



**MIDDLEBURG TOWN COUNCIL**  
**Work Session Meeting Minutes**  
**Monday, February 4, 2019**



**PENDING APPROVAL**

**PRESENT:** Mayor Trowbridge M. Littleton  
Councilmember Chris W. Bernard  
Councilmember J. Kevin Daly  
Councilmember Peter Leonard-Morgan  
Councilmember Philip Miller  
Councilmember Cindy C. Pearson

**STAFF:** Danny Davis, Town Administrator  
Rhonda S. North, MMC, Town Clerk  
Ashley M. Bott, Town Treasurer  
Jamie Gaucher, Business & Economic Development Director  
William M. Moore, Deputy Town Administrator

**ABSENT:** Vice Mayor Darlene Kirk  
Councilmember Kevin Hazard

The Town Council of the Town of Middleburg, Virginia held a work session on Monday, February 4, 2019 (rescheduled from January 24, 2019) in the Town Hall Council Chambers, located at 10 W. Marshall Street. Mayor Littleton called the meeting to order at 6:00 p.m.

**PUBLIC PRESENTATIONS**

**Visit Loudoun**

Beth Erickson, President of Visit Loudoun, appeared before Council to provide them with an update on their efforts on behalf of Middleburg. She reported that the Memorandum of Agreement with the Town was updated and advised that a report card had been prepared for the purpose of tracking deliverables.

Ms. Erickson described their digital impact on the town. She noted that Visit Loudoun was in the process of updating their website and reported that it had over three million active users. Ms. Erickson further reported that they communicated with one million viewers via the website, Twitter, Facebook and Instagram. She reiterated that they were working on a new website, which would help to tell the story of Middleburg. Ms. Erickson reviewed some of their digital marketing campaigns, which included Loudoun County Restaurant Week, Weddings in Loudoun, Girlfriends Getaway and Middleburg Blogs. She noted that the equestrian experience was the top searched item for Middleburg, with food being the second and lodging the third. Ms. Erickson reported that the search for the Salamander Inn & Resort occurred more than for any other lodging establishment in Loudoun County.

Ms. Erickson reviewed the earned media that Visit Loudoun generated and reported that food, wine, lodging, shopping and equestrian were the key items that were featured.

Ms. Erickson reported that Visit Loudoun was in the last year of their strategic plan and advised that they were working on their next three year one. She reviewed the process for developing it.

Ms. Erickson advised that Visit Loudoun was working on digital literacy for businesses and noted that they were hosting forums. She reported that a social media forum was held in Lansdown, in which five Middleburg businesses participated. Ms. Erickson further reported that a digital literacy forum was held in Middleburg, in which thirty-nine businesses attended. She noted that they were also going to do a forum on how to create Instagram stories and planned to focus on building a mini campaign for the Summer Sidewalk Sale.

It was suggested that the community alert Visit Loudoun of any events that they were not already covering. It was noted that the large events were already on their calendar.

Councilmember Miller questioned whether Visit Loudoun was doing any lead tracking. He also questioned what data they had available related to the Salamander Resort or Christmas in Middleburg. Ms. Erickson confirmed they did and suggested she get with Mr. Miller to review the data.

It was noted that Ms. Erickson provided the Town with some search terms for its branding project. Ms. Erickson offered to share any photos Visit Loudoun may have with the Town for its new website. It was suggested that once the Town's branding project was complete that the Town and Visit Loudoun coordinate their marketing calendars to ensure both entities were putting out the same message.

Council questioned whether Visit Loudoun had any data regarding page views and what that meant in terms of visitors who actually came to Middleburg. Ms. Erickson confirmed they were starting to use Arrival List, in which someone's device was pinged when they looked something up and that device was then brought into that area. She noted; however, they would not be ready to share the data until they were used to using it.

Mayor Littleton noted that equine was the top website search topic; however, it was listed as the third topic from the standpoint of what was written about. He questioned whether there was a disconnect. Ms. Erickson reminded Council that the media coverage drove the website views. She explained that while they were integrated, they did not run on parallel tracks.

#### Changes at Middleburg Exxon

Gary Cook, Marty Cook and Terry Cook appeared before Council to discuss the changes that were being proposed for the Middleburg Exxon. They explained that when their former mechanic went out on his own two years ago, he took their profitability with him. Messrs. Cook reviewed the history of the business. They explained that they have been trying to replace the lost revenue; however, it had not yet happened. Messrs. Cook reported that their convenience sales were successful; therefore, they were looking at expanding them by adding a coffee bar, microwavable ready-to-eat foods, wine and beer and a table for seasonal items (by expanding the store into what was currently the third mechanic's bay). They explained that they were trying to adapt to the needs of their customers and wanted to make their business feel like a country market experience. Messrs. Cook advised that they began pursuit of an ABC license and noted that they were learning.

Terry Cook expressed hope that they could continue to operate two of the garage bays. He reiterated, however, that their former mechanic took a lot of business with him and noted that there were not a lot of customers in Middleburg. Mr. Cook explained that they paid a high rent, their gas profits were low and that the mechanical repairs supplemented the remainder of the business.

Terry Cook advised that while they would like to change the business, they were not proposing exterior changes, nor were they proposing changes to their hours of operation. He reiterated that they would offer food so they could get an ABC license. Mr. Cook expressed hope to have their new set up open in April or May.

Marty Cook advised Council that without the sale of beer and wine, their numbers would not work. He explained that in order to get an ABC license, they needed to provide something that people could put on their dinner table so they could be classified as a convenience store.

Mayor Littleton questioned whether there were any zoning issues associated with the changes. Deputy Town Administrator Moore advised that if the changes were as proposed, it was possible there would be none.

Mayor Littleton questioned whether Messrs. Cook planned to include any restrictions on their ABC license, such as limiting the time of sales or the time of their deliveries. He noted that citizens have expressed concern about their having an unrestricted liquor license.

Messrs. Cook explained that unless there was a change, the business would go away. They noted, however, that they did not expect the sale of wine and beer to generate any more traffic. They noted that they currently closed at 9:00 p.m. and did not expect that to change. Messrs. Cook advised that they believed the deliveries would be through self-deliveries; however, in any event, they would occur between 9:00 a.m. and 5:00 p.m.

Mayor Littleton reiterated that a dozen citizens had concerns with regard to the issuance of an ABC license, particularly since the business was surrounded by residential neighborhoods on two sides. He acknowledged that this was something that was outside of the Town's jurisdiction; however, he encouraged Messrs. Cook to communicate their plans to the community. Mr. Littleton also suggested they consider offering restrictions on the license, such as the hours of sales. He noted that the concern was not with the Cooks but with possible future owners.

Messrs. Cook explained that they did not want to put undue restrictions on the business when they did not know their future needs. They noted that they intended to file for an ABC license again within a few weeks; therefore, there would be another hearing before the ABC Board.

## **DISCUSSION ITEMS**

### **Amendment to Historic District Guidelines – Murals**

Historic District Review Committee (HDRC) Chairman Bill Turnure and Deputy Town Administrator Moore reviewed the history of this item. Mr. Moore explained that because murals were not historically a part of Middleburg, the HDRC recommended a draft amendment to the Historic District Guidelines to indicate that if someone applied for a Certificate of Appropriateness for one in a location that was within the public's view, it would most likely be denied.

Chairman Turnure advised Council that the Committee did a walking tour of the Historic District and found a lot of areas that were rundown and generated ideas for where murals could be located. He further advised that they discussed this potential. Mr. Turnure explained that ultimately, the Committee noted the regulations related to the Historic District, which called for them to preserve it. He further explained that they did not feel that revitalization, which was one of the reasons cited for allowing murals, fell under their purview. Mr. Turnure reiterated that the HDRC's mission was to protect the town's history. He acknowledged the need to tighten the guidelines and advised that this would be one of the Committee's charges for the coming year.

The Council questioned the process the HDRC took in arriving at their recommendation.

Chairman Turnure reported that the Committee reviewed how this was handled in other localities. Councilmember Pearson noted that they put a lot of time into their consideration and did not take their recommendation lightly.

Deputy Town Administrator Moore noted that there had been numerous inquiries regarding murals; therefore, the HDRC felt it was important to amend the guidelines so it would not look like their decisions were arbitrary. He confirmed they studied the matter and felt the update was important.

The Council noted that the HDRC were the experts in this area; therefore, they would support their recommendation. They also acknowledged the challenge of knowing what would work when the work was art-based. The Council asked that this matter be scheduled for a hearing to accept public comment and for their action. They further asked that the staff let the business community know about the proposed amendment.

## **COUNCIL APPROVALS**

### **Utilities Operations Contract Extension – Inboden Environmental Services**

Mark Inboden, General Manager for Inboden Environment Services, reviewed the history of their contract with the Town, which ended in February. He explained that the Town Attorney recommended the contract be amended to allow for its extension so they could continue to serve the community.

Town Administrator Davis reported that the staff and the Utility Committee believed IES did a fantastic job of operating the system, was responsive and was on top of the latest technologies. He advised that they supported the amendment. Mr. Davis reviewed the proposed changes and noted that there would be a cost increase that was not built into the previous contract, as well as an annual two percent escalator clause and the ability to allow for three additional four-year contract extensions upon mutual agreement.

*Councilmember Leonard-Morgan moved, seconded by Councilmember Daly, that Council approve the attached contract extension incorporating the revised utility system management proposal, effective March 1, 2019.*

Vote: Yes – Councilmembers Bernard, Daly, Leonard-Morgan, Miller and Pearson

No – N/A

Abstain: N/A

Absent: Councilmembers Kirk and Hazard

(Mayor Littleton only votes in the case of a tie.)

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The Council took a brief five minute recess. Mayor Littleton reconvened the meeting at 8:00 p.m.

### **Amendment to Ordinance Establishing Middleburg Strategic Finance Committee**

Mayor Littleton reported that the Committee had met twice and that things were going well. He further reported that they believed it would be helpful to have another member of the Council serving on it in order to help bring forth their perspective. Mr. Littleton noted that the items they would be bringing forward would be in-depth and very detailed.

*Councilmember Daly moved, seconded by Councilmember Pearson, that Council adopt an amendment to the ordinance establishing the Middleburg Strategic Finance Advisory Committee.*

Vote: Yes – Councilmembers Bernard, Daly, Leonard-Morgan, Miller and Pearson

No – N/A

Abstain: N/A

Absent: Councilmembers Kirk and Hazard

(Mayor Littleton only votes in the case of a tie.)

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Mayor Littleton appointed Chris Bernard as the Council representative to the Committee.

### **Employee Handbook Amendments & Resolution Creating Deputy Town Administrator Position**

Town Administrator Davis reported that he did a strategic reorganization of the Town's operations and proposed to reclassify Mr. Moore's position to a Deputy Town Administrator position, in addition to serving as Zoning Administrator and Town Planner. He noted the need to amend the Employee Handbook and adopt a resolution giving Mr. Moore the authority to act on his behalf in the event of his absence or incapacity.

*Councilmember Pearson moved, seconded by Councilmember Daly, that Council adopt the attached amendments to the Employee Handbook. Councilmember Pearson further moved, seconded by Councilmember Daly, that Council adopt a resolution affirming the reclassification of the Deputy Town Administrator/Town Planner/Zoning Administrator as attached and recognize that William Moore is serving in this capacity.*

*Mayor Littleton asked that the amendments be effective February 4, 2019.*

Vote: Yes – Councilmembers Bernard, Daly, Leonard-Morgan, Miller and Pearson

No – N/A

Abstain: N/A

Absent: Councilmembers Kirk and Hazard

(Mayor Littleton only votes in the case of a tie.)

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## **COUNCIL DISCUSSION ITEMS** (continued)

### **Economic Development Plan & EDAC**

Business & Economic Development Director Gaucher noted that he provided Council with a framework of broad goals and opportunities that he believed existed. He suggested the Economic Development Advisory Committee (EDAC) be recast so it would be more involved in economic development. Mr. Gaucher recommended there be two goals for economic development – building a greater degree of resilience in the local economy and building a greater degree of economic impact from visitors.

Business & Economic Development Director Gaucher opined that assistance needed to be provided to the businesses. He suggested the need for a greater degree of economic diversity. Mr. Gaucher reported that he drafted incentives for businesses to differentiate Middleburg. He suggested the need for more events in order to get more visitors. Mr. Gaucher recommended there be a stronger connection between overnight guests and the local businesses. He noted the Town's branding project and the need to deploy it once it was complete.

Business & Economic Development Director Gaucher explained that he would like for the Council to acknowledge that these ideas represented the direction in which they wanted economic development to head. He suggested these ideas also be presented to the newly recast EDAC for their consideration.

Town Administrator Davis explained that the goal was to develop a strategy through the draft implementation plan, with specific activities that could be measured. He further explained that what was being presented was the framework for what the Council and EDAC should own in the terms of an interim plan. Mr. Davis suggested in the coming year, the Town work with a consultant to develop a true marketing strategic plan that would identify where the Town should spend its resources.

The Council suggested that the tourism zone be fully developed in order to provide economic development incentives. They further suggested this be incorporated into the plan.

It was noted that new events have been recommended; however, the Town did not have enough manpower to organize and execute them as they were very time consuming. It was suggested that the Cultural & Community Events Committee may have some ideas and noted that one possible option would be to contract for the services to organize the events.

The Council discussed the staff's proposal for an interim plan until a consultant could put together a long-term strategy, including whether this was the best use of the Town's time. They questioned how and how often the results would be measured. The Council suggested the interim plan lacked a mission and raised questions. They also expressed concern about EDAC's membership and noted that its make-up should reflect the Town's economic development goals.

Town Administrator Davis noted that the individuals who were proposed for service would bring their business acumen to the discussion; however when it came to specific topics, he suggested the Town pull in a working group. He explained that the Committee would be a working base to guide the economic development strategies. Mr. Davis suggested the Council reconstitute EDAC and let them build their purpose and mission. He opined that it would only take a couple of months to build an interim plan. Mr. Davis suggested the need for an interim plan that the Town could focus on while the detailed strategy was being developed.

The Council expressed concern about spending months working on an interim plan if the Town was ultimately going to hire a consultant. They, however, recognized the need for a starting place. It was suggested that EDAC should identify what it would like economic development to look like. The Council noted the need for a baseline of where the Town currently was and where it wanted to be. They opined that what the staff proposed for the coming year was not feasible as it included too much.

Town Administrator Davis explained that it was not proposed that all twenty-seven items would be completed in a year but rather were the target for activities. He noted the need to set priorities. Mr. Davis suggested the proposed document be given to EDAC in order to start a conversation, with the goal of having a document to guide their work in the short-term while they developed a long-term plan.

Business & Economic Development Director Gaucher opined that in the next sixty to ninety days, EDAC would set priorities for economic development, including goals and baselines. He opined that within six months, the Town would have an indication of what EDAC and the Council thought should be done. Mr. Gaucher noted that he wanted EDAC to take a hands on role and opined that in six months, they could have metrics and baselines. He suggested it would take a year to develop a strategy and advised that six months later, they could determine how they were progressing. Mr. Gaucher opined that they would be able to define success; however, he noted that some of it would be ongoing.

Town Administrator Davis opined that the Town would have the consultant's report in a year, which would allow it to align with the annual budget development process.

The Council inquired as to when an action plan would be available. They suggested this would be a "heavy lift".

The Council noted that the perceived problems were empty storefronts, the need to support local businesses and the need to bring in visitors. It was suggested that the Committee and staff should focus on those three items. The Council agreed with the need for an outside firm to help identify what the Town should work on. It was suggested that the baseline come from a rudimentary SWAT analysis of the Town's current situation. It was further suggested that this be performed and submitted to EDAC.

The Council reviewed the recommended amendments to the ordinance that established EDAC. It was suggested that the Committee needed something to accomplish, otherwise the members would get frustrated. It was agreed that they needed a goal and that EDAC must own the economic development plan, including its implementation and maintenance.

Town Administrator Davis suggested the Committee start with the three items identified by the Council to determine what was workable and what may have been missed. He suggested the need for EDAC to identify its expectations in the first year, after which they would shift to an advisory role.

The Council suggested the draft ordinance be amended to clarify that EDAC would own and be responsible for the economic development plan. It was further suggested that item #8 under Role and Responsibilities be amended to require EDAC give the Council a quarterly report.

It was noted that the proposed amendment would be returned to Council during their February 14<sup>th</sup> meeting for their action.

## New Business Welcome Packet

Business & Economic Development Director Gaucher noted that the agenda packet contained his first draft of a new Business Welcome Packet. He advised that it would not take the place of a personal connection. Mr. Gaucher reported that there was a private company in the town that was working on a new resident packet that would include coupons for area businesses, with fifteen businesses participating. He noted that that packet would be delivered to the residents.

Council opined that what was proposed was a good collection of items for the new Town website. It was suggested that it focus only on the business part, which would reduce the amount of information to two or three pages, with links to the associated items. It was further suggested that it also include letters from the Mayor and the Business & Economic Development Director.

Mayor Littleton noted that the City of Staunton recently released their new business packet and suggested it be used as a model. He explained that it included a tri-fold document that contained links for business information and showed how a business could plug into social media and get on the events calendar. Mr. Littleton noted that it also included a portable video highlighting the city that could be displayed in the business. He advised that everything was done electronically, including form submissions.

## **REPORTS OF TOWN COUNCIL/COMMITTEE LIAISONS**

Councilmember Daly reported that the Wellhead Protection Advisory Committee was scheduled to meet on February 19, 2019.

## **OTHER DISCUSSION ITEMS**

Mayor Littleton noted that he recently attended the VML Legislative Day in Richmond. He reported that legislation had been proposed that would give firefighters additional disability coverage; however, the VMSILP was fighting it. Mr. Littleton noted that the insurance company's representative made some unfortunate statements before members of the State legislature and advised that in response, the VML, which was separate from the VMSILP, issued a statement supporting first responders.

Mayor Littleton reported that a compromise had been reached that would remove the gag rule on the proffer legislation.

Town Administrator Davis noted that the Town Clerk had concerns regarding some of the FOIA bills that were submitted, as well as a bill that would allow for up to twelve weddings a year under the definition of agri-tourism.

Mayor Littleton suggested that once the proffer bill was signed, the Town should bring in someone to present the change in the rules to both the Council and the Planning Commission.

## **CLOSED SESSION**

*Councilmember Leonard-Morgan moved, seconded by Councilmember Bernard, that Council go into closed session as allowed under the Virginia Freedom of Information Act Sections 2.2-3711(A)(3) and (1) for the discussion or consideration of the acquisition of property or the disposition of publicly held property, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body; and, for the discussion, consideration or interviews of prospective candidates for employment, assignment, appointment, promotion, performance, demotion, salaries, disciplining or resignation of specific public officers, appointees and employees of the public body. Councilmember Leonard-Morgan further moved, seconded by Councilmember Bernard, that these matters be limited to (1) the acquisition of property for a parking lot; (2) the disposition of a Town right-of-way; (3) appointments to EDAC; (4) an appointment to the Cultural & Community Events Committee;*

*(5) an appointment to the Streetscape Committee; and, (6) the performance of the Town Administrator. Councilmember Leonard-Morgan further moved, seconded by Councilmember Bernard, that in addition to the Council, the following individuals be present during the closed session: Danny Davis for all of the items; Will Moore for the first two items; Rhonda North for the first five items and Jamie Gaucher for the first four items. Councilmember Leonard-Morgan further moved, seconded by Councilmember Bernard, that the Council thereafter reconvene in open session for action as appropriate.*

Vote: Yes – Councilmembers Bernard, Daly, Leonard-Morgan, Miller and Pearson

No – N/A

Abstain: N/A

Absent: Councilmembers Kirk and Hazard

(Mayor Littleton only votes in the case of a tie.)

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Mayor Littleton asked that Council certify that to the best of each member's knowledge (i) only public business matters lawfully exempted from open meeting requirements under the Virginia Freedom of Information Act and (ii) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the closed meeting, which each member so did. He reminded those present for the closed session that any discussion that occurred within it should be treated as confidential.

### **COMMITTEE APPOINTMENTS**

#### **Cultural & Community Events Committee**

*Councilmember Bernard moved, seconded by Councilmember Daly, that Council appoint Michelle Myers for a one-year term, to expire December 31, 2019, to the Cultural & Community Events Committee.*

Vote: Yes – Councilmembers Bernard, Daly, Leonard-Morgan, Miller and Pearson

No – N/A

Abstain: N/A

Absent: Councilmembers Kirk and Hazard

(Mayor Littleton only votes in the case of a tie.)

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#### **Streetscape Committee**

*Councilmember Bernard moved, seconded by Councilmember Daly, that Council appoint Bob Dornan to the Streetscape Committee to fill a current vacancy.*

Vote: Yes – Councilmembers Bernard, Daly, Leonard-Morgan, Miller and Pearson

No – N/A

Abstain: N/A

Absent: Councilmembers Kirk and Hazard

(Mayor Littleton only votes in the case of a tie.)

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There being no further business, Mayor Littleton declared the meeting adjourned at 10:04 p.m.

APPROVED:

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Trowbridge M. Littleton, MAYOR



ATTEST:

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Rhonda S. North, MMC, Town Clerk

## February 4, 2019 Middleburg Town Council Meeting

(Note: This is a transcript prepared by a Town contractor based on the video of the meeting. It may not be entirely accurate. For greater accuracy, we encourage you to review the video of the meeting that is on the Town's website – [www.middleburgva.gov](http://www.middleburgva.gov))

**Bridge Littleton:** We will call the January rescheduled work session to February meeting to order. First item is Roll Call.

**Chris Bernard:** Chris Bernard.

**Philip Miller:** Philip Miller.

**Bridge Littleton:** Bridge Littleton.

**Peter Leonard Morgan:** Peter Leonard Morgan.

**Cindy Pearson:** Cindy Pearson.

**Kevin Daly:** John Kevin Daly.

**Rhonda North:** Rhonda North Town Clerk.

**Danny Davis:** Danny Davis.

**Bridge Littleton:** All right. Next item we have our public presentations and the first one is to report on changes to the Middleburg Exxon. There you are. Gary you're up. [laughing] [inaudible] [multiple speakers]

**Gary Cook:** [inaudible] My name's Gary Cook. I am Marty Cook's brother [inaudible] tonight. And so I'm walking in a little [inaudible].

**Bridge Littleton:** Hey Gary you know what do we want to do. Visit Loudoun first? Give you a little time to get collect yourself. It'll take 15 minutes. OK. Beth do you mind going first? Thank you very much. Hey Rhonda is that mic on?

**Rhonda North:** I think so.

**Bridge Littleton:** Ok perfect.

**Beth Erickson:** My apologies I'm going to have a bottle of water here I've got a little [inaudible]. Tis the season isn't it. Well cheers everybody [laughing]. That's all right. [inaudible]

**Peter Leonard Morgan:** We had no [laughing] [inaudible] It's the modern version of when your power goes out and you touch the light switch thinking it's gonna go on.

**Beth Erickson:** You'll see we had a very nice evening here on the 24th. That was it was fun and actually it was kind of liberating. [inaudible]

**Bridge Littleton:** Well the thing was I actually left legislative day for VML I left early to race back to get here in time for the council meeting and I get back and then I'm literally back at ten minutes and all the power goes out. I'm like Oh man.

**Beth Erickson:** I was down in Richmond the same day and I come in specifically and I was answering emails sitting on the road going through parked safely. And as I finished my e-mails I look up at all the shops are dark around me I'm like what just happened. [inaudible] If you want we can switch back if it's helpful. [laughing] And Danny if it doesn't work does everybody have a copy of the presentation? Do you want to do that?

**Bridge Littleton:** That's fine. I mean let's get started okay.

**Beth Erickson:** And then Danny whenever you want to catch up we can do that. Okay. Thank you all so very much I know that you've got a big agenda. So I am setting my timer for 11 minutes and I have practiced and I think I can get through the presentation in 11 minutes. Leaving us some time for questions and answers so I'll go ahead and get us started. So the first things that I'm going to really do on the first slide is go over a couple of key agenda items that I think are oh thank you. That I think are going to be important for you as we go through today's discussion. The first is a quick update on the memorandum of agreement between visit Loudoun and the town of Middleburg. I have met on several occasions with Danny and Jamie we recently met with the mayor. We've developed a report card that we went through when we talked about today's presentation so they can confirm that we are indeed on track on those deliverables as we move forward on the next couple of components that you'll see on the agenda I think are going to be really interesting as we go through tonight's conversation one of which is as we talk about the digital impact in terms of what we're doing and what we're seeing in the digital space. I think these are gonna be things that are gonna be important as you look at your branding presentation because I had the opportunity to be here during the branding presentation and then we're gonna talk a little bit about where we're seeing engagement from visitors those who are looking for information about Middleburg and also media. The last thing we're gonna do is gonna give you a quick update on Middleburg strategic planning or visit Loudoun strategic planning. So from a digital impact. Thank you. Visit Loudoun's website has a little over 300000 active users on any given day we are communicating with 100000 and engaging with 100000 social media users through Twitter Facebook Instagram and so on. I want to let you know that we are in the process of updating our Web site. We'll be launching a new Web site this spring so I'm really excited to see where the numbers take us and where we see that continued engagement. Cindy's like again she was with us when we did it five years ago. So yes. But one of the things I wanted to bring your attention to is the bottom of the screen or the bottom of your slide is really how we use user generated content. This is authentic content that those people who are engaged in Middleburg are posting about their experiences and this is going to be really helpful as we talk about telling the story of Middleburg and the context of Loudoun County. So to pull that thread a little bit I wanted to show how we amplify and work with visit Middleburg on some of their messaging. So this is a great example in terms of a post that they put forward and we reposted. But one of the things I wanted to bring to your attention was the comment. It's hard to see here but you'll be able to see it on your slides by 312 Bonbon. One of the things that they talked about was the fact that Middleburg was a very quaint and beautiful downtown quaint was one of the words that you guys pulled out in your discussion about branding. So again that resonates with your target audience. On the next slide I want to talk a little bit and do a deep dive on what visit Loudoun does through our marketing campaigns again these are digital marketing campaigns only that I'm focusing on this year was our very first Loudoun County Restaurant Week which was really exciting for visit Loudoun we partnered with the chamber we partnered with Loudoun now and so the participating restaurants for Middleburg were King Street Oyster Bar Red Fox Herriman's and Gold Cup at Salamander. Any of the restaurants could have participated these were the ones that chose to do so. We worked with Washington Post and really helped to push and support this campaign and had great success. We had over one point five million impressions the restaurants saw an uptick in visitation it was very successful we're looking to do our second one this summer. The other one that I want to bring to your attention also on the top is the weddings in Loudoun campaign this is an evergreen campaign that we really put a lot of effort behind. Weddings are a key attractor I think to Middleburg but also throughout Loudoun County so that campaign alone garnered one point seven million impressions that the campaign below is the Girlfriends Getaway. I'm going to show you an example of how we use this campaign and the Girlfriends Getaway when you look at your branding campaign and you look at some of your demographics the female traveler is a key demographic for Middleburg. There's a lot here spas luxury shopping lots of things that really resonate with that

visitor. So I'm going to go ahead and ask Danny to put us through this was a multi-day itinerary one that I pulled up is day three of the itinerary and the campaign was people were to engage back with us there to talk about what they love to do in Middleburg or what they want to bring their girlfriends to when they come out to Middleburg. Very successful campaign. This one example that we have for the itinerary had 25000 unique views on this page alone. So as you go through you can see it has everything from you know some of the shopping that is here to I love the fact that it talks about the upper cross which was one of my very favorite places in Middleburg the next that I want to bring to your attention are our blogs. So these are either sponsored or hosted we have people that are guests bloggers or they're from our team and our staff. But the blog is really an important informational engagement tool. So you'll see on the upper left is a blog that features small shopping shopping in small locations or small towns which really was again about small business Saturdays. We're helping to promote that and then the other one is an example of our weekend calendar where I think that's really important is the weekend the event guides in Middleburg events are featured in our guide which has over 55000 page views in 2018 alone. So the blogs are also we boost them we share them again through social media and help to get those unique stories out every single one of our efforts drives people back to our Web site. So on our Web site this to me is gonna be really important when you're looking at branding to say when people are thinking about Middleburg what are they looking for. So as you go through the top search always when it comes to Middleburg is equine that equestrian experience. And I think Middleburg's position as the capital the horse country is really important to keep in mind as a differentiating factor of any other town in not only in Loudoun County D.C. and mid-Atlantic it is a differentiating advantage for Middleburg followed back behind it food and craft beverages experience is drive a lot of visitor thought process where they want to go. So Middleburg is engagement with local wineries mount defiance soon to come in with crack. Craft beer is really a good spot. The other that I really want to point out is when we start talking about lodging. Lodging is key for the Middleburg story and I'm going to talk to you a little bit about that in a moment as well but when we when you searches for Salamander rank higher than any other lodging facility in all of Loudoun County Salamander is a key interest and a good draw when you link that with red fox and good stone Middleburg is position for luxury upscale and chic experiences again when you're looking at some of your key target demographics. The next slide is we're going to talk a little bit about earned media result and for 2018 a lone visit Loudoun garnered about two point three million dollars for Middleburg and the awareness that we are pushing out. So what I wanted to show on this slide and you can take a look at it I know you have in your packet are some examples of the print and the electronic outlets on the left but on the right hand side what's really important to me is what journalists when we pitch what resonates with them and what they write about. So these are both bloggers influencers and media. So again food and wine a key component lodging is again something that resonates very high because again you've got one of the key luxury components here in Middleburg shopping and again that equestrian experience. But this gives you an idea of what journalists are looking for which again is one of those key audiences that you identified through your brand's study but it was one thing to talk about those larger segments what I wanted to do was to go down to tell you what Middleburg businesses have been featured in this outreach. So when you again when you look at lodging of course Salamander red fox good stone restaurants really ran the gamut everything from Scruffy's ice cream to common grounds to King Street or Oyster bar craft beverages Boxwood Mt. Defiance retail right across straight across everything from Lulu crème de la crème fun shop popcorn monkey high cliff downtown Middleburg as a total shopping destination Middleburg and taken tourism emporium. Excuse me. Those are some words I'm making up there. Thank you. And then under equestrian national sporting library again the upper belt horse cargo cult show Middleburg racing Fox Chase farm continue to resonate and we even got a great posting for a concert that was at the Episcopal parish house. But of course one of our biggest coups this year was Fox 5 coverage which we could not have done without everybody's support here so thank you so much for all that you did to make that day successful. But what was really interesting on that is not only what was happening during the day's broadcast but the fact that I think the polo segment with Tucker [inaudible] was picked up in Stamford Connecticut Houston New Haven. So again it shows some of that out that reach beyond what was happening on that day. So the next slide that I have is really talking about what's next. I mentioned that we are gonna be talking about our strategic planning. Visit Loudoun does three year strategic plans. We are currently in the last year of our strategic plan. Many of you actually have been involved in our strategic planning in the past. I know Kevin has been Cindy has been Danny has been so I want to just to kind of walk through very quickly some of our process where we are currently we as much as I've seen changes in the past five years that I've been with visit loud and I think the next five years are gonna be even more transformational for us as a destination. So we've hired a great firm that's working us through this. They're in the process right now of key stakeholder calls I believe the mayor is one of those calls that they're working to have a

45 minute to an hour interview with the mayor. Then we're going to move forward on an online survey that is going out to the lodging industry to get their feedback. We are going to be for the first time putting a survey out to our residents which I think is gonna be very interesting is what they consider about tourism in Loudoun. We're gonna be talking about visitors both those who have come and those that are likely to come and then at the end of February we're going to be doing a series of facilitated sessions like focus groups where we're gonna be working with anywhere between 100 and 150 stakeholders. So we'll work very closely with Danny and Jamie to make sure that Middleburg is well represented. The other thing I just wanted to bring up very very quickly if I may is I think the Middleburg branding projected in sitting through the other day was very important. If there's anything I can do I'm at your disposal. We have got we have research that we can provide to you I'm happy to help in any way shape or form. Please don't hesitate to reach out. It's really an important part of our experience and we want to make sure that Middleburg is as successful as you can be in that in that in that experience as well. The last is we've been working with Jamie to work on digital literacy and helping to bring some of those tools in a tool box to the Middleburg businesses. And so we had on the 22nd of January we hosted a social media forum. There were five Middleburg businesses that attended that was in Lansdowne that next night we brought out 2-6 Digital which is our agency of record that came and I think there were 39 attendees at Mt. Defiance where they talked about digital literacy again. And our goal is always to make sure that anything that we can do we can bring straight down here as well. And the town is a great partner on that. We had originally talked about a three step process that first being the the social media the next would be that deep dive digital deep dive that we did and then the thought was going to be we were going to come in and bring our team in to meet with the Middleburg businesses to learn how do you create Instagram Stories How do you engage people how do you talk with people during the day. And we were really going to be focusing almost on building a mini campaign around the sidewalk sale. So I just spoke with Jamie and I think what we're going to end up doing is targeting that for the next sidewalk sale maybe this summer. But it's something that we're going to continue to work with Jamie continue to work with Danny on and I am happy to take any questions. I know that was a lot of information in a short amount of time.

**Bridge Littleton:** You almost got it into eleven minutes.

**Beth Erickson:** It was eleven minutes and 20 seconds. It was a sip of the water.

**Bridge Littleton:** Well Beth thank you very much. Really appreciate you guys coming in and walking through everything and the detail that you guys have gone into and also the refocus. I really do appreciate your guys effort with the digital literacy event. Unfortunately I couldn't be there I was down at VML for the legislative day but I think the fact that we had 40 almost 40 people turn out for that is phenomenal. So I really appreciate you guys spearheading that. Any questions for Beth? [inaudible]

**Kevin Daly:** [off mic] for a couple of months. I'm going to let Father Jean know about that. He'll be very happy to hear that.

**Beth Erickson:** Wonderful and I will tell you that Danny and Jamie have the matrix that fits with all of the links that correspond with them. So if you want to take a look at any of those but I'm happy to send that to you directly that you can share. Certainly.

**Peter Leonard Morgan:** Beth thanks very much. That's a great presentation. This is a question that maybe I should be asking Jamie later but if we have events that come up that are not necessarily covered at the moment. Can we alert you to them? Is there a mechanism?

**Beth Erickson:** Absolutely. There are multiple ways that we do that. One of which is you can always e-mail me directly and that's probably gonna be your most direct or your quickest. I know Jamie puts forward we do have a calendar that we've put in place so those evergreen events will always be on our calendar to support Middleburg. So know that all of your big events are always on there. But if there's something in particular shoot it our way and we will put it on and we'll get it up. Certainly.

**Bridge Littleton:** Anyone else? Philip.

**Philip Miller:** I assume you're doing some lead tracking? OK. Do you have some data that you can show us with that as to how.

**Beth Erickson:** Anything in particular that you want me to?

**Philip Miller:** I'm just curious how what data you have first of all obviously specifically to Salamander or any particular events like Christmas in Middleburg or.

**Beth Erickson:** Absolutely what I'd like to do if I may. Could I get some of those specifics and follow up with you directly? OK. So one of the things that we do direct sales for Salamander and working with Salamander. So we have our report card I think they just met with Reggie last week. So I can get that for you. And then also with Christmas in Middleburg in terms of what the engagement was and some of the back of the engine if you want to see that.

**Philip Miller:** That would be great. And then. In your search results I was curious as to how recreation is defined for the 5 percent.

**Beth Erickson:** It's that really comes in to empower adventures. And also some of the bike trails that would be or biking events that are right around we had a really wonderful article that was done that was specifically talking about biking between wineries and it was centered here. So that was part of what drove that but really I think when we're looking at it is it tends to be empowered adventures at this point.

**Philip Miller:** Ok. So in your offer to help with the branding project. Thank you very much we will certainly take you up on it. Any specific search terms that we can pull from that?

**Beth Erickson:** I would be delighted to [inaudible]. And I think that part of what's can be very helpful is the fact that we're going through that right now in terms of the launch of the Web site. So we have got data that we've never had before. So we're ready to go and I'm happy to share that with you.

**Philip Miller:** That would be great.

**Beth Erickson:** Sure.

**Philip Miller:** Thank you.

**Bridge Littleton:** Anybody else? Yeah.

**Cindy Pearson:** Do you still have pictures that you can share that we could use also? Absolutely Rhonda could probably use links for that.

**Beth Erickson:** Certainly. And as Councilwoman Pearson knows we have a an extensive image library that until recently was somewhat like the Wild West in terms of the fact that it wasn't really curated as well as we would like it to have been. So part of the process has been if you're not and going that is just the bane of every Web site. But we have just gone through and have everything tagged. So we are certainly happy to pull things together for you. And it is available. The other thing I will always encourage user generated content what we share on our Web site we have permission to share. And that's something that we can talk with you about as well as to what some of that looks like. So that when people are posting and you see things that you want there is a process where they can say absolutely use our image and that is where you're gonna get some beautiful compelling photos. Certainly.

**Bridge Littleton:** Anybody else? Philip.

**Philip Miller:** One other thought moving forward would be great is if once we get our branding done if we could sit down and have a coordination meeting of our marketing calendars would be really great so that we can be putting

the same messages out and not be you know saying two different things to the same people or wasting our money saying it twice and know boosting and paying for marketing dollars that we don't need to be spending on the same.

**Beth Erickson:** I think it's a very good idea and I will tell you that we have his first day is today. Mark who is our new V.P. of marketing communications. So this is his first day. So he will be very happy to do that.

**Philip Miller:** Welcome into the frying pan. [laughing].

**Bridge Littleton:** So starting tomorrow the excuse of the new guy no longer works. [laughing] You've got six more hours to use it. Anybody else any questions for Beth? I just had two quick questions. So again I'm not a digital literacy you know person or whatever so I'm curious though. So like on page 9. So when it's and maybe there isn't a way to figure this out but when it says like eighteen thousand eight hundred thirty three page views I'm assuming that's over a one year period?

**Beth Erickson:** Yes.

**Bridge Littleton:** OK is there a metric that is used to actually say what that means for actually someone coming to town? So if like every five thousand you get 100 people that show up.

**Beth Erickson:** It's interesting that is I think that is going to be the new space that people are moving into. There are there are a couple of almost geofencing that if somebody is looking on their handheld device and they bring that device or an iPad into the destination there's a way to ding it. It's so we've started the organizations called arrival list. It's one of the ways that we're looking at it. We're Virginia's using it. We're using it. We're all kind of beginning to start understanding really how does it work and what is the best way to use it for metrics. So the short answer is yes. The longer answer is Is it data that I'm ready to share yet? Not yet but it will be once we're used to it but there are quite a few organizations that are software programs that will allow us to kind of track that conversion.

**Bridge Littleton:** Yeah. Because that's I mean it's like 18000 views you're going oh that's great but if it actually means like one for every 10000 you [inaudible] I mean I know it's not that but. OK. That's good to know and I'm sure that's going to be a whole new digital science that comes out you know. OK the second question I had was and I don't know what this means. So I'm looking at how much you guys have the ability to drive this and whether something to be driven. But what one thing I thought was interesting on Slide 9 the number one search result was equine. But on slide 10 equine is one third the number of what we're written about. So I'm sort of going wait a minute. If everybody comes looking for us because of equine but the print and electronic outlets aren't they're not focusing on that focus that people actually look at us for. I mean I get it. You have to combine it with food and wine. It's about driving spending but is there a disconnect there? Do you think?

**Beth Erickson:** I think part of it is keep in mind and it's always funny to say which slide are you going to put first. Right. Are you going to put the Web site searches are you going to put media keep in mind that some of that media in terms of what they're covering is also driving Web site views so it's depending on the success of the article and the reach of the articles. So they're not running in parallel tracks. They are integrated. So but it's important to know I think why I wanted to put that slide in specifically because media was captured as one of your target audiences so to understand what they're writing about and that equestrian part is a very big part of the story because that again is differentiating. But I think the food culture will continue to be big and the luxury product that is here from lodging is also a unique differentiating factor.

**Philip Miller:** And knowing the specific search terms that created those results will help us better understand that. Because it could be that we have or that there are many more equestrian events that are pulling more results that are listed than food and wine events.

**Bridge Littleton:** OK. That was my only question. Anyone else have anything for Beth? Great Beth thank you so much. Really appreciate it.

**Beth Erickson:** And thank you all so much for for your partnership

**Bridge Littleton:** Yeah exactly.

**Beth Erickson:** Oh wonderful. Thank you. And I'll send you that link. Certainly. Thank you.

**Bridge Littleton:** OK. Next item is a public presentation on proposed changes to the Middleburg Exxon.

**Gary Cook:** So thank you all very much.

**Bridge Littleton:** And if you guys wouldn't mind just the microphone there. Just state your name. That'll be perfect.

**Marty Cook:** I'm Marty Cook.

**Terry Cook:** I'm Terry Cook. Marty and I are the partners of Middleburg Exxon.

**Gary Cook:** And I'm Gary Cook the little brother. All brothers. Yes. I'm going to defer to let my mouthpiece speak. [laughing] They were all adopted. I was the only real child. But I'm the last of 10 kids. Marty's the oldest of 10. So if we really want it overwhelming we can bring the family. But that's OK. [inaudible] But what we wanted to come out and at the request of Will & Bridge and so forth to kind of let everybody know where we were what we were we were thinking essentially Marty & Terry took over the station five six years ago as most people know this is a small town everybody knows what happened what went on. They you know their mechanic went out on the business for themselves and essentially took any and all profitability and you know the better part of the revenue with them for the last two years. Well let me back up just a little bit more. Our father started with SO in 1943 42. When he passed he had 70 years with SO/Exxon. He started down what's now the wharf on Maine Avenue I think pumping gas and so forth so I dropped out of school started to take care of his parents started with SO or with his mother and his sisters started with us and you know by the time he was 30 own one. By the time he was 40 his kids were starting to come into business. Marty and Terry went into the business pretty much right away right out of high school. So you're looking at you know combined I guess I worked there for five or six years but I probably messed up more than I [inaudible]. Yeah. You know a couple hundred years as far as the family goes but so we do understand how to operate a service. We do understand how to operate a business. They have always been small businessmen from the get go and have operated various service stations and you know gas stations in the area. So when Matt took you know went off on his own it left a void it left a huge void in the revenue. So over the course of the last several years they have tried to replace it. Replace it with you know have an inspector have you know and it just hasn't it hasn't come to fruition. There's a lot more people that want to build websites and so forth instead of you know build cars today which maybe in 20 years. You know I work for a large developer and we believe that in 20 years the parking that we put into cars into our buildings today is going to need to be repurposed because cars are going to you know be changed that much. So what we're looking to do is we need to find and take care of that revenue void today. So looking around we see you know where other people have been successful and what parts of this business are successful. And the one part of the business that's successful right now is the convenience even though it's operated out of you know couple hundred square feet they do a fair amount of business you know in relative terms to the rest of the shop on the convenience. We don't have a proper coffee bar. We don't have you got 4 Pepsi Coke coolers filled with you know that product and you got the cigarettes in the dip and so forth and you know a bag of chips and that's really all you have. And we do a relatively decent revenue stream. And looking at how to replace Matt, the one place where we looked is OK. What else is going on in the market. [inaudible] I had a sciatica years ago and I had to stand up at five minutes. So I get it. I hope you feel better. So we look at how can we expand this. What are the rights what you know what would make sense. And quite frankly you know thank you to the Visit Loudoun in the direction that we were going in is you know. My wife and I we've come out and stayed at the Salamander my company and as coming to an event here. We understand what Middleburg is. We understand that there's the core of the residents but there's also the visit and the the tourism. And you've got a good amount of traffic that goes to you know through Middleburg both during your events then and not in just on the weekday. So what segments could we profit from an increased revenue and I don't even want to say a profit. Can we get back a little bit what has been lost and stop feeding this thing because that's where they are now. So what we tried to do is is look at the shops look at



the space that they had with taking the convenience store portion of it trying to add a real coffee bar trying to add you know a real selection of food not just a bag of chips and so forth and I'm not saying it's going to be you know anything special but it's something a little different a little bit more upscale having you know a microwave to be able to heat up a hot pocket. And those type things something that is but then at the same time turning around and adapting it to the client that we believe is driving through which is for lack of a better word my wife you know in 40 I don't know I might not be able to say that in her 40s [inaudible] you know suburban mom that is gonna be driving through and to make sure that she has a place to to pull in when we were kids one of our favorite shows was the in Griffith Show and you know you look at that feel and that country feel how can we number one do this on the cheap you know to not put three hundred thousand dollars into this thing but to make it feel like a little bit of a country market and still be able to offer you know when my wife's driving through and we're heading to the Salamander we're not going to buy the 70 dollar bottle of wine at the Salamander you know that she knows your wine so she's going to she's gonna pull in and she's gonna buy a 15 18 dollar bottle of wine and take it with us. And you know which isn't gonna be I don't know [inaudible] And that is what we believe. You know looking at the statistics looking at the way people I shouldn't say statistics looking at the trends that I see and that you know the retail market sees that is you know normal for the millennials and you know the generation X and the visitors that you would have coming in. So with that in mind what we did is we went and had again on the cheap an architect friend take a look at this. We've had some we've done some due diligence as far as with Exxon with the ownership of the of the building. We've done some due diligence we have also continued to explore replacing and you know we haven't given up on replacing the mechanic although we feel like would drive that up. So what we have thought to do and just to kind of give you an idea today as you guys know we've got I mean I'm going to be picking them up and down and so forth and we can pass them around today we have just a small convenience store all three bays. We have a storage really a mechanical room right here with a little bit of storage. But what the thought was is this is not a load bearing wall to take that down to go down to the concrete you know in exposed polished concrete and then really just here's probably where you would have your yes change which would be walking into a coffee bar and it's not going to be anything special it's not going to be on it but it's gonna be someplace where if someone is pulling in to grab a load of gas they can go and get a decent cup of coffee. Not just you know the Mr. Coffee you know that that's there today with you know a coffee machine or what have you and then in here to turn around and I guess that's as of today what the thought is is to take the convenience store take this down have a table for more seasonal if you would items. Luckily both of these gentlemen have really talented daughter in laws that I think that would be called the daughter in law table. They won't have any say so on what goes on there so it'll be pretty stuff. But you know like let's say in the fall time if there is a local company that maybe we can get apple pies from you know if it's more of a of a to give that country feel and then here would be shelves for for food and wine and then back here we would go and take the refrigeration bring it back here. You would have your sodas and then your wine and your beer. This probably would be the biggest changes as far as you know the feel that that you would have when you when you walk in when you walk in it would be you know a welcome you know milk bread coffee you know a coffee bar here and then more open and be able to to work your way around and here you would have more of maybe like not just a six said bag of chips and you know a dollar nine you know you have the next size up you also we would have prepared foods you know whether it be the hot pockets or you know we've got to really talk with the the suppliers to figure out what you know sells at other small country markets if you would. And really just try to take advantage and match up the feel of the service station or at least a little bit of it to the feel and take advantage of the Middleburg that you guys just spoke of. You know the Middleburg that is the visiting you know these two have a they've got a 1950 F2 that was completely redone by my you know my father it was a rust bucket and it has on the side of it was MI Cook and Sons you know Northern Virginia SO because that was his first you know SO and it's absolutely gorgeous now you can't leave it outside all the time but you know on a pretty Saturday is that something that should come out and get the feel of I don't know. Is that where you let the apple pie lady sell some apple pies out of the back of that you know something to bring a little bit of activity. And if anybody watching Andy Griffith Show to feel like your [inaudible] and it's you know to. Yes. And this is an authentic. I mean I don't want to call these two Gomer but you know it's I guess I'm a little brother I can they might hit me but you know that's what [inaudible]. Yes exactly. I thought you were saying he was in the Navy and that's been a long time ago I can outrun him now. So it's that is our vision and the first step is going to be you know making sure that we and we have pursued and looked into probably a little backwards. You know I'll be it and for that we do apologize. The ABC license you know we didn't really we're swinging in the dark a little bit here on on how these things work but we're not swinging in the dark on operating a business. It's you know it's we're learning just like a regular small businessman would learn and but with the

expanded food with the expanded selection you know to be able to look for you know a beer and wine talking to the distributors out there they are all very excited about it because they feel like there is that void within Middleburg. I mean they've all said where do they pull in and get a six pack of beer on the way into the Salamander. You know that's what they want to run in and grab a six pack a stellar six pack a flat tire and they they all think that the IPA's in the you know the fancy beers are going to be the best thing and you know grab a bottle of nice red wine and I've got to say I don't drink wine. None of us do. And the but my wife does and I know wine and I'm shocked at walking into the Safeway you know I live in Chevy Chase and you know that's supposed to be one of the most expensive zip codes around you know where I go to the grocery store which I can't afford it but they don't have that selection you know of the 300 wines and so forth. So that's our vision. You know we wanted to share it. And that is what we hope to do. We still have homework to do we still have some work to do but that's kind of the nuts and bolts.

**Bridge Littleton:** Thank you guys very much. Really appreciate it. You guys have any questions?

**Cindy Pearson:** I see on the one plan that the vehicles are still there the Bay is there if someone comes with a flat tire do you all have people that can assist them with that? Will you still?

**Gary Cook:** That wall will be of [inaudible] the door will be moved over there. Essentially we're just moving the wall that right now handles the convenience of moving it over.

**Terry Cook:** What our hopes are is to still operate these two doors exactly the same way. The third all three have been operated since the beginning of time and so nothing will change as far as our ability to service the community. The reality of it is it's a very small town. There's not a whole lot of customers. And frankly [inaudible] different rightfully so. Matt was here since he was a kid. He took it with him. I respect that. I wish we had done things differently but it is what it is. And respectfully it is his clientele. It was not ours. We purchased this store from Billy. And Billy wasn't doing too well when he sold it and. The industry has changed entirely. You know that the the rent structures are very high. There is very small margin in gasoline. And you need to be able to supplement this. This is just Matt's Bay business was able to supplement the high rent as well as supplement the with what I believe the community needs is an inspection station. Everybody needs an inspection. But the fact of matter is that inspection bay lost money under Billy and it lost money under us because the man that's an inspector needs an income. Respectfully so. There aren't enough hours to qualify to pay for [inaudible]. We were taking money out of Matt's labor to supplement this in efforts to try and complete something for the community. When Matt left it left. And we're just trying to make it survive. We're not talking about making millions of dollars here. We're just trying to pay a very high rent on a very low margin and make a living. And that's really the nuts and bolts of it. The [inaudible] store does seem to work in our industry to a degree. Again we're trying to back up against the wall a little bit because that is a numbers game in the respect of volume. That stores volume is relatively low in comparison to other stores. So there's not going to be enough people to drive it without the ability to try and sell alcohol just to increase what we have is a little niche. I do believe that there is a demand. Obviously there's demand this convenience store does a lot better than mine does with the same area 20 miles out. But again I've got 15 real convenience stores around me as opposed to what you all have here.

**Cindy Pearson:** What hours were you thinking for the convenience store?

**Gary Cook:** The same. The same as what it is down we go to 9:00 now.

**Bridge Littleton:** Any other questions? Philip.

**Philip Miller:** When are you looking to start this project and launch an opening?

**Gary Cook:** Two months ago. We are we're ready to move forward. I think one of the things that we we are looking at doing is doing a little bit of just a rejiggering of the front area more than not really necessarily going fully into construction in the near term let's say in the next 30 days.

**Philip Miller:** By rejiggering do you mean façade improvements?

**Gary Cook:** No this is just the convenient no facade improvements no outside improvements or no changes to the outside period through all of this. This would be more of rearranging the merchandise today that right now we have 4 so the machines right there to re merchandise those to build some new shelves in that area and to offer a little bit more food in that area to see if we could obtain the ABC license with just operating that area and that we have it in hand and do not have the the risk that going and putting 60 80 thousand dollars into something and for some reason that we don't understand because we're not the the you know the total experts too. And based on what we've been told that is achievable you know to be able to just rejigger it have the inventory there that we need now at that point I would probably just going to have a cooler full of beer rather than two coolers eventually. Yes and is that something that we expect to be done for a few months until we go and get the work done. Get the plans done get everything done that our hope was yes we would be halfway through construction and halfway through the process by now but our hope was to get open in April and May.

**Terry Cook:** Without procuring the output of the ABC permanent. Why would we?

**Gary Cook:** The numbers don't work just just with the food and sodas for the investment.

**Peter Leonard Morgan:** First of all I want to thank you very much for coming to talk to us and also for your investment in Middleburg. It was so many years as a relative newcomer to Middleburg. Do you foresee any issues with ABC? Is it straightforward?

**Gary Cook:** It's relatively straightforward. We went down and Bridge did come you know to to protest. I guess we went about it the wrong way. You know when for that we apologize. But no it's we believe we can get them until we believe we can check all the boxes and provided there isn't you know some unforeseen objection that would make it on untenable you know to be able to or it makes the ROI just not work.

**Bridge Littleton:** Yeah just for perspective and I've learned this as well. It's not just about finding the license. There's a minimum amount of food you have to have on the shelves there's a minimum amount of food you have to sell every month to qualify for the license in the first place. If you don't have X amount on the shelf and you don't sell enough every month you can't even get a license.

**Gary Cook:** We qualify for everything except for we because we do have the sales. It's a very low threshold. You know it's.

**Bridge Littleton:** Two thousand a month.

**Gary Cook:** Two thousand dollars a month right now this is as we say this is what's keeping the lights on you know to a certain extent but we would have to re merchandise the food that's offered. You know it's not just chips it would be you know.

**Terry Cook:** Qualification is what you put on a dinner table. In other words they want a frozen [inaudible] or you know those what you put on a dinner table.

**Gary Cook:** Right now it's not necessarily set up for [inaudible]. Mostly frozen.

**Bridge Littleton:** It's like a refrigerator food item probably best way stuff you typically find [multiple speakers].

**Philip Miller:** Would that then classify you as a grocery store? Convenience store.

**Bridge Littleton:** Questions? I have just a quick couple. Actually I apologize Will I have a quick question for you I apologize. Any zoning issues?

**Will Moore:** It's difficult to answer without a formal plan submitted to me. I will share with you that I had some correspondence back and forth with Gary some discussions with Marty previously if things shape up in the manner of those plans and those discussions we previously had. It's possible that this would be without issues from zoning standpoint.

**Bridge Littleton:** Got it. Okay.

**Will Moore:** But it would depend on particulars you know expanding into one service bay with storage areas or showing here is is probably OK. But it's going to depend on what that set [off mic]

**Bridge Littleton:** Okay great. Okay. Couple of questions I have for you guys. And again thank you all so much for coming in and chatting with us. So no plans to update or like as you say create a Middleburg friendly country feel to the exterior of the building.

**Gary Cook:** This time no. That would have to be done by no at this time no there's funds for it.

**Bridge Littleton:** Okay. So all right. What kind of restrictions are you guys looking to put on your liquor license request?

**Gary Cook:** None.

**Bridge Littleton:** So you would want the ability to sell to midnight.

**Gary Cook:** Yes. If we want the ability there do we plan on it? No we plan on selling until 9:00.

**Bridge Littleton:** But what happens to yours now you sell a business to somebody else and they open it they keep it open till midnight. That's a concern we would have to have as a town right?

**Gary Cook:** And I can understand that I think that the market quite frankly I mean the free market society that we live in is going to stop that. I mean. Eight months out of the year probably seven months of the year. 8:30 is probably your cutoff time. You know it's I'm just out here you know in October and November and at 9:00 o'clock and there's not a lot of activity.

**Philip Miller:** If you sold the business would the APC license convey? I don't think it does.

**Gary Cook:** I'd have to look in that I believe it does but I'm not sure.

**Marty Cook:** [inaudible] The next guy has to qualify.

**Bridge Littleton:** Yeah. So what they had to do I actually called the agent I can't remember what his name was. Basically what they said was it's a formality. If they sell the business entity. Right. You just have to change the name. But you as long as there's no change in meeting the requirements then it's an administrative process. It's basically granted.

**Marty Cook:** At fifteen dollars an hour and with the traffic that takes place after 8:30. It's not economically feasible to continue past 9:00. It isn't now I don't know why that would change that drastically.

**Bridge Littleton:** Well in fairness Middleburg used to have three car dealerships at one time. Now we have none. So things change. As you said the gas business is changed over time. So who knows what will happen in 10 years.

**Gary Cook:** And who knows what the town's going to want in 10 years.

**Bridge Littleton:** Right. Exactly.

**Gary Cook:** I think that's what we don't want to put undue restrictions on ourselves.

**Gary Cook:** We don't want to put undue encumbrances on the business. You know for not with without knowing what the future holds. How do we know that you know bunch of millennials aren't going to just come in by Middleburg and it's all of sudden going to start at 1 o'clock in the afternoon is going to be what time to wake up and they go to one o'clock in the morning. [inaudible] You know that's [laughing]

**Bridge Littleton:** So you know I think that the. So as you know and we've all talked many times now to say it in a public forum. Right. I've had almost a dozen residents call with significant concerns about an unrestricted liquor license at and creating a convenience store to which Middleburg's never had one before. Right. So and I remember when we talked last time did you guys go by and talk to the residents who live nearby and get their feeling on it? I remember we talked about that I recommended you do that like.

**Gary Cook:** Have not that we were coming here instead. You know this is our kind of presentation to the community and. So so no we're looking and I can understand and sympathize with you know any change. But I guess really what it comes down to is something's got to change here or the business is going to go away. And we think that this is the most least disruptive change. We don't even almost think that on a Monday through Friday basis there's going to be that much more traffic. You know the same guy that's running in to get cigarettes and a bag of chips might grab a bottle of wine and you know the same guy that's coming in and getting a Coke might you know grab a six pack of beer you know for their ride home. I don't. This isn't going to all of a sudden become a [inaudible] or you know it's going to be a supplement. You know.

**Bridge Littleton:** I understand I think the reality is you don't know and we don't know. And that's what we're dealing with.

**Terry Cook:** If we were to offset our very small decline. That's the last thing in the world we want to do. The customer is always right. But everybody has to understand that in order for us to remain here we have to make a living. And we're not. [inaudible] know how to do it in this industry. We need to work together.

**Bridge Littleton:** And I think what I'm saying and I'm speaking for myself right. Because people called me. I don't know if anybody else got phone calls from residents in town. I think what I'm saying is you're right. People are fearful of the unknown. People are fearful of change. Right. Change is hard. Even change for the good is hard right. It's harder to get up at 5 a.m. instead of 7 a.m. and I think that's the issue is people just don't know right. And I think there have been you know is the potential there that the lights will be on until midnight you know. Answer yes. You are on two sides residential neighborhoods. They don't want a business open till midnight. And I understand that you're not your plan or your desire to do that right now but you could sell the business in a year and someone else could do that. Hold on let me finish. And so I think that's a concern of citizens is just an unrestricted unrestrained environment. You're right. Town does kind of close down around 9 or 9:30 at night. But you know we never know what the next guy will do. I think that's a concern. Number two. And I know this came up and we all met. How are deliveries gonna be done? Will you ensure that all deliveries happen during the daylight. Because having trucks backup with the big beeps at two o'clock in the morning which was when they normally happen at 7 Eleven's. Again this is abuts to residential neighborhoods. I think you got you know there's people have concerns about that. So I'm not saying that this is the wrong idea or the wrong path. Their concerns and what would be good is to see how you guys can address those concerns. So to say no we you know and it's not like this is the first time right. We talked about shorter hours say no constraints. OK well that's not addressing the concerns that people raised who live here and to your point you want to have a balance. We need to figure out what works for everybody. So you know for me to be comfortable you guys have to come to the table. With proposals that address those concerns. Now ultimately at the end of the day this town council has no right to vote on anything that you guys are going to do. Right. So you guys can fight. I mean like Will said probably all makes sense zoning wise you probably good to go there. We don't have any authority over the plans you guys want to go forward with or talking to the to you know getting whatever licenses you need. So and I appreciate you guys coming in you know walking through all this with us. But for me to be able to tell people who called me and address these concerns and we represent them that we had this discussion

and you know this is where we met in the middle and we feel comfortable with it you know if you want an endorsement. Those are the kinds of issues you got to address so. And I just laid it on the table you know again.

**Gary Cook:** And I think that you know respectfully we. You know in every business situation in life there has to be trust. And I don't think that Marty and Terry would still be in business if they didn't do the right things. Almost to a fault like most people would have you know abandoned trying to find you know the inspector. Most people would have abandoned the inspector. Five thousand ten thousand dollars' worth of a loss before these guys did you know. And so there has to be a certain level of trust in all of this. What we're coming out in. You're right. I mean you know we wanted to come here to explain ourselves and really ask for your trust. We didn't want to come here to you know what we. And it's not that we're saying no you know what we're saying no to is and we're not saying that we're going to keep it open till midnight. We're not saying that we're gonna go have. Nobody's gonna be there at two o'clock in the morning. It's not a 7-Eleven where you know it's 24 hours a day they receive because that's when the guy does that job. This is going to be a much different situation. This is gonna be a type of situation that I'm not a hundred percent sure that some of this isn't just going to just be you know the restaurant depot you know a family run to the restaurant depot twice a week type situation. So you know Marty Suburban's backing up because that is the the reality of it. It's small town.

**Terry Cook:** [inaudible] I can guarantee you that you know it will probably be self-delivery if not it's certainly going to be between the hours of 9:00 to 5:00 I guarantee that as far as any type of deliveries coming into the store because they're going to want to check.

**Bridge Littleton:** I mean I think those are the kind of things that if we can formalize that and again it's not we don't trust you. I don't trust the next guy you sell the business to because there's no relationship there. So how do we make sure they live by those same principles that you guys set it up as?

**Gary Cook:** I guess to your other point how do we know that if somebody walks in and we buy it we sell the business tomorrow we sell it with the plans and we say you know what. The council's not going to you know really but they go and they hire a high power ABC lawyer that pulls the strings and gets it done even though you know 700 people show up at the ABC board you know protest and there is a certain amount that is that possibility as well and then they keep it open till midnight you know. You're correct. But I guess there has to be a point where there is trust. And unfortunately that because we're not asking for any undue encumbrances or any undue favors if you would. Besides Terry knowing how to work his phone. To that end we're coming as a good faith neighbor saying this is what we want to do. No we're also coming as a good businessman and we're not going to put undue encumbrances on a business that you know how do we know that next year that it's not you know this city doesn't open until 10:00. I don't know but if we all have a sudden 9:00 and you know Safeway is a 10 and that they do most their business from 9 to 10. I don't think that's the case. But it's unfair for a government to you know a governmental entity to say you put these encumbrances on yourself when we don't even need them yet.

**Bridge Littleton:** That's I mean well in fairness you're in the real estate business. So zoning is. [inaudible] What's that? [inaudible] I have no idea what their liquor license looks like. I mean they got that 180 years ago.

**Terry Cook:** So you have a valid point. I was always taught that don't cut off your nose to spite your face.

**Bridge Littleton:** No I guess.

**Terry Cook:** [off mic] what the future is going to hold as far as selling this. I might be wrong but I know that with our cigarette license each person that goes to I mean I can't [inaudible] my cigarette license. I don't think I can transfer my ABC license

**Gary Cook:** No but that's what he was just saying that that he has to. It's a formality you know. So during that formality I guess during that formality if that's what you're really worried about during that formality you can protest. It's the same formalities it is today. You know what they've told us is that it's kind of just get the food get the you know have it set up in and you should qualify.

**Bridge Littleton:** But this is the point at which they will listen to public comment [multiple speakers] because the license is already there you know the public had its chance to you know they're not asking for as long as they're asking for it anyway what the agent told me so and again I appreciate you guys coming I really don't want to you know take up a lot more of your time. I just you know that is it is our responsibility to look out for the concerns of the community and the concerns of our business community. Right. And there was a significant amount of people who call me with concerns. That's why I filed the letter. That's why I went down to speak to the judge. They were concerned about it being open late. They were concerned about late deliveries. And you know it is what it is. Right. We have plenty of businesses in town who come in for zoning requests or come in for a historic district review approval and there is always a compromise. Just because you're a private business doesn't mean they get free carte blanche to do whatever they want. It is a partnership. So you know it is what it is. So I'm just saying that if you know at the end of the day I have to look those people back in the face and let them know that I was representing their interests you know the way they asked to be represented. So and again there's a balance right. I totally respect you guys have a business and profitability and all that stuff. I totally get it right but there's a balance there and in fairness if you're telling me you don't intend to ever be open past 9:00 put it in writing.

**Gary Cook:** I don't know what the future holds.

**Bridge Littleton:** Well but if you're telling me it'll never happen.

**Gary Cook:** Oh no I'm not telling you it's never that didn't come out of my mouth. [inaudible] I don't know what the future holds. I don't. We can't put to be a good business man. You can't put undue encumbrances on yourself that the future may show you something different. And you know if we were coming at that point saying well can we have it till 10:00 and then all of a sudden it's a 10:00 town then it's a different story then it's we're coming hat in hand. I guess what I would like to say is I'd like to say to those 12 people or however many people that what I ask you to say to them is not that there was a compromise not that there was anything that that Marty and Terry came in showed you what they intend to do. They're trustworthy people. We believe that's what they're going to do. And we don't know what the future you know we can't button up every. We can't do every maybe. If we had to do every maybe it would be you know there's it's impossible if we keep every lawyer busy forever. So I guess that's where I that's what I would say is I'd ask you to say to them they came in they gave us a presentation. You know what they didn't really even have to because they really weren't asking for anything from us except for you know to be a good neighbor. So if we're going that you got to give us a little bit of credit and we're trying to make the place look like Middleburg you know. Still a gas station but we're trying to make it look like Middleburg. So that's.

**Terry Cook:** [inaudible]

**Marty Cook:** Mayor.

**Bridge Littleton:** Yeah.

**Marty Cook:** Does VDOT have any ideas of expanding fifty to two or more lanes?

**Bridge Littleton:** In Middleburg? No. You'd have to [inaudible] all the houses.

**Marty Cook:** Without the road and the desire for people to go east and west on 50. Is that going to change that drastic that it would demand that the town would operate itself later than it already does?

**Bridge Littleton:** Oh sure. I mean our town nightlife is already getting later because of the different businesses that have come into town the last two or three years. The restaurants and we have a brewery coming in right. So that will extend the life of the town.

**Marty Cook:** For those six months a year?

**Bridge Littleton:** All year round.

**Marty Cook:** For the six months of the year that we're we got [inaudible]. It wouldn't. My volume would not change that much after 7 or 7:30 to demand that the volume could sustain a desire to want to stay open later. It just isn't there. And for that that dictates the hour of nine o'clock now that we [multiple speakers]

**Gary Cook:** We want to be able to fluctuate with the market like any good business.

**Bridge Littleton:** I appreciate that. I understand that. I think that and again this will be the last word then we're really going to move on. So again I really appreciate you guys coming in the challenge with that is that that's all well and good but then when you ask it are they willing to put it in writing and you say no. That goes back to your trust question right. Reagan trust but verify.

**Terry Cook:** If it changes then you know.

**Bridge Littleton:** I got you. I understand.

**Gary Cook:** I personally as a businessman think that that makes sense. You know and if I was a neighbor I would think that that makes sense. But you know.

**Bridge Littleton:** Yeah I got you. But listen real quickly again this is tough stuff. It's really hard right. And we know you guys are doing the best for your business and trying to do the best to maintain viability and provide the service you provide to town. We really do appreciate you coming in and having the conversation right. It is hardest but the most productive conversations are conversations amongst friends. So again thank you guys very much for coming in. If there's anything else we can do you know as you go through the process and want to have can you have the dialogue. You know we're here to help.

**Gary Cook:** We do intend to probably file within the next few weeks to for that. So there will be another hearing and you know we come and that's obviously well within.

**Bridge Littleton:** Well I mean what I do intend to do is I will reach back out to the folks who call me. Just let him know about the conversation see what their feedback is. And I'll let you guys know before but what's that? [inaudible] Oh no no I got you. I totally understand and I know we had this conversation before but the thing that caught them all off guard was the first ever heard about it was an ad in the paper and it's amazing how many people here in town read those notices in the paper. [multiple speakers] Thank you very much. Absolutely. No you're good it's fine thank you. All right. So we're going to change around two quick things here. Because the chairman of our historic district review committee is here to review the distinguished chairman of over 63 years is here to discuss an amendment to the HDRC guidelines. So this is item 5.3. Yep. And Will and Mr. Turnure. I did want to let everybody know. I heard earlier today that Bill Turnure has agreed to stay on for three more terms as president. So we're very excited.

**Bill Turnure:** Thank you. [laughing]

**Bridge Littleton:** [multiple speakers] Exactly. It's on public record. Must be true. Will sorry.

**Will Moore:** Certainly. So it's probably no surprise to you that something was going to be coming forward regarding murals this was in my monthly reports dating back all the way to June. And I think it's actually been a very good process for the committee and Bill could speak more to that. But it started with a discussion with actually now council member Bernard who was representing the business that he works for. Pre council member at the time about the possibility of doing a mural. And we absent any guidance in our historic district design guidelines document didn't really have any precedent to go on. So the committee undertook many months of discussions and special work session along the way. A walking tour of the community. And after many excruciating long discussions at points but still I think very necessary. The draft guideline which is just a very short paragraph that you find in



your packet is what they what they came out with. It was not a unanimous decision amongst the committee. Not all difficult decisions always are sometimes you know best you can do is try to reach a majority consensus. And they did in this instance. But again the the result of it was that based on the the guidance around the purpose of the historic district overlay district that is provided for in the ordinance about protecting the historic resources in the community they didn't really see any nexus between that and the introduction of murals which have not historically been part of Middleburg. They have been historically part of other communities and other cultures and in those instances maybe they are appropriate in those different settings. But the decision here was that based on their charge and the purpose of our historic district that they are recommending that they are not appropriate for the district. So anywhere where they would be subject to view from a public street which is where their purview is they they would essentially say that they are not appropriate and would most likely deny any application for what came before. And with that I'll turn it over to the chairman.

**Bill Turnure:** And the start was with Chris and then Chuck Akre in his building behind there. He's put a mural back there as well so we undertook this just to sort of I think the initial pulse of the people on the committee was negative. And as we discussed it more and more it opened our eyes as to what the potential would be for us to have murals in town. Jamie came to one of the meetings and you know to sort of talk about the benefits it might be to the business community to have these [inaudible] to try to attract people to come to Middleburg to see these murals. We did a walking tour all the way around town and there are lots of areas of the town that are very [inaudible] you know sort of a disgrace that some of the backs of some of the buildings are you know rundown and not painted. And so forth and to the idea of maybe someone fixing it up and putting in a mural wouldn't necessarily be a negative to the town it would actually be a positive. But after long discussions the week we reached into the zoning ordinance and the regulations that were set up for the historic district and this sort of pushed us over to the side was that in the regulations where it says the historic district regulations which is to preserve the unique historical architectural and cultural and archaeological heritage of the town and all significant historic and archaeological resources within the town that we didn't feel that it was are in our purview to try to revitalize the town. You know that our charge is to protect the historical heritage of Middleburg not that there was a lot of discussion that there would be some positive things that could come from this. If we did but there were discussions within the committee that you know it was sort of you know if you crack the door you have let a crack open once you know you don't know what's going to come down you know after that. So this was sort of our way of sort of expressing how we feel and how we came up with this decision to not to have the approval it was not again it was not unanimous which is very unusual for our committee I would say. I mean it's rare maybe there might be once a year where we can't come to a decision unanimously. You know there's always gonna be some pushback on some some projects. So there was that but there were just people who just felt that they were not appropriate for the town for the historical nature of Middleburg. So this is where we landed where there is lots of things that come to the forward the future you know with satellite dishes and solar collectors and you know A.T.M. machines and you know all these things that had come into our society that we may try to get it integrated into Middleburg don't really fit again to the historical nature of and we really need to get our guidelines a lot tighter as we move forward. That became very evident during these discussions so that's going to be one of our charges over the next year to try to to reduce some of our guidelines and and just talk about the historic district in general. But this is you know what we have to present to you all for your review. Any comments that you might have I'm more than willing to ask to answer any questions.

**Bridge Littleton:** Any questions for our illustrious chairman? [laughing] Or Will. Philip.

**Philip Miller:** So was there research done to similar historic towns and districts that have done this or used it well? I'm just curious as to what kind of competitive assessment was done to see you know just looking outside of Middleburg.

**Bill Turnure:** Will provided with this you know with a number of historical guidelines and they're. The way that they approach their murals for the most part they're all positive and they allowed the murals. They said that they added a lot to the culture of the town. So it's an expression we didn't like the idea that it could advertise. But if it had something to do with the heritage of the town and the history of the town that would be maybe a reason for that. We talked about the process how we would actually go about this we talked to Patty Callahan who sort of spearheaded the mural for Chuck Akre and how she went through the process and then how would we approach that in here

would we have other people outside the town outside the committee or outside the town council you know help determine whether these are appropriate for Middleburg. You know so we went through a lot of that to that if OK let's say we're going to do this. How would we go about it? We didn't come to a final decision on that but it would be a very. The process for it would be very rigorous to get it approved. So that's what we were trying to do. And I don't think we convinced some of the committee members that we will be able to get it that tight that it would not be something that would be difficult to come back to and finalize later.

**Philip Miller:** Was there any discussion of the potential of temporary murals for say an event?

**Bill Turnure:** No we didn't. I mean we do have sort of temporary signs. We have the sporting library that that has over their galleries and so forth that they changed the sign every I don't know what it every quarter or something like that and they come back to us each time for the approval for that we've sort of got into a standard size and that sort of thing. But we didn't really get into a temporary mural situation.

**Philip Miller:** Thank you.

**Bridge Littleton:** Any other questions? Cindy.

**Cindy Pearson:** I don't have a question but I just wanted to reiterate how much time and pain went through those conversations. It was not easy for any of the members and I had just started this committee so to see them sit there and go through this. And it was a painful process. They did they looked at I can't tell you how many different aspects and how many different communities and you know Will would bring in more information. They really did not take this lightly. It was a major decision for them to say no on this. No murals.

**Bridge Littleton:** And in fact I got a call this morning about it. As you can imagine. [inaudible] Because it was on the agenda for tonight from someone on the committee. [inaudible] Curious who that could be. Peter's pondering. [laughing] Any other questions?

**Bill Turnure:** Saw that earlier this evening in Middleburg museum meeting.

**Bridge Littleton:** They're on their way to Florida. Any other questions?

**Chris Bernard:** So I guess with all the kind of back and forth on this and not being unanimous and all the you know the positives and negatives that could potentially go into murals is it necessary to put it on paper that they're not allowed or does it make sense to continue to review things on a case by case basis?

**Bill Turnure:** I think the idea was just to sort of have us where we stood on the committee. I don't think it really well. It probably would chase most people away but there have been over the years changes to building materials and interesting things that they found historically that we have adopted to our towns such as PBC and you know all those or those types of things that before was [inaudible]. We're not going to have any [inaudible] in here. It's got to be historic. But the you know but all those guidelines are starting to fade away because it's a better product it's better lasting and it's you know it's really the visual look of the town not necessarily the touch of the town. It is being driven here so we're not saying. Like if someone had come in 10 years ago and he said we wanted to have PBC and it said specifically in our guidelines it is not appropriate to have anything but [inaudible] you can't have [inaudible] windows or something like that. But if they came in and were able to make a case and to convince us that this yes it is appropriate and this is why I think we would we would address that from someone. But you know until that sort of comes along I think that's the sort of thing people don't try to go down this road. It's not going to be an easy one.

**Will Moore:** We've had numerous inquiries about murals numerous up to this point and with the volume of inquiries that have been coming in we think it's very important at this time to have something adopted as an amendment to our guidelines so it just doesn't look like we are kind of arbitrarily saying no. It was important to put this study in there and I think with that study done it's important to put this in the document. It's very important to as you know we've

discussed as part of the budget work session last week that the update of the story design guidelines is a high priority for some of those other reasons that Bill just mentioned about substitute materials.

**Bill Turnure:** And editing the rest of the guidelines too just for the reasons that I talked about.

**Bridge Littleton:** And I think. I understand where you guys are going. And Chris to your point the challenge is. What are those objective standards by which somebody can read the regulation understand exactly what will or won't work right. If you've got a it's tough right. That is especially things that are art based. It's one thing to say it wood only but if you're talking something that has a subjective nature to assessing it you know art it's that is very to how do you write that right. I mean what colors are in what colors are out. 8x10. Well why not 8 1/2 x 9 1/2. Well that's actually [inaudible] So I totally appreciate what you guys are struggling with.

**Bridge Littleton:** So but to Chris's point do you want to say they're just out.

**Will Moore:** The committee does.

**Bridge Littleton:** The committee wants to say that.

**Will Moore:** Yes.

**Bridge Littleton:** And how much was the dissent.

**Will Moore:** There was a 3-1 vote. So one person in opposition. There were two members [inaudible] was the actual vote. I don't want to tell you how other people would have voted but it still would have been.

**Bridge Littleton:** You would have only had one non vote.

**Will Moore:** Correct.

**Bridge Littleton:** Is your feeling .

**Will Moore:** Correct.

**Bridge Littleton:** Ok.

**Will Moore:** The chairman I think had some other views but he's a non-voting member unless, except in the case of the time. He was probably a little more amenable to the idea than some of those members who were totally in opposition.

**Bill Turnure:** It really came down to what we were established to do. You know and would a murals here or there be a benefit to the town. I think probably? I think probably. But is that our focus of what we should be doing?

**Bridge Littleton:** So let me ask this.

**Bill Turnure:** To revitalize the town or is it.

**Bridge Littleton:** Then this is a different question. This is not a question of are murals right or wrong. What you guys are telling us is that murals are not your purview. [off mic] Because what you're saying is that the HDRC committee was set up to do the historic things murals are not about that. They are about something different that was not your charter. That doesn't go to the substantive question. Well you can't have it both ways.

**Bill Turnure::** Yeah you can. Yeah you can.

**Bridge Littleton:** Well if you say that murals are not your statutory purview.

**Will Moore:** Well no they are.

**Philip Miller:** No I think what they're what they're saying is that they don't fit within within the historic, they are charged to preserve the historic character of the town.

**Will Moore:** They're in their purview in as much as if you can see it from the street. It's in their purview. If it's introduced because it's an exterior change to a structure. So it's clearly in the purview if it's within the historic district.

**Bridge Littleton:** Ok.

**Will Moore:** Somebody wanted to come in and paint a mural on [inaudible] the retaining wall in front of the fire department. That's not in their purview because it's not in the district.

**Bridge Littleton:** Got it. Okay. So then just to say it easily, the committee as a whole is not in favor of having any murals in view in the historic district. Ok. Any other comments, questions or thoughts?

**Bill Turnure::** What do you all think?

**Will Moore:** I did not.

**Bridge Littleton:** Woah.

**Will Moore:** We didn't propose this as an action item for you to adopt tonight because for that very reason. We wanted to let you know the process that they went through. The findings they had and to get your thoughts. And if there was some more discussion to take back to the committee we would. If not then we would come back at your next meeting or a future meeting and [inaudible]

**Bridge Littleton:** Peter.

**Peter Leonard Morgan:** I'm just curious I've been thinking a lot about this during this presentation and I'm curious about the generational view number one and number two a fear that a mural is like graffiti and someone come in and get approval to do their own graffiti and ruin the town. It's a fear more than anything I'm curious what your thoughts are on that.

**Bill Turnure::** Sure. Yeah. And you know there's a mural they put up a mural in Warrenton. You know it looks like a postcard. You know greetings from Warrenton. You know is that what you want to see when you drive in Middleburg. I mean that was sort of I don't know, I don't think so.

**Philip Miller:** So do we control that by saying we don't want them at all or do we control that by putting a rigorous process in place?

**Bill Turnure::** Well that was the discussion.

**Will Moore:** That was the discussion overall.

**Bill Turnure:** That was the discussion.

**Will Moore:** And there was a framework for a rigorous process in the works. They were establishing criteria.

**Bill Turnure:** [inaudible] you know, contributing buildings, no front facades. I mean you know all the the maintenance of it you know making sure that you know over time that they didn't you know get to the point where they were just as bad as the inside of the buildings. Just you know there was a lot of time and effort put into what that process would be.

**Philip Miller:** Was there any consultation with the Arts Council just out of curiosity.

**Bill Turnure:** We did not.

**Philip Miller:** OK.

**Bill Turnure:** We did not but they were potentially someone who we would reach out to for help determining whether they were appropriate or not. [multiple speakers] They might be involved in it.

**Will Moore:** So it kept circling back as we develop these criteria and contemplating these different criteria but we kept circling back or the committee kept circling back to, is this something we want to even entertain. Then we go back and discuss criteria more and then we come back to that same question. And we eventually landed on that question and the committee just said no.

**Bill Turnure:** I mean I believe there was people would thought we could tighten it down enough to cover ourselves. And there were some who just didn't think that was possible. And just couldn't budge them.

**Philip Miller:** So I personally think.

**Bill Turnure:** Over time 20 years from now, 10 years from now as Peter saying. Yeah. I don't see why this. You know and I'm not saying that this is sort of just a bookmark you know in our guidelines. But you know it could be in years to come that they actually would be accepted. I don't know.

**Philip Miller:** This is the stance today.

**Bill Turnure:** But it wouldn't be during my time. [laughter]

**Bridge Littleton:** That's what you think.

**Philip Miller:** So do we want to, do we think that this merits further discussion at the council level?

**Bridge Littleton:** Thoughts. Kevin?

**Kevin Daly:** Well art statues are an art and we've been seeing a lot of controversy with statues to certain figures of history. One of my major concerns would be freedom of speech. Art for art's sake I think is important but there needs to be some controls. I'm a great admirer and I studied because my previous job, the exploits of German commando Skorzeny and also John Mosby's Rangers. Now that said would I want murals of them in Confederate or Nazi uniforms being on the walls? No. But this is an extreme that I'm coming out to and I think if we go along this route it has to be very very explicit what can be allowed. What would be considered, not just art for art's sake but what is the meaning behind the art. What is it meant to be derived from.

**Bill Turnure:** Difficult. And we did. Patty Callahan did bring in the other submissions that they got for their mural. And I will tell you I mean when it comes to artists and their thoughts of what is art. I mean it's not you know it's not my bag baby if you understand. [laughter] But it's you know you're gonna get, you're going to be all over the board and who knows what you're going to end up with in the end. But anyway it was.

**Bridge Littleton:** Chris.

**Chris Bernard:** So my thoughts on it and maybe it's the way this is written you know based on the historic precedent you know because there haven't been murals in the past there shouldn't be any in the future. I mean you could say that about parking spaces. I feel like it's, I don't want to say it's a cop out. I think it's maybe pushing off a decision until later like as you said if someone brought a great argument than they could possibly get this changed. I would be in favor of putting trying to maybe pursue putting together that framework or that process by which someone could get something approved. And whether it's some collaboration between the council between the Historic Review Committee and the Arts Council or maybe Economic Development gets looped in. Some sort of process I think would make more sense than just a blanket no thanks statement.

**Bridge Littleton:** Any other thoughts? How do you want to proceed?

**Kevin Daly:** I think.

**Bridge Littleton:** Age before beauty. Peter go ahead. [laughter]

**Kevin Daly:** I would recommend the what you've come up with as a solution here. As such murals are not appropriate in the Middleburg Historic District and just leave it at that. Years from now it may change but for now I would go with this.

**Peter Leonard Morgan:** My feeling is that we have a Historic District Review Committee that's. I actually was here for one of the meetings and heard what was going on. I saw the renderings that Patty had received. They were by the wall there, looked through those. You've done a lot of work on this and I think to overrule your committee or not overrule necessary but to even discuss it for me would feel uncomfortable with that because you know we've got a wonderful team that does that and has really paid attention to it. So I would defer to your decision.

**Bridge Littleton:** Okay. Yeah I sort of feel the way that Peter does. I think it's a, you guys clearly deliberated very very hard about this and considered a whole lot of options. And if that's kind of the way you guys feel about it. You know we ask you to serve in this capacity to give us this exact advice. So that's kind of where I am as well. So Will, what's the next step?

**Will Moore:** So if it's generally the consensus of council to go with the committee's recommendation, I would just put this as an agenda item on a future meeting for your adoption as an amendment to the Historic District Design guidelines. So this.

**Bridge Littleton:** And we'll have a public hearing for it?

**Will Moore:** It would not be mandated but we could.

**Bridge Littleton:** I think we should.

**Will Moore:** OK.

**Bridge Littleton:** I think we should. And I think actually it's we should reach out to businesses, local businesses here in town, let them know. And that way just make. I just want to double check with because I mean Bill I would imagine you guys didn't reach out to the local businesses and ask them for their opinion. Yeah. So I mean, not that you don't have their sentiment but. You know.

**Bill Turnure:** In just with talking with Jamie he was he was saying that MBPA was probably you know they thought it was a good idea to have them. They would be good for business. And you know so we took that into account but we didn't specifically go to any businesses.

**Bridge Littleton:** Yeah I just I mean ultimately the end of the day. I think what gets really really hard about this is how do you actually administer it right? How do you say what's a good mural and a bad mural. Right? To Kevin's

point you got first amendment pieces in there. The thing I think about is what happens if somebody comes along and rents a wall from somebody who wants to put up a political banner. A political mural. Then you're really talking about never getting it down. You know because we came. [inaudible] Yeah. [inaudible] Yeah.

**Cindy Pearson:** What art is to me you see in a different way.

**Bridge Littleton:** Right.

**Cindy Pearson:** And that was the main one of the main discussions the whole time.

**Bridge Littleton:** Yeah. I totally get it. OK. Is that, you guys got what you need?

**Will Moore:** Yes.

**Bridge Littleton:** Great. Thank you. All right. Next we're going to jump around again. [inaudible] Thanks Bill.

**Bill Turnure:** Appreciate it.

**Bridge Littleton:** The Safeway is open. Safeway's still open. Oh yeah. [laughter] So we're going to do some roulette again we'll go to item 4.2.

**Mark Inboden:** I guess I'm 4.2.

**Bridge Littleton:** You are.

**Mark Inboden:** Been waiting patiently. Been waiting here all night long.

**Bridge Littleton:** And if you want to buy a gas business, you know.

**Mark Inboden:** No I'm good. I know what space I'm good at and a gas station would probably not be that. All right. So Inboden Environmental Services have been operating your utilities since 2014. I'd like to take this opportunity to thank you for the wonderful partnership that we've had with the town of Middleburg. You guys are a wonderful client wonderful place to work. All of our operators that operate here even our maintenance team they love coming here. Working on the utilities. I thoroughly enjoy the utility committee meetings. We we throw around a lot of science talk but we have a lot of fun doing it. And so we want to appreciate. We appreciate the opportunity to work for you. The original contract that was drafted and signed back in 2014 had a one year term with an option for a four year renewals. The time has come in February for our current contract to end. There was clauses that was put into the contract I believe in 2014 when the original contract was drafted that this contract can be amended on an as needed basis. And what the attorney for the town has recommended if it is the desire of the town council for IES to continue to operate your utilities is to amend the current contract to allow for an extension of that contract. So we continue to operate for the town of Middleburg. I think Danny has presented to you guys our proposal of services that we offer. Then also the basic contract extension for utility management services. This is basically that the terms and conditions of our agreement with you. Then this was drafted by the town's attorney with verbiage that he thought would be prudent for and in the best interest of the town. IES and our administrative team have reviewed it. We're in full agreeance of it. And so I'm here to answer any questions that you might have on the current contract or the proposal.

**Bridge Littleton:** Danny any insight, thoughts?

**Danny Davis:** Yeah absolutely. From from our perspective the utility committee not to speak for them but but sitting in with them but also from just town operations perspective, we think that IES is a fantastic operator of our systems. They are incredibly responsive. They are very on top of technology and operations and giving us a heads up when we need to be aware of things. And so we are definitely in support of this amendment to the contract. There

are a couple of additions and conversations that we did have about things to integrate into the contract as we amended. And I listed a few of those out in the staff report for you. Just briefly covering those, one is inspections for fats, oils and grease with the continued advancement of restaurants and other users of nasty substances. We want to make sure that most of those get caught by grease traps or other protection devices before they get into our sewer system. So they will have agreed to conduct those FOG inspections on behalf of the town. As we have plant and infrastructure spread throughout the town we want to make sure that they are secure and so they've offered to do physical plant security audits for us to make sure that we are protecting ourselves in a physical manner and then also as we look at doing remote access in a very limited fashion, that they are working very closely with us and with our I.T. consultants to make sure that any openings into our [Inaudible] systems or other remote monitoring capabilities are done in a very secure and protected manner as well. So that's very important to us and I think it's again part of their ability to help us change with the times and use technology as effectively as we can but also in a safe secure manner. We are very happy with our current operator and the staff that are assigned to us but in any instance where we don't have direct control over personnel we did ask that we had the ability to give a probationary period and then request or require changes to personnel if their operators were not meeting our expectations. That comes perhaps even just from customer service expectations. Again right now we're very happy with the staff that we have here but we wanted to build that into the contract there. In terms of cost it is proposed to go up a bit but that's recognizing increases over the past five years that weren't built into the existing contract and then would have a built in escalator of 2 percent per year. We're also proposing the option for three additional four year extensions at mutual agreement and so that would allow us to have this contract extend for a period of time. Again with the provision that can be amended as necessary. So we are fully supportive of the amendment and continue to appreciate the good work they do on behalf of the town.

**Bridge Littleton:** Peter any input as the chairman of our.

**Peter Leonard Morgan:** Actually I'm the council representative on that.

**Bridge Littleton:** Oh that's right. Sorry. Sorry for elevating you. [laughter]

**Peter Leonard Morgan:** Thank you so much. First thing I have to say is that I've been on the committee really since I think June roughly and learned a lot. They've been very patient with me. And I appreciate that very much. What I've learned is that we do have a great operator. I've got to shout out Stuart. I mean the guys seem to be everywhere at the same time. So he's a wonderful person to have so very very happy with what you do. Thank you very much. And I'd like to think we can have a motion shortly.

**Bridge Littleton:** Any other questions for anybody for Danny or Peter? Anybody? So the only thing I had in here there was a error in the contract. Yeah it should be negative 12 percent, 12.3 percent cost per year. Not positive. You're okay with that?

**Mark Inboden:** Well a, well I, no. [laughter]

**Bridge Littleton:** That's that's the right answer. [laughter]

**Mark Inboden:** No.

**Bridge Littleton:** Okay.

**Mark Inboden:** I don't think it's 12.3, I think it was 2, 2 percent.

**Bridge Littleton:** No no. Just on the initial price.

**Danny Davis:** The jump from the current from [multiple speakers]

**Mark Inboden:** Yes, yeah.



**Bridge Littleton:** Okay. Unless we have any other questions, do we have a motion?

**Peter Leonard Morgan:** I move that the town council approved the attached contract extension incorporating the revised utility system management proposal effective March the 1st 2019

**Kevin Daly:** Second.

**Bridge Littleton:** Any discussion? All those in favor say aye.

**Everyone:** Aye.

**Bridge Littleton:** Opposed, abstentions. It passes. Thank you guys very much.

**Mark Inboden:** Thank you all.

**Bridge Littleton:** Really appreciate all you do for the town of our town.

**Mark Inboden:** Thank you.

**Bridge Littleton:** And we are now going to take a five minute break. Actually we'll say seven minutes. Back in your chair at 8:00. [inaudible] All right. Meetings back in session. That bad? OK. OK. Next item is amendment to the ordinance establishing a Middleburg Strategic Finance Committee. Rhonda or would you like me to. OK. I'll pitch hit this one. Excuse me. So the Strategic Finance Committee has met a couple of times. What twice so far. Yep. And we met once with Joe Bowling as well sort of separately. I think it's going very very well. Everybody is very engaged. Very good smart group of people there. In our first meeting we talked about because we brought the idea originally to the council and I think you guys said go check with them and see what they feel. And if having another member of council would be helpful for two things really. Additional perspective but also capabilities. And I don't want to oversell it to Rhonda. I would you know after I say what I think their input was please give your perspective as well. But I laid it out to the committee that you know it'd be good to have another council perspective on there so that when we come and report back to you all you hear two points of view because the stuff we're going to be covering is going to be very in-depth and very detailed. Plus the thought was having Chris serve as that person also with his modeling and spreadsheet capabilities you know are going to be very advantageous to the committee as well because those committee members are very smart but they're also very senior. So they've probably in their success in business have had other people doing their spreadsheets for them. So and also helping with the analysis so the committees, I think unanimous decision our input was they thought it was a good idea. We're very appreciative of Chris's willingness to help and also me engaged and openly welcomed his participation. Rhonda?

**Rhonda North:** I think you represented it well.

**Bridge Littleton:** OK. So that's really the question. You know everybody here on council that's something we'd like to do but again it's open for discussion now. And Kevin.

**Kevin Daly:** Can I make a motion?

**Bridge Littleton:** You may unless there's any questions. [off mic] Ok.

**Kevin Daly:** I move that Council adopt an amendment to the ordinance establishing the Middleburg Strategic Finance Advisory Committee.

**Cindy Pearson:** Second.

**Bridge Littleton:** Any discussion?

**Chris Bernard:** Should I sit this one out?

**Bridge Littleton:** No you can vote. All those in favor say aye.

**Everyone:** Aye.

**Bridge Littleton:** Opposed. Abstentions. Motion passes.

**Rhonda North:** Mr. Mayor would you like to formally appoint Chris to the committee?

**Bridge Littleton:** And I will formally appoint Chris Bernard to the Finance Committee. I'm sure I'm just gonna shorten it. Okay. Next. Yeah yeah I got some homework for you later. [off mic] [laughter] Yeah. Here you go. Congratulations. All right. Next one is employee handbook amendment and resolution pertaining to the creation of deputy town administrator position.

**Danny Davis:** I'll be very.

**Bridge Littleton:** Mr. Town Administrator.

**Danny Davis:** I'll be very brief as you're all.

**Bridge Littleton:** Hold on. Any time somebody says they're gonna be brief.

**Danny Davis:** As they're all aware I have made a strategic reorganization of some of our operations here in the town and that is to reclassify Will to be Deputy Town Administrator position in addition to Zoning Administrator and Town Planner. And as part of that there needs to be a couple administrative changes in the employee handbook to recognize that. In addition the Town Attorney has suggested a resolution by the council that would give Mr. Moore the ability to act on my behalf in my absence or incapacity. I think just to be fully clear that he does have that authority there's a resolution that's requested by the council. The only amendment I would say is because of the delay in the meeting because of the power outage, the date on the resolution is January 24th. So any motion. If we could just reflect that it be updated to today's date. With that I can answer any questions you have.

**Bridge Littleton:** Anybody have any questions for Danny? No. OK. Is there a motion.

**Cindy Pearson:** I'll make the motion.

**Bridge Littleton:** Yes please.

**Cindy Pearson:** I move that the town council adopt the attached amendments to the employee handbook. I further move that Council adopt a resolution affirming the reclassification of the Deputy Town Administrator/ Town Planner/Zoning Administrator as attached and recognizing that William Moore is serving in this capacity.

**Kevin Daly:** Second.

**Bridge Littleton:** Is there any discussion? I would simply add as a discussion that this is effective as of February. Okay. All those in favor say aye.

**Everyone:** Aye.

**Bridge Littleton:** Opposed abstention and the motion carries. Thank you. All right. Next action item.

**Cindy Pearson:** You have to do the resolution.

**Bridge Littleton:** Oh I'm sorry I totally missed that.

**Cindy Pearson:** Keep it short and sweet.

**Danny Davis:** Oh I thought that was captured.

**Bridge Littleton:** Is it captured in the motion?

**Danny Davis:** Yes that was the I furthermore the Council adopted resolution affirming.

**Bridge Littleton:** Got it. Okay. Avoided disaster. What's that?

**Kevin Daly:** When does his pay start?

**Danny Davis:** I cannot comment on personnel matters in open session. [laughter]

**Bridge Littleton:** Hey Kevin. Just FOIA it. So actually you know Rhonda. I called Michelle Dowdy about that at VML so they tried to fight that again this year. And there's another FOIA thing going in that they're they're adding in allowing people to FOIA something else that's personnel related. That's going to pass. It's insane. I don't I just. Anyway. All right. So the next one is this council discussion items. Report economic development plan and EDAC. Mr. Gaucher and Mr. Davis. You are on deck.

**Jamie Gaucher:** Thank you Mr. Mayor.

**Bridge Littleton:** Actually no you're at bat.

**Jamie Gaucher:** I'm at bat. [laughter] So this document that you have in front of you from my perspective is a framework of broad goals and opportunities from my perspective here in Middleburg around economic development. I think everybody here realizes we've had some difficulty with an Economic Development Advisory Committee, but I think that group can be recast. I'm interested in having an Economic Development Advisory Committee be more involved in the nuts and bolts of economic development providing guidance. Filling in some of the gaps that are inherent in this strategy making recommendations etc. etc. And I think later we're going to talk about members of the Economic Development Advisory Committee. Back to this document. There are two primary goals. Build a greater degree of resilience in the local economy is number one and more visitors and a greater degree of economic impact associated with those visitors here in Middleburg. The economy piece has four individual pieces.

**Bridge Littleton:** Hey Jamie so I can stop you for one second?

**Jamie Gaucher:** Sure.

**Bridge Littleton:** What's the best way we want to do this. I mean this is a long document there's a lot of stuff here. Do we want to engage as we go along or do you want to go all the way through it and have us come back and I'm actually just you know open for everybody.

**Bridge Littleton:** What's the best way to drive this. I'm just worried if we all wait to the end it's gonna be like [inaudible] what we're talking about.

**Jamie Gaucher:** I was planning maybe another three or five minutes at the.

**Bridge Littleton:** Oh okay. Gotcha. No problem. Got it. Okay. Just keep going. Sorry. Yep. Sorry.

**Jamie Gaucher:** So with regard to the economy providing assistance to local businesses, new businesses here in Middleburg matter of fact we just got one today that indicated they wanted to sign a lease on Washington Street. They need a special use permit. I think we need a greater degree of economic diversity. And I've shared with Danny a draft of an economic development incentive that I think would further differentiate our community. And then the visitor's piece more events. More events leads to more visitors. I also think we need a stronger connection to the people that spend the night here. I recently over the holidays I had some experiences at Salamander resort and I gained a greater appreciation for the economic opportunity and connecting the local business community to the folks that are spending the night here. And then lastly brand development and deployment. And Mr. Miller and I and Mr. Davis are all back on track hopefully working toward getting that done. So from my perspective I would like to have council acknowledge that this set of ideas are basically the direction in which we should head from an economic development perspective. We've never had an economic development strategy here in Middleburg. And I want to take these ideas and put them in front of a recast Economic Development Advisory Committee and through conversations with Danny I think we can have two or three EDAC meetings between now and the end of March. So with that I'll turn it over to you.

**Danny Davis:** Yeah. If I may Mr. Mayor and Council members just give a kind of 30,000 foot view of where I think we are. And then this I think the time for having the input from council to say we're on track, we're off track, you expected something different, or this is the way to go. 30000 foot is is I believe we're at a point of well I'll sit back and say I think our goal is to develop a strategy through that develop implementation plan with specific activities tied to that. Through that we measure activity and after that we'll see our results and we'll be able to track along with the activities from the implementation plan that are helping feed the strategy. I do think we're still in a very beginning stage of this strategy. This is a framework that we want Council and ultimately really EDAC to own and to guide into direct. I think there's an opportunity to have an interim strategic plan and then I think what's likely going to happen that we've heard from council and I think the EDAC will guide in this way as well it's to say this is a nice starting point but we want you to go work with a consultant develop a true market analysis a true strategic plan where are we needing to truly spend our resources and our time and our efforts. And so this I see as a step towards an interim plan to give us guidance for the coming say year and then when we get the completion of that consultant activity and report that will further refine and define the activities in economic development that's broadly how we see this coming together and how we see the document before you today we recognize it's not fully fleshed out or detailed and yet we think it's a starting point to get us to more information where we want to be.

**Bridge Littleton:** Input, questions, and thoughts.

**Kevin Daly:** Yeah I'm very comfortable with this. This is a living dynamic document so changes are going to come as you start developing your program and I think it's a great idea to have an advisory committee where you can get some other minds and some diverse ideas involved but you need to have and this is the play sheet. These are the operations orders that get you going in the right direction and that you can then modify as you go along but it still gives you that goal site in mind anybody else?

**Peter Leonard Morgan:** Quick question.

**Bridge Littleton:** Yes sir.

**Peter Leonard Morgan:** Maybe it's the wrong time to ask this question but sometime ago we if I remember correctly we did implement a tourism zone or we had the ability to implement the tourism zone and I was just wondering is that sort of covered here. Is that what we're going to take advantage of that?

**Jamie Gaucher:** I understand we did actually create a tourism zone but the the build out or the structure behind it or that or that specific purpose tied to it was never brought into focus so the idea as I remember it was the creation of a tourism zone would lead toward the availability of an economic development incentive but we never got that far.

**Peter Leonard Morgan:** I think having that that we've done that maybe we shouldn't incorporate that somewhere here. I don't know where exactly. And just a quick comment about what you mentioned about the overnight people.

Great point. I mean it's something it's sort of so obvious we didn't think about it but you know if businesses were to have special packages for these folks who are spending a lot of money already and we know they come here for a great time. But that's a I like that observation.

**Cindy Pearson:** Might be the same as Peter I'm not sure this is the proper time to bring this up but that for the number of new events that would like to be brought to the town and yes I know I am on that committee.

**Bridge Littleton:** You're planning on 9 right? The new ones you're going to run?

**Cindy Pearson:** Well that depends on who you're going to hire to do it. [Laughter]. I have a question on. there is not enough man hours in one day for Jamie to do everything he needs to do. You have volunteers on that committee that once again like your committee they're used to having other people do things for them. They don't do things themselves. Is there a way to go ahead and put in for a summer intern to help with this kind of thing? Is there a way to get help from the colleges or something to help with? I don't know but there's gotta be some extra working hands on this. everything here. Nobody realizes how much time this kind of thing takes already. And then you're putting new events on top of. A new event is time consuming. Totally. And if you're talking about more than one a year or two a year the year you need some warm bodies.

**Danny Davis:** I absolutely agree. Coordination, marketing, planning, everything goes and events is very time consuming and is actually a concern of mine in terms of focus of attention and priority for Mr. Gaucher and so I think it's a valid point. I would like to see what the new committee might come up with at least in the next in the first meeting or two in terms of what they start thinking about before we perhaps go down the route of what additional manpower might we need. What additional support whether it's temporary staffing, part time staffing. A little concern about in turn to only because of lack well a loss of institutional knowledge. Year after year it's it's hard to turn that kind of activity over. But I do think meeting with that committee for a few months and then coming back to council and having an honest dialogue about what would an event look like and where are the resources. Maybe it's just contracting it out it may not even be hiring someone new it might just be an events company and say this is what you do come and do it well. So but I do appreciate the point I think is very very well-timed because we have been talking about how best to prioritize and spend his time because of these conversations right here and all the many things that fall under the economic development arm currently. I think this conversation tonight about the strategy and then getting involved with EDAC will help refine some of that. And I think perhaps help us down the road too.

**Jamie Gaucher:** [Inaudible] conversation with the cultural and community events group right. They're going to shoulder some of this as well. So it's a little more diversified and slightly different model than the way EDAC was operating previously.

**Bridge Littleton:** Anybody else?

**Philip Miller:** So Danny are you saying that this document is an interim one year long plan while we hire potentially a consulting firm to put together a five year strategy.

**Danny Davis:** Correct. So where I think I don't want to assume that this is this or whatever EDAC comes up with can fully capture everything that we need it to be. I'll say it that way. If EDAC were to come back and edit refine provide input and say council we think that this document is sufficient to serve you for five years and council says we agree we're good to go with it then I'm good to go with that. I think what's likely going to happen is we go to EDAC and they say hey it's a great start, but we know that there's there were there's better brainpower and an insight and market research and analysis that we have not done yet that will actually inform a great five year strategic plan but that's going to take probably the whole RFP and consultant and review process let's say 10 months. Right? In my estimation. So I do think yes we're looking at what is a starting point for us to set that framework and then parallel tracking with working with consultant or some outside process to come up with the actual meat behind the ability to develop a true long term strategic plan.

**Philip Miller:** That seems like we'd be working on a strategic plan for one year while also working on creating a longer term strategic plan. I don't necessarily know if that's the best use of time doing both things at once. Because also I mean this provides no baseline for where we are. No analysis of what our problems are what's working for us what's not what our traffic could be what is hindering our traffic you know during times of day, times of year. You can get it down to weather. This also doesn't tell me how or how often we're going to measure it. How we're going to measure it. What our key KPIs are it lacks an overall mission. I think. I think I just I have more questions about what good this is going to do going in front of the committee and what is the makeup of that committee, I know I've already share that concern with you because I think whatever our goals are the committee's makeup should reflect that so that the strengths necessary to meet those goals are reflected in the individual members of that committee.

**Danny Davis:** And I do think my perspective on that matter is that the the folks that Jamie has reach out to and proposed for membership on EDAC bring general business acumen, economic development approach, and capabilities and their own business insight into this discussion. If we get into more discrete topics whether it's a transportation issue, whether it might be some other type issue that's in a more specific area we either pull in call it a subcommittee or we pull in a working group or a task group. I would say EDAC I think is a a broader based range of ideas that can guide a general strategy because I think our strategy while it I mean it has specific areas to it, but we're still looking big picture here. We're open to whatever council however you wish to approach it. Our goal is try to get EDAC reconstituted. Let them come in and work with them. I mean I think part of this comes from the council's strategic initiatives to say you know our our goal is to build the business base, bring in new business, enhance touristic experience and spending . Allow them to build their purpose and their their strategy and purpose and their mission as EDAC and then use that to inform this and help us provide more meat to this. I have a fear if we have nothing while we spend the time developing a deep strong detailed strategy then we'll be flying at nothing. I'm not saying we spend 10 months developing this strategy out. Let's take two. Let's get something on the table where we can help have this inform an implementation plan for how many businesses should he be talking to each month, existing businesses. How many new business contacts should he be making? What are those metrics looking like? And then we get a year from now. Do those change? Maybe, maybe not. Aspects of that strategy overall might change and the information we have behind it. I think we'll be much better. That's how we're looking to approach this right now because I think a lot of the information you're asking for or hoping that we have. I'm not sure if we have that at this time.

**Philip Miller:** OK. I mean I'm not saying that any of this is wrong. This is the beginning of the beginning for sure.

**Danny Davis:** Right.

**Philip Miller:** This has a lot of holes in it. And I just I wouldn't want to spend 10 months on this if we're going to go the other route. So I think that would just be you just finish this when you'd be getting something you know from the other process.

**Bridge Littleton:** Chris.

**Chris Bernard:** Yeah [inaudible] I have almost more questions than what we started with. I'm concerned that maybe we're thinking so big picture that there is no picture. We're too far away. I mean I almost think you go less into detail on some of this because the details are coming in like a lot of these metrics or goals or like I don't know how we would measure them. So I almost think you go away from the finer details and you just have more bullet point objectives and maybe some more concrete ways of how we're going to attack them. I don't know. I feel like again I just have more questions than before I even started with this and I think like Philip said you're going to have a thousand hours' worth of discussion about this and probably end up not very far past that.

**Bridge Littleton:** Yes sir.

**Peter Leonard Morgan:** Well I'm sort of beg to differ a bit because I think that you can have pages and pages of goals and and you just get caught up in all the weeds here. And I'm looking at you know objective to recruit new targeted industry businesses to Middleburg which is something dear to all our hearts, dear to my heart certainly. And

it clearly states this is a system minimum of 60 companies choose Middleburg increase the number of attraction projects in the pipeline by 25. I mean there's some clear goals there if I'm not mistaken and I think one of the things is you know writing page after page reams of reams of pages of goals and how we're going to do it and bullet points will stop us from actually doing some of those things. You know we need simplicity sometimes you know keep it simple. You know strategy is is more the way I would like to see it done.

**Jamie Gaucher:** Chris.

**Bridge Littleton:** Kevin. Oh sorry. I'm sorry.

**Jamie Gaucher:** I'm sorry.

**Bridge Littleton:** No. Kevin had his hand up.

**Kevin Daly:** Well I'm going to concur with Philip. This is a start. It is a beginning. And I know I pull it off my backside a lot army experience, but Patton once said the enemy of the good is better having a good plan now and you execute it now is better than waiting for the better plan tomorrow or next week. This is just the start. Like I said it's a dynamic living document it's gonna be changed, but you need some point to begin. So this is the beginning of the beginning.

**Jamie Gaucher:** And to that point we have had some success [inaudible] in the short time that I've been here, but I think it really is important to gain some measure from the community around what economic development looks like in Middleburg. And to your point around questions one of things that recently happened is just this weekend I provided the equivalent of an audit of my work over the last 60 days. Everything in December and January. And I gave that to Danny this morning. So actually getting numbers to activities in these categories. So he and I can then prioritize what we should be doing.

**Chris Bernard:** I think kind of what what I'd be interested in. I think Phil kind of alluded to it is a baseline like for these objectives where are we now and where are we looking to be in the future. Maybe it's in a year, maybe it's in six months, maybe it's five years.

**Jamie Gaucher:** Sure.

**Chris Bernard:** I think that would be helpful. It just seems abstract.

**Bridge Littleton:** One of the key questions I was always hammered into me what's the definition of done?

**Chris Bernard:** How do you measure success

**Bridge Littleton:** What's done? What is what does done look like?

**Kevin Daly:** What's the exit plan.

**Bridge Littleton:** And there's a steady state piece to it right? Because you gotta get to the point of being OK now we maintain. Right? The town's only as big as it is. You're not going to have 1000 more store fronts ten years from now so.

**Jamie Gaucher:** Correct.

**Bridge Littleton:** And what's the acceptable level of maintenance. I don't know.

**Philip Miller:** For me this level of just the breadth of things that you would have to be doing in the next year is not feasible if this is the plan for the next year this is not accomplished. This is this cannot we'll never get there. It's too much so.

**Jamie Gaucher:** So my go to around that dynamic is to start with something it whittle your way in and then we prioritize what is the most important and that becomes the target that becomes the focus of the work. If there are seven.

**Bridge Littleton:** But but how do you whittle that down? What's your process by which?

**Bridge Littleton:** In a conversation with feedback.

**Jamie Gaucher:** Okay so all right. So here's the here's a couple concerns I understand you're saying. So I'm looking at right now your assumptions right? Building resilience in Middleburg's local economy. So you have on here targeted industries are defined as food and beverage, cybersecurity, hospitality, financial services, telecommuting, and specialty retail. Yet on your application or yet on your so EDAC if I get what you're saying right is right. Right? EDAC is to help drive how we attract those businesses and attract them to Middleburg right?

**Jamie Gaucher:** Correct. And is that the right mix?

**Bridge Littleton:** Well here's your problem. Every single person you have proposed on EDAC except for one is in food services or retail. And the one person you have on there who is not is in mortgage banking. So how are you going to attract cybersecurity, financial services, and telecommuting if you have no one on that committee who represents anything other than food and beverage or retail or hospitality?

**Jamie Gaucher:** So part of that responsibility would be my responsibility as a director of Business and Economic Development.

**Bridge Littleton:** But you just said that EDAC was gonna be the one that helps you drive the attraction of those businesses.

**Jamie Gaucher:** That's correct. But I don't need somebody from EDAC necessarily sit down with a group of telecommuters to understand what the problems or issues that telecommuters have and how Middleburg can offer value to them.

**Bridge Littleton:** Okay.

**Jamie Gaucher:** Translating what the issue is there any particular business and whether or not it would be a fit for Middleburg at the end of the day.

**Bridge Littleton:** So here's the thing here. Again I'm a little bit with Philip and and Chris. It's not that anything on here is bad. You have twenty seven strategies and twenty seven metrics. And what you're telling me is you're gonna execute a plan for 12 months. That has 27 different things you're going to accomplish in 12 months. I submit that that is impossible.

**Danny Davis:** I may have misspoken and then so I apologize. I did not mean to imply that every single one of these would be accomplished in a one year period of time. But these are the targets of where activity is going to be focused around. These will inform and actual implementation plan of Jamie's you know daily, weekly, monthly responsibilities. Where I agree that this has weakness is that absent a conversation from council that we're having right now for EDAC to say we think objective one is more important than objective 2 or we think that objective 2 under goal 2 is I mean there is a sense of setting prioritization expectation but also setting I mean right here say those three metrics those really aren't any value to us right now. And EDAC saying you know what let's say under



goal 1 objective 1 you need these two metrics and that's it. But these are ways to see potential results, but not necessarily to say that I'm going to accomplish.

**Bridge Littleton:** Okay I got it. Okay so this document is not something that you ever plan to implement. This is a document you plan to sit down with EDAC and ask them what do you think.

**Danny Davis:** We're taking this feedback to say this is a framework of what we think sets a an initial strategy, tell us what you think, and I will take any feedback from this conversation and we can also talk offline to say way too much information we need dial it back, let's focus it, let's let's clarify it. But you know my goal is by the end of March that we have a document similar to this that guides what we do over the next period of time while we actually go get the meat on the bones that we're looking for. [Multiple speakers]. Totally open to other approaches and ways to handle this.

**Bridge Littleton:** So do that do me a favor then walk through for us what do the next 18 months look like with timeframes. So 18 months from now what will economic development look like?

**Jamie Gaucher:** I think 18 months from now we have a fully fledged

**Bridge Littleton:** But now walk me through the process.

**Jamie Gaucher:** Oh from here to 18 months.

**Bridge Littleton:** Yeah.

**Jamie Gaucher:** I think we have a resolution from EDAC in the next 60 to 90 days. Here are the priorities for economic development in Middleburg that we can bring back to you. And we can establish whatever those goals need to be. So to your point around the lack of baseline. We can get baselines and we can measure percentages and we can measure specific activities. I think six months from now we're gonna have a red light, green light, yellow light sort of set of indicators around whatever EDAC and all the folks in this room think we should be doing. I don't have a plan. I've been conducting economic development basically on my own. You and I sat down originally came up with some ideas and that wasn't seven objectives. I think that was closer to three objectives. And those are incorporated in here. But from a community perspective or from EDAC's perspective there's simply been a gap, right? There's been it's just a vacuum. I'm trying to solve that. I want EDAC to take a more hands on role in economic development. Just like I want the cultural and community events committee to take more of a hand on role as well. So six months from now we have metrics, we have baselines, and we have an indicator of where we are in the moment and where we need to be. A year from now we have a consultants fully fledged economic development strategy that needs to be executed here in Middleburg. And six months after that we have indicators around how that work is progressing. Red light, yellow light, and green light. Some of these things Danny and I have talked about on potentially even a three year continuance with the ideas here, right? And to your point Bridge when you're done we can define success, but again some of it won't be done. Some of it will be ongoing.

**Bridge Littleton:** OK.

**Danny Davis:** And go into add to that last piece about the six months after I think a consultant's report coming in let's say twelve months from now fully integrates into our budget process for FY21 that allows us to say going into the coming fiscal year what are those additional resources that we might need and it's not people necessarily, but programs activities, implementation more fully of an incentive program or something like that. You know what is going to come out of this study that says if you can dedicate ten, twenty, fifty thousand dollars towards this it will send you to the next level. And I think that kind of information will serve us, but serve you as counsel very very well in terms of preparing for the following fiscal year.

**Bridge Littleton:** Any other questions for Danny or Jamie?

**Philip Miller:** So 60 to 90 days we have a resolution around the priorities for economic development in Middleburg recommended to the council by EDAC. When do then we have an action plan as to how that will carry out for the next year?

**Danny Davis:** I think I think a lot of that well

**Philip Miller:** Because that's going to have to be managed with hiring, going through an RFP process, and working with whatever firm as a consultant comes in to start that process that's also going to be a heavy lift.

**Danny Davis:** Yeah

**Philip Miller:** I'm sure.

**Danny Davis:** I know for all the good consultants spring there's time and energy that has to be invested into it as well.

**Philip Miller:** And into into your point that is part of the problem, right? This is a heavy lift. This is visitors and this is tourism. This is classic economic development and it's the deploying the brand.

**Jamie Gaucher:** Right.

**Philip Miller:** You know we thought we would have that under our belt at this point, but we still don't. This is a heavy lift. Yes.

**Bridge Littleton:** So I tell you what I think we'll move on. Only thought I would give you guys is this. Again none of what you have on here is bad. It's not wrong. Right? It's you're an army of one. And until we actually have to Chris's point a baseline of you know what works and what doesn't work and what we need to fix because you can't figure that out. You don't have the capacity to be able to get all that information and synthesize it. What is the perceived problem that's been written about in the papers for the last two years and talked about by people in the community. Empty storefronts, supporting your local businesses, bringing visitors. That's all. To me that's all the focus should be between now and when you get those results back. Because going out and hiring cybersecurity business or attracting cyber security it is a distraction. Those three things we know we need to do. Right? We've got empty storefronts. We want to increase visitors to town. To me if you did anything other than those three things. It is the potential of a waste of time because that when you get those baseline things that firm can come back and say like don't even the people have cybersecurity businesses here it's a rich guy who brings his business here because the quality of life you're never going to attract them. It's not like we have engineers you know just hanging out looking for jobs. Again I'm not saying it's wrong, right? But that is an assumption that needs to be substantiated. And why [inaudible] EDAC stood up. I totally agree with you guys that EDAC will help you refine this list of 27 things to what your outside group will help you focus on, but all of what you do outside of making that happen between now and that point if you focus on those three things it is success. That is you know everything you do that adds to that is a success. So again but I think the idea of you guys sitting down with EDAC and having that [inaudible] because I'm not I'm not an economic development expert, right? I'm giving you one perspective of people who talk why do we have so many empty businesses? And I get calls from reporters why so you have so many empty businesses? They may tell you, EDAC who are the smart people in the room may say go exactly with what you have laid out. And if that's where their consensus is, great. But until that time you know you won't go wrong just focusing on that. So that would be my you know my input. But I agree with Philip and and with Chris. I think we do have to have an outside firm that helps you guys figure out the right things, the right metrics maybe. I love metrics but the problem with metrics is you can have you know there's so many pick the one you like, right? You need to have somebody who tells you the things you really should work on. I mean like I said I wrote down you have 27 different metrics. There's probably five that are the right ones. But how do you know which ones? You know we're not at metrics experts. So anyway that'd be my input. So anyway. Yeah, Philip.

**Philip Miller:** Can I suggest that a baseline comes from a somewhat rudimentary [inaudible] analysis of our current situation here. [Inaudible] me too, right there. That that be performed and presented to EDAC along with this document so that the focus can be on, like Bridge said these are the perception issues that we have. And that's a whole 'nother ball of wax. That's something that we need to work on combating in and of itself. [Off mic]. Exactly. Well politics is perception. [Laughter]. But we need that understanding of we have X number of empty storefronts. We have had net how many businesses open and close over the last year. These are our opportunities, these are you know zoning potential problems we have with these different you know areas. Here's the potential for the tourism zone. All of those things so that they have some tools in the toolbox when they go to sit down to really dig into this. I absolutely think that that means needs to be a part of it.

**Danny Davis:** Absolutely. Thank you.

**Bridge Littleton:** Anybody else have input? OK. Next thing we have on here is.

**Danny Davis:** Thank you. I know this is a heavy lift.

**Bridge Littleton:** Yeah yeah. Let's put it this way, I don't envy you guys. It's nice when you don't have to see the sausage made. [Off mic]. [Laughter]. [Off mic]. He had more hair on top his head than on the bottom his head. [Inaudible]. All right. So I guess the next thing here is establishing economic development advisory committee. I'm just going to speed through this. I think everyone will understand why [inaudible] economic development. Does anybody have any questions, thoughts, inputs, concerns with the ordinance as written?

**Cindy Pearson:** I just wanna state that working with the previous economic development which it was totally different that having the specific duties that they they need something to accomplish. Because you are taking these people's time to sit at this meeting and if you don't have something specific that they're accomplishing regularly they get really frustrated with spending that time. Yeah. So in the you know the first thing you have here is identify industry specific targets for recruitment to Middleburg and you just said a few minutes ago that probably wasn't one thing that you wanted to have on there first. So I don't know.

**Bridge Littleton:** It's you're right. I mean they have to have a specific goal to accomplish. Anybody else? I mean I sort of agree with Cindy I mean I think on here the ownership of this economic development plan and the process and the continual maintenance of it, right? The plan the moment it's issued right it starts to become stagnant and the more time goes out, right? Is there a yearly review of it or whatever right. I mean I think it's a great idea to have them own it, own the process by which it's done and you know you're there implementer and execute her and their leader.

**Philip Miller:** But I agree they should it should also be written in here how often that it's any progress reports are you know updated quarterly, bi-annually? [Off mic].

**Danny Davis:** And I think we start with you know very clearly those three things. This is what we're coming to you with. Right? These three issues. We have a dense document or overworked perhaps document. Let's get us to a point where we have something workable. And also tell us what have we missed something. You know we're thinking in our way and you're thinking in your way. What have we missed from outside of our town hall perspective, so that if there are additional pieces that feed into that especially you know both leading into, but then coming out of the consultant study I think we have a lot to get us going over the next six months. And then I think being able to be engaged in and refine and help complete that consultant work then that leads into more of the maybe it's a quarterly instead of monthly where they're doing the more strategic guidance of refinements to that plan or refinements to focus. So I think this first year is going to be a more expectations and then allow them to provide a bit more of that advisory maintenance role as they see trends change or as things need revision.

**Chris Bernard:** I was gonna say too in addition to you know the [inaudible] analysis which I think is a great place to start I think even you know maybe by yourself beforehand or you know during the first feedback meeting similar to what we did in our facilitator session take those three things, put them on a piece of paper, and just go around the

room. Hey what are some different things we could do to attack these goals and that could provide you with a great starting point for stuff that we can do in the short term. [Off mic].

**Bridge Littleton:** Any other questions around EDAC?

**Peter Leonard Morgan:** So number eight then should be report quarterly or? We need some kind of rather than periodically.

**Bridge Littleton:** Absolutely agree, quarterly. I mean it's a big issue for a lot of our folks in town. You know we can always change down the road. Yes.

**Philip Miller:** My only question is is quarterly feasible given all the other things we just talked about?

**Peter Leonard Morgan:** Yeah I wouldn't say it has to be a long report. You know it could be a really just a summary. [Multiple speakers].

**Bridge Littleton:** Okay. Good. No it's a good question for them to tell us what we need to do. I mean it's as much of them telling us as we asking questions. Yeah. Again if it's too much we can always make it three times a year, right? Figure it out. I definitely think it's more than twice. Okay. Any other thoughts or questions for Jamie? So Rhonda what do we need to do next for this ordinance? Anything?

**Rhonda North:** If you'd like you can go ahead and make the motion to adopt it with this one amendment to change number 8 to quarterly.

**Bridge Littleton:** Well I think there's the other piece too of writing in here that they own this plan.

**Jamie Gaucher:** And process

**Bridge Littleton:** And process. Maybe that's it. They own the process. Because you're going to own the implementation of the plan. They're not going to implement it. You're going to ask their help and guidance and to be your cheerleader. [Off mic]. Yeah. I think we need to.

**Rhonda North:** We can bring it back to the February 14<sup>th</sup> meeting.

**Bridge Littleton:** Perfect. Let's do that. [Off mic]. Yep. Let's do that.

**Rhonda North:** Yeah.

**Bridge Littleton:** So does that hold up our appointment? No because we're just amending. We're amending. We're amending existing committee. Okay. Yep. That's fine.

**Rhonda North:** You already have a committee.

**Bridge Littleton:** Okay perfect. OK. Cool. All right. What's next? [Off mic]. Oh yeah. [Off mic]. [Laughter]. Jamie. [Off mic].

**Jamie Gaucher:** Yeah, no I was going to make a joke around why the internet went down today and then realized that there's a microphone right here on the table. [Laughter]. So this is a first draft of a new business welcome packet. And I made a note I want to lead with the fact that from my perspective this does not take the place of a personal connection. Right? So this is this is not in place of you know Jamie and Bridge knocking on your door and welcoming you to the committee or doing a ribbon cutting or something like that. Right? That's not the purpose of this. Right? And then secondly additionally there is a private company in town that is working on a welcome package for new residents that would contain coupons and discounts and be delivered to new residents, the realtors.

So like that already has a life of its own and is coming into focus. So I don't want to impede what it is they're trying to do and focus only on new business packets. [Off mic].

**Peter Leonard Morgan:** Who's doing that?

**Jamie Gaucher:** Yeah that's the Middleburg Millwork is is doing it in conjunction with several realtors and a number of businesses around town. I think at last count they had 15 businesses. [Off mic].

**Bridge Littleton:** OK any questions for?

**Danny Davis:** Just one quick. There was a little bit of information from the police department that I think may have been out of date it was taken from an old packet. So just. Yeah.

**Rhonda North:** So yes that's the wrong new resident packet. That's an old one.

**Danny Davis:** So just wanted to give a heads up that there are pieces of it that are business focused other pieces that pulled from the new resident packet and then the forms on the end would be to be able to. Here. They're at your disposal for providing them to you right now. [inaudible]

**Bridge Littleton:** Yeah. Philip.

**Philip Miller:** This is a great collection of things for the new Web site.

**Jamie Gaucher:** And I would add it might be supplemented by you know something like a letter from the mayor could be in this packet. A copy of the shopping and [inaudible] be in here. The most recent newsletter from the town that Tina puts together all of those things are sort of you know warm and fuzzy things but very malleable I guess.

**Bridge Littleton:** Chris.

**Chris Bernard:** So a couple of things. We kind of touched on the business resident side of this. But when I read this it looked like it was like a hybrid of a new business/new resident welcome packet. I think if you focus on the business part you can probably cut 70 percent of this out. I haven't made a bunch of stuff I'll give it to you later. And the first thing I took away from this is it's a new business welcome packet. I mean there's like a tiny little welcome to Middleburg but I think to your point like a letter from the mayor or from the Director of Business Economic Development would be awesome. At the very beginning and then it could be consolidated down to like two pages front and back and really give the bullet points that like here's the information you need to know and here's links to get there because I think most of this information is on the current web site and it could certainly be put in a much more clear way on the new Web site. But I mean there's stuff about like church services and I mean there's just a bunch of stuff in here that I think it doesn't apply. I think it should be more welcoming hey welcome to town. Here's the things you need to know not here's everything you need to know in this big book. Here's how you go find it here's who to talk to. So like this for more information on the front like your contact info should be right there like hey call Jamie. He'll help you out with anything you need. Be more concise.

**Bridge Littleton:** Any other input? I'm going to give you a recommendation. I just saw this about a week ago the city of Stanton has put together a new business information packet and it's awesome. I mean it is totally totally awesome. Oh yeah. I mean and here's the other thing. It is never actually printed. It is 100 percent electronic. Yes. So when they come in they're given a trifold with some nice pictures and welcome to you know a little welcome letter and big huge in the middle of the trifold when you open it is new business information. You know I've been called a packet they call it whatever. And the person goes in and checks that you know clicks in and does whatever and they fill out a registration on themselves and everything but the other thing that they do [inaudible] and when the mayor was showing it to us was. I think she was showing us our beta was. They showed you how to plug in to all of the organizations or people that drive social media. So like if you want to be featured in the town's Instagram post here's how you go and do that. That's some of the stuff I never saw in here. Right. If you want to connect to the

town's Facebook page here's what you got to do to get permission or whatever it is. Right. I mean I'm not you know [inaudible]. This is about town things. Yeah right. If you want to have a post featured on the town Web site how do you do that right. How do you provide update for a calendar to get on a town's weekly calendar notice? The whole thing was electronic you could not and it was great. It was really great. [off mic] Yeah I mean they make it a hot link or whatever and you know like we're going to do with our website all forms. You got to go and fill them out online. Right. Which is great. The other thing they had I don't know if we want to do this but the other thing she showed us was really cool was it's like this. It's foam core you know kind of stuff but you open it up and inside on the one side, on the one side says you know a little statement about [inaudible]. On the other side it's a video that runs in this little packet. I mean these things are portable now. Then those they give to businesses to put in their shop so that you can put it on the counter and it's just continuing running video. Yeah. And I mean it's probably about this big but it's as light as I mean you know and she was telling me that they cost like 25 bucks apiece and you put a new. You put two AA batteries in it every two or three weeks and it just a little video about like you have at the store. What's that thing? Yeah it's exactly like that it's just bigger. And they give it out to all the new retail businesses it's pretty cool. So anyway again not saying we're going to do that but they were thinking pretty cool anyway. All right. Any input on the packet? Cool. All right. What have we got next? Reports of town council committee liaisons. Any reports go green? OK. Oh Kevin. Yes.

**Kevin Daly:** We're meeting on the 24th.

**Bridge Littleton:** Excellent. Did you get the grant yet?

**Danny Davis:** We'll clarify that date. That's the Sunday. So I.

**Bridge Littleton:** We'll see you here noon on the 24th [laughing] [multiple speakers] Yeah exactly. Let us know how it goes. We'll watch you on video. All right. Other discussion items? Only thing I was going to add so VML all had their legislative day right before last council meeting. It was very interesting [inaudible]. The governor came and spoke. This was two weeks ago. So yeah it was. It was interesting. But it's interesting now. He spoke very nice and said a lot of great things appreciate all VML's work. Two biggest things that were going on was the firefighter legislation. You guys heard about this? Firefighters trying to get additional disability coverage VML insurance fighting it. So there is a lot of back and forth. There was a lobbyist for VML and I want to say this very clearly. VML insurance and VML are two totally separate organizations. VML insurance was originally founded by VML and then it split off as a separate entity but kept the name. About 20 years ago. So the lobbyist for VML insurance. Did you hear about this? Went in and made some really unfortunate comments about first responders and firefighters like well they're just gonna get cancer anyway. They're looking for freebies. I mean it was really and in front of the committee and the committee chairman was basically like are you actually saying this? So anyway VML came out and issued a statement that municipalities and localities fully support our first responders. We don't agree with those statements. VML insurance is not VML because there was a lot of blowback that it was that the people were thinking it was us so that was just that was all drama. The only other thing I think there was a decent compromise on the proper legislation. It basically removes the gag rule. You still can't extract proffers but it basically is going to remove the gag rule. Danny you have any other input? Yeah on the proper legislation.

**Danny Davis:** Yeah. No I think the way it's drafted and was passed several bills by each house. But I think they're gonna go through seems to give a lot more protection to local governments so that if there is a if the developer feels that they have been forced use your your word against their will to agree to something they have to essentially write that in writing objecting to it before the elected body takes action in order for it to be seen as a improper proffer request. It also allows for communication to happen more freely and provide some more protections for the local government. So I think in it provides little more clarity on what is you know reasonable or unreasonable and things like that. All in all it's not perfect but I think it opens the door back up again. Communication being key to allow there just to be a conversation about these are the needs of a community and these are the impacts of a development on a community. So that definitely is very positive. I will mention Rhonda had brought up a few items that were going gonna bring up to the mayor about potentially discussing at the next council meeting whether they still need input from us on regarding specifically a couple of FOIA bills that are not necessarily favorable to local governments and. [inaudible] being defined. [inaudible] as an agri-tourism use up to 12 weddings per year no more

than 250 persons at each event and that would be essentially by right in any agri-tourism use. Now I think for the most part it doesn't directly affect us right now. I'd talk to our town deputy town administrator town planner zoning administrator. [laughing].

**Bridge Littleton:** That's not agri-tourism that's agriculture conservancy.

**Danny Davis:** Well that property over there I think may not be directly. We could talk about that but. [inaudible].

**Bridge Littleton:** Oh that's right. That's right. It's dark green not light green. Other way around. Okay. So yeah. Okay. The one thing I would ask is that when the whatever results in the final legislation the proper bill once the regulatory framework has fallen out from that everybody sort of understands the game rules. It might not be a bad idea to bring in somebody or if you guys feel comfortable being the experts talking on it. But I would rather you know come you know I would say have somebody come along and do a 10 minute download on the changes to the Planning Commission and I think for us to be very helpful to know what we can. You know the new rules of what we can and can't do. Once it's passed.

**Danny Davis:** Absolutely. I think Martin can definitely help with that. And then also I know the last time this went through Leesburg and Loudoun did their own presentations or their own changes in their own updates and we can use some of that information those resources ourselves.

**Bridge Littleton:** Perfect. Any other discussion items? Anyone? Okie dokie. Now we're going to closed session. Anybody want to read something? Here he goes. Let me turn it on for you Peter.

**Peter Leonard Morgan:** I move that council go into closed session as allowed under the Virginia Freedom of Information Act Section 2.2-3711A3 and 1 for the discussion or consideration or the acquisition of property or the disposition of publicly held property where discussion in an open meeting would adversely affect the bargaining position. [multiple speakers] And for the discussion consideration or interviews of prospective candidates for employment assignment appointment promotion performance demotion salaries disciplining or resignations specific public officers appointees and employees of the public body. I further move that these matters be limited to 1 the acquisition of property for a parking lot. 2 the disposition of a town right of way. 3 appointment to EDAC. 4 an appointment to the cultural and community events committee. 5 an appointment to the streetscape committee and 6 the performance of the town administrator. I further move that in addition to the council the following individuals be present during the closed session. Danny Davis for all of the items Will Moore for the first two items. Rhonda North for the first five items and Jamie Gaucher for the first four items. I further move that the council thereafter reconvene in open session for action as appropriate.

**Kevin Daly:** Second.

**Bridge Littleton:** All those in favor say aye.

**Everyone:** Aye.

**Bridge Littleton:** Unanimous. Are we on? OK. I asked the council certified to the best of each member's knowledge one only public business matters lawfully exempt from open meeting requirements of the Virginia Freedom of Information Act and two only such public business matters as were identified the motion by which the closed meeting was convened were heard discussed or considered in the closed meeting. I would like to remind those present for the closed session that a discussion that occurred within it should be treated as confidential.

**Chris Bernard:** Yes.

**Philip Miller:** Yes.

**Bridge Littleton:** Yes.

**Peter Leonard Morgan:** I.

**Cindy Pearson:** Yes.

**Kevin Daly:** Yes.

**Bridge Littleton:** OK. Do I have any motions? Appointment motions. Such as [inaudible] cultural events committee. Anybody would like to read that one? It starts with I move.

**Chris Bernard:** Here we go. I move that Council appoints Miss Michelle Myers for a one year term expire in December 31st 2019 to the cultural and community events committee.

**Kevin Daly:** Second.

**Bridge Littleton:** Any discussion? All in favor say aye.

**Everyone:** Aye.

**Bridge Littleton:** Abstentions. Nos. Passes. And I have another motion.

**Kevin Daly:** Go ahead you're on a roll Chris.

**Chris Bernard:** With what else do we need to do?

**Bridge Littleton:** Streetscape.

**Chris Bernard:** Here we go. I move the council appoint Bob Dornan to the Streetscape Committee to fill a current vacancy.

**Kevin Daly:** Second.

**Bridge Littleton:** All in favor say aye.

**Everyone:** Aye.

**Bridge Littleton:** Opposed abstentions. Motion passes. Meeting adjourned.