



**MIDDLEBURG TOWN COUNCIL
RETREAT MINUTES**



April 7-8, 2017

PRESENT: Mayor Betsy A. Davis
Vice Mayor Darlene Kirk
Councilmember J. Kevin Daly
Councilmember Kevin Hazard
Councilmember Peter Leonard-Morgan
Councilmember Trowbridge "Bridge" Littleton
Councilmember Philip Miller
Councilmember Mark T. Snyder

STAFF: Martha Mason Semmes, Town Administrator

The Town Council of the Town of Middleburg, Virginia held a retreat on Friday, April 7 and Saturday, April 8, 2017 at the Salamander Resort. Mayor Davis called the meeting to order at 5:05 p.m. on Friday, April 7th. All of the members were in attendance, with the exception of Councilmember Hazard, who arrived at 5:25 p.m.

Mike Chandler served as the facilitator for the session. He explained that the purpose of the retreat was to identify town issues and opportunities and to craft a strategic agenda for the Council. He noted that this was a public meeting and that the public was permitted to attend and listen, although there would be no public comment. The Council discussed and worked on its strategic agenda until the retreat was adjourned for the evening at approximately 9:00 p.m.

Mayor Davis reconvened the retreat at 8:34 a.m. on Saturday, April 8th. All of the members of Council were in attendance, as were Town Administrator Semmes and Mr. Chandler. The Council continued to discuss and craft its strategic agenda (see attached notes). They agreed it was important to hold a follow-up session to review and confirm the Council's strategic initiatives and to set priorities, consider implementation responsibilities and identify required resources to achieve these strategic initiatives. The date for the follow-up session was set for May 25th at 6:00 p.m. The staff was asked to try to keep the agenda clear of other business on that date.

There being no further business, Mayor Davis declared the retreat adjourned at 3:30 p.m.

APPROVED:

Betsy A. Davis, MAYOR

ATTEST:

Rhonda S. North, MMC, Town Clerk

TOWN COUNCIL VISION SESSION NOTES
APRIL 7-8, 2017

ISSUES:

- Keeping businesses
- Attracting new business
 - Unique/targeted/variety of merchandise
- Tourism development
 - Branding Middleburg as a destination
- Infrastructure – water/sewer; lights; streets; sidewalks
- Attracting new people to town
- Capitalizing on growth @ Salamander
- Engaging citizens in governance
- Sustaining our Quality of Life
- Relationship with Loudoun County
- Enhanced accountability with staff
- Upgrade Town facilities/offices
- Monitor/manage our gateways

VISION WORD CLOUD

*Vibrant

-Healthy “vital”

*History “honoring our past”

*Horses

Foxes

Beautiful

*Country

Current/up to date “anticipating our future”

Viable

Sustainable

-Inviting “friendly”

-Community “small town living”

Authentic

-Welcoming “friendly”

Natural

Organic

Tradition(al) “honor our past”

*Unique

*Bustling “alive with activity” “thriving”

-Destination “visitors” “center for unique shopping, dining & lodging”

Diverse

*Green

Continuity

*Caring “involved citizens”

-“Friendly”

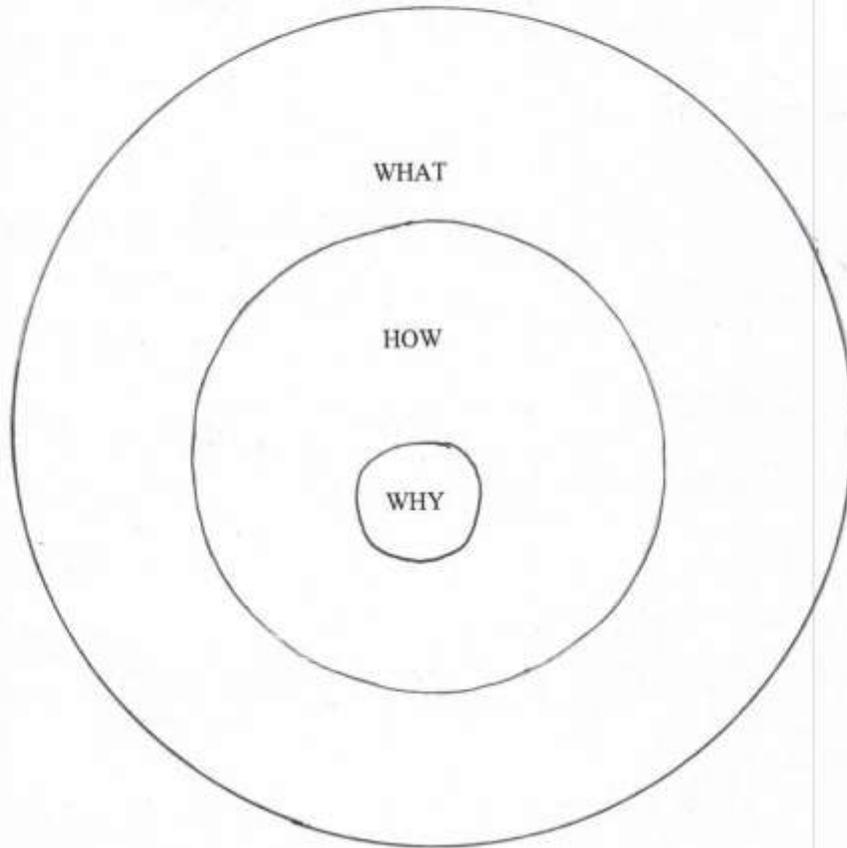
Serene

Balance

(Red connotes words from 2008 Vision Statement)

VISION

Purpose: Start with Why



Why: Preserve, promote, protect the history, charm & character of Middleburg today and for the future

How: Ensuring town is designed beautifully; remain historic; small; great place to live, work & visit; friendly

VISION STATEMENT

Founded in 1787, Middleburg remains the authentic, quaint, vibrant, living and working community in the heart of Virginia countryside that honors our rich heritage* while embracing purposeful change. Middleburg maintains our sense of place through stewardship of our heritage to ensure that we pass on our uniqueness to future generations.

* Replace with history or tradition

MISSION STATEMENT

It is the mission of the Middleburg Town Council to provide citizens, businesses and visitors with superior public services and programs* in a fiscally prudent and socially responsible manner while sustaining Middleburg's historic character, natural beauty and small town charm.

* limiting wording; work in the concept of "strategy"

TAGLINE

Preserving our heritage through purposeful change

STRATEGIC INITIATIVES/PILLARS

- A. Promote Community and Economic Well-Being
- B. Strengthen Community Engagement and Partnerships
- C. Practice/Witness Good Governance
- D. Fund the Future

A. PROMOTE COMMUNITY AND ECONOMIC DEVELOPMENT

Capitalize on Middleburg's location, heritage and assets to strengthen the community and economic well-being of citizens and businesses

1. Attract New Business

Actions:

- a. Active Recruitment
- b. Seek desired/targeted businesses
- c. Cultivate a unique business mix
- d. If town is walkable, we can be more attractive
- e. How do we manage and drive business development, other development? Planning is critical
- f. Attract unique businesses

Priorities (by # of 1st place votes):

1. b (5 votes)
2. a/b (2 votes)

2. Tourism Development

Actions:

- a. Branding for tourism
- b. Branding for business
- c. Consistent hours
- d. Parking study – is there a problem? Quantify.
- e. Wayfinding/Signage
- f. Signs can impart a sense of the community
- g. Locals may not want more tourists
 - New Idea: Events - Define and create “the Middleburg experience”

Priorities:

1. e (2 votes)
2. a (2 votes)
3. d (1 vote)

3. Branding

Actions:

- a. Further define our brand & make it professional and consistent across all platforms - Cohesive
- b. Involve all stakeholders, not just Town
- c. Education: Make sure everyone understands what the brand is and its importance, including citizens.
- d. Help define our target audience
- e. Needs updating
- f. Important to be authentic

Priorities:

1. a (4 votes)
2. f (2 votes)

Other Important Issues Identified, but not ranked as Top or Immediate Issues

4. Attracting New Residents

Actions:

- a. Housing (lack)
- b. Attracting variety of ages, families
- c. Keep the elementary school

5. Manage/Monitor Gateways

Actions:

- a. Eastern corridor is entrance for most visitors
- b. County controls gateways
- c. Route 50 is an historic road, also US Highway
- d. Middleburg Future's Group data/survey is useful in identifying travel ways most important to visitors

6. Business Retention (*Listed late - Needs more thought*)

A. STRENGTHEN COMMUNITY ENGAGEMENT AND PARTNERSHIPS

Promote a positive and interactive relationship with town residents and stakeholders that will result in greater understanding of and connection with Town government and the community.

1. Engaging Citizens in Governance

Actions:

- a. Use word of mouth; Do volunteer bank? Citizen Academy?
- b. 3-4 day Open House; How to engage/involve people outside of “NIMBY” issues; Need new approach; Only around 10% of eligible voters vote (low turnout, complacency)

Priorities:

1. a & b (tied)

2. Sustaining Quality of Life

Actions:

- a. Control growth/plan for growth
- b. Maintain uniqueness & charm
- c. Relationship with Loudoun County
- d. Joint planning
- e. Cooperation with other towns
- f. Open space easements

Priorities:

1. a (4 votes)
2. c/d (3 vote each)

3. Communications

Actions:

- a. Right level of transparency
- b. Establish trust

New Ideas:

- Open and often
- Transparency and Trust - How do we establish?
- Two-way communication
- Monitor big ticket items over time

Priorities:

1. a (4 votes)
2. b (3 votes)

B. PRACTICE/WITNESS GOOD GOVERNANCE

Perform government functions and defined duties efficiently and effectively while being accountable to the citizens of Middleburg.

1. Enhance accountability and communication with staff, boards & commissions

Actions:

- a. What is definition of success? (for Council and staff)
- b. What is “done”? Deliverables

Added Ideas:

- Board/commissions - accountability – purpose, role, reports
- Communication is a two-way street
- Incentive/disincentives - development

Priorities:

1. a (5 votes)
2. b (2 votes)

2. Town facilities

Actions:

- a. Ensure central, accessible location
- b. Space needs study – deliverables

Priorities:

1. b (7 votes)
2. a (4 votes)

C. FUND THE FUTURE

Commit to fulfill our current and future obligations by identifying and managing Middleburg’s revenue options, opportunities and resources.

1. Infrastructure

Actions:

- a. Budget for both construction and maintenance (State Code requirement)
- b. Address Property maintenance/appearance

Added ideas:

- Incentives for painting/façade improvement grants; block-by-block “contest”; do cooperative procurement for private improvements
- Can adopt Property Maintenance Code – both Washington & Federal Streets
- Town facilities and offices

Priorities:

- 1. a (7 votes)
- 2. b (5 votes)

2. Budget

Actions:

- a. Relationship to planning
- b. Review budgeting models and relate to planning

Added Ideas:

- Plan, budget and forecast model updated quarterly

Priorities:

- 1. b (5 votes)

Capitalizing on Salamander Growth

This issue was not categorized under a subheading.

PARKING LOT ITEMS

*FOIA, COIA, Parliamentary Procedure

*Update onboarding for staff and new officials