

Chapter 5

Implementation



1. Introduction

The completion of the Comprehensive Plan update is not the end of the planning process, in fact, it is just the beginning of a long-term implementation process. The previous chapters have presented a clear picture of Colonial Beach, where it is, where it wants to go, and what its strengths and weaknesses are. But the real work for putting the plan into action and bringing the vision of Colonial Beach into reality begins with this chapter—its implementation. To do so will take a committed effort from Colonial Beach staff, officials, and citizens.

The development or update of a comprehensive plan evokes a sense of direction, purpose, and future prosperity for many that are involved in the process. The challenge is to maintain those feelings and utilize them to take the necessary steps toward implementation of the plan. This chapter provides a process by which the plan can be implemented. The following pages cover a variety of topics including administration of the plan, implementation strategies, funding the plan, and a detailed plan of action.

2. Plan Administration

Since 1980 the adoption of a comprehensive plan has been mandatory for all localities in the Commonwealth of Virginia. Comprehensive Plans offer an opportunity for localities to apply appropriate controls and aid in the direction of both public and private investments in a logical manner to achieve short-range objectives and long-range goals. The following sections address plan adoption, maintenance, and the legal status of the plan.

Plan Adoption and Maintenance

The following provisions taken from Title 15.2 Chapter 22, Article 3 of the Code of Virginia outlines the general procedures to be followed by the Town of Colonial Beach in adopting the Comprehensive Plan.

§ 15.2-2225. Notice and hearing on plan; recommendation by local planning commission to governing body.

Prior to the recommendation of a comprehensive plan or any part thereof, the local planning commission shall give notice in accordance with § [15.2-2204](#) and hold a public hearing on the plan. After the public hearing, the commission may approve, amend and approve, or disapprove the plan. Upon approval, the commission shall by resolution recommend the plan, or part thereof, to the governing body and a copy shall be certified to the governing body.

§ 15.2-2226. Adoption or disapproval of plan by governing body.

After certification of the plan or part thereof, the governing body, after a public hearing with notice as required by § [15.2-2204](#), shall proceed to a consideration of the plan or part thereof and shall approve and adopt, amend and adopt, or disapprove the plan. In acting on the plan or part thereof, or any amendments to the plan, the governing body shall act within ninety (90) days of the local planning commission's recommending resolution.

§ 15.2-2227. Return of plan to local planning commission; resubmission.

If the governing body disapproves the plan, then it shall be returned to the local planning commission for its reconsideration, with a written statement of the reasons for its disapproval.

The commission shall have sixty days in which to reconsider the plan and resubmit it, with any changes, to the governing body.

§ 15.2-2228. Adoption of parts of plan.

As the work of preparing the comprehensive plan progresses, the local planning commission may, from time to time, recommend, and the governing body approve and adopt, parts thereof. Any such part shall cover one or more major sections or divisions of the locality or one or more functional matters.

§ 15.2-2229. Amendments.

After the adoption of a comprehensive plan, all amendments to it shall be recommended, and approved and adopted, respectively, as required by § 15.2-2204. If the governing body desires an amendment it may direct the local planning commission to prepare an amendment and submit it for public hearing within sixty (60) days after formal written request by the governing body. In acting on any amendments to the plan, the governing body shall act within ninety (90) days of the local planning commission's recommending resolution.

§ 15.2-2230. Plan to be reviewed at least once every five years.

At least once every five (5) years the comprehensive plan shall be reviewed by the local planning commission to determine whether it is advisable to amend the plan.

Significant new developments, such as state highway proposals, the location of new industry, shopping center, or residential subdivision, expansion of major public/private uses, etc., should trigger a re-evaluation of the adopted comprehensive plan. Changes in the plan should only be made in accordance with the best interest of the established goals and objectives. Development proposals which are contrary to the plan require serious consideration within the context of the plan's provisions. Should changes be warranted, review and appropriate revisions to the plan ensuring consistency with major proposals should be made to maintain it in a current condition.

Legal Status of the Plan

The legal status of a comprehensive plan is largely instructional. The Virginia courts have noted, "that a comprehensive or master plan does not have the status of a zoning ordinance. It is advisory only and serves as a guide to a zoning body." Fairfax v. Allman, 214 Va. 434 (1975). However, there are certain situations where the Plan can be more controlling. These areas largely deal with the placement of public facilities and can be found in § 15.2 - 2232 of the Code of Virginia, 1950 (as amended).

§ 15.2-2232. Legal status of plan.

A. Whenever a local planning commission recommends a comprehensive plan or part thereof for the locality and such plan has been approved and adopted by the governing body, it shall control the general or approximate location, character and extent of each feature shown on the plan. Thereafter, unless a feature is already shown on the adopted master plan or part thereof or is deemed so under subsection D, no street or connection to an existing street, park or other public area, public building or public structure, public utility facility or public service corporation facility other than a railroad facility or an under-

ground natural gas or underground electric distribution facility of a public utility as defined in subdivision (b) of § 56-265.1 within its certificated service territory, whether publicly or privately owned, shall be constructed, established or authorized, unless and until the general location or approximate location, character, and extent thereof has been submitted to and approved by the commission as being substantially in accord with the adopted comprehensive plan or part thereof. In connection with any such determination, the commission may, and at the direction of the governing body shall, hold a public hearing, after notice as required by § 15.2-2204. Following the adoption of the Statewide Transportation Plan by the Commonwealth Transportation Board pursuant to § 33.1-23.03 and written notification to the affected local governments, each local government through which one or more of the designated corridors of statewide significance traverses, shall, at a minimum, note such corridor or corridors on the transportation plan map included in its comprehensive plan for information purposes at the next regular update of the transportation plan map. Prior to the next regular update of the transportation plan map, the local government shall acknowledge the existence of corridors of statewide significance within its boundaries.

B. The commission shall communicate its findings to the governing body, indicating its approval or disapproval with written reasons therefor. The governing body may overrule the action of the commission by a vote of a majority of its membership. Failure of the commission to act within sixty days of a submission, unless the time is extended by the governing body, shall be deemed approval. The owner or owners or their agents may appeal the decision of the commission to the governing body within ten days after the decision of the commission. The appeal shall be by written petition to the governing body setting forth the reasons for the appeal. The appeal shall be heard and determined within sixty days from its filing. A majority vote of the governing body shall overrule the commission.

C. Widening, narrowing, extension, enlargement, vacation or change of use of streets or public areas shall likewise be submitted for approval, but paving, repair, reconstruction, improvement, drainage or similar work and normal service extensions of public utilities or public service corporations shall not require approval unless such work involves a change in location or extent of a street or public area.

D. Any public area, facility or use as set forth in subsection A which is identified within, but not the entire subject of, a submission under either § 15.2-2258 for subdivision or subdivision A 8 of § 15.2-2286 for development or both may be deemed a feature already shown on the adopted master plan, and, therefore, excepted from the requirement for submittal to and approval by the commission or the governing body; provided, that the governing body has by ordinance or resolution defined standards governing the construction, establishment or authorization of such public area, facility or use or has approved it through acceptance of a proffer made pursuant to § 15.2-2303.

E. Approval and funding of a public telecommunications facility by the Virginia Public Broadcasting Board pursuant to Article 12 (§ 2.2-2426 et seq.) of Chapter 24 of Title 2.2 shall be deemed to satisfy the requirements of this section and local zoning ordinances with respect to such facility with the exception of television and radio towers and structures not necessary to house electronic apparatus. The exemption provided for in this subsection shall not apply to facilities existing or approved by the Virginia Public Telecommunications Board prior to July 1, 1990. The Virginia Public Broadcasting Board shall notify the governing body of the locality in advance of any meeting where approval of any such facility shall be acted upon.

F. On any application for a telecommunications facility, the commission's decision shall comply with the requirements of the Federal Telecommunications Act of 1996. Failure of the commission to act on any such application for a telecommunications facility under subsection A submitted on or after July 1, 1998,

within ninety days of such submission shall be deemed approval of the application by the commission unless the governing body has authorized an extension of time for consideration or the applicant has agreed to an extension of time. The governing body may extend the time required for action by the local commission by no more than sixty additional days. If the commission has not acted on the application by the end of the extension, or by the end of such longer period as may be agreed to by the applicant, the application is deemed approved by the commission.

While the comprehensive plan does not have the legal status of the zoning ordinance, it is the tool by which many of the zoning regulations are derived. Once adopted, necessary revisions to the zoning ordinance should be implemented to assist in the achievement of the goals and objectives laid out in the plan.

3. Implementation Strategies

All future planning documents whether regional or local, long range or short range, require five (5) elements to ensure their implementation: clear direction in goals and purpose; identification of specific implementation tools; prioritized list of action items to accomplish; people to perform and oversee the tasks necessary; and funding. This section will focus on the people and specific implementation tools needed to implement the goals and objectives identified in the previous chapters. The following sections will address funding the plan and provide a prioritized list of action items that can be used to evaluate and guide the implementation process.

Public Education and Community Involvement

Continued public involvement and education is key in ensuring that the adopted plan becomes a working document toward the future vision of Colonial Beach. Implementation of a future vision for a community is not the sole job of the town staff, its elected officials, or its residents. It requires a collaborative effort of all of these stakeholders. Below, several strategies are discussed that can be utilized to promote that collaboration, and instill a sense of ownership and responsibility from all.

Development of a Comprehensive Plan Brochure

The goals and objectives identified in this plan should be displayed and readily available to all Colonial Beach residents, staff, officials, and perspective new-comers. The development of a brochure or graphic foldout depicting the Future Land Use Map on one side, and an executive summary of major plan elements, goals, and objectives on the reverse side, would provide a condensed reference version of the plan to keep it fresh in everyone's mind. This brochure should be placed in all town offices, the library, and visitor and information centers.

Development of a Comprehensive Plan Implementation Progress Report and / or Web Site

Implementation of a Comprehensive Plan is a long-term process. It is important to document and celebrate the short term accomplishments that are reached. In doing so, the implementation of the plan becomes a living document that steadily progresses toward its goals. The progress report or web site should be updated semi-annually, made public, and in essence is a public awareness program. It will inform local citizens, including local commission members, on local planning efforts, accomplishments, and issues. Thus, giving them the opportunity to participate in making planning decisions, and provide support for existing and future community improvement efforts.

Training Opportunities for Planning Commission Members

Planning Commission members are the caretakers for the town's adopted comprehensive plan and its implementation over time. As such, they are often faced with complex planning and development issues that they have never encountered before. In order for them to be effective, they need to be provided the tools necessary to assist them with these important tasks. There are many organizations that offer training and networking opportunities for local planning commission members to prepare them for the many issues and challenges they will face. The Planning Commission by-laws encourage commission members to complete the sixteen (16)-week Virginia Certified Planning Commissioners Program offered by the Citizens Planning Education Association of Virginia. Currently, the majority of commissioners have successfully completed the course. Members should continue to be encouraged to take advantage of this and other training opportunities whenever possible. A number of other organizations offer training and educational brochures including the Virginia Department of Housing and Community Development, the Center for Public Service, the Virginia Institute of Government, the American Planning Association, Planning Commissioners Journal, and Planetizen.

Distribution of Press Releases and Encouragement of Newspaper Coverage

Press releases are an effective way to highlight important events and activities related to implementation of the plan. They provide an opportunity for the locality to highlight the important aspects of a subject and often encourage additional media coverage. Important subjects for which to develop press releases are comprehensive plan adoption activities, meetings and activities of various committees, highlights of land use and special zoning issues, and opportunities to get involved in aspects of the implementation process.

Partnerships

In this day and time of limited resources and expanding service areas, combining resources with other organizations to pursue common goals is a necessity. This is particularly important relative to the town's working relationship with Westmoreland County. There are numerous opportunities to develop partnerships with the County and other agencies. Many times, a board or committee already exists and would welcome additional members. Other times, it may be necessary for the town to take the lead and invite others to join. Partnerships can also be less formal, such as the establishment of a positive working relationships with key members of various organizations. Whatever the form, it is imperative that the town continue to cultivate the partnerships it currently has, and look for new opportunities to form additional partnerships.

State and Federal Government Organizations

The role of many state and federal government organizations is similar and complementary to the services and facilities provided at the local level, just on a broader scale. State agencies often require involvement at the local level to accomplish their mission. Being aware of those agencies whose mission coincides with the needs and desires of the town, and establishing relationships with them will assist the town in achieving its goals. They are great resources for activities and opportunities that may be useful to the town. Several state agencies that may be able to assist the town in the years ahead are listed on the following page. Contacts to the local offices of these agencies, as needed, to discuss various town needs and initiatives will promote long-term working relationships, and the furthering of both the town's and agencies' mission.

Chesapeake Bay Commission
Virginia Association of Area Agencies on Aging
Virginia Commission for the Arts
Virginia Department of Conservation and Recreation
Virginia Economic Development Partnership
Virginia Department of Environmental Quality
Virginia Department of Game and Inland Fisheries
Virginia Department of Health
Virginia Department of Historic Resources
Virginia Joint Commission on Health Care
Virginia Department of Housing and Community Development
Virginia Housing Development Authority
Virginia Marine Resources Commission
Virginia Department of Social Services
Virginia Department of Transportation
Virginia Tourism Corporation

Area Tourism Organizations / Chambers of Commerce

Tourism within the Northern Neck region is a critical component of a viable economic development strategy. A number of historic, cultural, and recreational assets exist including two Virginia State Parks, the birthplaces of George Washington, James Monroe, and Robert E. Lee, and a multitude of other historic places and museums. As such, the Northern Neck Planning District Commission has nominated the area as a National Heritage Area. National Heritage Area designation assists in the protection and promotion of the cultural, historical and natural assets of a region. These areas play a vital role in maintaining both the physical character and the cultural legacy of the United States. Colonial Beach plays an important role in the area's history and can serve as an ideal overnight spot for travelers. Active partnerships with Westmoreland County, other Northern Neck communities, the Northern Neck Tourism Council, and other local tourism destination sites will improve the tourism market for the area as a whole.

Intergovernmental Cooperation

Planning efforts undertaken by Colonial Beach are naturally influenced and can be complemented by the planning activities of neighboring jurisdictions. Close coordination with Westmoreland County, of which Colonial Beach is an integral part, will be key in assisting the town move forward with many of its objectives. Prospects for expanded coordination at the town/county level are discussed in greater detail below.

Additionally, King George County and Charles County, Maryland lie directly in the path of metropolitan growth, and the Town should initiate closer ties with these jurisdictions and stay apprised of general growth patterns and major development projects impacting the region. Colonial Beach should also remain involved in regional planning efforts through the Northern Neck Planning District Commission (NNPDC). The NNPDC is currently working on and managing several projects of interest to Colonial Beach. They are rural broadband service, regional bicycle and pedestrian trails, designation of the Northern Neck area as a National Heritage Area, and management of the Northern Neck Enterprise Zone.

Westmoreland County

As of this writing, Westmoreland County is continuing the process of revising its Comprehensive Plan. They have conducted a community survey, hosted a number of public meetings, and developed a draft

list of items to address. Many of their identified items are similar to those identified by the town, and fall in line with the town's future goals and objectives. The involvement with Westmoreland County as the county's comprehensive plan is updated is critical to the future of the town and county. This partnership should address the local economy, land use, natural resource protection and transportation. Partnerships formed between the town and county to address many of these common issues that expand over jurisdictional lines, will assist both communities in achieving their goals. The town and county should also continue to explore potential opportunities for collaboration on the provision of community facilities and services, as well as economic development initiatives.

Items to Address in Collaboration with Westmoreland County

Listed below are some of the items that would best be addressed through a town / county partnership.

Proposed Future Land Uses Along Town / County Jurisdictional Line

The future land use map presented in Chapter 4 of this document identifies desired future land uses for the areas within the town, as well as those desired adjacent to its borders. However, it is understood that the town does not have the authority to enforce future land use decisions outside of its corporate limits. Ongoing discussions with Westmoreland County regarding the appropriate use and development character for these areas will need to be conducted. These discussions should begin as soon as possible, to coincide with the County's update of their comprehensive plan and future land use map. Once a consensus is obtained on the future land uses for these areas, each locality's future land use map should identify those areas consistently.

Development of an Annexation Policy

In 1993, Colonial Beach and Westmoreland County entered into an agreement to annex two large parcels of land into the town's corporate limits. Within that agreement, both the town and county agreed to a number of items including no future annexations for a period of five (5) years, the connection to town water and sewer services to several county parcels, and collaborative zoning of adjacent parcels for a certain time frame. Future annexation agreements similar to this are a logical way to ensure mutual benefits for both the town and county. While the town has no desire to annex additional land at this time, the development of a mutual annexation policy would set the guidelines for potential future annexations.

Other Common Areas That Can be Enhanced Through Town / County Partnerships

- Bicycle and Pedestrian Trails
- Preservation of Rural Character
- Parks and Recreational Activities
- Local Medical / Social Services
- Preserving the Small Town Character and Quality of Life
- Natural Resource Conservation
- Economic Development Initiatives
- Transportation Networks

Governmental Functions and Organizations

In addition to joint planning efforts, certain statutes, ordinances and governmental actions effective in the County, also pertain to the citizens of Colonial Beach. Key governmental organizations currently falling under the authority of the County include the Wetlands Board, the courthouse, Commonwealth Attorney's Office, and the Industrial Development Authority (IDA). Most boards or authorities overseeing town and county issues are served by an election-district representative from the town. This assures Colonial Beach a voice in deciding intergovernmental matters. The town should remain active on all joint organizations and boards and stay apprised of pending actions and developments. If the town elects to establish entities independent of the county in the future, continued close coordination should

remain an overall objective.

In summary, Colonial Beach and Westmoreland County share a number of common goals with respect to environmental quality, housing and community development, parks and recreation, and economic development. It is, therefore, important that both localities work collaboratively on inter-jurisdictional issues to ensure compatible, orderly growth and conservation of the area's rural and natural qualities.

Regulatory Tools

Enforceable regulatory tools are necessary to assist in the implementation of the plan, since the plan itself is designed to be primarily a guide and a reference for how future development should occur. The zoning ordinance and subdivision ordinance, along with building and housing codes, provide these regulatory tools. The authority for the implementation of these measures is contained in § 15.2 - 2240 & § 15.2—2280-2281 of the Code of Virginia, 1950 (as amended). The comprehensive plan should be used as the reference by which zoning ordinance revisions, rezoning requests, and development proposals are reviewed for approval or disapproval. Once the comprehensive plan is adopted, needed model to the zoning ordinance and other regulatory tools should be made. These are further discussed below.

Zoning Ordinance

Zoning is one of the most important tools for putting the town's comprehensive plan into action. Of the various legal devices available for implementation of the plan, zoning will probably receive the most attention. This is understandable since zoning decisions reach most directly into the everyday lives of town residents. Zoning is also generally regarded as the most powerful tool local governments use in directing and regulating growth. Additionally, zoning can be highly useful in improving the quality and sustainability of the built environment over the long run.

The phrase "over the long run" is important when viewing a zoning objective. Application of the zoning ordinance to a specific proposal may sometimes seem to produce harsh results for the applicant, seemingly without affecting the character of the area in which the proposal is located or measurably improving a function of the town. Yet, as zoning variances and exceptions are considered, it should be remembered that it takes an accumulation of small improvements "over the long run" to produce sustainable long-term positive results.

The Official Zoning Map should remain generally consistent with the Future Land Use Plan. However, within the overall pattern of land use established by the plan, there is considerable room for variation between the plan and the zoning map. The land use categories do not need to be identical, nor do they need to be amended simultaneously. In addition, a reorganization of zoning district categories, or creation of entirely new zoning districts should not necessarily precipitate immediate changes to the Official Zoning Map. A case-by-case review should be made as to whether the town, or a potential developer/applicant, should initiate any actual rezoning of particular parcels of land.

Concurrent with preparation of this plan, was a comprehensive review and identification of recommended revisions to the town Zoning Ordinance. The recommendations below should be strongly considered if the town is to implement the land use elements of the Comprehensive Plan.

Recommended Zoning Revisions

- Creation of a Historic Overlay District as outlined in the Future Land Use Plan.
- Creation of two Corridor Overlay Districts as outlined in the Future Land Use Plan.
- Revision of the Resort Commercial District to exclude multi-family residential units.
- Rezoning of currently vacant or residential properties along 1st Street from Commercial / Residential to Residential General R2 in accordance with the Future Land Use Map.
- Revision of the Commercial / Residential (CR) District in terms of permitted uses, parking, buffering / screening and acceptable commercial intensities / uses, more in keeping with the transitional nature of this district.
- Revision of Article 24 Landscape Provisions in terms of required plantings, to improve the aesthetic appeal of the town as parcels are developed / redeveloped, and ensure adequate screening / buffering between residential properties and other more intense uses.
- Creation of Open Space Standards and Community Amenities provisions to ensure the adequate preservation of open space and incorporation of sidewalks / trails into new developments where appropriate.
- Revisions to the Maritime Commercial and General Commercial districts should be undertaken to ensure compatible uses where commercial districts abut residential uses. Such a revision may include establishment of development standards for these districts as well as creation of a new commercial district where intensive commercial uses may be located.
- Revisions to the zoning and / or subdivision ordinances need to be initiated to establish minimum town wide development standards.
- Other revisions to the zoning and subdivision ordinances should be considered on a holistic approach by utilizing a unified development ordinance which will be more user friendly and prevent conflicts in the various ordinances that regulate land development.

Subdivision Ordinance

The regulations of the Subdivision Ordinance are primarily concerned with the platting of lots, the layout of streets, the location of public spaces, and the building of public improvements associated with the process of subdividing land. In addition, they contribute to the keeping of clear and accurate land records. These are matters deserving of periodic public review. Once established, a street is difficult to move, and when an opportunity is missed for improved street locations or lotting arrangements, such missed opportunities are difficult or impossible to change. In March of 1995, the Town adopted the current Subdivision Ordinance. Future refinements of, and overall importance of, the Subdivision Ordinance will become of increased significance should the town add large un-subdivided parcels through annexation in the future.

Capital Improvement Program

A capital improvements program (CIP) is an important tool in putting the town plan into action. It specifically offers a way to merge the town plan with the town budgeting process. During the development of the CIP, town officials are compelled to think about the desired future development of the town, and to budget town money over time to provide necessary services and make necessary improvements. Both the costs of the individual projects, and proposed financing arrangements, are identified in a capital improvement budget so it encourages town officials to develop better cost estimates and identify potential state and federal funding sources early in the projects development.

The CIP outlines a five (5)-year schedule of public service expenditures, and provides a way to collectively analyze and prioritize needed capital improvements. It should include all the needed and desired capital improvement expenditures such as the purchase, development, repair, and / or replacement of roads, sewer and water systems, parks and open spaces, municipal buildings and equipment, and police and fire equipment. It also should include projects that are geared toward stimulating economic development. These types of projects are especially important in small towns like Colonial Beach, where property tax is the single largest source of local revenue, and economic development is stagnant or declining. The CIP helps towns carefully budget resources to maintain necessary services, and to undertake projects that will help to stimulate economic development.

When used as a budgeting tool, the CIP provides the means to anticipate fiscal problems, investigate alternative funding strategies, and postpone, as necessary, the execution of less urgent projects. The main value and objective of creating a capital improvement program is to ensure the incorporation of long-range plans and improvement needs into the limits of the Town's financial resources.

The Role of the Planning Commission

Under Virginia enabling legislation (§ 15.2-2239 of the Code of Virginia), the Planning Commission is charged with the preparation and annual review of the CIP based on the Comprehensive Plan. The Planning Commission can undertake this process either on its own initiative or at the direction of the governing body. Actual adoption and implementation of the CIP is the responsibility of the Town Manager and the Town Council. The Planning Commission's role should be to provide general advice and direction, since it is charged with anticipating the future development needs of the town.

In order to achieve this purpose, the Planning Commission should be generally familiar with the town's overall financial picture, including local revenues and expenditures, as well as finance trends and annual budgets adopted in recent years. The Commission can then meaningfully assist Town staff and Council in drafting a workable CIP over a five (5)-year period.

Development of the Capital Improvement Program (CIP)

While the town does not have a current CIP, the development of one is not a complicated process, nor should it be a complicated document. The program should be tailored to meet Colonial Beach's particular needs, and should be presented in a systematic and organized fashion.

Prior to undertaking the development of a CIP, a comprehensive understanding of the town's existing facilities, infrastructure, and equipment should be understood, much of which has been presented in Chapters 1 & 2 of this plan. Additionally, because the program includes financing issues, the town should seek advice from its financial advisor and / or bond counsel, as there are limits on the amount of debt a town can incur based on a certain percentage of its taxable property value.

For the identification of specific projects, the town should pull from identified strategies in support of

the communities goals and objectives, and rely on individual department heads to ascertain project needs within each department. More than likely, much of the needed information is already compiled in one form or another. Each project should identify local funds, as well as potential loans and grants available at other levels of government. A list of recommended CIP projects is included in the following section.

The CIP typically includes the following information:

- An individual listing of all the capital projects or equipment needed, including description and justification for the project, project manager, costs of various project activities, timetable for its completion, plan for financing, and current status.
- A prioritized list of projects for the town as a whole and for each department
- A capital improvement budget spanning the next five (5)-years, listing the total cost, time frame, and financing arrangement for each project.

Recommended Capital Improvement Program (CIP) Projects

Currently, Colonial Beach schedules most capital expenditures on a year-to-year basis. As an initial step towards long-range planning, a preliminary CIP is outlined on the following page. The proposed projects have been categorized to coincide with the six policy areas identified in Chapter 3—Goals and Objectives. The list is not intended to be all-inclusive and will require further revision and prioritizing during the development of the town’s actual CIP.

In order to realistically fulfill the various needs and goals outlined in the Comprehensive Plan, a phased and coordinated implementation schedule will be required. The proposed projects have been designated one of four time frames listed below. General information related to funding opportunities and time frame for implementation has been included where applicable. Cost estimates and additional sources of funding will need to be further detailed during the development of the CIP.

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|----|----------------------------|--|
| 1) | Short-term priority | 0-3 years |
| 2) | Mid-term priority | 3-5 years |
| 3) | Long-term priority | 5-10 years |
| 4) | Ongoing priority | O-G (requiring continuous expenditures over time). |

Recommended Capital Improvement Program (CIP) Projects

<i>Proposed CIP Project</i>	<i>Time Frame</i>	<i>*Potential Funding Sources</i>
<i>Economic Vitality</i>		
		* See following section for additional information related to potential funding sources
Development of a Concept Plan for the Historic Resort Commercial Area	0-3 years	Virginia Housing Development Authority Revitalization Planning Grant or Community Development Block Grant Planning Grant
Tourism Web Site Development	0-3 years	
Colonial Avenue Plan	0-3 years	Community Development Block Grant Planning Grant
Boardwalk / Beach Improvements (foot washes / restrooms)	3-5 years	Transportation Enhancement Grant—VDOT
Colonial Avenue Improvements	3-5 years	Transportation Enhancement Grant—VDOT or Community Development Block Grant
<i>Quality Natural and Physical Environment</i>		
Gateway Enhancements along Rt. 205	0-3 years	Transportation Enhancement Grant—VDOT
Paving of Gravel Roads in Riverside Meadows	3-5 years	Special Assessments
Removal of cement pier and pilings in water	3-5 years	
Rt. 205 / Colonial Ave Intersection Improvements	5-10 years	Transportation Enhancement Grant—VDOT
Shoreline Stabilization—Monroe Bay Avenue and Beach Avenue	O-G	Chesapeake Bay Small Watershed Grants
Storm Water Management	O-G	Chesapeake Bay Small Watershed Grants
<i>Stable Neighborhoods</i>		
Design Guidelines and / or Zoning Text Amendments for The Point	0-3 years	
<i>Safe and Efficient Transportation</i>		
Golf Cart Path across Rt. 205	0-3 years	
Bicycle and Pedestrian Trails	O-G	Transportation Enhancement Grants & Recreational Trails Fund
<i>Cultural and Recreational Opportunities</i>		
Public Boat Ramp / Pier Improvements on River and Bay side	3-5 years	Department of Game and Inland Fisheries & Virginia Marine Resources Commission
Development of the Euclid Ave Multi-Use Path	3-5 years	Transportation Enhancement Grant
Development of a Community Center	5-10 years	User Fees
Fishing Pier Improvements	5-10 years	Virginia Saltwater Recreational Fishing Development Fund
General Park Improvements	O-G	
Beach Stabilization and Replenishment	O-G	Army Corps of Engineers
<i>Quality Organization and Safe Community</i>		
New Municipal Center (Phase 1—New Police Facility)	0-3 years	Lease Purchase
Water System Improvements—various	O-G	
Sewer System Improvements—various	O-G	

4. Funding the Plan

Introduction

Over the past few decades, the town's tax base has been insufficient to keep pace with the demands of a modern municipality resulting in deferred maintenance of local infrastructure and the inability to invest in needed and desired capital improvement projects. In recent years, the town has taken the steps necessary to identify and begin upgrading many of its municipal facilities. The continuation of those improvements requires a long-term financial commitment, and will continue to limit, to some degree, the ability of the town to finance other needs and ventures in the short-term.

However, the town must also remain focused on the long-term vision for Colonial Beach, and continue to develop plans for, and invest in, those areas with the greatest potential for generating positive tax revenue. As in many other small towns, the burden on the residential tax base is high, but the town has many assets and opportunities to build its commercial sector and increase its revenues. The town's major assets include its waterfront lands, public beaches, commercial areas, small town resort atmosphere and historic features. The town also has a distinct advantage in the availability of public water and sewer to accommodate more dense and profitable private development.

Expenditures of time and resources in both upgrading the physical condition of the town and dedicating funds to growth and redevelopment areas (projects geared toward spurring additional tax revenue) are needed. Through strategically balancing expenditures in each of these areas, and identifying additional sources of funding, Colonial Beach will revitalize its economy, repair its infrastructure, and create an attractive environment for new investment.

Strategies for Financing Recommended Capital Improvements

The previous section outlined a set of capital improvements worthy of funding consideration in the years ahead and a general timetable for their implementation. While the list may seem extensive and ambitious, it is not meant to suggest that town taxes be raised or new taxes levied to cover future expenditure levels. Instead, it is envisioned that the town be more aggressive in exploring and securing outside funding - including the sharing of development costs with private developers, other regional agencies, organizations and local governments, as well as traditional sources of state and federal capital funds.

Generally, there are three main ways that small towns pay for capital improvements, they include: the towns annual budget on a pay as you go basis (where projects are financed from annual property taxes, user fees and licenses); town reserves; and by obtaining grants from state and federal agencies. These, along with several others that may be utilized by the town, are discussed below.

Tax Structure & User Fees

Real estate taxes are the predominant source of revenue for the town in conjunction with user fees associated with various municipal services, such as water and sewer. Taxes in Colonial Beach are levied in the same manner as in all other Virginia towns. Accordingly, taxes are exacted by both the town and Westmoreland County. Like other incorporated towns throughout Virginia, Colonial Beach imposes taxes supplemental to those of the county on real estate, personal property, and machinery and tools. Since Colonial Beach is one of only two Virginia towns that operate their own independent school sys-

tem, real estate taxes are correspondingly high in comparison with other small towns. The Colonial Beach FY 2008 real estate tax rate is \$.60 per \$100 of assessed value. Citizens also pay a real estate tax of \$.31 per \$100 of assessed value levied by Westmoreland County. Personal property taxes and machinery and tool taxes levied by the town, however, are closer to the median range imposed by other Virginia localities.

Municipal user fees are another important source of income for many localities, as they seek to provide cost effective, quality services at a minimum cost. User fees are typically associated with services such as water and sewer distribution, but are also applicable to other publically provided services such as community recreation centers, boat ramps, etc. Cost efficiency of the service requires that there be no waste in the production process, and that investments in the facility and equipment be made wisely to minimize the total cost of providing the service. It also requires periodic review of all user fees charged, identification of those services that could be reasonably funded through new user fees, and determination of both the direct and indirect costs associated with the service so that fees can be set accordingly. Water and sewer rates were just raised this year for the first time in 14 years in order to cover upgrade, repair, and increased operating costs.

In future years, the town should strive to keep all local taxes at a moderate level so as to remain competitive with its neighboring jurisdictions. Personal property taxes will naturally be higher due to the cost associated with the Colonial Beach School District, however, this can and should be used as an asset to attract small businesses and their families to the town. The town should also regularly review all its user fees, and when necessary increase them to ensure they are in line with the actual costs for providing and maintaining the service.

State and Federal Grants

Possible sources of grants, loans, and technical assistance programs have been provided in the CIP project list on page 5-9 and are discussed below. Further exploration of these sources should be the first priority as the Town seeks to implement the set of capital improvements advocated by the plan. Additional information and / or potential new funding opportunities may be available from the Virginia Secretary of Commerce and Trade, the Northern Neck Planning District Commission, the State Commission on Local Government, the Virginia Department of Housing and Community Development and the Virginia Municipal League. Identified below are a number of grants, in various categories, that the town should consider pursuing.

Economic Vitality

Revitalization Planning Grants	
Funding Agency	Virginia Housing Development Authority
Eligible Projects	Mixed Use—Mixed Income Development Areas
Grant Description	Up to \$10,000 is currently available for a Mixed-Use / Mixed Income Planning Grant to support the planning process by local governments and redevelopment and housing authorities, which have identified an area for revitalization, identified potential local resources to support revitalization and envision mixed-use / mixed income as a component of the revitalization efforts.
Contact	Costa Canavos, Community Housing Officer, Outreach to Local Government and Housing Authorities, costa.canavos@vhda.com , 804-343-5735
Website	www.vhda.com

Community Development Block Grant—Economic Needs Assessment Pre-Project Planning Grant	
Funding Agency	Virginia Department of Housing and Community Development
Eligible Projects	For single-objective assessment, analysis and prioritization
Grant Description	Up to \$15,000 to provide aid to localities with the greatest community development needs in creating clearly articulated strategies for addressing their needs. Throughout the planning process, significant participation from citizens is expected.
Contact	Tod Christensen, Deputy Director of Community Development, todd.christensen@dhcd.virginia.gov,
Website	http://www.dhcd.virginia.gov/communitydevelopmentrevitalization/CDBG_Planning_Grants.htm

Community Development Block Grant—Business District Revitalization Planning Grant	
Funding Agency	Virginia Department of Housing and Community Development
Eligible Projects	Projects that assist local governments in increasing business and employment opportunities through economic development programs.
Grant Description	Between \$3,000—\$35,000 to inventory properties in the Business District, conduct business surveys, and determine availability of business assistance providers, community visioning, learning about the Virginia Main Street approach and identifying opportunities for economic restructuring. Applicants must develop an accepted Economic Restructuring Plan. Objective is to provide financial and technical support for the acquisition, development, and revitalization of commercial districts to result in increasing retail sales and property values in stagnating or declining commercial districts, retaining existing businesses, increasing the opportunities for small businesses in commercial districts, retaining existing jobs, and strengthening local tax bases.
Contact	Tod Christensen, Deputy Director of Community Development, todd.christensen@dhcd.virginia.gov,
Website	http://www.dhcd.virginia.gov/communitydevelopmentrevitalization/CDBG_Planning_Grants.htm

Quality Natural and Physical Environment

Chesapeake Bay Small Watershed Grants	
Funding Agency	National Fish and Wildlife Foundation
Eligible Projects	Riparian restoration, storm drain marking, environmental education, water quality monitoring, etc.
Grant Description	The Chesapeake Bay Small Watershed Grants (SWG) Program provides grants of \$20,000 to \$200,000 to organizations and local governments working on a local level to implement projects that improve small watersheds in the Chesapeake Bay Basin, while building citizen-based resource stewardship. The program also provides small grants for project planning and design.
Contact	Amanda Bassow, Director, Chesapeake Programs, Amanda.bassow@nfwf.org
Website	http://www.nfwf.org/AM/Template.cfm?Section=Chesapeake_Bay_Small_Watershed_Grants_Program&Template=/TaggedPage/TaggedPageDisplay.cfm&TPLID=53&ContentID=9376

Safe and Efficient Transportation

Transportation Enhancement Program—SAFETEA-LU	
Funding Agency	U.S. Department of Transportation
Eligible Projects	Bicycle and pedestrian facilities; bicycle and pedestrian safety and education; acquisition of scenic or historic easements and sites including historic battlefields; scenic or historic highway programs including tourist and welcome centers; landscaping and scenic beautifications; historic preservation; rehabilitation and operation of historic transportation buildings, structures, or facilities; preservation of abandoned railway corridors; inventory, control and removal of outdoor advertising; archaeological planning and research; environmental mitigation to address water pollution due to highway runoff or reduce vehicle-caused wildlife mortality; establishment of transportation museums.
Grant Description	20% match required. This program offers broad opportunities and federal funding for creative projects that integrate transportation into our communities and environment. The legislation designated 12 activities (listed above) meant to improve non-motorized transportation, enhance the public's traveling experience, revitalize communities, and improve the quality of life.
Contact	Wade Chenault, Local Assistance Division, Virginia Department of Transportation; 800-444-7832
Website	http://www.virginia.gov/business/prehancegrants.asp

National Scenic Byways Program—SAFETEA-LU	
Funding Agency	U.S. Department of Transportation
Eligible Projects	Development and implementation of a byway corridor management plan; improvements that enhance access, protection of resources adjacent to the byway; development and implementation of a marketing program, construction of bicycle and pedestrian facilities, interpretive facilities, overlooks and other enhancements for byway travelers.
Grant Description	20% match required. The Scenic Byways Program recognizes the value of national and state designated scenic byways ("roads with special scenic, historic, recreational, cultural, archaeological and / or natural qualities").
Contact	Wade Chenault, Local Assistance Division, Virginia Department of Transportation; 800-444-7832
Website	http://www.bywaysonline.org/grants/

Cultural and Recreational Opportunities

Virginia Recreational Trails Fund	
Funding Agency	Virginia Department of Conservation and Recreation
Eligible Projects	Motorized and non-motorized trail planning, development or restoration.
Grant Description	The Recreational Trails Fund Program (RTP) provides between \$25,000 to \$125,000 in a reimbursement grant program that provides for the creation and maintenance of trails and trail facilities. The program is funded through the Federal Highway Administration (FHWA). DCR administers the program; 20% match required.
Contact	Virginia Recreational Trails Program, DCR, 804-786-4379
Website	http://www.dcr.virginia.gov/recreational_planning/trailfnd.shtml

Virginia Saltwater Recreational Fishing Development Fund	
Funding Agency	Virginia Marine Resources Commission
Eligible Projects	Education, law enforcement, facilities (access), habitat improvement, research and data collection, stock enhancement
Grant Description	In July 1992, the Virginia General Assembly enacted legislation authorizing the implementation of a saltwater recreational fishing license. Funds collected by the Commonwealth of Virginia for the sale of those license are deposited in a special non-reverting fund and used to improve recreational fisheries in Virginia. Projects should contribute significantly to the management and enhancement of recreationally important species and enhance recreational fishing opportunities.
Contact	Sonya Davis, 757-247-8155, sonya.davis@mrc.virginia.gov
Website	http://www.mrc.state.va.us/vsrfdf/index.shtm

Local Government Challenge Grants—Virginia Commission for the Arts	
Funding Agency	Virginia Commission for the Arts
Eligible Projects	Grants to independent arts organizations for arts activities in the locality. The Commission does not match payments paid to performers for specific performances. Local governments seeking such funding should apply in the Performing Arts Touring Assistance Program.
Grant Description	The Commission will match, up to \$5,000 tax monies given by local governments to arts organizations. The goal is to encourage local governments to support the arts.
Contact	Foster Billingsley, Deputy Director; 804-225-3132; foster.billingsley@arts.virginia.gov
Website	http://www.vatc.org/development/leverageprog.asp

Virginia Commission for the Arts—Services to the Field	
Funding Agency	Virginia Commission for the Arts
Eligible Projects	Planning and research studies, promotional materials, salaries for staff to provide services, start-up costs for new local arts agencies, other costs of information and services provided to artists and arts organizations
Grant Description	Grant amounts of \$20,000 or less to arts councils, commissions, or other entities whose principal purpose is to provide planning, support, services, and development for arts organization and artists in a local or regional geographic area. The Commission will rarely grant more than 50% of the cash costs of any proposed activity.
Contact	Virginia Commission for the Arts, 804-225-3132, arts@arts.virginia.gov
Website	http://www.nfwf.org/AM/Template.cfm?Section=Chesapeake_Bay_Small_Watershed_Grants_Program&Template=/TaggedPage/TaggedPageDisplay.cfm&TPLID=53&ContentID=9376

Tourism and the Arts—Virginia Commission for the Arts	
Funding Agency	Virginia Commission for the Arts
Eligible Projects	Printed materials; placement of advertisements; website development; etc...
Grant Description	The Virginia Commission for the Arts and the Virginia Tourism Corporation are partnering to offer a special grant program to help Virginia arts organizations with direct expenses related to tourism promotion efforts. <i>Tourism and the Arts</i> grants provide \$5,000 matching grants to partnerships headed by General Operating Support grantees for marketing initiatives related to tourism.
Contact	Foster Billingsley, Deputy Director; 804-225-3132; foster.billingsley@arts.virginia.gov
Website	http://www.vatc.org/development/leverageprog.asp

Quality Organization and Safe Community

Virginia Safe Routes To School Program	
Funding Agency	Virginia Department of Transportation
Eligible Projects	Development of a travel plan, education, encouragement, enforcement and engineering improvements
Grant Description	The Virginia Department of Transportation’s Safe Routes to School Program (SRTS) assists interested localities and schools in the development of plans, activities, and infrastructure improvements to make bicycling and walking to school a safe and appealing transportation option for students in kindergarten through eighth grade.
Contact	Sarah Weisiger, Safe Routes to School Coordinator, 804-371-4868
Website	http://www.vdot.virginia.gov/programs/ted_Rt2_school_pro.asp

Bonds

Bonds come in two forms, general obligation bonds and revenue bonds. General obligation bonds are used to fund schools, parks, municipal buildings, etc. The bonds are paid off over a period of 10-20 years out of the town’s annual revenues. Voter approval may be required.

Revenue bonds are used for projects that produce revenue in the form of user fees, such as municipal sewer and water lines. The revenue produced from the user fees is then used to pay off the bonds. Interest rates are generally higher than general obligation bonds, but voter approval is generally not required.

Most states, including Virginia, set a limit on the amount of debt a town can incur based on a certain percentage of the town’s taxable property value. The amount of debt the town can support will affect whether or not the town can finance new projects with bonds.

Lease Purchase

Lease purchase projects are often used in the construction of municipal facilities. A private company is hired by the town to install a public improvement then the town leases the facility back from the company for a set period of time through a lease agreement. The town becomes the owner of the improvements at the end of the lease period. Payment during the lease period covers the cost of the company to install the improvement, interest, and profit.

Special Assessments

Special assessments are used to install public improvements that will benefit a specific neighborhood or area, such as improved streets and water and sewer connections. Special assessments differ from ordinary property taxes because they are only paid by the individuals who benefit from the improvements. Through the special assessment the town is able to recoup the cost of improvements.

Tax Increment Financing

Tax increment financing is generally used in larger municipalities, but may be able to be used by small towns to accomplish large scale improvement and redevelopment projects. In tax increment financing, general obligation bonds are utilized to make improvement to a certain defined area, typically a downtown or business district. The improvements raise the property values, resulting in higher property taxes for parcels in the district. The tax increment is the difference between the property taxes before and after improvements were made. That portion is separated from the Town's general budget and utilized to pay off the general obligation bonds sold to finance the improvements. Once paid off, the tax increment is incorporated into the town's general fund.

Summary

There are many funding opportunities and options for small municipalities with limited resources. The town should actively pursue state and federal grants for economic development assistance, environmental restoration, and cultural / recreational enhancements. For other needed and desired capital improvements above the general operating budget of the town, exploration of alternative funding options such as special assessments and lease purchases should be researched.

5. Plan of Action

Introduction

Adoption of this plan by Town Council is the first step in its implementation. It signifies community buy in and political support. It also fosters coordination with other adopted town plans, ordinances, and programs. Once the plan has been adopted and established as the community's vision for the future of Colonial Beach, a number of subsequent tasks and activities (action items) over the next 5 to 10 years will work together to transform the plan into reality. The table on the following page identifies a number of those activities.

For each action item listed, the lead agency responsible for the task, important stakeholders to involve, any resource requirements, and an anticipated time frame for completion of the task have all been identified. The action items are organized based on the policy areas identified in Chapter 3—Goals and Objectives, and are listed in order of priority based on need and public input. The action items scheduled for completion over the next year or two focus on implementing tools to assist in the attraction and retention of businesses to the town, on pursuing a number of potential funding options for needed public investments in key areas, on the development of a comprehensive CIP, and on making the necessary changes to the Zoning Ordinance.

Each of the items listed will take time and persistence to complete, and should be divided up among various key staff members and perhaps, include the establishment of ad-hoc committees that include citizen volunteers. The town is encouraged to maintain individual job roles in key areas and over time move toward the addition of skilled personnel in important roles, such as economic development and tourism,

that can work together with the Planning Commission, Town Council, and citizens to accomplish the many goals and objectives identified in this plan.

Action Items List

Action	Lead Agency	Stakeholders	Resource Requirements	Time Frame
Economic Vitality				
Establishment of a local Enterprise Zone	Town Manager	Westmoreland County & Northern Neck PDC	N/A	FY 2009-10
Completion of the “Preliminary Information Form” to determine National Historic District eligibility	Planning & Zoning	Virginia Department of Historic Resources	N/A	FY 2009-10
Completion of Architectural Survey and application to become a National Historic District	Planning & Zoning	Virginia Department of Historic Resources and the Northern Neck of Virginia Historical Society	\$25K—\$35K (a portion of this is eligible for grant funding through VDHR Cost Share Program)	FY 2010-11
Development of a concept plan for the boardwalk and historic resort commercial area	Planning & Zoning	Planning Commission, Town Council, & property owners	\$20K—\$30K (may be eligible for grant funding through VHDA or VDHCD)	FY 2010-11
Development of a concept plan for the Colonial Avenue Corridor	Planning & Zoning	Planning Commission, Town Council, & property owners	\$20K—\$30K (may be eligible for grant funding through VDHCD or VDOT)	FY 2010-11
Attract and host a number of smaller events throughout the year	Colonial Beach Chamber of Commerce	Area hospitality businesses, Artists Guild	N/A	FY 2011-12
Consider hiring a Tourism and Economic Development Specialist and / or a Grant Specialist	Town Manager	Town Council & Chamber of Commerce	\$45K—\$105K	FY 2011-12
Pursue potential grant funding for both the historic resort area and Colonial Avenue improvements for needed public improvements to spur private investment	Town Manager	VDHCD, VDOT, & area property / business owners	N/A	On Going
Increase tourism market through continuing active participation with area tourism agencies including the Northern Neck Tourism Council and development of Colonial Beach tourism website and brochure that highlights all the events, accommodations, and recreational activities available in town.	Colonial Beach Chamber of Commerce	Town Manager & area hospitality businesses	N/A	Ongoing

Action Items List

Action	Lead Agency	Stakeholders	Resource Requirements	Time Frame
Cultural and Recreational Opportunities				
Establish an Arts Commission to explore ways to attract artists and promote the town as an artist-friendly community	Town Council	Artist Guild; Chamber of Commerce	N/A	FY 2009-10
Establish a facility agreement for the use of public buildings and spaces to various organizations for events, activities, and the showcase of their art	Town Manager	Town Council and various local organizations	N/A	FY 2009-10
Establish a Recreation Commission or Committee to recommend and prioritize needed improvements, and work with various stakeholders to provide additional recreational opportunities	Town Council	Planning Commission, School Board, Westmoreland County, recreational sport organizations & citizens	N/A	FY 2010-11
Create a Park Maintenance and Improvement CIP to implement needed park improvements	Public Works	Town Council & citizens	\$10K—\$20K / year	FY 2011-12 then Ongoing
Identify and / or pursue potential funding options for the development of a community center	Town Manager	Town Council, YMCA, citizens	\$400K—\$500K (public/private partnerships may assist with funding)	FY 2012-13
Quality Natural and Physical Environment				
Work with Westmoreland County to identify desired future land uses surrounding the town	Planning Commission	Town Manager & Westmoreland County Planning Commission	N/A	FY 2009-10
Revise the Zoning Ordinance to be in coordination with this plan	Planning & Zoning	Planning Commission, Town Council, and citizens	\$25K—\$40K (if utilizing outside consultant)	FY 2009-11
Improve the town's two gateways along Rt. 205 with landscaping, signage, etc.	Public Works	Design Consultant	\$15K—\$25K	FY 2010-11
Create a Quality Physical Environment CIP to improve the aesthetics of town owned land (may want to hire a design consultant to identify and recommend improvements)	Public Works	Town Council & citizens	\$10K—\$20K / year	FY 2011-12 then Ongoing
Pursue grant funding opportunities for shoreline stabilization and sand replenishment	Public Works	Town Manager, Chesapeake Bay Foundation, VDOT, EPA	N/A (however matching funds may be required)	Ongoing

Action Items List

Action	Lead Agency	Stakeholders	Resource Requirements	Time Frame
Quality Organization and Safe Community				
Develop a comprehensive Capital Improvements Program	Planning Commission	Town Council, staff, Planning Commission, & legal/financial advisors	N/A	FY 2009-10
Research and identification of funding options available for a new municipal center	Town Manager	Town Council, Police Department & potential public private venture corporations	N/A	FY 2009-10
Work with Westmorland County Health and Social Services to expand its outreach services to citizens of Colonial Beach	Town Manager	Westmoreland County Health / Social Services, Town Council & town citizens	N/A	FY 2010-11
Continue ongoing water distribution system upgrades to improve reliability, increase efficiency and reduce operating costs	Public Works	Town Council	Varies	Ongoing
Continue ongoing sewage collection system repairs to reduce inflow and infiltration (I&I)	Public Works	Town Council	Varies	Ongoing
Stable Neighborhoods				
Adopt design guidelines and / or Zoning Ordinance amendments for areas where infill and / or redevelopment is threatening the existing community character	Planning & Zoning	Planning Commission, Town Council, & area residents	\$10K—\$15K (if utilizing outside consultant)	FY 2010-11
Safe and Efficient Transportation				
Nominate Rt. 205 between Oak Grove and Rt. 218 as a state scenic byway	Town Manager	Westmoreland & King George County, VDOT	N/A	FY 2009-10
Explore alternative funding options, such as special assessments, to pave the gravel roads in Riverside Meadows	Town Manager	Town Council & Riverside Meadows residents	\$375K (2.5 miles at \$150k / mile estimate)	FY 2010-11
Establish an overlay district along the town's primary roadway corridors to address a variety of design standards and streetscape improvements.	Planning and Zoning	Planning Commission, Town Council, & affected property owners	N/A (incorporated into zoning ordinance revisions)	FY 2010-11
Seek funding to develop safe access across Rt. 205 for golf carts.	Planning and Zoning	VDOT	N/A	FY 2010-11
Improve way finding signage along main transportation corridors	Public Works	VDOT	\$10K—\$40K	FY 2011-12
Seek funding for and establish a Bicycle and Pedestrian CIP to plan and implement bicycle / pedestrian trails throughout town.	Public Works	Area citizens, PW, VDOT, Westmorland County	\$20K—\$30K / year	FY 2011-12 - Ongoing

Key Steps in the Plan of Action

The action items listed below have been highlighted to emphasize their importance. These steps will play a key role in the implementation of this plan and will establish the foundation for subsequent steps. Some of these items will require limited time and resources to complete while others will require a significant amount of time and resources.

Development of a Comprehensive Capital Improvement Program (CIP)—A comprehensive CIP will be an important tool for the town to effectively work within limited resources and still accomplish many of the goals identified in this plan. See page 5-9 for more information.

Establishment of a Local Enterprise Zone—The establishment of a local enterprise zone provides two state grant-based incentives to encourage business growth and re-investment / investment in key commercial areas. See page 4-8 for more information.

Begin Application for a State and National Historic District Designation—Obtaining a national historic district designation offers real benefits in bringing communities together to protect their unique cultural and historic assets and increasing the town’s tourism marketability. It also provides benefits to property owners in the form of federal and state tax credits to rehabilitate their historic buildings. See pages 4-8—4-9.

Pursue Potential Grant Funding Opportunities—State and federal grants are important funding sources for localities. The town should actively pursue one or more of the grants listed on pages 5-14—5-18 either on their own or through the assistance of a consultant. Those listed under Economic Vitality and the Transportation Enhancement Grant under Safe and Efficient Transportation are key grants to pursue immediately.

Zoning Ordinance Revisions—The zoning ordinance is the tool by which many of the comp plan recommendations are implemented. Many of the proposed recommended revisions will help to improve the overall appearance of the town overtime and ensure the appropriate placement of various types of land uses. See pages 5-8—5-9.

Establish Partnerships w/ Westmoreland County to Address a Variety of Items—Partnerships with Westmoreland County will be an important component in addressing several of the town needs and desires. Most importantly at this time are the future land use designation of areas surrounding the town, the establishment of a local enterprise zone, economic development initiatives, local medical / social services, and parks / recreational activities such as bikeways and trails. See pages 5-6—5-9.

Establish Partnerships with Area Tourism Organizations and Agencies—The tourism industry is an important economic engine for the town and its surrounding communities. The town has numerous assets to capitalize on and the potential of becoming an active player and leader in the areas tourism market. See page 5-6.

Form Ad-hoc Committees Comprised of Staff, PC Members, and Citizens to Advise the Town Related to Parks and Recreational Improvements and the Arts—The desire for additional and improved recreational opportunities as well as the importance of the arts community were common issues throughout the development of this document. Many times needs and desires expressed by community members are best addressed and tackled through the use of ad-hoc committees (committees formed for a specific purpose) made up of various stakeholders with a passion for the issue. These committees work with staff and town representatives to identify and accomplish important tasks that staff and / or town representatives could not do on their own.