

Town of Strasburg

SPECIAL MESSAGE TO THE PUBLIC

LIMITED IN PERSON ATTENDANCE WILL BE ALLOWED FOR THE MEETINGS. PLEASE UTILIZE OUR LIVESTREAM BY ACCESSING THE LINK BELOW

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To make public comment please submit to:

comment@strasburgva.com

by 4:00 p.m., Tuesday, October 5th, 2021

Town Council Work Session

Strasburg Town Hall
174 W King St
Strasburg, VA 22657

Tuesday, October 5th, 2021
7 p.m.

Town Council Members:

Brandy Hawkins Boies, Mayor

Ken Cherrix, Vice Mayor

Dane Hooser

John Massoud

Christie Monahan

Taralyn Nicholson

Emily Reynolds

Doreen Ricard

Paul Weaver

Staff Contact:

J. Waverly Coggsdale, III, Town Manager



Council Work Session Agenda - Tuesday, October 5th, 2021

Please, silence all cellular devices. Thanks.

**Town Council Work Sessions are typically used for general discussion on matters pertaining to the Town. Formal actions are taken during Town Council Meetings unless otherwise notified.*

Call to Order –Mayor Brandy Boies

Public Hearing:

1.) UDO Amendment – Short Term Rentals Ordinance

To receive public comment on amendments to UDO Sections 6.2 Bed and Breakfast Establishments and 7.2 Definitions to allow for Short Term Rentals in certain zoning districts.

Support Materials: Proposed Ordinance; Staff Memo; Staff Report for 6-22-21 PC Meeting; Staff Report for 7-27-21 PC Meeting; Staff Report for 8-24-21 PC Meeting

Citizen Comments on non-agenda items

Introduction and Recognition of Visitors and Guests

Action Item(s):

1.) Approval of Minutes

Description: Minutes of the September 7th, 2021, Town Council Work Sessions

Staff Contact: Amy Keller, Clerk of Council

Discussion Item(s):

1.) UDO Amendment – Short Term Rentals Ordinance

Description: Consideration of public hearing comments and Planning Commission recommendation on amendments to UDO Sections 6.2 Bed and Breakfast Establishments and 7.2 Definitions to allow for Short Term Rentals in certain zoning districts.

Staff Contact: Lee Pambid, Planning and Zoning Administrator

Support Materials: Staff Memo (See Public Hearing Support Materials for additional information)

2.) Lodging Tax Amendment for Short Term Rentals

Description: Consensus of the Finance and Personnel Committee to consider an amendment to the Town Code for taxes on the gross proceeds arising from short-term rental property.

Staff Contact: Waverly Coggsdale, Town Manager and Angela Fletcher, Finance Director

Support Materials: Staff Report; Draft Ordinance Amendment Chapter 78, Article VII

3.) Employee Personnel Policies Manual – Holiday Schedule Review

Description: Recommendation from the Finance and Personnel Committee to add Veteran's Day to the Town's list of holidays.

Staff Contact: Waverly Coggsdale, Town Manager

Support Materials: Staff Report; Existing Holiday Schedule; Peer Holiday Comparison

4.) Northern Shenandoah Business Park/Economic Development

Description: Follow up to the September 7th IDA/County ED presentation.

Staff Contact: Waverly Coggsdale, Town Manager

Support Materials: Staff Report; IDA Slide Excerpts (September 7, 2021 Meeting); NSBP Development Plan Executive Summary (CAMOIN); Shenandoah County Economic Plan Executive Summary; Map (NSBP Zoning) and UDO Permitted Uses (HC and BPLI districts).

Old or unfinished business:

New business:

Closed Meeting (If needed)

Adjournment

Proposed Short-Term Rental Ordinance

Version presented 9/30/21 for Town Council Public Hearing 10/05/2021

Reviewed by Planning Commission 9/28/2021

CHAPTER 7. DEFINITIONS

7.2 Definitions

7.2.2 Specific Terms

Home occupation: An accessory use which is carried on entirely within a dwelling unit by the occupant and is incidental and subordinate to the dwelling use. Home occupations include, but are not limited to, rental of rooms to tourists, preparation of food products for sale off premises, professional offices such as medical, dental, legal, engineering and architectural, teaching of music, and fine arts and similar uses.

Short-term rental owner: Any person or entity that meets the definition of “operator” as defined in §15.2-983, as amended, of Virginia State Code.

Short-term rental: Any residential use that falls within the definition of short-term rental as defined in §15.2-983, as amended, of Virginia State Code.

Short-term rental, not occupied by owner: Any short-term rental where owner does not reside on the property when guests are in residence.

Short-term, owner-occupied: Any short-term rental where the owner of the property also resides on the same property during such period when guests are in residence.

CHAPTER 6. REGULATION OF SPECIFIC USES

6.2

Short-Term Rental and Bed and Breakfast Establishments ~~Bed and Breakfast Establishments~~

6.2.1 Purpose

The purpose of this chapter is to establish regulations for the short-term rental of privately-owned residences, in whole or in-part, including Bed & Breakfast Establishments. The performance requirements in this chapter are intended to allow and facilitate the operation of short-term rental and bed and breakfast establishments while maintaining the health, safety, and welfare of existing and future neighborhoods.

The performance requirements in this section are in addition to any other county, state, or rental platform requirements.

6.2.2 Performance Standards

- A. Short-term rental owners shall be subject to the following requirements.
 - a. The owner shall obtain a zoning permit to be reviewed on an annual basis by staff. The owner shall obtain an annual business license and pay appropriate Transient Occupancy Tax as outlined in Article VII of the Town Code.
 - b. If the owner of a short-term rental does not reside at the property or locally, the owner shall designate a local property representative. The owner or representative shall be available to respond, physically, within one hour to complaints regarding the condition, operation, or conduct of occupants of the short-term rental. The name, address, and telephone number of the owner and/or local property representative shall be kept on file with the Town. If the owner does not reside at the rental property but lives locally and is able to respond as required, they may function as the local property representative.
 - c. Prior to issuance of a zoning permit, the Shenandoah County Building official or their technical assistant must do a life safety inspection of the short-term rental to ensure that all applicable Virginia Uniform Statewide Building Code requirements are met;

including, but not limited to, regulations regarding fire extinguishers, carbon monoxide detectors, and emergency exits.

- d. *The owner of a short-term rental shall give the Town and Shenandoah County Building Department written consent to inspect the rental property to ascertain compliance with all applicable performance standards upon a twenty-four-hour notice.*
 - e. *Emergency information must be conspicuously posted inside the property, including contact information for the owner and/or local property representative.*
 - f. *All short-term rentals shall meet parking requirements of the applicable zoning district, plus one additional off-street parking space per available guest room, in order to accommodate rental guests.*
 - g. *The owner shall provide an informational packet to each new guest. Review of this information packet is required upon issuance of Zoning Permit. The information must include, but is not limited to:*
 - i. *Maximum occupancy as outlined in Section 6.12 of the UDO*
 - ii. *Location of off-street parking*
 - iii. *Code references applicable to noise as outlined in Section 6.12 of the UDO*
 - iv. *Use restrictions as outlined in applicable Zoning District*
 - v. *Guidelines for trash storage and removals*
 - vi. *Evacuation routes in case of fire or emergency*
 - vii. *Owner or Local property representative information*
 - h. *If the operator of the short-term rental is not the property owner, written consent from the property owner must be submitted with the application for a zoning permit.*
- B. *In addition to section 6.2.2 A, Bed and breakfast establishments shall be subject to the following requirements:*
- a. *Permitted only in single-family dwellings.*
 - b. *A maximum of five guestrooms, with a maximum occupancy of 15 persons.*
 - c. *Food service shall be limited to the breakfast meal and shall be available only to guests and not to the general public in any residential district.*
 - d. *No receptions, private parties, or other events, for fee shall be permitted.*
 - e. *Any amenities such as tennis court, swimming pool, etc., shall be solely for the use of the resident owner and guests of the facility.*
 - f. *Provisions applicable to Bed and Breakfast Establishments as required by the Uniform Statewide Building Code shall be met.*
 - g. *Issuance of owner permit from the Shenandoah County Health Department is required.*
 - h. *The maximum length of stay for each guest shall be 30 days or less.*
 - i. *The owner(s) or property representative shall be available to respond in person within one hour to complaints regarding the condition, operation, or conduct of occupants of the Bed and Breakfast Establishment.*
 - j. *A Bed and Breakfast shall have frontage on an improved public street.*
 - k. *One off street parking space shall be provided for each guest room.*

6.2.3 Penalties

- A. *A Zoning Permit may be revoked or suspended for the following reasons:*
 - a. *Three or more substantiated complaints including, but not limited to, noise, excess trash, failure to meet parking requirements and exceeding occupancy limits.*
 - b. *The repeated failure of any short-term rental or bed and breakfast owner to respond physically to in a timely manner to complaints regarding the condition, operation, or conduct of occupants.*
- B. *A fine of \$200.00 will be issued to any owner that:*
 - a. *Fails to obtain a zoning permit.*
 - b. *Receives three or more substantiated complaints including, but not limited to, noise, excess trash, failure to meet parking requirements, and exceeding occupancy limits.*



Memorandum

To: Strasburg Town Council
From: Leander N. "Lee" Pambid, Planning and Zoning Administrator
Date: Thursday, September 30, 2021
Re: Short Term Rentals Ordinance Amendment Public Hearing, October 5, 2021

At its regularly scheduled meeting on Tuesday, September 28, 2021, the Planning Commission held a duly advertised public hearing on amendments to the Unified Development Ordinance to define, allow, and regulate Short Term Rentals (STR). The ordinance has gone through several public engagement sessions, revisions, and legal reviews.

Attached is the ordinance that was reviewed by the Planning Commission. It recommended approval by the Council by a 6-1 vote. (Aye- Nicholson, Otis, Dean, Reynolds, Flanagan, Rhodes; Nay- Poling).

Ordinance highlights:

- Defines owner-occupied and not-occupied-by -owner STRs
- Requires a Special Use Permit for STRs in all residential zoning districts
- Allows STRs by-right in commercial districts
- Provides more robust performance standards for all STRs for increased accountability and protection of guests and adjacent residences
- Provides penalties for violation

Also note that a parallel code amendment to include STRs as a taxable activity under the Transient Occupancy Tax is being considered.

Also attached are the past staff reports for reference.

Staff Contact

Lee Pambid, Planning and Zoning Administrator

Phone: 540-465-9197 x 127

Email: lpambid@strasburgva.com



Memorandum

To: Strasburg Planning Commission
From: Leander N. "Lee" Pambid, Planning and Zoning Administrator
Date: Thursday, June 17, 2021
Re: Short Term Rentals UDO Text Amendment for Tuesday, June 22, 2021

Background

Staff has identified the need to amend the Unified Development Ordinance and town code sections regarding the transient occupancy (lodging) tax to accommodate other short-term rental types, primarily those found on internet platforms such as AirBnB, Vacation Rental By Owner, and the like. Currently, the UDO technically allows only owner-occupied bed and breakfast establishments. However, Strasburg contains a few non owner-occupied short-term rentals in operation, and the staff receives inquiries regularly about how to permit them.

Staff contracted with the Northern Shenandoah Valley Regional Commission for assistance in researching the issue, crafting the language, conducting an online community survey, and holding public engagement sessions. Two sessions were held to obtain comment from the business community and STR operators and potential operators as well as the general public.

A parallel code amendment to include short-term rentals as a use included under the transient occupancy tax (lodging tax) will make its way through Town Council committee on a separate track.

The Town Attorney performed a legal review and he has no comments.

Summary of Amendments

The proposed amendments can be summarized in five main points:

1. Definitions expanded to include owner occupied, owner occupied with meals and non-owner occupied.
2. Performance standards added for non owner-occupied short-term rentals.
3. Performance standards changed for traditional bed and breakfast establishments to not require the owner to be onsite but must respond physically within one hour of any complaints
4. Penalties for non-compliance
5. "Short Term Rentals and Bed and Breakfast Establishments" to be allowed as follows:



Zoning District	Name	Process
AG/RR	Agriculture/ Rural Residential	By-right
ER	Estate Residential	By-right
LDR	Low Density Residential	By-right
MDR	Medium Density Residential	By-right for single family dwellings, except by SUP where shared walls exist between residential units.
MFR	Multi-Family Residential	SUP
CC	Community Commercial	By-right
HC	Highway Commercial	SUP
BP/LI	Business Park/ Limited Industrial	not allowed
PD	Planned Development	By-right for single family dwellings, except by SUP where shared walls exist between residential units.
MIC	Medical and Institutional Care	not allowed

Attachments (1)

1. Proposed STR Ordinance

Staff Contact

Lee Pambid, Planning and Zoning Administrator

Phone: 540-465-9197 x 127

Email: lpambid@strasburgva.com



Applicable UDO Sections for Planning Commission Review

2.16.4 Criteria

In its review of an application, the Planning Commission and Town Council shall consider the following criteria as applicable to the UDO text or Zoning Map amendment. No single factor is controlling; instead, each shall be weighed in relation to the other standards within this list.

- A. Existing use and character of the property.
- B. Suitability as presently zoned.
- C. Consistency with the comprehensive plan.
- D. Suitability of the property for various uses; encouragement of most appropriate uses.
- E. Adverse impacts on neighboring lands.
- F. The trends of growth or change.
- G. Current and future requirements of the community for using land for various purposes as determined by population and economic studies and other studies.
- H. The transportation requirements of the community; the requirements for airports, housing, schools, parks, playgrounds, recreation areas and other public services.
- I. The conservation of natural resources, the preservation of flood plains, the preservation of agricultural and forestal land and the conservation of properties and their values.
- J. Health, Safety, and Welfare. The amendatory ordinance shall bear a substantial relationship to the public health, safety or general welfare, or protect and preserve historical and cultural places and areas. The UDO amendment may be justified if a substantial public need or purpose exists, regardless of whether the Applicant also benefits.
- K. Public Policy. Certain public policies in favor of the rezoning may be considered. Examples include a need for affordable housing, economic development, mixed-use



development, or sustainable environmental features, which are consistent with neighborhood, area, or specific plans.

- L. Other Factors. The Reviewing Body may consider any other factors relevant to a rezoning application under state law.
- M. The Reviewing Body shall not regard as controlling any advantages or disadvantages to the individual requesting the change, but shall consider the impact of the proposed change on the public at large.

2.16.6 Effect of Approval

The approval of an amendment to the UDO text or Zoning Map does not authorize the use, occupancy, or development of property until the Applicant receives necessary Development Orders, such as subdivision, Site Plan and Zoning Permit approval.



Memorandum

To: Strasburg Planning Commission
From: Leander N. "Lee" Pambid, Planning and Zoning Administrator
Date: Thursday, July 22, 2021
Re: Short Term Rentals UDO Text Amendment for Tuesday, July 27, 2021 Regular Planning Commission Meeting

Background

The Commission deferred action in order for staff to bring back revisions that address various comments made at the last Planning Commission meeting on June 22, 2021,

The status of the amendment is as follows:

- No recommendation was forwarded from the PC to the Town Council for their public hearing on July 13, 2021. The Town Council held the scheduled and advertised hearing as an additional opportunity for comment and discussion, and no vote/ decision was made.
- The Staff is bringing revisions to the PC on July 27, 2021 for their discussion. No public hearing is advertised for this meeting and this item will be up for discussion only. Language is generally in draft form and still requires a legal review, pending the Planning Commission's deliberations.

Planning Commission Actions and Recommendations

The Planning Commission acted as follows:

- At their regularly scheduled meeting on Tuesday, June 22, 2021 at 7pm, the Planning Commission held an advertised public hearing in the Council Chambers. It was also broadcast via Swagit.
 - Present (7): Flanagan, Dean, Poling, Nicholson, Reynolds, Rhodes, Otis
 - Amanda Kerns of the Northern Shenandoah Valley Regional Commission was in attendance. As the Town's consultant, she provided the majority of the staff report. The only citizen making comments during this public hearing in writing, in person, or virtually was Kath Stanley.



- General topics raised during the public hearing and Commission discussions are as follows:
 - Additional level of review that the SUP process would give but is not afforded in the proposed “by-right” request, especially given the transient nature of the guest/ use in single-family residential districts.
 - The term “non- owner occupied” should be revised to specifically apply to the owner of the structure.
 - The requirement for a local property manager or representative.
 - Requirement that proposed STRs meet applicable provisions of the Uniform Statewide Building Code (USBC), including regarding building accesses.

- One motion was made:
 - That the Planning Commission table this amendment until the Staff could address the various issued discussed. Moved by Flanagan, seconded by Otis.
Motion passed 7-0.

Summary of Most Recent Amendments

The Commission had the following comments:

1. Concerns with allowing STRs by right in most districts, citing the transient nature of the guests. The staff has changed this to a Special Use Permit in all districts. “Short Term Rentals and Bed and Breakfast Establishments” to be allowed as follows:

Zoning District	Name	Process
AG/RR	Agriculture/ Rural Residential	SUP
ER	Estate Residential	SUP
LDR	Low Density Residential	SUP
MDR	Medium Density Residential	SUP
MFR	Multi-Family Residential	SUP
CC	Community Commercial	SUP
HC	Highway Commercial	SUP
BP/LI	Business Park/ Limited Industrial	not allowed
PD	Planned Development	SUP
MIC	Medical and Institutional Care	not allowed

2. Possible ambiguity in the term “non-owner occupied”. The staff has changed this to “not occupied by owner” to remove doubt.



3. Appropriate linkage to Uniform Statewide Building Code (USBC) provisions, especially regarding building access points. The staff has added a requirement for life-safety inspections.
4. A member of the public had a comment regarding the requirement for a local property manager or representative. The staff believes this is adequately addressed.

Attachments (1)

1. REVISED STR Ordinance dated 7/22/2021

Staff Contact

Lee Pambid, Planning and Zoning Administrator

Phone: 540-465-9197 x 127

Email: lpambid@strasburgva.com



Applicable UDO Sections for Planning Commission Review

2.16.4 Criteria

In its review of an application, the Planning Commission and Town Council shall consider the following criteria as applicable to the UDO text or Zoning Map amendment. No single factor is controlling; instead, each shall be weighed in relation to the other standards within this list.

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- B. Suitability as presently zoned.
- C. Consistency with the comprehensive plan.
- D. Suitability of the property for various uses; encouragement of most appropriate uses.
- E. Adverse impacts on neighboring lands.
- F. The trends of growth or change.
- G. Current and future requirements of the community for using land for various purposes as determined by population and economic studies and other studies.
- H. The transportation requirements of the community; the requirements for airports, housing, schools, parks, playgrounds, recreation areas and other public services.
- I. The conservation of natural resources, the preservation of flood plains, the preservation of agricultural and forestal land and the conservation of properties and their values.
- J. Health, Safety, and Welfare. The amendatory ordinance shall bear a substantial relationship to the public health, safety or general welfare, or protect and preserve historical and cultural places and areas. The UDO amendment may be justified if a substantial public need or purpose exists, regardless of whether the Applicant also benefits.
- K. Public Policy. Certain public policies in favor of the rezoning may be considered. Examples include a need for affordable housing, economic development, mixed-use



development, or sustainable environmental features, which are consistent with neighborhood, area, or specific plans.

- L. Other Factors. The Reviewing Body may consider any other factors relevant to a rezoning application under state law.
- M. The Reviewing Body shall not regard as controlling any advantages or disadvantages to the individual requesting the change, but shall consider the impact of the proposed change on the public at large.

2.16.6 Effect of Approval

The approval of an amendment to the UDO text or Zoning Map does not authorize the use, occupancy, or development of property until the Applicant receives necessary Development Orders, such as subdivision, Site Plan and Zoning Permit approval.



Memorandum

To: Strasburg Planning Commission
From: Leander N. "Lee" Pambid, Planning and Zoning Administrator
Date: Wednesday, July 18, 2021
Re: Short Term Rentals UDO Text Amendment for Tuesday, August 24, 2021 Regular Planning Commission Meeting

Background

The Commission deferred action in order for staff to bring back revisions that address various comments made at the last Planning Commission meeting on July 27, 2021. The staff has discussed certain revisions with the Town's legal counsel. The most recent version with amendments is provided.

Summary of Most Recent Amendments

The Commission has had the following comments:

1. The term "operator" has been tied to or replaced with "owner".
2. Legal counsel does not recommend amending the definition of "operator", as businesses have a right to choose their corporate structure and reducing the definition to a specific class of people (geographical) is not enforceable.
3. The phrase "in addition to" has been to Section 6.2.1 to cover this ordinance's standing with other rules, regulations, and laws.
4. Questions regarding accountability can be addressed through conditions attached to any Special Use Permit (SUP).
5. Concerns with allowing STRs by right in most districts, citing the transient nature of the guests. The staff has changed this to a Special Use Permit in all districts except CC and HC. "Short Term Rentals and Bed and Breakfast Establishments" to be allowed as follows:



Zoning District	Name	Process
AG/RR	Agriculture/ Rural Residential	SUP
ER	Estate Residential	SUP
LDR	Low Density Residential	SUP
MDR	Medium Density Residential	SUP
MFR	Multi-Family Residential	SUP
CC	Community Commercial	By-right
HC	Highway Commercial	By-right
BP/LI	Business Park/ Limited Industrial	not allowed
PD	Planned Development	SUP
MIC	Medical and Institutional Care	not allowed

6. Possible ambiguity in the term “non-owner occupied”. The staff has changed this to “not occupied by owner” to remove doubt.
7. Appropriate linkage to Uniform Statewide Building Code (USBC) provisions, especially regarding building access points. The staff has added a requirement for life-safety inspections.
8. A member of the public had a comment regarding the requirement for a local property manager or representative. The staff believes this is adequately addressed.

Attachments (1)

1. **REVISED STR Ordinance dated 8/16/2021**

Staff Contact

Lee Pambid, Planning and Zoning Administrator

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Email: lpambid@strasburgva.com



Applicable UDO Sections for Planning Commission Review

2.16.4 Criteria

In its review of an application, the Planning Commission and Town Council shall consider the following criteria as applicable to the UDO text or Zoning Map amendment. No single factor is controlling; instead, each shall be weighed in relation to the other standards within this list.

- A. Existing use and character of the property.
- B. Suitability as presently zoned.
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- K. Public Policy. Certain public policies in favor of the rezoning may be considered. Examples include a need for affordable housing, economic development, mixed-use



development, or sustainable environmental features, which are consistent with neighborhood, area, or specific plans.

- L. Other Factors. The Reviewing Body may consider any other factors relevant to a rezoning application under state law.
- M. The Reviewing Body shall not regard as controlling any advantages or disadvantages to the individual requesting the change, but shall consider the impact of the proposed change on the public at large.

2.16.6 Effect of Approval

The approval of an amendment to the UDO text or Zoning Map does not authorize the use, occupancy, or development of property until the Applicant receives necessary Development Orders, such as subdivision, Site Plan and Zoning Permit approval.

MINUTES OF THE STRASBURG TOWN COUNCIL WORK SESSION HELD ON TUESDAY, SEPTEMBER 7th, 2021, AT 7 P.M. IN THE COUNCIL CHAMBERS OF THE STRASBURG TOWN HALL.

COUNCIL MEMBERS PRESENT: Mayor Boies, Vice Mayor Cherrix, and Council Members Hooser, Massoud, Monahan, Nicholson, Reynolds, and Ricard. Absent: Council Member Weaver.

Mayor Boies called the Work Session to order.

Citizen comments on non-agenda items:

Action Item:

1.) Approval of Minutes

The minutes of the August 16th, 2021, Town Council Work Session were approved as presented.

Discussion Item:

1.) Woodson Fundraiser Special Event Permit

Description: Special events with an anticipated attendance of 250+ people must have Town Council approval.

Mayor Boies thanked **David Woodson** and **Kent Cammack** for being in attendance.

P&Z Administrator Pambid said the expected attendance at this event is more than 250 people. The UDO states that any event with 250 or more expected attendees must be reviewed and a decision rendered by the Town Council (UDO Section 6.13.2.D). Expected attendance of under 250 can be approved administratively. He believes this is the first time an event such as this has come to Council. We will be reviewing the case tonight with a vote at the Council meeting on September 14th.

The applicant has stated that this event will have 500+ attendees. They are asking for a street closure of North and South Holliday Street between Queen and Washington Streets, between the hours of 10 a.m. and 6 p.m. (*The event is scheduled for October 16*). King Street will not be closed. The event will feature a car show, DJ, and a food tent which will only serve drinks and snacks.

Agency reviews have been completed with no major concerns or comments. The insurance coverage and written acknowledgement by impacted properties is pending (verbal acknowledgement from property owners has been received by the applicant). A map and application fee have now been provided. The requested public resources include barricades, cones, and traffic control (DPW and Police). **P&Z Administrator Pambid** said if we are partnering with an event, we can provide the sound system, but this is not a partnership, so the town's sound system will not be used.

Staff has recommended the following conditions if this is approved:

- BB&T access on South Holliday Street must remain open during the event.
- Streets must be returned to previous state/condition immediately after the event.
- Applicant must provide insurance and written acknowledgement by impacted properties prior to Council decision on Tuesday, September 14.

Council Member Massoud asked if anyone knows why the UDO requires Council approval for 250+, and no one really knew. He feels the UDO has overstepped its bounds. He had applied for a Special Event Permit for another organization he is in, and they could not have the event because of this provision of a Council approval. He said there is no reason for this to be approved by Council. **Council Member Nicholson** said one reason for this is because of the Town Park and the Lions Club. Due to the residential nature of our town, we wanted to know how long things

would be going on, etc. It was not to have it or not have it, but just about communication.

Town Manager Coggsdale said the UDO does establish three tiers, so we are only following the protocol set forth.

Council Member Massoud said if something comes up at the last minute, this negates the event. **Vice Mayor Cherrix** asked why this did not come up in the past when we started having festivals. This could be equated to Mayfest or the Tomato Soup and Grilled Cheese Festival.

Mayor Boies said this was discussed by staff and they want to come up with recommendations to Council. A large event should be planned months in advance. **Council Member Massoud** said different organizations work in different ways. He also wants to make sure we do not loan out any of the sound system to other organizations as he was told it could not be used.

Mr. Cammack said they were supposed to be involved with the town and they wanted to do CareFest. They wanted to make awareness to the citizens and also have a Fundraiser for David. They wanted to get people involved. CareFest was supposed to only be 10 booths, but they could have had 50 booths. They did not want the town to be backed into a corner by supporting only one person. They will be involved in CareFest and he is excited about this. They had to split so then they did not have the town sponsor this “Fighting for David” event. They will have a car show, and they will be bringing 50 cars from further south. He will be putting the people up at the AirB&B, Jim from Bretzel’s will be the MC, and they will have a Jeep Caravan. He thinks this will help Strasburg change in a very positive way. The Jeep Caravan will cost \$10 per jeep. At 5 p.m., they will move to Box Office Brewery for a silent auction. They want to raise money to help **Mr. Woodson** repurpose himself. He explained they were going to do food, but he realized they were taking business from the town businesses. Discount coupons will be given out. He thinks these events will snowball and come back. He will be trying to match people up with needs.

Mayor Boies said CareFest is a town event on September 18; the “Fund Raiser for David” is October 16.

Vice Mayor Cherrix asked if there is a rain date and there is not. He asked if there are two different dates, would they need two different approvals. **P&Z Administrator Pambid** said when they start with the review, they ask if there is a rain date and since they did not ask for this, they did not look into this.

Vice Mayor Cherrix said if an event was planned and then the date had to be changed, is the approval good for the change. **P&Z Administrator Pambid** said there would be a couple of ways to handle this. A range of dates could be given, etc.

Town Manager Coggsdale said this would go back to having it approved by Council or staff. We can be more flexible if staff is approving. The approval could be with a date of a mutual agreement.

Vice Mayor Cherrix asked if there is a reason to take this to a Council meeting or could we vote on it now. **Mayor Boies** said since the event is not until October, and because we did not advertise to vote at this meeting, it would be on the September 14th agenda.

2.) Shenandoah County Industrial Development Authority (IDA)

Description: Presentation by the Shenandoah County IDA on the Shenandoah Business Park and economic development efforts.

Vince Poling, Chairperson of the Shenandoah County IDA; Jay Winkfield, Vice-Chairperson; and Jenna French, IDA Staff Member were in attendance for this presentation.

Mr. Poling gave some of the historical background on the Northern Shenandoah Business Park

and discussed one of the first inquiries. He said he was the administrator of Shenandoah County when he received a call from a person in Arkansas who wanted a cold storage facility in the northern area of the County. Their timeline was too short, so he said no. They later came back and said they were restructuring and had a longer time frame. He was then interested.

Ms. French gave a very high level presentation on this partnership. We want to make sure we are all on the same page. Shenandoah County and Strasburg, in 1985, identified a future area for the park and potential annexation into the Town. A “Blue Ribbon Committee” was formed in 1998 by Shenandoah County, Town of Strasburg, and property owners to develop an industrial park. Reviewed were the water tank, how Radio Station Road came to be, the cost of infrastructure. In 1999, Shenandoah County paid \$1.6 million to extend water/sewer from the town to the park and to build a new water storage tank, while the town agreed to allocate 100,000 gpd of water for the park. **Mr. Poling** said when this project was actually completed, the cost was \$2.1 million. (*The timeline, beginning in 1985 to present is attached*). To-date, Shenandoah County and the IDA have contributed \$3,282,424 to the park, see attached.

In regards to the annexation agreement, it was felt it would be easier to market with single taxation than with double taxation.

Mr. Winkfield said **Mr. Poling’s** knowledge is unbelievable on all of this. He has been there from the beginning.

Tier levels for Virginia Sites Readiness Program were explained.

- Tier 1: Site identification/agreement to market
- Tier 2: Established sales price/compatible with Comprehensive Plan
- Tier 3: Due diligence complete/compatible zoning
- Tier 4: Infrastructure designed and permitted
- Tier 5: Construction or pad-ready

Further explanation was given on a Tier 4 site. A Tier 4 site has all infrastructure in place or will be deliverable within 12 months. All permit issues have been identified and quantified.

What it means to be a Tier 4 site:

- Site is more marketable to prospective businesses
- Increased speed to market for prospective businesses
- To the naked eye, the site will look the same as a Tier 1 site
- All investment is in “soft costs” behind the scenes

What it does **NOT** mean:

- Site will sell within a certain time-period
- Site will be developed within 12 months
- Site will be cleared and graded
- Building permits have been issued

Vice Mayor Cherrix asked if the permits expire with Tier 4. **Ms. French** said there are timelines involved in the due diligence. Some permits are only good for a year. A company might want to do their own due diligence.

Mayor Boies asked what areas are eligible for the Tier 4 status. **Ms. French** said the state grants some grace on the tier status. **Dr. Jay Langston**, Executive Director of the Shenandoah Valley Partnership, applied for a site development grant in partnership with Draper Aden which would allow sites in the County to become more pad ready. The Windcrest site has been pitched for this. The IDA and Windcrest had an agreement to market as a 24 acre contiguous acres. We were

successful in getting the grant. The IDA just recently found out that if one of the properties would be sold, the other could still get the grant. It is still up in the air as far as Windcrest getting the grant. The grant can be applied to any place in the County.

Originally, the grant application had said you had to have 25 acres, but they have pulled back on that. Just in the last few weeks, that variable has changed. You still need a property owner who would agree to the requirements.

Important Factors in Site Selection were reviewed:

- Sites and buildings (generally more desirable than raw land. 70 percent ask for a building)
- Time to market
- Workforce availability and training programs
- Transportation and logistics - access to 4 lane highway, rail, etc.
- Proximity to supply chain and key markets
- Quality of Life
- Business Environment

Slides were shown of the Historical Target Industries and also the Current Target Sector (*slides attached*).

The Current Strategic Plan goals were shown and explained:

- Increased median income
- Diversify and expand tax base
- Improve business and employment opportunities
- “Right Size” Development
- Identify Growth Areas and Define the type of growth envisioned. **Ms. French** said she looks to bring the right lead to the right community.

Council Member Reynolds asked about the Go Virginia grant. She said the Windcrest and IDA site were being considered and now they are no longer being considered? **Ms. French** said the landowner does not want to be a part of this or does not want to agree to the terms of service for this grant.

Vice Mayor Cherrix asked if it is a strike when a developer sees a stagnant business park. Development spurs more development and stagnant does not mean desirable. **Ms. French** said we have seen a lot of interest in the business park. The business park is actively pitched often. It boils down in many cases to the size of the lot. We have been asked about 50+ acre sites and we do not have that, or the property might not be actively for sale.

Vice Mayor Cherrix asked if there is increased competition with the new business park in Stephens City. **Mr. Poling** said if you look at what we have to offer and what surrounding area sites look like, we do have a lot of competition. Camoin tried to compare Strasburg with Northern Virginia and we will never be able to compete with that.

Ms. French pointed out that public/private partnerships have worked well in other areas. She discussed this in more detail and told how these types of partnerships can bring the site up to what is being looked for. The IDA does not have the money to do all the site work and everything else required to bring the sites up which can cost as much as \$8 million.

Mr. Poling said the county spent all that money to run water through the privately owned land. An option was gotten from each of the landowners so that gave them some “skin in the game.”

Council Member Nicholson said she hopes they see how important it is for Council to know something. **Ms. French** acknowledged we need increased communications. **Mr. Poling** said the IDA is marketing all of Shenandoah County.

Mr. Winkfield said we are working on the communication, and **Ms. French** said she would like to get more information to the town. Previously, the town had an economic development person and we do not have that person, so they are trying to help out. **Mr. Winkfield** said maybe the IDA could come quarterly and have a meeting such as this with Council.

Mayor Boies said she knows the IDA wants to know what the Council is thinking, while Council wants to know what the IDA is thinking. She is pretty confident that all of Council wants the business park developed. Jobs are what are on most people's minds, as well as diversifying/expanding the tax base. When a decision was made on the last proposal, it was a much more complicated decision than how it appeared on the surface. She looked at the strategic plan and the number one goal of this was the road extension. The second goal was the UDO because the UDO is hurting the town. Two of the votes were due to the UDO. It was not about the business, but we have so much work to do with the UDO and timing. She thinks we all want the same thing out there, but it is more the timing of things. We have a lot of work to do on the UDO. Where do we need to focus right now and get on the same page?

Council Member Nicholson said we need to decide if it is an industrial park or a business park. **Mr. Poling** said when it was established, it was an industrial park; he is not sure what it is called now, but the founding documents called it an industrial park. The county wanted a stronger tax base and labor/jobs. They wanted more local employment. They did not an outside corporation coming in and transferring in 400 people as that would really mess with the infrastructure. He also stressed that the IDA is not political. They are a subset of the Board of Supervisors, but they are not political.

Vice Mayor Cherrix said some of this information might have negated some of the decisions that were made. **Mayor Boies** agreed, but the information changed after we had voted.

Council Member Monahan asked if the road is important and will it help us bring business. **Mr. Poling** said yes, and eventually the county would have done this; **Mr. Winkfield** echoed this. **Mr. Poling** said there is going to be an issue at Borden Mowery and Route 55. The housing development will also impact this. Another lane is going to have to be put in.

Council Member Monahan said she heard the conversations as to it being a business park or an industrial park. The Planning Commission talked of putting businesses at the beginning that would then lead to industrial. **Mr. Poling** said with the Windcrest property, it was zoned general business when it was in the County. **Council Member Monahan** said it is now Commercial; more discussion followed on this zoning, but **Ms. French** said regardless of it being business or commercial, they want to hear from Council on what they want. As we come out of the pandemic, trends are changing, too, as many jobs are being done remotely.

Mr. Winkfield said when they get a contract, they want Council to approve it because they have done a lot of due diligence to get it to the point of bringing it before Council.

Mr. Poling said, in his opinion, white collar is going to be very difficult to get out in the park or it would have already been there.

Council Member Hooser asked about the land across the railroad track. **Ms. French** said part is zoned commercial and part BPLI. A main problem with this is that the land is landlocked. It is too

close to the entrances and exits to I81. We have a right-of-way to have a road but problems with the railroad crossing. It is a challenge and will take significant investment to get it in.

Council Member Hooser said it is curious that there are no commercial properties at that exit (exit 296). **Mr. Poling** said the development across Route 55 is supposed to have a commercial component to it. He further discussed the property across the railroad and how the owners knew it was too close to I81 and they were to work out a new scenario for the exit ramp; they found out how much it was going to cost, and never did it.

Council Member Monahan asked about the Windcrest property. As a representative of the citizens of Strasburg, she is approving to spend taxpayer money, \$1.5 million, to put the road through. We need something that will bring in more jobs than 3 jobs with \$3,000 revenue. We want jobs that pay decently. We want to bring in tax revenue. That is the caveat for her.

Ms. French said we all want to see the highest and best uses for the properties, but what are those types of industries? When **Ms. Bixler** was in her previous role, she was able to pick up the phone to **Ms. Bixler** and get the ball going. This will be continued with **Town Manager Coggsdale**. **Mr. Poling** said we really need that as we have actually written sales contracts which cost money.

Mayor Boies said we will use a work session to start work on the goals of each Council Member. This will give **Town Manager Coggsdale** a good sense of what is wanted. **Mr. Winkfield** said they can come quarterly so it appears we are on the same page. **Mayor Boies** said **Ms. French's** phone is always open. We have a Council with the goal of getting jobs. The IDA meetings are always open. **Ms. French** said they do not have a regular meeting schedule, but **Mr. Winkfield** said they have been meeting a lot. The meetings have been in-person.

Old or Unfinished Business:

1.) Update on Borden Mowery Drive

Description: Briefing on financing for the Borden Mowery Road and Waterline Extension project.

Town Manager Coggsdale said Council approved staff to proceed with the Borden Mowery Drive Extension at their September 22, 2020, Special Meeting. Staff has worked on the logistics of the road extension, as well as water line extension in the Northern Shenandoah Business Park. The cost of the road is estimated at \$2.55 million and does not include any right-of-way acquisitions. The water line extension is estimated to cost \$700,00 to \$1 million.

Staff has submitted a Virginia Resources Authority financing application in the amount of \$3.55 million. The required public hearing for consideration of this application is set for September 14th, 2021, and all paperwork is due by Friday, September 17. The public hearing does not commit the town to anything; it just keeps options open.

It was explained that the \$2.55 million can be brought down to \$1.5 million with revenue sharing. Alternatives to borrowing for the water line extension can be explored to bring down the amount from \$3.55 million to \$1.5 to \$2 million.

Vice Mayor Cherrix thought we had all this down and we were only footing the bill on the redesign. He thought the water line, the road, was all part of the revenue sharing. He is a little lost with another \$1 million for a water line.

Town Manager Coggsdale said the road estimate from three years ago increased \$300,000 to \$700,000. **Council Member Monahan** said this was because of the different route. **Vice Mayor Cherrix** said he understands that, but thought we had the other funding already in place except for

the engineering money to make the road go a different way. **Council Member Monahan** said we have the VDOT money of approximately \$1.18 million in place.

Town Manager Coggsdale asked what **Vice Mayor Cherrix** meant by the funding being in place; did he think the borrowing had already been done? **Vice Mayor Cherrix** said he thought the money had already been set aside in the budget and now it appears that the cost has gone up greatly since former **Town Manager Pearson** was here. **Council Member Monahan** said we are not talking about spending an extra \$1 million. What is in the budget is the money to get the water line and road through. What is changing is the way we are proposing to fund the project.

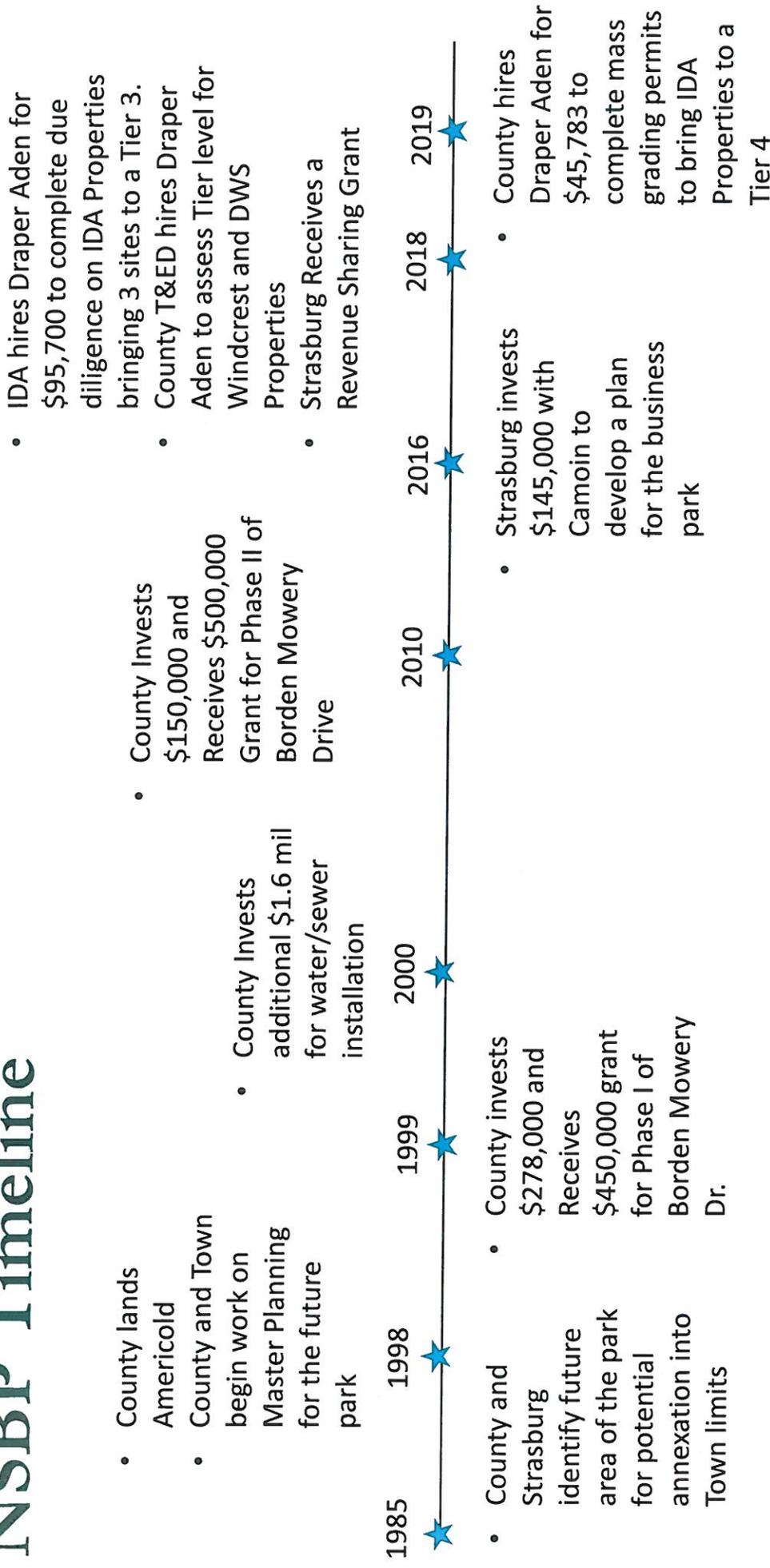
Council Member Nicholson said it is in the budget as a capital project in FY2022 so this is the financing part of this and that was correct. **Vice Mayor Cherrix** said we always talked about a deadline we had to meet, and **Council Member Monahan** said that was for the VDOT portion. we are sharing this with VDOT so they will have to get the same amount. **Town Manager Coggsdale** said this is the rest of the money we will need, not VDOT funds, and the deadline for the borrowing.

Council Member Nicholson said this is also about the VDOT portion and she thought this was a 50/50 grant so why is VDOT doing less. **Town Manager Coggsdale** said when we got the revenue sharing grant, the project total was approximately \$2.3 million; the cost has gone up to \$2.55 million so the town will have to provide more than the \$1.18 million. When you add it all up, it is about \$3.25 million and does not add in any of the land acquisition. When you take the VDOT amount, it comes to about \$2 million. He hopes to have all of this mapped out by next week, but this application keeps all the options open. These are real numbers, but they are pre-bid numbers. It might be better to have more money you can borrow so you can pay for the project.

New Business:

Council was reminded of the 9/11 American Legion event on September 11 at 8 a.m.
Being no further business, the work session adjourned at 8:44 p.m.

NSBP Timeline



*This timeline is a condensed summary of major infrastructure costs. It is not a complete breakdown of all costs to date.

County & IDA Financial Contributions To Date:

Borden Mowery Construction Phase I:	\$728,531*
Radio Station Road Access to Americold:	\$66,096
Water/Sewer Extension (Contracts 1-4):	\$1,617,472
Early Surveying & Engineering:	\$66,860
Utility Pole Relocation:	\$11,982
Borden Mowery Construction Phase 2:	\$650,000**
Due Dilligence, Engineering & Permitting	\$141,483
Total County/IDA Investment:	\$3,282,424

*\$450,000 covered by a VDOT Grant
**\$500,000 covered by VDOT Grant

**County is still liable for \$376,112 pending investment within the park



Memorandum

To: Mayor Boies and Members of Town Council
From: Waverly Coggsdale, Town Manager
Date: September 30, 2021
Re: UDO Amendment – Short Term Rentals Ordinance

Town Council will conduct a public hearing on the UDO Amendments related to Short Term Rentals at the Tuesday, October 5, 2021, Town Council Work Session. The Planning Commission held a public hearing on this amendment at their Tuesday, September 28, 2021, meeting and recommends approval (6-1) by Town Council.

The information included in the Public Hearing portion of this meeting, provides more detail regarding the ordinance amendment. Following discussion of Town Council, staff will be seeking a consensus regarding action at the October 12, 2021, Regular Town Council Meeting. Town Council has the following options:

- Accept the Planning Commission's recommendation and approve the ordinance amendment.
- Reject the Planning Commission's recommendation and not approve the amendment.
- Take no action currently and/or place the item on a future agenda for discussion.



Memorandum

To: Mayor Boies and Members of Town Council
From: Waverly Coggsdale, Town Manager
Date: September 30, 2021
Re: Finance and Personnel Committee Discussion Items

The Finance and Personnel Committee met on Monday, September 27, 2021, with all members in attendance. Staff was asked to place the following items on the Tuesday, October 5, 2021 Town Council Work Session for discussion/consideration:

Lodging (Transient Occupancy) Tax Amendment for Short Term Rentals

It was the consensus of the Committee to consider an amendment to the Town Code to include Short Term Rentals under the provision of the Town's Lodging (Transient Occupancy) Tax as set forth in Chapter 78, Article VII of the Town Code. A copy of the draft ordinance amendment is attached.

This proposed ordinance amendment is a companion ordinance to an ordinance that would address Short Term Rentals in the Town's Unified Development Ordinance. The UDO amendment is in the public hearing portion of the process, the hearing will be held at the Town Council's October 5, 2021 Work Session. *(See Public Hearing 1. of this agenda for additional information).* Town Council can decide how to proceed forward with the taxation amendment once the UDO amendment has been addressed.

Employee Personnel Policies Manual – Holiday Schedule Review

It was the consensus (4-0) of the Committee to recommend to Town Council that Chapter 8 Section 8.4 A. 1. Holiday and Floater Days of the Employee Personnel Policies Manual be amended to add Veteran's Day to the scheduled holidays. A list of the current Holidays is provided for your reference. If it is the consensus of Town Council this item can be placed on the Action Items section of the October 12, 2021 Regular Meeting for approval.

A Committee Report regarding other items discussed will be provided at the Town Council's October 12, 2021 Regular Meeting.

Amendments for the purposes of including short-term rentals as taxable transient lodging.

CHAPTER 78, ARTICLE VII. - TRANSIENT OCCUPANCY TAX

Sec. 78-256. - Definitions.

The following words, terms and phrases, when used in this article, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Hotel means any public or private hotel, inn, apartment hotel, bed and breakfast, hostelry, tourist home or house, motel, roominghouse, *short-term rental* or other lodging place within the town offering lodging for ~~two~~ *one* or more persons at any one time, and the owner and operator thereof, who, for compensation, furnishes lodging to any transients.

Room or space rental means the total charge made by any hotel or travel campground for lodging or space furnished any transient. If the charges made by such hotel or travel campground to transients include any charge for services or accommodations, in addition to that of lodging, and the use of space, then such portion of the total charge as represents only room and space rental shall be distinctly set out and billed to such transient by such hotel or travel campground as a separate item.

Transient means any natural person who, for any period of not more than 30 consecutive days, either at his own expense or at the expense of another, obtains lodging or the use of any space in any hotel or travel campground for which lodging or use of space a charge is made.

Travel campground means any area or tract of land used to accommodate two or more camping parties, including tents, travel trailers or other camping outfits.

(Ord. of 12-12-2006(3))

Sec. 78-257. - Penalty for violation.

Any person violating or failing to comply with any of the provisions of this article shall be guilty of a class 3 misdemeanor. Each such violation or failure and each day's continuance thereof shall constitute a separate offense. Such conviction shall not relieve any such person from the payment, collection or remittance of the tax as provided in this article.

(Ord. of 12-12-2006(3))

Sec. 78-258. - Amount and levy.

There is hereby imposed and levied by the town, in addition to all other taxes, fees, and charges of every kind, now or hereafter imposed by law, a tax in the amount of six percent of the total amount paid for room or space rental to any hotel or travel campground.

(Ord. of 12-12-2006(3); Ord. of 6-14-2016(1))

Sec. 78-259. - Collection.

Every person receiving any payment of room or space rental with respect to which a tax is levied under this article, shall collect the amount of tax hereby imposed from the transient on whom the same is levied or from the person paying for such room or space rental, at the time payment for such rooms or space is made, and the tax shall be paid to the town.

(Ord. of 12-12-2006(3))

Sec. 78-260. - Administrative guidelines.

The town manager shall establish guidelines as necessary to administer the terms of this article.

(Ord. of 12-12-2006(3))

Sec. 78-261. - Reports and remittances.

The person collecting any tax levied under this article shall make out a report upon forms, setting forth information as the director of finance may prescribe and require, showing the amount of room or space rental charges collected and the tax required to be collected, and shall sign and deliver the same, along with a remittance of such tax, to the director of finance. Such reports and remittances shall be made to the director of finance on or before the twentieth day of the calendar month following the month being reported.

(Ord. of 12-12-2006(3))

Sec. 78-262. - Exemptions.

No tax shall be payable under this article on room or space rental paid to any hospital, medical clinic, convalescent home or home for the aged. ~~No tax shall be payable under this article on individually owned single family homes or condominium units which are rented through an agency which provides advertising, reservations, housekeeping, accounting, and/or check in services.~~

(Ord. of 12-12-2006(3))

Sec. 78-263. - Advertising payment or absorption of tax.

No person shall advertise or hold out to the public in any manner, directly or indirectly, that all or any part of a tax imposed under this article will be paid or absorbed by him or by anyone else, or that he or anyone else will relieve any purchaser of the payment of all or any part of such tax.

(Ord. of 12-12-2006(3))

Sec. 78-264. - Penalty and interest for failure to remit taxes when due.

If any person whose duty it is to do so shall fail or refuse to remit to the director of finance the tax required to be collected under this article, within the time and in the amount specified in this article, there shall be added to such tax by the director of finance a penalty as set from time to time by the town council. In addition, there shall be added to such unpaid tax interest at a rate as set from time to time by the town council on the amount of tax delinquent, such interest to commence on the first day of the month following the month in which such taxes are due. For the second and subsequent years of delinquency, interest shall be imposed at the rate established pursuant to section 6621 of the Internal Revenue Code of 1954, as amended, or at a rate as set from time to time by the town council, whichever is greater.

(Ord. of 12-12-2006(3))

Sec. 78-265. - Procedure upon failure or refusal to collect taxes or make remittances and reports.

If any person whose duty it is to do so shall fail or refuse to collect the tax imposed under this article or to make within the time provided in this article the reports and remittances required by this article, the director of finance shall proceed in such a manner as he may deem best to obtain the facts and information as he is able to obtain upon which to base the assessment of any tax payable by any person who has failed or refused to collect such tax or to make such report and remittance. He shall proceed to determine and

assess against such person such tax and penalty by registered mail at his last known place of address of the amount of such tax and interest and penalty and the total amount thereof shall be payable within ten days from the date of such notice.

(Ord. of 12-12-2006(3))

Sec. 78-266. - Preservation of records.

It shall be the duty of every person required by this article to pay to the town the taxes imposed by this article to keep and to preserve for a period of two years records showing all purchases taxable under this article, the amount charged the purchaser for each purchase, the date thereof, the taxes collected thereon and the amount of tax required to be collected by this article. The director of finance or his duly authorized agents shall have the power to examine such records at reasonable times and without unreasonable interference with the business of such person, for the purpose of administering and enforcing the provisions of this article and to make transcripts of all or any parts thereof.

(Ord. of 12-12-2006(3))

Sec. 78-267. - Cessation of business; report and tax due immediately.

Whenever any person required to collect and pay to the town a tax under this article shall cease to operate and shall otherwise dispose of his business, any tax payable under the provisions of this article shall become immediately due and payable. Such person shall immediately make a report and pay the tax due.

(Ord. of 12-12-2006(3))

Currently observed Holiday closures

- New Year's Day
 - Memorial Day
 - Independence Day
 - Labor Day
 - Thanksgiving Day and day after
 - Christmas Eve
 - Christmas Day
- + (6) Floater Days

HOLIDAY COMPARISON - 2021

	<i>Strasburg</i>	<i>Winchester</i>	<i>Harrisonburg</i>	<i>Shenandoah Co.</i>	<i>Woodstock</i>	<i>Mt Jackson</i>	<i>Luray</i>
				See Note Below	See Note Below		
New Year's Day	✓	✓	✓			✓	✓
Martin Luther King Day		✓	✓			✓	✓
President's Day		✓	✓			✓	✓
Good Friday							✓
Spring Holiday			✓				
Apple Blossom Friday		✓					
Memorial Day	✓	✓	✓			✓	✓
Juneteenth			✓			✓	✓
Independence Day	✓	✓	✓			✓	✓ ¹
Labor Day	✓	✓	✓			✓	✓
Indigenous Peoples Day		✓					
Columbus Day & Yorktown Victory Day						✓	✓
Election Day						✓	✓
Veterans Day		✓	✓			✓	✓
Thanksgiving Day	✓	✓	✓			✓	✓ ²
Friday after Thanksgiving	✓	✓	✓			✓	✓
Christmas Eve	✓	✓	✓			✓	✓ ³
Christmas Day	✓	✓	✓			✓	✓
Floaters	6						
Total:	14	13	13			14	17

¹ Luray provides Friday, July 2 as a 1/2 day for Employee Picnic.

² Luray provides a 1/2 day on Wednesday before Thanksgiving.

³ Luray provides the day before Christmas Eve.

⁴ Luray provides a personal holiday on their birthday for every five years of employment completed.

Shenandoah County observes the recognized state holidays (designated by the Governor of the Commonwealth of Virginia).

Woodstock's Personnel Handbook indicates that holidays are those designated by the Governor of the Commonwealth of Virginia or additional holidays as designated by Town Council.



Memorandum

To: Mayor Boies and Members of Town Council
From: Waverly Coggsdale, Town Manager
Date: September 30, 2021
Re: Northern Shenandoah Business Park/IDA Follow Up

At the September 7, 2021 Town Council Work Session, Shenandoah County Industrial Development Authority (IDA) Chair Poling, and Vice Chair Winkfield, as well as Shenandoah County Economic Director Jenna French made a presentation to Town Council. The presentation provided a history of the park's development and ongoing efforts to promote the park to targeted industries. Several slides from the presentation are attached.

Key objectives of the meeting were to better establish communications and re-establish the mutual goals of the Town and County in regard to further development of the park. As you know, the County has a Strategic Economic Development Plan (updated 2019) and the Town has the Northern Shenandoah Business Park Development Plan (May 2016). The Executive Summary of each report is attached.

In addition, the Town's Unified Development Ordinance (UDO) provides regulations regarding the type of land use that is permitted on the parcels located within the park. Parcels in the park are zoned either Highway Commercial (HC) or Business Park/Light Industrial (BP/LI). The Town is also moving forward with the extension of Borden Mowery Drive from its current terminus to Radio Station Road. A copy of the zoning map and UDO district regulations (HC & BP/LI) are attached.

At this time, staff is seeking input from Town Council regarding any direction they would like to provide to Shenandoah County (Economic Development Office and/or IDA) on future recruitment of prospects and/or development of the park.

Virginia Sites Readiness Program

Virginia Business Ready Sites Program - Tier Levels

- Tier 1:** Site Identification / Agreement to Market
- Tier 2:** Established Sales Price / Compatible w/ Comprehensive Plan
- Tier 3:** Due Diligence Completed / Compatible Zoning
- Tier 4:** Infrastructure Designed and Permitted
- Tier 5:** Construction or Pad-Ready

Tier 4: Infrastructure is in place or deliverable within 12 months
Permits Identified and obtained



Tier 4 Site Classification

All infrastructure is in place or will be deliverable within 12 months. All permit issues have been identified and quantified.

What it means:

- Site is more marketable to prospective businesses
- Increased speed to market for prospective businesses
- To the naked eye, the site will look the same as a Tier 1 site
- All investment is in “soft costs” behind the scenes

What it does**NOT** mean:

- Site will sell within a certain time period
- Site will be developed within 12 months
- Site will be cleared and graded
- Building permits have been issued

Important Factors in Site Selection

- Sites & Buildings (generally more desirable than raw land. 70% ask for a building)
- Time to Market
- Workforce Availability and Training Programs
- Transportation and Logistics- access to 4 lane highway, rail, etc.
- Proximity to supply chain and key markets
- Quality of Life
- Business Environment

Historical Target Industries

Manufacturing:

- Automotive Parts
- Medical Instruments & Suppliers
- Cosmetics
- Plastics
- Food Processing
- Entertainment

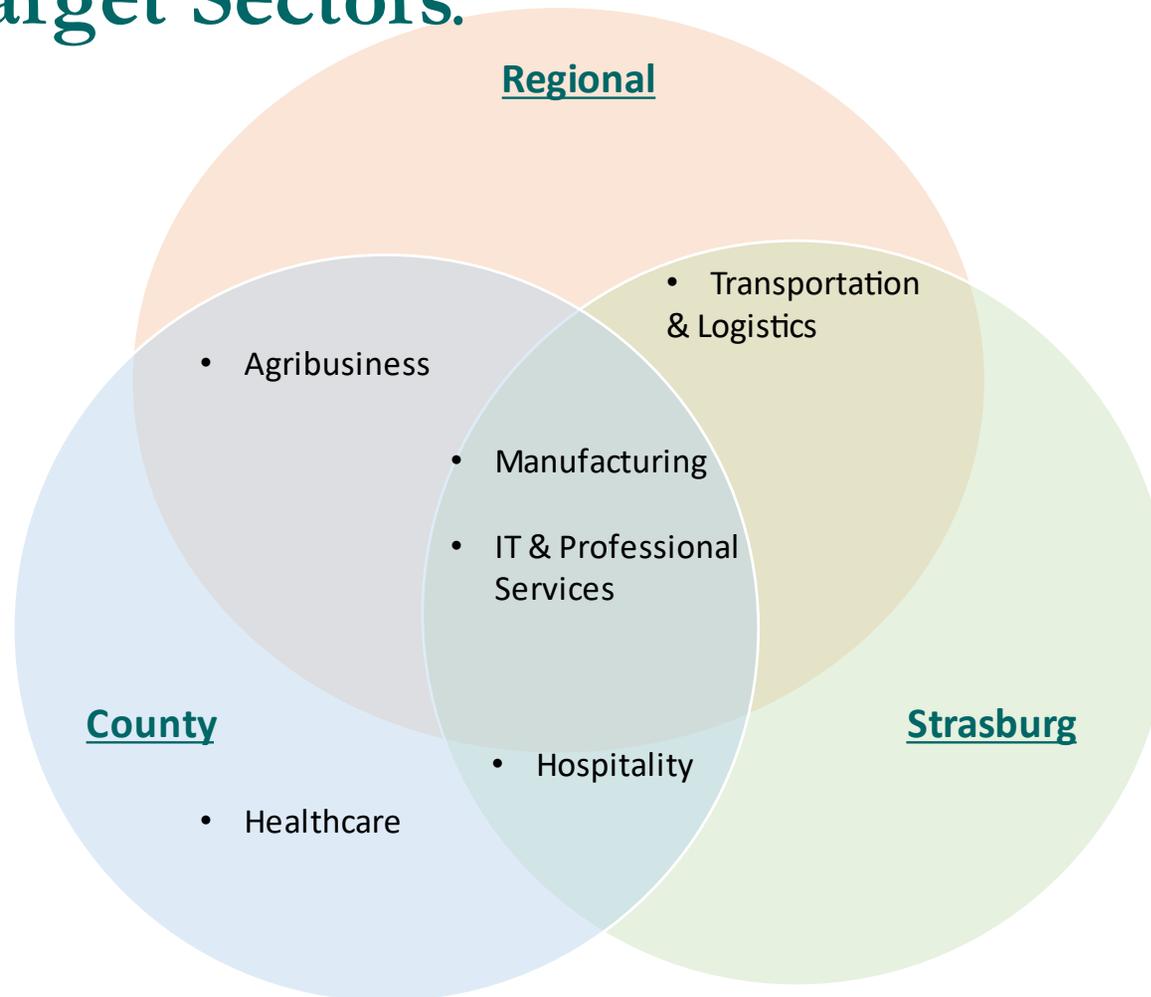
Services:

- Telecommunications
- Medical Laboratories
- Specialized Distribution

White Collar:

- Corporate Headquarters
- Research & Development
- Internet
- Import/Export Firms
- Educational Training Facilities

Current Target Sectors:



Current Strategic Plan: Goals

- Increased Median Income
- Diversify & Expand Tax Base
- Improve Business and Employment Opportunities
- “Right Size” Development
- Identify Growth Areas & Define the Type of Growth Envisioned

Executive Summary Report

It's time to Re-Invest in the Business Park. It's time to Re-Invest in Strasburg.

The Town of Strasburg is determined to have a strong, sustainable and vibrant economic future commensurate with its long history. The Northern Shenandoah Business Park ("the Park" or "NSBP") represents a significant opportunity for new industrial and business development, yet it has remained mostly undeveloped. The Town is seeking to broaden its economic base by attracting businesses and industries to the Park that will capitalize on the town's and the region's competitive advantages.

Strasburg retained the consultant team of Camoin Associates, Pennoni, and LPDA (collectively the "Camoin Team") to develop a plan that identifies (a) the industries that the Town should target for the Park, (b) analyze and identify infrastructure needs for the Park, and (c) provide a clear, step-by-step implementation plan. The Town has set the bar high for its economic development expectations and is seeking "a unique, viable and compelling alternative compatible with Strasburg's beautiful natural environment and complementing the culture, heritage and spirit of community we are determined to preserve."

Our approach.

The Town, Steering Committee, and Camoin Team made up of economic developers, planners, and engineers embarked on an interdisciplinary approach to develop this strategy for NSBP. The process included:

- Economic Base & Trends Analysis
- Real Estate Site Competitive Analysis
- Retail Market Analysis
- Targeted Industry Sector Analysis
- Infrastructure Assessment
- Property Use Analysis
- Committee Facilitation
- Conceptual Plan Development
- Public Design Charrette
- Financial Analysis
- Marketing & Communication Strategy

Through this process, the Town, Steering Committee and Camoin Team worked together to develop a collective vision for the Park, illustrated by two development concepts, and an implementation plan to achieve that vision.

What we learned.

The economic and market trends analysis shows that while communities around Strasburg are growing, the Town struggles to retain jobs. It is becoming harder for Strasburg's children to stay here and find a career path. The recession hit the community hard and it has not yet fully recovered. Something needs to be done to reverse this trend.

Economic development and growth is happening throughout the region **BUT not in Strasburg** because the park lacks basic infrastructure.

We can change the trend.

The Town has an opportunity to reverse these negative trends and take control of its future by making strategic investments into infrastructure, marketing, and overall economic development. Without investments in water, sewer, and roads, the park will remain undeveloped. Strasburg also needs to be branded as a welcoming place for business and investment, and the Town needs to broadcast that brand to the region and beyond.

Preparing the park for development will require complex coordination and management that only the Town can lead.

The necessary infrastructure costs total around \$5 million. This is a BIG number BUT the Town can pay for it through:

- **Re-Investment:** The Town currently receives about \$200,000 annually in tax revenue from the park following the annexation.
- **Partnerships:** There are opportunities to create public-private partnerships with current property owners and future developers to recover initial costs.
- **Tax Revenue:** Future tax revenue will cover the outlays.

Re-investing in the business park will resonate beyond the park itself. The risk is not zero, BUT, Strasburg is in a great position in a growing regional economy. The return on the Town's investment would come in the form of job creation and tax revenue. According to the financial analysis, development of the park could generate 2,400 – 2,800 new jobs and \$620,000 - \$1 M in average annual net tax revenue for Strasburg.

Opportunities exist.

The economic and market trends analysis identified several industries as having potential for Strasburg and the Economic Region, either for their concentration in employment (Manufacturing) or growth over the last decade (Transportation and Logistics), recent national trends that show increasing demand (Office Generating space), or critical elements in enhancing quality of place (Retail, Accommodations & Food Services).

Transportation, Warehousing, Logistics – Strasburg has local and regional strengths in transportation and distribution and has seen recent growth. Assets include access to major East Coast and inland markets, highway access, nearby Virginia Inland Port and marine ports (Norfolk, Baltimore), and rail.

Manufacturing – Strasburg has experienced historic losses in manufacturing, but it is still a major employer for the community. Transportation and logistics assets are a significant advantage. Modern manufacturing establishments are smaller than in the past and demand less square footage and less employment.

Retail, Accommodations & Food Services - With a growing population locally and in the region, local consumer demand for restaurants and eating places has increased significantly. Strasburg's rich history and natural environment offers many tourism and recreational assets to support this sector. Regional growth in retail is a positive trend.

Healthcare - Healthcare is a regional strength and growing. Strasburg is seeing growth locally in continuing care retirement and assisted living communities. Opportunities for the town will be smaller in terms of space demand and employment size (satellite centers, home health services, local health services, etc.).

Business & Professional Services - These industries are growing regionally, but are still small relative to major sectors. They typically drive demand for commercial office space (besides IT and healthcare). Strasburg has good fiber infrastructure, which is a competitive advantage. Both the Park and downtown Strasburg offer options for small and mid-sized offices.

It's not just about the park.

Successful development of the park is essential to the Town of Strasburg's ability to restore and strengthen the health of its downtown. The plan addresses specific actions to increase competitiveness of the park itself and presents fundamental economic issues critical to the success of the town as a whole.

If the Town does nothing, it will continue to lose jobs and the economic base will shrink. Re-investing in the park will reverse this trend, help save the downtown by diversifying the economy, and give Strasburg's kids an opportunity to work and live here.

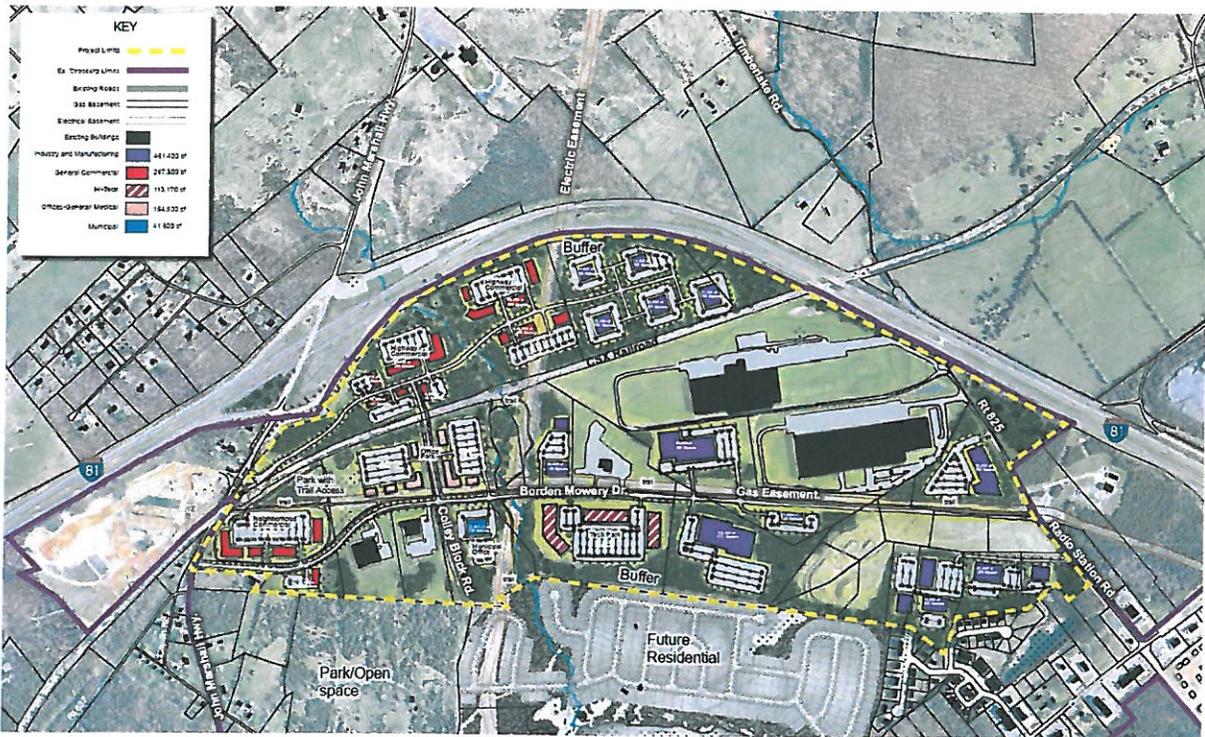
A development framework.

The project team prepared two development concepts that illustrate the Town's vision for the Northern Shenandoah Business Park (NSBP). The two concepts show buildout of the park with two different tactics:

- **Concept I** contains smaller footprints of both industrial and commercial space representing what the park might look like if Strasburg was successful in attracting more knowledge-intensive type of industries and smaller light manufacturing users.
- **Concept II** represents a scenario in which more present opportunities are realized with businesses in the transportation and distribution industry occupying the eastern portion of the park.

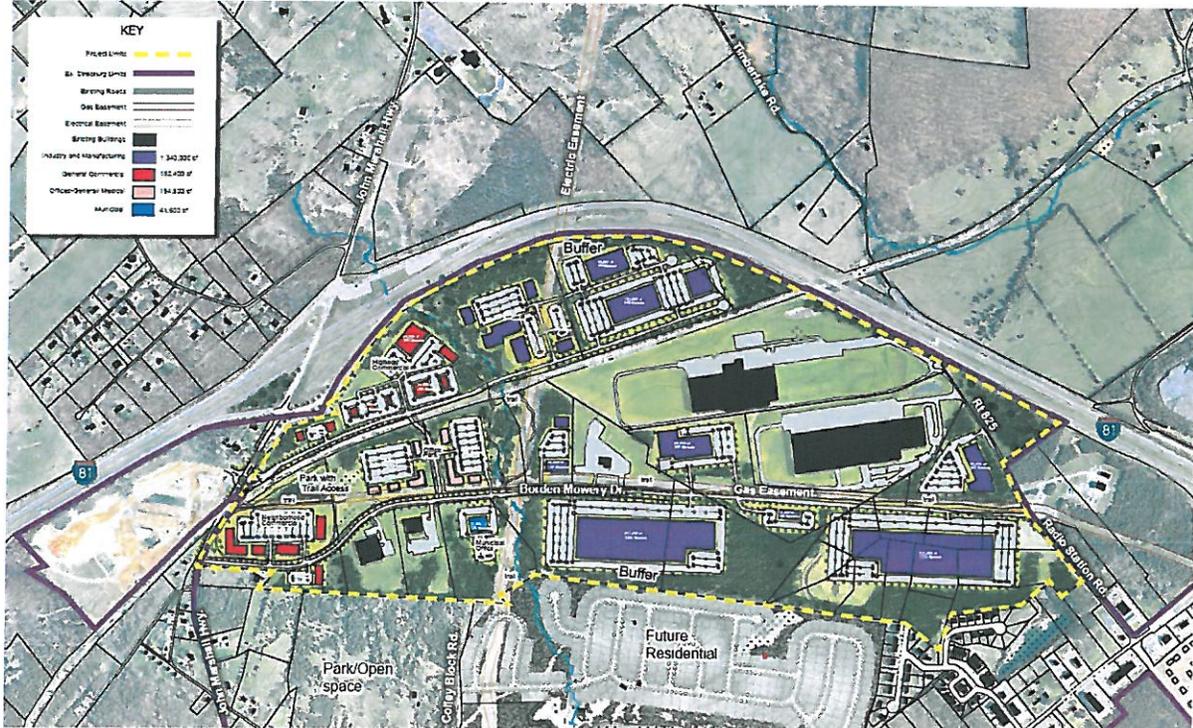
The two concepts are not meant to represent a choice between two options. Rather, they represent a range of feasible buildout scenarios assuming the Town and its partners take strategic action to create an attractive, competitive environment for investment. Ultimately, the park will likely evolve containing elements from both concepts. We stress the importance of flexibility in design and use.

The purpose of this strategy is not to set a single path toward one development option but to create a framework of the Town's vision that will guide the private sector in adapting emerging market opportunities to the Town's desired development outcomes.




LPDA
 LAND PLANNING & DESIGN
 February 24, 2016

Northern Shenandoah Industrial Park Development Plan
Concept I




LPDA
 LAND PLANNING & DESIGN
 February 24, 2016

Northern Shenandoah Industrial Park Development Plan
Concept II

How we'll get there.

Downtowns are the heart and soul of a community. Successful development of the Northern Shenandoah Business Park is contingent on the Town of Strasburg's ability to restore and strengthen the health of its downtown and vice-versa. Downtown redevelopment and buildout of the business park are not mutually exclusive. Therefore, the Northern Shenandoah Business Park Development Plan is two-fold. It addresses specific actions the Town and its economic development partners can take to increase competitiveness of the park itself. At the same time, this plan presents fundamental economic issues critical to the success of the town as a whole such as quality of place, workforce, and growing the entrepreneurial network.

Park-Specific Initiatives

A. Site Readiness

Businesses today demand immediately available and ready property with all infrastructure and approvals in place or, if not in place, easily and quickly attainable. Without certainty in these areas, Strasburg is not "in play" for major new developments. By completing roadways through the park, extending infrastructure to un-served properties, and simplifying the development process, Strasburg can significantly increase the attractiveness of the park.

B. Marketability of the Park

The Northern Shenandoah Business Park (NSBP) does not have a well-known identity. During this strategic planning process, the Town and Steering Committee appropriately changed the name of the park giving it geographic context and flexibility; however, many still think of the park as the "Golden Triangle" (its former name). This name change must be carried through on physical signage and digital "virtual" media. Strategies to increase marketability of the park are designed to create a buzz about the proactive efforts the Town and regional economic development community is taking to promote development and **must be coordinated with efforts to market Strasburg overall.**

C. Land Availability

One of the NSBP's biggest impediments to successful development is the diffuse ownership of holdings within the park. To address this challenge, over time the Town may purchase and assemble parcels of land into larger groupings that will be much more attractive to prospective buyers. Additionally, because of the limited availability of large sites in the region, the Town could expand the park outside of the current town boundaries to encompass land of this size and nature. Both tactics will significantly increase the NSBP's competitiveness.

Overall Local Economic Development Initiatives

D. Business Environment

Successful implementation of the NSBP strategy requires building greater connections among the economic development network between local and regional economic development organizations and the business community. Having received the Community Business Launch



Grant, Strasburg has a unique opportunity to connect economic development partners, ensure that they are part of the network and that their needs are being met. A strong local business community is necessary to support business retention, expansion, and attraction efforts.

E. Marketing Strasburg

Marketing for the Northern Shenandoah Business Park must be integrated within marketing for Strasburg overall and coordinated with county, regional, and state economic development marketing efforts. Timing is a critical consideration. Promotion of the park itself will be a wasted effort without first completing the actions outlined under Site Readiness and Marketability. Otherwise, the park cannot realistically compete with other properties in the region that currently have basic infrastructure and access. The Town's role in marketing is to assemble and package information about available properties, the benefits of doing business and living in Strasburg, and provide that information to regional and state organizations responsible for economic development.

F. Quality of Place

As the economy becomes increasingly digitized and connected, talented workers are choosing where to reside based on their preferred lifestyle and quality of place over employment opportunities. Many employers are finding themselves in the unfamiliar situation of chasing talent instead of attracting it. Therefore, as noted in the introduction, it is absolutely critical that Strasburg continues to focus on its downtown as the core of the community in order to retain and attract talent. This will require that the Town's Planning Department and Economic Development Department work together, sharing information and collaborating on projects taking a "Community Development" approach.

The following matrix summarizes the strategies and actions that are detailed in the Action Plan Matrix into a framework, which includes:

- **Near Term:** Immediate findings based on what has happened and is happening recently, leveraging the assets of today to overcome today's challenges
- **Long-term:** Investing in and building capacity for long-term transformation

	Near Term	Long Term
Business & Industrial Park	<ul style="list-style-type: none"> • Infrastructure investments to increase site readiness: completion of road is key • Increase I-81 visibility • Marketing for expansion and attraction: manufacturing and logistics companies with regional interests, office utilizing industries, and medical office users. • "Roll back" requirements in UDO • Right Now Certification 	<ul style="list-style-type: none"> • Land assembly • Expand size of park • Balancing warehouse and logistics sector growth with need for diversity in the park • Community center, mixed-use development • Amenities (paths, open space) • Marketing/branding campaign • Outpatient healthcare services integrated within mixed-use
Local Overall Economic Development	<ul style="list-style-type: none"> • Integrate with transportation planning to mitigate congestion in town • Make quality of place a priority (workforce attraction) • Make downtown a priority • Enhance Downtown Strasburg Marketing • Marketing for new office space downtown • Workforce partnerships • Integrate with healthy community initiatives 	<ul style="list-style-type: none"> • Workforce partnerships • Balancing sector growth with diversifying the local economy • Education partnerships • Develop entrepreneurial culture • Partnerships with regional healthcare providers • Integrate with housing opportunities for diverse workforce



1 EXECUTIVE SUMMARY

A. INTRODUCTION

This executive summary chapter highlights the most important findings of the County's Strategic Economic Development Plan update process. The process included empirical and anecdotal analyses, community and stakeholder input, and substantial engagement intended to meet three primary objectives: [1] clearly define a unified economic development vision for Shenandoah County; [2] provide the community with the information necessary to make informed legacy decisions that will shape short-term and long-term economic development opportunities; and [3] provide a detailed strategic action plan to guide the County from vision to implementation.

It is important to note that implementing a strategic economic development plan requires substantial outreach and education. Equally important to proactively marketing the community to existing and prospective business, is the role of marketing and outreach within our own community. This includes outreach towards the public, partnering organizations, and to local decision makers. Simply put, RKG Associates and the Working Group want to make sure the County is properly engaging its economic development effort in the most effective and efficient way.

- Implementation is a process and not an event
One of the more common challenges communities have when implementing a strategic plan is to establish unrealistic expectations in terms of the timing and scale of results. **In truth, much of the initial actions will be focused on adopting and changing policies, establishing new programs and initiatives, and collecting and tabulating the data necessary to be successful.** Providing the education on how these efforts unfold is critical to being able to stay the course as many of these efforts may take time before their impact can be fully realized.
- Be creative and flexible when implementing
The strategic economic development plan is not intended to be a literal guide for the County to follow. The concepts and strategies provided by RKG Associates are best practices at achieving the vision defined by the Working Group. Given the long-term timeframe of several of these recommendations, several factors relevant to Shenandoah County may (and most likely will) change over time. Market conditions and access to resources will adjust over time, requiring the County to find an alternative approach to reach the stated vision. To this point, this document should be viewed as guidelines and not prescriptive edicts.
- Being proactive can provide greater opportunities
Some communities consider economic development implementation as a reaction to demands from the marketplace and not proactively pursuing the vision established by processes such as these. Getting ahead of the investment market provides several benefits. Most notably, engaging with business prospects or property owners before there is an established plan can lead to more creative solutions that meet the needs of both the public and private partners. This is particularly critical for Shenandoah County, as many opportunity sites are located within local municipalities, that have land use controls. **At the very least, the coordination effort will provide all partners with a greater understanding of the economic development vision and can create strategies to enact that vision prior to finalizing any investments.**



- **Coordination is critical**

Shenandoah County has limited staff and financial resources to achieve all the goals laid out in this document. However, there are several key implementation and investment partners that already focus on many of these opportunities (i.e. Shenandoah Valley Partnership, Lord Fairfax Community College...). **The County needs build the relationships with each of those partners to leverage their expertise and resources to assist the community in obtaining its goals. In other words, there is no reason for Shenandoah County to 'reinvent the wheel.'** More long-term, the County should also consider how to better leverage a public-public (i.e. with the Towns) or public-public-private partnership (with the Towns and private entities), where these strategic partners co-invest and co-manage implementation, further leveraging county resources.

B. MAJOR FINDINGS

The impact of the recession has been more severe on Shenandoah County than the surrounding area in terms of population and household growth. Though the 2007 recession hit the broader Shenandoah Valley region, which is reflected in the declined growth rates of population and households in both Shenandoah County and the surrounding area, the County has not experienced the same recovery. This is particularly true for the central and southern parts of the County.

The net out-migration of the younger workforce combined with the high concentration of the retirees adversely impacts the economic potential for the County. The decrease of the population within the 35- to 54-year-old cohort substantially reduced the County's experienced labor force, which would otherwise provide a solid foundation for the economy. Additionally, the County has the highest concentration of the retiree population aged 65 and older within the broader Shenandoah Valley region, most likely due to relatively affordable living costs and abundant outdoor recreational options.

The County has not been capturing its 'fair share' of non-residential growth. Regional development activity indicate that Shenandoah County has not captured a proportional share of growth occurring in the Shenandoah Valley. Most notably, there have been over 5.2M square feet of industrial building space delivered regionally since 2015. Shenandoah County has only captured 75,000 square feet of this development.

Shenandoah County properties need to be more competitive to attract investment. RKG Associates' observation of current land asking prices reveal there is a disconnect between Shenandoah's competitive position within the region and property owners' expectations. Simply put, land assets elsewhere in the Valley are more development-ready and priced such that prospects likely will be able to get to market more quickly and see better value at those locations (particularly around Winchester and Harrisonburg). Owner engagement will be necessary for the County to increase its potential success.

Shenandoah County has seen a substantial growth in small farms and a slight increase in larger farms. Farmers under 10 acres saw a 135% increase in the past 15 years. This growth comes from a growing trend of retirees purchasing agricultural land to build estate homes and the subdivision of farms as they are passed down to children. This trend has been met with opposition from some portions of the farming community, seeking to preserve agricultural land. However, others within the farming community want to preserve this option, enjoying the higher land valuation that estate development provides when they chose to stop farming. Also, there are more farms that are 500 acres or larger in year 2017 than existed in 2002. Presumably some mid-size farmers left farming and leased or sold their land to larger farmers.

Agritourism has continued to grow as an economic engine for Shenandoah County. The Census data indicate that agritourism revenues have increased approximately 1,000% since 2002. Much of this increase results from the County's growth in fermented and distilled beverage manufacturing.



However, other farmers are seeking ways to increase revenues through direct marketing and creating recreational experiences on their farms to take advantage of consumers being willing to travel and spend for experienced based agricultural retail offerings (i.e. pick-your-own). The County should continue to develop and assist these types of ventures.

Collaborate with the towns to set policy/regulation. Building upon the previous point, almost all these Opportunity Sites are located within town municipal boundaries. Further, any development on parcels outside the towns will require access to their water and sewer service or that of the County's sanitary districts. Coordination and collaboration with the towns on the economic development potential of the identified sites (and any other sites to be considered in the future) should be a short-term action. Simply put, the respective town leadership needs to share in the County's vision for these sites and establish the policies and regulations to enable economic development activity to occur. This process may require a public engagement effort, particularly for those Opportunity Sites that will require a rezoning.

Building and site-readiness should be a priority. The Virginia Economic Development Partnership has a site certification process called the Virginia Business Ready Sites Program (VBRSP). This program lets prospective businesses know the current development state of large economic development sites throughout the Commonwealth, scoring them from Tier 1 (marketed, but little to no due diligence has been done) to Tier 5 (all permits are in place and ready for site disturbance). Naturally, sites that achieve a higher score, in general, are going to be more desirable as the time needed to begin construction will be much less than those on the lower end of the scoring scale. Currently, the County highest rated sites are Tier 3 (three properties within the Northern Shenandoah Business Park). Further, none of the identified Opportunity Sites include any of the existing vacant industrial or commercial buildings. Based on RKG Associates' assessment, many of these buildings are non-competitive based several factors, not the least of which being location, condition, and physical dimensions. Simply put, most of County's existing vacant building stock has similar challenges as its raw land inventory... being less desirable than available supply elsewhere in the Shenandoah Valley. To these points, Shenandoah County should focus on having a stronger supply of sites and buildings to meet today's just-in-time demands of businesses seeking to expand/relocate.

C. TARGET INDUSTRIES

This analysis "casts a wide net" in determining potential target industries. Taking a more aggressive approach to identifying possible industry targets for Shenandoah County can help the County's economic development office refine its proactive marketing and recruitment outreach efforts. In this context, aggressive means that the screening process was inclusive rather than exclusive relative to potential opportunities that may appear marginal considering historical economic trends. Being inclusive at this phase ensures any potentially viable options can be tested before being eliminated.

Furthermore, the target industry lists move beyond just static targets. They identify vertical (supply-chain) and horizontal (market) relationships within the primary target markets. By using this methodology Shenandoah County can apply a comprehensive approach to building upon existing industry clusters and developing new ones. This is particularly important when targeting industries that already have a relationship with an existing regional industry and/or business.

The following section discusses the rationale used to describe how the above findings were incorporated into the industry screening process. Based on the assets and constraints summarized earlier, the Consultant initiated a review of primary and secondary source materials to identify a broad range of potential industries that appear to be either compatible with the county's location/labor assets or marginally affected by known constraints. This process has several purposes when undertaken as part of an economic development strategy including:



- Establishing a framework for matching Shenandoah County’s available “product” (land, utilities, intangibles, etc.) to potential markets;
- Identifying a receptive “audience” for a focused marketing campaign;
- Understanding the characteristics, size and long-term growth potential of compatible markets;
- Establishing priorities for the allocation of marketing resources; and
- Identifying prospect industries for further consideration.

In analyzing possible target industries beyond the area’s historical economy or previous efforts, the screening process ensured that any potentially-viable targets could be tested and analyzed before being eliminated in favor of more promising options. The analysis revealed there are five industry clusters that Shenandoah County would be competitive in pursuing an active recruitment strategy:

- Manufacturing & Production
- IT & Communications
- Hospitality & Tourism
- Agribusiness
- Healthcare

As noted throughout the SEDP document, these business sectors are by no means the only ones that can or should grow in Shenandoah County in coming years. Instead, these represent the best chances for the Tourism and Economic Development Departments and its partners to use their limited economic development resources to have the greatest positive effect upon the local economy. A more detailed description of these clusters is in Chapter 7.

D. IMPLEMENTATION

Before any community can formulate a strategic action plan, it must first agree upon its desired outcomes. As part of the SEDP process, RKG and County staff collaborated with several members of the Shenandoah County community through a Working Group to discuss and define goals for economic development within Shenandoah County. Feedback gathered at the Working Group meetings—combined with input provided by the County’s Board of Supervisors, dozens of interviews with municipal leaders, business owners, citizens, and implementation partners—helped define the vision that underpins every recommendation included in the SEDP Implementation Matrix:

A comprehensive and collaborative partnership among all public and private local, regional, and statewide economic development entities to provide current and future Shenandoah County businesses an environment to thrive and grow; and to ensure current and future County residents with the opportunity to benefit from economic growth through personal gain and enhanced quality of life.

1. Goals

The economic development goals detailed in this section reflect the input and engagement of the Working Group, County staff, the Board of Supervisors, and dozens of county residents, municipal leaders, and business owners. These goals were parsed into three categories: Process Goals, Implementation Goals, and Outcome Goals. The process goals reflect the Working Group’s desire to ensure that all specific recommendations included in this plan have been well thought, are consistent with the vision, and provide a ‘road map’ that maximize the effectiveness and efficiency of the County’s investments in economic development. The implementation goals detail the general outcomes that the Working Group believes all economic development efforts should target. The outcome goals reflect the



Working Group's desired results from the pursuit of the process and implementation goals and/or the execution of the implementation strategies. The following goals are presented in no particular order, as the Working Group did not specify any single goal was more important than the others.

Process Goals

- Provide the community with a better understanding of Economic Development processes and information so that they can make informed economic development decisions
- 'Right-size' economic development efforts based on reasonable market, financial and capacity levels
- Prioritize community investments over time to achieve objectives
- Identify specific economic development growth areas and define the type of growth envisioned

Implementation Goal

- Improve the county's competitiveness to retain and attract new business investment
- Improve the county's fiscal position through new investment
- Create the workforce that supports existing and targeted industries
- Define a balance between jobs and housing to accommodate job growth
- Preserve the quality of life for current and future residents
- Enhance collaboration with regional/statewide economic development partners

Outcome Goals

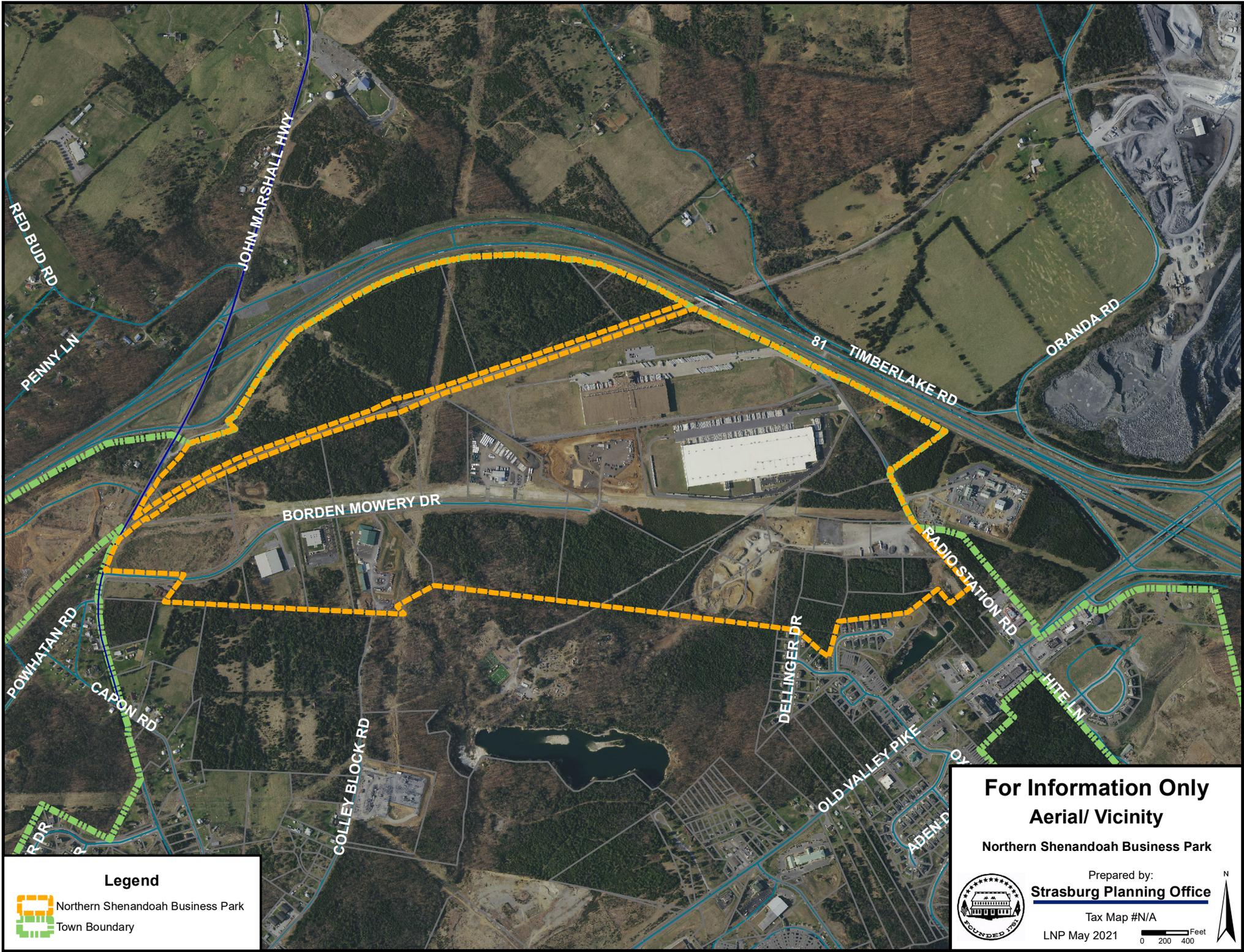
- Increased median income
- Diversify and expand tax base
- Improve business and employment opportunities

2. Implementation Matrix

Chapter 8 of this report details the implementation matrix, providing a full range of objectives and corresponding action items for the County's consideration. As noted, this matrix should serve as a reference document as the economic development staff craft their annual business plan. The time lines, estimated costing, and implementation partners for each action item identified in the matrix reflects RKG Associates professional recommendation guided by input from County staff and the Working Group. The Tourism and Economic Development Department's annual business plan should be structured to advance the vision and goals established through this effort but prioritized and scaled based on the available staffing and capital resources available at that time. The final timing, focus, and potential costs for each action item should be refined by staff and/or the responsible implementation partner when implementation occurs.

E. NEXT STEPS

The SEDP planning process has provided Shenandoah County with an aspirational, but achievable, course of action to better position the community for economic growth and vitality. Now the County leadership, staff, and implementation partners must finish what they have started. The Next steps include: [1] adopting this plan as the County economic development strategy, [2] continue the formal stakeholder and partner outreach to build a sustainable economic development council to work with County staff to define specific priorities and implement the plan, and [3] establish a 12-month business plan that synthesizes the County's priorities with available staff and resources to advance the goals and objectives identified herein. From there, Shenandoah County leadership, administration, implementation partners, and the general community need to continue to engage collaboratively and productively to achieve the defined goals and adapt specific strategies based on changing markets, community desires, and available resources.



Legend

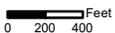
-  Northern Shenandoah Business Park
-  Town Boundary

For Information Only
Aerial/ Vicinity

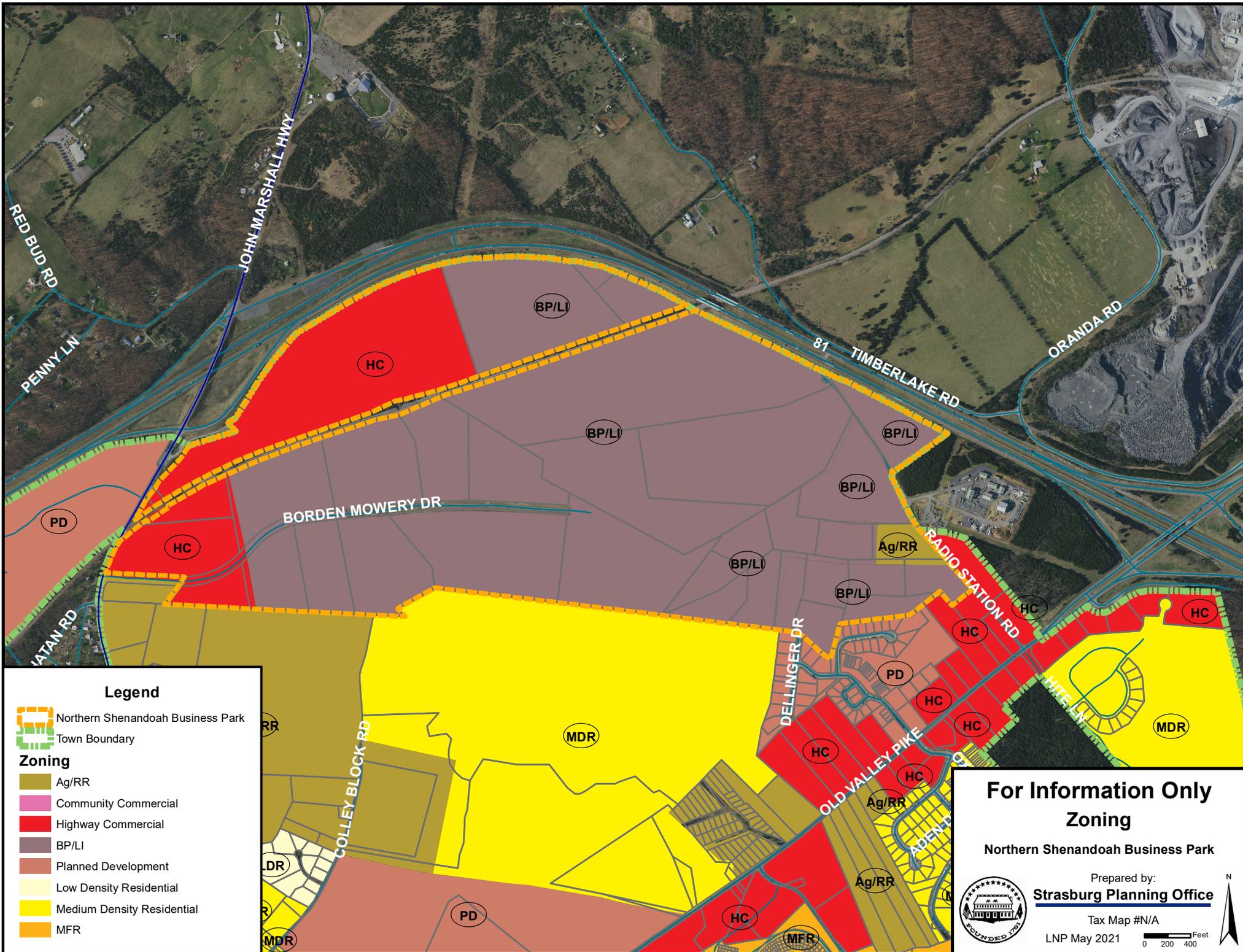
Northern Shenandoah Business Park

Prepared by:
Strasburg Planning Office

Tax Map #N/A

LNP May 2021  Feet



Legend

-  Northern Shenandoah Business Park
-  Town Boundary

Zoning

-  Ag/RR
-  Community Commercial
-  Highway Commercial
-  BP/LI
-  Planned Development
-  Low Density Residential
-  Medium Density Residential
-  MFR

**For Information Only
Zoning**

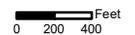
Northern Shenandoah Business Park

Prepared by:

Strasburg Planning Office

Tax Map #N/A

LNP May 2021



3.13 Highway Commercial (HC) District

3.13.1 Purpose

The HC district is intended to accommodate general business areas, highway-oriented commercial uses, wholesale operations, and similar uses that generate a large volume of traffic. This district is intended for general trades and commercial services located on major thoroughfares outside of central or local business districts. This district is particularly appropriate alongside major highway. This district draws highway uses, such as restaurants, service stations, and motels which are not totally compatible with shopping centers but which may be grouped together as highway service centers.

3.13.2 Density, Intensity and Dimensional Standards

A. HC District Lot Development Standards

Development Element	Standard
Lot Size (minimum; shopping center / non-shopping center)	3 ac. / 1 ac.
Front Yard Setback (minimum, from right-of-way)	40'
Side Yard Setback (minimum, from lot line)	20'
Side Yard Setback (minimum, from right-of-way)	40'
Rear Yard Setback (minimum, from lot line)	25'
Rear Yard Setback (minimum, from lot line, if adjacent to residential district)	50'
Frontage (minimum)	75'
Building Height (maximum)	60'
Lot Coverage (maximum)	75%

B. Other District Standards

1. Buildings may be no more than 60 feet in height from the average grade.
2. All accessory buildings shall be less than the main building in height.
3. Before a Zoning Permit shall be issued or construction commenced on any permitted use in this district, or a permit issued for a new use, detailed Site Plans shall be submitted in conformance with this UDO.
4. Sufficient area shall be provided to adequately screen permitted uses from adjacent residential districts, as provided in this UDO.

3.13.3 HC Use Matrix

Land Use	LBCS Code	HC
RESIDENCE OR ACCOMMODATION FUNCTIONS	1000	
Accessory dwelling	1130	SUP
Assisted-living board and care and adult care group homes	1230	P
Hotel, motel, or tourist court	1330	P
GENERAL SALES OR SERVICES	2000	
Retail sales or service and repair	2100	P

Land Use	LBCS Code	HC
Automobile sales or service establishment	2110	P
Car dealer	2111	P
Bus, truck, mobile homes, or large vehicles	2112	P
Boat or marine craft dealer	2114	P
Parts, accessories, or tires	2115	P
Gasoline service	2116	P
Automotive repair and maintenance	2117	P
Heavy consumer goods sales or service	2120	P
Furniture or home furnishings	2121	P
Hardware	2122	P
Hardware, home center	2122	P
Lawn and garden supplies	2123	P
Department store, warehouse club, or superstore	2124	P
Electronics and appliances	2125	P
Lumber yard and building materials	2126	P
Heating and plumbing equipment	2127	P
Durable consumer goods sales and service	2130	P
Computer and software	2131	P
Camera and photographic supplies	2132	P
Clothing, jewelry, luggage, shoes, clocks, sewing	2133	P
Sporting goods, toy and hobby, and musical instruments	2134	P
Books, magazines, music, videos, CDs, stationery, greeting cards, seasonal decorations, school and office supplies, etc.,	2135	P
Consumer goods, other	2140	P
Florist	2141	P
Art dealer, supplies, sales and service	2142	P
Tobacco or tobacconist establishment	2143	P
Mail order or direct selling establishment	2144	P
Antique shop, flea market, thrift stores	2145	P
Grocery, food, beverage, dairy	2150	P
Grocery store, supermarket, or bakery	2151	P
Convenience store	2152	P
Specialty food store	2153	P
Fruit and vegetable store	2154	P
Beer, wine, and liquor store	2155	P
Health and personal care	2160	P
Pharmacy or drug store	2161	P
Cosmetic and beauty supplies and personal grooming products	2162	P
Optical and contact lenses	2163	P
Markets for farm produce or crafts	2199	P
Finance and insurance	2200	P

Land Use	LBCS Code	HC
Bank, credit union, or savings institution	2210	P
Credit and finance establishment	2220	P
Investment banking, securities, and brokerages	2230	P
Insurance-related establishment	2240	P
Fund, trust, or other financial establishment	2250	P
Pawn shop	2260	P
Real estate, and rental and leasing	2300	P
Real estate services	2310	P
Property management services	2320	P
Commercial property-related, mini- or self-storage	2321	SUP
Rental housing-related	2322	P
Rental and leasing	2330	P
Cars	2331	P
Leasing trucks, trailers, RVs, buses, aircraft, tugboats, etc.	2332	P
Recreational goods rental	2333	P
Leasing commercial, industrial machinery and equipment	2334	P
Consumer goods rental	2335	P
Business, professional, scientific, and technical	2400	P
Professional services	2410	P
Legal services	2411	P
Accounting, tax, bookkeeping, payroll services	2412	P
Architectural, engineering, surveying and related services	2413	P
Graphic, industrial, interior design services	2414	P
Consulting services (management, environmental technical)	2415	P
Scientific research and development services	2416	P
Advertising, media, and photography services	2417	P
Veterinary services	2418	P
Administrative services	2420	P
Office administrative services	2421	P
Facilities support services	2422	P
Employment agency	2423	P
Copy center, private mail center, other business support services	2424	P
Collection agency	2425	P
Travel arrangement and reservation services	2430	P
Landscaping	2453	P
Carpet and upholstery cleaning	2454	P
Food services	2500	P
Full-service restaurant	2510	P
Cafeteria or limited service restaurant	2520	P
Drive-through restaurants	2521	P
Snack or nonalcoholic bar	2530	P

Land Use	LBCS Code	HC
Bar or drinking place	2540	P
Mobile food services	2550	P
Caterer	2560	P
Food service contractor	2570	P
Vending machine operator	2580	P
Personal services	2600	P
Personal care	2610	P
Hair, nail, and cosmetic skin care	2611	P
Dieting and weight reducing	2612	P
Tanning salon	2614	P
Electrolysis, ear piercing, and other personal care services	2616	P
Dry cleaning and laundry	2620	P
Coin-operated laundromat	2621	P
Dry cleaning and laundry	2622	P
Linen and uniform supply	2623	P
Photofinishing	2630	P
Massage therapist	2651	P
Tattoo parlor	2652	P
Pet and animal sales or service (except veterinary)	2700	P
Pet or pet supply store	2710	P
Animal and pet services and kennels	2720	P
Animal services	2720	P
MANUFACTURING AND WHOLESALE TRADE	3000	
Food and beverages	3110	SUP
Printing and related support activities	3221	SUP
Jewelry and silverware	3410	SUP
Dolls, toys, games, and musical instruments	3420	SUP
Office supplies, inks, etc.	3430	SUP
Signs	3440	P
Wholesale trade establishment	3500	SUP
TRANSPORTATION, COMMUNICATION, INFORMATION, AND UTILITIES	4000	
Local transit systems--bus, special needs, and other motor vehicles	4133	P
Non-local and charter bus	4134	P
Sightseeing	4136	P
Taxi and limousine service	4137	P
Towing and other road and ground services	4138	P
Courier and messenger services	4160	P
Postal services	4170	P
National post office	4171	
Communications and information	4200	P
Publishing	4210	P

Land Use	LBCS Code	HC
Newspapers, books, periodicals, etc.	4211	P
Software publisher	4212	P
Motion picture and video production, publishing, and distribution	4221	P
Motion picture viewing and exhibition services	4222	P
Sound recording, production, publishing, and	4223	P
Tele-communications and broadcasting	4230	P
Radio and television broadcasting	4231	P
Cable networks and distribution	4232	P
Wireless telecommunications	4233	P
Towers and antennas	4233	P
Telephone and other wired telecommunications	4234	P
Information services and data processing industries	4240	P
Online information services	4241	P
Library or archive	4242	P
News syndicate	4243	P
Utilities and utility services	4300	P
Service distribution lines	4300	P
Electric substations	4300	P
Electric power	4310	P
Natural gas service	4329	P
Water service	4339	P
Wastewater service	4349	P
ARTS, ENTERTAINMENT, AND RECREATION	5000	
Performing arts or supporting establishments	5100	P
Theater, dance or music establishment	5110	P
Sports team or club	5120	P
Independent artist, writer, or performer	5160	P
Museums and other special purpose recreational institutions	5200	P
Museum	5210	P
Historical or archeological institution	5220	P
Amusement, sports, or recreation establishment	5300	P
Games arcade establishment	5320	P
Miniature golf establishment	5340	P
Public recreation facilities	5370	P
Private recreation facilities	5372	P
Bowling, billiards, pool	5380	P
Skating rink, roller skating	5390	P
Natural and other recreational parks	5500	P
EDUCATION, PUBLIC ADMINISTRATION, HEALTH CARE, AND OTHER INSTITUTIONS	6000	
Nursery or preschool	6110	P

Land Use	LBCS Code	HC
Elementary	6121	P
Middle or junior	6122	P
Senior or high	6123	P
Special needs education services	6125	P
Adult education services	6126	P
College or university	6130	P
Technical, trade, or other specialty school	6140	P
Beauty schools	6141	P
Business management	6142	P
Computer training	6143	P
Driving education	6144	P
Fine and performing arts education	6145	P
Sports and recreation education	6147	P
Public administration	6200	P
Legislative and executive functions	6210	P
Judicial functions	6220	P
Court	6221	P
Other government functions	6300	P
Public safety	6400	P
Fire and rescue	6410	P
Police	6420	P
Emergency response	6430	P
Health and human services	6500	P
Ambulatory or outpatient care services	6510	P
Clinic	6511	P
Family planning or outpatient care clinic	6512	P
Medical or diagnostic laboratory	6513	P
Blood or organ bank	6514	P
Nursing, supervision and other rehabilitative services, except	6520	P
Hospital	6530	SUP
Health care facility	6540	P
Child and youth services	6561	P
Child daycare	6562	P
Community food services	6563	P
Emergency and relief services	6564	P
Other family services	6565	P
Services for elderly and disabled	6566	P
Veterans affairs	6567	P
Vocational rehabilitation	6568	P
Small religious institution	6600	P
Large religious institution	6600	P
Funeral home and services	6710	P

Land Use	LBCS Code	HC
Cemetery or cremation services	6720	P
Labor or political organization	6810	P
Business association or professional membership	6820	P
Civic, social, or fraternal organization	6830	P
CONSTRUCTION-RELATED BUSINESSES	7000	
Building, developing, and general contracting	7100	P
AGRICULTURE, FORESTRY, FISHING, AND HUNTING	9000	
Greenhouse - sales of products grown on premises	9142	P
Greenhouse - sales of products and related accessory products	9143	P
Bees	9371	P
Special events	9910	P
Temporary uses	9920	P
Motorcycle, ATV	2113a	P
Bicycle sales and repair	2113b	P
Cemetery accessory to religious institution		P
Crematorium		SUP

3.14 Business Park / Limited Industrial (BP/LI) District

3.14.1 Purpose

The primary purpose of this district is to permit certain industries which do not unduly detract from residential desirability, to locate in areas which may be adjacent to residential districts. The limitations on (or provisions relating to) height of building, horsepower, heating, flammable liquids, or explosives, controlling emission of fumes, odors and/or noise, landscaping, and the number of persons employed are imposed to protect and foster adjacent residential desirability while permitting industries to locate near a labor supply. It is intended for those manufacturing industries and related activities in which the production performance of the manufacturing industries characteristically produces a finished product from semi-finished materials, but requires little or no outside material storage. Commercial uses in this district are generally those which serve the convenience of industrial establishments and their employees. Residential uses are not compatible with this environment and are not included in order that the district may be reserved for its intended light industrial purpose.

3.14.2 Density, Intensity and Dimensional Standards

A. BP/LI District Lot Development Standards

Development Element	Standard
Lot Size (minimum)	1 ac.
Front Yard Setback (minimum, from right-of-way)	10'
Side Yard Setback (minimum, from lot line)	20'
Side Yard Setback (minimum, from right-of-way)	20'
Rear Yard Setback (minimum, from lot line)	25'

Development Element	Standard
Rear Yard Setback (minimum, from lot line, if adjacent to residential district)	50'
Frontage (minimum)	200'
Building Height (maximum)	45'
Lot Coverage (maximum)	70%

B. Additional District Standards

1. Before a Zoning Permit shall be issued or construction commenced on any permitted use in this district, or a permit issued for a new use, detailed Site Plans shall be submitted in conformance with this UDO.
2. Sufficient area shall be provided to adequately screen permitted uses from adjacent residential districts, as provided in this UDO.
3. Accessory buildings shall not be taller than the primary building or structure. Chimneys, flues, cooling towers, flagpoles, radio or communication towers or other accessory structures not normally occupied by workers are excluded from this limitation, may be subject to a special use permit and shall be located no closer to the property line than the height of the structure.
4. Parapet walls are permitted up to four feet above the limited height of the building on which the walls rest.
5. Permitted uses shall be conducted wholly within a completely enclosed building or within an area enclosed on all sides by a solid masonry wall, a uniformly painted solid board fence, or evergreen hedge six feet tall.
 - (a) Public utilities and signs requiring natural air circulation, unobstructed view, or other technical consideration necessary for property operation may be exempt from this provision.
 - (b) This exception does not include storing of any material.
6. Fumes, odor, noise, heat, vibration, electronic or radio frequency interference, glare, toxic substances, or other deleterious materials or effects from any use within this district shall be limited so that adjacent uses shall not be unreasonably disturbed. All conditions and activities shall comply with existing environmental laws and regulations. Sufficient detail regarding proposed use shall accompany the Site Plan, to enable the Zoning Administrator to determine if all requirements of this UDO are met.
7. Landscaping may be required within an established or required front setback, side or rear yard. The plans and execution of landscaping shall be done so as to avoid any traffic hazards.
8. Sufficient area shall be provided to adequately screen permitted uses from adjacent business and residential districts, and for off-street parking of vehicles incidental to the industry, its employees and its clients.

3.14.3 BP/LI Use Matrix

Land Use	LBCS Code	BP/LI
GENERAL SALES OR SERVICES	2000	
Lumber yard and building materials	2126	P
Mail order or direct selling establishment	2144	P
Bank, credit union, or savings institution	2210	P
Credit and finance establishment	2220	P
Commercial property-related, mini- or self-storage	2321	SUP
Leasing commercial, industrial machinery and equipment	2334	P
Business, professional, scientific, and technical	2400	P
Professional services	2410	P
Legal services	2411	P
Accounting, tax, bookkeeping, payroll services	2412	P
Architectural, engineering, surveying and related services	2413	P
Graphic, industrial, interior design services	2414	P
Consulting services (management, environmental technical)	2415	P
Scientific research and development services	2416	P
Advertising, media, and photography services	2417	P
Veterinary services	2418	P
Administrative services	2420	P
Office administrative services	2421	P
Facilities support services	2422	P
Employment agency	2423	P
Copy center, private mail center, other business support services	2424	P
Collection agency	2425	P
Travel arrangement and reservation services	2430	P
Services to buildings and dwellings	2450	P
Extermination and pest control	2451	P
Janitorial	2452	P
Landscaping	2453	P
Carpet and upholstery cleaning	2454	P
Food services	2500	P
Full-service restaurant	2510	A
Cafeteria or limited service restaurant	2520	A
Mobile food services	2550	P
Caterer	2560	P
Food service contractor	2570	P
Vending machine operator	2580	P
Linen and uniform supply	2623	P
Photofinishing	2630	P
MANUFACTURING AND WHOLESALE TRADE	3000	
Foods, textiles, and related products	3100	P

Land Use	LBCS Code	BP/LI
Food and beverages	3110	P
Tobacco manufacturing	3120	P
Textiles	3130	P
Leather and leather substitute products	3140	SUP
Wood, paper, and printing products	3200	P
Wood products	3210	P
Paper and printing materials	3220	SUP
Printing and related support activities	3221	P
Furniture and related products	3230	P
Chemicals, and metals, machinery, and electronics manufacturing	3300	SUP
Petroleum products	3310	SUP
Chemicals, plastics, and rubber products	3320	SUP
Nonmetallic mineral products	3330	SUP
Primary metal manufacturing	3340	SUP
Machinery manufacturing	3350	P
Electrical equipment, appliance, and components manufacturing	3360	P
Transportation equipment	3370	P
Miscellaneous manufacturing	3400	P
Jewelry and silverware	3410	P
Dolls, toys, games, and musical instruments	3420	P
Office supplies, inks, etc.	3430	P
Signs	3440	P
Wholesale trade establishment	3500	P
Warehousing and storage services	3600	P
Office and warehousing	3610	P
Warehousing	3620	P
TRANSPORTATION, COMMUNICATION, INFORMATION, AND UTILITIES	4000	
Road, ground passenger, and transit transportation	4130	P
Local transit systems--bus, special needs, and other motor vehicles	4133	P
Non-local and charter bus	4134	P
School and employee bus transportation	4135	P
Taxi and limousine service	4137	P
Towing and other road and ground services	4138	P
Truck and freight transportation services	4140	P
General freight trucking, local	4141	P
General freight trucking, long-distance	4142	P
Courier and messenger services	4160	P
Postal services	4170	P
National post office	4171	

Land Use	LBCS Code	BP/LI
Pipeline transportation	4180	P
Communications and information	4200	P
Publishing	4210	P
Newspapers, books, periodicals, etc.	4211	P
Software publisher	4212	P
Motion picture and video production, publishing, and distribution	4221	P
Sound recording, production, publishing, and	4223	P
Tele-communications and broadcasting	4230	P
Radio and television broadcasting	4231	P
Cable networks and distribution	4232	P
Wireless telecommunications	4233	P
Towers and antennas	4233	P
Telephone and other wired telecommunications	4234	P
Information services and data processing industries	4240	P
Online information services	4241	P
Library or archive	4242	P
News syndicate	4243	P
Utilities and utility services	4300	P
Service distribution lines	4300	P
Electric substations	4300	P
Electric power	4310	P
Natural gas, petroleum, fuels	4320	P
Natural gas service	4329	P
Drinking water	4331	SUP
Water service	4339	P
Wastewater treatment plants	4348	P
Wastewater service	4349	P
ARTS, ENTERTAINMENT, AND RECREATION	5000	
Independent artist, writer, or performer	5160	P
Amusement, sports, or recreation establishment	5300	P
Public recreation facilities	5370	P
Private recreation facilities	5372	P
Natural and other recreational parks	5500	P
EDUCATION, PUBLIC ADMINISTRATION, HEALTH CARE, AND OTHER INSTITUTIONS	6000	
Nursery or preschool	6110	SUP
Adult education services	6126	P
College or university	6130	P
Technical, trade, or other specialty school	6140	P
Beauty schools	6141	P
Business management	6142	P
Other government functions	6300	P

Land Use	LBCS Code	BP/LI
Public safety	6400	P
Fire and rescue	6410	P
Police	6420	P
Emergency response	6430	P
Child daycare	6562	P
CONSTRUCTION-RELATED BUSINESSES	7000	
Building, developing, and general contracting	7100	P
Machinery related	7200	P
Special trade contractor	7300	P
Carpentry, floor, and tile contractor	7310	P
Concrete contractor	7320	P
Electrical contractor	7330	P
Glass and glazing contractor	7340	P
Masonry and drywall contractor	7350	P
Painting and wall covering	7360	P
Plumbing, heating, and air conditioning	7370	P
Roofing, siding, or sheet metal contractor	7380	P
Heavy construction	7400	P
AGRICULTURE, FORESTRY, FISHING, AND HUNTING	9000	
Support functions for agriculture	9200	P
Special events	9910	P
Temporary uses	9920	P
Crematorium		SUP

3.15 Planned Development (PD) District

3.15.1 Purpose

The purpose of this section is to allow flexibility for land, held in single ownership or under unified control, to be planned and developed as a whole, either as one development or in a definitely programmed series of development phases. This district requires a mixture of housing types and other uses within an area that is based upon a carefully considered plan for the development of the whole area that protects the environment, provides for a variety of compatible uses, incorporates necessary community facilities, roadways and improvements, and avoids adverse impacts on the surrounding neighborhoods and community. Innovative design is encouraged, and the layout, density, and phasing of the development will be considered and agreed upon during the approval process. Planned development districts shall only be approved in conformance with the policies in the comprehensive plan. The Planned Development district seeks to meet the following objectives:

- A. Preserve and protect natural and historical resources such as waterways, wetlands, floodplains, woodlands and historic and archaeological significant sites.
- B. Provide for flexibility within a carefully designed overall planned concept for a mixed-use development.
- C. Ensure that development is constructed to adequate standards and with consideration for compatible design.
- D. Ensure that planned growth does not exceed the resources available to sustain it.

- H. No parking access and service area may be located closer than 25 feet to a side or rear property line adjacent to a residential district.
- I. Parking, loading, or service areas used by motor vehicles shall be located entirely within the lot lines of the shopping center and shall be physically separated from public streets.
- J. The shopping center shall be permanently fenced from adjoining and contiguous residential districts by a wall, fence, evergreen hedge and/or other suitable enclosure of minimum height five feet and maximum height seven feet, placed at least ten feet inside the property line, and allowing no separation between elements of the fence, except for driveways. The area between such enclosure and the property line shall be landscaped to form a permanent screening area. The Zoning Administrator may waive the requirement for a screening enclosure and/or screening area if equivalent screening is provided by existing parks, parkways, recreational areas, or by topography or other natural conditions.
- K. A landscaped planting area shall be provided along street frontage occupied by a shopping center.
- L. For the purpose of calculating the minimum lot area dimensions and yard requirements established by this section, a single planned shopping center district cannot lie on two sides of a public street or alley. Any areas designated as being a shopping center and lying on both sides of a public street shall be deemed to be two shopping centers and all minimum requirements shall be met by buildings on each side of said public street as separate districts.
- M. The Planning Commission may recommend and the Town Council may establish other reasonable conditions deemed appropriate with respect to the suitability of the shopping center in the commercial district.
- N. A traffic impact analysis is required to ensure that the shopping center will not adversely affect traffic flow.

6.5 Design Standards for Office and Industrial Parks

6.5.1 Purpose

- A. To ensure that Office and Industrial Parks are compatible with surrounding development; and
- B. To ensure that buildings are design for sustainable economic uses.

6.5.2 Applicability

The standards of this Section shall apply to any new building or set of buildings designed and intended to be used within a defined office or business park or industrial park. This section supplements Design Standards for Commercial and Industrial Buildings.

6.5.3 Design Requirements

- A. All activity and equipment (other than parking) shall be housed in a fully enclosed building.
- B. All parking shall be off street and shall comply with the parking regulations set forth in this UDO.
- C. The development shall consist of a selection of uses in such manner as to constitute a grouping of buildings, service and parking areas, circulation and open spaces, planned and designed as an integrated unit, in such manner as to constitute a safe, efficient, and convenient office or industrial park.
- D. The proposed development shall be constructed in accordance with an overall plan and shall be designed as an architectural unit with appropriate landscaping.