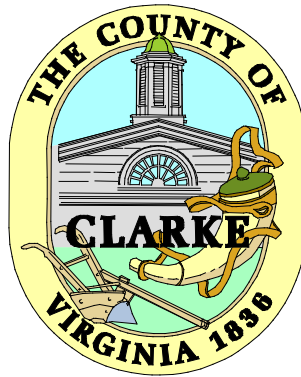


Clarke County Economic Development Advisory Committee



Regular Meeting Packet

September 19, 2018



County of Clarke Economic Development Advisory Committee

*Jim Barb, Bryan Conrad, Christy Dunkle, Christina Kraybill, Bev McKay,
John Milleson, Eric Myer, Betsy Pritchard*

Agenda

1:00 pm, Wednesday, September 19, 2018

Meeting Room AB Berryville / Clarke County Government Center
101 Chalmers Court, 2nd Floor, Berryville, Virginia

1. Call to Order
2. Adoption of Agenda
3. Approval of Minutes:
 - May 16, 2018, Regular Meeting
 - July 18, 2018, Regular Meeting – No Quorum
4. New Business:
 - Review Electronic Meetings Policy and Move to
 - Disallow Participation Via Electronic Means; **or**,
 - Allow and Adopt Policy and Process Set Forth in PD-121101-09 Clarke County Board of Supervisors Rules of Procedure Section 1-12 Meetings held through electronic communication means” as set forth in § 2.2-3708.2. Sections §2.2-3708 Code of Virginia. §2.2-3708.1 repealed by Acts 2018
5. Old Business:
 - Economic Development Strategic Plan Review and Development of Economic Development Advisory Committee Recommendation to the Clarke County Planning Commission
6. Next Meeting: November 14, 2018
7. Adjourn

Reports / Information Distributed with Packet:

- Economic Development Advisory Committee Follow-up Items Status Report
- Building Department Year-to-Date Report
- Industrial Development Authority July 26, 2018, Quarterly Meeting

Call to Order

Adoption of Agenda

Proposed motion: Move to adopt agenda as [presented] or [as amended - title of agenda item[s] not listed on the published agenda provided to the public.]

Approval of Minutes:

May 16, 2018, Regular Meeting

Proposed Motion: I move to approve the minutes of May 16, 2018, as [presented] or [as amended citing specific amendment].

July 18, 2018, Regular Meeting

Proposed Motion: I move to approve the minutes of July 18, 2018, as [presented] or [as amended citing specific amendment].

Clarke County Economic Development Advisory Committee
May 16, 2018 Minutes

A meeting of the Economic Development Advisory Committee (EDAC) held in the Berryville/Clarke County Government Center, Berryville, Virginia, on Wednesday, May 16, 2018, at 1:00 PM.

Board: Jim Barb, Christy Dunkle, Christina Kraybill, Bev McKay, Elizabeth "Betsy" Pritchard

Absent: Bryan Conrad, John Milleson, Eric Myer

Staff: Len Capelli, Cathy Kuehner, Brianna Taylor, Lora B. Walburn

Press: None

Others Present: Liz Ryan, Turner Kobayashi, Karie Griffin

1. Call to Order

At 1:00 pm, Vice Chair Kraybill called the meeting to order.

2. Adoption of Agenda

Bev McKay, seconded by Jim Barb, moved to adopt the agenda as presented. The motion carried by the following vote:

Jim Barb	-	Aye
Bryan Conrad	-	Absent
Christy Dunkle	-	Aye
Christina Kraybill	-	Aye
Beverly B. McKay	-	Aye
John Milleson	-	Absent
Eric Myer	-	Absent
Elizabeth "Betsy" Pritchard	-	Aye

3. Approval of Minutes

Bev McKay, seconded by Christie Dunkle, moved to approve the January 17, 2018, minutes as presented. The motion carried as follows:

Jim Barb	-	Aye
Bryan Conrad	-	Absent
Christy Dunkle	-	Aye
Christina Kraybill	-	Aye
Beverly B. McKay	-	Aye
John Milleson	-	Absent
Eric Myer	-	Absent
Elizabeth "Betsy" Pritchard	-	Aye

4. New Business

Clarke County Farmer's Market 2018

Representatives from the Clarke County Farmer's Market [CCFM], Turner Kobayashi, Audley Farm Manager and participant in the CCFM, and Karie Griffin, CCFM Market Manager, joined the Committee to review the upcoming Farmer's Market.

- Lillian Ledford, former Market Manager, stepped down.
- First year for new Market Manager Karie Griffin.
- Added Blue Fox as a food vendor.
- Added live music each week.
- Twenty-nine total vendors, some come every other week.
- To keep balance, have declined a few vendors.
- Still receiving applications.
- No waiting list but interest is increasing.
- Priority given to Clarke County businesses.
- Approximately 250 plus customers each week.
- Open tables available to the community. Last week, Future Farmers of America attended.
- Executive Committee is looking for groups and individuals to help promote CCFM.
- Building sponsorship pool for funds, marketing, and events.
 - o Relay for Life in June
 - o Volunteer fire and rescue in July
 - o Successful events include:
 - Paw Patrol
 - Meet the Clarke Football Team
- Working to increase participation with Schools and youth organizations.

- Working with Town of Berryville to synchronize events.
- Goal is to help the local economy.
- CCFM signs at Clermont Farm, Ruritan Fairgrounds, and Gary Hornbaker's property.
- Kimber Herron assisted with application paperwork.
- Share ideas at manager@clarkecountyfarmersmarket.com

Clarke County Farmer's Market Vendor Winter Potluck Report

Christina Kraybill provided the following information:

- In January, Audley Farm hosted a Vendor Potluck for all 2017 participants.
- Many vendors attended the event.
- Discussed individual businesses.
- Discussed ways the County might provide greater support to local farms.
- Event was an opportunity to show appreciation to Lillian Ledford.

5. Old Business

Forum for Rural Innovation Update / Follow Up

Christy Dunkle

- Fourteenth year
- Excellent speakers at the event.
- Well run event that continues to grow.
- Len Capelli staffed an Economic Development and Tourism table at the event answering questions and distributing ink pens and brochures.

Economic Development Strategic Plan Preliminary Review of Matrix

Highlights of discussion include:

- Five-year update in 2019 of the Economic Development Strategic Plan, adopted by the Board of Supervisors October 2014.
- The Economic Development Advisory Committee [EDAC] conduct preliminary review and provide its recommendation to the Planning Commission for its review and recommendation to the Board of Supervisors. The Board of Supervisors have final approval of the revised plan.

- EDAC members are asked to select their top five to ten items from the matrix and provide to Lora Walburn, EDAC Clerk, prior to or at the July meeting.
- The EDAC Clerk will compile the top items, create a matrix with the top items, and schedule for review at the September meeting.
- Market research: Liz Ryan, Berryville Main Street, may be a resource in this effort should the EDAC opt to pursue.
 - May wish to review online effect on retail, trends, products, how to accommodate new types of businesses, etc.
- Local Business Listing: Cathy Kuehner, Director Public Information, with Brianna Taylor, Administrative Assistant County Administration, are in the early stages of development.
- Economic Development Director: Len Capelli asked Ms. Walburn to provide EDAC members with the matrix he uses to capture hours worked.
- During review, seek input from constituents representing:
 - Equine business
 - Agricultural business
 - Recreational business
 - Retail business
 - Service business
 - Existing business owners in the County
 - Determine, where possible:
 - What businesses currently exist?
 - What businesses might support existing businesses?
 - Identify consumers / buyers.

6. Next Meeting

The next meeting is scheduled for Wednesday, July 18, 2018.

Note: A two-day winter weather event caused the cancellation of the March 21, 2018, regular meeting.

7. Adjournment

At 1:47 pm, being no further business, Vice Chair Kraybill adjourned the meeting.

Minutes recorded and transcribed by Lora B. Walburn

Clarke County Economic Development Advisory Committee
July 18, 2018 Minutes

A meeting of the Economic Development Advisory Committee (EDAC) held in the Berryville/Clarke County Government Center, Berryville, Virginia, on Wednesday, July 18, 2018, at 1:00 PM.

Present: Jim Barb, Christy Dunkle, John Milleson, Elizabeth "Betsy" Pritchard

Absent: Bryan Conrad, Christina Kraybill, Bev McKay, Eric Myer

Staff: Len Capelli, Cathy Kuehner, Brianna Taylor

Press: Mickey Powell

Others Present: None

1. Call to Order

At 1:05 pm, Chairman Milleson determined that a quorum was not present and the meeting could not proceed.

At the request of Board members in attendance, Len Capelli provided a recap of the Virginia Economic Development Association meeting he attended in June.

Board members also discussed the Strategic Plan matrix. Brianna Taylor, Administrative Assistant – County Administration, and Cathy Kuehner, Director of Public Information, answered Board member questions pertaining to the business directory list, which they are developing. Chairman Milleson instructed staff to carry the matter forward to the September agenda.

2. Next Meeting

The next meeting is scheduled for Wednesday, September 19, 2018.

3. Adjournment

Not applicable.

Conduct of meeting recorded by Brianna Taylor, Administrative Assistant – County Administration;
Transcribed by Lora B. Walburn, Economic Development Advisory Committee Clerk / Executive Assistant – County Administration

Review Electronic Meetings Policy and Move to:

- Disallow Participation Via Electronic Means; or,
- Allow and Adopt Policy and Process Set Forth in PD-121101-09 Clarke County Board of Supervisors Rules of Procedure Section 1-12 Meetings held through electronic communication means" as set forth in § 2.2-3708.2. Sections §2.2-3708 Code of Virginia. §2.2-3708.1 repealed by Acts 2018

Section 1-12. Meetings held through electronic communication means policy and approval process

Policy:

It is the policy of Clarke County Board of Supervisors that its individual members may participate in meetings of the Board of Supervisors by electronic means as permitted by Virginia Code § 2.2-3708.2 This policy shall apply to the entire membership and without regard to the identity of the member requesting remote participation or the matters that will be considered or voted on at the meeting.

Whenever an individual member wishes to participate from a remote location, the law requires a quorum of Board of Supervisors to be physically assembled at the primary or central meeting location, and there must be arrangements for the voice of the remote participant to be heard by all persons at the primary or central meeting location.

When such individual participation is due to an emergency or personal matter, **such participation is limited by law to two meetings of the public body per member each calendar year, whichever is fewer.**

Note: Nothing in this section shall be construed to prohibit the use of interactive audio or video means to expand public participation.

Approval Process:

Automatic Approval with Vote if Challenged.

Individual participation from a remote location shall be approved unless such participation would violate this policy or the provisions of the Virginia Freedom of Information Act.

If a member's participation from a remote location is challenged, then the Board of Supervisors shall vote whether to allow such participation.

If Board of Supervisors votes to disapprove of the member's participation because such participation would violate this policy, such disapproval shall be recorded in the minutes with specificity.

Disability or Medical Condition or Personal Matter Prevents Physical Attendance (Applies to all public bodies):

- 1) Physically assembled quorum is required;
 - 2) Remote member's voice must be heard by all;
-

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- 3) Member must notify chair of inability to attend due to temporary or permanent disability or other medical condition that prevents physical attendance on or before the day of the meeting;
 - 4) Fact of disability or medical condition must be recorded in the minutes;
 - 5) Remote location must be recorded in the minutes; and,
 - 6) Member's remote participation must be in accord with the policy on electronic participation adopted by the public body. While the fact that a disability or medical condition prevents the members' physical attendance must be recorded in the minutes, it is not required to identify the specific disability or medical condition.
 - 7) Member participating through electronic communications means under this section may make motions, vote, join in closed meetings, and otherwise participate fully as if he or she was physically present.

Examples:

- Temporary hospitalization or confined to home;
- Contagious illness; or
- Any permanent physical disability that prevents travel to the meeting location.

If the procedural requirements are not met, however, then the member may only monitor the meeting (i.e., listen or watch, depending on the technology used) and cannot otherwise participate.

The remote location where the member using electronic communications is does not have to be open to the public under these provisions.

Personal Matter Prevents Attendance:

- 1) Physically assembled quorum is required;
 - 2) Remote member's voice must be heard by all;
 - 3) Remote member must notify chair of the public body on or before the day of the meeting;
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- 4) Nature of the emergency or personal matter must be identified;
 - 5) Nature of the personal matter must be recorded in the minutes;
 - 6) Remote location must be recorded in the minutes; and
 - 7) Participation because of a personal matter that prevents attendance is limited to two (2) meetings per calendar year.

If a member's participation is disapproved because it would violate the public body's policy on participation, that fact must be recorded in the minutes with specificity. However, the member may continue to monitor the meeting from the remote location, but may not participate in the proceeding and may not be counted as present at the meeting.

Examples:

- Flat tire on the way to the meeting, call in from cell phone at side of the road;
- Traffic congestion or stoppage;
- Personal, family, or business emergency; or
- Blizzard, flood, or other sudden severe weather conditions that prevent travel to the meeting location.
- Business trip;
- Family trip; or
- Scheduling conflicts.

Monitoring a meeting:

As stated above, if a member of a public body cannot meet the procedural requirements to participate in a meeting by electronic communication means, the member may still monitor the meeting by listening or watching by electronic communication means. However, the member cannot be counted as present and cannot participate.

In such a situation, as a matter of best practices, it is suggested that the chair of the public body make a statement to inform the public and the other members, such as "Please observe that [member name] could not attend today's meeting, but is [listening/watching] the meeting [by speakerphone, videoconference, or whatever electronic communication means is being utilized]. However, [member name] is only monitoring the meeting. [He/she] is not counted as present, and cannot make motions, vote, or otherwise part

State of Emergency Declared by the Governor (Applies to all public bodies)

Any public body may meet by electronic communication means without a quorum of the public body physically assembled at one location when the Governor has declared a state of emergency in accordance with § 44-146.17, subject to the follow procedures and conditions:

- a. The catastrophic nature of the declared emergency makes it impracticable or unsafe to assemble a quorum in a single location; and
- b. The purpose of the meeting is to address the emergency.

In addition, the public body must:

- a. Give public notice using the best available method given the nature of the emergency, which notice shall be given contemporaneously with the notice provided members of the local public body conducting the meeting;
 - b. Make arrangements for public access to such meeting;
 - c. Otherwise comply with the provisions of § 2.2-3708.2.
 - d. State in the minutes the nature of the emergency, the fact that the meeting was held by electronic communication means, and the type of electronic communication means by which the meeting was held.
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§ 2.2-3708.2. Meetings held through electronic communication means

A. The following provisions apply to all public bodies:

1. Subject to the requirements of subsection C, all public bodies may conduct any meeting wherein the public business is discussed or transacted through electronic communication means if, on or before the day of a meeting, a member of the public body holding the meeting notifies the chair of the public body that:

a. Such member is unable to attend the meeting due to a temporary or permanent disability or other medical condition that prevents the member's physical attendance; or

b. Such member is unable to attend the meeting due to a personal matter and identifies with specificity the nature of the personal matter. Participation by a member pursuant to this subdivision is limited each calendar year to two meetings.

2. If participation by a member through electronic communication means is approved pursuant to subdivision 1, the public body holding the meeting shall record in its minutes the remote location from which the member participated; however, the remote location need not be open to the public. If participation is approved pursuant to subdivision 1 a, the public body shall also include in its minutes the fact that the member participated through electronic communication means due to a temporary or permanent disability or other medical condition that prevented the member's physical attendance. If participation is approved pursuant to subdivision 1 b, the public body shall also include in its minutes the specific nature of the personal matter cited by the member.

If a member's participation from a remote location pursuant to subdivision 1 b is disapproved because such participation would violate the policy adopted pursuant to subsection C, such disapproval shall be recorded in the minutes with specificity.

3. Any public body may meet by electronic communication means without a quorum of the public body physically assembled at one location when the Governor has declared a state of emergency in accordance with § 44-146.17, provided that (i) the catastrophic nature of the declared emergency makes it impracticable or unsafe to assemble a quorum in a single location and (ii) the purpose of the meeting is to address the emergency. The public body convening a meeting in accordance with this subdivision shall:

a. Give public notice using the best available method given the nature of the emergency, which notice shall be given contemporaneously with the notice provided to members of the public body conducting the meeting;

b. Make arrangements for public access to such meeting; and

c. Otherwise comply with the provisions of this section.

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

stated in the minutes.

B. The following provisions apply to regional public bodies:

1. Subject to the requirements in subsection C, regional public bodies may also conduct any meeting wherein the public business is discussed or transacted through electronic communication means if, on the day of a meeting, a member of a regional public body notifies the chair of the public body that such member's principal residence is more than 60 miles from the meeting location identified in the required notice for such meeting.
2. If participation by a member through electronic communication means is approved pursuant to this subsection, the public body holding the meeting shall record in its minutes the remote location from which the member participated; however, the remote location need not be open to the public.

If a member's participation from a remote location is disapproved because such participation would violate the policy adopted pursuant to subsection C, such disapproval shall be recorded in the minutes with specificity.

C. Participation by a member of a public body in a meeting through electronic communication means pursuant to subsections A and B shall be authorized only if the following conditions are met:

1. The public body has adopted a written policy allowing for and governing participation of its members by electronic communication means, including an approval process for such participation, subject to the express limitations imposed by this section. Once adopted, the policy shall be applied strictly and uniformly, without exception, to the entire membership and without regard to the identity of the member requesting remote participation or the matters that will be considered or voted on at the meeting;
2. A quorum of the public body is physically assembled at one primary or central meeting location; and
3. The public body makes arrangements for the voice of the remote participant to be heard by all persons at the primary or central meeting location.

D. The following provisions apply to state public bodies:

1. Except as provided in subsection D of § [2.2-3707.01](#), state public bodies may also conduct any meeting wherein the public business is discussed or transacted through electronic communication means, provided that (i) a quorum of the public body is physically assembled at one primary or central meeting location, (ii) notice of the meeting has been given in accordance with subdivision 2, and (iii) members of the public are provided a substantially equivalent electronic communication means through which to witness the meeting. For the purposes of this subsection, "witness" means observe or listen.

If a state public body holds a meeting through electronic communication means pursuant to this subsection, it shall also hold at least one meeting annually where members in attendance at the meeting are physically assembled at one location and where no members participate by electronic communication means.

2. Notice of any regular meeting held pursuant to this subsection shall be provided at least three

working days in advance of the date scheduled for the meeting. Notice, reasonable under the circumstance, of special, emergency, or continued meetings held pursuant to this section shall be given contemporaneously with the notice provided to members of the public body conducting the meeting. For the purposes of this subsection, "continued meeting" means a meeting that is continued to address an emergency or to conclude the agenda of a meeting for which proper notice was given.

The notice shall include the date, time, place, and purpose for the meeting; shall identify the primary or central meeting location and any remote locations that are open to the public pursuant to subdivision 4; shall include notice as to the electronic communication means by which members of the public may witness the meeting; and shall include a telephone number that may be used to notify the primary or central meeting location of any interruption in the telephonic or video broadcast of the meeting. Any interruption in the telephonic or video broadcast of the meeting shall result in the suspension of action at the meeting until repairs are made and public access is restored.

3. A copy of the proposed agenda and agenda packets and, unless exempt, all materials that will be distributed to members of a public body for a meeting shall be made available for public inspection at the same time such documents are furnished to the members of the public body conducting the meeting.

4. Public access to the remote locations from which additional members of the public body participate through electronic communication means shall be encouraged but not required. However, if three or more members are gathered at the same remote location, then such remote location shall be open to the public.

5. If access to remote locations is afforded, (i) all persons attending the meeting at any of the remote locations shall be afforded the same opportunity to address the public body as persons attending at the primary or central location and (ii) a copy of the proposed agenda and agenda packets and, unless exempt, all materials that will be distributed to members of the public body for the meeting shall be made available for inspection by members of the public attending the meeting at any of the remote locations at the time of the meeting.

6. The public body shall make available to the public at any meeting conducted in accordance with this subsection a public comment form prepared by the Virginia Freedom of Information Advisory Council in accordance with § 30-179.

7. Minutes of all meetings held by electronic communication means shall be recorded as required by § 2.2-3707. Votes taken during any meeting conducted through electronic communication means shall be recorded by name in roll-call fashion and included in the minutes. For emergency meetings held by electronic communication means, the nature of the emergency shall be stated in the minutes.

8. Any authorized state public body that meets by electronic communication means pursuant to this subsection shall make a written report of the following to the Virginia Freedom of Information Advisory Council by December 15 of each year:

a. The total number of meetings held that year in which there was participation through electronic communication means;

b. The dates and purposes of each such meeting;

- c. A copy of the agenda for each such meeting;
 - d. The primary or central meeting location of each such meeting;
 - e. The types of electronic communication means by which each meeting was held;
 - f. If possible, the number of members of the public who witnessed each meeting through electronic communication means;
 - g. The identity of the members of the public body recorded as present at each meeting, and whether each member was present at the primary or central meeting location or participated through electronic communication means;
 - h. The identity of any members of the public body who were recorded as absent at each meeting and any members who were recorded as absent at a meeting but who monitored the meeting through electronic communication means;
 - i. If members of the public were granted access to a remote location from which a member participated in a meeting through electronic communication means, the number of members of the public at each such remote location;
 - j. A summary of any public comment received about the process of conducting a meeting through electronic communication means; and
 - k. A written summary of the public body's experience conducting meetings through electronic communication means, including its logistical and technical experience.
- E. Nothing in this section shall be construed to prohibit the use of interactive audio or video means to expand public participation.

2018, cc. [55](#), [56](#).

The chapters of the acts of assembly referenced in the historical citation at the end of this section may not constitute a comprehensive list of such chapters and may exclude chapters whose provisions have expired.

Economic Development Strategic Plan Clarke County, Virginia

An Implementing Component of the Comprehensive Plan



2018 Selected Priorities from:

Economic Development Advisory Committee [EDAC]:

Jim Barb
Bryan Conrad
Christy Dunkle
Christina Kraybill, Vice Chair
Bev McKay, member EDAC and BoS representative
John Milleson, Chair
Eric Myer
Betsy Pritchard

Industrial Development Authority [IDA]:

Mark Cochran, Chair
Brian Ferrell, Vice Chair
Paul Jones
David Juday
English Koontz
Rodney Pierce
William Waite, Secretary / Treasurer
David Weiss, BoS liaison

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Introduction

These priorities were culled from the 2014 Economic Development Strategic Plan and are currently under review by the EDAC and the IDA to further narrow / expand. Next review:

EDAC: September 19, 2018

IDA: October 25, 2018

Our goal is to submit the final document to the Planning Commission in time for its five-year review in 2019.

Priorities Selected from Plan

Goal A: Increase Collaboration and Capacity for Supporting Compatible Economic Development

1. Decide how and whether to clarify that the County is pro-economic development

Decide how and whether to clarify that the County is pro-economic development, but only for the types of activities it wants. Like most places, the County has a "brand", even if it is somewhat informal.

In its promotional efforts, the County can shape this brand to reinforce its planning goals, include promoting the county as a great place for those who want a rural lifestyle oriented toward small town quality of life and outdoor activities, which will help to attract creative young people, and high-income seniors.

2. Evaluate the zoning and subdivision ordinances

Evaluate the zoning and subdivision ordinances to identify any regulatory and procedural provisions that have the potential to unduly restrict or encumber compatible economic development activities, including review of current use lists of by-right and special uses, and the speed and complexity of the County's (and Town of Berryville's) review processes.

- If any potential problems are identified, create and evaluate potential alternative provisions that would strike a better balance of County goals, and refine these alternatives so that they can be adopted as amendments to the current regulations.

- Work closely with the Town of Berryville to ensure that the County and Town regulations are coordinated to achieve mutually desired policy outcomes, e.g. development in and around the Town in the annexation area and revitalization of the downtown.

3. Inventory existing businesses

Inventory all existing businesses in County and Towns; categorize by type, location, revenue; include names and contact data.

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- | | |
|---|--|
| 4. Coordinate with the Town of Berryville | Continue formal economic development program in coordination with the Town of Berryville <ul style="list-style-type: none">- Berryville Area Development Authority (BADA) serves as the planning commission for the annexation area surrounding the Town. It includes an equal number of representatives from both the Town and County.- Economic Development Advisory Committee (EDAC) advises the Board of Supervisors and staff concerning economic development. Four members are appointed by the Board, and one representative of the Town also serves on the Committee.- Industrial Development Authority (IDA) is a County entity that issues bonds, buys and sells property and other activities as set forth in the Code of Virginia for such authorities.- Continued collaboration between County and Town staffs for planning and economic development work. |
| <hr/> | |
| 5. Attract new and assist existing businesses | Actively seek to attract new businesses and assist existing businesses with expansion efforts and other growth activities. |
| <hr/> | |
| 6. On-going community communications | Maintain on-going communications with the local community regarding economic development issues and activities, and serving as a key liaison to local government agencies for the business community. |
| <hr/> | |
| 7. Evaluate resources | Evaluate existing economic development resources including infrastructure, site availability and readiness, market demand, etc. |
| <hr/> | |
| 8. Create marketing plan | Create marketing plan – branding strategy, marketing system with logo, style guide, etc. for County economic development that would help strengthen the association of Clarke County's key brand features in the minds of target audiences. |
| <hr/> | |
| 9. Promote Suitable Housing Development | Ensure that Comprehensive Plans and Zoning and Subdivision Ordinances of County and Towns allow and encourage diverse, walkable, connected, accessible, human-scale development patterns.

Appropriate housing development can enhance the County's overall economic vitality (and in some cases the tax base as well), if the new |
-

housing supports a balance of demographic sectors, and is located in conformance with the Comprehensive Plan. The Comprehensive Plans of the County and Town should provide clear policy guidance for achieving a well-planned and balanced mix of housing types in and around the Town of Berryville. The zoning regulations of both the County and Town should be updated as needed to allow and encourage these forms of development.

Goal B. Retain, Attract, and Develop Compatible and Innovative Industry

1. Maintain and enhance the working relationships	Maintain and enhance the working relationships between the County and Town governments, business enterprises, business groups and organizations, real estate professionals, developers, and other stakeholders who are engaged in local and regional economic development, through the future economic development staff and the other collaboration actions identified in this plan.
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2. Establish a formal visitation or survey program	Establish a formal visitation or survey program that allows the County and Towns to collect, organize and assess input from key businesses in each economic sector, in order to monitor the local economic development climate.
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3. Establish a "strike team"	Establish a "strike team" of key County and Town officials and staff to respond to prospect visits, incentive requests, and retention issues. The strike team should develop and stay current on protocols for handling such matters with little or no notice.
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4. Establish a list of types of desired businesses	Establish a list of types of businesses desired in the County and which are feasible to attract or develop, and contact appropriate businesses to determine interest.
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5. Coordinate with the Town of Boyce	Continue to work in close collaboration with the Town to ensure that planning policies and regulations for the Town and surrounding area continue to reflect the goals and policies of the Town's and County's Comprehensive Plans.
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The Town of Boyce has potential for additional residential development, and to a lesser degree, new commercial development.

Although it also has relatively good regional access via Routes 50 and

340, it may have some potential for incremental commercial growth to serve commuting traffic on Route 340. Substantial commercial or industrial expansion opportunities will likely be limited due to the proximity to the Waterloo Business Growth Area.

6. Public water and sewer to the Double Toll Gate Area

Pursue partnerships to provide public water and sewer to the Double Toll Gate Area.

This area is situated on Route 340/522, an important highway connecting the Berryville, Front Royal and Winchester areas.

There is landowner interest for commercial development in this area, but the County would have to partner with landowners – and possibly other government agencies – to provide public water and sewer to the area.

An advantage to Clarke County for development in the Double Toll Gate area is its location at the western edge of the County where any increases in land use intensity and traffic generation from economic development will have a relatively small impact on most Clarke County residents.

To increase the likelihood of economic development in this area, the County needs to take a leadership role.

7. Promote rural economic innovation

Given its resources and location, the County has excellent potential to expand its rural economy in the long-term. An important method for such expansion is through innovation, which includes a wide range of topics such as new markets for goods and services, new kinds of goods and services, new kinds of business operations and procedures, new locational opportunities for businesses, and new marketing techniques. Home-based and farm-based locations offer special opportunities for Clarke County due to the quality of life in its rural area. Aspects of these have been included in some of the preceding strategies for specific economic sectors.

Over the course of time, a variety of new businesses and economic sectors will likely emerge within Clarke County, as demographic, technological, and economic change continues in and around the region.

Examples of potential prospects could include:

- *“E-commerce” and telework* offer multiple business opportunities, from enabling professionals to work from a rural home to creating new e-commerce businesses that can link to global markets. High quality broadband infrastructure is critical. Thus, the County should monitor changes in local broadband service to determine the existing and
-

future need, and if there are policies, actions, or investments the County could take to meet that need.

- *“Ecosystem services”* such as habitat and watershed protection, in part through collaboration with environmental groups and agricultural and recreational businesses that see the value of working landscapes as a way to conserve and enhance the natural environmental resources.
- *Regional food systems* where larger stores are buying local products. The growing interest in local fresh food supports this strategy, as well as the County's proximity to a large and relatively high-income metropolitan population.
- *Sustainable agricultural systems* based on substituting internal inputs, including labor and management, for externally purchased ones.
- *Alternative energy* through wind farms, solar farms, and other alternative energy generators (subject to mitigation or avoidance of any environmental issues that would conflict with tourism and other planning goals).

A broad, long-term approach to innovation depends on seven key strategies:

1. *Provide critical information* needed by businesses. Information on economic and demographic trends are especially valuable for the County to promulgate, as well as information on connections and linkages, as described in #3 below.
 2. *Maintain and continually improve the high quality of life*, and a local culture that embraces creativity, growth and change in the local business sectors. This includes promoting “place-based” development that capitalizes on the County's and Town's special characteristics, including the traditional, historic downtown, other historic buildings and sites, scenic rural landscapes, and the “small-town” rural social and cultural environment of the County. This can be done through appropriate planning, zoning, and urban design policies and regulations as cited herein, as well as through prudent investments in utilities and communications infrastructure, information, and marketing.
 3. *Enhance connections* between businesses and the people and organizations that can help them prosper through sharing information with business associations, universities, service providers, etc.
 4. *Cultivate talent and creativity* by fostering an environment that supports individuals and firms who use art or design in their products and services, as well as fostering a community spirit and culture that
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values innovation and creativity within the business community and local economy.

- 5. *Use local resources* as the basis for innovation and growth. Local products and processes, local talent, and the local quality of life can all provide the identity and “brand” that will further distinguish Clarke County from other areas.
 - 6. *Promote the enhancement of broadband access.* High speed internet service is widespread in Berryville (including some public Wi-Fi), and a fiber line runs along Rt. 7, but most of the rural areas rely on wireless service; identify how the County might be able to promote the enhancement of broadband access and quality countywide (study similar to hotel and equine). Constantly changing technologies and business models presents a challenge for the County to address this issue. However, good broadband service will be increasingly important in all sectors of the future economy.
 - 7. *Foster the further development of home-based and farm-based businesses* by evaluating and modifying the zoning regulations as needed to ensure a proper balance between land use compatibility and efficient review and approval processing. For example, by expanding the number of defined types of home-based businesses, the standards and permit processes can be properly tailored to the level of intensity of the business, thereby creating the most efficient and effective level of regulation.
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Goal C. Increase the Vitality of Agriculture and Tourism

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- | | |
|---|--|
| 1. Foster growth and vitality of the agricultural industry | The County currently provides some assistance and information to the local farm community as well as relying on state organizations such as the Virginia Cooperative Extension, the Virginia Department of Agriculture and Consumer Services, and the Virginia Farm Bureau. |
| <hr/> | |
| 2. Promote information and understanding of the local agricultural industry | In conjunction with enhancement of the County's website for all economic development components.

As the County expands and broadens its programmatic support for the local farm industry, the website can reflect and reinforce those efforts by providing data and information, links to other resources, and other networking tools, etc. Specific content will depend on how the website emerges in relation to expansion of agricultural development efforts. |
-

3. Promote Equine Development

Conduct a detailed study of the equine industry. This would include identifying the barriers and opportunities for expanding, and steps to pursue (similar to the Town's recent hotel market study). The purpose is to identify to identify the short- and long-term potential for the industry and the most practical steps and priorities for achieving the potential.

New Priorities for Consideration

- 1) Conduct an agricultural survey to evaluate and compare all rural enterprise activities.
 - 2) Create a marketing plan not necessarily a tourism organization.
 - 3) Examine cost/benefit of establishing a meals tax.
 - 4) Address unlicensed home businesses, such as Air BnBs and uncollected transient occupancy tax.
-

End of document.

Goals and Strategies

Goal A: Increase Collaboration and Capacity for Supporting Compatible Economic Development

Strategy 1: Expand Overall Planning and Economic Development Efforts

Action A.1. Clarify the Role of Economic Development in the County's General Growth Management Strategy

Description. The County wishes to maintain its long-standing and venerable growth management strategy aimed at *preserving rural and environmental resources* and focusing *growth in well-defined, planned areas*, particularly the Berryville area. This is a sound approach, and the County's economic development strategy must be implemented within this larger planning framework.

However, the County also needs to effectively generate desirable economic development and to put forth that message among existing and potential businesses that support the County planning goals. No fundamental changes to the underlying planning philosophy are needed, yet the strategies of this plan will help clarify how the County will pursue economic growth, and the kinds of economic growth it will pursue.

Action Steps: Maintain a clear and consistent posture toward development and preservation, in accord with the goals and strategies of the updated Comprehensive Plan and the new Economic Development Strategic Plan. Ensure that all provisions support and do not undermine the broader County growth management strategy while also generating adequate growth in the County's tax base.

Schedule: FY 2015.

Responsibility: Board of Supervisors and County Staff

Estimated Cost: (within current budget for staff work plans)

Action A.2. Remove Real and Perceived Barriers to Desirable Economic Development

Strong land conservation policies can sometimes be mistaken or misunderstood as being non-supportive of business development. Since Clarke County has been effective in its land conservation efforts, it is especially important for it to avoid substantive or perceived barriers to compatible economic development activities and investments.

Consistent with this Strategy #1 above, the County should ensure that it has a receptive and supportive policy climate for compatible economic development projects that are consistent with its Comprehensive Planning goals, but also sufficient to improve its tax base. While the County needs to be prudent in its invitation to development, it also needs to be seen as being "business-friendly" or "open for business" (two common ways of expressing this idea) for projects that are consistent with its planning goals. This issue

involves both substance and perception. This also calls for close coordination and shared effort between the County and Town of Berryville so that they positively reinforce each other's efforts (*see Action A.3, following*).

For example, to make clear that the County welcomes appropriate business development, the County can increase its promotion of compatible and sustainable business growth through enhanced marketing efforts, business support functions, and financial partnerships with businesses to improve site readiness.

In no way should such efforts undermine the County's long-term conservation ethic – in fact, being known for welcoming compatible economic development should ultimately enhance the County's reputation as a prudent steward of its land resources, and thus have a positive long-term economic effect.

Action Steps:

- (1) Formally announce and promote the new and refined strategies and actions that are contained in the Economic Development Strategic Plan.

Sub-steps:

- (a) Issue a press release upon adoption of the new economic development strategic plan.
- (b) Put the announcement of the new plan on the Board of Supervisors and Planning Commission meeting agendas for recognition.
- (c) Have County officials attend meetings with local civic groups and business organizations to present and promote the Strategic Plan during the months following adoption.

Schedule: FY 2015.

Responsibility: Board of Supervisors and County Staff

Estimated Cost (within current budget for staff work plans)

- (2) Promote ongoing awareness and understanding of the new economic development strategies among all County personnel and through all County communications, including the web site, public meetings, etc.

This is an ongoing assignment for all County officials and personnel, who should be knowledgeable about the plan and how it affects their mission, and their roles and responsibilities in implementing it.

Schedule: FY 2015.

Responsibility: Board of Supervisors and County Staff

Estimated Cost: (within current budget for staff work plans)

- (3) Decide how and whether to clarify that the County is pro-economic development, but only for the types of activities it wants.

Like most places, the County has a “brand”, even if it is somewhat informal. In its promotional efforts, the County can shape this brand to reinforce its planning goals, include promoting the county as a great place for those who want a rural lifestyle oriented toward small town quality of life and outdoor activities, which will help to attract creative young people, and high income seniors.

Sub-steps:

- (a) *See Actions A.3 and A.4:* Enhance the County’s website to serve as a strong marketing tool for economic development. Retain an expert e-marketing firm to rebuild the economic development portion of the website or create a separate linked site. Consider retaining such firm to run the website and/or to train County staff to do so.
- (b) *See Actions A.3 and C.3:* Explore the potential of sharing costs with neighboring jurisdictions and regional organizations, and possible tie-ins to the tourism marketing efforts.

Schedule: FY 2015.
Responsibility: Board of Supervisors and County Staff
Estimated Cost: (within current budget for staff work plans)

- (4) Use the new economic development strategies as guidelines for all interactions between the County and businesses.

Schedule: FY 2015.
Responsibility: Board of Supervisors and County Staff
Estimated Cost: (within current budget for staff work plans)

Priority subject to funding decisions:

- (5) Revise/streamline zoning and permitting regulations as needed. Review regulations that could affect business attraction and retention; review event-permitting processes (county with town)

It is important that the regulatory climate - as well as the specific ordinance requirements - are effective at conserving the rural land resources while also supporting desirable economic development. This is a difficult but necessary balance to strike due to the inherent conflicts between effective regulation, and promotion of new development. Close coordination between the County and the Town of Berryville on such matters is essential.

Sub-steps:

- (a) Evaluate the zoning and subdivision ordinances to identify any regulatory and procedural provisions that have the potential to unduly restrict or encumber

compatible economic development activities, including review of current use lists of by-right and special uses, and the speed and complexity of the County's (and Town of Berryville's) review processes.

- (b) If any potential problems are identified, create and evaluate potential alternative provisions that would strike a better balance of County goals, and refine these alternatives so that they can be adopted as amendments to the current regulations.
- (c) Work closely with the Town of Berryville to ensure that the County and Town regulations are coordinated to achieve mutually desired policy outcomes, e.g. development in and around the Town in the annexation area and revitalization of the downtown.

Schedule: FY 2015.
Responsibility: Planning Director
Estimated Cost: Within current budget, depending on existing priority assignments; approximately \$20,000 value.

- (6) Inventory all existing businesses in County and Towns; categorize by type, location, revenue; include names and contact data. [to be conducted after the economic development capacity is expanded through Action A.3 below]

Schedule: FY 2015.
Responsibility: Board of Supervisors and County and Town Staff, in conjunction with Berryville Main Street
Estimated Cost: \$5,000 to initiate; ongoing updates part of expanded economic development staff budget.



photo by Herd Planning & Design

Action A.3. Establish a formal economic development program in coordination with the Town of Berryville

The County is doing a good job in light of the relatively limited resources it has available to support economic development initiatives. Its current economic development staff is essentially one person whose duties are divided between zoning administration and economic development. Devoting a full-time equivalent position (“F. T. E.”) to the economic development functions would allow the County to better support the policies and programs currently underway as well as the new ones identified in this plan. An increase in staff resources is particularly important in light of the competitive environment among rural localities in the region, and at the state and national levels.

Businesses look to local governments for leadership in promoting economic development, including providing information, coordinating activities, maintaining a sound regulatory environment, and making investments in public services and infrastructure. Having a more robust local staff capacity would help the County (and its Towns) fulfill these expectations and compete more effectively with other localities.

An important element of both the substance and perception of positive economic development efforts is collaboration with the County’s many partners. The County has a long history of successful partnerships, particularly with the Towns of Berryville and Boyce, for example. Yet such collaboration can still be enhanced and broadened, all to the good. Strengthening and formalizing ties to neighboring communities, as well as to the local business sectors, will help the County promote good will, creativity, and efficient use of resources.

While the County and Town have a long and successful history of working together on planning initiatives, the level of collaboration could be further strengthened in order to gain additional economies of scale. The benefits of coordination and cooperation between these two local governments cannot be underestimated. Coordinated efforts allow the two small jurisdictions to gain economies of scale in pursuing shared goals, thereby making the most efficient use of public funds, and reducing redundancy and conflict. Close cooperation also sends a positive signal to the business community that the two jurisdictions are working together in harmony and reinforcing each other’s capabilities. This strengthens the confidence that businesses have in local government policy and management.

Currently, the two jurisdictions collaborate extensively at both the policy-making level (elected and appointed officials), and at the staff level (professional employees):

- The Berryville Area Development Authority (BADA) serves as the planning commission for the annexation area surrounding the Town. It includes an equal number of representatives from both the Town and County. The Economic Development Advisory Committee (EDAC) advises the Board of Supervisors and staff concerning economic development. Four members are appointed by the Board, and one representative of the Town also serves on the Committee.
- The County Industrial Development Authority (IDA) is a County entity that issues bonds, buys and sells property and other activities as set forth in the Code of Virginia for such authorities.

- The County and Town staffs for planning and economic development work very closely together.

Further collaborative and cost sharing efforts could include sharing staff duties in designing and maintaining the economic development website, working together to share staff capacity for new and expanded economic development functions, and sharing duties and responsibilities for industrial development programs, among others.

Together, the County and Town can also strengthen their mutual collaboration with regional agencies such as the Northern Shenandoah Valley Regional Commission (NSVRC) and the Small Business Development Center (SBDC), in economic development activities through work with regional agency representatives and neighboring jurisdictions, including Virginia counties such as Warren, Fauquier, Frederick, and Loudoun, as well as Jefferson County, West Virginia. Coordination on tourism promotion is an obvious possibility, as well as joint promotion of commercial and industrial sites. Following initial communications, a more formal, ongoing effort could be established to ensure continued collaboration.

Action Steps:

- (1) Form a joint County-Town committee that would explore partnering and cost-sharing strategies for tourism and economic development.
 - Inventory and assess economic development activities currently done collaboratively by County and Town staffs. Identify opportunities for reducing redundancy.
 - Explore a more formal integration of economic development functions so as to make the “boundary” between County and Town functions as “seamless” as possible. A Memorandum of Understanding (MOU) would memorialize such agreements.
- (2) Identify the professional capacity needed to fulfill the enhancements to the economic development program. Most of the duties and activities are either currently underway, are identified in this plan, or are standard practice in local economic development offices. Duties typically include:
 - Working with property owners to determine issues and opportunities for their sites and how to upgrade site suitability
 - Actively seeking to attract new businesses and assisting existing businesses with expansion efforts and other growth activities.
 - Maintaining on-going communications with the local community regarding economic development issues and activities, and serving as a key liaison to local government agencies for the business community.
 - Collecting, analyzing, and disseminating data about local economic development markets, resources, etc.
 - Evaluating existing economic development resources including infrastructure, site availability and readiness, market demand, etc.
 - Conducting marketing and promotional efforts for the local economic initiatives.
 - Serving as point of contact and liaison to public and private sector partners and sister agencies; and

- Providing staff support to the Industrial Development Authority, Economic Development Advisory Committee and Clarke County Tourism Alliance (if it is resurrected in fulfillment of Action C.4).

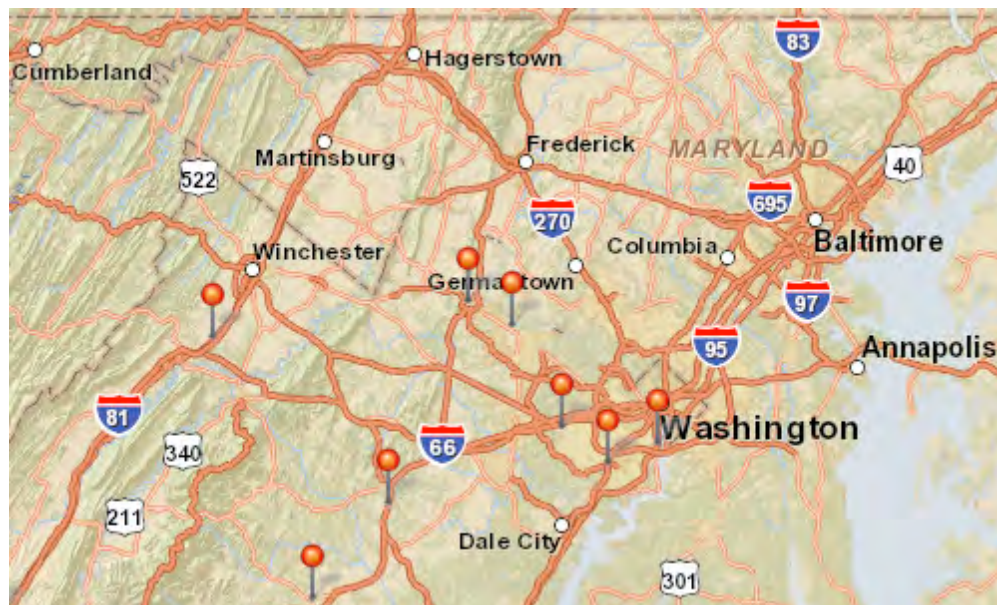
Identify what roles County staff should fulfill and what roles, if any, consultants or contractors should fulfill, particularly in the early set-up stages.

- (3) Identify how the additional capacity fits into the current organizational structure, including the relationship between County and Town economic development activities, and how the County and Town might be able to share the costs and benefits of enhanced economic development functions.
- (4) Create (or update) job and/or program descriptions and retain the appropriate professional assistance. Choose the priority for allocating resources between business retention and development and tourism coordination.

Schedule: Calendar 2014.

Responsibility: Board of Supervisors, Town Council, with County Administrator and Town Manager

Estimated Cost: Current Budget



Small Business Development Centers *source: Virginia Economic Development Partnership*

Priority subject to funding decisions:

- (5) Allocate funding and retain appropriate professional staff.

Schedule: FY 2015.

Responsibility: Board of Supervisors, Town Council, with County Administrator and Town Manager

Estimated Cost: Annually \$100,000 to \$200,000 total for a full-time position plus administrative support. Part-time at \$65,000 to \$100,000. Dependent on the level of salary and program support. Consider phasing in over a two to three year period.

Action A.4. Upgrade web-based marketing, branding, and promotion, partly in coordination with neighboring jurisdictions (including West Virginia), and including greater use of social media technology.

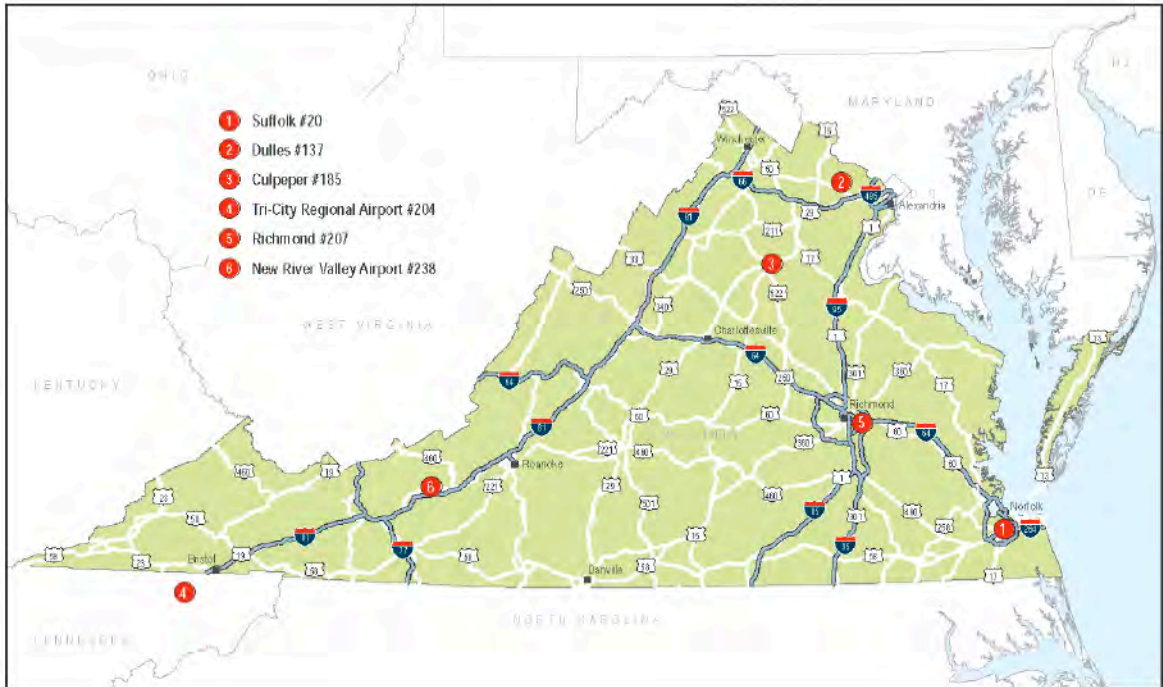
Marketing Objectives include:

- Strengthen the “brand” identity for Clarke County and Town of Berryville Economic Development (*the County and Town are mentioned together here because of the close interaction between them, particularly with regard to industrial development opportunities. The two jurisdictions would maintain the distinction of their different key attributes – rural vs. urban – but can benefit from a shared or “paired” identity as a great place to live and work within the larger region.*)
- Establish a marketing system that reflects and supports the short-term and long-term County planning vision and goals.
- Increase awareness of Clarke County’s benefits and assets.
- Promote the idea that the County is an outstanding place to do business, live and visit, particularly for the target population and business sectors.
- Highlight the new Comprehensive Plan and the Economic Development Strategic Plan with a particular emphasis on the goals of compatible economic development.

Marketable benefits of Clarke County and the Town of Berryville include:

- *Affordable* – industrial, agricultural, and residential property
- *Lifestyle* – a rural and small town lifestyle in the midst of a vibrant, populous region
- *Conservation* – a strong conservation ethic for natural and historic resources as the basis of the economic and social fabric of the community
- *Proximity* – located between Dulles Airport and I-81 (within the “hole of the donut” of a huge regional population), and within Foreign Trade Zone #137, and Port of Virginia Development Zone.

These benefits add up to “*affordable proximity*” for those seeking to locate or expand business enterprises in the County.



Foreign Trade Zones

source: Virginia Economic Development Partnership



Port of Virginia Development Zone

source: Virginia Economic Development Partnership

Action Steps:

- (1) Develop and implement a new marketing system to promote the County's (and Town's) economic development message, including new or enhanced website.

Sub-steps:

- (a) Create marketing plan – branding strategy, marketing system with logo, style guide, etc. for County economic development that would help strengthen the association of Clarke County's key brand features in the minds of target audiences.

Schedule: FY 2015.
Responsibility: Economic Development Director.
Estimated Cost: \$5,000 to \$10,000

- (b) Work with web designer to create an Economic Development website design and preliminary cost estimate – minimal upgrade

Schedule: Calendar 2014.
Responsibility: County and Town staff (in conjunction with any new economic development or tourism entities)
Estimated Cost: \$4,000 to \$8,000 for design and \$150/month for hosting and maintenance

- c) Retain expert assistance to design, implement and maintain a more robust website, including optimize search engine visibility, enhance social media marketing thru Facebook, Twitter, and blogs, coordinate joint efforts with all regional partners, create a media kit for distribution.

Evaluate whether this should be a separate site linked to the County's existing website, or a page within the existing site. Logical integration or linkage with the Town would be helpful. Additional components such as video elements (such as news segments, interviews, case studies, or testimonials), social media tools, maps of resources and key sites, etc., could be incorporated. This could include creating and maintaining a Resource Profile of key information about the County as well as contacts that existing and prospective businesses need.

Efforts could include a new hard-copy promotional/informational product for print media – a color brochure and presentation folder to give to prospects; Optimize search engine visibility; Enhance social media marketing through Facebook, Twitter, and blogs; Coordinate joint efforts with all regional partners.

Schedule: FY 2015 and ongoing.
Responsibility: Economic Development Director
Estimated Cost: \$20,000+ and \$150 to \$250 per month for hosting and maintenance.

(2) Attend selected, occasional conferences and trade shows. This is a mid-term priority action and would focus limited resources on events with best prospect for beneficial return.

Schedule: FY 2016 and ongoing.
Responsibility: Economic Development Director
Estimated Cost: \$2,000 to \$5,000+ each for attending; \$5,000 to \$10,000+ each for exhibiting

Strategy 2. Increase Direct Revenues to Fund Economic Development

Action A.5. Examine cost/benefit of increasing Transient Occupancy Tax (TOT) and establishing Business & Professional Occupational Licensing (BPOL)

The TOT increase would require General Assembly approval. Funds from these sources would be earmarked for economic development.

Schedule: FY 2015.
Responsibility: Board of Supervisors, Town Council, with County Administrator and Town Manager
Estimated Cost: Current Budget

Longer-Term Priority (Post 2016)

Strategy 3. Promote Suitable Housing Development

Action A.6 Ensure that Comprehensive Plans and Zoning and Subdivision Ordinances of County and Towns allow and encourage diverse, walkable, connected, accessible, human-scale development patterns.

Appropriate housing development can enhance the County's overall economic vitality (and in some cases the tax base as well), if the new housing supports a balance of demographic sectors, and is located in conformance with the Comprehensive Plan. The Comprehensive Plans of the County and Town should provide clear policy guidance for achieving a well-planned and balanced mix of housing types in and around the Town of Berryville. The zoning regulations of both the County and Town should be updated as needed to allow and encourage these forms of development.

Schedule: FY 2016-17.
Responsibility: County and Town Planning Directors
Estimated Cost: Current Budget – \$20,000 +/- value.

Goal B: Retain, Attract, and Develop Compatible and Innovative Industry

Strategy 1. Promote Compatible Industrial Development

Action B.1. Implement Business Retention Strategies

A foundational component of every sound economic development program is to retain existing businesses, especially those that are compatible with the long-term vision of the local economy.

Schedule: FY 2015-16.

Responsibility: Economic Development Director

Estimated Cost (for each step shown below): Current Budget (subsumed in future Economic Development budget plus approximately \$3,000 annual value from other county departments for their involvement.) Each step shown would be roughly a \$3,000 equivalent value annually.

Action Steps:

- (1) Maintain and enhance the working relationships between the County and Town governments, business enterprises, business groups and organizations, real estate professionals, developers, and other stakeholders who are engaged in local and regional economic development, through the future economic development staff and the other collaboration actions identified in this plan.
- (2) Establish a formal visitation or survey program that allows the County and Towns to collect, organize and assess input from key businesses in each economic sector, in order to monitor the local economic development climate.
- (3) Assist local businesses (and prospects) on an as-needed basis by providing information and contacts with government (local, state, federal) and private sources of business assistance.
- (4) Establish a “strike team” of key County and Town officials and staff to respond to prospect visits, incentive requests, and retention issues. The strike team should develop and stay current on protocols for handling such matters with little or no notice.



Photos S. Patz & Assoc.



Clarke County Business Park

Action B.2. Partner with industrial landowners, users, and developers and the Town of Berryville to develop currently or potentially available industrial land

The County can work together with the Town to identify additional incentives that can be offered to potential industrial developers and users.

The County can work with property owners (and the Town where applicable) to:

- Encourage restoration of neglected buildings (remove if needed), improve the readiness of available land.
- Encourage adaptive use of existing structures (within County and Town).
- Plan for future sites and facilitate the necessary permit approvals as appropriate.
- Provide incentives – funding assistance with facility relocation and utility fees, worker recruitment/training, micro loans, building demolition and/or rehab, etc.

Schedule: FY 2015/16 (Step #6 below can begin in 2014)

Responsibility: Economic Development Director with Town

Estimated Cost: Generally within Economic Development Budget or \$3-5,000 equivalent value (except Step #4 below which involves investment related to infrastructure and site readiness upgrades).

Action Steps:

- (1) Organize, consolidate and update information about available and potential sites; maintain this database; make it easily available through the web. Work with property owners, the Town and Main Street to establish list of potential commercial, business and industrial properties for lease or sale. Place list on economic development website, and advise realtors.

- (2) Evaluate and rank all existing and potential sites in terms of current level of readiness for development.
- (3) Identify specific actions needed to upgrade the level of readiness for each site.
- (4) Identify what incentives the County and Town might provide, including funding, loans, infrastructure assistance, permits, etc. Such incentives would be in conjunction with actions by the owners to provide the maximum amount of leverage of local government assistance, and could involve increased funding for the County's Industrial Development Authority.
- (5) Establish a list of types of businesses desired in the County and which are feasible to attract or develop, and contact appropriate businesses to determine interest.
- (6) Report on success of above actions to Board of Supervisors, Town Council, and Planning Commissions.

Calendar 2014/15 and ongoing.

Action B.3. Pursue Tax Increment Financing (TIF) (*Longer Term Priority*)

TIF districts are permitted under § 58.1-3245.2 of the Code of Virginia. The legislation essentially permits the County to adopt an ordinance that designates a development project area in which physical improvements are made to increase the value of the real estate. The real estate tax revenues attributable to the increase in value from the original assessed value are paid into a special fund to pay the debt on bonds issued to finance the cost of the physical improvements within the project area.

Action Steps:

- (1) Evaluate the feasibility and suitability for a TIF if new public infrastructure will benefit a site
 - (a) Identify the area or areas for the TIF district designation (Note – this may involve collaborating with the Town of Berryville. It may also involve determining whether a joint, inter-jurisdictional TIF is possible. This may also involve determining whether special consulting assistance is necessary for this strategy).
 - (b) Allocate funding to support the actions necessary to establish a TIF.
 - (c) Conduct feasibility studies to determine whether development or redevelopment could take place within an acceptable timeframe without the assistance that would be provided by the TIF district.
 - (d) Prepare a forecast of the costs and revenues for the project.
 - (e) Analyze the long-term economic benefit to the local economy for the term of the TIF district, including the total impact of TIF districts on the tax base.

- (f) Prepare a maintenance plan for the TIF district's projects, including ongoing and future capital costs, revenue sources, and any risk sharing between the County and any third party of private sector partners, including backup for project revenue, ongoing maintenance, project reporting and monitoring, etc.
- (2) If the evaluation affirms feasibility, implement the TIF.
 - (a) Prepare a development or redevelopment plan that includes detailed performance measures, steps for monitoring and evaluating the plan, and outlining future benefits and burdens under alternative economic scenarios.
 - (b) Affirm viability of any third-party or private sector partners.
 - (c) Obtain input from all parties involved, including the public.
 - (d) Periodically evaluate the performance of the TIF district.

Schedule: FY 2016-17

Responsibility: Economic Development Director with Board of Supervisors (and Town as appropriate)

Estimated Cost: TBD

Strategy 2. Initiate Long-Term Development Opportunities

Action B.4. Continue to collaborate with the Town of Boyce.

The Town of Boyce has potential for additional residential development, and to a lesser degree, new commercial development. Although it also has relatively good regional access via Routes 50 and 340, it may have some potential for incremental commercial growth to serve commuting traffic on Route 340. Substantial commercial or industrial expansion opportunities will likely be limited due to the proximity to the Waterloo Business Growth Area.

Continue to work in close collaboration with the Town to ensure that planning policies and regulations for the Town and surrounding area continue to reflect the goals and policies of the Town's and County's Comprehensive Plans.

Schedule: Ongoing.

Responsibility: Board of Supervisors, Planning Director.

Estimated Cost: Current Budget.

Action B.5. Support Efforts to Expand Retail and Office Space.

Notwithstanding the longer term potential for commercial development in the Double Tollgate and Waterloo areas, the best prospect for both short and long-term expansion that is also consistent and supportive of broad County goals is to intensify the Berryville Area, including downtown Berryville, in a manner consistent with the Town's plans, the Berryville Area Plan, and the historic character of the Town.

A master plan for land use, urban design, and streetscape improvements would provide a framework for improving the competitive posture of the Berryville Area - especially

downtown - in attracting retail and office development and redevelopment, as well as appropriate housing to reinforce the retail and office uses.

Action Steps:

- (1) **Urban Design:** Support the efforts of the Town of Berryville in promoting the long-term physical improvement of the downtown area. The level of support would be dependent on the specific provisions contained in any agreement between the County and Town for coordinated economic development efforts.
- (2) **Information:** Support the efforts of the Town of Berryville to establish or upgrade the process for collecting, updating and disseminating physical and market data for the downtown area. Such efforts might include studying and monitoring available space, occupancy rates, parking supply and access, etc. The initial information piece might be an evaluation of downtown parking supply and accessibility, including wayfinding needs.

<i>Schedule:</i>	Calendar 2014 and ongoing
<i>Responsibility:</i>	Planning Directors of County and Town
<i>Estimated Cost:</i>	Step 1 would be within the Current Budget plus up to \$75,000 for a streetscape plan (assume to be allocated in out-years); Step 2 would be within the Current Budget and/or subsumed within the future Economic Development budget.

Action B.6. Pursue Partnerships to Provide Public Water and Sewer to the Double Toll Gate Area. (*Longer Term Priority*)

Note: Step #7 below “Review and revise the Area Plan...” could be a nearer term priority in conjunction with ongoing County planning staff work program.

This area is situated on Route 340/522, an important highway connecting the Berryville, Front Royal and Winchester areas. There is landowner interest for commercial development in this area, but the County would have to partner with landowners – and possibly other government agencies – to provide public water and sewer to the area. An advantage to Clarke County for development in the Double Toll Gate area is its location at the western edge of the County where any increases in land use intensity and traffic generation from economic development will have a relatively small impact on most Clarke County residents. To increase the likelihood of economic development in this area, the County needs to take a leadership role.



photo by Herd Planning & Design

Action Steps:

- (1) Update and affirm the prospects and feasibility of the various options available for providing utilities to the area, including options for the source, design, ownership, financing, and timing for utilities.
- (2) Continually monitor, on a regular, ongoing basis, the status of these options and be prepared to help facilitate public and/or private sector initiatives for providing utility service to this area, including the potential for public investment. Monitoring should include the market environment, including growth triggers from Warren and Frederick counties, and any expansions or changes in water and sewer plans or policies in those counties.
- (3) Review and revise the Area Plan to ensure that it reflects the current goals and policies of the new Comprehensive Plan.
- (4) Review the Zoning Ordinance and Zoning Map, and the Subdivision Ordinance to ensure that the regulations reflect and support the County’s policies for this area.

Schedule: FY 2017+
Responsibility: Board of Supervisors; Planning Director
Estimated Cost: TBD

Action B.7. Continue to promote well-designed commercial development in the Waterloo Area. (Longer Term Priority)

Note: Step #1 below “Review and revise the Area Plan...” could be a nearer term priority in conjunction with ongoing County planning staff work program.

The Waterloo area has some potential for additional highway commercial development, although it is not as competitive for light industrial as areas in and around Berryville. However, given the area’s good regional access via Rt. 50, the County can and should continue to promote well-designed and well-accessed commercial development here. There is currently no clear need to expand the planned size or capacity of the area.

Action Steps:

- (1) Review and revise the Waterloo Area Plan to ensure that it reflects the current goals and policies of the new Comprehensive Plan.
- (2) Review the Zoning Ordinance and Zoning Map, and the Subdivision Ordinance to ensure that the regulations reflect and support the County’s policies for this area, with particular attention to signage, interparcel access, and pedestrian circulation.

Schedule: FY 2017+
Responsibility: Board of Supervisors; Planning Director
Estimated Cost: TBD



photo by Herd Planning & Design

Action B.8. Promote Rural Economic Innovation (including compatible home-based businesses) (*Longer Term Priority*)

Given its resources and location, the County has excellent potential to expand its rural economy in the long-term. An important method for such expansion is through innovation, which includes a wide range of topics such as new markets for goods and services, new kinds of goods and services, new kinds of business operations and procedures, new locational opportunities for businesses, and new marketing techniques. Home-based and farm-based locations offer special opportunities for Clarke County due to the quality of life in its rural area. Aspects of these have been included in some of the preceding strategies for specific economic sectors.

Over the course of time, a variety of new businesses and economic sectors will likely emerge within Clarke County, as demographic, technological, and economic change continues in and around the region.

Examples of potential prospects could include:

- “*E-commerce*” and *telework* offer multiple business opportunities, from enabling professionals to work from a rural home to creating new e-commerce businesses

that can link to global markets. High quality broadband infrastructure is critical. Thus, the County should monitor changes in local broadband service to determine the existing and future need, and if there are policies, actions, or investments the County could take to meet that need.

- “*Ecosystem services*” such as habitat and watershed protection, in part through collaboration with environmental groups and agricultural and recreational businesses that see the value of working landscapes as a way to conserve and enhance the natural environmental resources.
- *Regional food systems* where larger stores are buying local products. The growing interest in local fresh food supports this strategy, as well as the County’s proximity to a large and relatively high-income metropolitan population.
- *Sustainable agricultural systems* based on substituting internal inputs, including labor and management, for externally purchased ones.
- *Alternative energy* through wind farms, solar farms, and other alternative energy generators (subject to mitigation or avoidance of any environmental issues that would conflict with tourism and other planning goals).

A broad, long-term approach to innovation depends on seven key strategies:

1. *Provide critical information* needed by businesses.
Information on economic and demographic trends are especially valuable for the County to promulgate, as well as information on connections and linkages, as described in #3 below.
2. *Maintain and continually improve the high quality of life*, and a local culture that embraces creativity, growth and change in the local business sectors. This includes promoting “place-based” development that capitalizes on the County’s and Town’s special characteristics, including the traditional, historic downtown, other historic buildings and sites, scenic rural landscapes, and the “small-town” rural social and cultural environment of the County. This can be done through appropriate planning, zoning, and urban design policies and regulations as cited herein, as well as through prudent investments in utilities and communications infrastructure, information, and marketing.
3. *Enhance connections* between businesses and the people and organizations that can help them prosper through sharing information with business associations, universities, service providers, etc.
4. *Cultivate talent and creativity* by fostering an environment that supports individuals and firms who use art or design in their products and services, as well as fostering a community spirit and culture that values innovation and creativity within the business community and local economy.

5. *Use local resources* as the basis for innovation and growth. Local products and processes, local talent, and the local quality of life can all provide the identity and “brand” that will further distinguish Clarke County from other areas.
6. *Promote the enhancement of broadband access.* High speed internet service is widespread in Berryville (including some public Wi-Fi), and a fiber line runs along Rt. 7, but most of the rural areas rely on wireless service; identify how the County might be able to promote the enhancement of broadband access and quality countywide (study similar to hotel and equine). Constantly changing technologies and business models presents a challenge for the County to address this issue. However, good broadband service will be increasingly important in all sectors of the future economy.
7. *Foster the further development of home-based and farm-based businesses* by evaluating and modifying the zoning regulations as needed to ensure a proper balance between land use compatibility and efficient review and approval processing. For example, by expanding the number of defined types of home-based businesses, the standards and permit processes can be properly tailored to the level of intensity of the business, thereby creating the most efficient and effective level of regulation.

Schedule: FY 2017+
Responsibility: Economic Development Director; Planning Director
Estimated Cost: TBD

Goal C. Increase the Vitality of Agriculture and Tourism

[Note: Draft Berryville Clarke County Tourism Plan Objective 7 – “Foster growth and development of new tourism sectors including agribusiness, tourism, promotion of local artists and musicians” is embedded in this Goal C, which includes these other sectors.]

Strategy 1. Foster Growth and Vitality of the Agricultural Industry

The County currently provides some assistance and information to the local farm community as well as relying on state organizations such as the Virginia Cooperative Extension, the Virginia Department of Agriculture and Consumer Services, and the Virginia Farm Bureau.

While the County could enhance its involvement and support for local agricultural businesses through the establishment of a County office of Agricultural Development, as some other neighboring counties have done, such a separate local government office is probably premature for Clarke County at this time in terms of assigning a full-time staff member. Yet some of the work done by these offices could be included in the work plan for an enhanced County Economic Development program. Any such efforts should be done in coordination with future updates to the Agricultural Land Plan.

Each of the strategies below is something that the County staff is currently doing but with very limited capacity. If professional capacity is expanded, these activities could be part of that.



Clarke County Farmer's Market

Action C.1. Promote information and understanding of the local agricultural industry.

In conjunction with enhancement of the County’s website for all economic development components. As the County expands and broadens its programmatic support for the local farm industry, the website can reflect and reinforce those efforts by providing data and information, links to other resources, and other networking tools, etc. Specific content will depend on how the website emerges in relation to expansion of agricultural development efforts.

Schedule: FY 2015 and ongoing.
Responsibility: Economic Development Director.
Estimated Cost: (Subsumed in future Economic Development Budget)

Action C.2. Promote activities that support local agriculture, including farm tours, “buy local” initiatives, “pick-your-own” enterprises, Farmers Markets, Community Supported Agriculture (CSAs), etc., in conjunction with enhancement of the County’s website for all economic development components. The website is an ideal tool for informing and promoting the full range of activities, both within the County, as well as among its regional and state partners.

Schedule: FY 2015 and ongoing.
Responsibility: Economic Development Director.
Estimated Cost: (Subsumed in future Economic Development Budget)



photo by Herd Planning & Design



photo by Herd Planning & Design

Strategy 2 Promote Tourism Development *[coordinate with Tourism Strategic Plan]*

Action C.3. Improve regional cooperation and coordination in marketing and promotion.

[Matches up with draft BVCC Tourism Plan:

- *Objective 1 – Increase local awareness of tourism assets in Berryville and Clarke County*
- *Objective 2 – Increase collaboration of all organizations, businesses, and local government and*
- *Objective 3 – Enhance Tourism Marketing and Promotional Efforts].*

This action would include intensive local coordination among tourist businesses and improvement of web-marketing and website/social media. The enhancement of the County's web presence is a major, essential project for economic development, and is broader than just tourism (as referenced in Strategy A.1.d - Upgrade web-based marketing, branding, and promotion).

However, the tourism sector could be a focal point of early web-based initiatives because it is consumer-oriented sector and the County has natural partners within Clarke County and throughout the region and state with which to share costs and benefits.

Action Steps:

- (1) Create a Tourism Organization and Marketing Plan. The plan would be a joint effort of the County and the Town of Berryville and would incorporate many of the initiatives contained in the Tourism Strategic Plan.
- (2) Identify all current and potential tourism partners and stakeholders internally and externally to the County (both public and private sector).
- (3) Determine how staff support is provided – separate tourism office, or County's economic development office.
- (4) Secure an economic development/tourism coordinator to oversee implementation, marketing and development. Share cost: County, Town & Alliance (or equivalent entity) [Target 2.2 from BV CC Tourism Plan]

Schedule: Calendar 2014 and ongoing (except step #4 below which is expected to be FY 2015).

Responsibility: Steps 1 and 2 above - Economic Development Director with the Town; Steps 3 and 4 above – Board of Supervisors and Town Council.

Estimated Cost: (Subsumed in future Economic Development Budget)



photo by Brandon Stidham

Action C.4. Establish/Revive “Tourism Advisory Committee” *[and/or resurrect Clarke County Tourism Alliance (CCTA)] [coordinate with Tourism Strategic Plan [Objective 5 from BVCC Tourism Plan] and Increase local awareness of tourism assets in Berryville and Clarke County [BVCC Objective 1]*

[Note: All tourism strategies should be coordinated with the Town of Berryville, especially regarding the effort to recruit new, independent lodging, restaurants, and unique shopping opportunities.]

Other key objectives from draft BVCC Tourism Plan:

- *Objective 4* – Develop a viable workforce for tourism-based businesses through education program for tourism services.
- *Objective 6* – Improve Community infrastructure to compliment tourism development efforts.

Schedule: Calendar 2014-15

Responsibility: Board of Supervisors, County Administrator, Town Council

Estimated Cost: (Subsumed in future Economic Development Budget)



va.water.usgs.gov



photo by Herd Planning & Design

Action C.5. Promote Development of Increased Accommodation Capacity

The action would be a joint effort of the County and the Town of Berryville and would be done in conjunction with current efforts by the Town and through future implementation of the Tourism Strategic Plan.

Schedule: Calendar 2014-15
Responsibility: Board of Supervisors, County Administrator, Town Council
Estimated Cost: (Subsumed in future Economic Development Budget)

Strategy 3. Promote Equine Development (Longer Term Priority)

Action C.6 Conduct a detailed study of the equine industry

This would include identifying the barriers and opportunities for expanding, and steps to pursue (similar to the Town’s recent hotel market study). The purpose is to identify to identify the short and long term potential for the industry and the most practical steps and priorities for achieving the potential.

Action Steps:

- (1) Identify the scope of the study and funding resources.
- (2) Issue an RFP for the work.
- (3) Retain the firm to conduct the study.
- (4) Assess, promulgate, and implement the findings.

Schedule: FY 2017+
Responsibility: Economic Development Director
Estimated Cost: TBD

Action C.7 Strengthen businesses in the local equestrian industry

Develop a county or regional website devoted to the industry, offering up to date information on hay pricing, horse shows, and other business trends. (This could be in conjunction with the overall effort to upgrade the County’s website for economic development marketing and tourism). Any such efforts should build on the success of the existing Equine Alliance and be an outgrowth or enhancement of that group. Businesses in the industry include stables and breeders, but also support businesses such as farriers, saddle-makers/marketers, and specialty construction companies.

Schedule: FY 2017+
Responsibility: Economic Development Director
Estimated Cost: TBD



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Next Meeting: November 14, 2018

Adjournment

Supporting Material:

- ✓ Economic Development Advisory Committee Follow-up Items Status Report
- ✓ Building Department Year-to-Date Report
- ✓ Industrial Development Authority Minutes for July 26, 2018, Quarterly Meeting

Economic Development Advisory Committee
Follow Up Items Status Report

<i>Meeting Date</i>	<i>Item</i>	<i>Description</i>	<i>Follow Up</i>	<i>Status</i>	<i>Date Complete</i>
5/16/2018	20	Process and post approved minutes for 1/17/2018.	Lora B. Walburn	Complete	5/24/2018
5/16/2018	21	Forward Director of ED matrix to EDAC members.	Lora B. Walburn	Complete	5/30/2018
5/16/2018	22	EDAC members review and provide top 5-10 items.	Lora B. Walburn	In process, review set for July 18 meeting.	7/18/2018
7/18/2018	23	Carry forward to 09-19 meeting EDAC member review of EDSP.	Lora B. Walburn	Document compiled & forwarded.	8/22/2018

Building Department - Clarke County
New Single Family Dwellings 2018

	Battletown	Berryville	Boyce	Chapel	Greenway	Longmarsh	TOTAL	COMMENTS
January	2						2	
February			2	1			3	
March	1	1	1	1	1	1	6	
April				2	1		3	
May	1					1	2	
June				3	1		4	
July	1					2		
August	1			2	1		4	
September								
October								
November								
December								
TOTAL	6	1	3	9	4	4	27	

Industrial Development Authority of the Clarke County Virginia
Board of Directors
July 26, 2018 Minutes

A meeting of the Industrial Development Authority of the Clarke County Virginia held in the Berryville/Clarke County Government Center, Berryville, Virginia, on Thursday, July 26, 2018, scheduled for 1:00 PM.

Directors Present: Mark Cochran, Brian Ferrell, English Koontz, William Waite

Directors Absent: Paul Jones, David Juday, Rodney Pierce

Board of Supervisors Liaison Present: David Weiss

County Staff Present: Len Capelli, Cathy Kuehner, Brianna R. Taylor, Lora B. Walburn

Others Present: Dale Maza, Christy Dunkle

Press Present: Mickey Powell, Winchester Star

1. Determination of Quorum

At 1:06 pm, Chairman Mark Cochran noted the lack of a quorum. By consensus, the Directors decided to hear informally scheduled presentations.

2. Presentation Lord Fairfax Community College Small Business Development Center

Highlights of presentation by Dale Maza, marketing counselor, LFCC Small Business Development Center, include:

- The Virginia SBDC Network is a partnership between the United States Small Business Administration, George Mason University, and institutions throughout Virginia
- The Small Business Development Center provides the following services:
 - o One-on-one counseling
 - o Mentoring
 - o Training workshops
 - o Conferences
 - o Information resources
 - o Web-based assistance
 - o Contacts and connections
- SBDC clients grow faster and are more profitable.

- Areas of assistance include:
 - Business planning
 - Access to capital
 - Marketing
 - Social media / websites
 - Retail program
 - Commercial assistance
 - International trade
 - Veterans
 - Government contracting
- The Clarke County IDA's \$6,000 FY2018 contribution was 5% of total contributions.
 - Fifteen [15] Clarke clients, which is 5% of SBDC's total clients.
 - Clarke SBDC businesses by category:
 - Agriculture, Forestry, Fishing and Hunting - 2
 - Manufacturing - 1
 - Retail Trade - 3
 - Professional, Scientific, Technical Services - 3
 - Administrative and Support – 2
 - Arts, Entertainment, and Recreation - 1
 - Other Services (*except Public Administration*) - 3
 - Clarke clients created 10 new jobs, retained 77 jobs, and put \$166,600 back into the community.
- Federal guidelines define a small business as \$50 million or less with a maximum 200 employees.

English Koontz remarked that in her professional capacity she has referred many clients to the Small Business Development Center, which she described as a wonderful resource.

Mr. Maza added that if Clarke can maintain funding levels the SBDC might consider conducting office hours one Friday morning per month at a to-be-determined location.

Chairman Cochran expressed the Authority's appreciation for the presentation.

3. Virginia Economic Development Association Meeting Recap

Highlights of presentation by Len Capelli, Economic Development Director, include:

Industrial Development Authority of the Clarke County Virginia Board of Directors: July 26, 2018

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- Consideration of new investments has changed significantly over the last several years. Factors include:
 - Highway accessibility – *Clarke is well positioned.*
 - Labor costs – *Clarke remains relatively low.*
 - Availability of skilled labor – *This is a problem throughout the region.*
 - Quality of Life – *Clarke is as good as or better than most jurisdictions in the Commonwealth.*
 - Tax exemptions – *Clarke is competitive.*
 - Occupancy/Construction Costs – *Clarke is competitive.*
 - Proximity to major markets - *Clarke is competitive.*
 - Corporate Tax Rate - *Clarke is competitive.*
 - State & local incentives - *Clarke is competitive.*
 - Available land – *Clarke has availability issues.*
 - Expedited or “fast-track” permitting – *Clarke does not relax standards.*
 - Proximity to suppliers - *Clarke is competitive.*
 - Accessibility to a major airport - *Clarke is competitive.*
- Suggest focusing on development of a more flexible, variable, and adaptable work force.
- Clarke is seeking small businesses and agribusinesses.
- Clarke is working closely with the Commonwealth.

4. Business Park Lot 18 Encroachment on Property

Lora Walburn, Industrial Development Authority Clerk, distributed photographs of Business Park Lot 18 from the week of June 18 and photographs from the week of July 24. Highlights of update include:

- Became aware of encroachment on Monday, June 18, when informed by contracted lawn service that do not mow signs were on the property.
- Signs stated, “Do Not Mow Property of Berry Apiary and Urban Farm ANY persons MOWING will be considered TRESPASSING”.
- County Maintenance notified County Administration and requested direction.
- After confirming ownership, County Maintenance removed the signs the week of June 25 and placed on the appropriate property, where they have remained.
- Contractors resumed mowing of Lot 18 mindful of the planted areas and the beehives.
- The morning of July 26 observed a person tending one of the garden areas on Lot 18.
- At the direction of Chairman Cochran and David Ash, County Administrator, attorney Robert Mitchell made contact with the encroaching party and asked them to provide a date for harvest and beehive removal after the current bee season.

- Mr. Mitchell requests direction from the Authority.

David Weiss, Chair – Clarke County Board of Supervisors, stated that from the Supervisors' perspective, while it wants to retain ownership of the land, it does not object to the garden remaining in place until after the harvest.

Christy Dunkle, Planner - Town of Berryville, indicated that she was not aware of any complaints about the property's condition.

Chairman Cochran stated that he had received correspondence from the party indicating that she would be in the area later in August when he anticipated that all would come to an orderly resolution.

Directors Koontz and Waite expressed support of the Chair's continued handling of the matter.

5. Economic Development Strategic Plan Matrix Review and Identification of Key Components for Development – Industrial Development Authority Recommendation to the Clarke County Planning Commission

Highlights of review include:

- The Economic Development Strategic Plan is a component piece of the Comprehensive Plan.
- David Weiss stated that the County adopted the current plan in 2014; and, with review required every five years, the Planning Commission will begin its work in 2019.
- The Planning Commission reviews the Strategic Plan and its recommendation is forwarded to the Board of Supervisors for final review and adoption.
- In advance of the 2019 review, the Economic Development Advisory Committee and the Industrial Development Authority are asked to review and provide suggested actions, priorities for Planning Commission consideration.
- Individual members of these appointed bodies are asked to select their top five to ten priorities / actions and forward that information to Lora Walburn for compilation.
- Director Waite requested a copy of the Economic Development Strategic Plan.

6. Boutique Hotel Feasibility Study Funding Request

Highlights of discussion include:

- Director Waite:
 - o Building costs and returns have changed over the past several years.
 - o Seeking up to \$10,000 to update the 2014 feasibility study.
 - A complete update could cost up to \$10,000. However, a local group is developing a list of specific questions to narrow the study reducing the cost.

- Would like to “front” the money for the study then roll back into project debt / financing.
- The 2014 study cost \$10,000 offset by a \$9,500 USDA Rural Business grant. This grant source is not available for the proposed update.
- Study associates with the vision to establish a boutique hotel consistent with the historical image of Berryville and located downtown to support local businesses, retail and restaurants.
- General benefits to Town and County:
 - Supports local businesses
 - Creates a destination point
 - Provides job opportunities
 - Provides tax revenues through occupancy tax
- Funding the study fits within the criteria of the Authority and its function.
- Update is to evaluate supply and demand factors for the area to determine:
 - Whether the area can support.
 - Provide the economics over a ten-year basis.
- Suggest following up with a bank appraisal prior to seeking an investment group.
- Group is waiting on answers from the updated feasibility study.

At 1:45 pm, Director Ferrell texted David Weiss advising that he had been delayed at the airport but was now in route to the meeting.

At 1:46 pm, Chairman Cochran recessed the meeting until the arrival of Brian Ferrell.

7. Call to Order

At 1:55 pm, with a quorum now present, Chairman Cochran called the meeting to order.

8. Adoption of Agenda

Director Koontz, seconded by Director Waite, moved to adopt the agenda. The motion carried as follows:

Mark Cochran	-	Aye
Brian Ferrell	-	Aye
Paul Jones	-	Absent
David Juday	-	Absent
English Koontz	-	Aye
Rodney Pierce	-	Absent

William Waite - Aye

Boutique Hotel Feasibility Study Funding Request Continued with Quorum Present

- Director Bill Waite:
 - o Study objective is to evaluate the supply and demand factors affecting transient accommodations in the local market area and determine the market feasibility of the proposed hotel, estimate the occupancy, average rate, and operating income available for debt service for the first ten years.
 - o The updated study hopes to avoid redundancy and answer the question whether the area can support a hotel.
 - o Local group is in contact with the group that conducted the 2014 study. The group has three other prospective entities to contact that conduct these types of studies.
 - o If project goes forward, the intention would be to roll the study cost into the project financing.
 - o Allen Kitselman, a member of the local group, is seeking IDA funding.
 - o Project will require private investment and debt service.
 - o The motion proposed, "Approve the request by Allen Kitselman for funding up to \$10,000 to conduct an update of the hotel feasibility study to be located in the Town of Berryville."
- David Weiss, Board of Supervisors Liaison:
 - o If the IDA conducts the study, it must follow procurement law.
 - o The IDA can be used as a funding source to help private enterprise move forward.
 - o The Board of Supervisors was supportive of the previous study and continues to be supportive of efforts to locate a hotel in the area.
 - o The County has received consistent information over the years indicating that a hotel would help the local economy.
 - o Clarke has tried to entice a private investor to move forward and act but it has not worked. This is a different approach, which may foster some activity.
- Chairman Cochran:
 - o A shared commitment would be a fair way to show the County's commitment.
 - o Believes there is value in covering at least some portion of the funding request.
- Director Brian Ferrell:
 - o For an entity exploring hotel construction, \$10,000 would be a very small investment.
 - o At one time, locating a hotel near Route 340 and Route 7 was under consideration.

- Director Waite advised that the group was seeking funding for a study to locate a hotel in downtown Berryville only.

- Director English Koontz:
 - Fundamentally disagrees with government doing the front piece of these types of studies.
 - While it is important to support business, it is opening the IDA up to a potential \$10,000 loss should the study indicate that a hotel is not feasible.

Director Waite informed those present that due to a prior engagement he must leave the meeting by 2:15 pm. He put forth that, if necessary, he would bring the matter back to the Authority at its October. Chairman Cochran expressed support for revisiting the matter at the next meeting.

9. Approval of Minutes

No action. Forwarded to the October 25, 2018, quarterly meeting.

10. Treasurer's Report

FY2018 YTD Check Log:

No action. Forwarded to the October 25, 2018, quarterly meeting.

FY2018 Fiscal-Year End Summary

No action.

Bonds Update:

No Action.

11. Closed Session

Director Koontz, seconded by Director Waite, moved that the Clarke County Industrial Development Authority convene in closed session pursuant to Section 2.2-3711-A3 discussion or consideration of the acquisition of real property for a public purpose, or of the disposition of publicly held real property, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body. The motion carried as follows:

Mark Cochran - Aye

Brian Ferrell	-	Aye
Paul Jones	-	Absent
David Juday	-	Absent
English Koontz	-	Aye
Rodney Pierce	-	Absent
William Waite	-	Aye

At 2:25 pm, Director Waite left the meeting.

At 2:34 pm, Director Koontz, seconded by Director Ferrell, moved to return to Open Session. The motion carried as follows:

Mark Cochran	-	Aye
Brian Ferrell	-	Aye
Paul Jones	-	Absent
David Juday	-	Absent
English Koontz	-	Aye
Rodney Pierce	-	Absent
William Waite	-	Absent

Chairman Cochran called for a roll call vote that only matters pertaining to the subject the Authority convened into Closed Session were discussed and that no action was taken while in Closed Session.

Certification of Closed Session

WHEREAS, the Board of Directors of the Industrial Development Authority of Clarke County, Virginia convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, § 2.1-344.1 of the Code of Virginia requires a certification by this Authority that such closed session was conducted in conformity with Virginia law;

NOW, THEREFORE BE IT RESOLVED that the Industrial Development Authority of Clarke County, Virginia hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Board of Directors.

The motion carried as follows:

Mark Cochran	-	Aye
Brian Ferrell	-	Aye
Paul Jones	-	Absent

Draft for Approval 10/25/2018

David Juday	-	Absent
English Koontz	-	Aye
Rodney Pierce	-	Absent
William Waite	-	Absent

Next Meeting

Scheduled for Thursday, October 25, 2018, at 1:00 pm.

12. Adjournment

In the absence of a quorum following the departure of Director Waite, at 2:36 pm, Chairman Cochran adjourned the meeting.

Minutes recorded and transcribed by: Lora B. Walburn, Clerk Industrial Development Authority of Clarke County, Virginia