



Front Royal Economic Development Authority Meeting

Monday, January 8, 2024 @ 12:00pm

Town Hall – East Conference Room

View meeting online LIVE at <https://www.frontroyalva.com/673/Town-Hall-Live>

1. Roll Call – *Hillary Wilfong*
2. *Approval of Minutes - *I move that FREDA approve the Regular Meeting minutes of December 4, 2023, as presented.*
3. *Election of Officers
 - a. Chairman
 - b. Vice Chairman
 - c. Treasurer
 - d. Secretary
4. Old Business
 - a. Update on MOU revisions
 - b. Discussion of By-Laws revisions
5. New Business
 - a. Vision
 - b. Mission
 - c. Goal/Tactics setting
 - i. Comp Plan Goal ranking discussion
6. Open Discussion - *Chairman*
7. Next Meeting – Monday, February 5, 2024 @ 12:00pm
8. Adjourn

**Action Item – requires board vote*



FRONT ROYAL ECONOMIC DEVELOPMENT AUTHORITY (FREDA) MEETING MINUTES

Monday, December 4, 2023, at 12:00pm

Town Hall Upstairs Conference Room

The following minutes are a summary of items on the agenda.

This meeting may be viewed in its entirety by accessing the video of the same date online via the Town's website at www.frontroyalva.com.

ROLL CALL PRESENT: Chairman Richard M. Novak
Vice Chair Mark A. Tapsak
Director Thomas Eshelman
Director Aiden Miller
Director David Gedney
Director Frank Stankiewicz
Director Nicholas C. Bass

SUPPORT STAFF PRESENT: Town Manager Joseph Waltz
Administrative Assistant Hillary Wilfong
IT Director Charles Hutchings
Director of Community Development and Tourism Elizabeth Lewis

Approval of Minutes

Director Eshelman moved to approve the minutes from the November meeting, seconded by Director Miller.

Mr. Waltz wanted to re-introduce Ms. Elizabeth Lewis as the Director of Community and Tourism, Ms. Lewis recently accepted the promotion as director and will be overseeing the FREDA Board for the Town providing guidance and leadership.

Old Business

Update on Memorandum of Understanding (MOU) and revised by-laws: Mr. Waltz just received the first rough draft of the MOU from legal, this will help outline the Town's support and align with the by-laws. Mr. Waltz did explain that after the Board has reviewed and agreed with the MOU it would then need to go to Council. Mr. Waltz will attempt to send a draft allowing each board member to review and make suggestions as they seem fit prior to the next meeting.

Chairman Novack suggested that we add training into the MOU, the Board agreed.

New Name/Re-branding- Mr. Waltz asked the Board if anyone else came up with any names, so far, he received about five suggestions from Mr. Eshelman. Mr. Waltz would like moving forward if we changed the name to be more community driven as that seems to be way more of the Boards impact will be.

New Business:

Goals and Strategies from the Town Comprehensive Plan: Mr. Waltz distributed the goals that were depicted out of the Planning and Zoning Comprehensive Plan and read the goals that were designated for the FREDA Board.

Director Stankiewicz noted that the goals are good, maybe not all relevant to the Board, but a good starting point. He also noted that he believes with the outlined goals that there is already some boards and groups working towards the same goals, so we need to look into how we can support what is already out there.

Director Bass agreed with some of the goals on promoting more businesses like grocery stores and clothing stores to come to Front Royal, particularly on the south side, he also agreed that we need to create more events and outdoor opportunities for tourists to visit when they are here.

Chairman Novack once again advised that we create a mission statement, that encompasses the Town's objectives, which as before we were more economically driven and how we are shifting more towards the community.

Chairman Novack asked the Board to review the goals from the Comprehensive Plan and rank their top goals and we could review and find a starting point.

Director Tapsak suggested that we gather an inventory list of what properties are out there and available and to help the board so we know what we have to work with or around.

Ms. Lewis shared that goals from the Comprehensive Plan was raw and unfiltered and many of the suggested goals were from citizens input and placed under the FREDA, but does not mean all of the goals are for FREDA. Ms. Lewis shared she is excited to be involved with this board and figure out what direction we can move forward in assist with helping and complete these goals.

Open Discussion

Mr. Waltz shared that on December 14th, there is a virtual course with Virginia Economic Development Partnership (VEDP) on basic economic development information, this is an outstanding opportunity, however if you can not attend this one, they do it every quarter, and he will forward the training to all members.

Next Meeting :

Director Eshleman made a motion to host the next FREDA meeting on Monday January 8th at noon. Director Miller seconded the motion. Motion carried.

Mr. Waltz wanted to recognize Vice Chair Tapsak for his service as this is last meeting.

Adjourn

Chairman Novak asked for a motion to adjourn at 12:37pm, motion made by Director Eshelman and seconded by Director Stankiewicz

MEMORANDUM OF UNDERSTANDING BETWEEN THE TOWN OF FRONT ROYAL, VIRGINIA AND THE ECONOMIC DEVELOPMENT AUTHORITY OF THE TOWN OF FRONT ROYAL, VIRGINIA FOR FINANCIAL AND OPERATIONAL SUPPORT

This Memorandum of Understanding (“MOU”), effective the _____ day of _____, 2024, is made by and between the Town of Front Royal, Virginia (“the Town”) and the Economic Development Authority of the Town of Front Royal, Virginia (“Front Royal EDA” or “EDA”).

RECITALS

WHEREAS, the Town is a political subdivision of the Commonwealth of Virginia, and the Town Council is the governing body of the Town; and,

WHEREAS, the Front Royal EDA is a separate political subdivision of the Commonwealth of Virginia, created in 2020 by the Town Council of the Town with the adoption of Town Code Chapter 16 as authorized by Virginia Code §§15.2-4903 and 15.2-4905 of the Virginia Industrial Development and Revenue Bond Act; and,

WHEREAS, Virginia Code §§15.2-950, and 15.2-953 authorize the Town to appropriate and donate funds to industrial development authorities for the purposes of promoting economic development, and the accomplishment of all other lawful purposes and objectives; and

WHEREAS, the Town desires that the Front Royal EDA have sufficient financial and operational support necessary for the Front Royal EDA to exercise its powers as may be limited by ordinance adopted by the Town Council of the Town, and to satisfy its duties and responsibilities, under the Virginia Industrial Development and Revenue Bond Act; and,

WHEREAS, the Town wishes to appropriate and donate funding to the Front Royal EDA make like gifts, donations and appropriations of money to industrial development authorities for the purposes of promoting economic development, under the terms and conditions set forth below.

NOW, THEREFORE, the Town and the Front Royal EDA enter into the following MOU.

1. Purposes.

The purpose of this MOU is for the Town to provide financial and operational support to the Front Royal EDA on a voluntary basis to be used by the EDA to exercise its powers and satisfy its duties and responsibilities under Virginia Industrial Development and Revenue Bond Act, Town Code, and its Bylaws.

2. **Term.**

This MOU shall be in effect from the date of execution by the Parties until terminated in accordance with Section 8 of this MOU.

3. **Operations**

During the term of this MOU, the Front Royal EDA shall at all times operate in compliance with the Virginia Industrial Development and Revenue Bond Act.

4. **Appropriation and Donation of Public Funds by the Town.**

Funding Policy. The Town may appropriate and donate funds to the Front Royal EDA upon approval of Town Council. To assist the Town Council in this regard, Front Royal EDA will make a presentation to the Town Council which will include a written report, once during the Town's budget deliberation process, regarding the economic development activities of the Town.

Nothing in this section shall be construed to obligate the Town to appropriate funds to the Front Royal EDA during future fiscal years. Any such appropriation shall be voluntary. The Town and the Front Royal EDA agree and understand that, upon receipt of funds from the Town, the EDA Board of Directors assumes fiscal responsibility with respect to the expenditure of public funds donated by the Town. The EDA will maintain an accounting of the receipt and expenditure of funds from the Town.

5. **Donation of Operational Support by the Town.**

A. **Facilities.**

Meetings

The Town will provide meeting facilities in Town Hall on such dates and at such times as necessary for the Front Royal EDA to satisfy its meeting requirements as detailed in its Bylaws in lieu of the EDA acquiring its own meeting facilities.

Offices

The Town will provide such office(s) in Town Hall as necessary for the Front Royal EDA to conduct its operations in lieu of the Front Royal EDA acquiring its own office facilities.

B. **Staffing Support.**

Economic Development

The Town will provide its Director of Community Development and Tourism as economic development staffing support to the Front Royal EDA in lieu of the appointment of an executive director by the EDA.

Accounting

The Town will provide accounting staffing support to the Treasurer of the Front Royal EDA in keeping suitable records of its financial transactions and in arranging for an annual audit of such records.

Minutes and Record Keeping

The Town will provide clerical staffing support to the Secretary of the Front Royal EDA in keeping and preserving detailed minutes of its proceedings and in complying with the Virginia Freedom of Information Act and public hearing procedures.

Legal

The Town will provide, upon consent of the parties, legal staffing support to the Front Royal EDA for the review and approval as to legal form all agreements, arrangements, and instruments, and for such other legal advice as may be needed on matters within its authority and not otherwise in conflict with the interests of the Town.

C. Financial Support.

Board of Directors

The Town will compensate each Director \$200 per regular monthly meeting. The Town will reimburse Directors for necessary travel, training and other expenses incurred in the performance of their duties.

Audit

The Town will provide the funding necessary for the Front Royal EDA to contract for an independent annual audit of its financial records.

D. Education and Training Support.

The Town will provide and support the necessary training and education for the Board of Directors and staff in Economic Development and other related activities.

6. Future Donations to Front Royal EDA by the Town.

It is the Town's intention to consider additional appropriations and donations during future Fiscal Years upon receipt of a proposal by the Front Royal EDA, submitted to the Town by January 15 of each year. To assist the Town Council in this regard, the Front Royal EDA will make a presentation to the Town Council which will include a written report, once during the Town's budget deliberation process, regarding the EDA's promotion of economic development as a development or redevelopment promoter or facilitator. This presentation shall take place no later than the Regular Council meeting of February of each year, and shall include projects planned for the upcoming fiscal year.

7. Amendments.

This MOU shall not be modified except by the express written agreement of the Parties.

8. **Termination.**

This MOU may be terminated by any Party upon delivery of a notice of intent to terminate by March 1 of any year. The termination will be effective at the end of the then current Fiscal Year.

[SIGNATURE PAGE FOLLOWS]

TOWN OF FRONT ROYAL, VA

FRONT ROYAL EDA

By: _____
Lori A. Cockrell, Mayor / Date

By: _____
Richard Novak, Chairman / Date

Attest:

Attest:

Tina L. Presley, Clerk of Council

Clerk of the Front Royal EDA

Approved as to Form:

Approved as to Form:

Town Attorney

Attorney for Front Royal EDA

Bylaws of the Economic Development Authority of the Town of Front Royal, Virginia

Article I. Purposes and Powers

The Economic Development Authority of the Town of Front Royal, Virginia, also to be known as the “Front Royal EDA”, shall fulfill all the purposes and intents of the General Assembly of Virginia, as expressed in Title 15.2, Chapter 49, Code of Virginia, as amended. The Front Royal EDA shall also fulfill all purposes and intents as set out in Chapter 16 of the Municipal Code of the Town of Front Royal, which is the Ordinance creating the Front Royal EDA and all other matters as hereinafter provided. The general purpose of the Front Royal EDA shall be to foster and stimulate the development and redevelopment of industry, commerce, higher education, and all other purposes set forth in the Industrial Development and Revenue Bond Act, Virginia Code § 15.2-4900, *et seq.* as it now exists or may from time to time be amended, in particular in the Town of Front Royal and in general in the Front Royal-Warren County community, for the general good of the people of the Town of Front Royal and, wherever possible, the people of the County of Warren, and for the citizens of the Commonwealth of Virginia. The Front Royal EDA shall have all powers that have been granted to it by Title 15.2, Chapter 49, Codes of Virginia, 1950, as amended, and all other powers that may hereinafter be granted to it by an enactment of the General Assembly and also that may be granted by the Front Royal Town Council.

Article II. Offices and Records

1. The principal offices of the Front Royal EDA shall be located in the Town Offices of the Town of Front Royal, 102 E. Main Street, Front Royal, County of Warren, Virginia.
2. Except as otherwise required by resolution of the Front Royal EDA, or as the business and affairs of the Front Royal EDA may require, all the books and records of the Front Royal EDA shall be kept at the principal office to be designated as herein above provided.
3. The Board of Directors of the Front Royal EDA shall keep minutes of its proceedings to be kept contemporaneously with its proceedings, which minutes shall also be electronically recorded, (unless its proceedings are properly in closed meeting in accordance with the Virginia Freedom of Information Act (Title 2.2, Chapter 37 of the Code of Virginia, as amended)), which minutes shall be open to public inspection during normal business hours and under terms and conditions as provided by law.
4. The Front Royal EDA shall keep suitable records of its financial transactions and, unless exempted by Va. Code § 30-140, as amended, the Front Royal EDA shall arrange to have the records audited annually. Copies of each such audit shall be furnished to the Finance Director of the Town of Front Royal of the locality and shall be open to public inspection during normal business hours and under terms and conditions as provided by law.

Article III. Governance of Front Royal EDA by Board of Directors

1. The Front Royal EDA shall be governed by a Board of Directors composed of seven (7) Directors, appointed by the Town Council of the Town of Front Royal, Virginia ("Town Council"). Appointments shall be for terms of four (4) years, except appointments to fill vacancies which shall be for the unexpired portion of such term. If, at the end of any term of office of any Director, a successor shall not have been appointed or qualified, the Director whose term of office shall have expired shall continue to hold office until his successor shall be appointed and qualified. The seven (7) Directors of the Front Royal EDA shall be appointed initially for terms of one (1), two (2), three (3), and four (4) years; two (2) being appointed for one-year terms; two (2) being appointed for two-year terms; two (2) being appointed for three-year terms; and one (1) being appointed for a four (4)-year term.
2. All powers and duties of the Front Royal EDA shall be exercised and performed by the Board of Directors, acting by majority vote of those Directors present at a meeting at which a quorum is present, except that no facilities owned by the Front Royal EDA shall be leased or disposed of in any manner without a majority vote of all the members of the Board of Directors.
3. Four (4) members of the Board of Directors of the Front Royal EDA shall constitute a quorum of the Board of Directors for the purposes of conducting its business and exercising its powers and for all other purposes. A vacancy in the membership of the Board of Directors shall not impair the right of a quorum to exercise all the powers and perform all the duties of the Board of Directors.
4. Each Director shall be a resident of the Town of Front Royal or Warren County when appointed as a Director of the Front Royal EDA. Residents of Warren County must own a business within the corporate limits of the Town of Front Royal. When a Director ceases to be a resident of the Town of Front Royal, or if a resident of Warren County ceases to be owner of a business within the corporate limits of the Town of Front Royal or ceases to be a resident of Warren County, that Director's office shall become immediately vacant, and a new Director may be appointed for the remainder of the term.
5. No Director shall be an officer or employee of the Town of Front Royal or the County of Warren.
6. Each Director shall, before entering upon his duties, take and subscribe the oath prescribed by Va. Code § 49-1, or its successor provision.
7. ~~Per Resolution dated December 13, 2021, the Directors shall receive no salary but-~~ receive a stipend per resolution approved by Town Council for meeting attendance. may be compensated \$200.00 per monthly meeting attended. There will not be compensation for additional meetings. Reimbursement for necessary traveling and other expenses incurred in the performance of their duties shall be approved by the Town Manager or his designee.
8. The Board of Directors of the Front Royal EDA shall keep minutes of its proceedings, which shall be open to public inspection at all times. It shall keep suitable records of its financial transactions and, unless exempted by Va. Code § 30-140 or its successors provision, it shall

arrange to have the same audited annually. Copies of such audit shall be furnished to Town

Council annually and shall be open to public inspection during normal business hours and under terms and conditions as provided by law.

9. The Board of Directors shall have the right to prepare, or delegate the preparation of, confidential reports for submission to any person, governmental body or agency consistent with the purposes and powers stated by law and these Bylaws; and the right to receive from any source confidential reports consistent with the purposes and powers stated by law and these Bylaws; but no action binding the Front Royal EDA may be taken respecting such reports except as provided by law and these Bylaws.
10. As a condition to service of office, each Director of the Front Royal EDA shall timely complete and file, in accordance with all requirements of the Code of Virginia, any legally mandated publicly filed Statement of Economic Interests or Disclosures or Real Estate Disclosures or financial statements and comply with all requirements of the State and Local Government Conflicts of Interests Act as provided in Title 2.2, Chapter 31, of the Code of Virginia, or its successor provisions.
11. Any amendment to these By-Laws shall not become effective until approved and ratified by the Town Council of the Town of Front Royal pursuant to Section 16-4(J) of the Town Code.
12. A member of the Board of Directors of the Front Royal EDA may be removed from office by the Town Council without limitation in the event that the Board member is absent from any three (3) consecutive meetings of the Front Royal EDA or is absent from any four (4) meetings of the Front Royal EDA within any twelve (12)-month period, in accordance with Va. Code § 15.2-4904. A., as amended, or upon unanimous vote of the Town Council. In any such event, a successor shall be appointed by Town Council for the unexpired portion of the term of the member who has been removed.

Article IV. Officers

1. The Board of Directors of the Front Royal EDA may elect from its membership a Chairman, and Vice-Chairman, and from its membership or not, as they desire, a Secretary and a Treasurer, or a Secretary-Treasurer, who shall continue to hold such office until their respective successors are elected.
2. The terms of office for the officers shall end December 31st of the year to which they are elected. New officers shall be elected at the first meeting in January of each year.
3. The duties of the Chairman shall be to preside at meetings of the Board of Directors, and of the Executive Committee, if such Committee is appointed by the Board of Directors; to call special meetings; to call special elections; to be *ex officio* member of all committees or the Front Royal EDA if not actually voted or appointed by the Board of Directors to be a member of a particular committee; to sign with the Secretary or any other proper officer of the Front Royal EDA thereunto authorized by the Board of Directors, to sign any documents or instruments which the Board of Directors has authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Directors or by these Bylaws to some other

officer of the Board of Directors, or shall be required by law to be otherwise signed or executed; and in general, shall perform all duties incident to the office of Chairman; and shall perform such other duties as may be prescribed by the Board of Directors from time to time. The Chairman shall have an equal vote with the other Directors.

4. The duties of the Vice-Chairman shall be to preside at meetings on request of the Chairman, or in the absence of the Chairman, and in case of the death or resignation of the Chairman shall become the Chairman for the remainder of the term for which the Chairman was elected. In the absence of the Chairman, the Vice-Chairman shall perform the duties of the Chairman, and when so acting, shall have all the powers of and be subject to all the restrictions upon the Chairman. The Vice-Chairman shall perform such other duties as may be assigned by the Board of Directors from time to time.

~~5. The Town will provide support staff for the preparation of the minutes of meetings of the Board of Directors and the Executive Committee and be available for public inspection as herein before provided; to have custody of all important records of the Front Royal EDA; and to see that all notices are duly given as required by these Bylaws or by the Board of Directors.~~

~~—The Town Manager or designee Executive Director shall call meetings of the Board of Directors to order in the absence of the Chairman and Vice- Chairman and thereupon to conduct an election for a temporary presiding officer for that meeting; and in general, to perform such other duties as from time to time may be assigned by the Board of Directors. In the absence of support staff, the Chairman shall appoint a Director responsible for the preparation of minutes of the meeting.~~

~~5.
6. Town Staff shall keep suitable records of all financial transactions of the Front Royal EDA, to have such records audited annually, to furnish a copy of such audit to the Town Council; to make available for public inspection at reasonable times each such annual audit; to have charge and custody of all funds and be responsible for their investment and depositing in the name of the Front Royal EDA when authorized by the Board of Directors; and in general, to perform all duties incident to the Office of Treasurer and such other duties as from time to time may be assigned by the Board of Directors.~~

Formatted: Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.16" + Indent at: 0.33"

Formatted: Justified, Right: 0.08", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.16" + Indent at: 0.33"

Article V. Election of Officers

1. Regular elections for the upcoming calendar year shall be held at the first-regular meeting of the calendar year.
2. Special elections shall be held at a regular meeting or at a meeting designated by the Chairman of the Board of Directors in order to fill vacancies or to fill newly created offices, but only after specific notice, as hereinafter provided for, has been given.
3. Any vacancies for any cause on the Front Royal EDA shall be filled by Town Council.

Article VI. Meetings

1. Regular meetings of the Board of Directors shall be held monthly on a date set by the Chairman with appropriate notice as contained in these By-Laws or may be held at such intervals as set by the Board of Directors, but not less than quarterly.
2. Special meetings or work sessions of the Board of Directors may be called by or at the request of the Chairman or of any three Directors.
3. At each meeting, the names of each member of the Board of Director in attendance shall be entered into the minutes. If a Director leaves the meeting before its conclusion, the time the Director leaves the meeting shall be entered into the minutes.
4. Regular meetings shall be established at the annual meeting. Notices of special, emergency and continued meetings shall be given to each Director such as is reasonably under the circumstances and posted on the Town's web site and such other locations as public notices are posted contemporaneously with the notice provided to the Directors. Notices sent electronically by e-mail shall be deemed as a written notice.
5. Any person may annually file a written request for notification with the Front Royal EDA. The request shall include the requester's name, address, zip code, daytime telephone number, electronic mail address, if available, and organization, if any. The Front Royal EDA receiving such request shall provide notice of meetings directly to such person. Without objection by such person, the Authority may provide electronic notice of all meetings to such requests.
6. At least one (1) copy of all agenda packets and, unless exempt, all materials furnished to members of the Board of Directors shall be made available for public inspection at the same time such documents are furnished to the Board of Directors.
7. Four (4) members of the Board of Directors shall constitute a quorum of the Board of Directors for the purpose of conducting its business and exercising its powers.
8. The agenda will be set by the Chairman or the Town Manager if there is an Executive Director of ~~the~~ Front Royal ~~EDA~~, in consultation with the Chairman.
9. The vote of the adoption of every resolution, any proposals creating a liability, or for the appropriation or expenditure of funds shall be by "yes" or "no" vote of each member voting. The names of members voting for and against shall be entered upon the minutes of the meeting.
10. Remote participation at meetings by electronic means by members of the Board of Directors of the Front Royal EDA shall be governed by the applicable provisions of the Virginia Freedom of Information Act and the written policy adopted by Town Council, as the same from time to time may be amended, which Town Council written policy is incorporated by reference herein and made a part hereof.

11. Unless otherwise provided, procedure at meetings shall follow the most recent edition of *Robert's Rules of Order*.
12. The Board of Directors shall vote on and approve all minutes of the meetings of the Board of Directors of the EDA at the next meeting thereof.

Article VII. Staff

1. The Board of Directors shall appoint such employees as the Board of Directors deem necessary and appropriate to accomplish the purposes and powers of the Front Royal EDA.
2. The employees of the Front Royal EDA may prepare and submit confidential reports and recommendations to the Board of Directors, but no action binding on the Front Royal EDA shall be taken respecting such reports except as provided in Article III.
3. Expenditure of the Front Royal EDA funds shall be governed by procurement procedures adopted by the Board of Directors and will adhere to the Town of Front Royal's procurement policy and procedures and the applicable provisions of the Virginia Public Procurement Act. Staff approvals of expenditures must also conform with the fiscal budget adopted annually by the Board of Directors and abide by an adopted financial management policy adopted by the Board of Directors.

Article VIII. Fiscal Year

The fiscal year of the Front Royal EDA shall be from July 1 until June 30 of the following year.

Article IX. Committees

1. Upon the adoption by the Board of Directors of an Executive Committee may form, such committee shall be composed of, but not limited to, the Chairman, Vice-Chairman, Secretary and Treasurer of the Authority. An Executive Committee, if one is created by the Front Royal EDA, shall be subject to the same provisions, *mutatis mutandis*, as those applicable to the whole Front Royal EDA, shall meet at such times and such places as the Chairman may designate. The Executive Committee shall keep minutes of its meetings, which shall be preserved along with the minutes of the Board of Directors and distributed to the Board of Directors at its regular meeting. Three (3) members of the Executive Committee shall constitute a quorum. In the absence of any member of the Executive Committee, the Chairman may appoint a director to act on the Executive Committee pro tempore, and such appointment shall be recorded in the record book of the Authority.
2. The Chairman may, with the advice and consent of the Board of Directors, appoint members to committees and such appointments shall be recorded in the record book of the Front Royal EDA.

Article X. Powers, Duties, and Limitations on Authority

1. The Front Royal EDA, its Board of Directors, and its individual Directors shall have and exercise all powers and duties and be subject to all duties and responsibilities and shall enjoy

all exemptions from liability, as shall be set forth in the Industrial Development and Revenue Bond Act, Code of Virginia, 1950, §§ 15.2-4900 *et seq.*, as amended, or its successor provisions.

2. The Authority of the Front Royal EDA is limited to the express conditions of the Town of Front Royal Town Code and, specifically, limited pursuant to Section 16-5(B) of the Front Royal Town Code and shall follow the Town of Front Royal's Procurement Policy.
3. All agreements, arrangements, and instruments which purports to be legally binding and to which the Front Royal EDA is a party shall be reviewed by a qualified and licensed attorney-at-law shall have affixed there to the signature and date of such signing by such attorney with the notation "Approved as to Legal Form" prior to execution thereof by the Front Royal EDA. Any Front Royal EDA agreement, arrangement, or instrument development, redevelopment or financing agreement or arrangement not in conformity with this provision shall be null and void.
4. The Front Royal EDA and its Board of Directors shall have all powers, duties, liabilities, immunities from liabilities, and shall have such limitations upon its authority as set forth in the Industrial Development and Revenue Bond Act of the Code of Virginia and as set forth in in this Chapter, particularly 16-6 (A) and (B) herein.

Article XI. Amendments

Except as otherwise provided by law, these Bylaws may be amended, added to, altered or repealed in whole or in part by the Board of Directors at any meeting of the Board of Directors, provided proper notice thereof is given in the notice of such meeting, and such notice is delivered to each member of the Board of Directors and the public, in advance, as provided in these Bylaws Any Director may waive written notice.

Attachments: Town Code Chapter 16 – Industrial Development Authority
Code of Virginia §15.2-4900 Industrial Development and Revenue Bond Act

Approved by the Front Royal Economic Development Authority July 14, 2022.

Adopted by the Front Royal Town Council July 25, 2022.

Economic Development Goals - Town Comprehensive Plan

Small Town Character

Downtown Revitalization: A vibrant downtown is active day and night. Front Royal can increase evening activity through more music events and venues, educational and cultural events, attractive and diverse restaurants, safe and well-lit streets, and more festivals.		
Pursue the development of a community building downtown for dances or gatherings following the Gazebo Gatherings.	Ongoing, as opportunities arise	FREDA, TC, or other entity
Establish a Buy Local campaign that encourages residents to shop at locally owned restaurants and stores.	Year one	FREDA, local business owners
Recruit, attract, and support more local restaurants with diverse cuisines.	Ongoing	FREDA
Attract a grocery store to the downtown area and/or on the north side of town.	Ongoing	FREDA
Encourage businesses to remain open after 5:00 PM.	Ongoing	FREDA
Clean & Attractive		
Encourage community participation and volunteerism by creating and advertising events that work to beautify and improve quality of life in Town, such as litter removal or other public projects that could use help. Promote more community use projects that connect residents, such as community gardens and adult education programs.	Ongoing	FREDA, P&Z staff, PC, and TC
Initiate a program to organize volunteers that will help senior citizens with home maintenance and repairs.	Ongoing	FREDA, P&Z staff, PC, and TC

Economic Sustainability

Economic Sustainability: Adding professional jobs in Front Royal will support a strong economy by retaining young adults that leave in search of jobs, providing local employment options for people currently commuting to the Washington metropolitan area on Interstate 66, and increasing local spending.		
Identify target sectors in an economic development plan, identify infrastructure needs that will support these sectors, and market Front Royal to them.	Year one	FREDA, P&Z staff, PC, and TC
Create a vibrant arts and music scene and build new outdoor amenities to make Town attractive to new businesses and their employees.	Ongoing	FREDA, Special Events staff in collaboration with Front Royal and Warren County
Start a dialogue and conduct interviews with existing businesses about how to grow the local economy.	Ongoing	FREDA
Attract businesses that support uses that are limited in Town, such as clothing stores or other shops that are not presently found in the market.	Ongoing	FREDA, P&Z staff
Study the feasibility of a Town-sponsored "business incubator" space.	As	FREDA, P&Z staff
Encourage local businesses to facilitate apprenticeships to build community ties and share business acumen.	Ongoing	FREDA
Partner with local educational and vocational resources to provide for a skilled labor force.	Ongoing	FREDA
Continue marketing and branding efforts around Front Royal as a "gateway to the outdoors."	Ongoing	FREDA, Special Events staff in collaboration with Front Royal and Warren County
Regional coordination of Economic Development Activities: Actively work with the Northern Shenandoah Valley Regional Commission, Virginia Department of Transportation, Warren County, Virginia Department of Rail & Public Transportation, Norfolk Southern Corporation, and other entities to establish the Town as a regional transportation hub.		
Continue to support the growth of the Inland Port as it relates to the Town.	Ongoing	PC, TC, FREDA
Utilize the Comprehensive Plan to support and align decision making with Economic Development projects.	Ongoing	PC, TC, FREDA, all Town staff

Economic Development Goals - Town Comprehensive Plan

Reliable Utilities & Services

Reliable Utilities & Services: Utility systems such as water and sewer will be continually modernized to meet local needs.		
Promote and facilitate high speed internet access for all residents.	Ongoing	Private providers, with Town
Improve cellular service throughout the Town through co-located cellular towers or other facilities.	Ongoing	Private providers, with Town
Communicate across governmental agencies to find efficiencies or innovation where possible.	Ongoing	TC, PC, all Town staff, all Town

Environmental Sustainability

Water Quality: A clean Shenandoah River supports healthy people, fish, and wildlife and outdoor recreation. The Town can clean the river through cooperation with other towns, the state, and residents. Public education is also an important element.		
Recruit groups that promote clean rivers, such as the Potomac Watershed Alliance, to locate in Front Royal.	Ongoing	FREDA

Development Policies

Objective/Strategy	Implementation	Responsible Party
Protect environmentally sensitive areas, while efficiently co-locating density with diverse uses to connected, walkable, and central nodes.		
Study various “chains of activity” for how residents and visitors might spend an entire day in the Town to identify gaps for attraction of new land uses.	Year one, ongoing	P&Z staff, FREDA