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TOWN OF NEW MARKET COMPREHENSIVE PLAN

Town of Council & Planning
Commission:
March 3, 2026

AGENDA

The Comprehensive Plan in Virginia and Best Practices

Existing Comprehensive Plan

High-Priority Topics

Defining Success

Other Feedback

Next Steps

An aerial photograph of the Virginia State Capitol building, a large white neoclassical structure with a prominent portico, situated in the center of a city. The building is surrounded by green lawns and trees. In the background, a dense urban skyline is visible, featuring several tall skyscrapers, including one with a distinctive curved facade. A river is visible in the distance on the right side of the image. A dark, semi-transparent rectangular overlay is positioned on the left side of the image, containing the title text.

THE COMPREHENSIVE PLAN IN VIRGINIA

THE COMPREHENSIVE PLAN IN VIRGINIA

Serves as the core policy document

However, it is not self-implementing

Should be a legislative “to-do” list

A plan for the physical development of the locality,
guiding future development

An advisory or guidance document for development of
ordinances, programs, and development

Where have we been, where are we now, and where are
we going

REQUIREMENTS

The State Code requires:

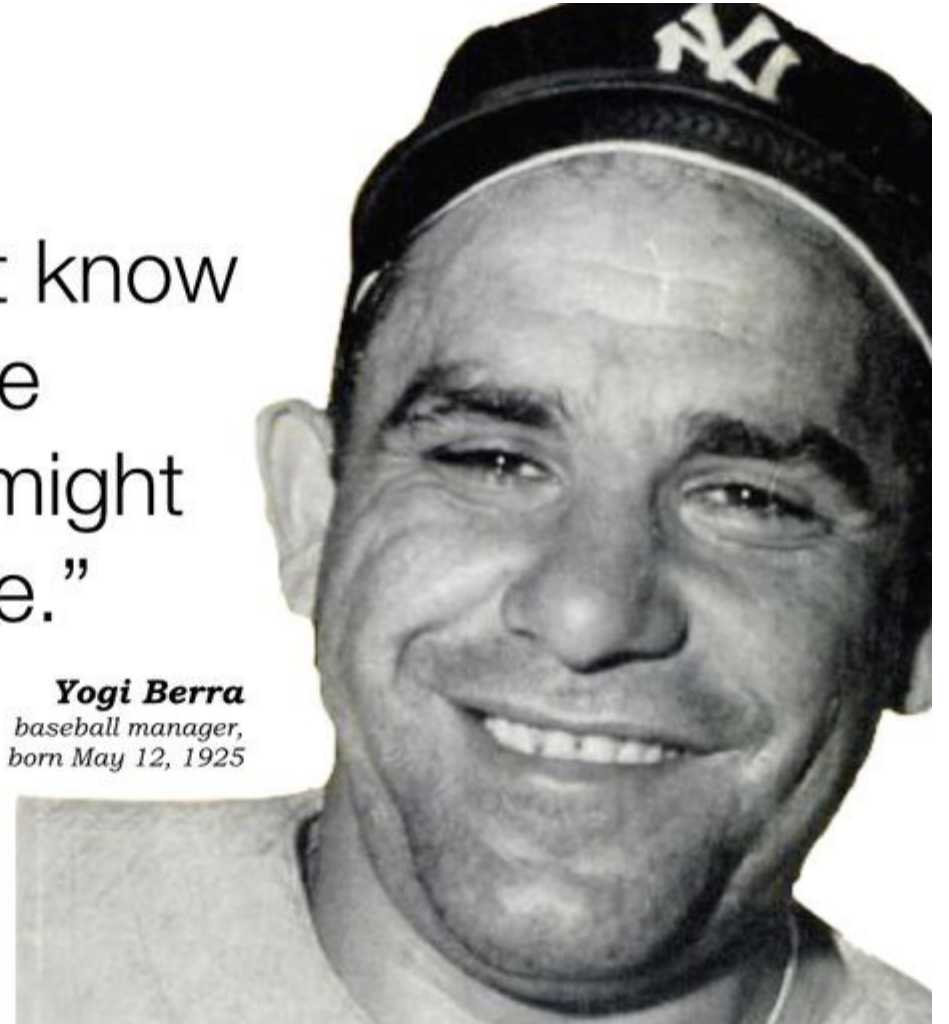
Every local government must adopt a comprehensive plan.

The locality must review that plan every five years.

The locality must meet procedural and substantive standards.

“If you don’t know where you’re going, you might not get there.”

Yogi Berra
baseball manager,
born May 12, 1925



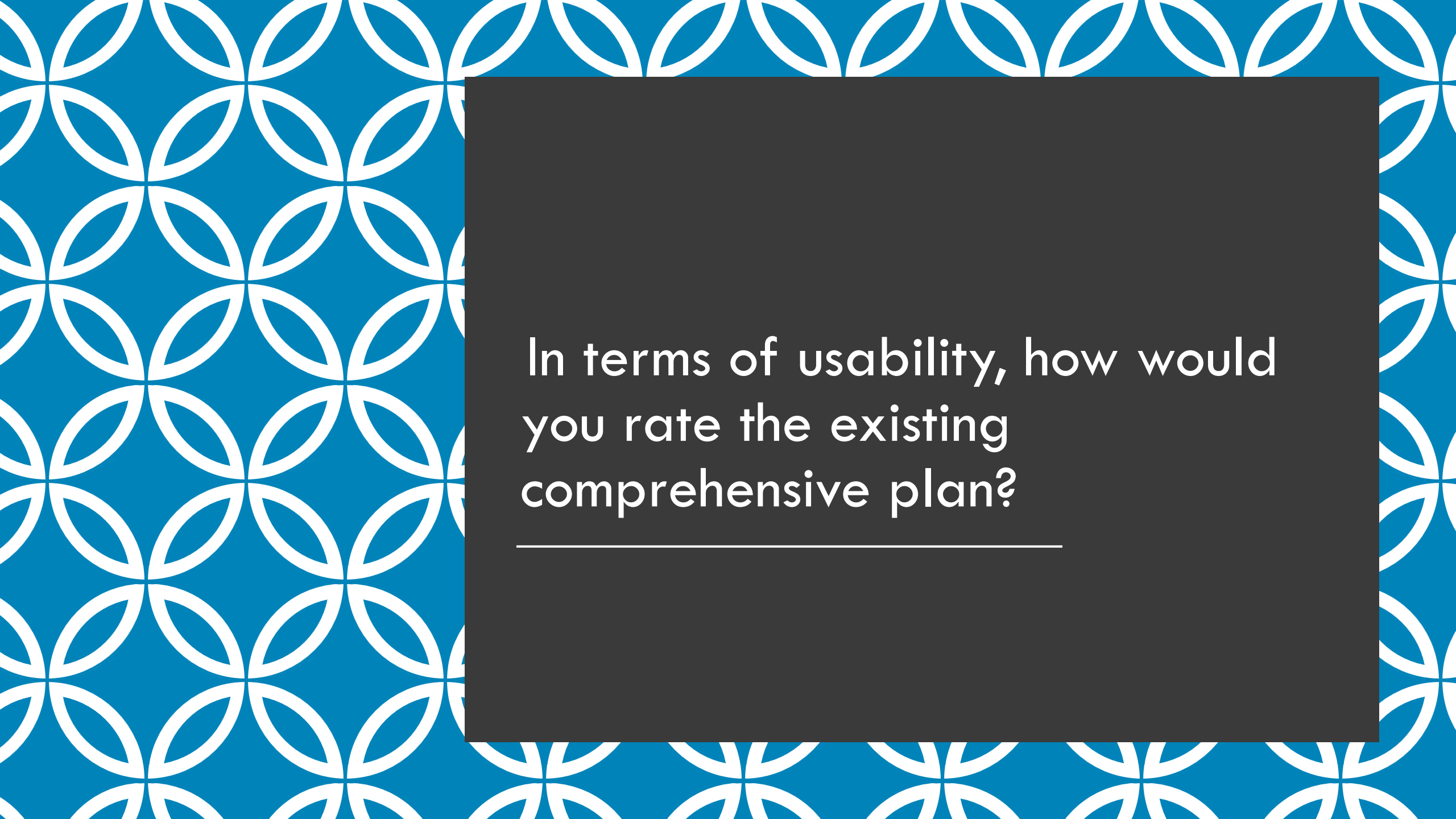
EXISTING COMPREHENSIVE PLAN



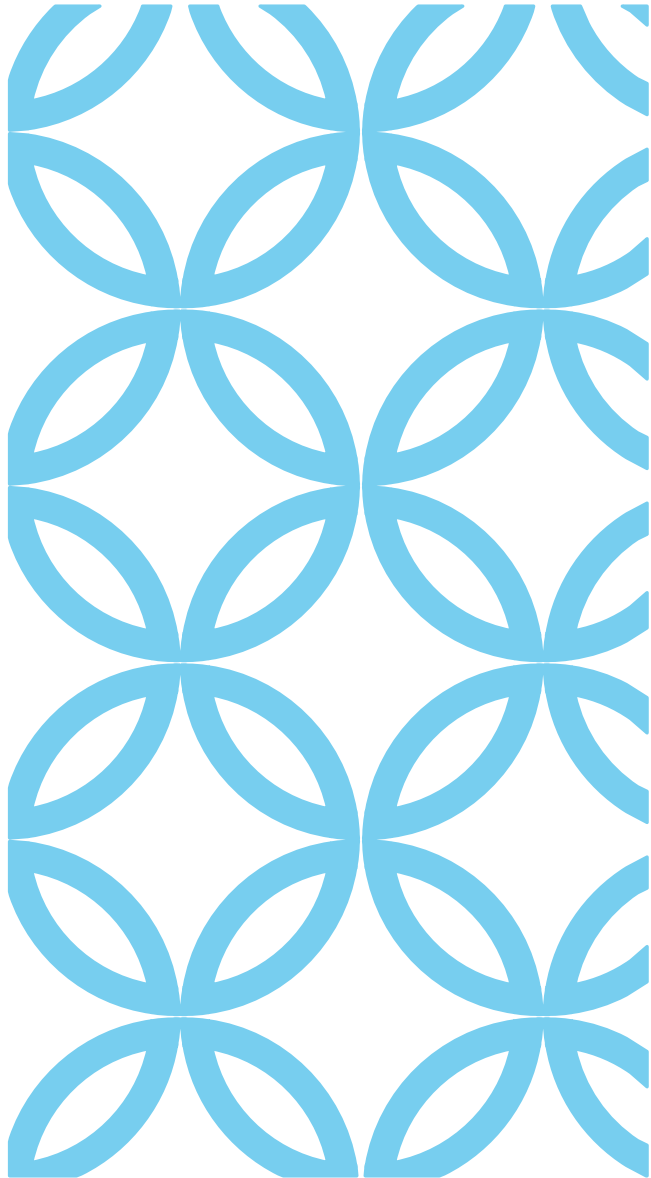
EXISTING VISION OF NEW MARKET'S FUTURE

The comprehensive plan is guided by a vision of a future New Market that includes:

- A historic district that is protected from adverse changes and with new construction throughout the town that is compatible with and sensitive to New Market's historic character and that contributes to the aesthetic quality of the community.
- A high quality of life which includes healthy residential neighborhoods, adequate open space and recreational facilities, strong schools, and a well-designed transportation system.
- A residential community centered on tourism as its major business.
- A strong and lively downtown area that serves as a focal point for community activities.
- An ideal location for industry that is compatible with our residential / tourist atmosphere.



In terms of usability, how would you rate the existing comprehensive plan?



In your official role, what suggestions would you have for making the Comprehensive Plan more user-friendly? As local officials, what format would best help you make decisions.

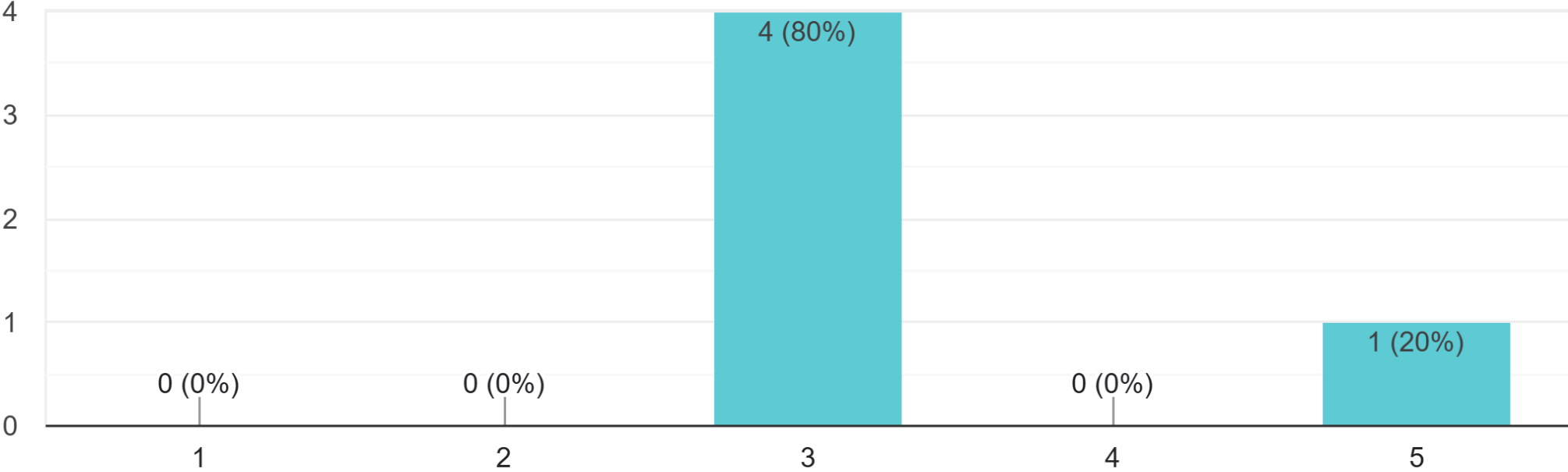


DISCUSSION

Calibrating feedback

In terms of usability, how would you rate the existing comprehensive plan? Leave blank if you're not sure.

5 responses



IN YOUR OFFICIAL ROLE, WHAT SUGGESTIONS WOULD YOU HAVE FOR MAKING THE COMPREHENSIVE PLAN MORE USER-FRIENDLY? AS LOCAL OFFICIALS, WHAT FORMAT WOULD BEST HELP YOU MAKE DECISIONS.



Unfettered use by town officials and staff to facilitate prompt actions rather than “talking an idea or proposal to death”. Existing format of public hearings, recommendations to Council, action by Council.



The phase “living document” is time worn but can apply here. If it is comprehensive it shouldn't start and start but flow one into the other.



I think we should explain and refer to the plan more frequently



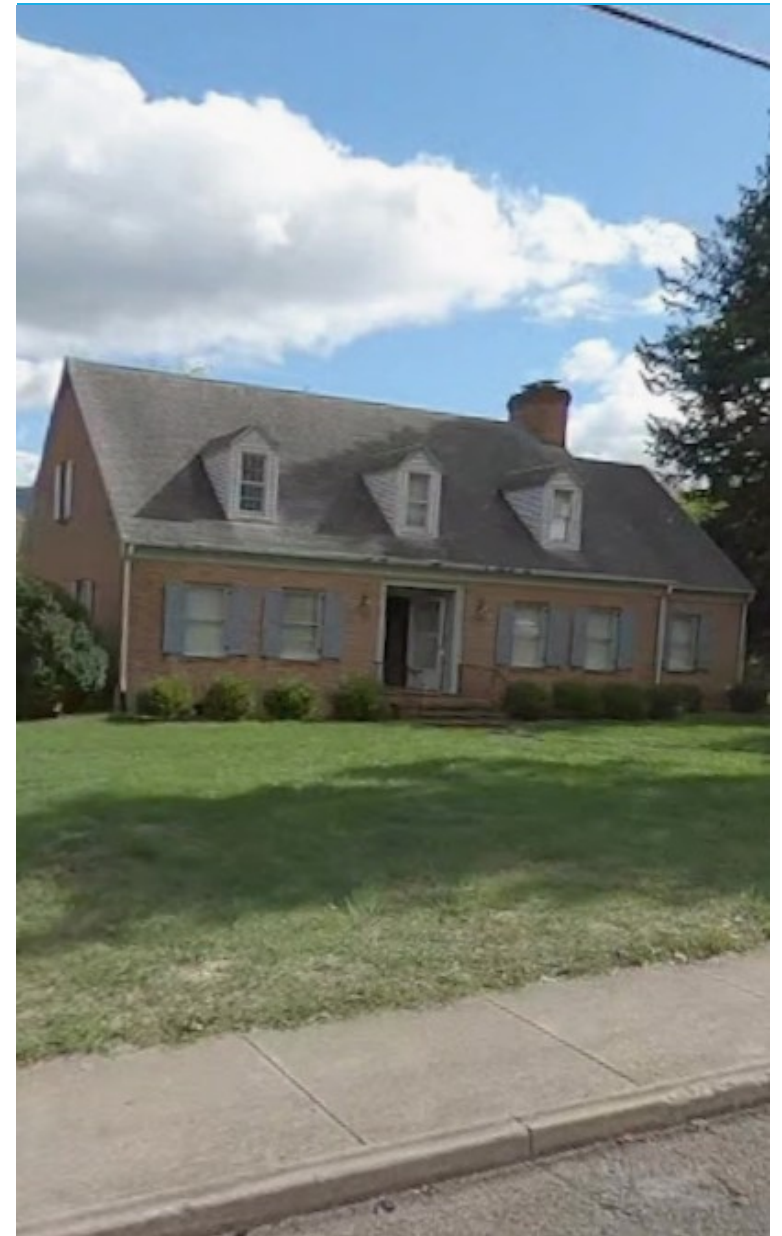
I think an accessible website format would be best so that's it's direct and transparent. I hope for better data points within it too, highlighting 5 yr histories. It is very hard to do data driven decisions in New Market because of the lack of long-term data.



DISCUSSION

Calibrating feedback

**WHAT ARE THE TOP ISSUES
IN NEW MARKET? DESCRIBE
SOME OF THE HOT TOPICS.**



WHAT ARE THE TOP ISSUES IN NEW MARKET? DESCRIBE SOME OF THE HOT TOPICS.

No more conservation easements in the Town of New Market.

Bringing new businesses to the town, specifically a grocery store, a hardware store, a variety store and a drug store.

Getting new businesses to come to town. Need a grocery store and hardware store.

affordable housing, need for better retail

Growth of the business district, economic challenges facing the town.

Land locked and continuation of businesses being opened and development

Economic Development



WHAT TOPICS NEED THE MOST ATTENTION?

Housing

Economic Development

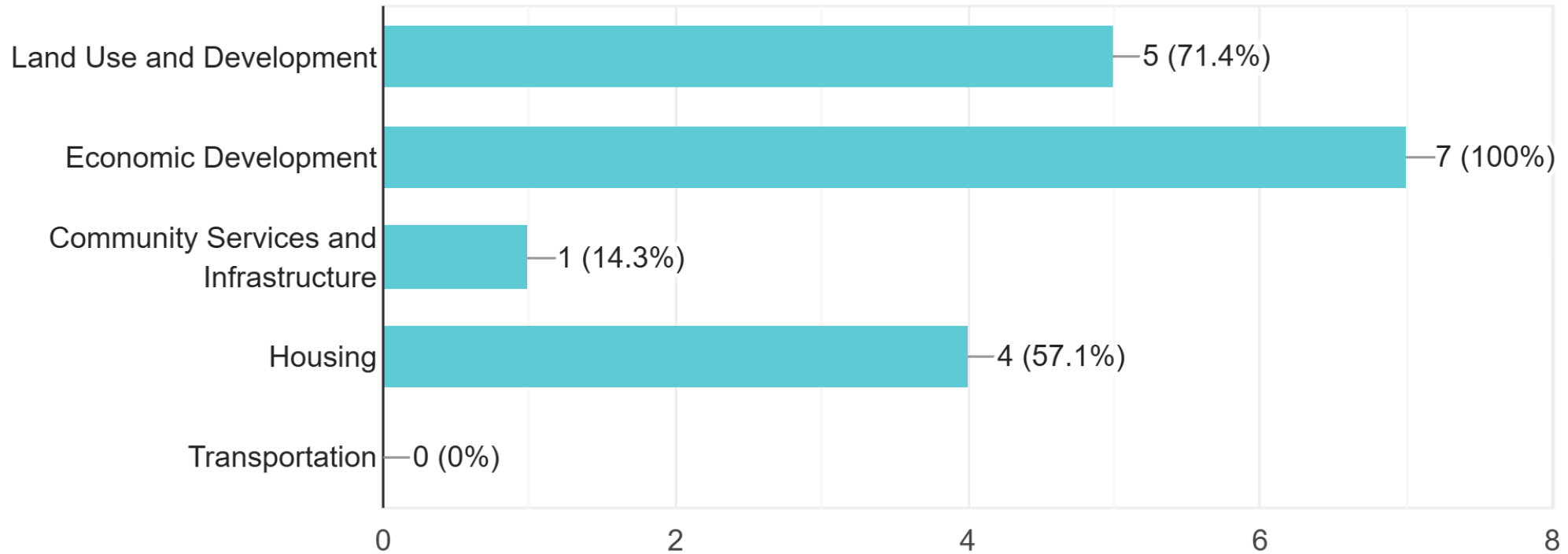
Land Use and Development

Community Services and Infrastructure

Transportation

In the Comprehensive Plan update, what topics need the most attention? (Select all that apply)


7 responses



The background of the slide is a grayscale image of several mechanical gauges and dials, likely from a vintage instrument or watch movement. The dials are arranged in a grid-like pattern, with some showing numerical scales and others showing more complex markings. A thin vertical blue line is positioned to the right of the word 'DISCUSSION'.

DISCUSSION

Calibrating feedback



DESCRIBE A SUCCESSFUL
ENGAGEMENT PROCESS.

HOW WOULD YOU DESCRIBE
A SUCCESSFUL
ENGAGEMENT PROCESS?
WHAT IS YOUR MEASURE OF
SUCCESS?

When a plan is adapted make sure it is legal and properly followed.

Established priorities are identified and the measure of success is bringing priorities to fruition.

We come up with an area to grow the housing in town and get a grocery store, maybe a hardware store.

a rating system

Getting new citizens involved who offer potential solutions, understand limitations and are willing to work in a community centric way.

Continual development and whether individuals are moving from new market due to the lack of accessibility to grocery stores, pharmacies etc

Engaging events, not just lectures. Events for specific KIDS: Lego build outs, etc



DISCUSSION

Calibrating feedback

**DESCRIBE A SUCCESSFUL
PLANNING PROCESS.**

A



IMAGINE THAT THE
COMPREHENSIVE PLAN
UPDATE IS COMPLETE,
AND THE TOWN IS
CELEBRATING A
SUCCESSFUL PLANNING
PROCESS. DESCRIBE
WHAT MADE THIS
PROCESS A SUCCESS.
WHAT HAPPENED THAT
CAUSED THAT
CELEBRATION?

Input from a variety of sources that were reasonably feasible. Implementation of projects derived from the data supplied by the various sources.

We find a way to attract new business to town

Involvement, integration, initiation across citizen population of New Market.

The staff. Town council and constituents

I hope folks are invited through the process to join ALL the empty board seats in council

The background of the slide is a grayscale image of several mechanical gauges and dials. The gauges have circular faces with various scales and markings. Some scales are linear, while others are circular. The overall appearance is that of a complex mechanical instrument, possibly a control panel or a diagnostic tool. The text is overlaid on this background.

DISCUSSION

Calibrating feedback

A photograph of a stone path leading through a lush green forest. The path is made of large, flat, grey stones, some of which are partially submerged in a shallow stream of water. The surrounding vegetation is dense and vibrant green, with various types of ferns and leafy plants. On the left side of the image, there is a dark, semi-transparent rectangular overlay. Inside this overlay, the text "NEXT STEPS" is written in a white, bold, sans-serif font. Below the text, there is a thin, horizontal green line.

NEXT STEPS

STEERING COMMITTEE

The Citizen Steering Committee will be an advisory group. Their general responsibilities are to:

- **Advise** on a clear and effective direction for the planning process.
- **Inform** town staff and consultants on information, plans, and other activities that could overlap with or augment the process.
- **Recruit** community members into the engagement and outreach.
- **Review** the draft plan materials.

COMMITTEE RECOMMENDATIONS

Limit the committee to about eight people

Include Planning Commission members (at least 2)

Consider a Council Liaison

Appoint members that represent high-priority areas:

- Housing
- Economic development
- Local service providers

Consider a roster that would be representative of the community.

Who is commonly missing from the table?



A hand holding a vintage compass against a dark background. The compass is open, showing the dial with cardinal and intercardinal directions. The text 'SCOPE OF WORK' is overlaid in white, bold, sans-serif font.

SCOPE OF WORK

Assemble the steering committee

Begin to collect and analyze data

Develop an Engagement Plan

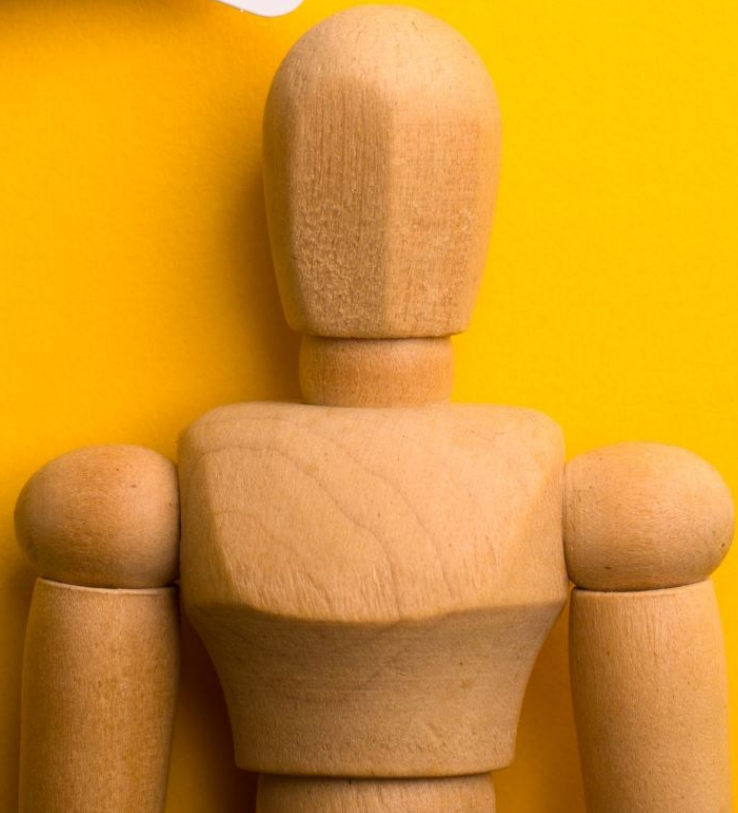
Begin a robust and diverse engagement process

Launch an online presence

Develop communications materials

Identify community needs

QUESTIONS AND DISCUSSION



WHAT OTHER FEEDBACK
WOULD YOU LIKE TO
PROVIDE TO GUIDE THIS
PROCESS TO GUIDE STAFF
AND THEIR CONSULTANTS?

WHAT OTHER FEEDBACK WOULD YOU LIKE TO PROVIDE TO GUIDE THIS PROCESS TO GUIDE STAFF AND THEIR CONSULTANTS?



Have an open mind and think “out of the box”. Anything is possible, Be willing to compromise.



Look at successful towns and see what works for them.



Develop some KPIs for the different departments in Town.



COMPREHENSIVE PLAN PERFORMANCE MEASURES

WHAT IS COMPREHENSIVE PLAN IMPLEMENTATION?



A comprehensive plan is a long-term policy guide that outlines a locality's growth and development.



Implementation ensures that the plan's goals transition from vision to reality.



Successful implementation requires:

- Clear goals and priorities.
- Funding mechanisms and partnerships.
- Regular evaluation and public accountability.
- Integration into local ordinances and capital planning.



Without implementation, a plan remains just a document, not a roadmap for action.

WHY DOES IMPLEMENTATION MATTER?

PREVENTS THE “SHELF PLAN” SYNDROME: ENSURES PLANS RESULT IN ACTION, NOT JUST REPORTS.

GUIDES LOCAL DECISION-MAKING: HELPS COUNCILS, COMMISSIONS, AND STAFF PRIORITIZE INVESTMENTS.

BUILDS PUBLIC TRUST: DEMONSTRATES THAT COMMUNITY INPUT LEADS TO TANGIBLE IMPROVEMENTS.

SUPPORTS FUNDING APPLICATIONS: MANY GRANTS REQUIRE PROOF OF IMPLEMENTATION EFFORTS.

LEADS TO BETTER OUTCOMES: ALIGNS ZONING, INFRASTRUCTURE, AND DEVELOPMENT IN A COORDINATED WAY.

BEST PRACTICES IN IMPLEMENTATION



Establish Clear Metrics & Indicators – Define measurable benchmarks for tracking progress.



Use Implementation Matrices – Assign tasks to responsible agencies with timelines.



Annual Progress Reporting – Require reports to councils and commissions on implementation status.



Tie Planning to Budgeting – Connect comprehensive plan goals with CIP and funding strategies.



Use Public Dashboards & Citizen Engagement – Make implementation progress accessible to the community.



Designate an Implementation Oversight Committee – A formal team ensures accountability.



Regular Plan Review & Adaptation – The plan should be updated as conditions change.



Leverage Digital Tools – Spreadsheets, GIS dashboards, live trackers, and real-time reporting improve efficiency.

COMPREHENSIVE PLAN & LAND USE DECISIONS

Legal Basis for Decision-Making – The Comprehensive Plan provides **justification to approve or deny** development proposals.

Staff Reports Must Assess Compliance – Proposals must be reviewed against the **Future Land Use Map (FLUM)** and Comprehensive Plan policies.

Decisions Must Be Defensible – A locality can **legally deny a rezoning or special use permit (SUP)** if it does not align with the plan.

HOW THE COMPREHENSIVE PLAN GUIDES DEVELOPMENT REVIEWS

Rezoning

Evaluates if the requested zoning aligns with the **FLUM & policy goals**.

Assesses impacts on **public facilities (roads, schools, utilities, emergency services, etc.)**.

Ensures rezonings support the plan's vision for **growth, preservation, or economic development**.

Special Use Permits (SUPs)

SUPs allow certain uses only if they **meet criteria established in the plan**.

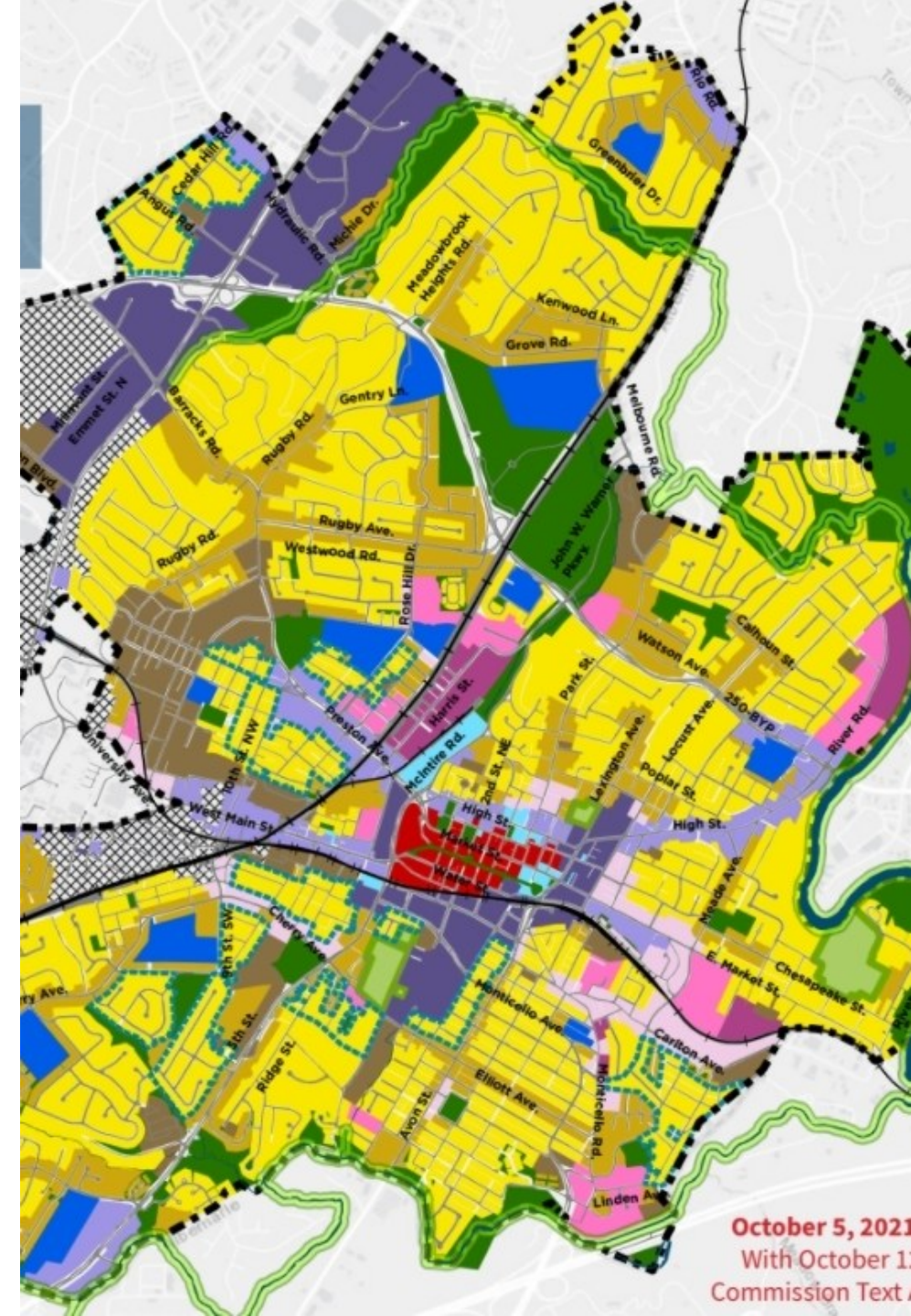
The plan helps determine if the use is appropriate for the **location & surrounding area**.

Considers impacts on **traffic, environment, and public services** before approval.

By explicitly tying **rezonings and SUPs to the Comprehensive Plan**, staff reports and decision-makers ensure **land use changes support long-term community goals** and remain **legally defensible**.

THE FUTURE LAND USE MAP (FLUM) IN ACTION

- Serves as a **decision-making tool** for rezonings, subdivisions, and land development proposals.
- Helps evaluate if a proposal **supports planned growth areas** or conflicts with long-term goals.
- Used by:
 - **Planning Commission & Elected Officials** in review of land use changes.
 - **Developers & Property Owners** to align projects with community expectations.
 - **Residents & Advocacy Groups** to understand future land use patterns.



October 5, 2021
With October 1,
Commission Text a

COMPREHENSIVE PLAN & ZONING CODE UPDATES

Zoning Text Amendments

- Plan recommendations guide **changes to zoning ordinances & subdivision regulations**.
- Ensures development regulations reflect the **community's vision**.

Overlay Districts & Form-Based Codes

- Comprehensive plans help justify **special zoning tools** to protect character & encourage desired growth patterns.

PUBLIC FACILITY SITING & VA CODE § 15.2-2232

- **State law mandates** that new public facilities be consistent with the Comprehensive Plan.
- Includes:
 - Schools, libraries, and fire stations.
 - **Utility & infrastructure expansions** (water, sewer, broadband).
 - **Energy & data centers**, including solar farms and high-voltage transmission lines.
 - Planning Commission **reviews facility proposals** for consistency with long-term growth strategies.



CAPITAL IMPROVEMENT PLANNING (CIP) & BUDGETING

The plan informs **long-term investments** in:

- Roads & transportation networks.
- Parks & recreation facilities.
- Water, sewer, & stormwater management.

Ensures funding is prioritized for **projects that align with the plan.**

Ties land use decisions to financial planning for sustainable growth.



An isometric illustration of a cityscape with various buildings, roads, and green spaces, rendered in a light gray color. The buildings are of different heights and shapes, and the roads are shown as a grid. The overall style is clean and modern.

INFRASTRUCTURE EXPANSION & PUBLIC SERVICE AREAS

- **Public utilities & road networks** must align with the plan's **growth projections**.
- Determines:
 - **Where new development should occur** (growth areas vs. rural preservation).
 - **Whether public water/sewer should be extended** or limited to encourage compact growth.
 - Coordination between **state, regional, and local agencies** for infrastructure planning.

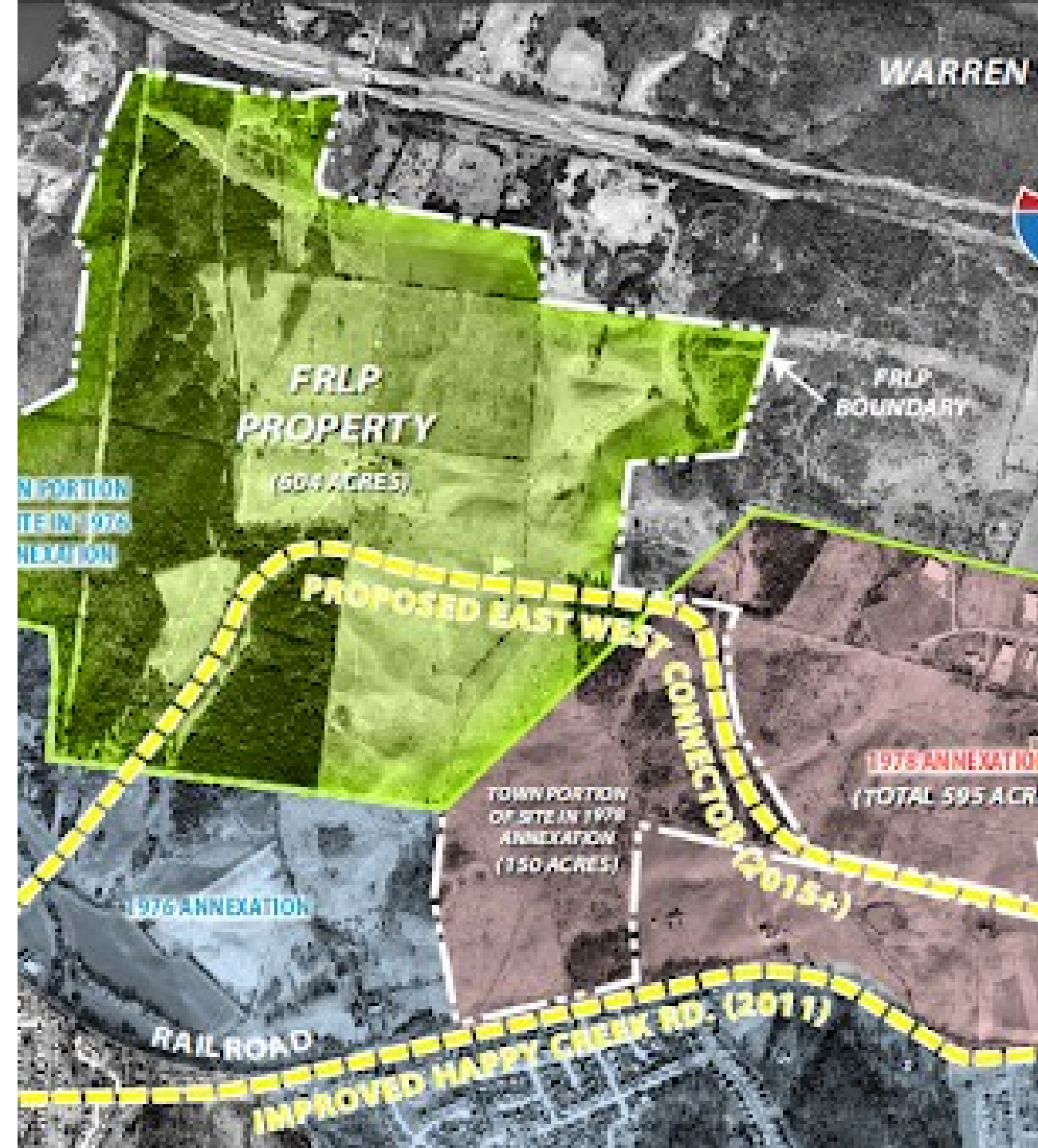
COMPREHENSIVE PLAN & LAND PRESERVATION TOOLS

- **Conservation Easements:** Must receive letters of compliance with the comprehensive plan. The plan can direct preservation efforts to priority areas or limit easements in areas designated for future economic development.
- **Agricultural & Forestal Districts (AFDs):** The comprehensive plan guides where AFDs should be designated, extended, or reduced, ensuring farmland and forest conservation align with broader land use goals.
- **Transfer of Development Rights (TDRs):** The plan establishes sending and receiving areas to manage growth, directing development to preferred locations while preserving critical lands.
- **Strategic Planning for Preservation:** The plan can set clear policies for where long-term rural preservation is appropriate versus where growth should be encouraged.



ANNEXATIONS & COMPREHENSIVE PLAN GUIDANCE

- The Comprehensive Plan provides **criteria for town and city annexations**, ensuring:
 - Annexations occur in planned growth areas** rather than in a scattered or reactive manner.
 - Public services (water, sewer, roads) can be **efficiently extended** to newly annexed areas.
 - The **fiscal impact** is considered—ensuring tax revenues can support expanded municipal services.
- Annexation Criteria in the Plan May Include:**
 - Proximity to **existing town infrastructure** to reduce service costs.
 - Alignment with the **Future Land Use Map (FLUM)** and growth projections.
 - Impact on **adjacent county land uses and preservation areas**.
 - Helps localities avoid **conflicts over boundary expansions** by setting clear, predictable annexation policies.



the annual report.

TABLE 7 // Metrics

Metric	Desired Trend	Baseline Statistic	Baseline Year	Data Source	Data Notes
Total population	Increase	230,436	2019	Census	Census, 2019 Population Estimates
Total Jobs	Increase	204,125	2020	Census	ESRI Business Analyst Online, Business Summary
% population in poverty	Decrease	21.9%	2018	Census	2018 ACS 1-Year Estimates (Table S1701) 47,857 (+/- 6,758) / 219,006 (+/- 1,770)
% population with a high-school degree	Increase	85.1%	2018	Census	2018 ACS 1-Year Estimates (Table S1501) 137,195 (+/- 3,294) high school graduate or higher / 161,126 (+/- 274) population 25 years and over
% of population with a post-secondary degree	Increase	41.9%	2018	Census	2018 ACS 1-Year Estimates (Table S1501) 67,516 (+/- 3,246) bachelor's degree or higher / 161,126 (+/- 274) population 25 years and over
Median income (adjusted for inflation using 2019 as baseline for inflation)	Increase	\$61,937	2018	Census	2018 ACS 1-Year Estimates (Table S1901) \$61,937 (+/- 94)
City-wide WalkScore	Increase	52	2020	WalkScore	WalkScore.com
% population living within 1/2 mile of park	Increase	51.7%	2014-2018	Census, ESRI	ESRI Business Analyst Online, 2014-2018 ACS 1-Year Estimates 115,000

CASE STUDY - RICHMOND 300

Implementation Framework

- **Adopted in 2020, guides city growth through 2037**
- **2021 APA Burnham Award Winner** for outstanding comprehensive planning
- **Citywide Metrics for Benchmarking Progress**
 - Tracks **housing growth, business development, infrastructure investments**
 - Metrics provide an **overall snapshot of progress**, not just linked to specific goals
- **Annual Implementation Reports**
 - Published each year and presented to **Planning Commission & City Council**
 - Ensures **public accountability and continuous progress evaluation**
- **5-Year Review Process**
 - Required **check-in and strategic adjustments** based on data trends
 - Ensures plan remains a **living document**

CASE STUDY - RICHMOND 300

Plan in Action

- Used in rezonings & land use decisions
- Example: Rezoning of **Manchester & Shockoe Bottom districts** for mixed-use growth
- Guides special use permit approvals
- Projects must align with the **Future Land Use Map**
- Capital Improvement Plan (CIP) Alignment**
- Greenway & trail expansions** prioritized in key mobility corridors
- Public transit expansion** tied to designated high-density areas
- Used to **Secure Grants & Public-Private Investments**
- Example: **Bus Rapid Transit funding request** backed by Richmond 300's multimodal goals

Big Moves

The six Big Moves intentionally seek to expand equity, increase the sustainability of our city, and beautify our city.

The Big Moves

Re-Write the Zoning Ordinance:

Direct growth to appropriate areas while maintaining existing neighborhoods as well as creating new authentic neighborhoods adjacent to enhanced transit.

Re-Imagine Priority Growth

Nodes: Target growth in jobs and population to Downtown, Greater Scott's Addition, Route 1 Corridor, Southside Plaza, and Stony Point Fashion Park.

Expand Housing Opportunities:

Encourage the development of housing options throughout the city to expand the geography of opportunity by de-concentrating poverty.

Provide Greenways & Parks

for All: Develop parks and greenways so that by 2037 100% of Richmonders live within a 10-minute walk of a park.

Reconnect the City: Cap highways to reknit neighborhoods destroyed by interstates, build/improve bridges, introduce street grids, and make the city easier to access by foot, bike, and transit.

Realign City Facilities: Improve City buildings (schools, libraries, fire stations, police stations, etc.) to provide better services in efficient, shared-use, accessible facilities to better match and serve the arowina city.

Because these moves are wide-reaching, there are several strategies throughout *Richmond 300* that relate to each Big Move. If the City can advance each of the Big Moves over the next 5 years, Richmond will be well on its way to realize its 20-year vision.

Each Big Move description in this Chapter includes:

- **Big Move name**
- **Description**
- **Key benefits**
- **Description** of how the Big Move advances equity, sustainability, and beauty
- **Alignment with *Richmond 300*** goals and objectives
- **Actions** that may be implemented to further the Big Move
- **Type of actions:**

Legislative: actions that result in a new ordinance for City Council to adopt

Planning: actions that result in plans to guide future work

Advocacy: actions that require the City and other organizations to advocate the state or federal government for funding or legislative changes

Administrative: actions that City staff can undertake as part of their regular duties

Capital Improvement Project (CIP): actions that require City funding to create a new park, infrastructure, building, or any other physical asset the City will own

- **Time Frame** for implementation is shown using the City's Fiscal Year (FY) which runs July to June:
FY22 = July 2021-June 2022
FY23 = July 2022-June 2023
FY24 = July 2023-June 2024
FY25 = July 2024-June 2025
FY26 = July 2025-June 2026

CASE STUDY - WINCHESTER COMPREHENSIVE PLAN

Monitoring the Comprehensive Plan

Chapter Eleven and the previous pages of this chapter assign specific actions to each of the Plan's goals and objectives, and they describe the rough scale of each action. Making the plan a reality requires careful monitoring of progress to build on success, identify problems a find solution, and keep citizens both informed and involved. Monitoring efforts should involve city planning staff, the Planning Commission, and citizens.

City Council should receive an annual report from the Planning Commission detailing the status of Comprehensive Plan implementation. This report should sort the plan's many specific actions, identifying those city personnel, businesses, and community groups

Commitment to Implementation

2022 Comprehensive Plan Update

Emphasizes action, not just vision:

Plan states: "Winchester does not want a plan that gathers dust on a shelf."

Implementation Chapter assigns ~100 specific projects & policies

Each action has a designated responsible party (staff, agencies, community groups)

Annual Implementation Report required

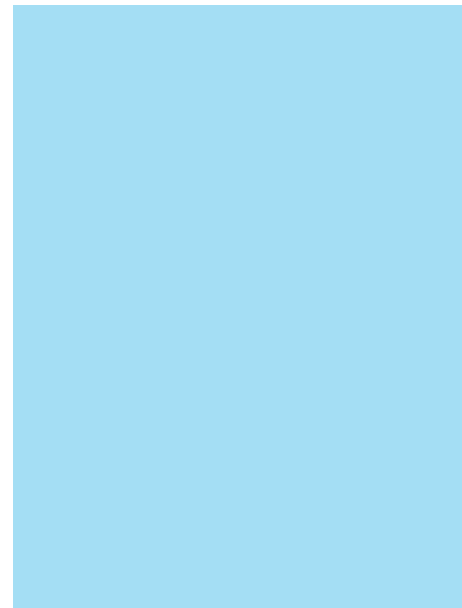
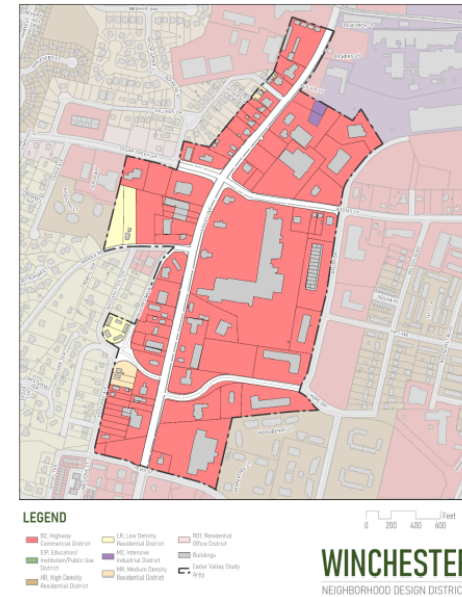
Report details status of each action

Identifies which initiatives are progressing, delayed, or completed

CASE STUDY - WINCHESTER COMPREHENSIVE PLAN

How Winchester Uses the Plan Daily

- **Guides rezoning & development review**
 - Example: Rezoning downtown for **higher-density housing & commercial uses**
- **Capital Investment Priorities**
 - Infrastructure investments **focused on designated growth areas**
 - New schools, roads, and parks **aligned with projected population growth**
- **Public Engagement & Accountability**
 - Annual reports made **accessible online & via public meetings**
 - 5-year review includes **citizen advisory focus groups**



CASE STUDY - CHESTERFIELD COUNTY MOVING FORWARD PLAN

PHASE 1 PROJECTS	Project Lead	Time Need	Funding Source	Outcome/ Deliverable	Chapter Tie
Comprehensive Ordinance Amendment.* Review and revise Zoning Ordinance to streamline processes and revise/add zoning districts to reflect plan guidance. Includes updates to development policies such as Connectivity, Sidewalks, Bicycle Facilities, etc.	Planning	18-24 months	General Fund	Revised Zoning Ordinance adopted by Board of Supervisors Policies adopted in support of Ordinance	5, 6, 7, 8, 9, 10, 12, 13, 14
Affordable/Workforce Housing Strategy.* Recommend an approach for the provision of affordable/workforce housing. Will also address senior housing.	Community Enhancement	12-18 months	General Fund	Strategy accepted by Board of Supervisors, further direction provided	5, 6, 7, 10
County Property Acquisition Policies.* Review and revise policies including site evaluation, substantial accord, acquisition, conservation/open space, reuse and surplussing to reflect plan guidance.	Planning Utilities Gen Svcs	6-12 months	N/A	Policies adopted by County Administration	8, 9, 10, 15
Neighborhood Connector Study.* Develop approaches, ordinances and policies for neighborhood connector paths countywide.	Planning Parks & Rec	6-12 months	General Fund (already funded)	Revised policy and ordinance adopted by Board of Supervisors	13, 14, 15
Non-Motorized Transportation Signage.* Establish standardized signage and location protocols for the network in coordination with the Police and Fire/EMS Departments for emergency response purposes.	Planning CDOT Parks & Rec	12-18 months	General Fund	Policy adopted by County Administration	13, 14, 15
Implementation Annual Report. Prepare an annual report identifying progress and status of implementation projects.	Planning	3-6 months	N/A	Annual report presented to County Admin, CPC & BOS	3, 16
Water & Wastewater Facilities Plan Update. Update the system plan to reflect comp plan recommendations for public water/wastewater supply and demand analysis.	Utilities	18-24 months	Utilities CIP	Updated plan presented to Board of Supervisors	10, 12

Chesterfield's Action-Oriented Implementation Plan

Implementation Chapter includes a detailed "Action Plan Matrix"

Lists specific projects & initiatives

Each action is assigned a **Project Lead (responsible department)**

Timeframes & expected outcomes identified

Annual Implementation Report required

Presented to **County Administration, Planning Commission, & Board of Supervisors**

Tracks **progress on zoning updates, infrastructure investments, and growth management**

Oversight & Coordination

Designated Implementation Coordinator in County Administration

Helps align **departments & agencies toward shared goals**

CASE STUDY - CHESTERFIELD COUNTY MOVING FORWARD PLAN

Chesterfield's Plan in Action

- **Used in rezoning & land use applications**
 - Example: Restricting suburban sprawl in **rural conservation zones**
- **Subdivision ordinance amendments based on the plan**
 - Example: Adjusting **minimum lot sizes** to match rural & suburban character
- **Capital Improvement Plan (CIP) Prioritization**
 - **Road & utility expansions only approved** in planned growth corridors
 - Public facilities like **fire stations & schools strategically placed**
- **Plan Integration with Budgeting & Strategic Planning**
 - Tied to **county's long-term financial plan & economic development strategy**

Implementation Matrix

Initiative / Revitalization Tool	Geographic Focus*			Program Status / Recommendation				Priority**	Potential Funding Source
	Countywide	Revitalization Areas	Special Area Plans	Existing Program	New Program	Continue Program	Expand/Improve		
Affordable Housing	X	X	X	X		X	X	2	To Be Determined
Blight Abatement		X	X	X		X	X	2	General Fund
Bulky Waste Removal		X	X	X		X	X	1	CDBG; General Fund
Business Incentives		X	X	X		X	X	1	To Be Determined
Community Development Authorities			X	X		X	X	3	Assessments
CDBG Funding		X	X	X		X		1	Federal
Community Land Trust	X	X	X					1	CDBG; TBD
Community Organization Support		X	X	X		X	X	2	To Be Determined
Development Standards			X	X		X	X	2	N/A
Environmental Revitalization	X			X		X		1	General Fund
Fee Waivers			X	X		X	X	2	N/A***
Historic Tax Credits	X	X	X		X			3	N/A
HOME Funding		X	X	X		X		1	Federal
Homeowner Education	X	X	X		X			1	To Be Determined
Housing Rehab Grants & Loans			X	X	X	X	X	2	CDBG; TBD TBD
Housing Rehabilitation Zones			X		X			2	N/A***
Housing Trust Fund	X	X	X		X			3	To Be Determined
Land Bank	X	X	X		X			1	To Be Determined
Low-Income Housing Tax Credit	X	X	X	X		X		2	N/A
Opportunity Zones		3 Census Tracts			X			1	N/A
Proactive Property Maint. Inspections		X	X	X		X	X	1	General Fund/CDBG
Proactive Rezoning			X	X		X	X	3	N/A
Property Maintenance Requirements	X	X	X	X	X			2	General Fund
Public Facility & Infrastructure Invest.		X	X	X		X	X	2	CIP
Reactive Property Maint. Inspections	X	X	X	X		X		1	General Fund
Redevelopment	X	X	X		X			3	To Be Determined
Regulatory Relief			X	X		X	X	2	N/A
Rehabilitation Tax Exemptions	X	X	X	X		X	X	2	N/A***
Rental Property Maintenance	X	X	X	X		X	X	1	To Be Determined
Revitalization Coordination	X	X	X	X		X	X	1	General Fund
Revitalization Information	X	X	X	X		X	X	1	General Fund
Revolving Loan Fund	X	X	X		X			1	To Be Determined
Safety Programs	X	X	X	X		X	X	1	General Fund
Service Districts			X	X		X	X	3	Assessments
Specific Area Plans			X	X		X	X	1	General Fund
Streetscape & Gateway Improvements			X	X		X	X	3	Assessment District
Synthetic Tax Increment Financing			X		X			2	Tax Increment
Tax Abatements for New Construction			X		X			3	N/A***
Tax Increment Financing			X		X			2	Tax Increment

CASE STUDY - ARLINGTON AFFORDABLE HOUSING PLAN

Arlington's Affordable Housing Strategy & Goals

- **Part of Arlington's Comprehensive Plan:** The Affordable Housing Master Plan (AHMP) guides housing policies and programs.
- **Key Housing Goals:**
 - **Increase Committed Affordable Units (CAFs)** for low-income households.
 - **Reduce housing cost burden** for low- and moderate-income residents.
 - **Ensure housing affordability across Arlington's neighborhoods.**
- **Implementation Approach:**
 - Uses **zoning tools, financial incentives, and public-private partnerships** to meet goals.
 - **Coordinates housing efforts with transportation, schools, and economic development.**
- **Annual Monitoring & Reporting Plan** keeps policies data-driven and adaptable.

Goal 1: Supply.

Arlington County shall have an adequate supply of housing available to community needs

The Affordable Housing Master Plan establishes a general supply goal relative to the community. This implies looking at two components; supply/inventory and needs.

Supply: Overall picture of housing supply will be depicted graphically and in table format to depict the entire housing stock and the various housing types and tenure.

The following data will be needed to produce this overall picture.

		Ownership	Rental
Housing Type	Single Family		
	Duplex		
	Affordable to 60% AMI		
	Affordable to 80% AMI		
	Townhome		
	Affordable to 60% AMI		
	Affordable to 80% AMI		
	Condo		
	Affordable to 60% AMI		
	Affordable to 80% AMI		
	Accessory Dwelling Unit		
	Affordable to 60% AMI		
	Affordable to 80% AMI		
	Apartment		
	<i>Unrestricted</i>		
	MARK at 60% AMI		
	MARK at 80% AMI		
	80 to 100% AMI		
	100 to 120% AMI		
	Over 120% AMI		
	CAFs		
	CAF at 40% AMI		
	CAF at 50% AMI		
	CAF at 60% AMI		
	CAF at 80% AMI		

The source for this information will be the County's Real Estate database and the Rent and Vacancy survey information.

Affordable Housing Dashboard

Overall Housing Supply 124,712 Units [\(click for more\)](#)

Committed Affordable Housing [\(click for more\)](#)



In fiscal year 2024, Arlington County added **132** committed affordable housing units, bringing the total number of committed affordable housing in the County to **11,355** units.

[See FY2024 Projects](#)

Rental Housing Affordable up to 60% AMI [\(click for more\)](#)

Housing stock affordable to households with incomes up to 60% of Area Median Income (AMI) as a percentage of all housing.



Rising Rents [\(click for more\)](#)

Category	Value	Change
King Rents	\$2,041	6.3%
1br	\$2,358	8.2%
2br	\$3,068	10.0%
3br	\$4,074	14.3%

Rent Data Source for 2024 Q3: CoStar

For Sale Housing Market [\(click for more\)](#)



Preventing and Ending Homelessness [\(click for more\)](#)

1,379 Households were served through eviction prevention

405 Persons served by shelters.

92% of Permanent Supportive Housing (PSH) program participants have remained in PSH or exited to permanent housing.

Renter Assistance [\(click for more\)](#)

1,568 households receiving Housing Grants

1,535 households receiving Housing Choice Vouchers

485 persons supported through Permanent Supportive Housing

Implementation Highlights [\(click to go to County website\)](#)

Arlington County continues to make progress towards the objectives of the Affordable Housing Master Plan, Fair Housing, and the CAF Strategies.

[See the Highlights](#)

Barcroft Master Financing and Development Plan [\(click for more\)](#)

A final Master Financing and Development Plan was completed in 2024 establishing the long-term plan for preservation and redevelopment of the 1,335 unit Barcroft Apartments. The Board also approved use permits for the first phase of renovation.

Arlington's Affordable Housing Monitoring & Reporting Plan

Tracking Progress & Public Accountability

- **Annual Housing Report** evaluates housing affordability, production, and preservation.
- **Defined Metrics & Targets:**
 - Number of **Committed Affordable Units (CAFs)** created/preserved.
 - **Housing cost burden rates** for various income levels.
 - **Changes in rent and income levels** compared to affordability targets.
- **GIS Mapping & Trend Analysis** visualize neighborhood-level housing changes.

Impact on Policy & Budgeting

- Data informs **zoning changes, land use decisions, and housing trust fund allocations.**
- Helps refine **developer incentives & funding priorities** to meet goals.
- Supports adjustments to **affordable housing policies based on real-world trends.**

Public Accessibility & Transparency

- **Online dashboard** provides real-time access to data and trends.
- **Public engagement opportunities** ensure ongoing input into housing decisions.

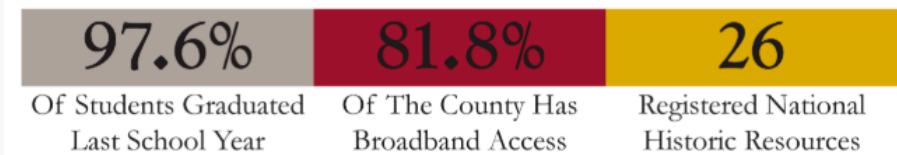
CASE STUDY - ARLINGTON AFFORDABLE HOUSING PLAN

CASE STUDY – SHENANDOAH COUNTY COMPREHENSIVE PLAN

Shenandoah 2045: Internal Implementation Tracker

- **Comprehensive Plan Linked to a Live Tracking System**
 - Internal **Excel-based Implementation Matrix** organizes all plan actions.
 - Can be **sorted by responsible agency, timeline, and status** (Not Started, In Progress, Completed).
 - Departments update progress directly within the system.
- **Live Public Dashboard for Transparency**
 - Automatically updates online for residents to track implementation.
 - **Real-time status updates** show progress toward plan goals.
 - Enhances **accountability** by making implementation efforts visible to the public.
- **A Model for Tracking & Accountability**
 - Helps county staff prioritize actions and coordinate across departments.
 - Ensures the plan remains a **living document** rather than a “shelf plan.”
 - Supports **continuous adaptation** as conditions change.

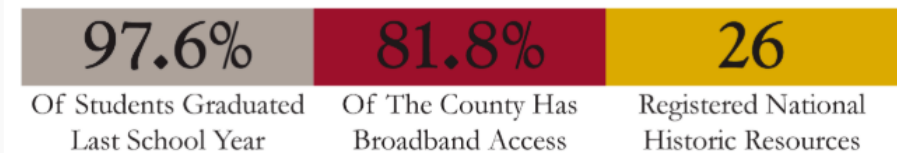
Completed?	Action Number	Action Key #	Action Text	Lead Stakeholder	Lead Stakeholder
No	1	1.1.1.1	Identify all existing historical reports that are outdated and in need of an update, including the 1995 Historical Survey	CD, CL	Community D
No	2	1.1.1.2	Reach out to local universities and colleges on research opportunities and fieldwork.	CD, CL	Community D
No	3	1.1.1.3	Consider a plaque program for structures on the State and National Historic Registries.	CD, CL	Community D
No	4	1.1.1.2.1	Consider a volunteer system for anyone in the community as well as school classes and students to assist in scanning.	CD, CL	Community D
No	5	1.1.2.2	Publish the digitized and OCR processed deeds, minutes, and other documents online for public use and continue to r	CD, CL	Community D
No	6	1.1.2.3	Identify all deeds that have racially restrictive covenants and georeference and map deeds.	CD, CL	Community D
No	7	1.1.2.4	Georeference all plats and create historical plat maps of the County.	CD, CL	Community D
No	8	1.1.3.1	Complete all necessary requirements to achieve and maintain DHR CLG Designation.	CD, CL	Community D
No	9	1.1.3.2	Study staff capacity and add a Historic Preservation And Design Planner to the SIP, part of their job responsibilities sh	CD, CL	Community D
No	10	1.1.3.3	Consider a Historical and Architectural Review Board (HARB). HARB must administer its ordinance and work as an ac	CD, CL	Community D
No	11	1.1.3.4	Support each Town in becoming a CLG, or for the County to serve on their behalf.	CD, CL	Community D
No	12	1.1.4.1	Study staff capacity and add a Director of County Archives to the SIP.	CA, CL	County Admi
No	13	1.1.4.2	Conduct a thorough needs assessment to determine the requirements for County Archives.	CA, CL	County Admi
No	14	1.1.4.3	Develop and implement archival policies and procedures.	CA, CL	County Admi
No	15	1.1.4.4	Include a County Archives Building in the CIP.	CA, CL	County Admi
No	16	1.1.5.1	Develop a prioritization plan for digitizing archival collections.	CL	County Librar
No	17	1.1.5.2	Invest in the necessary infrastructure, such as high-quality scanners and digital storage.	CL	County Librar
No	18	1.1.5.3	Collaborate with local schools and universities to involve students in the digitization process.	CL	County Librar
No	19	1.1.5.4	Promote the online availability of digitized archival materials through marketing and outreach.	CL	County Librar
No	20	1.1.6.1	Consider an oral history interview program for anyone to sign up for or submit interviews.	CL	County Librar
No	21	1.1.6.2	Conduct interviews with Native, Black, Latinx, Asian, Women, Immigrant, Religious, Farm individuals and communities	CL	County Librar
No	22	1.1.7.1	Develop a digital twin of Shenandoah County using ESRI technology or NERFS.	CD, GIS	Community D
No	23	1.1.7.2	Continuously identify and digitally recreate existing and former Towns, Villages, and Hamlets.	CD, GIS	Community D
No	24	1.1.7.3	Organize workshops and demonstrations to showcase the 3-D models.	CD, GIS	Community D
No	25	1.2.1.1	Develop and maintain a comprehensive map of all desired viewing locations per the Plan.	CD, PC	Community D
No	26	1.2.1.2	Implement informational signage at each pull off.	CD, PC	Community D
No	27	1.2.1.3	Collaborate with local churches to explore opportunities for public access to their bellfries.	CD, PC	Community D
No	28	1.2.1.4	Partner with tall structure owners to make overlooks accessible.	CD, PC	Community D



Please note that this data is updated on an annual basis and may be out of date.

Completed and In-Progress

■ Completed ■ In-Progress



Please note that this data is updated on an annual basis and may be out of date.

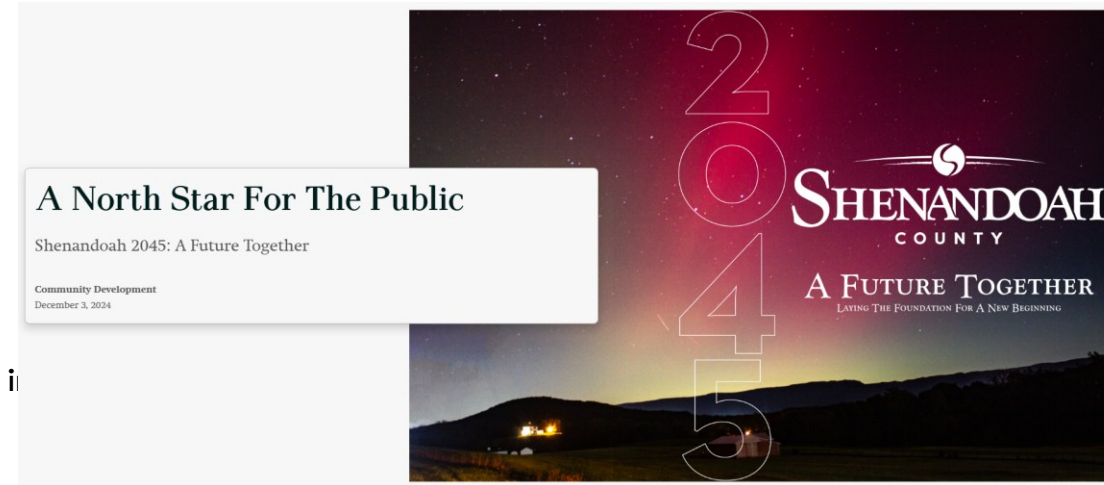
Completed and In-Progress

■ Completed ■ In-Progress

CASE STUDY – SHENANDOAH COUNTY 2045: A FUTURE TOGETHER COMPREHENSIVE PLAN

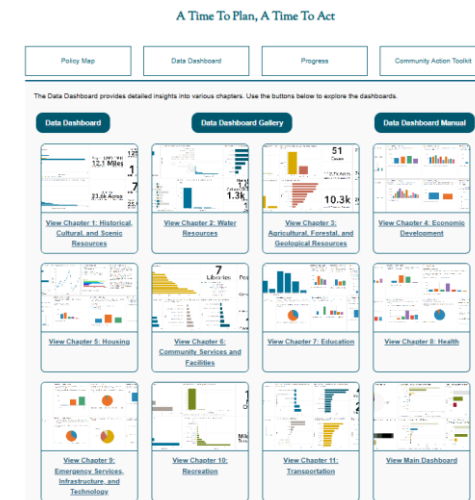
Shenandoah 2045: Public Engagement & Implementation Tools

- **Multiple Tools for Ensuring Implementation Success**
 - **Action Plan Matrix:** Links policies to funding sources & zoning regulations.
 - **Community Action Toolkit:** Resources for local organizations to assist in implementation.
 - **Annual Progress Reports:** Keeps leadership & residents informed.
- **Interactive Online Tools**
 - **Live Data Dashboards:** Visualize key statistics on plan progress.
 - **GIS Mapping Tools:** Show development trends & infrastructure needs.
- **Ongoing Plan Adjustments**
 - **Annual updates** ensure the plan evolves with new challenges.
 - **Regular public engagement** keeps implementation aligned with community needs.



Example of a condition: 1. To restrict noise and light pollution, parking will be limited to designated areas on the preliminary site plan dated #####/###/####.

#	Question	Yes	No
1	Is the request in line with the Future Land Use Map (FLUM)?	Proceed	Consider Denial
2	Is the use aligned with the comprehensive plan?	Or can advance goals or solve a problem, or not addressed -Proceed	Consider Denial
3	Does the proposal conflict with surrounding uses?	Applicant engaged neighbors & addressed concerns? -Proceed	Proceed
4	Mitigation plan for impact on water resources?	Or not impacted -Proceed	Consider Denial
5	Is the soil productive farmland?	Consider denial unless aligned with FLUM	Proceed
6	Proposal connection to resources & infrastructure?	Aligned with Towns, Villages -Proceed	Consider Denial
7	Positive impact on jobs, services, quality of life?	Proceed	Consider Denial
8	Adequate infrastructure & public services?	Or proposal offsets public costs -Proceed	Consider Denial
9	Does the proposal address past community issues?	Proceed	Consider Denial
10	Preserves/enhances historical, scenic, cultural resources?	Or not impacted -Proceed	Consider Denial
11	Contributes to housing goals (affordable, diverse)?	Or not applicable -Proceed	Consider Denial
12	Improves access to education, healthcare, emergency services?	Or not applicable -Proceed	Consider Denial
13	Aligned with transportation/recreation goals?	Proceed to Final Evaluation	Consider Denial
14	Aligned with most questions?	Consider approval	Consider Denial



CASE STUDY - BRISTOL COMPREHENSIVE PLAN

Bristol Comprehensive Plan: Focused & Implementable Approach

- **The Plan Prioritizes Action Over Vision Statements**
 - Developed using the **Implementable Comprehensive Plan Approach** – focuses on **real, relevant issues**.
 - Clearly **defines responsibilities** for each initiative.
 - Emphasizes **short-term, achievable actions** alongside long-term goals.
- **Implementation Structure**
 - **Action Plan Matrix:** Assigns each action to a responsible entity.
 - **Annual Progress Reports:** Track status of implementation efforts.
 - **Public & Private Partnerships:** Engage businesses and community groups in execution.
- **Making Planning Relevant to Everyday Decision-Making**
 - Directly links land use planning to economic development, infrastructure, and housing initiatives.
 - Ensures local policies align with long-term goals in the plan.




2035 Goal

In 2035, Bristol, Virginia will serve as the economic hub of the Tri Cities and be a major tourism destination capitalizing on assets of culture, heritage, and national resources.

Priority Objectives

Objective #1

Corridor Revitalization.

Reposition aging commercial areas, including Euclid Avenue, Commonwealth Avenue, West State Street, Gate City Highway, and Bristol Mall, for a new generation of investment and redevelopment.

- **1A.** Leverage incentives and financing tools such as Enterprise Zones and Tax Increment Financing to promote commercial re-investment along Euclid Avenue, Commonwealth Avenue, West State Street, and Gate City Highway.
- **1B.** Support the creative re-use or redevelopment of the Bristol Mall utilizing the framework provided in the Land Use and Development Plan.

- **1C.** Work with businesses and property owners to evaluate the creation of service districts that could collectively beautify and improve the infrastructure of key corridors.
- **1D.** Improve pedestrian and cyclist infrastructure along commercial corridors to increase connectivity between residents/consumers and local businesses.
- **1E.** Support and facilitate parcel consolidation, where appropriate, to encourage new investment and redevelopment.
- **1F.** Create gateway features consisting of signage, decorative lighting, and high-quality landscaping at key locations to announce entry into the City of Bristol.

Objective #2

Downtown Bristol.

Maintain Downtown Bristol as an exciting mixed-use environment and the cultural, social, and entertainment heart of the community.

- **2A.** Implement the recommendations of Chapter 6: Downtown Sub-Area Plan.
- **2B.** Continue cross-jurisdictional collaboration with Bristol, TN on Downtown planning and development matters, and support the mission of "Believe in Bristol."
- **2C.** Work with Bristol, TN to implement the Comprehensive Parking Study and Parking Management Plan for Downtown Bristol.
- **2D.** Enact historic zoning that can protect Bristol's historic structures from demolition and significant façade alterations.
- **2E.** Encourage, and/or incentivize, the adaptive re-use of Bristol's vacant or underutilized historic structures, including conversion of upper floors of commercial structures into residential units.

CASE STUDY - BRISTOL COMPREHENSIVE PLAN



1. Use the Plan Daily

The Comprehensive Plan is intended to serve as the official policy guide for land use and development. It should be readily available and accessible for reference and used on a day-to-day basis by City staff, officials, boards, and commissions to inform everyday decision making.

New facilities, infrastructure, and programming should align with the Plan's goals and objectives. Following adoption of the Plan, City administration should meet with all department heads for a debriefing of the Plan, highlighting the significance of its contents and how it may influence policies, projects and capital improvements.

2. Review & Update the Plan on a Regular Basis

Cities are dynamic environments and are constantly changing and evolving. As such, the Comprehensive Plan should serve as a living document that is updated on a regular basis to reflect the changing needs of the community.

- **Annual Review.** The City should review the plan annually, maintaining a public list of potential amendments, issues, or needs which may be a subject of change, addition, or deletion from the Comprehensive Plan. Routine examination of the Plan will help ensure that the Plan remains relevant to community needs and aspirations.

- **Plan Update.** The City should undertake a systematic review of the Plan every 3 to 5 years, and revise and update the Plan accordingly. The review should coincide with the preparation of the City's budget and Capital Improvements Program. In this manner, recommendations or changes relating to capital improvements or other programs can be considered as part of the commitments for the upcoming fiscal year.

3. Develop an Action Plan

The Comprehensive Plan includes goals and supporting objectives for each element of the plan. Each objective includes strategic recommendations and strategies to achieve the vision of the community.

The creation of a detailed Action Plan will help structure implementation in a manageable way and measure progress. Implementation items (e.g. new policies, infrastructure investments) should be prioritized and measurable. City officials should evaluate all of the Plan's recommendations and annually prioritize execution based on community needs, ease of implementation, and current and projected resources.

The Action Plan should highlight the key activities to be undertaken each year and may consist of:

- A detailed description of the projects and activities to be undertaken;
- The priority/timeframe of each project or activity (e.g. Year 1, Year 2, Year 3, Year 4, Year 5);
- An indication of the public and private sector responsibilities for initiating and participating in each activity; and
- Metrics that can be used to track the progress of each project or activity.

Implementation & Tracking

Implementation Action Plan

Action matrix assigns **responsible parties, timelines, and priority levels** for each goal.

Tasks categorized as **short-term (0-5 years), mid-term (6-10 years), and long-term (10+ years)**.

Annual Progress Reports & Accountability

City staff produce an **Implementation Status Report** tracking completed, in-progress, and pending actions.

Progress is reviewed by city leadership and informs **funding decisions**.

Performance Metrics & Public Tracking

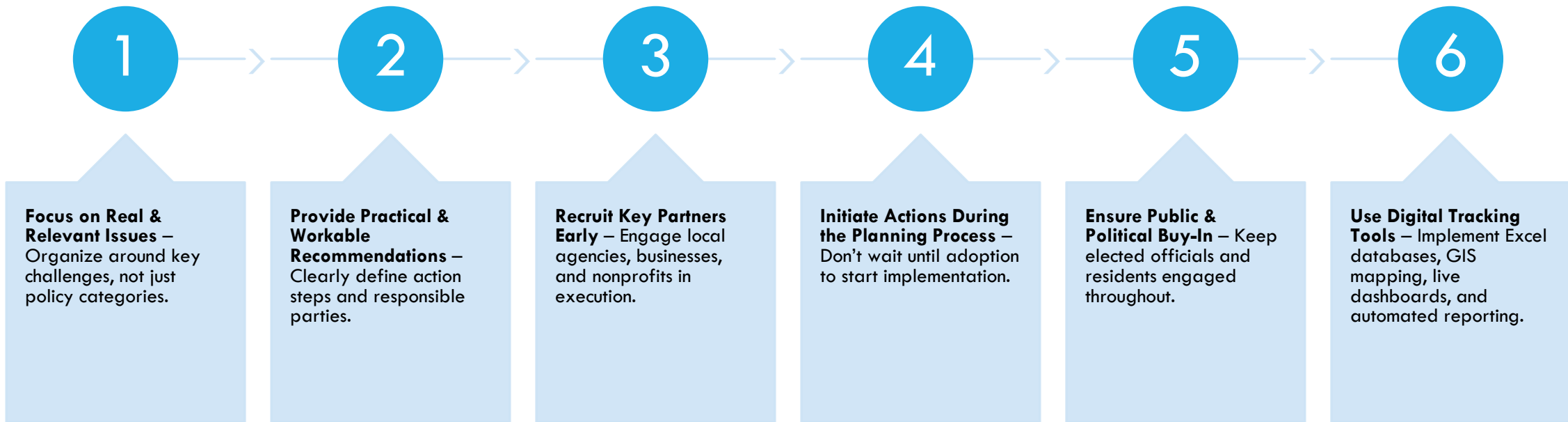
Uses **key performance indicators (KPIs)** to measure success in **housing, economic development, and infrastructure**.

Updates are shared with the public through **annual reports and city website updates**.

Plan Integration with Budget & Capital Planning

Guides **Capital Improvement Plan (CIP) and funding priorities** for infrastructure and services.

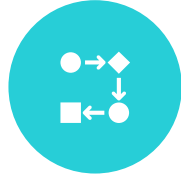
Ensures comprehensive plan remains a **living document** influencing local decision-making.



THE IMPLEMENTABLE COMPREHENSIVE PLAN APPROACH



SET CLEAR METRICS & TRACK PROGRESS.
DEFINE BENCHMARKS AND TRACK PERFORMANCE REGULARLY.



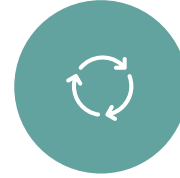
MAKE IMPLEMENTATION AN ONGOING PROCESS.
PLANS SHOULD EVOLVE OVER TIME, NOT BE STATIC.



TIE PLANNING TO BUDGETING. SECURE FUNDING FOR KEY ACTIONS WITHIN CAPITAL IMPROVEMENT PLANS.



ENGAGE THE PUBLIC CONTINUOUSLY.
ENSURE RESIDENTS SEE TANGIBLE PROGRESS AND STAY INVESTED.



BE FLEXIBLE & ADAPTIVE. ADJUST STRATEGIES BASED ON REAL-WORLD CHALLENGES.



USE DIGITAL TOOLS FOR ACCOUNTABILITY.
LIVE DASHBOARDS AND PUBLIC TRACKERS ENSURE TRANSPARENCY.



ENCOURAGE EARLY WINS. QUICK, VISIBLE RESULTS BUILD MOMENTUM AND POLITICAL SUPPORT.

LESSONS FROM EXISTING PLANS