

Berryville-Clarke County Joint Committee on Economic Development and Tourism



July 16, 2021
Regular Meeting Packet



Berryville-Clarke County Joint Committee on Economic Development and Tourism

Jay Arnold, Doug Lawrence, Kara Rodriguez, David Weiss, Chris Boies, and Christy Dunkle

Agenda

10:00 am, Friday, July 16, 2021

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

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Berryville-Clarke County Government Center
101 Chalmers Court
Berryville, VA 22611

Call to Order

Adoption of Agenda

PROPOSED MOTION: MOVE TO ADOPT AGENDA AS [PRESENTED] OR [AS AMENDED - TITLE OF AGENDA ITEM[S] NOT LISTED ON THE PUBLISHED AGENDA PROVIDED TO THE PUBLIC.]

Approval of Minutes:

March 19, 2021, Regular Meeting

PROPOSED MOTION: I MOVE TO APPROVE THE MINUTES OF MARCH 19, 2021, AS [PRESENTED] OR [AS AMENDED CITING SPECIFIC AMENDMENT].

4. Economic Development and Tourism

Updates by Director Felicia Hart:

Goals

- Convene group of hospitality owners/operators (topics to include TOT, short-term rentals, Civil War).
 - Group has met once in person. Discussion will continue.

- Engage stakeholders on the feasibility of a hotel in Berryville (this would include owners/operators in the region).
 - Work in progress – COVID consideration right now.

- Continue efforts on small business attraction, retention, and expansion (seminars, promotion, assistance).
 - I have also expanded this to include workforce initiatives and expansion.
 - Working regionally with Frederick County and the City of Winchester regarding talent attraction on a potential new website.
 - This would be through the workforce initiative.
 - We have brought in Virginia Career Works, the Virginia Employment Commission, and other local and state agencies as needed for networking.
 - Continue working with the USDA regarding the REDI grant.
 - Works on how to attract outdoor recreational businesses.
 - Wrapping up the latest Economic Gardening program.
 - First time going through the process start to finish.
 - Will be working with a company to ensure the program has value.
 - Very impressed with the level of service provided.
 - Doug Lawrence asked if the second business was C2 Management? Wondering if Cochran's Lumber would want to partner with us for a news release.
 - Director Hart responded C2Management had already gone through the process one time. Was told they have a few projects currently being worked on, but they can go through the program again.
 - Has been mentioned to the newspaper in the past, will see if it can be expanded.
 - Working regionally regarding the Worlds of Work!, Workforce Initiative, and programs Clarke County schools are currently involved in.
 - The Clarke County Principal, Dana Waring, spoke to the EDAC on Wednesday, March 17. Doing things in tandem with what Director Hart is trying to accomplish. Felt it was a good introduction for all parties involved.
 - Christine Kriz also presented on March 17 to the EDAC. Was able to introduce Ms. Waring and Ms. Kriz to see how they can assist each other.
 - Director Hart asked if the Board of Supervisors knows the programs for kids at the High School? David Weiss responded they presented to the Board in the past, not recently, but the Board is aware.

- Engage in a dialogue with property owners of vacant buildings and the developable land to spur economic activity.

- Ongoing. Need to develop a database of property to expand conversations.
- Evaluate what is needed to make the Berryville Main Street program viable and successful – report back to Joint Committee on recommendation.
 - Letter received from Berryville Main Street regarding reorganizing.
 - Waiting to see what its next steps will be.
- Formalize website and social media strategies for economic development.
 - Work in progress regarding updates
 - The website itself is outdated; trying to enhance it is the current project.
 - David Weiss asked what the timeframe is for completing? Director Hart stated she is finishing up the tourism page. It's been cleaned up as much as possible. The next step is to determine if a complete overhaul is necessary, what baby steps can be taken and what the budget would be for the project. Hopes to have hard numbers and dates soon.
- Establish relationships, and provide training for realtors in the area.
 - In regular conversations with Executive Director Blue Ridge Association of Realtors, Nancy Silva.
 - Made introduction to Anne Herring, USDA, for follow up training.
 - Made Blue Ridge Association of Realtors (BRAR) aware of the new Waterloo water/sewer program.
 - Continue meeting one-on-one with realtors
- Develop and implement an incentive program using the CARES funding.
 - Program completed.

Other projects:

Economic Development

- Regionally we are part of the Small Business Resiliency Team program as part of the GOVirginia – this is in partnership with Lord Fairfax Small Business Development Center.
 - This program assists small businesses with marketing, financial guidance, creating an e-commerce website, and accounting software.
 - Three (3) businesses in Clarke County have taken advantage of this; \$1,500 value.
- Regionally working with the GOVirginia Economic Resilience and Recovery (ERR) Program
 - To make local businesses aware of this program.
- Shared Spotted Lanternfly information with many of our local businesses.
 - Clarke County is now a state-recognized quarantined area, so any local business who travels outside Clarke County is required to get a permit and perform due diligence on site.
 - We have also created partnerships with Blandy and the Clarke County Farmers' Market to help get the word out.

- Doug Lawrence asked, and Director Hart confirmed, the online video training was still available. Doug Lawrence feels there needs to be the ability, at a state level, to eradicate pests without property owner approval. Pest's destruction was well known, and nothing was done to stop it before it spread.
 - Director Hart further clarified there is a \$6 fee to receive the permit. In talking with VDACS but there are challenges because they do not have the authority to go on to private property without the owners approval. They want to see this pest eradicated. New York and Pennsylvania will penalize us if the hauler does not have the permit forms on them. Pest loves rust, long hatch span. Unfortunately, it is a beautiful bug, and people don't kill them. Working to educate Appalachian Trail folks as well.
 - Chris Boies stated this topic would be added to legislative priorities in the fall.
- Working with Virginia Economic Development Partnership concerning Clarke County's strengths and weaknesses and where opportunities are.
- Continue having broadband meetings, updates, and phone calls
 - Working with Comcast and Shentel.
- Continue to utilize Christine Kriz from the Lord Fairfax Small Business Development Center.
 - She has been either visiting in person or has had conference calls with several more of our businesses.
- Regionally participating in the Startup Shenandoah Valley program.
 - This program works with businesses to identify and address their risks while scaling up.
- Continue conversations with realtors/potential property owners considering Clarke County
- Continue to meet regularly with Christy Dunkle for updates and to catch-up.
- I continue to meet regularly with Clarke County's Planning and Zoning Directors for updates and to catch-up.
- Work/talk continues on both the Waterloo and the Double Tollgate areas
- Continue hosting weekly meetings with Frederick County and the City of Winchester EDAs.
 - Part of the group is Christine Kriz with Lord Fairfax Small Business Development Center and Cynthia Snyder with the Top of Virginia Chamber.
- Clarke County had a slight uptick in the unemployment rate.
 - Still smaller than other localities.

Tourism

- Continue conversations with our local farmers/farm markets about needs and opportunities.
 - Christy Dunkle and Felicia Hart had a good conversation with them recently. Will be at the Primary School again this year, working hard to promote. Bringing in 350-450 people to the farmer market a week. Many outsiders are coming in. Working to expand and get folks from Winchester and Purcellville in.

- Our partnership in the Shenandoah Valley Spirits Trail continues to show results.
 - Social media and website stats are improving, and we are getting visitors from further away – and they are sharing and posting positive comments on our wineries and breweries.

- Continue to write blogs for state, regional, and local use.
 - Recently completed four (4).

- Expanded blog opportunities listings with the Shenandoah Valley Tourism Partnership (SVTP) and the Shenandoah Valley Travel Association (SVTA).

- Updated the Virginia Tourism Corporation (VTC) website regarding Clarke County and our assets and businesses.

- Dinosaur Land success!
 - Getting 150 people a day visiting.
 - Was able to get Comcast connected free; the project is expected to be completed in the next 60-90 days.

Note: see below the updated PPP stats to date from Christine Kriz at Lord Fairfax Small Business Development Center.

Total Loans: 2,194,420
 Total Amount: \$156,253,510,068
 Average Loan Size: \$71,000

Additional Data Category:	Total #:	Total \$:	Ave. \$:
st draw loans:	704,357	\$15,575,447,263	\$22,078
10 or fewer employees:	684,058	\$10,809,759,318	\$15,802
LMI & less than \$250,000 in sales:	175,719	\$3,304,084,423	\$18,803
2 nd draw loans:	1,490,063	\$140,738,062,805	\$94,451
10 or fewer employees:	1,114,965	\$36,578,046,482	\$32,806
LMI & less than \$250,000 in sales:	313,829	\$16,002,382,719	\$50,991
Small Banks (<\$10B):	891,651	\$60,735,004,434	\$68,115
Loans \$50K or less: 70.8%			
Loans \$50K - \$100K: 13.1%			

Top Lenders:		JP Morgan Chase	\$74,000
		Bank of America	\$60,000
		Itria Ventures	\$28,000
		PNC	\$100,000
		Cross River Bank	\$23,000
Top Industry:		NAICS 72	18%
Hispanic loan recipients:	77,554	\$4,303,993,068	\$56,012
Black loan recipients:	113,617	\$3,056,970,898	\$26,906
Virginia Results:	40,523	\$3,326,483,232	\$82,089

To date, the Commonwealth represents 2.1% of the total dollar volume of PPP funds approved and 1.8% of the total number of loans granted, but the average loan is slightly higher. These results appear to be lower than the loans granted in the first round of PPP funding in 2020.

Questions and Comments:

Doug Lawrence:

- Can you expand some more on the REDI Grant and how it works?
 - o Also known as Connect340, Director Hart began work on the project while employed in Front Royal; it has been four (4) years in the making. A partnership between the USDA, Page, Rockingham, Front Royal/Warren County. Put in an application and was one of eight-awarded grants. Consisted of a three-day course in West Virginia looking at outdoor assets, strengths, and weaknesses.
 - o In phase II now, through USDA, allowed this program to follow Director Hart to Clarke County. Now Page County, Rockingham County, and Clarke County. The program researches by determining which small businesses would profit in our area. Do not want big industrial; want to enhance small. What opportunities are missing? It is a research tool to provide new businesses interested in coming in with information on what will succeed here.
- Inquired into who is responsible for, paid for, and distributing the Clarke County Driving Tour and Battlefield brochures?
 - o Christy Dunkle stated she has a lot of them. Those brochures were done through Maral and Historical Association. Created an audio tool to go with the brochure.
 - o David Weiss stated he believed it was funded through grants, maybe some local money, but at most a match of funds. Felt confident the cost was under \$10k, perhaps closer to \$5k.
 - o Cathy Kuehner spoke up and stated that she had boxes, she manages brochure racks downstairs, delivers to places, and there may be boxes in the basement.
 - o Christy Dunkle stated Farmers Market would have a community table set up every week. Doug Lawrence stated Fire & Rescue would like to have a table. Please communicate with Director Brian Lichty about this.

Betsy Pritchard

- Stated in regards to the Farmer’s Market, has enjoyed in both locations, understands we are still under COVID-19 restrictions; my thought is that it is a fabulous space but needs it moved back downtown for overflow on Saturdays.
 - Christy Dunkle stated Town Council also wants them moved back downtown. Asked the board to come to the government center to determine if it would be a good location, they felt it would not. Rose Hill has restrictions, which will not allow for sales.
 - David Weiss stated ties into how to get people downtown.
 - Chair Arnold stated the whole purpose of having the farmer’s market downtown was to also bring foot traffic to main street businesses. Have heard from numerous businesses having the market downtown did make a difference. Felt the distance from Primary School to downtown was not as walkable as the previous location. Perception of parking – more space. Town Council willing to work on getting back downtown.
 - Christy Dunkle detailed she went to the executive committee organizational meeting in January, and they were not keen on coming back downtown. Spoke of a Wednesday afternoon or evening option. Felt keeping the conversation going is essential.
 - Doug Lawrence asked how the Primary School is zoned and if the Farmer’s Market violated any zoning ordinance.
 - Christy Dunkle stated it was zoned residential, but with COVID-19, they are flexible.
 - Doug Lawrence asked if Crow Street could be blocked off to move this back downtown.
 - Christy Dunkle stated this was also brought up. The problem was getting signage posted every week; businesses may not be happy if their streets were closed, the ability to maintain emergency access at all times. Could see this as a viable option if the market were only once a month, maybe but not all the time. Closing down is a chore.
 - Mayor Jay felt closing down Crow street was “doable.”
 - David Weiss and Chair Arnold felt sending someone from both the Board of Supervisors and the Town Council to a meeting would be beneficial.

Christy Dunkle Updates

- The Planning Commission is working on reviewing the business park zoning district uses. Next meeting is on Tuesday, March 23, 2021. Staff presented information on proposed uses, shifting around prohibited and special permitting by-right uses. That ordinance was completed in 1999. Need to see what needs have shifted since.
 - David Weiss asked if that includes the Murphy property on South Church?
 - Christy Dunkle confirmed, yes, the whole district, that property, 12-acres on Jack Enders.
- Hermitage 5 is about to begin. Selling the properties to DR Horton. Expect a start in late spring, early summer. Expecting 71 houses, dropped from 77. Will have HOA on this part of the property because of stormwater management facilities and maintenance.
- 46 of 50 lots in Fellowship are either built or approved for development. Moving forward quickly; selling as fast as they build.
- Shenandoah has had a couple submitted further North, hope to start quickly.
 - 2-3 built a month, but going quicker than that.
 - 82 total in Shenandoah.
- Doug Lawrence asked how that will affect Berryville’s water treatment and sewer plant?

- Chair Arnold indicated the sewer plant has plenty of capacity; it will help it run more efficiently and defer some of the costs.
- Christy Dunkle stated capacities are good. The Berryville Area Plan, which was completed in 1992, showed development potential. Used to develop the plant. Actuals are below what was anticipated. The systems work better with more users.

5. Next Meeting

The next scheduled meeting is May 21, 2021.

6. Adjournment

David Weiss, seconded by Doug Lawrence, moved to adjourn the meeting. The motion carried by the following vote:

Jay Arnold	- Aye
Doug Lawrence	- Aye
Kara Rodriguez	- Aye
David Weiss	- Aye

At 10:46 am, Chair Arnold adjourned the meeting.

Minutes Recorded and Transcribed by Tiffany R. Kemp

Economic Development & Tourism Update

- Update By Director Felicia Hart

Goals

- #1 Convene group of hospitality owners/operators
 - Group has met once in person. Discussion continues as needed and when appropriate
 - I have not heard from anyone (good or bad) regarding the new meals tax
- #2 Engage stakeholders on the feasibility of a hotel in Berryville (this would include owners/operators in the region)
 - Work in progress – COVID major consideration right now
 - In another locality, one hotel has decided to hold off on building; in another locality two are holding off
 - In talking with other localities, a majority of the hotels are having difficulty hiring front line staff
 - Locally, the occupancy rate is holding at about 70% right now
 - Local hotels are competing against the AirBnBs and short term rentals
- #3 Continue efforts on small business attraction, retention and expansion (seminars, promotion, assistance). I have also expanded this to include workforce initiatives and expansion.
 - Working regionally regarding the Worlds of Work!, Workforce Initiative and programs Clarke County schools are currently involved in
 - We have brought in Virginia Career Works, the Virginia Employment Commission and other local and state agencies as needed for networking
 - Wrapped up the latest Economic Gardening program. Have met with participant and they are very pleased with results and end product
 - Note newest Clarke County unemployment numbers. We had an unemployment rate of 3.9% in March – lower than February's rate of 4% although some of our Main Street businesses are reducing hours because of the lack of employees applying.
 - See attachment #1 – full page ad paid for by Frederick County – **see attachment #1 – page 5**
- #4 Engage in a dialogue with property owners of vacant buildings and the developable land to spur economic activity.
 - Ongoing.
 - I update my list weekly of available properties.
- #5 Evaluate what is needed to make the Berryville Main Street program viable and successful – report back to Joint Committee on recommendation.
 - Letter received from Berryville Main Street regarding reorganizing.
 - I attended their recently held public meeting and they have elected 9 new board members. They are working now on developing committees.
- #6 Formalize website and social media strategies for economic development.
 - Work in progress regarding updates -
 - New website is in design works – will better enable us to post immediately and provide more pertinent information for those who use it

- #7 Establish relationships, and provide training for, realtors in the area.
- In regular conversations with Blue Ridge Association of Realtors (BRAR) ED Nancy Silva
 - Made introductions with ED and Clarke County High School officials as partnership for teaching students
 - Made BRAR aware of new Waterloo water/sewer program and the potential at Double Tollgate
 - Continue meeting one-on-one with realtors to learn of speedbumps/issues/concerns
- #8 Develop and implement an incentive program using the CARES funding
- Program completed
 - New funds are available through the American Rescue Plan. We are currently trying to understand how these new funds can be used, and when.

Other projects:

Economic Development

Continue having broadband meetings/updates/phone calls. We are looking at opportunities to use the new American Rescue Plan funds

On behalf of the Virginia Health Department, we are coordinating with local businesses to schedule on-site vaccines.

- This is a no-cost program that allows the Health Department to schedule on-site (at the businesses) vaccines for all their employees. This will help to eliminate manufacturing down time while at the same time vaccinating more people.

The Commissioner's Office will be visiting each restaurant/store to educate them on the recently passed meals tax program and will be distributing this information.

- Working with them, I developed handouts for our restaurants regarding available grant monies from the American Rescue Plan program.

Met with representatives from our local Department of Social Services to make them aware of several local programs and organizations for partnership opportunities.

- Made them aware of numerous existing programs their clients may be able to take advantage of. Made several introductions to local organizations/businesses for the DSS Director to speak at to update local elected officials (Town of Berryville) and citizens (civic clubs) as to DSS current reality. We have now set up quarterly meetings for regular updates.

Have monthly phone calls with representatives of the Virginia Economic Developers Association (VEDA). We continue to update them on current reality of Clarke County and regionally.

I have met several times with Ali Farahani, the owner of Oakhurst Cabinetry on Cattleman's Lane.

- I have made several introductions with local businesses and organizations and a couple of State organizations. I am continuing to work with him on needs/opportunities as they arise.

Continue to utilize Christine Kriz from the Lord Fairfax Small Business Development Center.

Regionally (Winchester, Frederick County, Clarke County) we had a meeting with Draper Aden regarding the EPA Community-Wide Brownfields Coalition Grant.

- This is a new opportunity grant program Clarke County agreed to participate in. The program will allow us to work with any property owner who is in need of an environmental site assessment in order to sell their property. This is especially pertinent for any older farms who may have used any chemicals or pesticides. This is a no cost program to the property owner or Clarke County. The program has a total value of \$600,000 with no match required.

Regionally participating in the Startup Shenandoah Valley program. This program works with businesses to identify and address their risks while scaling up.

Continue to meet regularly with Christy Dunkle for updates/catch up.

I continue to meet regularly with Clarke County's Planning and Zoning Directors for updates/catch ups.

Have monthly phone calls with representatives of the Virginia Economic Developers Partnership (VEDP). We continue to update them on current reality of Clarke County and regionally.

- VEDP is establishing a new division – Office of Education Economics. I have already made introductions with them and Clarke County High School officials to make them aware of the programs already in place here in Clarke County.
- Had a conference call with VEDP's representative regarding international sales.

Work/talk continues on both the Waterloo and the Double Tollgate areas. Clarke County is still awaiting word back from Frederick County regarding our water/sewer request.

Continue hosting weekly meetings with Frederick County and City of Winchester EDAs. Also part of the group is Christine Kriz with Lord Fairfax Small Business Development Center and Cynthia Snyder with the Top of Virginia Chamber.

Regionally we are part of the Small Business Resiliency Team program as part of the GOVirginia – this is in partnership with Lord Fairfax Small Business Development Center. This program assists small businesses with marketing, financial guidance, creation of an e-commerce website and accounting software.

See attachment #2, page 6 – SmartAsset piece

Clarke County has been rated 8 of out 10 for 2020. See the methodology applied.

Working directly with Industrial Development Authority (IDA) and Economic Development Advisory Committee (EDAC) Committees to development personalized contact lists. This would give each of the committee members an opportunity to talk directly with businesses to find out

how we can be of greater assistance. We have a questionnaire that is a work in a progress to initiate conversation and help us understand how we can be of assistance.

Tourism

Continue to write blogs for state, regional and local use

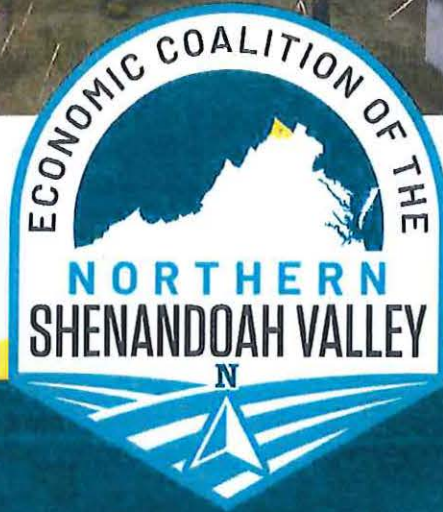
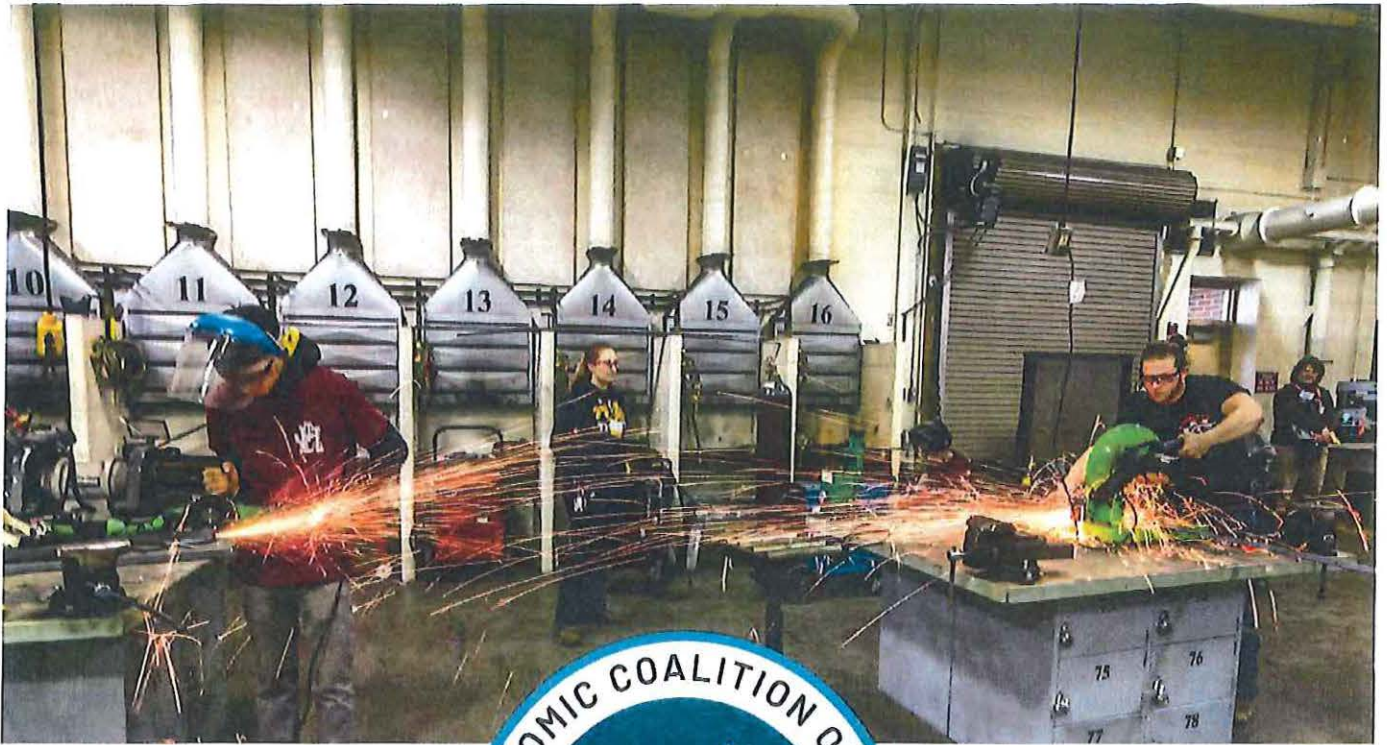
Continue conversations with our local farmers/farm markets about needs and opportunities

Our partnership in the Shenandoah Valley Spirits Trail continues to show results. Social media and website stats are improving and we are getting visitors from further away. They are sharing and posting positive comments on our wineries and breweries.

Expanded blog opportunities listings with the Shenandoah Valley Tourism Partnership (SVTP) and the Shenandoah Valley Travel Association (SVTA)

Continue to update the Virginia Tourism Corporation (VTC) website regarding Clarke County and our assets/businesses.

- See attachment #5, page 15



**A TALENTED WORKFORCE IS CRITICAL
WE'RE BUILDING YOURS**



The Widget Cup
EST. 2019

THE WORKFORCE INITIATIVE
WINCHESTER • FREDERICK • CLARKE • WARREN • SHENANDOAH



THE EMPLOYER EXPO

CLARKE COUNTY, VIRGINIA
YesClarkeCounty.com

FREDERICK COUNTY, VIRGINIA
YesFrederickVA.com

WINCHESTER, VIRGINIA
DevelopWinchesterVA.com

The Economic Coalition of the Northern Shenandoah Valley is a non-profit organization that provides leadership, technical assistance, and training to businesses and organizations in the region. For more information, please contact us at www.ecshv.com.

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Best Places for Small Business Owners

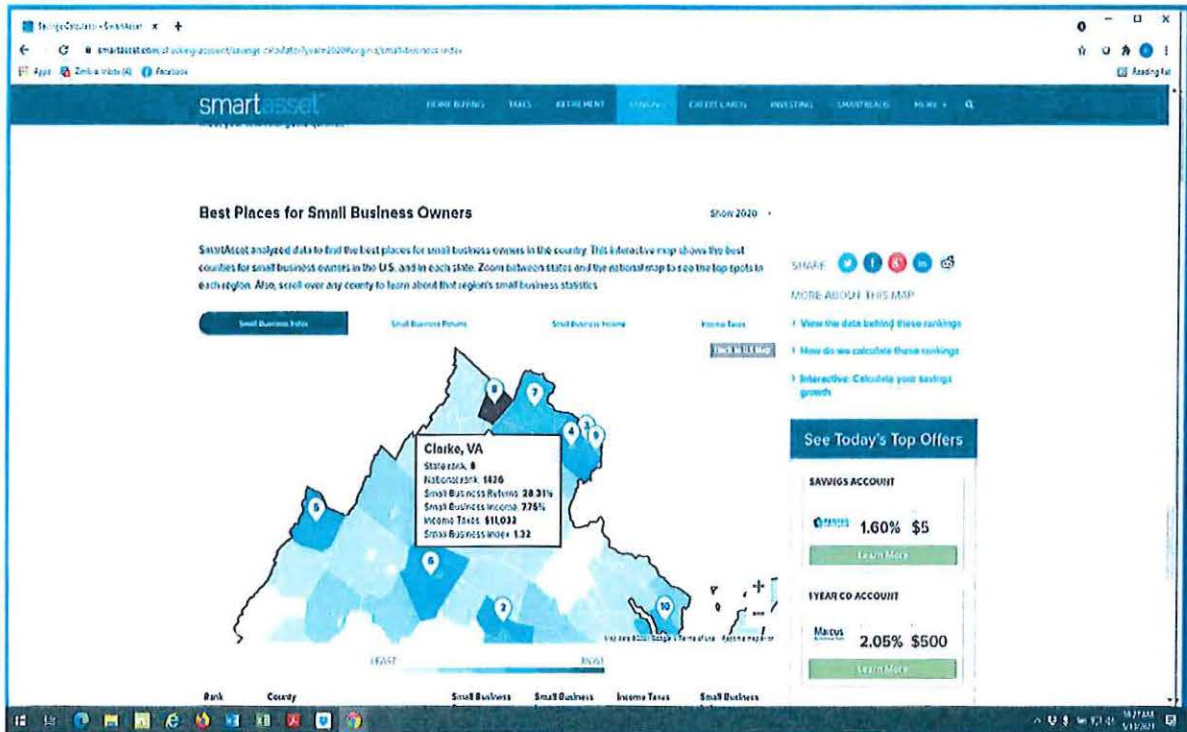
Show 2020

Show 2020

SmartAsset analyzed data to find the best places for small business owners in the country. This interactive map shows the best counties for small business owners in the U.S. and in each state. Zoom between states and the national map to see the top spots in each region. Also, scroll over any county to learn about that region's small business statistics.

[Small Business Index](#) [Small Business Returns](#) [Small Business Income](#) [Income Taxes](#)

[Back to US Map](#)



Handwritten initials/signature

Rank	County	Small Business Returns	Small Business Income	Income Taxes	Small Business Index
1	Rappahannock, VA	35.83%	12.91%	\$11,032	53.30
2	Goochland, VA	32.15%	12.21%	\$11,032	47.98
3	Falls Church City, VA	28.53%	14.75%	\$11,032	45.26
4	Fairfax, VA	29.02%	12.13%	\$11,032	43.85
5	Highland, VA	32.38%	5.04%	\$11,032	42.68
6	Albemarle, VA	29.11%	9.44%	\$11,032	41.87
7	Loudoun, VA	28.46%	7.87%	\$11,032	39.81
8	Clarke, VA	28.31%	7.75%	\$11,032	39.52
9	Alexandria City, VA	26.63%	10.11%	\$11,032	39.17
10	Lancaster, VA	27.79%	7.88%	\$11,032	38.93
	VA	22.10%	8.10%	\$11,032	

Methodology Which places are best for small businesses owners? To answer this question, we considered **three factors**: the proportion of people in a county with small business income, how much business income those people reported and the amount of tax a potential resident must pay on their income.



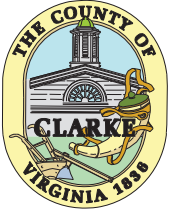
To determine how attractive a region is for small business owners, we compared the number of tax returns that report small business income compared to the total tax-filing population of the region. Next, we compared the total amount of small business income to the overall amount of income reported in each region.

Small businesses are typically incorporated as pass-through entities, meaning that the business owners pay income taxes on the company profits rather than the company itself paying income tax. Because of this, income taxes can play a major role in determining the financial success of a given small business. To determine income tax burdens across counties, we used the national median household income. We then applied relevant deductions and exemptions before calculating federal, state and local income taxes for each location.

These three factors were then indexed and equally weighted to yield our small business index. Places with the highest small business index are the places which ranked the highest in the study.

Sources: Internal Revenue Service (IRS), US Census Bureau 2018 American Community Survey, Government Sources, SmartAsset

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Clarke County Planning Department

101 Chalmers Court, Suite B

Berryville, Virginia 22611

(540) 955-5132

www.clarkecounty.gov

TO: Board of Supervisors

FROM: Brandon Stidham, Planning Director

RE: Berryville Area Plan Five-Year Review Resolution

DATE: June 8, 2021

At their May 26 meeting, the Berryville Area Development Authority (BADA) adopted the attached Resolution to Initiate Review of the 2015 Berryville Area Plan. As noted in the resolution, the review is expected to begin in 2022 following release of all Census 2020 data and contingent upon the Authority's and Staff's workloads.

This resolution is being provided for informational purposes only – no action is required by the Board of Supervisors. Please let me know if you have questions or concerns.

**RESOLUTION TO INITIATE REVIEW
OF THE 2015 BERRYVILLE AREA PLAN**

WHEREAS, the 2015 Berryville Area Plan was adopted by the Berryville Town Council on May 10, 2016 and by the Clarke County Board of Supervisors on May 17, 2016, and

WHEREAS, Code of Virginia §15.2-2230 requires that at least once every five years, a locality’s planning commission shall review the comprehensive plan “to determine whether it is advisable to amend the plan,” and

WHEREAS, the Berryville Area Plan is an implementing component plan of the 2013 Clarke County Comprehensive Plan,

AND WHEREAS, May 2021 marks the five-year anniversary of the Plan’s adoption.

NOW THEREFORE, BE IT RESOLVED that the Berryville Area Development Authority has determined that it is necessary to conduct a review of the 2015 Berryville Area Plan, and that the scope of this review shall include, but not be limited to, the following issues:

- The current Plan’s goals and objectives and whether they remain relevant and current or need to be updated.
- Changes in population and demographic information as reported in the final release of 2020 Census data.
- The results of the Southeastern Collector Study (PrimeAE, April 2020).
- Cooperative economic development efforts between the Town and County.
- The build-out status of residential sub-areas (including Battlefield Estates, Hermitage Section 5, Berryville Glen, and Shenandoah Crossing) and whether these sub-areas can be removed from the Area Plan.
- The status of designated potential future growth areas.
- The impact of any updates to the County or Town Comprehensive Plans since the previous Berryville Area Plan update.
- The impact of new development projects, capital projects, or transportation improvements completed since the previous Plan update.
- Development of guidance for a future review and update of the Town-County Annexation Area Agreement.
- Any other subject not addressed or inadequately addressed by the current Plan.

BE IT FURTHER RESOLVED that the Authority intends to commence this review in 2022 following publication of all Census 2020 data and as the Authority's and Staff's workload permits.

Adopted this 26th day of May, 2021.

Allen Kitselman, Chair

Set Goals for 2021 – 2022



2021 Meeting Schedule

Third Friday, 10:00 am, Main Meeting Room

- January 15, 2021 – Organizational Meeting
- March 19
- May 21
- July 16
- September 17
- November 19
- January 21, 2022 – Organizational Meeting

Adjourn

Reports in Packet:

- Memorandum of Understanding
- Established Goals
- Follow-up Items Status Report

**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 have previously entered into a MOU regarding economic development and tourism and now wish to update that document; and

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. **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. **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 a single point of contact for Economic Development and Tourism. The point of contact will be the Clarke County Director of Economic Development & Tourism. The Town Director of Community Development will serve as the primary liaison to the County Director of Economic Development & Tourism for economic and tourism activities in the Town.
3. **Joint Committee for Economic Development and Tourism.** The Berryville/Clarke County Joint Committee for Economic Development and Tourism shall consist of two members of the Board of Supervisors and two members of the Town Council. The Committee shall elect a Chair and Vice Chair annually, rotating between the Town and County. For example, when the Chair position is held by an elected representative of the Town, the Vice Chair position shall be held by an elected official of the County. In the following year the Chair position would be held by an elected official of the County and the Vice Chair position held by an elected official of the Town. The Committee shall

Director of Economic Development & Tourism

GENERAL DEFINITION OF WORK:

Performs complex professional and administrative work developing and directing a broad range of tourism, marketing and business development programs, services, and activities for the County and the Town of Berryville, serves as the primary point of contact for both entities concerning economic development and tourism matters; does related work as required. Work is performed under the general supervision of the County Administrator. Supervision is exercised over all department and contract personnel.

ESSENTIAL FUNCTIONS/TYPICAL TASKS:

Planning, directing, and supervising economic development and tourism activities; supporting existing business and industry; recruiting new business and industry including agriculture, agri-business, agri-tourism, eco-tourism, recreational tourism, and cultural and historic tourism; conducting market research and analysis; promoting workforce retention and training; serving as liaison between business, industry, local, regional, state, and federal regulatory agencies; preparing and maintaining files and records.

(The following are intended only as illustrations of the various types of work performed. The omission of specific duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.)

- Departmental:
 - Directs and administers the Economic Development office; develops and administers annual department budget; monitors expenditures and maintains budget records; coordinates the procurement of goods and services related to the department in compliance with applicable procurement regulations.
 - Coordinates work activities; organizes, prioritizes, and assigns work; monitors status of work and inspects completed work; assists with complex/problem situations, provides technical expertise.
 - Applies for and manages grants for economic development and tourism activities.
- Public Bodies / External Agencies:
 - Provides professional, technical support and serves as the primary point person for:
 - Economic Development Advisory Committee [EDAC]
 - Industrial Development Authority [IDA]
 - Manages the IDA's bonding process including receiving and processing applications, presenting applications to the IDA, ensuring compliance with

Director of Economic Development & Tourism

- Manages the IDA's bonding process including receiving and processing applications, presenting applications to the IDA, ensuring compliance with state code requirements, and managing ongoing records of approved bonds in conjunction with the IDA Clerk.
- Develops and manages economic development incentive programs including the Waterloo Fee Subsidy Program.
- Serves as liaison on behalf of the County and Town and coordinates program with:
 - Appropriate local, state, and federal agencies;
 - The general public on economic development and tourism matters as appropriate;
 - Establishes and maintains effective and functional professional relationships with economic development and tourism agencies and associations including but not limited to Berryville Main Street, Top of Virginia Chamber of Commerce, Go Virginia, Virginia Economic Development Partnership, Lord Fairfax Small Business Development Center, Shenandoah Valley Travel Partnership, Virginia Department of Agriculture and Consumer Services, the Barns of Rose Hill, Berryville/Clarke County Joint Committee on Economic Development and Tourism, and Northern Shenandoah Valley Regional Commission in order to facilitate business outreach efforts.
- Attends meetings and events, serves on committees, and makes speeches or presentations as needed. Responds to questions from citizens and provides information to the public.
- Economic Development:
 - Develops and implements long- and short-term plans, goals, and objectives for the County and Town consistent with the Clarke County Economic Development Strategic Plan and other tourism and economic development plans subsequently developed.
 - Researches, compiles, and/or monitors various statistical, demographic, or administrative data; makes applicable calculations; analyzes data and identifies trends; prepares/generates reports and charts; maintains records.
 - Develops and implements business development/retention initiatives. Provides technical assistance to existing businesses that are interested in expansion.
 - Serves as primary point of contact for any new potential business prospects seeking to locate in the County or Town. Responsible for coordinating prospect site visits and meetings with County and Town staff and leaders.
 - Serves as a facilitator for business owners to aid in navigating the County and/or Town's land use regulatory process. Responsible for understanding and conveying

Director of Economic Development & Tourism

information on the County's and Town's zoning and permitting processes to potential new businesses and to businesses seeking to expand.

- Identify, and advocate for, needed infrastructure improvements (water, sewer, roads, broadband internet) to promote economic development activities in areas identified in the County and Town Comprehensive plans.
- Property Listing:
 - o In conjunction with Town and County officials and local realtors, helps identify and maintains a current list of properties and structures available for sale or lease within the County and Town.
 - o In conjunction with the Director of Public Information, ensures that this information is published online and kept up to date.
 - o In conjunction with the County and Town zoning administrators, provides guidance on these properties and structures in coordination with the property owners, listing agents, etc.
- Tourism: Coordinates the overall County and Town tourism programs including the marketing of travel and tourism destinations, events, hospitality facilities, and services to tourists and travel media.
- Websites and social media:
 - In conjunction with the Director of Public Information, is responsible for developing content for various websites and social media related to the County and Town economic development and tourism efforts.
 - In conjunction with the Director of Public Information, ensures that all web and social media content is kept up to date.
- Performs related tasks as required.

KNOWLEDGE, SKILLS, AND ABILITIES:

- Comprehensive knowledge of modern principles and practices of economic development, small business development and tourism.
- Comprehensive knowledge of the principles and practices of public and business administration.
- Ability to attract industry and business to the County and the Town of Berryville.
- Ability to plan, assign and coordinate the work programs of office and technical staff.

Director of Economic Development & Tourism

- Ability to prepare clear and comprehensive financial, administrative, and analytical reports.
- Ability to communicate ideas clearly and concisely, both orally and in writing.
- Ability to establish and maintain effective working relationships and to foster collaboration among County and Town officials, staff, businesses, and the general public.

EDUCATION AND EXPERIENCE:

Minimum Requirements: Any combination of education and experience equivalent to graduation from an accredited college or university with major course work in marketing, business, agricultural science, or related fields and experience in tourism, economic development, and/or marketing.

Preferred Requirements: Prefer minimum of five (5) years of experience working in economic development for a municipality or a state or quasi-governmental agency associated with economic development, or in a progressively-responsible role with a private-sector economic development firm. Extensive experience with rural economic development issues, agriculture/agribusiness, tourism, and broadband internet access is desirable.

PHYSICAL REQUIREMENTS:

This work requires:

- Sedentary, requires little to up to 50 pounds of exertion
- Standing, walking, speaking, or hearing
- Using hands to finger, handle or feel, climbing or balancing, stooping, kneeling, crouching or crawling
- Reaching with hands and arms, pushing or pulling and lifting
- Repetitive motions
- Close vision, distance vision, ability to adjust focus, depth perception, color perception and peripheral vision
- Vocal communication to express or exchange ideas by means of the spoken word
- Hearing to perceive information at normal spoken word levels
- Preparing and analyzing written or computer data
- Operating motor vehicles

Clarke County, Virginia
Revision Date May 6, 2020

Grade Level 25 (Option B)
FLSA Status: *Exempt*

Director of Economic Development & Tourism

- Observing general surroundings and activities;
- No exposure to environmental conditions
- Generally, in a moderately noisy location (e.g. business office, light traffic).

SPECIAL REQUIREMENTS:

Conflict of Interest Disclosure
Possession of a valid state driver's license.

Berryville-Clarke County Joint Committee on Economic Development and Tourism

2020-2021 Goals

- 1) Convene a group of hospitality owners/operators.
 - Topics to include TOT, short-term rentals, Civil War
- 2) Engage stakeholders on the feasibility of a hotel in Berryville
 - Include owners/operators in the region
- 3) Continue efforts on business attraction, retention, and growth
 - Seminars, promotion, assistance
- 4) Engage in a dialogue with property owners of vacant buildings and the developable land to spur economic activity.
- 5) Evaluate what is needed to make the Berryville Main Street program viable and successful
 - Report to Joint Committee on recommendations.
- 6) Formalize website and social media strategies for economic development.
- 7) Establish relationships, and provide training for realtors in the area.
- 8) Develop and implement an incentive program using the CARES funding

Berrville-Clarke County Joint Committee on Economic Development and Tourism
Follow Up Items Status Report

Year	Meeting Date	Item	Description	Follow Up	Status	Date Complete	Review Date	No. of Days
2020	2/12/2020	1	Review memorandum of understanding	Chris Boies / Keith Dalton	2/27 preliminary discussion	7/15/2020		154
2020	2/12/2020	2	Develop Economic Development and Tourism Director job description involving as many partners as possible in the initial stage	Chris Boies	2/27 review with Keith Dalton; 2/24 review with IDA Chair & Treasurer, 2/21 review with EDAC chair	3/12/2020		29
2020	2/12/2020	3	Provide industry pay scales for position.	Chris Boies	3/12 added to 3/20 packet	3/12/2020		29
2020	2/12/2020	4	Develop funding agreement.	Chris Boies / Keith Dalton	2/27 preliminary discussion	2/27/2020		15
2020	2/12/2020	5	Draft 2020 meeting schedule	Chris Boies	Complete - initial stage proposing bi-monthly	2/26/2020		14
2020	2/12/2020	6	Add to March 20 agenda review of committee structure, meeting schedule, mou, job description.	Chris Boies	Complete	2/26/2020		14
2020	2/12/2020	7	David Weiss to appoint a second BoS member to serve on the Committee.	David Weiss	Russell District Supervisor Doug Lawrence agreed to serve.	2/18/2020		6
2020	2/12/2020	8	Community Development Committee recommendations and provide them to Keith Dalton & Chris Boies in advance of the meeting, if possible, so they could utilize those thoughts in the review process.	Kara Rodriguez	Information was provided by Keith Dalton to Chris Boies	3/12/2020		29
2020	5/1/2020	9	Edit the MOU to reflect changes discussed in 05-01-2020 meeting.	Chris Boies	Completed & Signed by the Chair of the BOS	6/16/2020		46
2020	5/1/2020	10	Edit the Economic Development & Tourism job description to reflect changes discussed in the 05-01-2020 meeting & Post	Chris Boies	Completed	5/10/2020		9
2020	7/17/2020	11	Process approved minutes and send to the Public Information Officer for posting on the website.	Tiffany Kemp	Complete	7/22/2020		5
2020	7/17/2020	12	Send finalized goals to committee.	Tiffany Kemp	Complete	7/24/2020		7
2020	7/17/2020	13	Create a document detailing roles of IDA/EDAC/BCCJCED&T	Chris Boies, Felicia Hart & Tiffany Kemp	In progress, Signed up for a training on 11/16 & 11/17, will complete this project after this training. As of 12/02/20 - will present findings at January Org meeting	12/2/2020	11/1/2020	138
2020	9/18/2020	14	Set January Org meeting date at November Meeting	Tiffany Kemp	Added to Agenda; 01/15/2021	9/19/2020		1
2020	10/20/2020	15	Process approved minutes and send to the Public Information Officer for posting on the website.	Brianna Taylor	Completed	10/20/2020		0
2020	11/20/2020	16	Felicia Hart to work on posting signage at strategic locations around the county with information on what is in Clarke.	Felicia Hart	Work in Progress		2/23/2021	-44155
2020	11/20/2020	17	Felicia Hart to brief the Board of Supervisors on a regular schedule.	Felicia Hart	Felicia has worked a schedule out to brief the Board every other month	11/30/2020		10
2021	1/15/2021	18	Make minute corrections, process approved minutes, send to the Public Information Officer for posting on the website	Tiffany Kemp	Completed	1/20/2021		5
2021	3/19/2021	19	Process approved minutes and send to the Public Information Officer for posting on the website.	Tiffany Kemp	Completed	3/19/2021		0
2021	5/14/2021	20	Notify all of cancelled May 21st meeting.	Tiffany Kemp	Complete	5/14/2021		0

Upon completion, please provide status update to Tiffany Kemp, tkemp@clarkecounty.gov, 540-955-5186

7/8/2021