

CHAPTER 9
GOALS, OBJECTIVES and STRATEGIES

GOALS

1. **GOAL:** Provide areas for commercial development that support and enhance existing uses that will lead to complete economic communities; i.e. both residential and commercial, and lead to greater availability of mixed cost housing.
2. **GOAL:** New development will be consistent with the scenic integrity and quality of life of existing communities and be size and location appropriate, overall be compact.
3. **GOAL:** Retain lands for farms and forests outside of Development Centers and Neighborhood Service Areas.
4. **GOAL:** Promote and preserve the heritage, cultural diversity and quality of life of the county for residents and visitors alike.
5. **GOAL:** Provide areas for industrial development.
6. **GOAL:** Encourage residential development of varying types and price ranges in Development Centers and Neighborhood Service Areas

DEVELOPMENT CENTERS

Objective: Promote areas of existing high public and private investment.

These areas are designated as follows:

- Roxbury Development Center
- Courthouse Development Center

Investments include but are not limited to:

- Existing and planned community facilities
- Existing residential, commercial, and industrial zoning, and/or institutional uses
- Internet service areas

Strategies:

1. **Development Incentives:** In order to be economically healthy, the county should maintain 30 percent of its tax base in commercial and industrial properties. As of November 2013, 6 percent of the tax base was comprised of commercial and industrial properties exclusive of the regional landfill. If it is included, the commercial and industrial base is approximately 26% of the tax base. The landfill has a limited life span and an increase of commercial and industrial uses over time is desired to reach 30% when the landfill closes.
2. **Housing:** A diversity of housing choices provides significantly greater opportunities for existing and prospective individuals and families who live and/or want to live in Charles City County.
 - a. Develop a housing plan for housing diversity that includes strategies to address the lack of quality, affordable housing including multi-family rental housing. Until specific recommendations of such a housing plan are adopted, multi-family residential is strongly encouraged within Development Centers and Neighborhood Service Areas and will be evaluated on a case by case basis.
 - b. Develop a public relations program to provide information about the benefits of housing assistance.
 - c. Prepare an assessment of forming a public housing authority to serve the county.
3. **Traffic Safety/New Development:** Roads should support traffic generated by new development.
 - a. Require new development be reviewed to ensure the road network will safely support it.

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4. **Environmental Protection:** Environmentally sensitive areas including but not limited to water quality should be protected when development occurs.
 - a. Enforce environmental protection regulations including but not limited to the Chesapeake Bay Act, Erosion and Sediment Control, Stormwater, Floodplain and Wetlands.

5. **Area Plans:** The county has a diverse cultural history that creates a highly valuable quality of life and unique communities.
 - a. Develop specific area plans to guide how developments should look and how community facilities will support these areas including but not limited to water and sewer utilities, underground electric and cable utilities, sidewalks/cross walks, decorative street lighting, public transportation services, and open spaces.
 - b. Develop specific design standards to regulate building appearance, orientation, landscaping, parking and signage standards of future development.
 - c. Develop a mixed use zoning district to allow for the co-location of residential and commercial uses in a density that could exceed 6 dwelling units per acre. This zoning district should also include provisions for cluster development.
 - d. Diversify industrial and commercial tax base.

NEIGHBORHOOD SERVICE AREA

Objective: Encourage residential and light commercial development that is compatible with surrounding uses, and does not further degrade the rural character of the area. New Roadside Residential development is discouraged.

The planned extension of public water or sewer service into Neighborhood Service Areas is highly unlikely except as required to address threats to the public health and as installed by private developers. Neighborhood Service Areas are designated on the future land use map by being in or around the following communities: Adkins Store, Old Union, Ruthville, Wayside and Wilcox Neck.

Strategies:

1. **Area Plans:**
 - a. Support local communities' efforts to develop area plans that incorporate ideas for future land uses within Neighborhood Service Areas.

2. **Rezoning Criteria:**
 - a. Develop criteria for evaluating development proposed outside of Development Centers. Priority should be given to high quality, affordable medium density residential development and commercial development that will serve surrounding neighborhoods and outlying rural areas.

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3. **Mixed Use Zoning:**

- a. Develop a mixed use zoning district to allow for the co-location of residential and commercial uses. This zoning district should also include provisions for cluster development.

RURAL AREAS

Objective: Certain areas of the county should remain rural and not be developed.

These areas are generally defined as follows:

- Farms and forestry operations
- Wildlife Management Areas, state and federal parks
- Conservation lands and similar dedicated easements
- Hunting areas
- Wetland banks
- Resource-rich mining areas

County citizens desire to maintain existing farming and forestry operations as they define much of the scenic and rural characteristics and are the top tax revenue generator. These areas are designated as Rural Areas in the comprehensive plan to strongly discourage their development.

Strategies:

1. **Preservation of Rural Areas:** Rural areas should not be developed and major subdivisions not allowed.
 - a. Rezone areas outside of Development Centers and Neighborhood Service Areas to prohibit major subdivisions and development not associated with existing uses. (Future development of these properties would require a rezoning.)
 - b. Develop brochures that explain the need for residential rezoning and the rezoning procedures.
 - c. Ensure that county land-use ordinances, such as the Zoning and Subdivision Ordinances, direct intensive business and residential uses towards identified Development Centers and Neighborhood Service Areas.
2. **Conservation Easement Tax Rate:** As an additional incentive for property owners to maintain their properties as a scenic resource for all county residents.
 - a. Prepare a report that addresses the pros and cons of adopting a lower tax rate for lands placed in permanent conservation easements that allow for existing farming and forestry to continue in perpetuity.

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3. **Historical and Archeological Resource Inventory:** The county has many cultural, architectural, archeological, and historical resources that need to be identified before development occurs.
 - a. Conduct an inventory of areas that are known for their historical, cultural, architectural, or archeological presence.
4. **Route 5 Scenic Standards:** Route 5 is a valuable county scenic resource and its scenic quality should be maintained.
 - a. Develop design standards to ensure the scenic value of the undeveloped sections of Route 5 is maintained.
5. **Resource Dependent Uses:** Some rural areas contain valuable natural resources, and, therefore, necessitate the location of resource dependent activities such as mining.
 - a. Closely regulate resource dependent activities to assure that the location and operation is sensitive to the environment, to significant historic and archeological resources and to the serenity of surrounding land uses.

ECONOMIC DEVELOPMENT RESOURCES

Objective: Support existing and attract new commercial and industrial businesses, especially those that partner with the high school and youth services to provide college readiness and career to work training.

Strategies:

1. **Chamber of Commerce:**
 - a. Establish a Chamber of Commerce to support and enhance the existing business community.
2. **Business Plan:**
 - a. Develop a business plan that takes advantage of the James River, and existing and planned public investment.
3. **Job Training Program:**
 - a. Develop a youth job training program to coalesce the public school system, VCU and other partners such as businesses, colleges and universities.
4. **Industrial Park Growth:**
 - a. Plan for a second industrial park based on the successful Roxbury Industrial Park.

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5. **Farmers Market:**
 - a. County should develop a strategy for developing a farmers' market and/or co-ops.
6. **Industrial Corridor Overlay District**
 - a. Create an Industrial Corridor Overlay District along Rt. 106 with development regulations that protect the industrial integrity along the different segments of the corridor, while also preserving its rural character and aesthetics.
7. **Industrial Reserve Area**
 - a. Create Industrial Reserve Areas to accommodate heavy industrial uses and closely related commercial uses.
8. **Developable Land**
 - a. Identify and ensure that, where appropriate, there is developable land that is already zoned for commercial and industrial uses. For land to be considered developable, it should have established sale prices, quality infrastructure and be site ready.

Objective: Promote tourist-oriented commercial activities.

Strategies:

1. **River Access:**
 - a. Obtain public boat access to both the James and Chickahominy Rivers and the Chickahominy Lake.
 - b. Identify existing and potential new portage locations along the James and Chickahominy Rivers.
 - c. Attract and obtain river outfitter.
 - d. Provide and encourage various forms of river access.
 - e. Establish a viable "blueways" trail that connects river access points and river attractions.
2. **Tourism Expansion:** The county has a long tradition of hunting and fishing. It also has plantations for touring and bed and breakfast inns.
 - a. Cultivate the county's marketing strategy to further promote the county's rich cultural heritage. "The essence of the County."
 - b. Determine what hunt clubs are "open for business".
 - c. Develop partnership between B&B, restaurants, plantations and/or hunt clubs for reduced-price weekend get-aways.
 - d. Work with the local craftsmen to explore the possibility of marketing arts and crafts using existing B&Bs, restaurants and during special events.
 - e. Market the Capital-to-Capital Bike Trail and encourage eco-tourism based businesses along the trail.

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- f. Encourage the development of farm wineries and breweries, and create a wine and agri-tourism trail.

COMMUNITY FACILITIES

Objective: Work with public agencies and private developers to assure that necessary facilities and services are provided to support the Development Goals and economic health of the county.

In order to support quality development areas and promote economic development interests, the county must identify priorities and actively fund their implementation. Areas to be pursued are as follows:

Strategies:

1. **Water and Sewer:** Water and sewer is essential to support smaller residential lot sizes, encourage attractive commercial development, and provide essential support for growing industry within Development Centers.
 - a. Develop a mechanism for providing water and sewer services that bring needed commercial services and industrial growth.
 - b. Identify underserved areas of the county with failing septic systems and, as resources allow, provide assistance with replacing failed septic systems to underserved areas of the county.
 - c. Update the County Water and Sewer Study.
 - d. Proactively utilize the Capital Improvement Plan process to budget new and/or replacement water and sewer infrastructure.
2. **Internet:** High speed Internet is essential to provide quality education for children and adults, as well as for economic growth and diversity. All county residents need access to high speed Internet. Work with internet service providers and state agencies to:
 - a. Identify ways to better provide high speed internet access to targeted areas.
 - b. Expand service to un-served areas over time. Provide countywide service.
3. **Library:** A full service library is essential for all county residents, especially children and the elderly.
 - a. Partner with the school board, youth and elder services, local businesses, and volunteer groups to provide a full service library.
4. **Government Services:** County services should be more user-friendly and transparent.
 - a. Use resources such as but not limited to the Internet and public broadcasting to communicate to citizens.
 - b. Continue to work with surrounding governments on issues of mutual interest.

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- c. Prepare a facilities plan that incorporates the future space and technology needs of all county services and evaluate existing buildings to meet those needs.
 - d. Create a viable Capital Improvement Plan and follow a defined long-term budget schedule.
5. **Public Safety:** County citizens desire emergency services similar to those provided in neighboring localities. Services include both professional training and rapid response times.
 - a. Prepare a feasibility study that addresses emergency service delivery.
 - b. Prepare an assessment of reverse E911 implementation.
 - c. Renew Commonwealth Public Broadcasting memorandum of understanding for emergency notifications by radio.
6. **Schools:** The county school system needs to provide the best possible instructional programs and access to current technology to the county's youth.
 - a. Encourage the school system to more closely plan and coordinate capital improvements.
 - b. Encourage the school system to better utilize technology to benefit students.
 - c. Determine opportunities for additional adult education programs including but not limited to VCU and technical school courses.
 - d. Closely monitor and encourage the number of high school graduates who enter the workforce and obtain college degrees.
7. **Recreation:** The county has many under-utilized recreational resources that enhance the quality of life for many county citizens.
 - a. Work with the Planning Department to develop a strategy for providing public boat access to both the James River and Chickahominy River.
 - b. Work with the Department of Public Works and the Parks and Recreation Department to address the feasibility of converting the county landfill into a "Mt. Trashmore" when it closes.
 - c. Work with the Department of Parks and Recreation to update the County's Recreation Plan.
 - d. Work with the Parks and Recreation Department to develop additional recreational activities for the youth.
8. **Health and Human Services:** A multitude of services are needed to support the aging population including adult day care, assisted living and medical services.
 - a. Develop a comprehensive human services plan that can be coordinated with the county capital improvements program.
 - b. Develop a housing plan for affordable housing that includes strategies to address the severe lack of quality, affordable housing and multi-family rental housing. The plan should include a redevelopment component for existing sub-standard housing including but not limited to failed/failing septic systems.

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9. **Road Design, Maintenance and Safety:** Many of the existing roads in Charles City County lack adequate surface area and/or shoulders. Some of these road segments are also prone to flooding and/or vegetation obstructs driver's view. In addition, posted speed limits should not exceed 45 MPH on sections of curved roads, roads without adequate shoulders and roads with narrow lanes.
 - a. Continue to work with VDOT to address safety issues and the development of private road standards.
 - b. Educate and inform citizens of their responsibilities with regards to private road maintenance.
 - c. Work with VDOT and emergency response personnel to identify roadways that routinely flood or ice and eliminate these hazards.
 - d. Make it a priority to allocate funding for improving and/or upgrading county roadways for county residents and businesses.

10. **Transportation Choices:** A good transportation system that includes alternative modes of transportation attracts good businesses and industries.
 - a. Develop a multimodal transportation plan that offers steps on how to provide transportation choices such as public bus service, bike and pedestrian pathways, and park and ride lots to help with high commuting costs.
 - b. Work with the community to identify future bicycle routes that could be incorporated into the Regional Rural Long Range Transportation Plan for construction.