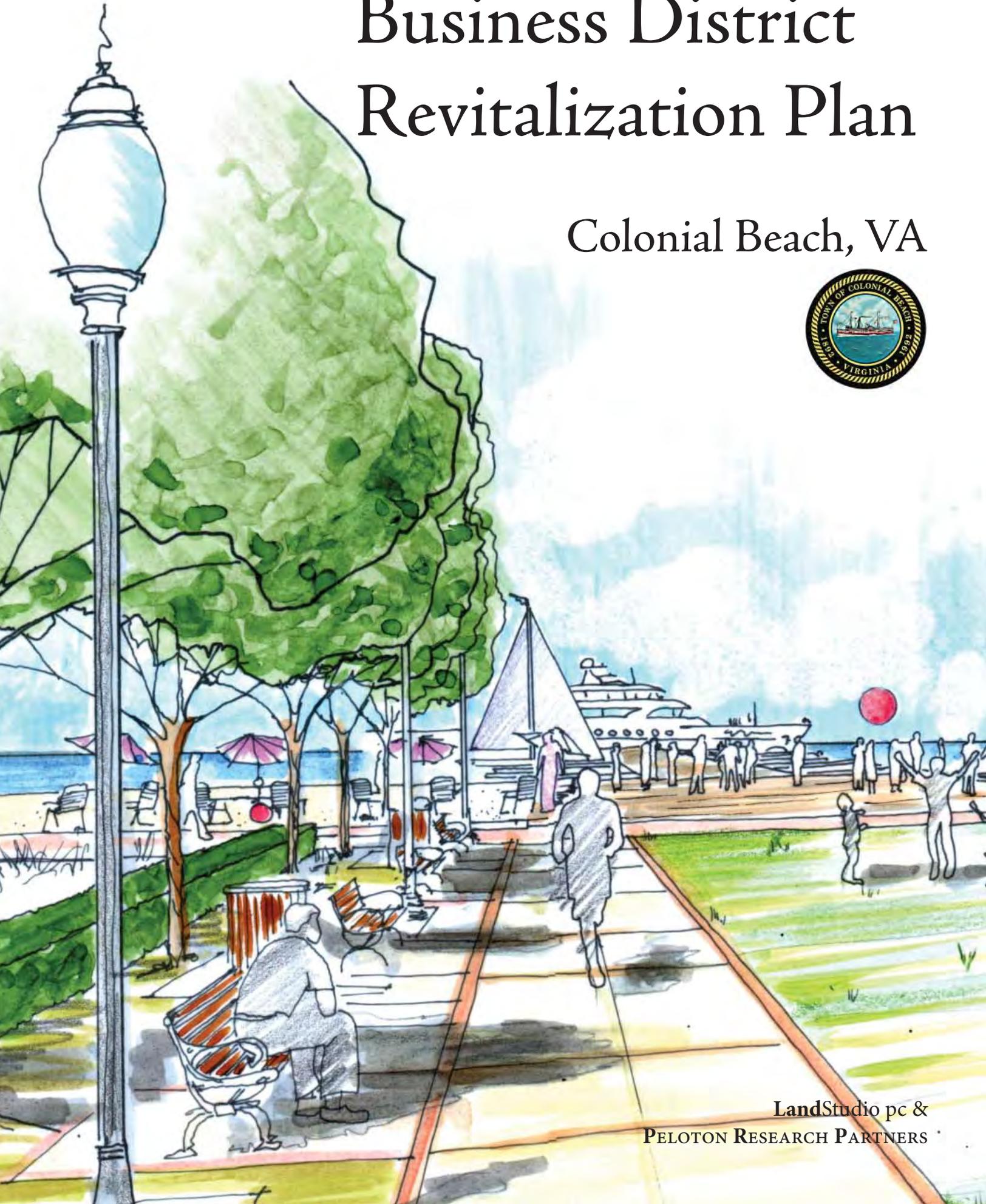


# Business District Revitalization Plan

Colonial Beach, VA



LandStudio pc &  
PELTON RESEARCH PARTNERS

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# Executive Summary

*Located only one and a half hours from the metropolitan areas of both Washington DC and Richmond, Colonial Beach offers an escape from big city life and numerous recreational opportunities related to the Potomac River and Monroe Bay.*

The Town of Colonial Beach is the largest incorporated community within the Northern Neck Planning District, a district comprised of four counties including: Westmoreland, Lancaster, Northumberland, and Richmond and bounded by the Potomac and Rappahannock Rivers and the Chesapeake Bay. Colonial Beach is situated in the northeastern portion of Westmoreland County approximately 65 miles northeast of the City of Richmond and 100 miles southeast of Washington D.C.

Colonial Beach has a rich and colorful history as a beachfront resort and fishing community and was proudly heralded as the “Playground of the Potomac.” The core of Colonial Beach is the Historic Resort District fronting on the Potomac River. This district, often described as both “charming” and “funky,” is the center of business, tourism, recreation, and local government, and culture for the community. The ingredients of this historic district make a very interesting place for visitors and residents alike. The Chamber of Commerce, Town Hall,

public library, veteran’s hall, museum, fisheries building, and tourism center are located here. There are also a variety of restaurants, coffee houses, bakeries, B&B’s, eclectic motels, art galleries, public green space, riverboat gambling facility, beaches, a lovely public pier, and even a golf cart rental and service facility.

Over the past four decades there has been a gradual deterioration of many features that have defined the community and drawn visitors and long-time residents alike. This was echoed in the numerous interviews with local business owners. They identified a number of challenges they were facing day-to-day that they perceived as directly impacting their businesses. Challenges ranged from significant blight conditions and parking constraints to market seasonality and the frustrations of a perceived lack of business support.

There is a very strong level of enthusiasm coming from both local residents and local business owners to see improvements made on physical constraints within the community. The local proprietors are additionally seeking policy changes and support programs, both locally and regionally, that can help them and their businesses not only survive in Colonial Beach but thrive there as well.

The findings and strategies outlined in this report are based on significant input and involvement from numerous residents and business owners in the town. This plan includes recommendations for a variety of revitalization strategies including both physical improvements less tangible restructuring activities and techniques.



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Colonial Beach Historic Resort  
Commercial District



# Introduction

## BACKGROUND

Through the town's comprehensive plan update in 2009, the need for economic development was identified as the key issue facing the community. The plan highlighted a number of strategies to encourage economic development, one of which was to seek assistance from the Department of Housing and Community Development through their Community Development Block Grant - Business District Revitalization Planning Grant. Colonial beach was awarded the planning grant in 2010. Grant funds in the amount of \$35,000 were awarded to the town to conduct a market analysis, engage the community in a visioning process and from those develop a comprehensive economic restructuring plan for the town's historic business district. This document is a result of those activities.

## PROJECT AREA

The Historic Resort Commercial Area was identified as the area in most need of revitalization. It is the commercial area in Colonial Beach with the most challenges and potential. Numerous vacant properties and blight have plagued the area for years. Although, once revitalized, the positive impacts will resonate throughout the community. The boundaries of this district generally include Washington Avenue to the west, Colonial Avenue to the north, Boundary Street to the south, and the Potomac River to the east.

## PURPOSE OF THE PLAN

The Colonial Beach Economic Restructuring Plan will provide the

Town of Colonial Beach both short-term and long-range economic strategies to support the revitalization efforts within the town and, more specifically, within the Historic Resort District of Colonial Beach.

The plan itself should be a key tool in the restructuring tool bag. It houses a comprehensive summary of the process undertaken, that involved numerous citizens, business owners, and town representatives, to develop the economic restructuring strategies. It details the town's strengths, opportunities, weakness and treats and identifies strategies to build on the strengths/opportunities, lesson the weaknesses, and address the threats.

These elements, when looked at comprehensively, begin to point the community as a whole toward a common vision. That vision then provides the avenue for individual citizens, business owners, town representatives, and prospective entrepreneurs to understand how they fit into obtaining that vision.

## A PROCESS, NOT A PROJECT

Business district revitalization must be seen as a process, not a project. Successful revitalization happens over many years and is the result of a sustained effort from a variety of stakeholders. The economic restructuring tools and strategies identified in this document are broken down into individual implementable projects and processes that will over time work together to bring about the community's vision.



Boundary St..

Washington Avenue

Colonial Avenue

# Engaging the Community



Key stakeholder involvement in the development of any plan is vital to ensure that the solutions presented are both relevant and responsive to the communities needs and desires. A variety of strategies were used to collect public and stakeholder input. That input has proven to be very valuable and when combined with the findings from the pervious survey conducted as part of the comprehensive plan update, important conclusions and recommendations can be made for the improvement of economic development opportunities in Colonial Beach and, more specifically, within the historic commercial business district.

## COMMUNITY INPUT

The survey work completed by Land Studio, pc during the comprehensive plan update revealed a great deal about the cohesiveness of Colonial Beach citizens and their strong opinions on a variety of important issues. The response rate to the surveys was extraordinarily high with more than 28% of citizens taking the time to answer a lengthy questionnaire that consisted of a series of multiple-choice questions and qualitative exercises that asked participants to rank or rate a number of community attributes and functions. The survey results included a highly impressive number of separate written comments that were made by community members during the completion of the questionnaires. Some of the survey questions received 400 or more additional written comments. The level of participation and input provided by citizens to the recent planning and visioning process for Colonial Beach clearly demonstrates the care and commitment the community has moving forward.

Specifically for this project two public workshops were conducted to delve further into the opportunities and challenges the community faces with regards to revitalization of its historic commercial area. The first workshop focused on visioning and the second on physical improvements. Summaries of those workshops and the comments received are detailed on the following pages.

## ONE ON ONE INTERVIEWS AND FOCUS GROUPS

The consulting team also conducted a series of one-on-one interviews and focus groups with representative of local businesses, non-profits, community organizations and public officials. Representative organizations were randomly chosen from an array of business types including, but not limited to, restaurants, coffee houses, art galleries, banks, real estate agencies, financial services, hotel, and bed and breakfasts. The business owners and organization representatives demonstrated a high level of commitment, with each allocating several hours of their time for detailed discussion on the challenges and rewards of operating a business within Colonial beach and an overview of the business environment in the community. Their input is detailed throughout this document.

## MANAGEMENT COMMITTEE

To oversee and guide the process a management committee was formed. Members of the committee represent a wide range of stakeholder groups as identified below. The management committee met generally every other week during the development of the plan to discuss and begin work plans related to several of the key issues identified.

### Management Committee Members

- Business Representation:** Vickie Coffman, High Tides; Sharon Dunavant, Bank of Lancaster; John DePasquale, Cyberbility
- Cottage Owners:** Glenda Chiarello
- Town Residents:** Roberta Kulina-Fahrney, Walter Kern, Maureen McCabe, Sue Buzby, Jay Jarvis
- Weekenders:** John DePasquale
- Historic Society:** Mitzi Saffos
- Colonial Beach Foundation:** Peter Fahrney
- Public Relations:** Kathy Flanagan
- Colonial Beach Schools:** Michael Shumate
- Local Government:** Shane Buzby, Town Council; Margaret McMullen, Planning Commission; Gary Mitchell, Department of Planning and Community Development



EXIT

**Shelby Off and**

- Opposite side of good aspect of their accidents & with the number of the Chamber of Commerce
- From Central - Represents the needs & wants of people - Supports the business
- We have no problem of finding good roads that are affordable
- Problem - This part - they don't want to make that very simple
- Also they don't change side with out notice of the business
- Some people - they don't want to pay more - that we have to get them to make public work

**H S response**

- There are lots of things for young people in the district
- If you're looking for a good education - want to attend high school - can apply to the school - because they are good people, jobs are here
- I am happy that the town is working
- Family friendly place
- Open if you're looking for children





# Visioning

On April 11th and 12th approximately 58 Colonial Beach residents and business owners participated in a 2-day workshop. The following 6 pages provide a summary of activities during the workshop.

## VALUES AND VISIONING EXERCISE

Attendants were asked to think about the following imaginary experience and list their thoughts/discussion on a flip chart. Their thoughts are listed to the right.

This year, for some reason it became necessary for you to move hundreds of miles from Colonial Beach. You made the move and developed a life for yourself in your new community and it was not possible for you to go back for a visit until 20 years later. Twenty years is a long time – not a lifetime, but enough time to notice changes.

As you wander through the historic commercial core area, you happen to run into each of the following four people:

- A Resident
- A Business owner
- An Elected official
- A High School Sophomore

What would you like each of these individuals to say about the historic commercial area? What changes were made? What is the character of the area? What were the greatest accomplishments since you moved?

### Resident

- “Can you believe the change at the waterfront”
- “Everything I need is in town”
- “Doubled senior housing”
- “Expanded B&B & known the world over”
- “Wedding=Destination”
- “More variety of restaurants”
- “Active/Vibrant”, “So much to do here”
- “Winter activities on Town Hill”
- “Great sidewalks”
- “Great parking”
- “New bike/pedestrian path”
- “Landscaping”]
- “Area has been cleaned up”
- “Utilities have improved (lights, water, etc.)”
- “Utility lines have been buried underground”
- “Area has improved, but kept its “quaint” feeling”
- “Quaint inns & cottages”
- ““Destination spot” for tourists-shopping, restaurants, art”
- “Proud to live in Colonial Beach”
- “I don’t have to go to F/Burg to shop (prom dress, etc.)”
- “More things to do...bowling alley, movie theater, spa, YMCA/community center, miniature golf, kid activities, water sports, skate park/spray ground, water park, bicycle rentals/kayak rentals”
- “Improved boardwalk”
- “Excited and happy tourists”
- “Variety of restaurants”

### Business Owner

- “It is a business friendly community”
- “It was a smart move on my part”
- “My business is thriving”
- “Followed the town vision”
- “We’re expanding”
- “Boardwalk shops/fun shops & games”
- “Expanded business hours”
- “Incentives to help new & established businesses improve their buildings, etc.”
- “Business owners are pleased with flourishing business-supportive town gov’t and supported Chamber of Commerce.”
- “Artists’ Triangle – has become an art Mecca”
- “Business community is united & supportive of community”
- “Businesses open year-round”
- “We are part of Main Street USA”
- “Profitable”
- “Needed to expand sq. ft.”
- “Hired more people”
- “Innovative”
- “Had to meet challenge of increased competition”
- “Healthy promo of tourism year-round”
- “Can hire from local workforce”

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## Elected Official

“Proud of the steps that have been taken”  
“Brought in professional managers”  
“Look at all the success we had by partnering with Dahlgren.”  
“Our roads & water/sewer fixed”  
“We have a continuing vision for the next 5 years”  
“We are proud of our empowered citizens/volunteers”  
“Officials have a good report with town residents and with the members of the Chamber”  
“Town Council represents the needs & wants of people & supports the businesses”  
“Proactive town gov’t.”  
“We have a good town and take pride in town”  
“Taxes are reasonable”  
“Capital improvement program funded yearly”  
“We have a cohesive governing body”  
“We have increased revenue sources”  
“Provided tax incentives”

## High School Sophomore

“I was so prepared for college & life”  
“Teen activities/comm. center”  
“Partnership with school system”  
“Good employment opportunities in town-classmate first governor of VA”  
“After college, I’d like to return to Colonial Beach to further enhance our community with a long term vision and raise family”  
“It’s a great place to raise kids”  
“Business/College opportunities”  
“I will attend a top rated school in VA”  
“There are lots of things for young people to do in town”  
“I can afford to live here because there are good paying jobs available”  
“I am happy that the town is wireless”  
“Family friendly place”  
“Satellite community college program for high school graduates”  
“Year-round sports activities”

## All

“All the online services”  
“Recreation facilities for all ages”  
“Pedestrian friendly (benches, tables, trees, etc.)”  
“Spot for waterway cruises”  
“Look how well we’re leveraging the waterfront view, experience & asset”  
“Friendly”  
“Clean and environmentally sound”  
“Job opportunities-always something to do”  
“Community has money-able to reach goals”  
“New first class hotel”  
“Median income increases 20% (1% per year)”  
“Good sand on beaches”  
“State of the art golf course/driving range”  
“We don’t fight amongst ourselves”  
“Goals/outcomes 5/10/15 year”



# Analysis

## MAPPING EXERCISE

Attendants were then asked to discuss as a group and identify on maps provided the following item:

- Areas or elements that are unique, special and /or can be celebrated.
- Areas or elements that need improvement /modifications.
- Areas or elements that were identified as needing improvements that are in the most need of immediate improvement.

## Special / Unique Areas

- “The concrete rubble at the end of Colonial Avenue has some historical significance.”
- “Utilize the end of N. Irving Avenue as an art colony.”
- “Preserve N. Irving Ave and Hawthorne buildings for historic district.”
- “Keep Town Hill”
- “Ice Cream Shoppe”
- “Foodies” identified at the Seaside Restaurant
- “Expresso Shop / Tides Inn block”
- “Hawthorne / Washington”
- “Town Hill – winter wonderland activities/ice skating”
- “Hunan Diner”
- “Day’s Inn site – needs to be demolished. Town should sell other town property outside core to buy this piece.”
- “Riverview, Docs, Hunan, Expresso, Town Hill, Museum, Town Hall Building, Tides Inn, B&B”
- “Town Center & Library”



## Improvement Areas

- ✦ “Need visitor parking (meter parking vs. Kiosk) on town owned land adjacent to visitor’s center.”
- ✦ “Paved Parking lots with H/C spaces and landscaping
- ✦ “Public restrooms need lots of improvements”
- ✦ “Remove heavy equipment parked next to condo building.”
- ✦ “Remove boarded windows on Irving.”
- ✦ “Fix fence and façade at VFW Post.”
- ✦ “Need porch railings for safety at the Museum.”
- ✦ “Utilize Day’s Inn site for a family hotel with pool from public use”
- ✦ “Scrape and Scrap Days Inn site”
- ✦ “Another Hotel, Community Center”
- ✦ “Recreation for all ages along boardwalk... telescope, games, arcades, park area, spray park, skateboard, etc.”
- ✦ “Facades along boardwalk should have historic facades.” “Shops along boardwalk”
- ✦ “Turn town owned land where food court is located into an activity, shops, games, area”
- ✦ “Cultivate gathering along the boardwalk” “entertainment” “amphitheater”
- ✦ “Memorial or welcome beacon in center of Colonial /Washington Ave intersection”
- ✦ “Privacy fence around utility area in front of Riverboat on the Potomac”
- ✦ “Directional signage”
- ✦ “Lighting”
- ✦ “Mixed retail – boat rentals/character, bait tackle shop, miniature golf, misc restaurants, food vendors”
- ✦ “Improve facades along Hawthorne between Washington and N. Irving”
- ✦ “Storefronts”
- ✦ “Move main visitors center, keep current one as satellite and add trolley stop”
- ✦ “Utilities - underground, water & sewer”

## Priority Improvement Areas

- ✦ “Beachfront, boardwalk, food court, restrooms”
- ✦ “Senior housing adjacent to existing condos”
- ✦ “Flowers Everywhere”
- ✦ “Public restrooms, with summer coming”
- ✦ “Benches and telescopes along boardwalk”
- ✦ “Laser tag and indoor putt-putt golf”
- ✦ “Rejuvenate boardwalk”
- ✦ “Both public restrooms”
- ✦ “Town owned land where the food court is located”
- ✦ “Commercial center, outdoor art gallery, beach walk, promenade”
- ✦ “Restrooms – 1st class”
- ✦ “Boardwalk and sidewalks as a whole”
- ✦ “Sidewalks”
- ✦ “Public Restrooms”
- ✦ “Boardwalk”
- ✦ “Beaches – Clean”



# Conceptualization



## CONCEPT DISCUSSIONS

On the second day attendants were asked to react to 3 different concept diagrams developed based on the comments from the previous day. The concepts presented varying degrees of the following items: the density and scale of buildings; the placement of key features; and the location and size of open space areas.

Attendants provided a number of general comments along with their thoughts related to each of the 3 concepts.

## General Comments

- ✦ “Require new construction to put power lines underground”
- ✦ “Make Colonial Beach a destination”
- ✦ -“Signage-sign standards (black)”
- ✦ -“Stamped concrete all the way down Taylor Street”
- ✦ -“Stamped concrete boardwalk”
- ✦ -“Keep town hill”
- ✦ -“Low divider wall-seating height/ Sand/Boardwalk/Black wrought iron lighting & street signs”
- ✦ -“Solar lighting built in on side of divider wall”
- ✦ “Boardwalk”
- ✦ -“A real boardwalk-no long term sidewalk-wood”
- ✦ -“End Hawthorne at Irving, cobblestone or pavers to expanded boardwalk”
- ✦ -“Lighting”
- ✦ -“Clean restrooms-update shower design-family friendly”
- ✦ -“Benches”
- ✦ -“Trees”
- ✦ -“Stationary game tables”
- ✦ -“Sprinkle park/Children’s play park”
- ✦ -“More trash bins”
- ✦ -“Food vendors”
- ✦ “Signage-standardized (including historic markers)”
- ✦ “Improve the end of Colonial Ave.”
- ✦ “Wooden boardwalk (Lighting, Benches, Trees, Flowers)”
- ✦ “Beautify without blocking view (Electric/Power lines)”
- ✦ “Pool & Spray ground”
- ✦ “Restrooms”
- ✦ “Green space-for large venues”
- ✦ “Focus on entryway to beach”
- ✦ “Traffic Circle at Colonial and Washington?”
- ✦ “Golf cart corral w/ solar power for charging electric carts”
- ✦ “Repave sidewalks”
- ✦ “Beach like street lamp along Washington Ave.”
- ✦ “Continue to pursue YMCA w/ pool for the town”
- ✦ “Internet advertising in F’burg”
- ✦ “Golf cart drive in movies”
- ✦ “Bike and walking trails”
- ✦ “Bike lanes along some town roads”
- ✦ “Oasis palm tree area – kiosk”



## Concept 1

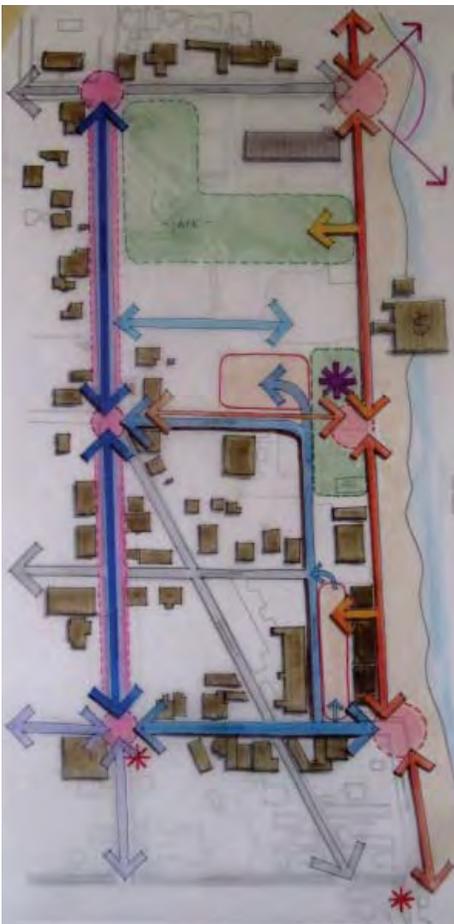
- “Improve boardwalk north all the way to Lincoln” “Yes!”
- “Like Open Space”
- “Like beach, boardwalk upgrade
- “Would like landscape everywhere”
- “Like focal point at end of Colonial Avenue”
- “Welcome gazebo, at end of Colonial (end of boardwalk?)”
- “Reconstruct pier”
- “Welcoming” structure on Jackpot pier foundation”
- “Like extension of Boardwalk south to memorial”

## Concept 2

- “Improve boardwalk north all the way to Lincoln”
- “Need more open spaces”
- “Extension of Taylor to Colonial is great” “Ditto” “Ditto”
- “Extend Taylor to Colonial Ave.”
- “We want Colonial Avenue improvements as #1 priority”
- “Like historic markers-Historic district”
- “The focal point at the end of Colonial Avenue should be #1 priority” “Ditto” “Ditto”
- “Like spray ground, water feature, visitors center, bathrooms at end of Wilder”
- “Focus on History!!! Have old buildings”
- “Need year round public restrooms. Look into “Clivus” recycling toilet system – eco-friendly and waterless.”

## Concept 3

- “Improve boardwalk north to Lincoln”
- “No hotel, prefer small inn,”
- “Maximize open space / park area”
- “Boat docking/pier at end of colonial - great”
- “Not sure about closing Irving to vehicular traffic and only allowing golf carts at this time”, “Irving stays car traffic”
- “Love distributed green space and distributed parking, ditto”
- “Keep green space pocket parks, ditto”
- “Like smaller green spaces down Taylor Street”
- “Boardwalk connection to Irving avenue is important”
- “#1 priority - end of colonial avenue or restrooms, water feature, visiting center”
- “Extension of boardwalk south is good”
- “Like Golf cart/Ped. For Irving Ave.”
- “Stop Hawthorne at end of Irving start boardwalk and continue down”
- “End Hawthorne at Irving, cobblestone or pavers to expanded boardwalk”
- “Like the idea of ending Hawthorne at Taylor and starting boardwalk” “Great idea”



# *Development of a Vision*

## ***Community Wide Vision Statement***

*An attractive, historically unique, quaint small town on the Potomac River with ties to the surrounding rich historic area, offering a clean, safe, friendly and convenient place to live, work, and play as well as a re-emerging “Playground of the Potomac” for those seeking relaxation, maritime fun, family recreation and the arts year round.*

Since the fall of 2008 when the update of the town comprehensive plan began, the town has been engaging the public in discussions about the future vision for the town. A community wide vision statement was developed through that process and is stated to the right. That vision statement served as the foundation for the development of a more focused vision statement for the historic commercial business district (project area) as presented on the following page.

In support of that vision statement a series of character images are located on the following pages. These character images, not of Colonial Beach, were selected at the second public workshop through a visual preference survey.

The remaining portion of this section highlights the town’s current day strengths and opportunities that play a vital role in the attainment of that vision. All these elements assisted in the identification of key restructuring strategies and projects.

---

## ***Historic Commercial Business District Vision Statement***

*The historic commercial business district is the hidden gem of Colonial Beach and plays a vital role in the prosperity of the town. Stretching for two miles, the scenic Potomac River shoreline is a destination point for residents and visitors seeking fun in the sun including water recreation activities such as swimming, sunning, and boating. The one-half mile boardwalk offers outdoor dining, specialty shopping, hospitality venues, biking, and the opportunity to observe the Potomac River's flora and fauna. A vibrant arts community has emerged with an active artist guild and several local galleries and boutiques. Eclectic architecture on the waterfront includes Victorian-style homes and beach bungalows nestled alongside bed and breakfast establishments. There are rental cottages available for extended stay and several small quaint motels. Historically significant, the boardwalk area offers visitors an opportunity to walk in the footsteps of President James Monroe, Alexander Graham Bell and watermen who fought a century-long "Oyster War" on the shoreline. Colonial Beach is a golf cart town with golf cart and bicycle rentals available. The town is conveniently located to Washington, D.C., Richmond, Northern Virginia and Maryland. The revitalized historic commercial business district plays a vital role in the prosperity of the town.*

## Character Images



## Character Images



The images depicted on this page were selected by community members during a visual preference survey as images that depict the existing and future desired character of Colonial Beach.



# Building on Our Strengths...

## Location

### SURROUNDING LARGE METROPOLITAN AREAS

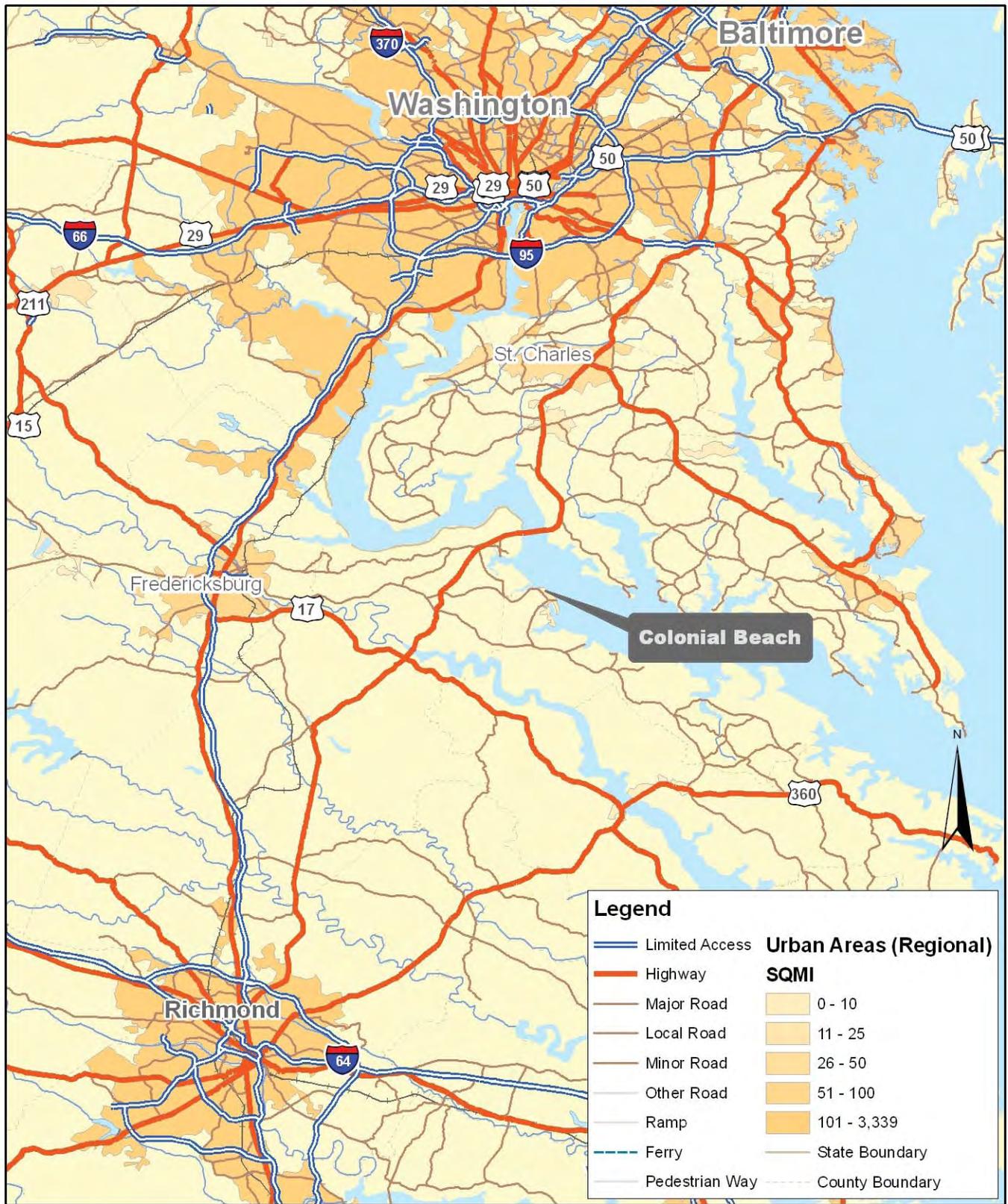
### ARGUABLY THE BEST WATERFRONT LOCATION IN THE NORTHERN NECK

*Colonial Beach provides an attractive central location to launch tours of the many historical and cultural attractions and for sightseeing within the Northern Neck.*

The Town of Colonial Beach is a unique and attractive small community strategically situated between two large metropolitan areas; Washington D.C. and Richmond. Many of Colonial Beach's part-time residents have their primary residence in one of the surrounding larger metropolitan areas. These areas provide large population pools within a reasonable driving distance.

Colonial Beach enjoys a distinctive waterside setting unique from an other Tidewater community. Nearly three-quarters of the town is enveloped by large expanses of open water, with the Potomac River to the east and Monroe Bay to the southwest. This peninsula setting offers local residents and visitors picturesque views and easy access to water recreation.





# Regional Location





## Building on Our Strengths...

### *Surrounding Natural, Cultural & Economic Opportunities*

*Coordinated efforts with the Westmorland Tourism Commission and the Northern Neck Tourism Commission will make good use of limited resources and attract multi-day itineraries beneficial for the entire region.*

#### THE NORTHERN NECK

Colonial Beach is located in the Northern Neck, a rural, history-laden peninsula nestled between the Potomac and the Rappahannock Rivers and spilling into the Chesapeake Bay. The Northern Neck's most famous son, George Washington, was born on nearby Pope's Creek off of the Potomac River. Our nation's fifth president, James Monroe, was born in Westmoreland County in 1758, on property bordering Colonial Beach.

The surrounding waters and their tributaries provide a haven for boaters and water enthusiasts, and have supported a fishing industry for generations. At the present, Colonial architecture, small-town charm, bed & breakfast inns, eight wineries, seventeen museums, historic sites, marinas and retail shops are among the valuable assets that attract visitors to the area.



#### CULTURAL AND SCENIC ROUTES

The Northern Neck has several existing and developing cultural and scenic routes that attract tourists to the area.

The Northern Neck Heritage Bicycle Trail is a segment of the developing Potomac Heritage National Scenic Trail.

Virginia Byway's offer travelers a side of the Commonwealth that is uncommon and revealing. Existing Virginia Byway's pass within miles of the Colonial Beach Historic Resort District.



## CULTURAL AND HISTORIC DESTINATIONS

The Northern Neck offers a variety of cultural and historic destinations. Listed below are just a few of the popular tourism destinations.

- George Washington's Birth Place
- James Monroe Birthplace
- Westmoreland State Park
- Strafford Hall
- Area Wineries that together form one of 6 Virginia American Viticultural Areas (AVA). AVA's are grape growing regions that are unique in the type and style of wine they produce.



## POTOMAC RIVER AND MONROE BAY

Colonial Beach is uniquely situated on a peninsula of land between the Potomac River and Monroe Bay. These natural resources offer a wide variety of recreational and economic opportunities.

- Boating
- Canoeing/Kayaking
- Fishing / Crabbing
- Swimming
- Birding



## DAHLGREN U.S. NAVAL SURFACE WARFARE CENTER

Located just a few miles north of Colonial Beach is Dahlgren U.S. Naval Surface Warfare Center. Dahlgren is an extremely large area employer and is one of the primary factors driving the growth in King George County and the increasing number of workers and families moving into the area. The University of Mary Washington recently opened a Dahlgren Center for Education and Research, a 42,000 SF classroom building, which will serve to support a curriculum largely based on distance learning, across from Dahlgren.

The relationship between Dahlgren and Colonial Beach is evident in many ways. Dahlgren has been and will continue to be a key element in Colonial Beach's growth and economy.





# Building on Our Strengths...

## *Community History*

*By building on the community's history as a small town resort community, Colonial Beach can make full use of those inherent features that continue to draw generations of individuals to the town.*

### A HISTORIC RESORT COMMUNITY

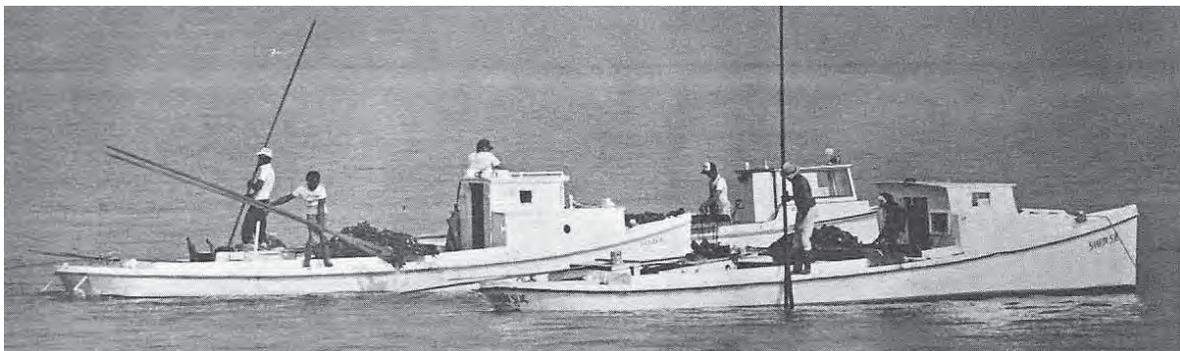
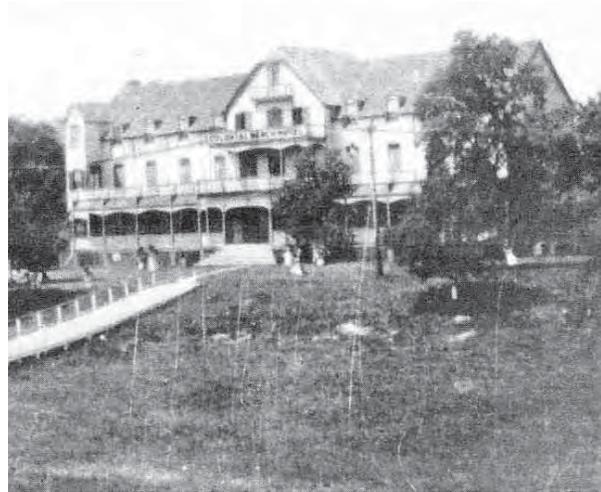
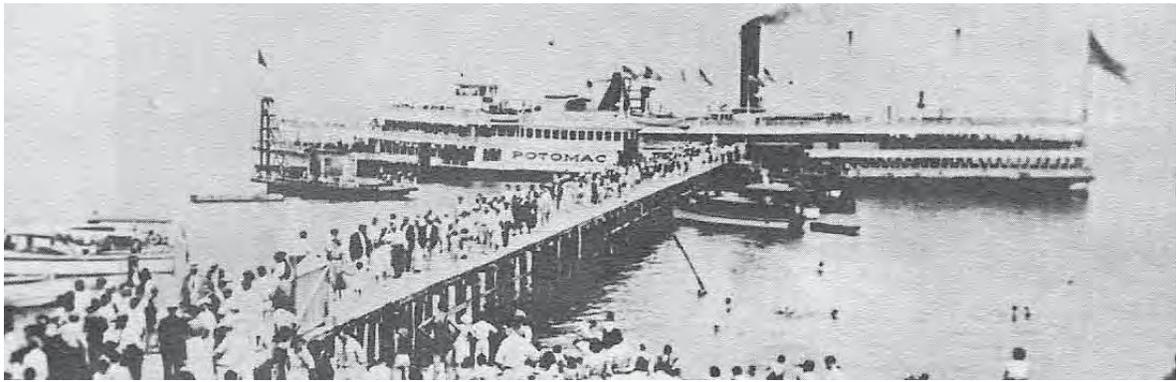
From its inception to now, Colonial Beach has been a resort community. It began its existence as a bathing and fishing resort around 1867. Prior to the advent of the automobile, most visitors arrived by boat from Washington D.C. By the early twentieth century, steamships included the town on daily runs between Washington, D.C., Norfolk, and Baltimore.

The town prospered as a resort community for many years. The lure of beaches and waterfront property started a building boom of Victorian-era homes, summer cottages and hotels, many of which still stand today. The most prominent hotel, The Colonial Beach Hotel, along with many other restaurants, amusement halls, and dance pavilions that once lined the boardwalk are gone, but several historic buildings remain along with the framework for a once again vibrant historic resort area. This provides a unique opportunity for new business establishments to build off that unique historic character, helping to reestablish the vibrant quaint resort area on the Potomac.

### MANY STORIES TO TELL

The history of place and the stories that can be told are important tools to use in the revitalization of any community. From the century long oyster wars to the Bell House, a historic home of Gram Bell, the town has many unique stories to tell. It is uncommon to find a community with such a vast layering of historic events and individuals. Listed below and pictured on the following page are a sampling of the important historic elements that should be celebrated and woven into the revitalization efforts of the historic commercial business district.

- ✦ The steamboats and ferryboats that docked at Colonial Beach
- ✦ The vibrant boardwalk lined with restaurants, hotels and amusements
- ✦ The historic Victorian style homes and summer cottages
- ✦ The oyster wars
- ✦ The historic watermen of Colonial Beach





# Building on Our Strengths...

## *Special Events*

*Being a long time resort community, events are a natural part of the culture in Colonial Beach. The town hosts a number of successful events throughout the season.*

### POTOMAC RIVER FESTIVAL

The annual Potomac River Festival has been taking place for 60 years in Colonial Beach. It's a weekend-long event in mid-June with fun for the whole family. Past festivals have hosted boat races, water skiing demonstration and lessons, beauty contests, and fishing contests. Current day activities include a the fireman's parade, pet parade boat parade, boardwalk art show, live bands, and fireworks.



### JET SKI TOURNAMENT

Colonial Beach welcomed jet ski racers for the second year in a row in 2011. The "Colonial Beach Waterfest" is the name for the jet ski competition that is sanctioned by the International Jet Sports Boating Association (ISJBA), a international jet ski competition and personal watercraft membership organization.

The two-day event starts with a kick-off party on Friday night and is followed by two days of racing to determine the U.S. National Tour Champions in eleven different Pro-Am and Expert racing classes.



Insert image

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## ROCKFISH TOURNAMENT

The Colonial Beach Chamber of Commerce Annual Rockfish Tournament takes place the first weekend of November. At the end of the day weigh in occurs on the town pier just off the boardwalk. Every year huge fish come in at the end of the day for weighing. It is quite a site.

Additionally, the Colonial Beach Volunteer Fire Department holds its Annual Rock Fish Tournament fundraiser in the spring.



## LIGHTED BOAT PARADE

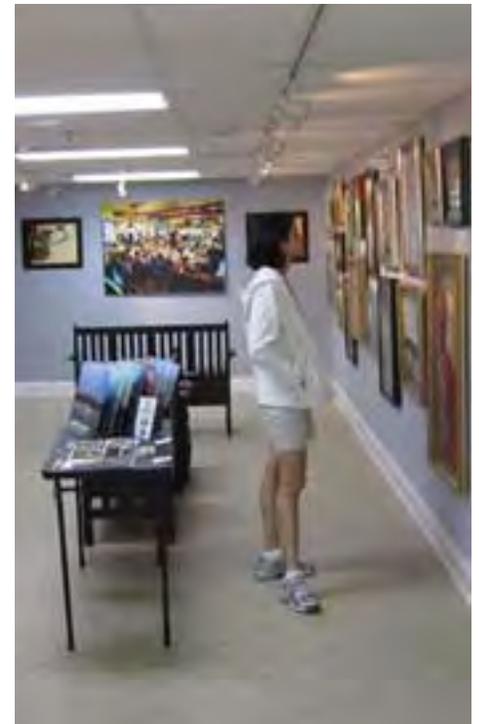
The first Saturday in December marks the date of the Lighted Boat Parade in Colonial Beach. The Colonial Yacht Club organizes this event and it dates back a dozen years.

Boats adorned in colorful lights move in formation, up the beachfront of the Town of Colonial Beach, and then make their way back to Monroe Bay.



## ART WALK

The Art Walk events held in Colonial Beach throughout the year give the community the opportunity to highlight its pedestrian possibilities. The streets become filled with event participants meandering from one venue to the next located within a variety of stores, galleries, and public facilities in the Historic Resort Core.





# Building on Our Strengths...

## Existing Businesses

*From quaint lodging establishments, friendly wateringholes and ice cream shops to Thai cuisine, artist galleries and workshops, the existing business mix in the historic commercial district offers a little something for everyone.*

### COTTAGES, B&B'S, AND SMALL HOTELS

Several lodging opportunities are available within the historic resort district offering a unique setting and convenient access to the beach/boardwalk and area business establishments. Lodging Facilities include:

- Doc's Motor Court
- Riverview Inn
- Surrounding Cottages
- Tides Inn



### EATERIES

From simple to exquisite, the mix of eateries will satisfy everyone from the unique food connoisseur to family favorites. Eateries include:

- Expresso Shop
- High Tides
- Hunan Diner
- Ice Cream Shoppe
- Fat Freda's
- Seaside Restaurant
- Tide Man Hut



## RETAIL SHOPS

Several speciality retail and antique shops are present in the historic resort district.

Beach Shop  
Beth's Bargains  
Cars and Crafts To Go  
Denison Grocery Store  
Jarrett Thor Fine Arts  
Opportunity Thrift Shop  
Potomac Accents  
The Broken Chain  
Wide River Gallery  
Wishes and Dreams



## AND MORE...

**Riverboat** - off track betting & wedding destination. A presentation of local businesses would not be complete without mentioning the Riverboat on the Potomac, a waterfront gambling and growing wedding destination. Referred to locally as just "the Riverboat", it is a centerpiece along the Colonial Beach waterfront that provides an updated reflection of the town's past as a gaming resort. The 23,000 square foot gaming facility is entered from the Colonial Beach boardwalk and crosses both Virginia and State of Maryland jurisdictions. The facility contains a restaurant, bar, banquet hall, liquor store, and off-track betting parlor. There is some debate regarding the economic contribution the facility makes to Colonial Beach since the majority of its revenues go to Maryland. Although there is a clear argument that the Riverboat provides local and regional entertainment and that it draws people to the community,



**Pottery By Hand** - Pottery By Hand is Colonial Beach's newest hands-on shop. Led by instructor Hannah Janney, it's a place where folks of all ages can come and make or paint their own pottery.

**Tiki Bar** - Under the same ownership, the Tiki Bar and High Tides, are located on the boardwalk and both provide patrons the opportunity to sit indoors or outdoors to enjoy the waterfront setting.





## Building on Our Strengths...

### *Public & Civic Institutions/Elements*

*Public and civic elements are an important component of downtown areas. They generate regular traffic to the area and provide convenient support and informational services to both residents and visitors.*

#### VISITOR INFORMATION

The Colonial Beach Tourism and Visitors Center is located at the end of Hawthorne avenue adjacent to the town pier and boardwalk. The visitor's center has all the information a visitor would need about the town and surrounding areas. Many brochures, pamphlets, Colonial Beach shirts and sweatshirts, and knowledgeable people that can answer questions and give a history lesson too.

#### MUSEUM

The Colonial Beach Historical Society, formed in 1994, rescued an historical house in the resort area from destruction. The house became the Museum where artifacts and photos are displayed, telling the story of the town. The Museum is open to visitors Saturdays, Sundays, and some second Fridays from early April through mid-December. The Museum can also be opened from private tours by appointment.



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## MUNICIPAL SERVICES

Several municipal services are located in the resort area.

**Town Hall** - The Colonial Beach Town Hall is located off Hawthorne Street in an old bank building. It is one of the remaining historic buildings in the district.

**Library** - The Colonial Beach Library is a 4,700 square foot facility with over 24,000 items.

**Potomac River Fisheries Commission** - a partnership between Virginia and Maryland dedicated to safely and peacefully conserving and improving the fishery resources of the Potomac River.



## TRANSPORTATION

**Trolley** - The trolley runs on weekends from May through September. It makes about 20 stops around town, beginning each hour at the town pier. A history tour of the route can be given if requested.

**Golf Cart Community**-Golf carts are an important fixture in this community. Colonial Beach was the first town in Virginia to allow golf carts as an allowed form of transportation. Many residents proudly own carts and drive them frequently in the community, and many visitors enjoy the opportunity to rent and use carts during their visits. The golf carts are one of the many special attributes that help define the unique character of Colonial Beach.



## CIVIC INSTITUTIONS

Several churches and other civic institutions are located in the historic resort district including those listed below. The St. Mary's Episcopal Church on Washington Street, constructed in 1909, is one of the oldest church buildings in Colonial Beach.

American Legion  
VFW Post





# Building on Our Strengths...

## *Business Incentives & Assistance*

*To assist new and expanding businesses, the town has identified resources and enacted several economic incentive programs that provide assistance and tax relief to new and expanding businesses.*

### ENTERPRISE ZONE

An Enterprise Zone is a designated area in which the state and local government partner together to encourage economic conditions through offering two grant-based incentives - one for job creation and one for property investments. To these the town has also added several other incentives such as a machinery and tool, real property, and high tech equipment tax abatement programs.

### HUB ZONE

The Historically under utilized Business Zone (HUBZone) program helps small business in urban and rural communities gain preferential access to federal procurement opportunities. Colonial Beach is a HUBZone community. To qualify a businesses must be a small business by SBA standards, its principal office must be located within a HUBZone, and at least 35% of its employees must reside in a HUBZone.

The program's benefits for HUBZone-certified companies include: competitive and sole source contracting and 10% price evaluation preference in contract competitions. The federal government has a goal of awarding 3% of all dollars for federal prime contracts to HUBZone-certified small businesses.

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## TECHNOLOGY AND TOURISM ZONE

The Town has established local Technology and Tourism Zones. The purpose of these Zones is to provide economic incentives for eligible business entities, which make a substantial investment and create new jobs in such Zones.

A Qualified Technology Business is one whose primary purpose is the design research, development or production of technology services, software or products. A Qualified Tourism Business is one whose primary purpose is the provision of services and products primarily marketed to and intended for purchase by tourists.

Qualified Technology or Tourism businesses are exempt from business, professional and occupational license taxes and fees for 3 years and those fees are reduced by 50% for the following two years.

## ARTS AND CULTURE DISTRICT

Colonial Beach recently established a Arts and Culture District, know as the Colonial beach Uptown Art & Culture District. The purpose of the district is to increase awareness and support of the arts and culture in Colonial Beach, especially within the district boundaries. It was also created to enable arts and culture organizations to partner and build synergy within which effective promotion, cooperation and collaboration can occur. Art and Culture organizations are defined as those that present live performances of theatre, dance, music, or other imaginative work, produce/exhibit physical works, and businesses which primarily provide supplies and materials to artists. Additionally, museums and historic sites whose primary mission is education and/or historic preservation also qualify as art and culture organizations.

Incentives include business, real property and business property tax abatements.

## BUSINESS ASSISTANCE ORGANIZATIONS

A number of helpful resources located in Colonial Beach and Westmoreland County can provide some level of support to Colonial Beach businesses, including:

Colonial Beach Department of Planning and Community Development

Colonial Beach Chamber of Commerce

Westmorland County Tourism Commission

The Small Business Development Center (SBDC) in Warsaw

The Northern Neck Planning Commission



## Building on Our Strengths...

### *Community Members and Organizations*

*Engaged citizens and non-profit organizations play a vital role in the civic health of local communities. When supported and integrated into the community they help to facilitate the attraction of businesses to local communities and resources from out of state that assist in the building and maintaining of physical infrastructure and/or affordable housing.*

#### CHAMBER OF COMMERCE

The mission of the Colonial Beach Chamber of Commerce and its members, as a Non-Profit Organization, is to promote continuous improvements in the Colonial Beach area; providing leadership that protects, fosters and enhances a better business environment in economic, tourism, and civic development and by actively supporting social and cultural activities.

The Chamber hosts a variety of events throughout the year, distributes a business directory, and maintains a web site with a comprehensive listing of businesses and community events.

#### COLONIAL BEACH HISTORICAL SOCIETY

The Colonial Beach historical society was formed in 1994 to promote and preserve the history of the area. The society established and runs the Colonial Beach Museum.

The Museum building, known as the "Hoffman Building" served as a school, the town newspaper headquarters, the power company, a drugstore, barber shop, grocery store and bakery. It was nearly torn down in 1993. But thanks to local citizens, it was leased to the Historical Society in 1998 for a museum.

The Historical Society hosts a variety of events throughout the year such as the annual Big Band Dance and the Antique Car Show and Quilt Show.

They are currently working on a historical marker and interpretative signage program along with preparing application for a town designated national historic district.

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## COLONIAL BEACH FOUNDATION

Founded in 2005, the Colonial Beach Foundation (a 501(c)3 charitable organization) believes that the Town of Colonial Beach is an extraordinary community endowed with natural beauty, a unique geographic location, and diverse in its ethnic, historic and cultural heritage. Its mission is: "To envision ways of enhancing the quality of life in the Town of Colonial Beach and in its immediate vicinity and to bring those visions to reality."

The foundation has completed and assisted with several projects since its founding. It is currently planning a Seafood, Wine, and Art Festival for 2012.



## ARTISTS GUILD

The Artist Guild was founded more than 6 years ago by seven local artists. The guild now has over 100 members, most of whom are practicing artists. The mission of the guild is to bring more visual arts to the community and offer educational opportunities, while sharing interests and having fun.

They sponsor the very successful year-round Second Friday Art Walk. They also conduct public workshops that have attracted visitors from Virginia, Maryland, Pennsylvania, and farther. In July they sponsor the Potomac River Regional Art Show and Sale.



## PART TIME RESIDENTS

Part-time Colonial Beach residents make up a large number of the households. These part-time residents typically have household income levels that are higher than the Colonial Beach median income level, and, according to local business owners, the part-timers tend to spend more money dining out when in town. There is a strong reliance on part-time residents, often weekenders, who arrive at various times of the year from outside markets in both Maryland and Virginia from such cities as Silver Springs, Alexandria, Arlington, McLean and Springfield to the north and Richmond, Newport News, and Smithfield to the south.

They are one of the primary reasons that Colonial Beach has managed to survive economically in the midst of such a large percentage of lower-income households. Their impact is very well-known in the community, and especially amongst local business owners. Many of them are interested in becoming more involved in the town and plan to move to the community when they retire.

# Identifying the Challenges...

*The identification and understanding of a community's weaknesses and threats is important in order to effectively craft key restructuring strategies and projects.*

The observations and comments heard throughout the development of this plan related to current day weaknesses and threats to the local economy echo much of the dialogue received during the surveys and public meetings that helped form the basis of the Colonial Beach Comprehensive Plan.

Many of the challenges Colonial Beach faces are not new. What is new is a clearer sense of urgency being expressed by the larger community, and an apparent cohesion between the private and public sectors that, according to many of the interviewed community members, has not existed previously.

Listed on the following page is a summary of the recurring themes we heard and identified in our analysis of challenges facing the historic business district.

This chapter highlights the town's current day weaknesses and treats hampering the economic vitality of the town. The identification and understanding of these elements is important in order to effectively craft key restructuring strategies and projects.

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### Historic Resort Commercial District Constraints

- ♦ Vacant properties and a sporadic development pattern have downgraded the quality of this highly important central core;
- ♦ Vast gravel parking lots predominate key waterfront area;
- ♦ Former Days Inn facility is outdated and a blight, not reflective of Colonial Beach history and vernacular, and now in receivership;
- ♦ The buckled boardwalk is a blight fronting the important riverfront gateway;
- ♦ Most businesses within the historic district are struggling and are operating 25-30% below sustainable annual revenue levels;
- ♦ High number of undeveloped and underdeveloped parcels of land is hurting the town's tax base; and
- ♦ There is a lack of cohesive business district in town. The central historic core feels incomplete (too many gaps).

### Local Business Constraints

- ♦ Lack of directional signage, area identity, and pedestrian direction and guidance are hampering opportunities for local businesses;
- ♦ Lack of "window" shopping opportunities and a connected/contiguous commercial district makes retail operations challenging (an exception exists along sections of Hawthorne)
- ♦ Colonial Beach, like Westmoreland County and other coastal resort areas, is challenged by market seasonality;
- ♦ Local incentive programs for businesses are either untapped or non-existent; and
- ♦ Businesses lack a cohesive strategy to operate both locally and regionally, though they are interested in organizing and are willing to work.



# Understanding Our Weaknesses...

## Physical Blight

*There are common issues that affect the business sectors of Colonial Beach and dampen the economic prospects in the market. Recent interviews of local business representatives revealed a strong interrelationship of the declining physical conditions in the Historic Resort District with that of declining patronage at local business establishments. There are also strong indications that the “quality” of patronage is declining as well.*

### OVERVIEW

Over the previous decades, for a variety of reasons, many of the key features and attractions within the Historic Resort District have fallen to a concerning level of disrepair. Local residents, property owners, business owners, and Colonial Beach public officials are all in agreement that improvements must be made immediately to help revitalize the town’s historic district. This district is considered by many to be the heart of the community and the economic engine that drives the local economy.

The decline in the aesthetic qualities of the historic district over the past years is leading to negative impacts on local tourism and thereby a decline in the revenues of local businesses in Colonial Beach. The Town relies heavily on property taxation and, to a lesser degree, on sales taxes to supply its general fund. **The economic impacts of the community’s physical decline are putting considerable downward pressure on property prices and business revenues, thereby straining public funding sources. Retail development and revitalization is an important component of the Historic Resort District’s future, as well as the future of the entire community.**

### PHYSICAL IMPROVEMENT NEEDS

Throughout the comprehensive planning process and during the recent business owner interviews in preparation of this market study, a number of key constraints in the community were repeatedly identified by both business owners and the general public. The items listed below were the most mentioned physical constraints impacting the business environment in Colonial Beach.

- ✦ Fix and finish sidewalks and repair the boardwalk;
- ✦ Add new and improved lighting along streets and boardwalk;
- ✦ Make landscape improvements throughout the district;
- ✦ Add good locational signage for identification and wayfinding;
- ✦ Continue to improve all public restrooms;
- ✦ Improve building facades – many in disrepair;
- ✦ Renovations to blighted buildings;
- ✦ Provide more attractive parking;
- ✦ Improve the Colonial Avenue corridor in the district;

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## WATERFRONT BOARDWALK

Two of the key features affected, most recently by natural forces, include both the beach and boardwalk along the Potomac River waterfront. The beach suffered considerable erosion while the boardwalk was substantially buckled and cracked in various locations.

The community is still in the process of recovering and rebuilding from the damage provided by Hurricane Isabel in 2003. Since 2003, limited construction has occurred along the boardwalk, and the area remains in general disrepair. The time period from 2003 to 2008 saw the removal of dilapidated structures and clearing of parcels in the Historic Resort District, many now under the ownership of the Town of Colonial Beach. The boardwalk has benefitted from the opening of the High Tides Restaurant and adjacent, more recently opened, Tiki Bar on Taylor Street (both under the same ownership). These operations have brought a renewed interest and increased level of activity to the waterfront, but much more needs to be done.

The waterfront boardwalk was discussed frequently as an area of serious blight and disrepair that was directly impacting the ability of businesses to attract customers. This issue is seen by residents, property owners, and business owners as the priority area of improvement.

## PARKING

On-street parking is provided on most of the roadways within the historic district. This makes up a large percentage of available parking. Off-street parking opportunities are also provided although these lots have not been formally developed as parking lots. There is limited delineation of individual spaces, regulatory signage is haphazard, and there is limited accommodations for handicap individuals. These lots add significantly to the blight conditions of the district.

## INFRASTRUCTURE

(This section will discuss infrastructure elements such as roadways, water/sewer, etc. Waiting on info from Dewberry related to water / sewer needs.)

## Understanding Our Weaknesses...

Add Image

*Lack of a Cohesive District Area, Strategy and Focused Leadership*

*The establishment of a definable district with designated leadership will enable the businesses within the district to partner and build synergy from which more effective promotion, cooperation and collaboration can occur.*

### DEDICATED AND FOCUSED LEADERSHIP

Lots of great ideas have been put on the table during the development of this document. For effective implementation it is important to remember that all this can not be done by one individual or group. Revitalization efforts require many partnerships. In order for those partnerships to be established it requires the dedication of a group of individuals to promote, plan, and partner to get things done. The VA Main Street Program has a lot of resources and is a great example to follow.

Currently, there are many public, private, and non-profit organizations working, mostly independently, to improve the economic vitality of the area. Many are working with limited personnel and funding and depend on the availability of volunteers. Pulling those resources together and providing dedicated financing, a central staff member whose primary role is economic development, and a revitalization board of directors will go a long way toward revitalizing the area.

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## MISSING OR INADEQUATE WAYFINDING AND DIRECTIONAL SIGNAGE

Wayfinding and directional signage is key to defining a district and getting patrons to the district. Wayfinding signage is mostly non-existent in the community and is most likely harming the business potential for the community.

There are significant benefits to signage as part of the community presentation and identity. Visitors and tourists feel more comfortable entering a community with clear direction to primary features. This is an area of great opportunity for Colonial Beach to improve its public realm with attractive directional signage leading to the Historic Resort District and the surrounding area's historical, cultural and recreational amenities. A quality signage program can typically be developed with a budget of \$25,000 to \$35,000. It is very rare that a community does not find this money well spent.

## VACANT PROPERTIES / LACK OF WINDOW SHOPPING

The lack of window shopping opportunities in Colonial Beach results from a lack of complete blocks comprised primarily of ground floor retail uses. Vacancies in the block lead to most individuals turning around and heading back to their car. Whereas, continuous shopping opportunities encourage many to window shop.

The most advantageous place to include such blocks would be Taylor and Hawthorne Streets with retail uses fronting the Beach Terrace boardwalk as well. This would provide for a strong pedestrian experience that would allow pedestrians to stroll past the Colonial Beach Museum, various specialty shops, art galleries, and restaurants while being in close proximity to the waterfront and lodging options. The Irving Avenue diagonal creates another interesting opportunity for pedestrians as it connects Boundary Street to the intersection of Wilder Avenue and Washington Street, bordering the public green.

## LACK OF CONTINUOUS SIDEWALKS

The completion of a network of sidewalks along the streets in the historic resort district would not only improve public safety but would greatly enhance the pedestrian experience. The community currently has the foundation of smaller block sizes in the historic district to create a very attractive pedestrian environment with window shopping opportunities.



# Understanding Our Weaknesses...

## *Seasonality and Leakage*

*Colonial Beach, like many smaller resort areas along the East Coast, has an economy that is challenged by the seasonal fluctuations. This issue is further compounded by a small number of local businesses that bring money directly into the local economy and a resident base that primarily shops outside of the local economy.*

### SEASONALITY

The seasonality of the market in Colonial Beach has been much discussed. The local economy is highly reliant on tourism and tourism-related activity. A large number of businesses within the historic resort area are in the retail, service, and hospitality industries, serving both local residents and visitors. Some businesses noted that 60% of their revenues derive from the summer months while the winter months are a time to either “break even or limit losses”. This directly impacts the revenues of local businesses. For the first time since the beginning of operations, the High Tide’s restaurant closed for two months of the 2011 winter season. The owners made the difficult decision to temporarily shut-down the business to prevent operating at a loss for those months. It is important to note that this is one of the most successful businesses in Colonial Beach, and its temporary closure speaks volumes about the impacts of the seasonal changes in the town. Many other businesses have changed their operating hours significantly during the slower months, further impacting the viability of the overall retail environment.

Increasing the number of full-time residents and more visitors and tourists to the community in the off-season will be a requirement to help offset the seasonal challenges. Working to increase the opportunities for businesses in the “offseason” has been and continues to be one of the biggest challenges Colonial Beach faces.

## HOUSEHOLD INCOME

The households of Colonial Beach have lower average household incomes when compared with the larger Northern Neck District. The largest number of Colonial Beach households, 36.6%, had household incomes that were less than \$25,000 per year. This results in a substantial portion of the population living on annual incomes that are 50% or more below the average household income level in the community. This is an area of considerable concern for Colonial Beach and an important incentive to improve local economic conditions for citizens.

Higher income levels typically translate to higher purchasing power within a community. The Town of Colonial Beach is at an economic disadvantage when so many of the resident households are living below a sustainable income level. When households spend all their income to cover basic living expenses (housing, food, utilities, etc.), there is little or no disposable income left to reinvest back into the community.

## PURCHASE GOODS OUTSIDE OF THE LOCAL COMMUNITY

Retail sales are an important driver of the Colonial Beach economy, especially in the Historic Resort District where the majority of businesses and employees rely on retail sales activity. The surveys and interviews revealed that a large number of residents purchase the majority of their goods and services outside of the local community. With such a large percentage of the local residents shopping outside the community and with a mix of businesses that do not meet all the shopping demands of the citizenry, there is substantial amount of retail sales “leakage” into other markets.

The market most noted for capturing the sales activity of Colonial Beach residents was the City of Fredericksburg. Another more immediate market is King George County. Approximately \$13 million in

retail sales were made by Colonial Beach residents outside of the town in 2010. The leaked sales support approximately 65,850 square feet of retail space in markets outside Colonial Beach. For comparison, the total square footage of the Colonial Plaza Shopping Center is 56,077 square feet.

While it is unrealistic to think that Colonial Beach will be able to capture all its retail leakage, there is considerable room for improvement by focusing efforts on capturing un-met goods, services and speciality items that make sense to purchase locally.



# Economic Restructuring

For Colonial Beach, tourism has and always will play a significant role in the local economy. More specifically, the economic revitalization of the historic resort district depends heavily on efforts to expand tourism. To do so, the community must direct energies and resources toward that effort. This will require a multifaceted strategy that will not only increase tourism, but will also help to improve the quality of life of the town's business owners and residents.

Colonial Beach has a number of community assets that benefit its role as a tourist destination. Some of the noted assets include:

- ♦ Charming and hospitable community members;
- ♦ A beautiful beachfront, once the 2nd longest beach in all of Virginia;
- ♦ Golf cart community (more people need to know this);
- ♦ Quality dining (diversity in dining options as well);
- ♦ Growing art scene and active Artist Guild (depth of art and culture);
- ♦ Surrounded with natural beauty and recreational opportunities;
- ♦ Historical homes and a depth of area history;
- ♦ A unique shopping and dining experience when compared with the generic options offered by Gateway franchises; and
- ♦ Variety of B&Bs, cottages, and some limited motel lodging, including the eclectic Doc's Motor Court and Riverview Inn.

There are also several recent trends and statistics that should be noted and incorporated into workplans and strategies to increase tourism.

- ♦ **The State Tourist Commission has reported that a \$1 investment in Tourism promotion results in a \$5 impact on local and state taxes;**
- ♦ The State of Virginia Tourism Commission has noted extensive growth in the domestic market for regional tourism,
- ♦ The growth of travel from residents in their home state or in nearby states is expected to grow close to 10% annually over the foreseeable future;
- ♦ Gas prices approaching \$4 per gallon is helping to drive part of the growing interest in regional travel;
- ♦ Additional growth is coming to Virginia from international travelers with a strong growing contingent of visitors from Canada;
- ♦ Social networking is now crucial for reaching visitor prospects. Facebook is now the 4th most visited site on the internet; Colonial Beach should seek to maintain an up-to-date presence on Facebook and Twitter.

The Market Position Statement on the following page summarizes the efforts detailed throughout the rest of this document.

*A successful economic restructuring program requires a comprehensive, multifaceted strategy to address a multitude of related issues.*

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## *Marketing Position Statement*

The Colonial Beach Historic Business District will become an identifiable and vibrant commercial core that enhances the quality of life of local residents and additionally supports and strengthens the Town's role as a highly-regarded resort community along the Potomac River. To accomplish this goal the Town will:

- Continue major improvements of the community's key assets and most identifiable features - the waterfront and boardwalk.
- Provide the resources and leadership necessary to increase local tourism activity by 5% annually.
- Develop a marketing brand and logo for the community as part of a larger unified marketing campaign designed to renew the image and identity of the Town.
- Work to expand and improve the mix of retail uses in the community's Historic Resort Commercial District in an effort to make the district a highly-desirable shopping and dining destination year round with sufficient options for full-time and part-time residents as well as visitors.
- Bring the Town's historical and cultural attributes to the forefront in establishing the community's identity.
- Be recognized as an artist community with increased support of local artists and an increase in community art events.
- Improve access to capital through the implementation of a variety of local, state and federal programs to assist in funding district improvements and developing/attracting local businesses.
- Collaborate with the Westmoreland County Tourism Council and the North Neck Tourism Commission in the promotion of Colonial Beach as the base location for tourist to enjoy and extended stay while exploring the natural beauty and historic resources of the region.
- Work with local and regional partners to increase the awareness of and activity at the Colonial Beach marinas on the Potomac River and Monroe Bay related to the abundance of water-based recreational activities to choose from.
- Be recognized as a business-friendly community that supports the creation and growth of local businesses and local jobs.

The market position of the Town of Colonial Beach will be fulfilled when the community is recognized as an attractive resort destination for tourists who will visit the community for its beautiful and vibrant historic waterfront district, who will stay overnight or longer at one of the many inviting bed and breakfasts available in the community or in a clean and comfortable hotel room at a quality facility, who will spend money locally thereby increasing the economic well-being of local residents, who will take full advantage of all the activities available along the river including boating and fishing, and who will appreciate and support the communities historical and artistic resources. These same benefits that are appreciated by visitors will increase the quality of life for those who have chosen, whether part-time or full-time, to call the Town of Colonial Beach "home."

The townspeople of Colonial Beach will not disagree when the Town is referred to in the local and regional press as "The Comeback Kid."



# Economic Restructuring Projects

*Increase Tourism by 5% a year*

*In the near term, Colonial Beach should be working aggressively to increase the level of sales from tourism-related spending given its enormous impact on annual retail sales. The goal should be an increase in tourist traffic of at least 5% annually combined with a larger and broader mix of retail uses.*

## TARGET SPECIFIC TOURISM MARKETS

Three of the fastest growing markets in the Tourism industry include:

- Historical and Cultural Tourists;
- Art & Food Tourists (the latter referred to as Foodies);
- Recreational Boaters;
- Wedding Parties;
- Bicycling Tourists; and
- Bird and Wildlife Watchers.

Many of the above named target tourist groups happen to be higher spending visitors, spending an average of \$250 to \$335 per day per party. Demographic make-up is largely a mix of empty-nester couples and smaller families.

Colonial Beach offers opportunities for all of these groups for at least a portion of their stay during multi-day itineraries.

## LEADERSHIP & COORDINATION

Focused local leadership along with cross-collaboration with Westmoreland County, the Northern Neck, and sister communities will go a long way in expanding the opportunities for Colonial Beach. There appears to be renewed cohesion between Westmoreland County and Colonial Beach in working together to create and promote local and regional tourism. There is awareness that attracting tourists with multi-day itineraries will be more beneficial for the region. There is less emphasis now being placed on the day-trippers, especially those that spend minimally in the community, with more effort placed on the attraction of cultural and historical tourists who come for two to three day stays (and who are notably high daily spenders). This more regional effort being led by the Westmoreland Tourism Commission with assistance from the Colonial Beach Chamber of Commerce is a positive direction that needs to be nurtured with additional funding and promotion.

Through increased collaboration with the County and regional efforts, local business will benefit from increase marketing and promotion efforts.





# Economic Restructuring Projects

## *Marketing and Branding the Community*

*Colonial Beach must position itself uniquely in the retail environment to be able to competitively compete and create a economically resilient community.*

### **HISTORIC PRESERVATION & NATIONAL HISTORIC DISTRICT DESIGNATION**

Investments in Art facilities and Historic Preservation have strong economic impacts of between \$20 to \$27 for every \$1 invested according to the National Trust for Historic Preservation and the Americans for the Arts.

The communities rich history of events and remaining historical structures make it a great candidate for National Historic District Designation. A National Historic District does not impose any regulations on individual property rights. It does set individual property owners up for tax credits and special financing if they choose to preserve and restore their historic properties. There are several buildings in the district that would benefit from these credits.

The community should also implement historic markers on key buildings and at key locations throughout town. Generations of individuals come back to visit Colonial Beach and are always curious where certain buildings and/or activities took place. A historic marker program is currently being developed, see the physical improvements section for more information.

### **PROMOTE LODGING AVAILABLE**

While Colonial Beach lacks a mainstream quality hotel, there are roughly 300 rooms available for lodging within the community's smaller facilities, made up of B&B's, cottages, and boutique hotels. The fact that Colonial Beach does not have a mainstream hotel should not be considered a weakness. It offers an opportunity to encourage more B&B's and cottages and develop a reputation as a B&B/cottage community. A collective effort with the Chamber of Commerce has produced an attractive and informative guide to many of these smaller lodging options. The community should expand the promotion and reach of this guide regionally to get the word out about the number and array of lodging options in Colonial Beach. This guide could also be made available online.

There also is a marked difference in the Per Diem Rates for Colonial Beach and surrounding areas. This can deter federal employees and contractors from staying in Colonial Beach. Per Diem Rates are set by the General Services Administration based on the average cost of adequate lodging. Rates can be reviewed annually. A written request is required to start a review.

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## DEVELOP AND PROMOTE UNIQUE ASPECTS OF THE COMMUNITY

**Golf Cart Community** - As mentioned previously Colonial Beach is a Golf Cart Community, the first in Virginia. Both residents and visitors enjoy taking advantage of this unique element. Highlighting this fact about Colonial Beach will help to further develop a community niche. The logo shown below was developed to promote the legal use of golf carts in town. This logo can be used on the town's website and promotional material as well as given out to local businesses for their use.

**Boating Community** - Being positioned on a peninsula of land between the Potomac River and Monroe Bay and the last deep water port, Colonial Beach has a lot to offer the boating community, whether you are a large yacht owner or a canoe/kayak enthusiast. The town should work with local marinas and other related businesses to heavily promote the town to boaters of all types.

**Public WiFi Zone** - In this age of technological gadgets the town should consider the establishment of a public WiFi zone in and around the Historic Resort District. The ability for tourists and business travelers to access high speed internet from the boardwalk/beach area would set it apart from many other small towns.

## EXPAND INTO NEW MARKETS

The impacts of seasonality on retail and lodging markets in Colonial Beach can be better managed through the attraction of business travelers, group meetings, and events such as weddings throughout the year. There is opportunity for a multi-purpose community center incorporating such uses as meeting space, an exhibit hall, performance space, and visitor center. Until then, several businesses, such as the Riverboat on the Potomac, have available meeting space and packages with the small hotels and cottages can provide adequate lodging opportunities.

Additionally, the town is home to an active and successful Artist Guild with over 100 members. They sponsors the Art Walk on the 2nd Friday of every month and host a number of workshops throughout the year. This organization can play a strong role in the promotion of art facilities and programs as part of a regional campaign to attract cultural tourists to the area.

## BRANDING IDEAS

During Colonial Beach's hey days it became known as the "Playground of the Potomac". With the termination of the passenger ferry trips from DC and the new Maryland law making gambling illegal in businesses that you do not access from Maryland lands that name lost some of its luster.

Through this planning process the Management Committee wanted to explore other potential branding options with the local community members. A request was published in the local papers and several ideas submitted. Those ideas were presented and voted on by attendants to the second public workshop. The preferred branding ideas are listed below in order of preference.

"Small Town... Wide River... Great Life"

"Colonial Beach... life in the slow lane"

"Colonial Beach, Virginia's Best Kept Secret"

The town should continue work on the brand and incorporate it into a comprehensive signage and wayfinding program.





# Economic Restructuring Projects

## *Improving Access to Capital*

*Sustainable revitalization efforts blend a wide variety of funding sources for program administration, district improvements, and business assistance.*

### IMPLEMENT A BUSINESS IMPROVEMENT DISTRICT

A Business Improvement District (BID) is a defined area within which businesses pay an additional tax or fee in order to fund improvements within the district's boundaries. They can provide guaranteed annual income to the revitalization program. They generally require approval by at least half of all property owners in the district or by those that control at least 51% of the value of the property being assessed. Prior to pursuing a BID, the Town should review the legislation's assessment formula to see what the gross revenues for a BID could be. These formula's can be used to create a spreadsheet of hypothetical revenue streams and to ensure to much of a financial burden in not placed on small property and business owners in the district.

BIDs can be set up a variety of ways such as an increase in property taxes based on a buildings assessed value, square footage, or an increase in sales tax. Whatever the formula, BIDs are set up with the understanding that these funds are used specifically for area improvements and promotional activities in the district. These improvements may include streetscape improvements, new landscape, sidewalks, lighting, and signage among other improvements.

### CREATE A TAX INCREMENT FINANCE DISTRICT

Tax Increment Financing (TIF) has become an increasingly popular funding mechanism for district amenities. Unlike a BID, TIFs do not increase property tax rates - they only generate income when property values increase. Nor do they usually require the approval of the district's property owners. In essence, as property values increase over time or because of a new rehabilitation project, the locality agrees to dedicate the increase property tax revenue to the district.

TIFs are established and defined by a distinct boundary and are used to fund only public infrastructure costs. They cannot be used for operational purposes. They can be a good tool to attract private sector capital investment. Now is a good time for a TIF overlay in the Historic Resort District due to depressed property values and good prospects for future growth (higher reinvestment potential).

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## SHOP LOCAL CAMPAIGN

Shop local campaigns are one way to increase local sales tax revenues through directly informing residents of the positive impact local spending has on the local economy. The Town should work either locally with the Chamber of Commerce or regionally with the Northern Neck Planning District Commission to develop a “Shop Local Campaign”. Limited to no funding is needed to develop and implement the program and it can have a considerable impact on the local/regional economy. The average consumer does not realize the enormous impact shopping local can have on improving their community and quality of life.

There are numerous examples from other communities, but basically the campaign entails the development of flyers and/or adds highlighting the impact of spending in the local economy. Those adds are then placed in local newspapers, community websites, etc. The most successful campaigns are on-going promotional programs that are incorporated into community events, promotions, and the most basic community services.

## TAX AND BUSINESS INCENTIVES

The Town has done a great job locally and through state programs to enact a variety of tax and other business incentives. Various tax and incentive programs include the Enterprise Zone, HUBzone, and the Technology, Tourism, and Arts and Culture District. The town should continue to actively promote those programs to existing and perspective businesses in the area.

These overlays provide the greatest opportunity for market incentives and new financial support for individual property and business owners in the community.

## STATE AND FEDERAL GRANT PROGRAMS

There are many state and federal grants that can be combined with local resources to improve local communities. The Community Development Block Grant, under which the development of the plan is being funded, is a common one along with the SAFETEA-LU (Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users). SAFETEA-LU provides federal funds for “transportation enhancements”, including pedestrian and bicycle facilities, landscaping and preservation of transportation-related historic resources and infrastructure.

There are several other federal grant funding opportunities that can be pursued for special projects in the district. They are identified in the implementation chapter.



## Economic Restructuring Projects

### *Develop and Recruit Businesses*

*Revitalization efforts need to work with both existing businesses and potential new businesses. Existing businesses are the districts “front line in the battle to strengthen the commercial area,” while new business can fill an important niche and/or gap in the retail market.*

#### IDENTIFY CURRENTLY UN-MET GOODS, SERVICES AND NICHES

Success depends on understanding the what the districts commercial strengths are, or can be, and developing them. Colonial Beach is well suited to serving a niche market. Niches are often smaller markets and they provide a unique opportunity for the district.

Development of a niche requires a thorough understanding of the niche and what businesses complement it. Throughout the development of this document several businesses were mentioned as great additions to the district such as a bike rental shop, canoe/kayak rentals and tours, recreational cruises, etc. All these combined with the unique boutique hotels, cottages, dining establishments and recreational opportunities begin to define a unique marketable niche.

Colonial Beach should also seek to attract more professional entrepreneurship to the Colonial Beach market to help diversify the economic base especially in technology and both professional and business services. Many part-time residents have contemplated moving their businesses to the town full time. To be fully effective, this will require the Town to have the appropriate broadband infrastructure in place.

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## PROVIDE OPPORTUNITIES FOR BUSINESSES TO TEST THE MARKET

New businesses add vibrancy to commercial districts. New businesses also need a lot of technical assistance, financing, and assistance finding the right location. There are a couple of ways to help new businesses test the market without having them make significant financial investments.

Farmers Market - the town could expand the Market Days into a regular farmers market providing a very low cost opportunity for small businesses and potential entrepreneurs to test the market. It will be important in doing so to ensure a substantial advertising budget is established for the farmers market to draw from a regional area as to not just take business away from existing local businesses.

Incubator Space - the town could utilize some of its vacant land along the boardwalk to create a flexible incubator space where new businesses could lease prime retail space at a reasonable rate.

## EXPAND LOCAL OPPORTUNITIES FOR BUSINESS ASSISTANCE

Some business owners expressed a need for advice and guidance on a number of topics including business and financial planning, small business marketing, and networking. The town should consider the establishment of a satellite office of the U.S. Small Business Administration (SBA) in the community along with the creation of a local SCORE program (Service Corps of Retired Executives). Colonial Beach benefits from a depth of local experienced executive talent that could help mentor some of the local businesses in need of assistance. SCORE is a resource partner with the SBA, and together they would provide great resources for the community.

At a minimum, the town should encourage the expansion of the outreach program with the SBDC office currently located in Warsaw, the county seat of Richmond County.

## FINANCIAL BUSINESS ASSISTANCE PROGRAMS

Colonial Beach business owners were vocal regarding the lack of business incentive programs and support network in the community. Some of the businesses noted the need for financial assistance to make internal improvements, such as the upgrading of equipment or reconfigurations of store space. Others require financial assistance to make exterior improvements to their businesses.

The town is currently exploring to find the resources to provide a façade improvement program that would benefit the business owners and the community overall. There are a considerable number of businesses, especially along Washington, Colonial, and Hawthorne Avenues that need the most help. Other options are to work with a local bank to set up a low interest revolving loan for facade renovations.

# Physical Improvement Plan

*Improvements to the public spaces of Colonial Beach's Resort Commercial Area will strengthen the areas vital public areas and assets thereby enhancing the environment to attract more tourism and encourage additional adjacent private investment.*

The public areas of Colonial Beach's Resort Commercial Area have been deteriorating over the past 30 or so years for a variety of reasons from limited funding and resources to the lack of a clear unified vision for the areas future development. The following pages identify the primary physical elements that need to be addressed and offer solutions to start to address them.

This section also highlights some recent improvements that were accomplished by both public and civic organizations. These improvements are starting to work together to instill in the community a renewed sense of hope and common direction.

The section ends with a development vision for the area in 20 years and identifies a number of initial improvement recommendations to address key areas. Every aspect of this vision is not meant to be set in stone. Its purpose is to establish a solid framework for future investments by both the public and private sectors. Many of the ideas presented in this 20-year development vision are not new, they have been desires of the community for many years.





# Physical Analysis & Improvement Needs

## *Blighted Areas*

*A question that realtors often find themselves answering when showing potential buyers around the community is, “what happened to the boardwalk, and how soon will it be fixed?” The consensus among local residents, public officials, and the economic consulting team is that the improvement of the boardwalk running from Lincoln Avenue to Boundary Street is fundamental to the revitalization of the community.*

Within the Resort Commercial Area the boardwalk and adjacent properties are plagued with a variety of blight conditions. Other blight areas within the district are smaller and more isolated. Pictured to the right and listed below are examples of blighted conditions throughout the district.

- Prominent street (Colonial Avenue) dead ends at the boardwalk
- Undeveloped parcels directly adjacent to the boardwalk used for informal parking lots (some are rented out to adjacent business for patron parking)
- Narrow undefined and un-maintained sidewalks
- Cracked boardwalk with deteriorating or non-existent site amenities
- Public open spaces directly adjacent to the boardwalk with deteriorating site amenities (lighting, benches), limited plantings, and un-level sparsely grassed areas
- Numerous signs on haphazard poles







## Physical Analysis & Improvement Needs

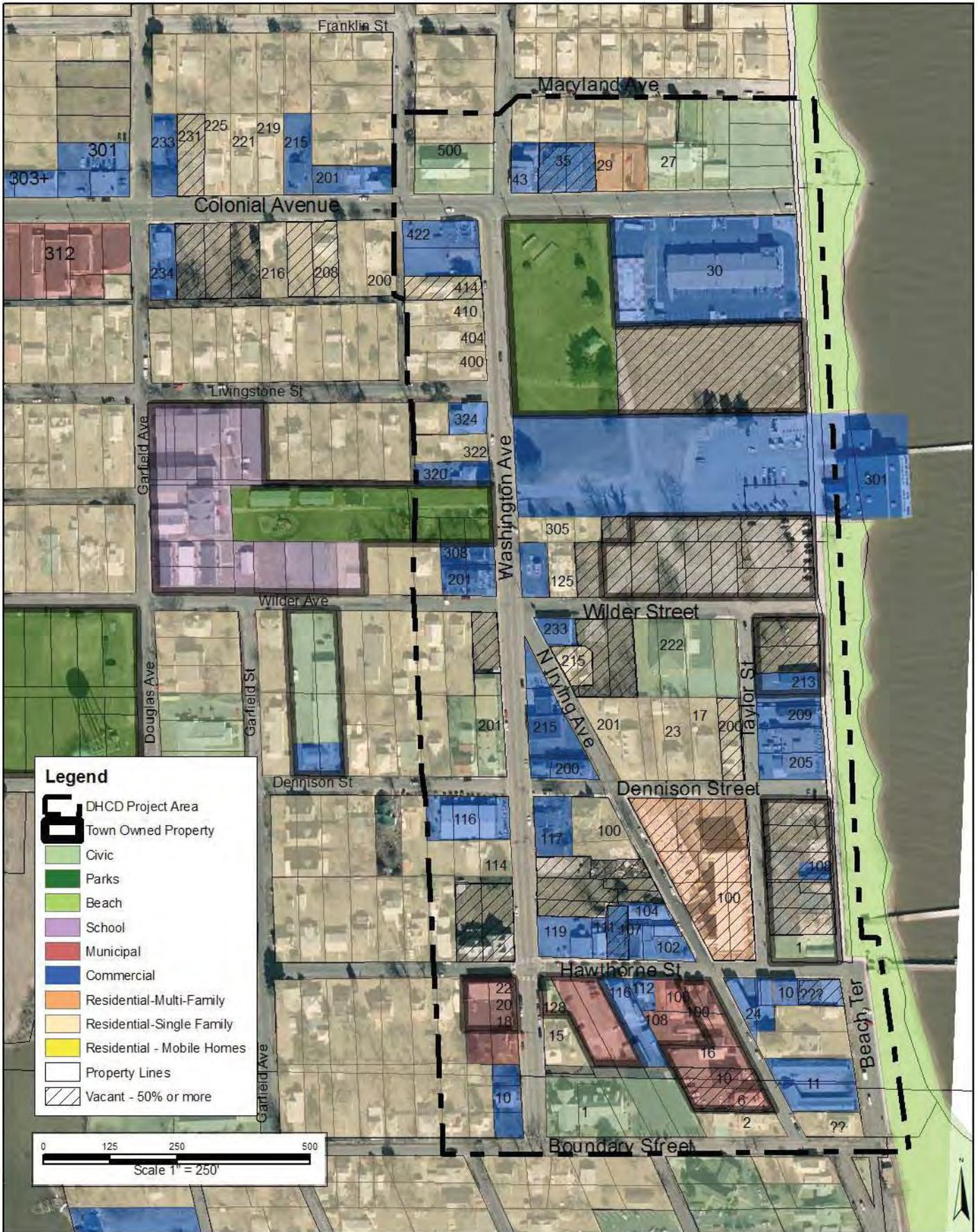
### *Vacant Property*

*Vacant and under utilized parcels create gaps in the district and make it difficult for the area to function as a cohesive unit in which patrons naturally flow from one business to the next.*

Vast amount of vacant and under utilized land, especially along the boardwalk, are hindering the vitality of the area. Several of these parcels are town owned as depicted on the map to the right. This positions the town in an ideal situation to be able to effectively encourage appropriate development for the district.

The Town should begin to transition its vacant parcels, focusing along the boardwalk initially, to vibrant commercial and open space areas. The town can utilize a number of different avenues to make these transitions:

- Through public private partnerships
- Through the development of town owned incubator space for startup businesses
- Through the development of appropriate design guidelines and then reliance on private individuals and businesses to develop to suit





# Physical Analysis & Improvement Needs

## Parking

*Parking is one of the basic elements in maintaining a viable downtown retail center and facilitating the expansion of retail activity.*

Visitors to Colonial Beach have expressed confusion about where they can and cannot park. They are often ticketed for that lack of understanding and left with a bad impression of the town. An easily understandable, convenient and attractive parking program is needed in Colonial Beach. During the development of that program, the following items should be recognized.

- In the downtown areas of small communities, parking is best accommodated by public on-street options so that individual businesses are not required to build and maintain private parking lots.
- When public parking spaces are then shared by a number of adjacent businesses it encourages patronage to multiple establishments.
- Downtowns were built for walking, patrons of downtown businesses do not expect to be able to park directly in front of the business they are patronizing all the time.
- Free 2-hour on-street parking should be readily available.
- Longer term parking off street parking options will provide a revenue stream to the town to maintain parking, but the fees should be reasonable.

Currently the Historic Resort District has approximately 370 town owned public parking spaces made up of 135 off street parking spaces and 235 on street spaces. Following is a breakdown of the parking locations.

- Colonial Avenue - 30 On-Street
- Washington Avenue - 115 On-Street
- Irving Avenue - 37 On-Street
- Hawthorne Avenue - 31 On-Street
- Beach Terrace - 22 On-Street
- Town Lot Adjacent to Museum (1) - 23 Off-Street
- Town Lot Adjacent to High Tides (2) - 26 Off-Street (these are currently rented out to surrounding businesses and not available to the general public)
- Town Lot Adjacent to Riverboat on the Potomac (3)- 86 Off-Street

Of the public parking available, much of it is located along Washington Ave, Hawthorne, Irving, and Colonial. Limited parking is available adjacent to the boardwalk and what is provided is informal, haphazard, and seemingly unmaintained. Additional attractive and convenient parking is needed along Taylor Street to encourage growth and development of the boardwalk.

The 20 year development vision presented on pages 70-71 accommodates a total of 630 spaces. Of the 630, 484 spaces would be clearly delineated public on and off street parking options. The remaining 146 would be developed either publicly or privately as development occurred to serve the full build out potential of the downtown area (these spaces are generally made up of the two large lots east of the Town Hill).



# Physical Analysis & Improvement Needs

Add Image

## *Limited to No Wayfinding/Directional Signage*

### RT. 205 / COLONIAL AVENUE

*An effective wayfinding program is a highly effective and low cost marketing tool. The design of a wayfinding program should be approached holistically and considered a natural extension of the communities image.*

The Rt. 205 / Colonial Avenue intersection has no wayfinding signage directing individuals to the beach or historic resort commercial area, the two most unique and prominent areas in town. Unknowing visitors of Colonial Beach continue on Rt. 205 unaware that there is much more to the town that what is along Rt. 205. Along with the

placement of appropriate wayfinding signage at the Rt. 205 / Colonial Avenue intersection there is an opportunity at 700 Colonial Avenue to implement a wayside community directory and informational kiosk. All signage should portray the unique character of the community.



## HISTORIC COMMERCIAL DISTRICT

**Community Information Maps** - Once on Colonial Avenue, due to its alignment due east, the Potomac River can be seen in the distance. Many travelers are naturally drawn to the end of Colonial Avenue expecting to find information signage and other types of visitor information. Currently no signs or visitor amenities are present. Improvements to this area are vital and those improvements should include a community wide town map highlighting all the resort commercial area destinations and attractions. Two other locations for similar maps have also been identified at key locations along the boardwalk.

**Wayfinding Signage** - A series of wayfinding signs are needed along Washington Avenue and Boundary Street. These will appropriately direct visitors to key destinations in the commercial core including the beach/boardwalk, town pier, and tourism information center.

## GATEWAYS

The gateways to town along Rt. 205 to the north and south should also be enhanced to welcome visitors.

## STANDARD VDOT SIGNS

The town should work with VDOT to ensure that standard State directional signage is in place to direct travelers to the public boat ramp and beaches in the town.



# Physical Analysis & Improvement Needs

## *Historical Markers / Interpretative Signs*

*Heritage tourism, defined as “traveling to experience the places and activities that authentically represent the stories and people of the past”, can be an important revitalization tool for Colonial Beach.*

Through this planning process an inventory of all the historical sites in Colonial Beach was created. The map to the right depicts those sites along with a few select images. As mentioned previously, Colonial Beach’s history is rich. Few communities have the number of historical people, events, and architecture as does Colonial Beach. Those elements can play an important role in the revitalization of the area. The establishment of a national historic district along with historical markers on remaining historic buildings and the placement of select interpretative markers for key events and buildings will bring some of the town’s rich history back to life.

As part of this strategy, it will be important to ensure that additional historic buildings are not lost.

# Town of Colonial Beach

## Historic Sites Map



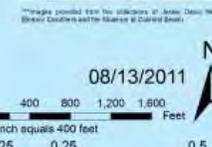
### KEY FOR HISTORIC SITES MAP

0. The stars lining the Boardwalk do not have site descriptions listed - there are dozens of significant sites, one on top of another. They include the Little Steel Pier (formerly the Showboat docking area), the Jacquot and Little Reno casinos (on the water) as well as a multitude of restaurants, hotels and various shops that lined the Boardwalk, all of which I consider to be historically significant.

1. New Atlanta Hotel (now St. John's and Potomac Wharf condos) on Washington Avenue between Lincoln Avenue and Longfellow Street.
2. Westmoreland Drug Store (later Hall's Drug Store, now Colonial Beach Realty)
3. 5 and Diner (on the corner of Colonial and Washington Avenues) - installed in the early 1940s, now the Human Diner.
4. Colonial Beach Hotel (between the Boardwalk and Washington Avenue) - now the Town Commons.
5. Mayfair Theatre (on the corner of Wilder and Washington Avenues) - now Seaside Thai.
6. Esso Station (junction of Washington Avenue and North Irving Street) - later Exxon and now The Espresso Station, WideRiver Gallery and LaLa's Hair Salon.
7. St. Mary's Episcopal Church (corner of Washington Avenue and Dennison Street)
8. First Baptist Church (corner of Washington Avenue and Dennison Street, across from St. Mary's Episcopal Church) - now Metro Golf.
9. Cooper's Store (on the corner of Washington Avenue and Hawthorn Street) - now the Town's library and the Town Center.
10. The Museum at Colonial Beach (corner of Washington Avenue and Hawthorn Street (across from Library/Town Center)
11. Gem 5810 (Hawthorn Street) - formerly known as the Susman Building, now Esco Ltd.
12. Bank of Westmoreland (corner of Hawthorn and North Wilder Streets - now serves as the Treasurer's office and Town Hall)
13. Westmoreland Motel (corner of Hawthorn and North Wilder Streets), formerly DaAdey's Hotel, now the Riverview Inn.
14. Caruthes & Costley Drug Store (corner of Irving Avenue and Hawthorn Street) - later Hag's Place, now a vacant lot.
15. Town Pier (end of Hawthorn Street)
16. Colonial Beach United Methodist Church (corner of Washington Avenue and Boundary Street) - formerly the Union Chapel.
17. St. Elizabeth's Catholic Church (corner of Lossing Avenue and Boundary)
18. Veteran's Corner, Memorial to WW I and WW II veterans (Irving Avenue, near Town Pier)
19. Doc's Motor Court (North Irving Street) - the oldest motor court in the region, owned and operated by the Canthers family since 1961.
20. Klutz Building (North Irving Street) - served as the town's first school, now the SPCA.
21. Colonial Beach Bottling Plant (North Irving Street) - later served as the town's firehouse and then police station.
22. Old Town Hall and Treasurer's Office (North Irving Street) - now serves as the School Board building.
23. Post Office (North Irving Street) - later Lemon's Restaurant, now the parking lot for beachfront condos.
24. The Breakers (corner of Dennison Avenue and North Irving Street).
25. Tides Inn (corner of Dennison Avenue and North Irving Street, across from The Breakers)
26. Denson's Store - (corner of Bancroft Avenue and Madison Street)
27. The Plaza B&B (corner of Lossing Avenue and Weems Street)
28. The Bell House (corner of Irving Avenue and Thackary Street) - now a B&B.
29. Fox Haven (corner of Irving Avenue and Thackary Street, across from The Bell House)
30. Eleanor Park (corner of Irving Avenue and Dandridge Lane) - now a vacant lot.
31. Colonial Beach Yacht Center/Dockside Restaurant and Blue Heron Pub (Castlewood Drive on the Point) - originally an oyster packing plant owned by Oliver Hopkins.
32. Parker's Crabshome (on Monroe Bay Avenue between Ball and Sulgrave Streets) - owned and operated by the Parker family for decades, now a vacant lot.
33. Jeff's Store (corner of Monroe Bay Avenue and Robin Grove Lane), later (and currently) Stanton's Marine Railway.
34. Bell House for Orphan Children (corner of Monroe Bay Avenue and Hamilton Street) - now a homestead.
35. Curley's Point/Winkie Doodle Point (Lafayette Street) - formerly an oyster packing plant and store, currently a marina.
36. Ice Plant (Monroe Bay Avenue between Weems and Madison Streets) - formerly an ice production plant and distribution center, now private property.
37. Miller's Crab Show (Monroe Bay Avenue between Jefferson and Boundary Streets) - now The Lighthouse Restaurant.
38. The Bay Shore Hotel (corner of Garfield Avenue and Boundary Street) - now the Colonial Beach Baptist Church.
39. Texaco Station (junction of 205 East/West) - now a MacDonald's restaurant.
40. First Baptist Church (Jackson Street between Lincoln Avenue and Franklin Street)
41. The Willard Hotel (between Washington Avenue and Taggart Street) - now a private home.

### Legend

- ★ Historic Sites
- Main Roads
- 2001 Proposed Historic District
- 2009 Historic District
- Corporate Limits



08/13/2011  
 0 400 800 1,200 1,600 Feet  
 1 inch equals 400 feet  
 0 0.125 0.25 0.5 Miles

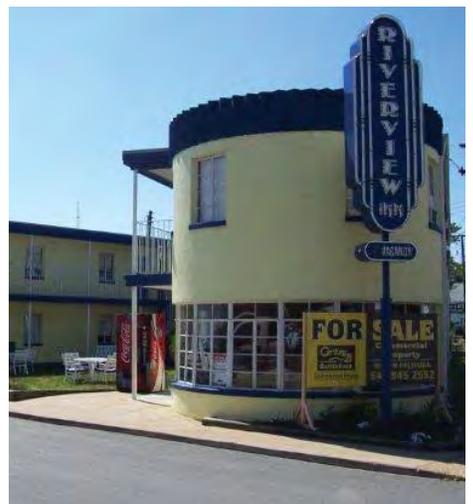


# Physical Analysis & Improvement Needs

## *Facade Improvements*

### CHARACTER DEFINING FACADES IN COLONIAL BEACH

*There are numerous examples within the project area of historic and /or renovated facades that together exemplify the inherent character of the area.*



## OVERVIEW

The majority of the buildings in the project area complement the character of the area. Those that don't have been separated into three categories: minor cosmetic improvements, more in depth character improvements, and buildings in need of dual facades between the boardwalk and Taylor Street.

## LOW COST COSMETIC, DOOR, WINDOW AND AWNING REPAIRS/ADDITIONS

Buildings in this category retain the historical character of the area and are just in need of minor cosmetic improvements.



## CHARACTER IMPROVEMENTS

Buildings in this category will require more of an investment. Sometimes improvements can be a subtractive measure in that more recent additions to facades can be removed to reveal a more appropriate facade treatment as originally built.

Other times buildings may require the addition of a new facade. There are very few commercial buildings in this category in the historic resort district.



## REAR FACADE IMPROVEMENTS ALONG TAYLOR

The block between Taylor Street and the boardwalk is unique. Ideally buildings in this area would have two fronts, one facing Taylor (an important vehicular route) and one facing the boardwalk (an important pedestrian/bicycle route). Currently these building fronts face the boardwalk with utility infrastructure elements facing Taylor Street.

One creative way to add interest to the back of the existing buildings along Taylor, with limited cost, is to recreate the town's past through murals on the back of the buildings. A great example of this is the recent improvements to the public bathrooms as shown on the following page.





# Recent Physical Improvements

## *Public and Civic Improvement Activities*

### BATHHOUSE IMPROVEMENTS

During the initiation of this project, the public bathrooms along the boardwalk were identified by many as needing significant improvements. Since that time the town along with volunteers from the community have each made significant improvements to the facility. New sinks and other interior improvements along with paved accessible paths to the exterior of the bathrooms have been installed by the town. The Colonial Beach Artist Guild painted a large mural on the outside of the building. The mural will soon be complemented with plantings and sand placements that will symbolically merge Colonial Beach's past with its present.

*Several recent town and civic initiated improvements to public property have improved the beauty and uniqueness of the area and community.*



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## BEACH REPLENISHMENT

Also during the start of this project the town was gearing up for a beach replenishment project. The town applied for a received a Army Core of Engineers grant to replenish the sand along portions of the beachfront. Because the beaches are one of the prime tourist assets of the Town and vital to its continued economic development the Town should continue to pursue grants for beach replenishment activities.



## RIVERWALK

Riverwalk is an informal pedestrian trail from the historic resort district south along Irving Ave. The path starts at the point where the boardwalk ends and provides an attractive buffer between the road and beaches. This project was implemented and funded solely by volunteers.



## MEMORIAL BENCHES

Visitors and town members have both commented on the need for more places to sit along the boardwalk area. Each year a few people in Colonial Beach express interest in donating a bench on the Boardwalk in memory of a loved one or an important event. The Town is developing guidelines for a structured and organized method for accepting memorial bench donations for the Town.

The bench selected should be a high quality commercial grade bench. When installed it should sit securely anchored to a concrete pad.



# Future Development Vision

## Overall Master Plan - 20 Year Vision



### OVERVIEW

The graphic below depicts a vision for the area in approximately 20 years. Speciality retail and hospitality businesses line the boardwalk and Taylor Street. A widened and improved Taylor Street (1) provides convenient parking for patrons to the area and larger parking areas (2), set back from the

beachfront, provide ample long term parking and parking for special events. The boardwalk has been improved and expanded (3) to Irving Avenue. Public greenspaces between it and Taylor Street (4) provide inviting pedestrian corridors to the waterfront and beaches. The vehicular and pedestrian network flows

continuously throughout the commercial area. Streetscape and sidewalk improvements (5) have been made on all roads. Town Hill continues to provide open space for special events (6) and a new community center (7) offers recreation and event space opportunities for the community and its visitors.



## PUBLIC / PRIVATE COORDINATION

In order for the key elements of the plan to be implemented, such as the extension of Taylor Street, public private coordination will be needed. There are four private property owners that land will have to be coordinated with for these improvements to occur. During the development of this

document three of the four property owners were contacted to gain their input on the proposed plan. Property owners were open to the idea but were not ready to buy in just yet. Continued discussions are needed with these property owners as well as all business and property owners affected by these

improvements to further explore the benefits to the district as a whole and to address the concerns of individual property owners.





# Future Development Vision

## *Initial Improvements - 5 to 10 Year Vision*

### OVERVIEW

The graphic below depicts a vision for the area in approximately 5-10 years. Improvements are concentrated along the boardwalk from Boundary Street to Lincoln Avenue (1), the end of Colonial Ave and Hawthorne Ave (2), and the south end of Taylor Street (3).

Improvements to the end of end of Colonial and Hawthorne Avenues (2) provide pleasing pedestrian connections to the boardwalk and additional event space during special events. Public piers with day docking opportunities (4) provide convenient access to the Resort

District by traveling boaters. Taylor Street Improvements (3) begin at the south and move to the north as funding and private property negotiations are complete. The town owned property along the boardwalk (4) between Hawthorne Avenue and the Tiki Bar is



the newest addition to the boardwalk housing speciality retail, dining, and entertainment venues. Additional space for future developments on town owned land is set aside (5). The town owned off

street parking lot is improved (6).

The key elements of this plan are detailed on the following pages.





## Key Improvement Area

### *Boardwalk - A Valued Community Asset*

*Generations of visitors have flocked to the Colonial Beach waterfront and boardwalk. By providing distinguishable and convenient site amenities, fitting of a beachfront area, the town will ensure visitors for generations to come.*

Both visitors and residents are drawn to the boardwalk and beachfront area. As such, they are the community's top assets for economic growth and vitality. During this planning process, the boardwalk was identified as the top priority for improvements.

Patron amenities such as foot washes, showers, bathrooms, benches, picnic tables, bike racks, lighting, signage, etc. should exemplify the character of the area and be conveniently located to promote a positive visitor experience and lasting memory.

Additionally, due to the rich history of the boardwalk, strategically placed interpretative signage should tell the story of this valued community asset.





## Key Improvement Areas

### *Colonial Avenue Terminus*

*Visitors are naturally drawn to the end of Colonial Avenue. They should be greeted with an inviting and active public space.*

The end of Colonial Avenue from Washington Avenue to where it meets the Potomac River has been identified in numerous planning efforts as an important community defining area. It is a place that should be vibrant with open green space and community activities. It should serve as a gathering and small event space; a space to learn about what the historic resort district has to offer.

Streetscape improvements are also suggested along this stretch of Colonial Avenue, providing defined on-street parking, improved sidewalks, pedestrian lighting and plantings. Removal of the power lines alone has a big impact on the aesthetics of the area.

There have been many ideas generated about an anchor at the terminus of Colonial Avenue, such as day docking facilities with a harbor master building, the extension of a pier that could accommodate large cruise ship docking, or a decommissioned naval ship. These are all great ideas that should be further explored.







## Key Improvement Areas

### *Taylor Street*

*Adding perpendicular parking to both sides of Taylor Street will provide ample, attractive, and convenient public parking to the heart of the resort commercial district.*

The proposed Taylor Street improvements provide the opportunity to add well over 100 attractive and convenient parking spaces to the historic resort district. Those spaces will also promote commercial development along the two commercial blocks lining the boardwalk. Additional commercial development along this corridor will facilitate complete blocks that encourage window shopping and expanded visitation. Existing and future buildings located between the boardwalk and Taylor Street are encouraged to have dual facades that serve both sides.

To get the most out of this corridor Taylor Avenue should eventually extend all the way to Colonial Avenue, the main gateway to the historic resort district. Although, this is a much longer term improvement due to the location of the current Beach Inn hotel. Existing and future owners of this parcel should be made aware of the future desire to extend Taylor Street, so should the building ever be demolished, negotiations can occur to provide for the extension of Taylor Avenue.





## Key Improvement Area

### *Boardwalk - Commercial & Open Space Opportunities*

*The town needs to facilitate the re-establishment of character appropriate retail, recreational and hospitality establishments along the boardwalk.*

Historically, the boardwalk was lined with retail, recreational open space, and hospitality establishments. As the town begins to increase its tourism base, that tourism will support additional retail space in the Resort District. Additional commercial development within the resort commercial area and especially along the boardwalk should primarily focus on specialty retail, dining, and entertainment. There are prospective opportunities for additional dining, food & beverage, and specialty retailers over the next five (5) years as follows:

- Approximately 7,000 to 10,000 square feet of additional dining and food & beverage to create a stronger critical mass to support a dining district. Increase outdoor dining opportunities. Formats may include micro brewery pub and casual seafood;
- Approximately 5,000 to 8,000 square feet of specialty retail to include gift shops, small arcade, apparel, art, and small furnishing stores; and
- Additional 2,500 square foot for salon/spa. Provides an attractive amenity for visitors staying in one of Colonial Beach's many small Inns and B&Bs while adding another service retail option to attract day visitors from surrounding communities.

These figures do not include the impacts of increased potential spending by local residents and visitors. These primary market segments could significantly improve the prospects for new retail space in the community as well.

A set of design guidelines should be developed for buildings along the boardwalk at a minimum to address elements such as height, access, and character. The first town owned parcel identified for commercial development is between Hawthorne and the Tiki Bar.

While commercial development is highly desired, it will also be important to develop key pieces of town owned land along the boardwalk into public green spaces that link Taylor Street and the larger historic resort district to the boardwalk.





## Key Improvement Area

### *Boardwalk - Extension*

*Extension of the boardwalk to the south will draw beach goers from that area up into the commercial district and provide the opportunity for expanded beach areas and activities.*

The existing Beach Terrace Drive and parking area serves a variety of purposes. It provides 22 convenient vehicular access to the town pier and beachfront. It also is routinely closed off during special events and serves as a staging area.

With the improvement of Taylor Street (i.e. the addition of well over 100 parking spaces to the district) these parking spaces are not as critical. This prime beachfront area could be enhanced with additional beach area and the extension of the boardwalk through to Irving Avenue. With the parking and vehicular access removed, additional space is opened up for beach front activities such as space for special events, vendors, picnic shelters, etc. Additionally, patrons of the adjacent lodging facilities will not have to cross vehicular traffic to access the boardwalk and beaches.

The perspective to the right depicts only one option for this area. Other ideas are to provide limited vehicular access and/or only golf cart access. Things to consider when exploring other this and other alternatives are to ensure adjacent properties with access to the existing Beach Terrace are not land locked.





# Key Improvement Area

## *Preliminary Cost Estimates*

The graphic below identifies a potential phasing program. Preliminary cost estimates for each phase are located on the following pages.







# Key Improvement Area

## Preliminary Cost Estimates

(Please note - these are currently being updated)

### 1. Boardwalk Improvements

The cost estimate listed below consists of the proposed boardwalk improvement area from, but not including, Hawthorn Avenue then north to Lincoln Avenue extending to the Potomac River beach. See area marked #1 on supporting plan graphic.

#1 includes items such as replacing the existing boardwalk with new concrete walks, planting areas, site furnishings and amenities, and lighting.

#### Preliminary Cost Estimate

|   |                             |
|---|-----------------------------|
| General Conditions - Construction<br>(Mobilization, Insurance, Testing Services)  | \$ 57,000.00                |
| Erosion and Sedimentation Control Items<br>(Temp. Silt Fence, Inlet Protection)   | \$ 12,500.00                |
| Demolition<br>(Ex. Sidewalk)  | \$ 28,575.00                |
| Drainage Items<br>(Drain Inlets, Catch Basins, Curb Drains, Pipe)   | \$ -                        |
| Pavement and Surface Items<br>(Concrete Flatwork, Gravel Base Course, Geotextile Fabric)  | \$ 195,827.50               |
| Public & Private Utilities<br>(Water, Relocate Fire Hydrants, Electrical, Sanitary Sewer, Natural Gas, Telephone/CATV, Fiber Optic) | \$ -                        |
| Planting Installation<br>(Trees, Planting, Sod Areas, Irrigation)   | \$ 45,725.00                |
| Site Amenities<br>(Trash Receptacles, Benches, Bike Racks, Signage)   | \$ 214,500.00               |
| Pedestrian Lighting<br>(Luminare & Pole, Wire & Hardware, Miscellaneous)  | \$ 90,000.00                |
| General Conditions - Design & Engineering<br>(Survey Services, Design & Engineering Services, Contingency)                          | <u>\$ 66,000.00</u>         |
| Sub-Total   | \$ 710,127.50               |
| 15% Contingency   | \$ 106,519.13               |
| <b>Grand Total</b>  | <b><u>\$ 816,646.63</u></b> |

### 2. Colonial Ave. Open Space

The cost estimate listed below consists of the proposed public open space at the east end of Colonial Avenue. See area marked #2 on supporting plan graphic.

#2 includes items such as new concrete walks, lawn panel, planting areas, site furnishings and amenities, and lighting.

#### Preliminary Cost Estimate

|   |                            |
|---|----------------------------|
| General Conditions - Construction<br>(Mobilization, Insurance, Testing Services)  | \$6,175.00                 |
| Erosion and Sedimentation Control Items<br>(Temp. Silt Fence, Inlet Protection)   | \$1,125.00                 |
| Drainage Items<br>(Drain Inlets, Catch Basins, Curb Drains, Pipe)   | \$0.00                     |
| Pavement and Surface Items<br>(Concrete Flatwork, Gravel Base Course, Geotextile Fabric)  | \$13,220.00                |
| Public & Private Utilities (By Others)<br>(Water, Relocate Fire Hydrants, Electrical, Sanitary Sewer, Natural Gas, Telephone/CATV, Fiber Optic) | \$0.00                     |
| Planting Installation<br>(Trees, Planting, Sod, Irrigation)   | \$12,220.00                |
| Site Amenities<br>(Benches, Trash Receptacles, Bike Rack, Signage)  | \$32,400.00                |
| Pedestrian Lighting<br>(Luminare & Pole, Wire & Hardware)   | \$12,700.00                |
| General Conditions - Design & Engineering<br>(Survey Services, Design & Engineering Services, Contingency)                                      | \$19,750.00                |
| Sub-Total   | \$97,590.00                |
| 15% Contingency   | <u>\$ 14,638.50</u>        |
| <b>Grand Total</b>  | <b><u>\$112,228.50</u></b> |

### 3. Colonial Ave. Improvements

The cost estimate listed below consists of the proposed improvements to Colonial Avenue from Washington Avenue to the Potomac River. See area marked #3 on supporting plan graphic.

#3 includes items such as replacing the existing sidewalks, curb & gutter, and introducing organized on-street parking, planting areas, site furnishings and amenities, and lighting.

#### Preliminary Cost Estimate

|  |                            |
|--|----------------------------|
| GENERAL CONDITIONS - Construction<br>(Mobilization, Insurance, Testing Services)   | \$29,675.00                |
| Erosion and Sedimentation Control Items<br>(Temp. Silt Fence, Inlet Protection)  | \$7,500.00                 |
| Demolition<br>(Milling of Existing Asphalt, Ex. Curb & gutter, Ex. Sidewalk)   | \$75,150.00                |
| Drainage Items<br>(Drain Inlets, Catch Basins, Curb Drains, Pipe)  | \$0.00                     |
| Pavement and Surface Items<br>(Concrete Flatwork, Asphalt, Curb & Gutter, Curb Ramp, Gravel Base Course, Geotextile Fabric, Pavement Marking & Striping, Road and Parking Signage) | \$117,375.00               |
| Public & Private Utilities (By Others)<br>(Water, Relocate Fire Hydrants, Electrical, Sanitary Sewer, Natural Gas, Telephone/CATV, Fiber Optic)                                    | \$0.00                     |
| Planting Installation<br>(Trees, Planting, Sod in Bump-Outs & Other Areas, Irrigation)   | \$23,457.50                |
| Site Amenities<br>(Benches, Trash Recepticals, Bike Racks, Signage)  | \$52,600.00                |
| Pedestrian Lighting<br>(Luminare & Pole, Wire & Hardware)  | \$55,200.00                |
| General Conditions - Design & Engineering<br>(Survey Services, Design & Engineering Services, Contingency)   | <u>\$92,250.00</u>         |
| Sub-Total  | \$453,207.50               |
| 15% Contingency  | <u>\$ 67,981.13</u>        |
| <b>Grand Total</b>   | <b><u>\$521,188.63</u></b> |

#### 4. Town Parking Lot

The cost estimate listed below consists of the proposed parking lot along the extension of Taylor Street at the Riverboat Casino. See area marked #4 on supporting plan graphic.

#4 includes items such as installing new parking aisle, parking spaces, sidewalks, curb & gutter, on-street parking, planting areas, site furnishings and amenities, and lighting.

##### Preliminary Cost Estimate

|  |                            |
|--|----------------------------|
| GENERAL CONDITIONS - Construction<br>(Mobilization, Insurance, Testing Services)   | \$16,480.00                |
| Erosion and Sedimentation Control Items<br>(Temp. Silt Fence, Inlet Protection)  | \$2,125.00                 |
| Demolition<br>(Milling of Existing Asphalt, Ex. Curb & gutter, Ex. Sidewalk)   | \$0.00                     |
| Drainage Items<br>(Drain Inlets, Catch Basins, Curb Drains, Pipe)  | \$0.00                     |
| Pavement and Surface Items<br>(Concrete Flatwork, Asphalt, Curb & Gutter, Curb Ramp, Gravel Base Course, Geotextile Fabric, Pavement Marking & Striping, Road and Parking Signage) | \$76,250.00                |
| Public & Private Utilities (By Others)<br>(Water, Relocate Fire Hydrants, Electrical, Sanitary Sewer, Natural Gas, Telephone/CATV, Fiber Optic)                                    | \$0.00                     |
| Planting Installation<br>(Trees, Planting, Sod in Bump-Outs & Other Areas, Irrigation)   | \$5,845.00                 |
| Site Amenities<br>(Benches, Trash Receptacles, Bike Racks, Signage)  | \$13,300.00                |
| Pedestrian Lighting<br>(Luminar & Pole, Wire & Hardware)   | \$20,700.00                |
| General Conditions - Design & Engineering<br>(Survey Services, Design & Engineering Services, Contingency)   | <u>\$50,775.00</u>         |
| Sub-Total  | \$185,475.00               |
| 15% Contingency  | <u>\$ 27,821.25</u>        |
| <b>Grand Total</b>   | <b><u>\$213,296.25</u></b> |

#### 5. Taylor Street Extended Improvements

The cost estimate listed below consists of the proposed extension of Taylor Street from Hawthorn Avenue to Colonial Avenue. See area marked #5 on supporting plan graphic.

#5 includes items such as installing new road bed, sidewalks, curb & gutter, on-street parking, planting areas, site furnishings and amenities, and lighting.

##### Preliminary Cost Estimate

|  |                              |
|--|------------------------------|
| GENERAL CONDITIONS - Construction<br>(Mobilization, Insurance, Testing Services)   | \$74,875.00                  |
| Erosion and Sedimentation Control Items<br>(Temp. Silt Fence, Inlet Protection)  | \$10,000.00                  |
| Demolition<br>(Milling of Existing Asphalt, Ex. Curb & gutter, Ex. Sidewalk)   | \$42,490.00                  |
| Drainage Items<br>(Drain Inlets, Catch Basins, Curb Drains, Pipe)  | \$0.00                       |
| Pavement and Surface Items<br>(Concrete Flatwork, Asphalt, Curb & Gutter, Curb Ramp, Gravel Base Course, Geotextile Fabric, Pavement Marking & Striping, Road and Parking Signage) | \$390,207.50                 |
| Public & Private Utilities (By Others)<br>(Water, Relocate Fire Hydrants, Electrical, Sanitary Sewer, Natural Gas, Telephone/CATV, Fiber Optic)                                    | \$0.00                       |
| Planting Installation<br>(Trees, Planting, Sod in Bump-Outs & Other Areas, Irrigation)   | \$61,774.00                  |
| Site Amenities<br>(Benches, Trash Receptacles, Bike Racks, Signage)  | \$143,900.00                 |
| Pedestrian Lighting<br>(Luminar & Pole, Wire & Hardware)   | \$186,300.00                 |
| General Conditions - Design & Engineering<br>(Survey Services, Design & Engineering Services, Contingency)   | <u>\$228,250.00</u>          |
| Sub-Total  | \$1,137,796.50               |
| 15% Contingency  | <u>\$ 170,669.48</u>         |
| <b>Grand Total</b>   | <b><u>\$1,308,465.98</u></b> |

#### 6. Hawthorne Ave. Open Space

The cost estimate listed below consists of the proposed public open space at the east end of Hawthorn Avenue. See area marked #6 on supporting plan graphic.

#6 includes items such as new concrete walks, lawn panels, planting areas, site furnishings and amenities, and lighting.

##### Preliminary Cost Estimate

|   |                            |
|---|----------------------------|
| General Conditions - Construction<br>(Mobilization, Insurance, Testing Services)  | \$5,575.00                 |
| Erosion and Sedimentation Control Items<br>(Temp. Silt Fence, Inlet Protection)   | \$1,125.00                 |
| Drainage Items<br>(Drain Inlets, Catch Basins, Curb Drains, Pipe)   | \$0.00                     |
| Pavement and Surface Items<br>(Concrete Flatwork, Gravel Base Course, Geotextile)   | \$25,392.50                |
| Public & Private Utilities (By Others)<br>(Water, Relocate Fire Hydrants, Electrical, Sanitary Sewer, Natural Gas, Telephone/CATV, Fiber Optic) | \$0.00                     |
| Planting Installation<br>(Trees, Planting, Sod, Irrigation)   | \$6,895.00                 |
| Site Amenities<br>(Benches, Trash Receptacles, Bike Racks, Signage)   | \$23,400.00                |
| Pedestrian Lighting<br>(Luminar & Pole, Wire & Hardware)  | \$12,700.00                |
| General Conditions - Design & Engineering<br>(Survey Services, Design & Engineering Services, Contingency)                                      | <u>\$17,750.00</u>         |
| Sub-Total   | \$92,837.50                |
| 15% Contingency   | <u>\$ 13,925.63</u>        |
| <b>Grand Total</b>  | <b><u>\$106,763.13</u></b> |



# Key Improvement Area

## Preliminary Cost Estimates

(Please note - these are currently being updated)

### 7. Boardwalk Extension

The cost estimate listed below consists of the proposed boardwalk extension from Hawthorn Avenue then south towards the Public Bathroom. See area marked #7 on supporting plan graphic.

#7 includes items such as installing a new concrete boardwalk, planting areas, site furnishings and amenities, and lighting.

#### Preliminary Cost Estimate

|   |                            |
|---|----------------------------|
| GENERAL CONDITIONS - Construction<br>(Mobilization, Insurance, Testing Services)  | \$30,500.00                |
| Erosion and Sedimentation Control Items<br>(Temp. Silt Fence, Inlet Protection)   | \$4,500.00                 |
| Demolition<br>(Ex. Sidewalk)  | \$0.00                     |
| Drainage Items<br>(Drain Inlets, Catch Basins, Curb Drains, Pipe)   | \$0.00                     |
| Pavement and Surface Items<br>(Concrete Flatwork, Gravel Base Course, Geotextile Fabric)  | \$107,682.50               |
| Public & Private Utilities (By Others)<br>(Water, Relocate Fire Hydrants, Electrical, Sanitary Sewer, Natural Gas, Telephone/CATV, Fiber Optic) | \$0.00                     |
| Planting Installation<br>(Trees, Planting, Sod Areas, Irrigation)   | \$15,535.00                |
| Site Amenities<br>(Benches, Trash Recepticals, Bike Racks, Signage)   | \$179,400.00               |
| Pedestrian Lighting<br>(Luminar & Pole, Wire & Hardware)  | \$31,050.00                |
| General Conditions - Design & Engineering<br>(Survey Services, Design & Engineering Services, Contingency)                                      | <u>\$93,000.00</u>         |
| Sub-Total   | \$461,667.50               |
| 15% Contingency   | <u>\$ 69,250.13</u>        |
| <b>Grand Total</b>  | <b><u>\$530,917.63</u></b> |

### 8. Pier Renovations At Hawthorn Ave.

The cost estimate listed below consists of the proposed pier improvements at the east end of Hawthorn Avenue which extends into the Potomac River. See area marked #8 on supporting plan graphic.

#8 includes items such as a gazebo/shelter structure, site furnishings, lighting & signage.

#### Preliminary Cost Estimate

|   |                             |
|---|-----------------------------|
| General Conditions - Construction<br>(Mobilization, Insurance, Testing Services)  | \$ 27,900.00                |
| Erosion and Sedimentation Control Items<br>(Temp. Silt Fence)   | \$ 1,000.00                 |
| Demolition<br>(Ex Structure)  | \$ 10,000.00                |
| Public & Private Utilities<br>(Water, Relocate Fire Hydrants, Electrical, Sanitary Sewer, Natural Gas, Telephone/CATV, Fiber Optic) | \$ -                        |
| Site Amenities<br>(Trash Receptacles, Benches, Bike Racks, Signage)   | \$ 258,000.00               |
| Pedestrian Lighting<br>(Luminare & Pole, Wire & Hardware, Miscellaneous)  | \$ 13,800.00                |
| General Conditions - Design & Engineering<br>(Survey Services, Design & Engineering Services)                                       | <u>\$ 37,200.00</u>         |
| Sub-Total   | \$ 347,900.00               |
| 15% Contingency   | <u>\$ 52,185.00</u>         |
| <b>Grand Total</b>  | <b><u>\$ 400,085.00</u></b> |

### 9. Hawthorne Ave. Improvements

The cost estimate listed below consists of the proposed improvements to Hawthorn Avenue from Washington Avenue to Taylor Street (extended). See area marked #9 on supporting plan graphic.

#9 includes items such as replacing the existing sidewalks, curb & gutter, and introducing organized on-street parking, planting areas, site furnishings and amenities, and lighting.

#### Preliminary Cost Estimate

|  |                             |
|--|-----------------------------|
| GENERAL CONDITIONS - Construction<br>(Mobilization, Insurance, Testing Services)   | \$45,000.00                 |
| Erosion and Sedimentation Control Items<br>(Temp. Silt Fence, Inlet Protection)  | \$3,000.00                  |
| Demolition<br>(Milling of Existing Asphalt, Ex. Curb & gutter, Ex. Sidewalk)   | \$31,675.00                 |
| Drainage Items<br>(Drain Inlets, Catch Basins, Curb Drains, Pipe)  | \$0.00                      |
| Pavement and Surface Items<br>(Concrete Flatwork, Asphalt, Curb & Gutter, Curb Ramp, Gravel Base Geotextile Fabric, Pavement Marking & Striping, Road and Parking Signage) | \$134,900.00                |
| Public & Private Utilities (By Others)<br>(Water, Relocate Fire Hydrants, Electrical, Sanitary Sewer, Natural Gas, Telephone/CATV, Fiber Optic)                            | \$0.00                      |
| Planting Installation<br>(Trees, Planting, Sod in Bump-Outs & Other Areas, Irrigation)   | \$4,231.00                  |
| Site Amenities<br>(Benches, Trash Recepticals, Bike Racks, Signage)  | \$274,600.00                |
| Pedestrian Lighting<br>(Luminar & Pole, Wire & Hardware)   | \$55,200.00                 |
| General Conditions - Design & Engineering<br>(Survey Services, Design & Engineering Services, Contingency)   | <u>\$135,000.00</u>         |
| Sub-Total  | \$ 683,606.00               |
| 15% Contingency  | <u>\$ 102,540.90</u>        |
| <b>Grand Total</b>   | <b><u>\$ 786,146.90</u></b> |

### 10. Washington Ave. Improvements

The cost estimate listed below consists of the proposed improvements to Washington Avenue from Colonial Avenue to Boundary Street. See area marked #10 on supporting plan graphic.

#10 includes items such as replacing the existing sidewalks, curb & gutter, and introducing organized on-street parking, planting areas, site furnishings and amenities, and lighting.

#### Preliminary Cost Estimate

|  |                               |
|--|-------------------------------|
| GENERAL CONDITIONS - Construction<br>(Mobilization, Insurance, Testing Services)   | \$76,650.00                   |
| Erosion and Sedimentation Control Items<br>(Temp. Silt Fence, Inlet Protection)  | \$10,000.00                   |
| Demolition<br>(Milling of Existing Asphalt, Ex. Curb & gutter, Ex. Sidewalk)   | \$156,880.00                  |
| Drainage Items<br>(Drain Inlets, Catch Basins, Curb Drains, Pipe)  | \$0.00                        |
| Pavement and Surface Items<br>(Concrete Flatwork, Asphalt, Curb & Gutter, Curb Ramp, Gravel Base Course, Geotextile Fabric, Pavement Marking & Striping, Road and Parking Signage) | \$426,194.00                  |
| Public & Private Utilities (By Others)<br>(Water, Relocate Fire Hydrants, Electrical, Sanitary Sewer, Natural Gas, Telephone/CATV, Fiber Optic)                                    | \$0.00                        |
| Planting Installation<br>(Trees, Planting, Sod in Bump-Outs & Other Areas, Irrigation)   | \$43,557.50                   |
| Site Amenities<br>(Benches, Trash Recepticals, Bike Racks, Signage)  | \$128,400.00                  |
| Pedestrian Lighting<br>(Luminar & Pole, Wire & Hardware)   | \$186,300.00                  |
| General Conditions - Design & Engineering<br>(Survey Services, Design & Engineering Services, Contingency)   | \$247,500.00                  |
| Sub-Total  | \$ 1,275,481.50               |
| 15% Contingency  | \$ 191,322.23                 |
| <b>Grand Total</b>   | <b><u>\$ 1,466,803.73</u></b> |

### 11. New Pier At Colonial Ave.

The cost estimate listed below consists of the proposed pier at the east end of Colonial Avenue which extends 500' into the Potomac River. See area marked #11 on supporting plan graphic.

#11 includes items such as pier sub-structure, super-structure, site furnishings & lighting.

#### Preliminary Cost Estimate

|   |                               |
|---|-------------------------------|
| General Conditions - Construction<br>(Mobilization, Insurance, Testing Services)  | \$ 175,500.00                 |
| Erosion and Sedimentation Control Items<br>(Temp. Silt Fence)   | \$ 1,000.00                   |
| Demolition<br>(Rubble Demo)   | \$ 10,000.00                  |
| Public & Private Utilities<br>(Water, Relocate Fire Hydrants, Electrical, Sanitary Sewer, Natural Gas, Telephone/CATV, Fiber Optic) | \$ -                          |
| Site Amenities<br>(Trash Receptacles, Benches, Bike Racks, Signage)   | \$ 2,111,500.00               |
| Pedestrian Lighting<br>(Luminare & Pole, Wire & Hardware, Miscellaneous)  | \$ 27,600.00                  |
| General Conditions - Design & Engineering<br>(Survey Services, Design & Engineering Services)                                       | <u>\$ 224,000.00</u>          |
| Sub-Total   | \$ 2,549,600.00               |
| 15% Contingency   | <u>\$ 382,440.00</u>          |
| <b>Grand Total</b>  | <b><u>\$ 2,932,040.00</u></b> |

# Implementation

*The completion of this document is not the end of the planning process, in fact, it is just the beginning of a long-term planning, coordination, and implementation process.*

The previous chapters have presented a picture of the historic resort commercial area's strengths, weaknesses, and opportunities for improvement. The real work for putting the plan into action and bringing the vision for the historic resort commercial area into reality begins with this chapter - its implementation. To do so will take a committed effort from the town's staff, officials, business owners and citizens.

The numerous hours and hard work of the Management Committee, town staff, officials and the many interested citizens that provided input, have identified a multitude of actions that can be taken to assist in the revitalization of the area. Work has begun on several of the actions identified. During the development of any plan, a sense of direction, purpose, and future prosperity are gained by those involved in the process. It is important to maintain those feelings through ongoing accomplishments of the work that has been planned and begun. This chapter provides a process by which those actions can be implemented.

The following pages outline the various actions that have been identified to economically revitalize the town's historic resort commercial core. They are categorized based on the four identified economic restructuring projects previously discussed.



**INCREASE TOURISM**



**MARKET AND BRAND THE COMMUNITY**



**IMPROVE ACCESS TO CAPITAL**



**DEVELOP AND RECRUIT BUSINESSES**



# Implementation

## *Key First Steps*

*Completion of the following three items will solidify community buy-in and support for the ideas and strategies presented in this document.*

### **PLAN ADOPTION AND INCORPORATION INTO OTHER TOWN PLANNING DOCUMENTS**

The first step of the implementation strategy is the adoption of this Plan by Town Council and its incorporation into and/or coordination with other adopted town plans, ordinances and programs. Examples include the Comprehensive Plan, the Zoning Ordinance, and the Capital Improvement Program. An adopted plan indicates community buy-in and political support. It also ensures that proposed plan elements are eligible to apply for many state and federal funding opportunities.

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## APPLICATION FOR COMMUNITY DEVELOPMENT BLOCK GRANT IMPLEMENTATION FUNDING

The Virginia Community Development Block Grant (VCDBG) is a federally-funded grant administered by the Virginia Department of Housing and Community Development (DHCD) since 1982. DHCD provides funding to eligible units of local government (non-entitlement communities only) for projects that address critical community needs including housing, infrastructure, and economic development.

With the completion of this plan and its acceptance by the Virginia Department of Housing and Community Development, the Town is eligible to apply for up to \$750,000 for needed improvements. An additional \$250,000 is available for communities to include rental housing rehabilitation work in their package. Applications are due in the spring of 2012.

## FORMALIZATION OF A MANAGEMENT COMMITTEE AND DESIGNATION OF A TOWN STAFF LEAD

Following plan adoption by Town Council, the establishment of an Economic Development Management Committee responsible for implementing the plan is necessary. This has proven to be a very effective vehicle for implementation in other communities.

**Mission** - The mission of this committee would be to continue the economic restructuring of the community's Historic Resort District by working with key individuals and partners to apply the strategic action plans outlined in the Colonial Beach Business District Revitalization Plan.

**Membership** - The plan addresses a broad range of issues, goals, and recommendations. The strategies suggested in the plan require the coordination of a broad range of interested parties. Therefore, it is recommended that the Committee, as appointed by the Town council, be composed of the following membership categories (many of the same stakeholder groups that served on the management committee for the development of this plan):

- Residents
- Business Owners

- Historical Society
- Colonial Beach Foundation
- Chamber of Commerce
- Tourism Committee
- Local High School (Econ Dev Teacher)
- Members of Council
- Members of the Planning Commission
- Northern Neck Planning District Commission

**Lead Department** - The Department of Planning and Community Development is recommended as the lead department for providing staff support to the committee. However, it is recommended that a new permanent Tourism and Economic Development staff position be created in the near future to take over management and support of the committee and the implementation of this plan. The Management Committee should report to the Town Council regularly and prepare an annual report on its activities and accomplishments.



# Implementation Action Items

*Increase Tourism by 5% a Year*

| <i>Action Item</i>   | <i>Detail</i>  | <i>Lead Agency(s)</i>   |
|--|--|---|
| <b>Events</b>  |  |   |
| Expand/Improve Current Events <ul style="list-style-type: none"> <li>• Art Walk</li> <li>• Jet Ski Tournament</li> <li>• YMCA Triathlon</li> <li>• Lighted Boat Parade</li> <li>• Potomac River Festival</li> <li>• Rockfish Tournament</li> </ul>   | Continue to expand / improve current events through increased advertising, event activities, and or event durations. Offer partnering opportunities to other organizations. See pages...   | Chamber of Commerce<br>Tourism Committee<br>Artist Guild<br>YMCA<br>(Varies Depending on Event)   |
| Host Additional Events <ul style="list-style-type: none"> <li>• Wine tasting</li> <li>• Autumn festival / spring fling / earth day event</li> <li>• Antique cars</li> <li>• Art shows</li> <li>• History tours / Christmas home tours</li> <li>• Bicycle events</li> <li>• Oyster Roast</li> </ul> | Add new events to expand the season and draw additional tourist to town. Events such as those listed to the left should exemplify the future vision for the town of Colonial Beach. Use additional events as an avenue to build partnerships with allied organizations / businesses.   | Chamber of Commerce<br>Tourism Committee<br>Artist Guild<br>Colonial Beach Foundation<br>Colonial Beach Museum<br>(Varies Depending on Event) |
| <b>Physical Improvements</b>   |  |   |
| Designate Community Clean Up Days  | Utilize community resources to keep town looking great and to instill a sense of community pride to all those that visit. Combine with Earth Day events and/or existing community service requirements for students/boy/girl scouts, etc.  | Public Works<br>Police Department   |
| Wayfinding (Directional) and other Signage <ul style="list-style-type: none"> <li>• Wayfinding (directional) signage to key points in town</li> <li>• Community information maps</li> <li>• Enhanced Gateways to Town</li> <li>• Ensure Standard VDOT Directional Signage is in place</li> </ul>   | Design and implement a wayfinding (directional) signage program. Additionally, ensure all signage in town is updated and appropriate. For example, the horse and buggy signs are no longer relevant, the bird sanctuary sign needs to be replaced, and many of the town owned signage needs to be updated to be more welcoming and inviting. See pages 62-63 for more information. | Planning and Zoning   |
| Historic Markers / Signage <ul style="list-style-type: none"> <li>• Interpretative Signage for Key Events/ Activities/Buildings</li> <li>• Plaques and/or Markers for Remaining Historic Structures</li> <li>• Development of a Historic Walking/ Trolley Tour</li> </ul>                          | Celebrate the town's rich and unique history by continuing the work begun to identify all the historic events/buildings in town. Implement interpretative signage and site markers for those sites with the most significance. Develop a historic walking tour for visitors and expand on the current trolley history tour. See pages...   | Historical Society  |

| <i>Stakeholders</i>  | <i>Resource Requirements</i>                 | <i>Potential Funding Sources</i>  | <i>Time Frame</i>              |
|--|--|---|--------------------------------|
| Town Manager<br>Business Owners<br>Citizens<br>Colonial Beach Foundation                                       |  | Event Sponsors<br>Colonial Beach Foundation   | On going                       |
| Town Manager<br>Business Owners<br>Citizens<br>Historical Society<br>Colonial Beach Cruises                    |  | Event Sponsors<br>Colonial Beach Foundation   | Initiate FY 2012 then ongoing  |
| High School Administration<br>Citizens<br>Civic Organizations<br>Colonial Beach Yacht Club - Earth Day Cleanup | N/A  | N/A   | Initiate FY 2012 then ongoing  |
| Colonial Beach Museum<br>Tourism Committee   | 30K  | VA Department of Housing & Community Development  | FY 2012                        |
| Colonial Beach Museum<br>Town Manager  | 3K / interpretative sign<br><br>500 / plaque | Virginia Department of Historic Resources<br>VA Department of Housing & Community Development | Initiate FY 2012 then on going |



# Implementation Action Items

*Increase Tourism by 5% a Year*

| <i>Action Item</i>  | <i>Detail</i>  | <i>Lead Agency(s)</i> |
|---|--|-----------------------|
| <b>Physical Improvements (Continued)</b>  |  |                       |
| Implement Prioritized Physical Improvements <ul style="list-style-type: none"> <li>+ Boardwalk Improvements</li> <li>+ Boardwalk Open Space Opportunity Improvements                             <ul style="list-style-type: none"> <li>+ End of Colonial Avenue</li> <li>+ Bathhouse Exterior Improvements</li> <li>+ End of Hawthorne</li> </ul> </li> <li>+ Colonial Avenue Improvements</li> <li>+ Taylor Street Improvements</li> <li>+ Boardwalk Extension Improvements</li> </ul>  | Address the town’s many blighted areas through the implementation of needed physical improvements. These improvements will require a significant investment and need to be implemented over time as funding is available. The DHCD Block Grant Implementation Grant, if awarded, will provide the funding needed to get the top prioritized area complete (the boardwalk and adjacent open space areas). Once complete, those improvements should spark additional private investment in the area. Continued improvements to blighted public lands can be funded through a variety of avenues.   | Planning and Zoning   |
|   |  |                       |
| <b>Target Improvements/ Activities Toward Key Groups / Organizations</b>  |  |                       |
| Boating Community <ul style="list-style-type: none"> <li>+ Ensure Accessible and Convenient information related to State and Local Rules and Regulations                             <ul style="list-style-type: none"> <li>+ Dahlgren’s Range Boundary Information</li> <li>+ Deep Water Harbor Available</li> </ul> </li> <li>+ Provide and Promote Day Docking Opportunities in the Historic Resort Commercial Area</li> <li>+ Ensure the placement of standard VDOT signage related to public boat ramps / deep water harbors / etc.</li> <li>+ Encourage all types of boating and water activities                             <ul style="list-style-type: none"> <li>+ Canoe/Kayak’s - enforce wake zone regulations</li> <li>+ Jet Ski’s?</li> </ul> </li> </ul> | Actively promote the town’s boating opportunities. Being the last deep water harbor opportunity... and being located on both the Potomac River and Monroe Bay offers numerous boating opportunities. Ensure that the historic resort commercial area has safe and convenient day docking opportunities to encourage visitation. Establish and enforce appropriate regulations (no wake zones) to encourage all types of boating activities.<br><br>Boating opportunities, docking facilities, rules, regulations, etc. should all be easily located on the town’s website and promoted through area marinas, boating magazines, boat clubs, etc. | Town Manager          |
| Recreational Cruise Ship Docking (American Cruise Lines) <ul style="list-style-type: none"> <li>+ Develop Pamphlet of various activities/ transportation alternatives and lodging available to day visitors</li> <li>+ Identify Infrastructure Needs</li> </ul>   | Work to bring back a piece of Colonial Beach’s unique history through continued discussions with American Cruise Lines. American Cruise Lines currently travels up and down the Potomac River visiting various communities along a week long excursion.  | Town Manager          |

| <i>Stakeholders</i>  | <i>Resource Requirements</i>  | <i>Potential Funding Sources</i>   | <i>Time Frame</i>   |
|--|---|--|---|
| Area Businesses & Citizens<br>VDOT<br>Tourism Committee  | See pages xx-xx for preliminary cost estimates  | Department of Housing & Community Development Block Grant<br>VDOT Transportation Enhancement Grant<br>Business Improvement District (BID)<br>Tax Increment Financing (TIF) | FY 2012/13 - Boardwalk Area Improvements<br><br>Ongoing as funding is available |
| Local Marinas<br>Tourism Committee<br>Dahlgren<br>Chamber of Commerce<br>VDOT<br>Department of Game & Island Fisheries | Information Distribution - 1K-2K<br><br>Enforcement of Regulations - N/A<br><br>Day Docking Opportunities at Historic Resort Commercial Area - 500K | N/A<br><br>N/A<br><br>Virginia Port Authority<br>Department of Game & Island Fisheries<br>Department of Housing & Community Development                                    | FY 2012<br><br>FY 2012<br><br>FY 2013/2014                                      |
| Chamber of Commerce<br>Tourism Committee   | Pamphlet - 2K - 5K<br>Infrastructure - Varies depending on needs  | Local Lodging and Meals Tax<br>Parking fees / violations<br>Business Improvement District (BID)<br>Tax Increment Financing (TIFF?)   | FY 2012 - Information available / discussions<br>FY 2014 - Cruises Begin        |



# Implementation Action Items

*Increase Tourism by 5% a Year*

| <i>Action Item</i>   | <i>Detail</i>  | <i>Lead Agency(s)</i>                            |
|--|--|--|
| <b><i>Target Improvements/ Activities Toward Key Groups / Organization Continued</i></b>                 |  |  |
| History and Cultural Tourists<br>Art and Food Tourists<br>Bicycle Tourists<br>Bird and Wildlife Tourists | Actively promote the town to these tourism sectors through targeting marketing and promotional activities.   | Town Manager                                     |
|  |  |  |
| <b><i>Designated Staff</i></b>   |  |  |
| Establish a permanent part or full time Tourism and Economic Development Specialist Position             | Successful tourism and economic development programs require a coordinated and focused effort. A single lead individual would have the time and expertise to effectively coordinate the multiple other town offices, volunteers, businesses and civic organizations currently working to increase tourism and economic development. This individual would also be responsible for coordinating with outside agencies and collaborating with county and regional efforts. | Town Manager                                     |
|  |  |  |
| <b><i>Establishment of Unique Offerings</i></b>  |  |  |
| Town Owned WiFi Zone   | Establish a free wireless internet access zone in the historic resort commercial area.   | Town Manager                                     |
| Farmers Market (This action item is also included in Develop and Recruit Businesses)                     | Expand the Market Days into a Regular Farmers Market. Work with local businesses during development and ensure a substantial advertising budget to draw people from the surrounding area.  | Ladies Auxiliary of the Fire Department          |
| Placement of a Decommissioned Naval Ship for Visitation  | Build on the town's history and linkage to Dahlgren by seeking to secure a decommissioned Naval vessel for eventual placement at the end of Colonial Avenue.   | Department of Planning and Community Development |
|  |  |  |

| <i>Stakeholders</i>  | <i>Resource Requirements</i> | <i>Potential Funding Sources</i>   | <i>Time Frame</i>              |
|--|------------------------------|--|--------------------------------|
| Chamber of Commerce<br>Tourism Committee<br>Local Businesses & Citizens  | 3K-4K/year                   | N/A  | Ongoing                        |
| Chamber of Commerce<br>Tourism Committee<br>Westmoreland County (Potential Partner)<br>Local Businesses & Citizens | 30K - 50K / year             | General Fund<br>Meals and Lodging Tax<br>Westmorland County (partial if a shared resource) | FY 2012 / 2013<br>then ongoing |
| Chamber of Commerce<br>Area Businesses<br>Colonial Beach Library   | ?<br>(Shane Buzby)           | Meals and Lodging Tax<br>BID<br>TIFF   | FY 2014                        |
| Local Businesses<br>Westmorland County Businesses  | Advertising - 5K             | Meals and Lodging Tax<br>BID<br>TIFF   | FY 2013                        |
| Dahlgren<br>Historical Society<br>Congressmen ?  | Unknown at this time         |  |                                |



# Implementation Action Items

## *Market and Brand the Community*

| <i>Action Item</i>   | <i>Detail</i>  | <i>Lead Agency(s)</i>  |
|--|--|--|
| <b><i>Branding the Community</i></b>   |  |  |
| Establishment of a Community Brand   | Expand Colonial Beach’s name recognition through the continued development of a brand/slogan. See pages xx.  | Department of Planning and Community Development   |
| Historic District Designation and development of general design guidelines for new structures  | Continue the work to obtain state and national historic district designation. A local historic district is not recommended at this time. The state and federal designation will provide tax incentives to property owners wishing to preserve their properties and will improve the marketability of the town.   | Town Manager<br>Colonial Beach Historic Society  |
| Golf Cart Community Promotion  | Utilize the logo developed to promote Colonial Beach as a golf cart community. Make the logo available to all local businesses and utilize on town website and advertising promotions.   | Town Manager   |
| B&B’s, Cottages, and Boutique Hotels Promotion   | Build on the cottages publication and develop a simple brochure highlighting the unique lodging opportunities in Colonial Beach.   | Chamber of Commerce  |
| Scenic Road Designation  | Apply to designate Rt. 205 as a State Scenic Road. This will link two existing state designated scenic roads and encourage travelers to visit Colonial Beach.  | Department of Planning and Community Development   |
| Heritage Bicycle Trail Spur  | Work with the National Park Service and the Northern Neck PDC to establish a spur of the Heritage Bicycle Trail to and around the historic resort area. The proposed Irving Ave /Monroe Bay Drive Bicycle Trail would be ideal.  | Department of Planning and Community Development   |
| <b><i>Advertising Strategies</i></b>   |  |  |
| Identifying Target Markets<br><ul style="list-style-type: none"> <li>+ Boating Community</li> <li>+ Northern Virginia Residents</li> <li>+ Dahlgren Employees/Contractors</li> <li>+ Bicycle Organizations / Audobon Soc.</li> </ul>         | Continue to identify groups and organizations that would be naturally drawn to Colonial Beach and what it has to offer. Once identified, determine specific avenues to reach those target audiences (advertising in magazines, personal contacts, promotional pamphlets/mailings, etc.)  | Tourism Committee<br>Chamber of Commerce   |
| Identify Advertising Partners<br><ul style="list-style-type: none"> <li>+ Northern Neck Tourism Commission</li> <li>+ Westmoreland County Tourism</li> <li>+ Area Wineries</li> <li>+ Area Historic Sites</li> <li>+ Virginia.org</li> </ul> | Partnerships offer the most economical use of limited resources. There are many existing organizations working to promote regional tourism in the area. Colonial Beach has much to offer as a launching point for tourism of the surrounding area. Active partnerships should be created with each of these organizations by regularly attending meetings and participating on boards/commissions. | Tourism Committee<br>Chamber of Commerce<br>(This would be best coordinated through a permanent Tourism and Economic Development Specialist staff member.) |

| <i>Stakeholders</i>   | <i>Resource Requirements</i> | <i>Potential Funding Sources</i>                | <i>Time Frame</i>    |
|---|------------------------------|---|----------------------|
| Planning Commission<br>Town Council<br>Local Business and Residents   | 10K                          | Department of Housing and Community Development | FY 2013              |
| Colonial Beach Museum<br>Town Council   | N/A                          | N/A   | FY 2012              |
| Local Businesses<br>VDOT  | N/A                          | N/A   | FY 2012              |
| Local Lodging Facilities  | 2K - 5K                      | Meals and Lodging Tax                           | FY 2012              |
| Planning Commission<br>Town Council   | N/A                          | N/A   | FY 2012              |
| Planning Commission<br>Town Council<br>Northern Neck PDC  | N/A                          | N/A   | FY 2012              |
| Colonial Beach High School Economic Development and Marketing Class<br>Local Businesses                             | Advertising 5K-10K           | Meals and Lodging Tax                           | FY 2012 then ongoing |
| Colonial Beach High School Economic Development and Marketing Class<br>Local Businesses<br>Local Community Colleges | N/A                          | N/A   | FY 2012 then ongoing |



# Implementation Action Items

## *Market and Brand the Community*

| <i>Action Item</i>   | <i>Detail</i>  | <i>Lead Agency(s)</i> |
|--|--|-----------------------|
| <b><i>Advertising Materials</i></b>  |  |                       |
| Town Web Site (colonial Beach Attractions)<br>Facebook, Twitter,                               | Continue to improve the town's website. This is the portal through which many visitors will get their first impression of the town.  | Town Manager          |
| Town Brochures and Pamphlets (activities for visitors/transportation alternatives/lodging/etc) | Develop a comprehensive brochure for visitors listing available activities, lodging opportunities, transportation alternatives, restaurants, etc.  | Management Committee  |
| Articles for Various Magazines   | Continue to add to the comprehensive list of publications and routinely compose and submit feature articles about the town. Include special interest magazines and journals from organizations such as: <ul style="list-style-type: none"> <li>* River Views, Warsaw</li> <li>* The Rivah Visitor's Guide, Kilmarnock</li> <li>* The County Register of Virginia, Maryland</li> <li>* Chesapeake Style, Warsaw</li> <li>* House and Home Magazine, Tappahanock</li> <li>* BaySplash - Lifesyles of Virginia's Chesapeake Bay Region, Irvington</li> <li>* Getaway..., Kind George</li> <li>* Local Scoop, Kilmarnock</li> <li>* Pleasant Living, Kilmarnock</li> <li>* Prop Talk - Chesapeake Bay Powerboating, Maryland</li> <li>* Chesapeake Bay Magazine</li> <li>* Cooperative Living</li> <li>* Audobon Society</li> <li>* Sierra Club</li> </ul> | Management Committee  |
| Area Billboards  | Promote the town to surrounding area visitors and community members through the placement of attractive billboards along key travel ways.  | Town Manager          |
| Join Paid Advertising Promotions such as AAA   | Identify and join various organizations such as AAA so that Colonial Beach can be adequately represented in these publications.  | Town Manager          |
| Contribute to regional tourism efforts   | Contribute to and become active members in local tourism efforts such as the Northern Neck Tourism Commission.   | Management Committee  |

| <i>Stakeholders</i>  | <i>Resource Requirements</i> | <i>Potential Funding Sources</i>                   | <i>Time Frame</i> |
|--|------------------------------|--|-------------------|
| Town Council<br>Citizens   | 5k-10K/year                  | Meals and Lodging Tax<br>Town General Funds        | FY 2013           |
| Chamber of Commerce<br>Local Businesses                                  | 3K-5K/year                   | Meals and Lodging Tax<br>Paid Advertising Sponsors | FY 2013           |
| Chamber of Commerce<br>Tourism Committee<br>Local Businesses<br>Citizens | N/A                          |  | On-gong           |
| Town Council<br>Tourism Committee<br>Local Businesses                    | 1K / month /<br>billboard    | Meals and Lodging Tax<br>Town General Fund         | FY 2013           |
| Town Council<br>Tourism Committee<br>Local Businesses                    | 1K - 2K/year                 | Meals and Lodging Tax                              | FY 2012           |
| Chamber of Commerce<br>Tourism Committee<br>Local Businesses             | 1K - 2K/year                 | Meals and Lodging Tax                              | FY 2012           |



# Implementation Action Items

## *Access to Capital - District Improvements*

| <i>Action Item</i>   | <i>Detail</i>  | <i>Lead Agency(s)</i>                           |
|--|--|---|
| <b><i>Existing Local Revenue Stream Opportunities</i></b>    |  |   |
| Meals and Lodging Tax  | According to town ordinance the Meals and Lodging Tax funds are reserved for tourism related activities and improvements. Expenditures of this fund should be evaluated and redirected as necessary. Annual tracking of this fund will be necessary to gauge progress. This revitalization plan seeks to increase the level of business activity that will result in an increase in the meals and lodging tax. | Town Council                                    |
| Capital Improvement Program (CIP)                            | In addition to the other recommended funding streams, the CIP remains an important funding stream.   | Town Council                                    |
| <b><i>Proposed Local Revenue Stream Opportunities</i></b>    |  |   |
| Business Improvement District (BID)                          | Explore the development of a BID with district property and business owners. See page 50 for more detail.  | Town Council                                    |
| Tax Increment Finance District (TIF)                         | Establish a TIF district around the Historic Resort District. See page 50 for more detail.   | Town Council                                    |
| Shop Local Campaign  | Initiate a shop local campaign to encourage citizens to buy local and make them aware of the benefits to them and their community. Once local data is developed promote the program through a reoccurring ad local papers and a quarterly ad in the Free Lance Star, posting on the town's website, flyers for businesses, etc. A more regional approach could also be taken by involving Westmoreland County. | Chamber of Commerce                             |
| <b><i>Proposed State and Federal Grant Opportunities</i></b> |  |   |
| DHCD Community Block Grants<br>• Implementation Grants       | The completion of this document sets the town up to apply for a Business District Implementation Grant for up to \$1,000,000. See page 85 for more detail.   | Department of Housing and Community Development |
| VDOT Transportation Enhancement Program                      | Federal Transportation Enhancement Grants are available to assist communities implement a variety of transportation improvements. Eligible improvements under this program would include the boardwalk, sidewalks, and potentially the pier improvements. An application should be submitted in November of 2012.  | Department of Housing and Community Development |

| <i>Stakeholders</i>  | <i>Resource Requirements</i>                                 | <i>Potential Funding Sources</i>                | <i>Time Frame</i>                        |
|--|--|---|--|
| Town Manager<br>Chief Financial Officer<br>Tourism Commission        | Updated Accounting Program to track revenue separately - XK? | Town General Fund                               | FY 2012 then ongoing                     |
| Town Department Heads  | N/A  | N/A   | FY 2012 then ongoing                     |
| Area Businesses and Citizens   | N/A  |   |  |
| Area Businesses and Citizens   | N/A  |   |  |
| Local Businesses and Citizens  | 1K - 2K  | General Fund                                    | FY 2012                                  |
| Planning Commission<br>Town Council<br>Local Businesses and Citizens | N/A  | Department of Housing and Community Development | FY 2012 - April Implementation Grant Due |
| Planning Commission<br>Town Council<br>Local Businesses and Citizens | 20% Match  | Virginia Department of Transportation           | FY 2012 - Applications Due November      |



# Implementation Action Items

## *Access to Capital - Business Improvements/Incentives*

| <i>Action Item</i>   | <i>Detail</i>   | <i>Lead Agency(s)</i>                            |
|--|---|--|
| <b><i>Existing/Proposed Local, State, and Federal Tax Incentives and Opportunities</i></b> |   |  |
| Enterprise Zone  | Businesses located in state designated enterprise zones can qualify for job creation grants and real property investment grants. See page 32 for more information.  | Department of Planning and Community Development |
| Hub Zone   | Businesses located in federally designated HUB zones can qualify for competitive and sole source federal contracting. The federal government has a goal of awarding 3% of all dollars for federal prime contracts to HUB Zone-certified businesses. See page 32 for more information.   | Department of Planning and Community Development |
| Technology Zone  | Technology related businesses are eligible for a number of tax incentive programs. See page 33 for more information.  | Department of Planning and Community Development |
| Tourism Zone   | Tourism related organization and businesses are eligible for a number of tax incentive programs. See page 33 for more information.  | Department of Planning and Community Development |
| Arts and Cultural District   | Art and Cultural Businesses within the district are eligible for a number of tax incentive programs. See page 33 for more information.  | Department of Planning and Community Development |
| <b><i>Proposed Local Revenue Stream Opportunities</i></b>                                  |   |  |
| Facade Improvement Loan Program  | As funds are available consider the implementation of a revolving loan program for businesses wishing to make improvements to their properties.   | Department of Planning and Community Development |
| <b><i>Proposed State and Federal Grant Opportunities</i></b>                               |   |  |
| DHCD Community Block Grants<br>• Rental Housing Grant Program                              | Rental housing property owners are eligible through the CDBG to participate in a housing rehabilitation program. Owners can apply to receive up to \$25K for each unit to update and modernize the unit. Certain requirements apply such as the unit must be rented to a low to moderate income individual for at least 10-years. | Department of Planning and Community Development |

| <i>Stakeholders</i>  | <i>Resource Requirements</i> | <i>Potential Funding Sources</i>  | <i>Time Frame</i> |
|--|------------------------------|---|-------------------|
| Local Businesses<br>VA Department of Housing and Community Development | N/A                          | N/A   | Ongoing           |
| Local Businesses<br>VA Department of Housing and Community Development | N/A                          | N/A   | Ongoing           |
| Local Businesses   | N/A                          | N/A   | Ongoing           |
| Local Businesses   | N/A                          | N/A   | Ongoing           |
| Local Businesses<br>Artist Guild                                       | N/A                          | N/A   | Ongoing           |
| Town Council<br>Area Businesses  | 50K-100K                     | Department of Housing & Community Development<br>Meals and Lodging Tax<br>TIFF<br>BID | FY 2015           |
| Town Council<br>District Housing Rental Property Owners                | N/A                          | Department of Housing & Community Development   | FY 2013           |



# Implementation Action Items

## *Develop and Recruit Businesses*

| <i>Action Item</i>  | <i>Detail</i>  | <i>Lead Agency(s)</i>                            |
|---|--|--|
| <b><i>Offer Convenient and Accessible Business Assistance Services</i></b>  |  |  |
| Promote the Marry Washington Small Business Development Center in Warsaw<br><a href="http://www.rrsbdc.biz">http://www.rrsbdc.biz</a>   | Promote the presence of the SBDC in Warsaw and encourage the establishment of a local satellite office open a day or two a week /month.  | Director of Planning and Community Development   |
| Establish a local SBA Service Corps of Retired Executives (SCORE) program   | There is an extensive presence of retired executives in Colonial beach that could form a local SCORE program to assist new and existing businesses.  | Director of Planning and Community Development   |
| Promote the local Procurement Technical Advisory Center (PTAC) in xxx   | PTAC's offer businesses technical assistance in pursuing local, state and federal contracts. There services are free of charge. The town's designations as a HUB Zone and Technology Zone community offer great incentives for businesses that provide services to the federal government. | Director of Planning and Community Development   |
| <b><i>Identify Business Opportunities and Encourage Entrepreneurship</i></b>  |  |  |
| Encourage infill business development<br><ul style="list-style-type: none"> <li>• Keep track of business opening / closings</li> </ul>  | Actively manage a listing of existing businesses and track openings/closings. Also have readily available an updated listing of vacant buildings and property available to prospective businesses.   | Management Committee                             |
| Identify potential business opportunities (un-met services / complementary services)<br><ul style="list-style-type: none"> <li>• Bike Rentals</li> <li>• Golf Cart Rentals</li> <li>• Canoe/Kayak Rentals</li> <li>• Historic Area Tours</li> </ul> | Continuously work to recruit businesses to the area. Work with existing businesses to identify missing complementary businesses that their patrons have identified. Seek out and encourage entrepreneurs to fill in needed gaps in the overall vision for the area.                        | Management Committee                             |
| <b><i>Provide Opportunities for Perspective Businesses to Test the Market</i></b>   |  |  |
| Expand the Market Days into a Regular Farmers Market (This action item is also included in Increase Tourism by %5)  | Expand the Market Days into a Regular Farmers Market. Work with local businesses during development and ensure a substantial advertising budget to draw people from the surrounding area.  | Ladies Auxiliary of the Fire Department          |
| Develop Town Owned Incubator Space  | Explore the idea of developing town owned incubator space along the boardwalk on existing vacant town owned land. Building facade/character would be consistent with recommended guidelines. Interior space would be leased and flexible to accommodate a variety of business needs.       | Department of Planning and Community Development |

| <i>Stakeholders</i>                               | <i>Resource Requirements</i> | <i>Potential Funding Sources</i>              | <i>Time Frame</i>    |
|---|------------------------------|---|----------------------|
| Existing and Prospective Business Owners          | N/A                          | N/A   | FY 2012 then ongoing |
| Existing and Prospective Business Owners          | N/A                          | N/A   | FY 2013 then ongoing |
| Existing and Prospective Business Owners          | N/A                          | N/A   | FY 2012 then ongoing |
| Existing and Prospective Business Owners          | N/A                          | N/A   | FY 2013 then ongoing |
| Existing and Prospective Business Owners          | N/A                          | N/A   | FY 2012 then ongoing |
| Local Businesses<br>Westmorland County Businesses | Advertising - 5K             | Meals and Lodging Tax<br>BID<br>TIFF          | FY 2013              |
| Town Council<br>Chamber of Commerce               | 100K-500K                    | Department of Housing & Community Development | FY 2015              |