



## NEW KENT COUNTY BOARD OF SUPERVISORS

June 30, 2021, 9:00 AM

Boardroom, County Administration Building, 12007 Courthouse Circle, New Kent, VA  
23124 - WORK SESSION

### AGENDA

#### CALL TO ORDER AND ROLL CALL

*Times are approximate*

- 9:00 a.m. ITEM 1 **COVID-19 Vaccination Program - Recognition of Volunteers**  
*Rodney Hathaway, County Administrator*
- 9:15 a.m. ITEM 2 **New Kent County Fair Association Funding Request**  
*New Kent County Fair Association Chairman Martha A. Martin*
- 9:25 a.m. ITEM 3 **Bridges of Change Program Update**  
*Victim Witness Program Director Karen Mortensen*
- 9:40 a.m. ITEM 4 **Envision New Kent County Strategic Plan**  
*Aaron Arnett, Arnett Muldrow, Inc.*
- 10:10 a.m. ITEM 5 **Salary Study Budget Transfer**  
*County Administrator Rodney Hathaway*
- 10:15 a.m. ITEM 6 **Other Business**
- 10:30 a.m. ITEM 7 **Adjournment**

MEETING SCHEDULE: The next regularly scheduled meeting of the Board of Supervisors will be held at 6:00 p.m. on Monday, July 12, 2021 and the next work session at 9:00 a.m. on Wednesday, July 28, 2021, both in the Boardroom of the County Administration Building.

*If a meeting cannot be held because of the closing of State and/or County offices, the meeting will be held on the next business day that the County offices are open.*

**AGENDA ITEM REQUEST**  
(TO BE SUBMITTED NO LATER THAN 12 DAYS PRIOR TO  
THE MEETING)

Meeting Date: 6/30/2021

Agenda Item

Motion: "Mr. Chairman, I move to (not required for Consent Agenda items)	NA
Subject	<b>COVID-19 Vaccination Program - Recognition of Volunteers</b>
Issue	Recognition of volunteers that assisted with the County's COVID-19 vaccination program.
Recommendation	NA
Fiscal Implications	NA
Policy Implications	NA
Legislative History	NA
Discussion	

Time Needed:	9:00 a.m.	Person Appearing:	Rodney Hathaway, County Administrator
Request prepared by:	Rodney Hathaway, County Administrator	Telephone:	(804) 966-9683
Copy provided to:			

**REVIEWERS:**

Department	Reviewer	Action	Date
Administration	Hathaway, Rodney	Approved	6/23/2021 - 12:49 PM
Administration	Hathaway, Rodney	Approved	6/23/2021 - 12:49 PM
Attorney	Hefty, Brendan	Approved	6/23/2021 - 2:25 PM

**AGENDA ITEM REQUEST**  
(TO BE SUBMITTED NO LATER THAN 12 DAYS PRIOR TO  
THE MEETING)

Meeting Date: 6/30/2021

Agenda Item

Motion: "Mr. Chairman, I move to (not required for Consent Agenda items)	appropriate \$5,000 from Fund Balance to the New Kent County Fair Association.
Subject	<b>New Kent County Fair Association Funding Request</b>
Issue	<p>The New Kent County Fair Association is planning a one-day fair this year to be held on Saturday, October 9th at New Kent Middle School. Plans are incomplete but they do plan to offer the Miss New Kent County Fair pageant, the Home and Garden Exhibits, Vendors, Food, Raffles, a Petting Zoo, local entertainment, a parade, "make-it and take-it crafts" for adults and children, and children's rides/inflatables and play area.</p> <p>The Association currently has \$3,868.43 in the treasury and an appropriation of \$2,500 was approved in the FY22 Budget. The Association had requested an appropriation of \$9,500 for FY22. Please see the attached letter providing additional details and requesting an additional appropriation of \$5,000.</p>
Recommendation	
Fiscal Implications	
Policy Implications	
Legislative History	
Discussion	This will be the 50th Annual New Kent County Fair

Time Needed:	9:15 a.m.	Person Appearing:	New Kent County Fair Association Chairman Martha A. Martin
Request prepared by:	W. Watkins, Deputy Clerk of the Board	Telephone:	804-966-9687
Copy provided to:			

**ATTACHMENTS:**

Description	Type
New Kent County Fair Association Funding Request Letter (PDF)	Cover Memo

**REVIEWERS:**

Department	Reviewer	Action	Date
Clerk	Watkins, Wanda	Approved	6/17/2021 - 12:47 PM
Administration	Hathaway, Rodney	Approved	6/22/2021 - 1:40 PM
Attorney	Hefty, Brendan	Approved	6/23/2021 - 2:25 PM

*New Kent County Fair Association  
6571 Marl Springs Drive (or P.O. Box 54)  
New Kent, VA 23124*

New Kent County Board of Supervisors  
New Kent, VA 23124

Re: Annual Funding

If all had been normal recently, the 2020 New Kent County Fair would have celebrated its 50<sup>th</sup> anniversary, but, as we know, things have not been normal lately. The Fair was brought to an end by World War II and then reestablished in 1971. The Board of Supervisors has always assisted us financially, and we are grateful for that. Our expenses continue to grow and we work hard to keep them within our budget—never spending more money than we have in our bank account when the fair opens. What we make at the fair itself, we use as our seed money for the following year.

We are planning for a one-day fair this year, Saturday, October 9<sup>th</sup>, held at NK Middle School. Our plans are not complete yet, but we do plan to offer the Miss New Kent County Fair pageant, the Home and Garden Exhibits, Vendors, Food, Raffles, a Petting Zoo, local entertainment, a parade, “make-it and take-it crafts” for adults and children, and children’s rides/inflatables and play area.

Currently, we have \$3,868.43 in our treasury. Most of that will be spent on insurance, which in 2019 cost almost \$2,000. We spent \$16,000 for entertainment (music, rides, activities), almost \$2,000 for the pageant, including scholarships, \$600 for food to be resold, and \$600 for the exhibits. Since we will be having a one-day fair, many of these expenses will be less.

In the past many community businesses have given us donations. We are not sure if they are going to be able to commit to us this year or not.

Therefore, we are asking that the Board increase their commitment to us by \$5,000. By the way, we did refund all donations and vendor booth money for the 2020 fair.

We continue to be a good citizen of New Kent County. We offer a day’s worth of fun and entertainment for the entire family at very minimal cost. Artists, crafters, and farmers show off their expertise at no cost to them. We participate in National Night Out and the Grand Illumination at no cost to the community. Our pageant offers scholarships to our Senior competitors, and the community groups who man the gates at the fair receive a donation from us.

Thank you for considering our request....and please mark your calendars for October 9<sup>th</sup> for the 50<sup>th</sup> Annual New Kent County Fair at New Kent Middle School.

Respectfully submitted,

Martha A. Martin, Chairman  
16 June 2021

**AGENDA ITEM REQUEST**  
(TO BE SUBMITTED NO LATER THAN 12 DAYS PRIOR TO  
THE MEETING)

Meeting Date: 6/30/2021

Agenda Item

Motion: "Mr. Chairman, I move to (not required for Consent Agenda items)	NA		
Subject	<b>Bridges of Change Program Update</b>		
Issue	Bridges of Change is a regional non-profit domestic violence shelter that serves New Kent, Charles City, King and Queen, King William, and the town of West Point.		
Recommendation	NA		
Fiscal Implications	NA		
Policy Implications	NA		
Legislative History	NA		
Discussion	The mission of Bridges of Change is provide emergency shelter, advocacy, education and stabilization programs to all persons affected by domestic violence and to lead our community toward the reduction and elimination of family violence.		
Time Needed:	9:25 a.m.	Person Appearing:	Victim Witness Program Director Karen Mortensen
Request prepared by:	Rodney Hathaway, County Administrator	Telephone:	(804) 966-9683
Copy provided to:			

**REVIEWERS:**

Department	Reviewer	Action	Date
Administration	Hathaway, Rodney	Approved	6/23/2021 - 8:45 AM
Administration	Hathaway, Rodney	Approved	6/23/2021 - 8:45 AM
Attorney	Hefty, Brendan	Approved	6/23/2021 - 2:24 PM

**AGENDA ITEM REQUEST**  
(TO BE SUBMITTED NO LATER THAN 12 DAYS PRIOR TO  
THE MEETING)

Meeting Date: 6/30/2021

Agenda Item

Motion: "Mr. Chairman, I move to (not required for Consent Agenda items)	Mr. Chairman, I move to adopt the proposed Envision New Kent County Strategic Plan.		
Subject	<b>Envision New Kent County Strategic Plan</b>		
Issue	Presentation from Aaron Arnett, with Arnett Muldrow on the final draft of the Envision New Kent County Strategic Plan.		
Recommendation	Staff recommends adoption of the proposed motion.		
Fiscal Implications	New Kent County procured the services of Arnett Muldrow to lead a strategic planning process for the County and develop a strategic Plan. The contracted price was \$61,934.00		
Policy Implications	The adopted strategic plan will be used to guide how County Services are provided.		
Legislative History	The Board of Supervisors formed the Strategic Planning Steering Committee in May 2019, which immediately began work on procuring a consultant for the project. The first kick-off meeting with our consultant was in January 2020. Since the initial kick-off meeting the strategic planning process has involved community surveys, various focus group meetings, community meetings, and public comment through social media. The effort has been led by the Steering Committee who has worked closely with the consultant and staff.		
Discussion	The strategic plan guides decisions on allocating human and capital resources to achieve the identified goals, strategies, and objectives. Further, the strategic plan encourages collaborations, partnerships, and creative thought among county leadership, partners, stakeholders, and residents.		
Time Needed:	9:40 a.m.	Person Appearing:	Aaron Arnett, Arnett Muldrow, Inc.
Request prepared by:	Rodney Hathaway, County Administrator	Telephone:	(804) 966-9683
Copy provided to:			

**ATTACHMENTS:**

Description  
Envision New Kent Strategic Plan

Type  
Cover Memo

**REVIEWERS:**

Department	Reviewer	Action	Date
Administration	Hathaway, Rodney	Approved	6/22/2021 - 4:30 PM
Administration	Hathaway, Rodney	Approved	6/22/2021 - 4:30 PM
Attorney	Hefty, Brendan	Approved	6/23/2021 - 2:24 PM





# *Envision* **NEW KENT**

NEW KENT COUNTY  
STRATEGIC PLAN

Prepared by:



**ARNETT MULDROW  
& ASSOCIATES**

[ARNETTMULDROW.COM](http://ARNETTMULDROW.COM)



**HILL  
STUDIO**

[HILLSTUDIO.COM](http://HILLSTUDIO.COM)

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# 1. INTRODUCTION

## What is the Envision New Kent Strategic Plan?

The Envision New Kent Strategic Plan outlines a Vision for New Kent County for the next twenty years. It provides guidance for the Board of Supervisors, County departments, and partner organizations to continue to make decisions that preserve the unique character of the County while planning for its vibrant future! This document is the result of approximately twelve months of discovery, discussion, visioning and planning that provides a roadmap that reflects the community's rural identity and local values.



*Envision New Kent Kickoff in January 2020*

### ENVISION NEW KENT PLAN PROCESS

#### DISCUSSION

#### DEVELOPMENT

#### REVIEW

#### PHASE 1:

##### Project Initiation

- Background Review
- Project Coordination
- Project Kickoff

#### PHASE 2:

##### Public Engagement

- Brand the Plan
- Public Engagement Strategy
- Project Facebook Page
- Community Input Survey

#### PHASE 3:

##### Strategic Assessment

- Community Input Summary
- Market Definition
- Demographic Profile
- Market Analysis
- Strategic Assessment Report

#### PHASE 4:

##### Visioning

- Visioning Work Session
- Community Identity & Design Workshop
- Visioning Meeting

#### PHASE 5:

##### Strategic Plan

- Draft Plan
- Draft Plan Workshop
- Plan Review
- Final Plan

## Public Engagement

The plan included a high level of community input throughout the course of the process, including:

- A **Citizen Committee** of 12 volunteers was appointed by the Board of Supervisors to guide the consultants in the planning process.
- A **Public Kickoff** was held in late January 2020 and over 60 residents came to share their ideas on the challenges and future of the County.
- A **Community Input Survey** was conducted online where 1037 residents provided their thoughts on the County's character, perception, local needs, and vision.
- A **Visioning Workshop** occurred in May and was facilitated virtually due to the COVID-19 pandemic. The three-day workshop included 12 focus groups and 120 participants! The focus groups were based on the overall themes of the survey, including topics such as transportation, land use, community youth, seniors, broadband, etc.
- A **Facebook Page** was set up to inform the residents of the County and provide a forum for comments and input. The page was followed by 560 people.
- A virtual **Community Design Workshop** was held for two-weeks in late June to discuss community and rural character. Three facilitated meetings were held on Facebook Live with public comment and live-polling, and reached over 3,900 viewers.
- Finally, a **Draft Plan Workshop** was held in April, 2021 where the team and steering committee shared the plan with New Kent County residents for final input. The workshop included a physical drop-in at the New Kent Visitor Center as well as a virtual option online. Approximately 130 people participated in the Draft Plan Workshop.
- All together, the process included over 5,800 public engagements!

12

CITIZEN  
COMMITTEE  
MEMBERS

60

PROJECT  
KICKOFF  
ATTENDEES

1,037

COMMUNITY  
SURVEY  
PARTICIPANTS

120

VISIONING  
WORKSHOP  
PARTICIPANTS

560

FACEBOOK  
PAGE  
FOLLOWERS

3,900

COMMUNITY  
DESIGN WORKSHOP  
VIEWERS

130

DRAFT PLAN  
WORKSHOP  
PARTICIPANTS

5,800+

TOTAL  
PUBLIC  
ENGAGEMENTS



## Strategic Plan Framework

The Envision New Kent Strategic Plan is detailed on the pages that follow and includes:

- 1 STRATEGIC PLAN VISION** presents the aspirational statement of what New Kent County will become in the next 20 years and is based off of the input garnered throughout the planning process. The Vision describes the County in 2040.
- 2 STRATEGIC ASSESSMENT** provides background on public engagement culminating in a brief SWOT summary and overview of the findings of the Community Survey.
- 3 MARKET RESEARCH** presents a high-level summary of the economic market research conducted as part of this process including a demographic profile, market segmentation, and opportunities for new or expanding commercial/retail, housing and employment uses.
- 4 COMMUNITY DESIGN** is based on the results of the design workshop and outlines design principles as well as “Character Boards” for future development and preservation of New Kent County’s rural character.
- 5 COMMUNITY BRAND** presents a market position and graphic identity to market and promote New Kent County to its citizens, investors, and future residents. The brand system begins with an updated version of the County’s existing logo and is expanded to a seamless system that reflects the Strategic Vision and community character. It is a consistent and connected platform to effectively market and promote New Kent County as a place in which to live, visit, and invest.
- 6 GOALS & STRATEGIES** details the broad-based and long-term strategic priorities (goals) based on the aspirational theme. This is followed by the objectives (strategies) to achieve that vision. The 21 goal statements are organized in five thematic areas.
- 7 IMPLEMENTATION** outlines the implementation process, foundation of the Comprehensive Plan, and alignment with Departmental Strategic Plans.



*Concept for New Kent Courthouse envisioned during the Community Design Workshop.*

## Relationship to Comprehensive Plan

The Envision New Kent Strategic Plan is intended to be the foundation of a new Comprehensive Plan to be completed after the adoption of this plan. As such, this document is a hybrid of strategic visioning and future planning including “typical” strategic elements of Vision, Goals, and Strategies. It also includes additional elements not commonly found in strategic plans such as Community Design Character Boards, Comprehensive Market Analysis, and Market Positioning and Branding. It is both broad-based (vision and goals) and specific (objectives and strategies).

As a tool that will be a bridge to the next Comprehensive Plan, the Envision New Kent Strategic Plan also connects with and incorporates other planning documents and initiatives. Each of these has been analyzed in detail and provides background for the strategic plan, including:

- **2008/2009 Strategic Plan and Vision**
- **2012 Comprehensive Plan and updates**
- **2020 Legislative Agenda**
- **New Kent County Development Ordinances and Planned Unit Developments**
- **Departmental Strategic Plans and Visions**
- **2009 Green Infrastructure Project**
- **Comprehensive Annual Financial Reports (CAFR) for the County**
- **New Kent Capital Improvement Plan**
- **Regional planning documents such as Plan2040, Greater RVA Transit Vision Plan, Transportation Improvement Plan, etc.**
- **Existing marketing tools used to promote the County**
- **New Kent County Strategic Broadband Plan.**

## Evaluation and Updates

The plan is presented in detail in an implementation matrix called the “Strategy Board”. This tool summarizes each goal and detailed strategy, outlining implementation actions, partner agencies, priorities, and benchmarks. It is important to remember the ultimate goal that each strategy supports, and while each is linked to another, failure to achieve a particular action does not negate the ability to achieve others.

The Strategy Board is supplemented by additional tools to evaluate, update, and amend the Envision New Kent Strategic Plan:

- **Report Card Assessment to be used by the Board of Supervisors and Administration during the annual goals retreat and budgeting process to evaluate plan progress and update goals and strategies.**
- **Departmental Strategic Plan Framework to be used by individual departments in their annual strategic planning and goals setting.**

Ultimately, this document is to be used by the Board of Supervisors, County Departments, and partner organizations to implement the goals of the strategic vision.

# Envision NEW KENT

## NEW KENT COUNTY STRATEGIC PLAN

*Envision New Kent was selected as the name of this strategic planning effort, emphasizing the visioning focus of the process. Logo variations and marketing materials were created to promote the plan, public engagement, and key events. The logo was designed in a manner that connects graphically with the existing New Kent County marketing identity.*

## 2. STRATEGIC PLAN VISION

The **Envision New Kent Strategic Plan** is a tool for the Board of Supervisors and New Kent County Government to guide policy making decisions over the next 20 years. It is based on an open and collaborative discussion with New Kent County citizens as to the future of the community. It begins with a Vision that presents an aspirational statement of what New Kent County will be in 2040.

The vision describes what the community wants to strive for, and may not fully represent where it is today. However, it is based on a collective desire of New Kent County residents to retain and enhance what they value about their community, whether they are a long-time citizen or a new resident. Those shared values include the community's rural lifestyle, rich history, and beautiful natural assets. The community envisions a future that capitalizes on these values, people, geography and economy to create a broad range of choices for its residents in how they live, work and play. This vision would permeate all aspects of the community including economic development, education and healthcare, housing, recreation, and infrastructure.

The Vision is based on the mission of New Kent County Government as originally defined in the 2008 Strategic Plan. It presents the purpose of NKC government to its citizens: Provide the citizens of New Kent County the highest quality government services in a customer-focused, competent, professional, ethical, efficient and fiscally-responsible manner.

The community survey, stakeholder roundtables, and steering committee discussions established a number of overarching themes that were narrowed down to the five core strategic themes to the right. These themes provide the framework for which the goals and action strategies were developed.

- 1 Infrastructure
- 2 Growth Management
- 3 Quality of Life
- 4 Governance
- 5 Resiliency

# VISION

*“New Kent County will remain a diverse community that values its outstanding rural character, history, natural environment, and quiet community lifestyle. We will maintain these values through thoughtful planning and managed economic development, with continued responsive and accountable governance supportive of our residents.”*

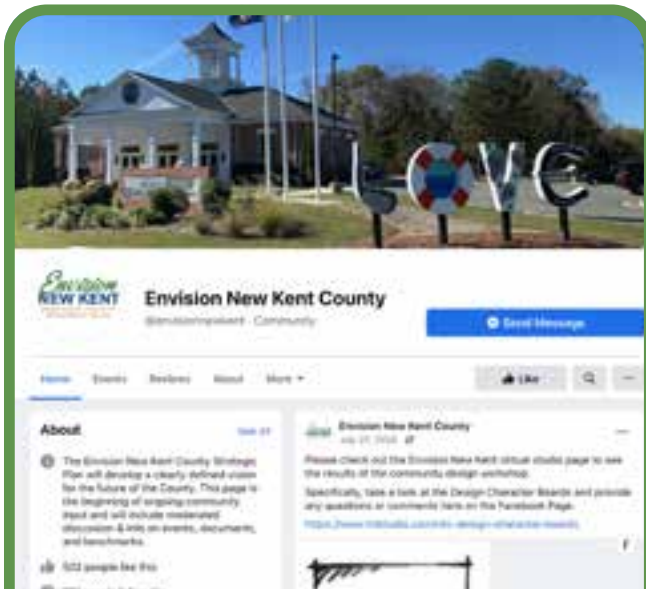


# 3. STRATEGIC ASSESSMENT

**The Envision New Kent Strategic Plan** is a true community plan, based on an ongoing conversation with citizens about the County's challenges, opportunities, and assets that this plan and future plans must strive to preserve. This continued dialogue provided the foundation for the key strategic themes and goals for which this plan addresses. The plan began in January prior to the COVID pandemic, but continued with significant, spirited, and thoughtful public participation throughout, even as key workshops were conducted virtually. This section details some of the results of that input including the community survey, as well as a brief SWOT.



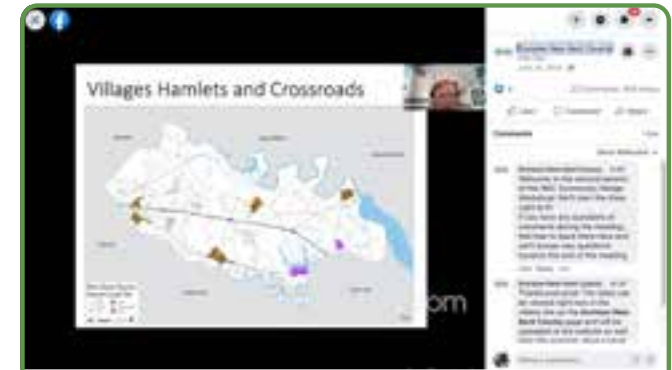
*Envision New Kent Kickoff in January 2020*



*Envision New Kent Facebook Page*



*Visioning Workshop*



*Community Design Workshop*

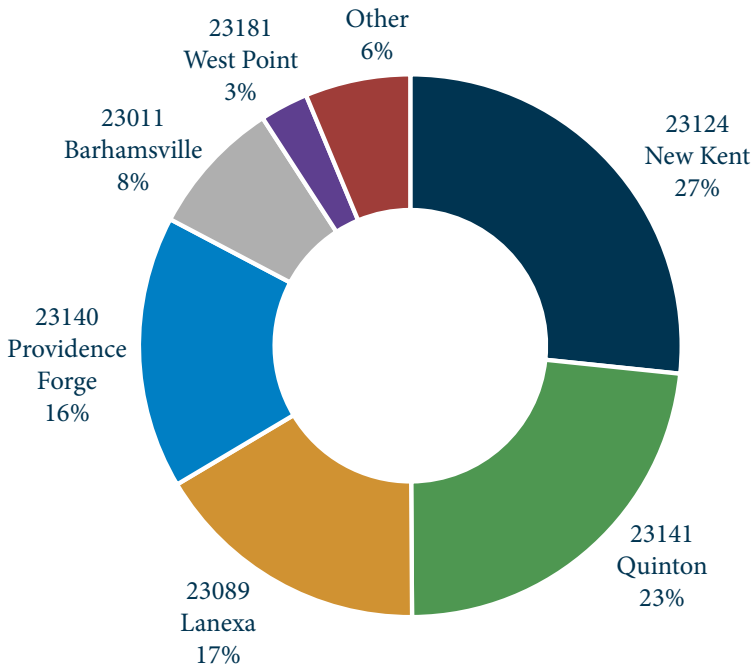


# Online Survey Summary

An online survey was conducted to collect input from New Kent County residents, businesses, visitors, and stakeholders to inform the strategic plan. The survey asked participants to provide input on the community character, community perceptions, vision for New Kent County, and needs within various categories.

The online survey was promoted on social media as well as postcard mailouts to area residents. The survey generated 1,035 responses between February 24th and June 19th, 2020, representing nearly 5% of the county's total population.

Overall, the survey achieved a good response rate from across the county. While half of respondents live in 23124 New Kent zip code (27%) or 23141 Quinton zip code (23%), the largest response rate per population was in Barhamsville. Approximately 93% of respondents live in New Kent County and 19% work in New Kent County. Other connections to New Kent County include business owners, visitors, former residents, people visiting family, and students.



Home Residence Zip Code of Survey Respondents

NEW KENT COUNTY STRATEGIC PLAN

Envision New Kent Strategic Plan

3. Perception of New Kent County

6. Activity: I think New Kent County...

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
offers a variety of shopping options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
offers a variety of dining options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
offers a variety of entertainment options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
offers a variety of events and festivals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
is a great place to live	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
is a great place to operate a business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
is where I prefer to do my shopping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
has a unique historical/cultural culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
has unique visitor destinations and offerings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
is family friendly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
is pet friendly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

NEW KENT COUNTY STRATEGIC PLAN

New Kent County has begun a strategic planning process to create a broad vision and long-term goals and priorities for the county. It is important that this vision is founded on a high level of community input, beginning with an online survey.

Please visit [www.surveymonkey.com/r/EnvisionNKC](https://www.surveymonkey.com/r/EnvisionNKC) or use your phone's camera to scan the QR code above to take the online survey.

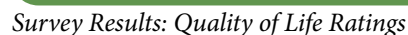
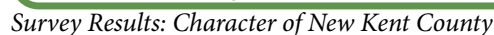
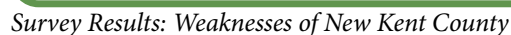
Thank you so much for your participation.

Survey participants were asked to describe the character of New Kent County, any misconceptions outsiders may have about the county, and the county's strengths and weaknesses. When asked about the character and personality of New Kent County, the top responses were rural, friendly, and quiet. Other common responses include peaceful, beautiful, country, community, growing, historic, natural, quaint, charming, clean, location, convenient, family, safe, small town.

Misconceptions noted by survey participants revealed conflicting perceptions about the county. For instance, some mentioned that the perception of the county is country, backwards and poor while some felt that the perception is that the county is wealthy because of all of the growth.

Several themes emerged from the respondents' visions of New Kent County in 2040, including preserving the county's rural character, managing growth, and providing for existing and current needs such as internet, grocery, businesses, and jobs.

Participants were asked to rate various aspects of life in New Kent County such as quality of life, cultural opportunities, governance, economic environment, transportation, natural environment, built environment, and infrastructure. Additionally, participants were asked to identify which types of retail, services, residential uses, and public spaces, activities and cultural events are needed in the county. The complete survey results are provided in Appendix A.



- “Growing with more businesses, hotels, and restaurants”
- “Progressive community with skilled and professional labor opportunities, and balance of tax revenue from residential, commercial and industrial uses.”
- “Want to see New Kent County develop while preserving its natural beauty – with amenities, green space, family activities”
- “Have a moratorium on growth to keep community rural and open – family farms with some tourism”
- “A livable, quality location comprised of nature spaces which is not overdeveloped nor excessively commercialized”
- Somewhere I'm proud for my family & friends to visit. Where I don't have to drive 30 minutes for good grocery stores and shopping. Where internet and water are readily available throughout the county.”
- “A place that maximizes one's ability to enjoy the outdoors.”

## Survey Results: Vision of New Kent County in 2040

## Strengths, Weakness, Opportunities and Threats (SWOT)

Based on the ongoing community engagement, the SWOTs that emerged are summarized below. These findings provide the framework for the strategic themes, goals and objectives of the plan.

### Strengths

- New Kent County has unparalleled rural character, and its citizens enjoy quiet country living and small-town feel.
- It also has great access to Richmond and Norfolk/Hampton Roads metro areas and their amenities.
- The county's rural character offers exceptional natural features and recreation assets including trees and forests, wildlife, rivers, trails, etc.
- New Kent County is a destination for visitors and tourists, offering great history, vineyards, golf, and equestrian activities, among other draws.
- With great access to I-64 and other infrastructure, proximity to metro areas and the Port of Virginia, New Kent County is a desirable place to invest.
- The county has strong schools with an active student body and dedicated educators.
- The residents of New Kent have a strong sense of community, family values, and a welcoming and caring personality.



### Weaknesses

- Broadband infrastructure is sorely needed throughout the county for both residents and businesses.
- Although New Kent County has great visitor assets, it has no conventional overnight accommodations and lacks other visitor support services.
- The county has seen growth and development particularly in housing, but there is a lack of housing choice, as well as affordable options for single professionals, young families, seniors, etc.
- New Kent is a wonderful place to live yet has no centralized “center” for activity or events for locals or visitors.
- Similarly, there is no center of retail and commerce outside of a few village centers, and residents must either trade in suburban-type chains or go to adjacent metros.
- The population in New Kent is aging and the 55+ and higher end subdivisions are drawing more retirees, yet there is a lack of medical offices and healthcare services to support their needs.
- There appears to be a lack of communication infrastructure between decision makers and the citizenry which has created a distrust in government agencies.
- There are also segments of the populations that aren't activity engaged or vocal in civic process, including a lack of diversity on local boards and commissions.
- New Kent County has great rivers but very little, if any public access.



## Opportunities

- The amount of raw, undeveloped land creates an opportunity for the county to recruit new development that enhances, rather than detracts from, the area's rural character.
- Much of this new investment can occur around the county's four interstate interchanges that already have public infrastructure and are available for development.
- This could include corporate entities seeking to locate in an area with great access to markets, and with exceptional community character.
- Outdoor recreation is currently an untapped market for both residents and visitors, and there is an opportunity to develop river access, expand trail network, and capitalize on the rolling topography and country roads that makes New Kent a cycling destination.
- Similarly, the county has a great opportunity to develop and promote agritourism through expanding the wine industry and encouraging more working farms.
- With a great school system, there is the opportunity to expand the community college and Bridging Communities Together with enhanced education, training, and workforce development.
- There is significant demand for commerce, retail and restaurant in the community that can be recruited to meet the needs of locals and visitors to the county.
- The Envision New Kent County Strategic Plan offers an exceptional opportunity to establish a unified community vision that can be incorporated into organizational missions and county policies.

## Threats

- Continued growth pressure within New Kent County is perhaps the single largest threat to the rural character and quality of life here.
- The county's comprehensive plan and development codes may not adequately address the negative impacts of this growth. They are either significantly out of date, or the county has limited personnel or financial resources to effectively administer.
- At times, this can be seen through a lack of follow-through and implementation with similar efforts as this strategic plan.
- By the same token, there is a resistance to change from some residents and lack of acceptance that growth will come regardless, and lack of understanding that the county needs proper tools to preserve its character.
- This has the potential to create conflict, particularly as there are differing visions of the future of the county with the possibility to prevent consensus to move forward.



# 4.MARKET RESEARCH

## Market Research Overview

A market analysis was completed to assess New Kent County's existing market base by examining local and regional demographic, housing, employment and commercial data. The market data informs opportunities for future development strategies, businesses recruitment, and marketing. The results of the market analysis are summarized on the following pages. The complete market assessment is provided in Appendix B.

As it is important to understand the New Kent County market in a regional context, the market analysis draws upon multiple study areas including the county boundary, a 30-minute drive time trade area, zip codes within New Kent County, adjacent counties and the Richmond and Virginia Beach metro areas.

## Demographics

The demographic profile indicates that New Kent County is growing significantly, far outpacing the metro and region in population growth. New Kent County grew from a population of 18,429 in 2010 to an estimated population of 23,178 in 2020, and is expected to grow by 7.2% over the next 5 years. With a median age of 44.4, the population in New Kent County is generally older than the Richmond metro (39.6) but younger than some of the surrounding counties. The median household income in New Kent County (\$89,383) is higher than the 30-minute drive time (\$64,681) and the Richmond metro (\$72,226).



New Kent County Boundary



30-Minute Drive Time Boundary

## New Kent County Demographics

23,178



ESTIMATED  
2020 POPULATION

25.8%



POPULATION GROWTH  
2010-2020

\$306,152



MEDIAN VALUE OF  
OWNER-OCCUPIED HOUSING

27%



PERCENT OF POP AGE 25+  
WITH A BACHELOR'S DEGREE  
OR HIGHER

44.4



MEDIAN AGE

\$89,383



MEDIAN  
HOUSEHOLD INCOME

2.61



AVERAGE  
HOUSEHOLD SIZE

2.3%



UNEMPLOYMENT RATE  
(FEBRUARY 2020)

Source: Claritas & Environics Analytics.

## Market Segmentation

A market segmentation study examined the general makeup of New Kent and surround markets. The study analyzes the behavioral traits and consumer patterns of various “segments” in New Kent County, the 30-minute drive time, and the Richmond Metro. Market segmentation assesses consumer behaviors related to shopping, media consumption, financial indicators and others. It provides an understanding of the overall market makeup above simple demographic indicators. While the general market segments may not perfectly match the individual neighborhoods within a study area, they are a powerful tool to help local businesses meet the needs of their market, or local governments to recruit desired investment.

New Kent County households represent 11 of the 68 market segments as defined by Claritas, the leading national market research firm. By comparison, the 30-minute drive time trade area provides a much more diverse market with 51 segments represented. The segments represented in New Kent County make up the immediate market, while the segments in the 30-minute drive time area represent the expanded trade area and potential customer base. The segmentation analysis is detailed in the Market Analysis provided in Appendix B, and a full description of all individual segments can be found at [www.mybestsegments.com](http://www.mybestsegments.com).

## Housing

Housing in New Kent County is predominantly owner-occupied (89% of occupied units) and single-family detached homes (92% of all units). New Kent County has a limited number of single-family attached homes such as townhomes and multi-family housing units such as duplexes, condominiums and apartments.

The age of the housing stock reflects the county’s significant population growth over the past twenty years, with nearly half of New Kent County’s housing stock built in 2000 or later.

Similarly, housing values mirror the county’s relatively high household incomes. The median value of owner-occupied housing in New Kent County is \$306,152, which is higher than the median values in both the 30-minute drive time (\$235,315) and the Richmond metro (\$264,718). Housing values have been increasing since 2012 and are projected to continue to increase over the next 5 years.

Housing affordability is particularly important given New Kent County’s aging population. An analysis of housing affordability suggests that 34.7% of renters in New Kent County are cost-burdened (spending more than 30% of household income on housing costs), with 23% severely cost-burdened (spending more than 50% of household income on housing costs). 22% of owners in New Kent County are cost-burdened, with 10% severely cost-burdened.

## Segmentation

### Country Strong (12%)



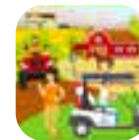
- Lower middle class
- Age <55
- Mix of kids/ no kids
- Blue collar
- Enjoys hunting

### Mayberry-ville (30%)

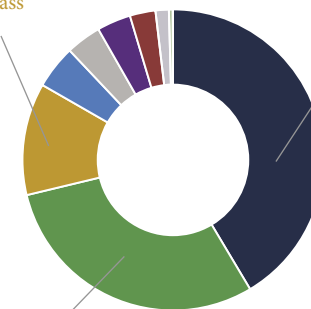


- Higher income
- Age 55+
- Mostly no kids
- Retired/college grad
- Conservative
- Enjoys boating & outdoors

### Fast-Track Families (41%)



- Higher income
- Age 34-54
- Mix of kids/ no kids
- Professional/ college grad
- Owns GMC SUV
- Shops at Cabelas

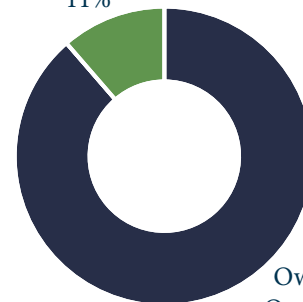


New Kent County Segmentation

Source: Claritas

## Housing Tenure

Renter-Occupied  
11%



Owner-Occupied  
89%

Housing Tenure in New Kent County

Source: Claritas & Environics Analytics.

## Median Housing Values

\$306,152



\$235,315

\$264,718

New Kent County

30-Minute Drivetime

Richmond MSA

Median Value of Owner-Occupied Housing in New Kent County



## Employment

New Kent County is a net exporter of jobs, meaning that more people commute out of the county for work than commute in. Of the 9,665 people in the labor force living in New Kent County, nearly 88% of them commute outside of the county to places like Richmond (14.4%), Mechanicsville (3.1%) and Williamsburg (2%). In 2017, there were 4,028 people employed in New Kent County. The largest employment sectors include construction, educational services, retail trade and healthcare.

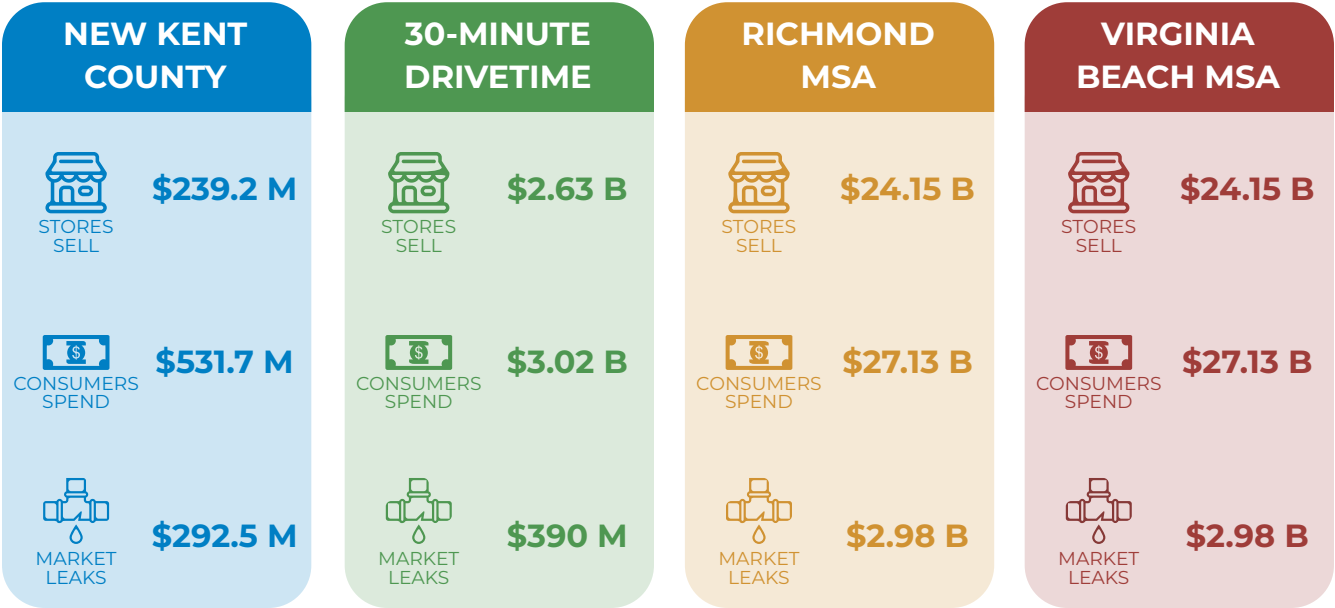
## Retail Analysis

A retail analysis provides insight into the retail patterns (consumer expenditures, retail sales, and retail leakage or gain) in New Kent County and the surrounding area. The retail leakage analysis indicates that there is significant demand across New Kent County, the 30-minute drive time, and the Richmond and Virginia Beach metro areas.

Stores in New Kent County sold \$239.2 million over the past year. During the same time period, New Kent County residents spent \$531.7 million, indicating a retail leakage of \$292.5 million. Stores in the 30-minute drive time area sold \$2.63 billion over the past year while residents spent \$3.02 billion, resulting in retail leakage of \$390 million. The Richmond and Virginia Beach metro areas experienced retail leakage of \$2.98 billion and \$2.34 billion respectively.

The detailed breakdown of the retail leakage analysis provides insight into the retail categories that have the highest amount of leakage in New Kent County. Although some of this demand may be accommodated within the larger region, there are key opportunities in several categories including general merchandising, grocery stores, restaurants, home centers, pharmacies and drug stores, and clothing and accessories.

## RETAIL LEAKAGE



All data on this page sourced from Claritas & Environics Analytics.

Retail leakage in New Kent County and the 30-minute drive time translates into demand and opportunities for new or expanded businesses in key retail categories.

## RETAIL OPPORTUNITIES



# 5. COMMUNITY DESIGN

## Why is Community Design Important?

Preservation of the community identity and rural character was identified as a top priority for residents and stakeholders. Understanding and promoting quality design that respects the environmental context is essential to managing future growth and development in New Kent County. During this strategic planning process, the discussion focused on: Understanding and defining the rural character of New Kent County

- **Determining the most important areas for growth**
- **Balancing rural character and development**
- **Defining what desired development should look like, and**
- **Guiding future growth and development**

## Community Design Principles

The following community design principles should be applied to guide the future growth and development of New Kent County:

- 1 CONCENTRATE DEVELOPMENT IN DENSE, COMPACT PATTERNS TO PRESERVE THE COUNTRYSIDE** In order to preserve the rural character of New Kent County, dense development in designated areas must be encouraged. These growth areas should be defined in the adopted comprehensive plan and may include established communities described as crossroads, hamlets, and villages. Each "place" has distinguishing development and design characteristics that guide land uses, development patterns, common spaces, and community connections.
- 2 MANAGE PUBLIC UTILITIES AND AMENITIES** within these growth areas to facilitate development and manage the cost of public infrastructure such as utilities, roads, and public buildings/services.
- 3 INCLUDE COMMUNITY FACILITIES, AMENITIES AND CONNECTIONS** in developments within growth areas to facilitate social interaction, well-being services, and community safety. Well-planned development should include a mixture of land uses (residential and commercial), and supporting facilities and amenities that foster social activities.
- 4 ENHANCE COMMUNITIES TO PROVIDE AUTHENTIC, DESTINATION EXPERIENCES** for residents, visitors, and business investors. Every community has special qualities that can be assets for living,

## Sense of Place

New Kent County has a distinguishing and unique sense of place that is defined by its natural features, historic properties, rural landscapes and the built environment. Management and preservation of the community's unique place and social connectivity are key to a continued high quality of life and economic resilience.



*Development must be concentrated in dense patterns to preserve the countryside, manage infrastructure costs, and provide social amenities*



shopping, and visiting. These may include natural features, historic places, specialty businesses, event spaces, or destination facilities. Authenticity is the key to success. Identify special qualities and assets and expand upon them to create a unique, memorable community.

## 5 **PROVIDE INCENTIVES FOR RURAL LANDSCAPE PRESERVATION**

to ensure and promote preservation of important rural landscape features. New Kent County offers an incredible natural environment of farmland, forests, rivers, and scenic landscapes. These natural features are important in defining the community sense of place and quality of life. Incentives to enhance landscape preservation may include such programs as historic districts, agricultural/forestral districts, and conservation/development areas. Incorporating incentives for managed preservation greatly assist community outcomes.

## **Tools for Managing Growth and Development**

The primary tools for managing growth and development in the Commonwealth of Virginia are the adopted Comprehensive Plan and Land Development Regulations (i.e., Zoning and Subdivision). These tools are intended to correlate with one another to guide decisions relating to future land development and planned public facilities.

- **Comprehensive Plan** - This document, adopted by the local governing body, establishes a foundation for public investment and provides direction for managing and regulating land development within the community. It is considered a "guide" for making public decisions; however, it is very important in establishing public policies and direction for how the community (and specific areas) should grow in the future. In particular, it sets forth important direction for planned public facilities and infrastructure. Facility master plans provide additional details for meeting public service needs; these may be incorporated into the Comprehensive Plan.
- **Zoning Code/Ordinance** - This document and the accompanying zoning map establishes where development can occur, how it should be built (placement, height, bulk, etc.), and sets forth development standards for specific land uses. The Zoning Code may include specialized regulations for historic areas and corridors, environmentally sensitive lands, planned developments, and targeted conservation/development areas.
- **Subdivision Code/Ordinance** - This document establishes the manner by which land parcels can be subdivided for development. It includes development standards for parameters such as lot sizes, utility requirements, and road construction/access. Like the Zoning Code, the Subdivision Code may include specialized regulations (e.g., conservation/cluster subdivisions and family subdivisions).



*Above: Illustration of typical development patterns (transects) in a community ranging from Natural area to a developed Urban Center. New Kent County exhibits Transect Zones 1-4 which range from natural areas to small, developed villages. The ultimate goal is to balance development and natural environments by carefully managing growth using development density with quality design standards.*

*Transect Image Source: Duany Plater Zyberk*

*Below: Illustration of Village Development showing mixture of commercial and residential land uses and dense building forms with connected streets, sidewalks, and common spaces.*



## New Kent County Comprehensive Plan

The current Comprehensive Plan for New Kent County was adopted in 2012. It is built on the recommendations of the 2009 Green Infrastructure Plan and established long-term goals of preserving the County's existing rural character and protecting the natural environment.

The central focus of the 2012 Comprehensive Plan was to "maintain the County's attractive, rural character while providing opportunities for the creation of income and wealth." The adopted Plan established direction for future community growth in the settled areas of the County by defining areas for growth (planned development, village, hamlet, crossroads, economic opportunity, etc.) in the future land use map and identifying service areas for public utilities.

This Strategic Plan is the first step in updating the Comprehensive Plan. The next step will be to develop an updated Comprehensive Plan that incorporates the vision and strategies recommended herein and facilitates the development of more specific community master plans for public utilities and facilities. The updated Comprehensive Plan and the forthcoming master plans will provide New Kent County with important information and direction for managing future growth. In addition, it will provide the guiding foundation for updating Zoning and Subdivision Regulations.

## New Kent County Zoning and Subdivision Regulations

Update of the zoning and subdivision regulations is very much needed to reflect the recommendations of this Strategic Plan and an updated Comprehensive Plan. Modest revisions to the regulations over the years have been made; however, additional provisions and clarifications will be important in moving New Kent County forward in proactively pursuing the desired growth management strategies. This is not unusual; many communities face similar circumstances, as updating of land use regulations is tedious, labor intensive, and sometimes controversial.

### Illustrated Development Character Boards

The Development Character Boards on the following pages provide illustrated summaries of the desired future development patterns for New Kent County. These include a variety of development scenarios from residential development to countryside farmlands to interstate interchanges. They can serve as a visual tool for residents, developers, and decision-makers.

## Some Interim Considerations for Managing Growth

### Zoning Amendments:

- **Historic Districts (New Kent Courthouse) with design guidelines**
- **Corridor Overlay Districts with development standards for corridors leading into historic areas**
- **Development Standards - expand for uses**
- **Development Standards for Planned Unit Developments - expand requirements**
- **Form-based code elements - add for special areas/districts**
- **Rezoning considerations - add from Virginia Code**

### Subdivision Amendments:

- **Conservation/Cluster Subdivisions, updated provisions**

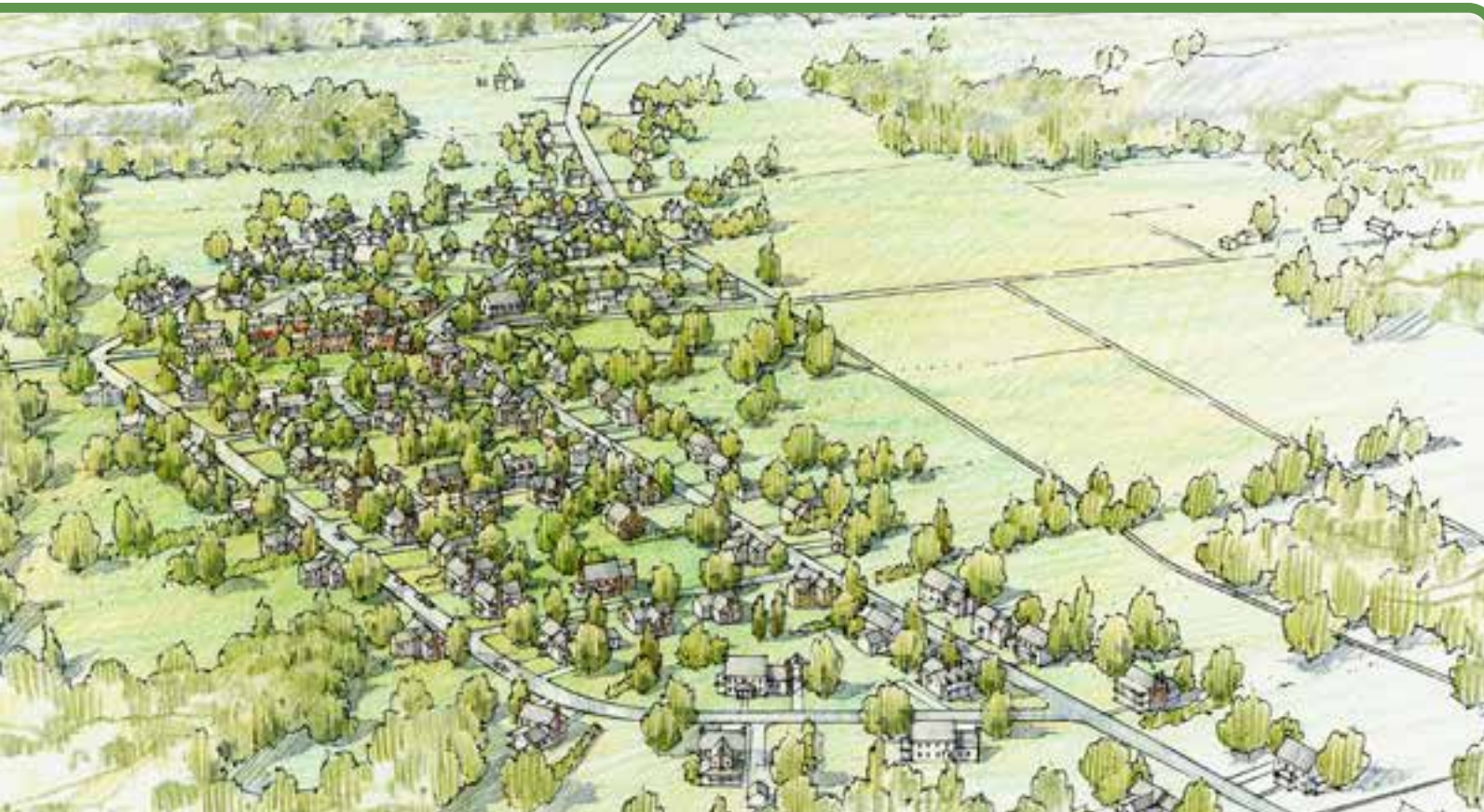
### Conservation Tools:

- **Conservation Easements**
- **Purchase of Development Rights**
- **Agricultural/Forestal Districts**





Village plan view showing central business and residential core, adjacent residential neighborhood and surrounding areas of conservation.



Village perspective view showing core and neighborhood development amid conserved landscape.



Compact building forms, mixed uses



Central green, sidewalks, street trees



Diverse housing types, front landscaping



Dense business core, pedestrian activity

# VILLAGE

Develop dense, compact villages with mixed-use business and residential cores to conserve rural lands and preserve the surrounding landscape.

A village should be a community social destination with distinctive architectural and cultural features. Circulation should be oriented to safe pedestrian activity. Villages are intended to be served by public utilities.

## Village Characteristics

Uses	<ul style="list-style-type: none"> <li>• Prominent siting of some public use with scenic vistas</li> <li>• Public utilities</li> <li>• Diverse uses: business commerce, government services, varying residential housing choices</li> </ul>
Buildings	<ul style="list-style-type: none"> <li>• Dense compact form</li> <li>• Variety of building types</li> <li>• Complementary architecture</li> <li>• Historical buildings featured</li> </ul>
Public Spaces	<ul style="list-style-type: none"> <li>• Organized sense of place &amp; identity</li> <li>• Scenic vistas and common spaces</li> <li>• Landscaping of street and building frontages, green spaces, trees</li> <li>• Architectural lighting, coordinated signage</li> <li>• Parking carefully placed</li> </ul>
Connectivity	<ul style="list-style-type: none"> <li>• Walk-to commercial buildings</li> <li>• Connected to everything: sidewalks, trails, wayfinding signage</li> </ul>
Activity	<ul style="list-style-type: none"> <li>• Social &amp; communication hot-spot</li> <li>• “Center of gravity” to draw people</li> <li>• Pleasant spaces for events</li> </ul>





Above: Hamlet plan view showing compact business and residential groupings sited around park-like spaces and rural area features. The landscaped entrance corridor serves as a welcoming boulevard. Residential density may be expanded using a Traditional Neighborhood Development.



Above: Hamlet perspective view showing compact development pattern and grouping of small residential and commercial buildings around park features and landscaped corridor entrances. A branch public building is shown to the far right. A Traditional Neighborhood Development is to the far left.



Diverse housing types, front landscaping



Small cottages and commercial buildings



Community spaces with character



Clustered housing near core

# HAMLET

Develop compact communities in rural landscapes that are smaller than villages to serve as special cultural and social neighborhoods.

A hamlet has a limited number of small commercial uses and may include a branch public building.

Housing is grouped in a small core around shared park-like features. A hamlet may contain a larger planned residential development. Typically, a hamlet is not served by public utilities; however it may be served by utilities over time.

## Hamlet Characteristics

Uses	<ul style="list-style-type: none"> <li>• Small commercial uses</li> <li>• Branch public building(s) (e.g., post office, fire station, market)</li> <li>• Diverse residential types and choices</li> </ul>
Buildings	<ul style="list-style-type: none"> <li>• Compact development</li> <li>• Small buildings, cottages</li> <li>• Grouped patterns around attractive, shared spaces</li> <li>• Simple architecture</li> <li>• Historic or cultural features</li> </ul>
Public Spaces	<ul style="list-style-type: none"> <li>• Landscaped entry corridors</li> <li>• Reflects community character and identity</li> <li>• Comfortable pedestrian setting</li> <li>• Small parks, trails, nearby recreational amenity</li> </ul>
Connectivity	<ul style="list-style-type: none"> <li>• Walk-to commercial buildings</li> <li>• Connected to everything: sidewalks, trails, wayfinding signage</li> </ul>
Activity	<ul style="list-style-type: none"> <li>• Social and communications center</li> </ul>





Compact business below, residential above



Building with character, green frontage

Above: Plan view of Crossroads showing compact development pattern, carefully planned vehicular circulation at road intersection, green frontages, consolidated parking to side and rear, and small corridor businesses at corners. Residential uses, both single-family and low density multi-family, may be present nearby.



Above: Perspective view of Crossroads showing organized development pattern, pedestrian crosswalks at intersection (prior to roundabout), and landscaped frontage along the road corridor.

# CROSSROADS

Encourage the attractive, orderly development of community crossroads to maintain the vehicular safety and scenic qualities of frequently-traveled road corridors.

Emerging crossroads business development requires controlled, compact patterns with careful placement of buildings, parking, and access points.

## Crossroads Characteristics

Uses	<ul style="list-style-type: none"> <li>• Small corridor business</li> <li>• Mixed use residential (above)</li> <li>• Service business</li> </ul>
Buildings	<ul style="list-style-type: none"> <li>• Neighborhood commercial</li> <li>• Residential cottage</li> <li>• Two-family residential</li> <li>• Townhomes (4 units)</li> </ul>
Public Spaces	<ul style="list-style-type: none"> <li>• Landscaped street frontage</li> <li>• Parking oriented side/rear</li> <li>• Minimal signage</li> <li>• Buildings setback with parking screened (side or back)</li> <li>• Green intersections</li> </ul>
Connectivity	<ul style="list-style-type: none"> <li>• Roundabout or four-way intersection for traffic circulation</li> <li>• Pedestrian crosswalks</li> <li>• Sidewalks or pedestrian paths</li> </ul>
Activity	<ul style="list-style-type: none"> <li>• Social interaction at businesses</li> </ul>





Above: Plan view of Interchange Development showing dense business building pattern, landscaped boulevard corridor entrances, connecting green spaces and frontages, and parking positioned at side or rear for minimum pavement visibility.



Above: Perspective view of Interstate Interchange Development looking from the interchange entrance corridor. Note the dense business building pattern and landscaped building frontages and entrance roads.



Landscaped boulevard entrance corridor



Low signs, coordinated landscaped entrances



Coordinated entry signage



Dense, diverse, mixed-use core

# INTERSTATE INTERCHANGE

Developing areas adjacent to major road corridors should be carefully planned to provide dense business services for residents and the traveling public. These areas should include welcoming entrances with landscaping and trees, coordinated signs and lighting, attractive common spaces, and comfortable pedestrian access. Dense development with clustered uses around attractive green spaces ensure efficient use of valuable land.

## Interchange Characteristics

Uses	<ul style="list-style-type: none"> <li>• Retail and service businesses</li> <li>• Diverse businesses</li> <li>• Hospitality</li> <li>• Residential</li> </ul>
Buildings	<ul style="list-style-type: none"> <li>• Small commercial buildings</li> <li>• Attractive architecture &amp; features</li> <li>• Buildings setback with green frontages</li> </ul>
Public Spaces	<ul style="list-style-type: none"> <li>• Landscaped boulevard corridors</li> <li>• Parking landscaped and carefully placed to side or rear</li> <li>• Common green spaces</li> <li>• Coordinated, low to ground signage</li> <li>• Attractive lighting</li> <li>• Park-like amenities</li> </ul>
Connectivity	<ul style="list-style-type: none"> <li>• Safe vehicular circulation</li> <li>• Comfortable for pedestrians</li> <li>• Pedestrian sidewalks &amp; crosswalks</li> <li>• Wayfinding directional signage</li> </ul>
Activity	<ul style="list-style-type: none"> <li>• Visitor and resident services</li> <li>• Communication hot spots</li> </ul>





Above: Plan view of Business Park Development parcel showing landscaped corridor entrance road and setback, building sited within the landscape, and parking/service carefully placed to minimize visibility from the public road.



Design guidelines to coordinate signage, building setbacks, parking, and amenities



Central amenity center for daycare, convenience retail and services

# BUSINESS PARK

Signature business parks represent economic opportunities for attracting and growing important business employers.

Early site planning for business parks can provide a strong foundation for incorporating natural features, providing appealing entrance approaches, establishing architectural and site development standards, and ensuring an appropriate business mix.

## Business Park Characteristics

Uses	<ul style="list-style-type: none"> <li>• Corporate business</li> <li>• Clean Industry</li> <li>• Technology</li> <li>• Support businesses, as appropriate</li> </ul>
Buildings	<ul style="list-style-type: none"> <li>• Medium to large industrial forms</li> <li>• Corporate business forms</li> <li>• Buildings sited in landscape</li> <li>• Buildings setback with green frontage</li> <li>• Architectural building standards</li> </ul>
Public Spaces	<ul style="list-style-type: none"> <li>• Landscaped entrance parkway</li> <li>• Natural environmental and recreational features used as amenities</li> <li>• Street trees and landscaping</li> <li>• Parking landscaped and carefully placed away from street views</li> <li>• Coordinated signage and lighting</li> </ul>
Connectivity	<ul style="list-style-type: none"> <li>• Wayfinding directional signage</li> <li>• Safe pedestrian and vehicular circulation</li> <li>• Trail connections to recreational amenities</li> </ul>
Activity	<ul style="list-style-type: none"> <li>• High-speed tech communications</li> </ul>



Above: Plan view of a Business Park showing development footprints (for buildings and parking) that are carefully sited in the landscape. Development takes advantage of a green parkway entrance corridor, natural environmental features, and an incorporated trail system.



Above: Visual graphic of what is visible from the road corridor. Green spaces and landscaping provide an appealing approach for businesses and customers. A bioretention garden can be used as a natural way to manage stormwater runoff from building pads and parking lots.





Above: Perspective aerial view of New Kent Courthouse showing governmental center with landscaped corridor and new green courtyard framing historic buildings. Note the connected walkways and areas for interpretive displays. Parking near government center and historic jail has been carefully tucked to side areas and shared lots. Historic buildings are integrated with new uses and activities in outdoor spaces. Enhanced trail system connects pedestrians to nearby retail center.

## NEW KENT COURTHOUSE

The Village of New Kent is in the heart of the County and the center for governmental functions and community commerce.

The historic village should be a unique destination for residents and visitors. Character features include scenic vistas, landscaped corridors, public green spaces, historic architecture, pedestrian access, and dense development pattern of mixed uses.

### New Kent Courthouse Characteristics

Uses	<ul style="list-style-type: none"> <li>Public and government services</li> <li>Commercial retail</li> <li>Restaurants</li> <li>Office and service businesses</li> <li>Residential, diverse types</li> </ul>
Buildings	<ul style="list-style-type: none"> <li>Institutional &amp; governmental</li> <li>Small commercial</li> <li>Single-family residential (small)</li> <li>Multi-family residential (above business or low-density group)</li> </ul>
Public Spaces	<ul style="list-style-type: none"> <li>Green common spaces for gathering</li> <li>Landscaped streets and frontages</li> <li>Interpretation of historic places</li> <li>Attractive, pedestrian scale lighting</li> <li>Coordinated signage &amp; wayfinding</li> <li>Parking pavement minimal, selective on street, small lots landscaped and shared for common access, oriented to side or rear</li> </ul>
Connectivity	<ul style="list-style-type: none"> <li>Connected paths and walkways</li> <li>Pedestrian oriented business areas</li> <li>Comfortable vehicular circulation</li> </ul>
Activity	<ul style="list-style-type: none"> <li>Communication and social center</li> <li>Celebration and event spaces</li> </ul>



Village green frames public buildings



Interpretation of historic places

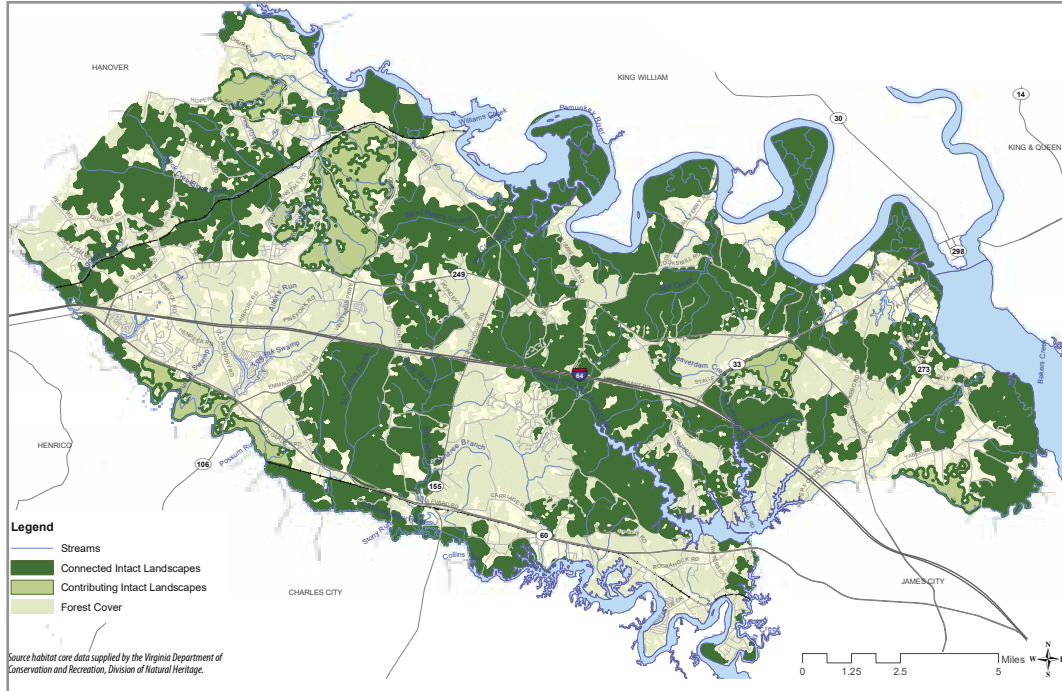


Historic buildings and residential uses

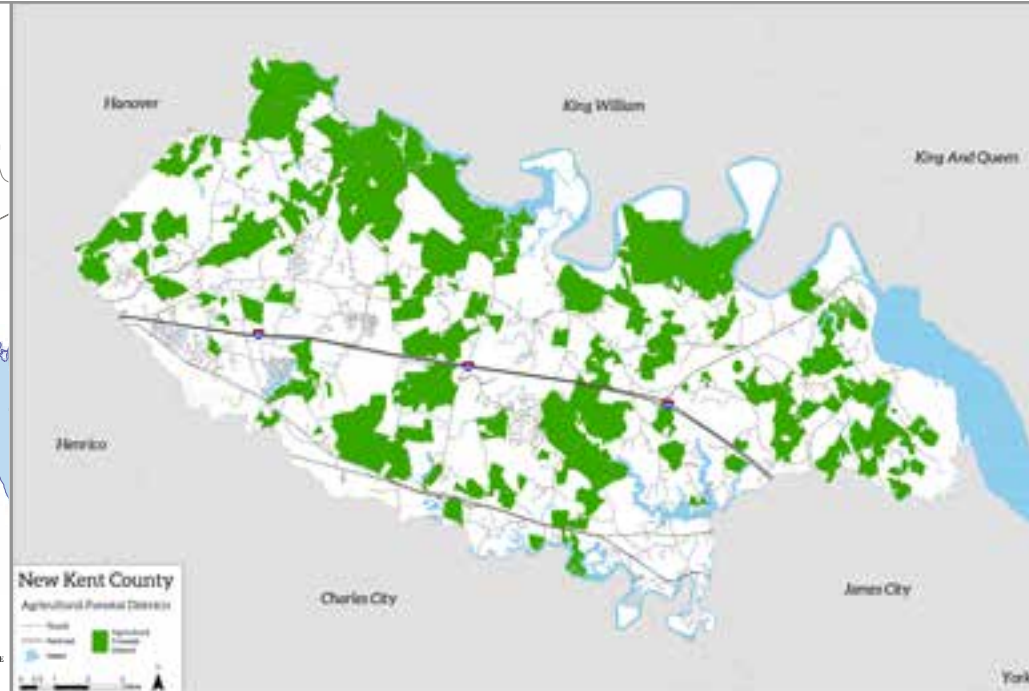


Dense mixed-use commercial center





Above: Map of Green Infrastructure Network of New Kent County showing the intact connected natural landscapes of high ecological value. Conservation easements can be used to preserve important landscapes and habitats.



Above: Map of Agricultural and Forestal Districts as of 2020. These areas are part of a voluntary land use program (ten year term) that encourages preservation and conservation of important agricultural and forestal land.



Above: Example of Conservation Subdivision to preserve landscape and views.



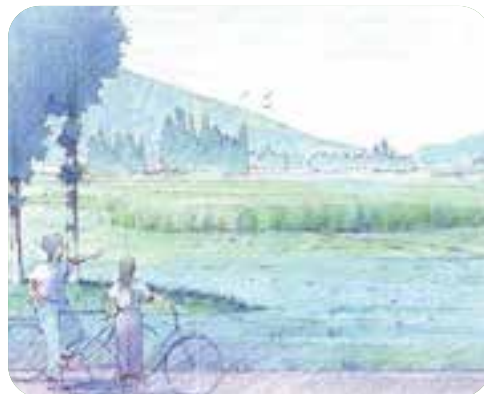
Above: Layer graphic illustrating how to consider features in site development.



Above: Example frame of rural landscape development pattern showing buildings setback and clustered amid agricultural views.



View of fields and farm buildings



Rural landscape Views



Rural residential farm



Road fencing frames views

People admire the countryside because it provides visible contact with nature, history, and an American way of life enjoyed throughout the Nation.

# COUNTRYSIDE

The natural and rural landscapes of New Kent County are significant for their environmental value and their contribution to the cherished quality of life.

The historic and scenic Pamunkey, York and Chickahominy Rivers and extensive forested and agricultural lands have endured since the County was established in 1652. Careful management of these natural assets are critical to the future of the County.

## Countryside Characteristics

### Uses

- Agriculture
- Forestry
- Farms
- Single-family residential
- Small family or limited conservation subdivisions (planned for rural preservation)
- Conservation

### Buildings

- Farm buildings
- Small residential homes
- Agritourism structures
- Recreational structures

### Public Spaces

- Passive parks
- Natural preserves
- Scenic roads and corridors
- Heritage farms, historic properties
- Community identification
- Common water access

### Connectivity

- Trails
- Scenic bike routes
- Scenic byways

### Activity

- Passive natural activities





## Planned Unit Development

Above: Planned Unit Development example showing varied types of residential lots and housing types with central, mixed-use commercial component. Note that the development preserves important landscape features and includes connected streets and pedestrian trails to public recreation and facilities.

## Planned Unit Development

Above: Aerial View Perspective of Planned Unit Development example showing varied types of residential lots and housing types with central, mixed-use commercial component.



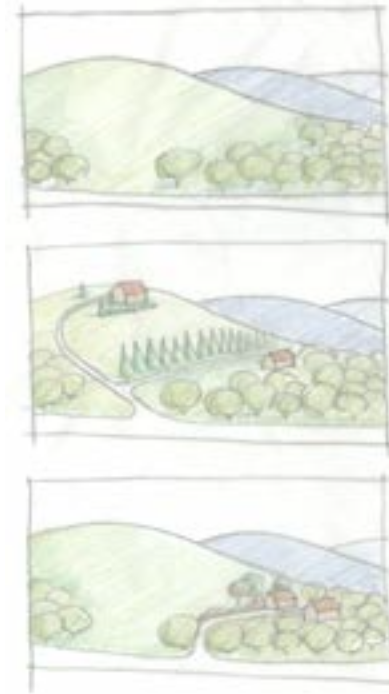
## Conservation Subdivision Development

Above: Conservation Subdivision Development provides for grouping of development within a planned community to preserve common open space or important natural features for community use, conservation, and preservation. This type of development scenario is used to preserve important rural landscapes.



## Rural Subdivision Development

Above: This clustered rural subdivision development pattern is an alternative to linear, single-lots along a public road. The concept allows for multiple lots arranged on a single, connecting road that provides a pleasant frontage, utilities, and a landscaped gateway.



Examples of development in the landscape.

- Top sketch before development
- Middle sketch dispersed placement
- Bottom sketch preserves landscape

# RESIDENTIAL DEVELOPMENT

Residential development should be carefully planned to minimize impacts on environmental, historic, and scenic features.

To preserve the special rural character of the County, residential development should be dense in designated growth areas, enhance landscape features, and incorporate community facilities. In the rural countryside, development should be placed sensitively in the landscape and grouped to maintain the rural environs.

## Residential Development Characteristics

Uses	<ul style="list-style-type: none"> <li>• Single family homes</li> <li>• Multi-family housing of varied types</li> <li>• Community buildings and facilities</li> <li>• Small neighborhood support services/businesses</li> </ul>
Buildings	<ul style="list-style-type: none"> <li>• Residential homes and buildings</li> <li>• Public buildings</li> <li>• Small neighborhood commercial (essential services, grocery, day care)</li> </ul>
Public Spaces	<ul style="list-style-type: none"> <li>• Natural environmental and recreational features used as amenities</li> <li>• Landscaped streets, gateways and spaces</li> <li>• Coordinated signage and lighting</li> <li>• Public infrastructure, as appropriate</li> </ul>
Connectivity	<ul style="list-style-type: none"> <li>• Connected street and pedestrian networks</li> <li>• Wayfinding directional signage</li> <li>• Safe pedestrian and vehicular circulation</li> </ul>
Activity	<ul style="list-style-type: none"> <li>• Social interaction opportunities</li> <li>• Communication enabled (phone, internet, etc.)</li> </ul>

# 6.COMMUNITY BRAND

The **Envision New Kent Strategic Plan** provides goals and strategies focused on managing growth, strengthening the economy, and celebrating New Kent County's unique sense of place. Each of these will be implemented through sound planning, revised codes and ordinances, and decisions of the Board of Supervisors. They will also require a unified communication and marketing program.

New Kent County currently has a brand system that has served it well over time, highlighting the activities and character of the county that can be enjoyed by residents and visitors alike including horse farms, golf, wineries & agriculture, and its rivers. The brand has been effectively deployed on economic development and tourism promotion, as well as incorporated into the County's website and communication tools.

Recognizing the past investment in the brand and the equity it has built, the charge of this process has been to build off of the existing New Kent County identity as a foundation, including:

- **Evaluating the current graphic identity design and effectiveness.**
- **Updating the existing composition to make it more current and maximize expandability.**
- **Creating a distinct market position that reflects the ongoing visioning discussion and community character.**
- **Creating an expanded system that provides clarity and identity to the County's unique places and communities.**
- **Building a consistent and connected platform to effectively market and promote New Kent County as a place in which to live, visit, and invest.**



## Market Position

The brand begins with a market position, or brand statement. This is based on the existing messaging of New Kent being a Great Place to Visit, Grow, and Live, as well as the community vision that has been created in this plan. The brand statement is a narrative that presents a platform of who New Kent County is today, what it needs to communicate to locals and how it connects to visitors and newcomers. While it reflects the vision, it is more of an “elevator speech” of what makes New Kent County a Great Place!

### **We are New Kent County, and We are a Great Place!**

New Kent County is a distinctive place like no other real community in Eastern Virginia. Established in 1654, we have a deep and rich history. We are the birthplace of First Ladies, home to the Eastern Chickahominy, and the location of a landmark decision ensuring equal Civil Rights to students across our Country.

We are a serene and tranquil place defined by communities of character, from the historic village of New Kent, to the crossroads community of Providence Forge, to the quaint village of Eltham. Our natural backdrop of gentle rolling hills is framed by three peaceful rivers, and our county provides both active and passive experiences second to none.

Everywhere you look you find another postcard picture, from the tractor plowing the family farm, to the sunrise over the Pamunkey River, to the fresh produce at our Farmers Market.

### **We are New Kent County, and We are a Great Place to Visit.**

Our hospitality is on display as we welcome our guests from far and wide who come to experience what we enjoy every day.

It's tasting the award-winning wines at our local wineries, playing 18 holes at one of our many premier golf courses, or feeling the energy of the thoroughbred horse racing experience found in no other place in Virginia.

We also provide all that Mother Nature has to offer, and visitors enjoy unrivaled fishing, hiking, cycling and mountain biking - all of which are just a short drive away from the City.

### **We are New Kent County, and We are a Great Place to Grow.**

Industries, businesses and entrepreneurs that have chosen New Kent County are continuing to enjoy a return on their investment. We embrace these new ventures, welcome new residents, and enjoy a growing tourism industry - all of which enhance our lifestyle through thoughtful and purposeful planning.

We are the heart of one of Virginia's most thriving regions yet are one of the most affordable places to do business. With four interstate interchanges and shovel-ready industrial sites, our access to two major metropolitan areas and a growing and educated workforce make us THE Business Advantage.

In New Kent, business and entrepreneurship opportunities are cultivated on a foundation of a strong community framework based on rural values and character, allowing them to grow and prosper in a competitive environment.

### **We are New Kent County, and We are a Great Place to Live.**

Our home is New Kent County, and our neighborhoods and communities are the definition of the idyllic country lifestyle. Still, we are just minutes away from all the metropolitan amenities one needs.

We are an active community. Our children play ball in our new Pine Fork Park, we bike the single track of the Wahrani trail system, and we pull prized bass from our rivers and lakes.

We are Trojans, Lions, Wildcats and River Otters, and we cherish the schools that are the heart and soul of our community.

Most importantly, we preserve our way of life that most growing communities have lost, one defined by county fairs, potluck dinners at the family church, and the freedom and independence of small-town America.

### **New Kent County - A Great Place to Grow!**



## The New Kent County Brand

The recommended Brand for New Kent County is based on the same platform as the system currently being used. The colors and fonts however have been updated to give a more contemporary and current look. The icons are the same (horse, golf, vineyards, rivers) but there has been depth added by incorporating two-color icons with shading. It also adds the topography of the county in the background with a line that connects each icon beginning with the fence line behind the horse, to the putting green of the golf course, the rolling farmland of the vineyard, and the flow of the river.

The Brand Style Guide is included as Appendix C of this report, and includes technical details on the colors, typeface, graphic composition, and usage of the brand.

# New Kent

COUNTY • VIRGINIA



*A great place to grow*

## Brand Extension

The graphic elements of the brand are then extended to logo variations for departments, events, and most importantly – the communities of New Kent that each have their own character. The intent is to create unique but connected logos that are part of a unified brand system.

### Communities



### Departments



### Destinations



### Events



### Social Media



# Marketing Strategies

Finally, the brand is incorporated into strategic marketing strategies including everything from banners and wayfinding, to marketing collateral and advertisements.



# 7. GOALS AND STRATEGIES

## ■ VISION

The aspirational statement of what the County will look like in 20 years. The End Game.

## ■ STRATEGIC THEMES

Thematic, broad-based topics that the plan addresses. Areas of Focus.

## ■ GOALS

Broad statements of direction to achieve the ultimate vision. Where We Want to Go.

## ■ STRATEGIES

Actions to achieve goals. How do We Get There?

In community planning, objectives and actions are often combined as strategies. This is particularly the case in New Kent County, where the strategic plan will be a bridge to future implementation plans like the Comprehensive Plan, development code updates, etc.

This section is the culmination of the visioning, strategic assessment, market research, and community engagement. It provides detail of the strategic plan including themes, goals, and strategies that need to occur to achieve the ultimate vision for New Kent County.

### Strategic Themes

Throughout the planning process, citizens, stakeholders and community leaders discussed a wide variety of future needs, challenges, and issues facing New Kent County. This ongoing discussion led to five common themes that serve as the framework of the plan:



### Goals & Strategies

For each strategic theme, there are multiple goal statements identified by distinct codes. For example, the Infrastructure theme has goals marked as I.1, I.2, etc. Similarly, each strategy is identified by the theme and goal (GM.1.1, GM.1.2, etc). The full list of goals and strategies are included in the Strategy Board Matrix, including detail on timeframe, partner agencies and implementation details.

1  
VISION

5  
STRATEGIC  
THEMES

21  
GOALS

113  
STRATEGIES



# Goals by Strategic Theme

1

## Infrastructure Goals

- I.1:** Work with community partners to improve access to quality and reliable internet and telecommunications for households and businesses across the County.
- I.2:** Extend and enhance infrastructure in a cost-effective manner to support economic development in designated growth priority areas.
- I.3:** Ensure that new development can be served by public infrastructure with adequate capacity and a sufficient level of service.
- I.4:** Promote transportation improvements including widening of I-64 throughout the County, developing viable transportation alternatives, while maintaining the aesthetic qualities of the County.

2

## Growth Management Goals

- GM.1:** Recruit business investment to offset residential tax burden, provide job opportunities, and meet the retail and commercial demands of county residents.
- GM.2:** Preserve the rural character of county (visual, environmental, social) through targeted development in designated growth areas.
- GM.3:** Ensure that development incorporates high-quality site and architectural design principles that complement the rural character of the County.
- GM.4:** Continue to grow outdoor recreation and tourism as a viable form of economic development in New Kent County.
- GM.5:** Maintain a high-quality work force supported by livable wage jobs that require skills and trades.

3

## Quality of Life Goals

- Q.1:** Provide and expand access to key services and amenities including high-quality education, safe and affordable housing, comprehensive healthcare, and parks and green space.
- Q.2:** Protect and maintain the cherished rural character of New Kent County where people can live and work in an attractive, viable, sustainable community.
- Q.3:** Provide extended services and facilities for fire, safety, law enforcement and emergency medical to areas based on documented demand in accordance with an adopted Facility Master Plan.
- Q.4:** Embrace and promote the collective diversity of our community of different backgrounds, ages, incomes, and ethnicities.

4

## Governance Goals

- G.1:** Promote transparent and inclusive decision-making by local government officials, ensuring high quality public communication, follow-through and accountability.
- G.2:** Exercise responsible fiscal policies by maintaining an equitable tax rate, balanced budgets, and limited debt to ensure a strong financial position for the County.
- G.3:** Provide citizens of New Kent County with high-quality government services in a customer-focused, competent, professional, ethical, and efficient manner.
- G.4:** Align Comprehensive Plan and departmental strategic plans with this dynamic strategic plan for the County.

5

## Resiliency Goals

- R.1:** Capitalize on the amplified need for the provision of broadband/internet/communication services for enhanced education, distance learning, telemedicine, and home businesses.
- R.2:** Maintain a safe, secure and healthy community.
- R.3:** Establish crisis and post-disaster plans that reflect lessons learned from COVID-19 and address modified needs for education, social services, senior care, childcare, and public safety.
- R.4:** Prepare for possible major events that affect the economic activity of the County.

## Strategy Board Matrix

The Strategy Board Matrix summarizes all of the projects and initiatives of the plan including detail on implementation where relevant.

The Strategy Board Matrix should be seen as a working document for benchmarking and ongoing evaluation of implementation, and coordinated with the annual report card. The Strategy Board Matrix is organized by Strategic Theme and Goals, and includes:

- **Unique Coding for each Goal (GM.1, GM.2...) and strategy (GM.1.1, GM.1.2...).**
- **Strategy presented as a concise statement of the action, organized by goal.**
- **Priority listed as High, Medium and Low. High Priorities in the matrix would begin immediately and most have completion dates listed in benchmarks. Medium and Low priorities are more advanced, or must begin after another task is complete.**
- **Lead Partner who will guide the implementation of a particular strategy.**

- **Associate Partners who would be involved in the implementation of the strategy. All partners have a distinct code in the second tab of the matrix.**
- **Benchmark that describes the completion timeframe of each strategy. Note that some are specific dates, while others are dependent on the completion of another task. Many strategies are identified as “ongoing”.**
- **Implementation provides a more detailed description of the strategy and implementation steps where needed.**
- **Potential Performance Metric lists key metric categories that can help monitor the plan over time. Not all strategies have metrics, as many are simply the completion of the task. It is important to note that baseline figures for these categories will be established in the various plans they support. For example, for the strategy to Conduct and Parks and Recreation Master Plan, the metrics and targets for “# of parks” and “# of users” will be developed in that focused effort for recreation.**

## Partners

This plan is not just a “county” plan and many of the tasks mentioned here are not under the control of New Kent County government. Rather, it is a “community” plan and its success will depend on strong partnerships and various agencies working together. For example, the TIP (Transportation Improvement Plan) is a regional plan being led by PlanRVA. While New Kent County is not guiding that effort, it does have a seat at that table, in partnership with the regional commission. The Partners section of the document gives unique coding for each agency, which is used within the partner section of the Strategy Board Matrix. The partner coding is detailed in the table on the following page.

## Benchmarks

The Envision New Kent County Strategic Plan is a broad-based and substantive plan including well over 100 individual strategies. In order to help evaluate the plan progress over time, each strategy has an associated “benchmark” timeframe and “potential performance metrics” listed. These indicators are identified here as categories, and their baseline metrics will be established during the initial stages of implementation, much of which would occur during the Comprehensive Plan.

	Strategy	Priority	Partners		Benchmark	Comments	Potential Performance Metric
			LEAD	Partner Agencies			
<b>I</b>	<b>INFRASTRUCTURE</b>						
<b>I.1</b>	<b>GOAL I.1: Ensure that new development can be served by public infrastructure with adequate capacity and a sufficient level of service.</b>						
<b>I.1.1</b>	Develop a Public Facilities and Utilities Master Plan that defines infrastructure, capacities, facilities and needed improvements.	High	PU	PZ, VAMWA, OEHS	Public Facilities and Utilities Master Plan is developed and adopted by 12/2021	Incorporate into CIP. Review & update annually.	\$ infrastructure costs
<b>I.1.2</b>	Identify and update utility service areas for targeted growth areas that are coordinated with the Comprehensive Plan.	High	PU	PC, EDA, VAMWA, VWEA, VAMSA, OEHS	Utility service areas identified in Master Plan.	Water & sewer infrastructure will steer development in targeted growth areas.	
<b>I.1.3</b>	Develop Water Resources Management Plan as part of the Comprehensive Planning Process.	High	PU	VDEQ, VRWA	Water Resources Management Plan adopted as element to Comp Plan by 10/2022 - CM.11	Element of the Comp Plan that is reviewed and updated annually.	# gallons/per capita water use
<b>I.1.4</b>	Update subdivision and zoning ordinances to provide for payment by developer of pro rata share of planned public facilities defined in adopted Public Facilities & Utilities Master Plans.	High	PZ	CA, PC, PU	Zoning & Subdivision simple review & update by 9/2021	Potential full rewrite of development codes may occur after Comp Plan update.	\$ pro rata share of public facilities
<b>I.2</b>	<b>GOAL I.2: Extend and enhance infrastructure in a cost-effective manner to support economic development in designated growth priority areas.</b>						
<b>I.2.1</b>	Assess impact of new development comparing cost of services provided to revenues generated and extend services accordingly.	High	BOS	PU, EDA	Cost-benefit study conducted as part of Public Facilities & Utilities Master Plan. Competitive processes from design through construction are used.	Establish cost-benefit metrics to determine investment in new infrastructure as part of CIP planning.	\$ infrastructure costs per capita
<b>I.2.2</b>	Consider other funding tools for the provision of infrastructure including federal & state grants, developer agreements, public-private partnerships, etc.	High	BOS	CA, EDA, PZ, COR, PU, VACO	Identify and establish criteria for PPP, impact fees (if used).	Impact fees permitted in VA Code § 15.2-2329. Calculation of capital costs of public facilities to serve residential uses must be in Comp Plan. NKC should determine if they are feasible and if BOS wishes to use as tool.	\$ grants \$ capital costs \$ impact fee

Preview of the Strategy Board Matrix

	Strategy	Priority	Partners		Benchmark	Comments	Potential Performance Metric
			LEAD	Partner Agencies			
I	INFRASTRUCTURE						
I.1	GOAL I.1: Work with community partners to improve access to quality and reliable internet and telecommunications for households and businesses across the County.						
I.1.1	Develop and adopt a plan to provide enhanced internet and telecommunications in the County that supports economic vitality, quality of life, and governmental operations.	High	BOS	FCC, DHCD, VBAC, COX, VER	Plan for Countywide broadband is completed 12/2020.	The BOS has worked with the Broadband Committee to research options, and is currently negotiating strategy with private companies.	
I.1.2	Provide cost-benefit information and financial expectations for public and private partners, as well as structuring and operational options.	High	BOS	ADM, COX, VER, PS	Complete as part of broadband plan.	BOS is currently negotiating strategy with private companies.	\$ cost of broadband infrastructure
I.1.3	Work with state and federal agencies to understand/employ most recent initiatives, programs and funding opportunities.	High	BOS	FCC, DHCD, VBAC	Funding is applied for and received under Virginia Telecommunications Initiative.	Virginia Telecommunications Initiative.	
I.1.4	Expand broadband service with goal of passing every residential and commercial property in County.	High	BOS	ADM, PS	County begins expanding service in 2021.	County completes planning process and implements expansion of broadband.	# of homes served. # of businesses served.
I.2	GOAL I.2: Extend and enhance infrastructure in a cost- effective manner to support economic development in designated growth priority areas.						
I.2.1	Assess impact of new development comparing cost of services provided to revenues generated and extend services accordingly.	High	BOS	PU, EDA	Cost-benefit study conducted as part of Public Facilities & Utilities Master Plan. Competitive processes from design through construction are used.	Establish cost-benefit metrics to determine investment in new infrastructure as part of CIP planning.	\$ infrastructure costs per capita
I.2.2	Consider other funding tools for the provision of infrastructure including federal & state grants, developer agreements, public-private partnerships, etc.	High	BOS	CA, EDA, PZ, COR, PU, VACo	Identify and establish criteria for PPP, impact fees (if used).	Impact fees permitted in VA Code § 15.2-2329. Calculation of capital costs of public facilities to serve residential uses must be in Comp Plan. NKC should determine if they are feasible and if BOS wishes to use as tool.	\$ grants \$ capital costs \$ impact fee
I.2.3	Engage partners and advocate for an expanded natural gas infrastructure to sites identified for economic development and investment.	Medium	EDA	ED, PU, VNG	Targeted growth areas identified as part of updated Comp Plan. 10/2022.	Incorporated into both Comp Plan & CIP process.	# of acres accessed by natural gas
I.3	GOAL I.3: Ensure that new development can be served by public infrastructure with adequate capacity and a sufficient level of service.						
I.3.1	Develop a Public Facilities and Utilities Master Plan that defines infrastructure, capacities, facilities and needed improvements.	High	PU	PZ, VAMWA, OEHS	Public Facilities and Utilities Master Plan is developed and adopted by 12/2021.	Incorporate into CIP. Review & update annually.	\$ infrastructure costs
I.3.2	Identify and update utility service areas for targeted growth areas that are coordinated with the Comprehensive Plan.	High	PU	PC, EDA VAMWA, VWEA, VAMSA, OEHS	Utility service areas identified in Master Plan.	Water & sewer infrastructure will steer development in targeted growth areas.	
I.3.3	Develop Water Resources Management Plan as part of the Comprehensive Planning Process.	High	PU	VDEQ, VRWA	Water Resources Management Plan adopted as element to Comp Plan by 10/2022 - GM.1.1.	Element of the Comp Plan that is reviewed and updated annually.	# gallons/per capita water use
I.3.4	Update subdivision and zoning ordinances to provide for payment by developer of pro rata share of planned public facilities defined in adopted Public Facilities & Utilities Master Plans.	High	PZ	CA, PC, PU	Zoning & Subdivision simple review & update by 9/2021.	Potential full rewrite of development codes may occur after Comp Plan update.	\$ pro rata share of public facilities

	Strategy	Priority	Partners		Benchmark	Comments	Potential Performance Metric
			LEAD	Partner Agencies			
I.3.5	Identify capacity and expand waste management services to meet the needs of the growing population.	High	PU		In conjunction with Public Facilities and Utilities master plan to be adopted by 12/2021. Incorporate into CIP.		
I.4	<b>GOAL I.4: Promote transportation improvements including widening of I-64 throughout the County, developing viable transportation alternatives, while maintaining the aesthetic qualities of the County.</b>						
I.4.1	Update Transportation Improvement Plan (TIP).	Medium	PRVA	RRTPO, TSC, PZ, VDOT	Update current plan for FY 2025-2029.	NKC has a voting seat on the RRTPO. Plan is updated every four years with current plan adopted 10/2019. NKC continues to pursue transportation needs of County.	
I.4.2	Update Long Range Transportation Plan (LRTP) and Rural Long Range Transportation Plan (RLRP).	Medium	PRVA	RRTPO, RTAC, TSC, VDOT	Adopt ConnectRVA2045 by 10/2021.	Portions of NKC are in the LRTP study area as well as the RL RTP study area. The LRTP and RLRP sets the vision for long term transportation programming over 20-years. The LRTP is currently being updated as ConnectRVA2045 and the RLRP was last updated in 6/2018. NKC continues to pursue transportation needs of County.	
I.4.3	Continue to pursue and lobby for the widening of I-64.	High	BOS	CVTA, VDOT, DOT	I-64 widening is added to TIP by 2025 and funded.	BOS continues to include I-64 widening in Legislative Agenda. Get project on both LRTP and TIP.	
I.4.4	Monitor and maintain a safe and efficient level of service within County road network, while emphasizing and preserving rural character & aesthetics.	High	VDOT	TSC, PZ	Ongoing	NKC communicates vision to VDOT and employs practices that maintain safe roadways that respect rural character.	
I.4.5	Adopt a rural “complete streets” policy that focuses on the unique character of the County’s roadway network as well as transportation needs of its citizens.	Medium	VDOT	PZ, TSC	Adopt rural complete street standards in subdivision ordinance by 4/2024.	Potential full rewrite of development codes may occur after Comp Plan update.	# of miles of new roadways meeting complete streets standards
I.4.6	Include a multimodal connectivity plan in comprehensive plan that incorporates bike and pedestrian trails.	Medium	PZ	VDOT, TSC, PRVA	Multimodal plan completed in Comp Plan by 10/2022.	Incorporated into Transportation element.	# of miles of bike trails # of miles of pedestrian trails # of feet of sidewalks installed
I.4.7	Partner with Bay Transit to study the feasibility of expanding simple demand/response to potential fixed route within the County.	Medium	BT	PRVA, VTA	Complete Feasibility Study by 2023.	NKC role is communicating need.	# of people served by Bay Transit fixed Route # of miles of BT fixed Route

	Strategy	Priority	Partners		Benchmark	Comments	Potential Performance Metric
			LEAD	Partner Agencies			
I.4.8	Promote public awareness and encourage the growth of alternative transportation services such as Uber and Lyft.	Low	COC	Ridefinders, Uber, Lyft	Access to Uber/Lyft is increased by private sector market.	NKC encourages local entrepreneurs to become drivers.	# of Uber/Lyft drivers # of riders
I.4.9	Engage and partner with regional jurisdictions and agencies to improve transportation systems and connections.	Medium	PRVA	PZ, HRPDC, CVTA, JCC, CCC, HeC, HaC	Ongoing	NKC and neighboring jurisdictions identify and partner on transportation project of mutual benefit. IE - widening of Route 106, bike route connections across jurisdictions.	
<b>GM GROWTH MANAGEMENT</b>							
<b>GM.1</b>	<b>GOAL GM.1: Recruit business investment to offset residential tax burden, provide job opportunities, and meet the retail and commercial demands of county residents.</b>						
<b>GM.1.1</b>	Require mixed use development components with timeframes in any future Planned Unit Development.	Medium	PZ	ED, BOS, CA	Complete with updates to PUD in GM.2.2. 4/2024.	Require a percentage of non-residential uses to be developed in approved PUDs.	% of commercial, non-residential in developed PUD.
<b>GM.1.2</b>	Establish a signature Economic Opportunity Business Park. Use Business Park Character Board as a guide.	High	EDA	ED, PS, VEDP	Business Park Established. Begin Planning 2021.	Identify property and create master plan based on Character Boards. Plan and install infrastructure. Recruit.	# of development-ready sites in park # of businesses recruited in park # of jobs
<b>GM.1.3</b>	Promote and enhance New Kent Courthouse as a special destination for tourism, community activities, business, living, etc.	Medium	ED	EDA, PZ, PS, DHCD	Develop Master Plan for New Kent Courthouse.	New Kent Courthouse becomes the economic, cultural, and active center of the County following the vision of the NK Courthouse Character Board. Develop with mixture of business, residential, destinations & event activity. Pursue Business District Revitalization Planning Grant from DHCD. The Master Plan should incorporate the needs identified in I.1.1 regarding facilities planning, including the potential future need for new courthouse facilities, county offices, parking, etc.	
<b>GM.1.4</b>	Recruit commercial businesses based on quantified potential identified in the market analysis conducted as part of Strategic Plan.	High	ED	EDA	Begin Recruitment 2021.	Create regional "wish list" of businesses identifying priority targets for New Kent County communities. Update market demand every 3-5 years.	# of new businesses recruited # of jobs
<b>GM.1.5</b>	Continue to identify properties and growth areas available for investment and ensure appropriate infrastructure exists.	High	ED	EDA, PZ	Ongoing	Incorporate ongoing efforts into concurrent planning processes including utilities, comprehensive planning, etc.	
<b>GM.1.6</b>	Promote unique ED market position based on recent SWOT analysis, opportunities, & targets.	High	ED	PIO	Continue efforts in 2021.	Build on recent marketing effort of EDA. Create marketing materials including testimonial ads, market profile on-sheets, promotional videos, recruitment packages.	# of new businesses recruited # of jobs
<b>GM.1.7</b>	Continue to grow sustainable agricultural businesses.	Medium	ED	EDA, VDACS, DHCD	Continue current efforts.	Farmland and forestal production, agricultural products.	# of new businesses recruited
<b>GM.2</b>	<b>GOAL GM.2: Preserve the rural character of county (visual, environmental, social) through targeted development in designated growth areas.</b>						
<b>GM.2.1</b>	Update the Comprehensive Plan to reflect the vision and direction established in Strategic Plan and to define desired growth areas and community development patterns.	High	PZ	PC, VOF, OFP, CRLC, BOS, CA	RFP developed 1/2021. Select Consultant 4/2021. Comprehensive Plan Completed 10/2022 (approx. 18 months).	Estimated 18 months to complete. Given tremendous growth and development interest in County, Comp Plan needs to happen quickly as identified here. Followed immediately by zoning ordinance rewrite (some edits can occur during comp plan process prior rewrite).	Consultant Selected Date of Completion of Comp Plan
<b>GM.2.2</b>	Adopt Development Character Boards as visionary guide for land development patterns in New Kent County.	High	PZ	PC, BOS, ED	Comprehensive Plan Completed 10/2022.	Character Boards = Village, Hamlet, Crossroads, Countryside, Residential Development, Business Park, Interstate Interchange, NK Courthouse.	



	Strategy	Priority	Partners		Benchmark	Comments	Potential Performance Metric
			LEAD	Partner Agencies			
GM.2.3	Update the Future Land Use Map to reflect the envisioned character for growth areas and define desired development densities and design standards for land uses.	High	PZ	PC, BOS, ED	Comprehensive Plan Completed 10/2022.	Generalized view of how land is intended to be used. Guide for zoning and development decisions. Process should identify size & scale of development projects (residential, commercial, industrial) that community wants or will accept.	% population growth Population density Citizen perception of density
GM.2.4	Conserve and protect the County's natural and environmental resources, open space, and farmland.	High	PZ	BOS, VOF, OFP, CRLC, BOS, VDACS, TNC	Ongoing policy adopted into Comp Plan and Land Use planning.	Use the Green Infrastructure document to inform updates to the Comp Plan. PDR, AG & Forestal, & Conservation Easements below.	
GM.2.5	Reestablish the Purchase of Development Rights Initiative and creatively develop a program that preserves important viewsheds and historic properties.	Medium	PZ	PDR, AFD, HC, ED, DHR, NKHS	Upon Completion of Comp Plan. Complete 10/2024.	Included in current comp plan but not implemented. Review goals, assess program, amend/establish guidelines and criteria. Identify grants and funding sources.	# of acres protected/preserved under program
GM.2.6	Maintain, promote and strengthen the Agricultural and Forestal District Program.	Medium	AFD	PZ, PDR, VDACS	Upon Completion of Comp Plan. Complete 10/2024.	Review current guidelines and district boundaries. Amend if necessary to ensure goals of ag/forestry protection and prevents misuse for simple tax abatement of non-ag/forestry lands.	# of acres in Agriculture & Forestal Districts \$ of tax base reduced through use-value taxation
GM.2.7	Pursue the use of Conservation Easements with community partners and agencies/non-profits for significant environmental and historic properties and viewsheds.	Medium	PZ	PC, VOF, DHR, NKHS, CRLC, TNC	Upon Completion of Comp Plan. Complete 10/2024.	Identify properties, lands to preserve. Work with partners to establish conservation easements.	# of acres protected/preserved under program
GM.2.8	Establish and promote sustainable practices in the design of new public and private development.	High	PZ	PC, ED	Ongoing policy adopted into Comp Plan and Land Use planning.	Incorporate sustainable standards into Comp Plan and Land Use Regulations.	
GM.2.9	Update the Zoning Ordinance to include state code wording for review considerations for rezoning amendments.	High	PZ	CA, PC	Zoning reviewed and updated by 9/2021.	Align current zoning with state regs in interim. Potential full rewrite of development codes may occur after Comp Plan update.	
GM.3 GOAL GM.3: Ensure that development incorporates high-quality site and architectural design principles that complement the rural character of the County.							
GM.3.1	Revise the Zoning Code to reflect the adopted Comprehensive Plan and the Strategic Plan. Consider a Hybrid Zoning Code that combines a conventional zoning code with potential Form-Based Districts for selected areas and land uses (e.g. Village, Economic Opportunity).	High	PZ	PC, BOS, CA	Upon Completion of Comp Plan. Complete 4/2024 (Approx. 18 months after Comp Plan).	Complete rewrite of ordinance including process that evaluates potential for rural form-based coding based on development vision in Character Boards. Issue RFP, select outside consultant.	
GM.3.2	Update and expand development standards for Planned Unit Developments, Conservation Subdivisions, Business/Commercial Zoning Districts to include requirements for mixed use, shared spaces and connectivity, landscaping, and other relevant parameters outlined in Development Character Boards.	High	PZ	PC, BOS, CA	Upon Completion of Comp Plan. Complete 4/2024 with Zoning Ordinance rewrite. (Approx. 18 months after Comp Plan).	Complete rewrite of PUD development standards incorporating potential for mixed use and reflecting Character Boards.	

	Strategy	Priority	Partners		Benchmark	Comments	Potential Performance Metric
			LEAD	Partner Agencies			
GM.3.3	Develop and implement a Historic Overlay District with adopted design guidelines within the Zoning Code.	Medium	PZ	PC, HC	Historic overlay district designated. Design Guidelines adopted. After development code rewrite.	Identify historic districts including New Kent Courthouse, establish design standards, modify Historic Commission charter, establish design review process for exterior changes and new construction.	# of properties within Historic Districts
GM.3.4	Develop enhanced development design guidelines for designated Corridor Overlay Districts.	Medium	PZ	PC, HC	Enhanced Design Guidelines adopted in Corridor Overal. Additional overlays identified and designated. After development code rewrite.	In conjunction with historic district overlay and guidelines.	
GM.3.5	Update the Subdivision Ordinance to include stronger land conservation and development principles that reflect the desired growth patterns and densities established by the Comprehensive Plan and the Strategic Plan.	High	PZ	PC, BOS, CA	Upon Completion of Comp Plan. Complete 4/2024 with Zoning Ordinance rewrite. (Approx. 18 months after Comp Plan).		# of permits issued
<b>GM.4 GOAL GM.4: Continue to grow outdoor recreation and tourism as a viable form of economic development in New Kent County.</b>							
GM.4.1	Adopt place-based marketing strategy and apply to tourism, economic development, & County communications. Establish local and regional marketing message.	High	ED	VTC, RRT	Adopt expanded brand system 2021.	Updated brand, brand extension, market positioning, and marketing tools created in Envision New Kent Strategic Plan. Market positioning geared towards local population (quality of life) and visitors (destination).	# of visitors
GM.4.2	Conduct economic impact study of tourism in County, including visitor surveys and ongoing tracking.	High	ED	EDA, RRT, VTC	Tourism Impact Study is completed in 2022.	Issue RFP & secure Travel & Tourism consultant. Build marketing and recruitment strategies based on data. Pursue VTC funding for study.	\$ spent by visitors to NKC
GM.4.3	Develop & expand assets around agritourism and recreation-based activities and businesses.	Medium	ED	EDA, P&R, VOF, VFB	Begin 2024.	Target outdoor recreation businesses and activity as part of Economic Development effort. IE wineries, destination farms, river access.	# of recreation-based businesses # of visitors
GM.4.4	Target businesses that manufacture recreation or tourism-related products.	Medium	ED	EDA, VEDP, VDACS	Begin 2024.	For example, golf equipment, boating, kayaks, outfitting, viticulture, etc. Promote “Made in New Kent” branded products.	# of businesses recruited # of jobs
GM.4.5	Update lodging feasibility study and facilitate long-term lodging strategy. Consider boutique-style hotel.	High	ED	EDA, RRT	Lodging Study completed in 2021.	Recruit hotel/developer based on findings. Encourage the growth and development of non-traditional lodging (camping, short-term rental, etc.).	# of rooms available
GM.4.6	Consider local Tourism Zone as allowed in VA Code § 58.1-3851.	Medium	EDA	ED, BOS, CA, VTC	Tourism Zone Considered 2023.	Tourism Zones established by local ordinance including requirements on investment, jobs creations, etc. Allow for local tax incentives and regulatory flexibility.	# of tourism jobs created
<b>GM.5 GOAL GM.5: Maintain a high-quality work force supported by livable wage jobs that require skills and trades.</b>							
GM.5.1	Conduct survey of local employers and small businesses to assess workforce needs (skills, housing, etc.) and satisfaction with current business support services.	High	ED	COC	Design Survey and Conduct in 2021.	Simple survey of local employers.	% satisfaction rate
GM.5.2	Identify areas for workforce housing development in growth areas. Establish desired design parameters and recruit potential developer.	Low	ED	PS, EDA, PZ, DHCD	Begin 2025.	NKC Median Home value = \$277k. 11% rental. Varies greatly by location in County. 35% of renters and 22% of owners are currently “cost-burdened” indicating need. Limited options and product. Ultimately, housing development will be market dependent and will rely on private sector.	\$ Median Home Value # of new affordable housing units % of residents ‘cost-burdened”

	Strategy	Priority	Partners		Benchmark	Comments	Potential Performance Metric
			LEAD	Partner Agencies			
GM.5.3	Partner with school system and higher education to grow skills training and development based on needs identified by local employers. Identify potential funding to meet needs.	High	RCC	BCT, EDA, PS	Continue current efforts.	Develop skills training based on existing, targeted industries, including employer survey in GM.5.1.	\$ average annual wage # of persons trained # of NKCS graduates retained
GM.5.4	Partner to grow entrepreneurial ecosystem targeting needed businesses.	Medium	COC	DHCD, RCC, SBDC	Tools identified and established beginning 2022.	VA CBL grant program, entrepreneurial challenge, entrepreneurial express programming.	
GM.5.5	Host annual Business Summit of small businesses.	Medium	COC	RCC, ED	1st annual Summit planned in 2022 and conducted 2023.	Connect small business to providers, support services, and broader business network, including delivery of information, needs assessment.	# of attendees
GM.5.6	Diversify employment opportunities in County including small business, entrepreneurs, small-scale manufacturing, and trades.	High	ED	SBDC, RCC	Ongoing	Enhanced ED and business development efforts in GM 5.1, 5.2, 5.6 may require additional staff.	
GM.5.7	Target quality, high-wage industries that will provide opportunities for County residents and young professionals to work in County.	High	EDA	VEDP	New industries targeted and recruited.	Building of off recent EDA SWOT and target industry profile.	\$ average annual wage Per capita income
Q	QUALITY OF LIFE						
Q.1	GOAL Q.1: Provide and expand access to key services and amenities including high-quality education, safe and affordable housing, comprehensive healthcare, and parks and green space.						
Q.1.1	Conduct a housing needs assessment and encourage development of a mixture of housing types and price points that meet the needs of all residents including affordable and accessible housing.	High	PZ	BD, DHCD	Housing Needs Assessment completed by 6/2022.	Solicit outside housing consultant. Pursue DHCD funding for study. In addition to type and affordability gaps, this study should assess housing gaps for individuals with different accessibility needs and options for living within a home, or facilities and care centers.	# of homeless % cost burdened # of affordable units # of substandard units
Q.1.2	Advocate for various residential product and communicate need, including efforts to overcome perceptions and misconceptions.	Medium	PZ	PIO	Communication strategy created based on results of needs assessment.	Educational effort to communicate need and mitigate misperceptions. Marketing strategies to recruit new investment.	# of new units \$ average monthly rent % tenure
Q.1.3	Conduct broad-based needs assessment related to human services, healthcare and wellness, education and collaborate with partners to plan for addressing those needs. Incorporate Human Services Plan into updated Comp Plan.	Medium	SS	P&R, VCUH, SC, NKCS, CHD	Needs Assessment conducted with partners. Human Services Element completed in Comp Plan 10/2022.	Outside consultant. Pursue grant funding to conduct assessment.	# of residents receiving county services
Q.1.4	Support enhanced opportunities for cultural experiences through schools, churches, and partner organizations.	Medium	NKCS	NKCA, NKHS	Cultural programming established.	Programming for cultural experience, arts, etc.	# of cultural experiences
Q.1.5	Conduct a Parks and Recreation Master Plan to enhance and expand recreational assets in County.	High	P&R	VOF	Conduct a Parks and Recreation Master Plan by 12/2022.	Expand both active and passive recreation experiences including parks, trails, bikeways, blue ways, etc.	# of parks # of park users # of miles of bikeways # of miles of blue ways # of miles of hiking trails
Q.1.6	Provide public access points to the three rivers within the County.	Medium	P&R	VDWR, VOF, PF	Access points identified and developed.	Will require partnerships with private property owners and potentially property acquisition.	
Q.1.7	Partner with school administrators and area colleges to ensure that programs meet the needs of residents and businesses.	High	NKCS	RCC	Ongoing monitoring of education needs based on Human Services Needs assessment in Q.3.3.	Continue to strive for quality and excellence in education and facilities in local schools.	Graduation Rate Test scores % Educational Attainment
Q.1.8	Promote an active and healthy lifestyle within the County and continue to advocate for expanded healthcare services where there is demand.	High	HD	P&R, VCUH, SS, CHD	Ongoing monitoring of wellness needs based on Human Services Needs assessment in Q.3.3.		

	Strategy	Priority	Partners		Benchmark	Comments	Potential Performance Metric
			LEAD	Partner Agencies			
Q.2	GOAL Q.2: Protect and maintain the cherished rural character of New Kent County where people can live and work in an attractive, viable, sustainable community.						
Q.2.1	Facilitate discussions with property owners, developers and local decision makers on significant viewshed or property conservation and preservation.	Medium	CRLC	AFD, PC, BOS, VACo	Programming is developed and dialogue is facilitated.	This strategy focuses on education and would include the training of boards & committees, departments, and business leaders on land preservation strategies. Facilitated by outside partners such as CRLC, VACo, etc.	# of people engaged
Q.2.2	Promote and encourage the enhancement of the County's distinctive communities of character, while celebrating the County's unique history and agricultural heritage.	Medium	PIO	ED, PS, NKHS	Brand developed and deployed for communities upon adoption of expanded NKC brand.	Branding created for New Kent Courthouse, Providence Forge, Lanexa, etc. to help market and promoted each community and empower them to grow individual identities. Logos, banners, signage. To be deployed by County & local businesses.	
Q.2.3	Establish a public gathering place in the New Kent Courthouse accessible to all residents of the County providing a venue to celebrate the community and hold community events.	Medium	ADM	P&R, PZ, HC, COC, NKCS	Outdoor venue established and events programmed. Part of master plan for NK Courthouse in GM.3.3.	New Kent Courthouse is established as the center of activity and culture for the County, its residents and visitors.	# of events held # of attendees.
Q.2.4	Enhance entryway corridors into the County.	Medium	ADM	VDOT, PZ, ED	Upon adoption of expanded NKC Brand, wayfinding plan completed.	Designs for branded gateway signage and wayfinding for County and its communities, directing locals and visitors to various cultural, civic and visitor destinations throughout NKC.	
Q.3	GOAL Q.3: Provide extended services and facilities for fire, safety, law enforcement and emergency medical to areas based on documented demand in accordance with an adopted Facility Master Plan.						
Q.3.1	Incorporate public safety and emergency services in Public Facilities Master Plan. Engage citizenry to help identify needs and demand.	High	FR	SD, PIO	Needs assessment conducted by public safety departments as part of Public Facilities Master Plan to be completed by 12/21.	Assessment could be conducted via surveys and public forum. Ensure level of service of public safety continues to meet expectations of citizenry.	% satisfaction rate Crime rate 911 call & response times
Q.3.2	Continue to collaborate with partner agencies to provide a safe and healthy County.	Medium	ADM	FR, SD, VCUH	Ongoing partnerships maintained.	As part of ongoing assessment of citizen satisfaction and needs, regular forums of area health and safety partners can be convened.	Crime rate 911 call & response times
Q.3.3	Build strong relationships and positive interactions with County Leaders, Administration and public safety officials to achieve a safe and desirable community.	High	ADM		Public outreach strategy established by 12/21.	Many of the strategies related to communication between NKC and citizenry may require Public Information Officer as identified in G.4.1.	
Q.3.4	Increase efficiency and coverage of public services through use of technology.	Medium	FR	SD, IT	Ongoing	Enhance technology infrastructure in public safety.	
Q.4	GOAL Q.4: Embrace and promote the collective diversity of our community of different backgrounds, ages, incomes, and ethnicities.						
Q.4.1	Identify underrepresented populations and build communication tools to encourage participation and consistently engage.	Medium	PIO	SS, HD, CS, NKCA	Outreach strategy created to promote public participation.	Envision NKC Strategic Plan online survey was conducted during COVID and yielded over 1000 responses. Key gaps included African American and Hispanic, Under 35 age, less than \$100k income. Underrepresented population have to be encouraged to participate. This should include New Kent County's Native American population.	



	Strategy	Priority	Partners		Benchmark	Comments	Potential Performance Metric
			LEAD	Partner Agencies			
Q.4.2	Encourage the development of housing and facilities allowing seniors to age in place in the County.	High	ED	SS, PS, SC	Needs are identified and private sector developers are recruited.	NKC population is aging and there is a lack of affordable housing overall, including for seniors. New product identified by stakeholders include assisted living, adult day care, rehabilitation centers, senior centers, continuing care retirement communities, etc. Housing that would accommodate various accessibility needs was also identified.	# of housing units by type
Q.4.3	Identify opportunities to expand County sponsored events, or encourage partner organizations to host events that celebrate the history, character, and diversity of New Kent County.	Medium	P&R	HC, NKHS, NKCS	Multicultural events are planned and facilitated in NKC.		# of events held # of attendees.
Q.4.4	Coordinate with schools, local churches, and HOAs, to promote community events, local businesses, and communities of character.	Medium	PIO	NKCS, HOA	Marketing tools created and deployed.	Branded marketing tools including social media, banners, flyers, etc. Monthly newsletter is created and distributed. Leverage partnerships to grow engagement.	
Q.4.5	Create a branded welcome package for new residents highlighting diverse character of County.	Medium	PIO	NKCS, HOA, PU	New Resident Information Package Created.	Work with Home Owners Associations to deploy. Identify new residents through public utilities connections.	# of new residents
<b>G GOVERNANCE</b>							
<b>G.1 GOAL G.1: Promote transparent and inclusive decision-making by local government officials, ensuring high quality public communication, follow-through and accountability.</b>							
G.1.1	Hire Public Information Officer (PIO).	High	ADM	BOS, HR	Develop PIO job description and advertise in 1Q of 2021. Hire PIO in 2Q 2021.	Much of this plan focuses on communication, public outreach and promotion. NKC currently does not have the ability to accomplish these tasks without hiring a dedicated staff person. PIO can assist all departments with communication and outreach.	PIO hired
G.1.2	Improve community participation in/awareness of County initiatives in order to increase public trust in local governance.	High	PIO	ADM	Create Communication Plan by end of 2021.	Broad-based plan to accomplish communication tasks of strategic plan, as well as departmental needs.	# of citizens reached # of businesses reached
G.1.3	Appoint diverse participation on County advisory boards including race, income, age, geography, etc.	Medium	BOS	ADM, All Boards	Current advisory boards and commissions makeup is reviewed.	Review current board makeup and identify opportunities to appoint diverse boards as terms expire. Representatives from the varying and dynamic geographic areas of the county is critical.	Board makeup based on demographic diversity of NKC.
G.1.4	Consider a citizen advisory board to review Envision NKC Strategic Plan and provide guidance to County leaders as it implements the plan.	High	BOS	ADM	Envision New Kent Advisory Board is appointed in 2021 upon adoption of plan. Meets quarterly.	Advisory committee could be made up of existing strategic plan steering committee by amending its charter, or could be new committee. Committee would provide guidance for implementation.	
G.1.5	Appoint a project manager to oversee implementation of Strategic Plan.	High	BOS	ADM	Upon adoption of plan.	This could be PIO, County Administrator or designee which would be charged with providing oversight to plan, keeping records, and coordinating with advisory committee and BOS.	PM designated
G.1.6	Strategic Plan Project Manager holds regular coordination meetings to guide implementation.	High	ADM		Upon adoption of plan	Project manager would hold quarterly meetings with staff and the advisory committee to evaluate plan progress, coordinate implementation, and prepare for annual report card process.	
G.1.7	Create Envision NKC Strategic Plan informational brochure summary to update and inform the community on the results of the plan.	High	PIO		Informational brochure completed upon adoption of plan.	Executive Summary Poster being completed as part of this final plan. Formatted for annual updates. Annual updates provided to partner agencies such as NKC Chamber, Historical Society, Schools, etc.	



	Strategy	Priority	Partners		Benchmark	Comments	Potential Performance Metric
			LEAD	Partner Agencies			
<b>G.1.8</b>	Create tools to inform/engage the public of proposed development, benefits and potential impacts. Provide opportunity for citizens to provide input in decision making process.	High	PIO	PZ, ED	Communication Plan created by end of 2021.	Tools could include social media outreach, press releases, formatted one-sheets with information on proposed projects. Can also consider requiring developers to conduct Community Input Meetings (CIM) during application and approval processes.	# of citizens participating # of social media followers
<b>G.1.9</b>	Partner with chartered or incorporated local civic and service organizations for communication and promotion.	Medium	PIO		Communication Plan created by end of 2021.	Broad-based goal that applies to recreation, cultural, education, economic development, tourism, etc. Utilizing partners will not only legitimize and inform the community about county efforts, but also provides support for NKC when public resources are used for assisting outside partners. Includes outreach, event planning, programming.	
<b>G.2 GOAL G.2: Exercise responsible fiscal policies by maintaining an equitable tax rate, balanced budgets, and limited debt to ensure a strong financial position for the County.</b>							
<b>G.2.1</b>	Review the County's fee structure during the annual budgeting process to ensure equitable fees, licensing and rates.	High	COR	ADM, BOS, PZ, ED	Complete fee structure review in FY 21/22 Budgeting process.	Fee structure review currently occurs but should be integrated with the larger Strategic Planning process as well as budgeting.	Tax rates & revenue \$ fee & permit revenue County bond rating Debt per capita
<b>G.2.2</b>	Conduct cost-benefit study of County services, and implement policies and procedures that maximize efficiencies and cost savings in provision of services.	High	ADM	BOS, COR	Cost Benefit Study completed prior to FY 22/23.	Secure independent outside consultant to complete cost-benefit study. Incorporate findings into long-range Strategic Planning, CIP, & Facilities Planning. Was also done in previous Comp Plan.	
<b>G.2.3</b>	Where feasible, examine alternative delivery systems including the potential for private sector providers to meet certain local needs.	Medium	ADM	BOS, COR	Cost Benefit Study completed prior to FY 22/23.	Incorporated into cost-benefit study in G.2.3.	\$ cost savings
<b>G.2.4</b>	Share the strategic plan with nearby counties, regional entities and partner agencies. Identify cost-sharing or cost-reduction opportunities through collaboration and strategic partnerships.	Medium	PIO	ADM, All Departments	Distribute Plan to Partners upon adoption.		
<b>G.2.5</b>	Continue to advocate the Legislative Agenda related to transient occupancy tax, alternative water supply fund, funding for secondary road maintenance, etc.	High	ADM	BOS, COR	Continue Legislative Agenda process.	Pursue Legislative Agenda items tied to outside funding sources. This plan intentionally reinforces LA.	
<b>G.2.6</b>	Pursue other funding sources and methods including federal and state grants, private sector funding, etc.	High	COR	All Departments	Conduct as part of departmental strategic planning.	Leverage local funding to maximize these sources.	
<b>G.3 GOAL G.3: Provide citizens of New Kent County with high- quality government services in a customer-focused, competent, professional, ethical, and efficient manner.</b>							
<b>G.3.1</b>	Conduct leadership visits to peer communities to discuss and learn best practices for ongoing implementation and planning, etc.	Medium	ADM	BOS	Conduct one leadership visit per year beginning 2022.	Identify successful project or planning initiative and organize visit with other municipality. Subject can be based on identified local need at time of visit. IE - successful mixed-use PUD or development in region, business park, boutique hotel.	# of visits
<b>G.3.2</b>	Review County policies to ensure they accommodate all demographics within the community (age, income, ethnicity, geography).	High	ADM	All Departments	Conduct as part of departmental strategic planning.	NKC is dynamic county and different policies may need to be applied into different regions of county. IE-land planning, public outreach methods, etc. Results of 2020 Census will help inform this.	
<b>G.3.3</b>	Develop tool for County to measure citizen satisfaction of individual County services.	Medium	PIO	ADM, BOS	Conduct Citizen Satisfaction Survey beginning FY 22/23.	Begin after year of implementation of strategic plan. Determine evolving needs, and incorporate into strategic planning. Can be facilitated through Survey Monkey (online and print).	% satisfaction rate
<b>G.3.4</b>	Ensure adequate staffing of County departments. Retain and develop knowledgeable and productive County employees who have access to continued education, innovation tools and training, and competitive wages and benefits.	High	ADM	BOS, HR	Identify staffing needs to accomplish goals of the plan during Departmental strategic planning. Incorporate into FY 22/23 budget.	Many of the strategies of this plan put responsibility on the County and departments to accomplish broad ranging goals which may not be able to be accommodated without additional staffing.	# of employees \$ wage compared to peer communities # of training sessions

	Strategy	Priority	Partners		Benchmark	Comments	Potential Performance Metric
			LEAD	Partner Agencies			
G.4	GOAL G.4: Align Comprehensive Plan and departmental strategic plans with this dynamic strategic plan for the County.						
G.4.1	Facilitate annual Report Card evaluation of this plan and its implementation.	High	ADM	BOS, All Departments	Annual Report Card begins 12/2021. Full update to Strategic Plan 2025.	Update goals and strategies. and add as addendum to Strategic Plan. Report Card review can be facilitated during annual BOS goals retreat/budgeting process.	# of strategies completed % of individual strategies complete
G.4.2	Align vision and goals of Envision New Kent Strategic Plan into departmental strategic plans and annual budgeting process.	High	ADM	All Departments	Departmental Strategic Plans begin during FY 21/22 planning. Departmental Plan alignment completed 12/2021.	Each department aligns current strategic planning into consistent format/process coordinated with both Annual Report Card review of Envision New Kent and annual budget process. Departmental performance standards and goals established and tied to funding. Template created as part of this plan.	# of departments completed planning process % of strategies completed % of individual strategies complete
G.4.3	Pursue Legislative Agenda with General Assembly with concerns related to environmental, broadband infrastructure, transportation enhancements, etc.	High	BOS	CA, ADM	Continue Legislative Agenda process.	Many of the items on the Legislative Agenda are incorporated into this plan intentionally to integrate into long-term strategic planning process.	# of legislative agenda items accomplished
R	RESILIENCY						
R.1	GOAL R.1: Capitalize on the amplified need for the provision of broadband/internet/communication services for enhanced education, distance learning, telemedicine, and home businesses.						
R.1.1	Conduct a survey of the citizenry (seniors, educators, youth, business owners, clergy, residents) to identify needs by specific demographic, as well as geography within the County.	High	PIO	All Departments	Survey conducted 3Q 2021.	Could be implemented similar to G.3.3 citizen satisfaction survey. Facilitate on Survey Monkey (online, print). Results can inform R.1.2 & R.1.3 below.	
R.1.2	Host a countywide summit of providers to evaluate how provision of services and demand has evolved since March of 2020.	Medium	PIO	All Departments and Service Providers	Resiliency Summit Planned and conducted in 2022.	Would include departments, schools, business community, social service providers, public safety & emergency management providers.	# of providers attending summit
R.1.3	Develop high-level strategies and policies based on findings.	Medium	ADM	SS, VCUH, NKCS, HD, FR, SD	Resiliency Strategies developed after completion of Summit.	Based on needs identified in Summit (remote learning, transportation, health care, social services, telemed, telecommuting, etc).	
R.2	GOAL R.2: Maintain a safe, secure and healthy community.						
R.2.1	Create design standards that provides for rightsizing of streets, open spaces and private businesses that maximize social distancing and safety guidance.	Medium	PZ	PC, ED, PRVA	Considered as part of zoning & development code rewrites on 2024. GM 1.9 & G.2.1.	Review impacts of current pandemic on community design, and consider development and transportation standards.	
R.2.2	Create accessible public spaces that encourage healthy activity while providing for social distancing.	Medium	P&R	HD, VOF, VCUH	Considered as part of Parks and Recreation Master Plan by 12/2022 Q.3.5.	Consider design enhancements that promote health and wellness.	
R.2.3	Consider incentives for local businesses to create environment for safe commerce such as providing hand sanitizing stations, social distancing floor stickers/graphics, and furniture/layout.	Medium	COC	HD, EDA, BOS	Completed in conjunction with R.2.1 & R.2.5.	Small grants for local businesses.	

	Strategy	Priority	Partners		Benchmark	Comments	Potential Performance Metric
			LEAD	Partner Agencies			
R.3	GOAL R.3: Establish crisis and post-disaster plans that reflect lessons learned from COVID-19 and address modified needs for education, social services, senior care, childcare, and public safety.						
R.3.1	Adopt a Disaster Recovery Plan for the County that addresses all departments in addition to public safety.	High	FR	SD, VDEM	Disaster Recovery Plan completed by 12/2021.	Can be developed in conjunction with Facilities and Utilities Master Plan.	
R.3.2	Continue to monitor and pursue local government funding opportunities (similar to CARES Act) and relief funding that arise out of current pandemic or future crises.	Medium	ADM		Ongoing	Continue current efforts and planning.	\$ grants received
R.3.3	Expand systems and infrastructure for citizens to conduct County business remotely (payments, permitting & licensing, development applications, event registration, communication).	High	IT	FSD, P&Z	Conduct review of system and develop plan for development in 2022.	Online payments exists now. Consider potential to create online option for permitting, licensing, development applications, event registration, etc.	\$ of infrastructure
R.3.4	Create and promote permanent WIFI hotspots at key locations within County.	High	IT	NKCS, PS, COX, VER	Ongoing	Temporary hotspots were identified and promoted during 2020 COVID pandemic. NKC should consider creating infrastructure for permanent hotspots.	# of hotspots
R.4	GOAL R.4: Prepare for possible major events that affect the economic activity of the County.						
R.4.1	Produce a recovery strategy best practices toolkit for local businesses that are navigating the evolving economy.	Medium	ED	EDA, COC	Toolkit created by 2Q 2021.	Would address customer interaction, workforce, online commerce, cleaning etc. Current pandemic will continue to evolve with vaccines and distribution, which could impact local businesses in unknown ways. Branded toolkit can be created going beyond simple reopening. Examples provided in this plan.	
R.4.2	Partner to create workshops to educate citizens in the use of online tools for banking, government, healthcare, commerce, e-learning, etc.	Medium	PIO	IT, RCC, NKCS	Communication Plan created by end of 2021.	Education for NKC residents to inform of technology tools that will likely remain even after end of pandemic. Delivery includes workshops, social media, brochures.	
R.4.3	As economic trends shift, advocate for remote working and home occupations, and continue to enhance broadband network where needed.	High	ED	PIO, COC	Communication Plan created by end of 2021.	Promotional strategies to encourage employers to support work from home. Need to be coordinated with infrastructure strategies outlined in I.4 but cannot wait until all residents have broadband.	# of workers telecommuting # of home occupations
R.4.4	Partner with the business and employment sector to consider a co-working facility with business amenities, high-speed internet, temporary flex space, meeting space, etc.	Medium	COC	EDA, RCC, PS	Create Plan for coworking facility in 2022.	Will require location with appropriate infrastructure. Can be private sector facility or publicly supported. Good examples throughout VA and rural areas. Supports small businesses, home occupations, and telecommuters.	
R.4.5	Partner with the business community and train for pursuit of disaster-related stimulus funding and incentives.	Medium	COC	DHCD, EDA, PS, VDEM	Ongoing	Business support agencies such as Chamber of Commerce and local banks should continue to monitor current COVID related stimulus funding (IE - PPP) and inform/train the business community on their acquisition and use.	

## Partner Coding

REGIONAL AND STATE AGENCIES	
Code	Agency
VAMWA	VA Association of Municipal Wastewater Agency
VWEA	VA Water Environment Association
VRWA	VA Rural Water Association
VAMSA	VA Municipal Stormwater Association
VACO	VA Association of Counties
PRVA	Plan RVA Regional Commission
CVTA	Central VA Transportation Authority
BT	Bay Transit
HRPDC	Hampton Roads Planning District Commission
RRTPO	Richmond Regional Transportation Planning Org.
RRTAC	Rural Technical Advisory Committee
VOF	Virginia Outdoors Foundation
CRLC	Capitol Regional Land Conservancy
TNC	The Nature Conservancy
RRT	Richmond Regional Tourism
VFB	Virginia Farm Bureau
VEDP	VA Economic Development Partnership
SBDC	Capitol Region SBDC
VTa	VA Transit Association
SC	Senior Connections
STATE GOVERNMENT	
Code	Agency
VDH	VA Department of Health
VDEQ	VA Department of Environmental Quality
DHCD	VA Department of Housing & Community Dev.
OEHS	VA Office of Environmental Health Services
DHR	VA Department of Historic Resources
VTC	Virginia Tourism Corporation
VDEM	VA Department of Emergency Management
CHD	Chickahominy Health District

VDOT	VA Department of Transportation
VBAC	VA Broadband Advisory Council
OFP	VA Office of Farmland Preservation
VDACS	VA Department of Agriculture & Consumer Serv.
DWR	VA Department of Wildlife Resources
FEDERAL GOVERNMENT	
Code	Agency
DOT	US Department of Transportation
FCC	Federal Communications Commission
LOCAL AGENCIES	
Code	Agency
NKHS	New Kent Historical Society
RCC	Rappahannock Community College
NKCA	New Kent Clergy Association
KWC	King William County
JCC	James City County
HAC	Hanover County
COC	New Kent Chamber
BCT	Bridging Communities Together
HOA	Home Owners Associations
CCCO	Charles City County
HEC	Henrico County
NEW KENT COUNTY DEPARTMENTS	
Code	Agency
BOS	Board of Supervisors
ADM	Administration
PZ	Planning & Zoning
ED	Economic Development
GS	General Services
P&R	Parks & Recreation
NKCS	New Kent County Schools
FR	NKC Fire & Rescue
ENV	Environmental

IT	Information Technology
PIO	Public Information Officer
CA	County Attorney
COR	Commissioner of Revenue
BLD	Building Development
PU	Public Utilities
HD	Health & Human Services
SS	Social Services
CS	Children Services
SD	Sheriff
HR	Human Resources
FSD	Financial Services
PRIVATE AGENCIES	
Code	Agency
COX	Cox Communications
DOM	Dominion Energy
VCUH	VCU Health
VNG	Virginia Natural Gas
VER	Verizon
PS	Private Sector businesses, developers, investors
BOARDS	
Code	Agency
TSC	Transportation Safety Commission
AFD	Agricultural & Forestal District Advisory Comm.
CCC	Clean County Committee
PRAC	Parks & Recreation Advisory Committee
SSAB	Social Services Advisory Board
PC	Planning Commission
AAC	Airport Advisory Commission
HC	Historic Commission
PDR	Purchase of Development Rights Committee
EDA	Economic Development Authority



# 8. IMPLEMENTATION

## Implementation

The Envision New Kent Strategic Plan will guide the County in its policy making, basing its decisions on data, public participation, and community vision. It will also direct the work of each county department, allowing them to align their own strategic planning and priorities with the long-term vision. Nothing can be achieved however without a unified commitment to the plan's implementation between the County, its partner agencies, and the citizens of New Kent. Envision New Kent is also a bridge to a new Comprehensive Plan for the County, which will lead to codifying the development vision and rural character that is New Kent's greatest asset. Therefore, much of the timing of the implementation of this document begins with the adoption of a new Comprehensive Plan. All of this is detailed in the Strategy Matrix that is described below, but it is important to recognize that the plan's success will rely on a number of early tasks:

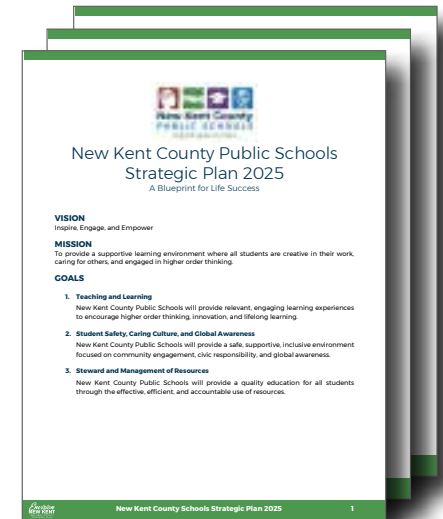
- **Beginning the comprehensive planning process.**
- **Assessing the need for additional staff to implement the plan, including a Public Information Officer (PIO) who can lead communication and outreach.**
- **Designating a project manager to coordinate implementation, which could be the PIO, County Administrator or designee.**
- **Incorporate the design vision described in the Character Boards into the various plans, codes, and initiatives that follow.**

## Annual Review and Evaluation

The plan should be integrated into the Board of Supervisors' annual goals and budgeting process, which should also be aligned with the strategic planning of each county department. Prior to the annual retreat, each department should conduct its own internal strategic planning using the departmental template created in this plan. Most of the county's departments have done some level of planning prior to this effort, from simple SWOT analysis, to more detailed products that include mission, goals, and strategies. These should be incorporated into the Board's goal setting, including identifying key projects and priorities that require budgeting for the next year.

This should culminate in an annual evaluation of this plan and its implementation, facilitated by the strategic plan project manager in coordination with the Board of Supervisors. This review would use the Report Card Assessment that has been created to align with the Envision New Kent Plan and departmental strategies and used to update the goals and strategies on an annual basis.

The Report Card Assessment should be published to the County's website each year upon completion and approval by the Board of Supervisors. In fact, a critical component of the success of this strategic plan will be ongoing community outreach and engagement. This begins with the executive summary illustrative poster created for this plan, and continues with an online dashboard of accomplishments, annual update brochure, and community satisfaction survey.



New Kent County Schools Strategy Report Card					
Goal	Complete	In Progress	Delayed	Pending Phase	Comments, Status, Next Steps
Goal 1: Teaching and Learning	✓	✓	✓		
Goal 2: Student Safety, Caring Culture, and Global Awareness	✓	✓	✓		
Goal 3: Steward and Management of Resources	✓	✓	✓		

Departmental Template Example

## Appendices

In addition to the appendices for the Community Survey, Market Analysis, and Branding Style Guide, a final appendix provides implementation examples for key strategies in the matrix, including:

- **Envision New Kent Report Card Tool**
- **Departmental Strategic Plan Template (NKC Schools)**
- **Formalized Public-Private Partnership (PPP) Program in Greenville, SC**
- **COVID Reopening Toolkit from Michigan Economic Development Corporation**
- **Entrepreneurial Express small business outreach in Botetourt County, VA**
- **Customer Satisfaction Survey from Wilmington, NC**

Envision New Kent Strategy Report Card					
Complete ✓		In Progress ▲		Delayed ✗	Future Phase
Goal	Status	No.	Strategy	Lead	Comments, Updates, and Next Steps
<b>Infrastructure Goal 1:</b> Ensure that new development can be served by public infrastructure with adequate capacity and a sufficient level of service.	✓	I.1.1	Develop a Public Facilities and Utilities Master Plan that defines infrastructure, capacities, facilities and needed improvements.	PU	
	✓	I.1.2	Identify and update utility service areas for targeted growth areas that are coordinated with the Comprehensive Plan.	PU	
	✗	I.1.3	Develop Water Resources Management Plan as part of the Comprehensive Planning Process.	PU	
	▲	I.1.4	Update subdivision and zoning ordinances to provide for payment by developer of pro rata share of planned public facilities defined in adopted Public Facilities & Utilities Master Plans.	PZ	
<b>Infrastructure Goal 2:</b> Extend and enhance infrastructure in a cost-effective manner to support economic development in designated growth priority areas.	✓	I.2.1	Assess impact of new development comparing cost of services provided to revenues generated and extend services accordingly.	BOS	
	▲	I.2.2	Consider other funding tools for the provision of infrastructure including federal & state grants, developer agreements, public-private partnerships, etc.	BOS	
	▲	I.2.3	Engage partners and advocate for an expanded natural gas infrastructure to sites identified for economic development and investment.	EDA	
<b>Infrastructure Goal 3:</b> Promote transportation improvements including widening of I-64 throughout the County, viable transportation alternatives, while maintaining the aesthetic qualities of the County.	✓	I.3.1	Update Transportation Improvement Plan (TIP)	PRVA	
	✗	I.3.2	Update Long Range Transportation Plan (LRTP) and Rural Long Range Transportation Plan (RLRP)	PRVA	
	✓	I.3.3	Continue to pursue and lobby for the widening of I-64.	BOS	
	▲	I.3.4	Monitor and maintain a safe and efficient level of service within County road network, while emphasizing and preserving rural character & aesthetics.	VDOT	
	✓	I.3.5	Adopt a rural "complete streets" policy that focuses on the unique character of the County's roadway network as well as transportation needs of its citizens.	VDOT	
	▲	I.3.6	Include a multimodal connectivity plan in comprehensive plan that incorporates bike and pedestrian trails.	PZ	
	✓	I.3.7	Partner with Bay Transit to study the feasibility of expanding simple demand/response to potential fixed route within the County.	BT	
	✓	I.3.8	Promote public awareness and encourage the growth of alternative transportation services such as Uber and Lyft.	COC	
	▲	I.3.9	Engage and partner with regional jurisdictions and agencies to improve transportation systems and connections.	PRVA	

Report Card Assessment Tool

**AGENDA ITEM REQUEST**  
(TO BE SUBMITTED NO LATER THAN 12 DAYS PRIOR TO  
THE MEETING)

Meeting Date: 6/30/2021

Agenda Item

Motion: "Mr. Chairman, I move to (not required for Consent Agenda items)	approve the transfer of \$100,000 from Reserved for Contingency to Professional Services for the purpose of conducting a comprehensive salary study.
Subject	<b>Salary Study Budget Transfer</b>
Issue	The Board has requested that a comprehensive salary study be conducted and this funding will support that initiative.
Recommendation	Staff recommends approval of the transfer.
Fiscal Implications	\$100,000 will be transferred from the FY21 Reserved for Contingency line item to fund the study.
Policy Implications	
Legislative History	
Discussion	

Time Needed:	10:10 a.m.	Person Appearing:	County Administrator Rodney Hathaway
Request prepared by:	W. Watkins, Deputy Clerk of the Board	Telephone:	804-966-9687
Copy provided to:			

**ATTACHMENTS:**

Description	Type
Salary Study Budget Transfer Form (PDF)	Cover Memo

**REVIEWERS:**

Department	Reviewer	Action	Date
Clerk	Watkins, Wanda	Approved	6/17/2021 - 12:47 PM
Administration	Hathaway, Rodney	Approved	6/22/2021 - 1:40 PM
Attorney	Hefty, Brendan	Approved	6/23/2021 - 2:23 PM





New Kent County Board of Supervisors  
P O Box 150, 12007 Courthouse Circle  
New Kent, VA 23124

**AGENDA ITEM REQUEST**  
(TO BE SUBMITTED NO LATER THAN 12 DAYS PRIOR TO  
THE MEETING)

Meeting Date: 6/30/2021

Agenda Item

Motion: "Mr.  
Chairman, I move to  
(not required for Consent  
Agenda items)

Subject

**Other Business**

Issue

Recommendation

Fiscal Implications

Policy Implications

Legislative History

Discussion

Time Needed:

10:15 a.m.

Person Appearing:

Request  
prepared by:

W. Watkins, Deputy  
Clerk of the Board

Telephone:

804-966-9687

Copy provided  
to:

**REVIEWERS:**

Department

Reviewer

Action

Date

Clerk

Watkins, Wanda

Approved

6/17/2021 - 11:31  
AM

**AGENDA ITEM REQUEST**  
(TO BE SUBMITTED NO LATER THAN 12 DAYS PRIOR TO  
THE MEETING)

Meeting Date: 6/30/2021

Agenda Item

Motion: "Mr.  
Chairman, I move to  
(not required for Consent  
Agenda items)

adjourn

Subject

**Adjournment**

Issue

Recommendation

Approval

Fiscal Implications

Policy Implications

Legislative History

Discussion

The next regularly scheduled meeting of the Board of Supervisors will be held at 6:00 p.m. on Monday, July 12, 2021 and the next work session at 9:00 a.m. on Wednesday, July 28, 2021, both in the Boardroom of the County Administration Building.

Time Needed:

10:30 a.m.

Person Appearing:

Request  
prepared by:

W. Watkins, Deputy  
Clerk of the Board

Telephone:

804-966-9687

Copy provided  
to:

**ATTACHMENTS:**

Description

Closed Session Motions (PDF)

Type

Cover Memo

**REVIEWERS:**

Department

Reviewer

Action

Date

Clerk

Watkins, Wanda

Approved

6/17/2021 - 11:30  
AM

## **MOTIONS FOR CONVENING A CLOSED SESSION**

- 1 I move to go into closed session pursuant to §2.2-3711A.1 of the Code of Virginia for *(discussion, consideration, or interviews of prospective candidates for employment; assignment, appointment, promotion, performance, demotion, salaries, disciplining, or resignation of specific public officers, appointees, or County employees)* involving \_\_\_\_\_.
- 3 I move to go into closed session pursuant to §2.2-3711A.3 of the Code of Virginia for *discussion or consideration of the acquisition of real property for a public purpose, or of the disposition of publicly held real property, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the County)* involving \_\_\_\_\_.
- 4 I move to go into closed session pursuant to §2.2-3711A.4 of the Code of Virginia for *(the protection of the privacy of individuals in personal matters not related to public business)* involving \_\_\_\_\_.
- 5 I move to go into closed session pursuant to §2.2-3711A.5 of the Code of Virginia for *(discussion concerning a prospective business or industry or the expansion of an existing business or industry where no previous announcement has been made of the business' or industry's interest in locating or expanding its facilities in the community)* involving \_\_\_\_\_.
- 6 I move to go into closed session pursuant to §2.2-3711A.6 of the Code of Virginia for *(discussion or consideration of the investment of public funds where competition or bargaining is involved, where, if made public initially, the financial interest of the County would be adversely affected)* involving \_\_\_\_\_.
- 7 I move to go into closed session pursuant to §2.2-3711A.7 of the Code of Virginia for *(consultation with legal counsel and briefings by staff members or consultants pertaining to actual or probable litigation, where such consultation or briefing in open meeting would adversely affect the negotiating or litigating posture of the public body; and consultation with legal counsel employed or retained by the Board regarding specific legal matters requiring the provision of legal advice by such counsel)* involving \_\_\_\_\_.
- 19 I move to go into closed session pursuant to §2.2-3711A.19 of the Code of Virginia for *(discussion of plans to protect public safety as it relates to terrorist activity and briefings by staff members, legal counsel, or law-enforcement or emergency service officials concerning actions taken to respond to such activity or a related threat to public safety; or discussion of reports or plans related to the security of any governmental facility, building or structure, or the safety of persons using such facility, building or structure)* involving \_\_\_\_\_.
- 28 I move to go into closed session pursuant to §2.2-3711A.28 of the Code of Virginia for *(discussion or consideration of records excluded from this chapter pursuant to subdivision 11 of § 2.2-3705.6 by a responsible public entity or an affected local jurisdiction, as those terms are defined in § 56-557, or any independent review panel appointed to review information and advise the responsible public entity concerning such records)* involving \_\_\_\_\_.

- 29 I move to go into closed session pursuant to §2.2-3711A.29 of the Code of Virginia for *(discussion of the award of a public contract involving the expenditure of public funds, including interviews of bidders or offerors, and discussion of the terms or scope of such contract, where discussion in an open session would adversely affect the bargaining position or negotiating strategy of the Board)* involving \_\_\_\_\_.
- 33 I move to go into closed session pursuant to §2.2-3711A.3 of the Code of Virginia for *(discussion or consideration of confidential proprietary records and trade secrets excluded from this chapter pursuant to subdivision 18 of § 2.2-3705.6.)* involving \_\_\_\_\_.

### **CERTIFICATION OF CLOSED SESSION**

#### **A. Motion**

I move that the Board certify by roll call vote that to the best of each member's knowledge only public business matters lawfully exempted from open session requirements of the Freedom of Information Act and identified in the motion to go into closed session were heard, discussed or considered in the closed session.

#### **B. Vote taken on certification.**

Present:

Vote:

Thomas W. Evelyn  
C. Thomas Tiller, Jr.  
Patricia A. Paige  
Ron Stiers  
John N. Lockwood