



**Orange County, Virginia
Route 3 Corridor Planning Charrette**

**Report of
Findings & Recommendations**

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Introduction & Overview

The Orange County Route 3 Strategic Visioning Steering Committee (“the Steering Committee”) recently engaged Spectrum Growth Solutions LLC (“the consultant”) to coordinate a panel of development experts to evaluate opportunities for business growth along the Route 3 Corridor – one of Orange County’s key gateways. The intensive two-day exercise, referred to as the Route 3 Master Planning Charrette, took place March 30 – April 1, 2014 in the Lake of the Woods community on Route 3 in Orange.

The purpose of the Charrette – and primary impetus for County leaders to consider this development initiative – stems from years of minimal residential or commercial activity in Orange County. Subsequently, minimal revenue increases are projected in the future, making it increasingly more difficult for Orange to adequately provide basic government services to its residents. While a predominantly rural community whose residents have long enjoyed the abundance of natural beauty and historic attributes available in the area, Orange County leaders have recognized the long-term impact and growing challenges of limiting growth along the County’s principal corridors. Thus, the bold and courageous decision of current County leaders to undertake proactive steps for creating sustainable, balanced economic development opportunities along the Route 3 Corridor.

The Charrette Panel (also referred to as “the Panel” or “the Team”) was comprised of a formidable, seven-member group of real estate, development, design, and technical experts from around Virginia. Each of the panelists was carefully selected by the consultant for his relevant expertise, and all generously volunteered their time to the Charrette process. The Team’s design and development experience covered a wide range of disciplines and project types including office/commercial, technology, healthcare, residential/planned communities, industrial, and retail. In addition, utility and transportation engineers provided technical expertise, and a financing specialist helped to identify potential funding sources and strategies for implementation; however, with the exception of the utility and transportation engineers, the chosen panelists had limited knowledge of Orange County in order to ensure an objective and impartial assessment of the study area, the community, its governance, and related policies.

The Charrette Process

The Charrette Process commenced months before the Team assembled on-site, with development, compilation, and distribution of extensive and pertinent data for review by the panel members prior to their visit to Orange. Data included demographics and statistics of Orange County and neighboring jurisdictions, as well as relevant maps, County policies, and informational and guidance documents such as the Comprehensive Plan.

Given the condensed, two-day timeframe for the Charrette process, the Steering Committee tried to “narrow the scope” and provide direction for the Panel by defining the primary purpose for the Charrette. Additionally, the panelists were given a list of key questions to address in their evaluation of the Study Area (discussed below), in hopes of securing some definitive guidance, considerations, and recommendations for advancing the Route 3 Visioning Initiative. The aforementioned items were defined for the Panel in their briefing materials and are, collectively, summarized later in this report as the Panel Assignment.

Preparation for the Charrette also included solicitation of input and comments about the future development of Route 3 from more than 35 key stakeholders identified by both County leaders and the consultant. Through specific questionnaires – tailored to the various stakeholder roles as landowner, academic/institutional partner, neighborhood representative, area developer or real estate professional, utility provider, business leader, or parks/historic groups – the consultant obtained important feedback regarding specific concerns, perceptions, and overall support for the County’s initiative. A compilation of the survey findings was provided to the Panel for consideration in formulating their subsequent ideas and recommendations outlined in this report. Copies of the surveys instruments and a summary of responses are provided in the Appendices.

The on-site Charrette events began on March 30, 2014 with the Steering Committee providing a briefing to the panel members, followed by a kick-off reception with County leaders and many of the stakeholders noted above. The reception included an introduction of the Charrette Team and provided an opportunity for stakeholders and County officials to personally share their thoughts with panel members.

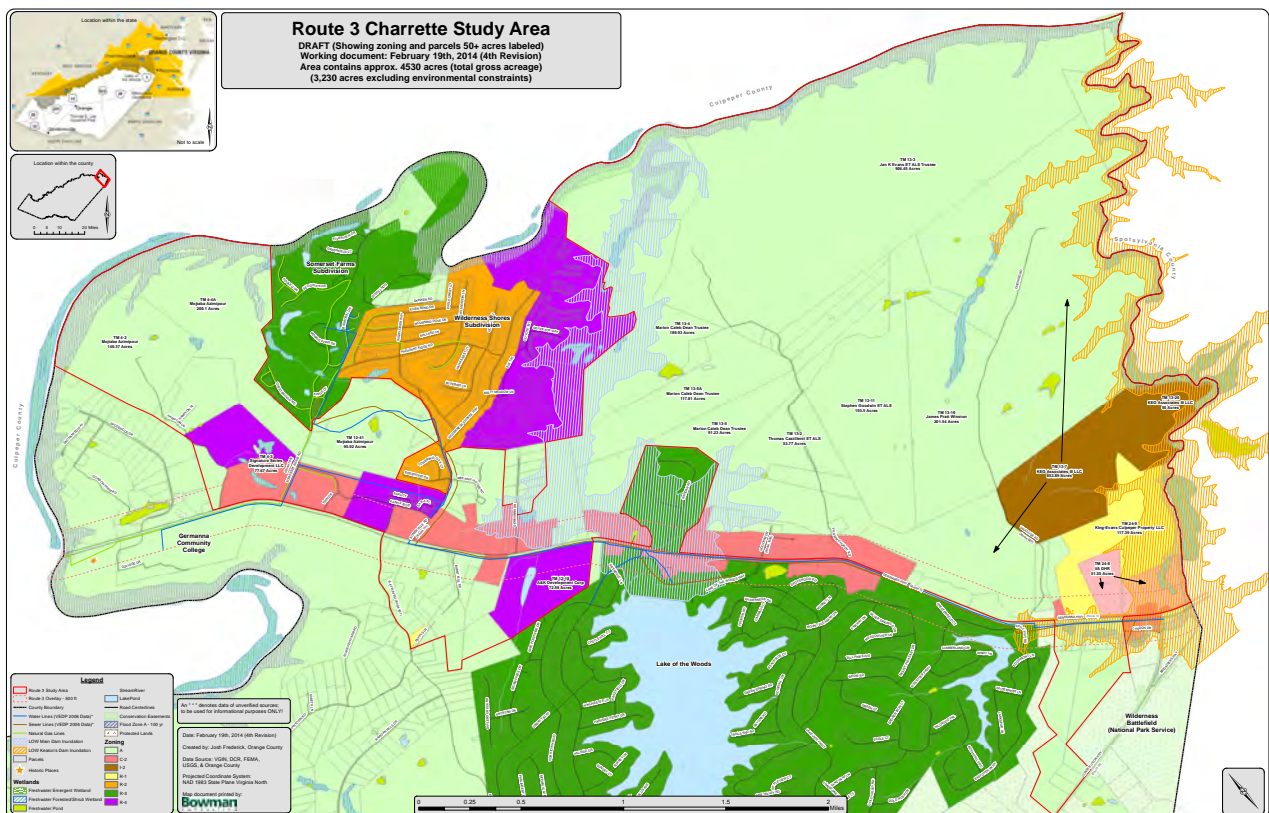
The Panel’s on-site work commenced on March 31, 2014 with a tour of the Study Area and interviews with the regional VDOT representative and local utility providers. The Team also talked with one of the Corridor’s largest landowners – Charles “Chip” King – to better understand his previous attempts to develop his property, as well as his willingness to work with Orange County leaders in advancing the Route 3 development initiative.

Following lunch with the County’s Planning and Economic Development Directors, the Panel began their in-depth assessment of the Study Area and review of the assignment outlined by the Steering Committee. The Team’s evaluation included identification of Community Assets and Deficits, based on a number of critical factors such as existing County policies, infrastructure capacities, and current market conditions. Panel discussions and deliberations continued through mid-afternoon on April 1, 2014, concluding with a high-level debrief of findings and recommendations to Steering Committee members, County staff, and several key stakeholders – all of which are summarized in this report.



The Study Area

The Study Area, defined on the map below by the red boundary lines, consists of approximately 4,500 acres along the Route 3 Corridor in Orange County, a popular travel route connecting the Charlottesville and Fredericksburg regions of Virginia. Properties in the Study Area includes an estimated 3,900 undeveloped acres situated on the north side of Route 3, and 600 undeveloped acres along the south side. The properties are bounded to the north by the Rapidan River, south by the Wilderness Battlefield, west by VA Route 29 and east by VA Route 20. Interstate 95 is located approximately 15 miles east of the Study Area, and Interstate 64 is located 49 miles southeast. The Study Area, while primarily undeveloped with agricultural zonings, includes seven existing residential developments consisting of 4,300 developed residential lots, approximately 2,200 undeveloped residential lots, and limited commercial development such as WalMart, Food Lion, Dollar General, and a 60,000 square foot class "A" multi-tenant office building. In addition, historic and recreational attractions found in the area include the Rapidan River, Wilderness Battlefield, and Germanna's Enchanted Castle. Germanna Community College's main campus, Locust Grove, is also located on a 100-acre site along the Route 3 Corridor.



Panel Assignment

Recognizing the strategic location of the Route 3 Corridor to the DC-metro area – and its proximity between two growing regions of Virginia, Charlottesville and Fredericksburg – the County feels the time is right for action and, more importantly, vital to its future. Subsequently, Orange County leaders (including the Board of Supervisors, Planning Commission, and Economic Development Authority) have jointly undertaken a collaborative initiative to define a long-term vision and strategies for creating development opportunities along the Corridor. Moreover, they are seeking guidance and expertise that will help them in making decisions and defining policies that will be attractive to the marketplace, yet considerate of the County's natural resources and concerns of nearby residents and amenities.

As part of a visioning exercise undertaken by County leaders in August 2013, ideally, any future development will preserve as much of the pristine Corridor as possible and will be something in which Orange County can take pride. Likewise, the primary goals of any development activity in the area will be to expand the County's tax base, create additional employment opportunities for both County residents and those in neighboring communities (importing jobs), and providing services to residents not currently available or in limited supply in Orange County (e.g. healthcare, shopping, restaurants, business services). In addition, County leaders, admittedly, feel they are lacking the depth or breadth of expertise among themselves and within the organization to determine what development is financially feasible, what infrastructure is needed, or how best to plan for and achieve the County goals for development of this important area of Orange.

With these goals and key factors in mind, the Panel was asked to provide some general guidance concerning land use, sustainable development, marketability, compatibility, and business composition for the Route 3 area. In addition, the Steering Committee asked the Panel to address the following topics:

Market Potential:

1. What specific strategies/efforts should be undertaken to strengthen the market opportunities and likelihood of success for the Corridor with local, state, national, international markets?
2. The targeted industry clusters identified by Younger Associates for Orange County (provided in briefing materials) identified five primary sectors for Orange:
 - Agribusiness, Food Processing & Technology
 - Business & Financial Services
 - Transportation & Logistics
 - Health Services
 - Light manufacturing, specifically related to *Information Technology & Telecommunication*In considering these targets, what are the key site amenities, community attributes, planning/zoning regulations and/or other elements those sectors will require in selecting a site?
3. What specific users/industries would you consider prime targets for Orange to recruit/pursue?

Planning & Design:

1. What master planning and infrastructure development efforts are necessary to position the Corridor for success?
2. What zoning categories/regulations will strengthen the marketability of the Corridor?

3. Should specific covenants or design standards be established prior to advancing development in this area? If so, how detailed and/or stringent should they be so as not to impede advancement of the County's objectives? In addition, can you suggest a means for ensuring compliance with the standards that won't impose additional burden on County staff or fiscal resources?

Development Strategies:

1. What should be the first 15-20 steps in the development process – in priority order?
2. What is the most effective way for the County to approach and/or work with landowners?
3. What activities/actions can the County undertake to best stimulate ("seed") interest and activity in the area?
4. Should a PPEA, CDA, etc be considered for the project?
5. What creative financing methods are available for the County to fund infrastructure such as utilities, roads, pad site construction, etc.?

Implementation Plan:

1. How can the County feasibly fund and implement a project of this magnitude and what is a realistic timeframe for doing so?
2. What is the appropriate role and steps for the County to play in advancing this initiative?
3. What types of partners should the County seek in order to successfully advance this initiative?
4. Should the County hire a development or consulting firm to oversee implementation of the Route 3 initiative?

The Panel's responses to each of the above questions are provided later in this document under the associated sections of the same name – Market Potential, Planning and Design, Development Strategies, Implementation Plan.

Summary of Findings

While the Panel's evaluation provided for a number of detailed recommendations and findings that are outlined in this report, the primary conclusion and message was clear: ***"Orange County has a real opportunity to realize some long-term benefits in developing the Route 3 Corridor if the community is willing to make some changes."***

The Charrette Team's conclusions and recommendations were based on review and assessment of both objective and subjective factors identified through data analysis, stakeholder input, technical evaluation of site features and infrastructure, and review of local/governing policies. Collectively, all of this information was first used in the Team's development of a list of Community Assets and Challenges.

A. Community Assets

- Abundance of available "unspoiled" land
- Well-established neighborhoods provide for some residential base
- Golf courses/recreational amenities
- Proximity to major employment centers (e.g. Washington, DC)
- Access to regional labor pool
- Bedroom community: "you are who you are" (not a bad thing)
- Historic assets and tourism offerings: battlefields
- Some existing "product:" a few parcels already zoned with available infrastructure
- Most land is controlled by only a few/limited number of landowners
- Active community interested in what gets developed in the Route 3 area
- Rapidan River: could be utilized for trails, canoeing, kayaking, fly fishing
- Only 15-20 minutes from Interstate 95
- Electric service is very good and capacity is available
- Gas service is very good and capacity is available
- Route 3 is primarily four lanes – offers capacity for future growth
- Positive political environment
- Favorable tax rates
- Germanna Community College can be a driver
- The area offers a number of potential tourism opportunities
- Opportunities for life-style developments (with quality controls, good design standards for housing, workforce housing) are significant for this area

B. Community Challenges

- Utility policies: RSA structure, including exorbitant connection fees, significantly impact affordability and Orange's competitive position
- Water and Wastewater: current capacities and plans for future growth are very limited
- Anti-growth policies/processes and restrictive zonings and limited classifications have resulted in over-use of Special Use Permits (SUP's), allowing for additional, unnecessary public input
- Current proffer policy is a major barrier to growth
- Land preservation creates constrained zoning
- Park Service constraints limits growth opportunities
- Lack of clear vision by previous Boards has meant lack of marketing
- No real "draw" to the community, limiting both residential and business growth
- Demographic profile: lack of younger population, lower median household income than neighboring communities
- No long-range planning & budgeting for future public facilities

- Quality of housing stock
- Uncertainty of public and political support
- Perception: lingering effects of Wal-Mart case

C. Interview Summaries – Infrastructure Providers

Interviews with area utility and service providers were conducted with Team members to understand current capacities, levels of service, and future infrastructure plans, as these considerations will have a direct impact on both the timing and scale of the Corridor's development. Summaries of the Panel's discussions with VDOT, Rapidan Service Authority, Columbia Gas of Virginia, and Rappahannock Electric Cooperative are provided below and, again, have been considered in formulating the recommendations outlined in subsequent sections of this report.

C-1. Road Infrastructure: Virginia Department of Transportation (VDOT)

The biggest issues VDOT faces in Orange are signalization and the growing need for freight-moving capacity. Route 3 is the principal arterial route and, currently, posted speeds are 45-55 MPH. If the speed limit is reduced, that will impact capacity. If more freight (currently 5%-6% each year) comes into the area, speed limits may have to be reduced for safety reasons which, in turn, will further impact overall capacity. Currently, Route 17 is a significant freight route and, if Route 17 grows, Route 3 is likely to grow, as well. This growth is caused by additional freight carriers in the region, along with rapid growth in freight traffic on I-95. As more distribution facilities and retail outlets are added in the region, VDOT expects this will precipitate more freight being carried on Routes 3 and 17.

Current plans call for A&K Boulevard to be continued into the King Property, and to then wrap into Route 20. This would provide more capacity for local traffic. The County has identified A&K Boulevard as a collector road. While any improvements to A&K Boulevard would be requested through VDOT, the County will make the determination when it is ready to develop this road.

VDOT would also consider speed limit reductions – to allow for an increase in either points of access or the number of signals – in order to improve the Route 20 connector. If the Germanna campus expands, VDOT has considered adding a traffic light or other improvement there to enhance traffic flow and access into the campus.

As traffic increases on Route 3, VDOT can rework signals and improve connectivity for residential to retail locations, as this is an important concern for area residents. Another option would be improvement of the Flat Run corridor, which VDOT believes might also be supported by nearby residents.

VDOT would appreciate being kept apprised of the County's decisions regarding development of the Route 3 Corridor, as this will assist them with future planning. Advance notice will also allow the agency to prepare accordingly for conducting the necessary studies or justifying any improvements or changes to existing patterns.

C-2. Natural Gas Infrastructure: Columbia Gas of Virginia

Existing gas lines run across the Rapidan River to Germanna and are currently expandable into Somerset. Future expansions could possibly allow Columbia to also serve Lake of the Woods and Gordonsville, as the lines currently tap into the Town of Orange and portions of Culpepper. Columbia's Transportation

Division has a high-pressure gas line just north of the Rapidan River. The Distribution Division could connect to this line and provide additional capacity, and may also be a more cost-effective way to serve the eastern portion of the Route 3 Corridor.

There are 6-inch lines into the Wal-Mart site on Route 3 and across into Somerset; however, building the additional 2+ miles of gas lines to serve Lake of the Woods would be very expensive. Right now, Columbia is only looking at new commercial and new residential for expansion of its facilities; however, any service extensions will require economic analysis to justify the significant expenditure of \$50-\$150 per linear foot (depending on route line) for high-pressure steel distribution lines.

Columbia estimates that existing infrastructure can service more of the A&K property on Route 3 for gas service; however, based on Columbia's current long-range plans – and without a significant user to justify the cost of additional infrastructure – service to the King property could be 10-12 years out.

C-3. Electric Service: Rappahannock Electric Cooperative (REC)

Rappahannock Electric Cooperative currently serves the area with a 500kv line via two substations, and 115kv parallel lines expandable for residential and commercial users. There is existing line and substation capacity; however, expansion of service from existing power locations would take approximately five years, and up to 10 years for new locations, based on REC's current long-range plans.

REC would like to create high reliability zones near Routes 3 and 20, by constructing a distribution network that would come across the Rapidan River to an area near the Sheetz. They could add a 345kv line to provide redundancy and it would be relatively easy to add more service lines; however, the proposed route includes about four miles of underground lines running through land owned by the National Park Service (NPS). While NPS prefers underground lines, any construction projects on Park Service land cannot move forward without their consent and, given their archeological concerns, permitting issues will make this project quite challenging.

In order to provide more capacity, it is important for Rappahannock Electric to work closely with other utility providers – particularly water and wastewater – to ensure any necessary right-of-way easements are in place. To-date, this has been a challenge and has impacted zoning and site plan approvals in the area; however, REC and Rapidan Service Authority (RSA) are beginning discussions, as this will affect future infrastructure design projects, as well as any area-specific plans developed by the County.

C-4. Water/Wastewater Service: Rapidan Service Authority (RSA)

Rapidan Service Authority currently operates a wastewater treatment facility with an overall capacity of 2 million gallons per day (mgd). Currently, there is approximately 300,000 gallons per day (gpd) of wastewater capacity available. The Authority also operates a water treatment facility with a maximum daily capacity of 1.6 mgd, of which approximately 200,000 gallons per day (gpd) is currently available. Thus, the limited available capacity at both of these facilities is of great concern to both RSA and Orange County.

Although the available water capacity is only 200,000 gpd, the Authority has a water withdrawal permit from Virginia's Department of Environmental Quality (VDEQ) of 3 mgd from the Rapidan River; however, increasing water capacity to the 3 mgd level is likely to require modifications to the existing facility, construction of a new facility, or a combination of the two. Furthermore, water requirements beyond

the 3.0 mgd will necessitate additional water supply sources such as a new reservoir, purchasing water from adjacent localities, or other sources.

Wastewater capacity is not limited to just the RSA facility but, also, to the Waste Load Allocation (WLA) from VDEQ that addresses the Chesapeake Bay Total Maximum Daily Loads (TMDLs). The additional WLA could be obtained through creation of credits or purchase of credits from other localities, although expansion of the actual facility would also have to be completed. Subsequently, both the water and wastewater systems will most likely require new or expanded sites to provide for additional capacity.

Before considering any expansions, it is important to determine future capacity needs, when they will be required, and where development is expected/planned for along the Corridor. Funding is also a major issue since RSA only has two sources: (1) connection fees and (2) monthly user fees. RSA is responsible for operating and maintaining the systems and making upgrades that are required by new regulations; however, capacity expansions will be the responsibility of the County and/or private development. Even though RSA operates systems in Orange, Green and Madison, each system must stand on its own.

The Chesapeake Bay TMDL regulations have precipitated \$6.5 million of system improvements requested by the VDEQ. While the Virginia Resources Authority (VRA) serves as the RSA's fiscal agent, the system improvements were funded through the Virginia Revolving Loan Fund Program and a Water Quality Improvement Grant; however, these improvements also triggered an increase in RSA's rates that, in turn, hinder its ability to offer competitive pricing structures in its member communities of Orange, Greene, and Madison counties. More importantly, future expansion of water and wastewater capacity must be coordinated and paid for by the locality making the request. In addition, that community must assume the debt associated with the expansion project and demonstrate to VRA that a sufficient revenue stream will be available to cover the additional costs.

Previous projects along the Route 3 Corridor have been considered, including a water and sewer treatment facility near the King property. While a feasibility study was completed for this area, the County never advanced the projects. In order to increase water and sewer capacities to 3 mgd, RSA estimates it could take 3-5 years (closer to 5 years) to complete the projects given timelines for permitting, design, construction and startup of the treatment facilities.

RSA reports that Spotsylvania and Culpeper operate and maintain their own utility systems and Spotsylvania does not want to expand facilities into Orange; however, an initial inquiry by the consultant with Spotsylvania County's Director of Utilities/Public Works indicates Spotsylvania has done some preliminary work to look at the future alignment for providing water to Orange County, likely running up the Route 3 West Corridor to the Orange County line by Route 20. To date, Spotsylvania County has had no discussion of sewer extension in the Route 3/Route 20 areas.

Regarding the Signature Station project, recent approvals were granted for development of a mixed-use plan; however, RSA needs to know the status of utility demands, treatment capacity, line size, and water storage requirements. In addition, fire suppression needs for the 60,000 square foot commercial component of the project has to be addressed. As for the A&K development sites, there are some minor utility issues that should be resolved fairly easily.

Water storage will also be a primary consideration for the Route 3 Corridor development, with a requirement of one-half to one million gallons per day of additional storage. Construction cost for the storage could range from \$4-\$6 per gallon. Therefore, RSA is requesting that Orange County identify the location(s) where storage tanks are needed before advancing any other plans. As noted previously, RSA

also recommends an appraisal of the County's future water and wastewater capacity needs be determined as soon as possible.

D. Stakeholder Feedback

The consultant team interviewed a total of 35 stakeholders or their representatives, including 18 individuals or entities initially suggested by the Steering Committee. The additional parties were recommended by the consultant or identified through subsequent discussions with County leaders and consisted of landowners, neighborhood groups, real estate brokers, economic development professionals (from Virginia Economic Development Partnership and Central Virginia Partnership for Economic Development), area developers, business group leaders, higher education partners/leaders, and representatives from nearby parks/historic groups. Anonymity was guaranteed to all interview participants, but a collective summary of comments and a list of participating entities are provided in Appendix-2.

While the exact questions varied slightly for the different stakeholder groups (questionnaires provided in Appendix-1), all of the interviews attempted to target five principal topics that were collectively summarized into the following categories:

- 1) Thoughts and impressions regarding Route 3 Development
- 2) Types of development projects that can be supported or encouraged
- 3) Concerns/Constraints to be considered
- 4) What County leaders can do to make Route 3 Development attractive for future projects
- 5) Overall impressions/perceptions of Orange County and its leadership

As expected, some of the interview participants identified specific concerns or preferences in the types of development activity they would like to occur in the Corridor; however, none of the stakeholders expressed opposition to the County's plans, with the majority offering favorable and supportive comments about the initiative.

Summary of Recommendations

Orange County leaders have undertaken a bold and courageous step towards protecting the community's future by launching the Route 3 Strategic Visioning Initiative. While there is more work to be done, the Charrette Panel unanimously agreed there is great potential for development along the Route 3 Corridor. More importantly, if County leaders are willing to address the list of priorities outlined below, opportunities along the Route 3 Corridor (and other areas of Orange) can be greatly enhanced.

1) Consider immediate policy changes in these areas:

- a. Zoning Ordinance: Expand the ordinance to include new classifications/categories and broader "by right" uses such as healthcare, institutional, and other uses being targeted for both the Route 3 Corridor and Orange County. Also, consider streamlining the zoning process to minimize the need for Special Use Permits and public input, as this is often viewed as "anti-growth policy" given the additional time and cost for it imposes on prospective users.
- b. Proffers: Modify/reduce current cash proffers to be more aligned with the market and competing jurisdictions, especially for mixed-use projects, as the current structure is a cost-prohibitive "barrier to entry." One way this can be accomplished is through a "reverse tiered" structure, where proffers are higher for the initial residential component and decreased as subsequent components – particularly commercial – are built.
- c. Utility Tap/Connection Fees: The current structure and funding mechanism of the Rapidan Service Authority (RSA) have placed Orange at a significant, competitive disadvantage with other communities. With tap fees in excess of \$20,000 regardless of meter size, connection fees are another significant "barrier to entry" for development in Orange County. While politically challenging, County leaders should initiate discussions with the RSA and member localities to explore revisions to the current structure, as existing fees are likely an impediment to growth in other member jurisdictions, as well. In the interim, the County should consider creation of an incentive fund (i.e. Utility Inducement Fund) to help offset the connection fees for targeted users along the Corridor.
- d. Taxing of Rezoned Properties: Delay imposition of real estate taxes on properties rezoned from agricultural to other uses until the land is developed, rather than immediately following the change in zoning classification.
- e. Route 3 Buffers: While preservation of the existing, rural landscape along the Corridor is of great importance to area residents, the current 100-foot buffer requirements are detrimental to prospective users – especially retailers for whom visibility is key. Therefore, some reduction in the buffer should be considered, particularly if design guidelines and/or landscaping requirements are established for the Corridor.
- f. Subdivision Standards: Development standards, design guidelines, and PUD zoning for subdivisions in the area should incorporate VDOT's Urban Standards. In addition, the County should reconsider allowing rear-facing dwelling units within the development or especially on public/primary roadways, as they can detract from the viewshed along Route 3. "Quality" standards (discussed in item "g") should also be defined, beginning with attractive entrances to both the individual and "greater" Orange County community.
- g. Residential Growth: Without additional rooftops in the area, commercial development opportunities will be limited and attracting national retailers will be extremely difficult.

Furthermore, the Corridor has a limited supply of “quality” residential offerings that can provide a more diverse mix of housing styles and, also, increase property values. Quality housing is market-based, offering age and income-appropriate options. Curb and gutter, sidewalks, landscaping, and underground utilities are other key components of quality housing, as are recreational and social amenities within the boundaries of the development. Architecture and scale of homes should “fit” the natural surroundings (e.g. waterfront, rolling hills) and proper utilities should be in place. Minimum design standards, including size (square footage) and defined setbacks, are commonplace in quality neighborhoods, and developer-provided amenities should be well-maintained. Solid, durable building materials (e.g. masonry, stone, HardiePlank, or combination of these rather than all vinyl siding) – particularly for exteriors and finishes – are used in construction of dwelling units. Uses within or adjacent to a quality residential development should also be compatible and complimentary. In addition, quality housing projects often have established covenants, codes, and restrictions (CCR’s) with standards and requirements that often exceed those of the locality.

- h. Facade Improvements: Several existing developments in and around the Corridor could benefit from facade enhancements or some level of code enforcement to improve the visual appeal along Route 3. This is particularly important in maintaining quality development along the Corridor, and in attracting additional business activity in the area that is consistent with the County’s vision and long-range plans for growth.
- 2) **Initiate development of a comprehensive infrastructure plan that will reflect the County’s development strategy for the Route 3 Corridor. The plan should include all utilities (gas, power, water, sewer, fiber) and roads. The water and wastewater plan should also address options outside of the current RSA structure, including possible sharing of utility services and/or infrastructure with adjacent localities owning and operating independent water and sewer systems – most readily Spotsylvania or Culpeper Counties.**
 - 3) **Define overlay areas and design guidelines and standards for the two segments of the Route 3 Corridor – Germanna Village and Wilderness Village.**
 - 4) **Participate in a comprehensive market analysis of the Corridor by cost-sharing with key landowners.**
 - 5) **Begin discussions with VDOT regarding connectivity and realignment of Route 20 to provide future access to King property.**
 - 6) **Initiate dialogue with nearby college and universities to explore partnering opportunities, as well as short and long-range growth plans for new programs and facilities.**

The Vision: A Four-Phased Plan

To help County leaders advance the development initiative in a strategic, deliberate manner, the Panel has defined a high-level, four-phase vision that includes both near and long-term recommendations. These recommendations have been formulated based on current market information, existing infrastructure, and known constraints; however, should solutions be identified earlier than expected – particularly to address the current water and wastewater challenges – the longer-term phases could be realized much earlier. Each of the four phases is visually outlined in the accompanying exhibits to denote the relevant areas of the Route 3 Corridor included in each phase. The collective plan is shown below in Figure 1.

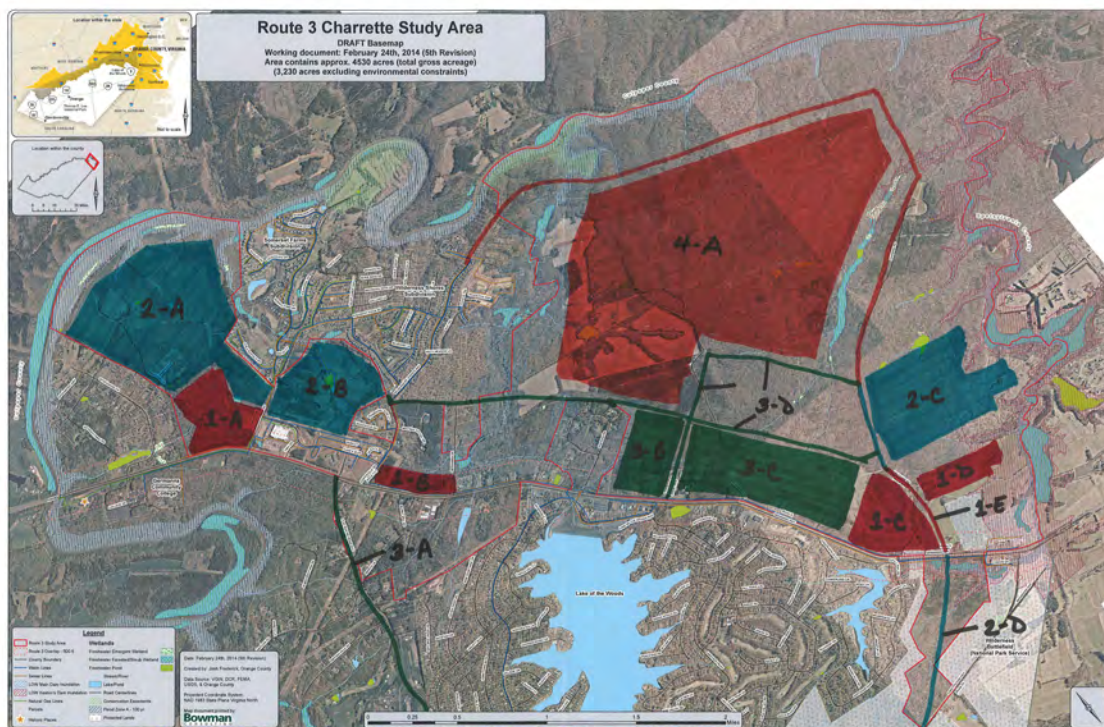


Figure 1 - Overall Plan: Phases 1-4

Figure 1 Legend:

Phase 1 includes: 1-A, 1-B, 1-C, 1-D, 1-E

Phase 2 includes: 2-A, 2-B, 2-C, 2-D

Phase 3 includes: 3-A, 3-B, 3-C, 3-D

Phase 4 includes: 4-A

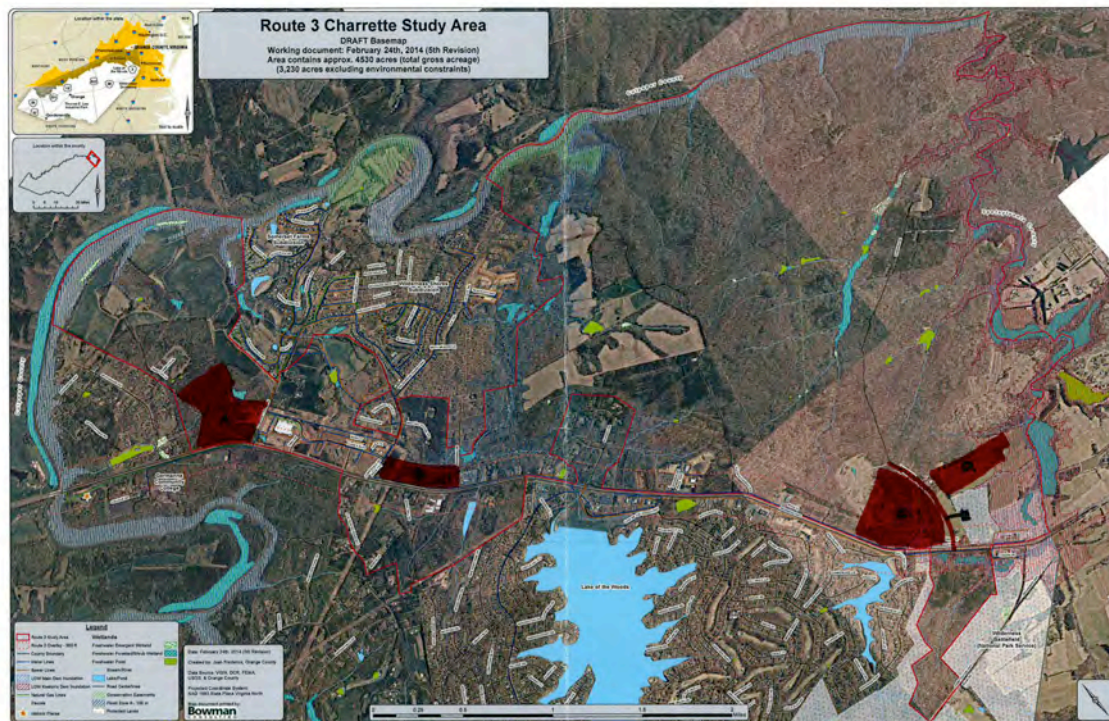
Phase 1: Go for the “Low-Hanging Fruit” While Cultivating for the Future

Phase 1 (shown on Exhibit 1) entails development activities primarily within the Germanna Village area, as doing so can provide the most immediate results. Specifically, efforts should focus on maximizing the build-out of properties that are under development along the western portion of Route 3, including both Signature Station (shown as “A” in Exhibit 1) and A&K Development’s properties at Somerville Road (noted as “B” on Exhibit 1). Water and wastewater service are already in the area and capacities are sufficient to support additional residential growth in Signature Station, as well as commercial development on both the Signature Station and A&K Development sites; however, fire flow and adequate water storage to meet those needs will have to be addressed.

Signature Station is an ideal place for a small-scale, mixed-use development consisting of 20,000-30,000 square feet of medical office space and a comparably sized retail center offering support services such as a drug store, dry cleaners, fitness/exercise center, physical therapy and rehab office, insurance provider, and restaurants. A medical office facility in this area can also provide academic partnering opportunities for the healthcare programs housed directly across Route 3 at Germanna Community College’s Locust Grove Campus. The proposed uses for Phase 1 will also balance well with the area’s current demographics and can be readily achieved with existing zoning, particularly if the proposed changes to the zoning ordinance are implemented.

Phase 1 also includes some initial, albeit limited, development of the eastern portion of the Corridor – referred to by the Panel as Wilderness Village (Refer to Exhibit 1 – C&D). In Phase 1, the Corridor is “defined” by development of a signature “gateway” project within the front section of the King property (noted as “C” on Exhibit 1), and one that would have minimal utility requirements. One viable option is a joint Visitor Center/Wine Education Center, as this would be a primary way to “showcase” the County’s historic and agricultural amenities. Other possible uses of this portion of the King property include a concert/performing arts venue (shown as “D” on the Exhibit), similar to Wolf Trap in Vienna, VA. While a performing arts/entertainment venue of this nature would primarily be used for evening performances, it could also present daytime opportunities for educational/historic programs by the National Park Service. A project in this area could also initiate development of an entrance road from Route 3 that could provide better access to the King property (shown as “E” on Exhibit 1). Should initial development of the King property advance during Phase 1, discussions regarding the realignment of Route 20 should also commence with VDOT to ensure connectivity between the aligned Route 20 and the future King site access road.

Timeline: +/- 2 years



PHASE 1

Exhibit 1: Phase 1 - Development focus should be on **red** shaded areas – A & B (western portion of Rt 3); C, D, & E (eastern portion of Rt 3)

Exhibit Key: Phase 1

A - Signature Station: Mixed-use with medical office as anchor tenant; **B** - Somerville Rd/A&K Development: commercial

C - King Property: “Gateway” project; **D** - Performing Arts/Entertainment venue; **E** - Entrance road

Phase 2: Leveraging Amenities

Phase 2 encompasses development of additional properties in Germanna Village -- along the western portion of Route 3 – and realization of new revenue-generating activities resulting from earlier policy changes. By this time, evaluation and planning for utility extensions should be complete, including design and location of a water storage tank.

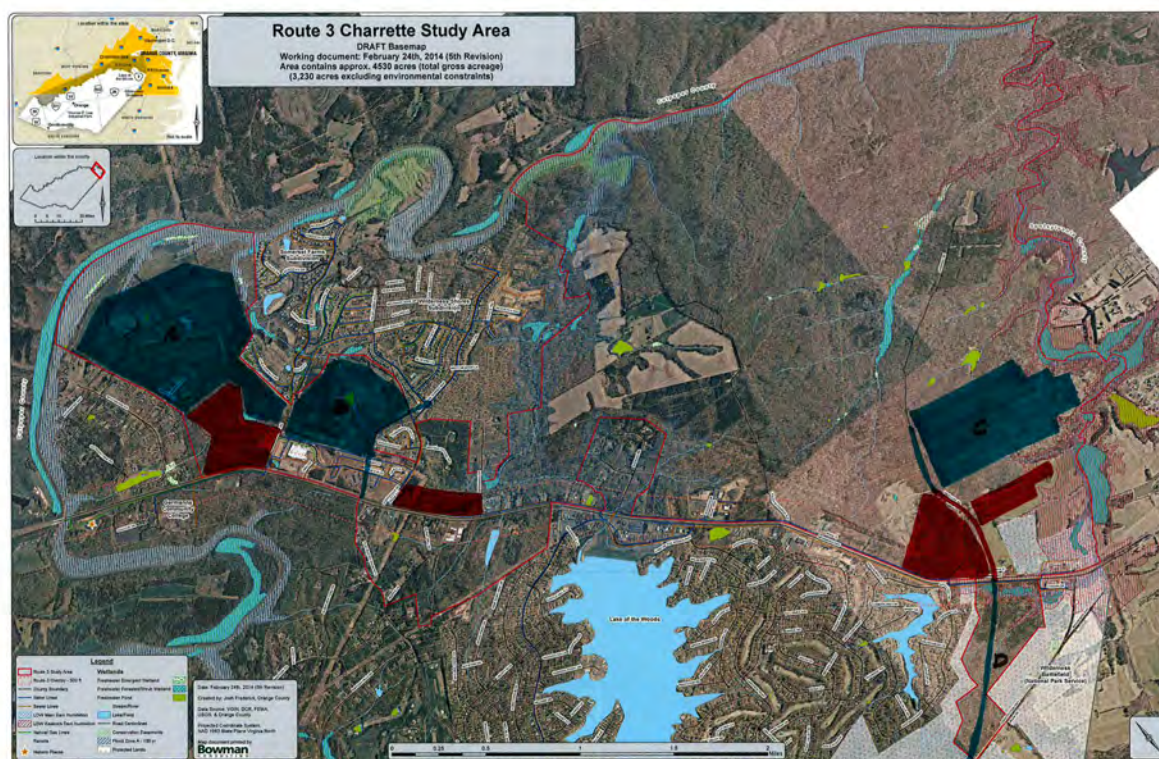
While Phase 2 will necessitate extension of water and wastewater systems, a larger “town center” development east of Somerset Ridge Road is envisioned (noted as “B” on Exhibit 2). Planned Urban Development (PUD) zoning should be in place to facilitate this activity. Additionally, development of the northwestern edge of the Route 3 Study Area (shown as “A” on Exhibit 2) should be pursued for quality residential, including high-end housing and related recreational amenities along the river.

Additional development along the eastern portion of the Corridor – Wilderness Village – may be feasible in Phase 2 if utility constraints have been addressed. Specifically, a large parcel (i.e. 300+ acres) of the King property can be designated for light industrial/business park uses (refer to “C” on Exhibit 2), north of the proposed performing arts venue suggested in Phase 1. With appropriate buffering to transition

between uses, the performing arts venue can also serve as an amenity to the neighboring business park by offering accessible “after hours” entertainment and cultural opportunities for area workers and residents – similar to the “Innsbrook After Hours” concert series held each summer in one of Henrico County’s premier business parks.

A final component of Phase 2 includes advancing discussions with VDOT and starting the process for realignment of Route 20 (noted as “D” in the Exhibit). This will be critical to ensuring accessibility to the King property, especially the light industrial area discussed above.

Timeline: +/- 5 years



PHASE 2.

Exhibit 2: Phase 2 - Development focus should be on **blue** shaded areas – A & B (western portion of Rt 3); C & D (eastern portion of Rt 3)

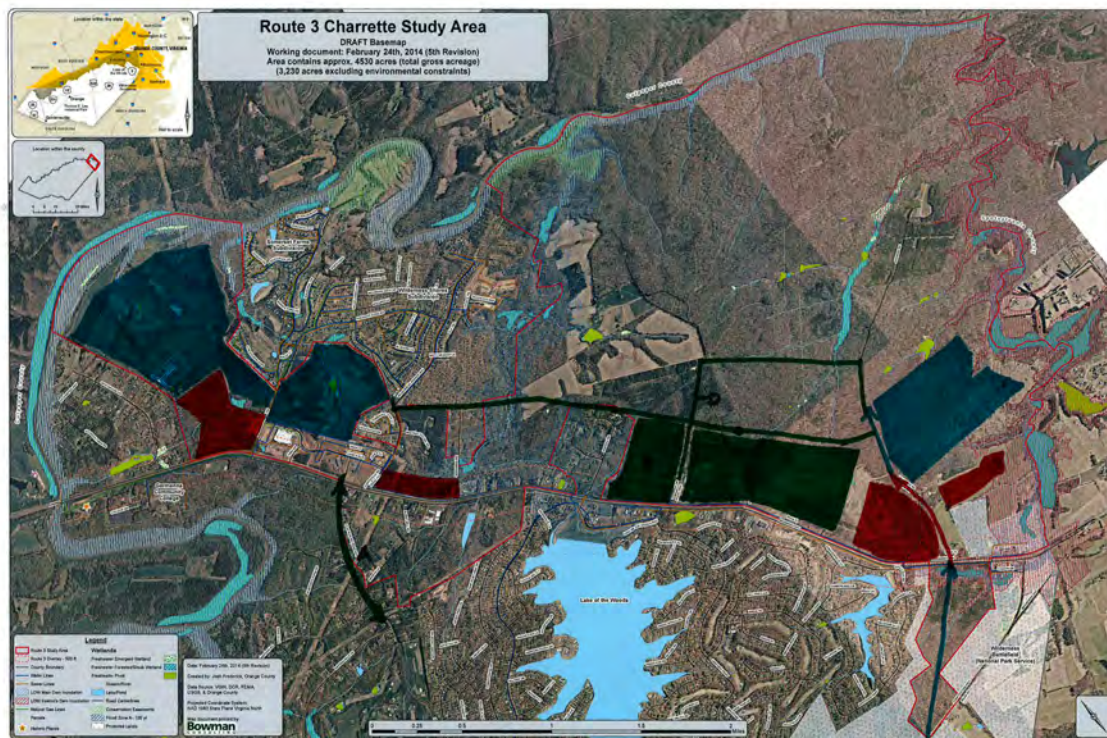
Exhibit Key: Phase 2
A – Quality residential & recreation amenities; B – “Town Center” project
C - King Property: Light Industrial; D – Realignment of Route 20

Phase 3: “Rebirth” of Lake of the Woods

Phase 3 focuses on enhancements in and around the Lake of the Woods community, beginning with pursuit of a full secondary access (i.e. residents, visitors, and commercial) via Route 3 or Flat Run Road. (Refer to “A” on Exhibit 3). With utility extensions now in place (from Phase 2 development activities), additional commercial opportunities can be pursued along Route 3, north of the Lake of the Woods community (noted as “B” & “C” on Exhibit 3). This may include expansion of the Lake of the Woods “plaza” at Goodwin Drive, to include another small-scale, mixed-use development offering ground level retail opportunities with multi-family/residential above. Possible users would include a high-end/specialty grocer, professional services (e.g. accountants, lawyers), personal service businesses (e.g. hair/nail salons), neighborhood eating establishments, and business services (e.g. UPS Store, computer repair). An assisted living facility would also be a feasible user in this area.

With the additional development activity proposed near Lake of the Woods, Phase 3 would precipitate the construction of a parallel connector road on the north side of Route 3 (Exhibit 3 “D”). This alternate roadway would alleviate the need for area residents to traverse Route 3, particularly those in Wilderness Shores, Somerset Farms, or northern sections of Lake of the Woods.

Timeline: +/- 8 years



PHASE 3

Exhibit 3: Phase 3 - Development focus should be on **dark green** shaded areas – A (western portion of Rt 3); B, C & D (eastern portion of Rt 3)

Exhibit Key: Phase 3

A – Secondary access to LOW; **B, C** – Mixed-use projects; **D** – Rt 3 Parallel/Connector Road

The primary focus of Phase 4 is the King property; specifically, development of the remaining land on the backside of the site and along the river.

As in Phase 2, appropriate buffering may also facilitate development of some additional, high-end “executive housing” along the river, providing for a true live, work, play community in Orange County.

[illegible]

Exhibit 4: Phase 4 - Development focus should be on the large **dark orange** shaded areas – A (eastern portion of Rt 3)

A – King Property: large tract for mixed-use development including office, light industrial, hotel/conference center and high-end housing along the back of the site

Questions & Answers

While the following questions were posed to the Panel in no particular order, the Charrette Team recommends approaching the four defined topics in this order of priority in advancing the Route 3 Strategic Visioning Initiative: 1) Planning and Design; 2) Development Strategies; 3) Market Potential; 4) Implementation

Market Potential:

1. What specific strategies/efforts should be undertaken to strengthen the market opportunities and likelihood of success for the Corridor with local, state, national, international markets?
 - Expand utilities and reassess current fee structure.
 - Allow more rooftops.
 - Relax zoning restrictions and promote flexible zoning, including more limited use of SUP's to minimize repeated public input and shorten review times.
 - Create local incentive programs (e.g. Technology Zone, Utility Inducement Fund).
 - Utilize area colleges and universities to help identify and strategize long-range opportunities, and to begin dialogue of how/where universities may be involved in the Corridor development.
 - Undertake comprehensive market study to assess residential and commercial potential.
2. The targeted industry clusters identified by Younger Associates for Orange County (provided in briefing materials) identified five primary sectors for Orange:
 - Agribusiness, Food Processing & Technology
 - Business & Financial Services
 - Transportation & Logistics
 - Health Services
 - Light manufacturing, specifically related to *Information Technology & Telecommunication*

In considering these targets, what are the key site amenities, community attributes, planning/zoning regulations and/or other elements those sectors will require in selecting a site?

- Generally speaking, most industry sectors will expect “ready-to-go” sites or buildings that provide basic utilities (water, sewer, power) and access to the property via state or developer-maintained roadways. If a preferred site requires rezoning or special use permits, the process should be uncomplicated, timely (e.g. 60-90 days) and offer some certainty of approvals and compatibility with neighboring uses. Site plan review should be a streamlined, administrative process to help maintain confidentiality and minimize public input. Costs of entry (i.e. proffers, utility connection fees, development review fees), start-up expenses (i.e. business license, signage), and operating costs (i.e. local property taxes and user fees) should be competitive with adjacent communities or those with whom Orange County readily competes for targeted sectors.
- Food processing facilities generally have significant water and wastewater requirements. Therefore, without additional and substantial capacities, attracting food processors will be difficult; however, food packaging, cold storage, or agribusiness operations are certainly viable opportunities.
- While data centers and related services often seek low-visibility and secure sites, the probability of these operations locating in Orange are currently limited given site options along a primary roadway. In addition, data centers often require redundant power and fiber infrastructure, as well as an adequate water supply for cooling towers and chillers. Thus, while not an industry that should be targeted in the near-term, it is certainly an option in the future once the King site has better access and available utilities.

- Financial services companies will be seeking a well-educated, accessible workforce. Operations/back office centers will also require reliable electric and telecommunications service. Support services, including nearby restaurants and eateries, will be important for attracting employees and for corporate entertainment.
 - Health Services providers will require population densities, skilled labor, and proven academic and training programs that can provide a continual pipeline of well-educated workers. Attractive sites with quality design standards and accessibility from primary roadways are also key requirements for this sector.
 - Companies engaged in light manufacturing activities will require properties that are ready for development – zoned, available infrastructure, streamlined permitting – as “speed to market” is of paramount concern. Reliable, affordable distribution and freight services or close proximity to primary highway systems will also be a consideration. State and local tax policies – particularly machinery and tools tax and exemptions from sales and use tax – will also be important. In addition, access to suppliers and key markets will affect location decisions, as will the availability of skilled labor and area wage rates.
3. What specific users/industries would you consider prime targets for Orange to recruit/pursue?
- Medical/healthcare providers: hospital, medical office buildings, dentists, physical therapy/rehab, diagnostic/imaging centers
 - Community service/retail: insurance companies, drug stores, florists, title companies, tech support, mailing/package centers, dry cleaners, grocers, hardware stores, auto dealers and service
 - Equine and Farming Suppliers (e.g. Tractor Supply Store)
 - Assisted Living / Independent Senior Living Centers
 - Fitness/Wellness Centers (e.g. YMCA, Curves)
 - Agribusiness/Farmers Markets
 - Micro-breweries/Cider products
 - Entertainment/Performing Arts Groups
 - Community/Workforce Training Centers

Planning & Design:

1. What master planning and infrastructure development efforts are necessary to position the Corridor for success?
 - Initiate development of a Utility Master Plan to include a comprehensive water and sewer plan and long-range infrastructure plan for roads and other utilities.
 - Define overlay guidelines and design standards for the two development areas: Germanna Village and Wilderness Village.
 - Plan for connectivity along the Corridor.
2. What zoning categories/regulations will strengthen the marketability of the Corridor?
 - Define broader zoning categories (such as healthcare/institutional), to provide for more “by right” uses, limit SUP’s, and encompass those industry sectors being targeted by County and regional economic development efforts.
 - Create a flexible PUD zoning classification to accommodate mixed-use developments.
 - Make zoning and development processes more administrative than public.
3. Should specific covenants or design standards be established prior to advancing development in this area? If so, how detailed and/or stringent should they be so as not to impede advancement of the

County's objectives? In addition, can you suggest a means for ensuring compliance with the standards that won't impose additional burden on County staff or fiscal resources?

- Specific design guidelines for the Corridor that are administered by staff will be the most effective, rather than traditional zoning designations or Special Use Permits. Allowing staff to exercise some flexibility and discretion can also go a long way in encouraging, rather than impeding, development of the Corridor. One successful development where this approach has worked quite well is City Center at Oyster Point in Newport News. The area has no defined zoning classification but, rather, design guidelines and standards that are administered by the City's Economic Development Authority – a key partner in the Center's development. Creation of an Architectural Review Committee, comprised of technical/design experts and landowners' representatives with a vested interest in maintaining the quality of development activities, may be another means of ensuring compliance. Development of Form-Based Code for the Germanna and Wilderness Village areas should also be considered.

Representative/Notable Communities, Projects, Processes:

City Center/Oyster Point – Newport News: Design Guidelines

City of Norfolk - East Beach: Design and Development Guidelines

Henrico County: White Oak Technology Park, Innsbrook Corporate Center and Wellesley

Isle of Wight County: Eagle Harbor

City of Suffolk: The Riverfront at Harbour View

Hanover County: Suburban Overlay District and Mechanicsville Village Overlay District (both part of Zoning Ordinance)

Chesterfield County: Landscape and site requirements are part of the site plan process and reviewed against established guidelines; County also has a well-defined and notable "fast track review" process for both site plans and building permits, along with flexible design guidelines for several key developments including Meadowville Technology Park.

Loudoun County may also offer some representative guidelines given its mix of rural and suburban development areas.

Stafford County has adopted Form-Based Code in one of its primary development/redevelopment areas – Boswell's Corner – that could also be applicable in Orange.

Development Strategies:

1. What should be the first 15-20 steps in the development process – in priority order?
 - Facilitate/gain consensus of elected officials.
 - Solicit support and "buy-in" for the Route 3 Initiative from constituents through continued public awareness and education.
 - Manage expectations.
 - Designate an internal champion to oversee implementation.
 - Engage external professional services to direct/guide the County's efforts.
 - Begin policy modifications (outlined in the Summary of Recommendations).

- Initiate utility improvements (design of water/wastewater facilities to address short-term/immediate capacity needs) including development of long-term infrastructure master plans.
 - Develop guidelines for the “overlay” areas (Germann Village and Wilderness Village).
 - Complete a comprehensive competitive analysis that also considers the County’s current development costs in relation to neighboring and competing localities.
 - Pursue Public-Private Partnerships.
 - Begin evaluation of funding mechanisms: TIF districts, service districts, grant programs.
 - Consider long-term option agreements for gaining control of key properties.
 - Consider pro-active zoning of key properties.
 - Pursue creation of conceptual development plans for use in marketing materials.
 - Formulate the Orange County story for use in marketing materials.
 - Consider creation of incentive programs: tourism zone, technology zone, utility inducement fund.
2. What is the most effective way for the County to approach and/or work with landowners?
- Solicit and incorporate ideas and feedback from key landowners into any small area plans – particularly uses that are compatible with the overall vision for the Corridor.
 - Develop and stick to any small area plans that are developed.
 - Offer flexibility in design guidelines.
 - Define the County’s vision – what it will support and what the Corridor will look like – as this will also give the owner/developer some assurances.
 - Create a revitalization fund – share in the cost of master planning efforts (grant fund) that are based on the County’s guidelines (and agreed upon up front).
 - The King property holds remarkable development potential – explore mechanisms for gaining contractual control of this and other key sites (e.g. option agreements).
 - Be willing to share the risk – and cost – particularly where infrastructure improvements and extensions are needed.
3. What activities/actions can the County undertake to best stimulate (“seed”) interest and activity in the area?
- Proactive zoning of properties, with land values “frozen” and assessed at pre-zoned rates until development begins.
 - Undertake development of a “realistic” conceptual plan for the Corridor.
 - Creation of a Tax Increment Financing (TIF) district and/or Community Development Authority (CDA).
 - Creation of a “revitalization” fund that can be used to help with master planning efforts.
 - Explore New Market Tax Credits.
 - Designate a Tourism Zone.
 - Creation of Technology Zone Program.
 - Explore DHCD Grant Programs – to help with feasibility studies and infrastructure design.
 - Pursue PPEA/PPTA opportunities, including adoption of relevant ordinances (PPEA/CDA).
 - Begin dialogue with nearby and/or academic partners to explore extension of facilities in Orange (e.g. medical center).
 - Engage community associations and volunteer groups in undertaking Corridor beautification projects.
 - Initiate design of infrastructure expansion projects.
4. Should a PPEA, CDA, etc be considered for the project?

- Yes, PPEA/PPTA provides available tools for funding of infrastructure; however, the County must have something to contribute to the project. Creation of CDA's can also be effective for funding infrastructure, particularly if done in conjunction with designation of a TIF district.
5. What creative financing methods are available for the County to fund infrastructure such as utilities, roads, pad site construction, etc.?
- Various solutions are available, including use of the Economic Development Authority (EDA) in issuing debt for infrastructure projects.

Implementation Plan:

1. How can the County feasibly fund and implement a project of this magnitude and what is a realistic timeframe for doing so?
 - A long-term funding plan should accompany development of the Utility Master Plan in order to identify estimated costs and relevant funding sources for each project. In addition, the County needs to begin identifying and funding future infrastructure projects in its Capital Improvement Program. The timelines for expenditures will be similar to those defined for each of the four phases of the vision.
2. What is the appropriate role and steps for the County to play in advancing this initiative?
 - Creating or modifying development-related policies that will support and encourage advancement of the initiative (as outlined in this report).
 - Pro-active zoning of key properties.
 - Mitigating and/or sharing risks with developers.
 - Sharing costs of infrastructure projects.
 - Development of the conceptual plan to attract interested users.
 - Identifying potential partners and inviting them to participate – defining what the County will contribute.
3. What types of partners should the County seek in order to successfully advance this initiative?
 - Area universities
 - Healthcare providers (hospital groups)
 - Private landowners
 - Utility providers
 - VDOT
 - Engineering and design firms
 - Economic Development and Financing experts
 - Lobbyist (to petition the General Assembly)
 - Existing Orange County businesses
 - Private developers
4. Should the County hire a development or consulting firm to oversee implementation of the Route 3 initiative?
 - Yes – a variety of disciplines and expertise will be needed to effectively advance the four phases of the proposed development vision.

Final Thoughts and Words of Wisdom from the Charrette Team

- “Stay the course” and don’t allow the “loudest voices” to speak for everyone.
- Manage expectations from Day 1.
- Establish some interim milestones or “check points” along the way to gauge how the market is responding and make any necessary adjustments.
- Remember: it takes money to make money.
- Design to a budget – don’t budget to a design.
- Learn from others’ successes and mistakes.
- An “investor’s” greatest fear is the unknown – do what you can to minimize it.
- Defining development guidelines and future plans minimizes uncertainty and helps to encourage development activity.
- Quality starts with the community: define what you want it to look like and “set the stage” by providing gateways and entrances that create a sense of arrival; incorporate attractive open spaces and park-like settings throughout the community.

Urban Land Institute’s Principles for Successful Projects (as shared by Panel Member, Dennis Richardson, HL Development)

- Understand your position in the market.
- Build community support.
- Build a vision and plan for it.
- Stress results over regulation.
- Optimize connectivity (internal/external).
- Create the human scale with pedestrian walkability.
- Embrace mixed uses.
- Create public-private partnerships to make the plan work.



Meet the Panel Members

Erich W. Strohacker, PE, PTOE – Charrette Panel Chair

Transportation Team Leader, Bowman Consulting, Richmond, VA

Erich leads Bowman's traffic team and has over 15 years of experience in transportation engineering studies, data collection, and traffic impact studies. He has been a regional office manager with engineering responsibilities that included review and approval of all traffic engineering studies, parking studies, transportation safety studies, access management waivers/studies, and signal system timing plan studies. His experience also includes client coordination, project management, and permitting.

Erich earned a Bachelor of Science, Civil Engineering, from North Carolina State University in 1996. He holds Professional Engineer registrations in Virginia and Maryland and is also a registered Professional Traffic Operations Engineer (PTOE).

Herman G. Dieber, Jr.

Principal, Verity Commercial, LLC, Reston, VA

Herman provides real estate development and brokerage services from project inception through delivery. Herman has an interesting background of Mechanical Engineering, technical construction and real estate. He has more than twenty years of experience on technically distinctive projects including research laboratories, cGMP biopharmaceutical manufacturing facilities, data centers, hospitals, and corporate and medical office buildings.

Prior to founding Verity Commercial, Herman was a founding member of JackLine Realty and a top producer at Scheer Partners, Inc. Herman was one of the first employees and, later, shareholder of DPR Construction, where he helped DPR grow to \$2 billion in revenue and 15 offices around the country in just eight years. He founded the Fairfax, VA office for DPR Construction and facilitated the local office build up from 1 to 65 people and from \$10M to \$115M in construction volume in five years.

Herman is a frequent speaker for Northern Virginia Technology Council (NVTC) and Virginia BIO and a past member of the Commonwealth of Virginia Joint Commission on Science & Technology (JCOTS). His education and training includes Master of Business Administration studies from Suffolk University and Bachelors of Science in Mechanical Engineering from the University of Rhode Island.

Kevin Humphrey, President

The Patina Group, Richmond, VA

Kevin's career followed the traditional architectural path after graduating from Virginia Tech and receiving his Architectural license in 1994. He was named Partner in 1998 with Rose Architects and then Vice President, Principal and Board Member after a merger with Baskervill in 1999. While in private practice, Kevin worked on all matters of projects in every procurement method, all over the country, successfully working with real estate professionals, developers, contractors, economic development professionals, owners, state and local agencies.

Kevin joined Wolseley in 2004, initially to start and run the design portion of the Facilities Department. Kevin's role broadened to be the link between the real estate, legal, planning and construction group, after observing operation barriers restricting the amount of work that could be accomplished. Kevin worked with senior management to plan, budget and complete the company goals. During his tenure, over 1400 projects were completed for the company across the U.S., Canada and the Caribbean.

Today, as President of The Patina Group, Kevin is sometimes hesitant to identify himself solely as an Architect, because it can be interpreted in a way that limits his true value as an agent experienced in all

aspects of project planning, production, and procurement. Incorporated in 2009 as a full service Architectural, Owners Representation and Project Development firm, The Patina Group's primary focus is to assist clients with any and all portions of its venture – from planning and programming to budgeting and site selection, all the way through to design, construction and project close out. Both Kevin and his firm offer a deep range of design and professional experience in all types of building use groups and construction types. With over 1000 acres of successful site planning and 8 million square feet of building projects to his credit, Kevin's deep range of design and professional experience in jurisdictions across the country allows him to anticipate issues before they create problems.

Kevin maintains active memberships in NCARB and AIA, and The Patina Group is currently registered as a small business with the State of Virginia.

**Branch P. Lawson, President Hampton Roads Division
East West Communities, Suffolk, VA**

As Senior Partner with East West Communities of Virginia, Branch is also President of East West's Hampton Roads division. Prior to joining The Brandermill Group in 1981 as Vice President of Operations, Branch was a CPA with the international firm of Ernst & Whinney for six years. In 1987, he headed East West's efforts to acquire, rezone, and develop Gatling Pointe in Smithfield, Virginia and, in doing so, launched East West's Hampton Roads Division. Since then, Branch and his outstanding Hampton Roads team have developed The Riverfront in Suffolk, as well as Gatling Pointe South, Eagle Harbor, and Founders Pointe, all in Isle of Wight County.

East West has been developing award-winning communities for more than 40 years, including developments in metro Richmond, Hampton Roads, and Orlando & Jacksonville, Florida. The Hampton Roads Division currently is focused on two new communities in the Williamsburg area: Liberty Ridge, which is presently under development, and Summerplace.

Branch has served on numerous boards including the Isle of Wight Chamber of Commerce, the Isle of Wight Tourism Board, Tidewater Builders Association, and the Peninsula Housing and Builders Association, for which he is also a past president. He has served on the boards of seven East West community homeowner associations. Currently, Branch serves on the board of directors for Towne Bank and as Chairman of the Board for both An Achievable Dream Academy and the Suffolk Redevelopment & Housing Authority. He has also served on the board of advisors for the Luter College of Business & Leadership at Christopher Newport University in Newport News.

Branch earned a B.S. in Commerce from the University of Virginia's McIntire School of Commerce. A native of Hampton, Virginia, he and his wife, Bonnie, live in The Riverfront.

Frederick T. Pribble, PE

Utilities Local Government Program Manager/Vice President, Draper Aden Associates, Richmond, VA

Fred has over 40 years of extensive experience in the management and administration of complex civil and environmental planning/design projects throughout the Commonwealth of Virginia. Projects have included major water and wastewater studies and Preliminary Engineering Reports, water and wastewater facilities design and rehabilitation, rate studies, site development, and recreation facilities. Fred's areas of expertise include comprehensive water and sewer studies; utility master planning; water distribution system design; funding alternatives; feasibility analysis; industrial park design; and water resource development.

Prior to joining Draper Aden Associates, Fred gained 14 years of experience with the Henrico County Department of Utilities. Since then, he has worked at Draper Aden for over 27 years and has been involved in hundreds of projects with a wide range of scopes and complexities.

Fred's relevant experience also includes: Regional Stormwater Management Program Development for the Middle Peninsula Planning District Commission; Cobb's Creek Reservoir; Planning, design, and construction phase services for the Heartland Regional Industrial Park in Charlotte, VA. Fred's professional affiliations include: American Water Works Association, Virginia Water Environment Association, Virginia Rural Water Association, and the American Society of Civil Engineers.

**Dennis L. Richardson, Senior Vice President & Development Manager
HL Development Services Group, LLC, Norfolk, VA**

Since joining HL Development Services Group, LLC in 2001, Dennis has been responsible for the completion of construction of over 1 million square feet of office, retail, and residential development. He has also assumed a Master Development Planner role with various cities and is regarded as an expert in leading public and private development efforts. Projects of note include City Center at Oyster Point in Newport News, the completion of Maersk Logistics Cross Dock Facility in Chesapeake, Virginia, and The Mast Center including the Virginia Modeling Analysis and Simulation Center in Suffolk.

Prior to joining HL Development Services Group, LLC, Dennis served as the Construction Manager for the Norfolk Redevelopment and Housing Authority. In this capacity, he was responsible for procuring and managing master planning, the design of buildings and infrastructure, and construction of many of the projects that define the City of Norfolk today. These projects include Ghent Square, the Waterside Festival Marketplace and Marina, Town Point Park, and Nauticus. He also worked on many residential developments including East Beach, West and East Ocean View, Middletown Arch, and the Church Street area. He was responsible for assisting Old Dominion University on the master plan and infrastructure development of University Village. Dennis was also in charge of the public/private efforts to plan, design and build MacArthur Center in downtown.

As Development Manager and Senior Vice President of HL Development Services Group, LLC, Dennis' responsibilities include coordination, management, and implementation of the planning, design and construction for all project development.

Dennis received his Bachelor of Architecture degree from Virginia Tech and earned his Masters of Architecture in Urban Design from Virginia Tech as well. He served as an Adjunct Professor to Old Dominion for over 25 years and is active in many community ventures.

**Brad Rodgers, President
Moreland Advisors, Inc., Richmond, VA**

Brad Rodgers is the founder, President and Chief Infrastructure Strategist for Moreland Advisors, Inc. Based in Richmond Virginia, Moreland Advisors is a full-service business consultancy and innovation firm focused on the impacts of infrastructure and creating sustainable strategies that maximize the benefits these assets can produce. Brad works with public, private and financial sector clients to help them make more informed decisions that will ultimately lead to greater economic, social and environmental outcomes from their projects. Over the past 18 years, Brad has worked with over 70 clients on over \$10 billion worth of infrastructure and infra-dependent projects. He is recognized within the industry as an expert on public-private partnerships, alternative project finance and stakeholder management strategies for infrastructure assets. Brad's previous Wall Street and capital markets experience has enabled him to successfully develop many new and innovative programs for the procurement, execution

and operation of infrastructure assets.

In addition to his role at Moreland Advisors, Brad serves as President of Moreland Property Group, Inc. a strategic infrastructure developer and concessionaire. Prior to this, Brad was a Senior Vice President at CB Richard Ellis in Atlanta, Georgia and a partner on one of the leading Capital Markets teams in the country. Before joining CB Richard Ellis, Brad was a research analyst with a Wall Street investment bank and was responsible for covering the Real Estate Trust (REIT) sector.

Brad is an active member of a wide range of industry groups and sits on a number of different infrastructure, policy and real estate related boards, forums and councils. He is also a frequent speaker on infrastructure and alternative finance related topics. Brad received his degree in Economics from Hampden-Sydney College in Virginia.



Sketch by Dennis Richardson, HL Development

About the Consultant: Spectrum Growth Solutions

Spectrum Growth Solutions is a limited liability company based in Richmond, VA. Spectrum specializes in economic and business development services, including market research and comparative analysis, business park and infrastructure development, business plan modeling, marketing strategies, economic impact analysis, and organizational/community positioning. Established in January 2012, Spectrum's client list includes Stafford County Economic Development and Tourism, University of Mary Washington Center for Economic Development, Virginia Economic Development Partnership, City of Fredericksburg Economic Development and Tourism, City of Hopewell, Bowman Consulting, Base Closure Partners, and Rick Whittington Consulting. While Spectrum is a relatively new entity, its principal – Faith McClintic – is an accomplished 22-year veteran of Virginia local government with experience in economic development, tourism, and finance and budget capacities. With a broad-based knowledge of local government operations, political awareness, public finance and relationship building skills, Spectrum is able to help communities achieve success through enhancement of economic development programs and initiatives.

Acknowledgements

As with any economic development initiative, the Route 3 Master Planning Charrette was a true team effort, beginning with the brave leadership of the Route 3 Strategic Visioning Steering Committee led by Supervisors Jim White and Lee Frame, and comprised of Planning Commissioners Nigel Goodwin and George Yancey, and Economic Development Authority members Winston Sides and Bill Hager. Of course, an undertaking of this magnitude would not have been possible without the encouragement and resolve of Orange County's former County Administrator, Julie Summs, or the continuing guidance and direction of the new County Administrator, R. Bryan David.

Logistics management and coordination are always an essential component of successful events and the Charrette would not have been possible without the capable and willing assistance of Rose Deal, Senior Administrative Assistant, Orange County. In addition, staff support from Josh Frederick in providing GIS mapping capabilities, along with help from Planning Director, Gregg Zody, and (former) Economic Development Director, Karen Epps, in providing County-specific information and defining the Study Area, are also greatly appreciated.

A special thank-you is also extended to the many stakeholders who willingly gave their input and ideas during the Charrette interview process. Your continuing support of this critical initiative will be paramount to its success.

Last but definitely not least, Spectrum Growth Solutions and Orange County leaders are extremely grateful to the stellar team of experts who generously volunteered their time and energy to participate on the Charrette Panel. The candor, insights, expertise, professionalism, and valuable "real world" experiences you offered during this process can provide meaningful, long-term benefits to Orange County.

Finally, Spectrum also thanks Martina Arel and Maria Prince for their thoroughness, diligence, and reliability in devoting many hours to data and intelligence gathering in preparation for and during the Charrette.

Appendix-1: Stakeholder Questionnaires

Orange County Stakeholder Interview Questions

Landowners:

- 1) How long have you lived in/owned land in Orange?
- 2) Explain your history with the County and its leaders
- 3) Have you previously attempted to develop your property? Discuss constraints and obstacles to doing so.
- 4) Are you willing to work with the County in advancing the initiative to develop the Route 3 corridor?
- 5) What could the County do to make it attractive for you to sell or develop your property?
- 6) Are there any types of development projects for which you would NOT be willing to have your property included/considered (e.g. residential, retail)?
- 7) What are your overall perceptions about Orange County – e.g. County leadership, education system, growth potential, quality of life, appeal to businesses?

Parks/Historic Representatives:

- 1) How long have you lived in/worked in Orange?
- 2) What constituency or group do you represent?
- 3) Explain your history with the County and its leaders.
- 4) Are you familiar with the County's initiative to develop the Route 3 corridor and its purpose? Thoughts/impressions?
- 5) What concerns/constraints does your organization (or its constituents) have about this initiative?
- 6) Are there any types of development projects for which your group would be unwilling/unable to lend its support (e.g. residential, retail) and why?
- 7) What are your overall perceptions about Orange County – e.g. County leadership, education system, growth potential, quality of life, appeal to businesses?

Higher Education/Institutional Representatives:

- 1) How long have you lived in/worked in Orange – how long has your institution had a presence in the area?
- 2) Explain your history with the County and its leaders.
- 3) Are you familiar with the County's initiative to develop the Route 3 corridor and its purpose? Thoughts/impressions?
- 4) Are there any types of development projects in which your organization (college or university) might be interested in participating? (e.g. campus extension, continuing education center, administrative/academic program facility) If none, why not?
- 5) What could the County do to make the Route 3 area attractive to your college/university for a future purpose?
- 6) Does your institution have any future plans to expand beyond its current locations? If so, would you be willing to explore opportunities with County leaders or developers?
- 7) What are your overall perceptions about Orange County – e.g. County leadership, education system, growth potential, quality of life, appeal to businesses?

Neighborhoods:

- 1) How long have you lived in Orange? Do you work in Orange, too?
- 2) What constituency or group do you represent?
- 3) Explain your history with the County and its leaders.
- 4) Are you familiar with the County's initiative to develop the Route 3 corridor and its purpose? Thoughts/impressions?
- 5) What concerns/constraints does your organization (or its members) have about this initiative?
- 6) Are there any types of development projects for which your group would be unwilling/unable to lend its support (e.g. residential, retail) and why?
- 7) What are your overall perceptions about Orange County – e.g. County leadership, education system, growth potential, quality of life, appeal to businesses, its future?

Area Developers:

- 1) How long have you lived/worked in the region?

- 2) Are you familiar with Orange County's initiative to develop the Route 3 corridor and its purpose? Thoughts/impressions?
- 3) Do you have any history/experience in working in the County?
 - a) If so, explain – types of projects, interaction with County leaders, satisfaction with development processes.
 - b) If not, why hasn't your company undertaken any projects in Orange?
- 4) Are there any development projects that your company might be interested in pursuing?
- 5) What could County leaders do to make the Route 3 area attractive to your company to consider for a development project?
- 6) What are your overall perceptions about Orange County – e.g. County leadership, education system, growth potential, quality of life, appeal to businesses, its future?

Engineers/Real Estate Representatives

- 1) How long have you lived/worked in the region?
- 2) Are you familiar with Orange County's initiative to develop the Route 3 corridor and its purpose? Thoughts/impressions?
- 3) Do you have any history/experience in working in the County? Any projects in the Route 3 corridor?
 - a) If so, explain – types of projects, interaction with County leaders and staff, satisfaction with development processes.
 - b) If not, can you offer some reasons why this hasn't happened or why your clients haven't been interested in the area? Any constraints/concerns they've identified?
- 4) What could County leaders do to make the Route 3 area attractive to your clients to consider for a development project?
- 5) What are your overall perceptions about Orange County – e.g. County leadership, education system, growth potential, quality of life, appeal to businesses, its future?

Economic Development Professionals

- 1) Are you familiar with Orange County's initiative to develop the Route 3 corridor and its purpose? Thoughts/impressions?
- 2) Do you have any history/experience in working in the County? Any projects in the Route 3 corridor?

a) If so, explain – types of projects, interaction with County leaders and staff, experience with/knowledge of local development processes.

b) If not, can you offer some reasons why this hasn't happened or why your prospects haven't been interested in the area? Any constraints/concerns they've identified?

3) What do you think are the County's greatest assets for attracting businesses to the community?

4) What do you think are the County's biggest challenges to attracting businesses to the community?

5) How does Orange compare to other rural communities or those with which it regularly competes for projects?

6) What could County leaders do to make the Route 3 area more attractive to prospects?

7) What are your overall perceptions about Orange County – e.g. County leadership, education system, workforce, growth potential, quality of life, appeal to businesses, its future?

Appendix-2: Summary of Stakeholder Interviews & List of Participants

Thoughts and Impressions Regarding Route 3 Development

- Development is critical for County to grow and generate revenues to provide better services to its residents.
- Route 3 development is a good idea and hope it will bring necessary infrastructure improvements to allow Orange County to move forward with future economic development projects.
- If development is handled properly, my organization may have interest in developing a retirement facility near Germanna.
- Good to know Orange County is becoming proactive to improve Route 3, but hope they will also evaluate roadway improvements to that part of Route 3 and Route 20, as Route 20 is also congested.
- Development would be welcomed, but want to be sure the growth is controlled and well thought out.
- Very interested in how Route 3 development progresses, as may have interest in expanding healthcare services in Orange County.
- Have few exact details on plans so not sure how it will impact us (if at all).
- If Route 3 development results in commercial development, suggest it be mixed use and also consider isolating commercial development from historical and natural assets so Orange can continue to benefit and promote these assets of the County.
- Understand the need to develop, but also want County to consider inner and connector roads for alternate travel routes for the residential neighborhoods in the area.
- Glad the County is finally moving forward and considering some development.
- County needs to have a strategic approach/plan for whatever they want to do and it needs to be public.
- There are a number of great opportunities in the area but, thus far, Orange has been paralyzed; many of its businesses, especially retailers, have been, too.
- Retail growth will be an uphill battle unless population (residential) is allowed to grow.
- Good idea but County needs to understand the “drivers” (e.g. Germanna) and maximize them.
- Seems like County leaders are taking a sensible approach to a looming issue – commend the Supervisors.
- Over time, growth is going to occur in the area, so happy to see that the County is trying to define what they’d like the growth to be.
- Hope County leaders are serious this time and have the courage to actually move development plans forward.
- It will be a great thing for Orange if they take a balanced approach.
- Growth is needed to increase County tax base and local job opportunities, so this is good.
- Development of the Corridor is okay if it brings more amenities without changing the way it looks today.

- “Kudos” to Orange County for trying to get ahead of development!
- Route 3 Corridor is the next natural place for development to occur.
- County resources are very stretched so something has to be done.
- Route 3 should be developed – County has been fortunate to limit it thus far.
- This is a terrific opportunity for Orange County!
- Orange County residents would greatly benefit from some planned development in the area, especially if it brings jobs to the County so residents don’t need to drive elsewhere.
- Smart move by County leaders and very much needed.
- Want to be optimistic but have been disappointed many times in the past.
- Can and should be a “turning point” for Orange.
- Orange County is doing a good job of getting out ahead to properly plan the area for when the market ripens for the next wave of larger-scale development.
- The decision to begin master planning of the Route 3 area is a definite indication that County leaders are on the right track.

Types of Development Projects That Could be Supported or Encouraged

- Retail and commercial
- Light industrial and manufacturing
- Senior living and long-term care and medical
- Small and medium size retail and services (especially for Germanna students)
- Quiet development with low-rise and architecturally pleasing retail and commercial
- Medical and R&D development near Germanna Campus
- Not too much retail
- Mixed use with minimal retail
- Healthcare and medical
- Better access to and expansion opportunities for Germanna
- Mixed used but also keeping the historical and natural resources for tourists and travelers
- Retail and office to include healthcare services
- Retirement, nursing and healthcare
- Mixed-use would be ideal
- Active adult community should be a component
- Continuing education center (higher education)
- Town Center-type development
- Healthcare campus
- Area is perfect for a Visitors Center that also includes some recreational component (e.g. Great Wolf Lodge)
- Orange needs an “attraction” to bring people to the community
- Hotels
- Small/neighborhood office
- Business Service providers (e.g. technology/computer services, Mailbox Etc, printers)
- Medical offices

- Planned development with proper buffering
- Eco-tourism opportunities
- Hotel/Conference Center
- Mixed-use projects including more rooftops
- Shopping and nice restaurants/catering services
- Faculty office and conference/meeting space are greatly needed for nearby Germanna Campus
- Joint-venture (public/private) opportunities for Germanna's Nursing and future Hospitality programs
- Performing Arts venue
- A "downtown" concept (town center)
- Mixed-use with some light industrial, too
- Agribusiness center
- Large-scale federal government complex (e.g. Department of State-Foreign Affairs)
- Town Center with surrounding mixed uses and variety of housing types

Concerns/Constraints to be Considered

- Currently takes too long to develop in Orange.
- No easy access to larger sites and lack of infrastructure to these larger sites.
- Don't want too much retail.
- Coordinate retail with what already exists in surrounding counties.
- Concern about noise, traffic congestion and impediments to natural landmarks and resources.
- Encourage thorough review and plan for follow through in the event current leadership changes.
- Concerned commercial development will destroy natural resources and historical assets.
- Concerned development will prohibit day-to-day travel of residential neighborhoods and cause traffic congestion and noise issues.
- Worried that healthcare will not be a part of the development picture.
- No current concerns until more is revealed.
- County must also offer improved telecommunications and utilities services – especially water – and that it will be at a reasonable and competitive cost to attract development.
- Fear County will grow too fast and overlook recreational and natural elements in the process of this growth.
- Hope parks and historical groups will support development since they have not in the past.
- County setbacks for some properties are excessive – especially compared to other communities in the region.
- Special use permits are over-used and provide for too much public scrutiny.
- Not enough density in the area to attract businesses.
- Preservationists have too much influence on County leaders and will continue to do so.
- County leaders won't involve the right people to help them make the development happen – not sure there's anyone in the County who really knows what to do.

- Can and will the County address the infrastructure limitations?
- How does the County plan to gain compliance and cooperation from the landowners?
- Many County residents work outside of Orange.
- Interested investors and businesses have little confidence that the government and County leaders will be able to get anything done – based on the County’s track record.
- County has established a reputation as being hard to work with – e.g. permitting and inspections.
- Adequate buffers (e.g. 100 ft of existing tree line needs to be maintained) are needed.
- Concerned about more traffic on Route 3, especially at the front gate to Lake of the Woods.
- Protect the Rapidan River.
- Additional homes will tax County services and further depress home sales in existing neighborhoods.
- Lack of infrastructure (including public sewer).
- Proximity to both Fredericksburg and Culpeper markets.
- Will the County allow more rooftops so commercial development can occur?
- Views of the Rapidan River should not be compromised.
- Strip development not always attractive – should be limited and design guidelines are needed.
- Rezoning cases have rarely been approved – developers need some confidence and certainty projects will be supported.
- Is current level of police protection sufficient to support additional development? (Response times already a little high)
- Strong no-growth faction will continue to dominate – groups are very well financed.
- Continued fear of the unknown will keep development from really happening.
- Infrastructure capacities are limited – fees too high (water/wastewater).
- Rapidan Service Authority structure (and costs) will continue to hurt the County.
- Transportation/traffic issues at Route 3/Route 20.
- County tends to over-regulate making development too lengthy and too expensive.
- Is Orange County prepared to build and sustain the future development plan?
- Orange County needs an “identity” for any development plan to succeed.
- Have concerns about how Route 3 development will impact natural environment and concerned the County may not follow through with a long-term commitment of this magnitude.
- Will have a major concern if emphasis is only on retail development as there are many other development opportunities on Route 3.
- Due to previous issues with the handling of the WalMart project, have concerns about Route 3 development and want to be sure there will also be alternate and connector roads for day to day residential access without going onto a major highway.
- Afraid too much emphasis on retail, and not enough imagination and creativity to be meaningful in County’s future.
- Do not want Route 3 in Orange to be like Route 3 with Central Park.

What County Can Do to Make Route 3 Development Attractive for Future Projects

- Provide in-depth review of Master Plan before it is approved; if development moves forward, the County must improve the quality of its administration offices that will be impacted such as zoning, planning and utility departments.
- Address workforce development, improved access and transportation concerns.
- Don't forget medical and healthcare services as part of plan – these are critical.
- Consider what is already developed in surrounding areas to avoid duplication and over development.
- Once Master Plan is approved, be sure future staff and County officials will continue and follow-through on development until completed.
- Be sure residents have the ability to travel in Orange, without being tied up with commuters and visitors, by offering an alternate roadway.
- Must include healthcare as part of plan.
- Be sure Germanna College and its future expansion potential are considered in the development plan.
- Don't rush process and be sure of what County wants to be.
- Consider the County's existing assets such as history, parks and tourism as part of the plan.
- Incorporate what Orange already has such as wineries, tourism, parks, history and agricultural advantages.
- Improve access to all sites to be developed, not just Route 3, to minimize traveling by vacant land to get to vacant land.
- Allow some rezonings and consider some new zoning classifications.
- Allow some residential development – need rooftops if good commercial is going to happen.
- Need some incentive policies for commercial and industrial – even at a basic level – to let companies know “Orange is open for business.”
- Incentive-based packages (e.g. TIF district, rebate of real estate taxes) could help to offset challenges posed by lower densities for commercial development.
- County needs to provide a mechanism for transfer of development rights.
- Participate in addressing the major issues (e.g. intersection of Route 3 & Route 20 – needs to be improved).
- Appropriate zoning – more support for zoning cases.
- Creation of an Economic Development Zone with performance-based incentives.
- Demonstrate more support for rezonings in the area – most have been denied.
- Participate in or facilitate public-private partnership opportunities.
- County needs to manage the scale of development – too large can impose other requirements that end up precluding development from happening.
- Economic Development Plan needs to be incorporated into the County's Comprehensive Plan – need to be aligned.
- County leaders need to decide who and what they want Orange County to be.
- Coordinate with VDOT to ensure the remaining two-lane portions of Route 3 (between Orange and Culpeper) are widened to four lanes (sooner rather than later) to increase highway connectivity and help to overcome Orange's distance from an interstate.

Overall Impressions/Perceptions of Orange County and its Leadership

- Good but needs to be more progressive and proactive.
- Current leadership has the ability to move County forward -- at last.
- County has always been supportive and responsive.
- Beautiful place to live and want to be sure leaders help it retain its natural beauty.
- Current leadership is the best Orange has ever had.
- Enjoy the County but it needs more services such as healthcare, grocery stores and restaurants.
- Enjoy living here, but time for County to move forward.
- Interaction with leadership has always been good, but don't forget to include better healthcare services as part of development.
- Don't usually interact with leadership, but impression has always been favorable.
- Overall appeal has been good, but need to know more about workforce, growth potential and quality of life before County can market itself properly.
- Overall impression has been positive, but don't let development interfere with beauty and natural areas of the County.
- Hope new leadership will finally move forward to development of large sites in County.
- The pendulum is swinging in the right direction – County leaders are realizing they are putting their community in economic jeopardy to not allow any development.
- County should plan for sustainable development.
- For County leaders (and residents) to say “we don't want it” is not a plan.
- Board leadership seems to constantly swing from pro-business to anti-business.
- Orange has, historically, been more in the preservation mode than development mode –not necessarily a good thing.
- County's interest in and support of business has been neutral – not really bad but nothing has been done to help business either.
- Wal-Mart issue hurt the County.
- County leaders and residents are very proud and protective of the historic resources and beauty in Orange.
- County leadership has generally had a conservative “bent.”
- The County has been either stagnant or declining for many years – other than Montpelier and the Town of Orange.
- County has been grossly mismanaged in the past – serious lack of leadership and ethics.
- Insufficient resources for school system have meant good teachers are leaving the County.
- Orange is still perceived as being “really far away” from everything.
- Orange has a lot of promise and good things are going to happen – it's just a matter of time.
- School locations and bus travel for students could be improved.
- Leadership, especially in last 10 years, has been pretty good.
- Orange seems business-friendly.
- As it is today, Orange County will have limited appeal to businesses.
- County is too conservative and certain residential areas (Lake of the Woods) want to be “exclusive” and not interact with other people in the County – gives a bad impression.
- Orange needs to create an “identity” especially for the Route 3 Corridor.
- “Great little small town with a great Tastee-Freeze.”
- Not sure what Orange County really has to offer – what's the Orange County story?
- Orange is an attractive area that simply needs to take some action in allowing development and actively market itself.

Spectrum Growth Solutions conducted interviews with the following stakeholder participants:

A&K Development Corporation
Titan Construction
King properties (major landowner)
Friends of the Wilderness Battlefield
National Park Service
Germanna Foundation
Germanna Community College
Wilderness Shores HOA
Wilderness Shores Property Owners Association
Virginia Economic Development Partnership
Coldwell Banker Commercial
University of Mary Washington
Goodwin/Greenlaw properties (major
landowners)
Marshall Farms Corner/Orange County
Chamber of Commerce

University of Mary Washington Foundation
Lake of the Woods Association – Property
Management
Lake of the Woods HOA
Somerset Community Association
Dogwood Village Senior Living
W.J. Vakos – area developer
Silver Companies – area developer
Fried Companies – area developer
Winston properties (major landowner)
Central Virginia Partnership for Economic
Development
University of VA Foundation
University of VA Health Systems