



**TOWN COUNCIL WORK SESSION**  
**Monday, March 8, 2021 @ 7:00PM**  
**Town Hall Conference Room**

*Due to Executive Order #72 (amended 2/24/21) and Order of Public Health Emergency Nine, Common Senses Surge Restrictions, Certain Temporary Restrictions due to COVID-19, from Governor Northam, seating inside the conference room is reserved for Town Council and specific members of staff. This meeting may be viewed live via the Town's website [www.frontroyalva.com](http://www.frontroyalva.com). For those who wish to attend, a monitor streaming the meeting live is placed in the hallway outside the conference room. There is no public comment at work sessions.*

1. CLOSED MEETING – Personnel and Consultation with Legal Counsel
2. FY21-22 Proposed Budget Additional Discussion— *Director of Finance BJ Wilson*
3. Update on the Mayor's 100-Day Goals – *Town Manager Steven Hicks*
  - a. Afton Inn
  - b. Economic Development Authority
  - c. Blighted Building Program
  - d. Town Building Inspections Office
  - e. Credit Card Fees Elimination
4. Continued Discussion regarding the "Order of Business" for Regular Agendas – *Council/Town Manager Hicks*
5. Consideration of Agreement to Complete Afton Inn Property Work – *Attorney Doug Napier*
6. Request a Public Hearing for Lease of Office Space for Probation and Parole— *Town Manager Steven Hicks*
7. Update on Masks and Medical Freedom Resolution – *Councilman Lloyd*
8. Update on the Joint Board of Supervisors and Town Council Meeting Advance – *Town Manager Hicks*
9. Special Events Ordinance, Policy, and Event Permit Application— *Purchasing Manager Alisa Scott*
10. Open Discussion



## Work Session Agenda Statement

Item # 1

Meeting Date: March 8, 2021

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Agenda Item: CLOSED MEETING

### Motion to Go Into Closed Meeting

I move that Town Council go into Closed Meeting pursuant to discuss the Front Royal EDA ("FREDA") Board of Directors, the relationship of the Town Police Department funding and the Warren EDA and the litigation between the Town and the Warren EDA and Personnel, pursuant to the following provisions of the Code of Virginia:

- (1) Discussion and consideration of prospective candidates for appointment of specific public officers, appointees, or employees of the FREDA, pursuant to Section 2.2-3711. A. 1.
- (2) Consultation with legal counsel and briefings by staff members or consultants pertaining to actual litigation, where such consultation or briefing in Open Meeting would adversely affect the negotiating or litigating posture of the public body; pursuant to Section 2.2-3711. A. 7
- (3) Consultation with legal counsel employed or retained by Town Council regarding specific legal matters requiring the provision of legal advice by such counsel, pursuant to Section 2.2-3711. A. 8.
- (4) The discussion and consideration of prospective candidates for employment and/or the assignment and appointment of specific public appointees or employees of the Town, pursuant to Section 2.2-3711. A. 1. of the Code of Virginia.

### Motion to Certify Closed Meeting at its Conclusion *[At the conclusion of the Closed Meeting, immediately re-convene in open meeting and take a roll call vote on the following:]*

I move that Council certify that to the best of each member's knowledge, as recognized by each Council member's affirmative vote, that only such public business matters lawfully exempted from Open Meeting requirements under the Virginia Freedom of Information Act as were identified in the motion by which the Closed Meeting was convened were heard, discussed or considered in the Closed Meeting by Council, and that the vote of each individual member of Council be taken by roll call and recorded and included in the minutes of the meeting of Town Council.



## Work Session Agenda Statement

Item # 2

Meeting Date: March 8, 2021

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**Agenda Item:** FY21-22 Proposed Budget Additional Discussion

**Summary:** Council is scheduled to approve the FY2021-2022 Personal Property Tax and Real Estate Tax Rates during the March 22, 2021 meeting. Council is requested to discuss any additional questions related to the FY21-22 Proposed Budget prior to approval of the tax rates.

Public hearings on the FY21-22 Budget Appropriation Ordinance, 2% Water Rate Increase, and 3.5% Sewer Rate Increase are intended to be held during Town Council's regular meeting scheduled for April 26, 2021. Advertisements for the public hearings will be placed in local news media prior to April 26<sup>th</sup>, 2021.

**Budget/Funding:** N/A

**Staff Recommendation:** Staff recommends that Council discuss any questions related to the FY21-22 Proposed Budget prior to approval of tax rates, water/sewer increases, & appropriation ordinance.



## Work Session Agenda Statement

Item # 3

Meeting Date: March 8, 2021

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**Agenda Item:** Update on Mayor's 100-Day Goals

**Summary:** On January 11, 2021 Mayor Holloway publicly read his 100-day Goals for the Town of Front Royal. Town Manager Hicks will give an update on those goals.

- a. Afton Inn
- b. Economic Development Authority
- c. Blighted Building Program
- d. Town Building Inspections Office
- e. Credit Card Fees Elimination

**Budget/Funding:** N/A

**Staff Recommendation:** information purposes only



Once again, I would like to thank those who supported and voted for me as Mayor of Front Royal. And if you didn't vote for me, I hope to earn your trust and respect over the next two years. It's an honor to be here representing Council. To say we have had an interesting year would be an understatement. Perhaps it would be more accurate to say we have had an unprecedented year in the history of our Town. We have weathered the COVID-19 pandemic better than most localities and took critical steps throughout the year to ensure continuity of government. We have made great strides towards improving our aging and failing infrastructure in our Town and have cut a lot of fat out of our budget, but there's still much more to be done.

I would like to take a few moments to layout my thoughts, goals and vision for 2021:

Number One - in 2021 I want to see the former Afton Inn either developed by a private company or torn down. This property will need to either get sold by the EDA and developed or condemned by our government and torn down. Every single person I speak with either from our community or outside agree that the current situation is no longer acceptable. The EDA has intentionally delayed long enough. Either the EDA needs to concede or get out of the way. Over the next month, I am going to ask Council to support this initiative to make sure something happens with the Afton Inn immediately.

Number two - in 2021 I want to see the Town of Front Royal in a position to control its own destiny. For too many years, we have sat in the back and allowed the County Board of Supervisors and their EDA to be the driving force behind economic development in our Town. I say no longer. It goes without being said that Town citizens are County citizens, this is a true fact; however, it also goes without being said that the Town of Front does not currently have a vehicle to drive economic development within the Town limits. The existing EDA is insolvent. The existing EDA cannot buy property. The EDA cannot borrow money. The EDA is completely dependent on the County to pay its bills. It will be this way for over a decade. What does this mean for Front Royal? It means it's time for us to grab the bull by the horns and truly focus on the re-development of empty store fronts, derelict structures throughout our town and future capital projects. Over the next several months I am going to ask Council to join me to develop a plan and to begin the execution of that plan so we can reinvigorate our Town.

Number three - speaking about reinvigorating our Town, one area I know the former Council was keen on and made progress was the Blighted Building program. In my opinion, the foundation has been set. The laws are in place. We have way too many rotting and deteriorating properties in our Town. It's true, we need to encourage all property owners to take more pride in their homes, businesses and community in general, but I believe we need to develop a program to incentivize repair, remodel and redevelopment of blighted buildings; as well as, ensure proper regulations are not only in place but aggressively followed. Over the next several months I am going to be asking Council and staff to develop a plan and commence execution. I hope I can get the full support of Council for this initiative.

Number four - I believe it's time to research, investigate and study the full impact of launching our own Building Inspections office. I will not support citizens being charged double fees, in other words, paying Town building fees and County building fees. And I will not support increasing taxes to start a new department, but the bottom line is that the situation we have just is not working. For too long we have begged the County to help the Town with our blighted buildings. For too long we have asked the County to develop a more consistent, streamlined, building inspection process. All of this to no avail. It is my belief, the Town's building inspection office can breakeven from normal and customary fees that our citizens are currently paying the County's Building Inspection office, but we won't know until this is studied and reported. I will be asking Council to support this initiative and let's find out what is possible.

Number five - and in conclusion, it's time we bring our town operations into the digital, modern age. This pandemic has crippled our local economy. We need to move and move fast to ensure a full business recovery. To do this, our operations need to be more streamlined and efficient so that not only can our staff get citizens and business owners the answers they need, but also get the business owners up and operating in a quicker fashion. It's my opinion that this will bring about a more vibrant community, infrastructure improvements will happen faster and as importantly, make life easier for our citizens to conduct business with their government. One example I would like Council's support immediately is to ask staff to find a way to eliminate the credit card fees for bill payments. We need to find a way to absorb those fees. In general, I would like to ask Council to support this effort to modernize our operations, digitize our forms, move

to a more on- line operation and ensure our citizens and business owners can easily conduct business with their government.

We have a lot to do in 2021. I couldn't be more pleased with the quality of Council we have. We truly have the most dynamic, diverse, and qualified Council I can remember. We also have a permanent presence and a very qualified Town Manager in Steven Hicks. It's my opinion that 2021 will be a breakout year for the Town. I am looking forward to working with each of you. And I will reiterate my pledge to you that I will work tirelessly to make Front Royal a better place to live, work and play.



## Work Session Agenda Statement

Item # 4

Meeting Date: March 8, 2021

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**Agenda Item:** Continued Discussion Regarding the "Order of Business for Regular Agendas in 2021

**Summary:** On February 22<sup>nd</sup> Council approved three sections of Town Code Chapter 4 one of which was the Order of Business (4-19), that allows a quorum of Council to decide the Order of Business for Regular Meetings during their first meeting in January for the upcoming year and for the year 2021 to begin in March and end in December. Council discussed this some at their February 22<sup>nd</sup> meeting, but chose to discuss further at a work session.

**Budget/Funding:** N/A

**Staff Recommendation:** Staff recommends that Council consider the attached Order of Business. Once approved it will be placed on the March 22<sup>nd</sup> agenda for formal approval.



## REGULAR TOWN COUNCIL MEETING

Monday, March 22, 2021 @ 7:00pm

Warren County Government Center

*Due to Executive Order #72 (Amended 2/24/21) and Order of Public Health Emergency Nine, Common Senses Surge Restrictions, Certain Temporary Restrictions due to COVID-19, from Governor Northam there is limited seating*

1. MOMENT OF SILENCE
2. PLEDGE OF ALLEGIANCE
3. ROLL CALL
4. APPROVAL OF MINUTES
5. ADDITION/DELETION OF ITEMS
6. RECOGNITIONS/AWARDS
7. PRESENTATIONS
8. PUBLIC COMMENTS (COMMENTS NOT RELATED TO LEGISLATIVE ACTIONS)
9. LEGISLATIVE ACTIONS (COMMENTS RELATED TO LEGISLATIVE ACTIONS ONLY)
- PUBLIC HEARINGS
10. CONSENT AGENDA ITEMS
11. BUSINESS ITEMS
12. REPORTS
  - a. Report of Town Manager
  - b. Report of Councilmembers.
  - c. Report of the Mayor
13. CLOSED MEETING



## Work Session Agenda Statement

Item # 5

Meeting Date: March 8, 2021

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**Agenda Item:** Consideration of Agreement to Complete Afton Inn Property Work

**SUMMARY:** 2 East Main, LLC has purchased the former Afton Inn property from the Warren EDA. The Afton Inn property is located at the intersection of Main Street and Royal Avenue, two of the busiest streets in the Town of Front Royal in the heart of its downtown, adjacent to Town Hall, the seat of Town government, and directly across the street from the Warren County Court House. The Afton Inn property has been in a state of serious disrepair for many years, is an eyesore, from time to time a dangerous public nuisance, and is and has been for a long time used or left in such manner as to impair the beauty, usefulness or efficiency of public real property to both the Town and to the County of Warren, as well as to private property. 2 East Main, LLC has created plans to restore and improve the Afton Inn property to a state whereby it will be not only attractive and an asset to public and private property in Town, but an improvement over the original state of the Afton Inn property (the "Plans, attached). 2 East Main, LLC has shared its Plans with Town Council, which Plans Town Council hopes, when carried to completion of construction, will be a great asset to the Town and its citizens. When the Afton Inn property is restored and then improved as planned by 2 East Main, LLC the tax base and the economies of the Town and the County of Warren, Virginia (jointly, the "Community") will be significantly enhanced. A major concern of Town Council is that because the Afton Inn property has been in its deteriorated condition for so long, is that the property not be completed in a timely manner or the work is abandoned. To allay Town Council's concerns in this regard, 2 East Main, LLC, has expressed a willingness to enter into an agreement with the Town to begin the work on its Plans within 60 days from the date after purchase and closing on the Afton Inn property, and then completing the work within 30 months thereafter. To enforce this agreement, should 2 East Main, LLC, not substantially complete the work in accordance with its Plans, 2 East Main, LLC will pay to the Town the sum of \$200.00 per day for each day the work is not completed within such time period.

**BUDGET/FUNDING:** None anticipated from the Town's standpoint.

**STAFF RECOMMENDATION:** A binding agreement with 2 East Main, LLC to complete its renovation work in a timely fashion on the Afton Inn property would place the Town in a much stronger position to move this project along. If Council agrees, the agreement will be placed on the March 22<sup>nd</sup> agenda for formal approval.

**THIS AGREEMENT** by and between 2 East Main, LLC, a Virginia Limited Liability Company, party of the first part (“2 East Main”), and the Town Council of the Town of Front Royal, Virginia, a Municipal Corporation, party of the second part (“Town”), made and dated this \_\_\_\_\_ day of \_\_\_\_\_, 2021.

WHEREAS, 2 East Main is the owner of the real property, including a building in need of substantial and immediate repair, located at 2 East Main Street, formerly named the Afton Inn (“Afton Inn Property”), located at the intersection of Main Street and Royal Avenue, two of the busiest streets in the Town of Front Royal in the heart of its downtown, adjacent to Town Hall, the seat of Town government, and directly across the street from the Warren County Court House. The Afton Inn Property has been in a state of serious disrepair for many years, is an eyesore, from time to time a dangerous public nuisance, and is and has been for a long time used or left in such manner as to impair the beauty, usefulness or efficiency of public real property to both the Town and to the County of Warren, as well as to private property.

WHEREAS, 2 East Main has created plans to restore and improve the Afton Inn Property to a state whereby it will be not only attractive and an asset to public and private property in Town, but an improvement over the original state of the Afton Inn Property (the “Plans”). 2 East Main has shared its Plans with Town Council, which Plans when carried to completion of construction Town Council finds will be a great asset to the Town and its citizens.

WHEREAS, when the Afton Inn Property is restored and then improved as planned by 2 East Main, the tax base and the economies of the Town and the County of Warren, Virginia (jointly, the “Community”) will be significantly enhanced.

WHEREAS, by virtue of § 18 of the Town Charter, as well as Va. Code § 15.2-1801, and otherwise, it is appropriate and proper for the Town to enter into this Agreement with 2 East Main to improve the Afton Inn Property as planned within a timely period, all for the betterment, enhanced economy, and enjoyment of the citizens and residents of the Community, and for the enjoyment of visitors to this Community.

WHEREAS, the Town has given up significant legal and financial concessions and claims it could have asserted in order to place 2 East Main in a more advantageous position where it can

begin its renovations and improvements to the Afton Inn Property so as to become an asset to the Community.

NOW, THEREFORE, WITNESSETH: that for and in consideration of the foregoing and the mutual benefits herein contained, the parties do agree as follows:

1. 2 East Main will commence its planned renovations and improvements to the Afton Inn Property promptly and by no later than sixty (60) days after its purchase and closing on the the Afton Inn Property from the Industrial Development Authority of the Town of Front Royal and the County of Warren, Virginia, dba the Economic Development Authority (“WEDA”) in substantial accordance with 2 East Main’s plans and drawings dated February 7, 2019 (the “Plans”), a copy of which is attached hereto and made a part hereof by reference.

2. 2 East Main will substantially complete its planned renovations and improvements in accordance with the Plans to the Afton Inn Property by no later than thirty (30) months after purchase and closing on the sale of the Afton Inn Property from the WEDA in substantial accordance with 2 East Main’s Plans dated February 7, 2019, unless substantial completion is prevented without fault on the part of 2 East Main by Force Majeure, as hereinafter defined in paragraph no. 4 hereafter.

3. For each day beyond thirty (30) months that 2 East Main does not substantially complete its planned renovations and improvements to the Afton Inn Property as aforesaid, unless substantial completion is prevented without fault on the part of 2 East Main by Force Majeure, as hereinafter defined, 2 East Main will pay to the Town the sum of \$200.00 per day.

4. For purposes of this Agreement, “Force Majeure” is defined and shall mean 2 East Main is substantially and meaningfully delayed, hindered, or prevented from or in the performance of any act required under this Agreement and/or the Plans by reason of strikes not caused by or contributed to 2 East Main, inability to obtain materials, failure of power, restrictive governmental laws or regulations, Acts of God, incidences of terrorism, wars or riots, civil disturbances, floods, earthquakes, fire, explosions, epidemic (other than caused by or a result of COVID-19), hurricanes, tornadoes, or other reasons of a similar or dissimilar nature which are beyond the reasonable control

of or are caused by 2 East Main (collectively known as “Event”), in which Event the performance of any such act shall be excused for the period of the resulting delay caused by the Event. It shall be a condition to 2 East Main’s claim of the benefit of this paragraph of Force Majeure that it shall notify the Town Manager in writing by email transmission or hand delivery of written notice within 24 hours after the occurrence of any Event (1) that an Event occurred, (2) the nature of the Event, (3) that 2 East Main intends to rely upon the Event, and (4 ) of 2 East Main’s good faith estimate of the time required until the delay caused by the Event is ended. Notwithstanding, “Force Majeure” shall not include any (a) strikes or lock-outs or other labor disputes related to 2 East Main’ s or 2 East Main’s subcontractors’ trade organizations, or (b) economic hardship.

**TOWN COUNCIL OF THE TOWN OF FRONT ROYAL,  
VIRGINIA**

BY: \_\_\_\_\_  
CHRIS W. HOLLOWAY, MAYOR

ATTEST:

\_\_\_\_\_  
TINA PRESLEY, CLERK OF TOWN COUNCIL

APPROVED AS TO FORM:

\_\_\_\_\_  
DOUGLAS W. NAPIER, TOWN ATTORNEY

**2 EAST MAIN, LLC**

BY: \_\_\_\_\_  
ALAN OMAR, MANAGER



Note  
Do not scale these drawings.  
Contractor shall verify all  
dimensions and conditions at  
job site and notify the architect  
of any dimensional errors,  
omissions, or discrepancies  
before beginning or fabricating  
any work.

Project

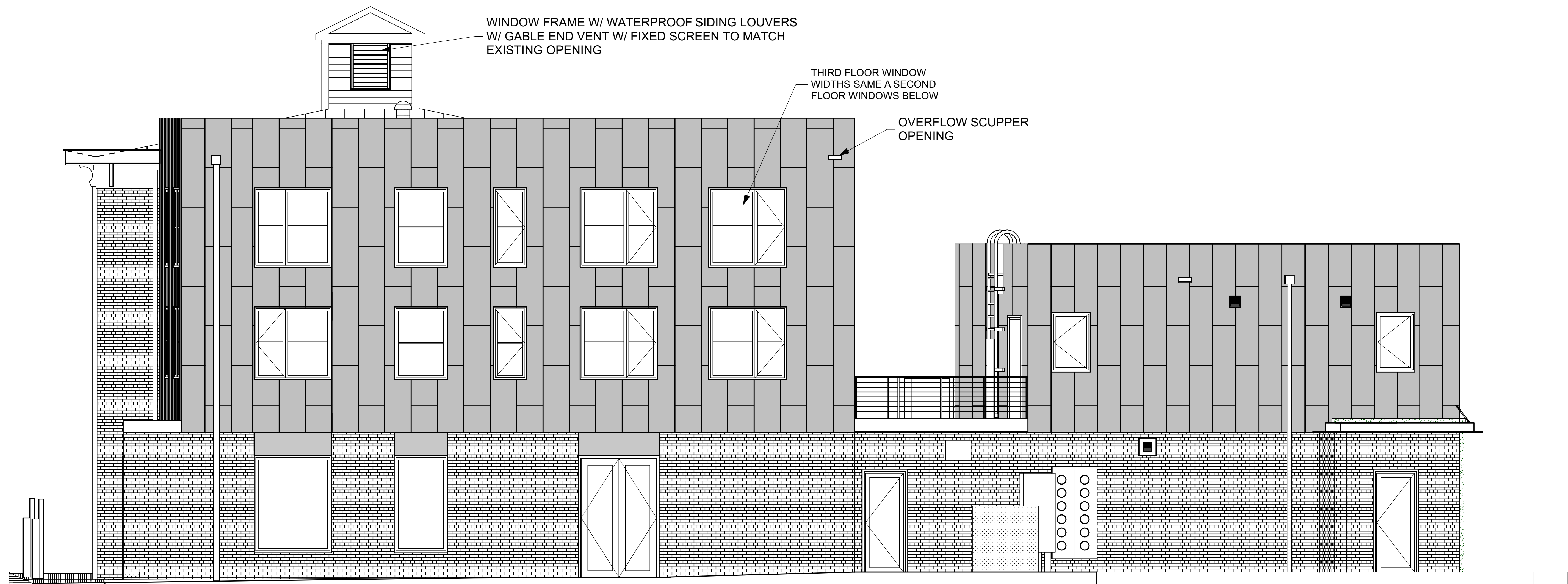
2 EAST MAIN  
STREET  
FRONT ROYAL, VA

Drawing Title  
NORTH AND SOUTH  
ELEVATIONS

Date  
01/30/2018

Revisions  
NOTES

A200



2 NORTH ELEVATION  
SCALE: 1/4" = 1'-0"



1 SOUTH ELEVATION  
SCALE: 1/4" = 1'-0"





CAR TER  
BUR TON  
ARCHITECTURE, P.L.C.

11 West Main Street  
Berryville Va, 22611  
Telephone: (540) 955-1644  
Facsimile: (540) 955-0410  
www.carterburton.com

Project:

2 EAST MAIN  
FRONT ROYAL, VA

Drawing Title:

PERSPECTIVE  
VIEW 1

Date:

2/7/2019

Sheet:

3D 1





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Project:

2 EAST MAIN  
FRONT ROYAL, VA

Drawing Title:

PERSPECTIVE  
VIEW 3

Date:

2/7/2019

Sheet:





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Project:

2 EAST MAIN  
FRONT ROYAL, VA

Drawing Title:

PERSPECTIVE  
VIEW 6

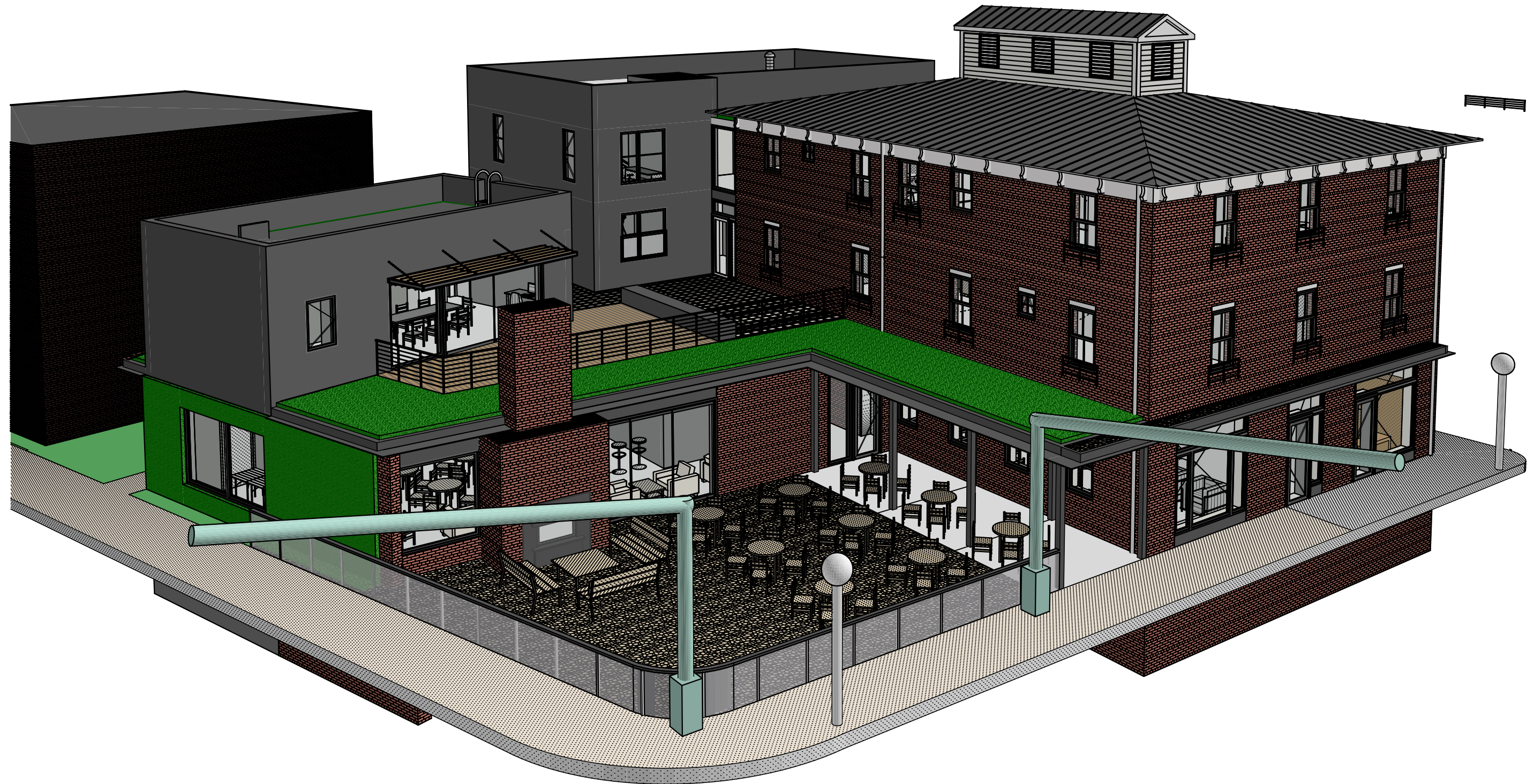
Date:

2/7/2019

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3D 1





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Project:

2 EAST MAIN  
FRONT ROYAL, VA

Drawing Title:

AERIAL VIEW

Date:

2/7/2019

Sheet:

3D 1





## Work Session Agenda Statement

Item # 6

Meeting Date: March 8, 2021

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**Agenda Item:** Request for the Virginia Department of Corrections to Hold a Public Hearing Pertaining to the Proposed Lease of Office Space for its Probation and Parole District #11 Sub Office

**Summary:** Council has received a request from the Virginia Department of Corrections asking Council if they would require them to hold a public hearing for a proposed lease of office space for its Probation and Parole District #11 sub-office at 842 N. Shenandoah Avenue.

**Budget/Funding:** N/A

**Staff Recommendation:** Staff recommends that Council require the Virginia Department of Corrections to hold a public hearing for a proposed lease of office space for its Probation and Parole District #11 sub-office at 842 N Shenandoah Avenue. If Council agrees this request will be placed on the March 22<sup>nd</sup> for formal approval.



## Work Session Agenda Statement

Item # 7

Meeting Date: March 8, 2021

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**Agenda Item:** Update on Masks and Medical Freedom Resolution

**Summary:** Councilman Lloyd will give an update on his mask and medical freedom resolutions. Council discussed this item at the February 16<sup>th</sup> work session.

**Budget/Funding:** N/A

**Staff Recommendation:** Council takes desired action. All resolutions must be approved at a formal meeting.



## Work Session Agenda Statement

Item # 8

Meeting Date: March 8, 2021

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**Agenda Item:** Update on Joint Board of Supervisors and Town Council Meeting Advance

**Summary:** Vice Mayor Cockrell asked that Town Manager Steven Hicks schedule a time for the Warren County Board of Supervisors and Town Council to meet in an Advance. Mr. Hicks will give Council possible dates and topics to consider.

**Budget/Funding:** N/A

**Staff Recommendation:** Town Manager suggestions.





## Work Session Agenda Statement

Item # 9

**Meeting Date: March 8, 2021**

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**Agenda Item:** Special Events Ordinance, Policy, and Event Permit Application

**Summary:** As the global pandemic of COVID-19 had a devastating effect on local small businesses, the Town focused its' efforts on assisting these businesses recover economically. The first step was to help businesses creatively solve occupancy restrictions by increasing their square footage into Main Street through closing Main Street to vehicular traffic beginning May 2020.

Just prior to the pandemic, the Town hired mediation services for business or property owners and citizens to share thoughts, concerns, and ideas related to events, parking, and street closures in the historic district. The deliverable, titled "Village Commons Report", is attached, and suggests that the Town update its special events ordinance, create a policy, and update the special event permit application.

Since Chapter 72 Town of Front Royal Municipal Code "Special Events" has been updated in various areas during the last 20 years, the goal is to provide Council with a "Tourism and Community Development Events Policy and Procedure" for review and approval. This goal is a better reflection of the mediation services final report and experiences of closing Main Street during weekends than the ordinance. In partnership with the Front Royal Warren County Chamber of Commerce and JLL, its Destination Marketing Organization, Council will be presented with the policy and procedures at its April 12, 2021 Work Session.

The Chamber of Commerce will work directly with special event applicants to make sure their application is complete. JLL will work with the Chamber of Commerce and the Town to make sure the event benefits either Tourism, or Community Development. All applications will be reviewed and approved by the Town Manager.

**Budget/Funding:** None

**Staff Recommendation:** Information only

# **VILLAGE COMMONS REPORT**

**Presented by: Charles “Chips” Lickson, JD, Ph.D.  
Professional Facilitator  
February 25, 2020**

## **BACKGROUND**

The Town of Front Royal embarked upon an initiative by which business or property owners and citizens both in the downtown historic district and elsewhere in the Town could share their thoughts, concerns and ideas as they relate to events, parking and street closure in the historic district of the Town of Front Royal. After planning meetings with the Interim Town Manager and Senior Executive Assistant, three professionally moderated meetings were held in the Warren County Community Center: January 16<sup>th</sup>, January 30<sup>th</sup> and February 13<sup>th</sup>. All three public meetings were very well attended. Participants (stakeholders) were able to express their concerns and ideas in a thoughtful well managed environment.

The following information is the result of these meetings and my unbiased observations and suggestions:

## **CRITERION AND MEASUREMENT FOR SUCCESS**

- Given three event categories, we (Town Manager’s office and me) collected useful input from citizens for development of: (a) criteria, (b) measures and (c) processes for Main Street and Village Commons event application(s) and potential approvals.
  - **Event Categories:**
    - 1) Tourism (e.g., Festival of Leaves): Events that draw large numbers of visitors from outside the Town and County and serve to introduce visitors to Front Royal and all the Town has to offer.
    - 2) Community Development (e.g., Christmas Parade): Events that draw large numbers of Town and County residents and help create and maintain a sense of community.
    - 3) Individual / Group / Business Specific (e.g., Weddings, Political Rallies, Club Events, Religious services or meetings, etc.): Events that draw people that have narrow interests or affiliations.
  - **Recommendation:** Attendees decided to establish measurable criteria by which applications should be evaluated:
    - 1) Attendance
    - 2) Revenue
    - 3) Equitable Distribution of Vendors
    - 4) Qualitative Feedback
    - 5) Costs to the Town
    - 6) History of the Event
- **Measurement:** In the meetings, attendees did not establish measures to determine if the event successfully met the criteria (e.g., actual attendance methodology, the percent of visitors who attended the event, the increase in sales experienced by local businesses, ratings of the event experience by visitors, etc...). A need for such measures was acknowledged. It is recommended the Town establish the means to measure the success of the criterion.

### **APPLICATION (contingent upon applicants meeting the criteria)**

- Town staff generated a report, attached hereto, which shows that the Town of Front Royal, utilizing its internal resources, spent approximately \$21,000 in 2019 for Major Events.
  - Attendees of these facilitated meetings determined that the cost to the Town should be split 50/50 with the applicant
  - **Recommendation:** It is recommended that the Town pass along 50% of the cost for events which is to be paid prior to application approval. Additionally, in an effort to not cause undue financial burden to reoccurring events, it is suggested that the fee be incremental for 2-4 years. For example, if 50% of the cost to the Town is \$1,000, year one the fee could be \$250, year two \$500, year three \$750 and year four \$1,000 (in essence the applicant would not pay the full 50% of the cost until year 4 and beyond).
- Applicants should prepare and present a proposed budget, as well as a report out on financial results following the event, including projected and actual ticket sales if applicable.
- There shall be no restrictions to close the Village Commons Parking Lot and/or other facilities for an event.
- The Town should consider applications for events at any time (*rolling application process*).
- Events that occurred the previous year shall receive preferential treatment in determining if the same event should be approved in subsequent years. However, a rare, large unique event may take precedence over an established event.
- There could be an unlimited number of events an organization can have in a given year.
- First time organizers would exercise best efforts to estimate proposed attendance.

### **CLOSURES (contingent upon applicants meeting the established criteria)**

- Main Street and other facilities may be closed all day for an event, including set up and take down.
- Main Street closure(s) should not exceed twice per month provided the event is large in scale and warrants Main Street closure. Large scale was debated and generally agreed that events with 5,000 projected attendees or more would warrant the closure of Main Street.
- The Town shall permit the full closure of the Village Commons including the parking lot no more than twice a month as well. Closure of Village Commons should be for events between 750 to 1,500 attendees.
- There shall be no limit, for the Town to permit the partial closure of the Village Commons including the parking lot.

### **ADDITIONAL “TAKE-AWAYS”**

- If an event is under-attended, Town leadership or event organizer should make the determination to re-open Main Street that day as soon as practical.
- It is preferred to use the Village Commons area as an incubator location for trial festivals, as opposed to closing Main Street on the speculation of attendance for a new event.
- After-action Report for all events should be conducted.
- Sidewalks should never be blocked and be open at all times for pedestrians.
- All events are public events to enter gated areas in order for citizens to go to businesses. (Note – OK to sell tickets for wine glass, provided entry to the event itself is free).
- Utilization of Drone capabilities may be useful in order to obtain screen shots segmented for attendance counts if feasible.
- A fee scale could be established based upon the length of event.

- When Main Street is closed, vendors should only be set up on one side of Main Street in order for the passage of emergency vehicles. Additionally, sides of the street should be rotated year after year.
- Town Manager or his designee should have the ability to move the location of the event if not well attended and open the streets/parking lots.
- Length of event to close Village Commons parking lot will sometimes not generate 750 people.
- Uniform treatment for all applicants – all applicants must be treated fairly and equally.
- Town Manager needs to have and maintain discretion and final authority for events and closures.