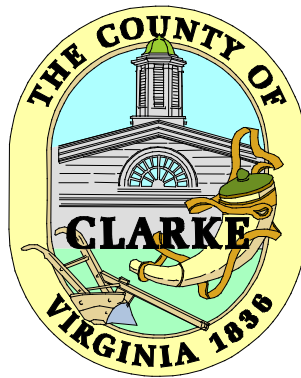


# Industrial Development Authority of the Clarke County Virginia Board of Directors



## Quarterly Meeting Packet

### July 26, 2018



## Industrial Development Authority of the County of Clarke Virginia

### Agenda

Thursday, July 26, 2018, 1:00 pm

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

1. Call to Order
2. Adoption of Agenda
3. New Business:
  - Presentation by Lord Fairfax Community College Small Business Development Center by Christine Kriz
  - Virginia Economic Development Association Meeting Recap by Len Capelli
  - Business Park Lot 18 Encroachment on Property
  - Economic Development Strategic Plan Matrix Review and Identification of Key Components for Development - Industrial Development Authority Recommendation to the Clarke County Planning Commission
4. Old Business:
  - Boutique Hotel Feasibility Study Funding Request by Bill Waite
5. Approval of Minutes:
  - April 26, 2018, Quarterly Meeting
6. Treasurer:
  - FY2018 YTD Check Log. Action: Treasurer recommends acceptance.
  - FY2018 Fiscal-year End Summary. Action: Information only.
  - Bonds Update. Action: Information only.
7. Closed Session Pursuant to §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.
8. Adjourn
  - Distributed in Packet
    - Building Department YTD New Single Family Dwellings
    - IDA Follow-up Items
    - Economic Development Advisory Committee Minutes May 16, 2018

# 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.]*

Presentation by Lord Fairfax  
Community College Small  
Business Development Center  
By Christine Kriz

# Virginia Economic Development Association Meeting Recap By Len Capelli

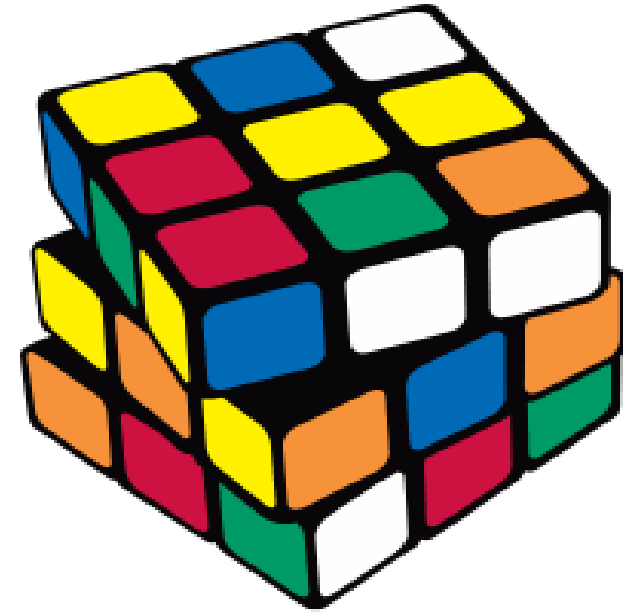
Place Comparisons  
Data Analytics



Trendspotting



Best Practices



Collaborative (Group) Leadership



- ✓ Intentional
- ✓ Specific
- ✓ Measurable Actions

Competitive Improvement



# New Top Factors for Companies Considering New Investment

- (1) Highway accessibility
- (2) Labor costs
- (3) Availability of skilled labor
- (4) Quality of Life
- (5) Tax exemptions
- (5) Occupancy/Construction Costs
- (7) Proximity to major markets
- (8) Corporate Tax Rate
- (9) State & local incentives
- (10) Available land
- (11) Expedited or “fast-track” permitting
- (12) Proximity to suppliers
- (12) Accessibility to a major airport

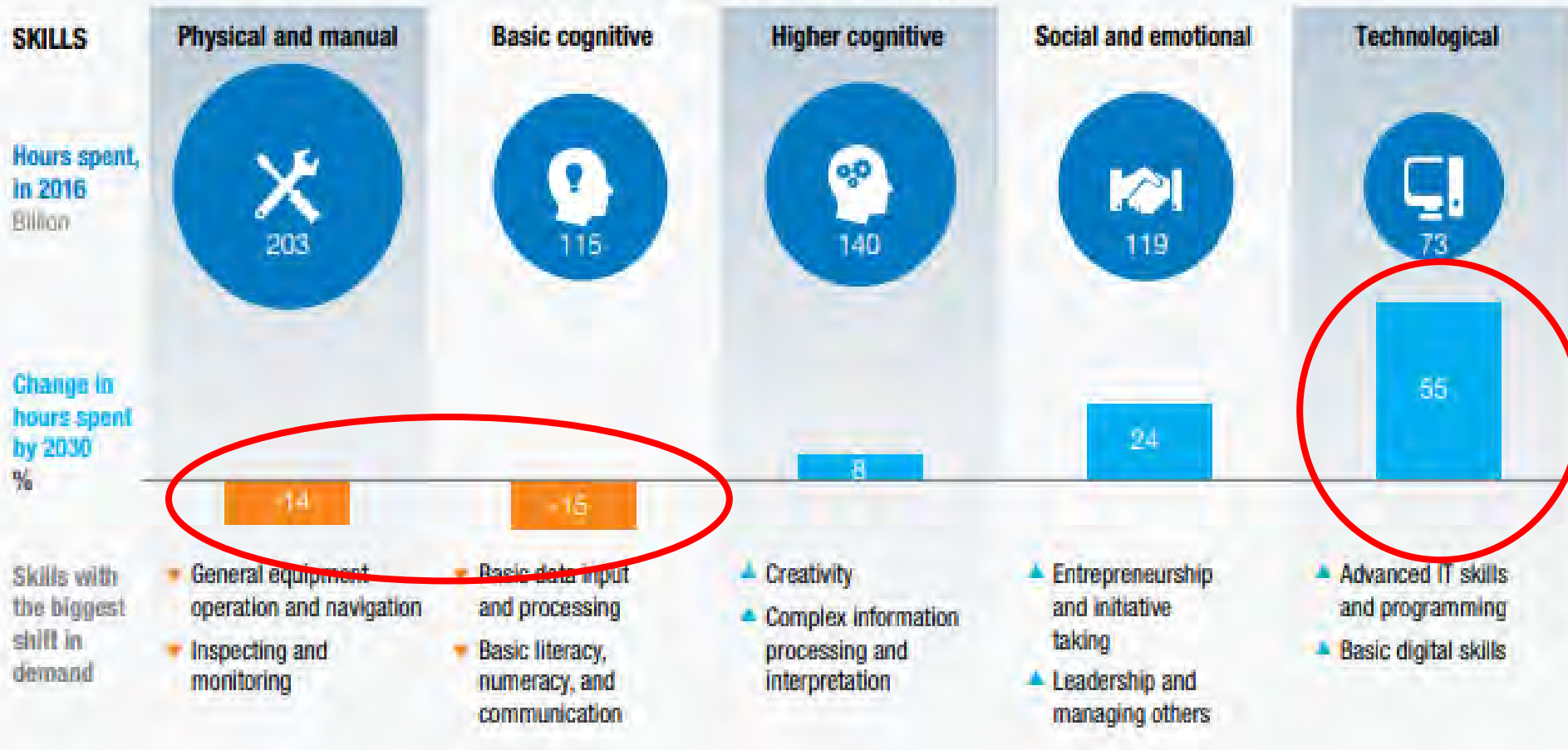




# How is Technology Impacting Skill Demands?

## Automation and AI will change the skills needed in the workforce

Total is for United States and 14 Western European countries



# The Data Deluge



# My General Beliefs About Collaboration ...

1. People, and organizations collaborate when it is in their interest to do so.
2. “Where you stand always depends on where you sit.”
3. When crisis > complacency = cooperation.
4. People collaborate when there is a chance of success
5. People collaborate when they have something specific to do.
6. Collaboration works better with clear objectives and transparent measurements
7. Context matters...and all our context is changing real fast.

# GroupLead Approach

The critical dimensions of group decision making

## Strategic Perspectives:

- (A) Strategic Ability
- (B) Managing Strategic Propositions
- (C) Focusing on Priorities

## Innovation Mindset:

- (D) Utilizing Ambiguity
- (E) Shifting Perspectives
- (F) Managing Vision and Purpose
- (G) Creating New and Different

## Getting Things Done:

- (H) Making timely Quality Decisions
- (I) Managing Information
- (J) Measuring Progress

## Working Together:

- (K) Sharing Commitments
- (L) Exhibiting Mutual Trust
- (M) Managing Conflict
- (N) Being Interpersonally Savvy
- (O) Navigating Political Dynamics



Business/Organization Name: a G Sample Organization

Date of Administration: March 22, 2016

Number Completed Surveys: 50

[www.business-smarts.biz](http://www.business-smarts.biz)

# Business Park Lot 18 Encroachment on Property

Economic Development Strategic Plan Matrix  
Review and Identification of Key Components  
for Development  
IDA Recommendation to the Clarke County  
Planning Commission

Note: The matrix provides brief descriptions of actions identified in the Economic Development Strategic Plan adopted October 2014. The Plan is currently under review by the Economic Development Advisory Committee for recommendation to the Planning Commission. Items bolded indicate those selected by EDAC members as continuing priorities. New priorities / action items suggested by EDAC members are noted and located at the end of the document. The column marked "# Resp" reflects the number of responses received for that particular item.

Economic Development Strategic Plan Matrix - EDAC Review

# Resp	Strategy / Action	Responsibility	Schedule	Status
	Goal A: Increase Collaboration and Capacity for Supporting Compatible Economic Development			
	Strategy 1: Expand Overall Planning and Economic Development Efforts	BoS, Staff	FY2015	
	Action A.1. Clarify the Role of Economic Development in the County's General Growth Management Strategy 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.	BoS, Staff	FY2015	BoS 05/07/2018: Keep on plan.
	Action A.2. Remove Real and Perceived Barriers to Desirable Economic Development	BoS, PD, EDD	FY2015	BoS 05/07/2018: Responsibility BoS, Planning Director, Economic Development Director.
	1) Formally announce and promote the new and refined strategies and actions that are contained in the Economic Development Strategic Plan.	BoS, Staff	FY2015	BoS Adopted 10/14/2014 following public hearing.
	• Issue a press release upon adoption of the new economic development strategic plan.	BoS, Staff	FY2015	
	• Put the announcement of the new plan on the Board of Supervisors and Planning Commission meeting agendas for recognition.	BoS, Staff	FY2015	
	• Have County officials attend meetings with local civic groups and business organizations to present and promote the Strategic Plan during the months following adoption.	BoS, Staff	FY2015	
	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.	BoS, PI	FY2015	BoS 05/07/2018: Responsibility BoS, PIO
1	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.	BoS, Staff	FY2015	
	• Enhance the County's website to serve as a strong marketing tool for economic development.	BoS, Staff	FY2015	FY2016 Added yesclarkecounty.com, clarketourism.com; 05-07-2018 Created Director of Public Information position.
	• Retain an expert e-marketing firm to rebuild the economic development portion of the website or create a separate linked site.	BoS, Staff	FY2015	FY2016 Added yesclarkecounty.com, clarketourism.com.
	• Consider retaining such firm to run the website and/or to train County staff to do so.	BoS, Staff	FY2015	05/07/2018 Created Director of Public Information position.
	• Explore the potential of sharing costs with neighboring jurisdictions and regional organizations, and possible tie-ins to the tourism marketing efforts.	BoS, Staff	FY2015	
	4) Use the new economic development strategies as guidelines for all interactions between the County and businesses. Priority subject to funding decisions:	BoS, Staff	FY2015	
	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)	Planning Director	FY2015	Stidham 05/2018: Ordinance update project underway.
1	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, Town's review processes.	PD	FY2015	Stidham 05/2018: See 5 above.

Economic Development Strategic Plan Matrix - EDAC Review

# Resp	Strategy / Action	Responsibility	Schedule	Status
	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.	PD	FY2015	Stidham 05/2018: See 5 above.
	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.	PD	FY2015	Stidham 05/2018: See 5 above.
2	6) <b>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]</b>	BoS, Staff	FY2015	BoS 05/07/2018: Identified as key component.
	Action A.3. Establish a formal economic development program in coordination with the Town of Berryville	BoS, BTC, CA, TM	FY2014	
1	1) <b>Form a joint County-Town committee that would explore partnering and cost- sharing strategies for tourism and economic development.</b>	BoS, BTC, CA, TM	FY2014	10/2014: Formed Joint Committee for Economic Development and Tourism.
	• Inventory and assess economic development activities currently done collaboratively by County and Town staffs. Identify opportunities for reducing redundancy.	BoS, BTC, CA, TM	FY2014	
	• 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.	BoS, BTC, CA, TM	FY2014	10/2014: MOU executed by BTC, BoS.
	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:	BoS, BTC, CA, TM	FY2014	
	• Working with property owners to determine issues and opportunities for their sites and how to upgrade site suitability	BoS, BTC, CA, TM	FY2014	
1	• <b>Actively seeking to attract new businesses and assisting existing businesses with expansion efforts and other growth activities.</b>	BoS, BTC, CA, TM	FY2014	BoS 05/07/2018: Identified as a priority.
1	• <b>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.</b>	BoS, BTC, CA, TM	FY2014	BoS 05/07/2018: Identified as a priority.
	• Collecting, analyzing, and disseminating data about local economic development markets, resources, etc.	BoS, BTC, CA, TM	FY2014	
1	• <b>Evaluating existing economic development resources including infrastructure, site availability and readiness, market demand, etc</b>	BoS, BTC, CA, TM	FY2014	BoS 05/07/2018: Identified as a priority.
	• Conducting marketing and promotional efforts for the local economic initiatives.	BoS, BTC, CA, TM	FY2014	
	• Serving as point of contact and liaison to public and private sector partners and sister agencies; and	BoS, BTC, CA, TM	FY2014	
	• 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.	BoS, BTC, CA, TM	FY2014	07/2016: Executive Assistant County Administration assigned to clerk IDA, EDAC. Added packets and minutes to webpages. Updated IDA page to include
	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.	BoS, BTC, CA, TM	FY2014	



Economic Development Strategic Plan Matrix - EDAC Review

# Resp	Strategy / Action	Responsibility	Schedule	Status
	4) Create (or update) job and/or program descriptions and retain the appropriate professional assistance.	BoS, BTC, CA, TM	FY2014	01/2015: Job description created for Director of Economic Development and Tourism.
	• Choose the priority for allocating resources between business retention and development and tourism coordination.	BoS, BTC, CA, TM	FY2014	
	5) Allocate funding and retain appropriate professional staff. Priority subject to funding decisions:	BoS, BTC, CA, TM	FY2015	
	Action A.4. Upgrade web-based marketing, branding, and promotion, partly in coordination with neighboring jurisdictions and including greater use of social media technology.	Economic Development Director	FY2015	Capelli 04/2018: Done. Includes Artisan Trail, GoVirginia, Shenandoah Valley Regional Partnership, Spirit Trail
	1) Develop and implement a new marketing system to promote the County's, Town's economic development message, including new or enhanced website.	EDD	FY2015	Capelli 04/2018: Done. Includes web sites, Facebook, Twitter
1	<b>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.</b>	EDD	FY2015	Capelli 04/2018: Beautiful Clarke County, Historic Berryville.
	b) Work with web designer to create an Economic Development website design and preliminary cost estimate – minimal upgrade	EDD	FY2015	Capelli 04/2018: Done.
	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.	EDD	FY2014	Capelli 04/2018: Done. Working with Shenandoah Valley Regional Partnership.
	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.	EDD	FY2016	Capelli 04/2018: Only Ag and Tourism related
	Strategy 2. Increase Direct Revenues to Fund Economic Development	BoS, BTC, CA, TM	FY2016	
	Action A.5. Examine cost/benefit of increasing Transient Occupancy Tax (TOT) and establishing Business & Professional Occupational Licensing (BPOL)	BoS, BTC, CA, TM	FY2015	
1	<b>Strategy 3. Promote Suitable Housing Development</b>	<b>Planning Directors</b>	FY2016-17	
	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.	PDs	FY2016-17	
	Goal B: Retain, Attract, and Develop Compatible and Innovative Industry	EDD	FY2015-16	BoS 05/07/2018: Identified as a priority. Capelli 04/2018: Ongoing.
	Strategy 1. Promote Compatible Industrial Development	EDD	FY2015-16	IDA 04/2018: Waterloo Area Water and Sewer Availability Subsidy Program finalized. One existing business expressing interest in program.
	Action B.1. Implement Business Retention Strategies	EDD	FY2015-16	Capelli 04/2018: Consistently ongoing. C2M gardening grant
1	1) <b>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</b>	EDD	FY2015-16	BoS 05/07/2018: Identified as a priority.
1	2) <b>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.</b>	EDD	FY2015-16	Capelli 04/2018: Ongoing. Collecting emails.

Economic Development Strategic Plan Matrix - EDAC Review

# Resp	Strategy / Action	Responsibility	Schedule	Status
	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.	EDD	FY2015-16	Capelli 04/2018: Ongoing.
2	4) Establish a "strike team" of key County and Town officials and staff to respond to prospect visits, incentive requests, and retention issues.	EDD	FY2015-16	Capelli 04/2018: As needed.
	Action B.2. Partner with industrial landowners, users, and developers and the Town of Berryville to develop currently or potentially available industrial land	EDD	FY2015-16	Capelli 04/2018: Open.
	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.	EDD	FY2015-16	Capelli 04/2018: Featured property list on yesclarkecounty.com
	2) Evaluate and rank all existing and potential sites in terms of current level of readiness for development.	EDD	FY2015-16	Capelli 04/2018: None ready.
	3) Identify specific actions needed to upgrade the level of readiness for each site.	EDD	FY2015-16	Capelli 04/2018: None ready.
	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.	EDD	FY2015-16	Capelli 04/2018: Case by case. Limited involvement. 04/2018: IDA finalized Waterloo Area Water and Sewer Availability Fee Subsidy Program.
1	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.	EDD	FY2015-16	Capelli 04/2018: Food processing, small industry / business, agri-business, agri-tourism.
	6) Report on success of above actions to Board of Supervisors, Town Council, and Planning Commissions. Ongoing	EDD	CY2014-15	Capelli 04/2018: Weekly reports to the BoS.
	Action B.3. Pursue Tax Increment Financing (TIF) ( <i>Longer Term Priority</i> )	EDD, BoS	FY2016-17	Capelli 04/2018: Open.
	1) Evaluate the feasibility and suitability for a TIF if new public infrastructure will benefit a site	EDD, BoS	FY2016-17	Capelli 04/2018: Open.
	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).	EDD, BoS	FY2016-17	Capelli 04/2018: N/A
	b. Allocate funding to support the actions necessary to establish a TIF.	EDD, BoS	FY2016-17	Capelli 04/2018: N/A
	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.	EDD, BoS	FY2016-17	Capelli 04/2018: Open.
	d. Prepare a forecast of the costs and revenues for the project.	EDD, BoS	FY2016-17	Capelli 04/2018: Open.
	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.	EDD, BoS	FY2016-17	Capelli 04/2018: Open.
	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.	EDD, BoS	FY2016-17	Capelli 04/2018: Open.
	2) If the evaluation affirms feasibility, implement the TIF.	EDD, BoS	FY2016-17	Capelli 04/2018: N/A
	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.	EDD, BoS	FY2016-17	Capelli 04/2018: N/A
	b. Affirm viability of any third-party or private sector partners.	EDD, BoS	FY2016-17	Capelli 04/2018: N/A
	c. Obtain input from all parties involved, including the public.	EDD, BoS	FY2016-17	Capelli 04/2018: Open
	d. Periodically evaluate the performance of the TIF district	EDD, BoS	FY2016-17	Capelli 04/2018: Open

Economic Development Strategic Plan Matrix - EDAC Review

# Resp	Strategy / Action	Responsibility	Schedule	Status
1	<b>Strategy 2. Initiate Long-Term Development Opportunities</b>	BoS, PD	Ongoing	
1	<b>Action B.4. Continue to collaborate with the Town of Boyce.</b>	BoS, PD	Ongoing	
	Action B.5. Support Efforts to Expand Retail and Office Space.	PD's	Ongoing	
	1) Urban Design: Support the efforts of the Town of Berryville in promoting the long-term physical improvement of the downtown area.	PD's	Ongoing	
	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.	PD's	Ongoing	
1	<b>Action B.6. Pursue Partnerships to Provide Public Water and Sewer to the Double Toll Gate Area. (Longer Term Priority)</b>	BoS, PD	FY2017	
	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.	BoS, PD	FY2017	
	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.	BoS, PD	FY2017	
	3) Review and revise the Area Plan to ensure that it reflects the current goals and policies of the new Comprehensive Plan.	BoS, PD	FY2017	
	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.	BoS, PD	FY2017	
	Action B.7. Continue to promote well-designed commercial development in the Waterloo Area. <i>(Longer Term Priority)</i>	BoS	FY2017+	
	1) Review and revise the Waterloo Area Plan to ensure that it reflects the current goals and policies of the new Comprehensive Plan.	BoS	FY2017+	
	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.	BoS	FY2017+	
1	<b>Action B.8. Promote Rural Economic Innovation (including compatible home-based businesses) (Longer Term Priority)</b>	EDD, PD	FY2017	Capelli 04/2018: Ongoing. Artisan Trail, brewery, distillery, add ons as requested.
	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.	EDD, PD	FY2017	
	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.	EDD, PD	FY2017	Capelli 04/2018: Working with Berryville Main Street.
	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.	EDD, PD	FY2017	Capelli 04/2018: Facebook, web posts, etc.
	4) <i>Cultivate talent and creativity</i> 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.	EDD, PD	FY2017	Capelli 04/2018: Artisan Trail, artisan tours.
	5) <i>Use local resources</i> 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.	EDD, PD	FY2017	Capelli 04/2018: Promote local business on website, Facebook.
	6) <i>Promote the enhancement of broadband access.</i>	EDD, PD	FY2017	Capelli 04/2018: Ongoing.

Economic Development Strategic Plan Matrix - EDAC Review

# Resp	Strategy / Action	Responsibility	Schedule	Status
	7) <i>Foster the further development of home-based and farm-based businesses</i> by evaluating and modifying the zoning regulations as needed to ensure a proper balance between land use compatibility and efficient review and approval processing.	EDD, PD	FY2017	Stidham 05/2018: Ongoing. Waterworks and Agri-business text amendments adopted. Ordinance update project underway.
	Goal C. Increase the Vitality of Agriculture and Tourism	EDD	Ongoing	Capelli 04/2018: Farm tours, Facebook, radio.
2	<b>Strategy 1. Foster Growth and Vitality of the Agricultural Industry</b>	EDD	Ongoing	Capelli 04/2018: Seminars, consultants.
1	<b>Action C.1. Promote information and understanding of the local agricultural industry.</b>	EDD	Ongoing	
	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.	EDD	Ongoing	Capelli 04/2018: Farm tours, Christmas tree farms, equine, Facebook.
	Strategy 2 Promote Tourism Development [coordinate with Tourism Strategic Plan]	EDD	2014, Ongoing	Capelli 04/2018: Shenandoah Valley Regional Partnership
	Action C.3. Improve regional cooperation and coordination in marketing and promotion.	EDD	2014, Ongoing	Capelli 04/2018: Artisan Trail, Spirit Trail, Appalachian Trail, Virginia Tourism, Virginia.org
	1) Create a Tourism Organization and Marketing Plan.	EDD	2014	
	2) Identify all current and potential tourism partners and stakeholders internally and externally to the County (both public and private sector).	EDD	2014	
	3) Determine how staff support is provided – separate tourism office, or County's economic development office.	BoS, BTC	2014	
	4) Secure an economic development/tourism coordinator to oversee implementation, marketing and development.	BoS, BTC	2014	
	Action C.4. Establish/Revive "Tourism Advisory Committee" [and/or resurrect Clarke County Tourism Alliance (CCTA)]	BoS, BTC, CA	2014-15	
	Action C.5. Promote Development of Increased Accommodation Capacity	BoS, BTC, CA	2014-15	
1	<b>Strategy 3. Promote Equine Development (Longer Term Priority)</b>	EDD	FY2017	Capelli 04/2018: Ongoing
1	<b>Action C.6 Conduct a detailed study of the equine industry</b>	EDD	FY2017	Capelli 04/2018: N/A
	1) Identify the scope of the study and funding resources.	EDD	FY2017	Capelli 04/2018: N/A
	2) Issue an RFP for the work.	EDD	FY2017	Capelli 04/2018: N/A
	3) Retain the firm to conduct the study.	EDD	FY2017	Capelli 04/2018: N/A
	4) Assess, promulgate, and implement the findings.	EDD	FY2017	Capelli 04/2018: N/A
	Action C.7 Strengthen businesses in the local equestrian industry	EDD	FY2017	Capelli 04/2018: N/A
	1) 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.	EDD	FY2017	Capelli 04/2018: Working to support.
2	<b>Add: Agricultural Survey to evaluate and compare all rural enterprise activities.</b>			<a href="#">EDAC Suggestion</a>
1	<b>Add: Create a marketing plan [not necessarily a tourism organization]</b>			<a href="#">EDAC Suggestion</a>
1	<b>Add: Examine cost/benefit of establishing a meals tax</b>			<a href="#">EDAC Suggestion</a>
1	<b>Add: Address unlicensed home businesses, such as Air BnBs and uncollected transient occupancy tax</b>			<a href="#">EDAC Suggestion</a>

Boutique Hotel Feasibility Study  
Funding Request  
By Bill Waite

## Approval of Minutes

### ➤ April 26, 2018, Quarterly Meeting

*Proposed Motion for full Board of Directors: I move to approve the minutes of April 26, 2018, as [presented] or [as amended citing specific amendment].*

Industrial Development Authority of the Clarke County Virginia  
Board of Directors  
April 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, April 26, 2018, at 1:00 PM.

Directors Present: Mark Cochran, Brian Ferrell, Paul Jones, David Juday, English Koontz, William Waite

Directors Absent: Paul Jones, Rodney Pierce

Board of Supervisors Liaison Present: David Weiss

County Staff Present: Lora Walburn

Others Present: Rob Goldsmith

1. Call to Order

At 1:00 pm, Mark Cochran called the meeting to order.

2. Adoption of Agenda

**David Juday, seconded by English Koontz, moved to adopt the agenda as presented. The motion carried by the following vote:**

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

3. Presentation by People Inc.

Highlights of presentation by Rob Goldsmith, Executive Director, People, Inc., and Board discussion include:

- People Inc. is a nonprofit corporation, 501c3, educational, charitable organization.
- Started in 1963 as a community improvement group in a small, rural community.
- Known as a community action agency requiring:

- Anti-poverty mission.
- A particular structure for the Board of Directors:
  - A third representing persons served.
  - A third representing the community at large.
  - A third representing the localities having designated People Inc. as its community action agency.
    - Colleen Hillerson is Clarke County's representative on the Board of Directors.
- Main office located in Abingdon, Virginia. Shenandoah Valley Region served out of the Woodstock office.
- Offer the following services in Clarke County:
  - Volunteer income tax preparation – free service.
  - Earned income tax credit outreach program.
  - Offer loans as an alternative to pay-day lenders.
    - Provide budget and financial counseling to persons with financial challenges.
    - Key is to make loans at a much more moderate interest rate, consumer loans are prime plus 5%, to meet immediate needs and aid persons to get back on track.
  - Provide financial / housing counseling to persons wanting to become first-time home buyers.
    - Persons seeking counseling generally have credit issues.
    - Assist persons to formulate a plan to deal with credit issues to improve credit score so that they might qualify for a mortgage.
    - Do not provide permanent financing for home ownership.
    - Assist in preparing loan applications.
    - Work with Virginia Housing Authority and USDA Rural Development.
    - Provide down-payment assistance to persons provided counseling, typically running at about \$10,000 per household. Financial assistance provided as a forgivable loan; and if the buyer lives in the home over five years, the loan will be forgiven 20% for each year lived in the home.
  - Small business and micro enterprise lending services.
    - English Koontz worked with People Inc. on a community development block grant [CDBG] project.
    - No active CDBG in Clarke County at this time; however, there are grants currently available in Culpeper, Fauquier, Rappahannock, and Warren Counties.
    - Have not made any loans to persons in Clarke.
    - Currently, working with a couple of entrepreneurs in Clarke.



- Provide loans to persons unable to get a bank loan.
- Loans are prime plus 3%.
- Typically amortized over 10 years.
- Purpose of loans is to create jobs for low- to moderate-income persons and to help low- to moderate-income entrepreneurs to create wealth and equity in their businesses.
- Depending on the amount of money on hand, loans can be made up to a couple hundred thousand dollars.
- Currently, focusing on smaller loans.
- \$50,000 cap on microenterprise loans.
- Make approximately forty to fifty loans per year.
- Rules for loan include the applicant cannot get a bankable application and business cannot be engaged in anything illegal.
- Business type is entirely up to the entrepreneur.
- Majority of entrepreneur loans are for service businesses.
- Some retail but retail takes more money to have a viable storefront operation than People Inc. lends.
- On occasion, do participate in bank loans if above what People Inc. can loan.
- Cameron Gill is the contact persons on staff for business lending activities.
- Mr. Gill has been working in Clarke County with persons interested in business startups in conjunction with Len Capelli, Economic Development Director.
- Bank referrals are a source of a significant number of good loan applicants.
- Funding Sources:
  - Small Business Administration is the largest funding source.
  - Community development block grant programs.
  - Commercial banks.
- New markets tax credits. Only a tiny portion of Clarke residents are eligible under federal rules.
- Lord Fairfax Community College Small Business Development Center.
  - People Inc. works closely with LFCCSBDC.
  - Provide referrals to each other.
  - LFCCSBDC provides training and technical assistance to people but it does not have a source of lending.
- Not currently involved in any community revitalization projects, which are important and very rewarding.

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

In conclusion, Mr. Goldsmith thanked the Authority for its time. He asked the Directors to help the organization find entrepreneurs and communities to work in. He noted that the communities in which it has been most effective are those communities where it had the strongest relationships with local government.

David Weiss informed the Authority that People Inc. would be addressing the Board of Supervisors at its May 15 meeting to provide its annual report. He commented that People Inc. was a good organization and has done very good work rehabbing old school buildings, including two in Shenandoah County.

English Koontz remarked that she periodically refers clients to People Inc. She opined that it was a wonderful program and the block grant program was phenomenal.

Treasurer Bill Waite, noting potential investment opportunities for People Inc., put forward that the Authority currently had \$150,000 that could be used to assist persons interested in growing and creating opportunities that would generate revenue and jobs.

#### 4. Approval of Minutes

**Bill Waite, seconded by David Juday, moved to approve the January 25, 2018, minutes as corrected changing David Weiss from Absent to Present. The motion carried as follows:**

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

**Bill Waite, seconded by David Juday, moved to approve the April 11, 2018, minutes of the Finance Subcommittee as presented. The motion carried as follows:**

Mark Cochran	-	Aye
David Juday	-	Aye
William Waite	-	Aye

#### 5. Treasurer's Report

FY2018 YTD Check Log:

Action: The Treasurer recommends acceptance.

FY	Status	Check No.	Date	Description	Category	Credit	Debit	Balance	Additional Information
2018	Y	537	7/28/2017	Mark Cochran	Director Fees	\$ -	\$ 150.00	\$ 64,578.93	Meeting 02/20, 04/27, 7/27
2018	Y	538	7/28/2017	David Juday	Director Fees	\$ -	\$ 150.00	\$ 64,428.93	Meeting 02/20, 04/27, 7/27
2018	Y	539	7/28/2017	English Koontz	Director Fees	\$ -	\$ 100.00	\$ 64,328.93	Meeting 04/27, 7/27
2018	Y	540	7/28/2017	Rodney Pierce	Director Fees	\$ -	\$ 100.00	\$ 64,228.93	Meeting 02/20, 04/27
2018	Y	541	7/28/2017	Brian Ferrell	Director Fees	\$ -	\$ 100.00	\$ 64,128.93	Meeting 02/20, 07/27
2018	Y	542	7/28/2017	Allan Frederickson	Director Fees	\$ -	\$ 50.00	\$ 64,078.93	Meeting 07/27
2018	Y	543	8/14/2017	LFSBDC	Civic Contributions	\$ -	\$ 6,000.00	\$ 58,078.93	
2018	Y	Dep	9/13/2017	Grafton School	Bond Fees	\$ 18,322.50	\$ -	\$ 76,401.43	
2018	Y	Dep	9/18/2017	LFCC	Bond Fees	\$ 16,147.00	\$ -	\$ 92,548.43	
2018	Y	544	11/16/2017	Mark Cochran	Director Fees	\$ -	\$ 50.00	\$ 92,498.43	Meeting 10/26/2017
2018	Y	N/A	10/31/2017	Bank of Clarke County	Bank Fees	\$ -	\$ 18.00	\$ 92,480.43	Duplicate Bank Statements
2018	Y	545	11/16/2017	Robinson Farmer Cox	Audit	\$ -	\$ 1,635.00	\$ 90,845.43	FY16 Audit
2018	Y	546	11/16/2017	Brian Ferrell	Director Fees	\$ -	\$ 50.00	\$ 90,795.43	Meeting 10/26/2017
2018	Y	547	11/16/2017	Paul Jones	Director Fees	\$ -	\$ 50.00	\$ 90,745.43	Meeting 10/26/2017
2018	Y	548	11/16/2017	David Juday	Director Fees	\$ -	\$ 50.00	\$ 90,695.43	Meeting 10/26/2017
2018	Y	549	11/16/2017	English Koontz	Director Fees	\$ -	\$ 50.00	\$ 90,645.43	Meeting 10/26/2017
2018	Y	550	11/16/2017	Rodney Pierce	Director Fees	\$ -	\$ 50.00	\$ 90,595.43	Meeting 10/26/2017
2018	Y	Transfer	11/16/2017	Checking to Infinex Investments	Transfer	\$ -	\$ 50,000.00	\$ 40,595.43	
2018	Y	Dep	12/5/2017	Shenandoah University	Bond Fees	\$ 19,537.50	\$ -	\$ 60,132.93	Outstanding
2018	Y	Dep	12/29/2017	Shenandoah University	Bond Fees	\$ 3,907.50	\$ -	\$ 64,040.43	2017 Fees
2018	Y	551	1/25/2018	Robinson Farmer Cox	Audit	\$ -	\$ 1,675.00	\$ 62,365.43	FY17 Audit
2018	Y	Dep	2/8/2018	Lord Fairfax Community College	Bond Fees	\$ 3,563.49	\$ -	\$ 65,928.92	2017 Fees
2018	Y	Transfer	3/15/2018	MMDA Account Closure	Transfer	\$ 1,532.45	\$ -	\$ 67,461.37	Close account

Treasurer Bill Waite stated that for transparency the check log would be included in the quarterly meeting packets so that Directors and the public could see checking account activity.

English Koontz, seconded by Brian Ferrell, moved to accept the Treasurer’s report. The motion carried as follows:

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

Investments:

Action: The Finance Subcommittee recommends acceptance of the following:

- Transfer \$15,000 from checking to investments increasing investment balance to \$100,000.
- Continue to maximize dividends / interest to cover operating costs.
- Divide funds equality across portfolio.
- Review portfolio on an annual basis with Board of Directors.

Bill Waite briefly summarized the discussion from the April 11 Finance Subcommittee meeting specific to the Authority's investments. He informed the Directors that he would meet with Janice Kuhn at least twice per year.

David Juday, seconded by English Koontz, moved to adopt the recommended investment strategy. The motion carried as follows:

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

FY2019 Budget:

Action: The Finance Subcommittee recommends approval.

Industrial Development Authority of the Clarke County, Virginia  
 Proposed FY2019 Budget

<u>Expenditures Category</u>	<u>Amount</u>	
Advertising	\$ 400	Public Hearings
Audit	\$ 1,675	RFC
Civic Contributions	\$ 6,000	SBDC LFCC
Director Fees	\$ 1,400	Meeting Attendance
Insurance	\$ 1,300	VACorp
Postage	\$ 25	
Professional Services	\$ 1,250	Legal
<b>Total Expenditures:</b>	<b>\$ 12,050</b>	

<u>Revenues</u>	<u>Estimated Amount</u>	<u>Bond Balance as of 12/2017</u>
<b>Bonds:</b>		
Grafton School, Inc. Bond	\$ 1,100	\$ 3,035,000
LFCC Bond	\$ 3,400	\$ 7,714,039
Shenandoah University Bond	\$ 3,800	\$ 7,815,000
	\$ 8,300	
<b>Interest Income:</b>	\$ 3,000	
<b>Total Revenue:</b>	<b>\$ 11,300</b>	

Bill Waite reviewed the proposed budget noting that revenue and expenditure projections were subject to change.

English Koontz, seconded by Brian Ferrell, moved to approve the FY2019 Budget as recommended by the Finance Subcommittee. The motion carried as follows:

Mark Cochran - Aye

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

Bonds Update:

Action: Information only.

Industrial Development Authority of the Clarke County, Virginia  
Outstanding Bonds

Borrower	Bond Type	Date Issued / Resolution	Original Amount \$MM	2017 Fees \$K	Outstanding Balance 2017 \$MM	Date OB
BCCGC County of Clarke	Lease Revenue Bond	5/16/2007	\$4,822,000	N/A		6/30/2016
BCCGC Town of Berryville	Lease Revenue Bond	5/16/2007	\$2,327,000	N/A		6/30/2016
Grafton School, Inc.	Tax exempt Educational Facilities Revenue Refunding Bonds Series 2010	Loan 5/1/2010; Issued 5/28/2010	\$9,225,000	\$1,517.50	\$3,035,000	12/3/2010
Lord Fairfax Community College Educational Foundation, Inc.	Educational Facilities Revenue Bond Series 2012A [Tax exempt] \$8,400,000	11/14/2012; 12/28/2012	\$ 8,400,000	\$ 3,563.49	\$ 7,714,039.14	12/28/2016
Shenandoah University Project	Educational Facilities Revenue Bonds, Series 2011	12/08/2011; 12/15/2011; 12/27/2011; Issue Date 5/31/2012	\$7,815,000	\$3,907.50	\$7,815,000	12/27/2017
				\$8,988.49		

Treasurer Bill Waite stated that the Board was back on track with all bond fees current.

Bank of Clarke County Accounts – Signature Authority.

Action: Bank of Clarke County no longer requires countersignature. The Treasurer recommends amending Industrial Development Authority of the Clarke County, Virginia Bylaws Section 405: Remove “All check or money transfers exceeding \$499 shall be countersigned by the Treasurer and Chair.”

Treasurer Bill Waite, authorized signatory, explained that the Bank of Clarke County can no longer accept a dual signatory for checks of \$500 or greater. He put forth that since the check log would be reported quarterly it was transparent and he recommended that the requirement be removed from the Bylaws.

Mark Cochran, Chair, will complete the requisite paperwork to become an authorized signatory on the account.

**David Juday, seconded by English Koontz, moved to approve the change to the Bylaws eliminating the secondary signature and continuing the practice with two authorizes signatures. The motion carried as follows:**

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

## 6. Old Business

### Waterloo Area Water and Sewer Availability Fee Subsidy Program.

Action: The Finance Subcommittee recommends approval of program document and application form.

Highlights of review:

- Added a checkbox on the application form for new or existing business.
- Amended the application fee amounts.
- Mike Legge, Clerk to the Clarke County Sanitary Authority, reviewed the proposed program and application and supports approval of the documents.
- When approved, the documents will be added to the Authority's webpage on the County website.
- One Waterloo-area business has expressed interest in making application.

**English Koontz, seconded by Bill Waite, moved to approve the program document and application form as presented. The motion carried as follows:**

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

**Waterloo Area Water and Sewer - Availability Fee Subsidy Program**

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The Industrial Development Authority of the Clarke County, Virginia [IDA], in conjunction with the Clarke County Sanitary Authority [CCSA] and at the direction of the Clarke County Board of Supervisors, have developed this program to assist businesses in locating to the Waterloo Area. Interested owners shall make application to the IDA following the process below.

Application: shall include:

- A. The amount of the subsidy requested.
- B. A financial statement of the Owner. *In the case of a closely held corporation, partnership, or limited liability company, financial statements shall be filed for each owner of the entity holding an ownership interest of 10% or more.*
- C. Itemized listing of the local tax revenues that the Owner expects to generate during the contractual period to offset the subsidy amount. *The business owner shall provide detailed documentation to support the tax revenue projections.*
- D. A description/business plan of the business to be operated.
- E. Projected timetable for construction and for commencement of business operations.
- F. An Application Fee of \$250 or one percent (1%) of the total subsidy requested, whichever is greater. *Note: Applicant shall be responsible for legal fees, recording costs, and other incidental costs if incurred.*

Prior to Application Review: An Owner shall participate in a pre-application meeting with County staff and/or representatives from the IDA and CCSA to receive initial feedback on the application and to develop a draft payment schedule.

Application Review: The IDA shall review and act upon the application.

- The IDA may deny the application if it finds, in its sole discretion, that the Owner does not have sufficient financial strength to meet its financial commitments under the program or that the local tax revenue projections of the Owner are not reasonably realistic.
- The IDA may approve a subsidy for an amount less than requested by the Owner.
- Upon approval of an application, the IDA shall enter into an agreement with the Owner. *The IDA and CCSA may require a letter of credit or other form of surety for the Owner's obligations under the agreement, if deemed warranted by the IDA based upon its review of the financial information submitted by Owner.*

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Waterloo Area Water and Sewer Availability Fee Subsidy Application

Application Date: \_\_\_\_\_  New Business  Existing Business

Business Name of Applicant: \_\_\_\_\_

Owner Name: \_\_\_\_\_

Name of Business Contact: \_\_\_\_\_  
*If different from owner*

Mailing Address: \_\_\_\_\_

E-mail Address: \_\_\_\_\_ Telephone Number: \_\_\_\_\_

Business Name for which  
subsidy being sought: \_\_\_\_\_  
*If different from business name of applicant.*

Physical Address for which  
subsidy being sought: \_\_\_\_\_  
*If different from business address above*

Water subsidy requested: \_\_\_\_\_

Sewer subsidy requested: \_\_\_\_\_

Total subsidy requested: \_\_\_\_\_

Application Fee: \_\_\_\_\_ \$250 or 1% of total subsidy requested whichever is  
greater\*

Attach the following:

- ✓ A financial statement of Owner. *In the case of a closely held corporation, partnership, or limited liability company, financial statements shall be filed for each owner of the entity holding an ownership interest of 10% or more.*
- ✓ Itemized listing of the local tax revenues that the Owner expects to generate during the contractual period to offset the subsidy amount. *The business owner shall provide detailed documentation to support the tax revenue projections.*
- ✓ A description/business plan of the business to be operated.
- ✓ Projected timetable for construction and for commencement of business operations.

*Note: The Authority has relied on the representations of the Applicant and has not independently verified the information contained in this application, including the financial records. The Authority makes no representation as to the accuracy of the information supplied by the Applicant or the creditworthiness of the Applicant. A valid application must be submitted signed by a representative of the Applicant having the authority to bind the Applicant. \*Further, to induce the Industrial Development Authority of Clarke County, Virginia to consider this application, the Applicant agrees to pay all legal fees, recording fees, and other incidental costs of the Authority if applicable.*

Applicant Signature: \_\_\_\_\_

## 7. New Business

### Director of Public Information

David Weiss told the Directors that the County had hired Cathy Kuehner as its first Director of Public Information, a new full-time position with the County. He remarked that the Supervisors felt that citizens and the County both believed that a centralized way to get out information to



citizens was a needed, necessary step. He indicated that duties were still to be defined; but, in the long-term, it would be good to have all areas utilize this position as a central source.

Mr. Weiss informed the Directors that Ms. Kuehner had held a similar position with a local university for approximately twenty years. He opined that she wrote well referring to her work covering Clarke County for the Winchester Star newspaper.

Mr. Weiss further noted that Ms. Kuehner would meet with the Authority in the future to help determine needs.

David Juday suggested that the Authority discuss at that time what information to provide to businesses interested in locating in Clarke.

Mr. Weiss commented that the Board of Supervisors included \$25,000 in the FY2019 Budget to revamp the County's website.

#### Hotel Study - Town of Berryville

Highlights of comments include:

- Due to time constraints, Christy Dunkle was unable to prepare a presentation for the Authority's April meeting.
- Questioned bringing in another consultant to perform a marketing study or review demographic information when it seems clear in the last study and clear in all the work that has been done by both the Town and County.
- Questioned updating the study without taking some action on the information already available.
- The Authority hopes to hear that there is an investment group interested in moving forward, and, then, to determine what it can do to assist in moving the project forward.
- The Authority needs to facilitate action.

#### Next Meeting

Chairman Cochran reminded the Board that the next meeting was scheduled for Thursday, July 26, 2018, at 1:00 pm.

#### 8. Adjournment

At 1:53 pm, **English Koontz, seconded by Bill Waite, moved to adjourn. The motion carried by the following vote:**

Mark Cochran - Aye

*Draft for Approval 07/26/2018*

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

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Minutes recorded and transcribed by: Lora B. Walburn, Executive Assistant - County Administration

## Treasurer / Budget Items

- FY2018 YTD Check Log:

Action: The Treasurer recommends acceptance.

- FY2018 Fiscal-year End Summary:

Action: Information only.

- Bonds Update:

Action: Information only.

# IDA Check Log FY2018

FY	Status	Check No.	Date	Description	Category	Credit	Debit	Balance	Additional Information
2018	C	537	7/28/2017	Mark Cochran	Director Fees	\$ -	\$ 150.00	\$ 64,578.93	Meeting 02/20, 04/27, 7/27
2018	C	538	7/28/2017	David Juday	Director Fees	\$ -	\$ 150.00	\$ 64,428.93	Meeting 02/20, 04/27, 7/27
2018	C	539	7/28/2017	English Koontz	Director Fees	\$ -	\$ 100.00	\$ 64,328.93	Meeting 04/27, 7/27
2018	C	540	7/28/2017	Rodney Pierce	Director Fees	\$ -	\$ 100.00	\$ 64,228.93	Meeting 02/20, 04/27
2018	Void	541	7/28/2017	Brian Ferrell	Director Fees	\$ 100.00	\$ 100.00	\$ 64,228.93	Meeting 02/20, 07/27; Check not presented voided 07/11/2018
2018	C	542	7/28/2017	Allan Frederickson	Director Fees	\$ -	\$ 50.00	\$ 64,178.93	Meeting 07/27
2018	C	543	8/14/2017	LFSBDC	Civic Contributions	\$ -	\$ 6,000.00	\$ 58,178.93	
2018	C	Dep	9/13/2017	Grafton School	Bond Fees	\$ 18,322.50	\$ -	\$ 76,501.43	
2018	C	Dep	9/18/2017	LFCC	Bond Fees	\$ 16,147.00	\$ -	\$ 92,648.43	
2018	C	544	11/16/2017	Mark Cochran	Director Fees	\$ -	\$ 50.00	\$ 92,598.43	Meeting 10/26/2017
2018	C	N/A	10/31/2017	Bank of Clarke County	Bank Fees	\$ -	\$ 18.00	\$ 92,580.43	Duplicate Bank Statements
2018	C	545	11/16/2017	Robinson Farmer Cox	Audit	\$ -	\$ 1,635.00	\$ 90,945.43	FY16 Audit
2018	C	546	11/16/2017	Brian Ferrell	Director Fees	\$ -	\$ 50.00	\$ 90,895.43	Meeting 10/26/2017
2018	C	547	11/16/2017	Paul Jones	Director Fees	\$ -	\$ 50.00	\$ 90,845.43	Meeting 10/26/2017
2018	C	548	11/16/2017	David Juday	Director Fees	\$ -	\$ 50.00	\$ 90,795.43	Meeting 10/26/2017
2018	C	549	11/16/2017	English Koontz	Director Fees	\$ -	\$ 50.00	\$ 90,745.43	Meeting 10/26/2017
2018	C	550	11/16/2017	Rodney Pierce	Director Fees	\$ -	\$ 50.00	\$ 90,695.43	Meeting 10/26/2017
2018	C	Transfer	11/16/2017	Checking to Infinex Investments	Investments	\$ -	\$ 50,000.00	\$ 40,695.43	Investments
2018	C	Dep	12/5/2017	Shenandoah University	Bond Fees	\$ 19,537.50	\$ -	\$ 60,232.93	Outstanding
2018	C	Dep	12/29/2017	Shenandoah University	Bond Fees	\$ 3,907.50	\$ -	\$ 64,140.43	2017 Fees
2018	C	551	1/25/2018	Robinson Farmer Cox	Audit	\$ -	\$ 1,675.00	\$ 62,465.43	FY17 Audit
2018	C	Dep	2/8/2018	Lord Fairfax Community College	Bond Fees	\$ 3,563.49	\$ -	\$ 66,028.92	2017 Fees
2018	C	Transfer	3/15/2018	MMDA Account Closure	Investments	\$ 1,532.45	\$ -	\$ 67,561.37	Close account
2018	C	Dep	4/26/2018	Grafton School	Bond Fees	\$ 1,517.50	\$ -	\$ 69,078.87	
2018	C	552	4/27/2018	Mark Cochran	Director Fees	\$ -	\$ 50.00	\$ 69,028.87	Meeting 04/26/2018
2018	C	553	4/27/2018	Brian Ferrell	Director Fees	\$ -	\$ 50.00	\$ 68,978.87	Meeting 04/26/2018
2018	C	554	4/27/2018	David Juday	Director Fees	\$ -	\$ 50.00	\$ 68,928.87	Meeting 04/26/2018
2018	C	555	4/27/2018	English Koontz	Director Fees	\$ -	\$ 50.00	\$ 68,878.87	Meeting 04/26/2018
2018	C	556	4/27/2018	William Waite	Director Fees	\$ -	\$ 50.00	\$ 68,828.87	Meeting 04/26/2018
2018	C	557	4/30/2018	Mark Cochran	Director Fees	\$ -	\$ 50.00	\$ 68,778.87	Meeting 01/25/2018
2018	C	558	4/30/2018	Paul Jones	Director Fees	\$ -	\$ 50.00	\$ 68,728.87	Meeting 01/25/2018
2018	C	559	4/30/2018	David Juday	Director Fees	\$ -	\$ 50.00	\$ 68,678.87	Meeting 01/25/2018
2018	C	560	4/30/2018	Rodney Pierce	Director Fees	\$ -	\$ 50.00	\$ 68,628.87	Meeting 01/25/2018
2018	C	561	4/30/2018	William Waite	Director Fees	\$ -	\$ 50.00	\$ 68,578.87	Meeting 01/25/2018
2018	C	Transfer	5/7/2018	Checking to Infinex Investments	Investments	\$ -	\$ 15,000.00	\$ 53,578.87	
2018	C	ACH	5/9/2018	Harland Clarke Check Order	Bank Fees	\$ -	\$ 28.50	\$ 53,550.37	Checks

7/20/2018

Lora B. Walburn, IDA Clerk

Industrial Development Authority of the Clarke County  
 FY 2018

Category	Sum of Credit	Sum of Debit
Audit	\$ -	\$ 3,310.00
Bank Fees	\$ -	\$ 46.50
Bond Fees	\$ 62,995.49	\$ -
Civic Contributions	\$ -	\$ 6,000.00
Director Fees	\$ 100.00	\$ 1,450.00
Investments	\$ 1,532.45	\$ 65,000.00
<b>Grand Total</b>	<b>\$ 64,627.94</b>	<b>\$ 75,806.50</b>

Industrial Development Authority of the Clarke County, Virginia  
Outstanding Bonds

<i>Borrower</i>	<i>Bond Type</i>	<i>Date Issued / Resolution</i>	<i>Original Amount \$MM</i>	<i>Fees Paid Past Due 2017 \$K</i>	<i>Outstanding Bal 2016 \$MM</i>	<i>2017 Fees \$K</i>	<i>Outstanding Balance 2017 \$MM</i>	<i>Date OB</i>
BCCGC County of Clarke	Lease Revenue Bond	5/16/2007	\$4,822,000	N/A	\$4,167,233	N/A		6/30/2016
BCCGC Town of Berryville	Lease Revenue Bond	5/16/2007	\$2,327,000	N/A	\$2,117,968	N/A		6/30/2016
Grafton School, Inc.	Tax-exempt Educational Facilities Revenue Refunding Bonds Series 2010	Loan 5/1/2010; Issued 5/28/2010	\$9,225,000	\$18,322.50	\$3,515,000	\$1,517.50	\$3,035,000	12/3/2010
Lord Fairfax Community College Educational Foundation, Inc.	Educational Facilities Revenue Bond Series 2012A [Tax-exempt] \$8,400,000	11/14/2012; 12/28/2012	\$ 8,400,000	\$16,147.00	\$ 7,714,039.14	\$ 3,563.49	\$ 7,714,039.14	12/28/2016
Shenandoah University Project	Educational Facilities Revenue Bonds, Series 2011	12/08/2011; 12/15/2011; 12/27/2011; Issue Date 5/31/2012	\$7,815,000	\$19,538	\$7,815,000	\$3,907.50	\$7,815,000	12/27/2017
				\$54,007.00	\$8,988.49			

# Industrial Development Authority of the Clarke County Virginia Board of Directors

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## Closed Session Pursuant to §2.2-3711-A3

Procedure:

- *Move 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.*
- *Take vote of Authority.*
- *Convene Closed Session.*
- *Obtain motion to return to Open Session.*
- *Take vote of Authority.*
- *After returning to Open Session, take 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.*

Adjourn



## Supporting Material:

- ✓ Building Department YTD New Single Family Dwellings
- ✓ IDA Follow-up Items
- ✓ Economic Development Advisory Committee Minutes  
May 16, 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	6	
April				2	1	3	
May	1				1	2	
June				3	1	4	
July							
August							
September							
October							
November							
December							
TOTAL	4	1	3	7	3	2	20

IDA Board of Directors  
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>
7/27/2017	6	Farm grants - actively pursue inquiries into the programs.	Len Capelli		
7/27/2017	7	Develop email list from persons signing up at the Fair booth.	Len Capelli		
7/27/2017	8	Follow up on contact with railroad commission re grant to repair the infrastructure to facilitate bulk transport.	Len Capelli		
4/26/2018	36	Update Bylaws and post on website.	Lora B. Walburn	Complete	5/2/2018
4/26/2018	37	Process approved minutes and post on website.	Lora B. Walburn	Complete	4/30/2018
4/26/2018	38	Update Waterloo Area Water and Sewer Availability Fees Subsidy Program and post on website.	Lora B. Walburn	Complete	5/2/2018
4/26/2018	39	Follow-up with Christy Dunkle re funding request presentation for July meeting.	Lora B. Walburn	Boutique hotel feasibility study funding request on agenda	7/20/2018
4/26/2018	40	Follow-up with LFCCSBDC re funding request presentation for July meeting.	Lora B. Walburn	Complete	4/26/2018
4/26/2018	41	Transfer \$15,000 from checking to investments.	Bill Waite	Complete	5/7/2018
4/26/2018	42	Complete required documents for signatory.	Mark Cochran	Complete	5/1/2018

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.

*Draft for approval July 18, 2018*

- 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](mailto: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.

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Minutes recorded and transcribed by Lora B. Walburn