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**BRIGHTER
BOLDER
BUSINESS**

**MINUTES
JOINT MEETING
INDUSTRIAL DEVELOPMENT AUTHORITY OF HALIFAX COUNTY, VIRGINIA
AUGUST 25, 2022**

RE: MEETING: The Board of Directors of the Industrial Development Authority of Halifax County, Virginia (IDA) held a Joint meeting on August 25, 2022, at 4:00 P.M. in the IDA Conference Room.

RE: MEMBERS PRESENT: Those in attendance at the time the meeting was called to order include Mr. Rick Harrell, Mrs. Nancy Pool, Mr. Ryland Clark, Mr. Jeremy Satterfield, Mr. Jeremy Caton, and Mr. Robert Bates

RE: MEMBERS ABSENT: Dr. Nettie Simon-Owens was absent when the meeting was called to order.

RE: OTHERS PRESENT: Mrs. Kristy Johnson – IDA Executive Director, Ms. Blair Jeffress – IDA Operations Manager, Mr. Scott Simpson – County Administrator, Mrs. Beth Doughty, Mrs. Liz Povar, and Mr. Neal Barber – Strategic Planning Team, Chairman Calvin ‘Ric’ Short, Vice Chairman Garland Ricketts, Supervisor Larry D. Roller, Supervisor Hubert Pannell, Supervisor W. Bryant Claiborne, Tie Breaker Wayne Smith, Ms. Olivia Epps – Halifax County, Mrs. Charlene Hendricks – Halifax County, and Miranda Baines – The Gazette Virginian.

RE: MEETING CALLED TO ORDER: Mr. Rick Harrell called the meeting to order at 4:01 p.m. for the IDA Board and Chairman Calvin ‘Ric’ Short called the meeting to order for the Board of Supervisors at 4:01 p.m. It was determined that a quorum was present for both Boards.

Dr. Nettie Simon-Owens arrived at 4:02 p.m.

RE: APPROVAL OF AGENDA: Mrs. Nancy Pool made a motion to approve the agenda, seconded by Mr. Jeremy Satterfield, and duly carried by the IDA Board. Supervisor Hubert Pannell made a motion to approve the agenda, seconded by Supervisor Larry Short and duly carried by the Board of Supervisors.

RE: FACILITATED DISCUSSION WITH STRATEGIC PLANNING TEAM:

Mrs. Doughty started the presentation by introducing herself and her team. She stated that this has been a step-by-step process and the input of the IDA Board, the Board of Supervisors, and other community leaders have helped this process run smoothly.

Mrs. Doughty gave an overview of the project and mentioned that this process started in the Spring of 2022. She stated that there were 42 stakeholder interviews along with input from the Steering Committee. She mentioned that the assistance from the IDA staff has been beneficial to this process. Mrs. Doughty stated that the overall message from the stakeholder interviews is the people want more. She explained that people want more interaction, opportunity, and jobs.

Mrs. Doughty reviewed the responsibilities of the IDA that make up the basis of the strategic plan. She explained that economic development has evolved over time. She mentioned that in the present-day economic development is tied to livability and quality of life as opposed to 30



years ago. She stated that this strategic plan uses the structure, resources, and expertise of the IDA to tackle creating jobs and investments through basic business attraction. Mrs. Doughty defined the term basic business as a business that sells or exports the products outside of the community. She stated that basic businesses bring in new dollars into the community.

Mrs. Doughty presented the partners that assist in improving economic development through a partnership with the IDA. She mentioned that some of the tactics in the strategic plan are aimed at strengthening the relationships with the partners listed. She expressed that this plan is based on principles that apply to the unique relationships between Halifax County and the IDA.

Mrs. Doughty explained that the strategic plan is more of a road map and not an employee evaluation. She expressed that this plan would take multiple resources to include financial, human capital, and time.

Mrs. Doughty presented the newly revised mission and vision. She explained that the strategic plan consists of four goals, 16 strategies, and 56 tactics. She reviewed the four priorities of the strategic plan to include business growth, real estate infrastructure, regional engagement and partnerships and organizational sustainability.

Mrs. Doughty stated that business expansion and retention is the first priority. She stated that in most cases it is easier to keep a business than to attract a new one. She explained that business attraction is equally important, and that the IDA should focus on both retention and attraction. She emphasized that the IDA is going to serve as a connector to non-basic businesses, and a knowledge resource.

Mrs. Doughty presented real estate and infrastructure as the second priority of the strategic plan. She expressed that the Halifax IDA is one of the most experienced and confident developers in regards to real estate. She stated that real estate needs to be modernized to keep up with the evolving world of economic development. Mrs. Doughty mentioned that real estate is the most expensive part of the plan.

Mrs. Doughty expounded on the strategies listed under the second priority. She stated that the IDA needs to work to improve and expand the inventory of IDA-owned prepared sites. She emphasized that the IDA needs to work towards developing a program of work for the management of the real estate. Mrs. Doughty mentioned that the IDA-owned buildings need to be improved. She stated that the IDA's experience provides the opportunity for the organization to serve as a thought leader on infrastructure associated with successful real estate development.

Mrs. Doughty presented regional engagement as the third priority. She mentioned that the stakeholder interviews pointed to the history of a lack of regional engagement from the IDA. She expressed that this priority is going to take time to build, repair, and strengthen relationships. Mrs. Doughty stated that the strategies listed under this priority deal with building relationships with the Board of Supervisors, community agencies, and government departments. She explained that it is important to establish the Halifax IDA as a thought leader to create a platform for shared learning. She stated that along with local engagement, it is important to engage in broader regional participation.

Mrs. Doughty presented organizational sustainability as the fourth priority. She stated that during the 42 interviews with stakeholders, she noticed that there was a lack of awareness of the IDA. She mentioned that several people had little familiarity with the organization. She listed

several strategies under organizational sustainability to include evaluating structural changes to the IDA. Mrs. Doughty mentioned it may be beneficial to change the name of the organization to appeal more modern. She suggested developing a communications plan to share information about the IDA to make people more aware of the organization. She explained that the use of technology can help the IDA excel. She reiterated that it is important to keep excellence at the forefront of the operation and the organization.

Mr. Simpson mentioned the importance of owning real estate and how essential real estate is in the world of economic development. He mentioned that there is an advantage in owning and having control over the real estate. He stated that having control over real estate makes it easier to market to existing businesses and prospects.

Mr. Harrell stated that it is important that sites are up to Tier 4 and 5 so the IDA or Halifax County doesn't lose out on opportunities. He expresses that the Shell building has attracted a lot of activity and put Halifax County on the map.

Mrs. Doughty stated that Halifax County is going to have a hard time getting developers to build in this area.

Mrs. Johnson stated that owning and preparing sites are going to be critical. She mentioned that we do not have to own the sites long-term and that maybe it will be beneficial to think short-term when entering into agreements.

Mrs. Doughty emphasized the importance of owning modern buildings. She stated that modernized buildings will be more attractive than other buildings.

Mrs. Doughty reviewed the strategies and tactics within each priority in the strategic plan. She began by reviewing the tactics under the strategy referring to BRE and business growth. She stated that the two key tactics for this strategy include creating a position dedicated to BRE and developing an annual plan for BRE. Mrs. Doughty expressed that it is important to establish a plan on how to continue to build relationships with the existing businesses. She explained that IDA staff should provide a report on BRE activity to not only the IDA Board but to the Board of Supervisors.

Mrs. Doughty stated that it is important to reevaluate the target industries. She stated that the IDA should continue to do the things that they are already doing as far as business growth. She mentioned that the IDA should consider developing an annual marketing plan for business attraction.

Mrs. Doughty stated that the IDA should continue to serve as a connector to resources for businesses where typical incentives are unavailable. She mentioned that the IDA should maintain a staff level knowledge base of resources for entrepreneurs and small businesses. She stated that it is important to provide links on the IDA website to online resource guides provided by other partners.

Mrs. Doughty stated that the IDA should serve as a knowledge resource on available workforce and talent resources. She stated that the IDA should make an effort to intentionally meet with organizations to share intelligence on trends discovered during BRE efforts.

Mrs. Doughty presented the strategies under real estate and infrastructure. She stated that the IDA should strive to improve and expand the inventory of IDA-owned prepared sites. She



mentioned the importance of continuing to work with funded programs to develop plans to raise tier rating of existing properties. She reiterated that the IDA should develop a plan to invest in site improvements. She mentioned that it may be beneficial for the IDA to approach neighboring localities to possibly form a regional industrial facility authority or join an existing one.

Mr. Harrell stated that the State is encouraging localities to work together. He expressed that joining forces and working together with regional partners can be beneficial.

Mrs. Doughty explained that all organizations apart of the RIFA do not have to participate in every project that has been identified.

Mrs. Doughty suggested that the IDA hire another staff person dedicated to real estate and maintenance. She emphasized the importance of developing and maintaining a ten-year capital improvement plan for the IDA real estate along with an annual capital improvement budget.

Mr. Harrell stated that it is imperative for the IDA to be prepared considering the largest mega site in the state is next door.

Mrs. Johnson stated that every time they present the mega site, they include all of our industrial sites and our shell building. She stated that our readiness is going to impact their competitiveness.

Mr. Satterfield inquired about the alignment with target sectors and the IDA's ability to compete with other regional partners while marketing the mega site.

Mrs. Johnson stated that she doesn't have a level of insight to provide this information. She mentioned that from what she has seen these projects would fit within the IDA's targeted sectors. She expressed the need for more diverse sites that range from 20 to 250 acres because all suppliers are not the same.

Mrs. Doughty stated that it is important to assess what is more doable for the IDA. She stated a 50-acre site may be easier to accomplish.

Mrs. Johnson stated that most of the IDA owned sites within the industrial park will be either a tier 4 or 5 within the next year. She mentioned that outside of the Southern Virginia Technology Park is where the sites are virtually unprepared.

Mrs. Doughty stated that within the priority of regional engagement the IDA should continue to work towards building relationships with local and regional partners. She mentioned that the IDA is in a position to bring the community together by getting everyone involved in regards to bringing new businesses to the County. She expressed that it may be beneficial to consider joint membership with the Southside and West Piedmont Planning District Commissions in the future.

Mrs. Doughty discussed several tactics under organizational sustainability. She mentioned changing the name of the organization, developing a communications plan, and assessing the County's investment in the operation of the IDA. She explained that the IDA needs to develop a financial pro forma that includes the recommendations of the strategic plan.

Mrs. Doughty mentioned the use of technology to enhance the BRE efforts such as a CRM software. She reiterated the need to maintain excellence during the rollout of the strategic plan and how it is important to keep track of progress via a dashboard.

Mrs. Doughty reviewed the different metrics that will help the IDA present the progress to the Board of Supervisors. She stated that developing a marketing plan, business retention and expansion plan, communications plan and capital improvements plan will help with the budgeting process.

Mrs. Doughty presented each tactic in timeline form. She mentioned that some of the tactics will take longer than others.

Mrs. Johnson stated that the IDA has already started implementing parts of the strategic plan. She mentioned that some of the tactics may have to be shifted to another fiscal year.

Mrs. Doughty stated that most of the tactics are listed in fiscal year 2023. She stated that some of these tactics are two-year projects. She mentioned that the list becomes shorter in fiscal years 2024, 2025, and 2026.

Mr. Clark expressed his gratitude in seeing all of the hard work put into the meetings pay off. He said he likes the fact that he can see the entire plan put together.

Mrs. Doughty stated that the information received from the first two meetings helped with the development of the plan. She mentioned that the individuals involved in this process were very insightful when providing feedback.

Mr. Clark inquired about the benefits of joining a RIFA.

Mrs. Doughty explained when an organization joins a RIFA they gain a portion of the tax revenue from landed projects.

Mrs. Povar stated that these details are agreed upon when forming a RIFA. She stated that the organizations a part of a RIFA share the development costs and financial benefits such as the tax revenue.

Mr. Harrell stated that every County can't have a win every year but regionally we can work together to accomplish goals.

Dr. Simon-Owens inquired about the tactic involving evaluating staffing and responsibilities occurring before creating a staff position dedicated to real estate.

Mrs. Doughty agreed that evaluating staffing and responsibilities should occur before creating an additional staff position.

Mrs. Doughty stated that she will incorporate comments received from today's meeting in the revised plan. She thanked the IDA Board and the Board of Supervisors for their thoughtful consideration and progress.

Mr. Harrell thanked the strategic planning team for their continued hard work and assisting the IDA through this process.



RE: ADJOURNMENT:

Motion to adjourn was made by Mr. Bates seconded by Mr. Satterfield and then duly carried by the IDA Board. Motion to adjourn was made by Supervisor Roller seconded by Supervisor Claiborne and then duly carried by the Board of Supervisors.

Respectfully Submitted:

Mrs. Kristy Johnson, IDA Executive Director

Acknowledged:

Mr. Rick Harrell, Chair