

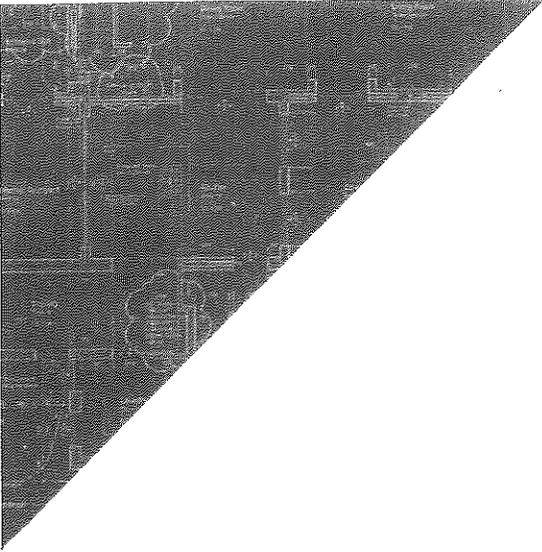
**BERRYVILLE TOWN COUNCIL COMMUNITY DEVELOPMENT COMMITTEE
MEETING AGENDA
Berryville-Clarke County Government Center
101 Chalmers Court, Second Floor
Meeting Room A/B
Regular Meeting
March 25, 2019
2:00 p.m.**

Item

Attachment

- | | | |
|------------------------------|---|---|
| 1. Call To Order | Kara Rodriguez, Chair | |
| 2. Approval of Agenda | | |
| 3. Discussion | Livery Stable at 23 East Main Street | 1 |
| 4. Discussion | Economic Development / MOU with Clarke County | 2 |
| 5. Closed Session | No Closed Session Scheduled | |
| 6. Other | | |
| 7. Adjourn | | |

↓ Denotes an item on where a motion for action is included in the packet



DELIVERING SOLUTIONS FOR TOMORROW'S BUILT ENVIRONMENT

Structural Evaluation of Livery Stable at 23 East Main Street, Berryville, VA *Final Submission*

To: Town of Berryville
101 Chalmers Court, Suite A
Berryville, VA 22611



Date: January 4, 2018

Table of Contents

Executive Summary	1
Background Information	2
Methods of Investigation	3
Description of Structure	3
Roof System	3
Floor System	4
Wall Systems	6
Foundation Systems	10
Basis of Evaluation and Design	10
Repair Recommendations	11
Near Term Repairs	11
Far Term Restorations	12
Cost Estimate Data	13
Conclusion	13

Executive Summary

The Livery Stable ("The Stable") is attached to the rear of the structure located at 23 East Main Street in Berryville, Virginia. It is a two story wood framed structure. Based on the condition of the structure and type of materials used, it is estimated that The Stable was constructed between 1860 and 1900 and has served many functions for the Town since its original construction. Currently the facility is unoccupied except for two restrooms that were recently added to the facility on the first and second levels of 23 East Main Street.

This report was issued by the Town of Berryville to accomplish the following:

- Structurally assess the condition of the framing elements
- Develop dimensioned plan drawings of the existing conditions
- Develop repair documents for items found deficient during the assessment
- Provide construction cost data for any repairs to be implemented on the facility

Damron Engineering and Consulting llc ("DEC") performed multiple field visits to measure existing elements, document any deficiencies, and record overall condition of The Stable. Documentation was visual in nature for each visit, no demolition was performed to document conditions. Subsurface investigations were not performed to document soil conditions or gather detailed information about below grade building elements.

Overall, The Stable is structural sound and in no danger of eminent failure. There are no repairs requiring immediate attention. However, near term and far term repairs have been identified based on the conditions viewed. Near term repairs are those that should be completed within the next two to five years, far term repairs are more cosmetic in nature and could be done in conjunction with the near term items or separate as funding allows. Near term repairs recommended include interior wythe of brick masonry repairs on the east wall, floor system modifications, and addressing building envelop repairs. Far term repairs include replacement of the metal panel siding with wood and restoring the west wall framing to original condition. It is estimated that the total cost for near term repairs is \$150,347 and far term repairs estimated at \$304,692.

The following pages provide more detail on the scope of work, investigation methods, recommendations and costs associated with each item. Native CADD drawings for the facility are provided electronically to the Town Manager.

Background Information

The exact date of construction is not known for The Stable. There are photographic images that place the structure in use as the stable at the turn of the 1900's. It was potentially in use for an extended period of time prior to taking those images. Since serving as an operating livery, the Stable and 23 East Main Street have housed town offices, served as Police storage, the Public Works office and other services for the Town of Berryville. The Stable currently is unoccupied and primarily serves as a storage facility for the town and houses the mechanical equipment for the occupied spaces of 23 East Main Street.

The barn has undergone multiple renovations and currently has both timber and masonry load bearing elements. Timber framing was the primary construction method used in the United States in the 1700's and 1800's until balloon framing began to be more popular in the mid 1800's. Timber framing uses larger wood members spaced at larger intervals and are joined with wood connections. Wood connections typically are comprised of mortise and tenon joinery. The mortise (female) is the space in timber A that receives the tenon (male) from timber B. Tenons are typically 1-2" wide and are centered on the end of the timber. Both the mortise and tenon have holes so that a trunnel (peg) is inserted to keep the two timbers joined. Figure 1 is a diagram depicting common timber frame members and their terminologies, the shaded members in the diagram all together constitute a bent. The Stable was originally constructed of two interior and two gable end bents.

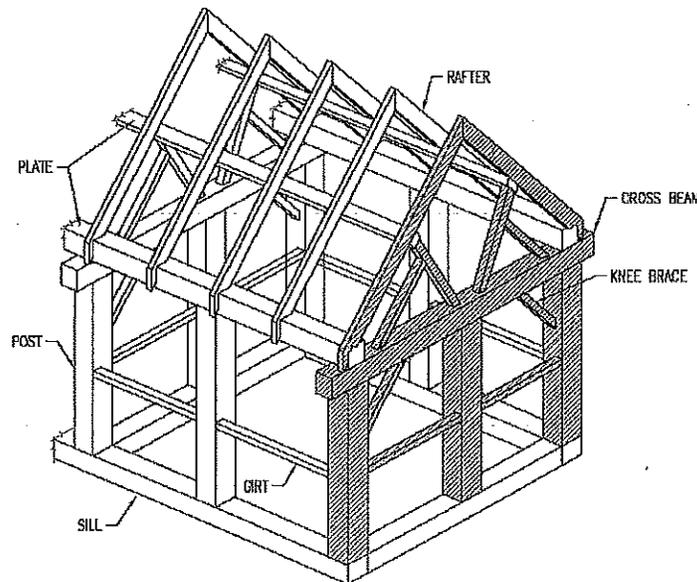


Figure 1 - Timber Frame Terminology

Several construction methods were visible in the barn. We used connection methodologies and lumber planing to aid in the dating process. The barn uses three types of wood connectors: timber frame, manufactured nails, and wire nails. The use of timber frame construction indicates a pre-1900's date. There are two types of nails used in the barn: machined and wire. Wire nails began to be used at the beginning of the 1900's. Machined nails became available in

the early 1800's. Throughout the structure, the lumber used is solid sawn, or rough planed, with no evidence of bark or rounded edges to the timbers. Planing machines were available in the early and mid 1800's, but were not widely used due to craftsman prejudices against early designs. The machines were modified and improved in the mid 1800's. Planing in the barn suggests a date later than 1860. Because of the civil war beginning in 1860 and lasting until 1865, the date of the barn is approximated as between 1870-1900.

Methods of Investigation

Inspection, measuring, and photographic documentation of the barn occurred over several days in October and November by Damron Engineering & Consulting llc. Not only was the structural integrity examined, but also time was spent determining the best methods to create a weather-tight structure and what features could be maintained and or improved.

Description of Structure

This section will describe the framing systems utilized and any deficiencies found during our field investigations. We will discuss the following systems: roof, floor, walls, and foundations.

Roof System

The roof is covered with a steel crimp seamed panel system. The panels are approximately 23 inches wide and are attached to the roof framing with concealed fasteners below each seam. Light steel flashing is present where the barn abuts the 23 East Main street walls, and flashing is present surrounding the chimney penetration in the Stable. Against the abutted building the roof covering changes to a more modern pattern of steel roofing. The roof panels drain to steel gutters fastened to the roof by means of straps attached on top of the panels to the roof purlins below the panels. The panels show no signs of significant damage, but appear to have been in place longer than their anticipated useful life. The structure below shows signs of previous water leaks, but no active leaks were evident from the staining.

The roof panels are attached to longitudinal roof purlins ranging in size from solid sawn 1-inch by 6-inch boards to 1-inch by 10-inch boards. Purlins are spaced randomly, due to the variety of sizes used, not more than 16 inches on center. There are members that show water stains from previous leaks in the roof, but upon physical inspection of random samples the purlins are sound and do not need to be replaced.

Rafters make up the primary structural element for the roof system. The rafters are solid sawn 2 inch by 5 inch boards and are spaced 2 feet on center. At the peak of the roof the rafters are miter cut to the roof pitch and fastened together. To restrain lateral forces at the base of the rafter each pair is tied together with a 1 inch by 4-inch collar tie located 3 feet 10 inches below the bottom of the peak joint. Additionally, at alternating pairs the peak is reinforced with a solid sawn 1-inch by 10-inch board nailed to the southern face of the peak and a 2-inch by 4-inch vertical that runs from the peak to the floor system. The rafters bear on solid sawn beams that will be described in the wall systems.



Figure 2 - Roof framing showing rafters, collar ties, and additional framing elements

Based on the visual observations, framing members making up the roof system appear to be sound and capable of withstanding snow loads applied to the system.

Roof Deficiencies

- a. Evidence of water infiltration present at the false ridge line on the south gable end. Flashing and roof covering should be replaced.
- b. On the main roof along the south gable, closure trim is missing or damaged that protects the ends of the roof purlins.
- c. Daylight is visible between the roof purlins along the south gable end. Will require closure to prevent moisture infiltration.
- d. Spray foam insulation has been installed to mitigate intrusion of pests into the building. This foam has the potential of trapping moisture should it get wet and could damage the wood members.
- e. Although the existing gutters are functional, the attachment of the gutters should be below the metal panel roofing to promote longevity of the system.

Floor System

The wearing surface for the floor system is comprised of 1-inch nominal planks attached to floor joists. These planks are butted together to form a continuous surface. In the finished space for the upper level an additional layer of plywood has been installed for a smooth wearing surface. A floor hatch was installed to allow access to the at-grade level just outside the door from the finished to unfinished area of the second floor. This hatch attaches to the top side of the decking with the opening framed between two floor joists. The only deficiency noted in the floor

deck are six areas where the deck has been removed, which totals twenty-four square feet, each location is approximately 2-feet by 2-feet. These openings currently have light-gage metal or street signs covering each. Once a use has been determined for the space, these openings should be filled in with like decking material to form a more uniform wearing surface.

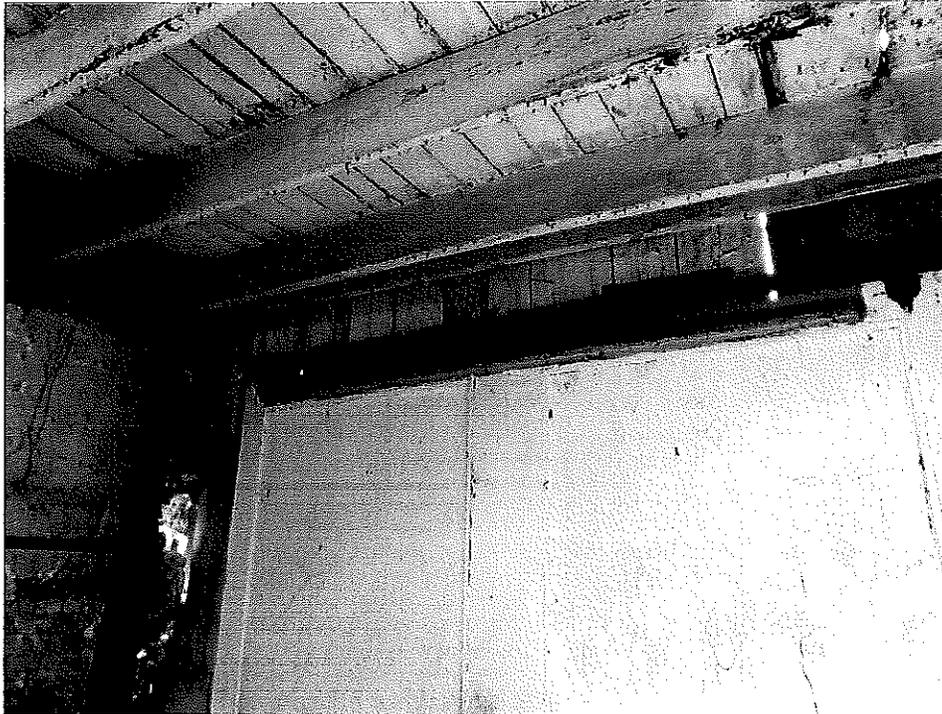


Figure 3 - View of floor framing.

The wearing surface is supported by solid sawn floor joists. Joists bearing on the east wall of the building are 2-inch by 8 7/8-inch boards that bear in joist pockets in the brick wall. Joists bearing on the west wall are 2-inch by 10-inch members bearing on a 4-inch by 6-inch beam framed into the wall system. A transition in the floor is made roughly 12 feet 5 inches from the inside face of the east wall. At this transition the joists bearing on the western wall are stacked on top of those from the east. This transition results in an 11-inch step in the floor. The floor is supported at the transition by two separate means. First, by the concrete masonry wall that forms the electric room and bathroom. And second, south of the masonry wall, a flat 2-inch by 8-inch board supported by four columns with varied spacing. An additional flat support beam was also installed four inches away from the face of brick, it is also supported by columns, five with varied spacing.

Floor Deficiencies:

- a. The fifth joist from the south gable end has forty-four (44) inches removed starting fifty-four (54) inches from the face of brick.
- b. Fourteenth (14th) joist from the south end has evidence of previous infestation where the end of the joist has deteriorated. This is on the low joist and is not in the bearing region for the joist, but affects the connection to the high joist at that location.

- c. Near the rotten joist end, the band board shows similar infestation and has resulted in member deterioration. As with the joist, it is not an active situation.
- d. At the floor transition, the flat beam is not sufficient to support the floor if you apply the minimum code required live load. It will support the dead load of the system, as it has been, but it will not support live load should the floor be used.

Wall Systems

West Wall

The west wall exhibits the characteristics of traditional timber framing. It has a continuous beam, 4-inch by 4-inch solid sawn, at the top of the wall supporting the roof rafters. This beam has mortice splice joints over the primary and secondary columns that are 4-inch by 6-inch members. Below the roof beam is a floor beam that is a 4-inch by 6-inch member, again with mortice joints at each primary and secondary column.



Figure 4 - Typical west wall framing above floor level.

Below the floor beam, significant modifications to the wall framing has been made. It is unclear as to the reasoning behind these modifications. Each of the columns have been cut to different lengths and propped by multiple members. Between the columns below the floor beam random wall girts have been installed. These girts, and the framing supporting the columns, are fastened with wire nails, indicating work completed since the early 1900's. All of the new members' bear on a solid sawn 2-inch by 8-inch wood plate that is attached to a cast-in-place stem wall. The concrete stem wall abuts the existing building to the north and travels south to within 12 inches of the southwest corner of the building. As with the other columns along this

wall, the corner column has been cut with multiple members attached to it and carrying it to grade where it rests on stones from an original foundation wall.



Figure 5 - West wall framing example below floor.

The exterior of the west wall is covered with a metal panel siding backed by solid sawn 1-inch planking. This planking and metal siding extends approximately one inch below the top of the concrete stem wall. Where the stem wall stops, additional planking has been added to grade.

The lateral bents are tied to the primary columns on this wall via morticed joints. Lateral bents are made from 4-inch by 6-inch continuous members. They are tied to the roof rafters by diagonal braces. Knee braces are attached to each primary column with wire nails. The north end abutting the adjacent building does not have a bent. The second interior bent was cut to form the finished space. This bent is nailed to the stud wall and has a larger, 1-inch by 8-inch, diagonal brace to the roof rafter.

East Wall

The wall is constructed of a multi-wythe common (American) bond with a header course every six courses. The brick wall is supported by a stone foundation wall. Window openings on the at-grade level of the Stable utilize a Jack Arch to support the loads above. The window on the upper floor is flush to the rafter bearing assembly. The wall is continuous from the level of the stone foundation to rafter bearing. On the visible portions of the wall it is evident that the interior

face has been skimmed with a coating of mortar/plaster. It covers the entire exposed area of the second floor. On the at-grade level the coating is only visible on a small portion of the wall, but there are indications that it covered the entire wall at one time. The exterior surface of the wall has been painted in its entirety.

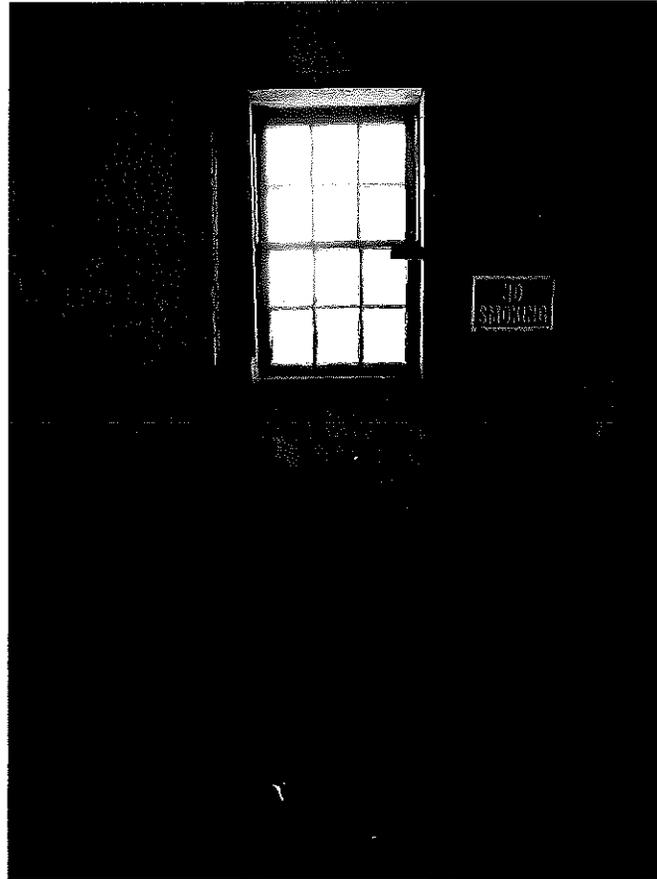


Figure 6 - Brick deterioration on east wall below floor.

Rafter bearing is accomplished by multiple 4-inch by 6-inch boards. The first is set flush with the outside of the wall, leaving a 4-inch ledge on the inside of the wall. The second member is set so it overhangs the outside face of brick by one inch. There is a 2-inch separation between the two members accomplished by spacer blocks randomly placed between the two. The collar beam is morticed into the lower of the two members of the assembly. No knee braces are associated with the east wall.

South Gable Wall

The south gable end is timber framed and has two distinct compositions. The first is from the roof to a false roof, which is made up of floor to rafter 1-inch planking with one intermediate girt 4-feet 10-inches above the collar bent. Below the false roof an additional layer of horizontal framing pushes the wall out an additional 5-inches and is covered with 1-inch nominal vertical planking. Within this wall is framed an opening for a sliding door and passage door on the at-grade level.

Interior Partitions

On the second level the partitions are framed of solid sawn 2-inch by 4-inch members resting on a 4-inch by 6-inch bottom plate. On the at-grade level, 4-inch concrete masonry units form the interior partitions. These partitions rest on a cast-in-place concrete slab.



Figure 7 - Interior CMU partition, settlement cracking both sides of corner.

Wall System Deficiencies

West and South Walls

- a. Rotten sill plate located under the primary column assembly of the second interior bent from the south gable.
- b. Water damage evident on the exterior plank siding along the south gable end.
- c. Flashing replacement required on the false gable on the south wall.
- d. Condensate drain pipe from the mechanical equipment on the second floor drains to grade. This has left an area of erosion directly below the drain. Recommend this drain be routed to the gutter drain to prevent further erosion.

East Wall

- a. Mortar/plaster skim coat above the second floor has multiple floor to top of wall cracks and shows signs of delaminating from the wall bricks.
- b. Mortar/plaster skim coat delaminating on the remaining wall surfaces that have it.
- c. Mortar joint deterioration resulting from water infiltration or salt accumulation requiring 100 square feet of joint replacement/repointing. This deterioration has resulted in bricks loosening and dislodging from the wall.
- d. Coving and crumbling of bricks on the interior wythe below the southernmost window of the wall. Most likely caused by water infiltration.

- e. Minor settlement cracks on the exterior of the brick wall south of the southern most window. Approximately 10-feet of cracking.

Interior Partitions

- a. The exterior wall of the finished area on the second floor shows evidence of animal infestation/nesting.
- b. Settlement crack visible emanating from western corner of the south concrete masonry wall.

Foundation Systems

The original foundation system for the building would have been stone walls. It is evident that the stone foundation walls are present along the east wall and appear in good condition from the exterior. On the west wall a concrete stem wall approximately two feet tall was installed on top of the original stone wall. Rod probing was used to verify the presence of foundation walls below grade to a depth of 20 inches. Foundations for interior columns and partitions is assumed to be cast-in-place concrete, but the depth of footings and size was not able to be determined during the study.

Foundation System Deficiencies

- a. Along the west wall at approximately 23-feet 8-inches the stone foundation under the stem wall was not able to be verified. We are unable to assess if the original foundations were removed or damaged, but it is our opinion that the stem wall from that point on to the north bears directly on grade.
- b. Stones are loose and shifting on the interior face of the foundation wall on the east wall. This occurs from the northern edge of the southernmost window to the south gable wall.
- c. Evidence of burrowing into the soil adjacent to the foundation wall is evident between the first and second windows on the southern end of the elevation.
- d. Grade along the east and west side has little to no slope way from the building allowing for water to potentially pond against the foundation walls.

Basis of Evaluation and Design

In order to evaluate and design repairs for the structure applicable building codes, materials, and loading requirements must be determined. The following is a list of applicable codes, possible required materials for repairs, and applicable loads on the structure as set in the building codes.

Codes

- a) International Building Code, 2012
- b) Virginia Uniform Statewide Building Code, VUSBC 2014
- c) ASCE 7-10, "Minimum Design Loads for Buildings and Other Structures"
- d) ACI 318-05, "Building Code Requirements for Structural Concrete"

- e) NDS, "National Design Specification for Wood Construction," 2001 Edition

Materials

- a) Cast-in-place Concrete, NLWT, $F'_c = 4000$ psi
- b) Timber, Mixed Oak, NELMA No. 1, $F_b = 825$ psi

Loads

- a) Dead Load: self-weight +superimposed = actual+10 psf
- b) Floor Live Load: light storage = 50 psf
- c) Snow Load: ground snow load = 30 psf
- d) Wind Load: basic wind speed = 110 mph

Repair Recommendations

Typically, we place repairs in three categories, immediate, near term, and far term. Immediate repairs are those required to maintain structural stability and protect human life. Near term repairs can be categorized as routine maintenance items required to maintain the functional aspects of the facility. Far term repairs are those that would be required to change the occupancy or improve the visual aesthetics of the facility. Based on our observations we consider the Stable to be in stable condition and repairs required fall into the near or far term category as described in this section.

Near Term Repairs

Roof System

The primary concern with the roof system is to replace elements that have been in service beyond their useful life and to provide closure to the system. To accomplish this we recommend replacing the roof panels and providing new flashing and guttering to match the system. This will ensure protection from the elements and improve the prevention of pests from entering the building.

The replacement will involve removing the existing metal panels, flashing, and trim pieces and replacing them with a new standing seam roof system. Additionally, the eaves and end overhangs will be enhanced with soffit that matches the period. The existing gutters are assumed to be in usable condition, they will be removed and re-installed with hangers below the roof panels. While this study found no evidence of damaged roof purlins, the cost estimate and documents provide for an allowance of replacing 5% of the purlins.

Floor System

In order to carry minimum design loads required by code for the second floor we recommend replacing the flat 2-inch by 8-inch boards and columns with a traditional beam system. These beams would utilize rough sawn timbers, 8-inch by 12-in at the floor transition and 6-inch by 10-inch offset from the east wall. Each beam would be supported by solid sawn 6-inch square columns. The beams would be joined to the columns by mortice joints and be equipped with knee braces for lateral support. We propose that the columns be offset from each end to allow for economy of member sizing while maintaining as much open space as possible within the

room. The columns would bear on spread footings cast such that the top of footing would be flush with the top of the existing gravel floor.

For the beam with a section removed, we recommend attaching a member of similar size to the existing for support. This attached member would but cut so it extends 16-inches beyond each side of the section removed. It would be attached with twelve 16d nails, six on each face.

Walls Systems

The most challenging repairs required for the Stable involve the brick restoration of the east wall. This will require complete replacement of the interior wythe in some locations and reparging the entire interior surface once the repairs are completed. To accomplish the repairs it will be necessary to support the roof and floor gravity loads as well as providing lateral bracing of the exterior wythe to prevent out of plumb movement of the brick during repairs. We anticipate the contractor using scaffolding for the full height of the wall to accomplish this. Once the elements are shored, the contractor will remove bricks as necessary and replace loose bricks to the floor level. We do not anticipate removal of any brick above the floor level. Once this is completed the contractor will remove the parging on the upper level and any remaining on the at-grade level and provide a new ½" thick coating to the entire exposed surface of brick. It should be noted that for this repair the existing fuel tank will have to be relocated temporarily in order to complete the repairs.

Timber repairs to the south and west walls include the following. Replace the existing wood siding below the false roof line of the south gable end. Additionally, for the area on the west wall that is not covered by metal panels, we recommend the existing timbers be removed and replaced closing any gaps that would allow for pests to enter the building. Finally, along the west wall below the column supporting the second interior bent, the wood sill will be replaced in kind with like material. The column and girts will have to be shored to accomplish this task.

Foundations

Prior to repairing the interior wythe of brick on the east wall, and after the wall has been shored, we recommend the foundation stones be cleaned of any debris from the brick wall, loose stones be repositioned and secured with mortar. While this is going on, any burrow holes found should be filled with soil and terminated.

We recommend the condensate drain on the west side of the building be extended to drain into the drain pipes carrying rainwater from the gutters away from the site.

Far Term Restorations

There is currently no plan for the future use of the Stable. Once a program has been established there are repairs to consider that bring the building more in line with its historic character. As these are more substantial restoration efforts, construction details have not been provided, but are reflected for budget purposes. First would be to remove the metal panel siding on the south and west walls and replace it with a more traditional board and batten system that would be typical of the period. At this point you would also restore the west and south wall framing to its original condition. This would entail removal of all the miscellaneous

bracing members and splice the existing members so that they function as originally intended without the need for multiple members.

As the occupancy is determined, in order to meet performance requirements, the concrete stem wall on the west elevation will have to bear below frost. In order to do this, we would recommend installing helical piers on the inside of the Stable attached to the bottom of the stem wall to provide the support needed. Once this has been completed we recommend evaluating grade around the Stable and regrade as necessary to provide positive drainage away from the foundations to prevent water intrusion issues.

Cost Estimate Data

All of the repairs recommended above would be categorized as near term restorations or items that repair damage and maintain structural stability. Based on the repairs recommended it is logical to break the cost data up into three categories: masonry restoration, roof restoration, and timber restoration. The cost for each category are summarized below.

Category	Cost
Masonry Restoration	\$71,311.11
Roof Restoration	\$58,034.42
Timber Restoration	\$20,981.77

Far term repairs would take on the duties of bringing the structure entirely back to a specific time period condition with items such as removing the metal panel siding and replacing it with traditional board and baton siding. At this time, you would undertake a complete restoration of the west and south gable walls removing members not in kind and rebuilding. The next item could be to demolish the finished space on the second floor and reconstruct Bent 2 and the north gable end to their original condition. The far term items would require substantial design effort and would be estimated at \$304,692 including design and administration fees.

Conclusion

Damron Engineering and Consulting llc has performed a comprehensive survey of the existing Livery Stable behind 23 East Main Street in Berryville, Virginia. Based on our observations we consider the Stable overall to be in stable condition with a few areas of concern. We have identified near term repairs required to maintain the integrity of the facility. Once these near term repairs have been completed we are confident that the facility can accommodate any program requirements the Town may assign to it.

Clarke County Board of Supervisors



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

Millwood Voting District
John R. Staclin
(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

This institution is an equal opportunity provider and employer.

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)