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PLANNING COMMISSION

James A. Easter, Chairman
Joseph E. Simmons, Vice-Chairman
Alex W. Bresko, Jr.
R. Steven Brockwell
Floyd M. Brown, Sr.
Imogene S. Elder
V. Clarence Joyner, Jr.

**PLANNING COMMISSION
REGULAR MEETING**

**Thursday, September 27, 2018
6:30 p.m. in Board Room**

- I. Call to Order
- II. Roll Call
- III. Invocation
- IV. Pledge of Allegiance to the U.S. Flag
- V. Approval of Meeting Minutes – August 23, 2018
- VI. Citizen Comments Period
- VII. Old Business – None
- VIII. New Business – None
- IX. 2020 Comprehensive Plan Subcommittee Reports
- X. Planning Manager Communications to the Commission
 - a. Actions of the Board of Zoning Appeals
 - b. Actions of the Board of Supervisors
 - c. General Comments to the Commission
- XI. Adjournment

The next regularly scheduled meeting will be **Thursday, October 25, 2018**



Planning Commission
County of Prince George, Virginia

Regular Meeting
August 23, 2018
6:30 p.m.

I. CALL TO ORDER

Chairman Easter called to order the August 23, 2018 meeting of the Prince George County Planning Commission at 6:30 p.m. in the Board Room of the County Administration Building, 6602 Courts Drive, Prince George, Virginia.

II. ATTENDANCE

The following members responded to Roll Call:

Chairman James A. Easter - Present
Vice-Chairman Joseph E. Simmons - Present
Mrs. Imogene S. Elder - Present
Mr. R. Stephen Brockwell - Absent
Mr. V. Clarence Joyner, Jr. - Present
Mr. Alex W. Bresko, Jr. - Present
Mr. Floyd M. Brown, Sr. - Present

Also present were: Mrs. Marlene Waymack, Board of Supervisors Member, Mrs. Erma Brown, Chairwoman of the BZA, Keith Rotzoll, Director of Parks and Recreation, Douglas Miles, Planning Manager, Horace Wade, Planner, Tim Graves, Part-Time Planner and Missy Greaves-Smith, Administrative Support Specialist II.

III. INVOCATION

Mr. Joyner provided the Planning Commission's invocation.

IV. PLEDGE OF ALLEGIANCE TO THE U. S. FLAG

Mr. Brown led in the Pledge of Allegiance to the United States Flag.

V. APPROVAL OF MINUTES

Chairman Easter asked for the approval of the July 26, 2018 meeting minutes. A motion was made by Vice-Chairman Simmons and seconded by Mrs. Elder and the minutes were adopted as written. Roll was called on the motion.

Roll call vote on the motion:

In Favor: (5) Elder, Bresko, Brown, Simmons, Joyner
Opposed: (0) Absent: (1) Brockwell Abstain: (1) Easter

VI. CITIZENS COMMENTS PERIOD

At 6:32 p.m. Chairman Easter opened the citizen comments period to anyone who wished to speak on any subject not on the agenda. He asked that persons limit their remarks to three (3) minutes. With no one coming forward, Chairman Easter closed the citizen comments period at 6:33 p.m.

VII. OLD BUSINESS

None

VIII. NEW BUSINESS

Public Hearings:

SPECIAL EXCEPTION SE-18-02 Request of Prince George Ruritan Club LLC, pursuant to § 90-103 (9) to permit an assembly hall use to be located west of 4620 Melfore Drive and along Ruffin Road and is known as Tax Map 240(0A)00-114-N in an R-A, Residential – Agricultural District. The Comprehensive Plan calls for village center uses.

Mr. Wade presented to the Planning Commission members a Special Exception for the Prince George Ruritan Club Assembly Hall case. He stated that the Planning Staff recommends Approval of their assembly hall request along with conditions:

1. This Special Exception is granted for an Assembly Hall use to Prince George Ruritan Club, LLC and is not transferable and it does not run with the land on Tax Map 240(0A)00-114-N.
2. The applicants will be required to provide staffing for private parking and proper traffic circulation purposes with event personnel clearly marked as “Event Staff” for safety reasons. The Prince George County Police Department shall be notified at least thirty (30) days prior to each Assembly Hall event expected to exceed 150 event attendees.
3. Any temporary food service carts, portable toilets and hand washing stations that may be used for events shall be approved by the State Health Department for the assembly hall events. Proper litter control measures shall be put in place at the assembly hall events with the use of both trash containers and recycling bins.
4. The Assembly Hall days and hours of operation shall be Monday through Sundays 8:00 am until 11:00 pm.
5. One (1) internally illuminated, freestanding sign no greater than sixty (60) square feet may be placed for directional purposes near the main entrance located outside of the VDOT right-of-way and meeting a twenty (20) foot setback. The sign shall have a monument style base or include lattice, and shall include plantings as approved by Planning during the sign permit review process. All other temporary signs shall be removed from the premises once the permanent freestanding sign has been erected on the premises.

6. Portable signs, to include flashing arrow signs, shall not be permitted on the premises once the permanent freestanding signage has been approved and erected on the premises for this land use.
7. The applicants shall take the appropriate measures to ensure compliance with the County Noise Ordinance of the Code of the County of Prince George, as adopted, and as enforced by the Police Department.
8. The applicants shall have all required State permit approvals that may include a VDOT Commercial Entrance Permit, a Virginia Department of Health – Office of Drinking Water (ODW) permit and all local permits before the use of the assembly hall building.
9. This Special Exception shall become null and void if the use of an assembly hall is abandoned for a period of twenty-four (24) consecutive months.
10. This Special Exception may be revoked by Prince George County or by its designated agent for failure by the applicant to comply with any of the listed conditions or any provision of federal, state or local regulations.

Mr. Brown asked Mr. Wade if he had received any positive or negative comments from any adjacent property owners. Mr. Wade indicated that Planning Staff had not received any public comments for or against this request.

Vice-Chairman Simmons asked for clarification on the statement referencing the Prince George Police Department (PGPD) needing to be notified for each event. Mr. Wade explained that the condition was changed that the PGPD would only need to be notified for events having over 150 persons.

Mr. Kevin Winfree, Prince George Ruritan Club President, introduced himself to the Commission and commenting that he was available to answer any questions. He also stated that the Prince George Ruritan Club had reviewed all the conditions and they found them to be acceptable. Mr. Winfree also confirmed that the parking lot for the assembly hall would be paved through the Site Plan process.

Chairman Easter opened the Public Hearing for public comments at 6:40 p.m. to anyone wishing to speak for or against this Special Exception. With no one coming forward, Chairman Easter closed the Public Hearing at 6:41 p.m.

Mr. Brown made a motion for the Planning Commission to recommend Approval and to forward Special Exception SE-18-02 onto the Board of Supervisors to their September 25th meeting. Mr. Bresko seconded the motion. Roll was called on the motion.

Roll call vote on the motion:

In Favor: (6) Elder, Bresko, Brown, Simmons, Easter, Joyner

Opposed: (0) Absent: (1) Brockwell Abstain: (0)

SPECIAL EXCEPTION SE-18-03 Request of Living Well LLC, pursuant to § 90-103 (9) to permit an assembly hall use located at 5503 Ruffin Road and is known as Tax Map 240(0A)00-115-A in an R-A, Residential – Agricultural District. The Comprehensive Plan calls for village center uses.

Mr. Miles presented this request to the Planning Commission, and he stated that on May 23, 2017 the Board of Supervisors had approved a Special Exception request by Ambrusta Development, LLC (Terri and Mark Perkinson) for an assembly hall.

The applicants, Living Well LLC (Diane and Tom McCormick) are requesting a similar Special Exception for an assembly hall use and the surrounding farm land is not a part of their requested Special Exception. The Building Official has worked with the applicants on occupancy limitations and the VDH had indicated to them that they needed to meet with the Office of Drinking Water for well water usage.

Mr. Miles concluded by stating that the Planning Staff recommends Approval of this Special Exception request along with the following conditions with changes shown in bold from the originally approved conditions for the assembly hall use:

1. This Special Exception is granted for an Assembly Hall use to **Living Well, LLC (Diane and Tom McCormick) dba The Barns of Kanak** and is not transferable and it does not run with the land on Tax Map 240(0A)00-115-A.
2. The applicants will be required to provide staffing for private parking and proper traffic circulation purposes with event personnel clearly marked as “Event Staff” for safety reasons. The Prince George County Police Department shall be notified at least thirty (30) days prior to each Assembly Hall event expected to **exceed 150 event attendees.**
3. Any temporary food service carts, portable toilets and hand washing stations that may be used for events shall be approved by the State Health Department for the assembly hall events. Proper litter control measures shall be put in place at the assembly hall events with the use of both trash containers and recycling bins.
4. **Assembly Hall land use days and hours of operation shall be Monday through Thursday from 9:00 am to 9:00 pm; Friday through Saturday from 9:00 am to 11:00 pm and Sundays from 9:00 am to 10:00 pm.**
5. **One (1) internally illuminated, freestanding sign no greater than sixty (60) square feet should be placed for directional purposes near the main entrance located outside of the VDOT right-of-way and meeting a twenty (20) foot setback. It may be of a monument type base or shall include lattice screening and plantings around it as approved by Planning during the sign permit review process. All other temporary signs shall be removed from the premises once the permanent freestanding sign has been erected on premises.**
6. **Portable signs, to include flashing arrow signs, shall not be permitted on the premises once the permanent freestanding signage has been approved and erected on the premises.**

7. The applicants shall take the appropriate measures to ensure compliance with the County Noise Ordinance of the Code of the County of Prince George, as adopted, and as enforced by the Police Department.
8. The applicants shall have all required State permit approvals that may include a VDOT Commercial Entrance Permit, a Virginia Department of Health – Office of Drinking Water (ODW) permit and all local permits before the use of the assembly hall building **and all other buildings**.
9. This Special Exception shall become null and void if the use of an assembly hall is abandoned for a period of twenty-four (24) consecutive months.
10. This Special Exception may be revoked by Prince George County or by its designated agent for failure by the applicant to comply with any of the listed conditions or any provision of federal, state or local regulations.

Mrs. Elder inquired about Dean Simmons, Building Official's review comments. Mr. Miles explained the original Special Exception allowed land uses of a Single Family Dwelling and an Assembly Hall. Mr. Simmons had commented that this would not allow transient, overnight accommodations in any building on the site.

Mr. Bresko asked if there was going to be any fencing between the parking area and the farm land. Mr. Miles responded stating that there would not be fencing installed as there are designated parking areas and there is valet parking available at events.

Mr. Tom McCormick introduced himself to the Planning Commission members and he asked the Planning Commission if they had any questions and he stated that they accepted the recommended conditions.

With no further discussion, the Public Hearing was opened at 6:55 p.m. with no one coming forward to speak Chairman Easter closed the Public Hearing at 6:56 p.m.

Mr. Bresko made a motion for the Planning Commission to recommend Approval and to forward Special Exception SE-18-03 onto the Board of Supervisors to their September 25th meeting. Mrs. Elder seconded the motion. Roll was called on the motion.

Roll call vote on the motion:

In Favor: (6) Elder, Bresko, Brown, Simmons, Easter, Joyner

Opposed: (0) Absent: (1) Brockwell Abstain: (0)

SPECIAL EXCEPTION SE-18-04 Request of Tree Time Adventures Inc., pursuant to § 90-103 (22) to permit the use of recreation structures and outdoor recreation uses at 6000 Scott Memorial Park Road and is known as Tax Map 240(0A)00-011-0 in an R-A, Residential – Agricultural District. The Comprehensive Plan calls for village center uses.

Mr. Wade presented the Special Exception of Tree Time Adventures, Inc. to the Planning Commission members. He stated the applicant is proposing to construct an outdoor adventure and fitness park. Phase One of this project would occupy approximately 30 acres of the 130 acres unused County property inside Scott Park. The requested use would consist of obstacles located in the tree canopy with zip lines, jungle bridges, tightropes, moving platforms, crab walks and Tarzan ropes. Although, the adventure park will require an entrance fee, Tree Time Adventures, Inc. will also create trails for walking, jogging, and biking throughout the 130 acres for the general public to use within Scott Park.

He stated that the outdoor recreational use would be consistent with the Prince George County Comprehensive Plan relative to a mix of uses in the area next to the Government Complex and within the existing Scott Park area as a Village Center.

Mr. Wade also stated that due to the concerns of the community relative to owner privacy and potential noise, a buffer width of at least 100 feet from the boundary of the park property line to any improvements in the planned adventure park would be appropriate. Additionally, limiting the hours of operation and construction should be considered as part of the recommended conditions:

1. This Special Exception is granted for recreation structures and outdoor recreation uses to Tree Time Adventures Inc. located on Tax Map 240(0A)00-011-0. This Special Exception may not be transferred to future property owners and it does not run with the land.
2. All site activity required for the construction and expansion of the recreation structures and uses shall be limited to sunrise to sunset Monday through Saturday. Construction of the site shall not occur on Sunday.
3. Hours of operation shall be limited to sunrise to sunset 7 days a week.
4. A detailed site plan will be required to show all improvements.
5. A buffer required adjacent to residential uses shall be 100 feet from residential lot lines.
6. As accessory to the use, a concession stand will be permitted to sell related merchandise, equipment, and food items.
7. This Special Exception shall become null and void if the use of an outdoor recreational use is abandoned for a period of twenty-four (24) consecutive months.
8. This Special Exception may be revoked by Prince George County or by its designated agent for failure by the applicant or operator to comply with any of the listed conditions or any provision of federal, state or local regulations.

Mr. Brown asked Mr. Wade if there would be any site construction taking place on Sundays. Mr. Wade stated that during the construction process they would not be allowed to perform construction work on Sundays.

Mr. John Bogue, President of Tree Time Adventures Inc, provided a Power Point presentation to the Planning Commission and he discussed his proposed adventure park use. Mr. Bogue explained that the proposed access road to the park would be an extension of the existing park access road and would be at no cost to the County.

Mrs. Elder asked Mr. Bogue what the entry fee would be for this adventure park. He stated the fees for a similar park located in Williamsburg are approximately \$50 for adults and \$40-45 for children. Mr. Bogue also stated that this would be his first attempt at developing a park of this kind and he had researched and obtained all the safety regulations and guidelines needed to construct the proposed adventure park.

Chairman Easter asked if the park would have its own emergency services onsite. Mr. Bogue then responded by assuring the Planning Commission that the park staff would be trained to assist but would contact the local emergency services if needed.

Chairman Easter inquired about the length of the construction. Mr. Bogue stated they would like to start construction at the end of September 2018 and be completed by the end of February 2019. He also stated that the County lease states that the completion of the park must be done within 12 months of the lease being signed.

Chairman Easter opened the public hearing at 7:28 to any one that wished to speak for or against this request and there were three adjacent property owners who spoke:

Lisa Taylor, 5512 Willow Oak Drive, in Brancester Lakes Subdivision stated she was concerned with the potential noise and how close the 30 acre area of proposed lease area would be to her property line especially with the hours of operation being projected to be from sunrise to sunset and seven days a week.

Chairman Easter asked Mr. Wade for further clarification on the distance from Ms. Taylor's property and other adjacent residential properties, including the buffer, to the proposed lease area for the adventure park use.

Mr. Wade explained that there would be at least a 100-foot buffer installed, which is appropriate for recreational use buffer areas. He stated the exact lease area will not be determined until a comprehensive tree study has been completed by the applicant and his consultants. He stated the exact location will be determined on a future site plan submittal after the Special Exception is approved by Prince George County.

Jeffrey Vigeant, spoke on behalf of Rose Dyer, property owner of 615 Hidden Oaks Place in Hidden Oaks Subdivision. He stated that they thought that this was a very good project yet the 100-foot buffer does not seem to be large enough to be away from all of the existing homes surrounding Scott Park.

Jere Amidei, 5516 Willow Oak Court, located in Branchester Lakes Subdivision expressed concerns about the noise, potential bright lights and asked if there were plans for perimeter fencing to keep people out of his yard and his neighborhood.

Chairman Easter closed the public hearing at 7:48 p.m. and he asked the Planning Commission if they had any further questions or comments.

Vice-Chairman Simmons asked Mr. Wade if there was a 100-foot buffer at any of the other County parks now. Mr. Wade then referred the question to Keith Rotzoll, Parks and Recreation Director. Mr. Rotzoll was unsure of any existing buffers due to the fact that they were developed prior to him being employed in Prince George County.

Mr. Bresko asked Mr. Wade if there were any plans for fencing along the property lines. Mr. Wade stated that it is not required and it would not be cost effective and stated any fencing would prohibit community site access to the new walking trails from the adjoining subdivisions and from the existing Branchester Lakes Park.

Mr. Brown made a motion for the Planning Commission to recommend Approval and to forward Special Exception SE-18-04 onto the Board of Supervisors to their September 25th meeting. Mr. Bresko seconded the motion. Roll was called on the motion.

Roll call vote on the motion:

In Favor: (6) Elder, Bresko, Brown, Simmons, Easter, Joyner

Opposed: (0) Absent: (1) Brockwell Abstain: (0)

IX: 2020 Comprehensive Plan Subcommittees Update:

Mr. Miles stated that Chairman Easter had appointed both Mr. Bresko and Mr. Brown to serve on the Transportation sub-committee; and appointed Mr. Joyner and Mrs. Elder to serve on the Housing sub-committee; and that both he and Vice-Chairman Simmons will be serving on the CIP sub-committee this Fall.

X: Planning Manager Communications to the Commission:

Mr. Miles provided these communication updates to the Planning Commission:

Actions of the Board of Zoning Appeals:

There was a cancellation of the BZA Meeting scheduled for August 27th as there were no Appeal or Variance cases filed for their August 27th docket.

Actions of the Board of Supervisors:

On August 14th, the Board approved 3-2, the South 40 RV Park PUD Rezoning that increased the length of transient stays from 30 days to 60 or up to 90 days in three phases of the RV park property and the unit spaces had remained the same.

Comments to the Planning Commission:

There are no Public Hearings scheduled for the September 27th meeting but the Planning Commission members will start serving on the Housing and Transportation Sub-committees on Monday, September 24th with Planning Staff providing additional information within your packets for our discussion.

X. ADJOURNMENT

A motion was made by Mr. Bresko, seconded by Vice-Chairman Simmons, to adjourn the Planning Commission meeting at 8:02 pm until Thursday, September 27, 2018 at 6:30 pm. Roll was called on the motion.

Roll call vote on the motion:

In Favor: (6) Bresko, Brown, Elder, Simmons, Easter, Joyner

Opposed: (0) Absent: (1) Brockwell Abstain: (0)

PRINCE GEORGE COUNTY, VA

ECONOMIC DEVELOPMENT AND TOURISM STRATEGIC PLAN

2019-2023



A Global Community Where Families Thrive & Businesses Prosper



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INTRODUCTION



A Global Community Where Families Thrive & Businesses Prosper



OVERVIEW OF PRINCE GEORGE COUNTY, VIRGINIA

Prince George County, Virginia is a beautiful and diverse county with a population of approximately 37,564 people in the Richmond MSA. Though it is very accessible to downtown Richmond – 45 minutes away – it retains a preserved rural landscape, a modest population growth – with a projected increase of 3.8% by 2022, a stable economy, a responsive government, and a high quality of life.

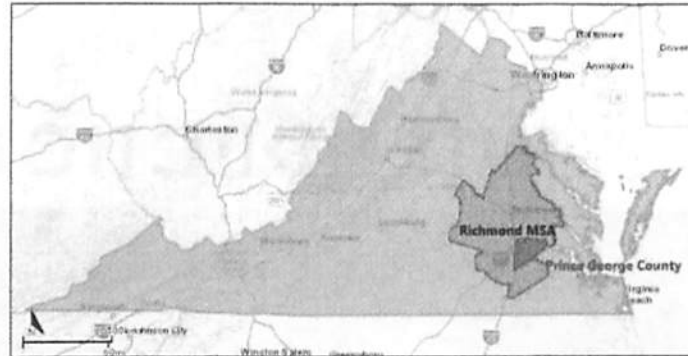


Figure 1: Virginia (green), Richmond MSA (red) and Prince George County (blue). (source Esri)

The County and surrounding area has historic sites dating back before our country's founding, plantations built in the early 1800s, and continues to leave a lasting legacy with Fort Lee – an active and important U.S. Army Base. Prince George County has abundant natural beauty as well. Bordering the Appomattox and James Rivers, the County has access to some of the country's most beautiful waterways and forests. Additionally, the County is home to excellent parks, marinas, and sports parks including Scott Memorial Park, Swader's Sport Park, and JEJ Moore Athletic Complex.

Prince George County has a very strong logistical advantage with I-95, I-295, and State Route 460 connecting businesses, commuters, and visitors to the area. The County's economy benefits from an industrial park with important and diverse manufacturers, strong health care facilities, and commercial and small businesses. These economic assets can be built upon to support the sustainable and balanced growth of the County's economy, infrastructure, public services, and overall quality of life.

OPPORTUNITY STATEMENT

Prince George County has successfully retained its rural character, small town charm, military presence, and high quality of life – all while modestly accommodating an industrial and business base. The community has emphasized the need for new school facilities, workforce training, and the ability to accommodate economic development in a sustainable and balanced manner. These priorities must be addressed by responding to several important issues. These include the critical need for expanded water and sewer infrastructure; investment in new industrial and office sites; an accommodation for higher density development; an increase of housing and housing types; and the simultaneous opportunity for a mixed-use town center – Downtown Prince George! The consultant team of Thomas P. Miller & Associates ("TPMA") and Camoin Associates ("Camoin") believes that Prince George County has a bright future with many existing assets that would be the envy of many communities across the country. However, we believe that it is imperative that the County focus on several key areas that are captured in the following Prince George County, VA Economic Development and Tourism Strategic Plan ("Strategic Plan"). These include: **Growth Management; Economic Development Strategy; Workforce Development; and Tourism.**



ACKNOWLEDGEMENTS

Many individuals have contributed to the development of the Prince George County Strategic Plan. We would like to acknowledge the Board of Supervisors, County Administration, Staff, and Regional Partners who have demonstrated outstanding leadership in undertaking this process as part of the continual economic development of Prince George County. The Strategic Plan would not have been possible without these leaders. We offer a special appreciation and acknowledgement to the following individuals:

Prince George County Board of Supervisors

- Mr. Alan R. Carmichael, Chairman of the Board of Supervisors, District 1
- Mr. Donald Hunter, Vice Chairman of the Board of Supervisors, District 2
- Mr. Floyd M. Brown, Jr., District 1
- Ms. Marlene J. Waymack, District 2
- Mr. T. J. Webb, District 2

Prince George County Administration

- Mr. Percy C. Ashcraft, County Administrator
- Mr. Jeffrey D. Stoke, CECd, ICMA, Deputy County Administrator & Economic Development Director
- Mr. Yoti Jabri, Economic Development Specialist
- Mr. Douglas Miles, Planning Manager and Zoning Administrator
- Ms. Julie Walton, Director of Community Development & Code Compliance
- Ms. Teresa Knott, County Clerk
- Ms. Donna H. Traylor, Office Associate II

Private Business Executives

- Mr. Jeff Bradshaw, Holiday Inn Express
- Mr. Lorin Sodell, Rolls-Royce
- Mr. Dan Stein, Perdue Farms
- Mr. Sanjay Vaswani, Comfort Inn
- Mr. Jeffery Stewart, Nanny's
- Mr. Tim Stewart, Nanny's

Regional Economic Development Partners

- Virginia's Gateway Region:
 - Mr. Keith Boswell, President & CEO
 - Ms. Emily Salmon, Vice President of Strategic Initiatives
 - Ms. Emily Flippo, Marketing & Trade Investment Manager
 - Ms. Linda Mendy, Research & Business Investment Manager
 - Ms. Jaclyn Galan, Office Manager
 - Ms. Renee Chapline, Former President & CEO
- Hopewell/Prince George Chamber
 - Ms. Becky McDonough, CEO



- Prince George County Industrial Development Authority
 - Mr. J. Peter Clements
 - Mr. F. Lewis Wyche, Jr., Treasurer
 - Mr. William A. Young, Jr.
 - Mr. Derrick A. Johnson (also with the Timmons Group)
 - Ms. G. Lavern Jackson
- Rowanty Technical Center
 - Ms. Cheryl Simmers, Principal
- Commonwealth Center for Advanced Manufacturing (CCAM)
 - Ms. Betsey Odell, Director of Development: Programs and Communications
- Crater District Planning Commission
 - Mr. Dennis K. Morris, Executive Director
- The Prince George County Regional Heritage Center
 - Ms. Carol M. Bowman, Executive Director

Thomas P. Miller & Associates (TPMA) – Consulting Partner Team

- Mr. Dustin Lester – Project Lead and Manager
- Mr. Mike Higbee – Strategic Advisor
- Mr. Jack Woods – Research Support
- Mr. Andrew Carty – Project Support

Camoin Associates (Camoin) – Consulting Partner Team

- Mr. Michael N'dolo, Project Principal (for Camoin)
- Ms. Rachel Selsky, Project Manager
- Ms. Bethany Meys, Project Staff

Dewberry – Water and Wastewater Engineering (Separate from the TPMA & Camoin Consulting Team)

- Mr. Dan Villhauer, PE, LEED AP, Associate

The Strategic Plan will guide Prince George County leadership on how to leverage the County, Richmond MSA, and Virginia's strengths, capitalize on emerging economic development opportunities, and address the County's economic development needs. The commitment to the strategic planning process, implementation, and potential investments illustrates the County's strong leadership. Thank you to these leaders.

Message to the Board of Supervisors

The Prince George County Board of Supervisors has the important responsibility to lead the County and ensure accountability for the implementation of the Strategic Plan. The Board is responsible for authorizing programming, appropriations, and providing leadership and oversight to ensure the County's economic development staff is fulfilling its economic development duties. The Board must continue to work regionally, while ensuring that Prince George County is making the investments to grow responsibly.



Message to the County Administration and Economic Development Staff

The County Administration, including the County Administrator and Economic Development staff, must work with the Board of Supervisors to provide fluid, transparent, and accountable measures of success when implementing the Strategic Plan. The County Administration must demonstrate the County's competitiveness compared to peers, the County's ability or inability to respond to Requests for Information (RFIs), and update the Board on current trends. Communicating these variables will help to identify investments needed to ensure the County can implement the Strategic Plan to realize job creation and capital investment to continue to grow the County in a sustainable manner.

EXECUTIVE SUMMARY

Background

Prince George County leaders and stakeholders worked with the consulting team to develop a bold, yet actionable Strategic Plan. The County's economic development strategies are aligned with the market, the County's existing assets, and immediate needs. These include the County's immediate and long-term infrastructure, growth management, logistical advantage, economic development programming, regional partners, workforce, and strong quality of life. These strategies are effective in realizing an increase in new jobs and capital investment, are complementary to the physical and social culture of the County, and are designed to be implemented over the next five years in concert with the upcoming Prince George County Comprehensive Plan.

Strategic Plan Definition

A strategic plan is a living document developed over time by related stakeholders to guide an organization through deliberate change into the future with the goal of continuous improvement for internal and external audiences.

Strategic Planning Process

Prince George County selected TPMA and Camoin to work with the Board of Supervisors, County Administration, regional economic development partners, and stakeholders to develop the Strategic Plan. The plan will enhance the County's economic development programming, resources, infrastructure, and implementation. The Strategic Plan will position the County to enhance its ability to create, expand, and attract new businesses and to realize new jobs and capital investment.

TPMA and Camoin guided the County through the strategic planning process by conducting economic research; facilitating strategic planning sessions and public forums; interviewing internal and regional economic development partners; integrating best practices in economic development, workforce development, growth management, and infrastructure; and coordinating the production of the Strategic Plan with a focus on actionable strategies and implementation. The strategic planning process ensured alignment with the County's priorities, economic development partners' work, related plans, stakeholders, and simultaneous regional and local needs.



The strategic planning process integrated the following qualitative and quantitative elements:

- Three (3) On-Site Engagements in Prince George County:
 - January, April, and May 2018
 - Qualitative Research and Engagement:

The combination of Board of Supervisors, County Administration, private business, economic development partner, and public engagement provided the qualitative data that complemented the consultant team's research, which ultimately directed the goals and recommendations in the Strategic Plan.
 - Engagements in the Form of:
 - Board of Supervisors Interviews (2 rounds)
 - Prince George County Board of Supervisors Annual Retreat
 - County Administration Interviews (strategic planning discussions with the County Administrator, Deputy County Administrator /Economic Development Director, & Economic Development Specialist)
 - Private Business Interviews (6)
 - Regional Economic Development Partner Interviews (7 organizations)
 - Public Forums (2)
 - Prince George Library (~ 5 in attendance)
 - Disputanta Community Center (~ 16 in attendance)
 - Public Online Survey using SurveyMonkey
 - 72 responses
 - Southpoint Water and Sewer Evaluation - Status Update Meeting and Engagement with Engineering Firm, Dewberry
- Contributing Independent Research:
 - Prince George County Document Review
 - Economic Base Assessment
 - Tourism Study and Recommendations
 - Best Practice Research
 - Sites and Buildings Driving Tours
- Integration or Research of Prior Plans and Resources:
 - Prince George County Economic Development Strategic Plan, 2013
 - Management Analysis, Incorporated
 - Prince George County Tourism Development Plan, 2013
 - Management Analysis, Incorporated
 - Prince George County, Virginia, 2014 Comprehensive Plan
 - Crater District Planning Commission
 - Prince George County Planning Commission
 - Prince George County 2016 Water and Wastewater Master Plan
 - Dewberry
 - The Exit 45 Revitalization Project Report, 2013
 - Management Analysis, Incorporated
 - Virginia's Gateway Region
 - Virginia Economic Development Partnership



Single-Page Implementation Matrix

A more extensive implementation matrix is available in the Implementation Matrix section.

GROWTH MANAGEMENT IN PRINCE GEORGE COUNTY
STRATEGY: Implement The Prince George County Water & Wastewater Master Plan & 2018 Updates
STRATEGY: Permit Higher Density Development in the Prince George Planning Area
STRATEGY: Provide a Diverse Mix of Housing Options, Especially in the PG Planning Area
STRATEGY: Provide an Expanded Portfolio of Industrial & Office Sites
STRATEGY: Develop Downtown Prince George County
ECONOMIC DEVELOPMENT STRATEGY
Entrepreneurism
STRATEGY: Establish the Organization for the PGC Incubator
STRATEGY: Develop a Formal Curriculum for the PGC Incubator
STRATEGY: Attract & Organize Entrepreneurs in the PGC Incubator into Cohorts
STRATEGY: Develop an Angel & Equity Network & Develop an Equity Fund for Seed Funding
STRATEGY: Leverage Established Relationships at Fort Lee to Commercialize Private Technologies Related to the Base & Support Fort Lee Retirees or Families to Start Businesses
STRATEGY: Develop a Prince George County Business Startup & Service Handbook
Business Attraction
STRATEGY: Enhanced Alignment with Regional & State Economic Development Partners
STRATEGY: Site Selector Engagement
STRATEGY: Business Development Travel: Site Selector Forums & Trade Shows
STRATEGY: Assess Marketing Tools
Business Retention & Expansion
STRATEGY: Develop or Update a Formal List of Existing Primary Industry Businesses in Prince George County
STRATEGY: Develop or Update a Formal BRE Program Infrastructure
STRATEGY: Develop or Update a BRE Survey
STRATEGY: Develop a BRE Database or Integrate with a New CRM
STRATEGY: Prioritize BRE Visits
STRATEGY: Market the BRE Program
WORKFORCE DEVELOPMENT
STRATEGY: Utilize BRE, Focus Group, and RFI Data to Advise Workforce Partners
STRATEGY: Engage Secondary and Post-Secondary Students for Talent Retention and Attraction
TOURISM
STRATEGY: Grow the Reputation
STRATEGY: investments
STRATEGY: Support Assets
STRATEGY: Latest Trends
STRATEGY: Partnerships
STRATEGY: Marketing



GOALS

Goals define the economic development benchmarks that Prince George County will accomplish. They are the foundation of what the Strategic Plan has been built upon. Goals direct the strategy, implementation, and resources that must be aligned to realize the sustainable and balanced growth of Prince George County.

Growth Management Policies Accommodating Balanced Business and Residential Growth

Prince George County will invest in updated water and sewer infrastructure, transportation infrastructure, and modernize land use and zoning policies to accommodate limited higher density development. These enhanced investments and policies will simultaneously accommodate the balance of new jobs and capital investment, new housing, and a walkable downtown/town center to attract businesses and talent. This will allow the County to afford public investments such as new school facilities and future infrastructure needs.

Expansive Primary Industry Economic Development

Prince George County will work with regional economic development partners to support inclusive high-tech entrepreneurship, business attraction, and business retention and expansion for the long-term and sustainable economic growth of the County.

Prepared Workforce of Tomorrow

Prince George County will work with regional educators and workforce development partners to train the workforce of today and tomorrow. Contemporary and forward-thinking workforce strategies will help to support the upward economic mobility of all residents and support the County's ability to create, expand, and attract businesses.

A Leading Tourism Destination

Prince George County will be a leading tourism destination. Visitors will travel to Prince George County to participate in or watch sports tournaments; learn about and experience the County's history; understand the importance of the U.S. Army – including the role of women serving our country; and enjoy the natural beauty of the rivers, forests, and fields in the County.



MEASURES OF SUCCESS

Quantitative and qualitative measures of success connect the goals and strategic recommendations in the Strategic Plan. The implementation of the strategic recommendations is measurable upon the following variables.

QUANTITATIVE

Economic Development Measures

- Businesses attracted or expanded (project wins)
- Jobs
- Average wages
- Capital investment
- Projects worked
- Business Retention & Expansion (BRE) visits, calls, or engagements
- Sports tournaments booked
- Visitors to the County/Tourism
- Tax revenue

Entrepreneurial Measures

- New businesses created
- Equity raised
- Exits
- Mentors for startups

Business Development, Marketing, and Media Measures

- Prospects/pipeline
- Marketing and business development conferences or trips
- Earned media
- Social media engagements
- Speaking engagements

Asset Measures

- Expanded water and sewer infrastructure
- Sites & buildings inventory
- New housing
- Workforce availability

QUALITATIVE

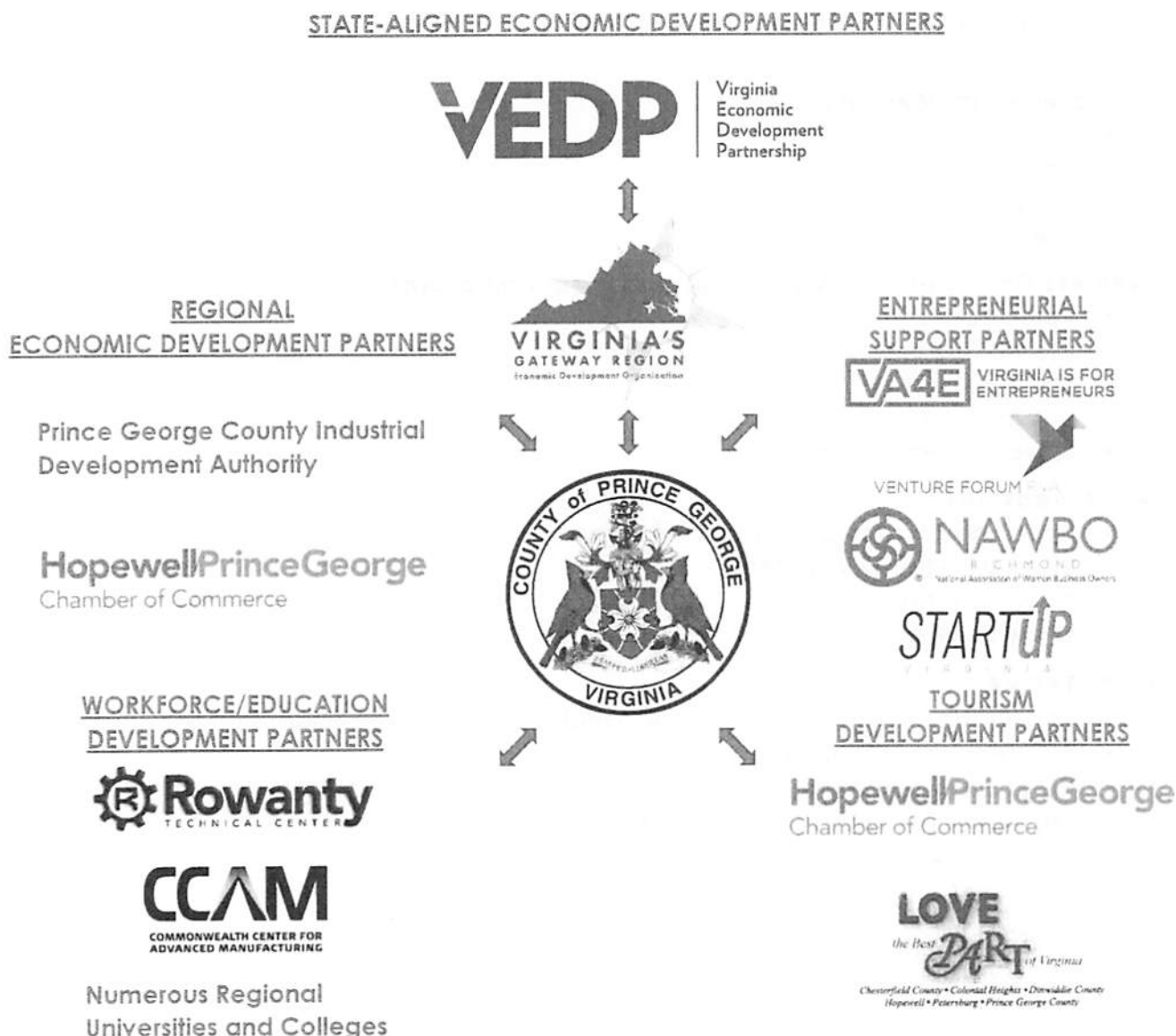
- Partner and client recognition as a major economic development resource
- Business client satisfaction
- Relationships with regional economic development and tourism partners
- Relationships with developers and site selectors
- Conduit to capital



ECONOMIC DEVELOPMENT AND TOURISM PARTNER ALIGNMENT

Prince George County has an import network of regional economic development, workforce development, tourism, and education partners. These partners support the County through direct economic development leads or resources to further the development of Prince George County's core economic development work. The following diagram is an illustrative representation of Prince George County's central network and how it supports the County and opportunities for mutual benefit. This diagram is non-exhaustive and the County acknowledges and thanks the countless organizations, businesses, and individuals that support the County's economic development and tourism efforts. Prince George County is grateful for these partnerships.

Figure 2: Prince George County's Economic Development and Tourism Partner Alignment



GROWTH MANAGEMENT



A Global Community Where Families Thrive & Businesses Prosper



GROWTH MANAGEMENT IN PRINCE GEORGE COUNTY

Aligned with the Goal: Growth Management Policies Accommodating Balanced Business and Residential Growth

Prince George County has an imperative to invest in the County's infrastructure, modernize land use and zoning policies, accommodate a diverse housing mix, invest in new industrial and office sites, and seek partnerships to develop a walkable and mixed-use Downtown Prince George County. These priorities are important as they connect to the economic development needs of the County, both in accommodating required infrastructure but also in the retention and attraction of businesses and talent.

Prince George County will address Growth Management issues related to economic development in five core areas:

- **Expand Water and Sewer Infrastructure**
- **Modernize Land Use and Zoning Policies**
- **Accommodate a Diverse Housing Mix**
- **Invest in New Industrial and Office Sites**
- **Develop Downtown Prince George County**

EXPAND WATER AND SEWER INFRASTRUCTURE

While it can be seen as a chicken-before-the-egg scenario, the County must expand its water and sewer capacity if it is able to be competitive for economic development projects requiring heavy water and wastewater use including advanced manufacturing, food manufacturing, or biotech projects.

To invest in the expanded water and sewer infrastructure, and not have the existing population realize an extreme rate increase, the County must accommodate more housing (rooftops) and businesses – which requires expanded water and sewer infrastructure and adaptations to land use and zoning policies. This demonstrates the interconnectivity of the County's growth management priorities. However, the County must start with a commitment to invest in expanded water and sewer infrastructure.

STRATEGY

Implement The Prince George County Water and Wastewater Master Plan & 2018 Updates

Aligned with the Goal: Growth Management Policies Accommodating Balanced Business and Residential Growth

Closest Quantitative Measure of Success: Expanded Water & Sewer Infrastructure

Closest Qualitative Measure of Success: Relationships with Developers & Site Selectors

The investment in water and sewer infrastructure must be prioritized based on engineering scenarios, but also geographically focused on the areas of the County that will enable economic growth thus enabling expansive economic activity to support the cost of additional water and sewer infrastructure.



Action Item #1:

Implement The Prince George County Water and Wastewater Master Plan & 2018 Updates with an immediate focus on the SouthPoint Business Park and other areas of the Prince George Planning Area most suitable for higher density housing and industrial, office, or commercial economic development.

Action Item #2:

In alignment with future water and wastewater engineering studies, the upcoming Prince George County Comprehensive Plan, and data collected from BRE visits and opportunities to respond to economic development RFIs, the County will continue to assess water and sewer capacity needs and align needs with the capital budget.

MODERNIZE LAND USE AND ZONING POLICIES

Prince George County will modernize land use and zoning policies to accommodate higher density development for both housing, industrial, and commercial development. These changes to land use and zoning policies will be limited to the Prince George Planning Area. This key limitation will simultaneously expand the economic needs of the County but also will preserve the County's natural and rural environment and character. Higher density development is the antithesis of sprawl, as it requires less land and limits the demands on extending infrastructure such as water and sewer. Allowing limited and planned higher density development provides the perfect compromise for Prince George County – a community that needs to balance economic growth with its rural roots.

As mentioned previously, allowing higher density development will accommodate more residential units/rooftops, thus expanding the economy of scale for the cost of much-needed infrastructure enhancements. Additionally, the balanced and sustainable growth of residents and housing units will have the added benefit of helping to attract grocers, restaurants, and other retail or commercial services desired by the community. Global retail and commercial brands have set targets for residential units/rooftops when making site location decisions. If the residential population is too small in a community, these companies will not be able to make an investment due to their revenue and profitability goals per location. There are minor exceptions including specific national brands that specifically target rural locations, yet these are limited.

An additional consideration to allow higher density development relates to national housing trends. Americans are building or buying homes on smaller lots.^{1,2} Since 1990, there has been an approximate 25% decrease in the size of lots, as measured by square feet.³ A limited and planned allowance of higher density development will enhance the County's ability to reflect these trends and accommodate a major increase in housing types, all while still preserving the rural and natural characteristics of the County.

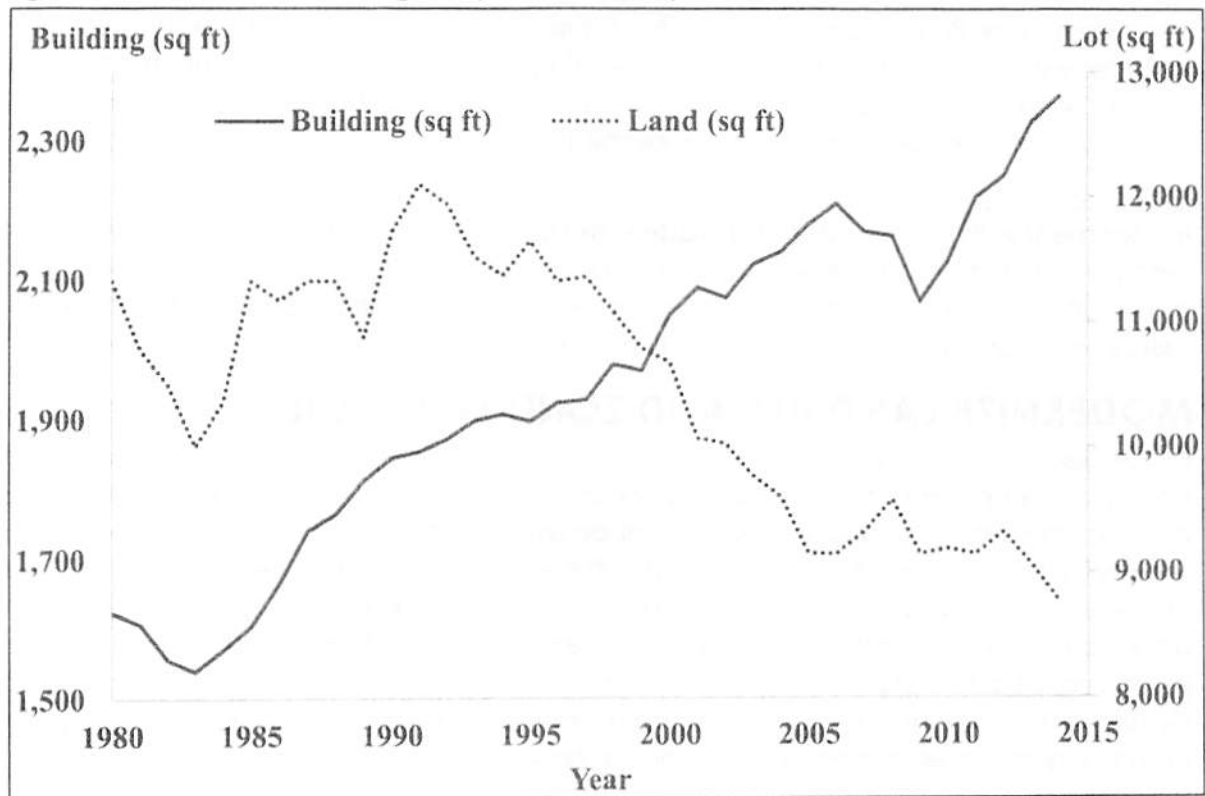
¹ Dillon Bowen and Geng Li, "Having a Lot Isn't Enough: Trends in Upsizing Houses and Shrinking Lots" Board of Governors of the Federal Reserve System. FEDS Notes. <https://www.federalreserve.gov/econres/notes/feds-notes/trends-in-up-sizing-houses-and-shrinking-lots-20171103.htm>, (accessed August 19, 2018)

² Felipe Chacón, "The Incredible Shrinking Yard!" Trulia Research. <https://www.trulia.com/research/lot-usage/>, (accessed August 19, 2018)

³ Bowen and Li, "Having a Lot Isn't Enough: Trends in Upsizing Houses and Shrinking Lots"



Figure 3: A Plot of Land and Building Sizes (National Median)⁴



Specific changes to the land use and zoning policies will be determined in the development of the upcoming Prince George County Comprehensive Plan. However, there are specific recommendations that must be addressed that directly connect the County's growth management needs to this Prince George County Economic Development and Tourism Strategic Plan.

STRATEGY

Permit Higher Density Development in the Prince George Planning Area

Aligned with the Goal: Growth Management Policies Accommodating Balanced Business and Residential Growth

Closest Quantitative Measure of Success: New Housing

Closest Qualitative Measure of Success: Relationships with Developers & Site Selectors

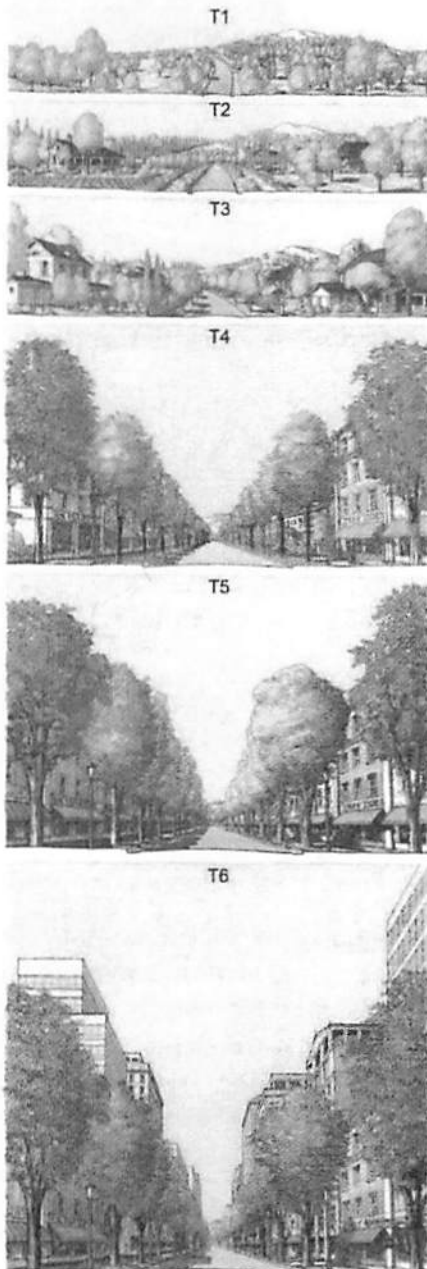
Action Item #1:

Assess the existing boundaries of the Prince George Planning Area to analyze the need to either expand or constrict the Area based on factors such as watershed and flood plain limitations, available land for development, infrastructure, and community and business input.

⁴ Ibid.



Figure 4: The Urban Transect guides the development intensity from nature (T1) to the most urban (T6).
(source DPZ Partners LLC)



Action Item #2:

Significantly reduce limited lot size requirements as reasonable per neighborhood in the Prince George Planning Area. The intent is to conduct a thorough planning process that provides significantly expanded opportunity for higher density development – especially for housing and commercial use.

Action Item #3:

In preparation for the upcoming Prince George County Comprehensive Plan, the County should research and consider a SmartCode/transect-based zoning code model to accommodate traditional neighborhood characteristics of walkability, transportation options, and housing diversity in all six Transect Zones ranging from a Natural Zone at the lowest density to an Urban Core Zone at the highest density.^{5,6} Read more at the Center for Applied Transect Studies⁷ and DPZ Partners LLC⁸.

Action Item #4:

Prince George County has made a sound investment in the Land Use Program to preserve real estate devoted to agricultural, horticultural, forest, and open-space. However, to accommodate growth in the Prince George Planning Area and rightfully offer an attractive incentive in the Rural Conservation Area, the County must alter the policies in the Prince George County Land Use Program to reserve the use of the program only in the Rural Conservation Area.

ACCOMMODATE A DIVERSE HOUSING MIX

As mentioned previously, the core areas of the Growth Management section in this Strategic Plan have strong interconnectivity and interdependency. They also have a cascading affect. Addressing the strategies and actions in the Expand Water and Sewer Infrastructure and Modernize Land Use and Zoning Policies core areas will enable Prince George County

⁵ Center for Applied Transect Studies, "The Transect" Center for Applied Transect Studies. <https://transect.org/transect.html>, (accessed August 19, 2018)

⁶ DPZ Partners LLC, "The Urban Transect. Urban Design Derived from Nature." <https://www.dpz.com/Initiatives/Transect>, (accessed August 19, 2018)

⁷ Center for Applied Transect Studies, "The Transect"

⁸ DPZ Partners LLC, "The Urban Transect. Urban Design Derived from Nature."



to accommodate new and diverse housing options for existing and new residents. These may include rural single family, suburban single family, first-suburban/higher density single family, townhome, condo, and apartment housing options.

Figure 5: Housing Diversity with a Variety of Densities



STRATEGY

*Provide a Diverse Mix of Housing Options, Especially in the Prince George Planning Area
Aligned with the Goal: Growth Management Policies Accommodating Balanced
Business and Residential Growth*

Closest Quantitative Measure of Success: New Housing

Closest Qualitative Measure of Success: Relationships with Developers & Site Selectors

Action Item #1:

Leveraging announced or constructed water and sewer infrastructure and modernized land use and zoning policies, identify and attract new housing developers that will work with Prince George County to design and build new and diverse housing options.

INVEST IN NEW INDUSTRIAL AND OFFICE SITES

For a community to successfully realize new jobs and capital investment, it must develop, offer, and market at least a moderate portfolio of industrial and office sites. Without adequate sites, a community will be limited in its ability to accommodate moderate-to-major economic development projects that will provide a higher volume of career-oriented jobs and significant capital investment in buildings, machinery, and equipment.

Sites must be shovel ready – properly zoned; pre-permitted; free of environmental challenges; and connected to all utilities including electric, gas, water, sewer, and broadband. Additionally, sites must have good access to roads and highways and be in reasonable proximity to its workforce. States, counties, and local governments across the U.S. are striving to keep up with the demand and competition for sites. Prince George County must also expand its focus to enhance its competitiveness and ability to create, expand, or attract new business investment and jobs.

⁹ Blanchard and Calhoun / North Augusta Riverfront Company, LLC, "Untitled [image of Hammond's Ferry homes]" <http://hammondsferry.com/design-architecture/>, (accessed August 19, 2018)

¹⁰ pnwra, "The Railyards in Victoria, BC" flickr. <https://www.flickr.com/photos/pnwra/635490851/in/photolist-Ya4hP-odrvZP-a7h5Mq-6XRuce-7YQM5r-h9cYuz-8eENjM-8eEQqa-fk85vr-p9ntDz-26J7RdL-dWVJzV-dNGYae-Y9t9H-8eEPH6-Y9Tdk-eJBrSM-dYy8A7-eS96yG-hy3Zt7-m8g5xP-8eHYGo-oJjinn-cKMZrE-8eHWwb-nTFh94-gvGadu-UwT57T-ekfyvP-dhT1Tx-pebAvJ-nTFgWk-ejYVaK-egHZov-79nM1d-nzpdL-6Ca1Fn-c6gixL-nTFhjp-79iUB8-9PZBJG-7Anpxj-8bt34A-6UWXik-8eECKp-c6gids-dyAH9J-Vz3trP-Vbfnb5-ad8Z4s>, (accessed August 19, 2018)

¹¹ edkohler, "IMG_3959.JPG" flickr. <https://www.flickr.com/photos/edkohler/2267415396/in/photolist-4sn6AU-e53FBg-4shZCn-4W5haq-4shZAF-b7A9g-qNRS1-4troVD-6MViY4-57iWxf-pd11i-4s8mhp-VGfVYk-zZoqX-4ZfzJP-zdFcU-4sn4MU-3bmtPC-4shYjM-49CuZH-6Y9JAU-4si3T8-4sn5oW-7Y8DDV-Hiq9B-pPapa-8K8Pp2-7dLTKv-4shZix-aSaKCB-6aLskH-6CE6wE-6Y9H85-71SrZY-b5BvKr-4dYrJN-7kHkmY-6Y3H6-9G94yV-6Y5FkB-cnX8eu-4shXHX-cegiC-7URo4-WoWuZz-7URpp-797UcT-eQYeL-NZCG-81WktC>, (accessed August 19, 2018)



Similar to other core areas of the Growth Management section, the County's ability to invest in new sites has strong interconnectivity and interdependency to other core areas and has a cascading affect. Expanded water and wastewater infrastructure and updated land use and zoning policies will enable the County to attract an expanded list of targeted industries to the SouthPoint Business Park and other areas of the Prince George Planning Area.

STRATEGY

Provide an Expanded Portfolio of Industrial and Office Sites

Aligned with the Goal: Growth Management Policies Accommodating Balanced Business and Residential Growth

Closest Quantitative Measure of Success: Sites & Buildings Inventory

Closest Qualitative Measure of Success: Relationships with Developers & Site Selectors

Action Item #1:

Prince George County must first ensure the newly announced or constructed water and sewer infrastructure aligns with other priorities to strengthen the County's ability to adequately market and accommodate expanded economic development activity in the SouthPoint Business Park.

Action Item #2:

Prince George County must undertake a new site identification process in coordination with the upcoming Prince George County Comprehensive Plan. Identifying and understanding the County's ability to provide enhanced infrastructure, market, or control new industrial or office sites will make the County more competitive but coincide with important land use and zoning decisions that need to be made in the Comprehensive Plan.

Action Item #3:

Prince George County shouldn't approach the issue of providing more sites alone. Once the County has announced or constructed new water and sewer infrastructure, updated land use and zoning policies, and adopted this Strategic Plan and the upcoming Comprehensive Plan, the County should advertise a request for qualifications (RFQ) to begin discussions with industrial and business park developers to consider Prince George County for their next investment.

DEVELOP DOWNTOWN PRINCE GEORGE COUNTY

Prince George County provides a high quality of life for its residents, businesses, and visitors. The County's rural character, natural beauty, and access to big-city amenities contribute to its family-centric and welcoming culture. However, if there is one thing that is clearly missing from the County it is the absence of a distinguishable downtown.

The development of Downtown Prince George County presents many opportunities that support and relate to the Growth Management section and overall Strategic Plan. Downtown Prince George County will simultaneously provide higher-density housing and commercial development that will provide an expansive economy of scale to help fund future infrastructure. Downtown will offer a distinguished experience, capable of



attracting current and new residents from many backgrounds that will be attracted to the walkable, dense, and social characteristics found in downtowns. Downtown also will present opportunities to attract new entrepreneurs from and to the County as well as moderately-sized office projects. Finally, Downtown Prince George County will provide the community a sense of place, a center for gathering and celebrating, and an opportunity to design and construct a forward-thinking small-town Main St. experience.

Downtown Prince George County will be located in the Prince George Planning Area. The new Downtown should be located in the Area due to its proximity to the highest density population – including the Richmond MSA, the County's best highway access, and to avoid the preservation sensitivities found in the Rural Conservation Area. Prince George County should research best practices in the development of new downtowns and subsequently identify private partners to help develop and implement this bold vision.

Figure 6: Examples of Newer Downtown Models Within the Scale and Context of Prince George County



Hammond's Ferry
North Augusta, SC



Babcock Ranch, FL



Calhoun Street Promenade
Old Town, Bluffton, SC



Seaside, FL

STRATEGY

Develop Downtown Prince George County

Aligned with the Goal: Growth Management Policies Accommodating Balanced Business and Residential Growth

Closest Quantitative Measure of Success: New Businesses Created

Closest Qualitative Measure of Success: Relationships with Developers & Site Selectors

Action Item #1:

Prince George County must undertake a new downtown site identification process in coordination with the upcoming Prince George County Comprehensive Plan. Identifying and understanding the County's ability to design, develop, and construct a new Downtown Prince George County will attract new residents and businesses. This strategy must coincide with important land use and zoning decisions that need to be made in the Comprehensive Plan.

Action Item #2:

Prince George County shouldn't approach the opportunity to develop a downtown alone. Once the County has announced or constructed new water and sewer infrastructure, updated land use and zoning policies, and adopted this Strategic Plan and the upcoming Comprehensive Plan, the County should advertise a request for qualifications (RFQ) to begin discussions with mixed-use developers to consider Prince George County for their next investment and future model of exemplary downtown planning, design, and construction.

Parade

SUNDAY, AUGUST 12



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GIVING RETIREES, VETERANS &
OTHERS THE COMMUNITY THEY CRAVE



COTTAGE LIVING
IN SHORELINE, WASH.



BOOMER BONDING IN
MARGARITAVILLE, FLA.



HOMES FOR RETURNING
MILITARY IN NEW ORLEANS

the NEW american neighborhood

AGING BOOMERS, VETERANS, PRICED-OUT MILLENNIALS AND FAMILIES ARE LOOKING FOR A NEW KIND OF LIVING—COMMUNITIES AND HOUSING DESIGNED AROUND SHARED INTERESTS, VALUES AND NEEDS.

—BY PAULA SPENCER SCOTT—

When was the last time you actually borrowed an egg from the guy next door? Do your friends show up in your social media feeds more often than in your backyard? Do you even know your neighbors' names—and would they know if you needed help?

Maybe that's why what's old is new again in housing, from tight-knit neighborhoods where residents look after one another to fresh twists on boardinghouses. The hot word is *communal*.

"The idea of coming together to create a better world goes back

centuries," says Sky Blue of the Fellowship for Intentional Community, which tracks collective living trends. "But now, instead of escaping the mainstream, the trend is to be more engaged."

Whether the draw is company, saving money, greener living or physical and emotional support, communal living seems here to stay. "Words like *economical* and *ecological* share the root *eco*—which is Greek for 'home,'" Blue says. "It's about getting your basic needs met and doing it together."

Check out these standout examples of creative housing.

A village WITHIN A CITY

Busy cities can be hard places to build community. So in Seattle's Capitol Hill district, architects Grace Kim, 48 (pictured, far right), and Mike Mariano, 49, designed a five-story building (top left) that would help do just that. Its nine units are small (810 to 1,300 square feet) to keep costs low and to leave more room for shared spaces, including balconies facing a central courtyard and a rooftop farm. The "secret sauce," says Kim, is an on-site common house with a big kitchen, a dining room that seats 30, laundry facilities and meeting spaces.

Every other day, the 28 "communitarians" eat together. Adults take turns buying each meal's food and overseeing prep.



"Communitarians" in Seattle share meals and cheery common spaces.



"The meal situation is such a relief. In six weeks, I'm lead cook once and help a team twice," says Kim, who lives there with Mariano and their daughter, Ella, 10. "Sometimes you eat and run, and that's fine. More often, it's like a dinner party. For us, food is central." The 11 kids in the building, ages 2 to 17, like to sit together.

Residents own their apartments and pay an association fee, like a condo. Communitarians

appreciate that there's always a neighbor to take in mail or babysit. Not that the teachers, professors, professionals and retirees (in their mid-30s to late 60s) are all BFFs, Kim says. But the community is authentic. "Social media contributes to a false sense of connection," Kim says. "This is real."

Elsewhere, the shared-spaces, shared-meals vision is spreading. There are 165

cohousing communities in existence, with 140 more being planned, says Karin Hoskin, executive director of the Cohousing Association of the U.S. For 14 years, she's lived in Wild Sage, a community of townhomes in Boulder, Colo., with her husband and two teens. "Cohousing provides the privacy we've all become accustomed to with the community we seek," Hoskin says.

COMMUNITY WITH A mission

Like many single dads, Malik Scott gets his kids to and from the school bus, fixes their mac and cheese and supervises their play. A 42-year-old Navy veteran who spent 15 years in the Middle East, he also lives every day with depression and post-traumatic stress. Helpfully, so do many of his neighbors.

In Bastion, a planned community for returning warriors and their families in New Orleans, residents can meet for meditation, counseling, art therapy and programs on financial literacy or legal aid at their community wellness center. They exercise together. They help each other with babysitting, property maintenance and getting to appointments at the nearby VA Hospital.

"We all pitch in and support one another. It's like the military but not," says Scott. "It's a little village here, like the old days."

Bastion, which opened last year and expands this summer, was designed that way. Its 19 double family homes are set in clusters that face one another, encouraging "maximum collisions" between neighbors, says founder Dylan Tête.

Like Scott, Tête, 40, had weathered a rough transition from 18-hour combat duty and military camaraderie to civilian life. A West Point grad who served in Iraq, he warded off depression with work, including a stint building FEMA housing post-Katrina. "I noticed if I kept myself busy I was OK," he says.

What wasn't OK: watching countless buddies discharged from rehab for their traumatic brain injuries

and PTSD with no support in place. "The nature of the injury begins to wear and tear on relationships," Tête says. "Families go bankrupt paying for assisted living, and geriatric nursing homes are no place for a 27-year-old."

Thinking that social connectedness was key to building resilience, recovery and reintegration, Tête turned to



Veteran Malik Scott, with his children Khalil, 6, and Laila, 5, says "Bastion is like a second family for us."

the model of "purpose-filled community" pioneered by the nonprofit Generations of Hope. The central idea: All 73 residents (with 196 years of military service among them) commit to helping one another.

The \$8.5 million price tag was funded by a combination of low-income housing tax credits, city and state HUD grants, fundraising efforts and donations from private sources, such as the New Orleans Saints.

Generations of Hope's model works for other groups too. Its flagship program, Hope Meadows in Rantoul, Ill., brings together families adopting from foster care and older adults who might need assistance. Like at Bastion, the residents live among one another for mutual support.

continued on page 10

what's next

Like-minded Americans of every imaginable interest and need are discovering there's comfort and strength in numbers.

For special-needs families: "Intentional neighboring" projects intended to support older children and adults with developmental disability and autism are in early planning stages, says Generations of Hope director Tom Berkshire. Although neighbors don't replace support profes-



For Parrot Heads: Want to live on Flip Flop Court? Model homes in Jimmy Buffett's Latitude Margaritaville, a 55-plus development in Daytona Beach, Fla., opened in February; a Hilton Head, S.C., location is under construction. And, yes, frozen concoctions will be served at a poolside bar called Changes in Attitude.

sionals, they commit to volunteer hours to look after one another and provide a social network. "That's the piece that's been missing [for these populations]," says consultant Mark Dunham.

For older LGBTs and friends: In 2019, the first age 55-plus homeowners will move into Village Hearth, a 15-acre community in Durham, N.C. Its 28 single-story cottages start at \$254,400. As Village Hearth's website notes, "Many LGBTs have no children or close family, so it's up to us to support each other through the aging process."

For single moms: CoAbode, a web-based mom-matching service, is expanding its platform to help women find compatible roommates with similar parenting philosophies to split housing costs and raise kids together. A Friend Circle forum connects those who are looking for babysitting, carpooling and learning-disability support.

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from page 9

RETIRING **TOGETHER**

When she gets up, Marianne Kilkenny puts a piece of paper in her Asheville, N.C., bathroom window. It signals "Good morning; I'm OK" to her next-door neighbor, Maria Epes, who does the same. At night, they light battery-operated candles to say good night.



Top: Neighbors dine together in Kilkenny's community. Above: Shared outdoor space is a trademark of the pocket neighborhood, a term coined by architect Ross Chapin, author of *Pocket Neighborhoods: Creating Small-Scale Community in a Large-Scale World*, who has designed or developed more than 40 communities, including Danielson Grove (pictured) in Kirkland, Wash.

That's just a few of the small ways the 68-year-olds keep an eye on each other. They live in a "pocket neighborhood" Kilkenny is designing for adults. By spring 2019, a local developer she's working with will add a circle of 10 modular homes, all incorporating barrier-free universal design principles, to the semirural land next to her. Her

continued on page 12

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goal: shared gardens, driveways, dinners and lives, so she and some peers can "age in community."

"As boomers see how their parents and friends are ending up in nursing homes, they're looking around and wondering what will happen to them. There aren't many other models to choose from, so more of us are trying these kinds of different communities," says Kilkenny, author of *Your Quest for Home: A Guidebook to Find the Ideal Community for Your Later Years*.

Previously, she lived in a "Golden Girls" house in Asheville, with four women over 45. Pooling resources enabled each to live in a better neighborhood and, though they led separate lives, "it was comforting to know others were around," Kilkenny says—for cooking together, borrowing ingredients, checking out one another's dates and running to the ER when one herniated a disc. The co-livers once threw a neighborhood party, which revealed how much better they had it. "Nobody had done that before, nobody [but us] knew each other!"

CO-LIVING for singles

Young singles face different living challenges. Enter a new kind of dorm-meets-hotel-



The bedroom in a unit in Ollie at Baumhaus

style rental called co-living.

"It felt small when I moved in," says tech consultant Kaitie Kirchner, 26, of the 510-square-

continued on page 14

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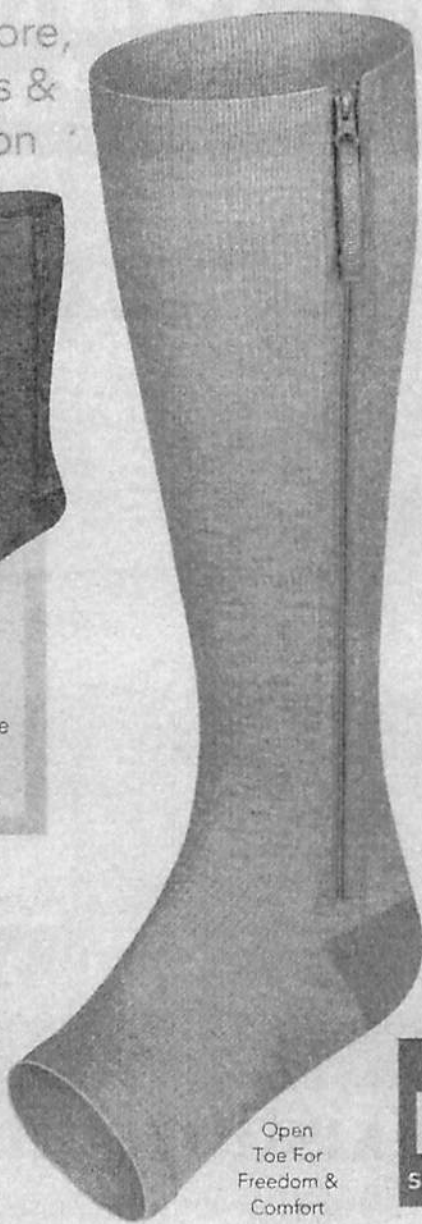
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foot one-bedroom apartment she rented last year in Pittsburgh's Ollie at Baumhaus. "But now I don't even notice. I'd take this size apartment again, with all its amenities, over more space."

Amenities indeed: The rent in Ollie at Baumhaus, where micro-studios start at \$1,564 per month, includes hip furnishings, Wi-Fi, cable, housekeeping, linen service, gym and a live-in "community manager" who organizes social activities. (Ollie is a play on "all inclusive.")

Brothers Chris and Andrew Bledsoe, former financiers, founded Ollie to fill a hole they saw in housing: Urban apartments that had been designed for nuclear families were too big—or too pricey—for the growing number of singles.

Ollie's vision is to put many small apartments in one building (lowering costs) but adding all the extras that make life easier and raise quality of life.

Matthew Alexander, 28, who lives in Ollie at Carmel Place in Manhattan, says he seldom engaged with neighbors in his previous apartments. "Here we hang out watching football games in the common space or up on the terrace with a view of the Empire State Building," says the Maine native, who works in human resources and says that for the first time in seven years in New York City he can afford to live without a roommate. "For now, it's perfect."

"We have 10 locations signed up and more than 60 in the pipeline," says Chris Bledsoe. "It's the future of housing."

Go to Parade.com/community for more on cohousing developments, including San Francisco's Starcy.

MarketWatch

Mobile-home values might rise as fast as regular homes — here's why that matters

By [Jacob Passy](#)

Published: Sept 17, 2018 5:48 a.m. ET

Recent data challenges the idea that manufactured housing isn't a strong investment



Getty Images/Stockphoto

New data suggest that manufactured homes appreciate in value almost as quickly as traditional homes.

Many have long held the assumption that mobile homes don't increase in value — or, at the very least, they rise in value at a much slower rate than traditional homes.

But recent data suggests the opposite is true — and that could have major implications in the push for increased affordable housing nationwide.

A [new report from the Urban Institute](#), a Washington, D.C.-based think tank, examined data released in August by the Federal Housing Finance Agency. The home price index for manufactured homes (also known as mobile homes) featured an average annual growth rate of 3.4%, versus 3.8% for traditional, site-built homes.

In recent years, home prices have actually risen at a faster clip for manufactured, or mobile, homes than they have for traditional properties.

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But that trend is not always easy to see, because manufactured housing is more popular in parts of the country where the overall recovery from the housing crisis has been less robust. For instance, California represents nearly 18% of the nation's overall housing market, but it comprises just 4% of the manufactured housing market based on the number of units shipped.

Because manufactured homes generally aren't highly concentrated in housing markets that have notably recovered from the crisis, it creates the impression that these homes' values don't appreciate at the same rate as traditional homes. In reality, this is more a reflection of where the homes are located than the types of homes.

Comparatively, Alabama, Florida, Louisiana, North Carolina and Texas represent 41% of the manufactured-housing market, but have experienced price appreciation below the national level.

The report only looked at mobile homes that were financed with loans guaranteed by Fannie Mae and Freddie Mac. However, most homeowners who finance the purchase of a manufactured home don't get a traditional mortgage because they only own the structure and not the land beneath it.

Also see: Evacuating due to Hurricane Florence? Include these items in your 'financial go-bag'

Instead, they typically get a chattel loan — a personal loan that is more similar to an auto loan than it is a mortgage. Chattel loans are more expensive than mortgages and typically come with higher interest rates.

It is not clear whether the report's findings apply to homes purchased with chattel loans as well. Nevertheless, it's a strong indication that mobile homes may be a worthwhile investment. "Although there are limits to what the data can tell us, the index suggests a need to reevaluate the presumption that manufactured homes do not appreciate at the same rate as site-built homes," the Urban Institute researchers wrote.

There are many downsides to manufactured homes. If a mobile-home owner doesn't own the land they will obviously have to rent it — and those costs can rise over time. What's more, these homes aren't actually mobile in most cases, despite the common moniker. As a result, if land rents get too expensive or if the land's owner decides to sell, homeowners might be forced to move and sell their home, regardless of what price they can get for their home.

The homes also are more prone to damage in natural disasters like hurricanes and tornadoes. Because many owners buy their mobile homes in cash, insurers often only offer "actual cash value" coverage for the properties rather than covering the replacement value. This lowers the amount the insurer pays out, which left many people in Florida facing serious losses after Hurricane Irma tore through the state last year and destroyed or damaged many manufactured homes.

More from MarketWatch

- Want to buy a home? You might want to wait
- These cities saw the biggest rebounds in home prices after the Great Recession
- This is how much you'll pay in hidden costs when you own a home



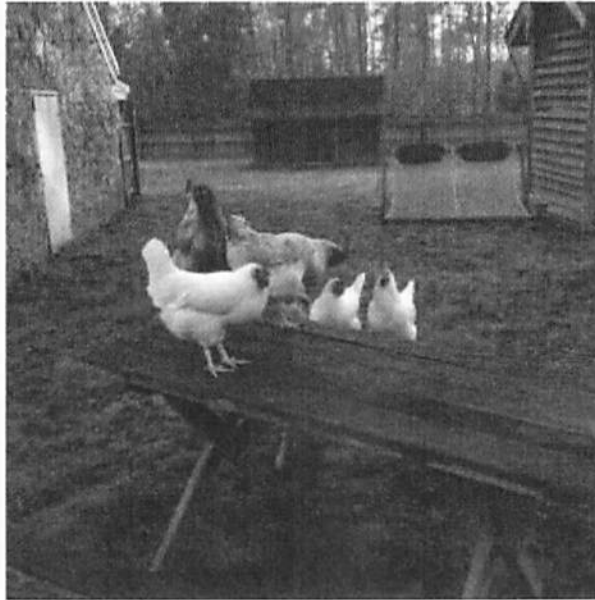
(<https://richmondbizsense.com/wp-content/uploads/2018/09/chickahominybarn.png>)

When completed, the barn will overlook the working farm at the heart of the community.
(*Courtesy of the Crescent Group*)

Three years after it first planted seeds for the project, a local homebuilder behind the area's first so-called "agri-community" is beginning to see the fruits of its labor.

Cornerstone Homes marked the first sales of its farm-centric, 55-and-up Chickahominy Falls community (<https://richmondbizsense.com/2016/03/25/hanover-oks-400-home-farm-centric-development/>) in Hanover County with a Founder's Day drawing held in July, when 21 home sites were sold to buyers.

By the end of August another 11 were sold, bringing the total to 32. The sales are expected to close in early 2019.



(<https://richmondbizsense.com/wp-content/uploads/2015/07/Chickahominy-Falls-chickens-1.jpg>)

Chickahominy Falls has a small working farm and garden that is a centerpiece of the development. (*The Crescent Group*)

The development, which pairs farming with the amenities of a suburban community, is the product of a collaboration between Cornerstone and StyleCraft Homes (<https://richmondbizsense.com/2017/11/22/farm-centric-development-hanover-adds-builder/>), which signed on as a builder late last year.

The 180-acre, 400-home development along Holly Hills Road is targeted to homebuyers 55 or older. Home prices start in the mid-\$300,000s and range to the high-400s.

Residences are divided into two sections: Woodside Meadow, which contains single-level detached carriage homes, and The Orchard, which contains cottage-style homes configured around shared courtyards.

"These are just two neighborhoods that we are selling and building first," said Mitchell Bode, vice president of The Crescent Group, which serves as the land acquisition and development branch of Cornerstone. "We have new neighborhoods and product types as we move through the full project of 400 homes."

The company also held a recent barn-raising event for what will be the first significant amenity at Chickahominy Falls.

When it's completed, the barn will overlook the working farm at the heart of the community. The farm's first crops have included kale, wild flowers, spinach, collards, daisies and squash – the latter of which recently was delivered to locally based Shalom Farms.

Bode said Agriburbia has designed the farm and has built everything to this point.

"The farm will remain a professionally managed working farm, but we will look for ways to integrate our residents at every available opportunity," Bode said. "In addition, we do have six permaculture lots adjacent to the farm that the owners of will be able to grow their own produce."



(<https://richmondbizsense.com/wp-content/uploads/2015/07/Chickahominy-Falls-produce-1.jpg>)

The farm's first crops have included kale, wild flowers, spinach, collards, daisies and squash. (*The Crescent Group*)

Agriburbia, a Colorado-based firm that's consulting on the project, designed and developed high-tech drip irrigation systems and a hoop house for seed germination. The barn is being constructed by Geo-barns of Vermont and, once completed, will serve as a working barn and a social center for the community, complete with a kitchen and entertainment area.

Bode described Chickahominy Falls as a project befitting Hanover County.

“Hanover County prides itself on being a rural community that has always supported its farmers,” Bode said. “The joining of a professionally managed farm and an amenity-rich active adult community seemed to be a perfect fit when looking for ways to build a community that would not only stand out but be Richmond’s first agri-community.”

Cornerstone and StyleCraft have both kept busy building homes for the 55-and-up demographic. StyleCraft has been starting and finishing several 55-plus projects in Chesterfield County (<https://richmondbizsense.com/2018/05/25/55-homebuyer-market-keeping-builder-busy-chesterfield/>), while Cornerstone’s projects south of the river include its age-restricted Villas at Ashlake (<https://richmondbizsense.com/2017/06/16/builder-breaks-ground-on-next-chesterfield-community/>) and Villas at Magnolia Lakes (<https://richmondbizsense.com/2015/05/11/homes-rising-in-delayed-chester-community/>).

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ABOUT THE AUTHOR: CHARLOTTE RENE WOODS

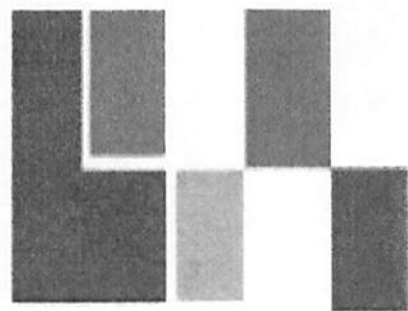


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Charlotte joined BizSense as a reporter in summer 2018 after earning a masters degree in journalism from VCU and a bachelor’s from The New School in New York City. She can be reached at charlotte@richmondbizsense.com (<mailto:charlotte@richmondbizsense.com>).

Editor's Picks

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Board of Supervisors
County of Prince George, Virginia

Resolution

At a regular meeting of the Board of Supervisors of the County of Prince George held in the Boardroom, Third Floor, County Administration Building, 6602 Courts Drive, Prince George, Virginia this 25th day of September, 2018:

Present:

Vote:

Alan C. Carmichael, Chairman
Donald Hunter , Vice Chairman
Floyd M. Brown, Jr.
Marlene J. Waymack
T. J. Webb

On motion of _____, seconded by _____, which carried unanimously, the following Resolution was adopted:

RESOLUTION; PROCLAMATION; DESIGNATING OCTOBER AS COMMUNITY PLANNING MONTH IN PRINCE GEORGE COUNTY, VIRGINIA

WHEREAS, change is constant and affects all cities, towns, suburbs, counties, boroughs, townships, rural areas and other places; and

WHEREAS, community planning and plans can help manage this change in a way that provides better choices for how people work and live; and

WHEREAS, community planning provides an opportunity for all County residents to be meaningfully involved in making choices that determine the future of their community; and

WHEREAS, the full benefits of planning requires public officials and our citizens who understand, support, and demand excellence in planning and plan implementation; and

WHEREAS, the month of October is designated as National Community Planning Month throughout the United States of America and its territories; and

WHEREAS, The American Planning Association (APA) and its professional institute, the American Institute of Certified Planners (AICP), endorse National Community Planning Month, as an opportunity to highlight the contributions that sound planning and plan implementation make to the quality of our settlements and overall environment; and

WHEREAS, the celebration of National Community Planning Month gives us the opportunity to publicly recognize the participation and dedication of the members of planning commissions and other citizen planners who have contributed their time and expertise to the overall improvement of the County of Prince George, Virginia; and

WHEREAS, we recognize the many valuable contributions that are made by the Planning staff members in the County of Prince George, Virginia and extend our heartfelt thanks for the continued commitment to local public service by these well trained professionals that include staff members with AICP, CZA and CFM certifications;

NOW, THEREFORE, BE IT RESOLVED THAT, the month of October 2018 is hereby designated as Community Planning Month in the County of Prince George, Virginia in conjunction with the celebration of National Community Planning Month by the Prince George County Board of Supervisors this 25th day of September, 2018.

A Copy Teste:

Percy C. Ashcraft
County Administrator

September 11 Meeting Recap

BOS Accepts Middle Road Site to Fund New Elementary School

The Board of Supervisors at its September 11 meeting unanimously approved accepting the Middle Road site to fund a new elementary school.

After months of discussion, the BOS followed a County Staff recommendation giving the nod to the Middle Road site over other locations that had been proposed in previous deliberations. Supervisor T.J. Webb made the motion, "to accept Middle Road, in the best interest of the citizens as a whole, and the location." Vice Chairman Donald Hunter seconded the motion.

The BOS action now goes to the School Board for its consideration. The School Board had originally indicated it was leaning toward the Yancey property as its first choice, but when that was turned down by the BOS, it asked the current location of Walton Elementary School be considered. That would have involved purchasing an additional six acres at an estimated price of \$475,000 and demolishing the current Walton school at an estimated \$500,000.

The County Staff evaluation indicated the most cost efficient location for the new school was the Middle Road site, which was proffered by a developer years ago for the single purpose of placing a school at that location.

The BOS said during Budget discussions last year it would commit to a five-cent tax increase on real estate to fund the project. Early cost estimates listed the cost of the school at just over \$29 million, with capacity being around 700-750 students.

Prince George County has not built a new school since 2007 when North Elementary was opened. The County's Capital Improvements Plan calls for the construction of two elementary schools to replace Walton and Beazley in the coming years, as well as a major renovation to Prince George High School.

Other matters to come before the BOS at its Workession and Meeting:

- Discussed the possibility of video recording meetings of the Board of Supervisors and possibly other meetings held in the Boardroom.
- Discussed a draft of a new Streetlight Policy.

- Approved on the Consensus Agenda a resolution to appropriate unexpended funds to the FY '19 Budget from grants, donations and capital funds in the amount of \$2,077,370.
- Approved on the Consensus Agenda a proclamation designating September National Suicide Awareness Month.
- Approved on the Consensus Agenda a resolution appropriating \$10,058.50 from the State Library of Virginia Records Preservation Grant.
- Approved on the Consensus Agenda a Budget amendment and appropriation of \$116,000 for expenses related to the Prince George of Denmark exhibit.
- Presented a Commendation to retiring Health Department Manager Charles Leonard.
- Presented a proclamation designating September as Hydrocephalus Awareness Month.
- Received the monthly VDOT report.
- Received a follow-up report on National Night Out held August 7.
- Received a report on the progress of Hurricane Florence and the preparation in advance of the storm.
- Unanimously denied a resolution concerning VDOT Access Management Entrance Spacing Requirements for 12200 South Crater Road.
- Unanimously approved two resolutions that would begin the process of a Through Truck Restriction on the portion of Templeton Road between Courtland Road and the Prince George County line; and the portion of Lansing Road between Templeton Road and Lampe Lane.
- Unanimously approved revisions to the Employee Personnel Policy relative to County Vehicles.
- Unanimously approved a resolution to advertise a public hearing for adoption of the 2018 Prince George County Economic Development & Tourism Strategic Plan.
- Unanimously approved a Resolution to advertise a public hearing for abandonment of a portion of Chudoba Parkway.

- Unanimously approved a resolution to hold a public hearing for an ordinance amendment to appoint a Clerk to the Board of Supervisors.
- Unanimously approved a resolution approving removal of trees at 4700 Romans Road by Radio Station KLOVE.
- Approved a resolution awarding a contract to Land Planning & Design Associates (LPDA) and appropriation of \$46,163.50 for a Master Plan for New Scott Park by a 3-2 vote, with Supervisors Webb & Brown dissenting.
- Unanimously approved a resolution awarding a contract to RiverWorks for \$725,411 for stream restoration at Birchett Estates subdivision.
- Unanimously approved a resolution awarding a contract to Fluvial Solutions for \$337,362.48 for stream restoration at Cedar Creek subdivision.
- Unanimously approved a resolution awarding a contract to RiverWorks for \$675,150.70 for stream restoration at Cedar Creek subdivision.
- Unanimously tabled an appointment to the Crater District Area Agency on Aging.