



County of Clarke / Town of Berryville MOU Committee

Jay Arnold, Keith Dalton, Chris Boies, David Weiss

Agenda

10:00 am, Wednesday, February 12, 2020

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

Item

1. Call to Order
2. Adoption of Agenda
3. Approval of Minutes from July 1, 2019
4. Follow-up Items from July 1, 2019, Meeting
5. Discussion about Economic Development position
6. Adjourn

Town of Berryville / Clarke County MOU
Committee July 1, 2019, Minutes

A meeting of the Joint MOU Committee held in the Berryville-Clarke County Government Center, Berryville, Virginia, on Monday, July 1, 2019, at 10:00 am.

Board: Jay Arnold, Berryville Town Council – Recorder; David Ash, Clarke County – County Administrator; Keith Dalton, Town of Berryville – Town Manager; David Weiss, Clarke County Board of Supervisors - Chair

Absent: None

Staff: Christy Dunkle, Cathy Kuehner, Lora B. Walburn

Press Present: Mickey Powell

Also Present: Alton Echols, Diane Harrison - Ward Two Berryville Town Council Member

1. Call to Order

At 10:00 am, David Weiss called the meeting to order.

2. Adoption of Agenda

Jay Arnold, seconded by David Ash, moved to approve the agenda as presented. The motion carried by the following vote:

Jay Arnold	-	Aye
David Ash	-	Aye
Keith Dalton	-	Aye
David Weiss	-	Aye

3. Existing MOU and Determination of Best Path Forward for Cooperation on Economic Development

David Weiss stated that the Berryville Town Council communicated to the Clarke County Board of Supervisors via a letter of Mayor Patricia Dickinson indicating that Town Council had interest in revamping, revisiting the Memorandum of Understanding [MOU] Between The Town of Berryville and Clarke County Regarding Economic Development and Tourism Economic Development Committee.

Letter from Town Council to the Board of Supervisors

Town of Berryville
Berryville-Clarke County
Government Center
101 Chalmers Court Suite A
Berryville, VA 22611



[T] 540/955-1099
[F] 540/955-4524
[E] info@berryvilleva.gov

www.berryvilleva.gov

April 16, 2019

David Weiss, Chairman
Clarke County Board of Supervisors
101 Chalmers Court, Suite B
Berryville, VA 22611

Dear David,

The Town Council is committed to enhancing economic development in the Town and continuing to partner with the County as it benefits all of us. We feel it would be a good opportunity to update the Memorandum of Understanding that was adopted September 16, 2014.

With renewed interest in doing business in Town we would like to look at this comprehensive agreement to ensure it has the shared goals and objectives for both parties. In addition, we believe there are new action items that can be added. As we continue to attract tourism, it is also appropriate to ensure we are both, collectively, doing what we can to capture any tourism investments that we can.

We would recommend a new format to the joint committee, one that has two (2) representatives each from the Town Council and Board of Supervisors, with both county and town staff support as needed. We would like to have a new MOU written and adopted by both legislative bodies before the end of the year. We hope to convene this joint committee in May and would appreciate your support to that end.

Sincerely,

Patricia Dickinson
Mayor

CC: Town Council
Keith Dalton, Town Manager
Christy Dunkle, Assistant Town Manager

Patricia Dickinson
Mayor

Harry Lee Arnold, Jr.
Recorder

Council Members

Donna Marie McDonald
Ward 1

Diane Harrison
Ward 2

Erecka L. Gibson
Ward 3

Kara C. Rodriguez
Ward 4

Keith R. Dalton
Town Manager

Supervisor Weiss advised that the Board of Supervisors discussed the matter and were open to changes and encouraged further work together. However, from a procedural standpoint, the Supervisors felt that the MOU Committee should reform and meet again. Further, it did not feel it appropriate to disband the existing MOU Committee and create another committee without discussing the matter with the existing committee so it could determine whether there was a desire to change the format.

David Ash added that the packet included the current Memorandum of Understanding, which included a projected time line.

Memorandum of Understanding (MOU) Between The Town of Berryville and Clarke County Regarding Economic Development and Tourism

WHEREAS, the Town of Berryville and Clarke County over the past four decades have worked cooperatively to promote a unique and highly successful land use philosophy that focuses growth and development within the Town while preserving the County's natural, historical, and agricultural resources; and

WHEREAS, the County's small land area, close proximity to four surrounding urban growth areas, and limited access to public water and sewer capacity make the sharing of Economic Development resources a necessity; and

WHEREAS, the future of economic development – including business, retail, industry, agriculture, and Tourism – in Clarke County is dependent upon effective collaboration and cooperation between the Town and County;

AND WHEREAS, the Town and the County recognize that combining resources and creating unified points of contact for Economic Development and Tourism will enable our communities to more efficiently address the needs of new and existing businesses, streamline regulations and regulatory processes, and more effectively market our unique assets.

NOW THEREFORE, BE IT RESOLVED THAT the Town of Berryville and Clarke County agree to work cooperatively to implement the following action items:

1. **Establish Joint Management of Economic Development and Tourism.** The Town and County shall jointly manage the Economic Development and Tourism efforts in Clarke County and the Town of Berryville on an ongoing basis.
2. **Establish Single Points of Contact for Economic Development and Tourism.** Both the Town and County agree that it would be best if the business community dealt with single points of contact for Economic Development and Tourism.
3. **Create a Joint Committee for Economic Development and Tourism.** The Town and County shall create a four member Committee ("Joint Committee") to supervise Economic Development and Tourism efforts. The Committee shall consist of the Town Manager or designee, the County Administrator, a Town Council Member and a County Supervisor. Initially, the Joint Committee will meet monthly but may change that schedule as the Committee deems appropriate. The Joint Committee is empowered to choose its own leaders but it is suggested that the Chair

alternate between the two elected officials. The Joint Committee shall be appointed by the Town and County within 30 days of adoption of this MOU.

4. **Hire an Economic Development Director.** The County will hire an Economic Development Director with input from the Joint Committee. Initially this may be a part-time position. The County will create a job description and provide it to the Joint Committee for review and input into its development. This Economic Development Director will report to County Administrator but will also consult with the Joint Committee. Unless the County can find someone with all the needed skills it is unlikely the Director will supervise many efforts in the area of Tourism. The Director shall staff the Industrial Development Authority (IDA) and the Economic Development Advisory Committee (EDAC), and shall incorporate the work product of these groups into the overall Town-County economic development strategy. The selection process shall begin within 60 days of the adoption of this MOU with the goal of having the Director begin work in Spring 2015.
5. **Conduct Joint Review of Economic Development and Tourism Funding.** For FY16 and beyond both the County and Town agree to conduct an ongoing joint review of Economic Development/Tourism funding during their annual budget process. The County Administrator and Town Manager or designee shall be responsible for organizing this review in conjunction with County and Town finance committees and the Joint Administrative Services Director. Such review shall begin in the 4th quarter of the 2014 calendar year in conjunction with the development of the FY2015-2016 budgets. The Joint Committee shall coordinate any budgetary requests with the Town's and County's annual budget processes. As the County Administrator and Town Manager serve on the Joint Committee it is expected that they will be able to represent the desires of the Committee.
6. **Budgetary Control and Impact on Tax Revenues.** The Joint Committee will do its best to understand how Economic Development and Tourism affect the tax revenues of the Town and County so that proposals can be made to equitably divide costs. However, both the Town and County reserve the right to control their own Economic Development and Tourism budgets.
7. **Identify and Mitigate Real and Perceived Barriers to Economic Development.** One of the first duties of the Joint Committee shall be to determine the best way to add to the past information gathering activities of the Town and the Economic Development Strategic Planning Subcommittee by soliciting additional input from the business community as to the real and perceived barriers to Economic Development. A workplan to obtain this input and develop strategies to mitigate these real and perceived barriers shall be developed and initiated by the Joint Committee within 60 days of the Economic Development Director's start date.
8. **Joint Regulatory Review by Planning Directors.** The Town and County shall charge their Planning Directors to use the data collected above as well as their Director's own knowledge to complete a joint regulatory review and offer suggestions back to the governing bodies of changes that could be made to make both the Town and County more business friendly. This effort shall be scheduled in conjunction with the workplan set forth in Item #7 above.
9. **Publicize the Regulatory Review Recommendations and Their Implementation.** The final report of the regulatory review outlined in Item #8 shall be publicized within 60 days of acceptance by the governing bodies, and the resultant changes shall be publicized as the report's recommendations are implemented.

10. **Establish Technical Guidance/Support for Tourism Efforts.** The Joint Committee shall decide whether the County and Town's Tourism effort should be guided by a staff member, consultant, or a designated group. The selected entity will report to either the Town Manager or County Administrator and will receive guidance from the Joint Committee. The Joint Committee may wish to request proposals from consultants and groups in order to help evaluate the different options for this item. The initial goals of the Tourism effort shall be the creation of a single Tourism website and the development of ways to cross-promote Tourism at existing events. The Joint Committee shall make this decision within 120 days of the adoption of this MOU.

11. **Creation and Management of Joint Economic Development and Tourism Websites and Associated Social Media.**
 - A. **Develop and Manage Joint Economic Development Website.** The Town and the County shall have a single internet presence for Economic Development to include a website and associated social media. Creation of a single internet presence shall be the Economic Development Director's top priority project. The initial steps of this effort shall begin immediately following the adoption of this MOU with a targeted delivery date of the combined internet presence within 4-6 months of the Economic Development Director's start date. The Economic Development Director shall be responsible for keeping the website and associated social media up to date with oversight by the Joint Committee.

 - B. **Develop and Manage Joint Tourism Website.** The Town and the County shall have a single internet presence for Tourism to include a website and associated social media. Creation of a single internet presence shall be evaluated by the Joint Committee and a recommended work plan shall be provided by the Committee within three (3) months of the Committee's initial meeting.

12. **Identify New Revenue Sources for Economic Development and Tourism.** There shall be ongoing, coordinated efforts to explore new revenue sources for Economic Development and Tourism to benefit both the Town and County. This effort shall begin in the near term with pursuing the Virginia Tourism Corporation Marketing Leverage Grant or other tourism-related grants, and evaluation of raising the County's transient occupancy tax (TOT)¹ to 5% through General Assembly action to allow earmarking of funds in excess of 2% for Tourism-related efforts, and establishing a TOT for the Town. This effort will also include evaluating the County's potential use of the business professional and occupational license (BPOL) tax. Longer term efforts shall be an ongoing responsibility of the Economic Development Director and part of the joint annual evaluation of the Town and County economic development budgets.

13. **Develop Business Retention Strategies.** The Joint Committee shall work with the Economic Development Director and possibly a consultant to create business retention strategies. Work on this item shall begin within 60 days of the completion of the regulatory review/streamlining report outlined in Items #7 and #8.

¹ Transient Occupancy Tax is a tax paid by visitors and is collected by operators of hotels, motels, boarding houses, and other lodging places which can accommodate four or more persons at one time as well as travel campgrounds that offer guest rooms or other accommodations rented out for continuous occupancy for fewer than 30 consecutive days. This tax is authorized by 58.1-3819 of the Code of Virginia and is codified under Article XVII of the Code of Clarke County.

14. **Foster Economic Development Relationships.** The Town and County shall work jointly on establishing partnerships with developers, landowners, building owners, and other stakeholders to facilitate new development and redevelopment of properties. This is an ongoing responsibility that shall be undertaken by the Economic Development Director with processes established to enable potential projects or issues to be brought to the governing bodies after review by the Joint Committee for discussion by the aforementioned stakeholders.
15. **Develop Incentive Programs to Attract New Businesses and Retain Existing Businesses.** The Town and County shall jointly develop incentive programs to attract new businesses and to help existing businesses grow and expand. This item requires Economic Development technical expertise and shall be assigned to the Economic Development Director. Creation of a report of potential incentive program options for consideration by the Town and County shall be completed within one year of the hire date of the Economic Development Director.
16. **Joint Development of Agricultural Marketing Strategies.** The Town and County shall jointly develop agricultural marketing strategies to benefit agricultural/ agribusiness entities in the County and agricultural retail and Tourism resources (e.g., Farmers Market, farm-to-table, farm supply business) in the Town. This item requires marketing technical expertise and shall be assigned to lead points of contact for Economic Development and Tourism. Creation of a Marketing Strategies Report shall be created for consideration by the Town and County. This Report shall be completed within one year of the adoption date of this MOU.
17. **Regional Tourism Marketing and Promotion.** The Town and County shall support regional cooperation in marketing/promoting tourism. This item requires tourism/marketing technical expertise and shall be assigned to lead points of contact for Tourism. Existing staff shall continue to be actively involved in current regional efforts to market Town and County Tourism efforts.
18. **Support Efforts to Increase Accommodation Capacity.** Development of increased accommodation capacity shall be supported by the Town and County. In the near term, Town and County staffs, with guidance from the Joint Committee, shall determine whether there are joint measures that could be undertaken to secure a hotel in the Town. As an ongoing project, the Joint Committee and/or the Economic Development Director and Tourism lead points of contact shall work to identify and promote all sources of accommodations including hotels, bed and breakfasts, and country inns.
19. **Foster Tourism Relationships.** The Town and County shall work to establish relationships with stakeholders to facilitate growth of the Tourism industry. This is an ongoing responsibility that shall be undertaken by the Tourism lead points of contact with processes established to enable issues to be brought to the governing bodies for discussion by the aforementioned stakeholders.

The aforementioned action items are summarized by priority in Attachment A, Timeline of Action Items, to this MOU.

BE IT FURTHER RESOLVED THAT it is expected that this Memorandum of Understanding will be modified as the Town and County learn from their experiences. This MOU shall renew automatically on July 1, 2015, and annually on July 1 thereafter, however either the Town or the County may choose to request the opportunity to review or modify this MOU with provision of 60 days of notice to the other party. Either party may cancel this MOU with provision of written notice to the other party no later than May 1 of each year.

WITNESS the following signatures and seals:

TOWN OF BERRYVILLE, VIRGINIA
By _____ (SEAL)
Wilson Kirby, Mayor
Adopted Unanimously September 9, 2014

COUNTY OF CLARKE, VIRGINIA
By _____ (SEAL)
J. Michael Hobert, Chair
Adopted Unanimously September 16, 2014

Attachment A Timeline of Action Items

Prioritized Items (Initial Year)

- **Within thirty (30) days of the adoption date of this MOU (October 16, 2014)** Create a Joint Committee for Economic Development and Tourism (Item #3)
- **Within sixty (60) days of the adoption date of this MOU (November 16, 2014)** Create a job description and recruit for the position of Economic Development Director with the goal of hiring a part or full-time Director by Spring 2015. (Item #4)
- **Within 120 days of the adoption date of this MOU (January 16, 2015)** -- The Joint Committee shall complete a review of Town and County funding of the economic development effort and make recommendations to the Finance Committees of the Town and County, in conjunction with the annual budget process, for integrated response to funding needs. (Items #5 and #6)
- **Within 120 days of the adoption date of this MOU (January 16, 2015)** – The Joint Committee shall recommend a work plan to identify technical guidance/support for tourism efforts and for development of the Joint Tourism website (Item #10 and Item #11B)
- **Within ten (10) months of the adoption date of this MOU (July 16, 2015)** – Identify and Mitigate Real and Perceived Barriers to Economic Development – develop and initiate workplan (Item #7); Joint Regulatory Review by Planning Directors – develop and initiate workplan (Item #8)
- **Within one (1) year of the adoption date of this MOU (September 16, 2015)** – Joint Development of Agricultural Marketing Strategies report (Item #16)

Prioritized Items (Beyond Initial Year)

- **Within 12 to 14 months of the adoption date of this MOU (September/November 2015)** – Targeted Delivery of Joint Economic Development Website (Item #11A)
- **Within sixty (60) days of completion of regulatory report outlined in Items #7 and #8 (late 2015/early 2016)** – Begin work on developing business retention strategies (Item #13)

- **Within one (1) year of the hire date of the Economic Development Director (mid 2016) – Report on Incentive Programs to Attract New Businesses and Retain Existing Businesses (Item #15)**

Ongoing Items

- Establish Joint Management of Economic Development and Tourism (Item #1)
- Establish Single Points of Contact for Economic Development and Tourism (Item #2)
- Conduct Joint Review of Economic Development and Tourism Funding (Item #5) – In conjunction with annual budget processes
- Budgetary Control and Impact on Tax Revenues (Item #6)
- Publicize the Regulatory Review Recommendations and Their Implementation (Item #9)
- Identify New Revenue Sources for Economic Development (Item #12) – In conjunction with annual budget processes
- Foster Economic Development Relationships (Item #14)
- Develop recommendations for Regional Tourism Marketing and Promotion (Item #17)
- Support Efforts to Increase Accommodation Capacity (Item #18)
- Foster Tourism Relationships (Item #19)

He further noted that the packet also contained March 27 point-by-point updates by Christy Dunkle, Assistant Town Manager / Planner, and he.

Jay Arnold noted that Town Council had previously discussed the MOU Committee; and, while it found the matter important, the review was held during a period when Berryville was dealing with a large number of projects. He continued that Kara C. Rodriguez, Ward Four Council Member, and Diane Harrison, Ward Two Council Member, members of the Town's Community Development Committee, wish to explore additional work on the MOU and economic development opportunities in the county. Mr. Arnold read an email he received this morning from Ms. Rodriguez:

“I would like to review the MOU to be comprehensive. Updating what goals that have been achieved, what goals remain to be achieved, and updated achievable time line for achieving these goals. We think Town and County representatives need to discuss what we each want the focus of economic development to be, whether targeting tourism, small businesses, fostering a vibrant downtown business community, etc., even some combination of these or other items. We also need to identify who are partners will be for achieving these goals and assign responsibilities. We [*Ms. Rodriguez*] propose meeting monthly or more if desired

through the remainder of the year with the goal of having a new MOU for review by year's end. We echo our desire to have a committee composed of two representatives of the Board of Supervisors and two from the Town Council, with staff support from each side. Kara Rodriguez and Jay Arnold have been nominated for the Town side. We believe that after the MOU is approved by both elected bodies the steering committee should convene annually to review the goals laid out to ensure that they are being achieved with staff support."

Jay Arnold stated that in the letter to the Supervisors it mentioned additional persons. Letter asked for two persons; looking for more shared visions, more clarity, some of the actions. He noted that many items in the MOU document had been worked on by staff and were done. He opined that the Committee should look at those items where no action has been taken and set some primary goals. Mr. Arnold opined that economic development was very important to the Town of Berryville in tax base and meeting the needs of new businesses.

Goal: Hotel in Berryville

Jay Arnold said that as memory served the County was looking at agriculture, which was also important with many opportunities. He stated that one of the Town's number one goals was a hotel in Berryville, which should be the number one goal for the County to both Town and County to work on diligently. He opined that this would be beneficial to some of the local businesses, such as Trelleborg and Berryville Graphics, and would support tourism. Mr. Arnold told those present that the Industrial Development Authority had made money available to Berryville Main Street to conduct a hotel feasibility study, which is in progress and should be completed shortly.

Goal: Success of the Industrial Park

Mr. Arnold opined that the Town and County have benefitted from the industrial park for twenty years; and, through Town and County agreement, the elected bodies were currently working on the collector road.

Goal: Locations to place new businesses

Mr. Arnold opined that the places to locate new businesses needed to be identified. He stated that the Town was getting a few inquires about retail and other types of business locations. He stated that this will build the tax base.

David Weiss responded that the Board of Supervisors would agree with all that Mr. Arnold said and made the following points:

- The County purchased the industrial park; and, through the efforts of John Sour, former Director of Economic Development and Tourism, he was able to sell the lots, which was the first large-scale economic development project undertaken in Clarke.

Draft for Approval

- Through the leadership of John Staelin, former Millwood / Pine Grove District Supervisor, and others the memorandum of understanding was drafted.
- The County has carried the financial load, as was agreed to and what made sense at the time.
- A great deal has been accomplished on the list.
- The list should be reviewed to identify those items that are believed not to have been accomplished.
- Berryville has employed innovative ideas in creation of enterprise zones.
- The Industrial Development Authority has established a program to assist with hook-up fees in the Waterloo area.
- A primary goal of the MOU was to establish a center contact point for businesses to utilize, which is complete.
- Both the Town and County methods and ordinances have been streamlined.
- Len Capelli, Director Economic Development and Tourism, [and assuming Christy Dunkle as well] has been working with the Battletown, which is scheduled to reopen, explaining tax credits and other potential benefits.
- A great deal of work has been done by staff, as well as elected officials, but staff in particular that goes unrecognized with some persons not wanting their business published.
- The idea that things haven't been occurring is inaccurate.
- The Supervisors are not opposed to the Committee format.
- Significant clarity is needed as to Committee duties that are different from the existing MOU Committee.
- Members and staff are busy and it is not desirable to create a committee just to create a committee. If done, a committee with true oversight that will take true action is desired.

David Weiss asked those members present if they had identified any items they believed should be worked on.

Jay Arnold made the following points:

- Ms. Rodriguez proposes meeting monthly or more often if desired.

- Conducting more meetings was not always better for staff needed time to work in between meetings to accomplish items and to prepare for the meeting.
- Berryville's Community Development Committee is looking at economic development items.
- Caution should be exercised with the number of committees reviewing economic development so that the public bodies were not pulling in different directions.
- Agreeable to keeping the same format until the body can set direction.
- There are many things that can be worked upon; but, you cannot work on all of the at one time. Staff is busy performing other important, assigned duties.
- If the Committee could concentrate on the two identified goals, it would be satisfactory.

The Committee members agreed to review the items identified in the MOU.

1. Establish Joint Management of Economic Development and Tourism.
 - ✓ Len Capelli has been working on economic development since 2015. Christy Dunkle also works on economic development for the Town.
 - Staff communication could be improved.
2. Establish Single Points of Contact for Economic Development and Tourism.
 - ✓ Len Capelli, County, and Christy Dunkle, Town, are the contact points.
 - Staff could meet to review.
3. Create a Joint Committee for Economic Development and Tourism.
 - ✓ Completed.
 - Committee review to ensure continued shared vision, clarity, and identify untaken actions.
4. Hire an Economic Development Director.
 - ✓ Completed. The Town joined with the County in the hiring process.
 - The Town did commit to funding and has redirected a small amount of funds this year to be used jointly for economic development.
5. Conduct Joint Review of Economic Development and Tourism Funding.
 - See action under Item 4.
6. Budgetary Control and Impact on Tax Revenues.
 - Town may have some funds it could reallocate toward projects.
7. Identify and Mitigate Real and Perceived Barriers to Economic Development.

- ✓ Committee has attempted to do this by addressing those items that come to its attention.
- ✓ Perceived barriers are difficult to tackle without knowing what the barriers perceived.
- ✓ Town changed zoning for breweries.
- ✓ First Street has many properties that are under contract but nothing definite.
- Committee and staff will continue to resolve items as they arise and take action as appropriate.
- Recent issue is a request for more contact with business owners. Jay Arnold provided the following examples.
 - Main Street program is a process. It has brought in such things as two yard sales, the car show, parking meter contest, etc. Main Street has had staffing issues that have presented some challenging situations. With the events and staffing issues, it has had difficulty making contact.
 - Berryville conducted a survey of downtown businesses addressing a lot of different issues that provided it some good information which included different perceptions.

David Weiss added the following points:

- The Town and County have taken the approach, which can be changed if enough people want to, that it provides the arena but the private sector competes in the arena.
 - Area has greater recognition than it did five years ago.
 - Participates in the Artisan Trail, Appalachian Trail - a parking lot was added at one location to accommodate the increase number of hikers. Increase has come through the efforts of Len Capelli and Christy Dunkle to promote these efforts.
 - Berryville has had a problem with property owners wanting as much as they can get for the properties that they have, which is fine and fair; however, sometimes, they will let things sit, which some communities may incentivize or penalize.
 - The Industrial Development Authority provided Berryville Main Street up to \$10,000 to conduct a hotel feasibility study.
- Incentives, such as tax credits, could be explored.
 - Pursue hotel feasibility study once it is available using staff and others to move it out into the industry.
8. Joint Regulatory Review by Planning Directors.
 - Ongoing.
 9. Publicize the Regulatory Review Recommendations and Their Implementation.
 - No formal presentations under this Committee, which is partially due to confidentiality.
 10. Establish Technical Guidance/Support for Tourism Efforts.
 - Needs to be updated.

11. Creation and Management of Joint Economic Development and Tourism Websites and Associated Social Media.

A. Develop and Manage Joint Economic Development Website.

B. Develop and Manage Joint Tourism Website.

- o County is working on developing a new website. Cathy Kuehner, Director Public Information, is working with website developer Granicus on the new website, which was to have launched July 1 but is now delayed until August or September.
- o County is reviewing its economic development and tourism websites. Due to regulations that do not allow a public entity to list individual businesses or .com sites on a .gov, the tourism website will be kept. The economic development website will be deactivated. Still need to determine how best to utilize these sites that were both state initiatives that were hoped to be more. The County plans to follow Frederick County's set up with a link from its .gov to its .com.
- o Maintaining a business listing presents challenges and is heavily dependent upon the involvement of individual business owners.
- o The County will partner with the Town on its tourism website content.

12. Identify New Revenue Sources for Economic Development and Tourism.

- o Len Capelli continues to work with the State to secure grants. Recently, secured a grant for local business C2 Management.
- o Len Capelli working to direct activities of the Workforce Development Board toward Lord Fairfax Community College.
- o This month Clarke will be joining the regional economic development consortium now that the State has determined that it will not favor given to an individual locality but will for a region.

13. Develop Business Retention Strategies.

- o Christy Dunkle and Len Capelli work with existing businesses to determine needs and held them relocate, as necessary, within the County.
- o Virginia Main Street program has access to programs to help retain programs. One challenge the Town faces is that it does not know until the business is going out.
- o Increased communication with downtown business owners.

14. Foster Economic Development Relationships.

- o Ongoing. Working with Small Business Development and Workforce Development.
- o Len Capelli is attending the Workforce Development Board meetings. The County is trying to identify a person willing to serve on this Board.

15. Develop Incentive Programs to Attract New Businesses and Retain Existing Businesses.
 - This item requires some focus.
16. Joint Development of Agricultural Marketing Strategies.
 - ✓ The County revised its ordinances in response to suggestions by the agricultural committee to allow more repair shops, dealers.
 - ✓ Some farmers do not seek support from government programs.
 - Farmer's Market:
 - Participating farmers have approached David Weiss about assistance but were non-specific.
 - Has requested funding for promotion / work from the Board of Supervisors, which it has not filled since it is not accepting any new budget requests.
17. Regional Tourism Marketing and Promotion.
 - ✓ Town, County, and the Barns of Rose Hill participated in a joint effort to erect the TOD signs on primary highways.
 - Research Virginia Is For Lover's campaign. Virginia Tourism Partnership may have some grants available.
 - More funding may be available if a tourism strategic plan is completed.
 - Wayfinding signs.
 - Town Council has been setting aside funding for this project, which is quite costly between \$17,000 to \$20,000 for the engineering and recommendation before purchase of the sign.
 - Must be done through the State, which has identified a single-source contractor.
 - May need to seek the assistance of state legislators.
18. Support Efforts to Increase Accommodation Capacity.
 - Berryville's Number One thing spoken of earlier in the meeting.
19. Foster Tourism Relationships.
 - Ongoing. Spoke of earlier in the meeting.

David Weiss opined that there has been a great deal done and still more to do and asked why Berryville wanted to change the committee.

Diane Harrison stated that it was not really changing the committee it was just adding two people instead of just one. One of the persons the Town wishes to add is Kara Rodriguez, who is chair of the Community Development Board. She opined that each person brings something different. She stated that reviewing the MOU was basically what the Committee had done during the meeting. Ms.

Harrison informed the Committee that Berryville was getting ready to put together a branding and marketing study for the Town.

Jay Arnold suggested having the Community Development Board review the existing agreement and provide clearer direction for the MOU Committee to review at a future meeting possibly in September. He opined that he did not think that meeting every month or more often would help get that much done stating that it comes down to time and neither body had sufficient staff.

David Weiss offered to set review of the MOU for a Board of Supervisors Work Session. He reminded that Len Capelli was part-time; and, while the Supervisors did not mind redirecting his time, the MOU Committee must create a specific way to direct that time. He said that if expansion of hours for this position in FY2021 was desired the Supervisors might be willing if the Town was willing to pay for that expansion. He opined that the difficulty with economic development directors in small communities is that they generally don't cover their costs; and, while they are important and necessary, it is a subsidized position. He also noted another difficulty touched on earlier in the meeting is that of part-time positions that inherently limits the ability to finish projects. He reminded that the Supervisors went with a part-time position, with the Town's input, because it did not believe it had enough work nor did it feel it could pay for a full-time position. Mr. Weiss opined that there was now, probably, enough work for a three-quarter time position, which is something for the public bodies to consider.

Jay Arnold opined that the current MOU was a good document that could be cleaned up and updated somewhat and noted that it had not kept the bodies from performing economic development.

David Weiss remarked that it has provided a framework. He opined that the Town and County were in a much better place now than five years ago.

Keith Dalton, Town Manager, contributed the need for communication between the two organizations. He suggested that David Ash, County Administrator, and he could meet between meetings and report to the governing bodies.

David Weiss expressed support for Mr. Dalton's idea.

Keith Dalton stated that the organization had worked well moving toward securing a hotel and getting it completed will require teamwork. He said that it will take the private sector to complete. He also noted Business Park noting that the comprehensive plan was amended in 2016 to include some potential growth areas. The public bodies are currently working on identified transportation matters and a study is being conducted and should be available soon.

David Weiss added that if issues with the railroad crossing prevent the improvements there are other locations in the Town that can be developed. He opined that the Supervisors were not opposed to expanding the Committee and was open to new ideas.

Jay Arnold concurred stating that there were things to be completed and considered before expanding the Committee.

Draft for Approval

David Weiss commended Christy Dunkle and Len Capelli for the work they do in service for the community.

4. Next Meeting

The next meeting date to be determined.

5. Adjournment

Being no further business, at 10:54 am, the meeting was adjourned.

Minutes recorded and transcribed by Lora B. Walburn