

Town of Warsaw Downtown Revitalization Plan

January 9, 2017



The Downtown Revitalization Plan for the Town of Warsaw was prepared for the Town of Warsaw using grant funds from the Virginia Department of Housing and Community Development working in collaboration with the Northern Neck Planning District Commission. This plan is intended to update the previous plan prepared in 2006 by Frazier Associates. This updated plan focuses on the Main Street corridor from Richmond Road (Rt. 360) to Hamilton Boulevard (Rt. 1001). Concurrently, the Town has prepared a study for managing stormwater which is intended to address stormwater flooding along Main Street which is intended to be implemented in combination and coordination with the proposals in the Downtown Revitalization Plan through future grant funding opportunities.

Town of Warsaw, Virginia

Town Council

The Honorable Randall L. Phelps, Mayor

The Honorable Paul G. Yackel, Vice Mayor

The Honorable Ogle E. Forrest, Sr., Council Member

The Honorable Rebecca C. Hubert, Council Member

The Honorable Faron H. Hamblin, Council Member

The Honorable Roger R. Lee, Council Member

The Honorable Ralph W. Self, Council Member

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Economic Restructuring Plan

1. SITUATION

The Town of Warsaw, County seat of Richmond County, has suffered from a loss of businesses over the last several years. This once thriving community has seen a number of businesses, particularly in the downtown commercial area, either close or relocate out of Town. Now over half of the buildings in the core downtown commercial area have vacant commercial space. Even some of the occupied buildings are in need of repair and renovation. These vacant and derelict buildings, particularly the Gannon properties in the “Bottom”, are blight on the community and are a deterrent to future business development.

The persistent storm water flooding on Rt. 3 is a deterrent to commercial investment in the downtown area. The lack of defined curb and gutter to channel the water away from the roadway has led to interruption of traffic flow and to parking not being well defined thus parking is haphazard along this segment of Rt. 3.

The volume of vehicular traffic in the downtown area causes conflicts with pedestrians inhibiting business development. The Virginia Department of Transportation is in the process of reworking the Rt. 3 and Rt. 360 intersection to install pedestrian crosswalks but there are not any additional crosswalks in Town to facilitate pedestrian movement across Rt.3 or Rt. 360.

While the Town is at a strategic location, the first community you come through on the Northern Neck after crossing the Rappahannock River from Tappahannock, it has yet to capitalize on this asset as a destination for new business and investment. Warsaw and Richmond County is the center for State and regional governmental services serving the Northern Neck and Middle Peninsula. Approximately, 40% of the jobs in the County are government employment with the majority of those being State or regional government employees.

The Town must undertake an aggressive economic development program in cooperation with the County and Northern Neck Planning District Commission to be able to bring back the former glory of this proud community. It is not sufficient to sit back and wait for businesses to come knocking on the door. With other small towns in the region competing for business expansion there is the need to create a positive pro-development attitude that attracts business investment and lures new residents to choose Warsaw as their preferred place to call home.

If Warsaw is to be successful it must provide all the elements that business investors are looking for, a market for their product or service, quality product (buildings, sites and infrastructure), quality workers and a modest cost of doing business. Because of the small population of Warsaw, smaller businesses or destination businesses are well suited for downtown Warsaw. These types of businesses typically have multiple location options. This is why it is so important that Warsaw focus on creating a quality community and maintaining a modest-cost business environment. With today's economy based upon a strong service sector fueled by small and emerging businesses the Town, County and region should expand their economic development efforts targeted at small and emerging businesses suited to the downtown.

The Town and County are not islands but are a part of the greater Northern Neck region with its distinct characteristics. Today's businesses looking to locate to an area do not understand or appreciate political boundaries. They are interested in the characteristics of an area/region that will meet their needs. This is why it is so very important to think regionally and to position the economic development efforts based upon not only the Town and County's assets but also those of the larger region. The amenities and resources of greater Northern Neck/Middle Peninsula area are at your doorstep.

Today's businessmen and professionals care deeply about the quality of life that an area offers. It is not just about the "job" but the "community", quality of the schools, shopping opportunities, good places to eat and hang out, recreation and cultural out-lets, access to high-speed internet service at home and in public spaces, quality and affordable housing options and the list goes on. For Warsaw to be competitive and at-tractive to these decision makers, it must demonstrate quality in all aspects of public and private life.

The Town of Warsaw in partnership with the Warsaw Richmond County Main Street Program have embarked on a process to revitalize the Town's lagging economy and provide greater prosperity in the future. This economic revitalization plan expands up-on previous efforts outlined in Warsaw Revitalization Plan prepared for the Town by Frazier Associates. This Economic Restructuring Plan establishes a renewed vision of a prosperous future and establishes a road map to achieve that vision.

This economic restructuring plan outlines a vision for the Town, a set of goals and objectives to achieve that vision and establishes a series of strategies/actions to achieve the goals. A Management Committee has been established to oversee the development of the plan. This Committee along with the Warsaw Richmond County Main Street Program and Town Council has been instrumental in the development of the recommendations contained in this plan. Meetings of these groups were held to garner community input and refine the recommendations contained in this plan. A series of meetings have been held between June and December of 2016 to develop the recommendations contained in this document.

This Economic Restructuring Plan outlines a series of actions that, when implemented, will revitalize the Town creating a vibrant and prosperous economy.

2. ASSETS

A strong economic development program is built upon a foundation of the community assets that can be leveraged to achieve lofty community goals. The positive attributes of a community can be the springboard for other positive results in the community - "success breeds success". Here is a partial listing of assets from which the Town of Warsaw can build a stronger economic base.

Community Assets to Build a Stronger Economy

Central Location

- Heart of Virginia's Northern Neck
- Location of numerous organizations and businesses serving a regional market
- Rt. 360 and Rt. 3 traffic through Town
- County Seat

Infrastructure

- Wastewater System
- Town Park
- New County Buildings
- Available Commercial Space
- Bay Transit
- Rappahannock Community College

Tourism Attractions

- Historic Buildings – i.e. Menokin
- Rappahannock River
- Eco-Tourism
- Wineries
- Natural Resources
- Artisan Trail
- Wine Trail
- Oyster Trail

History

- Historical structures
- Museum

Strong Educational System

- Rappahannock Community College
- Good K – 12 School System

Strong Business Community

- Retail Core
- Light Manufacturing
- Verizon
- NN Electric Cooperative
- Non-profit corporations
- Commercial Office Complexes
- Northern Neck Enterprise Zone

Civic Infrastructure

- Committed and Engaged Citizens
- Established Civic Organizations
- Fire Department
- New Arts Center
- Available Space for New Business Growth – existing vacant buildings for lease or for-sale
- Sandy Beaches on the River

3. VISION STATEMENT

The vision of the community is a statement that expresses the characteristics of what the community desires to become. The vision statement is aspirational and becomes the basis for establishing goals and objectives for a prosperous future. The following vision was developed after a community visioning session held in May of 2015 attended by approximately 80 Town residents.

Vision - Located at one of the primary gateways to the Northern Neck, Warsaw has capitalized upon this strategic location becoming the regional hub for businesses and services serving the region. As an outgrowth of the popularity of region's tourist attractions, including the Winery, Artisan and Oyster Trails, the increased tourist traffic through Town has spurred numerous specialty businesses in the downtown area. These businesses have renovated formally vacant structures into an attractive downtown reflective of the Town's heritage. Even with the increased vehicle traffic the downtown area has been made pedestrian friendly with attractive sidewalks, cross-walks and streetscaping. The numerous events and activities throughout the year add to the vibrant character of the downtown. These activities are attractive to citizens of all ages but particularly to the youth of the community. The vibrant character of the down-town and the quality education system along with the enviable quality of life has proven to be the primary factors in the increased residential development in Town. While the growth has brought new families to the community, Warsaw remains true to its small town heritage where everyone greets you with a smile and knows your name.

4. GOALS

The following set of goals has been developed to provide a way to achieve the vision of the Town. These goals are the desired outcomes/results needed to fulfill the vision and establish the direction for the economic development efforts for the Town well into the future.

- I. Expand Warsaw's role as a regional hub for commerce, tourism, education and trailhead services as well as a variety of public services.
- II. Establish Warsaw as the "Heart" of Virginia's Northern Neck that attracts year-round residents, tourists and temporary (weekenders and seasonal) residents.
- III. Enhance the "small town" character and charm of the community.
- IV. Ensure that the basic infrastructure (water, sewer, storm water, broadband and transportation) meets residents, traveler and business needs. Improve the overall attractiveness of the community, buildings and streetscapes, while respecting the community's historical heritage
- V. Encourage residential development that meets the needs of a broad cross-section of housing types and household incomes.

5. OBJECTIVES AND STRATEGIES/ACTIONS

Specific objectives and strategies have been established for each goal. Several of the goals require that they be implemented by organizations outside of the sphere of influence of the Town Council. Often individual strategies can help achieve more than one goal. The strategies are divided into short-term and long-term strategies. The short-term strategies should be implemented within a 1- to 3-year time-frame and the long-term strategies implemented within 10 years.

I. Goal - Expand Warsaw's role as a regional hub for commerce, tourism, education and trailhead services as well as a variety of public services.

Objectives:

- a) Fill vacant commercial spaces with new businesses.
- b) Encourage the redevelopment of key vacant commercial properties.
- c) Encourage the commercial development of the open land in the downtown area.
- d) Update and expand the incentives for business expansion and location.
- e) Provide a variety of prosperous business services serving year-round residents, tourists and temporary (weekenders and seasonal) residents.
- f) Expand the business development services available through the Small Business Development Center, Rappahannock Community College (RCC), and the NNPDC for new or expanding businesses to Town.
- g) Expand the connection between RCC students and the town by providing greater additional activities and a stronger physical connection between the RCC and the downtown area.

Strategies:

Short-term:

- Establish through the Warsaw Richmond County Downtown Program a business recruitment program for businesses in the downtown.
- Create an inventory of available commercial space "for sale" or lease.
- Establish an economic/business development section on the Town's website.
- Enlarge the existing façade improvement matching grant program up to \$15,000 per structure and allow for signage to be an eligible cost item.
- Establish a site improvement matching grant program up to \$10,000 per property to include parking, signage, landscaping, lighting and street furniture.
- Establish a build-out matching grant up to \$5,000 per tenant.
- Establish rental assistance matching grant for up to a year not to exceed \$5,000 per tenant.
- Establish other incentives to encourage business location/expansion, marketing matching grant, e-commerce grant, etc.
- Work with the Northern Neck Planning District Commission (NNPDC), Small Business Development Center and Rappahannock Community College to make available a range of business assistance services for new and existing businesses in the Town.
- In cooperation with the Warsaw Richmond County Downtown Program and the Richmond County Chamber of Commerce conduct an annual business plan competition with a \$10,000 first place prize.
- Provide an option to convert the Richmond County real estate tax abatement program for historic properties into a grant for half of the ten-year tax abatement period value.

Long-term:

- Work with property owners and developers to redevelop key commercial properties in the downtown.
- Establish a State and nationally designated historic district encompassing the downtown area.
- Acquire and renovate one of the vacant buildings as an artisans center housing an information center featuring local crafts, products and art.
- Encourage the development of a modern multi-tenant office park or building in the downtown area.
- Establish a Rappahannock River environmental education center.

II. Goal – Establish Warsaw as the Heart of Virginia’s Northern Neck that attracts year-round residents, tourists and temporary (weekenders and seasonal) residents.

Objectives:

- a) Construct new gateway signage at the secondary entrances (3) to the Town.
- b) Provide wayfaring signage into and through Town.
- c) Establish an expanded/new traveler information center including a “trailhead” center.
- d) Insure that all properties are well maintained.
- e) Enhance the landscaping and streetscaping throughout town in accordance with the physical improvement plan.
- f) Provide convenient on-street and off-street parking serving the commercial area.
- g) Provide a variety of events and activities that attract year-round residents, tourists and temporary (weekenders and seasonal) residents and are of interest to all ages including our youth.

Strategies:

Short-term:

- Establish a new Warsaw brand, “The Heart of the Northern Neck” and logo.
- Construct new secondary entrance signs “Warsaw welcomes you to the Heart of Virginia’s Northern Neck”.
- Seek a grant for wayfaring signage, enhanced landscaping and streetscaping program.
- Work with property owners to ensure that properties are well maintained.
- Conduct 4 major quarterly events a year to attract attendees to the Town.
- Conduct monthly concerts or outdoor events during the tourism season including a farmer’s market at the playground area – April to November.

Long-term:

- Expand the existing information center with the possibility of relocation to a new building (relocated Saddlery Building) and expanded array of services facilities and services available. The center would serve as the trailhead for the Winery, Oyster, Birding and Artisan trails.
- Construct centrally located parking lots to serve the downtown commercial area.

III. Goal - Enhance the “small town” character and charm of the community.

Objectives:

- a) Improve the overall attractiveness of the community, buildings and streetscapes, while respecting the community’s historical heritage.
- b) Enlarge the playground area to create a “town square” in the downtown.
- c) Renovate the commercial structures preserving their historic character.
- d) Acquire and demolish the blighting structures in the “Bottom” and redevelop that property as open space or non-commercial use.
- e) Encourage the redevelopment of key vacant commercial properties.
- f) Ensure that all properties are well maintained.
- g) Create attractive streetscaping along the major thoroughfares in the downtown.
- h) Maintain and improve the existing sidewalk network in Town.

Strategies:

Short-term:

- Acquire additional properties adjacent to the playground and renovate/demolish the properties to allow for the expansion of the playground as a “Town Square” and additional parking for downtown businesses.
- Acquire and demolish the blighting structures in the “Bottom” and redevelop that property as open space, drainage basin/BMP or a non-commercial use.
- Work with the VDOT, local businesses and civic organizations to enhance the plantings along the major thoroughfares particularly at the Rt. 3 and 360 intersection.

Long-term:

- Establish a capital improvements program that includes the re-placement and construction of side walks connecting the downtown area to the residential areas of Town.
- Encourage the redevelopment of key vacant commercial properties.
- Create attractive streetscaping along the major thoroughfares in the downtown.
- Maintain and improve the existing sidewalk network in Town.

IV. Goal -- Ensure that the basic infrastructure (water, sewer, storm water, broadband and transportation) meets residents, traveler and business needs.

Objectives:

- a. Provide adequate storm water management facilities in downtown commercial area.
- b. Create a connected community through transportation and pedestrian improvements, technology and civic engagement.
- c. Expand the water and sewer systems to the unserved areas of Town in an orderly manner.
- d. Provide high-speed broadband service meeting the needs of modern businesses throughout Town
- e. Provide free Wi-Fi access to the commercial areas of Town.
- f. Provide alternative transportation corridors/trails connecting recreational sites, historic sites, RCC and the various trails in the Town and surrounding area.

Strategies:

Short-term:

- Create a free Wi-Fi access zone that encompasses the down-town area.
- Construct a storm water drainage system to serve the down-town commercial area.
- Establish a capital improvements program that includes the expansion of the water and sewer systems to unserved or under served areas of Town.

Long-term:

- Work with the private sector, NNPDC and Richmond County to extend high-speed broadband service to all areas of the Town.
- Construct alternative transportation corridors/trails connecting recreational sites, historic sites, RCC and the various trails in the Town and surrounding area.

V. Goal -- Encourage residential development that meets the needs of a broad cross-section of housing types and household incomes.

Objectives:

- a. Extend appropriately sized utility (water and sewer) lines to potential development sites.
- b. Encourage new housing development in select areas of Town.

Strategies:

Short-term:

- Establish a capital improvements program that includes the expansion of the water and sewer systems to unserved or under served areas of Town.

Long-term:

- Encourage developers to build single family homes on vacant parcels in Town.
- Encourage developers to build appropriately priced multi-family homes on vacant parcels in Town
- Extend the sewer and water systems to developable parcels.
- Conduct a marketing campaign to extol the virtues of living in Warsaw. The campaign should include REALTORS as a target audience.

6. ACTION PLAN

The following is a chart to help assign responsibilities for the implementation of the strategic plan. Strategic plans often are developed and then forgotten because no person or organization takes ownership for the actions recommended in the plan. The following chart establishes timelines for starting of the action items and assigns responsibility for each action item. Only through monitoring of the progress towards completion of the action steps will the goals be achieved.

Warsaw - Economic Restructuring Plan - Action Agenda

Goal	Task/Activity	Lead Organization	Start Date	Finish Date	Cost	Source of \$\$
Marketing Plan Strategies						
	Website	TC	17-Oct	18-Apr	\$10K - \$15K	CDBG
	Building Inventory	TC/WRCMS/RC/ CofC	17-Jan	17-Oct	NC	
	Business Guide	WRCMS/RC/WRC CofC	17-Jul	18-Jan	\$4K - \$8K	Local
	Collateral Materials	TC	18-Apr	18-Oct	\$10K - \$15K	Local/CDBG
	Business Visitation	TC/WRCMS/RC/ CofC	17-Oct	22-Oct	NC	
	Investor Outreach	TC/WRCMS/WRC CofC	18-Jan	21-Jan	\$2K/yr. + \$10K	Local
	Tourism Coop Marketing	TC	18-Jan	20-Jan	\$20K	VTC-\$10K, Local - 10K
	Events	TC/WRCMS	16-Oct	annual	\$17.5K	Local
	Tourism Venue Partnerships	TC/WRCMS	17-Jan	annual	NC	
	Tourism Info Services	TC/WRCMS/RC/ WRC CofC	17-Jul	annual	TBD	Local
	ED Staff Part-time	TC	17-Jun	annual	\$35K - \$45K	Local

Goal	Task/Activity	Lead Organization	Start Date	Finish Date	Cost	Source of \$\$
Regional Hub						
	Façade Imp. Program (10)	TC	17-Oct	19-Oct	\$150K	CDBG/Local
	Site Imp. Program (15)	TC	17-Oct	19-Oct	\$150K	CDBG/Local
	Build-Out Grant (10)	TC	17-Oct	19-Oct	\$75K	Local
	Rental Assistance (15)	TC	17-Oct	19-Oct	\$75K	Local
	Other Incentives	TC	17-Oct	19-Oct	\$10K	Local
	Business Assist. Services	NNPDC	16-Oct	annual	NC	
	Business Plan Comp.	TC	18-Jan	19-Jan	\$10K/yr. - 3yr.	CDBG/Comm. Business Launch
	Real Estate Tax Abatement Grant	RC/TC	17-Oct	19-Oct	\$30K	Local
	Comm. Prop. Redevelopment	TC	17-Jun	annual	NC	Private sector
	Historic Dist. Designation	TC	20-Oct	23-Oct	\$30K	Local
	Tourist Info. Center	TC	16-Oct	18-Oct	\$150K	Local
	Multi-Tenant Offices	TC	20-Oct	24-Oct	\$4M	Private sector
	Rappahannock River Education Ct.	TC/Friends of the Rappahannock	20-Jan	24-Jan	\$8M	TBD

Goal	Task/Activity	Lead Organization	Start Date	Finish Date	Cost	Source of \$\$
Tourism						
	Brand and Logo	TC	17-Apr	17-Jul	5K	Local
	Secondary Entrance Signs – 3	TC	18-Jan	18-Jul	\$20K	Local
	Wayfaring Signage (5)	TC/VDOT/WRCMS	18-Jan	18-Jul	\$25K	Local
	Tourist Info. Center	TC	16-Oct	18-Oct	\$150K	Local
	Streetscaping - Phase I	TC	18-Jan	18-Oct	\$1.8M	VDOT/Local
	Streetscaping - Phase II	TC	18-Oct	19-Oct	\$400K	VDOT/Local
	Plantings along Rt.'s 33&360	TC/WRCMS	17-Apr	18-Jun	incl.	Local
	Property Maintenance	TC/RC	18-Jul	annual	NC	Local
	Parking Lot	TC	17-Jan	18-Jan	\$210K	Local

Goal	Task/Activity	Lead Organization	Start Date	Finish Date	Cost	Source of \$\$
"Small-Town" Character						
	Town Square	TC	17-Oct	18-Oct	\$680K	
	Capital Improvements Program	TC	17-Jul	annual	NC	
	"Bottom" Acquisition	TC	18-Jan	18-Jun	\$772K	Conservation Donation
	"Bottom" Demo	TC	18-Jul	18-Sep	\$75K	Local
	"Bottom" Park Development	TC	18-Oct	19-Oct	TBD	Local/NFWF
	Sidewalk Development	TC	annual		TBD	Local

Goal	Task/Activity	Lead Organization	Start Date	Finish Date	Cost	Source of \$\$
Infrastructure Development						
	Drainage Improvements	TC	17-Jan	19-Jan	\$1.5M	NFWF/DEQ/VDOT/Rural Dev./Local
	WiFi Downtown	TC	17-Jul	17-Oct	\$10K	Local
	High-Speed Broadband	TC/RC	17-Jul	20-Jul	TBD	Private sector/DHCD
	Water & Sewer Extension	TC	17-Jul	annual	TBD	Local/private sector
	Alt. Transportation Corridors	TC	19-Jan	21-Jan	TBD	Local/VDPT

Goal	Task/Activity	Lead Organization	Start Date	Finish Date	Cost	Source of \$\$
Residential Development						
	Single-Family Development	TC/Private Dev.	17-Jan	annual	TBD	Private sector
	Multi-Family Development	TC/Private Dev.	17-Jul	annual	TBD	Private sector

TC - Town of Warsaw

RC - Richmond County

WRCMS - Warsaw Richmond County Main Street

WRC CofC - Warsaw Richmond County Chamber of Commerce

VDOT - Virginia Department of Transportation

DHCD - Virginia Department of Housing and Community Development

DEQ - Virginia Department of Environmental Quality

VTC - Virginia Tourism Corporation

NFWF - National Fish and Wildlife Foundation

CDBG - Community Development Block Grant

Rural Dev. - US Department of Agriculture, Rural Development

TBD - To Be Determined

NC - No Cost



Marketing Plan

1. INTRODUCTION

This marketing plan is developed to influence the behavior of individuals and businesses that can help the Town achieve its developmental goals. Based on the economic conditions in the marketplace a set of target businesses/industries are identified and suggested as the focus of business recruitment and marketing efforts. In addition to the list of target businesses and industries, a larger array of target audiences is identified along with specific messages addressing the different audiences. Lastly, a set of strategies is proposed that will convey the desired messages to the target audiences. This plan presents a sound marketing approach addressing the “who, what and how” to encourage the development and redevelopment of the downtown area of the Town and increase business activity in Town. Last but not least a new logo is proposed to help graphically “brand” the Town. This logo/symbol would be used on all promotional materials, on the website, on signage and in all Town economic development efforts.

2. ECONOMIC BACKGROUND/SITUATION

With the small population base, 1375 people, Warsaw’s primary market area for business is approximately a 20-mile radius that includes all of Richmond County portions of Essex, Lancaster, Northumberland, and Westmoreland Counties. This market area is characterized by a slow growing elderly population, one of the highest percentage of households over 60 years of age in Virginia and one of the oldest populations in the US.

Warsaw is the hub of state and regional governmental services serving the Northern Neck and Middle Peninsula. Slightly less than 40% of Richmond County employment is government jobs with close to 1 in 4 jobs coming from state or regional government employers. Hayensville Correctional Facility, Rappahannock Community College, the Northern Neck Regional Jail, the Middle Peninsula Northern Neck Community Services Board and the Northern Neck Planning District Commission are among some of the state and regional employers located in the community.

The Market area is characterized by rural agricultural and forestry enterprises and high-value waterfront real estate. Another major factor in the market area is the tourist industry. With the Westmoreland State Park, George Washington’s birthplace, Stratford Hall and the Northern Neck Wine Trail just a short distance away, Warsaw benefits from their visitors traveling through the area and supporting local busi-

nesses in the Town. These characteristics are some of the major drivers in the economy. Other major industry sectors include; health care (11.6%), retail trade (8.6%) and wholesale trade (4.6%). With the advanced age of the County's and market area population, the death rate exceeds the birth rate thus the economy is dependent on a continual influx of new residents to the area to sustain the economy. This spurs an active real estate market along with all of the related real estate support services, real estate agents, title companies, attorneys, surveyors, contractors, interior design, renovation contractors, lawn care, etc.

The one sector under represented in the economy and well below Virginia percentages is the Professional, Scientific and Technical Services sector - 3.9% of employment in Richmond County vs. 10.6% for VA. This sector represents the potential for significant growth in the future. The typical tourism business related sectors of eating establishments and entertainment are also under represented in the local economy.

Economic Drivers in the Marketplace

- Regional governmental services
- Demographics – older more affluent population in market area
- Health Care
- Tourism – attractions in the market area, Stratford Hall, Westmoreland State Park, Wine Trail, Oyster Trail, George Washington's birthplace, local museums, etc.
- Real Estate and related businesses/professions
- Retail trade
- Wholesale Trade

3. TARGET BUSINESSES/INDUSTRIES

A marketing program with a goal of restructuring the local economy has to be focused on specific target businesses or industries that are desired in the community and have a likelihood of success. Here is a list of economic sectors that show growth potential for the Warsaw market area:

- Residential development located close to a variety of community services/shopping options including apartment and condominium living
- Health Care – A variety of services to keep the population healthy and fit - providing comprehensive continuum of care.
- Recreation and services supporting active lifestyles
- Retail catering to niche markets and specialty items
- Commerce related to tourism Expansion

- Professional, scientific, agribusiness, medical and technical services

From these economic sectors a more specific list of target businesses that are the appropriate size and scale for the supply of existing land and buildings and the capacity of utility service in the Town is proposed. This target business cluster list is based on the underlying drivers of the local economy, the business mix in the market area and projected business growth trends. The following business clusters are suggested to be the targets of new business recruitment and marketing efforts.

- Restaurants
- Craft Brewer or Distiller – brew pub
- Niche Retail – local artisan/art outlet, galleries, health foods, etc.
- Independent Drug Store
- Health/Wellness and Related Businesses – eye care, hearing, home health, fitness, nutrition, etc.
- In-Home Services – health, shopping, food, cleaning, personal training, etc.
- Home Decorating and Remodeling – lighting, window treatment, kitchen/bath, plumbing, storage, renovation contracting, interior design, etc.
- Professional Services – attorneys, surveying, architecture, landscape architecture, accountants, financial services, etc.
- Governmental Agencies
- Outdoor Recreation – outfitter, sporting goods, etc.
- Pet Services and Supplies – grooming, boarding, supplies, etc.

4. MARKETING GOALS

The goals of the marketing program should relate to and help accomplish the business development goals and objectives of the Economic Restructuring Plan:

I. Expand Warsaw's role as a regional hub for commerce, tourism and trailhead services as well as a variety of public services.

II. Establish Warsaw as the Heart of Virginia's Northern Neck that attracts year-round residents, tourists and temporary (weekenders and seasonal) residents.

In addition, the marketing goals should address increasing business activity for existing businesses in

Town so that they will continue to thrive and hopefully expand.

The proposed goals for the marketing efforts include:

- **Recruit businesses to fill all vacant and available commercial space within 5 years.**
- **Attract 3 new entrepreneurs per year to the Town within the next 5 years.**
- **Persuade 2 developers to develop/redevelop key vacant or underutilized parcels in the downtown within the next 5 years.**
- **Increase retail sales by an average of 10% per year over the next 5 years.**

5. TARGET AUDIENCES

Marketing programs are directed at specific audiences who can help the Town achieve its development goals. Based upon the marketing goals listed above here is a suggested list of target audiences:

- Target businesses/industries (See Target Businesses/Industries section)
- Start-up businesses
- Existing businesses interested in expansion
- Existing commercial property owners
- Retail customers
 - Local market 30 mile radius
 - Weekenders and tourists
- Commercial real estate developers

6. MESSAGES

Whether it is having motorists, that are passing through, stop and spend their money or having a developer redevelop a strategic commercial property it is important to convey to them a positive message of what the Town wishes to achieve. Here are suggested messages tailored to the target audiences.

- Business prospects - Warsaw has the facilities and services to make your business successful and profitable – we will do everything in our power to make your business location/expansion happen quickly and free from hassles.
- Retail customers – Come often to Warsaw to experience its unique shopping and dining options.

- Developers – We encourage the development and redevelopment of our commercial properties and we will help make the development process easy and quick.

7. MARKETING STRATEGIES/ACTIVITIES

A specific set of strategies and activities are suggested to convey the messages to the target audiences. The strategies/activities listed below often will be used to communicate with multiple target audiences.

Website - Economic Development Section Website (Town owned and maintained)

- Available properties – An up to date listing of available properties for lease or sale with all of the details related to the property.
- Business services and incentives – A listing of the services and incentives for a business wishing to locate or expand in Town.
- Quality of life – A description of the many attributes of the Town and surrounding area that distinguishes it from other similar communities.
- Starting a business – A listing of services and contact information for individuals wishing to start a business and potentially locate in Town.
- Area tourism information – A link to Northern Neck Tourism Council's information and other tourism information in the region as well as opportunities to shop and dine in the Town.
- Business and service directory – A complete listing of businesses and governmental services by type located in Town.

The Town should have a robust website that provides information not only on Town government but also the services that are available in the Town. The services that are available to help a business locate or expand in Town should be highlighted. The County should also replicate the same information on its website so as to have a unified approach to economic development activities across jurisdictional lines. This becomes the primary information source for the targeted economic development audiences. The economic development portion of the website should include: a listing of available sites and buildings for business location/expansion; a list of business incentives and services that will help businesses through the process of locating in the Town; a section on quality of life in the Town and region; a listing of services and programs for start-up businesses; a guide of local businesses; and links to information on local and area tourism attractions.

Cost: Initial - \$10,000 to \$15,000 (CDBG eligible) – Annual \$2,500 to \$4,000

Business Guide

The Warsaw Richmond County Downtown Association and Richmond County Chamber of Commerce in cooperation with the Town should develop a listing of all local business and governmental services in brochure and online formats.

Cost: Initial - \$4,000 to \$8,000 – Annual \$2,500 to \$4,000 – Costs can be offset through the sale of

advertising.

Collateral materials

Using the marketing logo for the Town each of the major sections of the website should be available in paper version for distribution to prospective businesses and recruitment purposes. The Town should have a simple brochure that gives an overview of developmental goals and key contact info. In addition, sample ads should be developed that could be used or easily modified for ads in targeted tourist publications.

Costs: Initial \$10,000 to \$15,000

Business Visitations – Direct Solicitation

The target businesses for Warsaw are likely to be smaller independently owned businesses from the target business/industry list presented earlier. One of the most effective ways to recruit these businesses is direct contact. It is recommended that the Town in cooperation with the Warsaw/Richmond County Downtown Association members establish a list of successful businesses in other similar communities in the eastern Virginia that would be focus of outreach marketing. The Town would establish a monthly call list and establish a periodic follow-up contact for each business on the list.

Costs: The costs are included in staff time and the cost of producing the collateral materials above.

Investor Outreach

Real estate professionals and other intermediaries regularly come in contact with investors or businesses wishing to purchase or lease commercial property. The Town in combination with the Warsaw/Richmond County Downtown Association and Richmond County Chamber of Commerce could sponsor periodic luncheons or events for the Northern Neck and Chesapeake Bay and Rivers Associations of REALTORS and other professional groups to introduce them to the opportunities, incentives and re-development being carried out in the downtown. These events would highlight the Town's investment and plans to revitalize the downtown area. There could also be a reward for the first five realtors/intermediaries that brings a tenant for one of the vacant properties in Town.

Costs:

1 event per year @ \$1,000/event - \$1,000

Realtor signing bonus - \$2,000 each for 5 realtors - \$10,000

Northern Neck Tourism Commission

The Northern Neck Tourism Commission (NNTC) is the regional tourism marketing organization serving Warsaw. If Warsaw wishes to become a "gateway" to the Northern Neck, active involvement with this organization is critical. The marketing activities and publications of the NNTC are the primary

communications methods available to showcasing the many attributes of White Stone to the traveling public.

Costs: \$10,000 for coop marketing that could be matched by Virginia Tourism Corporation Marketing Leverage Program

Events

The Warsaw Richmond County Downtown Association in conjunction with the Chamber of Commerce, Town and County should plan at least one outdoor event in the downtown area on a quarterly basis. These events bring people from a large area to the town increasing Town recognition and increasing local business. Increasing the number and frequency of events would add to out-of-town visitation to Warsaw. The Town should also consider establishing a permanent farmers market similar and complimentary to the farmers markets found in Westmoreland County and other Northern Neck communities. A concert series during the warmer months would provide entertainment for not only the local population but also travelers and visitors alike.

Costs:

- Seasonal events – 4/year @ \$2,000 each - \$10,000
- Farmer's Market - TBT
- Concert Series – 5 concerts @ \$1,500 each - \$7,500

Partner With Tourist Venues

With significant tourist venues just a short distance from Warsaw there are opportunities to establish special promotions between those venues and the businesses in the Town. Special shopping features such as discounts at restaurants, gift baskets, 2 for 1 specials, discount Tuesday, etc. could produce more foot traffic at the establishments.

Cost: no direct cost

Tourist Information Center/Trailhead Services

The establishment of an information center in one of the vacant properties in the center of Town would allow for travelers to be able to learn about activities in the area, make reservations for eating and lodging, learn more about the community and learn more about available development opportunities. With the confluence of several trails running through Warsaw, Oyster Trail, Wine Trail, Birding and Wildlife Trail, Artisan, etc., the information center provides an opportunity to serve as the southern trailhead for these trails. This center could also serve as an artisans' center where local artisans display and sell their hand-made art and crafts. The Town has recently purchased a vacant building in the downtown that it plans to use for an information center.

Packaging – Lodging, Dining and Shopping – Itinerary Services

Offering packaged experiences around a theme (romantic getaway, unique foods of the Northern Neck, history traveler, etc.) to the traveler which includes dining, shopping and lodging is often a way to attract new visitors to Town or have existing visitors stay longer. Working with the venues and attractions in the area to sponsor and promote these packages is important to the success of this strategy. The information center could offer itinerary services where custom itineraries are developed for travelers to the area.

Cost: Costs included in staff time and website modifications.

Resources Necessary to Execute Marketing Plan

If this marketing plan is to be successful it must have sufficient resources to carry out the activities. This includes staff and budget. Given the size of the Town a part-time staff person is recommended to provide professional leadership to the marketing program and to help man the information center. The Town is considering hiring a staff person that would have economic development responsibilities. A significant portion of that person's time should be spent on implementing this marketing plan. Each year an annual marketing work program should be developed reflecting the priorities for that year.

Costs:

Staff – part-time - \$25,000 to \$35,000

Fringe/benefits - \$5,000 to \$7,000

Office expenses and travel - \$6,000 to \$8,000

Equipment and furniture - \$3,000

8. LOGO AND BRAND

Warsaw is at the crossing of the Rappahannock River and is the heart of Virginia's Northern Neck. Several ideas were developed using themes from the bridge to the agricultural and seafood of the area as shown in Figure 1. Citizen input provided the suggested tag lines of "Heart of the Northern Neck" and "Gateway to the Northern Neck" as ways to verbally distinguish Warsaw as place on the Northern Neck. These logo designs are suggested images for the town to pursue in developing a final logo design to distinguish its identity from other cross-road villages of the area. It is important that the logo and tag lines work to establish a strong and unique communication of what tourists and visitors may find when visiting Downtown Warsaw.

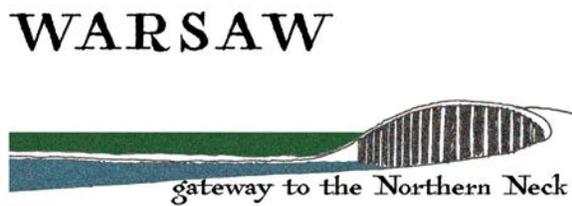
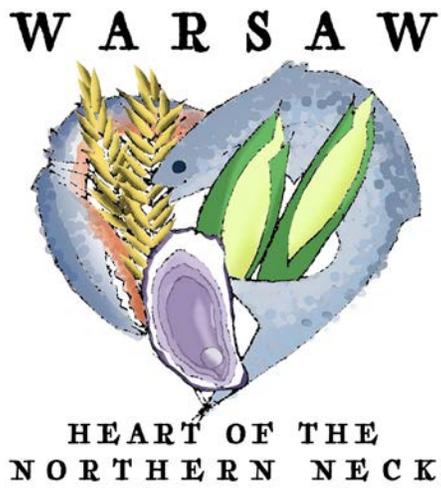


Figure 1 Logo Ideas

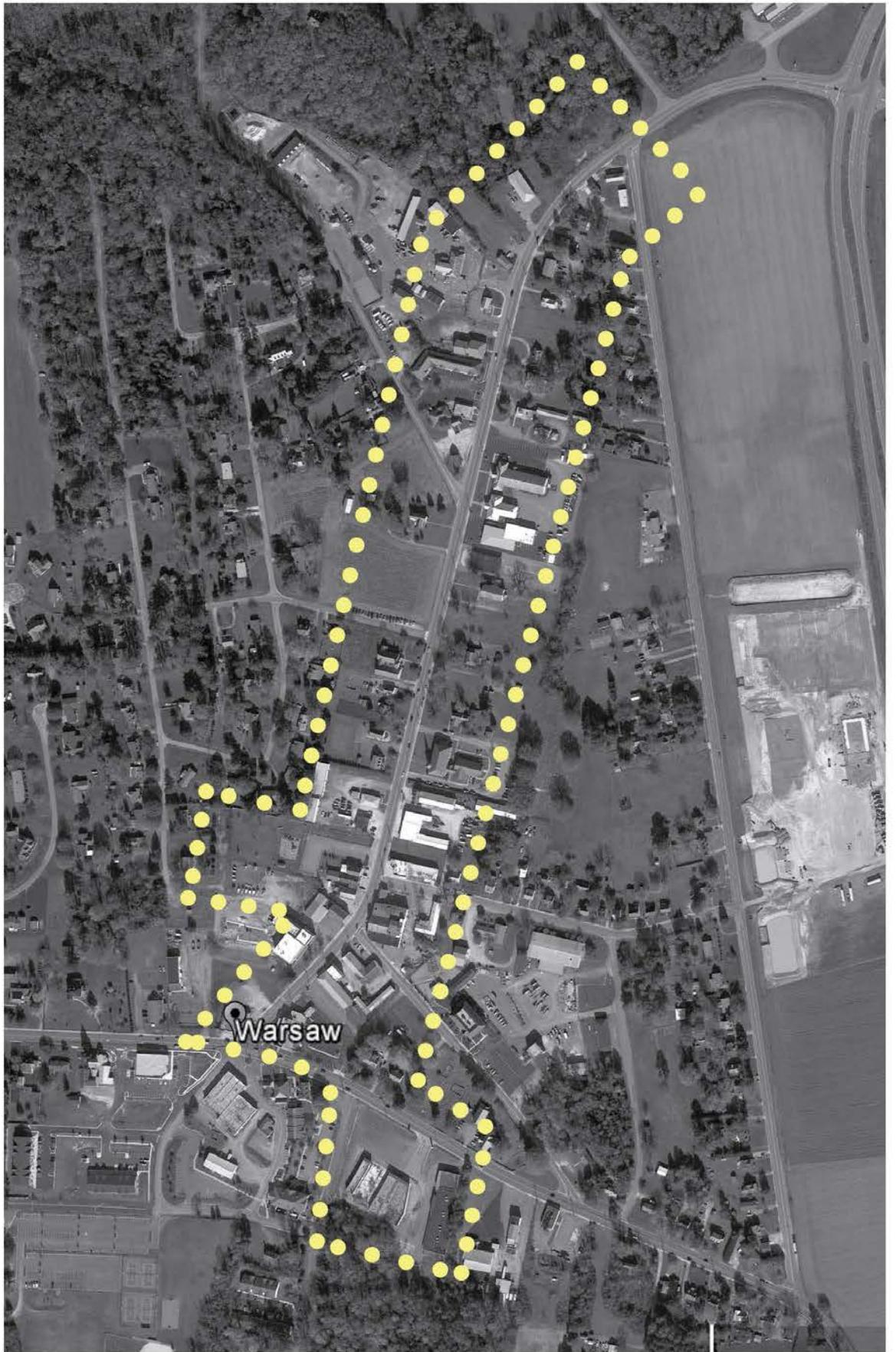


Figure 2 **Project Area**



Revitalization Plan

1. HISTORIC BACKGROUND

Warsaw has been the county seat for Richmond County since 1730 and appropriately, its first name was Richmond County Courthouse. The county was formed in 1692 from Old Rappahannock County and was named for the First Duke of Richmond, a cousin to both King William III and Queen Mary.

The town was renamed Warsaw in 1832 in sympathy with the Polish struggle for liberty. Warsaw is the site of the historic 1748 Courthouse, the third oldest in Virginia that is still in regular use. The nearby historic St. John's Church dates from 1836 and is the site of the William Atkinson Jones Monument, a gift from the Philippine People in honor of Congressman Jones who sponsored the bill for Philippine Independence in 1916.

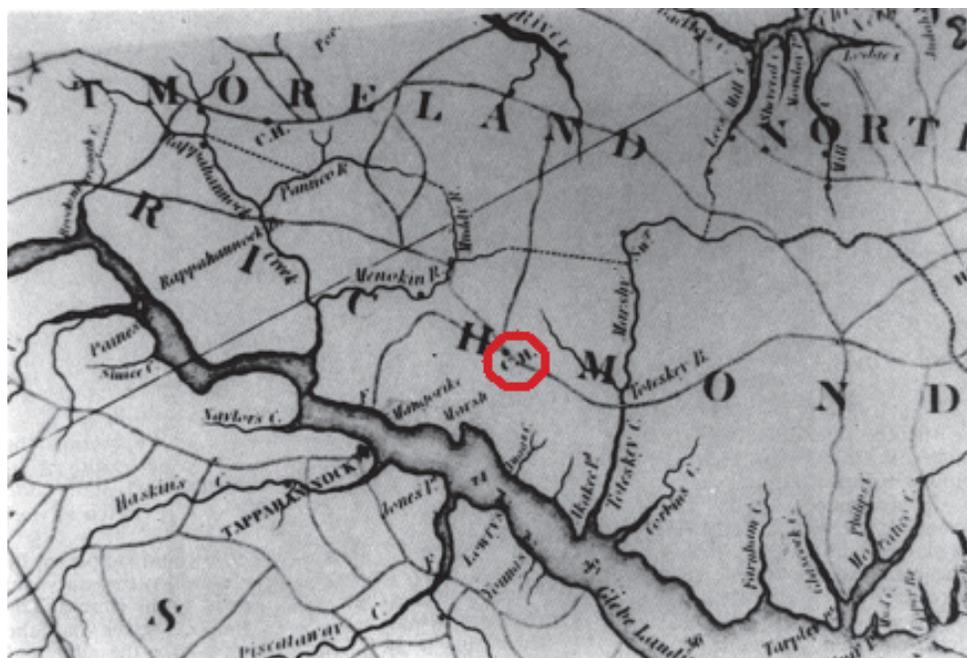


Figure 3 *Historic Map of Richmond Courthouse*
 Today the Town of Warsaw, (Photo from Frazier Associates)



Figure 4 **View of Downtown Warsaw**

This 1907 postcard illustrates how active downtown Warsaw was at the turn of the last century. The courthouse complex is on the right but the commercial structures on the left have been replaced by newer buildings in the twentieth century. (Photo from Frazier Associates)



Figure 4 **1938 Postcard View of 360 and Main Street**

This 1938 postcard view shows several historic buildings on U. S. 360 looking west from the Main Street intersection; most remain today. Also note the former wall of street trees along the corridor. (Photo from Frazier Associates)

Throughout the twentieth century, Warsaw continued to grow slowly with the rise of the automobile and the growth of the surrounding rural areas. New businesses opened in the commercial areas surrounding the courthouse complex and a variety of homes were constructed on side streets leading from the major corridors that bisect the town, U. S. Route 360 (Richmond Road) and Route 3 (Main Street). The county schools are located on the edge of town and the Rappahannock Regional College, part of the statewide community college system, was constructed in the 1970s on land west of the courthouse.

2. PROPOSED STREETScape IMPROVEMENTS

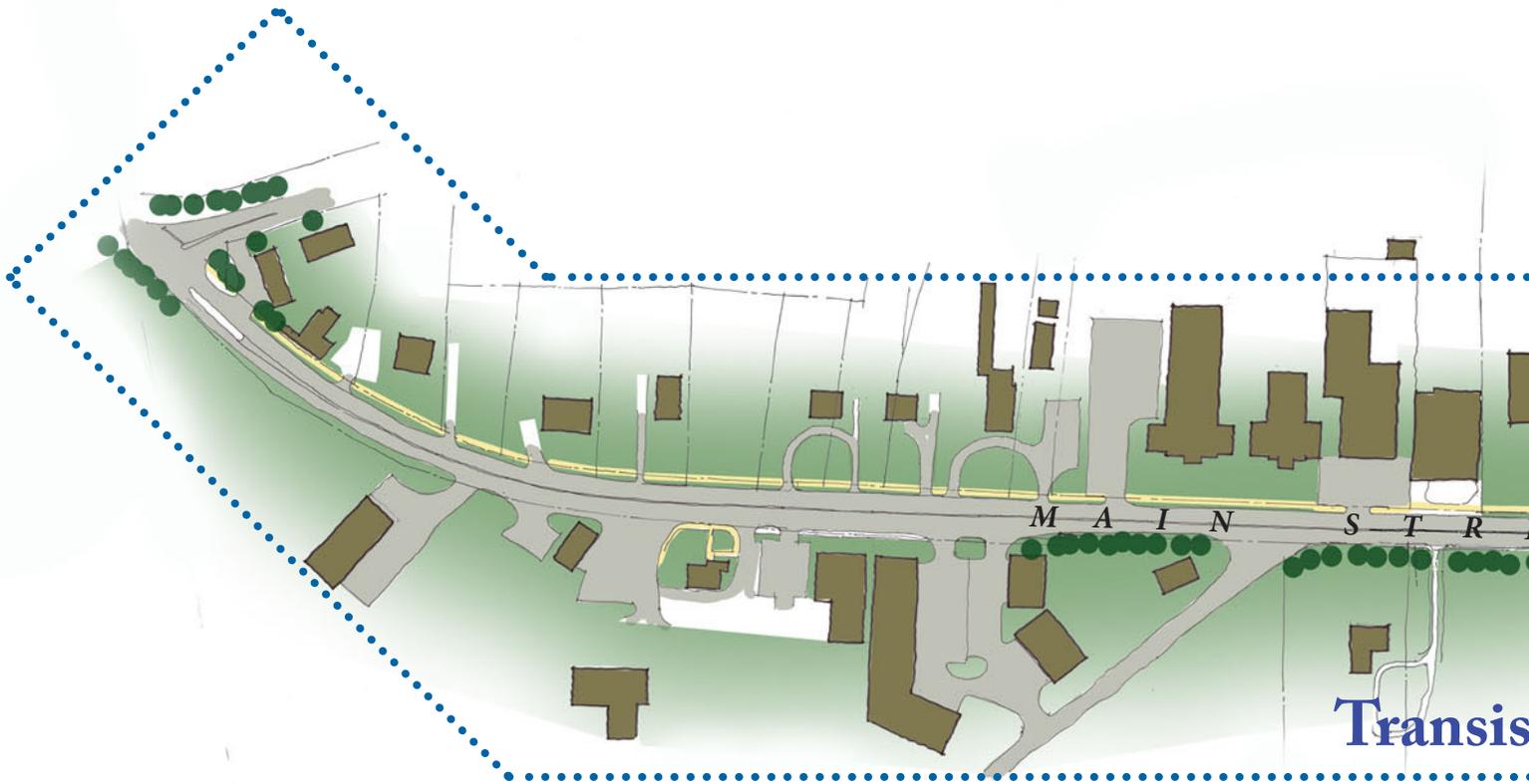
The Revitalization Plan identifies the need to enhance the buildings and street appearance of the entire length of Main Street in order to create an attractive, accommodating and business friendly environment in order to attract businesses, customers, residents, as shown in Figure 5.

Historic Downtown - The historic core of Main Street consists of tightly spaced buildings in a traditional downtown urban arrangement. This area has the greatest potential to be improved to leverage the “look-and-feel” of a traditional town by improving the building facades and street appearance to create a cohesive, charming and attractive downtown feeling. Therefore it is recommended as the **Phase 1** of planned improvements where streets, sidewalks, crosswalks, signage and landscaping can be rebuilt to reinforce a coherent feeling of a traditional downtown.

Transitional Area - The character of Main Street between Route 3 and the new park is more of a vehicular-oriented street with a 35 mile per hour speed limit. It is characterized by larger lot 20th Century developments where buildings are spaced apart from each other with more green space. Many of these properties have on-site parking and rely more on signage to identify the business or property use to a driver traveling on Main Street. In this area, pedestrian features will be less critical and the recommendations are to improve signage and select buildings that are in need of visual improvements. Visual improvements in this area should be appropriate to the existing architecture and reinforce the identity of the Historic Core and the overall goal of revitalizing the Downtown. It is recommended that this be **Phase 2** of planned street improvements.

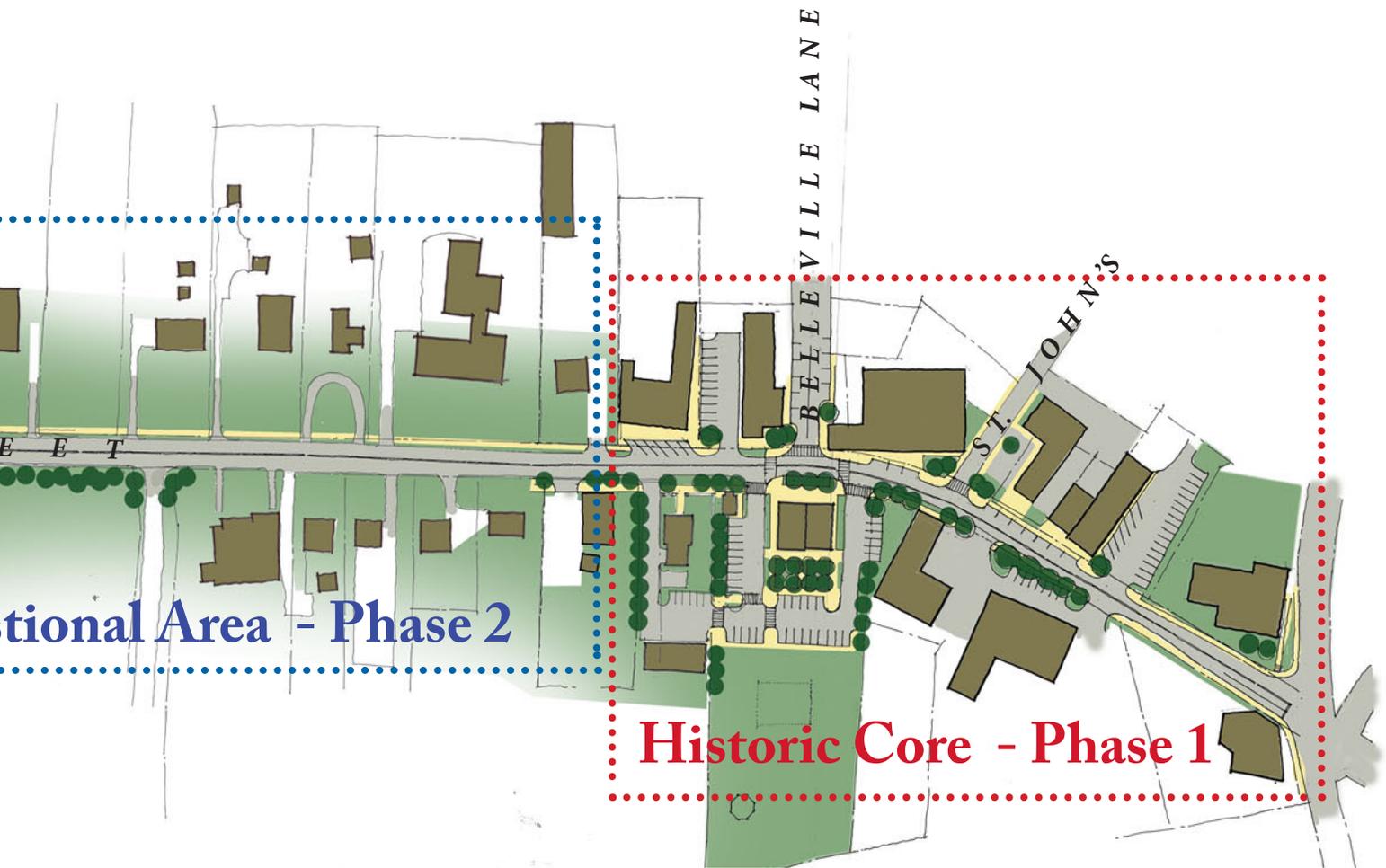
Phase 1 - Historic Core Improvements- Improvements to the pedestrian environment are critical to reinforce the image of the traditional town center character of the Town of Warsaw. These will make it more attractive and accessible for people to park and walk to the business uses at the center of town. Pedestrian improvements should include sidewalk improvements throughout the downtown. There should also be improved signage, streetscaping and landscaping to create more shade areas for pedestrians and improvements to street lighting. Figure 4 illustrates a series of long term improvements to the pedestrian environment which could be implemented in a phased approach over time.

- *Narrow the travel lane widths along Main Street to calm traffic and create space for landscaping*
- *Reconstruct the sidewalks and curb and gutter to define parallel parking*
- *Add landscaping and street trees at strategic locations*
- *Coordinate with planned storm drainage improvements*
- *Create a public events “Town Square” adjacent to the Playground in the heart of the Downtown*
- *Add decorative street lighting, banners, benches and signage*



Overall Revitalization Plan

Figure 5 Overall Plan of the Town Project Area illustrating Phase 1 and Phase 2



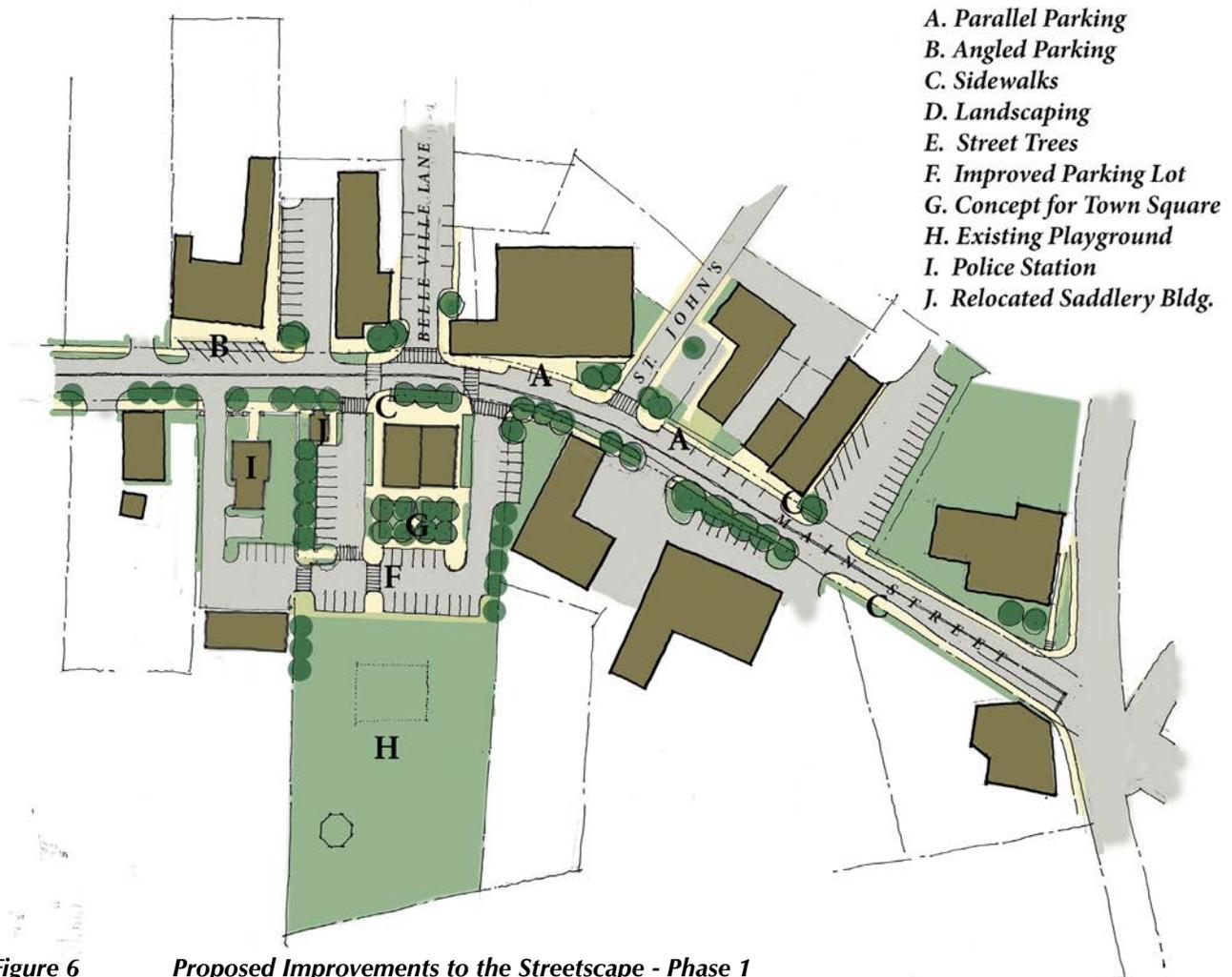


Figure 6 *Proposed Improvements to the Streetscape - Phase 1*

Phase 1 - Strengthen the Historic Core of the Downtown - In order to create a more pedestrian-oriented streetscape, it is recommended that the travel lanes through the majority of Main Street in the Phase 1 area be narrowed to accommodate more landscaping and make this area more functional for pedestrians. Narrowing the traffic lanes will allow areas for landscaped planters and trees to be planted along the street. Figure 7 and Figure 8 illustrate an ideal arrangement where trees and planters could be added if the travel lanes are reduced. Figure 6 shows how this approach could work along Main Street in a practical way to work around existing overhead utilities and existing features. The strategy should be to preserve as much existing parallel parking as is practical while addressing some of the problems that exist in the street edges now which are unattractive and unsafe.

Street trees are shown to be added on the west side of Main Street where they do not conflict with overhead utilities. Street trees are shown in select places on the east side of Main Street where space allows and they can be placed without being limited by overhead utilities.

Sidewalks at intersections should clearly define the parallel parking spaces and intersection radius. The arrangement illustrated in Figure 6 shows the sidewalks “Bumped Out” at these locations to provide pedestrians with a place to wait at crosswalks. This shortens the time to cross and provides pedestrians with a much more accommodating street scape.

Landscaped planters and tree planters could be designed to be bio-filtration features as part of the new drainage system to address sustainability and environmentally sensitive design objectives.

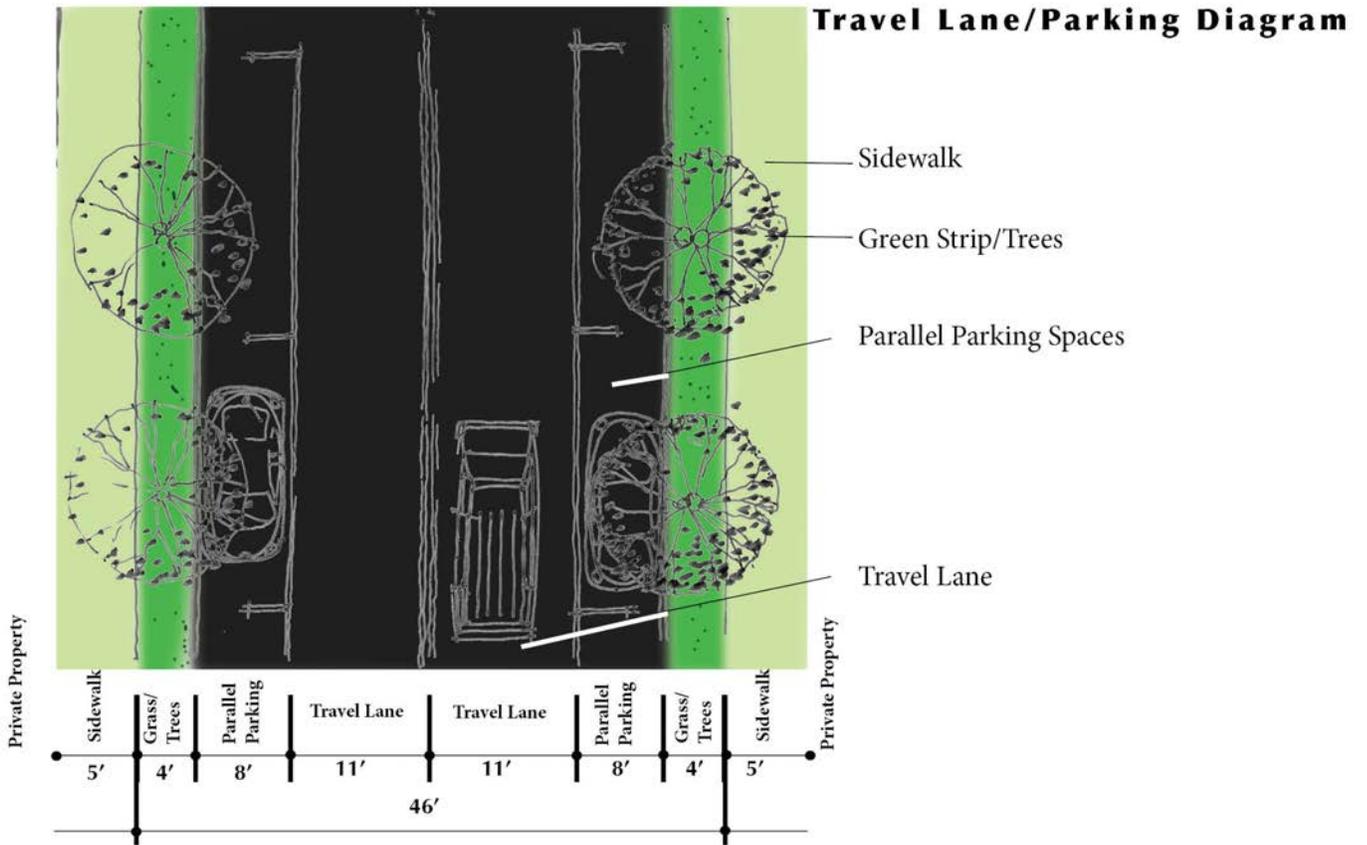


Figure 7 Phase 1 - Proposed Street Cross Section in Phase 1 Area

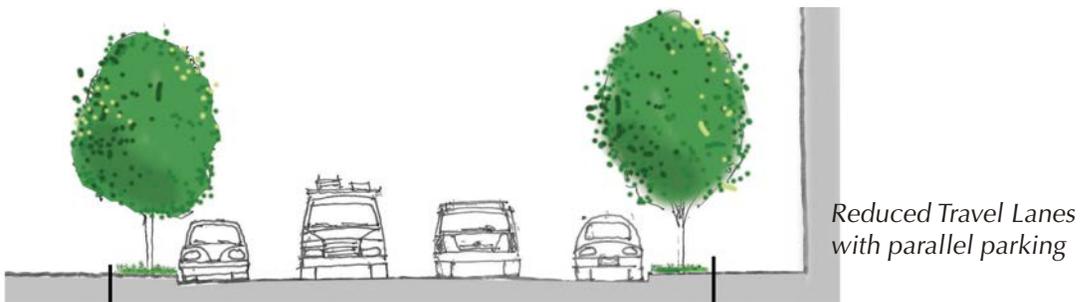
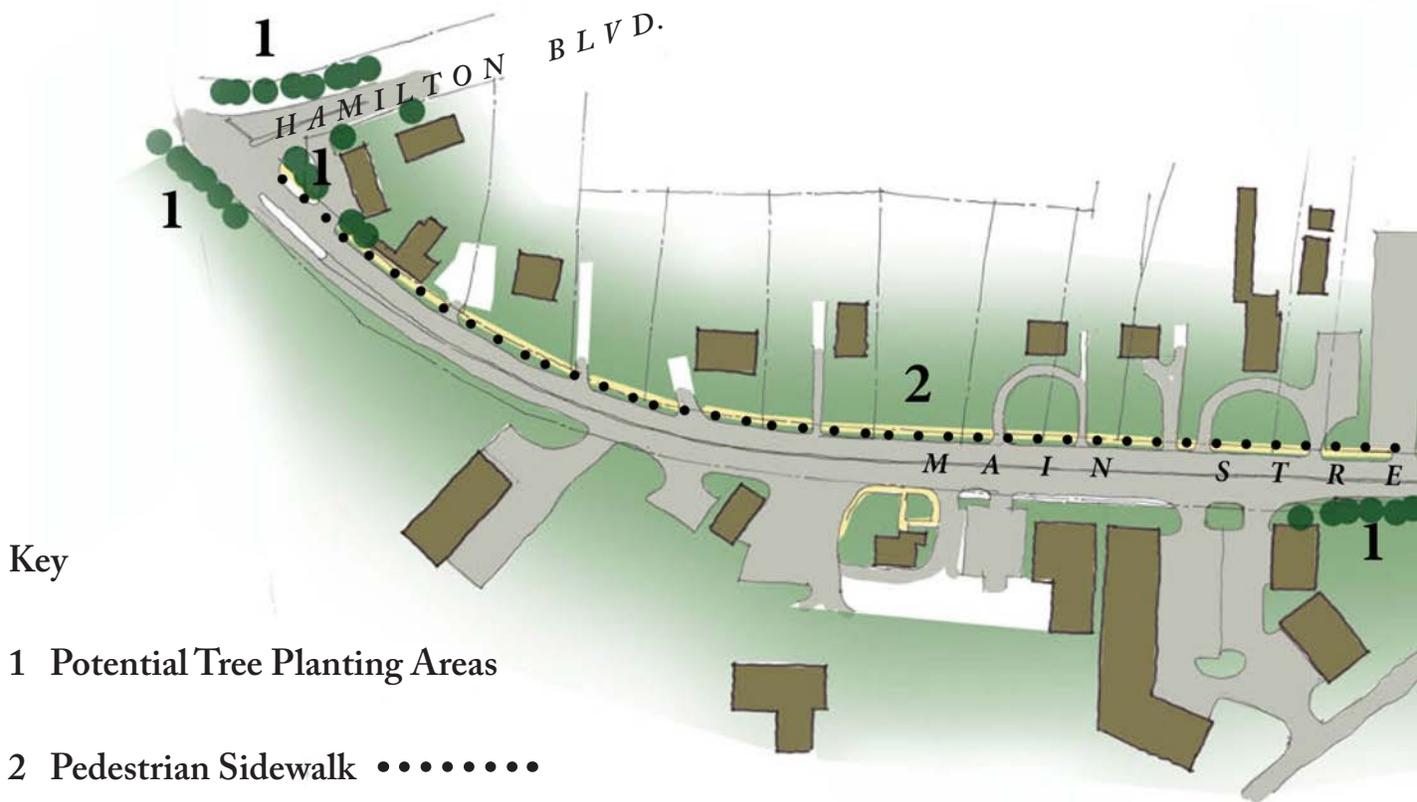


Figure 8 Reduce Travel Lanes to Accommodate Landscape & Sidewalks in Phase 1 Area

Phase 2 - Enhance the Transition Zone - The Transition Zone of Main Street is the public Right-of-Way (ROW) between the Park Site and the intersection at Hamilton Boulevard. This area of the ROW is different from the historic core in a number of ways. The general pattern of development is less dense in this area with much more open space and green area between buildings. This is a more vehicularly oriented section of the ROW which leads into and out of the historic core area. The speed limit increases in the area to 35 miles per hour and the spacing between drive entrances increases. Due to the more vehicular character of this area, suggested enhancements along the ROW are different than in the historic core. The following enhancements are recommended in this area:



Phase 2 - Revitalization Plan

Town of Warsaw, Virginia

- Narrow the travel lanes to move the east curb
- Move the East sidewalk to the West to avoid power poles
- Add street trees in areas to avoid overhead utilities
- Enhance business signage along ROW

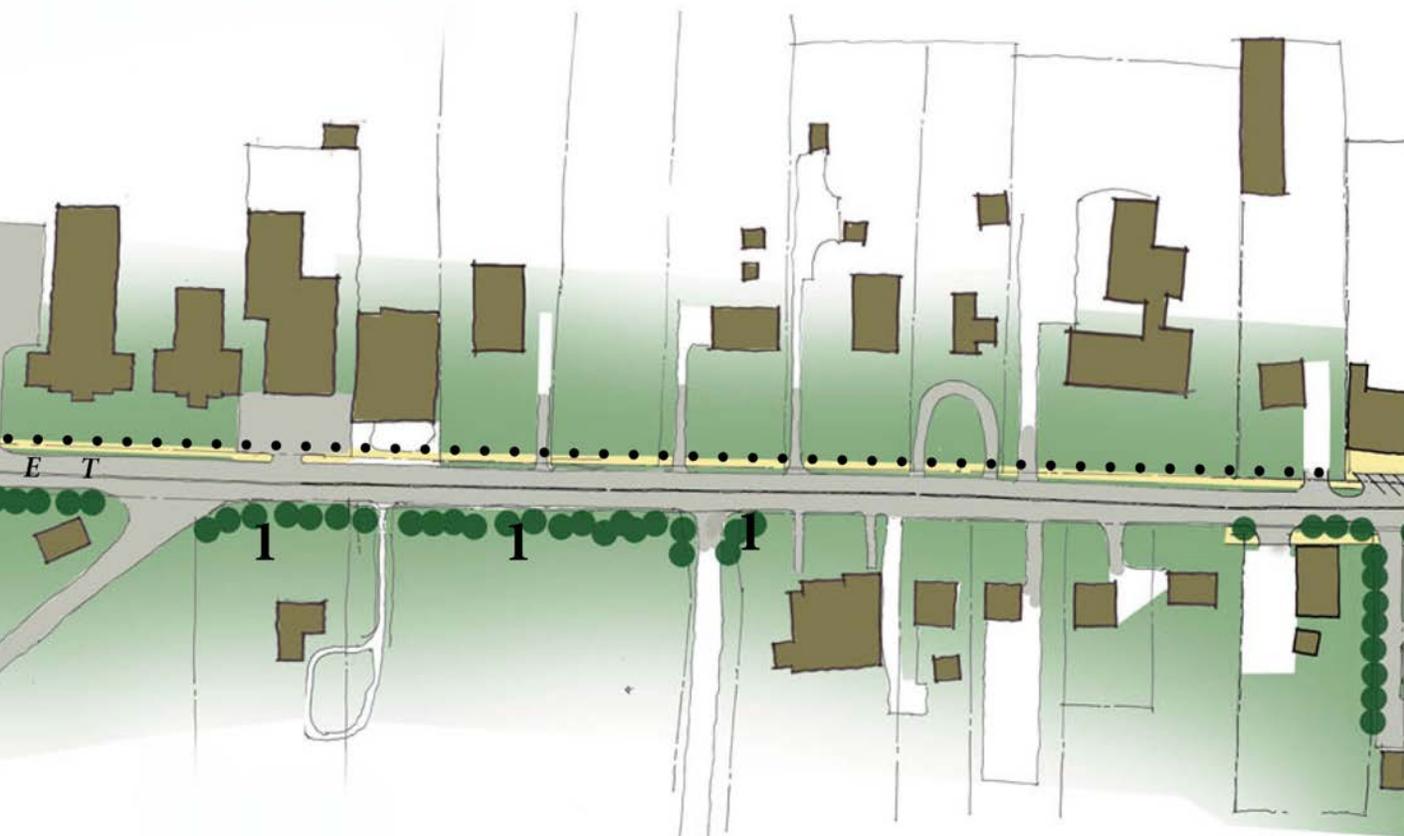


Figure 9

Improvement in the Phase 2 - Transitional Zone

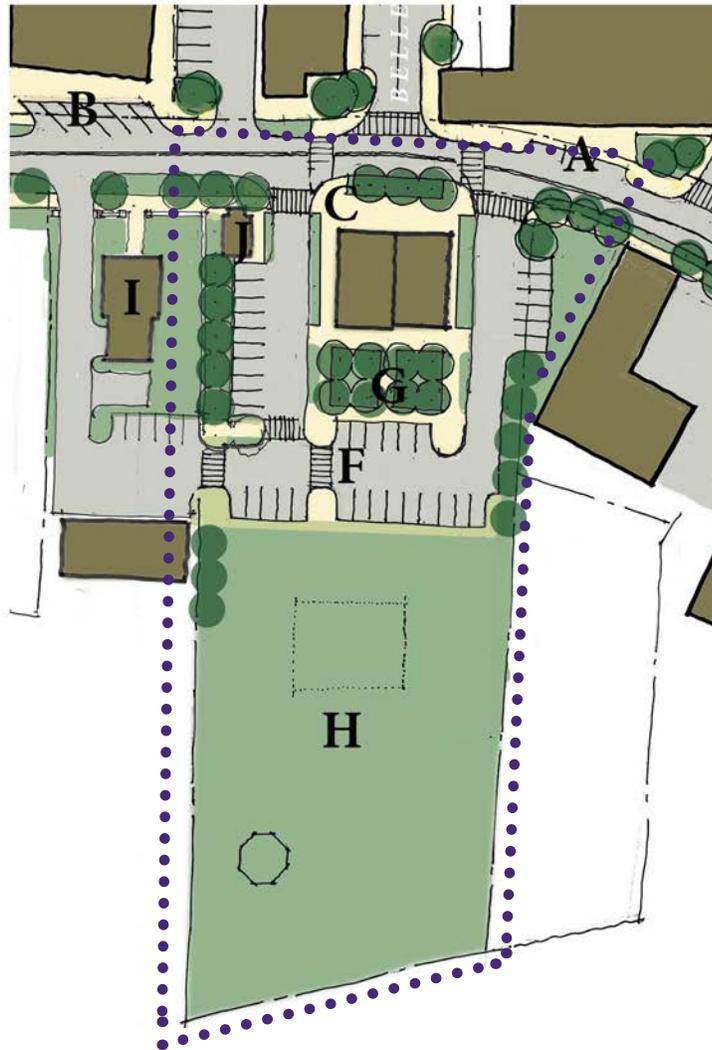
3. CREATING A TOWN SQUARE

Building Toward a Town Square - The Historic Core area needs to become the focal point and front face to the revitalized downtown area of Warsaw. Figure 9 illustrates a concept which would formalize parking around the new playground and create an open space where concerts and festivals could be held. This concept envisions removing the existing building at 133 Main Street and creating a new ingress/egress point to the park which would connect to an improved parking lot (F) adjacent to the playground. The existing buildings at 139, 145, and 149 Main Street would be rehabilitated to become prime business locations. It is envisioned that this would involve removal of some of the rear additions and construction so that an appropriate rear facade could be created. The Town may consider additional acquisition of these properties to ensure that these buildings are appropriately rehabilitated.

The focal point of the square (G) would be a landscaped central area where concerts, gatherings and festivals could be held. This should be well landscaped as a pedestrian area with grassy areas and sufficient sidewalks for access. A band area could be created as an outdoor venue for entertainment.

Saddlery Building - It is recommended that the Saddlery Building be relocated to this site as shown in Figure 8 (J) to enrich the architectural character of the Town Square and help define its entry.

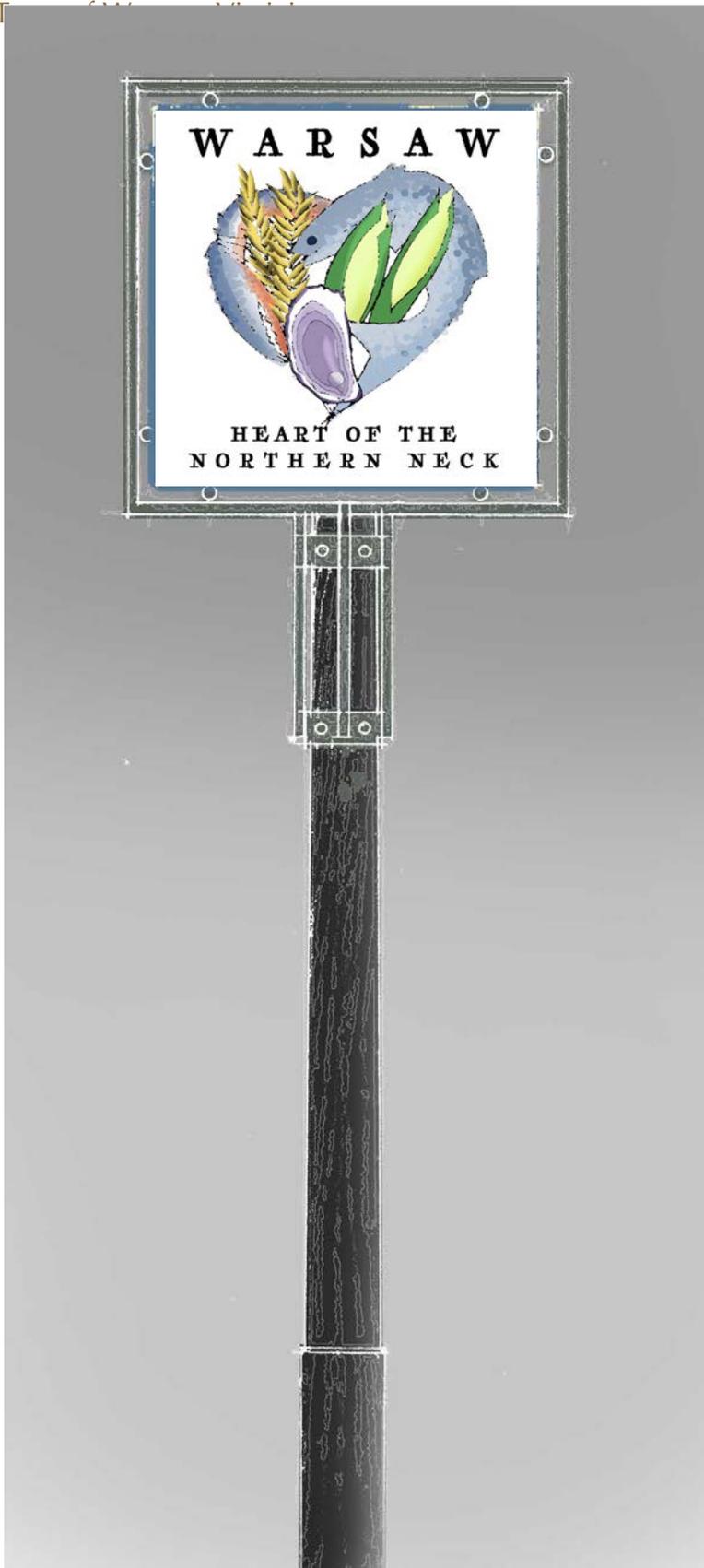
Police Building - The Town has acquired 179 Main Street and is planning to rehabilitate this property to serve as a police building. It is recommended that this former service station be enhanced to create a much nicer exterior which would be contribute a strong architectural character to the Town Square. A brick wall is suggested along the front of this property as well as decorative fencing and landscaping of the property to create a nice and appropriate edge along the Town Square area.



Town Square Plan

- A. Parallel Parking
- B. Angled Parking
- C. Sidewalks
- D. Landscaping
- E. Street Trees
- F. Improved Parking Lot
- G. Concept for Town Square
- H. Existing Playground
- I. Police Station
- J. Relocated Saddlery Bldg.

Figure 10 Improvements to Playground Area to Define a Town Square Gathering Place



4. SIGNAGE

Gateway Signage - In order to establish a branded identity, gateway signage to the downtown area. Figure 10 illustrates a monumental sign design to incorporate the iconic images of Warsaw and “Heart of the Northern Neck” into a concise and beautiful sign. This type of sign can be located at the heart of the downtown area as well as at its entrance gateway locations.

Business Signage - Figure 12 illustrates a simple traditional building mounted signage that is appropriate where there is limited or no front yard area for a business. Other forms of signage can include freestanding signs, window mounted signs, projecting signs and other forms of retail signage. It is critical that all forms of new signage be high quality, of traditional design and externally lit as opposed to more modern internally lit signs.

Figure 11 Proposed Gateway Signage

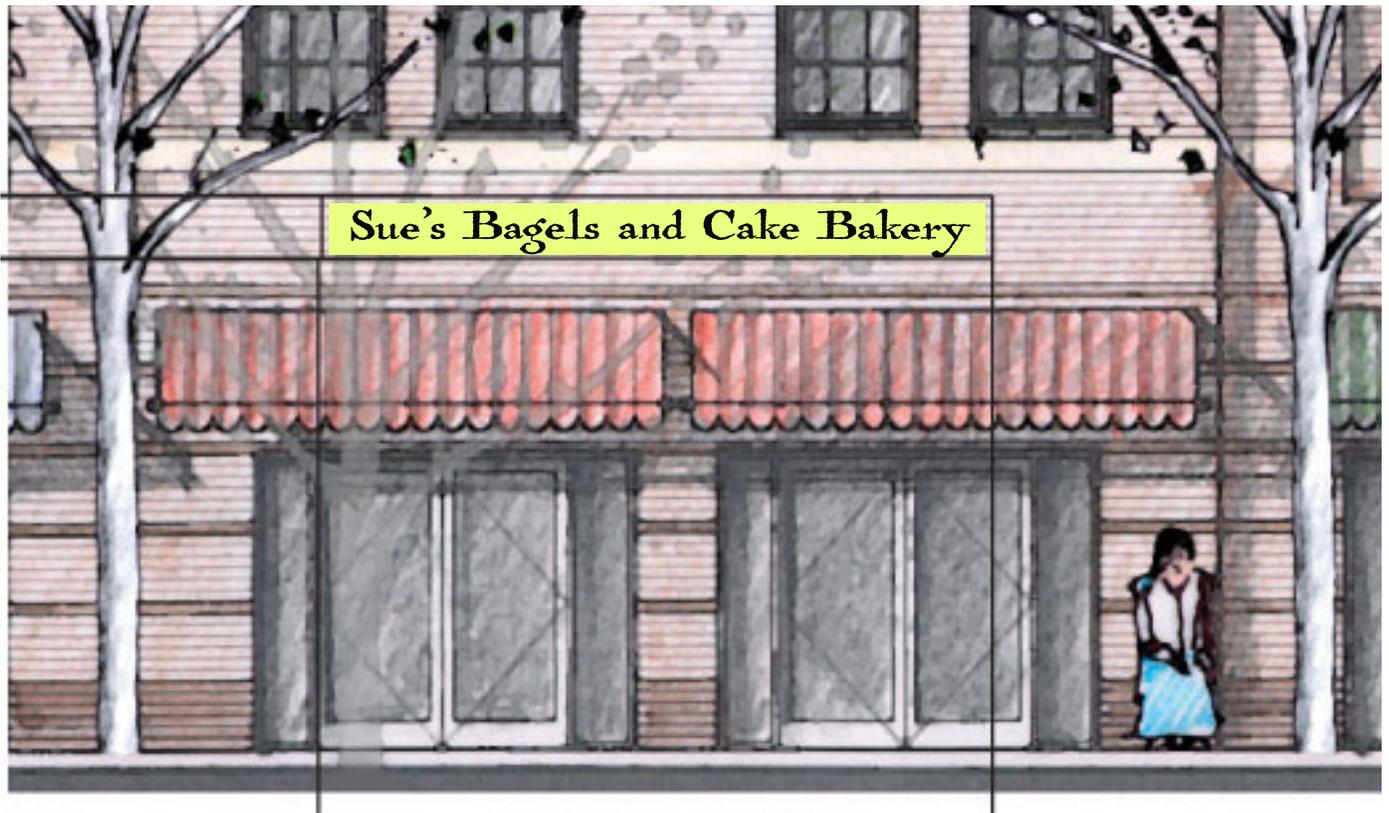


Figure 12 Examples of Building Mounted Signage, Awning Signs, and Projecting Signs

Town of Warsaw, Virginia

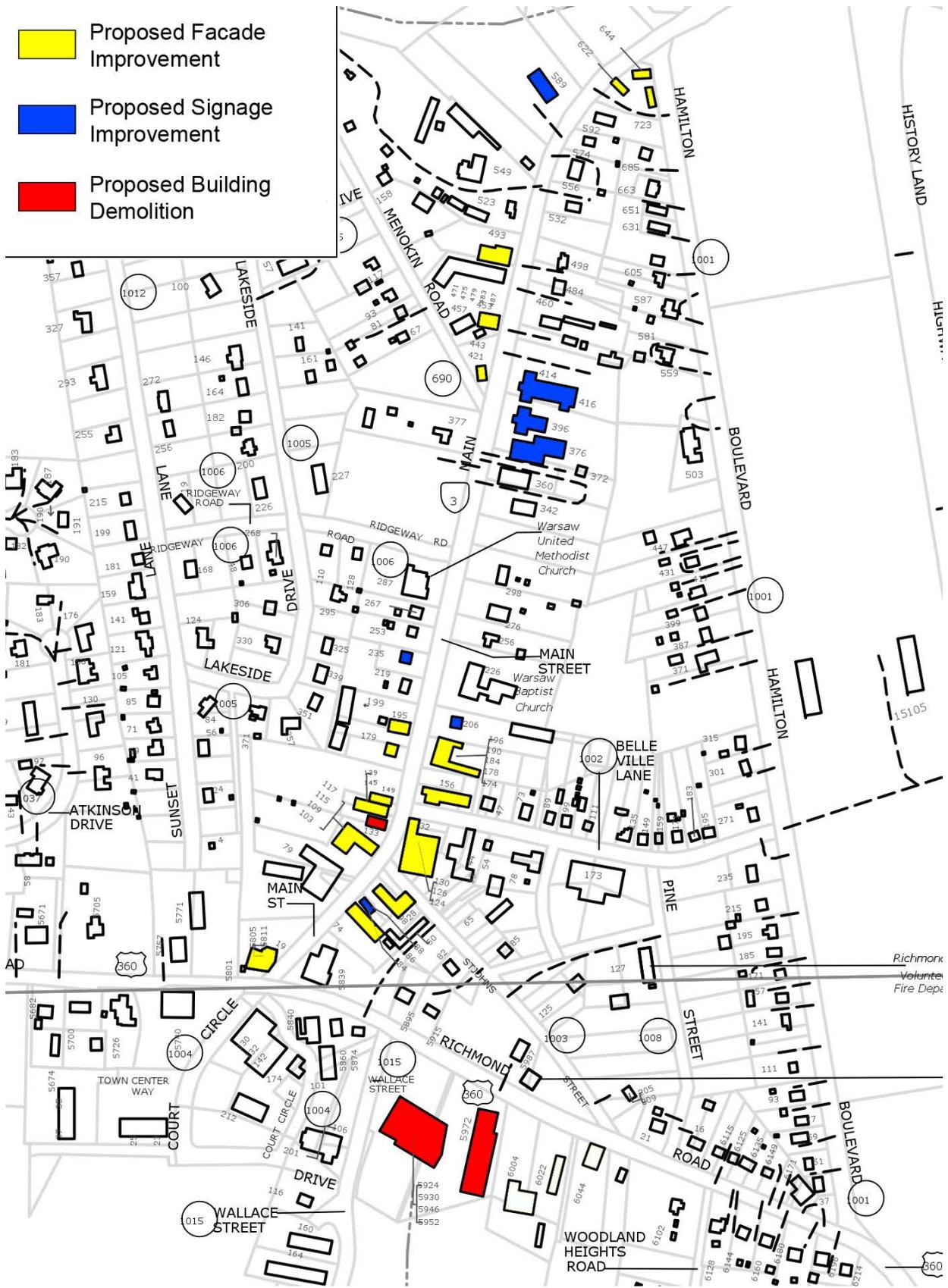


Figure 13 Map of Proposed Building Demolition, Facade Improvements & Signage Improvements



Facade Improvement Plan

Proposed Demolition and Improvements

Several Buildings are recommended for demolition. The town acquired 133 Main Street with the intention of demolishing this building to eliminate the blighting influence of this deteriorated concrete block structure. The other recommendation is for the Town to acquire the former shopping center property at addresses 5924, 5930, 5946 and 5952 (AKA the Bottom) and demolish the buildings and redevelop the property as part of a stormwater drainage project that is concurrently being studied. This would remove a visual blighting condition and allow the development of natural and sustainable drainage pond with a recreational use.

Improvements to building facades, signage and landscaping can have a profound transformative effect on the image of the downtown area and capture much greater interest and attention by users and vehicular traffic. The appearance of building facades has a major influence on decisions that a business owner makes on whether or not to locate a business in a certain area. Appearance is also a major factor in attracting the attention of shoppers, tourists and visitors to an area.

Building facade improvements on traditional buildings should seek to restore a traditional appearance to the historic buildings communicating the special mixed-use downtown image that visitors can identify as a small-scale shopping/dining/services district. In some cases this can be accomplished simply by repainting building facades, replacing awnings with high-quality fabric awnings that are nicely colored and detailed. In other cases, layers of siding and coverings over the original facade can be removed to reveal a much more interesting original facade with window openings and original details that when rejuvenated to reveal the original design of the building. Many of the buildings in the project area have metal roofed awnings that were added in the mid-to-late 20th Cen-

ture. In most cases, these awnings have been installed above the windows and dominate the building facade appearance and reduce the area available on the facade for building mounted signage. In general, it is recommended that metal awnings be removed and replaced with fabric awnings. Fabric awnings can be mounted lower to make more space above the awning for building signage. This approach is illustrated in Figures 14, 15 and 17.

Buildings which are mid-20th Century may require a more modern facade design to achieve an appropriate appearance. Buildings at 124 Main Street and 130 Main Street are examples of more modern building facades. These buildings should be improved with more contemporary designs to add detail, window and door openings, awnings and signage that is in scale with the other adjacent building facades. Figures 16 and 17 illustrate suggested approaches to improving these building facades in a

Create nicely detailed side porch with metal roof - consider widening for outdoor seating

Replace siding and windows and repaint facade. Install new fabric awning with integral sign

Install new projecting sign for pedestrian and vehicular visibility



Figure 14 Illustrative Concept for 115 Main Street

more contemporary design that is compatible with the older historic facades.

and Color coordination with the facade paint, awning colors, shutters or other details can make individual buildings gleam on the street and drive customer interest in what is offered at a business location.

Figures 14, 15, 16 and 17 on the following pages illustrate how these strategies can be applied to buildings in the downtown to achieve this goal. In most cases, awnings, details, signs and paint are sufficient to make a dramatic transformation. Some buildings (e.g. 126 Main Street) have been heavily altered over their lifespan literally covering up much of the original detailing, materials and charm of the original building. In these cases, the best course of action for a dramatic facade improvement would be to peel back the many layers of siding, inappropriate awnings and incompatible windows and rehabilitation

Repair and paint building facade and sides of building

Install new awnings for each address - colors can vary, pattern should be consistent

Remove old signage and Install new building mounted or projecting signage

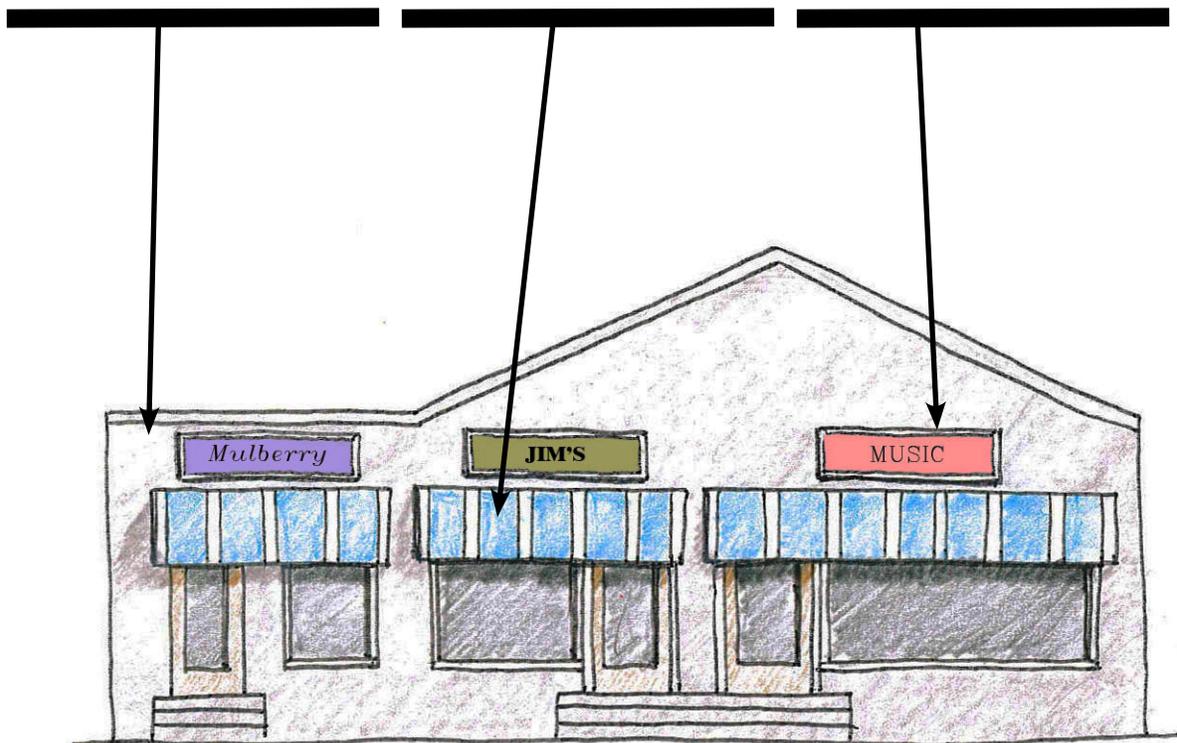


Figure 15 *Illustrative Concepts for 139, 145 and 149 Main Street*

these buildings to resemble the original design. In other cases, some mid-20th Century buildings may require improvements that either restore their original design features or, if non-historic, a new facade design that is compatible with the scale and character of the downtown district.

Signage improvements are also key in revitalizing the downtown area. Signage improvements alone can contribute to a much more attractive downtown that clearly communicates the quality and character of the business and offerings that lie inside the doors to a shop or building. Table 1 provides a list of properties that have been identified as candidates for facade improvements and signage improvements.

Consider painting existing brick facade, removal of existing awning and installation of new fabric awnings, and add signage above awnings.

Consider a complete rehabilitation/enhancement of the facade around the mid-20th Century moderne theme of when this building was built. Consider adding windows to the upper story for residential or upstairs offices. Add detail to the existing awning and signage along top of marquee. Paint facade.

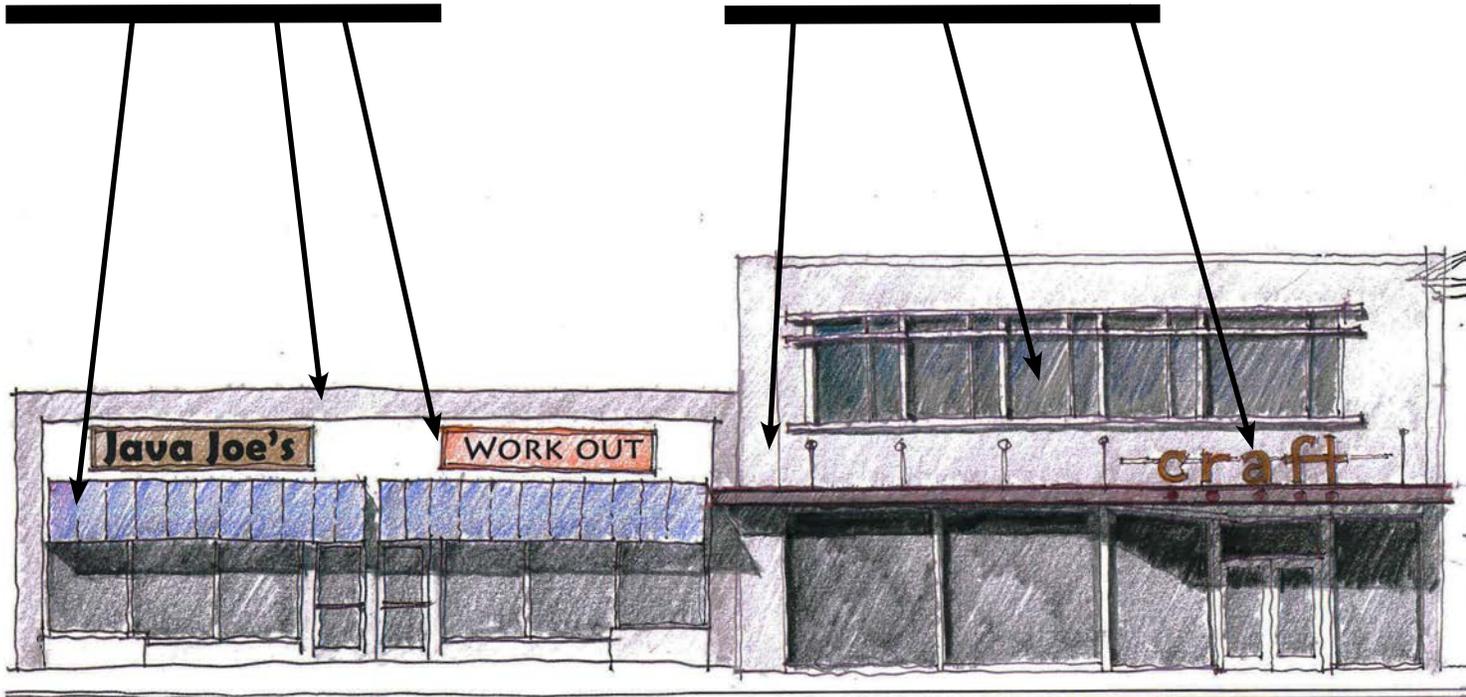


Figure 16 Illustrative Concepts for 130 Main Street and 132 Main Street

Consider complete rehabilitation of original building facade. Remove all wall coverings and awning materials, install new double hung windows in upper story, install new fabric awnings

Install new building mounted signage

Develop a separate architectural theme for this building. Consider modern theme and differentiate from adjacent building.



Figure 17 Illustrative Concepts for 124 Main Street and 126 Main Street

Recommended Façade and Signage Improvements

No.	Street Address	Suggested Action(s)	Façade	Signage
1	74 Main Street	Replace awning, paint brick and metal panels and upgrade storefront	x	
2	84 Main Street	Add awning, signage and entry improvements	x	x
3	98 Main Street	Add awning and improve signage	x	x
4	24 Main Street	Complete façade improvement, add windows, replace awning, upgrade storefront windows, signage and paint	x	x
5	126 Main Street	Complete façade improvement to resemble the original façade, restore windows in upper level, replace awning with fabric awning, upgrade storefront, signage and landscaping	x	x
6	130 Main Street	Complete Façade Improvement to resemble the original façade improvement in the 1950's modern style, add windows in upper level, improve awning , upgrade storefront and signage	x	x
7	132 Main Street	Replace awning with fabric awning, signage and paint brick	x	x
8	156 Main Street	Signage and landscaping improvements	x	x
9	19 Main Street	Replace siding and repaint, replace awnings to period awnings and upgrade signs	x	x
10	115 Main Street	Replace siding and repaint, replace windows and consider rebuilding side porch to expand outdoor seating. Improve signage.	x	x
11	109 Main Street	Repaint, install signage at front of property	x	x
12	139 Main Street	Replace awning with fabric awning, signage and paint façade, replace windows and doors, improve entry and signage	x	x
13	145 Main Street	Replace awning with fabric awning, signage and paint façade, replace windows and doors, improve entry and signage	x	x
14	149 Main Street	Install stucco and repaint, replace awning with fabric awning, install new doors and upgrade signage	x	x
15	195 Main Street	Repaint, replace asning with new fabric awning, replace sign and upgrade landscaping.	x	x
16	206 Main Street	Upgrade signage		x
17	174 Main Street	Repaint brick and siding, replace awnings with fabric awnings, improve signage	x	x
18	235 Main Street	Improve signage		x
19	396 Main Street	Improve signage		x
20	376 Main Street	Improve signage		x
21	414 Main Street	Improve signage		x
22	421 Main Street	Repaint, enhance detailing of façade, improve entry and signage	x	x
23	453 Main Street	Paint brick and improve signage	x	x
24	493 Main Street	Paint brick and improve signage and landscape	x	x
25	589 Main Street	Signage improvement		x
26	644 Main Street	Repair siding, repaint and improve signage	x	x
27	622 Main Street	Repaint and improve signage	x	x



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2. ECONOMIC RESTRUCTURING PLAN APPENDIX A: NEWSPAPER HEADLINES

At the community visioning session those in attendance were asked to develop a series of newspaper headlines that would reflect the economic accomplishments that had been made over the period 2015 to 2025. Here is the listing of those headlines developed by the group illustrating what the group would consider “success” of the Town’s economic development efforts.

Newspaper Headlines – 2025

- Businesses Prosper
- Population Growth Exceeds Expectations
- Warsaw/Richmond Co. is a Travel Destination
- Warsaw: Attractive and Unique
- Walk to the Downtown Shops at Warsaw
- Wineries Welcome at Town Park
- From Town to Community
- From the River Flows Prosperity
- Look what We Did!
- Youth Activities
- Town Park Brings Fun Back to the Town
- Warsaw Businesses and Residential Boom
- Getting Traction: Pedestrian Friendly Town

Based upon the newspaper headlines the following themes emerged.

Common Themes from Newspaper Headlines

- Prosperous Businesses
- Connectivity – Pedestrian, Interpersonal, Technology, transportation
- Regional Hub – commercial center, Trail crossroads, public service center
- Place where things are happening – events, youth activity, growth
- Attractive community, buildings, streetscapes, respect for historical character
- Envable Quality of Life

3. ECONOMIC RESTRUCTURING PLAN APPENDIX B: WARSAW/RICHMOND COUNTY ECONOMIC BASE ANALYSIS

Overview

Market Area The Town of Warsaw is the County seat of Richmond County situated on the Northern Neck in the eastern portion of Virginia. The Town is at one of the major gateways to the Northern Neck located at the intersection of U.S. Route 360 and State Route 3. This strategic location makes the Town of Warsaw a commercial hub for the Northern Neck and enables easy access to the major metropolitan areas located in eastern Virginia. Warsaw is 50 miles, 1 hour, northeast of the city of Richmond, 50 miles, 1 hour, southeast of Fredericksburg and 120 miles, 2 hours, southeast of Washington, D.C. Warsaw is the central location for many governmental and professional services serving the Northern Neck and Essex County. The commuting patterns of workers in and out of the community indicates that the market area is primarily Richmond, Lancaster, Northumberland, Westmoreland and Essex Counties.

For purposes of analysis, the primary market area was considered to be Richmond County and all of the Northern Neck, Richmond, Lancaster, Northumberland and Westmoreland Counties. The secondary market area is considered to be the Chesapeake Bay Region (Virginia’s River Country), Essex, King and Queen, King William, Lancaster, Northumberland, Mathews, Middlesex, Richmond and Westmoreland Counties.

The market area may vary based upon the type of business or service offered. Local services such as banking, beauty salon, grocery stores, etc. tend to serve a local, Richmond County population. Some services or business tend to serve a larger market, auto dealers, general department stores, specialty retail, etc. These types of services would serve all of the Northern Neck population. Highly specialized businesses and services would serve even a larger market area. For these types of businesses and services all of the 9 Counties of Virginia’s Chesapeake Bay, Essex, King and Queen, King William, Lancaster, Mathews, Middlesex, Northumberland, Richmond and Westmoreland Counties.

Population

Estimated Population – The estimated population of the Town of Warsaw is 1,495 persons in 2015. The population of the market area has remained constant since the 2010 census. While Virginia’s population has grown by 4.1% the population of Richmond County has declined slightly, the Northern Neck and Chesapeake Bay regions have grown slightly, .7% and 1% respectively. Most all of that growth in the region occurred in Westmoreland and King William Counties.

Locality	April 1, 2010 Census	July 1, 2014 Estimate	Change since 2010 Census	
			Numeric Change	Percent Change
Virginia	8,001,024	8,326,289	325,265	4.1%
Richmond County	9,254	9,183	-71	-0.8%
Northern Neck	50,429	50,775	346	0.7%
Chesapeake Bay Region	95,143	96,049	906	1.0%

Population Characteristics – The gender distribution for Richmond County is skewed towards a larger male population than the Northern Neck, Chesapeake Bay region or Virginia.

Gender Distribution (2013)	Male	Female
Virginia	49.2%	50.8%
Chesapeake Bay Region	49.0%	50.7%
Northern Neck	49.8%	50.2%
Richmond County	55.7%	44.1%

The Warsaw market area has a larger black and minority population than Virginia but does not have as large a Hispanic population as the State. The primary market area is about 27% black and 4% Hispanic compared to 18% black and 8% Hispanic for Virginia.

Race/Ethnicity (2013) Classification	Virginia	Richmond County	Northern Neck	Chesapeake Bay Region
White	65.21%	62.79%	65.69%	69.47%
Black	18.11%	28.69%	26.82%	23.69%
Hispanic (may be of any race)	7.94%	5.82%	3.85%	3.33%
Two or More	2.50%	1.59%	1.50%	1.81%

The Median age of the market area, 49 years, is considerably older than Virginia, 37.5 years, with Richmond and King William Counties having the youngest average population in the Chesapeake Bay Region at 40 and 44 years respectively. Richmond County's population is on average six and half years older than Virginia.

Median Age (2013)	Years
Virginia	37.6
Essex	45
King and Queen	47
King William	40
Lancaster	56
Mathews	51
Middlesex	53
Northumberland	55
Richmond	44
Westmoreland	48

Due to the older age of the population the average household size is smaller. Richmond County’s household size, 2.56, approaches Virginia’s, 2.6, but the Northern Neck and Chesapeake Bay regions are considerably smaller, 2.33 and 2.41. Lancaster and Northumberland Counties’ Household size is smallest at 2.1.

Persons per Household

Richmond County	2.56
Northern Neck	2.33
Chesapeake Bay	2.41
Virginia	2.6

Population Projections (2020 – 2040)

The population of the market area is projected to grow much more slowly than Virginia over the next 25 years. Virginia’s population is projected to grow about 20% between 2020 and 2040 as compared to Richmond County at 9%, the Northern Neck at 8% and the Chesapeake Bay region at 9%. Richmond County’s population is only projected to grow by 400 people over the next 25 years. The Northern Neck is projected to grow by slightly less than 6,000 people and the larger Chesapeake Bay region slightly more than 14,000.

Population Projections

	2014	2020	2030	2040
Richmond	9,183	9,727	10,175	10,587
Northern Neck	50675	52,444	54,511	56,443
Chesapeake Bay	105132	109,823	114,752	119,249

Population Projections - % Change

	2020-2030	2030-2040	2020-2040
Virginia	9.46%	9.17%	19.51%
Richmond	4.60%	4.05%	8.83%
Northern Neck	3.94%	3.94%	7.63%
Chesapeake Bay	4.49%	3.92%	8.58%

Population Projections by Age (2020 – 2040)

By 2040 Virginia's youth and young adult population, below 35 years of age, is projected to be about 45% of the population. In the Northern Neck this youthful population is projected to be less than 30% of the population. On the reverse side, in the Northern Neck, the older empty nesters and retirees, 50 and older, will make up about 55% of the population. This compares to slightly less than 35% for Virginia. Almost all to the population increase between 20020 and 2040 in Richmond County, the Northern Neck and Chesapeake Bay regions, will be in the over 65, retiree, age group.

Population Projections by Age - 2040				
	Richmond County	Northern Neck	Chesapeake Bay	Virginia
	%	%	%	%
0 - 19	15.62%	17.29%	19.15%	25.24%
20 - 34	14.73%	11.71%	12.68%	19.90%
35 - 49	21.55%	15.51%	16.88%	20.35%
50 - 64	22.69%	22.34%	21.34%	16.43%
65 +	25.41%	33.15%	29.95%	18.08%

Population Projections by Age - % Change			
	Richmond	Northern Neck	Chesapeake Bay
2020-2040	%	%	%
0 - 19	-6.28%	4.58%	10.51%
20 - 34	-11.66%	-4.70%	-2.58%
35 - 49	11.21%	14.88%	25.08%
50 - 64	19.73%	-12.08%	-17.01%
65 +	87.00%	97.32%	83.99%

Household Projections (2020 – 2040)

With the continual aging of the population in the market area the household size should continue to decline over the next 25 years approaching the 2.1 household size of Lancaster and Northumberland Counties. Given the population projections and a projected smaller household size, the total number of households increases over time. Households are projected to increase by 1000 for Richmond County, 5,000 for the Northern Neck and 13,000 for the Chesapeake Bay Region. Economic activity is based upon household consumption thus a potential for continued economic expansion in the senior market in the years ahead.

Household Projections				
	2014	2020	2030	2040
Richmond	3,587	4,053	4,424	4,812
Northern Neck	21,796	22,802	24,778	26,877
Chesapeake Bay	43,623	47,749	52,160	56,785

Household Projections % Change				
	2014-2020	2020-2030	2030-2040	2014-2040
Richmond	12.99%	9.15%	8.78%	34.15%
Northern Neck	4.61%	8.67%	8.47%	23.32%
Chesapeake Bay	9.46%	9.24%	8.87%	30.17%

Employment

Employment Characteristics

Total employment in Richmond County is 2828 workers in the 4th quarter of 2014. The economy of Warsaw/Richmond County and the Northern Neck has lagged behind Virginia. The unemployment rate has consistently averaged 2% points higher than Virginia and incomes are about 80% of Virginia. The transition from a rural natural resource based economy, agriculture, forestry and seafood, to a more modern information and service based economy has not occurred based upon a variety of factors including the educational attainment of the population. The workforce in the market area has a less formal education than Virginia even though the high school graduation rates are comparable. Richmond County, the Northern Neck and the Chesapeake Bay Region continues to see a net out-migration of its youth after graduation from high school with few returning until later in their life.

Unemployment Rate (November 2014)	Richmond County	Northern Neck	Chesapeake Bay Region	Virginia
	6.8%	6.2%	5.6%	4.5%
Educational Attainment	Richmond County	Northern Neck	Chesapeake Bay Region	Virginia
On-time Graduation Rate (2013)	85.7%		89.6%	89.1%
Percentage Population age 25 + High School Graduates	73.2%	80.3%	82.7%	86.9%
Percentage Population age 25 + Bachelor's Degree or higher	10.3%	17.1%	19.6%	34.7%

Commuting Patterns

The typical commuting time for workers in the market area exceeds 30 minutes. This is consistent with other rural areas. The number of in-commuters is slightly less than the number of out-commuters. Only about 25% of the workforce of Richmond County actually lives and works in the county. Of the top 10 locations where in-commuters come from, 73% represent Westmoreland, Northumberland, Essex and Lancaster counties.

	Richmond County	Northern Neck	Chesapeake Bay Region	Virginia
Mean Commute Time (minutes)	33	30	32	27

Richmond County	
Commuting (2011)	
Live and Work in County	750
In-Commute	2686
Out-commute	2836

Richmond County

In-Commuters - Top 10 Locations

%

1. Westmoreland	365	26.30%
2. Northumberland	293	21.11%
3. Essex	204	14.70%
4. Lancaster	150	10.81%
5. Hanover	70	5.04%
6. Caroline	69	4.97%
7. Suffolk	64	4.61%
8. Norfolk	59	4.25%
9. Middlesex	58	4.18%
10. King and Queen	56	4.03%

Richmond County

Out-Commuters - Top Locations

1. Essex	266	20.51%
2. Westmoreland	260	20.05%
3. Henrico	170	13.11%
4. Fairfax	128	9.87%
5. Richmond, City	120	9.25%
6. Hanover	94	7.25%
7. Newport News	94	7.25%
8. Lancaster	88	6.78%
9. Chesterfield	77	5.94%

Employment by Sector

Government is by far the largest employer in Richmond County and the larger market area. In Virginia government employment represents about 19% of total employment. In Richmond County that percentage is double, 38%. Federal employment in the County and region represents about 1% of total employment as compared to 4.6% for Virginia. State employment is the main driver of the local economy with 28% share of total employment.

The Haynesville correctional facility is one of the County's largest employer; a concentration of state agencies in the Warsaw area, this makes Warsaw a hub of state and regional governmental services serving the Northern Neck and Chesapeake Bay region. At the crossroads of routes 360 and 3 Warsaw is strategically located to serve all of the Northern Neck.

Local government is also a main employer within the economy representing between 15% and 18% of total employment. On a statewide basis local government employment is only about 10%.

Health care has become the states largest private industry sector representing 11% of total employment. Richmond County and the surrounding market area have about that same percentage of health care workers. Given the aging population of Richmond County and the surrounding region health care should be an expanding industry sector in the future.

Retail trade represents about another 11% of the employment base statewide but only represents 8.6% in Richmond County. In the Northern Neck and Chesapeake Bay regions retail trade represents between 13% and 14% of total employment. Given the increase of on-line shopping and the strong competition for retail trade establishments in the Tappahannock and Kilmarnock communities Warsaw will have a hard time luring national retail chains that serve a regional market.

The professional, scientific and technical services sector has seen significant growth in recent years statewide. In Virginia this industry sector represents 10.6% of total employment. In Richmond County and the surrounding region this sector represents between 3% and 4% of total employment. There is significant potential for expansion in this sector if the infrastructure and workforce needed to support it can be provided.

The tourism sector is another sector that holds promise for expansion in Warsaw. Arts, entertainment and recreation along with accommodation and food services industry groups typically serve the tourists. These industry sectors statewide and regionally represent about 10% to 11% of total employment but only represent 5% of employment in Richmond County. There should be opportunities for additional future expansion in these sectors in Warsaw.

Employment by Industry %

Industry	Richmond County	Northern Neck	Chesapeake Bay Region	Virginia
Agriculture, Forestry, Fishing and Hunting	1.3%	2.6%	2.6%	0.3%
Mining, Quarrying and Oil and Gas Extraction	NA	NA	0.3%	0.2%
Utilities	NA	0.6%	0.3%	0.3%
Construction	4.0%	5.6%	5.3%	4.9%
Manufacturing	5.1%	10.0%	11.2%	6.3%
Wholesale Trade	4.6%	2.4%	2.7%	3.0%
Retail Trade	8.6%	13.2%	14.3%	11.1%
Transportation and Warehousing	1.7%	1.5%	1.3%	2.7%
Information	2.3%	1.1%	0.9%	1.9%
Finance and Insurance	2.1%	3.5%	3.1%	3.5%
Real Estate and Rental and Leasing	0.8%	0.8%	0.9%	1.4%
Professional, Scientific and Technical Services	3.9%	3.7%	3.2%	10.6%
Management Companies and Enterprises	NA	1.0%	1.8%	2.0%
Administrative and Support and Waste Management	2.9%	2.7%	2.8%	5.9%
Educational Services	NA	1.3%	0.9%	1.7%
Healthcare and Social Assistance	11.6%	12.4%	11.6%	11.0%
Arts, Entertainment and Recreation	0.6%	1.7%	1.7%	1.5%
Accommodation and Food Services	4.1%	8.4%	8.1%	8.9%
Other Services	4.2%	4.3%	4.0%	3.6%
Government Total	38.9%	23.0%	22.9%	19.0%

Federal	1.1%	1.1%	0.8%	4.6%
State	22.8%	6.4%	4.3%	4.0%
Local	15.0%	15.6%	17.8%	10.4%

Income

Income Characteristics

While median household income in Richmond County and the surrounding region has remained about 80% of Virginia's the poverty rate for the area is slightly more than Virginia's. Incomes in the region and statewide have remained relatively flat over the last 4 years when factoring in for inflation.

	Richmond County	Northern Neck	Chesapeake Bay Region	Virginia
Median Household Income (4th Q 2014) % of Virginia	\$50,110 79.30%	\$50,935 80.60%	\$52,914 83.73%	\$63,194
% Below Poverty 2011	12.80%	12.13%	12.21%	11.30%

Wages

Overall, average weekly wages in Richmond County and the region are 70% of Virginia's. There is great variance among industry sectors, with most sectors paying lower wages than the statewide average with the exception of two sectors, Administrative, Support and Waste Management and Arts, Entertainment and Recreation.

Average Weekly Wages			
2nd Quarter 2014			
Industry	Richmond	Northern Neck	Virginia
Total All Industries	\$689	\$622	\$976
Agriculture, Forestry, Fishing and Hunting	\$479	\$565	\$586
Mining, Quarrying and Oil and Gas Extraction	-	-	\$1,297
Utilities	-	\$1,517	\$1,838
Construction	\$927	\$679	\$934
Manufacturing	\$796	\$755	\$1,054
Wholesale Trade	\$699	\$707	\$1,346
Retail Trade	\$405	\$388	\$516
Transportation and Warehousing	\$486	\$680	\$924
Information	\$799	\$675	\$1,583
Finance and Insurance	\$863	\$961	\$1,447
Real Estate and Rental and Leasing	\$434	\$468	\$897
Professional, Scientific and Technical Services	\$814	\$1,088	\$1,792
Management Companies and Enterprises	-	\$1,012	\$2,026
Administrative and Support and Waste Management	\$1,283	\$653	\$706
Educational Services	-	\$858	\$789
Healthcare and Social Assistance	\$449	\$604	\$855
Arts, Entertainment and Recreation	\$717	\$499	\$427
Accommodation and Food Services	\$207	\$299	\$333
Other Services	\$583	\$450	\$751
Government Total	\$813	\$709	\$1,089
Federal	\$930	\$804	\$1,594
State	\$682	\$667	\$856
Local	\$828	\$657	\$818

Retail Sales

Taxable Sales

Retail sales in the region have continued to grow from a low during the recession in 2010 to 2014. Essex and Lancaster Counties have close to the same retail sales annually as reflected in local sales taxes collected by the Virginia Department of Taxation. Richmond County and Warsaw represent between 70% and 80% of the retail sales of Essex and Lancaster Counties. Richmond County retail sales are 50% to 90% more than Northumberland and Westmoreland Counties retail sales.

Local Sales Tax Collected - VA Dept. of Taxation					
Year	Richmond	Essex	Lancaster	Northumberland	Westmoreland
2009	\$1,046,831	\$1,732,228	\$1,657,083	\$698,374	\$889,466
2010	\$985,705	\$1,565,468	\$1,497,706	\$592,444	\$814,676
2011	\$1,309,817	\$1,879,479	\$1,828,497	\$716,054	\$967,670
2012	\$1,213,795	\$1,785,922	\$1,638,434	\$660,524	\$873,359
2013	\$1,268,835	\$1,842,608	\$1,656,200	\$675,737	\$862,892
2014	\$1,214,555	\$1,710,347	\$1,534,980	\$662,734	\$856,263

2014 data was for January through November only

Per Capita Taxable Sales

On a per capita basis, Richmond County's retail sales are less than half of the retail sales of Essex and Lancaster Counties' and 50% more than Northumberland and Westmoreland Counties'. There is great variation in the retail sales per capita among the different categories of business establishments. Richmond County has significantly lower retail sales in general merchandise and food service and drinking places than Essex and Lancaster Counties.

Taxable Sales Per Capita 2nd Quarter 2014					
Deposits of Sales Tax Revenue Made During the Period 5/01/ 2014 to 7/31/ 2014					
Business Classification	Richmond	Essex	Lancaster	Northumberland	Westmoreland
Total	\$1,395.79	\$2,845.28	\$3,322.23	\$957.09	\$973.18
Motor Vehicle and Parts Dealers	\$118.26	\$94.36	\$88.52	\$19.18	\$58.20
Food and Beverage Stores	\$352.35	\$262.24	\$589.94	\$360.56	\$468.44
Gasoline Stations	\$88.17	\$134.81	\$93.04		\$95.11

Clothing and Clothing Accessories Stores	\$3.55	\$128.69	\$143.36	-	-
General Merchandise Stores	\$202.56	\$1,173.75	\$908.27	\$117.32	\$72.03
Miscellaneous Store Retailers	\$95.44	\$91.99	\$68.31	\$17.47	\$4.61
Nonstore Retailers	\$269.44	\$2.49	\$22.41	\$38.56	
Rental and Leasing Services	\$8.65		\$23.88	\$6.20	\$2.68
Professional, Scientific, and Technical Services	\$16.57	\$2.28	\$21.20	\$2.28	-
Food Services and Drinking Places	\$151.92	\$398.68	\$304.53	\$75.28	\$149.00
Repair and Maintenance	\$28.95	\$89.04	\$68.45	\$56.73	\$18.63
Personal and Laundry Services	\$15.31	\$8.71	\$21.65	-	\$10.39

Findings

- Slow Population and Economic Growth
- Senior Population Growth
- Senior Household Growth
- Continued Income Stagnation
- Government Sector Strength
- Potential Tourism Related Growth

Warsaw and its market area are stable and strong. The employment and population base is stable with reliable, well-established businesses and industry sectors. Warsaw continues to serve as the hub of

governmental services serving all of the Northern Neck and a portion of the Middle Peninsula.

Warsaw and its market area are projected to see slow population and economic growth over the next 25 years. Most all of that growth will be a result of a growing senior population primarily retirees 65 years of age and older. There is a projected increase households do to a continued decline in household in the market area. This increase in households will create additional demand for housing, services and commerce.

Household incomes and wages have lagged behind the state and are not projected to grow significantly. Household incomes are unlikely to grow Increase significantly in the years ahead. Since Warsaw is the home of several quality education institutions, the local school system, the regional vocational school and Rappahannock Community College it is well positioned to compete for residential location of those young families with children locating to the area.

The major economic sector currently driving the local economy is government, particularly state government employment. Warsaw and Richmond County is the hub of numerous governmental services serving a large region. Without significant expansion in federal and state budgets, government employment is not projected to increase significantly in the years ahead.

The local economy lags in retail employment and spending related to tourists, accommodations, entertainment and eating establishments. There is the potential to see an expansion in these sectors as the tourist industry expands in the years ahead. Because the wages paid within these industries tend to be lower than other sectors the impact on the economy will not be as great as increased employment in other sectors.

The modest increase in sales of the national chain retailers and competition from on-line sales will dampen the demand for new retail space in the market area. Warsaw will have the additional challenge of having to compete with the established retail centers in Tappahannock and Kilmarnock for future location of national retail chains. There should be the ability of the existing retailers to increase sales at their current locations and it is likely that Warsaw will be able to attract or grow local independent retailers and businesses to the community as it attracts new residential development.

Growth Opportunities

- Residential development, including apartment and condominium living, located close to a variety of community services/shopping options
- Health Care – A variety of services to keep the population healthy and fit providing comprehensive continuum of care.
- Recreation and services supporting active lifestyles
- Retail catering to niche markets and specialty items

- Commerce related to tourism Expansion
- Professional, scientific, agribusiness, medical and technical services

The expanding elderly population within the market area will create a significant demand for a variety of housing types serving an ageing population. There will be a desire for the aging to remain in their home longer often requiring that those homes be renovated to accommodate accessibility issues. There will be the need to provide an array of services, health and other, to this aging population within and outside the home environment. A significant portion of the aging population will desire to downsize from their existing residence to a more modest home close to services and activities related to an active senior lifestyle.

Access to quality education offerings through the local school division, the regional vocational school and at Rappahannock Community College will provide Warsaw a competitive advantage when young families are looking to locate to the region. Warsaw will need to be able to provide a range of housing preferences to serve a younger population as well as an aging population.

The need for health care expands dramatically as the population reaches retirement age. The health care industry will need to respond to an every aging population in the Warsaw market area. The shifting sands of the national health care debate has brought a lot of uncertainty to how the major health care providers will be able to respond to the needs of this population. There will be the demand for expanded health care services but it is undetermined how and where those services will be provided.

Those economic sectors that serve tourists also serve the local population. There is the opportunity to expand food, lodging and other establishments that serve the tourist and local markets particularly since these sectors are under represented in the local market now.

Warsaw has an opportunity to expand on the concentration of governmental services with the addition of establishments that are professional, scientific or technical in nature. This industry classification is under represented in the economy and there is significant opportunity for expansion. It will be necessary to provide workforce training related to these industries and the amenities that younger professionals desire.

4. COST ESTIMATES FOR STREETScape REVITALIZATION

Downtown Warsaw Streetscape

Construction Cost Estimate

1/11/2017

	quantity	unit	unit cost	item cost
Phase 1				
General	1	ea	\$75,000.00	\$75,000.00
Demo	31000	sf	\$1.50	\$46,500.00
Sidewalks	20200	sf	\$10.00	\$202,000.00
Curb and Gutter	2000	lf	\$20.00	\$40,000.00
Street Paving	3200	sy	\$225.00	\$720,000.00
Planters	8	ea	\$7,500.00	\$60,000.00
Trees	14	ea	\$800.00	\$11,200.00
Street Lights	12	ea	\$6,000.00	\$72,000.00
Signage Allowance	1	ea	\$25,000.00	\$25,000.00
Benches	10	ea	\$1,200.00	\$12,000.00
Trench Drains	10	ea	5000	50000
SUBTOTAL PHASE I				\$1,313,700.00
GENERAL CONDITIONS	12	MO	\$25,000.00	\$300,000.00
O&P 12%				\$157,644.00
TOTAL PHASE I				\$1,771,344.00

Square

General	1	ea	\$50,000.00	\$50,000.00
Sidewalks	1834	sf	\$4.00	\$7,336.00
Parking Lot Paving	2200	sy	\$175.00	\$385,000.00
Curb and Gutter	2200	lf	\$20.00	\$44,000.00
Trees	20	ea	\$800.00	\$16,000.00
Street Lights	8	ea	\$6,000.00	\$48,000.00
SUBTOTAL PHASE I				\$550,336.00
GENERAL CONDITIONS	4	MO	\$12,000.00	\$48,000.00
O&P 12%				\$66,040.32
TOTAL PHASE I				\$664,376.32

Phase 2

General	1	ea	\$50,000.00	\$50,000.00
Sidewalks	10000	sf	\$4.00	\$40,000.00
Curb and Gutter	2200	lf	\$20.00	\$44,000.00
Street Paving	1100	sy	\$100.00	\$110,000.00
Sawcut	2200	lf	\$2.00	\$4,400.00
Signage Allowance	1	ea	\$12,000.00	\$12,000.00
Street Trees	20	ea	800	16000
SUBTOTAL PHASE II				\$276,400.00
GENERAL CONDITIONS	7	MO	\$12,000.00	\$84,000.00
O&P 12%				33168
TOTAL PHASE I				\$393,568.00