

Community Development Committee

MEETING AGENDA

Berryville-Clarke County Government Center

101 Chalmers Court, Second Floor

A/B Meeting Room

Regular Meeting

September 23, 2019

2:00 p.m.

1. Call to Order

2. Approval of Agenda

3. Unfinished Business
 - John Rixey Moore Playground / Rose Hill Park Improvements

 - Economic Development Memorandum of Understanding

 - Branding and Marketing

4. New Business

5. Other

6. Closed Session

7. Adjourn

Call to Order

Approval of Agenda

Unfinished Business

Unfinished Business

John Rixey Moore Playground / Rose Hill
Park Improvements

**Community Development Committee Agenda Item Report Summary
September 23, 2019**

Item Title

John Rixey Moore Playground / Rose Hill Park Improvements

Prepared By

Keith Dalton, Town Manager

Background/History/General Information

The John Rixey Moore Playground, as it is currently constituted, was constructed in 1998. The playground consists of two Saddle-Mates spring riders, four-seat Buck-A-Bout, three diggers, a two-bay swing set, and playset. All equipment (except the diggers) is located within a required fall zone consisting of Engineered Wood Fiber Surfacing (EWF).

The equipment manufacturer has inspected the playground equipment and stated that is in good repair and has been well maintained. With that said, the expected life of a playset is around 20 years.

In November 2017 the Town Manager wrote a memorandum to the Committee in which it was suggested that the playground be updated and modified in the following manner:

Proposed project

3rd Party Inspection of all equipment

This work is expected to occur in or before the spring of 2018. Results of this inspection will inform the final proposal for the playground.

Saddle-Mates spring riders

Paint the spring riders.

Four-seat Buck-A-Bout

Paint the Buck-A-Bout to match the new playset.

Diggers

Replace the diggers. It is expected that replacement diggers can be acquired that will permit use of the existing mounting posts that were installed 10 years ago. Pea gravel would be added as needed.

Swing set

Paint the swing set to match the new playset.

Chains, fasteners, and swing seats would be replaced. Two swings would utilize belt seats (older children) and two would utilize enclosed tot seats (younger children).

Playset

Town Public Works personnel would remove and dispose of the existing playset. Contractor would install new playset and replace EWF.

Expanded Fall Zone

Town Public Works personnel would excavate the area for an expanded the fall zone.

New Equipment (2-5 year olds)

Contractor would install new equipment in the expanded fall zone.

Contractor would install EWF in newly expanded fall zone.

The new equipment under review (see attached descriptions):

- *Discovery Cave with Primary Grips*
- *Beat Club*

Annual Inspections

Staff proposes that the Town contract with firm to complete annual inspections of the playground equipment and track Town's monthly inspections. The cost of this service has been requested but has not been received.

The estimated budget at that time was \$41,855

The Committee discussed this matter during budget deliberations and placed this project before the Town Council as a project for which they requested funding in the FY20 Budget. The discussions included changes in the equipment (from staff proposal) and inclusion of a shade structure near the playground. The Town Council budgeted \$60,000 for the project.

The Committee continued to prepare its recommendation to the Council.

Findings / Current Activity

Staff has prepared a revised proposal / cost estimate in response to Committee input. The new estimate excludes Discovery Cave with Primary Grips (equipment in original proposal) but includes GT Stock Car and Toss N' Score – Basketball Graphics. The estimated cost of the shade structure is provided as well.

Once the Committee is comfortable with the elements of the project, staff will secure final pricing from the contractor

Staff is also preparing cost estimates on work to the Rose Hill Park gazebo and Rose Hill Park basketball court in order to place those projects before the Committee and Town Council as well.

Financial Considerations

The budget for this work is \$60,000.

The current estimate for work on the playground is \$47,000.

It is estimated that the shade structure being considered at this point would cost \$3,700.

Schedule/Deadlines

We are now heading into a slow time for equipment installers but that same time period will likely also include inclement weather that may delay work.

The contractor estimates that installation could occur within 10 to 12 weeks of the town making the order. Certain work, like painting of existing equipment would have to occur during warm weather.

Other Considerations

Inclement weather could interfere with planned Staff participation in project.

It would be preferable for work not to occur prior to Christmas.

It is unclear how much information on basketball court and gazebo work will be available by the Committee meeting.

Attachments

- Memorandum – Keith Dalton to Community Improvements Committee (11/19/17)
- Updated Park Work Cost Estimates (includes current equipment recommendations) (9/17/19)
- Equipment information
- Shade structure information
- Rose Hill Park Plan sections (solid pink – approximate location of fall zone expansion, pink lines – approximate location of playset, black lines – staging area, green – walk to be replaced, blue – approximate location of shade structure (provider will provide guidance regarding optimal siting), yellow – gazebo (undetermined repairs), and orange – basketball court (surface sealing and painting as well as fence repairs).

Recommendation

Forward a proposal to the full Council for consideration.

Sample Motion

I move that the Community Development Committee forward a John Rixey Moore Playground / Rose Hill Park project proposal including the following elements to the Town Council for approval. The project would include:

_____	_____
_____	_____
_____	_____

Memorandum

Date: 19 November 2017

To: Community Improvements Committee

From: Keith R. Dalton, Town Manager

Cc: Town Council
Christy Dunkle, Assistant Town Manger
Neal White, Chief of Police
Rick Boor, Public Works Director

Subject: John Rixey Moore Playground

At its last meeting on 6 November, the Committee discussed development of a plan for replacement of the playset in the John Rixey Moore Playground located in Rose Hill Park. The discussion included an examination of the target age group as well as identification of specific elements that would be desirable in an updated playground.

Staff stated that they intended to propose that this project be funded in either the FY2019 or FY2020 budget.

The Committee directed staff to develop a proposal for equipment replacement. Staff was asked to post the proposal on the Town's website and invite the public to comment either in writing or in person at the next Community Improvement Committee meeting on 4 December 2017 at 7:00 pm.

Research has revealed that it may be possible to refurbish the playset. While information on this option has been sought, specifics have not been received. Such refurbishing would be expected to extend the life of the playset for several years. This option will be presented as a part of the discussion before the Committee.

A representative from GameTime (GT), the company that provided all of the equipment in the playground (except the diggers), met with staff and evaluated the equipment and fall zones.

Equipment Inventory and Condition

The John Rixey Moore Playground, as currently constituted, was constructed in 1998. The playground consists of two Saddle-Mates spring riders, four-seat Buck-A-Bout, three diggers, swing set, and playset. All equipment is located within a required fall zone consisting of Engineered Wood Fiber Surfacing (EWF).

Saddle-Mates spring riders

GT noted that the spring riders, which are generally used by younger children, are in very good condition.

Four-seat Buck-A-Bout

GT noted that the Buck-A-Bout, which is generally used by younger children, is in very good condition.

Diggers

The diggers were replaced 10 years ago.

Swing set

GT noted that the swing set, which has two bays with four swings, is in very good condition.

Playset

GT noted that the playset has been well-maintained but the life of these sets is generally around 20 years.

Initial Proposal for John Rixey Moore Playground

Goals

- Provide a safe playground
- Provide equipment designed children ages 2 to 12
- Provide an accessible playground
- Provide a playground that is an esthetically pleasing component of Rose Hill Park

Approach

GT indicated that a playset designed for children 2-5 would be quite limiting. They recommend that the playset remain a set that is designed for children between 5 -12 (there are 2-12 sets available but staff does not see that as the best option).

Staff recommends the following:

- provide the playset and two swings for older children
- provide the spring riders, Buck-A-Bout, two swings, and that two new pieces of equipment for younger children. Note - new equipment would require some expansion of the fall zone

Proposed project

3rd Party Inspection of all equipment

This work is expected to occur in or before the spring of 2018. Results of this inspection will inform the final proposal for the playground.

Saddle-Mates spring riders

Paint the spring riders.

Four-seat Buck-A-Bout

Paint the Buck-A-Bout to match the new playset.

Diggers

Replace the diggers. It is expected that replacement diggers can be acquired that will permit use of the existing mounting posts that were installed 10 years ago. Pea gravel would be added as needed.

Swing set

Paint the swing set to match the new playset.

Chains, fasteners, and swing seats would be replaced. Two swings would utilize belt seats (older children) and two would utilize enclosed tot seats (younger children).

Playset

Town Public Works personnel would remove and dispose of the existing playset. Contractor would install new playset and replace EWF.

Expanded Fall Zone

Town Public Works personnel would excavate the area for an expanded the fall zone.

New Equipment (2-5 year olds)

Contractor would install new equipment in the expanded fall zone.

Contractor would install EWF in newly expanded fall zone.

The new equipment under review (see attached descriptions):

- Discovery Cave with Primary Grips
- Beat Club

Budget

Inspection	TBD
Cleaning and Painting existing equipment	TBD
Playground signage	TBD
Swings and accessories	1,100
Diggers	900
Playset (installed + freight)	25,500
EWB (installed)	2,000
2-5 age group equipment (installed + freight)	7,500
Expanded fall zone	750
Sub-total	38,050
Contingency (10%)	3,805
Total Estimated Cost	\$ 41,855

Staff proposes that the Town apply for a matching grant (for equipment) through GameTime. The next grant application deadline will be in November 2018 (equipment installed in the winter). This grant could save the Town a considerable amount of money. It is also important to note that clearance playsets are available at discounted prices. These models should be considered.

Annual Inspections

Staff proposes that the Town contract with firm to complete annual inspections of the playground equipment and track Town's monthly inspections. The cost of this service has been requested but has not been received.

This examination of the playground project is at its inception. Staff will continue to develop the proposal and refine both its scope and budget.

**Updated Park Work Cost Estimates
9/17/19**

John Rixey Moore Playground

Annual Inspection (remainder of FY20 and FY21)	1,800
Rehabilitation of existing equipment (Except playset and diggers)	6,000
Playground signage (est.)	400
Digger Area	1,500
Replace Diggers	1,000
Gravel and gravel containment area work	500
Playset (not including install or freight)	13,300
EWf (installed)	1,000
2-5 age group equipment (not including install or freight)	3,800
Beat Club	1,800
GT Stock car	1,300
Toss N' Score – Basketball Graphics	700
Excavate expanded fall zone (in-house/est.)	1,000
Sidewalk extension into playground (demo and install)	1,000
New trash cans (est.)	700

Sub-total		30,500
Freight (est.)		2,200
Installation (est.)		10,000
Sub-total		42,700
Contingency (10%)		4,270
Total Estimated Cost		\$ 46,970

Other improvements to Rose Hill Park

Shade Structure		3,700
Structure and Fabric (est.)	2,000	
Installation (est.)	1,700*	
* Same mobilization as playset		
Basketball Court		
Surface seal and paint		
Fence repair		
Gazebo repairs		
Materials (est.)		
Labor (in house/est.)		

Mullin's Cove

This triple deck play system includes a wide array of play activities in a linear design. Includes three interactive panels above deck and three musical and auditory play activities below deck for ground level play. With two Zip Slides and two climbers, including our Spiral Step Climber, there is plenty of play for active children!

GameTime has been designing, manufacturing, and delivering playgrounds since 1929. **We offer the industry's best warranty** [<https://www.gametime.com/warranty>] , including a lifetime limited warranty on PowerScape®, PrimeTime® and Xscape® uprights. We hold ISO 9001 and ISO 14001 certifications, validating our high manufacturing standards and commitment to environmental sustainability, respectively. We believe in play.

Model Number: 11893

~~\$20,459~~ \$13,298

[Request a Quote](#)



FEATURES

Benefits:

- Loads of fun, active and imaginative play activities in a linear, compact design
- Features musical and auditory activities and interactive panels that encourage social and imaginative play
- Constructed of durable and recyclable materials and backed by the industry's leading warranty

Features:

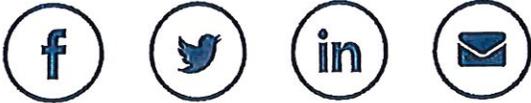
- Two different sliding and climbing experiences offer a developmental continuum as children master one event and move on to a more challenging one.
- ThunderRing, Whistle and Bongos offer fun, auditory events while also teaching cause and effect.
- Driver's Panel and Bubble panel encourage imaginative play.

[Product Flyer \[/pdf/Mullins-Cove-11893\]](/pdf/Mullins-Cove-11893)

[Top View PDF \[/uploads/media/11893.pdf\]](/uploads/media/11893.pdf)

[CAD File \[/uploads/media/11893.zip\]](/uploads/media/11893.zip)

SHARE



SPECIFICATIONS

Model:	11893
Age:	5 to 12 Years
Use Zone:	39' x 23'
Fall Height:	6'
Number of Children:	25-30

ADA ACCESSIBILITY

Accessible	7
Elevated	7
Ground Level	3
Types	3

MORE DETAILS

[Warranty \[/warranty\]](/warranty)

Beat Club

Add a lot of sound in a small space with Beat Club - a six-instrument collection of GT Jams instruments that includes Bongos, Ashiko and Djembe for inclusive, percussive fun. Includes the GT Jams Playbook curriculum.

Model Number: 81748

\$2,133

[Request a Quote](#)

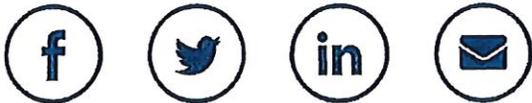


- Accessible design creates an inclusive, musical play environment for children of all abilities
- Durable plastic and steel construction is weather resistant and backed by the industry's leading warranty
- Includes the GT Jams Playbook curriculum that meets national standards for music and physical education
- All necessary installation hardware included

DOWNLOADS

[Product Flyer \[pdf/Beat-Club-81748\]](#)

SHARE



SPECIFICATIONS

Model:	81748
Age:	2 to 5 Years 5 to 12 Years
Use Zone:	9' 9in x 7' 8in

ADA ACCESSIBILITY

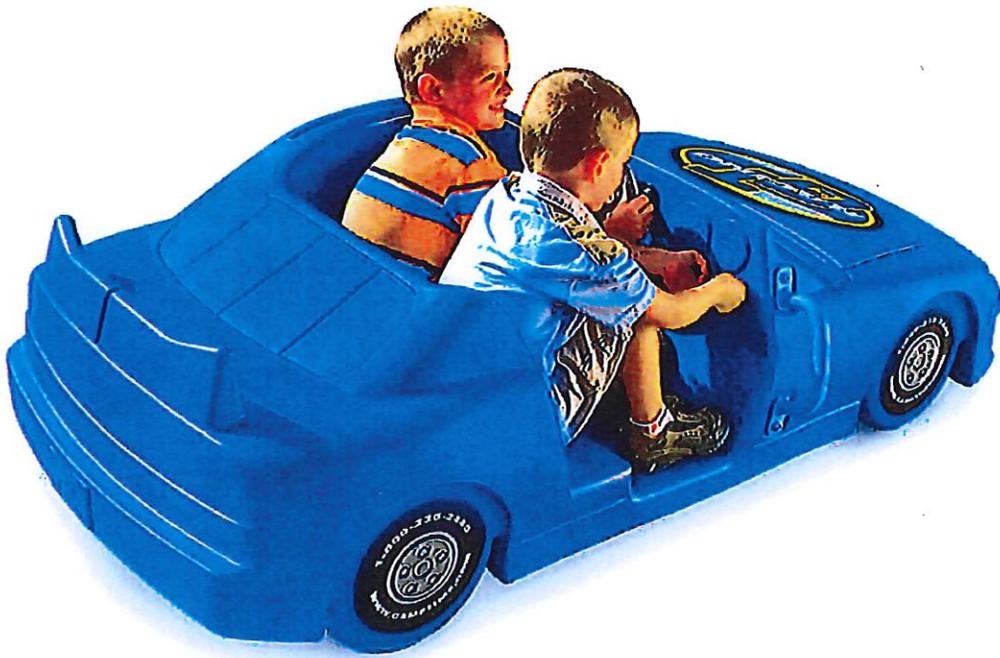
Accessible
Elevated
Ground Level
Types

GT Stock Car Cruisin' Mate

Model Number: 8658

\$1,261

Request a Quote



SHARE



Model:	8658
Age:	2 to 5 Years 5 to 12 Years
Use Zone:	18' 0in x 15' 1in
Fall Height:	4'

MORE DETAILS

[Warranty](#) [/warranty]

[Services](#) [/services]

[Programs and Resources](#) [/resources]



Designing award-winning playgrounds since 1929.



Complies with ASTM standards before it leaves the factory.



Certified Installer Network - GameTime trained for GameTime playgrounds.

Model Number: 8658

[Request a Quote](#)

[Find a Rep](#) [/find-a-rep]

Toss N' Score - Basketball Graphics

Model Number: 9816

\$687

[Request a Quote](#)



FEATURES

- 3'2" (97cm) square top goal opening.
- 3-1 $\frac{1}{2}$ " (9cm) O.D. powder coated galvanized pipe upright.

- EXERCISES HAVE 12 (30CM) C.D. FOR BASKETBALLS.

DOWNLOADS

SHARE



SPECIFICATIONS

Model:

9816

Age:

MORE DETAILS

[Warranty](#) [/warranty]

[Services](#) [/services]

[Programs and Resources](#) [/resources]



Designing award-winning playgrounds since 1929.



Complies with ASTM standards before it leaves the factory.



Certified Installer Network - GameTime trained for GameTime playgrounds.

STEEL FRAME WATERPROOF umbrella options



Fixed Waterproof Cantilever Umbrella
a cantilever umbrella unlike any other

- Combines our Glide Elbow™ convenience with waterproof fabric
- No view obstruction from center post

SHAPES AND SIZES



Square
10', 13', 16'



Hexagon
16', 18'

OPTIONS, FEATURES, AND FABRIC

Surface or In-Ground Mount
8' or 10' Eave Height
Fixed Position
Glide Elbow™
Wind Rated to 90 MPH
Waterproof Fabric



Waterproof Hypar Umbrella
a low-profile canopy

- Ideal for shading pools and guest areas
- Unique look
- Features a low-profile canopy that will not obstruct your view

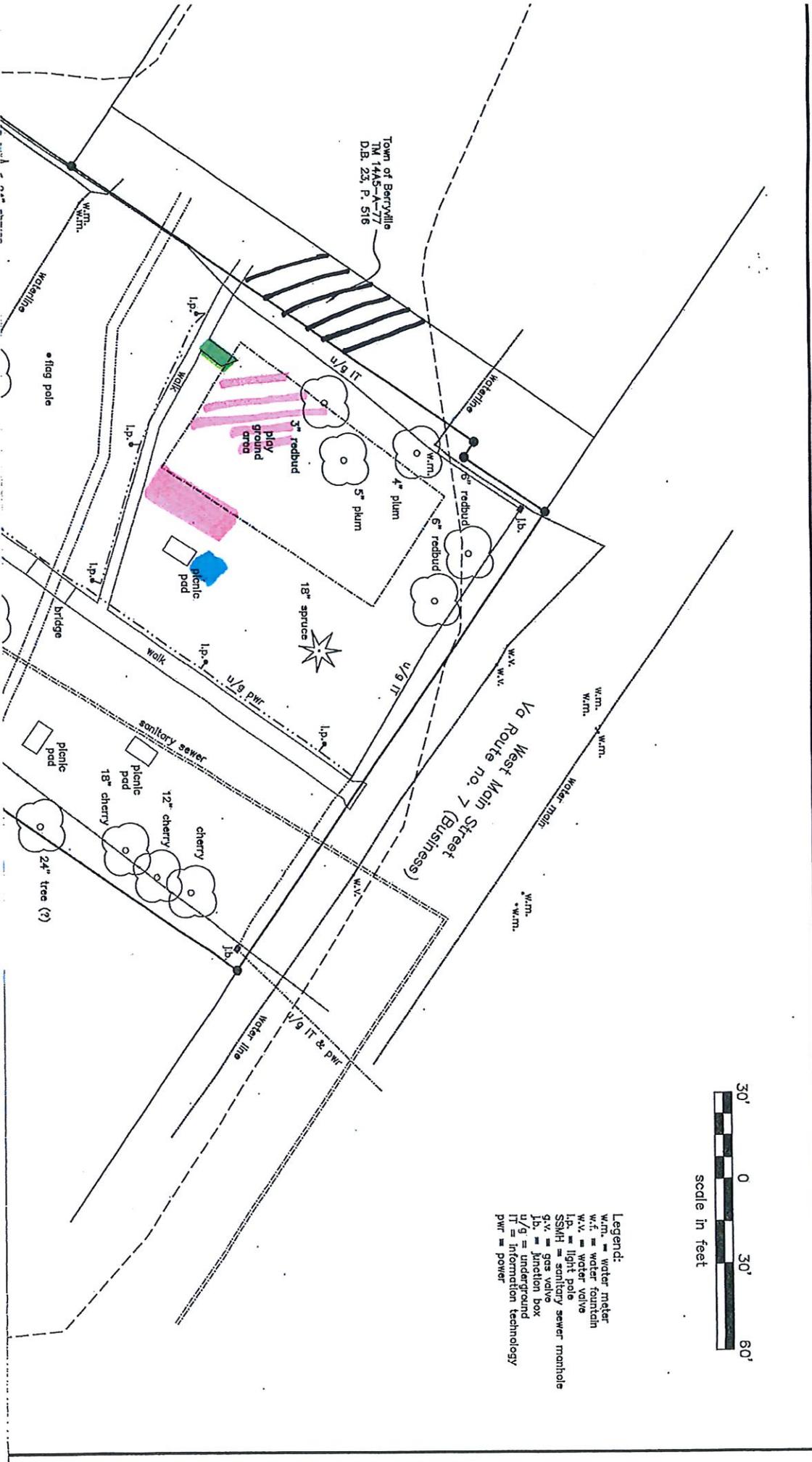
SIZE

10'-16'

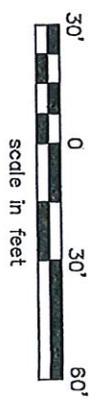
FEATURES AND FABRIC

Fixed Position
7' Eave Height
Waterproof Fabric

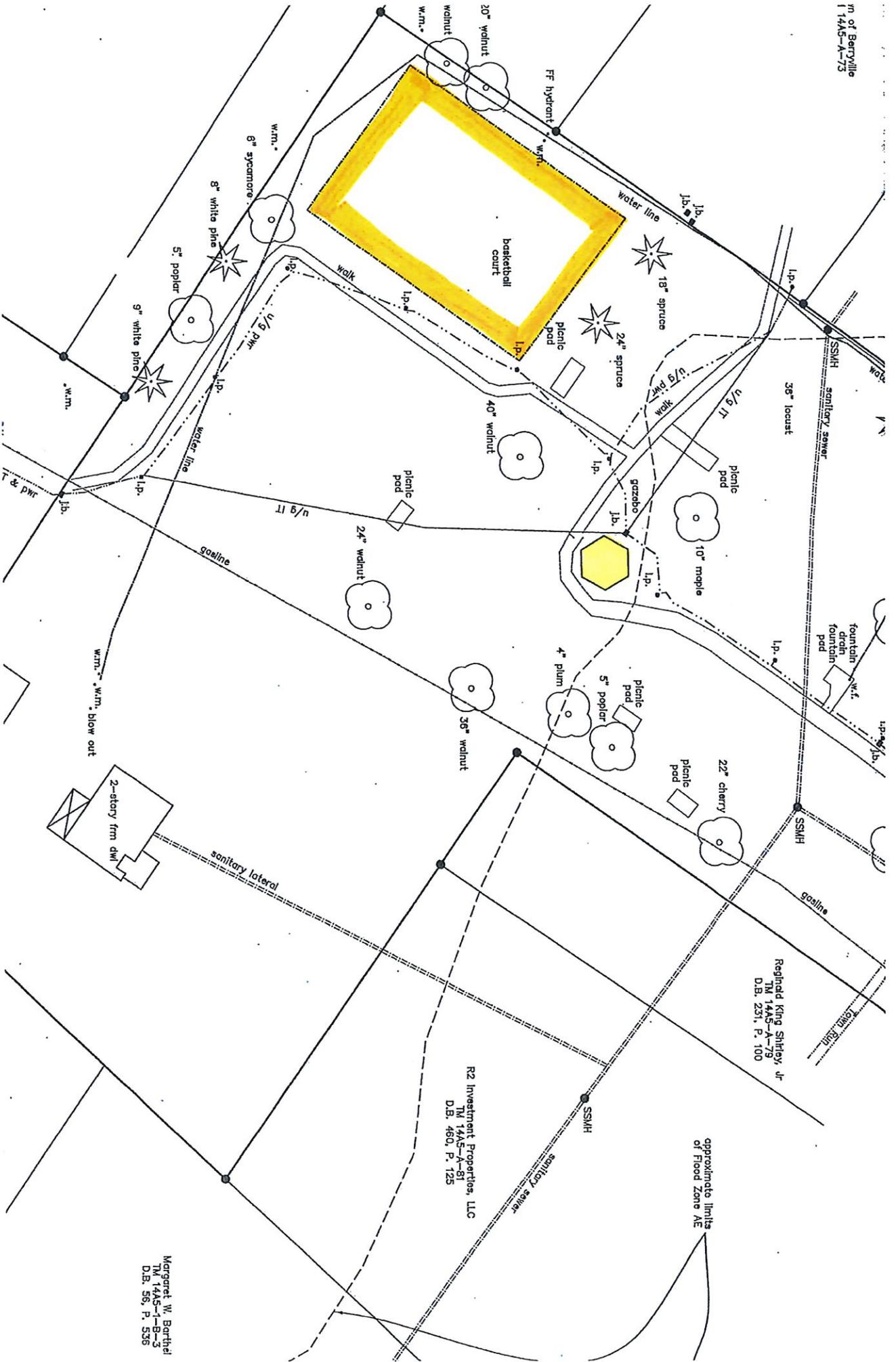




- Legend:
- w.m. = water meter
 - w.f. = water fountain
 - w.v. = water valve
 - l.p. = light pole
 - SSMH = sanitary sewer manhole
 - g.v. = gas valve
 - j.b. = junction box
 - u/g = underground
 - IT = information technology
 - pwr = power



in of Berryville
1445-A-73



Reginald King Shirley, Jr.
TM 1445-A-73
D.B. 231, P. 100

R2 Investment Properties, LLC
TM 1445-A-81
D.B. 460, P. 125

Margaret W. Borlind
TM 1445-1-B-3
D.B. 56, P. 536

Unfinished Business

Economic Development Memorandum
of Understanding



County of Clarke / Town of Berryville MOU Committee

Jay Arnold, Keith Dalton, David Ash, David Weiss

Agenda

10:00 am, Monday, July 1, 2019

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. Discussion Existing MOU and Determination of Best Path Forward for Cooperation on Economic Development
4. Adjourn

Clarke County Board of Supervisors



Berryville Voting District
J. Michael Hubert - Chair
(540) 955-4141

Millwood Voting District
John R. Staelin
(540) 837-1903

White Post Voting District
Bev McKay
(540) 837-1331

Buckmarsh Voting District
David S. Weiss - Vice Chair
(540) 955-2151

Russell Voting District
Barbara J. Byrd
(540) 955-1215

County Administrator
David L. Ash
(540) 955-5175

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

www.clarkecounty.gov

101 Chalmers Court, Suite B
Berryville, VA 22611

Telephone: [540] 955-5175

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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.

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.

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.
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 Wilson Kirby (SEAL)
Wilson Kirby, Mayor

Adopted Unanimously September 9, 2014

COUNTY OF CLARKE, VIRGINIA
By J. Michael Hobert (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)

Following is an update to the Memorandum of Understanding between the Town of Berryville and Clarke County Regarding Economic Development and Tourism adopted September 9, 2014 and September 16, 2014, respectively.

1. Establish Joint Management of Economic Development and Tourism.

The Town and County shall jointly management Economic Development and Tourism efforts in Clarke County and the Town of Berryville on an ongoing basis.

Status: The Town and County have jointly managed Economic Development and Tourism efforts.

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.

Status: The Town and County have identified the Town Planner and County Economic Development Coordinator as single points of contact for the respective localities.

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.

Status: The Committee currently consists of Berryville Recorder Jay Arnold; Clarke County Board representative David Weiss, Assistant Town Manager Christy Dunkle; and County Administrator David Ash. Mr. Weiss was chosen to Chair the Committee for 2017.

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 the 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.

Status: An Economic Development Director was hired in April, 2015 by Clarke County. The position, which remains part-time (up to 100 hours per month), also has an administrative assistant who may work up to eight (8) hours per week.

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 be 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.

Status: The Clarke County Board of Supervisors has funded the position of Economic Development Director for Clarke County and development and maintenance of both the Economic Development and Tourism web sites. Activities related to funding include the implementation of a Transient Occupancy Tax in the Town (ongoing in the County); respective budget consideration (Recorder Arnold will discuss the matter during the FY 2017-2018 budget development cycle).

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.

Status: Ongoing. Both the Town and County fund economic development and tourism efforts. The Town supports Berryville Main Street through annual contribution and Virginia Commission for the Arts grant. The County has funded the Barns of Rose Hill through the same grant and additional funds. Berryville Main Street has worked with both the Town and County to share information from their Downtown Development Planning Service report by Todd Barman of Barman Development Strategies, LLC, conducting presentations and work sessions with the respective governing and administrative bodies. This report supports the importance of tourism as an integral component of economic development in the community.

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 input from the business community as to the real and perceived barriers to Economic Development. A work plan 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.

Status: Ongoing. The Joint Committee identified tasks for staff which include lists for the processes to open a business in the respective jurisdiction; discuss perceived obstacles with building and business owners; and develop a work plan by soliciting elected officials on this

matter. Strategies previously identified and implemented include Tourist Oriented Direction (TOD) signage installed on 7 Bypass funded by Clarke County, Town of Berryville, and Barns of Rose Hill and the adoption of Tourism Zones in 2016 to incentivize tourism-related development in three areas of Berryville.

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 work plan set forth in item #7 above.

Status: Ongoing. Previous planning efforts identified include modification to the County Zoning Ordinance allowing waterworks to encourage development of farm-based breweries and distilleries and the implementation of Tourism Zones in the Town. Planning and zoning staff will continue to work together on ordinance recommendations.

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, the resultant changes shall be publicized as the report's recommendations are implemented.

Status: Ongoing. It was determined that County and Town staff will submit quarterly reports informing Joint Committee members of respective economic development and tourism activities and relevant updates.

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.

Status: Tourism and economic development websites have been created by the County. Clarke County is now a part of the Shenandoah Valley Tourism Partnership that will be promoting the valley and respective localities on their web site. Other regional efforts by the County and Town include participation in the Top of Virginia Artisan Trail, Clarke County Studio Tour, and Appalachian Trail Community efforts. An official launch of both the tourism and economic development web sites has been recommended. Questions concerning access to the calendar shall be clarified.

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 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.

Status: Economic development and tourism web sites have been established and businesses listed. The calendar will be accepting postings in the near future.

- 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 a 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.

Status: Ongoing. Staff to identify agencies that offer grants and assist applicants through the application process.

- 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.

Status: Document existing businesses and building owners and identify their respective needs. Meet with property owners to discuss potential development opportunities.

- 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.

Status: Ongoing. Development of local and regional economic development partnerships including Top of Virginia Artisan Trail, MATPRA event, Regional Chamber, Forum for Rural Innovation, Shenandoah Valley Workforce Development Committee, Lord Fairfax SBDC, state organizations including VDACS and VEDP.

- 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 program options for consideration by the Town and County shall be completed within one year of the hire date of the Economic Development Director.

Status: Ongoing. Report identifying potential program options has not been completed. Tourism Zone Incentives implemented by the Town. Waterloo availability fees, work with state and federal agencies (e.g. Berryville Graphics) to identify grant programs and training opportunities.

- 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 businesses) 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 of this date.

Status: Marketing Strategies Report needs to be completed. Spring Farm Tour, Spring Introductory Session, Forum for Rural Innovation. Marketing Strategies Report currently not a priority but shall be considered in staff reports.

- 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.

Status: Ongoing. TOD signage installed; Town staff participating in MATPRA event; NSVRC efforts; Forum for Rural Innovation; GoVirginia.

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.

Status: Ongoing. Town staff has been working with a property owner on floodplain mitigation process. A LOMR has been submitted to FEMA for review and approval. Investment group needs to be investigated and organized.

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 afore mentioned stakeholders.

Status: Ongoing. Appalachian Trail, Artisan Trail, NSVRC, SBDC, MATPRA (Winchester/Frederick), Shenandoah Valley Partnership.

Attachment A tasks

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. Awaiting determination of Town contribution

Following is an update to the Memorandum of Understanding between the Town of Berryville and Clarke County Regarding Economic Development and Tourism adopted September 9, 2014 and September 16, 2014, respectively.

1. Establish Joint Management of Economic Development and Tourism.

The Town and County shall jointly management Economic Development and Tourism efforts in Clarke County and the Town of Berryville on an ongoing basis.

Summary of Action: The Town and County continue to cooperate and share information regarding opportunities to enhance our support and encouragement of private sector Economic Development and Tourism efforts.

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.

Summary of Action: The Town and County have identified the Town Planner and County Economic Development Coordinator as single points of contact for the respective localities. These individuals are tasked with routine communications to insure that both the Town and the County are kept informed on economic development and tourism opportunities and support programs as well as providing outreach and support to the private sector developers and providers of economic development and tourism activities.

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.

Summary of Action: The Town and County created the Joint Committee and named Assistant Town Manager Christy Dunkle; County Administrator David Ash; Berryville Recorder Jay Arnold; and Clarke County Board representative David Weiss as members of the Committee. At the January 27, 2017 meeting, Mr. Weiss was chosen to Chair the Committee for 2017. The goal of the Committee is to meet quarterly unless more frequent meetings are needed.

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 the 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.

Summary of Action: Clarke County employed a part-time Economic Development Director in April, 2015. The position remains part-time (up to 100 hours per month). A part time support position providing up to eight (8) hours per week was also authorized. This limitation proved unworkable and other County staff has assumed the responsibility of supporting the Economic Development Director's activities on an as needed basis. Despite the initial concern about tourism, a substantial portion of the Director's efforts have been directed at increasing tourism in the Town and County.

The Town has assigned a portion of the Town Planners time and effort to economic development activities and supports these activities with other town staff as needed.

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 be 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.

Summary of Action: The Clarke County Board of Supervisors has funded the position of Economic Development Director for Clarke County and development and maintenance of both the Economic Development and Tourism web sites. Activities related to funding include the implementation of a Transient Occupancy Tax in the Town (ongoing in the County); Recorder

Arnold has raised the matter of funding Economic Development Activities in the Town Budget for Fiscal Year 2018. The Town's budget has not yet been completed.

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.

Summary of Action: Discussion has taken place with County staff. Berryville Main Street has worked with both the Town and County to share information from their Market Assessment Report, conducting presentations and work sessions with the governing bodies. Methods to review the fiscal impact of proposed development and activities are being reviewed.

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 input from the business community as to the real and perceived barriers to Economic Development. A work plan 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.

Summary of Action: The Joint Committee identified tasks which include lists for the processes to open a business in the respective jurisdiction; discuss perceived obstacles with building and business owners; and develop a work plan by soliciting elected officials on this matter. Tourist Oriented Direction (TOD) signage has been installed on 7 Bypass funded by Clarke County, Town of Berryville, and Barns of Rose Hill. Tourism Zones were adopted in 2016 to incentivize tourism-related development in three areas of Berryville. Additional activities will be planned as opportunities are identified. The Committee has regular discussions regarding obstacles, real and perceived, as well as potential solutions as they are identified.

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 work plan set forth in item #7 above.

Summary of Action: Efforts are ongoing to develop contact information and to provide outreach to persons interested in startup or expanding businesses. Planning directors have not been tasked directly with developing a plan to revise the regulatory environment as this time. Incremental revisions, however, continue as the benefit is identified. Additional effort can be undertaken as information is developed.

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, the resultant changes shall be publicized as the report's recommendations are implemented.

Summary of Action: See #8 above.

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.

Summary of Action: Tourism and Economic Development websites have been developed and are currently online. There have been some glitches in entering information on the online calendar reported, however, the sites are working. The Town and County and now participate in the Artisan Trail, Studio Tour, and Appalachian Trail. As the sites are new it will take time for participation to build and information to be collected. There is no data base of email and mailing addresses currently available however, efforts are underway to collect information that can be used to make businesses aware of the opportunity and to solicit participation.

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 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.

Summary of Action: See #10.

- 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 (TPT) 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 a 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.

Summary of Action: Ongoing. The Economic Development Director and the Town Planner continue to participate in regional and state organizations that make available information on opportunities and support for both economic development and tourism. No changes in statutory limitations for transient occupancy tax or ability to impose any other tax were granted during the last term of the General Assembly.

- 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.

Summary of Action: Informal information gathering. More structured efforts will be required to document need and strategies of benefit.

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.

Summary of Action: The Economic Development Director and the Town Planner have developed working relationships with many of the land, facility and business owners. In addition to pursuing these relationships, the Committee has identified a need to transform these relationships into ongoing organizational ties. Implementation of this will require additional development.

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 program options for consideration by the Town and County shall be completed within one year of the hire date of the Economic Development Director.

Summary of Action: This goal has not been realized at this time. More work is needed.

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 businesses) 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 of this date.

Summary of Action: While both Town and County have sponsored marketing and educational efforts for agricultural development and have joined together to attract agricultural business, the efforts have not always been well coordinated. Marketing Strategies Report needs to be completed. The Spring Farm Tour and the Agricultural Education Conference in the fall are examples of activities that benefit from cooperation and coordination. Marketing Strategies Report currently not a priority.

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.

Summary of Action: Participation in the TOD signage installation, staff participation in MATPRA event; NSVRC efforts and Workforce Investment Board activities are examples of current activity. Participation in the Shenandoah Valley Tourism, Artisan Trail and Appalachian Trail are additional examples.

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.

Summary of Action: Ongoing. Town staff has been working with a property owner on floodplain mitigation process. A LOMR has been submitted to FEMA for review and approval. Investment group needs to be investigated and organized. Private capital is required to move this forward.

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 afore mentioned stakeholders.

Summary of Action: Ongoing participation in Appalachian Trail, Artisan Trail, NSVRC, SBDC, MATPRA (Winchester/Frederick). Membership in Shenandoah Valley Spirit Trail Organization pending.

Unfinished Business

Branding and Marketing

Keith Dalton

From: Kara Rodriguez
Sent: Monday, July 22, 2019 11:51 AM
To: Keith Dalton
Subject: First stab at scope of work

Keith - Please have copies of this for Diane, Donna and staff at the meeting.

The Berryville Town Council is soliciting proposals for a branding and marketing study for the Town of Berryville, Virginia.

The objective of the study is to create an identifiable brand and logo for the town, taking into account its unique identities which include:

- the county seat for Clarke County, a diminutive sized-population edged between areas of high growth, that continues to maintain its rural character and small downtown charm;
- a population that includes many long-term residents as well as newcomers;
- a destination for the arts and tourism, with the Barns of Rose Hill performing arts center; Rosemont Manor; the Tea Cart; Battletown Inn and more, and a strong network with the Clarke County Artisan Trail;
- a strong rural economy, with a seasonal farmers market and many farms still operating throughout the county;
- a commercial/industrial base that includes the business park, which could be strengthened with the eventual extension of Jack Enders Boulevard;
- a nearby neighbor of the Appalachian Trail and Harper's Ferry, with outdoor recreational opportunities nearby at Watermelon Park.

The brand identity and logo should be visually appealing; represent Berryville's unique presence in northwestern Virginia; and is attractive to draw visitors and businesses.

The marketing study should elaborate on what market sectors are strengths for the town, and what areas could use more attention. Of particular note is the town's desire to land a hotel tenant in Berryville, which will supplement tourism activities in town and overall business growth. The study should utilize input from local stakeholders, to include residents, business owners, community organizations, elected officials, and more.

New Business

Other

Closed Session

Adjourn