties currently being marketed for economic development, with three marketed through the Virginia Economic Development Partnership (VEDP). That said, these three sites are not classified at the highest (most ready for development) level within the VEDP database. Not having ‘shovel ready’ sites can be a limiting factor in attracting new companies. Further, data on many of the developable sites is incomplete, missing basic information such as pricing. Having a more comprehensive listing of available properties, particularly those that are ready for immediate development, would benefit recruitment efforts.

KING WILLIAM COUNTY OPPORTUNITIES

Enhancing quality-of-life opportunities – King William County is resplendent, with rich bucolic landscapes bounded by biodiverse rivers. As teleworking continues as a common practice nationwide, the county’s natural amenities can be a source of attraction for teleworkers seeking a rural lifestyle. Especially, teleworkers from the Newport News, Richmond, and Washington markets that may have limited requirements to be ‘in office’, but are attracted to residing on properties with large open spaces.

Route VA-30 – Near the northwestern border of King William County, along VA Route 30, are developable land opportunities for supporting logistics operations that use I-95. Furthermore, if development continues to encircle Central Garage, the northwestern portion of VA Route-30 can increase in commercial importance, especially due to its intersection with VA Route-360. Unfortunately, many undeveloped land opportunities are located among properties subjected to incompatible zoning and land restrictions. For instance, many properties are restricted to residential or agricultural uses.

Residential development clusters – Local residents voiced their desire for more retail establishments, specifically commercial pharmacies and home-good stores. Continuing to cluster residential development near Central Garage may increase the prospects of attracting and retaining more retail establishments. Case in point, West Point’s relatively concentrated residential development patterns creates the critical mass needed to support retail establishments such as Walgreens.

Recreational tourism – As suggested earlier, King William County is comprised of natural amenities that can support economic growth. This includes recreational activities such as hiking, biking, and fishing. That said, the county’s economic development efforts should include developing businesses that accommodate various recreational activities.

Property rights transfers – Many properties in King William County are underutilized, especially for residential and agricultural uses. These properties can restrict development opportunities that generate economic growth for the county. That said, transferring these properties can encourage commercial or industrial uses that contribute to the county’s economic base and enhance fiscal sustainability.

KING WILLIAM COUNTY THREATS

Common misperception of losing rural character – Like most rural communities, many county residents oppose land development, fearing a consequential loss of rural character. While a valid source of apprehension, land development can still be executed to retain the county’s rural character and foster



economic growth. For example, the county can offer incentives that encourage clustered residential development and designate integrated open spaces for preserving natural resources, recreational activities, and agricultural practices. Existing development practices for the sake of retaining rural character can limit the county’s fiscal reserves. Therefore, potentially reducing the quality of public education, hindering household financial security, and discouraging economic sustainability.

Economic inefficiencies on scarce land resources – King William County possesses rich land resources for fostering economic growth and job creation. Recent investments, however, limit the county’s economic potential and opportunity to create jobs. For instance, the Hollyfield Solar Farm was built on what the U.S. Department of Agriculture defines as prime agricultural farmland. The county must consider preserving remaining tracts of prime agricultural farmland to foster agribusiness opportunities that leads to greater job creation.

Lack of real estate inventory – Businesses considering a location to conduct operations will research and identify properties online. While the county property assessment database exists, much of the information is either inaccurate or underreported. That said, King William County must consider fixing any errors within their property assessment database and market available building and land opportunities to prospective businesses.

RECENT NON-RESIDENTIAL DEVELOPMENT ACTIVITY

Over the last two decades, minimal non-residential development activity has occurred in King William County. Between 2000 and 2021, only 25 non-residential developments were constructed (Table 5). Of those 25 developments, many major projects are limited in enabling economic growth for creating jobs and securing fiscal sustainability. For instance, most of the non-residential developments classified as ‘Warehouse/Distribution’ are private storage facilities. Such projects contribute little to no job growth while consuming land that could have otherwise contributed to indirect spending opportunities. While King William County is abundant with undeveloped land opportunities, future non-residential developments must consider projects that more efficiently increase their fiscal reserves. And so, securing more financial resources that enhance community services on behalf of the county’s existing and growing household base.

Table 5

Non-Residential Development Activity (2000-2021)				
King William County, VA				
Land Use	No. of Properties	Acreage	Building SF	% Of Building Space
Automotive	5	9.6	35,496	12.9%
Bank	1	1.0	5,954	2.2%
General Office	2	2.1	4,165	1.5%
Medical Office	1	1.9	6,000	2.2%
Restaurant	1	1.2	3,760	1.4%
Services	2	6.6	36,000	13.1%
Shopping Center	4	18.8	101,581	36.9%
Warehouse/Distribution	8	92.6	74,986	27.2%
Warehouse-Retail	1	6.5	7,700	2.8%
Total	25	140	275,642	100.0%

Source: King William County, RKG Associates, Inc., 2022



RETAIL CONDITIONS

The EDA made RKG Associates aware that there is substantial interest in the community to expand retail businesses, particularly in the Central Garage area. The Comprehensive planning process identified existing and projected retail sales leakage—or money being spent by county residents outside the county). To better understand how that leakage could support new retail efforts, RKG assessed these conditions to determine whether King William County can support additional retail establishments.

The assessment compares average square footages of specific retail stores (e.g., Health & Personal Care Stores) to the amount of additional square footage the county could support (Table 6). Of all the listed retail categories, only restaurants are considered a feasible economic investment based on capturable sales and typical spending levels per square foot (using a conservative recapture rate of 20%). Given county residents’ proximity to West Point and adjacent counties (especially Caroline County), most retail investments are currently unjustified without substantial increases in demand (new residents). Observations of existing retail locations during county windshield surveys suggest that retail investments appear bleak too, considering the abundance of vacant storefronts. As residential development clusters continue to grow, however, especially around Central Garage, can increase the likelihood of additional retail becoming more economically feasible.

Table 6

RETAIL LEAKAGE AND SUPPORTABLE SQUARE FOOTAGE ASSESSMENT						
King William County, Virginia						
Category	Sales Leakage	Recapture Rate	Capturable Sales	Avg. Sales PSF	Supportable SF	Avg. Store SF
General Merchandise Stores	\$26,234,755	20.0%	\$5,246,951	\$375	13,992	100,000 - 150,000
Restaurants	\$20,421,030	20.0%	\$4,084,206	\$450	9,076	5,000 - 10,000
Grocery Stores	\$12,247,079	20.0%	\$2,449,416	\$550	4,453	40,000 - 60,000
Home Centers	\$11,139,280	20.0%	\$2,227,856	\$400	5,570	75,000 - 125,000
Clothing Stores	\$10,402,266	20.0%	\$2,080,453	\$275	7,565	50,000 - 100,000
Health & Personal Care Stores	\$5,753,474	20.0%	\$1,150,695	\$650	1,770	20,000 - 40,000
Electronics Stores	\$2,615,253	20.0%	\$523,051	\$350	1,494	60,000 - 80,000
Shoe Stores	\$2,151,739	20.0%	\$430,348	\$330	1,304	5,000 - 30,000
Office Supplies, Etc.	\$1,449,027	20.0%	\$289,805	\$220	1,317	30,000 - 60,000
Pet Supplies	\$1,167,507	20.0%	\$233,501	\$275	849	10,000 - 30,000
Furniture Stores	\$1,139,545	20.0%	\$227,909	\$300	760	20,000 - 50,000
Sporting Goods	\$790,541	20.0%	\$158,108	\$225	703	50,000 - 80,000

Source: King William County, RKG Associates, Inc., 2022

INTERREGIONAL LABOR MARKET TRENDS

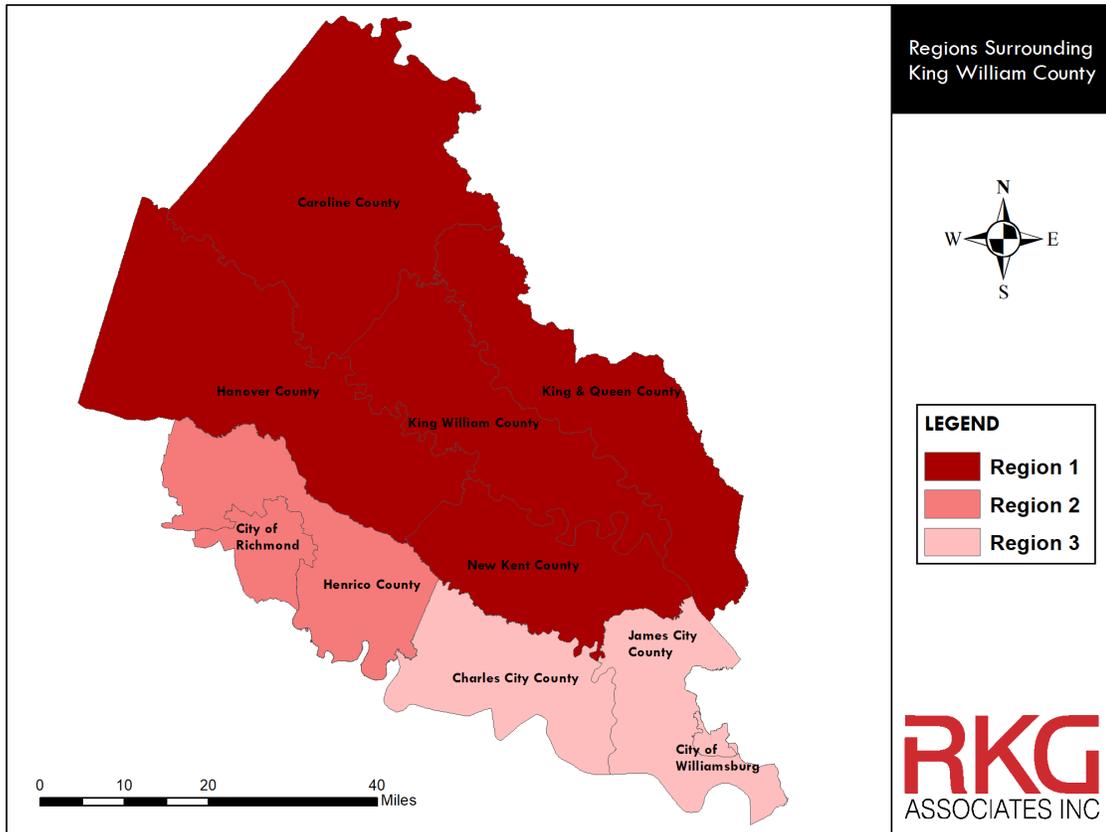
Economic growth in King William County is influenced by its surrounding regions’ distinct economic and social features. Incorporating these features in the development of policies and programs can effectively create feasible business opportunities. For instance, agricultural production in King William County can be modified to deliver crops that cater to the tastes and preferences of high-income residents living in the City of Richmond. To better understand the economic activity levels of the region surrounding King William County, RKG assessed labor market trends of three distinct, but inextricably linked, regions. The three defined regions are delineated and illustrated in Map 1. Assessing labor market trends of each region conveys its economic strengths and weaknesses, helping to identify economic development opportunities for King William County.

The assessment of labor market trends of each region includes two major components. One is evaluating job growth over the previous decade, and two, is performing a cluster analysis. A cluster analysis is a quantitative method that calculates a region’s economic specializations, identifying specific industries that contain a high concentration of employment relative to Virginia. For instance, RKG identified that



Region 1 is more specialized in agriculture than Region 2 while Region 2 is more specialized in financial services.

Map 1- Divided Regions for Interregional Labor Market Analysis



Source: King William County, RKG Associates, Inc., 2022

King William County

Between 2010-2021, most industries experienced job gains in King William County, resulting in a total of approximately 720 net-jobs gained in the county's employment base (Figure 1). Transportation & Warehousing sustained the largest increases among all industries, with over 320 net-jobs gained. The industry's expansion can complement the county's abundance of raw materials and natural resources, stored in warehouse facilities prior to eventual manufacturing and distribution. While county roadways intersect with major interstates (i.e., I-95), further expansions of this industry are feasible.

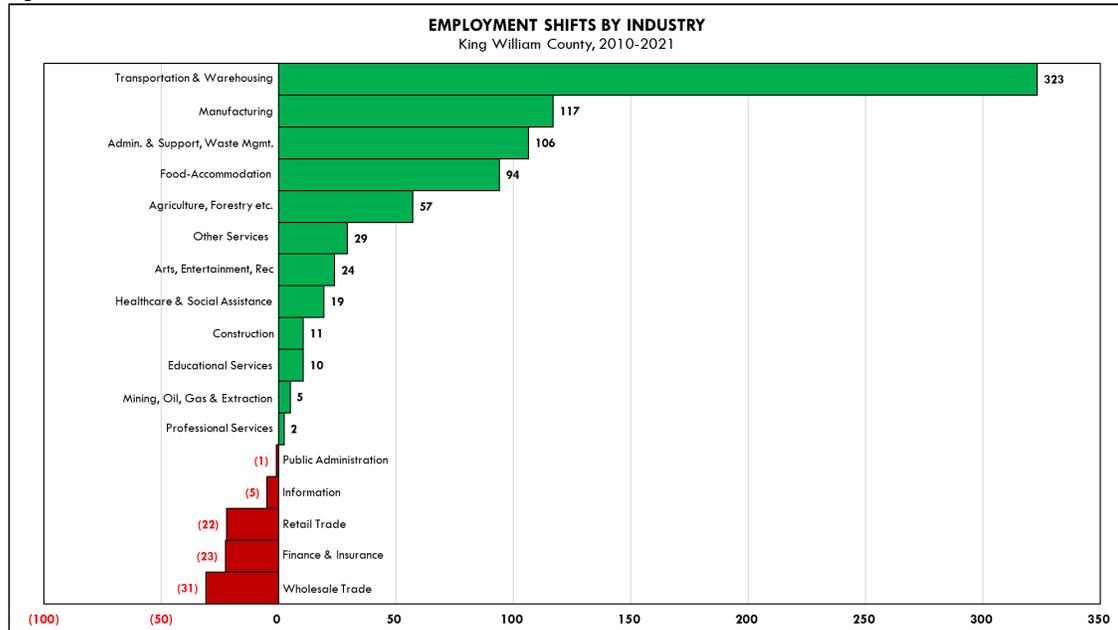
Operations at the Nestle Purina plant contribute to King William County's proportion of its manufacturing workforce. The county's manufacturing industry gained nearly 120 net-jobs from 2010-2021. Most increases originated from furniture producers which reaped 100 net-job gains over the previous decade. The county's abundant stock of natural resources (e.g., timber) encourages continued expansions among wood-product manufacturers.

King William County's abundant stock of natural resources, especially timber and prime agricultural farmland, enables the county to sustain economic competitiveness within the Agricultural and Forestry Industry. While King William County's Agricultural and Forestry Industry experienced moderate job growth (+57 net jobs gained) between 2010 and 2021, the industry maintains a significant location quotient of 2.30 (Figure 5); An indication that agricultural and forest related activities are an economic specialization relative to the rest of Region 1. With convenient access to Richmond, along with the



increasing preference for environmentally friendly and health-based goods justifies the expansion of agricultural production in King William County.

Figure 1



Source: EMSI Economic Modeling, RKG Associates, Inc. 2022

Region 1

Region 1 comprises King William County, Caroline County, Hanover County, New Kent County, and King & Queen County. Common elements are shared between each of these counties, especially their abundance of natural resources and sparse development patterns, shaping the types of available jobs throughout the region (i.e., concentration of blue-collar industries). Hanover County, however, has increased its base of white-collar industries as major employment centers continue to expand eastward from Henrico County. As major employment centers continue to grow in Hanover County, Region 1 is poised to experience job growth among industries that complement the Richmond MSA’s overall economy.

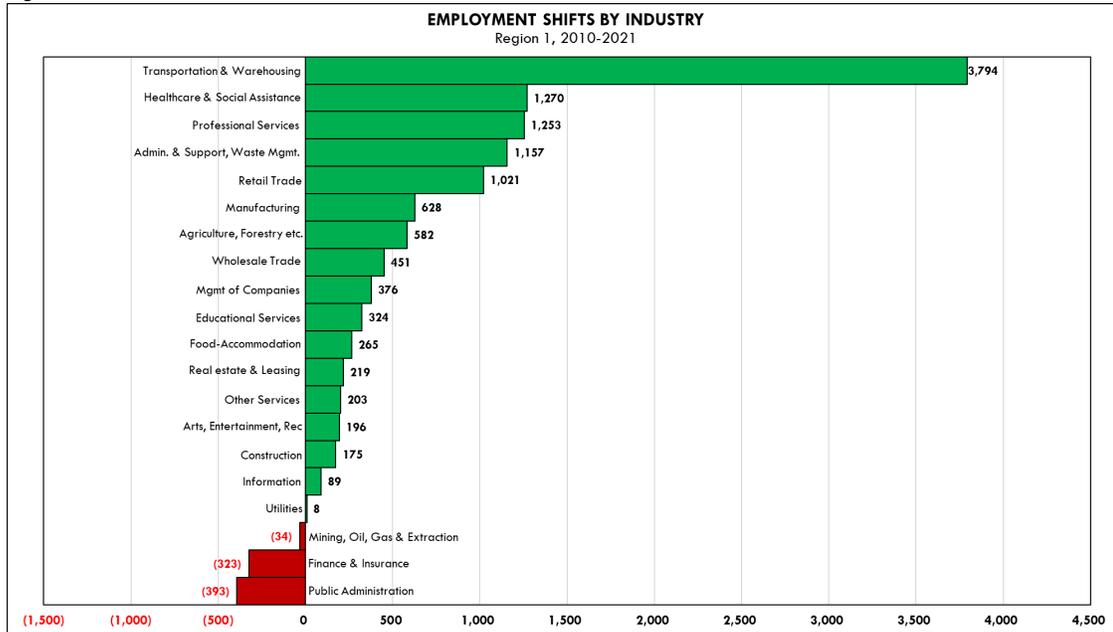
Between 2010 and 2021, Region 1 sustained major net-job gains, resulting in a total of 11,261 net-jobs gained (Figure 2). Like King William County, Transportation & Warehousing sustained the largest increase among all industries, with nearly 3,800 net-jobs gained. Much of job growth within this industry occurred in courier services, accommodating consumer demand increases in Hanover County. Household growth from Hanover County’s has stimulated job growth in other complementary industries. Retail Trade, included. Of the 1,021 Retail Trade jobs gained in Region 1 between 2010 and 2021, 87% occurred in Hanover County. The high proportion coincides with Hanover County’s collection of clustered residential developments, forming a substantial consumer base to support retail expansions.

Relative to the rest of Virginia, Region 1 contains a large concentration of employment in the Agriculture and Forestry industry. Continuing to strengthen the industry is logical for sustaining and promoting economic growth in the Region, as it dovetails the development of economic generating activities. For instance, a distillery operation can produce whiskey for sale, off site in Richmond liquor stores while offering on-site open tasting events. Another example is the extraction of high-demand oils from the



Region’s soybean stock, storing finished products in distribution facilities along major thoroughfares in King William County.

Figure 2



Source: EMSI Economic Modeling, RKG Associates, Inc. 2022

Region 2

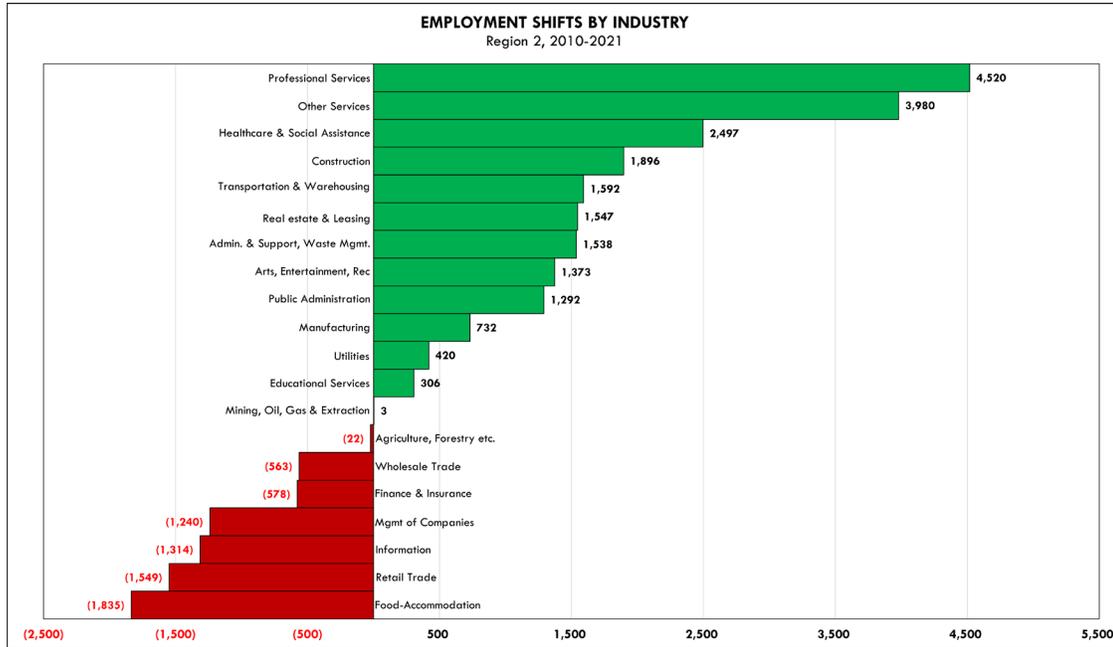
Region 2 is comprised of Henrico County and the City of Richmond. Region 2 is the nexus of economic development activity throughout the Richmond MSA, containing the largest concentration of people and jobs. Its urban dimension facilitates the expansion of Region 2’s distinct economic concentrations of white-collar industries, educational communities, and large spending capacities. These distinctions enable King William County to consider pursuing economic development efforts that accommodate Region 2’s marketplace. And so, supporting economic growth within King William County. For instance, diversifying small-farms’ crop yields with high-income products (e.g., hemp) can increase their revenues while meeting upper-market consumer demand from households in Region 2.

Between 2010 and 2021, Region 2 experienced major job gains, increasing its employment base with nearly 14,600 net-jobs (Figure 3). Professional Services experienced the largest increase among all industries, with over 4,500 net-jobs gained. Employment among accounting and law offices contributed substantially to this industry’s expansion, accounting for roughly 56% of job growth. The Professional Services industry contains many occupations exemplifying ‘traditional’ white-collar labor. In general, associated with high-income jobs and thus, increased spending capacities for purchasing goods and services.

The Health Care and Social Assistance industry sustained major net-job gains between 2010 and 2021, increasing by nearly 2,500 net-jobs. Growth among this industry reinforces Richmond’s continued transition into a national and state bio-tech hub. Relative to Virginia, the Health Care and Social Assistance industry in Region 2 is designated an economic specialization, possessing a location quotient score above 1. Due to the healthcare industry’s historical resilience to economic shocks and lynchpin of Henrico County’s labor market, suggests Region 2 is poised to retain economic and social sustainability. This is advantageous for King William County, encouraging them to develop businesses that cater to a nearby stable consumer marketplace.



Figure 3



Source: EMSI Economic Modeling, RKG Associates, Inc. 2022

Region 3

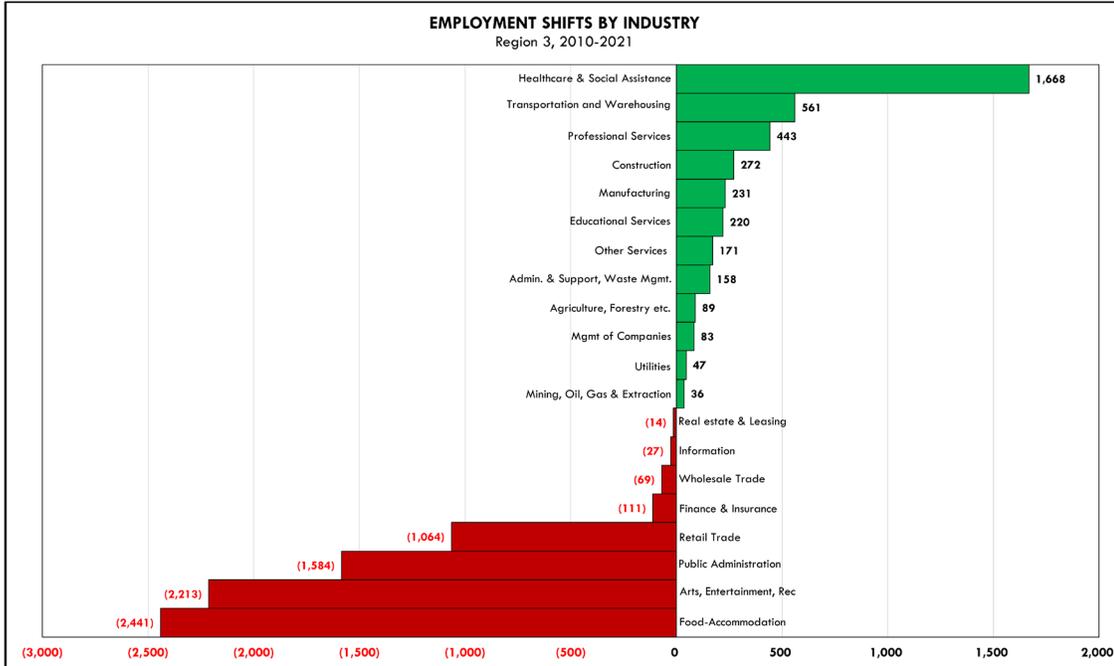
Region 3 comprises Charles City County, James City County, and the City of Williamsburg. Due to the region’s significance as the origin of Colonial America, the region’s economic foundation is largely based on tourism and historical preservation. Areas of James City County and the City of Williamsburg are attached to the infamous ‘Historic Triangle,’ a premier tourist destination. However, while heritage tourism declines with interest among each subsequent generation, efforts to maintain economic sustainability in Region 3 are at a crossroads.

Unlike the previous regions discussed, Region 3 sustained major job losses between 2010 and 2021, decreasing its employment base by roughly 3,550 net-jobs. Most losses stem from a combination of the Accommodation-Food Services and Retail Trade. Together, losing 3,505 net-jobs. In part, losses among these industries are attributed to social-distancing restrictions imposed during the ongoing COVID-19 pandemic. In consequence, many hospitality establishments downsized or ceased their operations altogether. Another explanation of job losses among hospitality workers is attributed contraction of the Arts, Entertainment, and Recreation industry, losing over 2,200 net jobs since 2010. The Arts, Entertainment, and Recreation industry is the driving force among many other industries within Region 3, including Accommodation-Food Services and Retail Trade.

The decline of Region 3’s labor market generates critical insights for shaping King William County’s economic development strategies. In particular, strategies that enable economic diversification and support prevailing market trends. In general, a diverse economy originates from the success of a single primary industry. Tourism is that industry for Region 3 and its recent decline has influenced declines in associated industries (e.g., Retail Trade). Before directly pursuing investments in Retail Trade, King William County must consider strategies that bolster industries better able to support its economic foundation (i.e., agriculture and manufacturing). As heritage tourism becomes less popular and recreational tourism becomes more popular in national marketplaces, King William County can capitalize on its abundant natural amenities to attract economic investment.



Figure 4



Source: EMSI Economic Modeling, RKG Associates, Inc. 2022

TARGET INDUSTRIES

Based on the previous analyses performed throughout this memo, RKG identified the following target industries for King William County to pursue in the near term:

- **Agriculture and Forestry**
- **Entertainment and Recreation**
- **Transportation and Warehousing**
- **Research and Development**
- **Healthcare and Social Assistance**

These industries were identified based on data analytics of local business trends, which includes a calculation of a ‘Cluster Score.’ The Cluster Score indicates the strength of an industry. Scores are influenced by an industry’s total number of jobs, location quotient relative to Region 1, and employment growth rate. The chart below (Figure 5) illustrates three of the key drivers of an industry’s cluster score: the size of the bubble illustrates the number of local jobs, its position on the x-axis indicates the concentration of jobs relative to the Region 1, and its position on the y-axis indicates the local employment growth rate.

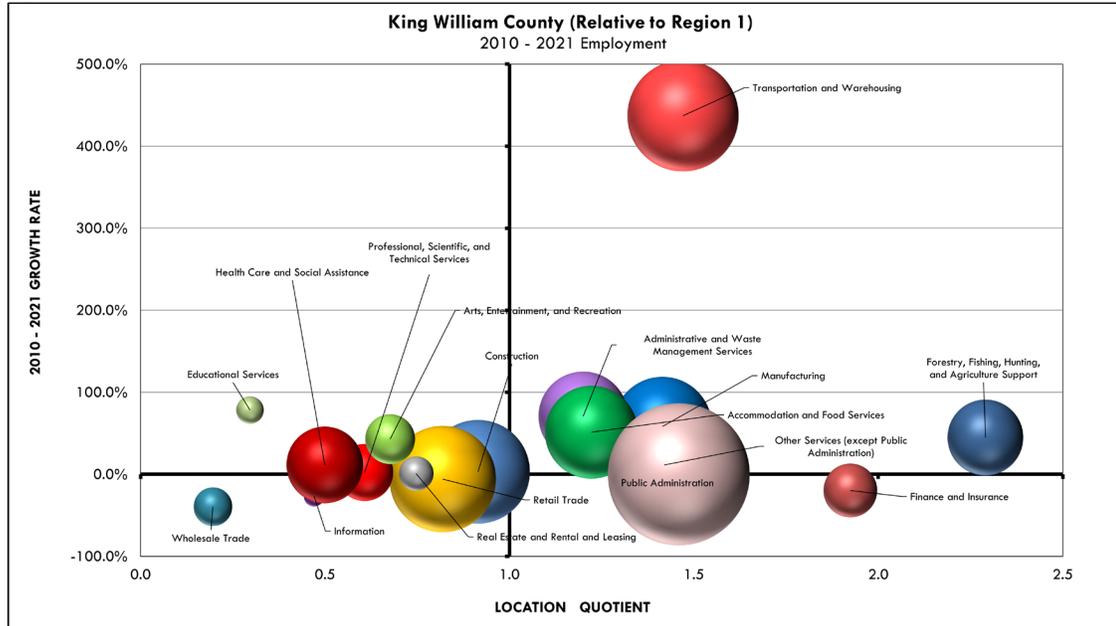
Agriculture and Forestry

Agricultural Production

Agricultural production can continue as a major component of King William County’s economic base, capitalizing on shifting market preferences for foods and medicinal products. The nation’s rising health consciousness has induced demand for locally sourced products that avoid large-scale industrialized processes. Upper market consumers capture most of this demand, managing spending capacities that can afford the additional premiums associated with locally sourced foods and medicinal products.



Figure 5



Source: EMSI Economic Modeling, RKG Associates, Inc. 2022

While household bases expand and income levels grow throughout the Richmond MSA and into Williamsburg, farming operations in King William County must consider adjusting their product lines and modifying their agricultural processes to accommodate the growing demand. A few operations in the county have taken advantage of this opportunity, including Grow Holistic, a family-owned farm yielding hemp-based products (e.g., CBD) sold in specialty retailers in West Point, Richmond, and Williamsburg. The county's abundance of natural resources enables Grow Holistic to produce CBD oils and can enable other farms to produce similar upper-market goods; Responsibly grown produce, organic crops, and omega-3 oils. Another is Dreaming Tree Farms, which cultivates crops and packages salad kits for customers throughout the Richmond area.

Small-scale operations often struggle, however, lacking sufficient capital resources to expand their production capacities and improve supply chain performance. Grow Holistic sends their produced hemp to subcontractors for CBD extraction to complete their finished product, unable to afford the necessary machinery for extraction. This scenario highlights the need for a county-sponsored agri-business incubator. And so, enabling similar agricultural operations to network and collaborate for growing, expanding, and attaining capital resources to enhance their production capacities and efficiencies.

An agri-business incubator can help retain agriculture as a major component of King William County's economic base while contributing to the growth of businesses that can complement agricultural production. For instance, businesses in the Transportation & Warehousing industry that operate cold-storage facilities for eventual distribution to consumers throughout the Richmond MSA and beyond.

Agritourism

Agritourism aims to attract people to agricultural activity centers through the provision of additional entertainment and educational opportunities. Examples include distilleries, breweries, and tree farms. Such establishments are integral contributors to the growing 'experience economy,' a prevailing national trend focused on creating value through social experiences rather than material goods. King William County's abundance of agricultural resources, accessibility to population centers, and persistent household growth all lend themselves to enabling the formation of an active experience economy.



King William County's steady abundance of agricultural resources can support the development of distilleries and breweries. As reported by the King William County Economic Development Department, the county's principal crops include corn and barley; Primary intermediary inputs for the production of whiskey and beer, respectively. Existing farmers will cultivate such crops for direct consumption or as intermediary inputs. In general, inputs to produce goods either outside the county's boundaries or unrelated to distilling and brewing. As many small-scale farmers may struggle to sustain their operations, including distilling and brewing operations on their properties can encourage greater revenue generation. Capitalizing on the spending capacities of consumers in nearby population centers.

Younger households encompass a significant proportion of the 'experience economy' market. An increasingly popular activity among younger households living in urban centers has been exploring social opportunities in rural settings (i.e., traveling to wineries on the weekends). Wineries in Northern Virginia have reaped substantial economic benefits from residents of employment centers around Washington D.C., escaping the stressors of urban life for relishing in the pleasures of a winery in a rural environment. Population centers east towards Richmond have easy access to King William County through VA-360, encouraging the development of distilleries, breweries, and wineries along the corridor. These types of establishments can cater to the demand of young households residing closer to Richmond as well as young families moving to King William County.

Beyond wineries, distilleries, and breweries are multiple agritourism opportunities that can occur in King William County, designed to increase spending in King William County and preserving agriculture as a primary economic activity. Popular examples include:

- Corn mazes
- U-pick operations
- Hay-rides
- Christmas tree farms
- Dude ranches
- Rural bed and breakfasts

Entertainment and Recreation

King William County is filled with recreational activities especially among the Zoar State Forest and Sandy Point State Forest; Combined account for nearly 2,500 acres of forested land and both intertwine with the Mattaponi River. Popular recreational activities include biking, hiking, boating, kayaking/canoeing. Its apparent participation among these activities is limited however, especially among residents living in nearby population centers. King William County can increase participation and capture a more distinct reputation as recreational destination through bolstered marketing efforts, concentrated social amenities, and collaboration between development entities.

Targeted marketing of the county's stock of recreational activities can attract visitors from nearby population centers-eastward towards Richmond and southeastward towards the Hampton Roads region. King William County Parks and Recreation must consider working with relevant state and regional entities (e.g., Virginia Department of Forestry, Middle Peninsula Alliance etc.) to develop more robust marketing materials—brochures and websites. Doing so will help enable King William County to transform into a more distinct recreational destination while experiencing auxiliary effects from greater visitor rates—increased spending capacities and potential job creation.

Such effects are more likely to occur through concentrated social amenities that helps attract visitors to participate in recreational activities and enhance their experiences. This includes additional kayaking/canoeing launch points, camping sites, and riverside dining experiences. Adding these opportunities may be a particularly challenging, as the Virginia Department of Forestry (VDOT) imposes



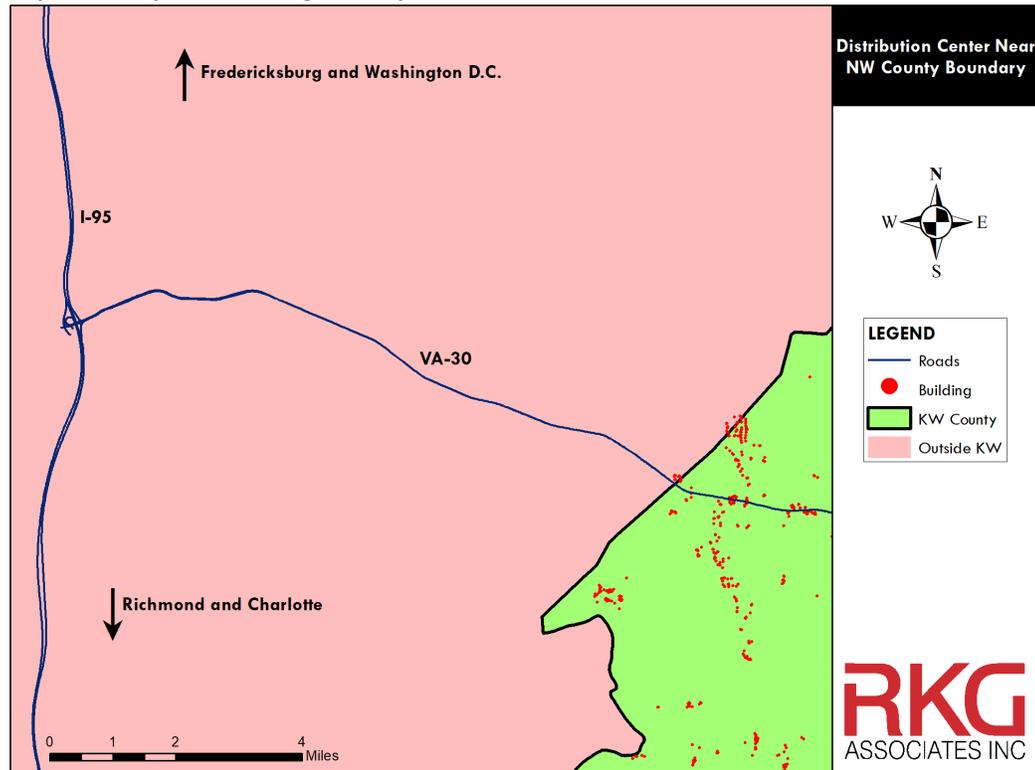
stringent development regulations to protect forested lands. The VDOF also requires permits for certain activities (e.g., mountain biking and fishing), a potential impediment to attracting visitors to the area. Increased cooperation with VDOF and relevant agencies will be critical to diminishing these limitations and thereby advancing feasible economic opportunities.

Transportation and Warehousing

The rise of ecommerce and focus on product distribution has encouraged businesses to optimize their supply chain networks. In part, determining optimal locations for their storage and distribution facilities that serve dense population centers. Businesses seek locations with accessibility to major markets and developable land opportunities. King William County's integration with major thoroughfares coupled with its abundance of vacant spaces facilitates the development of distribution facilities.

VA-30, the spine of King William County, diverges from I-95, the spine of the eastern seaboard which travels through the densest population centers in the country. Near the county's northwestern border along VA-30, are large vacant land areas conducive for the development opportunities that can cater to logistical operations on I-95 (Map 2). The development of a distribution center could store online shopping orders supporting e-commerce demand that originates from population centers along I-95; Fredericksburg/Washington D.C. to the North and Richmond to the South. As future land uses indicate however, many areas near the county's northwestern border are restricted to agricultural conversation; A potential barrier to capitalizing on this viable opportunity that can generate needed jobs and financial resources.

Map 2- Proximity to I-95 encourages development for distribution center



Source: King William County, RKG Associates, Inc. 2022



Vacant land areas around VA-360, King William County's primary east-west thoroughfare, have fewer barriers and more tracts designated for commercial uses. These areas are also conducive to support distribution facilities that serve population centers eastward towards Richmond. Distribution and cold storage facilities along VA-360 can support the agricultural and aquaculture economies of King William County and the rest of the Middle Peninsula Region. Storing cultivated products for eventual distribution to population centers east of the county.

Research and Development:

Prefabricated Housing

Over the last few years, prefabricated housing has regenerated into an attractive living option, providing affordable ownership opportunities for young families and senior citizens. As home prices continue to rise, demand for prefabricated housing is projected to rise too. King William County is conducive for accommodating this demand, taking advantage of its abundant timber resources and relative housing affordability.

The abundance of timber and labor resources offers a viable economic opportunity for prefab manufacturing to take place in King William County. Manufacturers can remain within the county's boundaries while paying fewer associated shipping costs. A boon to their operations as shipping timber can be costly in high quantities. In light of the county's growing manufacturing and construction base, labor costs are likely to be less expensive too, as many existing workers are already accompanied with the technical skills relevant to prefab manufacturing. All that said, prefab manufacturers can take advantage of the available resources conducive to their operations while accommodating the growing housing demand in King William County.

The county's relative affordability compared to areas closer to Richmond has contributed to a growing demand for housing. Increasing the stock of prefab housing can support the growing demand of housing while catering to the county's efforts on rural preservation. Prefab housing consumes less land area than traditional construction, ensuring that more of the county's rural character is preserved; A high community priority. All in all, prefab housing is a viable economic opportunity to increase jobs in the county while adding home ownership opportunities that cater to a prioritized community need.

Craft-Artisan Production

Etsy and a renewed enthusiasm for small businesses has helped complement an increasing demand for hand-crafted consumer products. Consumers, especially in urban areas, are attracted to small-businesses for conveying a unique local character and often offering sustainable-based products. The creation of small business in King William County focused on hand craftsmanship can support this demand, capitalizing on the county's abundance of timber.

As suggested many times throughout this report, King William County can take advantage of its abundant timber resources for economic purposes (i.e., furniture making). The county and surrounding region (Region 1) have already taken advantage of this valuable resource as suggested by recent labor market trends; Between 2010 and 2021, furniture manufacturers in the county gained 100 workers while furniture manufacturers in Region 1 gained 153 workers. The growth of employment in furniture manufacturing reinforces potential production opportunities for wood-based products in general, especially for sale in nearby population centers—Richmond to the east and Hampton Roads to the southeast. Particularly, these businesses can cater to the growing preference for sustainable based products, such as cutlery, cooking ware, office equipment etc.

Healthcare and Social Assistance

Sufficient medical clinics in Central Garage are available to meet most healthcare demands of the county's existing household base. However, healthcare demands are expected to increase as the number



of households moving to King William County increases. Especially among families with children seeking pediatric services and the senior population seeking geriatric services. The growing demand coupled with the financial limitations of expanding services in rural areas stimulates the need for collaborative partnerships to address impending healthcare shortages in King William County.

Economic development in underserved areas have capitalized on public-private partnerships for addressing labor and financial shortages in community-based industries (e.g., healthcare, education, fire/public safety etc.) King William County's Health Department can collaborate with regional medical systems, educational institutions, and the state government to address such shortages. VCU Health offers a rural preceptorship program trains educates medical professionals for work in rural areas. The Rappahannock Area Health Education Center's (RAHEC) primary initiative is to connect medical students to work specifically in rural areas of Virginia. A collaborative effort between the county's health department and these specific institutions could facilitate the creation of job and internship opportunities at existing medical clinics. Capitalizing on public-private partnerships can increase medical services for incoming households while retaining the county's reputation of offering a high quality-of-life.





3 APPENDIX

The following pages include the presentations made by RKG Associates, Inc. to the King William County Economic Development Authority and the King William County Administration. They contain additional detail and analysis relevant to this Phase 1 effort.

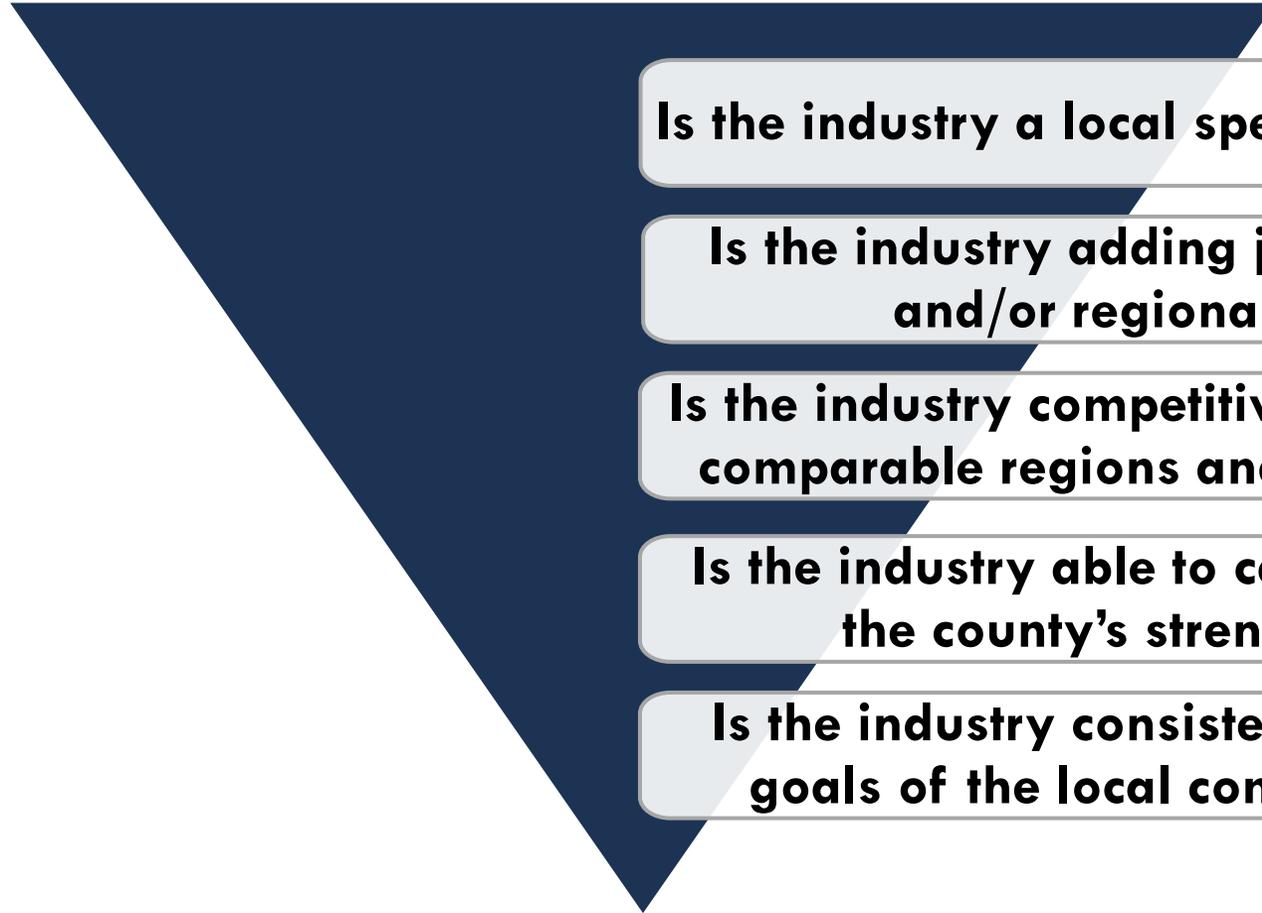
Target Industry Analysis

King William County, Virginia

February 9, 2022

Presented by:
Kyle Talente, President
RKG Associates, Inc.

Target Industry Methodology



Is the industry a local specialization?

Is the industry adding jobs locally and/or regionally?

Is the industry competitive relative to comparable regions and the state?

Is the industry able to capitalize on the county's strengths?

Is the industry consistent with the goals of the local community?

Target Industry Methodology

- **Business climate factors**
 - Examines an area's assets and constraints as a place to do business
 - Education levels
 - Housing costs
 - Helps identify King William County's competitive economic development features relative to state
- **SWOT Analysis (Strengths, Weaknesses, Threats, Opportunities)**
 - Identifies King William County's existing assets to capitalize on
 - Natural resources
 - Proximity to major markets
 - Facilitates development of policies and programs
- **Job growth and concentration by industry**
 - Cluster analysis
 - Quantified Location Quotients (LQ) to highlight economic specializations
 - Identifies industries to focus business recruitment/retention efforts
 - Examined surrounding regions to help identify county's target industries

Geographic Analysis Reference

■ Region 1

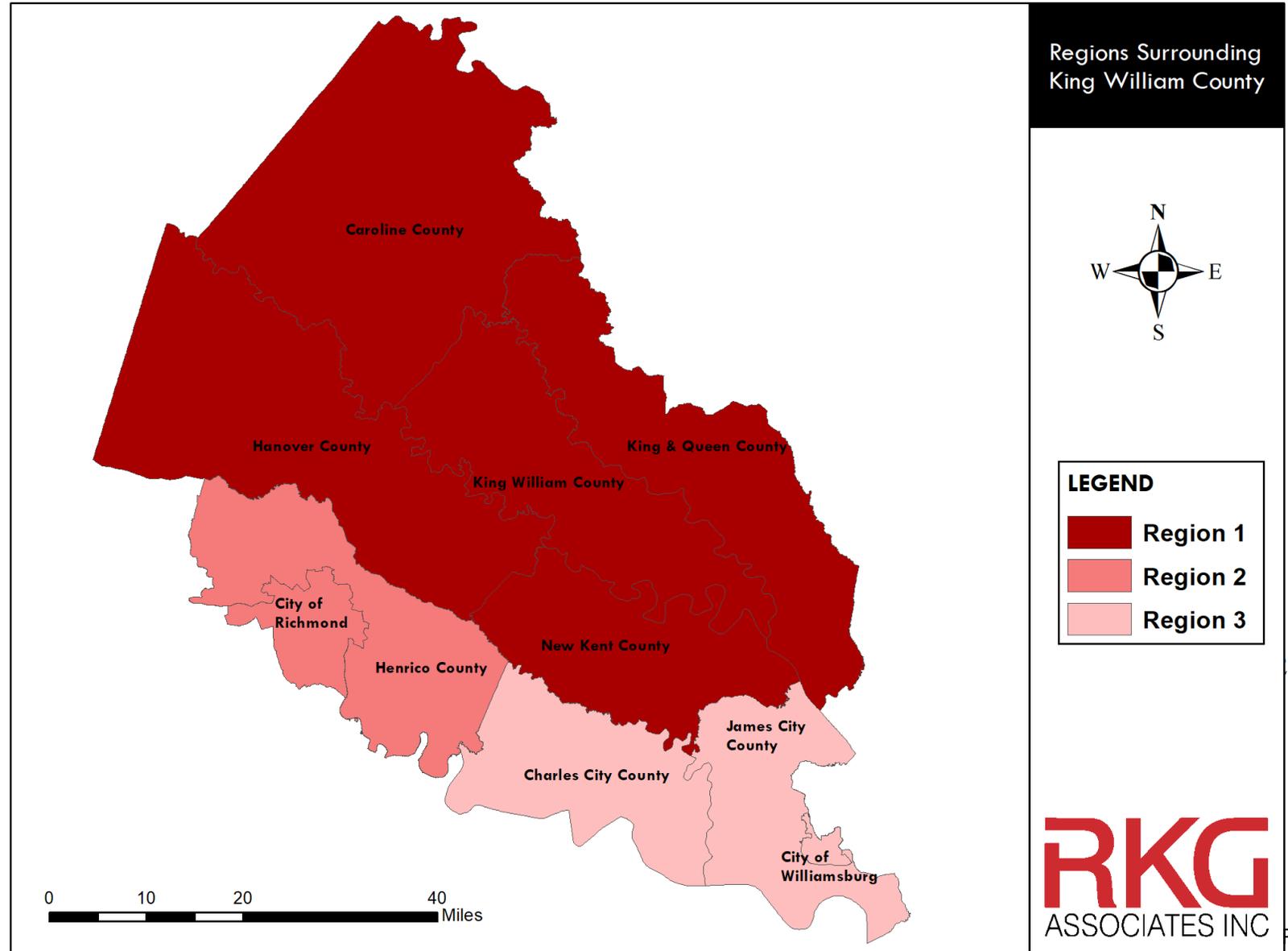
- King William County
- Caroline County
- Hanover County
- King and Queen County
- New Kent County

■ Region 2

- City of Richmond
- Henrico County

■ Region 3

- Charles City County
- James City County
- City of Williamsburg



Business Climate Factors: Statewide Assets

- **Financial Assets & Income**

- Liquid Asset Poverty Rate (8th)
- Income Poverty Rate (10th)
- Saved for Emergencies (12th)

- **Businesses & Jobs**

- Unemployment Rate (6th)
- Average Annual Pay (15th)

- **Housing & Homeownership**

- Foreclosure Rate (6th)
- High-Cost Mortgage Loans (15th)

- **Healthcare**

- None

- **Education**

- Four-Year College Degree (7th)
- 8th Grade Math Proficiency (11th)
- Disconnected Youth (12th)

King William County Competitive Assets				
Category	Rank	U.S.	Virginia	King William
Income Poverty Rate	10	12.7%	10.5%	4.7%
Liquid Asset Poverty Rate	8	36.9%	30.6%	26.9%
Households with Zero Net Worth	-	15.7%	16.7%	9.4%
Affordability of Homes	33	3.71 : 1	3.88 : 1	3.05 : 1
Uninsured Rate	32	10.4%	10.2%	5.2%

Business Climate Factors: Statewide Constraints

- **Financial Assets & Income**
 - Low Financial Well-Being (44th)
 - Underbanked Households (39th)
 - Income Inequality (37th)
- **Businesses & Jobs**
 - Microenterprise Ownership Rate (36th)
- **Housing & Homeownership**
 - Affordability of Homes (33rd)
 - Housing Cost Burden-Renters (31st)
- **Healthcare**
 - Employee Share of Premium (50th)
 - Uninsured Low-income Children (38th)
 - Uninsured Rate (32nd)
- **Education**
 - Median Student Loan Debt (48th)

King William County Competitive Constraints				
Category	Rank	U.S.	Virginia	King William
Four-Year College Degree	7	32.6%	39.3%	21.0%
Four-Year College Degree (Female %)	-	33.3%	39.7%	24.6%
Early Childhood Education Enrollment	18	48.2%	48.9%	35.6%
Cost-Burdened Homeowners	24	27.7%	25.5%	29.7%

Site Selection Priorities

Executives' Top Site Selection Criteria: Changing Preferences

2020	2019	2010	2000
Availability of Skilled Labor	Highway Accessibility	Highway Accessibility	Highway Accessibility
Highway Accessibility	Availability of Skilled Labor	Labor Costs	Labor Costs
Energy Availability & Costs	Labor Costs	Tax Exemptions	Availability of Skilled Labor
Quality of Life	Quality of Life	Occupancy or Construction Costs	Corporate Tax Rate
Labor Costs	Occupancy or Construction Costs	State & Local Incentives	State & Local Incentives
Occupancy or construction costs	Corporate Tax Rate	Corporate Tax Rate	Tax Exemptions

Source: Area Development Magazine Corporate Survey and RKG Associates, Inc., 2021

- **Availability of labor a limiting factor – focus on small (<50 jobs) companies**
- **Transportation-dependent firms have stronger options in region**
- **Quality of Life and Labor Costs advantages for King William**

SWOT Analysis

■ Strengths

- King William County has existing (and potential) property available for non-residential development
- Access to I-95, I-295, and I-64
 - Route 30 in western KWC potential to serve logistics needs of I-95 corridor
 - Convenient access to Washington DC, Richmond, and Hampton Roads markets
- Housing costs are relatively cheaper in King William County
 - Attracting young families
- The County's raw materials are plentiful
 - Timber
 - Diatomaceous clay and Fuller's earth
- Water access for recreational and commercial (West Point) activity

■ Weaknesses

- King William is on the edge of the Richmond market, with comparatively low availability of skilled labor
- Infrastructure is limited to certain areas, particularly fiber access
- Interstates are close, but there are sites closer in other counties
- Most non-residential properties (land and buildings) are not inventoried or professionally marketed
- There are two primary roads through King William, limiting opportunities
- The county does not have a major medical facility or post-secondary facility

SWOT Analysis

■ Opportunities

- King William can market quality of life options to telecommuters from regional employment centers
- Western Route 30 has potential for economic development growth
- Clustering residential development creates critical mass for retail growth
 - Central Garage
 - West Point
- Strengthening and growing the recreational tourism market
- Regulatory programs to transfer development rights from no-growth areas to higher growth areas

■ Threats

- Balance between rural character and growth necessary to achieve some community 'wish list' items
- Imprecise zoning can allow less favorable uses (e.g., self-storage) to consume scarce land resources
- Inefficient development codes can lead to large consumption of land
- Lack of organized marketing/inventory will preclude King William from most site searches
 - 90% of site selection done online

Non-Residential Development Activity

Non-Residential Development Activity (2000-2021)				
King William County, VA				
Land Use	No. of Properties	Acreage	Building SF	% Of Building Space
Automotive	5	9.6	35,496	12.9%
Bank	1	1.0	5,954	2.2%
General Office	2	2.1	4,165	1.5%
Medical Office	1	1.9	6,000	2.2%
Restaurant	1	1.2	3,760	1.4%
Services	2	6.6	36,000	13.1%
Shopping Center	4	18.8	101,581	36.9%
Warehouse/Distribution	8	92.6	74,986	27.2%
Warehouse-Retail	1	6.5	7,700	2.8%
Total	25	140	275,642	100.0%

Retail Opportunity Gap Assessment - **CONSERVATIVE**

RETAIL LEAKAGE AND SUPPORTABLE SQUARE FOOTAGE ASSESSMENT

King William County, Virginia

Category	Sales Leakage	Recapture Rate	Capturable Sales	Avg. Sales PSF	Supportable SF	Avg. Store SF
General Merchandise Stores	\$26,234,755	20.0%	\$5,246,951	\$375	13,992	100,000 - 150,000
Restaurants	\$20,421,030	20.0%	\$4,084,206	\$450	9,076	5,000 - 10,000
Grocery Stores	\$12,247,079	20.0%	\$2,449,416	\$550	4,453	40,000 - 60,000
Home Centers	\$11,139,280	20.0%	\$2,227,856	\$400	5,570	75,000 - 125,000
Clothing Stores	\$10,402,266	20.0%	\$2,080,453	\$275	7,565	50,000 - 100,000
Health & Personal Care Stores	\$5,753,474	20.0%	\$1,150,695	\$650	1,770	20,000 - 40,000
Electronics Stores	\$2,615,253	20.0%	\$523,051	\$350	1,494	60,000 - 80,000
Shoe Stores	\$2,151,739	20.0%	\$430,348	\$330	1,304	5,000 - 30,000
Office Supplies, Etc.	\$1,449,027	20.0%	\$289,805	\$220	1,317	30,000 - 60,000
Pet Supplies	\$1,167,507	20.0%	\$233,501	\$275	849	10,000 - 30,000
Furniture Stores	\$1,139,545	20.0%	\$227,909	\$300	760	20,000 - 50,000
Sporting Goods	\$790,541	20.0%	\$158,108	\$225	703	50,000 - 80,000

Retail Opportunity Gap Assessment - **MODERATE**

RETAIL LEAKAGE AND SUPPORTABLE SQUARE FOOTAGE ASSESSMENT

King William County, Virginia

Category	Sales Leakage	Recapture Rate	Capturable Sales	Avg. Sales PSF	Supportable SF	Avg. Store SF
General Merchandise Stores	\$26,234,755	30.0%	\$7,870,427	\$375	20,988	100,000 - 150,000
Restaurants	\$20,421,030	30.0%	\$6,126,309	\$450	13,614	5,000 - 10,000
Grocery Stores	\$12,247,079	30.0%	\$3,674,124	\$550	6,680	40,000 - 60,000
Home Centers	\$11,139,280	30.0%	\$3,341,784	\$400	8,354	75,000 - 125,000
Clothing Stores	\$10,402,266	30.0%	\$3,120,680	\$275	11,348	50,000 - 100,000
Health & Personal Care Stores	\$5,753,474	30.0%	\$1,726,042	\$650	2,655	20,000 - 40,000
Electronics Stores	\$2,615,253	30.0%	\$784,576	\$350	2,242	60,000 - 80,000
Shoe Stores	\$2,151,739	30.0%	\$645,522	\$330	1,956	5,000 - 30,000
Office Supplies, Etc.	\$1,449,027	30.0%	\$434,708	\$220	1,976	30,000 - 60,000
Pet Supplies	\$1,167,507	30.0%	\$350,252	\$275	1,274	10,000 - 30,000
Furniture Stores	\$1,139,545	30.0%	\$341,864	\$300	1,140	20,000 - 50,000
Sporting Goods	\$790,541	30.0%	\$237,162	\$225	1,054	50,000 - 80,000

Retail Opportunity Gap Assessment - **AGGRESSIVE**

RETAIL LEAKAGE AND SUPPORTABLE SQUARE FOOTAGE ASSESSMENT

King William County, Virginia

Category	Sales Leakage	Recapture Rate	Capturable Sales	Avg. Sales PSF	Supportable SF	Avg. Store SF
General Merchandise Stores	\$26,234,755	40.0%	\$10,493,902	\$375	27,984	100,000 - 150,000
Restaurants	\$20,421,030	40.0%	\$8,168,412	\$450	18,152	5,000 - 10,000
Grocery Stores	\$12,247,079	40.0%	\$4,898,832	\$550	8,907	40,000 - 60,000
Home Centers	\$11,139,280	40.0%	\$4,455,712	\$400	11,139	75,000 - 125,000
Clothing Stores	\$10,402,266	40.0%	\$4,160,906	\$275	15,131	50,000 - 100,000
Health & Personal Care Stores	\$5,753,474	40.0%	\$2,301,390	\$650	3,541	20,000 - 40,000
Electronics Stores	\$2,615,253	40.0%	\$1,046,101	\$350	2,989	60,000 - 80,000
Shoe Stores	\$2,151,739	40.0%	\$860,696	\$330	2,608	5,000 - 30,000
Office Supplies, Etc.	\$1,449,027	40.0%	\$579,611	\$220	2,635	30,000 - 60,000
Pet Supplies	\$1,167,507	40.0%	\$467,003	\$275	1,698	10,000 - 30,000
Furniture Stores	\$1,139,545	40.0%	\$455,818	\$300	1,519	20,000 - 50,000
Sporting Goods	\$790,541	40.0%	\$316,216	\$225	1,405	50,000 - 80,000

Retail Opportunity Gap Assessment – “HOME RUN”

RETAIL LEAKAGE AND SUPPORTABLE SQUARE FOOTAGE ASSESSMENT

King William County, Virginia

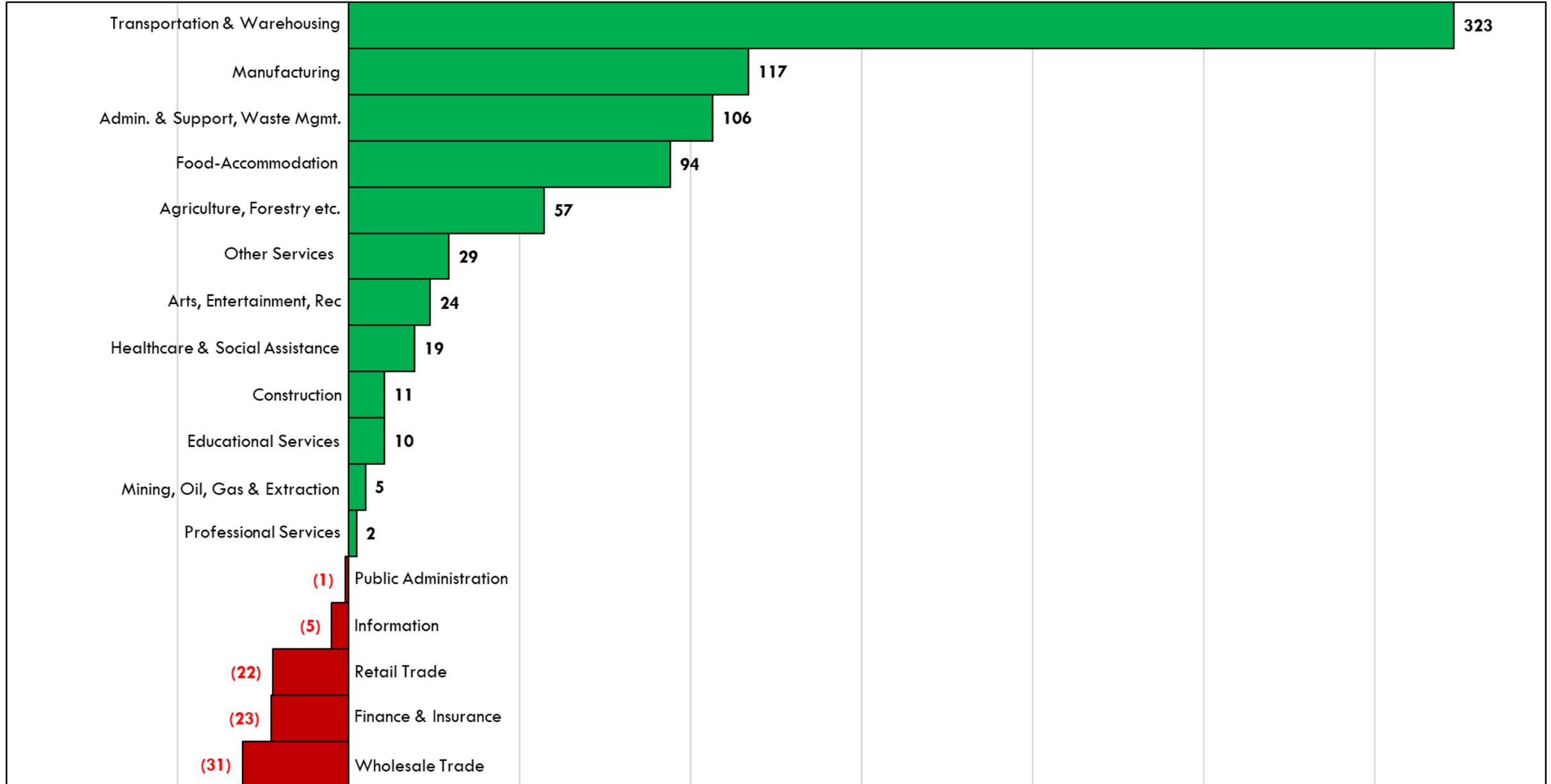
Category	Sales Leakage	Recapture Rate	Capturable Sales	Avg. Sales PSF	Supportable SF	Avg. Store SF
General Merchandise Stores	\$26,234,755	50.0%	\$13,117,378	\$375	34,980	100,000 - 150,000
Restaurants	\$20,421,030	50.0%	\$10,210,515	\$450	22,690	5,000 - 10,000
Grocery Stores	\$12,247,079	50.0%	\$6,123,540	\$550	11,134	40,000 - 60,000
Home Centers	\$11,139,280	50.0%	\$5,569,640	\$400	13,924	75,000 - 125,000
Clothing Stores	\$10,402,266	50.0%	\$5,201,133	\$275	18,913	50,000 - 100,000
Health & Personal Care Stores	\$5,753,474	50.0%	\$2,876,737	\$650	4,426	20,000 - 40,000
Electronics Stores	\$2,615,253	50.0%	\$1,307,627	\$350	3,736	60,000 - 80,000
Shoe Stores	\$2,151,739	50.0%	\$1,075,870	\$330	3,260	5,000 - 30,000
Office Supplies, Etc.	\$1,449,027	50.0%	\$724,514	\$220	3,293	30,000 - 60,000
Pet Supplies	\$1,167,507	50.0%	\$583,754	\$275	2,123	10,000 - 30,000
Furniture Stores	\$1,139,545	50.0%	\$569,773	\$300	1,899	20,000 - 50,000
Sporting Goods	\$790,541	50.0%	\$395,271	\$225	1,757	50,000 - 80,000

Interregional Labor Market Trends

- **Labor market analyses done on three distinct but inextricably linked regions**
 - Region 1 (King William County, Caroline County, Hanover County, King & Queen County, New Kent County)
 - Region 2 (City of Richmond, Henrico County)
 - Region 3 (Charles City County, Jamestown City County, City of Williamsburg)
- **Each region exercises distinct economic and social features**
 - Region 1: abundance of natural resources & rural character
 - Region 2: white collar industries & urban lifestyle
 - Region 3: education & historic preservation
- **Economic development is interregional affair in southeastern Virginia**
 - Policies and programs in King William County are shaped by surrounding regions' economic dynamics
 - Housing development as a tool to support Richmond MSA labor market and increasing housing costs
 - Agricultural production and agritourism to support population centers in Richmond and Williamsburg
 - Natural resource extraction to support small business development and research opportunities
- **Cluster Analysis**
 - Identifies specialized industries relative to competing geographic areas
 - King William County vs. Region 1
 - Region 1 vs. Region 2 & Region 3, relative to State of Virginia

EMPLOYMENT SHIFTS BY INDUSTRY

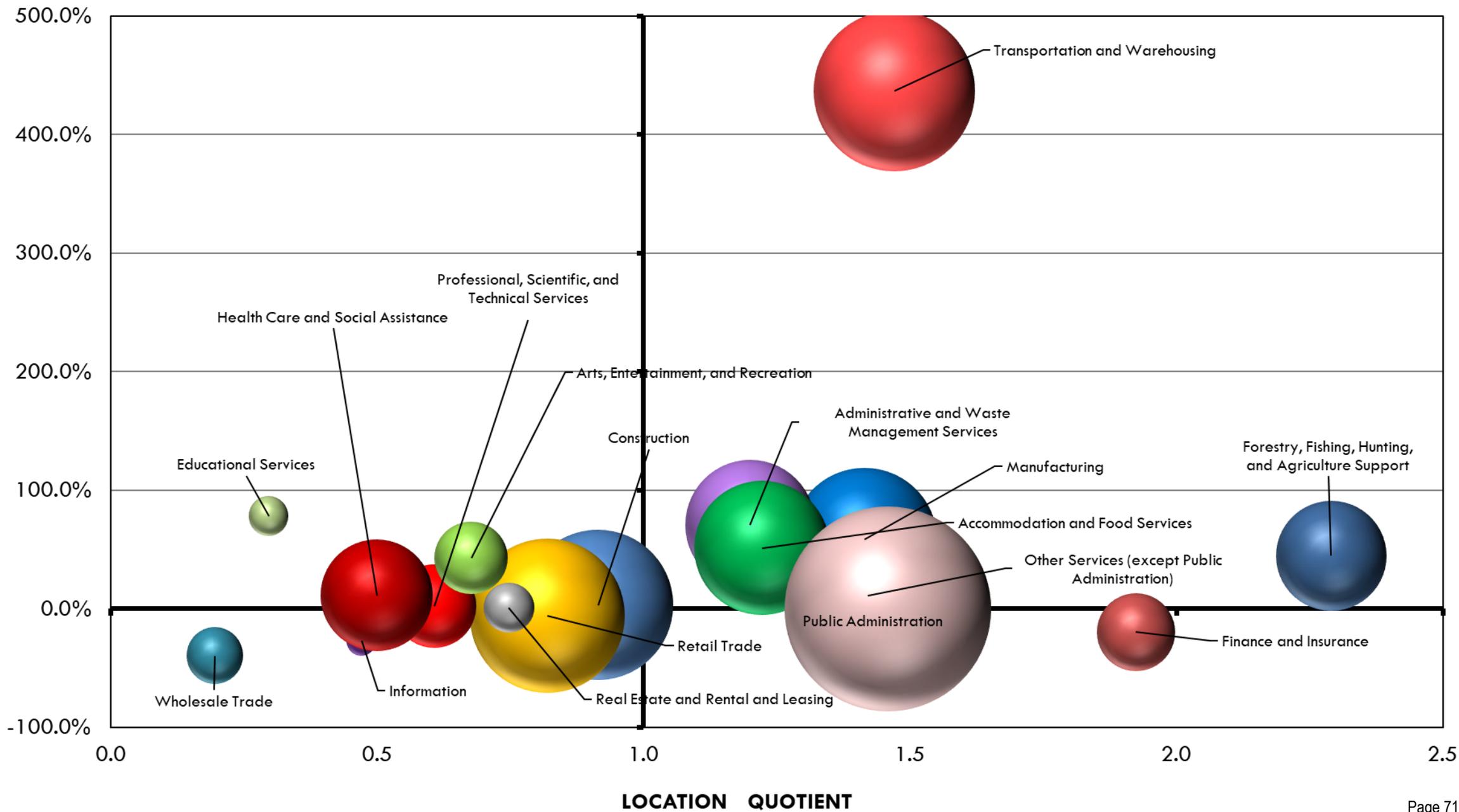
King William County, 2010-2021



King William County (Relative to Region 1)

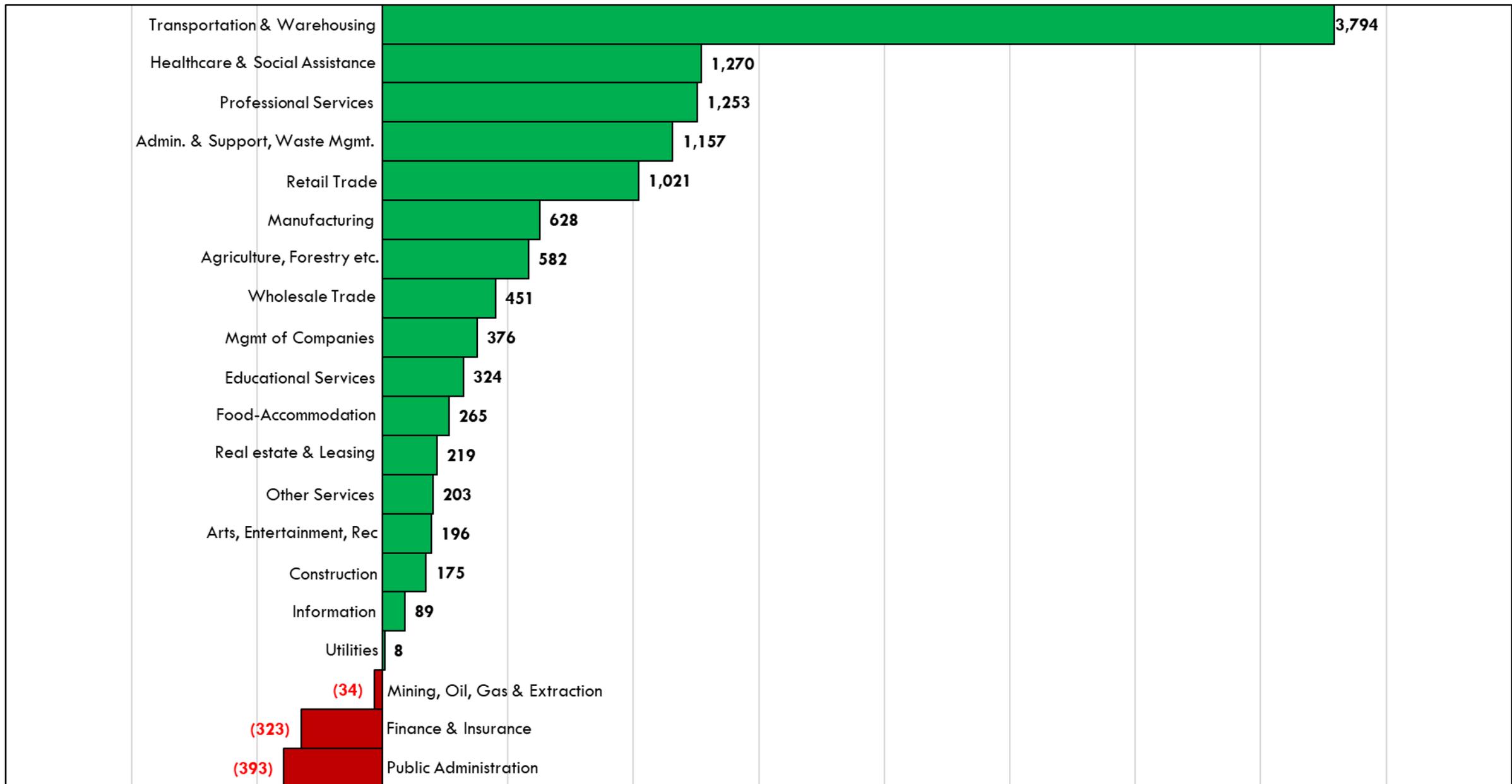
2010 - 2021 Employment

2010 - 2021 GROWTH RATE



EMPLOYMENT SHIFTS BY INDUSTRY

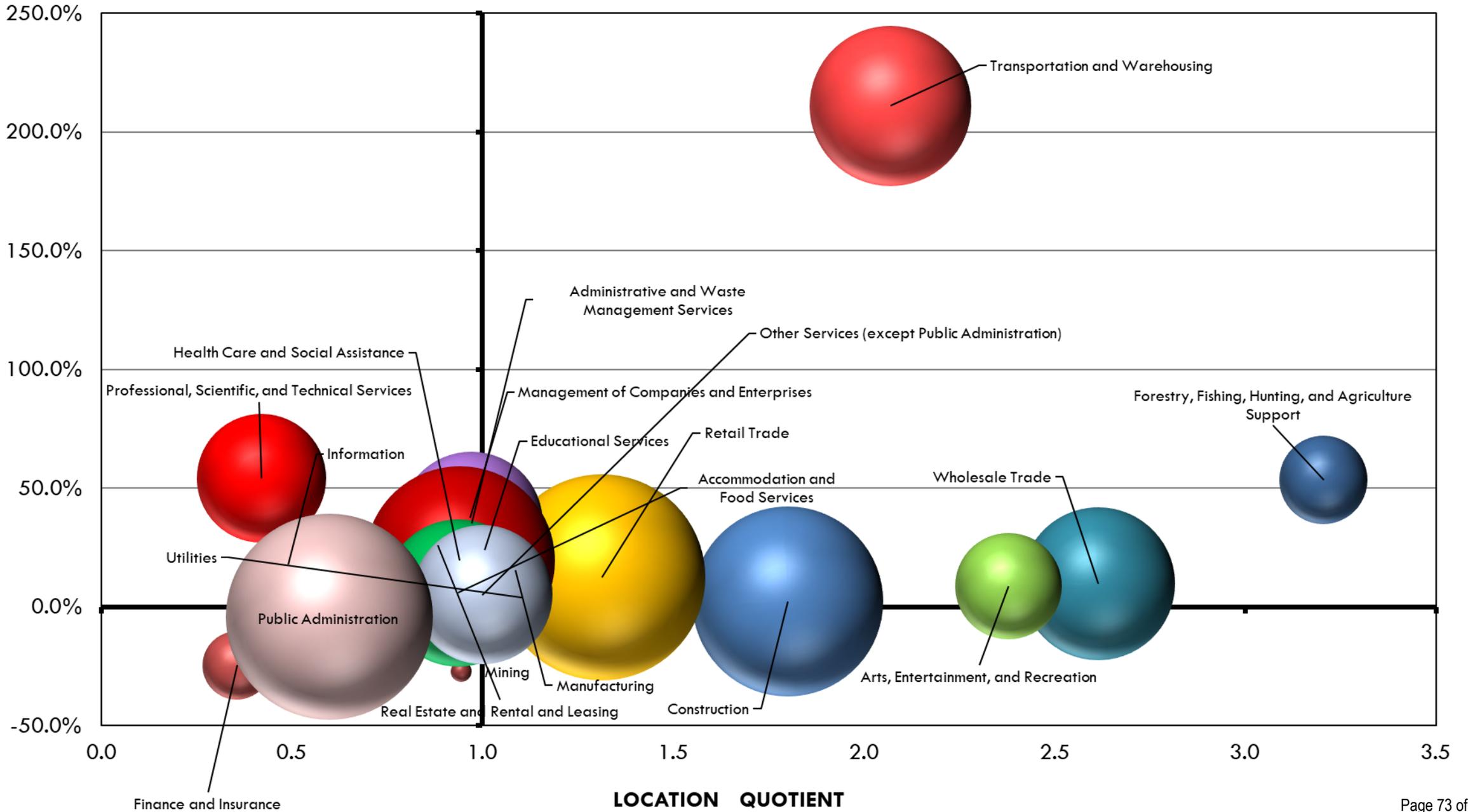
Region 1, 2010-2021



Region 1 (Relative to Virginia)

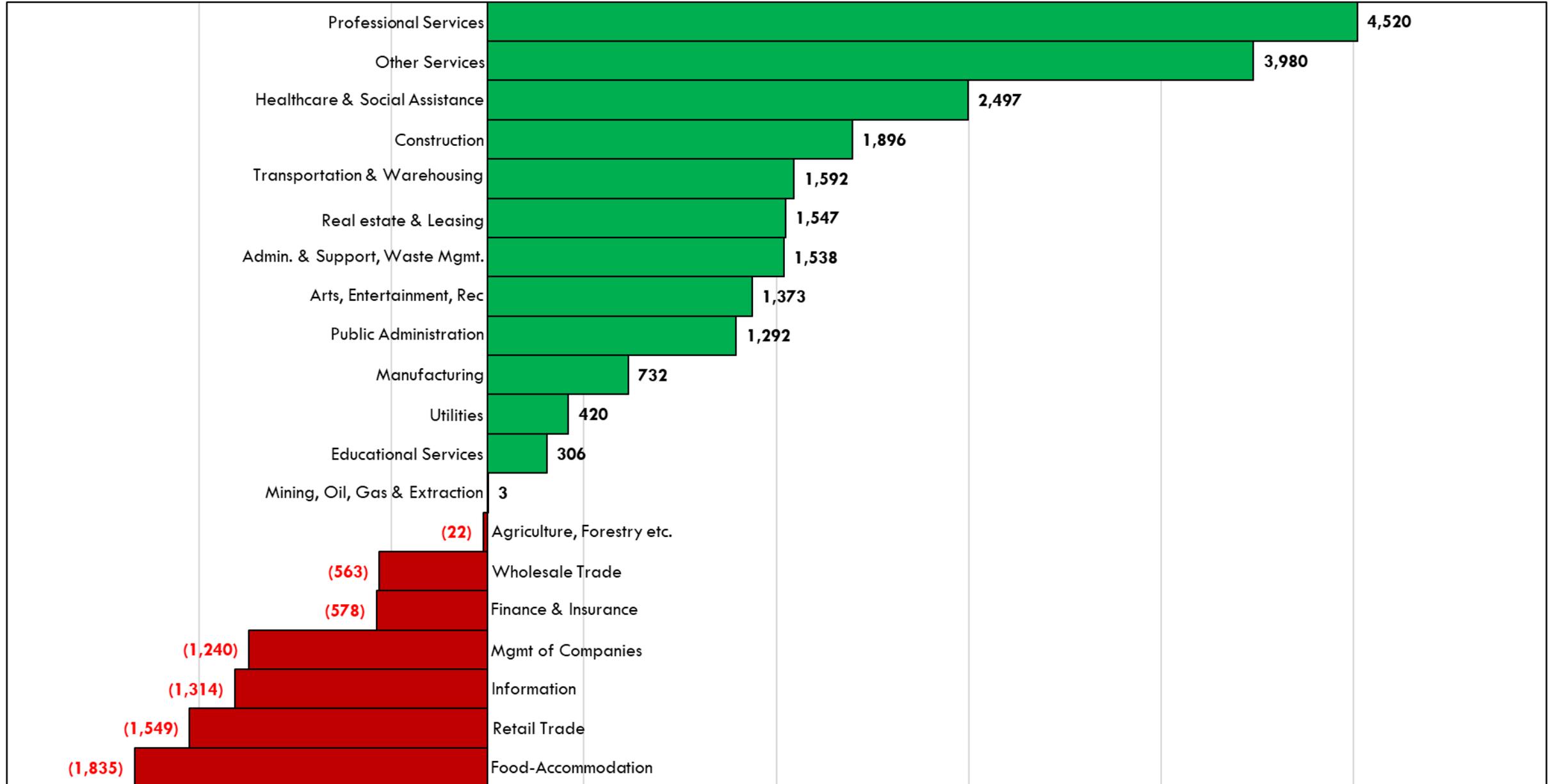
2010 - 2021 Employment

2010 - 2021 GROWTH RATE

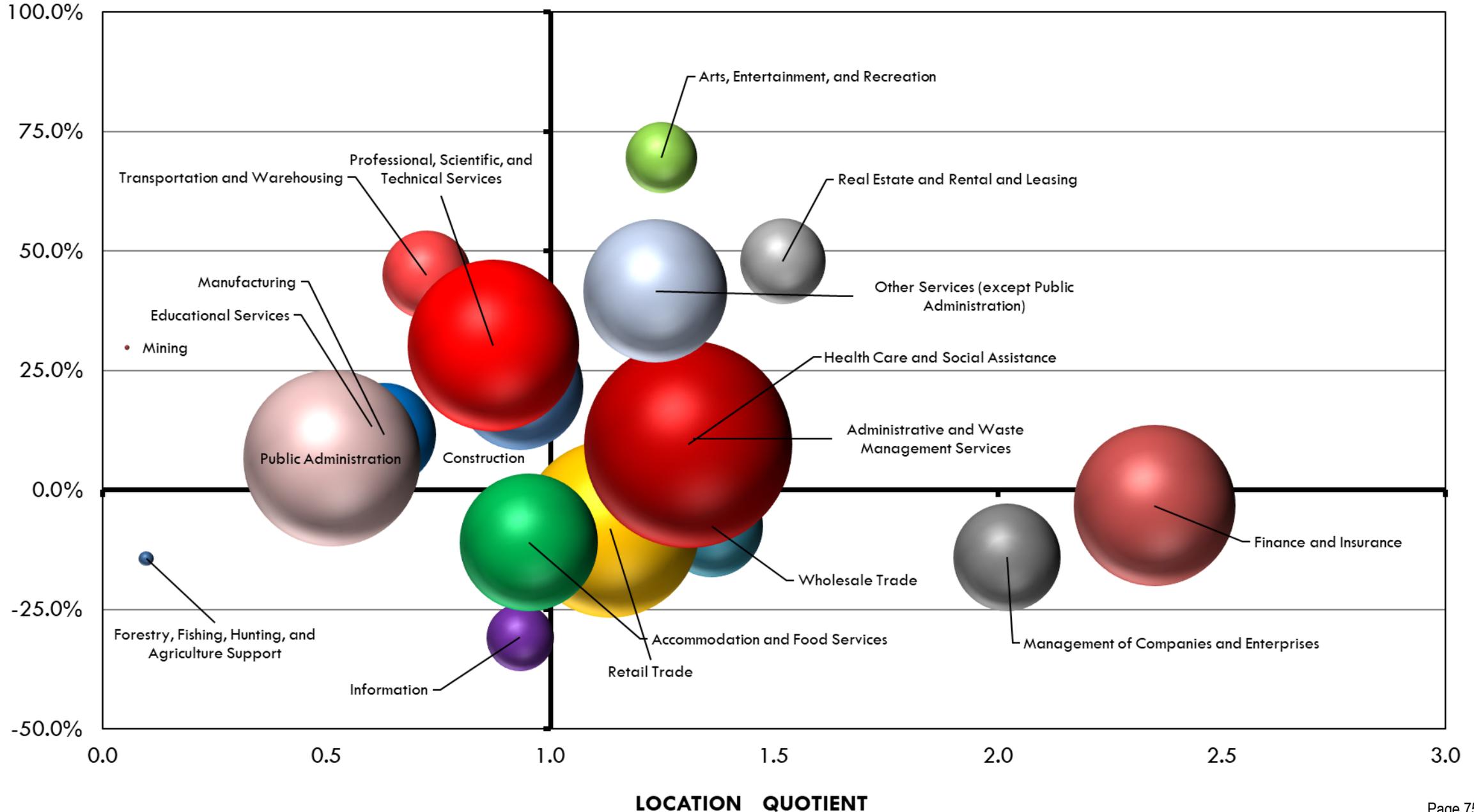


EMPLOYMENT SHIFTS BY INDUSTRY

Region 2, 2010-2021

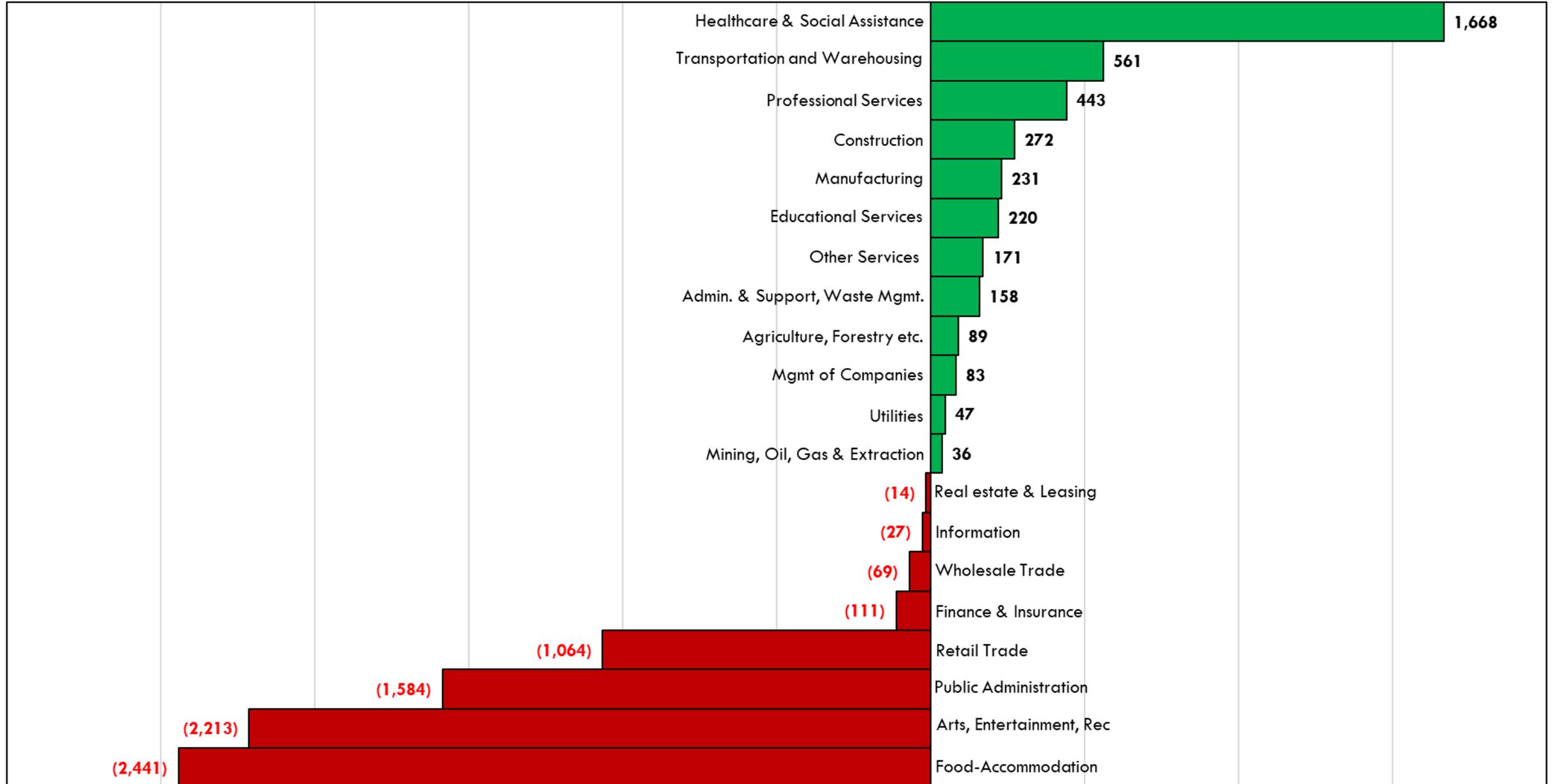


Region 2 (Relative to Virginia) 2010 - 2021 Employment



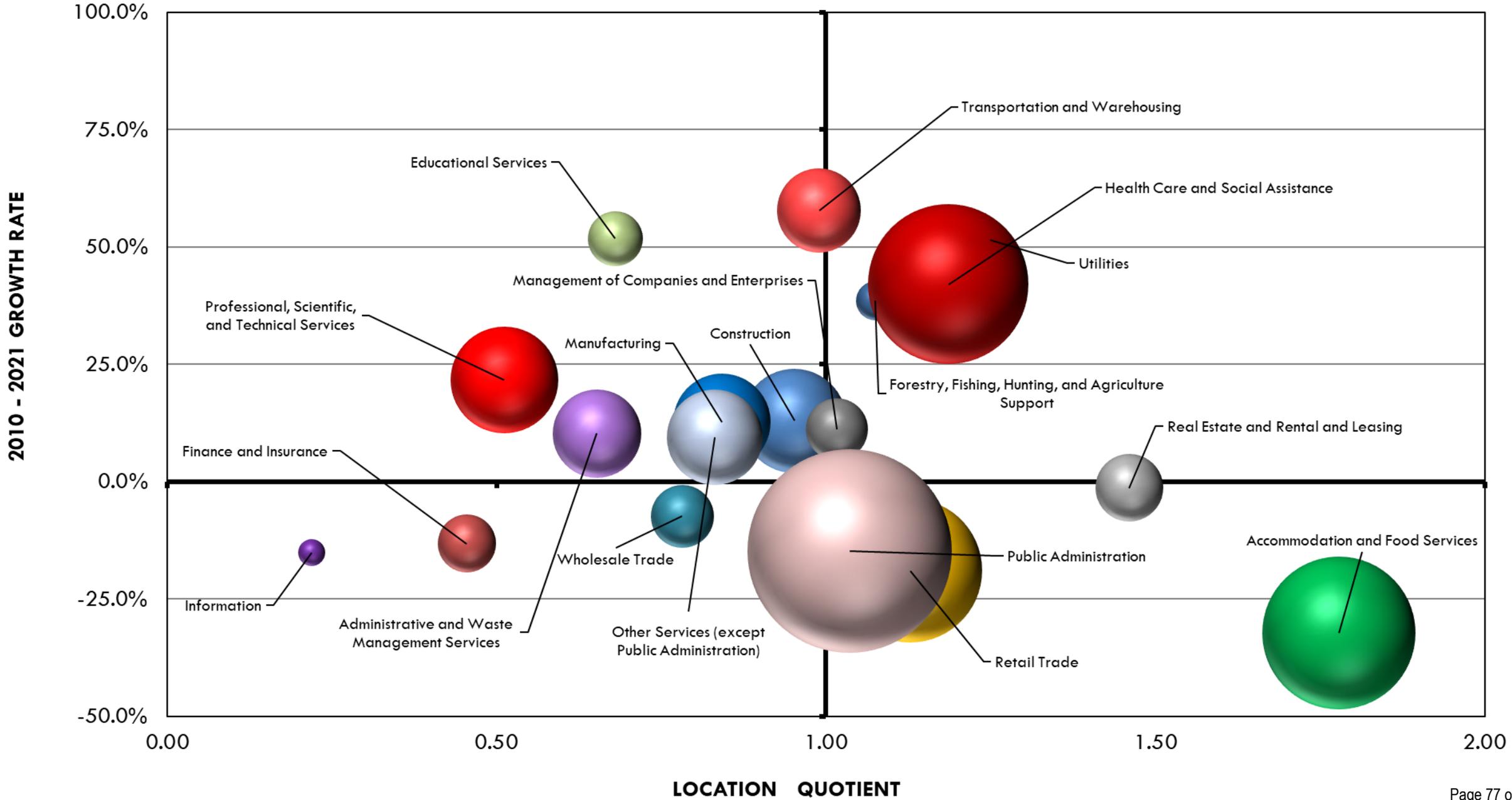
EMPLOYMENT SHIFTS BY INDUSTRY

Region 3, 2010-2021



Region 3 (Relative to Virginia)

2010 - 2021 Employment



Target Industry Clusters

- **Transportation & Warehousing**
 - Distribution and fulfillment centers
 - Cold storage facilities
 - Logistics management and administration
- **Agriculture and Forestry**
 - *Production*
 - Woodworking co-ops
 - County/regional Agri-business incubator
 - Upper market trends (local-source, free-range, hemp etc.)
 - Environmentally friendly products (e.g., soybeans for tires)
 - WWOOF
 - *Agritourism*
 - Distilleries, breweries, wineries etc.
 - Crop-pickings (tree-farms etc.)
 - Retreat and rendezvous centers
 - Farmers markets
 - Wedding venues
 - Nature centers

Target Industry Clusters

■ **Industrial**

- Prefabricated housing manufacturing
- Wood products manufacturing
- Artisan/home goods production
- Food products manufacturing
- Automotive service and repair

■ **Research laboratories**

- Fuller's earth and local minerals for human uses
- Wetland's research
- Cooperatives with Virginia Tech Agricultural and Extension Center

■ **Healthcare & Social Assistance**

- Offices of physicians
- Offices of dentists
- Outpatient care centers
- Home health care services
- Child day care services
- Community care facilities for elderly

Target Industry Clusters

- **Entertainment & Recreation**

- Outdoor concert venues
- Kayaking, fishing, hunting services
- Bed & Breakfasts
- Camping/non-permanent lodging venues

Fiscal Impact Assessment Preliminary Concepts

King William County, Virginia

March 9, 2022

Presented by:
Kyle Talente, President
RKG Associates, Inc.

Fiscal Impact Methodology

- **Assess the potential impacts of development to the County's fiscal sustainability**
 - Compare the potential incremental impacts of new development on the local-focused revenues and costs
- **Incremental impact definition**
 - Costs are broken down between fixed costs and incremental costs
 - Fixed costs do not change when new development occurs (e.g., number of county administrators)
 - Incremental costs vary based on adding new development (e.g., number of teachers based on student gains)
 - A fiscal impact analysis must isolate incremental impacts to measure the true cost/revenue of development
 - Incremental costs are determined through analyzing budget and CAFR documents
- **Locally-focused revenues and expenditures**
 - Municipalities have revenues that come from various sources
 - Federal government
 - Commonwealth of Virginia
 - Property owners
 - Businesses
 - Users of public facilities
 - Revenues from outside entities are 'pass throughs', meaning the revenue is earmarked for a specific cost
 - The revenue and expenditures from pass throughs are almost exclusively balanced (same in and out)

Fiscal Impact Methodology

- **Allocating revenues and costs also must be considered**
 - Is a revenue (or cost) related to residential growth, non-residential growth, or both?
 - Residential growth – schools
 - Non-residential growth – economic development
 - Both – emergency services
 - Primary allocation is based on comparative valuation
 - Residential = 95% of county taxable value
 - Non-residential = 5% of county taxable value
 - Who is assigned what ratio is based on the revenue/cost and historic analysis efforts

Locally-Generated Revenues Market Allocation

Category	Allocation Method	Share Allocation	
		Residential	Commercial/ Industrial
Property Taxes	Proportional	95%	5%
Business Taxes	Commercial/Industrial	0%	100%
Emergency Services	C&I Heavy	90%	10%
HHS	Residential	100%	0%
Licenses & Permits	Proportional	95%	5%
Economic Development	Commercial/Industrial	0%	100%
Fees, Fines, and User Costs	Proportional	95%	5%
Community Developemnt	Residential	100%	0%
Miscellaneous	Proportional	95%	5%

Locally-Generated Expenditures Market Allocation

Category	Allocation Method	Share Allocation	
		Residential	Commercial/ Industrial
Board of Supervisors	Proportional	95%	5%
General Services	Proportional	95%	5%
Elections and Courts	Proportional	95%	5%
Emergency Services	C&I Heavy	90%	10%
Building Inspections	Proportional	95%	5%
Public Works	Proportional	95%	5%
Planning & Community	C&I Heavy	90%	10%
Schools	Residential	100%	0%
Miscellaneous	Proportional	95%	5%

Marginal Fiscal Impact Revenue Generation Residential (Per Unit)

Category	\$250,000 House	\$350,000 House
Real Property Tax	\$2,150	\$3,010
Personal Property Tax	\$762	\$762
Local Sales Taxes	\$243	\$243
Motor Vehicle License Tax	\$62	\$62
Meals Tax	\$62	\$62
Public Service Corp. Tax	\$61	\$61
Permit & Other Licenses	\$54	\$54
P & I on Taxes	\$49	\$49
Recordation & Wills Tax	\$41	\$41
Consumer's Utility Tax	\$34	\$34
Fines & Forfeitures	\$11	\$11
All Other Revenues	\$21	\$21
Total Incremental Revenues (Per Unit)	\$3,550	\$4,410

Marginal Fiscal Impact Expenditure Generation Residential (Per Unit)

Category	\$250,000 House	\$350,000 House
Schools	\$3,277	\$3,277
Law Enforcement	\$262	\$262
Transfers	\$209	\$209
Fire & Rescue	\$200	\$200
Fixed Charges	\$91	\$91
Sanitation & Waster Removal	\$70	\$70
Maintenance Buildings & Grounds	\$67	\$67
General & Financial Services	\$61	\$61
Public Safety	\$40	\$40
Correction & Detention	\$34	\$34
Planning & Community Development	\$24	\$24
All Other Expenditures	\$84	\$84
Total Incremental Expenditures (Per Unit)	\$4,419	\$4,419

Marginal Fiscal Impact Revenue Generation Non-Residential (PSF)

Category	Industrial (\$60)	Commercial (\$250)
Marginal Property Tax Income PSF	\$0.516	\$2.150
Machinery & Tools Tax	\$2.731	\$2.731
BPOL Tax	\$0.543	\$0.543
Personal Property Tax	\$0.305	\$0.305
Local Sales Taxes	\$0.000	\$0.195
Motor Vehicle License Tax	\$0.053	\$0.053
Meals Tax	\$0.000	\$0.050
Public Service Corp. Tax	\$0.025	\$0.025
Permit & Other Licenses	\$0.022	\$0.022
P & I on Taxes	\$0.019	\$0.019
Consumer's Utility Tax	\$0.014	\$0.014
All Other Revenues	\$0.020	\$0.020
Total Incremental Revenues (PSF)	\$4.248	\$6.126

Marginal Fiscal Impact Expenditure Generation Non-Residential (PSF)

Category	Industrial (\$60)	Commercial (\$250)
Law Enforcement	\$0.220	\$0.220
Fire & Rescue Services	\$0.180	\$0.180
Fixed Charges	\$0.039	\$0.039
Sanitation & Waste Removal	\$0.030	\$0.030
Maintenance Buildings & Grounds	\$0.029	\$0.029
General & Financial Services	\$0.026	\$0.026
Transfers	\$0.023	\$0.023
Planning & Community Development	\$0.016	\$0.016
Commonwealth Attorney	\$0.007	\$0.007
Courts	\$0.006	\$0.006
Public Safety	\$0.006	\$0.006
All Other Expenditures	\$0.005	\$0.005
Total Incremental Expenditures (PSF)	\$0.586	\$0.586

Incremental Fiscal Impact Analysis Comparison New Development

Category	Result
<i>Residential - Development Analysis (Per Unit)</i>	
\$250,000 House	(\$869)
\$350,000 House	(\$9)
\$450,000	\$851
<i>Residential - Break Even Analysis (Per Unit)</i>	
Household with No Children	\$0
Household with 1 Child	\$478,000
Household with 2 Children	\$986,000
<i>Non-Residential - Development Analysis (PSF)</i>	
Industrial	\$3.66
Commercial	\$5.54

Preliminary Economic Development Strategies

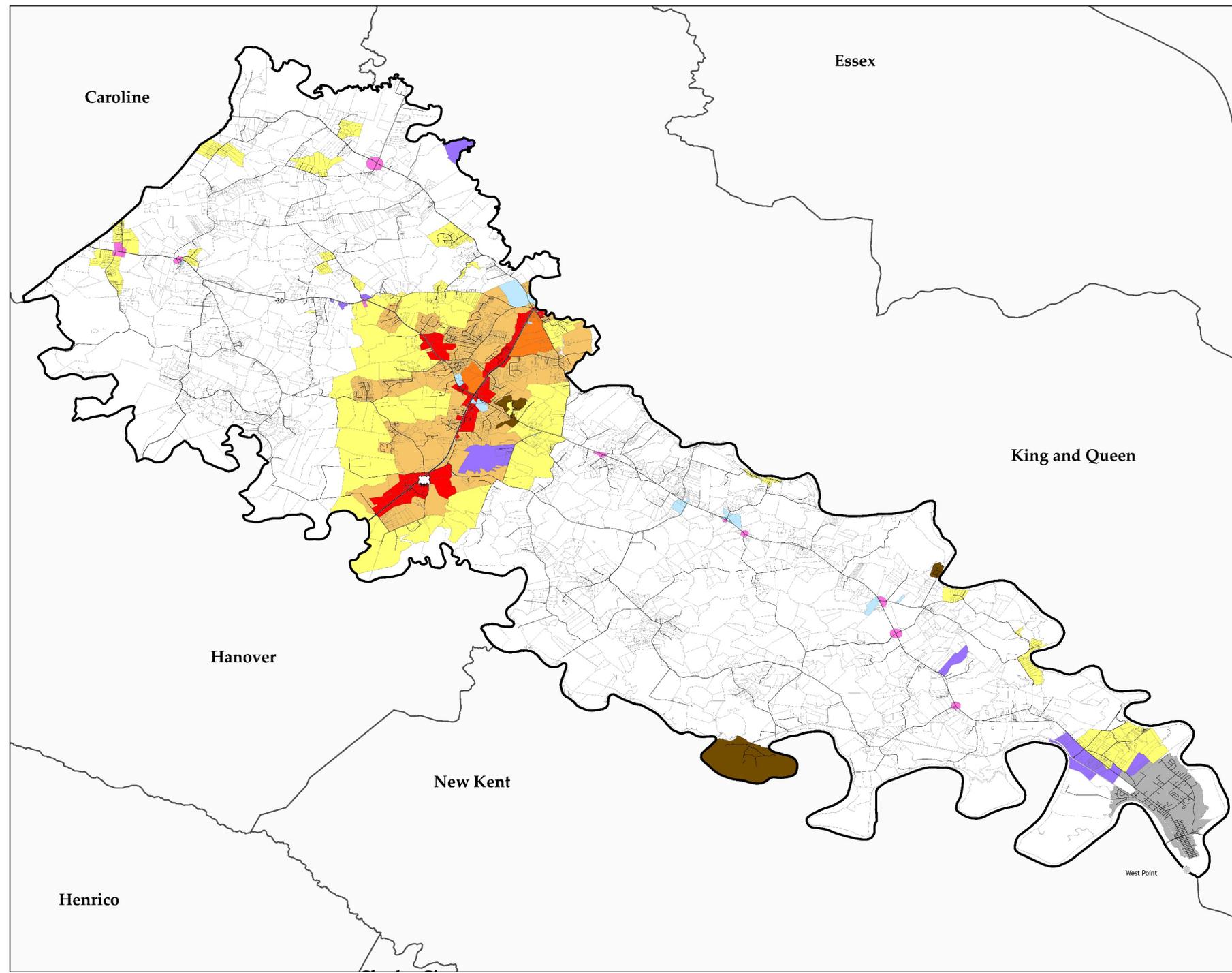
Land Use

- Plan non-residential growth for the long haul
 - Zone land along 30 and 360 to accommodate future growth
- Establish residential policies to balance quality of life and community character
 - Maximize potential of areas served by water and sewer
 - Consider transfer of development rights to concentrate housing in Central Garage
 - Consider expanding medium density and mixed-use areas
 - We want a pharmacy... but enough to allow the housing development needed?
- Consider a light industrial zoning classification as buffer between heavy industry and residential areas
 - Creates flexibility for those properties that could be either commercial or industrial
 - Scales back development from larger, heavier uses (existing and potential)
 - Make self storage a conditional use – you have a lot and it is not a great economic development use
- Capitalize on the logistics potential of western Route 30
 - Direct access to 95
 - Balance based on surrounding community
 - Scale will be limited due to infrastructure issues

FUTURE LAND USE
(2022)

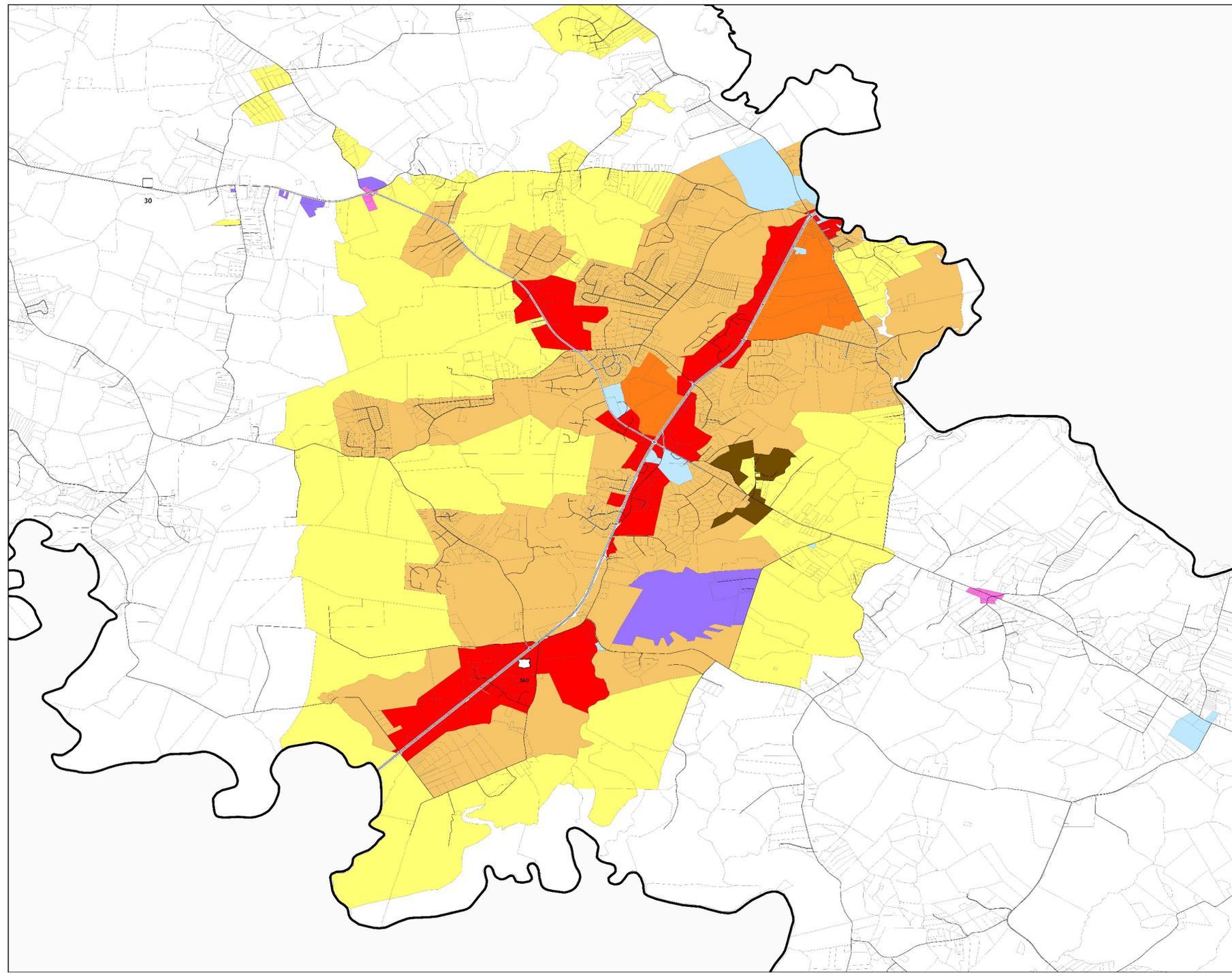
Legend

- Rural Residential
- Medium Density Residential
- Mixed Use-Planned Unit Dev.
- Commercial
- Rural Commercial
- Industrial
- Agricultural Conservation
- Public
- Tribal Lands
- Town of West Point



**FUTURE LAND USE
(2022)**

- Legend**
- Rural Residential
 - Medium Density Residential
 - Mixed Use-Planned Unit Dev.
 - Commercial
 - Rural Commercial
 - Industrial
 - Agricultural Conservation
 - Public
 - Tribal Lands
 - Town of West Point



Preliminary Economic Development Strategies

Assets

- Be more competitive in having ready-to-go assets
 - Work with Go Virginia region and state to create more shovel ready sites
 - Consider a shell building as a public private partnership
 - Focus on 1-2 sites and 1 shell building, limit how much competition you make for yourself
 - Engage key site owners to determine potential/propriety sites/areas
- Expand industrial (and light industrial) boundaries in Central Garage
 - More flexibility along 360 south of 30/360 intersection
 - Focus on frontage parcels and immediate adjacent ones
 - Consider mixed use area south of 30 as well
- Engage agriculture community to explore potential of value-add economic development assets
 - e.g., processing facility, cannery
 - Partnership with the Cooperative Extension?
- Preserve existing production-based clusters through smart land use practices
 - Protect from encroachment of incompatible uses

Preliminary Economic Development Strategies

Operations

- Create sufficient funding resources to accomplish goals
- Staff economic development to be more proactive rather than reactive
- Initiate a comprehensive community engagement to build support and garner insight
- Stronger collaboration with neighbors, region, and state (e.g., regular meeting schedule)
- Enhance your virtual economic development presence
 - Website
 - Social media
 - Marketing
- All of these things require money and staffing!!

Next Steps

Phase 2

- Detailed real estate market analysis
 - Site identification
 - Growth assessment and projections
 - Identify more specific recommendations tied to goals
- More comprehensive fiscal impact analysis
 - CAFR assessment
 - Department head interviews
 - Include capital costing
 - Will provide a more accurate and detailed understanding of the fiscal sustainability assessment
- Expanded economic development goals and recommendations
 - More granular action steps
 - Specific staffing/cost assessments

Additional Tasks (not in Phase 2)

- Build out analysis
 - Assess the impact of the proposed FLUM on identified economic development targets (e.g., retail growth)

Target Industry Clusters

- **Transportation & Warehousing**
 - Distribution and fulfillment centers
 - Cold storage facilities
 - Logistics management and administration
- **Agriculture and Forestry**
 - *Production*
 - Woodworking co-ops
 - County/regional Agri-business incubator
 - Upper market trends (local-source, free-range, hemp etc.)
 - Environmentally friendly products (e.g., soybeans for tires)
 - WWOOF
 - *Agritourism*
 - Distilleries, breweries, wineries etc.
 - Crop-pickings (tree-farms etc.)
 - Retreat and rendezvous centers
 - Farmers markets
 - Wedding venues
 - Nature centers

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■ **Industrial**

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- Wood products manufacturing
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- Food products manufacturing
- Automotive service and repair

■ **Research laboratories**

- Fuller's earth and local minerals for human uses
- Wetland's research
- Cooperatives with Virginia Tech Agricultural and Extension Center

■ **Healthcare & Social Assistance**

- Offices of physicians
- Offices of dentists
- Outpatient care centers
- Home health care services
- Child day care services
- Community care facilities for elderly

Target Industry Clusters

- **Entertainment & Recreation**

- Outdoor concert venues
- Kayaking, fishing, hunting services
- Bed & Breakfasts
- Camping/non-permanent lodging venues

AGENDA ITEM 7.b.

By-Laws Update - Percy C. Ashcraft, County Administrator

Economic Development Authority
BY-LAWS
PROPOSED AMENDMENTS – April 23, 2022

Article I Purpose and Scope

~~**Section 1.1. Name.** The political subdivision created by an ordinance passed by the King William County Board of Supervisors on February 22, 1972, shall be named the Industrial Development Authority of King William County ("the Authority").~~

Section 1.1. Name. The King William County Board of Supervisors created a political subdivision of the commonwealth by ordinance on February 22, 1972, with such public and corporate powers as are set forth in the Industrial Development and Revenue Bond Act, constituting Code of Virginia, § 15.2-4900 et seq. Per King William County Code Sec. 22-32, the name of the political subdivision shall be the Economic Development Authority of King William County ("the Authority" or "EDA").

Section 1.2. Purpose. The purpose of creating the Authority is so that such Authority may acquire, own, lease, and dispose of properties ~~to fulfill the Authority's purpose. to the end that such Authority may be able to promote industry and develop trade by inducing manufacturing, industrial, governmental and commercial enterprises to locate in or remain in the Commonwealth, and further the use of its agricultural products and natural resources.~~ **The purpose of the Authority is to (1) promote economic development; (2) relieve conditions of unemployment and encourage new job positions in the County; (3) encourage the location of new industry, commerce, and business for a balanced economy in the County; (4) assist in the retention of existing business and industry in the County and increase their commerce; (5) encourage the retention, location, expansion, and new development of businesses owned by minorities, women, veterans, and persons with disabilities in the County; and (6) generally promote the economic health, welfare, and quality of life of the residents of the County and further the use of its agricultural products and natural resources; working in partnership with all County Boards, Committees, and Commissions including the Board of Supervisors and the Planning Commission.**

Section 1.3. Compliance with Applicable Laws. The Economic Development Authority of King William County shall observe and comply with all local, state, and federal laws; which apply to the Authority, and shall conform to requirements of the Industrial Development and Revenue Bond Act ("the Act") contained in Chapter 49, Title 15.2, Code of Virginia, 1950, as amended.

Article II Directors

Section 2.1. Board of Directors. The Authority shall be governed by a Board of Directors ("the Board" or "the Directors") of nine (9) directors appointed by the King William County Board of Supervisors. The nine (9) directors shall initially be appointed for terms of 1, 2, 3, and 4 years; two (2) being appointed for one (1)-year terms, two being appointed for two (2)-year terms, two (2) being appointed for three (3)-year terms, and three (3) being appointed to four (4)-year terms. Subsequent appointments shall be for terms

of four (4) years. Each director shall, before entering upon the duties of office, take and subscribe the oath prescribed by Section 49-1 of the Code of Virginia, 1950, as amended. No director shall be an officer or employee of King William County.

Section 2.1.1. EDA Ex-Officio Members. The authority shall allow up to three ex-officio members to the Authority. These ex-officios shall be members of the Native American tribes within King William County. The ex-officios shall be allowed to participate on the EDA and any subcommittee of the EDA, but shall not have any voting privileges for the EDA. Each ex-officio shall, before entering upon the duties of the position, take and subscribe the oath prescribed by Section 49-1 of the Code of Virginia, 1950, as amended. No ex-officio shall be an officer or employee of King William County.

Section 2.2. Vacancies. If vacancies shall occur in the Board of Directors of the Authority the Board of Supervisors shall appoint new directors to fill the vacancies for the unexpired term of said offices.

Section 2.3. Salaries. The directors shall receive no salary. However; at the discretion of the Board of Supervisors, directors may be paid such amounts as are necessary to cover the cost of attendance at meetings, mileage, and other such Authority-related expenses and costs. This may be paid at a rate determined by the Board of Supervisors.

Section 2.4. Powers. The Board of Directors shall have all the powers enumerated in **Title 15.2, Subtitle IV, Chapter 49** ~~Title 15.2-4900 of the~~, Code of Virginia, 1950, as amended, known as the Industrial Development and Revenue Bond Act, and wherever a provision of the bylaws shall be in conflict with the Act, the provisions of the Act shall prevail.

Section 2.5. Liability. Neither the directors of the Authority nor any person executing any bonds issued by the Authority shall be liable personally by reason of the issuance thereof.

Article III Officers

Section 3.1. Officers. The Board of Directors shall elect from its membership a Chairperson and a Vice-Chairperson and from its membership or not, as they desire, **a Secretary and a Treasurer, or a Secretary-Treasurer who shall continue to hold such office until their respective successors are elected.**

Section 3.2. Chairperson. The Chairperson shall preside at all meetings of the Authority and shall be authorized to sign all documents related to the Authority that require the signature of the Chairperson. The Chairperson shall be authorized to perform any duties as required by the laws of the Commonwealth of Virginia, by the laws of the County of King William ("the County"), or by the bylaws of the Authority and shall exercise such other powers and duties as shall be prescribed by the Board of Directors.

Section 3.3. Vice-Chairperson. The Vice-Chairperson shall, in the absence or disability of the Chairperson, exercise the powers and perform the duties of the Chairperson. The Vice-Chairperson shall also generally assist the Chairperson and exercise such other powers and duties as shall be prescribed by the Board of

Directors.

Section 3.4. Secretary. The Secretary shall keep the minutes of all proceedings of the Board of Directors; the Secretary shall give all notices required under these bylaws; the Secretary shall affix the seal of the corporation to deeds, contract, and other writings requiring a seal; and the Secretary shall have charge of the minute books of the Authority. The Secretary of the Authority shall keep detailed minutes of all meetings and proceedings. All such minutes shall be open to public inspection at all times at the office of the Authority. The Secretary may or may not, as the Board of Directors shall desire, be a member of the Board.

Section 3.5. Treasurer. The Treasurer shall have the custody of all funds, securities, evidence of debt, and other personal property of the Authority and shall deposit the same in such bank or trust company as shall be designated by the Board of Directors; the Treasurer shall issue checks and pay out money and take receipts therefore; the Treasurer shall receive payments made to the Authority and give receipts therefore; the Treasurer shall make regular and full entries in the books of the Authority of all transactions and make full and accurate account of all money received and paid out on account of the Authority; and the Treasurer shall arrange to have same audited following the end of each fiscal year. Copies of each audit shall be furnished to the Board of Supervisors of King William County, Virginia, and all such other persons as the Board of Directors may deem appropriate and shall be open to public inspection at the office of the Authority. The fiscal year of the Authority shall begin on the first day of July and end on the last day of June next following. The Treasurer may or may not, as the Board of Directors shall desire, be a member of the Board. The Board of Directors may choose to elect a combined Secretary-Treasurer.

Section 3.5.1. Checks, Notes, Drafts and Other Legal Documents. Checks, notes, drafts and other legal documents shall be signed by such directors or officers as specified in the Act, these bylaws, or as the Board of Directors may, from time to time, authorize. The signature of any such person may be by facsimile when authorized by the Board of Directors.

Article IV Meetings

Section 4.1. Annual Meeting. A meeting of the Board of Directors of the Authority should be held on the second Wednesday of January of each year at 7:00 p.m. in the ~~conference room~~ **Board Room** of the County Administration Building located at 180 Horse Landing Road, King William ~~Court House~~, Virginia, unless otherwise stipulated in the meeting notice. The purpose of the annual meeting shall be the election of officers, the review of the affairs of the Authority for the preceding calendar year, and the transaction of any other business that might properly come before the Board of Directors. The Chairperson or the Board of Directors may modify the aforementioned annual meeting schedule due to inclement weather, the business requirements of the Authority, the availability of directors to attend said meetings, the availability of meeting facilities, or other cause.

Section 4.2. Regular Meetings. The regular meetings of the Board of Directors of the Authority should be held on the second Wednesday bimonthly (January, March, May, July, September, November) at 7:00 p.m. in

the conference room **Board Room** of the County Administration Building located at 180 Horse Landing Road, King William Court House, Virginia, unless otherwise stipulated in the meeting notice. The Chairperson or the Board of Directors may modify the aforementioned regular meeting schedule due to inclement weather, the business requirements of the Authority, the availability of directors to attend said meetings, the availability of meeting facilities, or other cause.

Section 4.3. Special Meetings. Special meetings of the Board of Directors may be called by the Chairperson or Secretary with approval of the Chairperson or the Vice- Chairperson if the Chairperson is not available.

Section 4.4. Notice. Notice of the annual, regular, or special meetings shall be given to each director in writing at least five (5) calendar days prior to such meetings, provided, however, that all such notices may be waived by a majority of the Board of Directors.

Section 4.5. Quorum. Four (4) members of the Board of Directors shall constitute a quorum of the Board for the purpose of conducting the Authority's business and exercising its powers and for all other purposes, except that no facilities owned by the Authority shall be leased or disposed of in a manner without a majority vote of all of the members of the Board of Directors. No vacancy in the membership of the Board shall impair the right of a quorum to exercise all of the powers and perform all of the duties of the Board. (Code of Virginia §15.2-4904E)

Section 4.6. Voting. Except as otherwise required in these bylaws or by the Act, voting shall be by simple majority of those present at any duly constituted meeting of the Board of Directors. No director shall be allowed to vote by proxy at any meeting of the Board of Directors.

Section 4.7. Agenda and Meeting Format. It shall be the responsibility of each member of the Board of Directors to notify the Chairperson or such person as may be designated, of any matter which such member wishes included on a meeting agenda at least seven (7) calendar days prior to said meeting. Any matter not disposed of at a meeting shall be included on the agenda of the next regular meeting. The format for all regular meetings of the Board of Directors shall be as follows:

- A. Call to Order
- B. Roll Call
- C. Review and Adoption of Meeting Agenda
- D. Approval of Minutes
- E. Presentations
- F. Public Hearings
- G. Treasurer's Report
- H. Chairperson's Report
- I. Other Reports
- J. Unfinished Business
- K. New Business

- L. Public Comment
- M. Next Meeting Date
- N. Adjournment or Recess

No matter not on the agenda shall be considered over the objection of one-half (1/2) or more of the members of the Board of Directors present. No matter not on the agenda shall be acted upon over the objection of any director present.

For any special meeting, the business to be discussed shall be stated in the call for such special meeting. No other business shall be discussed or acted upon over the objection of any member of the Board of Directors present.

Section 4.8. Public Hearings. Any advertised public hearing shall be considered a special order of business at the time, date, and place set for such hearing and shall supplant any matter on the agenda except for the approval of minutes. Generally, a person shall be allowed to speak for no more than five (5) minutes if speaking for a group, no more than three (3) minutes if speaking as an individual, and no more than one (1) time upon any particular question or matter. These time limitations shall apply to both public hearings and public comment periods during meetings.

Section 4.9 Electronic Participation. ~~1. On or before the day of a meeting, a member of the Authority shall notify the chair that:~~

- ~~a. Such member is unable to attend the meeting due to a temporary or permanent disability or other medical condition that prevents the member's physical attendance; or~~
- ~~b. Such member is unable to attend the meeting due to a personal matter and identifies with specificity the nature of the personal matter. Participation by a member pursuant to this subdivision is limited each calendar year to two meetings.~~

~~2. A quorum of the Board of Directors must be physically assembled at the primary or central meeting location. The Authority members present must approve the participation; however, the decision shall be based solely on compliance with the conditions contained in this section, without regard to the identity of the member or matters that will be considered or voted on during the meeting. The Secretary shall record in the minutes the specific nature of the emergency or personal matter, or the existence of a medical disability (but not the specific nature of such disability) and the remote location from which the absent member participated. The approval or disapproval of the absent member's remote participation shall be recorded in the meeting minutes and if participation is disapproved because such participation would violate this policy, the facts constituting such violation shall also be recorded.~~

~~3. The Secretary shall make arrangements for the voice of the absent member to be heard by all persons in attendance at the meeting location.~~

Per Code of Virginia §2.2-3708.2 and as of March 31, 2021:

- A) 1. The Authority may conduct any meeting wherein the public business is discussed or transacted through electronic communication means if, on or before the day of a meeting, an Authority Board member notifies the chair that:
- a. Such member is unable to attend the meeting due to (i) a temporary or permanent disability or other medical condition that prevents the member's physical attendance or (ii) a family member's medical condition that requires the member to provide care for such family member, thereby preventing the member's physical attendance; or
 - b. Such member is unable to attend the meeting due to a personal matter and identifies with specificity the nature of the personal matter. Participation by a member pursuant to this subdivision b is limited each calendar year to two meetings or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater.
2. If participation by a member through electronic communication means is approved, the Authority shall record in its minutes the remote location from which the member participated; however, the remote location need not be open to the public. If participation is approved pursuant to subdivision 1 a, the Authority shall also include in its minutes the fact that the member participated through electronic communication means due to (i) a temporary or permanent disability or other medical condition that prevented the member's physical attendance or (ii) a family member's medical condition that required the member to provide care for such family member, thereby preventing the member's physical attendance. If participation is approved pursuant to subdivision 1 b, the Authority shall also include in its minutes the specific nature of the personal matter cited by the member.
- If a member's participation from a remote location pursuant to subdivision 1 b is disapproved because such participation would violate the policy adopted pursuant to subsection C, such disapproval shall be recorded in the minutes with specificity.
3. The Authority, or any joint meetings thereof, may meet by electronic communication means without a quorum of the public body physically assembled at one location when the Governor has declared a state of emergency in accordance with § 44-146.17 or the locality in which the public body is located has declared a local state of emergency pursuant to § 44-146.21, provided that (i) the catastrophic nature of the declared emergency makes it impracticable or unsafe to assemble a quorum in a single location and (ii) the purpose of the meeting is to provide for the continuity of operations of the public body or the discharge of its lawful purposes, duties, and responsibilities. The public body convening a meeting in accordance with this subdivision shall:
- a. Give public notice using the best available method given the nature of the emergency contemporaneously with the notice provided to Authority Board members;
 - b. Make arrangements for public access to such meeting through electronic communication means;

- c. Provide the public with the opportunity to comment at meetings when public comment is customarily received; and
- d. Otherwise comply with the provisions of the Code of Virginia Chapter 37.

The nature of the emergency, the fact that the meeting was held by electronic communication means, and the type of electronic communication means by which the meeting was held shall be stated in the minutes.

The provisions of this subdivision 3 shall be applicable only for the duration of the emergency declared pursuant to § 44-146.17 or 44-146.21.

C. Participation by an Authority Board member in a meeting through electronic communication means pursuant to subdivisions A 1 and 2 and subsection B shall be authorized only if the following conditions are met:

1. The Economic Development Authority Board of Directors has adopted a written policy allowing for and governing participation of its members by electronic communication means, including an approval process for such participation, subject to the express limitations imposed by this section. Once adopted, the policy shall be applied strictly and uniformly, without exception, to the entire membership and without regard to the identity of the member requesting remote participation or the matters that will be considered or voted on at the meeting;

The approval process for such participation by a member of the Economic Development Authority of King William County Board of Directors is by motion made immediately after the Call to Order and prior to Roll Call which has been properly seconded and voted on by all Authority Board members present.

2. A quorum of the public body is physically assembled at one primary or central meeting location; and
3. The public body makes arrangements for the voice of the remote participant to be heard by all persons at the primary or central meeting location.

Section 4.10 Attendance. The Authority acknowledges that, pursuant to Section 15.2-4904 of the Code of Virginia of 1950, as amended, a member of the Board of Directors of the Authority may be removed from office by the King William County Board of Supervisors without limitation in the event that the member is absent from any three consecutive meetings of the Authority or is absent from any four meetings of the Authority within any 12-month period or upon unanimous vote of the Board of Supervisors. In any such event, a successor shall be appointed by the King William County Board of Supervisors for the unexpired portion of the term of the member who has been removed. [The Secretary shall report any such absences to the King William County Board of Supervisors.] [The Secretary shall provide an annual report at the end of each fiscal year to the King William County Board of Supervisors reporting any such absences for any current members.]

Article V Committees

Section 5.1. Executive Committee. The Board of Directors may designate, by resolution adopted by a

majority of the directors, any two (2) ~~or more~~ of the directors to constitute an Executive Committee. The Executive Committee shall consider on behalf of the Board of Directors all matters brought to its attention when the Board is not in session during either a regular or special meeting. The Executive Committee shall act solely in an advisory capacity and shall not exercise any of the powers granted to the Authority or its officers pursuant to the Act or these bylaws. The Executive Committee shall report to the Board of Directors at the Board's next regularly scheduled meeting all matters considered by the Executive Committee.

Section 5.2. Special Committees. The Board of Directors may appoint from time to time such other committees, **consisting of no more than any two (2) of the directors**, as it may deem necessary and expedient to promote the purposes of the Authority. Such committees shall be advisory only and shall not be empowered to act by or on behalf of the Authority.

Article VI Prohibited Conduct

Section 6.1. Staff Direction. No member of the Board of Directors shall direct the staff of the County of King William to take any action in the name of the Board of Directors or the Authority without the prior approval of the full Board of Directors.

Section 6.2. Privileged Information. No member of the Board of Directors shall disclose privileged or confidential information to any individual, organization, corporation, or the like; however, all matters before the Authority may be discussed by members of the Board of Directors pursuant to the Virginia Freedom of Information Act.

Article VII Rules of Order

Section 7.1. Rules of Order. Roberts Rules of Order, newly revised or any subsequent edition thereof, shall govern all matters of procedure not specifically set forth in these bylaws or the Act.

Section 7.2. Rules and Regulations. The Board of Directors may adopt, amend, and modify from time to time such rules, regulations, or forms which it may deem necessary or expedient for the conduct and management of the affairs of the Authority and which shall not be inconsistent with the Act. The Secretary of the Authority shall maintain current copies of all rules, regulations, and forms adopted by the Authority, which shall be available for public inspection at all times at the office of the Authority.

Article VIII Amendments

Section 8.1. Amendments. These bylaws may be amended by the Board of Directors at any meeting provided ~~ten (10) calendar days prior written notice of the meeting, with a copy of the proposed amendment, shall have been provided each director.~~ **each director is given written notice at least ten (10) calendar days prior to the meeting which includes a copy of the proposed amendments.** No amendment shall be adopted except by a two-thirds (2/3) majority vote of the members of the Board of Directors present and voting.

Article IX Adoption

Section 9.1 Adoption. The Board of Directors of the Economic Development Authority of King William County adopted these **amended** bylaws on November 23, 1999.

Section 9.2 Effective Date. These **amended** bylaws shall become effective on November 23, 1999 and shall remain in full force and effect until they are either amended or repealed by the Board of Directors of the **Industrial Economic** Development Authority of King William County.

Section 9.3 Amendment. ~~The Board of Directors of the Economic Development Authority of King William County adopted amendments to these bylaws on April 12, 2001. These amendments shall become effective on April 12, 2001 and shall remain in full force and effect until they are either amended or repealed by the Board of Directors of the Economic Development Authority of King William County.~~

AGENDA ITEM 7.c.

Farmer's Market Update - Percy Ashcraft, County Administrator

King William County Public Schools

Kitchen Usage Protocols and Procedures

- State regulations require the District to maintain food service facilities in compliance with all sanitation and health standards as stated in the Virginia Department of Health Food Regulations. And pursuant to Code VAC 5-421-70, "Persons unnecessary to the food establishment operation are not allowed in the food preparation, food storage, or warewashing areas". Therefore, NON King William School Nutrition Staff members are NOT permitted use of any kitchen equipment, prep areas, serving lines, ovens, utensils, pots/pans, etc.
- If the event requires use of kitchen equipment, food prep areas, service lines, etc., a King William School Nutrition Staff member MUST be obtained at the Catering rate of \$21.53 per hour. This rate includes the \$20.00 hourly rate plus FICA tax of \$1.53 per hour. If the event requires more than one staff member to accommodate all needs, additional KW School Nutrition Staff must be obtained at the Catering rate of \$21.53 per hour. Once request for use is submitted to the Director of School Nutrition, a determination will be made as to how many staff members will be needed to staff the event.
- The user group will be invoiced by the King William School Nutrition Department and payment for services will be due 30 days from invoice date. The user group must provide a business or individual contact name of responsible party, mailing address, and phone number. Payments must be made in the form of check, money order or cashier's check.
- Costs for District School Nutrition Staff assigned by the District shall be borne by the user group, shall be no less than 4 hour increments.
- Request for KW School Nutrition Staff to work an event MUST be submitted to and approved by the Director of School Nutrition PRIOR to approval of the Facility Usage Form.
- All paper products, such as saran wrap, aluminum foil, plates, gloves, utensils, napkins, etc... must be provided by the user group.
- Receiving a Facility Usage fee waiver does NOT include the cost of kitchen catering services.
- Failure to comply with stated Kitchen Usage Protocols and Procedures will void the contract and the event may be cancelled by the District.

User Group Signature

Date

Director of School Nutrition Signature

Date

KING WILLIAM COUNTY PUBLIC SCHOOLS FACILITIES USE APPLICATION
CONDITIONS OF USE

I have reviewed and read the Facilities Use Requirements. Further, I hereby agree to observe and enforce all rules and regulations of the School Board governing the use of public school property. I agree to protect, indemnify and hold harmless, the School Board of King William County, its officers, and employees from any and all claims, liabilities, damages or right of action directly or indirectly growing out of the use of the premises. I am providing a certificate of liability insurance in the amount of \$1,000,000, with the School Board of the County of King William named as an "additional insured." Any deposit and/or usage fees due will be paid upon receipt of the Facilities Use Approval Form.

PLEASE COMPLETE ALL ITEMS:

Date Submitted: _____

Name of Organization: _____ Non-Profit: _____ No _____ Yes (Please attach proof of status)
 (Majority of the participants must be residents of King William. All meetings, activities, and events must be open to the general public.)

Address of Organization: _____

Name of Applicant: _____

Mailing Address: _____

Phone Numbers: (Day) _____ (Eve) _____ (Fax) _____ (Cell) _____ (E-mail) _____

Person Responsible for Program/Event Coordinator (if different from applicant): _____

Mailing Address: _____

Phone Numbers: (Day) _____ (Eve) _____ (Fax) _____ (Cell) _____ (E-mail) _____

School/Facility Requested: _____

Describe the Nature of Program/Activities To Be Conducted: _____

Specific Indoor/Outdoor Areas To Be Used:	Specific Dates To Be Used: (Attach Master Schedule If More Than Seven (7) Dates)	Times To Be Used: (Including Set-Up)

Indoor Usage - Entrance To Be Used: _____

Specific Equipment/Services Requested for Indoor Usage (Please Check)

Podium Sound System _____ Other Equipment (list)
 Tables Piano _____
 Chairs Kitchen (Personnel Required) _____
 Risers Custodian/Supervisor _____

Specific Equipment/Services Requested for Outdoor Usage of King William High School (Please Check)

Outdoor Restrooms Outdoor Concession Stand Outdoor Lighting Public Address System

Open to Public? Yes No Approx. Number of Participants/Guests: _____

Admission Charge? Yes No If yes, amount? _____ Profits Will Be Used For: _____

Insurance Information: (Certificate must be attached to application.)

Company: _____ Policy No.: _____ Expiration Date: _____

Signature of Applicant: _____ Citizen of King William? Yes No

SCHOOL PRINCIPAL IS TO COMPLETE THE FOLLOWING: CAPACITY OF FACILITY REQUESTED: _____
 FACILITIES REQUESTED ARE AVAILABLE? YES NO _____
 PRINCIPAL'S or DESIGNEE'S SIGNATURE _____
 COMMENTS: _____

**KING WILLIAM COUNTY PUBLIC SCHOOLS
FACILITIES USE FEE SCHEDULE**

INDOOR USAGE - ALL SCHOOLS (per 4 hour time blocks)

Cafeteria	\$100
Gymnasium	
<i>Base Charges:</i>	
Cool Spring Primary	100
Acquinton Elementary	100
Hamilton Holmes Middle	150
King William High	250
<i>Additional Options:</i>	
Bleachers Out	75 (per side)
Floor Covered (<i>Required for all non-athletic events</i>)	150
Sound System Hook-up*	100
Scoreboard Use*	100
Concession Stand Use	100
Scoring Table	100
Folding Chairs (per 100)	50
Piano	50
Podium (pedestal)	50
Kitchen (personnel services required) Must be negotiated with King William Schools Food Service	N/A
Classroom	\$30
Media Center (<i>personnel services may be required</i>)	\$75
Computer Lab	\$75
Conference Room	\$30

*Training Required

OUTDOOR USAGE - KING WILLIAM HIGH SCHOOL

Stadium to include restrooms and concession* (personnel services required)	\$250.00 per day
Stadium lighting for usage after dark	\$50.00 per hour
Baseball, softball, practice baseball/softball, practice football/boys soccer, and field hockey/girls soccer fields	
Other events	\$250 per day

(Field usage at other schools is free of charge; requests should be submitted to the appropriate school(s) for approval/coordination.)

* Concession usage must be approved by the school administrator, as well as the concession coordinator.

DAMAGE DEPOSITS FOR USAGE (DUE TWO WEEKS PRIOR TO USAGE)

Damage deposit - Stadium \$500.00 per application/Gymnasium \$200 per application

(Deposits will be returned following usage and satisfactory inspections)

PERSONNEL

** Personnel fees will be billed at \$25.00 per hour

\$50
Minimum

Personnel fees will include:

Supervisory and/or custodial services

Kitchen or computer lab services

Sound system and/or stage lighting services

- 2) The applicant is responsible for the observance of all applicable School Board policies, as well as all national and state laws, local ordinances, and rules of the police and fire departments regarding public assemblies.
 - The use or possession of alcohol or illegal drugs is strictly prohibited in or on school property.
 - The possession or use of a firearm whether loaded or unloaded, operative or inoperative, on any school property or during any school activity is prohibited and will be prosecuted by the school division unless specifically authorized by school officials. Possession not only includes bringing a firearm onto school property but also includes storing it in a vehicle, locker, or other receptacle. Firearms include pellet guns, BB guns, air pistols, stun guns, paint ball guns and any other device that meets the definition of firearm in the Code of Virginia.
 - Smoking or the use of any tobacco products is strictly prohibited in or on school property.
 - The applicant must provide sufficient fire and/or police protection and security, if recommended by school or county officials.
- 3) The applicant will provide a designated event coordinator from their group who will serve as the official representative of the organization. This person shall ensure that the usage conforms to all King William County Public Schools policies, procedures, and guidelines.
- 4) Applicants will be limited to the specific areas requested on the application. No area should be used for any activity for which it was not requested (i.e., playing baseball in a gymnasium).
- 5) Any special requirements for facility usage shall be communicated to the event coordinator by the facility administrator prior to usage (i.e., soft-soled shoes on gym floors).
- 6) All meetings, activities, and events must end by 11:00 p.m.
- 7) No pianos, scenery, or other heavy equipment is to be moved into the building, unless special permission is granted. Scenery and other equipment provided by the user must be removed from the building promptly after the usage.
- 8) At no time should modifications or alterations be made to the circuitry or structure of any facility.
- 9) Any usage of sound or lighting equipment must be coordinated with the School Administrator at least two (2) weeks prior to the event.
- 10) All payment arrangements shall be made with the school offices prior to the event(s). At no time will payment be made directly to any employee. Checks should be made payable to King William County Public Schools.
- 11) Outdoor restroom and concession facilities are included in with the usage of the King William High School stadium and football, baseball, and softball fields; however, concession usage will require prior approval from the appropriate administrator, athletic director, and concession coordinator. Placement of portable toilets must be approved by the school. Organizations using these facilities are responsible for proper supervision, and must ensure that the facilities are left in proper condition.
- 12) The School Board is not liable for injuries suffered by any party attending the user's activity.
- 13) Custodians will not be required to transport or erect special equipment or furniture. In addition, they will not be required to supervise any activities.
- 14) Games of chance may not be played on the premises.
- 15) Only soft soled athletic shoes may be worn on the gymnasium floors. Street shoes are prohibited.

For All Users:

Before submitting your application to the specific school facility being requested, please complete the following:

- Verify availability with the school principal or designee.
- Complete the application, and include a contact person/event coordinator for your organization, and all telephone numbers (day, evening, fax, and cell), and e-mail address, if applicable.
- Enclose a current certificate of insurance in the amount of \$1,000,000, naming the School Board of King William County as an "additional insured."
- Provide a complete schedule of events to include days and hours to be used. Please do not forget to include set-up time, if applicable.

HOW MUCH WILL MY RENTAL COST?

- 1) Rental costs and any applicable damage deposits will be determined based on the attached fee chart.
- 2) Activities must have an approved supervisor employed by King William County Public Schools. Groups will be billed in four (4) hour increments based on the attached fee chart. If the activity requires custodial services, groups will be billed a two (2) hour minimum or actual hours worked (whichever is greater), based on the attached fee chart.
- 3) Kitchen and computer lab usage is restricted and requires special authorization. Designated staff must be present when these areas are used. Groups will be billed in four (4) hour increments based on the attached fee chart. These charges will be in addition to the required supervisory and/or custodial services costs.
- 4) There are supplemental charges associated with usage of a piano, public address system, bleachers, etc. Additional charges may also apply for usage of sound or lighting equipment. Please refer to the attached fee chart.
- 5) Organizations meeting certain criteria may be considered for an exemption from usage fees (personnel costs are not subject to exemption). Exemptions will be considered based upon the following criteria and process:

Fee Exemption Criteria:

- Only non-profit 501 (C)-3 qualified organizations are eligible for fee exemption consideration. Proof of 501 (C)-3 status must be attached to the application.
- A majority (51%) of the participants must be students of King William County Public Schools.
- Event must be open to the public, with no admission charge.
- Consideration will be given regarding the overall educational value of the event.

Fee Exemption Process:

- Only organizations meeting the above criteria will be considered.
- Organizations requesting an exemption of user fees must do so in writing at the time of their application. This must be received at least 45 days prior to the scheduled usage.
- The School Administrator will review requests for waivers, and consider the above criteria when making a determination.

WHAT ARE MY RESPONSIBILITIES AS A USER?

King William County Public Schools requires users of school facilities to carry a commercial general liability insurance policy with a limit per occurrence of \$1,000,000. This requirement affords both the user and the school division with appropriate protection. The applicant must furnish a certificate of insurance with the School Board of King William County named as an "additional insured" at least two (2) weeks prior to the event. Even though a facility may temporarily be reserved for dates requested, final approval will not be made until the completed application and the required certificate of insurance are received.

****King William County Public Schools subscribes to VACORP Insurance that provides inexpensive, short-term liability insurance for individuals and groups seeking to hold events or conduct organized activities on King William County Schools' property. The TULIP program, as this is called, provides \$1,000,000 in liability coverage for the named insured (purchaser) for the event AND it protects the school division. The school division is listed as an additional insured.**

Those wishing to obtain liability insurance using the TULIP program can go to https://www.vacoins.org/vacorp/vacorp_home.aspx, go to Partner Sites across the top application bar, click on TULIP, and follow the directions on that webpage. You may, also, e-mail Carol Jordan at carol@vacoins.org or call her at (888) 822-6772.

- 1) The applicant assumes responsibility and liability for any loss or damage to school property.
 - Users are responsible for reporting problems, deficiencies, or damages to the facility prior to their usage.
 - If problems or damages occur during use, users should immediately notify the designated facility supervisor. A delay or failure to report may cause difficulty in assessing the cause and/or responsible party, and may result in future denial of usage.
 - Users should ensure that all areas are left in the same condition as found, and that all trash or debris is picked-up and deposited in appropriate trash containers. If the facility is not in proper condition before usage, please notify the designated facility supervisor immediately. If the facility is not left in a satisfactory condition, the applicant will be billed for the clean up and/or repair.
 - Unless permission is granted in advance, no vehicles, tractor-trailers, or heavy equipment shall be driven on any field or athletic area. Users will be required to repair or pay for any damage to fields and/or property if damage occurs.
 - Vandalism of property will not be tolerated, and will jeopardize future use of the facilities by the organization.

KING WILLIAM COUNTY PUBLIC SCHOOLS

FACILITIES USE

Revised
October 2018

On behalf of the King William County School Board, welcome to the King William County Public Schools. Our school division is supported by the people of the county, and responsible use of school facilities is encouraged. The following represents the administrative regulations governing the indoor and outdoor use of facilities as provided by School Board policy, and explains in detail how groups may utilize the schools.

WHO MAY USE SCHOOL FACILITIES?

Indoor and outdoor school facilities may be used for activities of an educational, cultural, civic, social, recreational, governmental, and general political nature, which are sponsored by responsible local persons, organizations, agencies, or institutions. Individuals making applications must be residents of King William County. Activities must be open to the general public, and the majority of the participants must be residents of King William.

1) Indoor and outdoor usage will be scheduled based on the following priority:

1st -- > School-sponsored or school-related groups (i.e., PTAs and Booster Clubs)

2nd -- > Community-based groups, non-profit organizations, colleges, universities, and alumni groups.

Non-profit organizations are those with a purpose or mission that includes activities which are charitable, civic, or educational.

2) The following activities are prohibited:

- Usage by for-profit organizations, unless through contractual arrangements with the School Board;
- Personal or private celebrations, such as anniversaries, private parties, receptions, or any activities to which the general public is not invited;
- Car washes;
- Any activity that may be injurious to the buildings, grounds, or equipment; and,
- Activities for private, personal, or commercial gain, to include raffles, lotteries, and gambling. This includes fundraising campaigns, except as permitted by Board policy or special action of the Board.

WHAT IS REQUIRED TO USE A SCHOOL FACILITY?

All individuals or groups must submit an application to use a school facility. Applications may be obtained from the school offices. Applicants must supply a certificate of liability insurance in the amount of \$1,000,000, with the School Board of King William County named as an "additional insured."

IS THERE A CHARGE FOR USE?

Fees depend upon the nature and specific facility needs of the planned activity. Organizations or individuals must submit an application for usage to the specific school facility being requested. Additional information follows to assist you with your facilities use request.

HOW DO I MAKE APPLICATION FOR RENTAL OF INDOOR AND/OR OUTDOOR FACILITIES?

1) Applications for facilities use rentals must be submitted to the specific school facility at least two (2) weeks prior to the planned activity or event.

- Rental applications should not be submitted more than six months prior to the desired rental date.
- Applications and/or approvals for usage shall not be considered a lease, are non-transferable, and may be revocable, as determined by the administration.
- Users must have a copy of the approved application available at all times during the period of facilities use.

2) Should the user wish to cancel a reserved date, the requested school must be notified by at least 12:00 noon of the last workday before the day of requested use. If no notice is received, the user must pay for scheduled personnel, for a two (2) hour minimum, as well as the operating costs (if any) for the scheduled use.

AGENDA ITEM 11.a.

Motion to Convene Closed Meeting in accordance with Section 2.2-3711 (A)(1) of the Code of Virginia to consider a personnel matter involving the appointment of individuals to Boards and Commissions, and in accordance with Section 2.2-3711 (A)(5) to discuss a prospective business or industry or expansion of an existing business or industry where no previous announcement has been made.

CLOSED MEETING MOTIONS - EDA

 **PERSONNEL** – In accordance with Section 2.2-3711 (A)(1) of the Code of Virginia, I move that the Economic Development Authority Board convene in Closed Meeting to consider a personnel matter involving the (choose from below):

 1. appointment of individuals to Boards and Commissions.

2. interview of a prospective candidate for employment.

(or the)

3. Employment

6. Promotion

9. Salary

4. Assignment

7. Performance

10. Discipline

5. Appointment

8. Demotion

11. Resignation

of a specific public officer / appointee / employee.

PUBLIC PROPERTY – In accordance with Section 2.2-3711 (A)(3) of the Code of Virginia, I move that the Economic Development Authority Board convene in Closed Meeting regarding real property used for a public purpose, specifically pertaining to (choose from below):

1. the acquisition of real property for a public purpose.

2. the disposition of (name publicly held real property involved).

because discussion in an open meeting may adversely affect the bargaining position or negotiating strategy of the Board.

PROTECTION OF PRIVACY OF INDIVIDUALS – In accordance with Section 2.2-3711 (A)(4) of the Code of Virginia, I move that the Economic Development Authority Board convene in Closed Meeting regarding a personal matter not related to public business in order to protect the privacy of individuals.

 **PROSPECTIVE BUSINESS OR INDUSTRY OR EXPANSIONS OF EXISTING BUSINESS OR INDUSTRY** – In accordance with Section 2.2-3711 (A)(5) of the Code of Virginia, I move that the Economic Development Authority Board convene in Closed Meeting to discuss a prospective business or industry or expansion of an existing business or industry where no previous announcement has been made.

INVESTING OF PUBLIC FUNDS – In accordance with Section 2.2-3711 (A)(6) of the Code of Virginia, I move that the Economic Development Authority Board convene in Closed Meeting to discuss the investing of public funds where competition or bargaining is involved and where discussion in open session would adversely affect the financial interest of the County.

AGENDA ITEM 11.c.

Certification of Closed Meeting

CERTIFICATION OF CLOSED MEETING - EDA

Mr. Chairman, I move that the King William County Economic Development Authority Board approve Standing Resolution 1 (SR-1) in accordance with Section 2.2-3712 (D) of the Code of Virginia, 1950, as amended, certifying that the Closed Meeting was conducted in conformity with the requirements of the Virginia Freedom of Information Act.

**STANDING RESOLUTION – 1 (SR-1)
A RESOLUTION TO CERTIFY COMPLIANCE WITH THE FREEDOM OF INFORMATION ACT
REGARDING MEETING IN CLOSED MEETING**

WHEREAS, the King William County Economic Development Authority Board has convened a Closed Meeting on this date pursuant to an affirmative recorded vote, and in accordance with the provisions of the Virginia Freedom of Information Act; and,

WHEREAS, Section 2.2-3712 (D) of the Code of Virginia requires a certification by the King William County Economic Development Authority Board that such Closed Meeting was conducted in conformity with Virginia law,

NOW, THEREFORE, BE IT RESOLVED that the King William County Economic Development Authority Board on this _____ day of _____, 2021, hereby certifies that, to the best of each member’s knowledge:

1. Only public business matters lawfully exempted from open meeting requirements under the Freedom of Information Act were heard, discussed, or considered by the King William County Economic Development Authority Board in the Closed Meeting to which this certification resolution applies; and
2. Only such public business matters as were identified in the motion convening the Closed Meeting were heard, discussed, or considered by the King William County Economic Development Authority Board.

[ROLL CALL VOTE]