

BOARD OF SUPERVISORS MINUTES

JULY 27 - 28, 2013

The Orange County Board of Supervisors held a Joint Retreat with the Economic Development Authority and the Planning Commission on Saturday, July 27, 2013, and Sunday, July 28, 2013, beginning at 8:30 a.m. each day, at the Orange County Airport, 11275 Aviation Way, Orange, Virginia 22960. Present: S. Teel Goodwin, Chairman; Lee H. Frame, Jr., Vice-Chairman; Shannon C. Abbs; Grover C. Wilson; and James K. White. Economic Development Authority Members Present: Jim Crozier, Vice-Chairman; Maggie Colby*; Bill Hager; Bob McConnell; and Jack Rickett. Economic Development Authority Members Absent: Winston Sides, Chairman, and Brian Gibson. Planning Commission Members Present: Andy Hutchison, Vice-Chairman; Nigel Goodwin; and George Yancey. Planning Commission Members Absent: Donald Brooks, Chairman, and J. P. Tucker, III. Also Present: Julie G. Summs, County Administrator; Alyson A. Simpson, Chief Deputy Clerk; Karen Epps, Economic Development Director; Gregg Zody, Planning and Zoning Director; Josh Frederick, Senior Planner; and A. Tyler St. Clair, Facilitator.

* Maggie Colby was not present on July 27, 2013.

RE: WELCOME, GOALS, AGENDA, ROLES/GUIDELINES, AND INTRODUCTIONS

Chairman Goodwin welcomed the Board of Supervisors, Economic Development Authority, and Planning Commission to the Joint Retreat. Tyler St. Clair, Facilitator, reviewed the agenda and goals, discussed the Board's role, provided guidelines for the retreat sessions, and concluded with an introduction activity.

RE: REVIEW OF THE BOARD'S VISION STATEMENT

The Board reviewed their 2022 Vision Statement, and recollected the process of the January 2012 retreat and the development of the Vision.

RE: PREPARATION FOR VISIONING / GALLERY WALK

The Board prepared for visioning by brainstorming and thinking about the future of the Route 3 area. The brainstorming was followed by a "Gallery Walk," a collection of images designed to inspire the Board and promote creative thinking.

RE: CREATE STRATEGIC VISION FOR THE ROUTE 3 AREA

The Board, Economic Development Authority, and Planning Commission were divided into small groups. The three groups were asked to consider two (2) questions in order to establish their vision for the Route 3 Area:

Thinking about the future of the Route 3 Area 10 years from now and imagining it in the very best possible position to serve as an economic engine for the County:

1. *What do we want to achieve in the Route 3 area?*
2. *What should be there?*

Question 1: What do we want to achieve in the Route 3 area?

Group A

Shannon Abbs, Lee Frame, Nigel Goodwin, Jim Crozier, Bill Hager, Josh Frederick

- Achieve positive tourism/economic impact
- Attract people from outside to visit; people visit and want to stay; it's a "go to" location
- Employment and education generator
- A place we're proud of

- Aesthetically pleasing
- Flexible, able to evolve as time goes on; maintains vibrancy over time
- Preserve historically significant sites; don't pave over our history
- Set the bar higher for Route 3
- Landowners should still expect to see a return on investment of land; cooperation
- A regional effort; respect for landowners
- Government to facilitate private investment; put tools in place to achieve success
- Economically advantageous to entire County
- Satellite government office/complex with select services? (i.e. Sheriff, parks and recreation, fire and rescue; need efficient system for administering the Route 3 area
- Broadband is essential
- People choose to live there - don't change this (traffic, lifestyle, and cost concerns)
- Efficient transportation in the area (i.e. pedestrians, horses, trolley, various modes)
- Sustainable development; preservation of natural habitats; important in beginning work
- Education needs? Cost benefit analysis is important
- Gradual progression of change and vision development
- No more low-income, multi-family housing
- Workforce housing is important
- Design standards; context and character are important; differentiate from other areas
- Revitalization of existing Route 3 businesses; maintain – don't run them out
- How far should considerations extend beyond Route 3 westward?
- Careful "expansion of rooftops"
- Recreational tourism
- Retail leakage to Fredericksburg – rein this in

Group B

Teel Goodwin, George Yancey, Andy Hutchison, Gregg Zody, Julie Summs

- Economic destination
- Good architecture
- Design standards
- Features – green spaces
- Water resources expanded
- Increased overall infrastructure
- Water impoundment – visual and water source
- Industry, commercial, retail, residential
- Diverse with a little bit of everything that people need; not all factories
- Complimentary uses that play off each other
- Underground utilities
- Recreation, parks, and trails (multi-use)
- Appropriate roads
- A plan to execute
- Play off other assets in the region; take into account our neighborhood localities
- Do multiple things there; not just come to accomplish one task
- Use tourism resources of neighbors to add to ours for attracting visitors
- Include tourism component
- Farmer's Market
 - Like the one in the commuter parking lot of Route 1
 - Permanent structures; have to attract enough vendors
 - Designated, designed and not fragmented, cohesive
 - Promote by marketing plan; have community support; a destination for families
- Buffering and streetscape

- Short Pump – Henrico exerted control to achieve a well done project
- Designate a space for a business park (County to invest in this park?)
- West Creek (what they wanted, where they wanted it; based on topography; commitment to it)
- What do the landowners want? What is their vision? Get their buy in for the County vision
- Town Center
- All roads connecting
- Coordinated utility infrastructure
- A place to live, work, play – define where a business can locate
- Can we play off Germanna Community College's future vision and development (i.e. nursing program, expansion)
- Medical businesses
- Reach out to other stakeholders who are affected and those who are part of the area
- "First loss is your best loss;" have to start somewhere
- Keep the bar raised high in terms of quality for industry, commercial, and residential
- Think big; keep the big picture in mind
- Don't need all the big boxes
- Develop a philosophy, get the landowners together and get them on the same page as they control things; landowners have control of the major resource (land)
- Do not have hodge podge
- Keep the bar high by setting expectations and limiting [what is necessary]
- Have to design something that enables a return on investment for businesses to make it worthwhile for them; must have a vision that is viable
- Be realistic; don't plan for what can't happen
- Understand soil, steep slopes, water table, etc. to plan for what is possible; what percentage of land can be developed and for what use?
- If you put infrastructure in, they will come
- Tie what we do to public utilities and prepare for the future (i.e. use a 24" pipe instead of a 12" pipe if it will be more appropriate for future use)
- RSA vs. publicly owned utility?
- Water impoundment?
- Need strong utility partner, not multi-jurisdictional
- Have the foresight to plan for future infrastructure needs
- Manage water capacity; have a reserve for business as residential will provide for itself
- Water (fire, domestic use, needed for financing)
- Be fiscally prepared so that we can take advantage of opportunities that arise

Group C

Grover Wilson, Jim White, Jack Rickett, Bob McConnell, Karen Epps, Alyson Simpson

- Create an image of a place that is important; it feels good, looks good, is comfortable, and makes you want to work there
- Achieve a certain look or feel by what is located there; it can be unique to Orange County, though not necessarily to the world
- Some instinct to take the material or concept from the work that was done on the King property in 2008 and tweak it
- There may be conflicts but some may have to get over it
- Want the average OC citizen to go there and to spend his or her money in the local economy and feel good about it
- Don't want any part of Central Park; we want something more localized while still being a destination for tourists
- Right now, we are a pass through locality
- Should keep history and trends in perspective when planning 20-30 years out

- Transportation is going to be important; we will have different points of interest and want to have an easy way to get there
- If County is going to have an employment center, the primary location will be the Route 3 Area
 - Route 3 Area is an area that could be attractive to larger employers
 - What jobs do we want to bring? Government jobs? This determines our style and who will live there, etc.
 - Retail companies are following and paying attention to Wal-Mart
 - Type of jobs may be a trigger
 - There are businesses looking to get out of the Beltway
 - Technology is changing businesses drastically
- Mixed use development – live, work, and play; satellite offices?
- Would it make sense for some of the County offices to move or expand to the Route 3 Area? [Not moving the County seat]
- Offer for people to stay in the field they work in but live closer
- Cost of living differences
- All privately-owned land, private investments mostly private sector
- Conference center could be a big draw
 - Transit and proximity to the airport
 - We have a lot to show and teach people who come to OC as far as history goes
 - Spouses travel for conferences; need to have things for spouses and family to do there
 - Maximize what is already here
- Must have a vision that recognizes and utilizes what is already here in OC
- Different aspects (topography, streams, wetlands) lend itself to beautiful development; have to be careful to preserve some and not destroy it
- Meetings with landowners would eventually be necessary
- Landowners will all want to move forward as the economy improves
- Moving County offices to Route 3 Area will signal that the doors are open in OC again
- Reduce time, risk, uncertainties for someone who wants to do something; have an established set of rules

Question 2: What should be there?

Group A

Shannon Abbs, Lee Frame, Nigel Goodwin, Jim Crozier, Bill Hager, Josh Frederick

- Recreational complexes; YMCA
- Public and private public spaces (i.e. Town Green)
- Amphitheater; performance venue
- Culturally important venues/sites
- Water/sewer capacity: new facilities required (reservoir; recreational water)
- Traditional Neighborhood Design (TND)
 - Visually stimulating
 - No “ticky-tacky little boxes” or cookie cutter development
- Business/Trade Park
 - Light industrial; not visually apparent from the exterior
 - Light manufacturing
- Develop and maintain a sense of community
- Town Center; bowling alley; hotel
- A destination; a reason for people to go there
- Convention/conference center to build upon existing area assets and resources
- Fun stuff
- State historic visitor center
- Recreation on former Wal-Mart site

- Rapidan Oxbow north of Somerset Farms – perfect County park site
- Expand Germanna Community College area; encourage healthcare and allied health program expansion
- Build on Germanna historic foundation
 - Excavation and tourism with respect to the Enchanted Castle and fort
 - Bring to same level of protection as the Wilderness Battlefield
- Consideration of Battlefield Gateway Study elements?
- Kayaking and canoeing center
- Architectural guidelines
 - Height limit for buildings
 - Highway Corridor Overlay (HCOD)
- 55+ living community
- Healthcare center with 24 hour and ER capable
- Health and rehab center(s)
- Broad scope of community and destination retail

Group B

Teel Goodwin, George Yancey, Andy Hutchison, Gregg Zody, Julie Summs

- Light manufacturing, commercial, retail, residential
- Senior living, rehab services (due to aging population)
- Parks
- Water/sewer impoundment
- Fiber
- Fire/rescue/public safety resources
- Town Center
- Quality of education (K-12, community college, trade)
- Hotel/resort
- Civil War tie in
- Recreation attractions
- Design features
- Industry and businesses that are clean with high paying jobs that are above our high bar
- \$\$ incentive program to attract and target what we want
- Process to share in the cost of infrastructure
- Shell building
- Tired of OC being a bedroom community; let's make a difference (reduce out-commuters)
- We have an opportunity if we want it at the western end (NGIC, UVA, etc.)
- Visitors Center (with tourist information)
- Satellite government office?
- Parallel roads with inter-connectivity
- Limited access roads where appropriate
- Kids fountain that shoots water sprays
- Park like Booster Park (ball fields, trails, etc.) which may be private
- Busch Gardens, Great Wolf Lodge
- Movie theater, shops, drive in
- A destination should be there
- Self-sustaining community
- Hospital, medical research, business related to medical
- Take area, designate business park, then do it
- Commitment to do more to bring up our image to the state; have better reputation for business
- Cooperation between partners
- Feature airport more (i.e. Culpeper) and maximize airport benefit

- Water capacity, water availability; ability to have confirmed access to water

Group C

Grover Wilson, Jim White, Jack Rickett, Bob McConnell, Karen Epps, Alyson Simpson

- Business Park
- Start with a conference center – something to attract and hold them
- Attractions, eat there, spend \$\$ there
- Need an already zoned product to attract; have right infrastructure (i.e roads)
- Private landowners will want to have a say in some of the development
- Self-contained community – live, work, play
 - Go to doctor’s office, buy shoes - An “old style” village
 - More complete community with a better quality of life
 - Town center type where you can walk around and do everyday things
 - Horse riding, walking trails, ball fields
 - Avoid the cost of gas; people are avoiding too much time spent in vehicles
 - Want local shopping and ability to work locally
- We have a lot of advantages; do not have to build everything new
- Capitalize on assets such as Germanna, Mary Washington
- Strategically places around surrounding corridors
- Find an answer to water and sewer problems
 - Rely on River only? No certain supply of water
 - Need infrastructure; in fact, water may be our #1 concern
 - Treatment plant is large enough today, but has to be part of the plan
- High speed internet
- Attraction of some type
 - Theme park, park, hunting/shooting range?
 - Some type of activity that is reflective of who OC is
- Recreational/sports complexes, youth activities and sports; these can be a return on investment without adding rooftops
- Hotel
- Preserve and incorporate Civil War history
- Make a commitment to rezoning; would need to have a plan established first
 - Need to know about approval and process right away
 - Pre-zoning/re-zoning of property
 - Pre-designated economic development zones
- Two different parts of the County; not one wants to change what is already here [can co-exist]

RE: REVIEW OF VISION THEMES

Using the brainstorming work completed in the previous small groups, Ms. St. Clair reviewed the following Vision Themes:

A Higher Bar
 A Place to Live, Work, and Play
 Self-Contained, Complete Community Still Appealing to Those Who Came Here
 (with minimal traffic impact)
 Clearly Differentiated from Other Places
 An Economic Advantage for the Entire County
 A “Go To” Location
 An Employment and Education Generator
 An Economic Destination
 Business and Trade Park on a Cohesive, Planned Campus
 Medical/Health Services and Occupations Preparation

Town Center
 Convention/Conference Center
 Multi-Use Sports and Recreational Complex
 Well Integrated with Historic, Cultural, Recreational, and Educational Assets of the Region
 Maximizes what is Already Here
 In Concert with Partners and Stakeholders We Seek Intelligent Development
 High Quality Business, Industry, Commercial, and Residential Components
 Aesthetically Pleasing Design that Reflects Orange County's Best Image
 Traditional Neighborhood Design that is Visually Stimulating
 An Orientation to the Needs of the Future including Both Foresight and Flexibility
 A Place that is Important - It feels Good, It looks Good
 A Local Vibe that is Attractive to our Own Citizens
 Beautiful Development with Preservation of Natural Assets
 Fun Stuff

RE: DEVELOPMENT OF VISION COMPONENTS

The Board, Economic Development Authority, and Planning Commission were divided into small groups again. This time, the three groups were asked to consider two (2) questions regarding ideal states and opportunities when thinking about their assigned vision component:

1. *The ideal of this would be...*
2. *Some of the opportunities that we should consider are...*

	Ideal State	Opportunities
Jobs/Employment	<p>In partnership with landowners, we envision a jobs/employment center on a cohesive, planned campus that includes more than one development. The employment center may be a combination of many sites – perhaps one for R&D and another for light manufacturing. The R&D campus may be near a resort, hotel, or conference center. We will identify business targets and exclude others that are undesirable. It will reflect traditional Orange County architecture with a theme, buffering, setbacks, arterial connectivity, underground utilities, specific design standards, and flexibility.</p>	<ul style="list-style-type: none"> • Landowner buy-in • Private sector targets for ED • Partnerships with UVa, MW, VCU, and regional hospitals • Manufacturing aimed at major distributors and light manufacturers • Agribusiness, light manufacturing, health, and business services, IT • Historic assets to drive tourism • 1 large landowner (2,307 acres) • Ability to provide large buffer areas because property is largely undeveloped

<p style="text-align: center;">Consumer Goods/Services</p>	<p>The Route 3 Area includes a series of aesthetically and functionally unique, mixed-use nodes connected by a common parkway and buffered by various cultural and recreational centers. The connection from the existing population center to eastern Route 3 will incorporate destinations that build upon unique County needs and varying topography. Transportation between nodes will be efficient and all elements of a larger economic, cultural, and recreational plan will be incorporated into one cohesive path to success.</p>	<ul style="list-style-type: none"> • Take advantage of political will emanating from the retreat • Determine elements of an initial infrastructure plan including transportation, water, sewer, natural gas, and broadband, etc. • Expand zoning classifications and possibilities • Achieve buy-in/solidarity with all stakeholders including landowners and other governmental agencies • Establish high quality standards endorsed by joint boards
<p style="text-align: center;">Recreation/Culture/History</p>	<p>Route 3 builds upon its cultural, historic, and natural resources to provide recreational opportunities that are attractive to citizens and visitors alike. These endeavors contribute to the economic prosperity and health and wellbeing of Orange County and its citizens. Orange County establishes public and private partnerships to create recreational and leisure facilities to promote family-oriented activities.</p>	<ul style="list-style-type: none"> • Accessible, multi-use trail system • Multi-use complex that includes desirable facilities for athletic and sports activities, historic events and re-enactments, and amphitheater/performance venue/site. • Commercial facilities such as a bowling alley, movie theater, and golf courses • Historic tourism and visitor center • Rapidan River access

RE: RECESS FOR THE DAY
The Board recessed for the day at 5:20 p.m.

RE: RECONVENE
The Board reconvened on Sunday, July 28, 2013 at 8:30 a.m.

RE: OVERVIEW OF DAY ONE / DEBRIEF
The Board reviewed the visioning activities from day one, including their brainstorming for strategic visioning, vision themes, and vision components.

RE: DEVELOP ACTION PLAN FRAMEWORK
The Board then worked on some of the major objectives that would need to be addressed in order to achieve the Route 3 Area Vision in small groups with the Economic Development Authority and Planning Commission. The information listed below was intended for direction only and did not include all aspects of what would need to be considered and included in order to achieve each objective. The list below was provided to the small groups to guide action planning.

INFRASTRUCTURE

Objective: Plan the Parkway

- Footprint/routing/connection points
- Design specifications
- Utility easements

Objective: Plan the Water Impoundment

Footprint, Permitting, Water Treatment Plant, RSA, Ownership, Eminent Domain

Objective: Plan the Water/Sewer Treatment Facilities

Siting, Capacity Projection, Ownership/RSA (Build and give? Own?) Type (gravity, pumped, vacuum)?

Objective: Plan Recreation and Public Facilities

- Sports/multipurpose complex
- Satellite operations/government services presence
- River access, trails, parks

MARKETING / ECONOMIC DEVELOPMENT

Objective: Improve Route 3 Business Competitiveness

- What to do to get our act together to be more competitive (i.e. McGuireWoods presentation)
- Elements that we need to have in our plan in order to make the cut
- How to get more product - sites that are ready to go; "shovel-ready"

Objective: Develop County Messaging about the Route 3 Area

- Improving our reputation as it relates to business attraction and retention
- When sitting in front of an employer, what's the Orange County Story? What are the 5 key points that we need to be able to say to convince an employer to locate in the Route 3 area? "What will we shout from the rooftops?"

LAND USE

Objective: Develop and Implement New Zoning Categories

- Types needed - Mixed Use, PUD, Economic Opportunity
- What is allowed without any input from County?
- County-wide or just the Route 3 overlay?

Objective: Develop and Implement Design Standards

Landscape buffering, facades, lighting, set-backs

Objective: Develop and Implement Overlays for the Route 3 Area

- Where do we need them? What geography/what areas?
- Acceptable uses?
- Acceptable buffering?

The Action Plan below represents a preliminary draft of plans for some of the major objectives that would need to be addressed in order to achieve the Route 3 Vision. The small groups were asked to first discuss a series of questions regarding each objective and then to order the discussion into an action plan.

INFRASTRUCTURE

Andy Hutchison, Bob McConnell, Jim White, Grover Wilson, Alyson Simpson

Objective: Plan the Parkway

Brainstorm: What are the tasks that will need to be done to address this objective? Of these, what are the priorities? Please include gaps and challenges to be addressed.

- What purpose does it serve?
 - Utilities - water, communications; power; gas; storm water management
 - Transportation and traffic plans
 - Link with trails, parks, and bike lanes
- What should it look like?
 - Wide, divided, walkways, buffering, limited access, 4 lanes, “treed,” landscaped
 - George Washington Parkway, Prince William Parkway, Williamsburg Parkway
 - Roundabouts, ingress, egress
 - Limited traffic signals, encourage roundabouts
- Tie in to existing road somewhere near Route 3/20 and end near Wal-Mart – Goodwin Drive/ A & K Boulevard
- 2 points on Route 3
- Pick up traffic from existing residential areas
- ROW/easements from landowners/stakeholders
- Inclusion in VDOT system
- Strategically place “nodes” and determine number of access points
- Phasing of parkway to allow for different levels and types of development
- Task force to coordinate only and keep people informed, only a small designated group would be contacting landowners (don’t have multiple contacts)
- Carefully plan landowner contact; need to know what landowners are on board; lack of support could have a huge impact

Key Tasks to Achieve this Objective	By When?
1. Use Infrastructure task force to lead efforts	3 rd Q 2013
2. Understand what is already there (easements, roads, utilities, obstacles, topography, terrain, etc.)	2 nd Q 2014
3. Engage the stakeholders/landowners	4 th Q 2013
4. Evaluate/report and determine whether in a position to move forward	1st Q 2014
5. Identify possible footprint of parkway	2 nd Q 2014
6. Identify permitting requirements and agencies (VDOT, wetlands, land disturbance, gold mines, etc.)	2 nd Q 2014
7. Evaluate and report from task force	3 rd Q 2014
8. Complete engineering design that contains specs, standards, buffering, features, etc.	2 nd Q 2015
9. Planning, funding, and phasing of project	2 nd Q 2015

Obstacles:

- Long lead time for permitting (include gold mines)

- Ownership of land/utilities
- Financing
- Staffing; development and commitment of the task force
- Landowner concerns and commitment
- Environmental and historical concerns

Where can we find help/resources? Who are our partners?
Who should have the responsibility for leading this?

Objective: Plan the Water Impoundment and Sewage Treatment Facilities

Brainstorm: What are the tasks that will need to be done to address this objective? Of these, what are the priorities? Please include gaps and challenges to be addressed.

- Establish the footprint/size it
- Calculate water need/where it comes from
- Establish buffer for protection
- Reservoir
- Permits: Army Corps of Engineers (long lead times – wetlands, withdraw, environmental impact)
- Ownership or access to the land?
- Involvement with Spotsylvania and landowners
- Unknown/obstacle: Toll road from Stafford?
- Water and sewer authority for eastern Orange? RSA a partner
- Financing of public utility infrastructure
- Get a handle on what is there already (lines, capacity, permits, etc.) and how far it would last
- Engineering aspects (master engineering plan)

Key Tasks to Achieve this Objective	By When?
1. Use infrastructure task force to lead initial efforts	3 rd Q 2013
2. Understand what is already available (capacity, permits, etc.) and how long it can last	4 th Q 2013
3. Identify permitting requirements and agencies (both water/sewer)	4 th Q 2013
4. Identify the likely siting(s) for water impoundment, water treatment plant, and the sewage treatment plant (as identified in the Gateway Study)	4 th Q 2013
5. Engage the stakeholders/landowners	4 th Q 2013
6. Evaluate and report from task force	1 st Q 2014
7. Evaluate the establishment of a service area for the Route 3 Area to plan and operate existing and future water and sewer	3 rd Q 2014
8. Complete engineering analysis to project needs and requirements	4 th Q 2014

Obstacles/Challenges:

- Long lead time for permitting (including gold mines)
- Toll road from Stafford
- Ownership of land/utilities
- Financing

Where can we find help/resources? Who are our partners?

- Gateway Study; Gateway Group
- Landowners
- DCR, RSA, FOWB

Who should have the responsibility for leading this?

Task Force to lead

Objective: Plan Recreation and Public Facilities

Brainstorm: What are the tasks that will need to be done to address this objective? Of these, what are the priorities? Please include gaps and challenges to be addressed.

- Need flexibility in facilities (multi-use/purpose)
- Trails and open spaces – pursue these first in a Phase 1
- Ball fields (Phase 2?)
- Recreation ideas: swimming area, picnic tables, parks, pavilions, walking/bike paths
- Public facilities: Fire, rescue, sheriff, government presence, information office, satellite office
- Getting land set aside for recreation/ball field areas (proffers, open spaces)
- Utilize existing organizations to have them think about future recreation options
- River access

Key Tasks to Achieve this Objective	By When?
1. Determine areas of land that could be set aside for “to be determined” activities	
2. Prompt existing organizations to take the lead in developing plans and options	

Where can we find help/resources? Who are our partners?

- Existing organizations and businesses
- OYSF
- Parks and Recreation Foundation
- Leagues

Who should have the responsibility for leading this?

- Assistance from County Parks and Recreation
- Somehow the set of organizations should come together to develop a task force

MARKETING/ED

Maggie Colby, Jim Crozier, Teel Goodwin, Jack Rickett, George Yancey, Karen Epps, Julie Summs

Objective: Improve Route 3 Business Competitiveness

Brainstorm: What are the tasks that will need to be done to address this objective? Of these, what are the priorities? Please include gaps and challenges to be addressed.

- Shovel ready product
- DC “spin our proximity” – don’t need bricks and mortar, can telecommute
- Central to everything (Richmond, DC, etc.)
- Quality of life that is enviable
- Not having to travel for amenities; self-contained
- Tourism – build on the work done

- Maximize good things that we have
- Target employers who care about where their employees live; value work/life balance
- One of the parks should be an IT Park
- Health care component is important; maximize this
- Marketing materials – glossy brochure to show how the County is going to fit in
- Have to sit down with landowners and get sites ready (What does the give and take look like?)
- Push for needed infrastructure
- Create certainty – have legal rules in place
- Don't allow political wind to change our progress
- Get consensus; get with stakeholders (Spotsylvania, electeds)
- Create private authority for infrastructure
- Design and implement an incentive policy
 - Employment and investment
 - Look at other examples (i.e. Isle of Wight)
 - Encourage sustainable development (LID, etc.) in zoning efforts, etc.

Key Tasks to Achieve this Objective	By When?
1. Develop shovel ready product from what is already available to starting point (sites that are ready for a business to come in and start construction that are appropriately zoned)	1 st Q 2014 EDA/PC,BOS
2. Push for needed infrastructure	4 th Q 2013 EDA
3. Obtain consensus with landowners and stakeholders	3 rd Q 2013 CA-Summs
4. Create certainty by formulating legal rules (zoning, design standards, LID) and getting them in place.	1 st Q 2015 PC; ZA-Zody
5. Develop marketing materials to show how Orange County has created a plan for the Route 3 Area (phased and evolving)	1 st Q 2014 ED
6. Create private authority for infrastructure and make functional	Create by 4 th Q 2014, Functional by 4 th Q 2015
7. Design and implement an incentive policy	1 st Q 2014 Staff (Finance ED/CA/EDA/BOS)

Where can we find help/resources? Who are our partners?

- Spotsylvania and other adjoining localities
- State government resources (Ed Scott, Senator Reeves, VEDP, Workforce Center (PWN,) CVPED, SBDC, VDOT)
- Adjoining landowners
- Potential investors
- New partner - an authority to provide infrastructure?
- Current major industry (i.e. AeroJet)
- OCCC, OCBA, LOWA, HOAs
- Federal – Cantor, EPA, Corps of Engineers
- Financing/banking leaders
- Educational institutions and health care

Who should have the responsibility for leading this?

Objective: Develop County Messaging about the Route 3 Area

Brainstorm: What are the tasks that will need to be done to address this objective? Of these, what are the priorities? Please include gaps and challenges to be addressed.

- Joint meeting to develop consensus; continue these efforts
- Implement ideas from joint meeting on a concrete platform with timelines
- Satellite office for essential services
- Talk to folks one-on-one at Route 3 more frequently
- Joint satellite office for OCED and OCCC
- Incorporate tourism into joint office
- Develop relationship between EDA, PC, BOS with VEDP, et al
- Create events/FAM tours of site selectors to OC (in collaboration with . . .)

Key Tasks to Achieve this Objective	By When?
1. Implement ideas from joint meetings	1 st Q 2014 Core Team
2. Establish joint satellite office for OCED and OCCC (Incorporate tourism into joint office)	2 nd Q 2014 CA
3. Expand relationships between EDA, PC, BOS with VEDP and DBA and other state agencies	4 th Q 2013 EDA,PC, BOS
4. Create and implement events/FAM tours of site selectors to OC	2 nd Q 2014 ED
5. Compel internet service providers of need for HUB through specific strategy (Review resulted creating separate objective for this ; see below)	3 rd Q 2014 EDA
6. Promote current educational infrastructure relating to CTE curriculum	Ongoing School Board

Where can we find help/resources? Who are our partners?
 OCSB, Germanna, MW, DEF, DDA, OCCC, Inns of Montpelier, TAC, landowners local businesses, utility provider, DHCD

Who should have the responsibility for leading this?

Objective: Acquire Internet Service HUB for Route 3 Area

Note: This objective was added as a separate one during group review. Will need an action plan.

Brainstorm: What are the tasks that will need to be done to address this objective? Of these, what are the priorities? Please include gaps and challenges to be addressed.

Key Tasks to Achieve this Objective	By When?

Where can we find help/resources? Who are our partners?
 Who should have the responsibility for leading this?

LAND USE

Shannon Abbs, Lee Frame, Nigel Goodwin, Bill Hager, Gregg Zody, Josh Frederick

Objective: Develop and Implement New Zoning Categories

Brainstorm: What are the tasks that will need to be done to address this objective? Of these, what are the priorities? Please include gaps and challenges to be addressed.

Town Center Zoning (CBD) – True Mixed Use

- Square footage – capped retail development
- Neighborhood commercial
- Professional offices
- Traditional downtown development
- 2nd story residential
- Large public areas/wide sidewalks
- Small or zero setbacks

Planned Unit Development Zoning

- Corporate Park/Business
- Industrial
- Less than 5 acres/more than 5 acres?
- Residential/Mixed Use
- New zoning categories specific to Route 3 Area to be defined

Key Tasks to Achieve this Objective	By When?
1. Staff will provide monthly information updates on agenda; in addition, staff will provide a quarterly progress report to keep work aligned with Board's consensus	Monthly and Quarterly Ongoing
2. Determine new zoning categories appropriate to Route 3 Area	4 th Q 2013
3. Staff advises on new zoning categories vs. specific overlays	4 th Q 2013
4. Draft ordinance language	2 nd Q 2014
5. Go through Planning Commission and Board for review and approval	1 st Q 2015
6. Adoption	2 nd Q 2015

Where can we find help/resources? Who are our partners?
 Successful localities/counties and existing land use research

Who should have the responsibility for leading this?
 Staff and Board of Supervisors

Objective: Develop and Implement Design Standards

Brainstorm: What are the tasks that will need to be done to address this objective? Of these, what are the priorities? Please include gaps and challenges to be addressed.

- Parkway: need a large buffer/maintain visual corridor/large setbacks from road
- Provide examples for review by officials (PC and Board)
- Identify preferred elements
- Staff drafts documents (PC review and public hearing; BOS review and public hearing)

- Adopt standards
- Staff needs consensus among officials
- General standards first (i.e. commercial facades, parking lot, landscaping, open space)
- Zoning – specific standards second, later in time

Key Tasks to Achieve this Objective	By When?
1. Staff will provide monthly information updates on agenda; in addition, staff will provide a quarterly progress report to keep work aligned with Board's consensus	Monthly and Quarterly Ongoing
2. Staff develops a set of examples for review (completed)	1 st Q 2014
3. Hold Planning Commission public hearing	1 st Q 2014
4. BOS reviews Planning Commission recommendations	2 nd Q 2014
5. Hold BOS public hearing	2 nd Q 2014
6. Board approval and adoption	3 rd Q 2014

Where can we find help/resources? Who are our partners?

- Staff/Planning Commission, EDA, Board of Supervisors
- Adjacent counties; case studies

Who should have the responsibility for leading this?

Staff

Objective: Develop and Implement Overlays for the Route 3 Area

Brainstorm: What are the tasks that will need to be done to address this objective? Of these, what are the priorities? Please include gaps and challenges to be addressed.

Key Tasks to Achieve this Objective	By When?
1. Staff will provide informational updates monthly under Information on agenda; quarterly staff will report on progress to keep work aligned with Board's consensus	Monthly and Quarterly ongoing
2. Staff will determine overlays that will be needed and recommend options to the Board for decision Route 3 Corridor overlay? Zoning overlay? Parkway overlay?	4 th Q 2014
3. Draft ordinance language	2 nd Q 2014
4. Go through Planning Commission and Board review and approval	1 st Q 2015
5. Adoption	2 nd Q 2015

Where can we find help/resources? Who are our partners?

- Successful counties
- Area residents and HOAs

Who should have the responsibility for leading this?

All parties are important to the larger picture

RE: PRINCIPLES FOR SUCCESS IN ACHIEVING THE ROUTE 3 AREA VISION

The Board, Economic Development Authority, and Planning Commission identified the following principles to support success in achieving the Route 3 Area Vision:

1. Focus on the Route 3 Area Vision and its potential when we are working on economic development and other issues; avoid discussions that do not apply to the entire County.
2. Make full use of the expertise and resources that we have available to us.
3. Landowner interaction requires a careful strategy; minimize the number of people who work with this issue and consider relationships and personalities in strategy implementation.
4. Public relations are vital and include every individual in the room; we must present the Route 3 Area Vision in a business friendly and inviting way in order to be successful.
5. Citizen buy-in is very important and we contribute individually and collectively to that success.
6. We must commit to drive the process with positive and responsive behavior and not to mire it down with issues such as ordinance development.
7. We have to agree to stick with it and work together as joint boards to achieve this vision. Each board must work harder and have a higher level of commitment to getting greater consensus (i.e. more than a 3/2.)
8. We need early accomplishments to drive the success of the Route 3 Area Vision, especially as these relate to landowner participation.

RE: DEVELOPMENT OF A COMMUNICATIONS AND OUTREACH STRATEGY

The Board, Economic Development Authority, and Planning Commission identified the following communication and outreach strategies:

Individual Communication

Our individual and personal response to the question “What did you do at the retreat?” must be positive. There needs to be a certain “buzz” and enthusiasm about the achievements of the joint retreat that carries us forward, both individually and as a group.

We must feel good about what we have achieved, talk to our friends and share the accomplishments. We should emphasize the benefit of this Vision to the whole County. We must “fill the space” with the belief that this is going to happen. We must be proactive in our talk about the Route 3 Area Vision. This will assist us in combating negativity. Some statements might include:

- We developed a consensus Vision and key elements of an action plan to go with it.
- The framework that we developed will still allow for input from citizens and stakeholders.
- We identified many things that we agreed upon.
- We hammered out a cohesive plan of what we want and the steps to get there.
- There is a significant level of commitment among the 3 boards to achieving the Vision.
- We identified a Vision that will be good for the County based on what is important to people.
- We have the intent and plans that will address the impact of many of the areas of concern that County citizens have expressed.
- We can take advantage of the different impact that each of us can have on this project to strengthen the outcome.
- We did what we said that we were going to do and the positive collaboration was amazing for this County. We agreed to move in the right direction and have significant momentum.
- It's a very positive vision with objectives and we are committed to achieving it.

Immediate Communication Strategy

The County Administrator and staff members will develop and implement an immediate proactive communication strategy for communicating what the boards have achieved at the joint retreat. Convey the decisions and the momentum while insuring that citizens understand that they will have input into the plan. Elements to include:

- The “train is moving” and there is commitment and leadership for this Vision and plan
- Key decisions that are appropriate to communicate at this time
- How it will help the entire County
- Our vision for the Route 3 Area is compatible with the Gateway Study

Further Communication

The County Administrator and staff members will develop and implement further communication to keep citizens informed and engaged to assist the joint boards in their Vision. Elements to include:

- A rack card
- A formal resolution at the Board of Supervisors level, along with EDA and Planning Commission
- Adoption and ratification
- Communication to key stakeholders to achieve citizen input and buy-in

Message Elements Identified by the Joint Boards

The value that the Route 3 Area Vision can bring to the community and to the County as a whole, including:

- Jobs
- Revenue
- Recreation
- Family destination

The themes of the Route 3 Area Vision that are consistent with the values that people hold in the County, such as:

- Being an economic destination
- Route 3 Area Vision addresses negative environmental impacts such as traffic

It is important for us to proceed with the Route 3 Area Vision and here's why:

- If we don't do this, it will happen “to” us
- By planning we have an opportunity to mold what occurs
- We need to control and manage this
- Use the quotes that were in the earlier presentation to citizens

RE: NEXT STEPS

The Board, Economic Development Authority, and Planning Commission identified the following next steps:

1. Facilitator will send Retreat Report to the County Administrator.
2. County Administrator will develop and issue an immediate communication regarding the outcomes of the joint retreat.
3. Add a communication item to the Board of Supervisors' next meeting agenda to achieve timely communication on the outcome of the joint retreat.

4. Use a core group to contact the landowners. (Lee Frame, Jim White, and Julie Summs)
5. County Administrator/staff will further develop Board of Supervisors, EDA, and Planning Commission consensus document to include the following:
 - Formalize the Route 3 Area Vision with more definition
 - Order and prioritize the Route 3 Area Preliminary Action Plan with timelines, steps, and responsibility (to include costs as appropriate)
 - Develop a rack card that captures the outcomes of the joint retreat and publish
 - Initiate efforts to further the objectives as quickly as possible to include initiating research on objectives such as land use, economic incentives, landowner incentives, etc.
6. Distribute the Route 3 Area Work Plan to all members of the Joint bodies when completed (note that this will be an evolving document.)
7. At the next meeting of the Economic Development Authority, initiate selection of candidates for the infrastructure task force (formal motion made and executed)
8. Conduct the Visioning Tour on August 20, 2013 and utilize the visit to identify best practices and to help shape the Route 3 Area Vision, strategy, and work plan.
9. Hold a quarterly joint meeting of the 3 bodies (Board of Supervisors, EDA, and Planning Commission) to further the Route 3 Area Vision, strategy, and work plan (next meeting will likely be in October 2013 and will be held at a time when an existing meeting is scheduled.)
10. Establish a means of communicating across the bodies about progress on the Route 3 Area Vision and work plan, especially issues that relate to the objectives that are established. (Note, however, that communications with regard to economic development prospects must be handled carefully.)
11. Develop and execute a formal outreach strategy to achieve citizen input and support for the Route 3 Area Vision.

RE: ADJOURN

There being no further business to discuss, Mr. White moved, seconded by Mr. Frame and carried, to adjourn the meeting at 3:48 p.m. Ayes: Goodwin, White, Wilson, Frame. Nays: None. Absent: Abbs.

S. Teel Goodwin, Chairman

Julie G. Summs, County Administrator