

# BRUNSWICK COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY (BCIDA)

## STRATEGIC PLAN 2023



### *Prepared For:*

Brunswick County Industrial Development Authority  
116 W Hicks Street, Lawrenceville, VA 23868

### *Prepared By:*



Adopted on MONTH XX, 202X  
FINAL DRAFT

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# Statement from the Brunswick County Industrial Development Authority Board Chair

November 1, 2023

It is my pleasure to present the Brunswick County Industrial Development Authority's five-year Strategic Plan.

This Strategic Plan is a grassroots effort involving the Brunswick County Board of Supervisors, as well as elected leaders of the towns of Lawrenceville, Brodnax, and Alberta. It also included hundreds of citizen participants from across Brunswick County.

The resulting plan is detailed, comprehensive, ambitious and well developed. It lays out a bold but achievable vision for the future of Brunswick County. It builds upon the work the Brunswick County Industrial Development Authority has completed and has "in process".

Now that it is finalized, the real work begins. It will take community-wide buy-in and commitment to accomplish the goals and objectives laid out in this Strategic Plan. This plan includes what we want to achieve and strategies that will get us there.

We have developed important metrics to track our progress and hold us accountable along the way.

I would like to express my sincere thanks to the BCIDA Board of Directors for the privilege to serve as your chair. A special thank you to our Executive Director, Mr. Michael Dotti and to office staff for your dedicated work. A special thank you to Paige Pollard and Commonwealth Preservation Group.

Gloria Wesson Menyweather-Woods

*Board Chair*

Brunswick County Industrial Development Authority

# Acknowledgements

The development of this plan was spearheaded by the Brunswick County Industrial Development Authority (BCIDA). Commonwealth Preservation Group (CPG) was hired to prepare the Strategic Plan and to engage with public and stakeholder groups and the BCIDA Board of Directors and Staff. Listed below are the members of the BCIDA Board and Staff, stakeholders, and partners who contributed to the development of this Strategic Plan.

## BCIDA Board

Gloria Menyweather-Woods, *Chair*  
Morris Taylor, *Vice Chair*  
Ray Thomas  
Quintin Kelly  
Will Ford  
Arthur Jarrett  
Ronald Thornhill  
Jean Moody

## BCIDA Staff

Mike Dotti, *Executive Director*  
April Beaty, *Administrative Assistant*  
Melissa Boucher, *Consultant*

## Stakeholder Interview Participants (In-person)

Beverly Ambs, *Brunswick County Chamber of Commerce, Executive Director*  
Beth Crowder, *Town of Alberta, Town Council Member*  
Don Duggar, *Town of Brodnax, Mayor*  
Nancy Edwards, *Brunswick County Chamber of Commerce, Member*  
Everett Gibson, *Town of Lawrenceville, Town Manager*  
Savannah Hall, *Town of Alberta, Town Manager*  
Scott Martin, *Town of Lawrenceville, Mayor*  
George Morrison, *Brunswick County, Planning Director*  
Alfreda Reynolds, *Brunswick County Economic Development Authority, Executive Director*  
Alfonzo Seward, *Brunswick County Board of Supervisors, Vice Chair*  
Rebecca Spengler, *Town of Alberta, Acting Mayor*  
Ray Thomas, *Brunswick County Chamber of Commerce, President*  
Teya Whitehead, *Town of Lawrenceville, Town Council Member*  
Anne Williams, *Town of Lawrenceville, Town Council Member*

## Stakeholder Questionnaire Participants

David Denny, *Virginia's Growth Alliance*  
Deborah Gosney, *Southside PDC*  
Elizabeth Povar, *The RiverLink Group*  
Virginia Department of Agriculture and Consumer Services (VDACS), Office of Agriculture and Forestry Development (OAFD)

## The following local radio stations aired a PSA for the Public Input Survey

WEVA 860  
WSHV 96.7  
WCBT 1230AM  
The Maverick WPTM-FM 102.3  
Magic 97.9 WTRG-FM  
107.7 The Lake  
99.5 and 105.9 Jamz

## The following locations allowed physical copies of the Public Input Survey to be provided to the public

Alberta Town Office (Alberta)  
Brodnax Town Office (Brodnax)  
Brunswick County Library (Lawrenceville)  
Brunswick High School (Lawrenceville)  
The Butterfly Rose Florist and Gift Shop (Lawrenceville)  
First Citizens Bank (Lawrenceville)  
Pino's Pizza and Restaurant (Gasburg)  
Pino's Restaurant (Lawrenceville)  
SVCC (Alberta)

## Additional Key Stakeholders

Charles Bennett, *Colliers, Project Management Consultant*  
Sarah Capps, *Tobacco Region Revitalization Commission, Southern Regional Director*

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# SECTION 1

*Introduction to IDAs and Strategic Plans*

The Commonwealth of Virginia is a “Dillon Rule” state, meaning that its local governments can only exercise powers that are specifically granted by the state. As such, the Code of Virginia provides “enabling legislation” that gives local governments permission to create specific types of local ordinances and authorities. The *Code of Virginia Chapter 49 Industrial Development and Revenue Bond Act* includes the enabling legislation that gives local governments permission to create industrial development authorities and defines positions, requirements, and powers of authority, etc. that a locality may choose to allow through their local ordinance (see Appendix 1 for the full text of *Code of Virginia Chapter 49 Industrial Development and Revenue Bond Act*). *Chapter 49* also allows the authority created by this chapter to be named the Economic Development Authority, instead of an Industrial Development Authority, if a locality’s governing body so chooses.<sup>1</sup> Regardless of the name chosen, generally, the Code of Virginia allows these Authorities (Industrial or Economic Development) to be created so that they may:

*“acquire, own, lease, and dispose of properties and make loans to the end that such authorities may be able to promote industry and develop trade by inducing manufacturing, industrial, governmental, nonprofit, and commercial enterprises, and institutions of higher education to locate in or remain in the Commonwealth and further the use of its agricultural products and natural resources, and to vest such authorities with all powers that may be necessary to enable them to accomplish such purposes. ...such authority shall not itself be authorized to operate any such manufacturing, industrial, nonprofit, or commercial enterprise, or any facility of an institution of higher education.”<sup>2</sup>*

Based on the authority granted in the *Code of Virginia Chapter 49*, Brunswick County adopted an ordinance to create an Industrial Development Authority for the county in 1971 (see Appendix 2 for full ordinance text).<sup>3</sup> The Brunswick County Code of Ordinances creates “a political subdivision of the commonwealth” with the powers that are granted in the “Industrial Development Revenue Bond Act.” This “political subdivision” is named the “Industrial Development Authority” and includes a board of directors with seven members.<sup>4</sup> Brunswick County granted the Brunswick County Industrial Development Authority (BCIDA) with all of the powers of authority that are listed within the *Code of Virginia Chapter 49* (the enabling legislation). As described in the Code of Virginia<sup>5</sup>, these powers of authority include the ability:

1. To sue and be sued and to prosecute and defend, at law or in equity;
2. To adopt, use, and alter a corporate seal;
3. To enter into contracts;
4. To acquire through purchase, exchange, gift, lease, or otherwise, and to improve, maintain, equip and furnish one or more authority facilities that are deemed necessary by the board of directors;
5. To lease to others any or all of its facilities and to charge and collect rent;
6. To sell, exchange, donate, and convey any or all of its facilities or properties whenever the board of directors deems it appropriate to further the authority’s purposes;
7. To issue bonds for the purpose of carrying out any of its powers;
8. To mortgage and pledge any or all of its facilities or any part thereof as security for the payment of the principal of and interest on any bonds issued and any agreements made in connections with bonds;
9. To employ and pay employees and agents, including attorneys and real estate brokers, if deemed necessary by the board of directors to carrying on the business of the authority;
10. To exercise all powers expressly given the authority by the governing body of the locality that established the authority, and to establish bylaws and make all rules and regulations deemed expedient for the management of the authority’s affairs;
11. To appoint an industrial advisory committee or similar committee(s) to advise the authority. Committee members may be compensated and reimbursed for related expenses;
12. To borrow money and to accept contributions, grants and other financial assistance from the federal or state governments:
  - a) for or in aid of the construction, acquisition, ownership, maintenance or repair of the authority facilities
  - b) for the payment of principal of any bond of the authority, interest thereon, or other cost incident thereto;
  - c) to make loans in furtherance of the purposes of the authority of such money, contributions, grants, and other financial assistance
13. To make loans or grants to any person, partnership, association, corporation, business, or governmental entity in furtherance of the purposes of this chapter including for the purposes of promoting economic development. An authority may also be permitted to forgive loans or other obligations if it is deemed to further economic development.

<sup>1</sup> *Code of Virginia, Chapter 49. Industrial Development and Revenue Bond Act, Section 15.2-4903. Creation of industrial development authorities.*

<sup>2</sup> *Code of Virginia, Chapter 49. Industrial Development and Revenue Bond Act, Section 15.2-49.01. Purpose of Chapter.*

<sup>3</sup> *Brunswick County, VA Code of Ordinances, Chapter 2, Article IV, Division 2 - Industrial Development Authority.*

<sup>4</sup> *Brunswick County, VA Code of Ordinances, Chapter 2, Article IV, Division 2 - Industrial Development Authority.*

<sup>5</sup> *Code of Virginia, Chapter 49. Industrial Development and Revenue Bond Act, Section 15.2-4905. Powers of Authority.*

<sup>6</sup> *Code of Virginia, Title 15.2, Subtitle IV, Chapter 49. Industrial Development and Revenue Bond Act, Section 15.2-49.01. Purpose of Chapter.*

The Code of Virginia authorizes an Industrial Development Authority to have the above powers of authority in certain areas in the following ways :

AREA	AUTHORITY GRANTED PER CODE OF VIRGINIA
<b>Industry and Trade</b>	“Acquire, own, lease, and dispose of properties and make loans” to be able to “promote industry and develop trade by inducing manufacturing, industrial, governmental, nonprofit, and commercial enterprises, and institutions of higher education to locate in or remain in the Commonwealth and further the use of its agricultural products and natural resources.”
<b>Pollution Control Facilities</b>	“Control or abatement of land, sewer, water, air, noise, and general environmental pollution derived from the operation of any industrial or medical facility”
<b>Medical Facilities and Facilities for the Residence or Care of the Aged</b>	“Assisting in the acquisition, construction, equipping, expansion, enlargement, and improvement of medical facilities and facilities for the residence or care of the aged in order to provide modern and efficient medical services;” “Assisting in the refinancing of medical facilities and facilities for the residence or care of the aged owned and operated by” tax exempt organizations in order to “reduce costs to residents.”
<b>501(c)(3) and 501(a) Organization Facilities</b>	“Assisting in the acquisition, construction, equipping, expansion, enlargement, improvement, financing, and refinancing of such facilities” to “provide operations, recreational, activity centers, and other facilities.”
<b>Accredited Nonprofit Private Higher Education Institutional Facilities</b> (Collegiate or graduate level; not religious training or theological education)	“Assisting in the acquisition construction, equipping, expansion, enlargement, and improvement of facilities” to “provide improved educational facilities.”
<b>Local and State Government and Nonprofit Agency Facilities</b>	“Facilities for a locality, the Commonwealth and its agencies, and governmental and nonprofit organizations”
<b>Museum and Public History-Related Facilities</b>	“Facilities for museums and historical education, demonstration, and interpretation, together with any and all buildings, structures, or other facilities necessary or desirable in connection with the foregoing, for use by nonprofit organizations in order to promote tourism and economic development in the Commonwealth, to promote the knowledge of and appreciation by the citizens of the Commonwealth of the historical and cultural development and heritage of the Commonwealth and the United States.”
<b>Equine Events and Activities</b> (Excluding racing)	“Facilities devoted to the staging of equine events and activities (other than racing) for use by governmental nonprofit, nonreligious organizations and operated by such governmental or nonprofit, nonreligious organizations in order to promote the equine industry and equine-related activities (other than racing) which are integral to the Commonwealth’s economy and heritage.”
<b>Industrial Parks</b>	“Acquiring, developing, owning, and operating an industrial park and any utilities that are intended primarily to serve the park and issues bonds for such purposes. The bonds may be secured by revenues generated by the industrial park or the utilities being financed or by any other funds of the authority.”
<b>Public Affordable Housing</b> (Only if a municipality does not have a housing authority)	“Municipalities whose housing authorities have not been activated,” . . . “facilities used primarily for single or multi-family residences in order to promote safe and affordable housing”
<b>Affordable Housing – Grants</b>	“Power to make grants associated with the construction of affordable housing in order to promote safe and affordable housing”
<b>Public School Buildings and Facilities</b>	“Assisting in the acquisition, construction, equipping, expansion, enlargement, improvement, financing, and refinancing of such facilities of school boards in order to provide for the modernization of public school buildings or facilities”
<b>Carbon Markets</b>	“Facilitating and supporting landowner access to carbon markets through aggregation of landowners to reach a size that attracts the investment of private capital. Such aggregation provides landowners of various size tracts of land enhanced opportunities to access capital and benefits that support and enhance the agriculture and forest industries”
<b>Bonds</b>	“Issue bonds through its authority to finance” and may also “refinance those bonds.”

The Brunswick County Code of Ordinances also grants certain powers to the BCIDA within “Enterprise Zones” through *Article IV, Brunswick/Lawrenceville Enterprise Zone*. The development of *Article IV* was permitted by the Code of Virginia under the *Virginia Enterprise Zone Act* and amended by the *Enterprise Zone Grant Act*.<sup>7</sup> The purpose of Enterprise Zones is to “stimulate business and industrial growth within the [defined] area by means of state and local incentives.” The *Brunswick County Code of Ordinances* authorizes the BCIDA to provide incentives to businesses within Enterprise Zones if they meet certain requirements. The ordinance notes that “the county shall make grants to the industrial development authority, subject to annual appropriations, for the funding of approved local grants and any other monetary incentives set forth in this article.”<sup>8</sup> Additionally, the Enterprise Zone Administrator is identified as being the Executive Director of the Brunswick County Industrial Development Authority (see Appendix 3 for full text of the ordinance).

## BRUNSWICK COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY BYLAWS – ORGANIZATIONAL PURPOSE and POWERS

Article VII of the BCIDA By-Laws<sup>9</sup> establishes the purpose and powers of the organization. Currently, the BCIDA’s purpose is defined as:

*“The purpose and goal of the Authority shall be to enhance the quality of life for Brunswick County citizens through any means permitted by Virginia law, including (although not exclusively) the attraction of new industry/business to Brunswick County, the retention and expansion of existing industry/business, construction and marketing of industrial parks and shell buildings, and the construction of utility infrastructure. The foregoing are offered by way of illustration only, and shall not be construed as limited the powers of the Authority; to the contrary, the Authority shall be entitled to exercise all authority conferred upon it by Virginia law.”*

## ACCOMPLISHMENTS OF THE BCIDA

Organized on August 23, 1971 by Brunswick County, the BCIDA consists of a seven-member board of directors and currently employs three staff members. Since its establishment, the BCIDA has accumulated a significant list of accomplishments. Specific accomplishments made within the past 5 years include:

- **Engagement in partnerships with Brunswick County’s towns to accomplish goals, including:**
  - » Updating the Lawrenceville Historic District in 2021 to expand the district’s period and areas of significance.
  - » Developing zoning amendments in Lawrenceville and Alberta to allow for residential uses above commercial uses.
  - » Providing a bridge loan to the Town of Alberta for the matching funds required for a grant application.
- **\$5 million in awards from successful grant applications since 2019.**
- **Cultivation of better, stronger relationships with funding partners.**
- **Creation of the “Welcome to Lawrenceville” video for submission to Home Town Takeover, an HGTV series that selects a different smalltown for a makeover each season.**<sup>10</sup>
- **Development of a strong intraorganizational team through improved staffing and increasing financial accountability by:**
  - » Hiring an outside Certified Professional Accountant (CPA)
  - » Hiring a staff member focused on finance
  - » Instituting annual audits
  - » Reducing access to funds by staff; all checks require two board member signatures and approval by the full board.
- **Assistance to businesses throughout Brunswick County in the following ways:**
  - » Assisted 9 new or proposed businesses
  - » Assisted 35 existing businesses
  - » Created 22 jobs
  - » Created the Merchants Assistance Program (MAP) to provide free business training for Brunswick County area business owners and entrepreneurs using funds awarded from the 2022 Virginia Statewide Business District Resurgence Grant.
- **Engagement in efforts to improve public relations through:**
  - » Cleanup Day in Downtown Lawrenceville and the surrounding area, aimed at cleaning up the streets and bringing people together to create better relationships.
  - » Free Family Movie Nights in Downtown Lawrenceville.
  - » Assistance to the Brunswick County Chamber of Commerce post-COVID by providing and supporting grants and providing temporary office space within the BCIDA office. Since then, the Chamber’s successes have included hiring an Executive Director, creating and updating their website, adding 50 new members, and completing organizational legal requirements.
  - » Creation of the Brunswick County Agriculture Task Force in 2019 to promote a new vision for development using the county’s farming heritage. This task force is comprised of state and local leaders in agriculture, business, education, and economic development.

<sup>7</sup> *Code of Virginia. Title 59.1, Chapter 49. Enterprise Zone Grant Program.*

<sup>8</sup> *Brunswick County, VA Code of Ordinances, Chapter 14, Article IV, Sec. 14-95 – Qualification for benefits.*

<sup>9</sup> See Appendix 4 for full BCIDA By-Laws.

<sup>10</sup> “Welcome to Lawrenceville Video,” Brunswick County IDA.

<https://www.bcida.org/welcome-to-lawrenceville-video/>

<sup>11</sup> “Let’s Grow Your Business,” Merchant Assistance Program.

<https://bcmmap.net/>

- **Pursuit of infrastructure and utilities expansion in Brunswick County, including:**
  - » Additional waterlines along the Virginia State Route 46 North and U.S. Route 58 corridors
  - » Collaboration with the Town of Lawrenceville to provide updates to I85 North to meet new state requirements for chlorine residuals
  - » Construction of a cell Tower in the Town of Alberta to provide 5G Service
  - » Award of \$310,626 from the Fast Track Broadband CARES Program through a partnership with EMPOWER Broadband for the installation of fiber optics along Highway 46 to the old Bank of America Building for a data center prospect.
- **Collaboration with the County through:**
  - » Co-sponsorship of a Rise and Shine event in the Town of Lawrenceville in partnership with the Brunswick County Department of Economic Development, SOVA RISE Collaborative, and the Longwood Small Business Development Center. Rise and Shine is a twice-a-month meetup for entrepreneurs, makers, and innovators in Southern Virginia.
  - » Event hosting in partnership with the Brunswick County Department of Economic Development and the Metropolitan Business League (MBL), and assisted in bringing an MBL office to the County (located in the Brunswick County Conference Center).
- **Successful recruitment of businesses to Brunswick County and efforts to bring additional businesses, including:**
  - » Frito Lay
  - » Butterfly Rose (previously Flowers on Main)
  - » James River Cardiology
  - » Old Dominion Organics
  - » Project Green
  - » Project Motion
  - » Marketing effort with the Southern States Building; since then, the Brunswick County Department of Economic Development has been able to secure a successful growing business, BDX.
  - » \$63,000 award from the Department of Housing and Community Development planning grant in 2023 for a feasibility study on the Sledge and Barkley Building.
- **Environmental cleanup in Brunswick County through:**
  - » An award of \$100,000 in grants from the Virginia Department of Environmental Quality's Brownfields Restoration and Economic Redevelopment Assistance Fund (VBAF) for work on Sledge and Barkley and 129 Hicks Street
  - » Completion of Phase 1 and Phase 2 Environmental Site Assessments for Turntable Park in the Town of Lawrenceville, funded by grants.
  - » Completion of a Phase 1 Environmental Site Assessment for the I-85 Industrial Park in the Town of Alberta.
- **Participation in and co-hosting of several conferences and training sessions for businesses and industries in Brunswick County:**
  - » Attended the Maryland-Virginia Agriculture Marketing and Rural Development Conference 2022 AND 2023
  - » Co-hosted the Open for Business Seminar 2019 in partnership with the Brunswick County Government, which included a presentation on the process for rehabilitating historic buildings for use.
- **BCIDA Board and Staff membership in other boards and committees:**
  - » Agriculture Roundtable Richmond Federal Reserve Bank
  - » Brownfield Steering Committee DEQ
  - » Brunswick Academy Association Executive Board
  - » Brunswick County Agriculture Task Force
  - » Brunswick County Chamber of Commerce Board of Directors
  - » Brunswick County Crime Solvers
  - » Career and Education Task Force BCPS
  - » James Solomon Russell - St Paul's College Museum and Archives Board of Directors
  - » Lawrenceville Rotary Club
  - » Rotary Board of Directors
  - » Tobacco Growers Roundtable Richmond Federal Reserve Bank
  - » Turntable Park Stakeholders Group Chairman
  - » Virginia Agricultural Development Officers Group (VADO)
  - » Additional past service includes:
    - \* Omaha Public Schools Advisory Board Member
    - \* Santa Monica House Board Member (Omaha, NE)
    - \* State of Nebraska Diversity Committee past service

## 1.2 What is a Strategic Plan?

A strategic plan is a step-by-step action strategy designed to help an organization carry out its mission statement and long-range plan and goals. Strategic plans typically provide goals that can be accomplished in 5 years or fewer. Such plans identify actions, who is responsible for completing the actions, what resources will be applied to accomplish the actions, and metrics for measuring success. Once actions within a strategic plan are completed, another strategic plan should be prepared for the next identified horizon in the organization's long-term plan.



# SECTION 2

## *Project Summary*

## 2.1 Introduction

The Brunswick County IDA Board determined that a Strategic Plan was necessary to assist the BCIDA in clearly establishing its roles and responsibilities within Brunswick County. Additionally, the BCIDA wanted to development a plan to identify critical goals and action items for the next ten years that will enable its contributions to the betterment of Brunswick County.

The purpose of this Strategic Plan is to ensure that the organizational purpose and long-term goals of the Brunswick County IDA are accomplished and that the BCIDA is appropriately serving the community at large. Strategic planning is a valuable process for any organization and one that will result in a document that gives the BCIDA a clear and specific set of goals and actions to complete over the next ten years. This Plan will also give the BCIDA clarity about its roles, responsibilities, and goals. Experience and insight gained through recent public engagement in Lawrenceville, as well as from the COVID-19 pandemic, have been incorporated into the development of this Plan. The Plan was developed through an intentional process of Board and Staff engagement, stakeholder outreach, and follow up engagement with the Board.

## 2.2 Overview of steps that resulted in development of plan

Once the BCIDA established that it needed a Strategic Plan to assist the Authority in planning for the next ten years, Plan development proceeded as follows.

### **WORKSHOP 1 – BOARD OF DIRECTORS and STAFF**

On September 26, 2022, the BCIDA Board of Directors and Staff participated in a half-day workshop (Workshop 1) at the BCIDA office located at 116 W Hicks Street, Lawrenceville, VA. Workshop 1 was led by CPG staff and served as the first step in the development of the Strategic Plan. The purpose of the workshop was to introduce the project to the BCIDA Board and Staff, establish common goals and expectations for the final plan, identify stakeholder groups, and complete a SWOT analysis for the organization. The workshop agenda was as follows:

1. Review the BCIDA's purpose, validate it, or determine if it may need updating due to changed circumstances or new opportunities.
2. Celebrate successes! Document accomplishments to date and activities underway or to begin soon. Determine how they align with and further the purpose, or not.
3. Identify current stakeholders and audiences. Identify future stakeholder and audience growth goals.
4. SWOT Analysis: Identify the organization's strengths, weaknesses, opportunities, and threats.
5. Identify the BCIDA's long-term goals (5-10 years, 10+ years).

## STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

During Workshop 1 with the Board and Staff led by CPG, members completed a SWOT analysis to assess the organization's Strengths, Weaknesses, Opportunities, and Threats. Through the SWOT analysis, the following areas were identified:

### • Strengths

- » Human Capital – Board and Staff are progressive, willing to take chances and back ideas, creative, and risk taking.
- » Shared vision and common purpose – Board and Staff want to improve the County, rather than just seeking re-election, re-appointment, or continued employment.
- » Real estate portfolio and assets
- » Annual Report

### • Opportunities

- » Public relations, engagement, and communication
- » Funding – including accumulating adequate reserves
- » Businesses (small and large) – including outreach and networking; development of a business innovation hub; development of a small business startup guide; recognition events for existing businesses
- » Building relationships
- » Succession planning and internal policy development/ improvement
- » Maintain and protect important existing functions
- » Expanding staffing
- » Inter-agency cooperation – including consolidating departments with other county functions (e.g., Human Resources, Payroll/Finance).

### • Weaknesses

- » Inter-agency Coordination
- » Funding
- » Communication and engagement: to and from all parties: BCIDA, external partners, community
- » Lack of a labor force within the County
- » Overwhelming and intertwined agendas
- » Succession planning and improvement
- » Staffing level to achieve current and future purpose and goals

### • Threats

- » Funding
- » Underlying friction
- » Getting people on board
- » Business lifespans
- » Citizens relocating
- » Draining resources
- » Existing educational resources
- » Lack of labor force
- » Striving for credit
- » Public perception and the role of social media

## PUBLIC ENGAGEMENT

Public input relating to items critical to the development of the Strategic Plan was sought in multiple ways. First, in-person stakeholder interviews were conducted with local-level stakeholders. Questionnaires were then sent digitally to regional and state-level stakeholders as well as local stakeholders who were unavailable for in-person interviews. Finally, utilizing the responses of the stakeholder interviews and the results of Workshop 1, a survey was opened to the public.

## JOINT MEETING – BCIDA BOARD OF DIRECTORS and BRUNSWICK COUNTY BOARD OF SUPERVISORS

A recurring theme in the responses from the stakeholder interviews and public input survey was the lack of clarity in the roles and responsibilities of the BCIDA and the Brunswick County Department of Economic Development. To formally address this topic, a joint meeting was held between the BCIDA Board of Directors and the Brunswick County Board of Supervisors (BOS) on May 24, 2023 at the Brunswick County Conference Center. CPG staff facilitated the meeting which focused on clarifying the missions of the BCIDA the Department of Economic Development (DED), overseen by the Board of Supervisors (BOS). The meeting focused on areas where the responsibilities of the BCIDA and DED are different and where they overlap as well as ways they can work together and improve communication. As outlined in the county's 2035 Vision Master Plan, the DED's purview recreation, tourism, housing, job creation, marketing, unification, relationship building, and the County. Similarly, the 2035 Vision Master Plan highlights that the BCIDA's areas of focus includes grant opportunities, the towns within the county, and serving as an extension of the county government. Ideas for improving cooperation and coordination between the two entities included having a BOS Liaison from the BCIDA, developing a communication plan between the BCIDA and the DED, creating a succession plan for both teams, and maximizing the special opportunities available to the BCIDA in support of the County. It was also acknowledged that both teams have particular relationships to cultivate, and they should continue to do so with plenty of communication.

## WORKSHOP 2 – BOARD OF DIRECTORS and STAFF

Workshop 2 was a half-day workshop held on July 12, 2023 with BCIDA Board members and Staff at the BCIDA office in Lawrenceville. The purpose of the workshop was to review the results of public engagement and the working draft of the Strategic Plan to discuss the proposed goals, objectives, and action steps that were in development. CPG received in-person feedback from Board members and Staff that attended and requested follow-up feedback from those that were not in attendance.

## PLAN DEVELOPMENT and FEEDBACK

The BCIDA Strategic Plan was ultimately developed through several cycles of content review and revision. The initial information gathered from the Board workshops, public engagement, and joint meeting was used to draft an annotated outline of the Strategic Plan; once developed, the annotated outline was submitted to the BCIDA for review. Based on that feedback, CPG then developed a draft of the Strategic Plan to submit to the BCIDA for review. Revisions and graphics were made based on BCIDA feedback and delivered for final review, approval, and adoption.

### 2.3 Public Engagement

Public engagement relating to the Strategic Plan's development began in November 2022 and lasted through February 2023. These efforts included stakeholder interviews, stakeholder questionnaires, and a public input survey.

## STAKEHOLDER INTERVIEWS

Stakeholder interviews were held in-person from November 28 – November 30, 2022 at the Brunswick County Conference Center in Lawrenceville, VA. Stakeholders were identified by the BCIDA to participate in 45-minute, small-group interviews with CPG staff; BCIDA Board members and Staff were not present and all stakeholder responses remained anonymous to the BCIDA. Stakeholders identified and invited for in-person interviews were local to the County and included members of the following groups: Brunswick County Staff, Brunswick County Board of Supervisors, Brunswick County Chamber of Commerce, Brunswick County School Board, Town Mayors, Town Managers, and Town Councils.

#### The following individuals and groups were invited for interviews:

Beverly Ambts, <i>Brunswick County Chamber of Commerce, Executive Director</i>	Brian Roberts, <i>Town of Lawrenceville, Sheriff</i>
Buck Brockwell, <i>Town of Lawrenceville, Town Council</i>	Alfonzo Seward, <i>Brunswick County Board of Supervisors, Vice Chair</i>
Elizabeth Burns, <i>Brunswick County School Board, Vice Chair</i>	Tracie Seward, <i>Brunswick County School Board</i>
Amy C. Clary, <i>Brunswick County School Board</i>	Rebecca Spengler, <i>Town of Alberta, Acting Mayor</i>
Beth Crowder, <i>Town of Alberta, Town Council</i>	Ray Thomas, <i>Brunswick County Chamber of Commerce, President</i>
Don Duggar, <i>Town of Broadnax, Mayor</i>	Town Council, <i>Town of Alberta</i>
Nancy Edwards, <i>Brunswick County Chamber of Commerce</i>	Town Council, <i>Town of Broadnax</i>
Everett Gibson, <i>Town of Lawrenceville, Town Manager</i>	Town Manager, <i>Town of Broadnax</i>
Savannah Hall, <i>Town of Alberta, Town Manager</i>	Welton Tyler, <i>Brunswick County Board of Supervisors, Chair</i>
Barbara Harris, <i>Brunswick County Board of Supervisors</i>	Dixie Walker, <i>Brunswick County Director of Tourism</i>
Bernard Jones, <i>Brunswick County Board of Supervisors</i>	Roy Warwick, <i>Brunswick County School Board, Chair</i>
Scott Martin, <i>Town of Lawrenceville, Mayor</i>	Leslie Weddington, <i>Brunswick County Administrator</i>
George Morrison, <i>Brunswick County Planning Director</i>	Teya Whitehead, <i>Town of Lawrenceville, Town Council</i>
Robbie Pecht, <i>Town of Lawrenceville, Town Council</i>	Anne Williams, <i>Town of Lawrenceville, Town Council</i>
Alfreda Reynolds, <i>Brunswick County Department of Economic Development, Executive Director</i>	John Zubrod, <i>Brunswick County Board of Supervisor</i>

## STAKEHOLDER QUESTIONNAIRES

Regional and state-level stakeholders were sent a digital questionnaire that could be completed and returned to CPG staff between January 5 - January 20, 2023. Additional recipients included those who were unable to participate in the in-person stakeholder interviews. Responses to the questionnaires remained anonymous from BCIDA Board members and Staff.

### Those invited to participate in the stakeholder questionnaire included:

Sarah K. Capps, *Revitalize VA*  
Robert Davenport, *VDACS*  
David Denny, *VGA*  
Deborah Gosney, *Southside PDC*

Jay Grant, *VDHCD*  
Amanda Healy, *VDHCD*  
Akiva Lessin, [affiliation]  
Vince Maiden, *Virginia Energy*  
Kimberley Martin, *Lawrenceville Special Projects Coordinator*  
Lauren Mathena, *Mid-Atlantic Broadband Communities Corporation (MBC)*

Emily Van Pelt, *Revitalize VA*  
Elizabeth Povar, *Riverlink LLC*  
Sandra Powell, *VDHCD*  
Rebecca Rowe, *VDHCD*  
Frank Ruff, *Virginia Senator*  
Andy Sorrell, *Revitalize VA*  
John R. Stith, *Lawrenceville Police Chief*  
Stephen Versen, *VDACS*  
Otto Wachsmann, *House of Delegates*  
Ann Taylor Wright, *Southside PDC*  
Ashleigh Zincone, *Southside PDC*

## PUBLIC SURVEY

Based on the information gathered from Workshop 1 and the stakeholder interviews, a public survey was created to give the community an opportunity to provide input relating to areas that were key to developing the Strategic Plan. The survey was available to the public in physical and digital and formats from January 4 – February 3, 2023. Access to the digital version of the survey was distributed to those in the email database maintained by the BCIDA, and the link was accessible on the BCIDA website.

**Physical copies of the survey were placed in the locations listed below; completed surveys were placed in a sealed box, collected by the BCIDA, and mailed to the consultant for review.**

Alberta Town Office (*Alberta*)  
Broadnax Town Office (*Broadnax*)  
Brunswick County Library (*Lawrenceville*)  
Brunswick High School (*Lawrenceville*)  
The Butterfly Rose Florist and Gift Shop (*Lawrenceville*)

First Citizens Bank (*Lawrenceville*)  
Pino's Pizza and Restaurant (*Gasburg*)  
Pino's Restaurant (*Lawrenceville*)  
SVCC (*Alberta*)

Information about the public survey was also shared through local radio stations. Quintin Kelly, BCIDA Board of Directors member, and Mike Dotti, Executive Director, were interviewed in early spring 2023 by Allen Garrett on 102.3 The Maverick to promote the public survey and development of the Strategic Plan. **A PSA promoting the survey and ways to access it was also aired on the following stations** (see Appendix 5 for full PSA):

WEVA 860  
WSHV 96.7  
WCBT 1230 AM  
The Maverick, WPTM-FM 102.3

Magic 97.9 WTRG-FM  
107.7 The Lake  
99.5 and 105.9 Jamz



## 2.4 Public Survey Results – Key Findings

### ABOUT THE STAKEHOLDERS

The public survey was made available to any and all stakeholders with an interest in the future of Brunswick County, whether they lived within the County or elsewhere. A total of 97 participants submitted either an online or physical survey response. Of the 97 participants, 60% live within Brunswick County but outside of one of the towns, 20% live in a Town within Brunswick County, and 20% live outside of Brunswick County. Most respondents (63%) were over the age of 51, only 6% were between the ages of 18-30, and no respondents were under 18. Respondents' age ranges aligned with stakeholders' repeated concerns about the retention of younger generations within Brunswick County as well as concerns about how to engage those who do reside in the County.

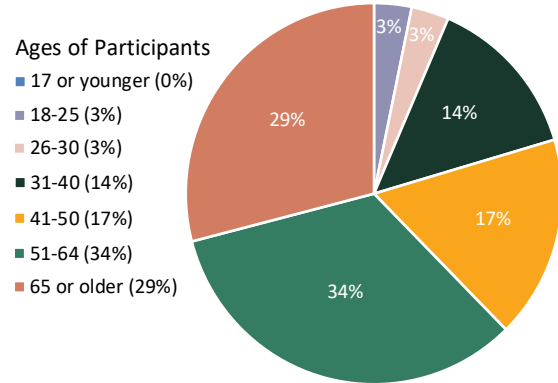


Figure 1: Age range of those who participated in the public survey.

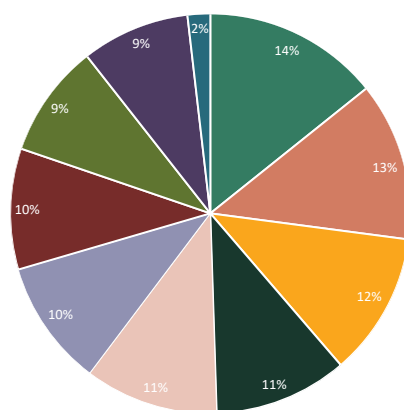
### ROLES AND RESPONSIBILITIES

The survey presented multiple questions that aimed to understand how the public views what the BCIDA's roles and responsibilities currently are, what they should include, and what they should not include. Additionally, the survey sought to identify how the public understood the differences and/or similarities between the BCIDA and the Brunswick County Department of Economic Development (identified as the EDA in the survey).

Participants were given a range of answer choices to select from based on responses heard during the stakeholder interviews in November 2022. Responses to these questions indicated that the community has a wide range of views on the BCIDA's current and future roles. As such, it is critical that the BCIDA clearly identifies and communicates its roles and responsibilities so that the public can have a clear understanding and reference to the organization's roles. Clearly defined roles and responsibilities may contribute to an improved public perception because the community would have a better understanding of what aspects of economic development and community revitalization do and do not belong to the BCIDA.

### BRUNSWICK COUNTY CHALLENGES NOW and OVER THE NEXT 10 YEARS and HOW THE BCIDA CAN HELP

Based on responses provided during stakeholder interviews, participants were asked to rank nine challenges faced by Brunswick County from greatest to least. The nine challenges identified for use in the survey were jobs, school systems, affordable housing (water, sewer, internet), focusing on the whole county and not just specific towns, improving how we see ourselves and market ourselves, recreation and things for people to do, medical care, shopping and food. An "other" selection was also provided. Participants identified the top three challenges facing Brunswick County now and over the next ten years as Jobs, School Systems, and Affordable Housing. Participants were then asked to identify how the BCIDA can assist now and in the future with these challenges. Of the answer choices provided, participants once again selected a range of responses, with "Recruit large-business and industry for the county" being selected most frequently (14.26%), followed by "Assist in job creation" (12.83%).



#### How can the BCIDA help now and in the future with the challenges faced by Brunswick County?

- Recruit large-business and industry for the county (14%)
- Assist in job creation (13%)
- Provide small business assistance (12%)
- Renovate/Rehabilitate empty buildings (11%)
- Be a partner and be involved with the community (11%)
- Provide educational opportunities (small business education/training, technical training, early training/exposure within schools) (10%)
- Provide funding for business big or small (10%)
- Give help to more of the county, not just focusing on specific towns (9%)
- Assist in creating spaces for recreation (playgrounds, parks, trails, etc.) (9%)
- Other (2%)

## BCIDA COMMUNITY REVITALIZATION FOCUS AREAS

In 2019, community engagement completed in Lawrenceville identified three key areas of focus for community revitalization: Education, Business, and Recreation. For each area, participants were asked to identify where the BCIDA should focus their efforts. The top responses selected in each focus area were:

**Education – Workforce Training (41%)**

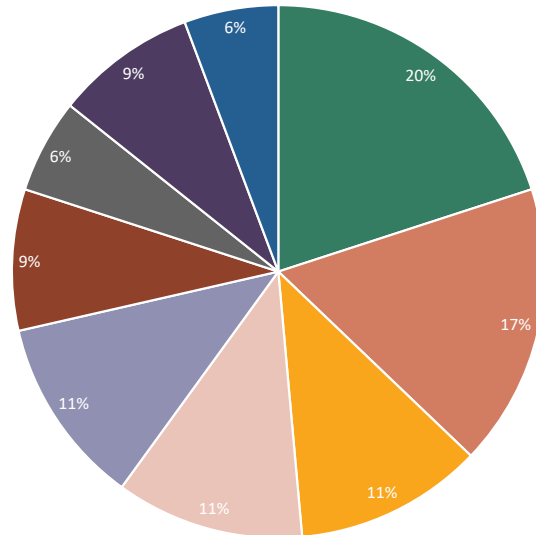
**Business – Recruitment (36%)**

**Recreation – Tourist Attractions (51%)**

Participants were also offered the opportunity to provide write-in responses if they believed there were other important focus areas for community revitalization where the BCIDA should play a role. The answers provided could be generally grouped into the following categories: Buildings and Town Improvements; Jobs, Business, Industry; Utilities and Infrastructure; Education and Training; Community Involvement and Engagement; Long-Term Planning; Funding, Financing, Investments; Other; and None. The category with the most related responses was Building and Town Improvements (20%); responses ranged from assisting in the renovation/restoration of vacant buildings, demolishing vacant buildings, historic preservation-related building focuses, and finding uses for vacant buildings. The category with the second highest number of related responses was Job, Business, and Industry (17%). These included responses relating to creating jobs, recruiting employers, identifying industries that will be successful in the county (including new business types), and bringing businesses to the towns.

Is there another important area of focus for community revitalization that the IDA should play a role?

- Buildings/ Town Improvements (20%)
- Job/ Business/ Industry (17%)
- Utilities/ Infrastructure (11%)
- Education/ Training (11%)
- Community Involvement/ Engagement (11%)
- Long-Term Planning (9%)
- Funding/ Financial/ Investments (6%)
- Other (9%)
- None or N/A (6%)



## 2.5 Conclusion - Key Takeaways from Public Engagement

The results of the various forms of public engagement (stakeholder interviews, stakeholder questionnaires, and public survey) informed BCIDA workshop discussions and contributed to the development of the recommendations included within the following chapters of the Strategic Plan. Across each phase of public engagement, key themes were identified as critical goals and objectives to incorporate into the Strategic Plan.

### *CLEARLY DEFINED ROLES and RESPONSIBILITIES*

Across each stage of engagement, participants indicated a need for a clearly defined set of roles and responsibilities for the BCIDA. In some instances, this was explicitly stated, and in others, it was evident through the contradictory opinions on what the BCIDA's current roles and responsibilities are. Many other participants indicated that they could not answer what the BCIDA's roles and responsibilities are. Additionally, engagement indicated there is a lack of clarity on all levels (internal, County government, and community) as to the roles and responsibilities of the BCIDA compared to the Brunswick County Department of Economic Development.

### *COMMUNICATION and TRANSPARENCY*

A common theme heard during engagement related to the need for the BCIDA to improve communication and transparency. Many participants acknowledged that this need extended throughout the County and was not limited to the BCIDA; however, they emphasized its importance in building public perception, trust, and inter-agency relationships.

### *RELATIONSHIP BUILDING*

Building on the theme of communication and transparency, participants indicated a need for continued relationship building within the County. Again, this response identified the need as associated with the BCIDA but acknowledged that it was not limited to the organization. Participants discussed the need for continued relationship building with local government, other agencies and organizations, and the community.

### *INTRA-ORGANIZATIONAL PLANNING and GROWTH*

When asked about the BCIDA, many participants indicated that they associated the BCIDA with the Executive Director and many indicated the Executive Director was the only point of contact they had interacted with from the organization.

### *CONTINUE TO ACTIVELY PARTICIPATE IN THE IMPROVEMENT OF BRUNSWICK COUNTY*

Although responses varied when asked to identify exactly how the BCIDA should be engaged in the improvement of Brunswick County, all respondents indicated that they did have a role to play. Most also acknowledged that the BCIDA has taken an active role in efforts to improve the County, and even if they did not believe that a given action fell within the BCIDA's purview, they commended the BCIDA for making an effort.

These key themes from the public engagement process were used to guide the development of the Strategic Plan. Using these themes, the following key goals, objectives, and actions were created to help the BCIDA over the next ten years.



# SECTION 3

*The Plan*

### 3.1 Introduction

The results of the various forms of public engagement (stakeholder interviews, stakeholder questionnaires, and public survey) informed BCIDA workshop discussions and contributed to the development of the recommendations included within the following chapters of the Strategic Plan. Across each phase of public engagement, key themes were identified as critical goals and objectives to incorporate into the Strategic Plan.

#### Key Goals

1. Agreement on purpose, vision, and responsibilities amongst internal stakeholders.
2. Clear articulation of purpose, vision, and responsibilities to external stakeholders.
3. Clear definition of staff and board roles and responsibilities with an eye towards succession planning.
4. Development of action items and prioritization lists for each core area.

### 3.2 Goal 1: Agreement on purpose, vision, and responsibilities amongst internal stakeholders

#### OBJECTIVE 1.1: ENSURE BCIDA PROSPECTS AND PROJECTS MEET PURPOSE, RESPONSIBILITIES, AND CAPACITY.

This objective aims to establish a clear understanding of what the BCIDA's roles and responsibilities are and are not, while providing internal stakeholders (Board members and staff) with a clearly written, easily referenceable guidepost for opportunities that should be pursued.

##### Action 1.1.1:

Identify areas where legal advice is needed to assist in determining what opportunities and actions are within the BCIDA's purview. Establish a process for engaging with legal counsel as necessary.

- Assign a BCIDA committee and/or individual position to be responsible for engaging with legal counsel when necessary. This committee should then review the BCIDA enabling legislation and by-laws to identify question areas that should be addressed by legal counsel in order to determine the types of opportunities and actions that are within the BCIDA's authority.

##### Action 1.1.2:

Establish a process for determining what opportunities do and do not warrant BCIDA investment of time, energy, and resources.

- Identify a BCIDA committee, such as the Project/Prospect Review Committee, to review the BCIDA's authorities and powers and develop a list of opportunity types that are within the BCIDA's purview.
- From there, the assigned Committee should develop a process that establishes guidelines for reviewing opportunities to determine if they warrant BCIDA investment. This process could include using tools such as a valuation or points system and/or prioritization matrix.

##### Action 1.1.3:

Develop a prioritization matrix for engagement with development opportunities.

- Once a process has been developed to determine what types of opportunities the BCIDA should invest in, the Project/Prospect Review Committee (or other assigned committee) should develop a prioritization matrix to guide how the BCIDA prioritizes development opportunities. This will provide a consistent evaluation system that can be referred back to, should questions of prioritization arise internally or externally.

### 3.3 Goal 2: Clear articulation of purpose, vision, and responsibilities to external stakeholders

Once the BCIDA's purpose, vision, and responsibilities have been clearly defined and agreed upon by the internal stakeholders, they must be clearly and transparently explained and communicated to its external stakeholders. This should include making the BCIDA's processes, prioritization methods, progress, and successes easily accessible and understandable on a regular basis. The BCIDA should also actively contribute to the creation of a wholistic, collaborative approach to economic development that encourages its partner organizations to establish open and productive relationships. Finally, the BCIDA should develop ways to continuously cultivate, or improve upon, relationships with key partners that are not currently involved with the organization.

## **OBJECTIVE 2.1: ENSURE CLEAR COMMUNICATION AND TRANSPARENCY TO EXTERNAL STAKEHOLDERS**

This objective aims to establish a clear understanding of what the BCIDA's roles and responsibilities are and are not, while providing internal stakeholders (Board members and staff) with a clearly written, easily referenceable guidepost for opportunities that should be pursued.

### **Action 2.1.1:**

Create transparency around the processes for determining which opportunities will be pursued and which will not.

- Once the assigned committee develops a process for how to determine which opportunities the BCIDA will invest in, this process should be written down and followed consistently. The BCIDA should be transparent about this process, openly discussing its criteria for decisions and making the written process guidelines available (either publicly online, or when requested).

### **Action 2.1.2:**

Create transparency through a prioritization matrix for engagement with development opportunities.

- Utilize the prioritization matrix and/or other prioritization tools developed for Action 1.1.3 as a tool to provide transparency to the public and other stakeholders about how the BCIDA decides whether or not it will invest in a development opportunity. This will provide a written, and consistent tool that the BCIDA can point to when justifying their investment decisions to stakeholders.

### **Action 2.1.3:**

Complete annual reporting on the BCIDA's progress, including economic impact and job creation.

- The Executive Director and/or the Executive/Finance Committee (or other assigned committee) should prepare an annual report that highlights the accomplishments and impacts of the BCIDA's work throughout the year. Information could include economic impact of the BCIDA's efforts, the number of jobs created; projects that have been initiated, progressing, or completed; grants awarded; etc. The annual report should follow a template that allows new information to simply be updated each year. This annual report can be shared with the County and public or used as marketing information.

### **Action 2.1.4:**

Identify information to be used in marketing and develop associated templates.

- Assign the appropriate committee to identify the types of information the BCIDA would like to use for marketing, and the ways it would be utilized.
- Based on the types of information and uses identified, develop a series of templates that can be regularly and easily updated for use as marketing materials. Example materials could include newsletters, flyers, executive summaries, etc.
- All templates and materials should be formatted to be used on the BCIDA website and printed.

### **Action 2.1.5:**

Complete and implement website development to encourage engagement and feedback from external stakeholders.

- Complete the grant-funded website development project that is underway to encourage community engagement and feedback.
- Ensure that the tool is consistently used and referenced by the BCIDA.

## **OBJECTIVE 2.2: ENSURE CLEAR COMMUNICATION & COLLABORATION AMONG EXISTING PARTNER ORGANIZATIONS**

This objective aims to guide the BCIDA in its contributions to the creation of a wholistic, collaborative approach to economic development that encourages partner organizations to establish open and productive relationships. The BCIDA should continue efforts such as its current grant-funded project to develop and implement website improvements that will facilitate engagement and communication with external stakeholders.

### **Action 2.2.1:**

Develop a communications plan.

- Assign a committee (or create a communications/PR committee) to assess the existing partner organizations that would benefit from the development of a BCIDA communications plan.
  - » A communications plan should aim to address how the BCIDA will approach improving communications with existing partner organizations, including topics such as the type of information that should be communicated and the frequency and formats of communications.
- The assigned committee should also specifically establish a communication plan between the BCIDA and DED.
  - » The plan should be developed in conjunction with the DED; however, the BCIDA may choose to initiate this process by developing a draft plan.
  - » A communication plan may include topics such as points of contact and regularly scheduled meetings and/or deliverables (e.g., quarterly updates or other similar report).

### **Action 2.2.2:**

Hold monthly coordination meetings with existing partner organizations.

- A member of the assigned committee and/or the Executive Director should seek to have monthly coordination meetings with existing partner organizations to boost relationships and transparency, and assess areas that the BCIDA and the partner organizations can work collaboratively or in support of each other to achieve their goals.
- Although participation by partner organizations cannot be guaranteed, the BCIDA should make thorough and consistent efforts to engage its existing partner organizations in these meetings to promote transparency, communication, and cooperation.

### **Action 2.2.3:**

Create and assign a Board of Supervisors Liaison role and establish a schedule for Board of Supervisors meeting attendance and presentations.

- Identify or create a committee and/or role to interact, engage, and coordinate with the BOS and DED.
  - » This includes identifying a member of the BCIDA Board or Staff to serve as a BOS Liaison. The Liaison should represent the BCIDA at BOS and other County meetings as appropriate.
- The assigned committee and Liaison should develop a schedule for meeting attendance and presentations through coordination with the BOS.

### **Action 2.2.4:**

Articulate to the towns and the County when the BCIDA will be involved in opportunities and projects, or not.

- Utilize the BCIDA website and/or other notification tools to advertise the projects and opportunities that the BCIDA will be involved in.
- Use the prioritization matrix and/or other evaluation tools developed for Goal 1 to address why the BCIDA is, or is not, involved in an opportunity or project.

### **Action 2.2.5:**

Create transparency with existing partner organizations.

- Use the prioritization matrix, monthly coordination meetings, reporting tools, and/or other notification tools to clearly communicate and create transparency directly with existing partner organizations.
  - » These tools should assist in communicating information such as upcoming and current opportunities, ongoing project statuses, accomplishments, etc. to the BCIDA's existing partner organizations.

### **OBJECTIVE 2.3: DEVELOP RELATIONSHIPS WITH ADDITIONAL KEY PARTNERS**

This objective aims to develop ways to continuously cultivate productive relationships with key partners that are not currently involved with the BCIDA.

The following groups were identified as potential future stakeholders, partners, and audiences during Workshop 1:

- Brunswick County Board of Supervisors
- Tourism
- Job agencies (13 in Virginia)
- Virginia Forestry Association
- Virginia Loggers Association
- Community groups from Brunswick County and surrounding areas (Rotary, Ruritan, Lions, etc.)
- News and Media Sources
- Veterans Association
- Farmers
- Brunswick County Chamber of Commerce
- Chambers of Commerce in surrounding areas

#### **Action 2.3.1:**

Hold a quarterly state of the county meeting, and/or other recurring events, and invite current and potential future stakeholders, partners, and audiences.

- Identify a committee, Board member(s), and/or Staff member(s) to consistently attend and lead these meetings.
- Hold these meetings in rotating locations throughout the county to encourage stakeholders, partners, and audiences from across the county to participate, and to signal the BCIDA's interest and commitment to the county as a whole.
- Be consistent in holding this event and inviting new and potential future stakeholders, partners, and audiences.
- Consider providing a follow-up summary to those who attended and/or those who were unable to attend to promote communication and transparency.
- Identify other types of recurring events to encourage continued or new engagement.
  - » Event types could include, but are not limited to, Annual Retreats with selected stakeholders and/or partners.
  - » Apply the recommendations listed above to any recurring event types (e.g., use rotating locations, be consistent with holding the event, and provide follow-up summaries).

#### **Action 2.3.2:**

Invite members of potential future stakeholders and partner groups to be on subject matter committees.

- Identify groups that the BCIDA would like to encourage continued or new engagement with.
- Identify potential members to invite to join the subject matter committees discussed in Goal 4.
  - » Be inclusive with whom the BCIDA invites and provide invitees with a summary of the purpose of the subject matter committee and expected time commitments.

#### **Action 2.3.3:**

Hold regularly occurring community engagement events to promote engagement and strengthen relationships within the community.

- These events should be used as opportunities for the BCIDA to share updates as well as opportunities for the community to provide input on on-going projects, ask questions, etc.
- Events should be regular, recurring events, such as Taco Tuesdays, to bring the community together and to provide an opportunity for engagement and communication between the BCIDA and Brunswick County community members.

### 3.4 Goal 3: Clear definition of staff and board roles & responsibilities with an eye towards succession planning

The BCIDA must ensure there is a clear and referenceable set of defined policies, roles, and responsibilities for each level within the BCIDA structure (Board, Staff, and Committees). This will create accountability, establish expectations, and make transitions with future new Board, Staff, and/or Committee members easier. These policies, roles, and responsibilities should be clearly written and formatted so that they can be included on the BCIDA website for accessibility and transparency.

#### OBJECTIVE 3.1: DEVELOP CLEAR POLICIES AND STRUCTURES FOR EACH LEVEL WITHIN THE BCIDA

This objective aims to ensure that a clear and referenceable set of defined policies, roles, and responsibilities for each level within the BCIDA (Board, Staff, Committees) exists. This document will create accountability, establish expectations, and make transitions with future new Board members, Staff, and Committee members easier. All policies and structures should be written and formatted to go on the BCIDA website.

##### Action 3.1.1:

Develop clear policies for Board of Directors roles and responsibilities, formatted to go on the BCIDA website.

- Identify a committee, such as the Executive/Finance Committee, to develop clear, written policies that outline and explain the Board of Directors' roles and responsibilities.
  - » Policies should create accountability, establish expectations, and provide a guiding document to make transitions with future new Board members easier.
  - » These draft policies should then be presented to the full Board of Directors for review and approval.
  - » Final policies should be written and formatted to go on the BCIDA website so they are easily accessible.
- Example policies may include:
  - » Communications/Public Relations Policy
  - » Project Review Policy
  - » Interorganizational Collaboration Policy

##### Action 3.1.2:

Develop clear policies for Staff roles and responsibilities in a manner that can be formatted for inclusion on the BCIDA website.

- Identify a committee, such as the Personnel Committee, to develop clear, written policies that outline and explain the BCIDA Staff roles and responsibilities.
  - » Policies should support accountability, establish expectations, and provide a guiding document to make transitions with future new Staff members easier.
  - » These draft policies should then be presented to the full Board of Directors for review and approval.
  - » Final policies should be written and formatted to go on the BCIDA website so they are easily accessible.
- Example policies may include:
  - » Communications/Public Relations Policy
  - » Board Approval Policy
  - » Interorganizational Collaboration Policy

##### Action 3.1.3:

Assess the existing BCIDA Committee structure to determine if the existing committees should be retained and if additional and/or replacement committees are necessary.

- The BCIDA has established six existing committees, which include:
  - » Executive/Finance Committee: Reviews big issues prior to Board meetings, develops Board meeting agendas, ensures the BCIDA is fiscally responsible with tax payer dollars.
  - » Personnel Committee: Responsible for all personnel related decisions, including hiring, firing, and any other personnel issues.
  - » Project/Prospect Review Committee: Reviews upcoming projects, ensures project/business prospects are properly vetted, assists in deciding on leases and any other important decisions relating to project/business prospects.
  - » Property Park Management Committee: Responsible for the acquisition, disposition, maintenance, and/or upgrading of the industrial parks, as well as the possible procurement of additional land for industrial park uses.

- » Planning Committee: Responsible for miscellaneous organizational planning tasks ranging from changes to the BCIDA By-Laws, to strategic planning and other forward looking BCIDA planning.
- » Education Committee: Responsible for the creation of ideas relating to scholarships, youth programs, and any other educational programming to be implemented or supported by the BCIDA.
- The Board should assess the Goals, Objectives, and Action steps within the Strategic Plan and determine if the existing committees are adequate to accomplish the BCIDA's goals over the next ten years.
- Committees are a good way to evaluate potential new board members and promote engagement with the broader community; committees should include non-board/non-staff members where feasible. Additional committees should be created as needed; existing committees should be reviewed and adjusted or eliminated as appropriate.
  - » The capacity of the Board should be considered when determining the number of committees and the number of responsibilities assigned to each committee.

#### **Action 3.1.4:**

Review the existing BCIDA Committees policies, amend them as needed, and format them to go on the BCIDA website.

- The Board should review the existing BCIDA Committees policies and amend them as needed to promote accountability, establish expectations, and make transitions with future new committee members easier.
- Consideration should be taken in regards to how many members each committee should include, who can be on each committee (Board members only? Staff?), time commitments, etc.
- Final policies should be written and formatted to go on the BCIDA website so they are easily accessible.

#### **Action 3.1.5:**

Promote organizational sustainability by creating a predictable funding stream for operational costs that is distinct from special project funding.

- Ways to create a predictable funding stream for operational costs could include, but are not limited to:
  - » Retain a percentage of proceeds from property sale for reinvestment.
  - » Earmark a percentage of increased taxes generated by BCIDA new business recruitment or expansion.

### **3.5 Goal 4: Development of action items and prioritization lists for each core area**

Four core areas were identified as areas that the BCIDA should be involved with or should address its involvement with.

1. Education and Workforce Training
2. Community Asset Enhancement and Development
3. Employer Recruitment
4. Infrastructure Improvements (water, sewer, broadband)

The BCIDA should determine when and to what extent they should and will be involved with each of the four areas and establish clear guidelines for what that involvement should look like. The following general action items should govern the each of the actions within the four core areas:

#### **Establish a local advisory committee with subject matter experts.**

- Determine how subject matter experts will be identified and selected for participation on the local advisory (subject matter) committee.
  - » If through application, the Board and/or assigned internal committee should develop an open application that is accessible online and/or through other public platforms and advertise the application process and deadlines in advance of committee selection.
  - » The Board should consider, and include in the application, information such as criteria for selection (e.g., types of experience desired, place of residence, etc.), the committee's purpose, and an expected time commitment.
  - » Specific subject matter experts may be identified and invited to apply and/or participate on the local advisory committee.
  - » The BCIDA should seek to be inclusive and transparent with who it invites and accepts to serve on the committee.
- Policies/guidelines for participation in the committee should be developed by the BCIDA Board (or internal committee) to set expectations for local advisory committee members, and to provide a clear explanation of the local advisory committee's purpose and goals.
  - » At least one member of the BCIDA Board and/or Staff should chair the committee and be present at all meetings.

## **Establish policies and procedures for how the BCIDA will, or will not, be involved with Education and Workforce Training opportunities.**

- Utilize the local advisory committee to brainstorm ideas and proposals for policies and procedures for the BCIDA will or will not be involved in Education and Workforce Training opportunities.
  - » Draft policies and procedures should be presented for final approval to the BCIDA Board.
- Final policies and procedures should be clearly written and formatted to go on the BCIDA website.

The following objectives outline the action steps the BCIDA should take to determine when and to what extent it should and will be involved with each of the four core areas:

### **OBJECTIVE 4.1: EDUCATION & WORKFORCE TRAINING**

This objective aims to determine when and to what extent the BCIDA should and will be involved with Education and Workforce Training and to establish clear guidelines for what that involvement should look like.

#### **Action 4.1.1:**

Establish a procedure for determining what opportunities and projects fall within this category and warrant BCIDA involvement utilizing the process and prioritization matrix developed for Objective 1.1 and develop a prioritization list for BCIDA opportunities relating to Education and Workforce Training.

- Utilize the local advisory committee to brainstorm ideas and proposals for how the BCIDA should determine what opportunities and projects fall within this category and warrant BCIDA involvement, using the process and prioritization matrix developed for Objective 1.1.
  - » Draft procedures should be presented to the BCIDA Board for final approval.
  - » Final procedures should be clearly written and formatted to go on the BCIDA website.
- Using the established policies and procedures, the local advisory committee should advise on the development of a prioritization list for Education and Workforce Training opportunities for the BCIDA to engage with, to be presented for final approval to the BCIDA Board.
  - » The Education and Workforce Training prioritization list should focus on and guide decisions on the types of Education and Workforce Training opportunities the BCIDA should engage with and/or provide.
  - » The final list should be a clear, written list that is easily updated and formatted to go on the BCIDA website.

### **OBJECTIVE 4.2: COMMUNITY ASSET ENHANCEMENT & DEVELOPMENT**

This objective aims to determine when and to what extent the BCIDA should and will be involved with Community Asset Enhancement and Development, and establish clear guidelines for what that involvement should look like.

#### **Action 4.2.1:**

Establish a procedure for determining what opportunities and projects fall within this category and warrant BCIDA involvement utilizing the process and prioritization matrix developed for Objective 1.1 and develop a prioritization list for BCIDA opportunities relating to Community Asset Enhancement & Development.

- Utilize the local advisory committee to brainstorm ideas and proposals for how the BCIDA should determine what opportunities and projects fall within this category and warrant BCIDA involvement using the process and prioritization matrix developed for Objective 1.1.
  - Draft procedures should be presented to the BCIDA Board for final approval.
  - Final procedures should be clearly written and formatted to go on the BCIDA website.
- Using the established policies and procedures, the local advisory committee should advise on the development of a prioritization list for Community Asset Enhancement & Development opportunities for the BCIDA to be engaged with, to be presented for final approval to the BCIDA Board.
  - The final list should be a clear, written list that is easily updated and formatted to go on the BCIDA website.

### **OBJECTIVE 4.3: EMPLOYER RECRUITMENT**

This objective aims to determine when and to what extent the BCIDA should and will be involved with Employer Recruitment, and establish clear guidelines for what that involvement should look like.

#### **Action 4.3.1:**

Establish a procedure for determining what opportunities and projects fall within this category and warrant BCIDA involvement utilizing the process and prioritization matrix developed for Objective 1.1 and develop a prioritization list for BCIDA opportunities relating to Employer Recruitment.

- Utilize the local advisory committee to brainstorm ideas and proposals for how the BCIDA should determine what opportunities and projects fall within this category and warrant BCIDA involvement, using the process and prioritization matrix developed for Objective 1.1.
  - » Draft procedures should be presented to the BCIDA Board for final approval.
  - » Final procedures should be clearly written and formatted to go on the BCIDA website.
- Using the established policies and procedures, the local advisory committee should advise on the development of a prioritization list for Employer Recruitment opportunities, to be presented for final approval to the BCIDA Board.
  - » The Employer Recruitment prioritization list should focus on and guide decisions regarding who the BCIDA spends time recruiting, taking into consideration the types of jobs that would be created by recruiting a given employer.
  - » The list should utilize the outcomes of the grant-funded market study being completed for the BCIDA.
  - » The final list should be a clear, written list that is easily updated and formatted to go on the BCIDA website.

### **OBJECTIVE 4.4: INFRASTRUCTURE IMPROVEMENTS (WATER, SEWER, BROADBAND)**

Determine when and to what extent the BCIDA should and will be involved with Infrastructure Improvement (Water, Sewer, Broadband), and establish clear guidelines for what that involvement should look like.

#### **Action 4.4.1:**

Establish a procedure for determining what opportunities and projects fall within this category and warrant BCIDA involvement utilizing the process and prioritization matrix developed for Objective 1.1 and develop a prioritization list for BCIDA opportunities relating to Infrastructure Improvement (Water, Sewer, Broadband).

- Utilize the local advisory committee to brainstorm ideas and proposals for how the BCIDA should determine what opportunities and projects fall within this category and warrant BCIDA involvement, using the process and prioritization matrix developed for Objective 1.1.
  - Draft procedures should be presented to the BCIDA Board for final approval.
  - Final procedures should be clearly written and formatted to go on the BCIDA website.
- Using the established policies and procedures, the local advisory committee should advise on the development of a prioritization list for Infrastructure Improvement (Water, Sewer, Broadband) opportunities, to be presented for final approval to the BCIDA Board.
  - The Infrastructure Improvements prioritization list should focus on and guide decisions relating to the types of water, sewer, and/or broadband improvement activities the BCIDA should be involved in.
  - The final list should be a clear, written list that is easily updated and formatted to go on the BCIDA website.



# SECTION 4

## *Measuring Progress*

## 4.1 MEASURING PROGRESS

The BCIDA should make use of practical tools to measure and communicate its progress and accomplishments. These tools should also measure and communicate how it follows the goals, objectives, and actions laid out in the Strategic Plan. Potential tools that could be developed and utilized may include, but are not limited to:

### BCIDA COMMUNITY REVITALIZATION FOCUS AREAS

Report templates may be used to present information about a specific project (typically after completion of the project or a major milestone) or for formal and/or recurring updates and progress reports. By creating report templates, the BCUDA would ensure that information is presented in a clear, consistent, and professional manner. Using report templates would also allow for comparisons between old and new reports. All reports should be formatted in such a way that they are easily updated and can be placed on the BCIDA's website.

1. Education and Workforce Training
2. Community Asset Enhancement and Development
3. Employer Recruitment
4. Infrastructure Improvements (water, sewer, broadband)

### WEBSITE

The existing BCIDA website may be used to present updates, accomplishments, and general information on all past, present, and future BCIDA projects. The website can also provide a place to present all other documents (reports, press releases, newsletters, etc.) that are prepared for and by the BCIDA. Use of the BCIDA website for this purpose could include developing a page within the website dedicated to tracking progress, providing updates, and celebrating accomplishments. The information posted to the website should be updated on a regular cycle, such as quarterly, to ensure the public has access to up-to-date information. Updates posted to the BCIDA website should be done so in a clear and accessible manner for all members of the public; newly posted information should be easily found on the website.

### PRESS RELEASE TEMPLATE

Press Releases can be used to inform the public at large of topics including (but not limited to): when new projects are starting, when project milestones are reached, when projects are completed, of important project updates, or other general BCIDA organizational updates. Press Releases can and should be used to share important project and organizational details, and they can help create transparency in the BCIDA's work. Developing a press release template will help ensure that information is presented in a clear, consistent, and professional manner. Using a template will also help streamline the process to provide the public with important updates and information in a timely manner. All press releases should be formatted in such a way that they can be placed in a print or digital format. The press releases can be used to share information from the BCIDA in places such as (but not limited to):

1. Local Newspapers
2. Regional Newspapers
3. Industry Magazines
4. BCIDA website

### NEWSLETTER TEMPLATE

Much like the annual and quarterly progress update reports, a newsletter can be used to give the public summaries and updates of the BCIDA's work. While a press release may be used to provide an update on a single project or event, a newsletter can be used to provide updates on all of the BCIDA's current work in one place. Newsletters should be sent out on a regular cycle (monthly, quarterly, etc.). Creating a newsletter template will help ensure that information is presented in a clear, consistent, and professional manner. All newsletters should be written to be accessible to all members of the public, and should be formatted in such a way that they are easily updated and can be placed on the BCIDA's website.

## 4.2 REPORTING

The tools developed through this Strategic Plan should be used to provide consistent reporting and improve communication and transparency. Consistent reporting and improved communication and transparency will assist the BCIDA in keeping the Board of Supervisors, Department of Economic Development, Partners, and the Community at Large informed. Additionally, reporting can provide the BCIDA with the opportunity to demonstrate the progress of the Strategic Plan's implementation by referencing how their current work aligns with and supports the goals and actions outlined in the Strategic Plan.

Potential tools and techniques the BCIDA could use for reporting include, but are not limited to:

### Board of Supervisors Liaison

- BCIDA Board Member and/or Staff member to attend all BOS meetings and to provide updates to the BOS.
- Information provided by the Liaison to the BOS should be presented in a consistent manner and should reference how each item addressed aligns with and supports the goals outlined in the Strategic Plan.
- In coordination with the BOS, develop a schedule for meeting attendance and presentations; these should occur on a regular cycle at a frequency agreed upon by the BCIDA and BOS.
- By providing regular updates presented in a consistent manner, the BCIDA can work towards achieving goals of communication and transparency outlined within the Strategic Plan; consistent updates that reference the goals of the Strategic Plan also demonstrate the progress of Plan implementation.

### Report Templates

- Report templates can be used to develop formal reports, typically on a recurring cycle, to present information in a clear and consistent manner. Presenting information in a consistent format allows for cyclical comparisons that can also be used to track the progress of the Strategic Plan's implementation. The reports should address how the included topics align with and support the Strategic Plan, and address any progress made towards the completion of goals and actions within the Plan. Templates that may be useful for this kind of reporting include, but are not limited to:

#### *Annual reports*

- » Annual reports can allow for easy comparisons of progress across years. This tool can be used to report progress to a variety of audiences, such as the BOS, current and future stakeholders and partners, and the community at large.

#### *BCIDA Executive Director's Report*

- » The BCIDA Executive Director's Report can be used to update the BCIDA Board on the progress of the Strategic Plan's implementation.

#### *Quarterly Progress Report*

- » A Quarterly Progress Report provides the opportunity for more frequent updates than an annual report, and can allow for comparisons within a shorter period of time.

### Quarterly State of the County Meetings

- Quarterly State of the County Meetings can be used to engage current and potential future stakeholders, partners, and audiences and can be an opportunity for the BCIDA to provide updates on current and upcoming projects and how they align with the Strategic Plan.
- Recurring meetings such as this will not only achieve actions outlined in the Strategic Plan but will also provide a regular, recurring opportunity for the BCIDA to assess the progress of the Plan's implementation by reviewing how the actions taken during that timeframe align with and support the Plan.

### Monthly Coordination Meetings with Existing Partner Organizations

- Monthly coordination meetings with existing partner organizations can provide an opportunity for the BCIDA to give frequent updates to and coordinate with their existing partners.
- Recurring meetings such as this will not only achieve actions outlined in the Strategic Plan, but will also provide a regular, recurring opportunity for the BCIDA to assess the progress of the Plan's implementation by reviewing how the actions taken during that timeframe align with and support the Plan.



# APPENDICES

## Appendix 1

*Code of Virginia, Industrial Development and Revenue Bond Act*

## Appendix 2

*Code of The County Of Brunswick, Va, Industrial Development Authority*

## Appendix 3

*Code of The County Of Brunswick, Va, Brunswick/Lawrenceville Enterprise Zone*

## Appendix 4

*Industrial Development Authority of Brunswick County, Va By-Laws*

## Appendix 5

*BCIDA Strategic Plan Public Survey PSA*

## Appendix 6

*BCIDA Strategic Plan Public Survey Results*

# Appendix 1

Code of Virginia

Title 15.2. Counties, Cities and Towns Subtitle IV. Other Governmental Entities

Chapter 49. Industrial Development and Revenue Bond Act

## Chapter 49. Industrial Development and Revenue Bond Act.

### A. § 15.2-4900. Short title.

This chapter shall be known and may be cited as the “Industrial Development and Revenue Bond Act.” 1966, c. 651, § 15.1-1373; 1997, c. 587.

### B. § 15.2-4901. Purpose of chapter.

It is the intent of the legislature by the passage of this chapter to authorize the creation of industrial development authorities by the localities in the Commonwealth so that such authorities may acquire, own, lease, and dispose of properties and make loans to the end that such authorities may be able to promote industry and develop trade by inducing manufacturing, industrial, governmental, nonprofit, and commercial enterprises, and institutions of higher education to locate in or remain in the Commonwealth and further the use of its agricultural products and natural resources, and to vest such authorities with all powers that may be necessary to enable them to accomplish such purposes, which powers shall be exercised for the benefit of the inhabitants of the Commonwealth, either through the increase of their commerce, or through the promotion of their safety, health, welfare, convenience, or prosperity. Such authority shall not itself be authorized to operate any such manufacturing, industrial, nonprofit, or commercial enterprise, or any facility of an institution of higher education.

It is the further intent of the legislature and shall be the policy of the Commonwealth to grant to industrial development authorities the powers contained herein with respect to pollution control facilities to the end that such authorities may protect and promote the health of the inhabitants of the Commonwealth and the conservation, protection, and improvement of its natural resources by exercising such powers for the control or abatement of land, sewer, water, air, noise, and general environmental pollution derived from the operation of any industrial or medical facility and to vest such authorities with all powers that may be necessary to enable them to accomplish such purpose, which powers shall be exercised for the benefit of the inhabitants of the Commonwealth, either through the increase of their commerce, or through the promotion of their safety, health, welfare, convenience, or prosperity.

It is the further intent of the legislature and shall be the policy of the Commonwealth to grant to industrial development authorities the powers contained herein with respect to medical facilities and facilities for the residence or care of the aged to the end that such authorities may protect and promote the health and welfare of the inhabitants of the Commonwealth by assisting in the acquisition, construction, equipping, expansion, enlargement, and improvement of medical facilities and facilities for the residence or care of the aged in order to provide modern and efficient medical services to the inhabitants of the Commonwealth and care of the aged of the Commonwealth in accordance with their special needs and also by assisting in the refinancing of medical facilities and facilities for the residence or care of the aged owned and operated by organizations which are exempt from taxation pursuant to § 501(c)(3) of the Internal Revenue Code of 1954, as amended, in order to reduce the costs to residents of the Commonwealth of utilizing such facilities and to vest such authorities with all powers that may be necessary to enable them to accomplish such purposes, which powers shall be exercised for the benefit of the inhabitants of the Commonwealth and for the promotion of their health and welfare. It is not intended hereby that any such authority shall itself be authorized to operate any such medical facility or facility for the residence or care of the aged.

It is the further intent of the legislature and shall be the policy of the Commonwealth to grant to industrial development authorities the powers contained herein with respect to facilities for use by organizations (other than institutions organized and operated exclusively for religious purposes) which are described in § 501(c)(3) of the Internal Revenue Code of 1954, as amended, and which are exempt from federal income taxation pursuant to § 501(a) of the Internal Revenue Code of 1954, as amended, to the end that such authorities may protect or promote the safety, health, welfare, convenience, and prosperity of the inhabitants of the Commonwealth by assisting in the acquisition, construction, equipping, expansion, enlargement, improvement, financing, and refinancing of such facilities of the aforesaid entities and organizations in order to provide operations, recreational, activity centers, and other facilities for the use of the inhabitants of the Commonwealth and to vest such authorities with all powers that may be necessary to enable them to accomplish such purposes, which powers shall be exercised for the benefit of the inhabitants of the Commonwealth and for the promotion of their safety, health, welfare, convenience, or prosperity. It is not intended hereby that any such authority shall itself be authorized to operate any such facility.

It is the further intent of the legislature and shall be the policy of the Commonwealth to grant to industrial development authorities the powers contained herein with respect to facilities for accredited nonprofit private institutions of higher education in the Commonwealth whose primary purpose is to provide collegiate or graduate education and not to provide religious training or theological education to the end that such authorities may protect and promote the health and welfare of the inhabitants of the Commonwealth by assisting in the acquisition, construction, equipping, expansion, enlargement, and improvement of facilities of aforesaid institutions in order to provide improved educational facilities for the use of the inhabitants of the Commonwealth and to vest such authorities with all powers that may be necessary to enable them to accomplish such purposes, which powers shall be exercised for the benefit of the inhabitants of the Commonwealth and for the promotion of their health, welfare, convenience, or prosperity. It is not intended hereby that any such authority shall itself be authorized to operate any such educational facility.

It is the further intent of the legislature and shall be the policy of the Commonwealth to grant industrial development authorities the powers contained herein with respect to facilities for a locality, the Commonwealth and its agencies, and governmental and nonprofit organizations and to vest such authorities with all powers that may be necessary to enable them to accomplish such purposes, which powers shall be exercised for the benefit of the inhabitants of the Commonwealth and for the promotion of their health, welfare, convenience, or prosperity.

It is further the intent of the legislature and shall be the policy of the Commonwealth to grant to industrial development authorities the powers contained herein with respect to facilities for museums and historical education, demonstration, and interpretation, together with any and all buildings, structures, or other facilities necessary or desirable in connection with the foregoing, for use by nonprofit organizations in order to promote tourism and economic development in the Commonwealth, to promote the knowledge of and appreciation by the citizens of the Commonwealth of the historical and cultural development and heritage of the Commonwealth and the United States and to promote thereby their health, welfare, convenience, and prosperity. It is not intended hereby that any such authority shall itself be authorized to operate any such facility.

It is the further intent of the legislature and shall be the policy of the Commonwealth to grant to industrial development authorities the powers contained herein with respect to facilities devoted to the staging of equine events and activities (other than racing) for use by governmental or nonprofit, nonreligious organizations and operated by such governmental or nonprofit, nonreligious organizations in order to promote the equine industry and equine-related activities (other than racing) which are integral to the Commonwealth's economy and heritage and to promote thereby the safety, health, welfare, convenience, and prosperity of the inhabitants of the Commonwealth.

It is the further intent of the legislature and shall be the policy of the Commonwealth to grant to industrial development authorities the powers contained herein with respect to acquiring, developing, owning, and operating an industrial park and any utilities that are intended primarily to serve the park and to issue bonds for such purposes. The bonds may be secured by revenue generated by the industrial park or the utilities being financed or by any other funds of the authority.

It is the further intent of the legislature and shall be the policy of the Commonwealth to grant to industrial development authorities created by one or more municipalities whose housing authorities have not been activated as provided by §§ 36-4 and 36-4.1, in addition to the powers previously or hereafter granted in this chapter, the powers contained herein with respect to facilities used primarily for single or multi-family residences in order to promote safe and affordable housing in the Commonwealth and to benefit thereby the safety, health, welfare, and prosperity of the inhabitants of the Commonwealth. It is n intended hereby that any such authority shall itself be authorized to operate any such facility or exercise any powers of eminent domain set forth in § 36-27.

It is the further intent of the legislature and shall be the policy of the Commonwealth to grant to industrial development authorities, in addition to the powers previously or hereafter granted herein, the power to make grants associated with the construction of affordable housing in order to promote safe and affordable housing in the Commonwealth and to benefit thereby the safety, health, welfare, and prosperity of the inhabitants of the Commonwealth.

It is the further intent of the legislature and shall be the policy of the Commonwealth to grant industrial development authorities the powers contained herein with respect to public school buildings and facilities to promote the safety, health, welfare, convenience, and prosperity of the school children of the Commonwealth by assisting in the acquisition, construction, equipping, expansion, enlargement, improvement, financing, and refinancing of such facilities of school boards in order to provide for the modernization of public school buildings or facilities pursuant to Article 3 (§ 22.1-141.1 et seq.) of Chapter 9 of Title 22.1.

It is the further intent of the legislature and shall be the policy of the Commonwealth to grant to industrial development authorities the powers contained herein with respect to facilitating and supporting landowner access to carbon markets through aggregation of landowners to reach a size that attracts the investment of private capital. Such aggregation provides landowners o various size tracts of land enhanced opportunities to access capital and benefits that support and enhance the agriculture and forest industries for the health, welfare, convenience and prosperity of the inhabitants of the Commonwealth.

In any instance in this chapter where an industrial development authority may issue bonds through its authority to finance, the authority may also refinance such bonds.

This chapter shall be liberally construed in conformity with these intentions.

1966, c. 651, § 15.1-1375; 1972, c. 783; 1975, c. 489; 1977, c. 619; 1978, cc. 276, 526; 1984, c. 700; 1985, c. 317, § 15.1-1392; 1986, c.473; 1988, c. 211; 1990, c. 312; 1991, c. 6; 1997, cc. 587, 758, 763; 2002, cc. 680, 725; 2005, c. 928; 2012, c. 498; 2019, cc. 546, 818, 819; 2022, c. 489.

**C. § 15.2-4902. Definitions.**

Wherever used in this chapter, unless a different meaning clearly appears in the context:

“Authority” means any political subdivision, a body politic and corporate, created, organized and operated pursuant to the provisions of this chapter, or if the authority is abolished, the board, body, commission, department or officer succeeding to the principal functions thereof or to whom the powers given by this chapter are given by law.

“Authority facilities” or “facilities” means any or all (i) medical (including, but not limited to, office and treatment facilities), pollution control or industrial facilities; (ii) facilities for the residence or care of the aged; (iii) multi-state regional or national headquarters offices or operations centers; (iv) facilities for private, accredited and nonprofit institutions of collegiate, elementary or secondary education in the Commonwealth whose primary purpose is to provide collegiate, elementary, secondary, or graduate education and not to provide religious training or theological education, such facilities being for use as academic or administration buildings or any other structure or application usual and customary to a college, elementary or secondary school campus other than chapels and their like; (v) parking facilities, including parking structures; (vi) facilities for use as office space by nonprofit, nonreligious organizations; (vii) facilities for museums and historical education, demonstration and interpretation, together with buildings, structures or other facilities necessary or desirable in connection with the foregoing, for use by nonprofit organizations; (viii) facilities for use by an organization (other than an organization organized and operated exclusively for religious purposes) which is described in § 501(c) (3) of the Internal Revenue Code of 1986, as amended, and which is exempt from federal income taxation pursuant to § 501 (a) of such Internal Revenue Code; (ix) facilities for use by a locality, the Commonwealth and its agencies, or other governmental organizations, provided that any such facilities owned by a locality, the Commonwealth or its agencies or other public bodies subject to the Virginia Public Procurement Act (§ 2.2-4300 et seq.) shall not be exempt from competitive procurement requirements, under the exception granted in subsection B of § 2.2-4344; (x) facilities devoted to the staging of equine events and activities (other than racing events); however, such facilities must be owned by a governmental or nonprofit, nonreligious organization and operated by any such governmental or nonprofit, nonreligious organization; (xi) facilities for commercial enterprises that are not enterprise zone facilities (as defined in § 1394 (b) of the Internal Revenue Code of 1986, as amended) now existing or hereafter acquired, constructed or installed by or for the authority pursuant to the terms of this chapter however, facilities for commercial enterprise that are not enterprise zone facilities but which are taxable authority facilities shall constitute authority facilities only if the interest on any bonds issued to finance such facilities is not exempt from federal income taxation; (xii) enterprise zone facilities; and (xiii) facilities used primarily for single or multi-family residences. Clause (xiii) applies only to industrial development authorities created by one or more localities whose housing authorities have not been activated as provided by §§ 36-4 and 36-4.1. Any facility may be located within or outside or partly within or outside the locality creating the authority. Any facility may consist of or include any or all buildings, improvements, additions, extensions, replacements, machinery or equipment, and may also include appurtenances, lands, rights in land, water rights, franchises, furnishings, landscaping, utilities, approaches, roadways and other facilities necessary or desirable in connection therewith or incidental thereto, acquired, constructed, or installed by or on behalf of the authority. A pollution control facility shall include any facility acquired, constructed or installed or any expenditure made, including the reconstruction, modernization or modification any existing building, improvement, addition, extension, replacement, machinery or equipment, and which is designed to further the control or abatement of land, sewer, water, air, noise or general environmental pollution derived from the operation of any industrial or medical facility. Any facility may be constructed on or installed in or upon lands, structures, rights-of-way, easements, air rights, franchises or other property rights or interests whether owned by the authority or others.

“Bonds” or “revenue bonds” embraces notes, bonds and other obligations authorized to be issued by the authority pursuant to the provisions of this chapter.

“Cost” means, as applied to authority facilities, the cost of construction; the cost of acquisition of all lands, structures, rights-of-way, franchises, easements and other property rights and interests; the cost of demolishing, removing or relocating any buildings or structures on lands acquired, including the cost of acquiring any lands to which such buildings or structures may be moved or relocated; the cost of all labor, materials, machinery and equipment; financing charges and interest on all bonds prior to and during construction and, if deemed advisable by the authority, for a period not exceeding one year after completion of such construction; cost of engineering, financial and legal services, plans, specifications, studies, surveys, estimates of cost and of revenues, and other expenses necessary or incident to determining the feasibility or practicability of constructing the authority facilities; administrative expenses, provisions for working capital, reserves for interest and for extensions, enlargements, addition and improvements; and such other expenses as may be necessary or incident to the construction of the authority facilities, the financing of such construction and the placing of the authority facilities in operation. Any obligation or expense incurred by the Commonwealth or any agency thereof, with the approval of the authority, for studies, surveys, borings, preparation of plans and specifications or other work or materials in connection with the construction of the authority facilities may be regarded as a part of the cost of the authority facilities and may be reimbursed to the Commonwealth or any agency thereof out of the proceeds of the bonds issued for such authority facilities as hereinafter authorized.

“Enterprise” means any industry for manufacturing, processing, assembling, storing, warehousing, distributing, or selling any products of agriculture, mining, or industry and for research and development or scientific laboratories, including, but not limited to, the practice of medicine and all other activities related thereto or for such other businesses or activities as will be in the furtherance of the public purposes of this chapter.

“Loans” means any loans made by the authority in furtherance of the purposes of this chapter from the proceeds of the issuance and sale of the authority’s bonds and from any of its revenues or other moneys available to it as provided herein.

“Revenues” means any or all fees, rates, rentals and receipts collected by, payable to or otherwise derived by the authority from, and all other moneys and income of whatsoever kind or character collected by, payable to or otherwise derived by the authority in connection with the ownership, leasing or sale of the authority facilities or in connection with any loans made by the authority under this chapter.

“Taxable authority facilities” means any private or commercial golf course, country club, massage parlor, tennis club, skating facility (including roller skating, skateboard and ice skating), racquet sports facility, suntan facility, race track, or facility the primary purpose of which is one of the following: (i) retail food and beverage services (excluding grocery stores), (ii) automobile sales and service, (iii) recreation or entertainment, or (iv) banks, savings and loan institutions or mortgage loan companies. The foregoing sentence notwithstanding, no facility financed as an enterprise zone facility using tax-exempt “enterprise zone facility bonds” (as such term is used in § 1394 of the Internal Revenue Code ) shall constitute a taxable authority facility.

“Trust indenture” means any trust agreement or mortgage under which bonds authorized pursuant to this chapter may be secured 1966, c. 651, § 15.1-1374; 1968, c. 687; 1970, c. 725; 1972, c. 783; 1973, c. 528; 1977, cc. 238, 619, 673; 1978, c. 526; 1980, c. 372; 1983, c. 514; 1984, c. 700; 1986, c. 473; 1988, c. 211; 1990, cc. 312, 469; 1991, c. 6; 1994, c. 737; 1997, cc. 587, 758, 763; 1999, c. 379; 2005, c. 928; 2006, c. 324.

**D. § 15.2-4903. Creation of industrial development authorities.**

- a) The governing body of any locality in the Commonwealth is hereby authorized to create by ordinance a political subdivision of the Commonwealth, with such public and corporate powers as are set forth in this chapter. Any such ordinance may limit the type and number of facilities that the authority may otherwise finance under this chapter, which ordinance of limitation may, from time to time, be amended. Louisa County may, by ordinance, authorize an authority created or established under this chapter to acquire, own, operate, and regulate the use of airports, landing fields, and facilities, and other property incident thereto, including such facilities and property necessary for the servicing of aircraft. In the absence of any such limitation, an authority shall have all powers granted under this chapter.
- b) The name of the authority shall be the Industrial Development Authority of (the blank spaces to be filled in with the name of the locality which created the authority, including the proper designation thereof as a county, city or town).
- c) Notwithstanding subsection B, for any authority authorized by this section, the name of the authority may be the Economic Development Authority of (the blank space to be filled in with the name of the locality that created the authority), if the governing body of such locality so chooses.
- d) The authority jointly created by the Town of South Boston and Halifax County pursuant to § 15.2-4916 may be named the Economic Development Authority of Halifax, Virginia, or such other name as the governing bodies of the Town of South Boston and Halifax County shall choose in the concurrent resolutions creating such authority.

1966, c. 651, § 15.1-1376; 1975, c. 254; 1997, c. 587; 1999, c. 157; 2000, c. 398; 2001, cc. 5, 6, 730; 2002, cc. 169, 680, 725; 2003, cc. 159, 343, 345, 350, 357; 2004, cc. 292, 782, 933; 2016, cc. 164, 312; 2017, c. 560.

**E. § 15.2-4904. Directors; qualifications; terms; vacancies; compensation and expenses; quorum; records; certification and distribution of report concerning bond issuance.**

- a) The authority shall be governed by a board of directors in which all powers of the authority shall be vested and which board shall be composed of seven directors, appointed by the governing body of the locality. The seven directors shall be appointed initially for terms of one, two, three, and four years; two being appointed for one-year terms; two being appointed for two-year terms; two being appointed for three-year terms, and one being appointed for a four-year term. Subsequent appointments shall be for terms of four years, except appointments to fill vacancies, which shall be for the unexpired terms. All terms of office shall be deemed to commence upon the date of the initial appointment to the authority, and thereafter, in accordance with the provisions of the immediately preceding sentence. If at the end of any term of office of any director a successor thereto has not been appointed, then the director whose term of office has expired shall continue to hold office until his successor is appointed and qualified. Notwithstanding the provisions of this subsection, the board of supervisors of Wise County may appoint eight members to serve on the board of the authority, with terms staggered as agreed upon by the board of supervisors; the board of supervisors of Henrico County may appoint 10 members to serve on the board of the authority, two from each magisterial district, with terms staggered as agreed upon by the board of supervisors; the board of supervisors of Roanoke County may appoint 10 members to serve on the board of the authority, two from each magisterial district, with terms staggered as agreed upon by the board of supervisors; the board of supervisors of Mathews County may appoint from five to seven members to serve on the board of the authority; the town council of the Town of Louisa may appoint from five to seven members to serve on the board of the authority, with terms staggered as agreed upon by the town council; the board of supervisors of King William County may appoint nine members to serve on the board of the authority, with terms staggered as agreed upon by the board of supervisors; the town council of the Town of Saint Paul may appoint 10 members to serve on the board of the authority, with terms staggered as agreed upon by the town council; however, the town council of the Town of Saint Paul may at its option return to a seven-member board by removing the last three members appointed; the board of supervisors of Russell County may appoint nine members, two of whom shall come from a town that has used its borrowing capacity to borrow \$2 million or more for industrial development, with terms staggered as agreed upon by the board of supervisors, and the town council of the Town of South Boston shall appoint two at-large members; Page County may appoint nine members, with one member from each incorporated town, one member from each magisterial district, and one member at-large, with terms staggered as agreed upon by the board of supervisors; Halifax County shall appoint five at-large members to serve on the board of the authority jointly created by the Town of South Boston and Halifax County pursuant to § 15.2-4916, with terms staggered as agreed upon by the governing bodies of the Town of South Boston and Halifax County in the concurrent resolutions creating such authority; the board of supervisors of Goochland County may appoint five members to serve on the board of the authority; the board of supervisors of Powhatan County may appoint five members to serve on the board of the authority; the town council of the Town of Coeburn may appoint five members to serve on the board of the authority, with terms staggered as agreed upon by the town council; the town council of the Town of Kenbridge may appoint five members to serve on the board of the authority, with terms staggered as agreed upon by the town council; the town council of the Town of Victoria may appoint five members to serve on the board of the authority, with terms staggered as agreed upon by the town council; the city council of Suffolk may appoint eight members to serve on the board of the authority, with one member from each of the boroughs and one at-large member, with terms staggered as agreed upon by the city council; and the City of Chesapeake may appoint nine members, with terms staggered as agreed upon by the city council; however, in the City of Chesapeake, after July 1, 2017, no member shall serve more than two consecutive terms. Any person who has served more than one and one-half terms as a member of the Chesapeake Economic Development Authority as of July 1, 2017, shall not be eligible for reappointment for another consecutive term. A member of the Chesapeake Economic Development Authority shall serve at the pleasure of the city council of the City of Chesapeake. No Chesapeake Economic Development Authority member shall work for the Authority within one year after serving as a member. The city council of the City of Norfolk may appoint 11 members, with terms staggered as agreed upon by the city council, and the board of supervisors of Louisa County may appoint directors to serve on the board of the authority for terms coincident with members of the board of supervisors. A member of the board of directors of the authority may be removed from office by the local governing body without limitation in the event that the board 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 governing body for the unexpired portion of the term of the member who has been removed.

- b) Each director shall, upon appointment or reappointment, before entering upon his duties take and subscribe the oath prescribe by § 49-1.
- c) No director shall be an officer or employee of the locality except (i) in a town with a population of less than 3,500 where members of the town governing body may serve as directors provided they do not constitute a majority of the board, (ii) in Buchanan County where a constitutional officer who has previously served on the board of directors may serve as a director provided the governing body of such county approves, (iii) in Frederick County where the board of supervisors may appoint one of its members to the Economic Development Authority of the County of Frederick, Virginia, and (iv) in Mathews County where the board of supervisors may appoint one employee of the locality to the Economic Development Authority of the County of Mathew. Every director shall, at the time of his appointment and thereafter, reside in a locality within which the authority operates or in an adjoining locality. When a director ceases to be a resident of such locality, the director's office shall be vacant and a new director may be appointed for the remainder of the term.
- d) The directors shall elect from their membership a chairman, a vice-chairman, and from their 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. The directors shall receive no salary but may be compensated such amount per regular, special, or committee meeting or per each official representation as may be approved by the appointing authority, not to exceed \$200 per meeting or official representation, and shall be reimbursed for necessary traveling and other expenses incurred in the performance of their duties.
- e) Except as provided herein, four members of the board of directors shall constitute a quorum of the board for the purposes of conducting its 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 any manner without a majority vote 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 the powers and perform all the duties of the board. In the case of the Economic Development Authority of Goochland County, the Economic Development Authority of Powhatan County, the Industrial Development Authority of the Town of Kenbridge, and the Industrial Development Authority of the Town of Victoria, three members of the board of directors shall constitute a quorum of the board for the purposes of conducting its 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 any manner without a majority vote of the members of the board of directors.
- f) The board shall keep detailed minutes of its proceedings, which shall be open to public inspection at all times. It shall keep suitable records of its financial transactions and, unless exempted by § 30-140, it shall arrange to have the records audited annually. Copies of each such audit shall be furnished to the governing body of the locality and shall be open to public inspection.

Two copies of the report concerning issuance of bonds required to be filed with the United States Internal Revenue Service shall be certified as true and correct copies by the secretary or assistant secretary of the authority. One copy shall be furnished to the governing body of the locality and the other copy mailed to the Department of Small Business and Supplier Diversity.

1966, c. 651, § 15.1-1377; 1979, c. 35; 1980, c. 304; 1982, c. 463; 1983, c. 514; 1984, c. 750; 1987, c. 368; 1990, c. 87; 1993, c. 896; 1996, cc. 589, 599; 1997, c. 587; 1999, cc. 337, 408, 414; 2000, c. 963; 2001, c. 121; 2003, cc. 347, 357; 2006, c. 687; 2007, cc. 283, 338; 2008, c. 619; 2009, cc. 199, 200, 460, 597; 2012, cc. 337, 352; 2013, c. 482; 2014, cc. 381, 382; 2016, c. 414; 2017, cc. 541, 557, 560; 2018, c. 310; 2019, c. 363; 2021, c. 3; 2021, Sp. Sess. I, cc. 321, 422; 2022, c. 622.

**F. § 15.2-4905. Powers of authority.**

The authority shall have the following powers together with all powers incidental thereto or necessary for the performance of those hereinafter stated:

1. To sue and be sued and to prosecute and defend, at law or in equity, in any court having jurisdiction of the subject matter and of the parties;
2. To adopt and use a corporate seal and to alter the same at pleasure;
3. To enter into contracts; however, any written contract of the authority shall contain provisions addressing the issue of whether attorney's fees shall be recoverable by the prevailing party in the event the contract is subject to litigation;
4. To acquire, whether by purchase, exchange, gift, lease or otherwise, and to improve, maintain, equip and furnish one or more authority facilities including all real and personal properties which the board of directors of the authority may deem necessary in connection therewith and regardless of whether any such facilities shall then be in existence;
5. To lease to others any or all of its facilities and to charge and collect rent therefor and to terminate any such lease upon the failure of the lessee to comply with any of the obligations thereof; and to include in any such lease, if desired, a provision that the lessee thereof shall have options to renew such lease or to purchase any or all of the leased facilities, or that upon payment of all of the indebtedness of the authority it may lease or convey any or all of its facilities to the lessee thereof with or without consideration;
6. To sell, exchange, donate, and convey any or all of its facilities or properties whenever its board of directors shall find any such action to be in furtherance of the purposes for which the authority was organized;
7. To issue its bonds for the purpose of carrying out any of its powers including specifically, but without intending to limit any power conferred by this section or this chapter, the issuance of bonds to provide long-term financing of any pollution control facility, whether any such facility was constructed prior to or after the enactment hereof or the receipt of a commitment from an authority to undertake financing pursuant hereto, unless the major part of the proceeds of such bonds will be used to redeem any prior long-term financing of such facility other than financings pursuant to this chapter or any similar law;
8. As security for the payment of the principal of and interest on any bonds so issued and any agreements made in connection therewith, to mortgage and pledge any or all of its facilities or any part or parts thereof, whether then owned or thereafter acquired, and to pledge the revenues therefrom or from any part thereof or from any loans made by the authority;
9. To employ and pay compensation to such employees and agents, including attorneys, and real estate brokers whether engaged by the authority or otherwise, as the board of directors shall deem necessary in carrying on the business of the authority;
10. To exercise all powers expressly given the authority by the governing body of the locality which established the authority and to establish bylaws and make all rules and regulations, not inconsistent with the provisions of this chapter, deemed expedient for the management of the authority's affairs;
11. To appoint an industrial advisory committee or similar committee or committees to advise the authority, consisting of such number of persons as it may deem advisable. Such persons may be compensated such amount per regular, special, or committee meeting as may be approved by the appointing authority, not to exceed \$50 per meeting day, and may be reimbursed for necessary traveling and other expenses incurred while on the business of the authority;

12. To borrow money and to accept contributions, grants and other financial assistance from the United States of America and agencies or instrumentalities thereof, the Commonwealth, or any political subdivision, agency, or public instrumentality of the Commonwealth, for or in aid of the construction, acquisition, ownership, maintenance or repair of the authority facilities, for the payment of principal of any bond of the authority, interest thereon, or other cost incident thereto, or in order to make loans in furtherance of the purposes of this chapter of such money, contributions, grants, and other financial assistance, and to this end the authority shall have the power to comply with such conditions and to execute such agreements, trust indentures, and other legal instruments as may be necessary, convenient or desirable and to agree to such terms and conditions as may be imposed; and
13. To make loans or grants to any person, partnership, association, corporation, business, or governmental entity in furtherance of the purposes of this chapter including for the purposes of promoting economic development, provided that such loans or grant shall be made only from revenues of the authority which have not been pledged or assigned for the payment of any of the authority's bonds, and to enter into such contracts, instruments, and agreements as may be expedient to provide for such loans and any security therefor. An authority may also be permitted to forgive loans or other obligations if it is deemed to further economic development. The word "revenues" as used in this subdivision includes contributions, grants and other financial assistance, as set out in subdivision 12.

The authority shall not have power to operate any facility as a business other than as lessor and shall not have the power to operate any single or multi-family housing facilities. However, the authority shall have the power to apply for, establish, operate and maintain a foreign-trade zone in accordance with the provisions of Chapter 14 (§ 62.1-159 et seq.) of Title 62.1. Any meeting held by the board of directors at which formal action is taken shall be open to the public.

If a locality has created an industrial development authority pursuant to this chapter or any other provision of law, no other such authority, not created by such locality, shall finance facilities, except pollution control facilities, within the boundaries of such locality, unless the governing body of such locality in which the facilities are located or are proposed to be located, concurs with the inducement resolution adopted by the authority, and shows such concurrence in a duly adopted resolution. Notwithstanding the foregoing, nothing contained herein shall be deemed to invalidate or otherwise impair any existing financing by an authority or the financing of any facilities for which application has been made to an authority prior to July 1, 1981.

Notwithstanding the provisions of this section, and notwithstanding the provisions of any other law, general or special, nothing herein shall be deemed to impair the authority of the town council of the Town of Front Royal from creating its own independent industrial development authority, separate and apart for all purposes from any currently existing or future industrial development authority. A Town of Front Royal independent industrial development authority, created solely by the town, shall have all powers granted industrial development authorities generally as set forth in this chapter. Such industrial development authority may also include Warren County in any of its economic development projects for a period of five years ending July 1, 2025.

1966, c. 651, § 15.1-1378; 1970, c. 598; 1972, c. 783; 1973, c. 528; 1981, c. 3; 1991, c. 6; 1993, c. 896; 1994, c. 317; 1997, cc. 587, 758, 763; 1998, c. 728; 2005, c. 575; 2020, c. 1001.

**G. § 15.2-4906. Public hearing and approval.**

- a) Whenever federal law requires public hearings and public approval as a prerequisite to obtaining federal tax exemption for the interest paid on industrial development bonds, unless otherwise specified by federal law or regulation, the public hearing shall be conducted by the authority and the procedure for the public hearing and public approval shall be in accordance with this section.
- b) For a public hearing by the authority, notice of the hearing shall be published once a week for two successive weeks in a newspaper having general circulation in the locality in which the facility to be financed is to be located or of intention to provide financing for a named individual or business entity. The applicant shall pay the cost of publication. The notice shall specify the time and place of hearing at which persons may appear and present their views. The hearing shall be held not less than six days nor more than twenty-one days after the second notice shall appear in such newspaper.

The notice shall contain: (i) the name and address of the authority; (ii) the name and address (principal place of business, if any) of the party seeking financing; (iii) the maximum dollar amount of financing sought; and (iv) the type of business and purpose and a specific location, if known, of the facility to be financed.

If after the hearing has been held the authority approves the financing, a reasonably detailed summary of the comments expressed at the hearing shall be conveyed promptly to the locality's governing body together with the recommendation of the authority.

- c) For public approval, the governing body of the locality on behalf of which the bonds of the authority are issued shall within sixty calendar days from the public hearing held by the authority either approve or disapprove financing of any facility recommended by the authority.

Action of the governing body shall be by a majority of a quorum set out in a resolution. Such vote shall be recorded and disclose how each member voted.

In case of a joint authority the approval required by the governing body of the locality shall be that governing body of the area where the facility will be located, if permitted by federal law or regulation.

The provisions of this section shall not apply to bonds, notes or other obligations issued pursuant to hearings held and governmental approvals obtained prior to the effective date of this act in compliance with federal law or regulation.

1983, c. 514, § 15.1-1378.1; 1997, c. 587.

**H. § 15.2-4907. Fiscal impact statement.**

Every request for industrial development (facility) financing when submitted to the governing body of the locality for approval shall be accompanied by a statement in the following form:

Date: \_\_\_\_\_ Name of Applicant: \_\_\_\_\_ Facility: \_\_\_\_\_

1. Maximum amount of financing sought: \$ \_\_\_\_\_
2. Estimated taxable value of the facility's real property to be constructed in the locality: \$ \_\_\_\_\_
3. Estimated real property tax per year using present tax rates: \$ \_\_\_\_\_
4. Estimated personal property tax per year using present tax rates: \$ \_\_\_\_\_
5. Estimated merchants' capital tax per year using present tax rates: \$ \_\_\_\_\_
6. a) Estimated dollar value per year of goods that will be purchased from Virginia companies within the locality: \$ \_\_\_\_\_  
b) Estimated dollar value per year of goods that will be purchased from non-Virginia companies within the locality: \$ \_\_\_\_\_  
c) Estimated dollar value per year of services that will be purchased from Virginia companies within the locality: \$ \_\_\_\_\_  
d) Estimated dollar value per year of services that will be purchased from non-Virginia companies within the locality: \$ \_\_\_\_\_
7. Estimated number of regular employees on year round basis: \$ \_\_\_\_\_
8. Average annual salary per employee: \$ \_\_\_\_\_

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Authority Chairman

\_\_\_\_\_  
Name of Authority

If one or more of the above questions do not apply to the facility indicate by writing N/A (not applicable) on the appropriate line.

The provisions of this section shall not apply to bonds, notes or other obligations issued pursuant to hearings held and governmental approvals obtained prior to the effective date of this act in compliance with federal law or regulation.

1983, c. 514, § 15.1-1378.2; 1997, c. 587; 1998, c. 728.

**I. § 15.2-4908. Issuance of bonds, notes and other obligations of authority.**

- a) Subject to the limitations of Chapter 50 (§ 15.2-5000 et seq.) of this title, the authority may issue bonds from time to time in its discretion, for any of its purposes, including the payment of all or any part of the cost of authority facilities and including the payment or retirement of bonds previously issued by it. All bonds issued by the authority shall be payable solely from the revenue and receipts derived from the leasing or sale by the authority of its facilities or any part thereof or from payments received by the authority in connection with its loans, and the authority may issue such types of bonds as it may determine, including, without limiting the generality of the foregoing, bonds payable, both as to principal and interest: (i) from its revenues and receipts generally; (ii) exclusively from the revenues and receipts of a particular facility or loan; or (iii) exclusively from the revenues and receipts of certain designated facilities or loans whether or not they are financed in whole or in part from the proceeds of such bonds. Unless otherwise provided in the proceeding authorizing the issuance of the bonds, or in the trust indenture securing the bonds, all bonds shall be payable solely and exclusively from the revenues and receipts of a particular facility or loan. Bonds may be executed and delivered by the authority at any time and from time to time, may be in such form and denominations and of such terms and maturities, may be in registered or bearer form either as to principal or interest or both, may be payable in such installments and at such time or times not exceeding 40 years from the date thereof, may be payable at such place or places whether within or outside the Commonwealth, may bear interest at such rate or rates, may be payable at such time or times, may be evidenced in such manner, and may contain such provisions not inconsistent herewith, all as shall be determined by the board of directors. If deemed advisable by the board of directors, there may be retained in the proceedings under which any bonds of the authority are authorized to be issued an option to redeem all or any part thereof, at such price or prices and after such notice or notices and on such terms and conditions as may be determined by the board of directors and as may be briefly recited on the face of the bonds, but nothing herein contained shall be construed to confer on the authority any right or option to redeem any bonds except as may be provided in the proceedings under which they shall be issued. Any bonds of the authority may be sold at public or private sale in such manner and from time to time as may be determined by the board of directors of the authority to be most advantageous, and the authority may pay all costs, premiums and commissions which its board of directors may deem necessary advantageous in connection with the issuance thereof. Issuance by the authority of one or more series of bonds for one or more purposes shall not preclude it from issuing other bonds in connection with the same facility or any other facility, but the proceedings whereunder any subsequent bonds may be issued shall recognize and protect any prior pledge or mortgage made for any prior issue of bonds. Any bonds of the authority at any time outstanding may from time to time be refunded by the authority by the issuance of its refunding bonds in such amount as the board of directors may deem necessary, but not exceeding an amount sufficient to refund the principal of the bonds so to be refunded, together with any unpaid interest thereon and any costs, premiums or commissions necessary to be paid in connection therewith. Any such refunding may be effected whether the bonds to be refunded shall have then matured or shall thereafter mature, either by sale of the refunding bonds and the application of the proceeds thereof to the payment of the bonds to be refunded thereby, or by the exchange of the refunding bonds for the bonds to be refunded thereby, with the consent of the holders of the bonds so to be refunded, and regardless of whether the bonds to be refunded were issued in connection with the same facilities or separate facilities, and regardless of whether the bonds proposed to be refunded are payable on the same date or on different dates or are due serially or otherwise. The determination of the form, denominations, maturities, redemption provisions, places of payment, interest rate or rates, payment installments, dates and all other terms and provisions of bonds as authorized in this section may be made by the board of directors in such manner as the board may provide, including the determination by reference to indices and formulas or by agents designated by the board of directors under guidelines established by it.

- b) All bonds shall be signed by the chairman or vice-chairman of the authority or shall bear his facsimile signature, and the corporate seal of the authority or a facsimile thereof shall be impressed or imprinted thereon and attested by the signature of the secretary (or the secretary-treasurer) or the assistant secretary (or assistant secretary-treasurer) of the authority or shall bear his facsimile signature, and any coupons attached thereto shall bear the facsimile signature of the chairman. In case any officer whose signature or a facsimile signature appears on any bonds or coupons ceases to be an officer before delivery of such bonds, such signature or such facsimile shall nevertheless be valid and sufficient for all purposes the same as if he had remained in office until such delivery. When the signatures of both the chairman or the vice-chairman and the secretary (or the secretary-treasurer) or the assistant secretary (or the assistant secretary-treasurer) are facsimiles, the bonds shall be authenticated by a corporate trustee or other authenticating agent approved by the authority.
- c) If the proceeds derived from a particular bond issue, due to error of estimates or otherwise, are less than the cost of the authority facilities for which such bonds were issued, additional bonds may in like manner be issued to provide the amount of such deficit and, unless otherwise provided in the proceedings authorizing the issuance of the bonds of such issue or in the trust indenture securing the same, shall be deemed to be of the same issue and shall be entitled to payment from the same fund without preference or priority of the bonds of the first issue. If the proceeds of the bonds of any issue shall exceed such cost, the surplus may be deposited to the credit of the sinking fund for such bonds or may be applied to the payment of the cost of any additions, improvements or enlargements of the authority facilities for which such bonds shall have been issued.
- d) Prior to the preparation of definitive bonds, the authority may, under like restrictions, issue interim receipts or temporary bonds with or without coupons, exchangeable for definitive bonds when such bonds shall have been executed and are available for delivery. The authority may also provide for the replacement of any bonds which are mutilated, destroyed or lost. Bonds may be issued under the provisions of this chapter without obtaining the consent of any department, division, commission, board, bureau or agency of the Commonwealth, and without any other proceedings or the happening of any other conditions or things other than those proceedings, conditions or things which are specifically required by this chapter; however, nothing contained in this chapter shall be construed as affecting the powers and duties now conferred by law upon the State Corporation Commission.
- e) All bonds issued under the provisions of this chapter shall have and are hereby declared to have all the qualities and incidents and shall be and are hereby made negotiable instruments under the Uniform Commercial Code of Virginia (§ 8.1A-101 et seq.), subject only to provisions respecting registration of the bonds.
- f) In addition to all other powers granted to the authority by this chapter, the authority may issue, from time to time, notes or other obligations of the authority for any of its authorized purposes. The provisions of this chapter which relate to bonds or revenue bonds shall apply to such notes or other obligations insofar as such provisions may be appropriate.
- a) 1966, c. 651, § 15.1-1379; 1968, c. 687; 1983, c. 514; 1991, c. 6; 1997, c. 587; 2003, cc. 353, 683.

**J. § 15.2-4909. Liability of Commonwealth, political subdivisions, directors and officers.**

- a) Bonds issued pursuant to this chapter shall not be deemed to constitute a debt or a pledge of the faith and credit of the Commonwealth, or any political subdivision thereof, including the locality which created the authority issuing such bonds, but such bonds shall be payable solely from the funds provided therefor as herein authorized. All such bonds shall contain on the face thereof a statement to the effect that neither the Commonwealth, nor any political subdivision thereof, nor the authority shall be obligated to pay the same or the interest thereon or other costs incident thereto except from the revenues and moneys pledged therefor and that neither the faith and credit nor the taxing power of the Commonwealth, or any political subdivision thereof, is pledged to the payment of the principal of such bonds or the interest thereon or other costs incident thereto.
- b) Neither the directors of the authority nor any person executing the bonds shall be liable personally on the bonds by reason of the issuance thereof.
- c) All expenses incurred in carrying out the provisions of this chapter shall be payable solely from the funds of the authority and no liability or obligation shall be incurred by the authority hereunder beyond the extent to which moneys shall be available to the authority.
- d) Bonds issued pursuant to the provisions of this chapter shall not constitute an indebtedness within the meaning of any debt limitation or restriction.

1966, c. 651, § 15.1-1380; 1997, c. 587.

**K. § 15.2-4910. Security for payment of bonds; default.**

The principal of and interest on any bonds issued by the authority shall be secured by a pledge of the revenues and receipts out of which the same shall be made payable, and may be secured by a trust indenture covering all or any part of the authority facilities from which revenues or receipts so pledged may be derived, including any enlargements of and additions to any such projects thereafter made. The resolution under which the bonds are authorized to be issued and any such trust indenture may contain any agreements and provisions respecting the maintenance of the projects covered thereby, the fixing and collection of rents for any portions thereof leased by the authority to others, the creation and maintenance of special funds from such revenues and the rights and remedies available in the event of default, all as the board of directors shall deem advisable not in conflict with the provisions hereof. Each pledge, agreement and trust indenture made for the benefit or security of any of the bonds of the authority shall continue effective until the principal of and interest on such bonds have been fully paid. In the event of default in such payment or in any agreements of the authority made as a part of the contract under which the bonds were issued, whether contained in the proceedings authorizing the bonds or in any trust indenture executed as security therefor, such payment or agreements may be enforced by writ of mandamus, or by a suit, action or proceeding at law or in equity to compel the authority and the directors, officers, agents or employees thereof to perform the terms, provisions, and covenants contained in any trust indenture of the authority, by the appointment of a receiver in equity or by foreclosure of any such trust indenture or any one or more of said remedies.

1966, c. 651, § 15.1-1381; 1997, c. 587.

**L. § 15.2-4911. Rents, fees and other charges.**

The authority shall fix and revise from time to time the rents, fees and other charges to be paid to it in connection with the lease or sale of various authority facilities and for any other services furnished or provided by the authority. Such rents, fees and charge shall provide at least sufficient funds to pay the cost of maintaining, repairing and operating such projects and the principal and interest of any bonds issued by the authority or other debts contracted as the bonds become due and payable. The authority and the political subdivision in which all or any part of a particular authority facility is located may agree on payment by the authority on account of governmental services to be rendered by the political subdivision in such amounts as the authority may find to be consistent with the purposes of this chapter. A reserve may be accumulated and maintained out of the revenues and receipts of the authority for extraordinary repairs and expenses and for such other purposes as may be provided in any resolution authorizing a bond issue or in any trust indenture securing the authority's bonds. Subject to such provisions and restrictions as may be set forth in the resolution or in the trust indenture authorizing or securing any of the bonds or other obligations hereunder, the authority shall have exclusive control of the revenues and receipts derived from the lease or sale of any authority facility and the right to use the revenues and receipts in the exercise of its powers and duties set forth in this chapter.

1966, c. 651, § 15.1-1382; 1968, c. 687; 1973, c. 528; 1997, c. 587.

**M. § 15.2-4912. Exemption from taxation.**

The authority is hereby declared to be performing a public function in behalf of the locality with respect to which the authority is created and to be a public instrumentality of such locality. Accordingly, the income, including any profit made on the sale thereof from all bonds issued by the authority, shall at all times be exempt from all taxation by the Commonwealth or any political subdivision thereof.

1966, c. 651, § 15.1-1383; 1997, c. 587.

**N. § 15.2-4913. Authority to be nonprofit; excess earnings.**

The authority shall be nonprofit and no part of its net earnings remaining after payment of its expenses shall ensure to the benefit of any individual, firm or corporation, except that if the board of directors of the authority determines that sufficient provision has been made for the full payment of the expenses, bonds and other obligations of the authority then any net earnings of the authority thereafter accruing shall be paid to the locality with respect to which the authority was created. However, nothing herein contained shall prevent the board of directors from transferring all or any part of its facilities or properties in accordance with the terms of any contract entered into by the authority.

1966, c. 651, § 15.1-1384; 1973, c. 528; 1997, c. 587.

**O. § 15.2-4914. Dissolution of authority; disposition of property.**

Whenever the board of directors of the authority by resolution determines that the purposes for which the authority was formed have been substantially complied with and all bonds theretofore issued and all obligations theretofore incurred by the authority have been fully paid, the then members of the board of directors of the authority shall thereupon execute and file for record with the governing body of the locality which created the authority, a resolution declaring such facts. If the governing body of the locality which created the authority is of the opinion that the facts stated in the authority's resolution are true and that the authority should be dissolved, it shall so resolve and the authority shall stand dissolved. Upon such dissolution, the title to all funds and properties owned by the authority at the time of such dissolution shall vest in the locality creating the authority and possession of such funds and properties shall forthwith be delivered to such locality.

1966, c. 651, § 15.1-1385; 1997, c. 587.

**P. § 15.2-4915. Bonds as legal investments and lawful security.**

The bonds issued pursuant to this chapter shall be and are hereby declared to be legal and authorized investments for banks, savings banks, trust companies, building and loan associations, insurance companies, fiduciaries, trustees, guardians and for all public funds of the Commonwealth or other political corporations or subdivisions of the Commonwealth. Such bonds shall be eligible to secure the deposit of public funds of the Commonwealth, localities, school districts or other political corporations or subdivisions of the Commonwealth, and shall be security for such deposits to the extent of their value when accompanied by all unmatured coupons appertaining thereto.

1966, c. 651, § 15.1-1386; 1997, c. 587.

**Q. § 15.2-4916. Authorities acting jointly.**

The powers herein conferred upon authorities created under this chapter may be exercised by two or more authorities acting jointly. Two or more localities may jointly create an authority, in which case each of the directors of such authority shall be appointed by the governing body of the respective locality which the director represents.

1966, c. 651, § 15.1-1387; 1982, c. 463; 1997, c. 587.

**R. § 15.2-4917. Facility sites.**

Any locality may acquire, pursuant to § 15.2-1800, but not by condemnation, a facility site and may likewise transfer any facility site to an authority. Such transfer may be authorized by a resolution of the governing body of the locality without submission of the question to the voters and without regard to the requirements, restrictions, limitations or other provisions contained in any other general, special or local law. Such facility sites may be located within or outside or partially within or outside the locality creating the authority. If a real estate broker licensed under § 54.1-2100 represents a party in a transaction through which a facility site is acquired, the locality may pay a reasonable brokerage fee to such real estate broker.

1966, c. 651, § 15.1-1388; 1997, c. 587; 1998, c. 728.

**S. § 15.2-4918. Provisions of chapter cumulative; construction.**

This chapter neither limits nor restricts any powers which the authority might otherwise have under any laws of this Commonwealth. No proceedings, notice or approval shall be required for the organization of the authority or the issuance of any bonds or any instrument as security therefor, except as herein provided. However, nothing herein shall be construed to deprive the Commonwealth and its political subdivisions of their respective police powers over properties of the authority or to impair any power thereover of any official or agency of the Commonwealth and its political subdivisions which may be otherwise provided by law. Nothing contained in this chapter shall be deemed to authorize the authority to occupy or use any land, streets, buildings, structures or other property of any kind, owned or used by any political subdivision within its jurisdiction, or any public improvement or facility maintained by such political subdivision for the use of its inhabitants, without first obtaining the consent of the governing body thereof.

1966, c. 651, § 15.1-1389; 1997, c. 587.

**T. § 15.2-4919. Provisions of chapter controlling over other statutes and charters.**

Any provision of this chapter which is found to be in conflict with any other statute or charter shall be controlling and shall supersede such other statute or charter to the extent of such conflict.

1966, c. 651, § 15.1-1390; 1997, c. 587; 2015, c. 709.

**U. § 15.2-4920. Validation of creation of authorities, appointment of directors and proceedings; curative resolutions.**

All proceedings heretofore taken with respect to the creation of authorities by any locality pursuant to this chapter are hereby validated and confirmed and all such authorities are declared to be legally created. All incumbent directors of authorities are declared to be and are lawfully appointed directors of authorities, notwithstanding any failure to conform to the requirements of this chapter, and all such appointments are hereby ratified, validated and confirmed. However, all terms of incumbent directors shall conform to § 15.2-4904. The governing body of any locality is hereby authorized to adopt such corrective resolutions as may be necessary to carry out the requirements of the immediately preceding sentence. All proceedings heretofore taken to provide for or with respect to the authorization, issuance, sale, execution or delivery of bonds by or on behalf of any authority are hereby validated, ratified, approved and confirmed, and any such bonds so issued shall be valid, legal, binding and enforceable obligation of such authority.

1980, c. 304, § 15.1-1391; 1997, c. 587. 3/7/202

## **Appendix 2**

Code of the County of Brunswick, Virginia

Chapter 2 – ADMINISTRATION

Article IV. – BOARDS, COMMISSIONS AND AUTHORITIES

DIVISION 2. - INDUSTRIAL DEVELOPMENT AUTHORITY

### **DIVISION 2. – INDUSTRIAL DEVELOPMENT AUTHORITY**

#### **Sec. 2-111. - Created; powers; name; board of directors.**

- A.** There is created a political subdivision of the commonwealth with such public and corporate powers as are set forth in the Industrial Development and Revenue Bond Act (Code of Virginia, § 15.2-4900 et seq.).
- B.** The name of the political subdivision created by this section shall be the Industrial Development Authority of Brunswick County, Virginia.
- C.** The board of directors of the authority shall be composed of seven directors.

(Ord. of 8-23-1971, §§ 1, 2; Res. of 4-10-1981)

Secs. 2-112—2-130. - Reserved.

## Appendix 3

Code of the County of Brunswick, Virginia

Chapter 14 - BUSINESS

ARTICLE IV. - BRUNSWICK/LAWRENCEVILLE ENTERPRISE ZONE

### ARTICLE IV. – BRUNSWICK/LAWRENCEVILLE ENTERPRISE ZONE

#### Sec. 14-91. - Short title.

This article shall be known and may be cited as the “Brunswick County Enterprise Zone Ordinance”.

(Ord. of 5-20-2015(1), Art. 1)

#### Sec. 14-92. - Statement of purpose.

It is the purpose of this article to stimulate business and industrial growth within the area so designated as the Brunswick/Lawrenceville Enterprise Zone by means of state and local incentives more particularly set forth herein.

(Ord. of 5-20-2015(1), Art. 1)

#### Sec. 14-93. - Boundaries of the Brunswick/Lawrenceville Enterprise Zone.

The boundaries of the Brunswick/Lawrenceville Enterprise Zone are as set forth on the map entitled “Map of the Brunswick/Lawrenceville Enterprise Zone,” which is on file in the offices of the county administrator of the County of Brunswick, Virginia, and the town manager of the Town of Lawrenceville, Virginia, the area of which has been declared an enterprise zone by the governor of the Commonwealth of Virginia under the Virginia Enterprise Zone Act, as amended by the Enterprise Zone Grant Act.

(Ord. of 5-20-2015(1), Art. 1)

#### Sec. 14-94. - Definitions.

As used in the article, the following definitions shall apply:

**Business firm.** Any business entity authorized to do business in the Commonwealth of Virginia and subject to the state income tax on net corporate rate income (Code of Virginia, § 58.1-400 et. seq.); or a public service company subject to a franchise or license tax on gross receipts; or a bank, mutual savings bank or savings and loan association; or a partnership or sole proprietorship. A business firm includes partnerships and small business corporations electing to be taxed under Subchapter S of the Federal Internal Revenue Code and which are not subject to state income taxes as partnerships or corporations, the taxable income of which is passed through to and taxed on individual partners and shareholders. However, a business firm does not include organizations which are exempt from state income tax on all income except unrelated business taxable income as defined in the Federal Internal Revenue Code, Section 512; nor does it include homeowners’ associations as defined in the Federal Internal Revenue Code, Section 528.

**County.** The County of Brunswick, Virginia.

**Enterprise zone.** The area declared by the Governor of the Commonwealth of Virginia to be eligible for the benefits accruing under the Virginia Enterprise Zone Act, as amended by the Enterprise Zone Grant Act, described in this article as the Brunswick/Lawrenceville Enterprise Zone.

**Equivalent employment or job.** Forty hours per week of an hourly wage (or the salaried equivalent). A single equivalent job may be represented by one employed individual, or by multiple employed individuals whose aggregate hours of employment (or salaried equivalent) equal 40 hours per week.

**Industrial development authority.** The industrial development authority of Brunswick County, Virginia.

**Local grant.** A grant developed by and administered through the industrial development authority with the prior approval of the board of supervisors.

(Ord. of 5-20-2015(1), Art. 1)

**Sec. 14-95. - Qualification for benefits.**

A business firm located within the boundaries of the enterprise zone shall qualify for local incentives set forth in this article. The county shall make grants to the industrial development authority, subject to annual appropriations, for the funding of approved local grants and any other monetary incentives set forth in this article.

(Ord. of 5-20-2015(1), Art. 1)

**Sec. 14-96. - Local enterprise zone incentives.**

- A.** Building permit fee incentive. Qualified business firms located within the enterprise zone shall be entitled to a rebate of all county building permit fees:
1. Qualified business firm must expend a minimum of ten percent of the pre-improvement assessed value based on the most recent tax assessment of the existing improved property; or
  2. For new business construction, the qualified business firm must invest a minimum of \$75,000.00 in real property improvement to qualify; or
  3. For newly constructed residential property, the qualified business firm must expend at least \$75,000.00 in building construction to qualify.

The rebate shall be given by the industrial development authority upon the issuance of a certificate of occupancy related to such improvements.

- B.** (Local assistance/coordination with local banking incentive. The Lake Country Development Corporation has committed to introduce new businesses for enterprise zone industrial parks to the various local banks, schedule initial appointments, and coordinate any other activities needed to facilitate a smooth transition.
- C.** Fast track permitting incentive. Business firms in the enterprise zone will receive expanded staff assistance in applying for local permits and zoning changes. Requests will receive priority consideration by the responsible county agency.
- D.** Discount on site purchase cost incentive. The industrial development authority has adopted a policy that purchasers of land within an industrial park in the enterprise zone that invest \$300,000.00 in real property improvements on that land and create at least ten new jobs will receive a discount on the fair market value of the land for cash purchases of the land according to the number of new jobs created as follows:
1. Ten jobs created—Up to 25 percent discount;
  2. Twenty-five jobs created—Up to 50 percent discount;
  3. Fifty jobs created—Up to 75 percent discount.

This incentive is to be provided as a local grant rebate following creation of the required number of jobs.

- E.** Machine and tool tax incentive. Qualified business firms located within the enterprise zone shall be eligible for grants based on the amount of machinery and tools tax payments over a five-year period as follows:
- Year One—Grant equal to 100 percent of machinery and tools tax payments;
  - Year Two—Grant equal to 75 percent of machinery and tools tax payments;
  - Year Three—Grant equal to 50 percent of machinery and tools tax payments;
  - Year Four—Grant equal to 50 percent of machinery and tools tax payments.
  - Year Five—Grant equal to 50 percent of machinery and tools tax payments.

For a grant based on machinery and tools tax payments, a required minimum investment of \$50,000.00 in machinery and equipment in the enterprise zone and the creation and maintaining of at least five new full-time jobs in the enterprise zone is required. If the number of required new full-time jobs decreases below five at any time during this five year period, the business firm shall no longer qualify for this incentive.

F. Real estate taxes incentive. Business firms located within the enterprise zone and meeting the following conditions shall be eligible for grants based on real estate tax payments:

1. Existing business renovation/expansion—Must expend a minimum of ten percent of current assessed value or renovation must increase floor space by ten percent;
2. New business construction—Must invest a minimum of \$75,000.00 and create five new full- time jobs;
3. Residential rehabilitation/renovation—Must invest an amount equal to 50 percent of pre- improvement assessed value based on the most recent tax assessment of the property and the property must be 25 years or older;
4. Rehabilitation of vacant structure—Must expend 50 percent of pre-improvement assessed value based on the most recent tax assessment and create and maintain ten new full-time jobs; and
5. Businesses locating in a county industrial park—Must invest \$300,000.00 and create and maintain at least ten full-time jobs.

The qualified business firms shall be entitled to a five year grant based on real estate tax payments as follows;  
Year One—Grant equal to 100 percent of real estate tax payments;

- Year Two—Grant equal to 75 percent of real estate tax payments;
- Year Three—Grant equal to 50 percent of real estate tax payments;
- Year Four—Grant equal to 50 percent of real estate tax payments;
- Year Five—Grant equal to 50 percent of real estate tax payments.
- If the number of required new full-time jobs decreases below five at any time during this five year period, the business firm shall no longer qualify for this incentive.

G. Low or no interest fixed asset loan incentive. The Brunswick County Industrial Development Authority has adopted a policy to provide financing up to \$300,000.00 at the following rates to qualified applicants who locates in a County industrial park and make at least \$300,000.00 in fixed asset improvements to the site and create and maintain 25 full-time jobs;

- Year One—No interest financing;
- Year Two—No interest financing;
- Year Three—Three percent below prime (maximum of seven percent); and
- Year Four—Three percent below prime (maximum seven percent).

If the number of required new full-time jobs decreases below 25 at any time during the four-year period, the business firm shall no longer qualify for this incentive.

H. Incentives and grants. Qualified business firms located within the Brunswick County Enterprise Zone with the prior approval of the board of supervisors are eligible to receive a local grant from the industrial development authority in accordance with the provisions of this article upon application therefor and acceptance therefor by such authority and the entering into an agreement relating to such local grant. All license fees, taxes and building permit fees shall initially be paid in full by the business firm, and incentives and rebates shall be funded by a local grant to the qualified business firm in accordance with this article. Subsequent to such payment by the business firm, the county will, subject to and dependent upon annual appropriation, provide funds to the industrial development authority in the amount of any such local grant on an annual basis, and the industrial development authority shall be obligated to pay any such local grant only from such funds received by the county. Qualified business firms may select the beginning date for the tax incentives and grant period to begin on January 1 in any year following the year of application approval.

(Ord. of 5-20-2015(1), Art. 1)

**Sec. 14-97. - Application and periodic review.**

Any business firm seeking to receive local enterprise zone incentives shall make application to the enterprise zone administrator on forms provided by the industrial development authority. The enterprise zone administrator may require the business firm to provide documentation establishing that said business firm has met the requirements for the receipt of local enterprise zone incentives. Failure to provide requested documentation shall result in a denial of the business firm's application for local incentives. Upon approval of any business firm application for local enterprise zone incentives, the enterprise zone administrator shall submit a written report the county administrator indicating the name and address of the qualifying business firm and the local enterprise zone incentives for which it is qualified. The enterprise zone administrator may require the business firm to provide additional documentation from time to time to assure that said business firm retains the requisite qualifications for the receipt of local enterprise zone incentives, including proof of the business firm's compliance with investment and employment requirements under this article and payment by the business firm of fees, taxes and any other amounts due and owed by the business firm to the county. Such documentation may include presentation of copies of cancelled checks or receipts indicating payment of such amounts in full. In the event that any business firm shall fail to maintain the requisite qualifications for the receipt of local enterprise zone incentives, the enterprise zone administrator shall inform the business firm, in writing, that it is no longer qualified for the receipt of local incentives and shall send a copy of said notice to the county administrator.

(Ord. of 5-20-2015(1), Art. 1)

**Sec. 14-98. - Enterprise zone administrator.**

The enterprise zone administrator shall be the executive director of the Brunswick County Industrial Development Authority.

(Ord. of 5-20-2015(1), Art. 1)

## Appendix 4

### INDUSTRIAL DEVELOPMENT AUTHORITY OF BRUNSWICK COUNTY, VIRGINIA BY-LAWS

Last Revised November 8, 2022

#### ARTICLE I. NAME AND LOCATION

1. **NAME:** The name of the Authority shall be the “Industrial Development Authority of Brunswick County, Virginia”.
2. **PRINCIPAL OFFICE:** The principal office of the Authority shall be located in the Pecht Center for Economic Development, 116 West Hicks Street, Lawrenceville, Virginia 23868.

#### ARTICLE II. DIRECTORS

**PREAMBLE:** Virginia law (currently, Virginia Code Section 15.2-4904) determines such issues as the number of Directors and the term of office of each Director. The following information reflects the provisions of that Section; however, the Authority recognizes that in the event of a change in Virginia law such new law will supersede the terms and conditions hereof.)

1. **NUMBER:** There shall be a total of seven (7) Directors.
2. **APPOINTMENT:** Each Director shall be appointed by the Board of Supervisors for Brunswick County, Virginia.
3. **TERM OF OFFICE:** Each Director shall be appointed to serve a term of four (4) consecutive years. The term of office of each Director shall commence on the date stated in the Board of Supervisors’ motion or resolution by which such appointment is effected. Notwithstanding that each term of office shall be for a period of four (4) years.
4. **TERM LIMITS:** Each Director is limited to serving two consecutive (2) four (4) year terms.

#### ARTICLE III. OFFICERS

1. **OFFICERS:** There shall be Chair, Vice-Chair, Secretary-Treasurer/Clerk, each of whom shall be a member of the Board of Directors.
2. **TERMS OF OFFICE:** The term of office of the Chair, Vice-Chair and Secretary Treasurer shall commence upon election, and shall thereafter extend to the term of office designated at the time of election, or to the next following first day of July, whichever comes first. Notwithstanding the foregoing, each such officer shall continue to lawfully hold office until his or her successor has been duly elected.
3. **VACANCIES:** If at any time a vacancy is created by the death, disability or resignation of an officer, a successor shall be elected to serve the unexpired term of such vacated office.
4. **ELECTION:** Officers shall be elected by a majority vote of those Directors present and voting.

**5. DUTIES OF BUSINESS DIRECTOR:** The Business Director shall:

- a) The Business Director shall manage the day-to-day affairs of the Authority in such manner as determined by the Board of Directors.
- b) The Business Director shall endeavor to keep all Directors fully informed of the activities of the Authority, and provide all information necessary to enable each Director to cast an informed vote on each matter requiring Board action.
- c) The Business Director shall prepare an agenda for each Board meeting and mail or deliver a copy thereof to each Director not later than the third (3rd) business day prior to such meeting, and include with said agenda such documentation and information as needed to fully inform the Directors of all agenda items.
- d) The Business Director shall supervise the Authority employees.
- e) The Business Director shall make recommendations to the Board of Directors regarding the employment of other IDA personnel or the termination of employment of such personnel.
- f) The Business Director shall maintain, or cause to be maintained by other IDA personnel, accurate minutes of each Board meeting, submit minutes so maintained for approval by the Board, and maintain an accurate and comprehensive record of all approved minutes.
- g) Maintain, or cause to be maintained, an accurate account of receipts and disbursements of Authority funds, and include in the agenda for each regular meeting an itemization of each Authority receipt and disbursement from the time of the last such itemization to the time such current itemization has been prepared.  
Serve as liaison between the Authority and other boards, commissions, agencies, and businesses, whether public or private, and for that purpose to attend meetings of such other organizations as reasonable and necessary. The Business Director may appoint alternate IDA Board members to attend functions as needed.
- h) Have general supervision of the affairs of the Authority.  
Sign or counter-sign all contracts and instruments of the Authority.
- i) Make reports as necessary to the Board of Directors and the Board of Supervisors.
- j) Appoint members to standing committees and ad hoc committees.  
Perform such other duties as are incident to his/her office or are properly required of him/her by the Board of Directors.

**6. DUTIES OF CHAIR: The Chair shall:**

- a) Preside at all meetings.
- b) Sign or counter-sign all contracts and instruments of the Authority, including all checks and bank drafts.
- c) Create ad hoc committees as needed.
- d) Appoint members to standing committees and ad hoc committees.
- e) Perform such other duties as are incident to his/her office or are properly required of him/her by the Board of Directors.

**7. DUTIES OF VICE-CHAIR: The Vice-Chair shall:**

- a) Whenever the Chair is unable or unwilling to perform any of the duties required of him or her, the Vice-Chair shall perform all such duties.
- a) In the absence of the Secretary-Treasurer/Clerk, or whenever the Secretary Treasurer/Clerk is unable or unwilling to do so, the Vice-Chair shall sign or counter-sign all contracts and instruments of the Authority, including checks and bank drafts (however, the Vice-Chair may execute any Authority document in place of either the Chair or the Secretary-Treasurer / Clerk only, and never in place of both).

**8. DUTIES OF SECRETARY-TREASURER/CLERK: The Secretary-Treasurer/Clerk shall:**

- a) Sign or counter-sign all contracts and instruments of the Authority, including checks and bank drafts.
- b) Make such reports and perform such other duties as are incident to the office or are properly required by the Board of Directors.
- c) Have custody of all funds and securities of the Authority.
- d) Deposit the same in the name of the Authority in such bank or banks as the Directors may from time to time determine.
- e) In the absence of the Chair, afford notice of special meetings to the Board of Directors.

**9. STAFF PERSONNEL:**

- a) The Board of Directors may employ other Authority personnel from time to time, and may secure the recommendation of the Business Director before hiring such personnel, or terminating the employment of such personnel.
- b) The duties and responsibilities of Authority staff personnel shall be outlined in a job description prepared by the Business Director and approved by the Board of Directors.

**10. EX-OFFICIO MEMBERS;**

- a) The Town Councils for Alberta, Brodnax, and Lawrenceville may appoint an ex-officio member. Other ex-officio positions may be created from time-to-time by the affirmative vote of four (4) or more Board members.
- b) Ex-Officio members shall be non-voting members.
- c) Ex-Officio members shall attend Board meetings and are encouraged to participate in Board discussions, and ex-officio members shall be kept informed of Authority business.
- d) Ex-officio members shall not participate in closed or executive meetings of the Board unless specifically invited to do so. Likewise, whenever an industrial prospect requests confidentiality in negotiations, or whenever the Board of Directors determines that such confidentiality is needed, information may be withheld from ex-officio members.
- e) Any ex-officio position created shall continue until its termination by the affirmative vote of four (4) or more Directors. The Board shall have the right to terminate any ex-officio position at-will, without cause. Each ex-officio member representing a Town shall serve unless and until he or she is replaced by his or her Town Council.

## ARTICLE IV. MEETINGS

- 1. QUORUM:** A quorum of the Board shall exist whenever four of the Directors are present. Once a regular, adjourned, special or annual meeting is convened and a quorum is present, any action taken by a majority vote among those present and voting shall be lawful and binding, unless such action requires the affirmative vote of a majority of all Directors.

No vacancy in the membership of the board shall impair the right of a quorum to exercise all the powers and perform all the duties of the board.

Some actions of the Board shall require a majority vote of all Directors then serving. Some of those actions are set forth elsewhere in the by-laws. Other actions may be determined by the Code of Virginia.

Whenever a quorum is present at the beginning of a meeting, all business lawfully conducted at that meeting shall be binding, even if during the meeting one or more Directors leave the meeting, thereby reducing the number of Directors present to less than a majority of all Directors then in office.

- 2. ANNUAL MEETING:** The regular meeting of the Board of Directors in July of each year shall be deemed the annual meeting of the Board. In addition to all other matters before the Board for actions, the agenda for the annual meeting shall include the election of officers and ex-officio members of the Board and (optionally) designation of the day and time of regular meetings (if no action is taken to establish the day and time of regular meetings, the prior practice shall continue uninterrupted).
- 3. REGULAR MEETINGS:** There shall be a monthly meeting of the Board of Directors on the second Tuesday of each month beginning at 6:00 P.M. in the Pecht Center for Economic Development.
- 4. SPECIAL MEETINGS:** A special meeting of the Board of Directors may be called by the Chair, or by a written request which is signed by two (2) or more Directors. The call or request shall be made to the Clerk. Each such call or request shall set forth the day, time and place of the special meeting, and shall set forth the matters to be considered and/or acted upon by the Board of Directors. Upon receipt of such request, the Chair shall immediately notify each Board member by telephone or written notice delivered or emailed to the Board member's residence or place of business. If notice is afforded by telephone and any Director so notified fails to appear at the special meeting, the Chair shall cause the minutes of the meeting to reflect the fact that he or she spoke with the absent Director and provided notice prior to the meeting. No action shall be taken upon any matter which is not set forth in the notice of special meeting, unless a majority of the Directors are present at such special meeting and consent to the proposed addition to the agenda for such special meeting.
  - a) EXCEPTION TO REQUIREMENT OF NOTICE:** The requirement of notice of a special meeting may be waived if no less than seventy percent (70%) of the Board of Directors (e.g., 5 of 7) attend such special meeting and sign a waiver of notice thereof and, in addition, the minutes of the special meeting set forth that a reasonable effort was made to give notice to the one or two absent Board members. No challenge shall lie to action taken by the Board at a special meeting on the ground that the effort to afford verbal or written notice to the absent member or members was not "reasonable".

5. **ATTENDANCE AT MEETINGS:** Each Board member shall endeavor to attend every meeting of the Board. Any Director who knows in advance of a meeting that he or she shall be absent shall promptly report such fact to the Chair, so that if multiple absences will preclude a quorum, the proposed meeting can be adjourned or be compiled and kept current. Four times each year, in the months of January, April, July and October, or as soon thereafter as possible, a record of the attendance of each Director for the preceding calendar quarter shall be delivered to the County Administrator for distribution to the members of the Board of Supervisors to assist them in determining whether to re-appoint any Director.
6. **ADJOURNMENT:** At the conclusion of the Agenda for each meeting, such meeting shall be ended by a motion to adjourn. A motion for simple adjournment will end the Board meeting until it reconvenes at the next regularly scheduled, or special, meeting. If the Board wishes to continue its meeting at a future date, it can adjourn the present meeting to a specified day, time and place.
7. **RECESS:** The Chair may, from time to time, declare recesses, which shall cause short interruptions in the Board meeting, usually for a specified purpose (e.g., for a lunch or dinner break). General speaking, it is not proper to recess a meeting from one day to the next. Instead, the proper motion is for adjournment to a specified day, time or place.
8. **OPEN MEETINGS:** Meetings of the Board of Directors shall be conducted in compliance with the Virginia Freedom of Information Act, and the Board shall be entitled to meet in Closed Session as provided for in said Act.

#### **ARTICLE V. PROCUREMENT POLICY**

1. **SMALL PURCHASE POLICY:** Whenever the procurement of goods or services is expected to cost an amount which is equal to or less than the maximum permitted by the Authority's Small Purchase Policy, such procurement shall be made in compliance with the Small Purchase Policy.
2. **VIRGINIA PUBLIC PROCUREMENT ACT:** Whenever the procurement of goods or services is expected to cost an amount which exceeds the maximum permitted under the Authority's Small Purchase Policy, such procurement shall be made in compliance with the Virginia Public Procurement Act.

#### **ARTICLE VI. AGENDA**

1. **REGULAR MEETINGS:** The Agenda for regular meetings shall accommodate a Call to Order, Public comment, including a roll call and determination of a quorum; Adoption of the Ageda; Approval of Minutes, Consideration of Reports and Business Items Before the Board; and Adjournment. The format for the meeting may vary in order to most efficiently conduct the business of the Board.
2. **SPECIAL MEETINGS:** The agenda for a special or called meeting shall accommodate a Call to Order, including a roll call and determination of a quorum; the Specific Item(s) of Business Before the Board; and Adjournment.
3. **EXECUTIVE OR CLOSED SESSION:** An Executive or Closed Session may be held as part of any regular meeting or of a special meeting. The agenda shall accommodate the act of going into Closed Session, coming out of Closed Session, and confirmation that the only matters discussed in Closed Session were those permitted by Virginia law, all as required by the Virginia Freedom of Information Act.

## **ARTICLE VII. PURPOSE AND POWERS**

The purpose and goal of the Authority shall be to enhance the quality of life for Brunswick County citizens through any means permitted by Virginia law, including (although not exclusively) the attraction of new industry/business to Brunswick County, the retention and expansion of existing industry/business, construction and marketing of industrial parks and shell buildings, and the construction of utility infrastructure. The foregoing are offered by way of illustration only, and shall not be construed as limited the powers of the Authority; to the contrary, the Authority shall be entitled to exercise all authority conferred upon it by Virginia law.

## **ARTICLE VIII. COMMITTEES**

- 1. STANDING.** By motion or resolution the Board may create standing committees for state purposes. Standing committees shall continue to serve until dissolved by action of the Board. Appointments to standing committees shall be determined by motion or resolution of the Board.
- 2. AD HOC:** Ad Hoc committees shall serve for a specific purpose or purposes, and upon conclusion of such purposes or purposes, shall automatically terminate. Ad hoc committees shall be created by the Chair, and the Chair shall appoint the members of such committees.”

## **ARTICLE IX. MINUTES**

Accurate minutes of each Board meeting shall be maintained by, or under the direction of, the Business Director, or by such other person as designated by the Board. Minutes so maintained shall be presented in written form to the Board for approval. No minutes shall constitute an office record of Board action until same have been approved by proper action of the Board.

## **ARTICLE X. RULES OF CONDUCT**

The conduct of Board members shall be governed by the Authority by-laws and by Robert’s Rules of Order. Whenever there is a conflict between the by-laws and Robert’s Rules of Order, the by-laws shall prevail.

## **ARTICLE XI. FISCAL YEAR, ACCOUNTINGS AND AUDITS**

1. The Fiscal Year of the Authority shall commence on July 1, and end on the thirtieth (30) day of the next following June.
2. After the conclusion of each Fiscal Year, an audit of the financial transactions of the Authority for the completed Fiscal Year shall be prepared. It shall be prepared as soon as possible, but no later than 10 months after the conclusion of each Fiscal Year, unless there is good cause for an extension of the deadline for completion. Each annual audit shall be prepared by an independent accountant, who shall also prepare an annual financial statement as a part of each annual audit.
3. A copy of each annual financial statement shall be provided to the County Administrator.

**ARTICLE XII. AMENDMENTS**

These by-laws may be amended, repealed or altered, in whole or in part. Any such change shall be adopted as follows:

- a) Proposed changes shall be reviewed at a duly convened meeting of the Board of Directors. At the next meeting of the Board which is held a minimum of five (5) days later, those changes which were reviewed may be adopted. In addition, any changes of which the Directors were given a minimum of five (5) days written notice prior to the meeting of adoption may also be adopted.
  
- b) Adoption shall required the affirmative vote of at least seventy percent (70%) of the Directors then in office (e.g., 5 of 7).

The foregoing is a true copy of by-lays adopted by the Board of Directors for the Industrial Development Authority of Brunswick County, Virginia, at a regularly monthly meeting held on November 8, 2022, by the Vote which is recorded below.

**Voting: AYE**

**Voting: NO**

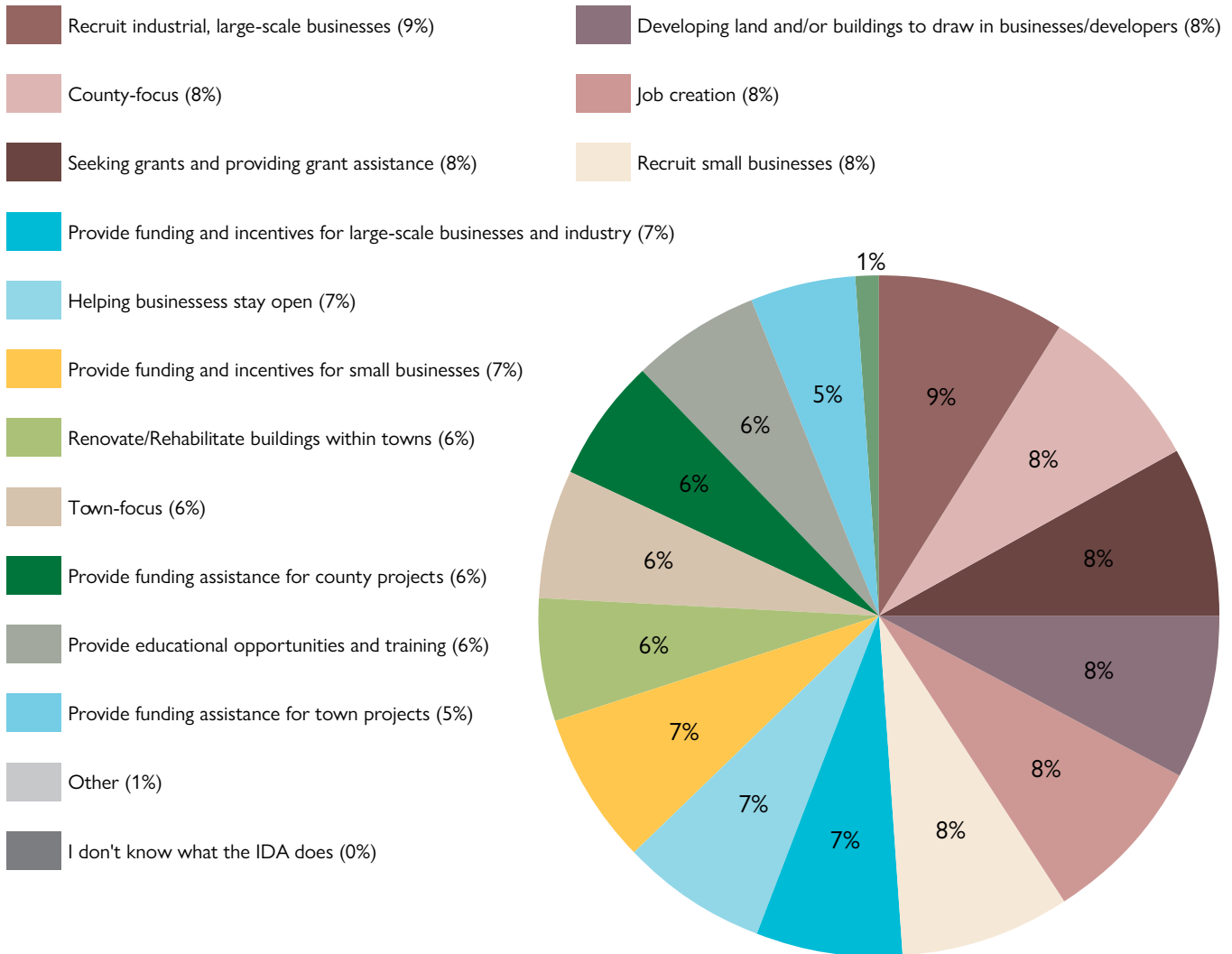
**ABSENT**

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## APPENDIX 6

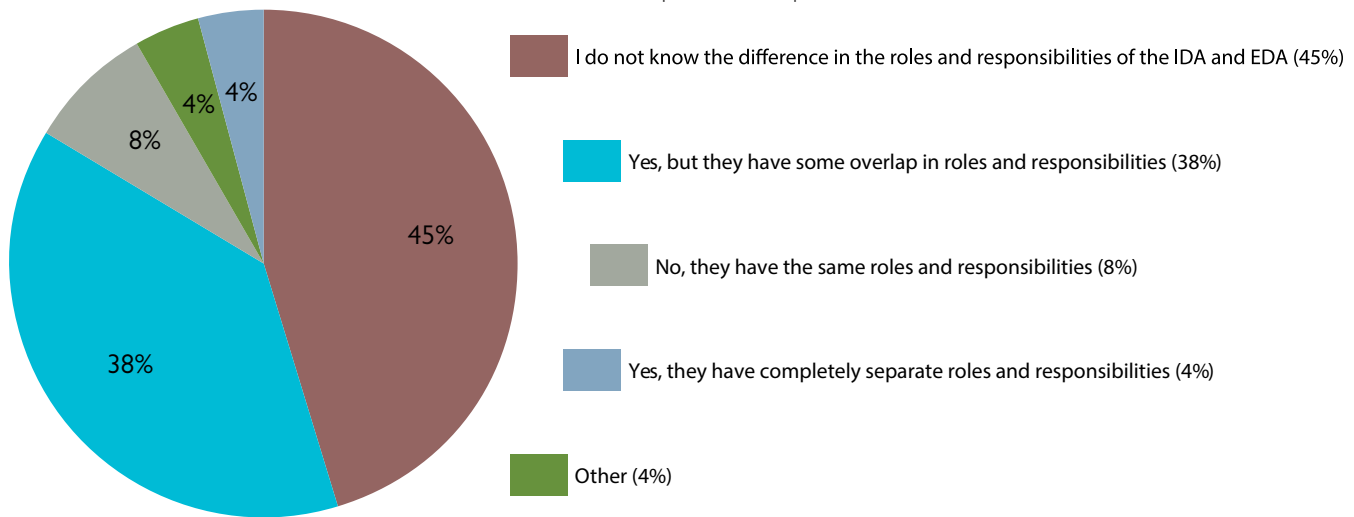
### BCIDA Strategic Plan Public Survey Results

#### Question 1: What are the roles and responsibilities of the Brunswick County Industrial Development Authority (IDA)?



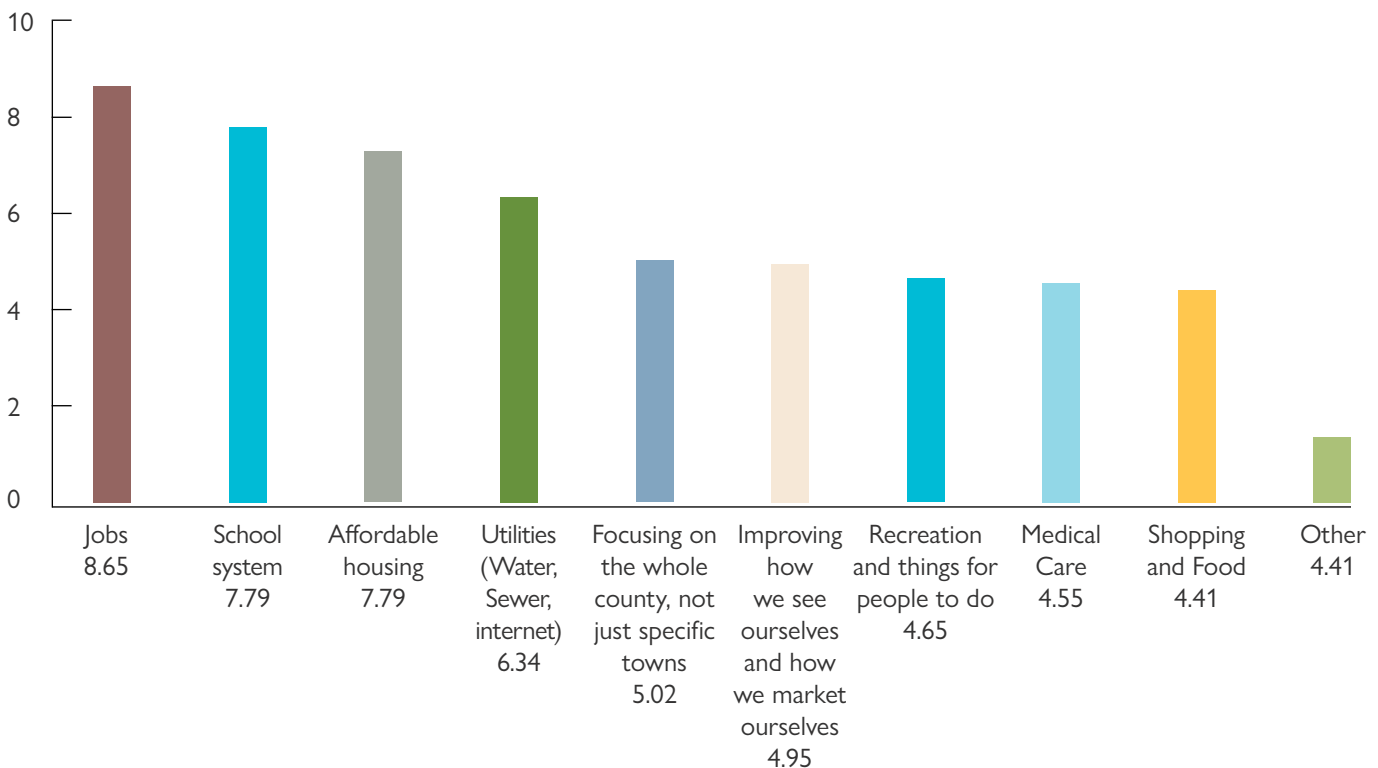
## Question 2: Are the BCIDA's roles and responsibilities different from the EDA's\* roles and responsibilities?

Percent = out of the 91 responses to this question.

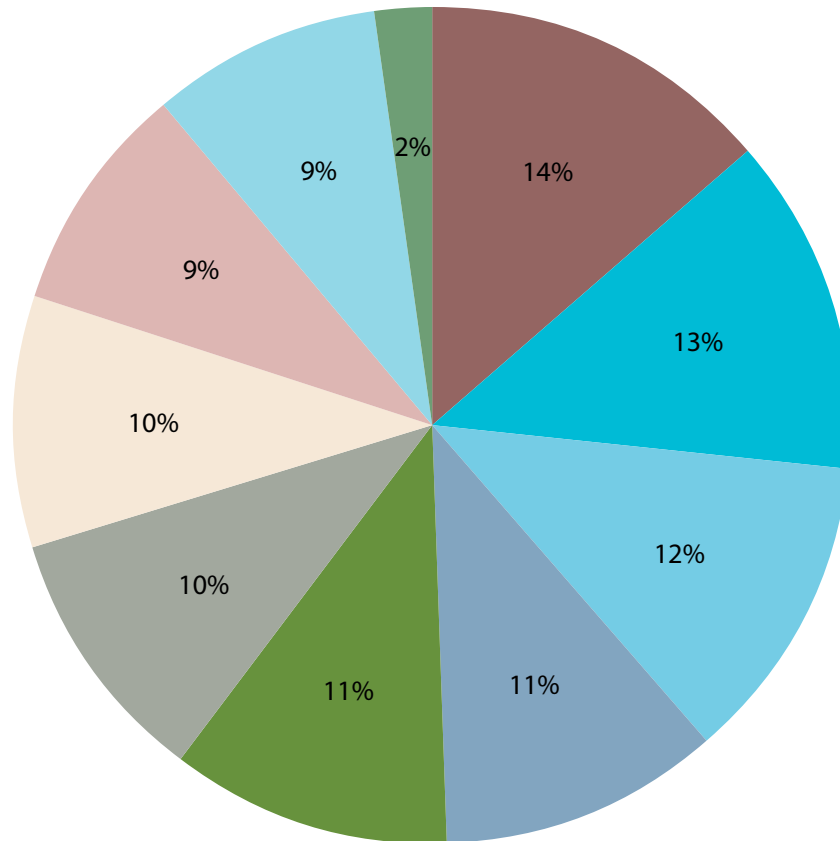


\*The Brunswick County Department of Economic Development was referred to as the "EDA" in the public survey.

## Question 3: What is the greatest challenge Brunswick County faces now and in the next ten years?

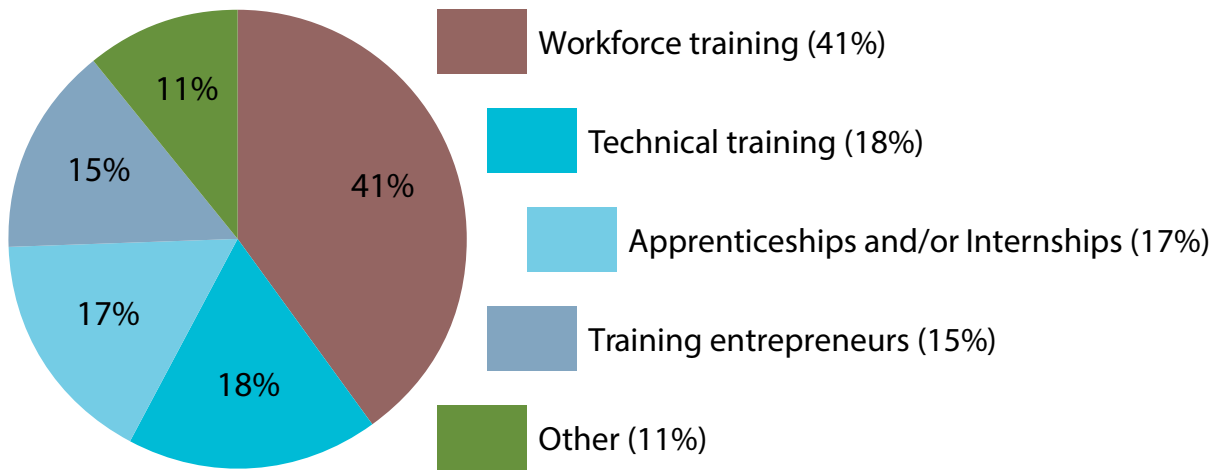


**Question 4: How can the BCIDA help now and in the future with the challenges faced by Brunswick County?**



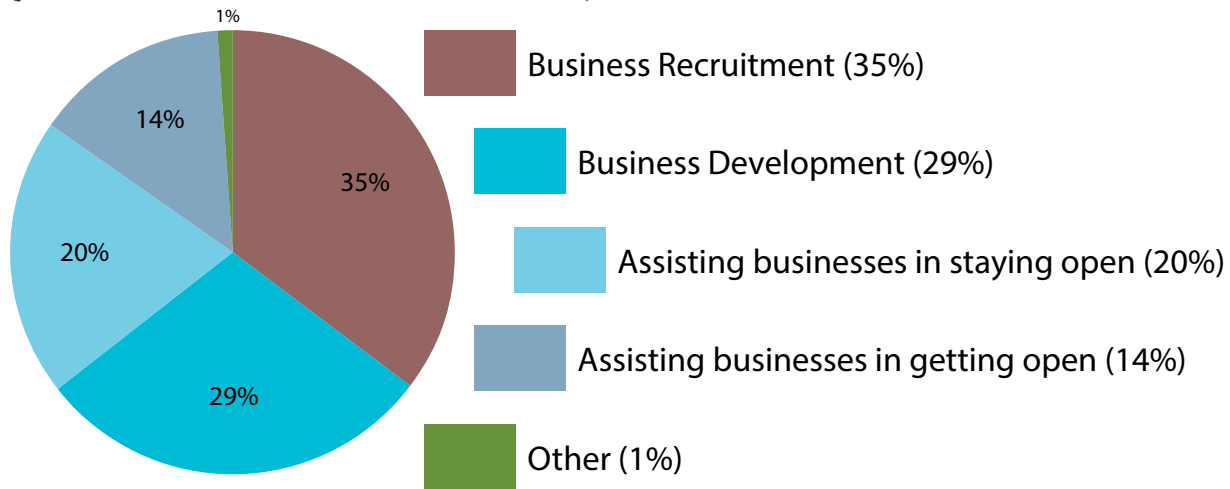
- Other (2%)
- Assist in creating spaces for recreation (playgrounds, parks, trails, etc.) (9%)
- Give help to more of the county, not just focusing on specific towns (9%)
- Provide funding for business big or small (10%)
- Provide educational opportunities (small business education/training, technical training, early training/exposure within schools) (10%)
- Be a partner and be involved with the community (11%)
- Renovate/Rehabilitate empty buildings (11%)
- Provide small business assistance (12%)
- Assist in job creation (13%)
- Recruit large-business and industry for the county (14%)

**Question 5: In the area of EDUCATION, where should the BCIDA focus its effort?**



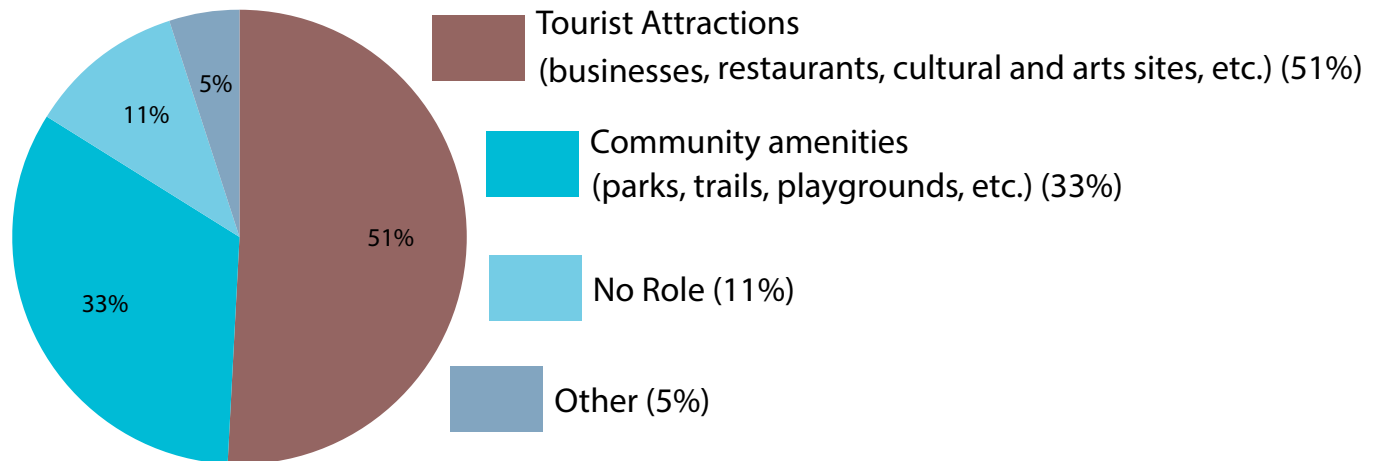
Percent = out of the 96 selections made to this question.

**Question 6: In the area of BUSINESS, where should the BCIDA focus its effort?**



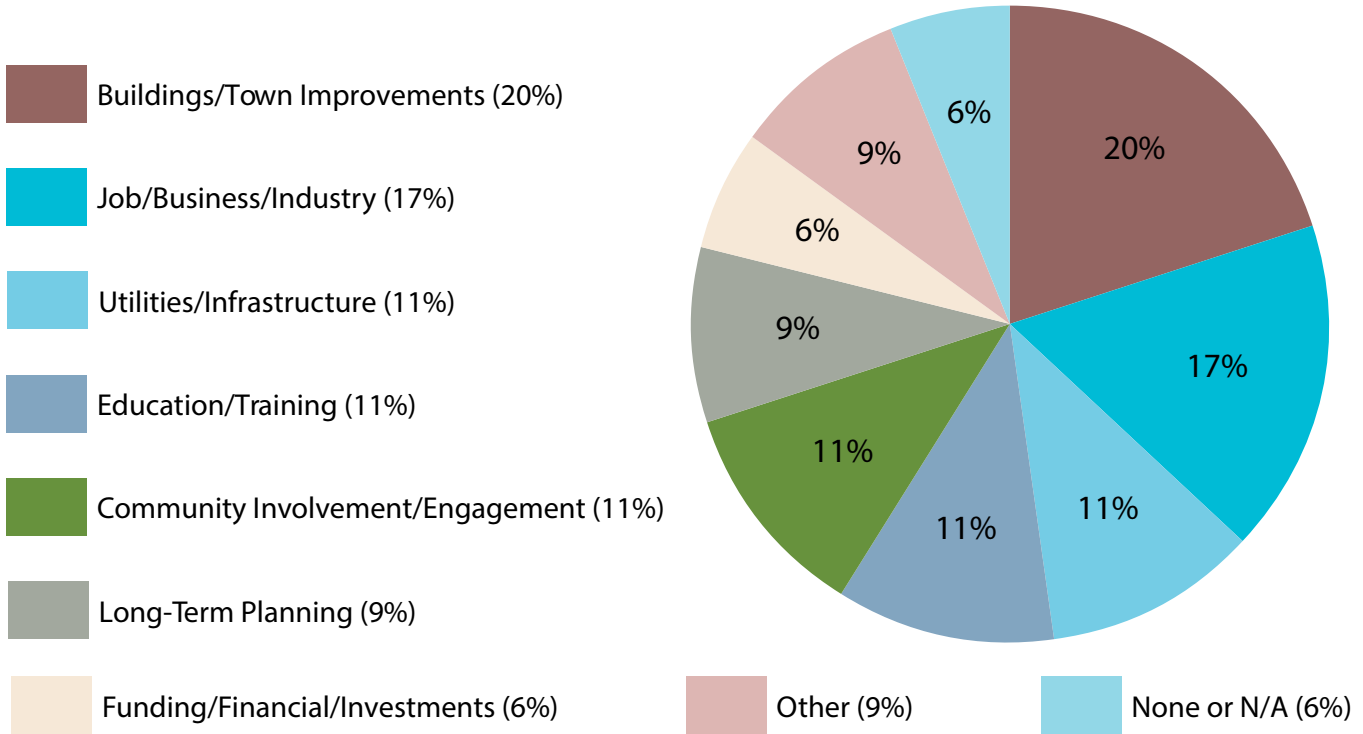
Percent = out of the 144 selections made to this question.

**Question 7: In the area of RECREATION, where should the BCIDA focus its effort?**

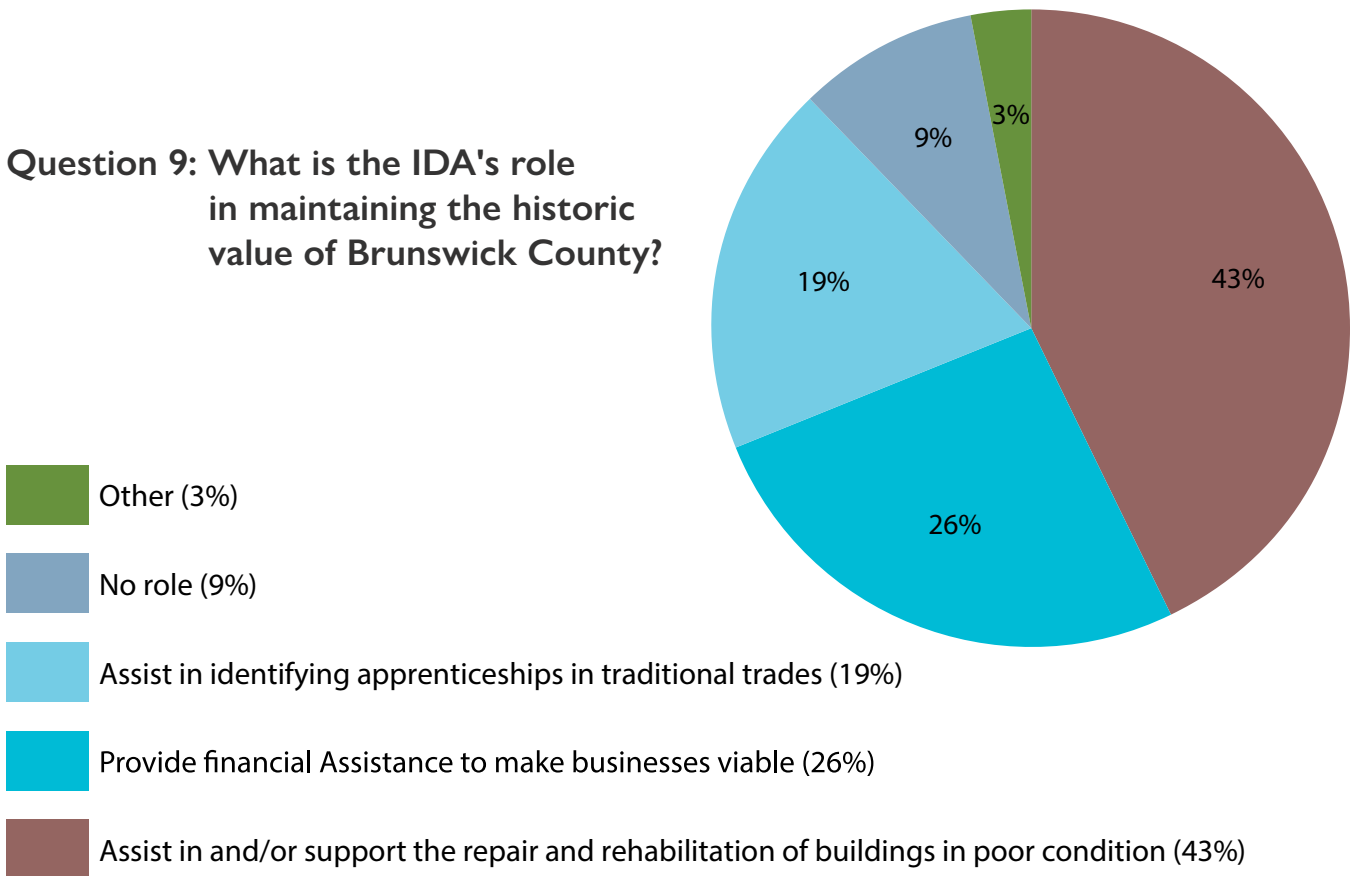


Percent = out of the 111 selections made to this question.

**Question 8: Is there another important area of focus for community revitalization that the IDA should play a role?**

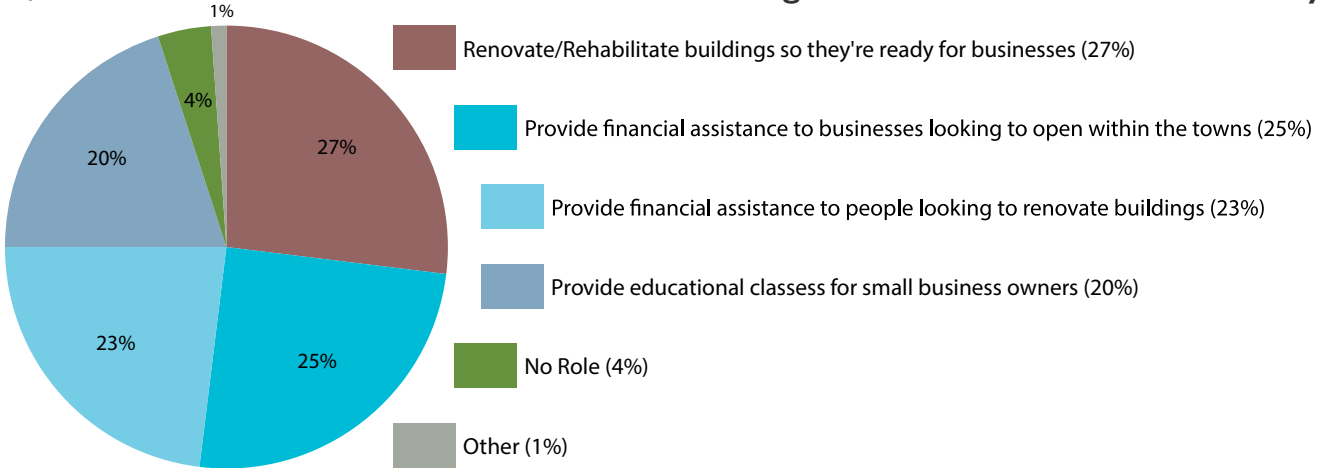


**Question 9: What is the IDA's role in maintaining the historic value of Brunswick County?**



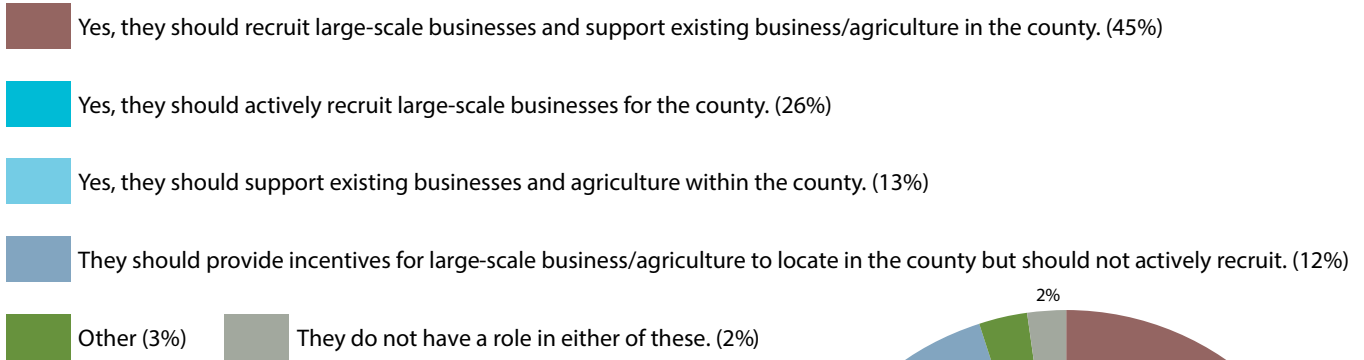
Percent = out of the 155 selections made to this question.

**Question 10: What is the IDA’s role in revitalizing towns within Brunswick County?**

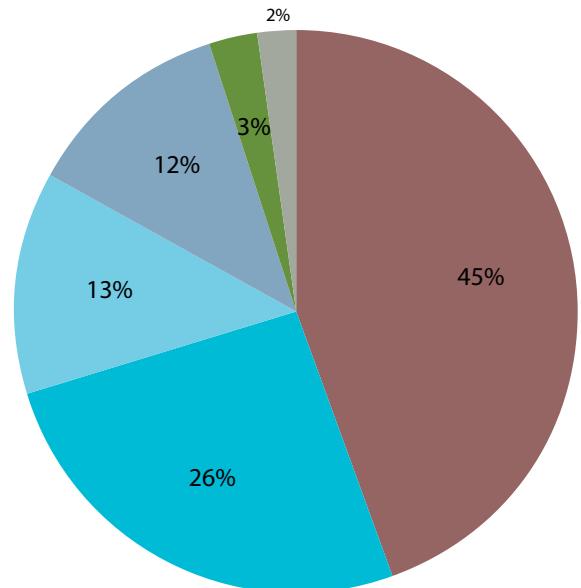


Percent = out of the 211 selections made to this question.

**Question 11: Does the BCIDA have a role in recruiting large-scale businesses and/or supporting existing businesses/ agriculture in the county (outside of the towns)?**

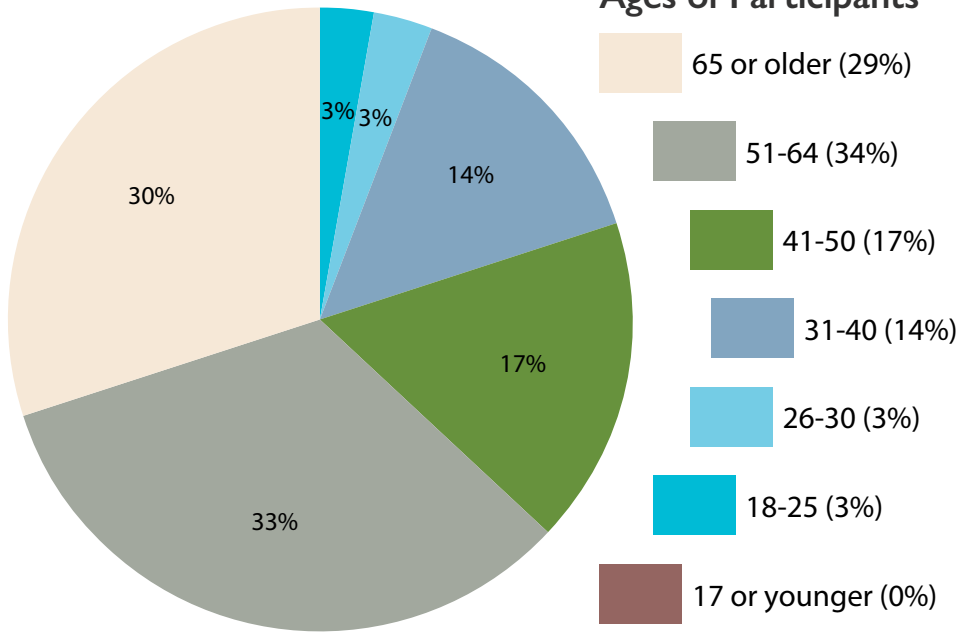


Percent = out of the 101 selections made to this question.

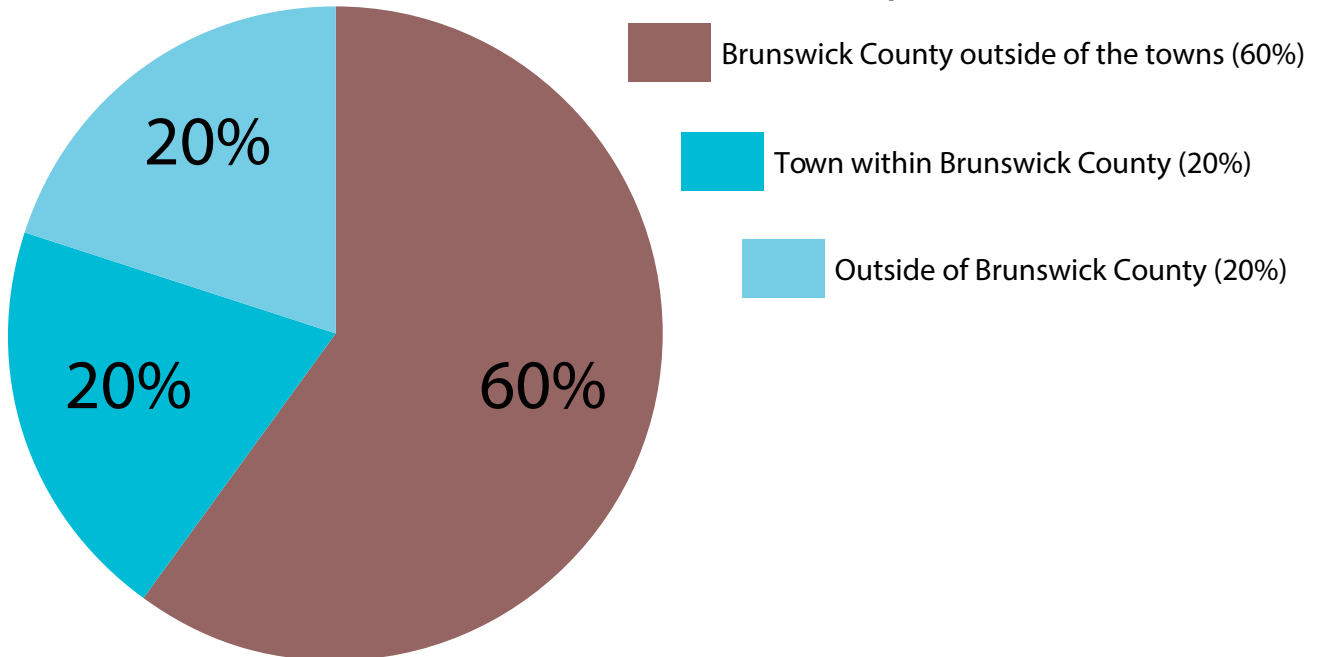


# DEMOGRAPHICS

## Ages of Participants



## Where do Participants Live?



# **Brunswick County Industrial Development Authority (BCIDA)**

**Strategic Plan 2023**