

Cape Charles Main Street, Inc.

Cape Charles Civic Center

Regular Meeting

July 9, 2018

6:00 P.M.

1. Call to Order; Roll Call
2. Moment of Silence / Pledge of Allegiance

3. Consent Agenda
 - *A. Approval of Agenda Format
 - *B. Approval of Minutes

4. Order of Business
 - A. Welcome New Board Members & Introductions (Andy Buccholz)

 - B. Selection of Secretary (Andy Buccholz)

 - C. Bylaws (Andy Buccholz)

 - D. Program Manager – Prioritization of Tasks and Duties
 - i. Otto Brand Architecture/Next Steps (Shelly Gorman)
 - ii. Governor Visit (Tammy Holloway)
 - iii. VA Downtown (Tammy Holloway)
 - iv. CCMS Communications Collateral (Tammy Holloway)
 - v. 501c3 & Budget Transition (Shelly Gorman)
 - vi. Economic & Market Research RFP Update (Shelly Gorman)
 - vii. Travel Guide (Shelly Gorman)

 - E. Committee Reports
 - i. Organization (Bill Stramm & Donna Moyer)
 - ii. Design (Tammy Holloway & Mollie Pickron)
 - iii. Economic Vitality (Andy Buchholz)
 - iv. Promotion (Carol Evans)

5. Other Items for Future Consideration: CBL Workshop “Delivering Memorable Experience Downtown”- Tuesday, September 18 – Cape Charles

6. Next Meeting(s): Work session- July 23, 2018 (Tentative)
Board Meeting-August 13th, 2018

Community Enhancement Program Board (Cape Charles VA Main Street)
Cape Charles Town Hall
Regular Meeting
May 14, 2018
6:00 P.M.

At 6:00 p.m., Chairman Andy Buchholz, having established a quorum, called to order the Regular Meeting of the Community Enhancement Program Board (CEB). In addition to Chairman Buchholz, present were Board members Tammy Holloway, Mollie Pickron, Donna Moyer, Carol Evans, and Bill Stramm. Elizabeth Dodd Russell was not in attendance. Also in attendance was Program Director Shelly Gorman plus two members from the public.

A moment of silence was observed which was followed by the recitation of the Pledge of Allegiance.

CONSENT AGENDA – APPROVAL OF AGENDA FORMAT

Motion made by Bill Stramm, seconded by Carol Evans, to approve the agenda format as presented. The motion was approved by unanimous vote.

MINUTES: CLOSED SESSION APRIL 9, 2018, WORK SESSION APRIL 23, 2018.

Motion made by Donna Moyer, seconded by Tammy Holloway, to approve the minutes from April 9th and April 23rd as presented. The motion was approved by unanimous vote.

Order of Business

- A. Program Manager – Tasks and Duties
 - a. Board Member Update: David Gay put his resignation in effective immediately. Both vacancies are on Economic Vitality. Andy sent out an email to the whole committee (E.V.) but no one has responded. Bill Stramm will ask Bill Murphy if he will serve.
 - b. The MOA was sent with the agenda. We will make commentary, then go to the lawyer, then it will go to town council. Bill - #9 \$2million for aggregate liability could be amended quickly. This is a town policy (per Bob). Funding & Reporting – Shelly talked to Deb and we will have to run those reports for the town’s audit. Share the MOA with Kyle for some fresh eyes. The word grant needs to be taken out and replace with funding. Clarification with notifications and submissions with town manager vs. program manager wording. TOT, funding quarterly question.
 - i. Bill Stramm made a motion to approve the MOA with the Town of Cape Charles with the clarification on #10 for notes and documentation and the word grant be changed to funding everywhere in the document. Tammy Holloway seconded the motion and the motion passed.
 - c. Maestro Reminders – Shelly runs reports for town employees. Please change work plan due dates and add volunteer hours. Shelly must put in the board hours but committee chairs put your committee members’ hours in.
 - d. The Main Street Pitch for the July Conference is in. Strawberry Station Plaza, tables, landscaping, living wall (pallets) for the back “wall”. The cheaper registration has closed. It is budgeted for.

- e. VA Downtown Pilot Update – turned in and we were selected. We put in \$7,000 grant but we aren't getting it, it allows you to get it through a different funding vehicle.
 - f. Otto – met with Pete and talked about the contract. Shelly had to pick a handler. New contract in hand. We need to identify 10 stakeholders they want to interview and the list of questions they will be asking. Charrette: 3:00 P.M. – 7:00 P.M. on June 13th. Shelly will look the Civic Center and Tammy will talk to Chris Bannon about the church hall as a backup. They will talk to select board members that wear multiple hats.
 - i. Stakeholders: Carol Evans, Tom Godwin, Tammy Holloway, Oral Lambert, Eyre Baldwin, Celia Burdge, Meredith Rustein, Kim Starr, Smitty Dize, John Dempster, Margaret Van Clief, Nan Bennett
 - g. Marketing Landscape: We own Cape Charles By the Bay, Facebook CEB, Facebook CCBTB, Instagram and Twitter CCBTB, Press release and communication for whatever we do, we are doing all the marketing for the town. Paying: Coastal Living ads, for rack cards, maps, AAA ads (these are all CCBTB). We are paying what we agreed on paying.
 - i. Short term and long term plans (post branding)
- B. Committee Reports
- i. Co-Chair change – Tammy mentioned last year that once we get established over time we can change the co-chair position to someone on the committee but not on the board.
- b. Organization (Bill Stramm & Donna Moyer)
- i. Transition to 501c3 – We are a 501c3. We have a checking account. We have to submit a 990 and it should have nothing on it. We have an invoice from John and it went to Deb.
 - ii. Insurance is almost finished, can't issue until money is in hand. This is happening tomorrow.
 - iii. Cyber Security paperwork needs to be looked over, we can always add things.
 - iv. Paul is going to a class for Quick Books. Bill also has it.
 - v. RFP Process – there will be a grant writer assigned to each committee
 - vi. Stakeholder List: Build a partnership, keep them updated on what we are doing with a contact management system
 - vii. Donna will fill out the extension form. Shelly will send out the link for the google drive.
- c. Design (Tammy Holloway & Mollie Pickron)
- i. Visioning session last week – the results are in a word document. 26 people were in attendance with dinner and a work session. May 29th meeting. 71 volunteer hours. There is a group doing walk abouts , parking, walkability, streetscape, landscape.
 - ii. Walking Tour – meet with the museum to start a conversation. A kiosk idea. Two people from the museum group will come to design. Plus a ghost tour idea. There is an app idea.
- d. Economic Vitality – postponed meeting until next week. Economic Market RFP. Mark Marshall and Staci Martin want to be involved. Looking for a co-chair.

- e. Promotion – next meeting is tomorrow. Elizabeth and Carol went to the design committee visioning session. Shelly has talked with the Kholers about CCBTB and we will be progressing with steps. The Kholers will be doing a CCBTB audit with new business vs. old businesses. Elizabeth will be going to the CCBA meeting to talk about the process of CCBTB. Businesses sign up on CCBTB. Rental House question on CCBTB – if they have a business license they can be on the site.
- C. Future Considerations
 - a. Bill went to Beauford and will add pictures to the google drive. They have first Fridays. They got out of Main Street and have their own entity now. We need to have historic preservation for 501c3.
 - b. Endowments are helping larger Main Streets.

Motion made by Carol Evans seconded by Tammy Holloway, to adjourn the Community Enhancement Program Board, Cape Charles Main Street Meeting. The motion was approved by unanimous vote.

The meeting adjourned at 7:45 p.m.

Chairman Andy Buchholz

Secretary, Elizabeth Russell

Next meeting: June 11, 2018

Community Enhancement Program Board (Cape Charles VA Main Street)
Cape Charles Town Hall
Regular Meeting
June 11, 2018
6:00 P.M.

At 6:00 p.m., Chairman Andy Buchholz, having established a quorum, called to order the Regular Meeting of the Community Enhancement Program Board (CEB). In addition to Chairman Buchholz, present were Board members Tammy Holloway, Mollie Pickron, Donna Moyer, Carol Evans, and Bill Stramm. Elizabeth Dodd Russell was not in attendance. Also in attendance was Program Director Shelly Gorman plus two members from the public.

A moment of silence was observed which was followed by the recitation of the Pledge of Allegiance.

CONSENT AGENDA – APPROVAL OF AGENDA FORMAT

Tammy made a motion to add to the agenda the process of adding board members to the agenda under the program manager. Donna Moyer seconded the motion and the item was added to the agenda. Tammy Holloway made a motion to add under upcoming events the visit of the Governor in July. Donna Moyer seconded the motion and the item was added to the agenda. Motion made by Bill Stramm, seconded by Tammy Holloway, to approve the agenda format as amended. The motion was approved by unanimous vote.

MINUTES: CLOSED SESSION JUNE 4, 2018

Motion made by Tammy Holloway, seconded by Carol Evans, to approve the minutes from June 4, 2018 as presented. The motion was approved by unanimous vote.

Order of Business

- A. Program Manager – Tasks and Duties
 - a. Board Member Update: Introduction of Joe Fherer, not in attendance. Chairman of the Historical Review Board and lives on Peach Street.
 - b. Otto Introductions, Visit and Planning: Peter Letty (President), Lindly Redell (account supervisor for us), Cindy Macky (director of PR). The survey will go out after the think tank and Otto will run with all of the results. Point person on the town staff who can help make the decision on logos, one or two professionals who have volunteered to help us with branding. It will be a small committee who drives the decision for the branding process. After Brand storming there will be a brand architecture that the board will approve. That can be sent out to everyone who came to the think tank, stakeholders and filled out the survey to say thank you. The design team takes the brand architecture and goes from there. A deadline will be put on the survey for people that can't attend the think tank.
 - i. Andy will introduce the Otto team at the Branding Think Tank. The board should arrive at 2pm. 44 people have signed up "officially". It will be close to 60 people.
 - c. Town Council MOA & Budget Status: Going before the council on June 21st at the regular meeting, it should be finalized then.

- i. The budget is attached to the agenda: change town council took our wayfinding and said come back to us with wayfinding. We won't be in the purchasing until the next physical year. The branding funds will stay with the town because the grant was given to the town. Shelly is the technical rep for the branding project. Otto has been paid 1/3 and will get paid payment 2 after a tag line and brand. \$7,000 grant from Dept of Housing and \$3,000 from our budget.
 - 1. Budget talking points we all need to know: roll over of money, we didn't have a program manager in place yet (52,000ish). We also took on specific responsibilities from the town, CCBTB got moved to our account to take care of CCBTB, rack cards, printed ad media, maps, travel guy ads, also advertising services (\$20,000 – ads for ES Visitor Guide, AAA, VA visitor guide, CCBTB). The town money was allocated to Main Street for CCBTB. The grant for Economic Development research is also in the budget. \$15,000 is for the Design Committee for streetscape design.
- d. #3 Happiest Seaside Town for Coastal Living and #3 for USA Today's 10 Best Readers' Choice for the third best beach in Virginia. #1 in Virginia for best beach on Yahoo. The press release will go out tomorrow.
- e. Main Street Pitch – we didn't win and Donna, Tammy and Shelly will be going to the conference in July.
- f. Economic & Market Research RFP: It launched on the town website today and is due in 30 days.
- g. VA Downtown Pilot Update: June 26th or 27th the Secretary of Commerce we will be recognized as an affiliate. They are also recognizing the brewery.
- h. Community Updating Methodologies: We need to let the general public know about what Main Street is doing. We need a strategic marketing/ PR plan. Shelly, the organization committee and the promotion committee will plan a meeting to talk about communication.
- i. New Board Members Added: The process of adding board members: By-laws are technically CEB by-laws and say that the town approving board members by CEB's recommendation. As of July 1st, the draft has to be voted on to change that Main Street can vote on bringing on their own board members. That new board member will fill the previous board member's term. CEB has dissolved so there are no by-laws right now. Shelly will add to the next agenda for the board to vote on the approved drafted by-laws at the next meeting.
 - i. Next meeting: By-laws first (approved) then later in the agenda Joe needs to be voted on. Later in date: David and Elizabeth seats are open. Shelly will get a resume and letter of intent (cover letter) from the people who want to join the board for promotion and economic vitality. Advertising for the specific job and then the board will visit with potential board members at the next board meeting.
- j. July 27th the Governor is coming. A series of ribbon cuttings and end at the brewery. Main Street will coordinate with Staci Martin. 10:30 a.m. – 12pm. Tammy will make a production document. "Cape Charles Grand Opening" (Elizabeth has two sets of scissors) A golf cart parade, people will donate their golf carts.

- k. Marketing Leverage Grant Draft: The website wouldn't allow Shelly to enter it but the deadline was missed to look at the draft but it is due later this month.
- B. Committee Reports
- a. Organization (Bill Stramm & Donna Moyer)
 - i. Quick Books & Bank Account: We have the signature forms for the bank account. Shelly, Andy and Paul. Deb transferred \$5,000 into the account and paid the insurance. The checks are in and Paul has them. He is going to a Quick Books class. We might do payroll through QuickBooks in the future.
 - ii. Branding Think Tank: everything is set.
 - iii. Designation Tracking: Packet passed out. We will be able to get new services now that we are a 501c3. We have to show in the application- Commitments for funding for the first three years. Program Manager needs clerical support in the application. MOA will be reevaluated every year. We have to go to trainings. Tracking needs to be done at baseline.
 - b. Design (Tammy Holloway & Mollie Pickron) – The next meeting will be after the branding think tank. A presentation of a budget for strawberry square will come in July to the board.
 - c. Economic Vitality (Andy Buchholz) – Postponed the meeting. A smaller subcommittee met and gained info with an Eco. Dev. Professor from VA Tech.
 - i. Concern about restaurants being able to handle the crowds, need more employees. We need a long term idea as a town. Idea adding 2 food trucks and advertising for Harbor for the Arts.
 - ii. Affordable housing for employees E.V. is working on the research.
 - iii. Multiple audiences all have the same concern and are all talking about these issues.
 - d. Promotion (Carol Evans & Elizabeth Russell) – Meeting with Donna and Greg Kholer to talk about CCBTB.
 - i. Committee has divided into different task forces working on different events. The subcommittees are reporting their findings at the next meeting.
 - ii. Walk, run, crawl (pub crawl) Idea
 - iii. Meteorite on Mason – time and date? Maybe zombies. Meteorite Marathon
 - iv. Car show – town is doing one
 - v. LOVE Sign – John Burdiss is working on it with Miriam.
 - 1. Mention to the committee about an idea behind the LOVE Sign.
 - vi. Historical Tours – we need to have for Main Street or ghost tours
 - vii. Constant Contact: We have purchased. We used it for Branding Think Tank invites. We purchased one survey for \$50 (need to find another option). Great for newsletters. The whole Maestro database is in Constant Contact.

Motion made by Donna Moyer seconded by Carol Evans, to adjourn the Cape Charles Main Street Meeting. The motion was approved by unanimous vote.

The meeting adjourned at 7:40 p.m.

Chairman Andy Buchholz

Secretary, Elizabeth Russell

Next meeting: June 13, 2018 (Branding Think Tank) 2pm for Board Members

July 7th is the next board meeting

**Cape Charles VA Main Street
Cape Charles Christian School Heyward Hall
Branding Think Tank
June 13, 2018
3:00 P.M. – 7:00 P.M.**

In addition to Chairman Buchholz, present were Board members Tammy Holloway, Mollie Pickron, Donna Moyer, Carol Evans, and Bill Stramm and Elizabeth Russell. Also in attendance was Program Director Shelly Gorman, Three employees from Otto and 32 members from the public.

Chairman Buchholz introduced the President of Otto, Pete Letty, at 3:00 P.M.

Pete Letty proceeded to explain the process of the day and gave assignments to the tables.

The groups presented their findings and ideas to the group.

Otto will take everything they learned from the Branding Think Tank plus the survey results from people that couple not make this meeting and compile a document.

Chairman Buchholz adjourned the meeting at 7:00 P.M.

BYLAWS
of
Cape Charles, VA Main Street, Inc.,
a Virginia nonprofit corporation

ARTICLE 1

Name and Principal Office of Corporation

Section 1. The name of this corporation shall be Cape Charles, VA Main Street, Inc. (hereinafter referred to as "CCVAMS"). The principal offices shall be located in Cape Charles, Virginia as determined from time to time by the Board of Directors of the CCVAMS.

ARTICLE 2

Purpose

Section 1. The purposes for which this corporation is organized are to stimulate downtown and neighborhood business district revitalization in Cape Charles by encouraging cooperation and building leadership in the business community; promoting a positive image of downtown as an exciting place to live, shop and invest; improving the appearance of the downtown; and receiving, administering and distributing funds in connection with any activities related to the above purposes; provided, however, that CCVAMS shall only engage in activities that are in the purview of Section 501(c)(3) of the Internal Revenue Code of 1954 or corresponding sections of any prior or future law. No part of the net earnings of CCVAMS shall inure to the benefit of any of its members or any other individual; and CCVAMS shall not participate in, or intervene in, any political campaign on behalf of any candidate for public office.

Section 2. CCVAMS has qualified as a nonprofit, tax-exempt entity pursuant to Section 501(c)(3) of the Internal Revenue Code of 1954, as now or hereafter amended. In conformity therewith, no part of the net earnings of the CCVAMS shall inure to the benefit of any of its members or any other individual; and the CCVAMS shall not participate in, or intervene in, any political campaign on behalf of any candidate for public office.

Section 3. Upon dissolution of the corporation, the residual assets of the corporation shall be distributed to a private, nonprofit corporation which is an exempt organization as described in Section 501(c)(3) of the Internal Revenue Code of 1954 or corresponding sections of any prior or future law, selection of which corporation may be designated prior to dissolution.

ARTICLE 3
CCVAMS Location

Section 1. The CCVAMS Location shall be that geographic area indicated on the attached map [Exhibit A].

ARTICLE 4
Membership

There will not be any Members of CCVAMS.

ARTICLE 5
Board of Directors

Section 1. The nine (9) Directors named in the Articles of Incorporation shall have a meeting to elect the initial Board of Directors by majority vote. Thereafter, CCVAMS shall be governed by a Board of seven (7) or nine (9) Directors elected by the existing Board. The term of office for each Director shall be two (2) years, except that the term of office for the members of the first Board of Directors shall be as follows:

- a) Three or Four shall be elected for one year.
- b) Four or Five shall be elected for two years.

Those initial Directors to be elected to one-year terms and those to be elected to two-year terms shall be decided by agreement of the Directors named in the Articles of Incorporation or by lot. Thereafter, the three (3) or four (4) Directors elected for one-year terms shall be elected to two-year terms at the annual meeting following the first year, and the four (4) or five (5) Directors elected to two-year terms shall be elected to two-year terms at the annual meeting at the end of the second year, and so on. Nominations to the Board shall be made by the Nominations Committee appointed by the Board and shall be set forth in the notice of the annual meeting. Each Director shall hold office for the term for which he or she is elected and until his or her successor shall have been elected and qualified.

Section 2. Three (3) of the Directors shall be representatives of the Town of Cape Charles, one (1) each from the Town Council, the Planning Commission, and the Historic District Review Board.

Section 3. Any vacancy occurring in the Board of Directors (other than a vacancy resulting from the normal expiration of a term of office) may be filled by the affirmative vote of a majority of the current members of the Board of Directors. A Director elected to fill a vacancy shall be elected for the unexpired term of his or her predecessor in office. Any Director may resign by submitting written notice of resignation to the Secretary. Any Director may be removed from office at any time with or without cause by the affirmative vote of two-thirds of the Directors in office. Any member of the Board of Directors who is absent from two consecutive regular

meetings without just cause for such absence may be removed as a member of the Board of Directors.

Section 4. The Board of Directors of CCVAMS shall appoint a Program Manager who shall not be a member of the Board of Directors and who shall be present at all meetings of the Board of Directors.

Section 5. The Board of Directors of the CCVAMS may hold regular and special meetings. Regular meetings shall be held not less than six (6) times each year. Special meetings of the Board may be called by the President or by four or more Directors. Written notice of the time, place and agenda for both regular and special meetings shall be given to each Director either by personal delivery or by mail, phone, E-mail or fax at least five (5) days before the meeting.

Section 6. At all meetings of the Board, a majority of the Directors thereof shall constitute a quorum for the transaction of business. If a quorum shall not be present at any meeting of the Board, the Directors present may adjourn the meeting from time to time, without notice other than announcement at the meeting, until a quorum shall be present.

Section 7. Directors may participate fully in all meetings of the Board of Directors via telephone or Skype or other live electronic forms of 2-way communication; or, upon a motion and second following the acknowledged receipt of said motion by four (4) or more Directors.

Section 8. Any action required or permitted to be taken at any meeting of the Board of Directors may be taken without a meeting, if all members of the Board consent thereto in writing, setting forth the action so taken, and the writing or writings are filed with the minutes of the proceedings. Such consent shall have the same force and effect as a unanimous vote of the Board.

Section 9. All new members of the Board of Directors shall participate in an orientation program familiarizing them with the goals and objectives of the CCVAMS and with their responsibilities.

Article 6 Meetings

Section 1. An annual meeting of the Board of Directors shall be held on notice to the Board of Directors in each calendar year at such time and place as may be determined by the Board of Directors for the purpose of electing officers and directors and transacting such other business as may be properly brought before the meeting.

Section 2. Special meetings of the Board shall be held at any time and place as may be designated in the notice of said meeting, upon call of the President or the Board of Directors either at their own request or upon written petition by at least four (4) Directors.

Section 3. Roberts Rules of Order Newly Revised shall govern the parliamentary procedures of the CCVAMS when not in conflict with these Bylaws. The order of business may be altered or suspended at any meeting by a majority vote of the active Board of Directors present.

ARTICLE 7

Committees

Section 1. This CCVAMS shall have at least four (4) standing committees, which shall be entitled Promotion, Design, Economic Vitality, and Organization. The Promotion, Design, Organization and Economic Vitality committees shall consist of not less than five (5) members and shall have as chairperson a member of the Board of Directors of the CCVAMS who shall be responsible for directing and coordinating the affairs of the committee. In the event the chairperson is not a board member, a board member should serve on the committee. The terms of the committees shall be for one year commencing at the time of the annual meeting.

Section 2. The Board of Directors, by resolution adopted by a majority of Directors in office, may designate or appoint one or more committees, in addition to the above-named standing committees. Other committees not having and exercising the authority of the Board of Directors in the management of the CCVAMS may be designated and appointed by a resolution adopted by a majority of the Directors appointed at a meeting at which a quorum is present. The designation and appointment of any such committees and the delegation thereto of authority shall not operate to relieve the Board of Directors, or any individual Director, of any responsibility imposed upon them by law.

ARTICLE 8

Officers

Section 1. The officers of the CCVAMS shall be elected annually by the Directors and shall consist of a President, a Vice President, a Treasurer, and a Secretary. Any assistant officers may be elected/appointed as may be deemed necessary.

Section 2. Officers shall be elected at the annual meeting. The person then serving as President shall automatically become Immediate Past President upon election of a new President. All officers shall be elected by a majority of Directors present in person.

Section 3. Except as hereinafter provided, the officers of the CCVAMS shall each have such powers and duties as generally pertain to their respective offices, as well as those that from time to time may be conferred by the Board of Directors.

A. President. The President shall preside at all business meetings, but may, at his or her discretion or at the suggestion of the Directors arrange for another officer to preside at other meetings. The President shall perform such duties as are usually incumbent upon that officer and such duties as may be directed by resolution of the Board of Directors.

B. *Vice President.* The Vice President shall have such duties and responsibilities as the President or Board of Directors may from time to time prescribe.

C. *Secretary.* The Secretary shall record and maintain in good order Minutes of all meetings and all records and correspondence of the CCVAMS and shall mail copies of the Minutes of each membership meeting to all members within 60 days from the conclusion of each meeting. The Secretary shall also have such other duties as may be assigned by the Board of Directors.

D. *Treasurer.* The Treasurer shall not be a member of the Board of Directors and who shall be present at all meetings of the Board of Directors. The Treasurer shall maintain in good order all financial records of the CCVAMS. The Treasurer shall also have such other duties as may be assigned by the Board of Directors.

ARTICLE 9

CCVAMS Program Manager

Section 1. The CCVAMS Program Manager shall manage the daily operations of the CCVAMS. The CCVAMS Program Manager shall be responsible for coordinating the implementation of the CCVAMS's policies and projects and such other duties as the Board of Directors may require. The CCVAMS Program Manager shall receive for his or her services such compensation as may be determined by the Board of Directors.

ARTICLE 10

Finances

Section 1. Except as the Board of Directors may generally or, in particular cases, authorize the execution thereof in some other manner, all checks, drafts and other instruments for the payment of money and all instruments of transfer of securities shall be signed in the name and on behalf of the CCVAMS by any two (2) of the following people: the CCVAMS Program Manager, the Board President or Treasurer.

Section 2. All funds of the CCVAMS shall be deposited from time to time to the credit of the CCVAMS in such banks, trust companies or other depositories as the Board of Directors may select.

Section 3. The Board of Directors may accept on behalf of the CCVAMS any contribution, gift, bequest or device for the general purposes or for any special purpose of the CCVAMS.

Section 4. Within 30 days of the election of the Board of Directors each year, the Board shall approve a CCVAMS budget for the fiscal year. The approved budget may be reviewed and revised periodically as deemed necessary by the Board.

ARTICLE 11

General Provisions

Section 1. The fiscal year of the CCVAMS shall begin on the first day of July and end on the last day of June in each year.

Section 2. The corporate seal shall have inscribed thereon the name of the CCVAMS and the words "Corporate Seal" and "[state]". The seal may be used by causing it or a facsimile thereof to be impressed or affixed or reproduced or otherwise shown. In the event it is inconvenient to use such a seal at any time, the signature of the CCVAMS followed by the word "Seal" enclosed in parentheses shall be deemed the seal of the CCVAMS.

Section 3. Not later than three months after the close of each fiscal year, the CCVAMS shall prepare:

A. A balance sheet showing in reasonable detail the financial condition of the CCVAMS at the close of the fiscal year;

B. A statement of the source and application of funds showing the results of the operation of the CCVAMS during the fiscal year.

ARTICLE 12
Amendments

Section 1. The Board of Directors shall have the power to alter, amend or repeal the Bylaws or adopt new Bylaws by a two-thirds vote of the Directors present at any duly called meeting of the Board, provided that no such action shall be taken if it would in any way adversely affect the CCVAMS's qualifications under Section 501(c)(3) of the Internal Revenue Code of 1954 or corresponding sections of any prior or future law.

These By-Laws, were adopted by a unanimous vote of the Board of Directors of CCVAMS, at a properly noticed meeting of the Board of Directors, held on the _____ day of April, 2018.

Signed:

President

Attest:

Secretary

Cape Charles Branding

Summary of Key Stakeholder Interviews

otto

design + marketing

1. Why do you think people visit Cape Charles and/or chose to live here?

- Small town charm
- Nostalgic/historic appeal
- Friendly/quaint/Mayberry
- They read articles about it being a cute, happy town and want to come here
- Relaxing/peaceful/laid back
- Simpler life/time
- Norman Rockwell
- Beach
- Nature
- Scenic views
- To escape the hustle and bustle
- Walkability
- Sunsets
- The harbor & marina
- Chesapeake Bay
- Safety
- Stress-free lifestyle
- People who have bought second homes here, have decided to move here permanently
- To escape severe weather, snow storms
- Geography, surrounded by water
- International audience looks at the US map and comes because of its location on the East Coast

2. Why do you think people chose not to visit Cape Charles and/or chose not to live here?

- Lack of awareness
- Bay bridge tolls
- Certain people want more amenities/things to do
- Too quiet
- Aging population
- Hard to entertain teenagers and young adults
- Good ole' boys club
- Living wage
- Poor school system
- Expensive housing/no housing for young, middle class
- Poor infrastructure
- Need more service providers
- Lack of jobs
- No malls
- No hospital or trauma center
- Poor parking
- No children's daycare service
- Not enough restaurants
- Poor water quality
- Lack of high end cultural activities and amenities

3. What sets Cape Charles apart from other destinations or communities?

- **Deep water harbor**
- **Marina**
- **Wineries**
- **Sunsets**
- **Beach**
- **Very safe/low crime**
- **Clean**
- **Walkability**
- **Golf carts**
- **Front porches**
- **Golf courses**
- **Authenticity**
- **Sense of community**
- **Natural environment**
- **Marshes**
- **Sense of being away**
- **Geographically unique, isolated**
- **Small town feel**
- **Concerts in the park**
- **Local theatre**
- **Little traffic**
- **Historic**
- **Breathtaking views**
- **No skyscrapers**
- **Proximity to Virginia Beach and Norfolk**
- **Not commercialized**
- **Cute shops**

4. What do you feel is the town's greatest potential growth area?

- **A destination where you can soul search/find yourself**
- **More year-round occupants**
- **12 month sustainability**
- **Develop housing for the middle class**
- **Redevelop available land - Bay Creek, railroad site, Bayshore Concrete plant and TAVI site**
- **Connect downtown Cape Charles and beaches to the harbor**
- **More arts - expand free concerts, artistic display, film festival, art in the street**
- **Take things to the next level with high end marinas and multifamily housing**
- **Supply gas to yachts, mix of residential and commercial**
- **Increase number of telecommuters**
- **Add broadband**
- **Attract a large company**
- **Expand tourism**
- **Tell the story of the history of Cape Charles as working waterfront, railroad town**

5. What are other towns/destinations doing that you admire?

- Don't want to model after someone else, we should be our own unique place
- More appealing vacant storefronts and streetscapes
- Serenbe outside Atlanta and Chautauqua in New York - Adult day camps, art classes, amenities towards self development and cultural events
- Saint Michaels does a better job at year-round business
- Cape May, NJ have regulations to keep the historic town in tact
- Anna Maria Island, FL tourist destination that has maintained its small town feel
- Town mascots (ie Norfolk Mermaid)
- Better transportation
- More organized tours around town
- Louisville use of vernacular language in advertising
- Other towns mentioned:
 - Charleston & Daniel Island, SC
 - Savannah, GA
 - Asheville, NC
 - Greenville, SC
 - Richmond, VA
 - St. Petersburg, FL
 - Wickford, RI
 - Palmetto Bluff

6. Where would you like to see Cape Charles in the next three to five years?

- **12-month sustainable town/year-round activity**
- **Infrastructure to support service industry workforce**
- **Better schools, add a community college, educational lectures for retirees**
- **Improved tech infrastructure**
- **Somewhere in the zone between undiscovered and overrun**
- **More industries/better jobs**
- **Access to healthcare**
- **Continue to rehab older homes into livable residences**
- **Less vacation rentals/transients and more true second homes**
- **More full time residents/telecommuters**
- **Develop housing for middle-class and service industry employees**
- **Attract people that are committed to the lifestyle and the values here**
- **Develop a 150-room hotel**
- **Add more eyewash retail, a place to buy a pair of jeans or shoes**
- **A stronger architectural review board**
- **Keep going in the direction we are currently going**

7. What businesses do you think would help attract visitors and residents to Cape Charles?

- **Organized discovery program/tours of the barrier islands, historic sites and space center at Wallops Island**
- **More ecotourism businesses - hunting, fishing,**
- **Speciality shops**
- **A general store**
- **A quality grocery store**
- **Industrial businesses for year-round employment**
- **A new hotel at the harbor**
- **Yacht service companies**
- **More family friendly things to do**
- **Better school system for residents**
- **Additional restaurants**
- **Add high end services**

8. Describe the tone or personality that you think Cape Charles should have in its marketing.

- **Exciting**
- **America's small town**
- **Hospitable**
- **Friendly**
- **Upbeat with diverse voices (people from all different backgrounds) young and old**
- **Refreshing and rejuvenating**
- **Welcoming**
- **Family-friendly, open minded, all inclusive**
- **Environmentally unique and worthy**
- **Small town with a big heart**
- **"You'll love our nature"**
- **Simple, laid back beach vacation**
- **Small town charm with the pluses of beach and harbor**
- **Beachy, vibrant and fun**
- **Historic**
- **Unique shops**
- **Quintessential America**
- **Casual**
- **Lifestyle of leisure**
- **Neighborly**
- **Mayberry**

9. What are your impressions of Cape Charles as a brand? How does the public perceive the brand?

- **Down to earth**
- **Unique area to live stay or visit**
- **A relaxed enriching experience, a getaway/escape**
- **A little-know hideout**
- **Sleepy, relaxed vacation**
- **Sunsets over the water**
- **I don't think Cape Charles has a brand, everyone has a different idea of who we are**
- **Mayberry, uncorked, low traffic, no hassles**
- **Small historic town with a beach and harbor**
- **Environmentally unique**
- **A hidden gem**
- **Small town**
- **Beach**
- **Friendly**
- **A chance to disconnect from hectic commercialism**
- **Kid friendly: beach with no waves, brown dog ice-cream, bike riding, safe**
- **Coastal vibe**
- **An open, welcoming place**

10. What primary message should the Cape Charles brand convey?

- Small town, friendly, charming, quaint
- A comeback story - railroad town that is now coming back, rags-to-riches
- Nostalgic, historic
- Exciting
- A safe, relaxing place
- Welcome to our town
- Clean
- Delicious food
- Authentic people
- Unique way of life
- Convenient
- Cozy
- Inclusive
- Year round
- Honor the unique nature of the Eastern Shore
- Old school, laid back, beach town
- Relax, life is slower here
- Sunset
- Boats, seafood, golf, water
- Family friendly
- Affordable
- Water, arts, nature
- Homegrown entertainment and shopping
- Beauty by the bay
- Friendliness, smiles around town

11. Share adjectives or words that best describe Cape Charles.

- Peaceful
- Authentic
- Natural Beauty
- Relaxing, laid back
- Enjoyable
- Charming
- Quiet (hear crickets at night)
- Dark, starry skies
- Unpretentious
- Unhurried
- Rustic elegance
- Safe
- Attractive
- Closer than you think
- Diverse backgrounds
- Water
- Fishing
- Golf
- Water sports
- Yachting
- Agriculture
- Farmer's Market
- Aquaculture
- Seafood
- Friendly
- Quaint
- Small town
- Rich in history/ historic
- Rural
- Unspoiled
- Unhurried
- Neighborly
- Growing, rebirth
- Coastal haven
- Railroad town
- Fisherman
- Beach
- Norman Rockwell
- Stress free
- Breathtaking sunsets
- Boaters
- Walkable
- Diverse Backgrounds
- Accessible
- Classic Americana

12. How can Cape Charles best tell its story to meet businesses and residents?

- Targeted, strategic advertising
- Social media, TV, Print, Billboards, Website
- Word-of-mouth
- PR - articles in national publications
- Young House Love blog has brought attention to Cape Charles, tells the story from the perspective of a young family
- Washington Post garners interest
- Market to Hampton Roads
- Work with the Virginia Film office, Andy
- Superior businesses, restaurants and shopping
- Small railroad town on the Eastern Shore with a lot of natural assets
- Grit - built with blood, sweat and tears
- Natural wonder, preserved nature of the town and environment
- Beach, sunsets and shops
- Help people discovery the place - activities that you can't see from driving down the road. Tours and maps of barrier islands, historic houses, nature trails
- Far enough to feel like you are away, but only a short drive
- Use informal, vernacular language to build Cape Charles' identity as the home to hardworking and hospitable locals
- Local video recording "What makes living here so great"
- Colorful street lamp banners with seasonal messages

13. Do you have any additional thoughts you'd like to share?

- Excited about the Main Street program, think it will attract more businesses and tourists
- People love authenticity
- We should boast what we really are and let people enjoy the historic charm - buildings built in the late 1800s or 1900s
- A low-key place that conceals treasures, boat rides feel like a National Geographic shoot
- An attraction with the small restaurants that are family owned
- Historical sites are still alive in Cape Charles
- Families have passed down their homes for generations
- It is a hiding place for those who want to escape
- Open to a wide diversity of people
- Need organized tours
- Sustainability - need to be able to employ more people year round
- Add a park, a place kids can play
- Make Cape Charles a viable place to work from home
- We are currently in growth spurt and have a shortage of good service
- Yachting, fishing, boating and golf are the main reasons people come here
- Protect the uniqueness of our town, keep the residents in mind
- Change the reverse angle parking
- Build bath houses
- Controlled growth, lets not outpace our capacity
- Need unity from the community

CAPE CHARLES

BRAND PROMISE

A classic coastal haven where you can create your own adventure.

BRAND POSITIONING

Cape Charles is a charming historic coastal town on the Eastern Shore that welcomes everyone to discover nature and escape to a simple yet meaningful life.

CORE VALUES

NATURE

- Sunset over the Chesapeake Bay
- Family-friendly beach
- Nature trails
- Birding
- Fishing
- Dark starry skies
- Untouched Barrier Islands
- Wildlife
- Pristine environment
- Surrounded by water

HISTORIC

- Founded in 1884
- National Register Historic District
- Historic houses and properties
- Authentic Main Street
- Walkable
- Railroad town
- Working deep-water harbor

QUAINT

- Clean and safe
- Neighborly
- Front-porch community
- Golf-cart friendly
- Charming
- Farmer's Market
- Stress-free lifestyle
- Nostalgic

ADVENTURE

- Water sports – swimming, boating, kayaking, paddle board
- Golfing
- Fishing with world-class marina
- Hunting

ARTS & CULTURE

- Family-owned restaurants, brewery and distillery
- Museums and galleries
- Vibrant and emerging
- Special events
- Concerts
- Aquaculture



**Cape Charles VA Community Enhancement Program
CC-002 Account Service & Research**

Interview #1

1. **Why do you think people visit Cape Charles and/or chose to live here?**
The nostalgic appeal is a great influencer, people looking for things less complex, a simpler lifestyle. Going back to the 50s, people sitting on the porch have a certain romantic appeal and is a primary draw for a small town. It's more of a day trip for people, or for a weekend to walk around and just spend the day. The visit part suffers from lack of awareness. VB people have a sense that Cape Charles is a way off distant place, near Maryland. The stigma that goes with it, that its remote. I may decide to visit for a day visit and if I go away impressed I may come back again. To live here, you either like it or don't, no middle ground, some people love an urban setting. It becomes who you are.
2. **Why do you think people chose not to visit Cape Charles and/or chose not to live here?** People chose not to live here because there isn't enough activity. May not be appealing to visit a place that's back in the 40s. When people do come, they enjoy it and say they had no idea about what we have to offer. They may have heard of it but don't know what is here.
3. **What sets Cape Charles apart from other destinations or communities?**
It's authentic, original, not a reproduction. Town Center calls back to a time in history when the facades looked a certain way. Cape Charles has that appeal in an original, authentic way. Nature lovers, huge appeal with regard to the natural environment, the water, marshes. A sense of being away, at the marina, boaters that spend the night, it's so close yet when they get here they feel like they are somewhere else.
4. **What do you feel is the town's greatest potential growth area?** Is it population and economy. Hard to say. If I focus, it's more than a tourist destination. The potential for this place to become a destination to get away and get in touch with yourself, not be rushed or pushed. Relaxed to read a book, not exotic like riding a roller coaster. It's a human pace. The potential for developing that.
5. **What are other towns/destinations doing that you admire? What would you like to try to implement in Cape Charles?** Other neighborhoods that we could model after have more organized cultural events, family-oriented

community events, and amenities toward self-development. Serenbe outside of Atlanta and Chautauqua in NY. Adult day camps or summer camps, where you can do nothing or get involved in an art class or listen to a lecture or go to a concert. Cape Charles has the capability to do this, just requires someone to do it. The huge reserve of intellectual stimulation, just someone coming over and offering a lecture outside or in the Palace theatre. Something different.

6. **Where would you like to see the Cape Charles in the next three to five years?** Somewhere in the zone between undiscovered and overrun. We want more business and to keep it vibrant but not so busy that it disrupts it. Nice to see progress in all these areas to see incremental growth as well. To see it sustained, we want to see more year-round activity in the next 3-5 years with businesses that can stay open, stronger shoulder seasons. As an example: Edenton, NC and places like that, doing okay but not hot spots. Wilmington is a historical place that is doing well with a good balance. Savannah and Charleston, but they are in a different league.
7. **What businesses do you think would help attract visitors and residents to Cape Charles?** New and existing, organized discovery. A package to really know what's going on. Need to know what's going on 2 miles away. Barrier Island goes undiscovered by 95% of people. They have no clue what the ocean and Barrier Islands look like out there. If businesses could organize these discovery trips, also historic sites, art, nature, space center at Wallops Island. All these things have an interest; hard to discover if you are just driving down the road. There was a study done by Temple graduate students on the Eastern Shore (2006). They spent 2-3 months looking at the Eastern Shore, a key finding was it lent itself to being a hosted community. If you didn't have someone hosting you, you'd miss it.
8. **Describe the tone or personality that you think Cape Charles should have in its marketing?** The marketing that we are familiar with causes us to get more actively involved, Busch Gardens, slides, roller coasters, video games. I don't think they need a giant water slide or Ferris wheel, think in terms of a place to center on oneself and physical recreation, intellectual stimulation and for those that are in touch with their spirits, spiritual growth, a natural visit is really refreshing, instead of being wound up. We would like to see more art galleries or those types of experiences. Chautauqua personality.
9. **What are your impressions of Cape Charles as a brand? How do you think the public perceives the brand?** Day trip. Needs to be broadened to a getaway, a relaxed enriching experience. Have to be careful because it's a mix and if you don't look at all of it you could focus on one thing. A wide variety of things to do, not any one thing to do. There isn't enough data to focus on what type of people come here but there are several reasons, the

attraction for people from the northeast, New Jersey, Connecticut trying to get away from severe weather. If it's NC, SC or GA it's a two-day away. Down below the snow zone. Have people that are buying as a second home with the intent of retiring, like quieter lifestyle. There are a few that live here and continue to work. People commute to Hampton Roads, people that live here and work at home. Bay Creek buyers are families and older people, it's diverse. It hasn't grown tremendously over the last 8 years because of the economy. About 30 families a year move there.

10. **What primary message should the Cape Charles brand convey?**
11. **Share adjectives or words that best describe Cape Charles.** Real, unpretentious, unhurried, clean, not commercial, authentic. Rustic elegance. A certain charm and maturity to it. If you go into an authentic café here, the people are mature and comfortable. It's not fancy, it's a natural state.
12. **How can Cape Charles best tell its story to reach visitors, businesses and residents?** Getting organized and communicating with one another so energies are more effective. Draw from one another instead of running in different directions. Focus on businesses and talk about what they can do to help themselves, focus on visitors leaving happy. One-on-one, one at a time, make people that come here feel comfortable. If they leave happy they are going to talk about it. Word of mouth is the low-cost way of increasing business. You want that word to creep into the community as powerfully as it can. Focus on how to help people discover what's over here, encouraging young people to do discovery tours. Look at historic houses, boat ride to Barrier Islands, activities that you can't see from driving down the road. Help people discover the place. Goes back to that sense that you're far enough to feel "away" but close enough that it's an hour away. Overnight accommodations are fairly limited. Talk of a hotel at the harbor would be a good thing for the community.
13. **Do you have any additional thoughts you'd like to share?** People enjoy authenticity; we ought to not be embarrassed about not being a brand new town. We should boast what we really are and let people see and enjoy that the buildings were built in the late 1800s or 1900s and are 100 years old and still useful and real and you can touch them and look at them. A low-key place can conceal treasures that you leave unnoticed. If you have ever done the boat ride you feel like your on a National Geographic shoot. It's not easy to get to unless you happen to be a fisherman or someone who knows how to do that, it is unbelievable and most people never see it. The food can be an attraction with small restaurants that are family owned and not franchises. More creative and performing arts activities. Historical sites in Virginia were destroyed, in Cape Charles, they are still here, and families have been living in these homes for 100s of years. You can ride by and look at them. It's a hiding place for those who want to escape. Open to a wide diversity of

people.

There were some tours, but not maps. At one point we had a haunted house tour at night, but I am not aware of any organized tours right now.

Interview 2

Summer reach capacity in-season (memorial – labor day)

My business has quadrupled since year one. This has been from an increase in tourists as well as operational procedures.

The town is currently at capacity in-season for the infrastructure we have
The truth of it is, we don't need an increase in tourism from summer
We need to increase year-round occupancy

Poor visitor experience if there are more visitors, my restaurant has 2-hour wait on a Tuesday in the summertime

Challenge is lack of workers, not traffic

I have 82 employees, 7 live in Cape Charles

No housing for middle class

There is no place for someone 24 years old that want to live here with a roommate. Need to be sustainable with our growth.

We are finally getting to a point where we have more restaurants, but no one to staff them.

1. Why do you think people visit Cape Charles and/or chose to live here?

I think it is the stage darling, the town spent money with Main Street. This is a tremendous place to visit. Quiet, quaint, safe beach, golf courses, campgrounds. Demo change, campgrounds have grown and become more popular now. More campers, not just golfers. Historic feel, friendliness, and quaintness of town. Need to consider how far you can push it before the appeal is gone.

2. Do you think people chose not to visit Cape Charles and/or chose not to live here?

Certain groups of people that want more amenities than we have here. We are gaining more amenities but not on par with options of larger resort cities like Ocean City or VA Beach.

Hard to entertain 12-18-year-olds here

No place appeals to everyone, we are not looking for that

St. Michaels and Cape Charles are more quaint

3. What sets Cape Charles apart from other destinations or communities?

Geographically unique, multi-generational families, boatlifts on Chesapeake are a tremendous advantage. Main anchors – view, sunset over the water, a beach that is kid friendly, world-class golf course and 200 boat slips

Tremendous opportunity in this town, business owner have lower infrastructure cost, with less competition, but the challenge is it is only a 16 weeklong season.

In-season restaurants are full, the beach is full, and the parking lot is full

Challenge, starting over with new fresh staff each year. During summer the business is stressful and we are understaffed

In contrast, there are only 250 people here in the winter
If we had housing year-round there would be people spending money here in town. Currently, there is no housing for the middle class to grow this.

One developer that was looking at building multi-family homes, but doesn't have the capital to complete.

Most of the developers – Strawberry station, transient people that buy the condos, but the condos are still vacant in winter.

4. What do you feel is the town's greatest potential growth area?

Year-round occupants, the town needs more residents.

5. What are other towns/destinations doing that you admire? What would you like to try to implement in Cape Charles?

I see a lot of places with heavy tourism in-season. Different infrastructure, they have housing for seasonal help. Part of their business plan for opening a hotel includes building a place for labor.

St. Michael's does better at year-round business.

The Appeal of this town is very weather dependent with golf and boating.

6. Where would you like to see the Cape Charles in the next three to five years?

Sustainability, employee people more year-round at a wage that could afford them to live in the area

I am 37-years with family, schools are not terrific here. Most public schools are lower class income. Need more middle class, infrastructure more

important right now than branding.

Branding something before it is ready may backfire at this point. We can't service everyone.

Not trying to shoot down, but I can't do my job if there is more. Never see my kids because I can't physically staff to keep up with summer business.

7. What businesses do you think would help attract visitors and residents to Cape Charles?

Industrial businesses are important

Without those year-round people lose the opportunity to have income off months

Places to live, people to hire, year-round residents

8. Describe the tone or personality that you think Cape Charles should have in its marketing?

The natural hospitality of the area is the personality of the town.

Physical and geographic. America's Small Town. Combine physical location with the hospitality.

9. What are your impressions of Cape Charles as a brand? How do you think the public perceives the brand?

Sunsets, not being tapped into enough. No other place to see the sunset over water without going to Florida, boats, seafood, golf, water

10. What primary message should the Cape Charles brand convey?

America loves a comeback story. Trains would bring everyone from up north to Cape Charles. Debilitation for 30-40 years, but now on a comeback.

Transit population and tourism dollar back. Rags to riches story. People love the history behind it.

11. Share adjectives or words that best describe Cape Charles.

12. How can Cape Charles best tell its story to reach visitors, businesses and residents?

13. Do you have any additional thoughts you'd like to share?

The main issue is finding the growth that is sustainable and attainable.

I've built a reputation but now I can't handle the business.

Employ more people year-round,

Add a park, place where kids can shoot hoops

Add more infrastructures

Fiber optics into town so this place is viable as working place from home

Fiber optic is a mile and half away

Make it a viable place to move

Interview #3

- 1. Why do you think people visit Cape Charles and/or chose to live here?**
Came from NoVA. To get away from the rat race. It's a unique place, had no idea he'd end up living here. Peaceful, so laid back. Live a normal life w/o the hustle and bustle. Wife was looking at Southern Living magazine. A house in Cape Charles – King's Creek bed and breakfast. A couple of weeks afterward we starting looking for a vacation house. Last house we saw and looked right out onto the bay and bought it and moved in 2 to 3 months later. Lives on Harbor Street, unobstructed views of the Bay.
- 2. Why do you think people chose not to visit Cape Charles and/or chose not to live here?** They don't know about it. Once people see it and come down, they have usually read about it or one of their friends told them about it. Used to bartend in Kelly's. People heard about it in NY Times or somewhere else. People come from everywhere you can think of New York, New Jersey, Long Island, Boston. Ask them what brought you here and would answer "such and such article." Now Cape Charles is in 2 or 3 articles a year. The more adventurous folks come here.
- 3. What sets Cape Charles apart from other destinations or communities?**
Unique small town but as a coastal town, deep water harbor, marina, wineries, a lot of stuff around here that is unique to the town itself. If you look at some of those on the west side of Chesapeake Bay, they have similar but not the same. Boaters come from everywhere; we are a safe harbor. West facing sunsets, unobstructed views of the sun over water, rare on this side. Albemarle you see water on the other side and also Avon, a tiny little village. Once people see that sunset they are sold. The unique thing is you see all the cars parked watching the sunset. People sit on the beach and walk it or on the boardwalk or sitting in their cars. No formal events, guys playing volleyball stop playing to watch the sunset and resume the game.
- 4. What do you feel is the town's greatest potential growth area?**
My vision, as a member of the planning commission for 6 years. We are at the typical chicken and egg problem. We have the potential for big growth. The potential is there, we just have to manage it correctly. Tourism will take care of itself. We need 12-month sustainability so shops can stay open all

year. The season is short 2 months. We need one or two industries that do year-round work that could be the catalyst for year-round sustainability. This will also change the outlook of town from a population standpoint. It'll never be the Outer Banks, and we don't want to end up being a tourist town. We have the infrastructure as a town we ready for the onslaught of growth. We have the land and the property; we need people to do the work. Bayshore is closing down, in July, it is marketable in some way depending on price point, there are some environmental issues since it's been there since the late 50s or 60s. If they get that under control it could be developed into whatever, 30 to 50 acres, a lot of property. Potential is there, right smack in the middle. The railroad is in the middle and could come back into public use 60 acres, 66 acres at Baycreek. Mostly commercial. 250 acres of potential growth as opposed to 30 on the highway. Cape Charles is going to be the catalyst by far.

5. **What are other towns/destinations doing that you admire? What would you like to try to implement in Cape Charles?** I could care less what other towns are doing. I want us to be our own. We are our own little place. It's a unique area that I'd rather not model after someone else, people should model after us.
6. **Where would you like to see the Cape Charles in the next three to five years?** A 12-month sustainable full-time town, that doesn't rely on tourism to stay afloat. Industries and good jobs to come here and help out the school district and bring urgent care here much faster. We have a mega yacht repair company coming down in the fall and it's bringing a bunch of sundry businesses. Keep those restaurants open for 12 months and offer employment for local people. Main Street and economic development and housing, we only deal with it in our downtown district. Northampton planning district plans for economic development and housing as a joint venture between both counties. They have been doing all the research but they haven't been done much, just wanted to develop 13. Working on a regional approach.
7. **What businesses do you think would help attract visitors and residents to Cape Charles?** Touristy question. If someone is looking to move here, hopefully, there is an industry that covers a broad range of jobs. That yacht company that is coming down covers software, pipefitting, painting, and engineering. For someone to move here to make a living. From a tourist standpoint, we are lacking is restaurants. Getting the staff is hard. We have a generational thing. My kids don't want to work. 7.5% unemployment the problem is no one wants to work. No traffic at all.
8. **Describe the tone or personality that you think Cape Charles should have in its marketing?** Pointing out the attributes of what is here. Nothing aggressive. Currently, they single out certain areas but there has been a broader paint stroke of the area and it seems to get a pretty good response

to it. If you think about it, #3 happiest beach towns in the US. Beach is half a mile long. Small town feel, hate the Mayberry thing, we are more sophisticated than Barney Fife. The smaller quaint town where people aren't afraid to say hello. People go out of their way to talk to you.

9. **What are your impressions of Cape Charles as a brand? How do you think the public perceives the brand?** Most people perceive it as a unique area to live visit or stay. Different. Been here since the turnaround moving forward. New people that have moved in have grabbed the bull by the horns to keep it or steer it w/o losing the small town feel. We want to try to keep it. Council has down zoning stuff so it stays the same w/o opening Pandora's box of stuff that shouldn't be there, zoning set back and height restrictions. From a people perspective, the people come down here, they are different but similar. Grew up in McLean with people like Eyre. I went to school with those guys and didn't think anything of it. You could be sitting next to Dan Hoffer, most don't know who he is. You don't know who is who and who's got what. Graduated high school in 83.
10. **What primary message should the Cape Charles brand convey?** The small town feel. Feedback, don't change anything, but you have to embrace change. Keep the same kind of feeling that is there now but modernizes it so we are not so . . . town logo right now was hand painted and centers around the gazebo. That's not the Cape Charles, more to it than the gazebo. I know they are stressing the sunset but . . . tough question. Encompass the top portion of what people come here, quaint (old fashioned). It is a quaint town but it is historical on the national register. We have updated and modernized historical houses. They were in the dumps from 70s-90s, brought back to life.
11. **Share adjectives or words that best describe Cape Charles.** Peaceful. Only heard crickets and frogs. Still that way, no noise at night. Dark skies that are unbelievable. You see everything, the Milky Way. Exciting because of what's happening, progress. Dealing with Busky hard cider guys, nothing but saws and hammers and no parking, on a Wednesday, wow. A lot of excitement going on. Potential is another word. The simplicity of life, the way you live, you chose how much you want to be involved or not involved, the same result in the end.
12. **How can Cape Charles best tell its story to reach visitors, businesses and residents?** No, not that I can think of. The story is told from so many angles. The story has been told about rebuilding a home to national guys that do the grand scheme for the background. Put into different places, in DC or Richmond or targeting, coastal magazines. Huge mix of what is written, the different point of views is unique.

Interview #4

1. Why do you think people visit Cape Charles and/or chose to live here?

Accessibility, location is in mid-Atlantic and Hampton Roads

Rural but close by metropolitan and nature

Affordable for people to make a lifestyle or stage choice

The authenticity

Did not grow up here but lived here for 20 years

Come for accessibility, great weather, moved after daughter graduated

Easy to get around

A planner in previous years could see that historic district was area town

Cape Charles had what new urbanism tried to create

2. Why do you think people chose not to visit Cape Charles and/or chose not to live here?

If they know about it and are comparing it to VB, Chincoteague, and Wilmington

Lack of tradition tourism, touristy places, commercialization and lack of activities.

Accommodations, up until Airbnb it was hard to find places other than the campground and bed and breakfast. Time lapse over why people would choose not to visit today vs. 5-6 years ago

Choose not to live here because they want more commercial things closer - places to go shopping, target, groceries etc.

Town manager for 1998-2005 then went to law school at Regent, lived at 117 mason ave. the whole time

3. What sets Cape Charles apart from other destinations or communities?

Water, access to water harbor and beach- manageable, easy to get to and park.

The manageable size of town given the attributes, people can go to the beach and walk down the block for food

Can stay in the historic district, bay view or marina and get around.

The layout gives you a sense of community, lady and the tramp feeling, wouldn't you like to live here?

4. What do you feel is the town's greatest potential growth area?

Telecommuters—I don't think until recently we've had the amenities telecommuters want. Particularly for millennials, I don't think we have marketed ourselves in town or area. Now with broadband there's an

opportunity to live here and do great work somewhere else

Wonderful access to markets for creative and artisan communities, detractors are the cost of housing.

Other areas to grow could grow in tourism but we lack workforce. Will be difficult to grow in terms of economic development- hard to get a big company to come here, we'll have to build that economy ourselves.

Digital media to target millennials.

Don't have anyone doing economic development, little place that thinks bigger than it is. We see ourselves as bigger than we are, 1000 in proper, 1200, 50k total in Eastern Shore. Lots of part-time residents. Could be as far as Main Street is concerned, within the committee something cool out of their targeted approach may happen.

5. What are other towns/destinations doing that you admire? What would you like to try to implement in Cape Charles?

I think that there are always people who are true to themselves and what they really are. Authenticity, whether that's historic structures or people. Whether you're a big city like Philadelphia or historic area it's hard to do. We are a small town, I admire good planning in thinking about and protecting historic resources.

Somewhere in north Georgia they were redoing façade and made alpine village looking thing, but that's not who they are – that's an example of what not to do. That and places like Gatlinburg, it's not what they are but something they took a few pieces off and ran with.

Places that are real, people who are real, tell me about a new place, not a version of a place

Transportation- biggest issues of the eastern shore for me
Started out with golf course and kings creek marina, have a way to get around and sense of community

Has plan development bay creek, can live so many different ways, historic, condos, bay creek houses

Not easy to get around to all of these.

Trails are important, attractive to people who want healthy lifestyles.

Still missing that piece, uber golf cart, need golf cart home from distillery or brewery etc.

6. Where would you like to see the Cape Charles in the next three to five years?

On the same trajectory but with more workforce housing options. Housing and apartments, not subsidized but for younger people who can live and work here. Daughter rents house in the historic district, people see turning houses to vacation rental market as easier, we won't get millennials if we don't we really need to work on that

7. What businesses do you think would help attract visitors and residents to Cape Charles?

Better grocery, businesses, we don't really have a business or mid-range store. One other kind of retailer that doesn't need to be the size of a football field, smaller target, used to be a Hills or Kmart, our retailers are more specialty-based than basic needs

For example, if you need towels you can get something from dollar general, or go to bed bath and beyond across the bay, make it a larger shopping trip. Memorial day we went to Kroger to run errands, would probably go to town center, hilltop, maybe down Virginia Beach Boulevard. Hardly ever go to Lynnhaven, even fewer times to military circle, but that's for different reasons.

8. Describe the tone or personality that you think Cape Charles should have in its marketing?

Very upbeat and with diverse voices, young and old

9. What are your impressions of Cape Charles as a brand? How do you think the public perceives the brand?

Little-known hideout, I send everything out on social media that I see about Cape Charles. Sleepy, relaxed, vacations, not trying to get you to live here

Tell the story on other outlets? I believe word of mouth is the best way, digital allows us to do that

Doesn't tell our story to me, I like magazines, things with a long shelf life, hear of place and see it again somewhere else

A big word of mouth campaign, if everyone was armed with a story to tell, 30-second video that someone could push out that would be great and tell people, hear how people talk about living here

Businesses could do the same thing—video of the brewery or take a kayak out

Tell people about paddle board, had to lesson, a little snippet to show people

- 10. What primary message should the Cape Charles brand convey?**
- 11. Share adjectives or words that best describe Cape Charles.**
Safe, attractive, closer-by than you think, diverse, historic, water
- 12. How can Cape Charles best tell its story to reach visitors, businesses and residents?**
- 13. Do you have any additional thoughts you'd like to share?**

Interview #5

- 1. Why do you think people visit Cape Charles and/or chose to live here?**
Lack of pretense, simplicity.
- 2. Why do you think people chose not to visit Cape Charles and/or chose not to live here?**
Medical facilities, shopping.
- 3. What sets Cape Charles apart from other destinations or communities?**
Less is more today. People are looking for friendliness. The fact that it's less crime. Fun stuff, beach, golf, outdoor activities.
- 4. What do you feel is the town's greatest potential growth area?**
The railroad property, Bayshore Concrete and Tavi property (Mason Avenue, in front of Brown Dog all the way to the Bay). Tavi is on the council's agenda. Potentially put a hotel and shops. The railroad is almost as big as the restored area. Parking is obvious. Shopping, groceries, a boutique grocery store. Perhaps a community center. We have small pieces of community centers, and the library, we don't have a facility for senior citizens or that sort of thing.
- 5. What are other towns/destinations doing that you admire?**
What would you like to try to implement in Cape Charles? Vacant stores in other small, especially Main Street communities, the storefronts look more appealing. Streetscapes. We will get there.
- 6. Where would you like to see the Cape Charles in the next three to five years?**
Controlled growth, keep the small-town character. More restaurants, a few hotels, and a grocery store. Add those things but in a quaint way.
- 7. What businesses do you think would help attract visitors and residents to Cape Charles?**
- 8. Describe the tone or personality that you think Cape Charles should**

have in its marketing?

Small town and quaint.

9. What are your impressions of Cape Charles as a brand? How do you think the public perceives the brand?

We don't have a brand. Everyone has a different idea of who we are.

10. What primary message should the Cape Charles brand convey?

Small town, friendly quaint.

11. Share adjectives or words that best describe Cape Charles.

Sunsets on the bay, fishing, golf, watersports, yachting.

12. How can Cape Charles best tell its story to reach visitors, businesses and residents?

Social media, word of mouth is powerful. Superior businesses and restaurants and shopping.

13. Do you have any additional thoughts you'd like to share?

Challenge in this growth spurt is training. Service in restaurants is lacking. Garden tour, last Saturday in April. It was amazing but people complained about the service in the establishments, especially the restaurants. Yachting, boating, and fishing are why people come.

Interview #6

1. Why do you think people visit Cape Charles and/or chose to live here?

Charm is the first thing. Secondly, friendly nature of citizens that have moved here. Mayberry. Everyone says hello as you pass. The people that vacation here picks up on that.

2. Why do you think people chose not to visit Cape Charles and/or chose not to live here?

We are our own little island. For years, this was a testosterone town. You could go golf, drink beer, all the things men want to do. They started getting things for families and women to do. It could be too much hustle and bustle. People chose not to live here are the people that need things, stores, shopping, outlet malls, they need a lot going on. We have a lot of stuff to do but it isn't Virginia Beach.

3. What sets Cape Charles apart from other destinations or communities?

Cape Charles has a bit of everything, a nice beach, a nice park, its walkable, bikeable, golf cartable. Two amazing golf courses. The water and sunset. What you can see and feel in Cape Charles is amazing.

4. What do you feel is the town's greatest potential growth area?

The greatest potential growth area is the Main Street, from the brewery, commercial area building up. The harbor has potential business wise; there is a lot of property. Those two areas realistically, on Mason Avenue, a new building being built with 6 to 7 storefronts, already sold them. On the Northern side only 2 or 3 storefronts that are available. Growing towards brewery and harbor.

5. What are other towns/destinations doing that you admire? What would you like to try to implement in Cape Charles?

There are little things, Charlestown, walk through an open-air market. We do have farmers market on Tuesdays, would like to see more days. The planning commission has done a great job creating a vision for the town, I know we are tweaking it a little bit. There is a good vision as we move forward we should rely on that vision and tweak it as needed.

6. Where would you like to see the Cape Charles in the next three to five years?

The southern side of the harbor has businesses on it. Preferably commercial with good labor, skilled labor. Docks put in at the need of Mason to be able to supply megayachts out of those buildings. All storefronts full and viable. More houses in Bay Creek, some empty lots in historic lots put homes on them. Like that old homes are being rehabbed, like to see that trend continue.

7. What businesses do you think would help attract visitors and residents to Cape Charles?

Businesses with their own niche, not big on chain businesses. Storefronts run by a smaller business type deal. Like Moonrise jewelry, very good for our town, more stuff like that.

8. Describe the tone or personality that you think Cape Charles should have in its marketing?

Exciting.

9. What are your impressions of Cape Charles as a brand? How do you think the public perceives the brand?

10. What primary message should the Cape Charles brand convey?

Exciting.

11. Share adjectives or words that best describe Cape Charles.

Relaxing, laid back, enjoyable and charming.

12. How can Cape Charles best tell its story to reach visitors, businesses and residents?

A lot of people like history. I think it needs to start with, we are a small

railroad town on the Eastern shore with a lot of natural assets. The railroad isn't running, we are still a railroad town, built on a lot of blood sweat and tears. Start with the history of the town and add in the charm of the new businesses and new blood coming to town. Finish it with the beach, sunsets, and shops.

13. Do you have any additional thoughts you'd like to share?

I am super excited about the Main Street program, thinks it will attract more businesses and tourists.

Interview #7

Originally from Cape May New Jersey, came to the shore 35 years ago to Onancock, bought and rehabbed houses. Got involved in Chincoteague, sold property mid shore, to retirees. In 1996 she opened an office in Cape Charles. Something unique in Cape Charles that is different than other areas of the shore.

- 1. Why do you think people visit Cape Charles and/or chose to live here?**
Primarily for the small town feel, friendly people. The beach goes far beyond that, has to do within their minds it's a stress-free place to be able to live. Last people that bought property as second homes or vacation homes have made them permanent homes because of the difference it makes in their level of stress.
- 2. Why do you think people chose not to visit Cape Charles and/or chose not to live here?** Lack of infrastructure, fancy grocery stores, higher-end cultural things. People have looked at homes and said, "there just isn't enough to do here." Most people she works with have already fallen in love with the area. The other folks came in through on Internet and not familiar with the area and wanted high-end property but Cape Charles didn't have enough amenities.
- 3. What sets Cape Charles apart from other destinations or communities?**
Not a lot of sprawl. The magic happens right here in the town or in Bay Creek. Recognition that because we are geographically isolated, the rest of the county is not interested in development. What we have here is unique and can't be recreated.
- 4. What do you feel is the town's greatest potential growth area?** Most likely the marina property that Eyre Baldwin and Jack Kemp purchases (6 acres on the harbor). Whatever ends up happening with Bayshore concrete. The rumor that Baycreek is sold or in the process of being sold. Taking those things to the next level with high-end marinas and multifamily housing. Rumored to be a hotel (Jack from Royal Farms). Supply gas to yachts, a mix of residential and commercial.

5. **What are other towns/destinations doing that you admire?** What would you like to try to implement in Cape Charles? No.
6. **Where would you like to see the Cape Charles in the next three to five years?** Would like to see perhaps fewer vacation rentals and truer second home people that are committed to the lifestyle and the values here. More full-time residents as well because the town is family friendly, it could work for people who telecommute. The school system does not have a great reputation. Seen homeschooling families move here. Too many transients in the historic part of the town. If Baycreek is developed or other aspects of Bay Creek, being able to concentrate on the resort vacation rental aspect in those areas where they can plan out parking and infrastructure. Hate to see the town and people who live here sacrifice what they have to accommodate something that we don't have the infrastructure for.
7. **What businesses do you think would help attract visitors and residents to Cape Charles?** Visitors, more family-friendly things to do because this is a destination spot. Not a spot in the historic part of the town yet. In terms of residents, school system. Early retirement people, quality grocery stores and more restaurants, the ability to have some higher end services. Part of the conundrum is a slower pace that is welcoming and draws people, the flip side of that is that sometimes its frustrating for them not to be able to get services.
8. **Describe the tone or personality that you think Cape Charles should have in its marketing?** Friendly. Upscale in terms of pricing. Casual element to it. Conveying a lifestyle with leisure and opportunities to know who your neighbors are. Last few clients have been focused on how amazing it is to have people wave to you and look you in the eyes and have a conversation with you. Mayberry.
9. **What are your impressions of Cape Charles as a brand? How do you think the public perceives the brand?**
Depends on which aspect of the public you are talking about. Some that see it as small and backward. Seems to be the thing that is changing the most. The newer people that are clients (blog "Young House Love") Been approached by HGTV to do a show. Young couple with small children. Gets tons of referrals from them. Latest people trying to buy there, making a lot of money to able to buy a \$400-\$500K home. A whole new thing. With the branding to pay attention to the younger demographic. Because they have small kids they were cued into beach w/o waves, brown down ice cream, kids can ride a bike here. The older demographic, young retirees. Needs to be young and fresh. People were interested in the coastal vibe that's morphed into a more fresh perspective. They like the historic homes, but not into a heavy Victorian feel. Fresh use of space.

10. What primary message should the Cape Charles brand convey?

11. Share adjectives or words that best describe Cape Charles.

12. How can Cape Charles best tell its story to reach visitors, businesses and residents?

Special interest pieces get in uptick when we've been in Washington Post, brings people out of the woodwork. When I first started over here people in Hampton Roads new about ES but not Cape Charles, marketing can be done in Hampton Roads. Many years ago tried to advertise in the weekly supplement. It never worked, was unsuccessful, wasn't enough name recognition, it's starting to change. Gave us a bump in that is the Virginia Film industry. Speak with Andy in the Virginia Film Office. Brian Moran just bought two houses here, he is the Under Secretary of Homeland Security. If we could get more film projects on the Eastern Shore. Andy had mission impossible filmed on the bridge tunnel.

13. Do you have any additional thoughts you'd like to share?

Interview #8

1. Why do you think people visit Cape Charles and/or chose to live here?

I think people are looking for a peaceful simpler way of life and Cape Charles has that to offer. I'm not sure people know that till they come here, they figure it out once they get here, walkability, simple way of life. You can have it simple here but then drive 15 minutes and get everything you need.

2. Why do you think people chose not to visit Cape Charles and/or chose not to live here?

We have this conversation often. It's interesting about how many people in the state of Virginia doesn't know eastern shore exists. They think eastern shore is Maryland. Not clear on what eastern shore has to offer, they stumble upon it. When people think of the coast, they think of Virginia Beach. It's always interesting because our international guests don't know the US like we do; they look at a map and pick most eastern point. Interesting because we are predisposed to certain areas. We have quite a few international visitors, I would say about 20% of our total visitation. It's really an untapped resource; we don't do anything to market our selves. There are a lot of Canadian folks, they head down to Myrtle Beach and stop by on the way. The biggest groups for planned visits are visitors from UK and Germany. There are a lot of walk-ins from Holland and that region but they don't make advanced plans. 5 days in NY and DC, Cape Charles is the escapism in between.

3. What sets Cape Charles apart from other destinations or communities?

We don't get out and travel as much as we used to, but I would say it is a coastal beach location with a relaxed atmosphere, doesn't have the hustle and bustle of the city. Deep breath as you come across the Chesapeake bay bridge. Kind of like Hatteras, you really know you're on a coastal escape. Similar to Hatteras and outer banks but ability to engage because we're small. Even if we grow we'll still be small and we'll have the ability to make an impact and effect change.

4. What do you feel is the town's greatest potential growth area?

I'd love to know what other people said, and maybe it's my town council hat—but I think the greatest potential area is to get more town residents. Obviously, I want visitors, but I want as a town to get full-time residents because that builds community. People who are looking for an authentic place to live, telework professional, potential growth.

For tourism, the main area for growth is accommodations. We need more weekly accommodations, hotels and bed and breakfasts.

We are pretty booked all summer, looking at the calendar, two nights available between now and July 8th. Seeing three and four-week reservations, longer stays.

We don't need an overload of bed and breakfasts, but something family and pet-friendly. Those are the things I have to turn away the most with nowhere to recommend them to.

US markets we draw the largest percent from Richmond, then Hampton roads south side, where we've seen a lot of growth in past two years. When we opened seven years ago and it didn't make sense that we weren't getting visitors from VB and Hampton Roads. Next, I would say we pull from Fredericksburg and Williamsburg.

5. What are other towns/destinations doing that you admire? What would you like to try to implement in Cape Charles?

Nobody stood out, little ideas but nothing that would help with what you and I are talking about. Maybe need help with branding and wayfinding signage. Subtly, not forced. Sets our style aside. Those are the things I look too that I feel we don't have. We need to get our offering and overall feel together.

6. Where would you like to see the Cape Charles in the next three to five years?

I really see the full-time residents helping to solidify who we are, both in Baycreek and historic district.

Like to see us get waking history tours and things that highlight walkability. How cool would it be if the walking tour was tied to an app, that kind of progressive things

7. What businesses do you think would help attract visitors and residents to Cape Charles?

Small grocery store, went to store in Hawaii that had the feel of Trader Joe's, truly convenient

Visitor wise-food trucks, we have restaurants but it's hard for them to make it year round. Think we're missing the site down and eat crabs, dump them on the table. Low overhead, truly seasonal family friendly.

Could make it oyster place in the summer.

Transportation, uber, transportation to Norfolk and airport. Basic transportation pieces. Dry cleaning—I don't know that's really a sustainable business but I hear people say that. I would say Italian restaurant but now we have that. Some additional ethnic restaurants i.e. Asian, lack of that.

8. Describe the tone or personality that you think Cape Charles should have in its marketing?

Escapism piece, escape from reality and everyday life. I am a huge Jimmy Buffet parrot head, I think in a lot of ways what I feel in Cape Charles it permission to feel good. People bring workbags or computer bags and when they leave, they said I never thought about it once. How can we communicate that message, you've gone back in time.

9. What are your impressions of Cape Charles as a brand? How do you think the public perceives the brand?

What brand? We had someone on Facebook be confrontational that we don't have a brand. We have a lot of these things but not focused on more than one area. I don't think we have anything comprehensive

10. What primary message should the Cape Charles brand convey?

A way of life

11. Share adjectives or words that best describe Cape Charles.

Friendly, welcoming, relaxing, diverse, tranquil. Not what people traditionally think of as diverse, people come from a wide range of life experiences, places, and jobs. We have a guy who is a cinematographer for National Geographic, he travels a lot but this is his home base.

Unique because we know all these details about people. Diverse also fits into the age group. We have retired, people who don't have children. Used to be when you sat at a B n B table everyone was 55, now we have 30's, 40's 60's.

Creates a diverse group, Busky's and breweries bring in the younger crowd.

12. How can Cape Charles best tell its story to reach visitors, businesses and residents?

Coastal beaches and sandy sunsets. How complicated can life be if I'm going to a meeting and taking a golf cart?

Visitors comment most on welcoming friendly, I was born and raised southern so it's not as surprising to me. Even the dogs are friendly and introduce themselves. Something about porch life here, people ride by and say hi. Life changed in 70's and 80's with garages and backyards so no one talked to neighbors as much. When people come here, there's a methodical kind of pace.

13. Do you have any additional thoughts you'd like to share?

When people describe coming across the bridge, there's a sigh of relief, something to present. There's intrigue, methodical way of life.

We used to live in D.C., then Lancaster PA, both of us grew up in families where neighbors kept as much an eye on us as our parents, blended families of neighbors, friends and actually related family.

Interview #9

1. Why do you think people visit Cape Charles and/or chose to live here?

I own a Bed and breakfast, at the front line, people are blown away and feel like they are in an oasis. We see a great return of guests. 25th year of business, have over 570 homes purchased via guests that have stayed at B&B. People are finding something that they consider to be a missing piece in their life/lifestyle.

2. Why do you think people chose not to visit Cape Charles and/or chose not to live here?

Have had a few guests that come through the door and say "where is the downtown?" They are looking for a Macy's or a big store. That's the most negative that they hear. No "cha cha" in Cape Charles.

3. What sets Cape Charles apart from other destinations or communities?

Has guests that visit other towns on the shore and they see VB and they come back and say "pew, glad I'm not staying there." Want to avoid the hustle & bustle, relax, refresh, renew experience. No children at B&B unless over 12. We see older kids enjoying the beach. After day 2 they really coming down and getting off of the iPads and immersing themselves in the experience. Parents say "we haven't talked like this in years." Yankees settled Cape Charles, other towns were settled by shore people. In CC we wave at everybody and says hi to everyone and the golf cart has slowed down pace and makes you appreciate it.

4. **What do you feel is the town's greatest potential growth area?**
Greatest asset is to connect the town with the harbor. Worked hard with legislation to make that connection and it hasn't happened yet. Has to come through the State. It's a perfect walkway from Mason Ave over to the Shanty. Need a connection from Strawberry Street with our developing town.
5. **What are other towns/destinations doing that you admire? What would you like to try to implement in Cape Charles?**
Fredericksburg TX. Has large B&B, small town. Have a Central Park where people gather on the weekends for entertainment. It was a welcoming thing even if you were only staying 2 nights. You instantly connected with the people around you. I think Cape Charles is on track for things like that.
6. **Where would you like to see the Cape Charles in the next three to five years?**
Developing Harbor and connecting the Pavi property. A new centerpiece to Mason Avenue. We've seen a glimmer of it with an aggressive harbormaster, he's left. We've seen it crammed so full that people are tying up to other boats, I'd like to see development like Cape Charles Yacht Center. It holds another key to marketing our town and we need to be ready for that. Another level of guests, crewing or owners. Another bonus to development and marketing.
7. **What businesses do you think would help attract visitors and residents to Cape Charles?**
Family friendly gathering place when weather is bad. A bowling alley or something recreational for visitors and community. Would love to see us take advantage of the theatre and show good films. It would be an easy thing. It's underused with live talent. We used to have a dinner theater and it thrived because it was a community that wanted live performances. Each run was 2 weeks and would have 700 guests show up. People in town interested. People involved in restoration that did not see it the same way. Would provide entertainment for community and tourists. Need strong administration in the town.
8. **Describe the tone or personality that you think Cape Charles should have in its marketing?** People don't want it gentrified. We are authentic, we are going to get that point where we are gentrified, avoid it. We need to stay true to what we are. It's not really upscale. Remain authentic.
9. **What are your impressions of Cape Charles as a brand? How do you think the public perceives the brand?**
People see it as, they've heard about it but don't know where it is or where the Eastern Shore is. Getting a lot of exposure, people say oh my gosh!

When they are exposed to it. Cape Charles is the smallest town to ever get happiest town (top 10).

10. What primary message should the Cape Charles brand convey?

The land of gentle living. Historic, gentle, haven. Tells guests that they have a police force of 4 because they don't need them. People bring bikes and they don't have to lock them up.

11. Share adjectives or words that best describe Cape Charles.

A village. Village conjures up something even smaller than a town, we are village like. Quaint historic, beach, Victorian. Identified as one of the best historic towns that was not been remodeled be use of economic decline, the housing stock is very pure.

12. How can Cape Charles best tell its story to reach visitors, businesses and residents?

Face to face, one on one, concierge, people take the time to have a chat. Those are what people come back. Stopped at the Welcome Center at Bay Bridge, and they say, those people are wonderful. One on one is the best and very direct marketing. One of our great assets. Talk to shop owners and they love to tell the stories people coming across the bay and fall in love with the town and want to come back and bring their families. Used to have a historic holiday tour, progressive dinner, half of the attendees were from out of town. People were rolled over by it, it was an amazing experience. It took 125 people to pull it off. Gives you a sense of those conversations that people have with one another. Need a strong web presence, opportunity to drive people from website to other experiences in Cape Charles and things that they can look forward to doing, links our shore as well as Cape Charles. People who visit don't care if they are driving 70 minutes to Chincoteague. It's not like they got Accomack County. It takes a few days to get that mind set over. Different counties hang on to being so different and don't want to play nice together. Tourism commission is trying to connect it. Seeing guests coming from Pennsylvania. We figure 300-mile radius, Richmond, Charlottesville, Hampton Roads. Do get some international visitors. Many of them are from small communities and they like the small town, serve them grits. Have not attracted the Canadian market. Germany, a lot of UK, some from Nordic countries. A lot of Germans and Brits. Here mostly from guests that they love that they can park their car and walk wherever they go. Europeans are big walkers. A lot of people will do just that. Six blocks from the beach and can leave their beach towels and chairs and go to town and come back and the friendliness.

13. Do you have any additional thoughts you'd like to share?

No, I believe we covered it all

Interview #10

1. Why do you think people visit Cape Charles and/or chose to live here?

I think they visit because they hear it is a step back in time, Norman Rockwell, they chose to live here because it is not in mainstream America, it is a more natural lifestyle.

2. Why do you think people chose not to visit Cape Charles and/or chose not to live here?

Because they like the mainstream of having mall, electronically oriented, I need and want it now generation.

3. What sets Cape Charles apart from other destinations or communities?

It hasn't been taken over by a false generation. The beach is hugely successful. Safe, clean beach. Walk down the street to ice cream, still a family place.

4. What do you feel is the town's greatest potential growth area?

Family living in the outdoor environment, sense on community right on the edge of ecotourism.

5. What are other towns/destinations doing that you admire? What would you like to try to implement in Cape Charles?

Joint marketing whether it is through social media or traditional efforts Daniel Island and Palmetto Bluff, learned to separate principle from personality to drive forward same results.

People buy-in because they like what it represents.

Cape Charles needs to make a plan, move forward and stick with it. We all came here because we like something about it.

6. Where would you like to see the Cape Charles in the next three to five years?

I would like it to have 150 hotel rooms, I want it to have more than eyewash retail – a general store where you can get a pair of jeans, work pants or tennis shoes, etc.

We will never be a National Harbor

I would like to see a stronger architectural review board
Small conference facility

Community college and other schools to have classes in Cape Charles
Retirees – education for these people in Williamsburg, need to stimulate the

mind

A much larger commercial presence on the water – fishing and research

7. What businesses do you think would help attract visitors and residents to Cape Charles?

More ecotourism businesses – hunting, fishing and site seeing with all the right tools

8. Describe the tone or personality that you think Cape Charles should have in its marketing?

One of the reasons the yacht center was so successful in the last year and half is that we are really clear we are never going to be Nantucket, Oxford or St. Michaels. We are just Cape Charles, people love that about it.

9. What are your impressions of Cape Charles as a brand? How do you think the public perceives the brand?

Right now is the first time in a really long time that we have had good town council, leadership.

10. What primary message should the Cape Charles brand convey?

11. Share adjectives or words that best describe Cape Charles.

Very real and organic, authentic

The curse of being 20 years behind may be our blessing

12. How can Cape Charles best tell its story to reach visitors, businesses and residents?

That is why you're here. Whatever effort we had so far hasn't been great.

13. Do you have any additional thoughts you'd like to share?

I just think it is so important having been a part of Exmore program that there has to be unity and community. The minute someone takes off on his or her own direction, things go awry.

Interview #11

1. Why do you think people visit Cape Charles and/or chose to live here?

I think one of the reasons people visit is the articles being written - cutest, happiest, little town, people hear this and they want to visit.

People moved here because it was affordable (not anymore though), rural, not too much going on, but just enough to find something to do if they wanted. There are benefits of having town where everyone knows each

other and greets each other in the street.

I came here, as field organizer for Obama campaign, there was a place to rent here that I could afford and my father was in Cape Charles. I fell in love with Eastern Shore.

2. Why do you think people chose not to visit Cape Charles and/or chose not to live here?

Some people like more to do. We need to be satisfied with the fact some people won't come here because we don't have amenities such as waterpark. We don't have infrastructure for that here.

#1 people don't live, very difficult to afford to live and work here.

3. What sets Cape Charles apart from other destinations or communities?

I think that one of the big things is our beach, family-friendly, calm and safe. Working class town with a beach and cool shops. Vacation + real town. It's not all glitzy.

4. What do you feel is the town's greatest potential growth area?

Harbor for the arts – free concerts, artistic display, film festival, art in the street.

That has been really popular and seasonal art festival. Bring interesting clientele that appreciates it for what we have here.

5. What are other towns/destinations doing that you admire? What would you like to try to implement in Cape Charles?

Matthews (similar feel as Cape Charles). Asheville, NC and St. Petersburg, Florida both have walkable downtowns with funky interesting spots. I think Cape Charles is doing this already.

6. Where would you like to see the Cape Charles in the next three to five years?

I don't think the wharf at the harbor with Mega yachts is the best idea, worried about speedboats. We are more of boat cruisers. I'd like to see it keep going more in the direction of where it is currently going.

7. What businesses do you think would help attract visitors and residents to Cape Charles?

We have done most of it lately with the cider, distillery and brewery. We need a regular convenience store or general store.

8. Describe the tone or personality that you think Cape Charles should have in its marketing?

Friendliness should be represented, surrounded by natural beauty. An opening, welcoming place. Multicultural – beach has a mix of Black, Hispanic

and White

9. What are your impressions of Cape Charles as a brand? How do you think the public perceives the brand?

Cute and friendly, Mayberry by the bay (Mayberry drives me a little crazy, but that is what people use to describe it). Friendly, neighborhood feel.

Interesting restaurants and shops.

Surprising - Hook-U-Up Gourmet is one of best restaurants I've been to in the state. Friendliness, smiles from everyone around town.

10. What primary message should the Cape Charles brand convey?

11. Share adjectives or words that best describe Cape Charles.

Natural wonder, preserved nature of town and environment, unspoiled nature

12. How can Cape Charles best tell its story to reach visitors, businesses and residents?

What brings people to Cape Charles is the articles and blog posts being written about us. Something is working; people are looking for this sort of town.

13. Do you have any additional thoughts you'd like to share?