

1. Resolutions, Policies, Procedures, Ordinances Derived from the PLACE Annual Report: **Community Engagement** (Galvin-11/19/13)

POLICY AREA	Project, Report or Analysis	Significant Dates	Policy, Resolution Ordinance and Regulations	Current Practice	Recommended Practice
Community Engagement (CE)	PLACE-1st Annual Report (Sections 2.1 and 2.2 w/respective appendices)	8/13/13-to PC 8/19-to Council 11/19-joint Work session	Not formalized and varies by department.	<p>Public Hearings on development projects & ordinances are the minimum required by law.</p> <p>Departmental Approaches. P&R has had a CE Process since 2010. NDS manages CE on an ad hoc basis at the beginning of a project with sporadic follow-up during implementation. CE occurs at the conceptual (not geographic) level during Comprehensive Plan Updates. The NDS bike-ped coordinator regularly engages the neighborhoods in developing safe routes to school for example. How Public Works, P&R and NDS coordinate CE on joint projects is not clear.</p> <p>Town Halls. This approach records public complaints in an engaging manner (and will follow up w/Scorecards) but does not engage the public in "visioning".</p>	<p>Adopt a City wide policy (see CAPE's, and Seattle's) to supplement the Town Hall and Public Hearing by engaging the community on a regular basis, not only to inform and manage complaints or during a small area planning project. This would apply to city-wide infrastructure & public projects such as parks and small area planning.</p> <p>Research, design and execute a comprehensive community engagement policy tailored to address a variety of circumstances in Charlottesville.</p> <p>A small area planning and green infrastructure approach require more CE and coordination between NDS, P&R, and Public Works.</p> <p>Learn from the SIA & W. Main processes.</p>
	SIA-Clear CE Process, Interim & Final Reports, Public Presentations made throughout the Planning Process.	Feb.-7/17/13, 11/5- Report 12/5-Work session	Pending	SIA Citizen Steering Committee with PLACE representation, guided the consultant team with expertise not available in-house (i.e. economic & market analysis, urban design, architecture & landscape architecture, transportation network planning & street design w/ engineering.) Strategies ranged from site tours to work-shops.	<p>Required direct CE, in accord with "best practices" identified in the PLACE Report, however this level of engagement may not be required in all instances.</p> <p>The Citizen Steering Committee (and the consultant team) should be retained throughout implementation.</p>
	West Main St.-see SIA, w/the addition of Construction Documents.	10/24/13-Start 12/7/13-First Public Event	Pending	See the SIA Steering Committee above, except PLACE is the steering committee (as requested by the NDS director. May reconsider.) Tentative strategies include the above and community social events to attract broad public participation.	See the SIA above except consider adding citizens (from the midtown business association and adjacent neighborhoods) to the steering committee.

2. Resolutions, Policies, Procedures, Ordinances Derived from the PLACE Annual Report : **Pedestrian Orientation**(Galvin-11/19/13)

POLICY AREA	Project, Report or Analysis	Significant Dates	Policy, Resolution, Ordinance and Regulations	Current Practice	Recommended Practice
<p>Transportation:</p> <p>Pedestrian Orientation (PO)</p> <p>Complete, Context Sensitive Street Design</p>	<p>PLACE-1st Annual Report (Sections 2.2, 3.1 and 3.3)</p>	<p>8/13/13-to PC 8/19-to Council 11/19-joint Work session</p>	<p>Comp. Plan (updated 2013)</p> <p>HEAL Resolution (passed 2013)</p> <p>Complete Streets Resolution (passed 2010-implementation strategy and outcomes not clear)</p> <p>Context Sensitive Street (CSS) Resolution (pending.)</p>	<p>The 2012 Comprehensive Plan establishes pedestrian orientation goals but no “city-wide” policies and procedures to actualize them.</p> <p>Street design standards from the 2000 Torti Gallas Study and 2001 Comprehensive Plan were either abandoned or turned into special district guidelines for select parts of the city (i.e. Neighborhood Conservation, Historic and Entrance Corridor Districts) This gives considerable discretion to the NDS Director, BAR, Planning Commission and Council. Professional design review during a project’s formative stages does not happen. Critiques by appointed bodies (with such expertise) occur well after the site plan is nearly finalized.</p> <p>“By right” zoning has few requirements unless an SUP is requested. PUDs provide little guidance and are not tied to the context.</p> <p>HEAL and Complete Streets have either not be implemented or done so piecemeal.</p>	<p>Establish a City wide policy (such as was done in Albemarle County via the “Neighborhood Model”) to make pedestrian-orientation the default practice.</p> <p>Conduct a Smart Growth/ multi-modal audit of City codes and design guidelines and a Management audit to identify efficiencies.</p> <p>Replace the PUD with a Pedestrian-Oriented Development POD district.</p> <p>Adopt the Context Sensitive Streets (CSS) Resolution. Make the bike-ped coordinator full-time and in charge of its implementation together with the 2010 Complete Streets.</p> <p>Create a new director level position with urban design, architecture or landscape architecture qualifications, to work with the bike-ped coordinator in order to identify and implement code and design manual changes. See Table 3 for a more complete list of responsibilities.</p>
	<p>SIA and West Main-see above (Sections 3.1, 3.2)</p>	<p>12/5-SIA joint Work session</p>		<p>The SIA Plan includes a new transportation network with enhanced connectivity & specific street sections. The proposed network and build-out scenario will need to be assessed within the broader city context as required by the CSS resolution.</p> <p>West Main has not produced products yet.</p>	<p>Use lessons learned from the SIA and West Main projects to revise zoning, design guidelines, and Standards and Design Manual. Incorporate these small area plans within a City Multi-Modal Network Plan as required by the CSS Resolution.</p> <p>Retain consultant teams (together with 1-NDS and 1-OED staff) to assist with plan and regulatory change implementation.</p>

3. Resolutions, Policies, Procedures, Ordinances Derived from the PLACE Annual Report: **Small Area Planning**(Galvin-11/19/13)

POLICY AREA	Project, Report or Analysis	Significant Dates	Policy, Resolution, Ordinance and Regulations	Current Practice	Recommended Practice
<p>Placemaking:</p> <p>Small Area Planning (Align Vision & Implementation)</p>	<p>PLACE-1st Annual Report (Section 2.2)</p> <p>Related Report- Create Charlottesville: A Cultural Plan for Charlottesville/ Albemarle (See sections on economic development & public spaces.)</p>	<p>8/13/13-to PC 8/19-to Council 11/19-joint Work session</p>	<p>Comp. Plan's Small Area Plans (updated 2013)</p> <p>HEAL Resolution: See Sections on the Built Environ't , Healthy Food & Implementation (passed 2013- staff report on implementation due December.)</p>	<p>"Small area plans" are called for by the 2012 Comprehensive Plan. The HEAL Resolution calls for implementation strategies by 12/2/13.</p> <p>The 13 "growth corridors" from the 2000 Torti Gallas Study and 2001 Comprehensive Plan have not been built-out as envisioned. Street improvements as called for in the 2000 Study have not been made in anticipation of the higher volumes of foot and bike traffic.</p> <p>Existing regulatory framework may have facilitated greenfield over urban "infill" development. The latter is very challenging.</p> <p>Focus has been on developing to maximize densities instead of creating diverse, walkable, well-designed places close to transit at densities that can pay for it and amenities.</p> <p>A review of best practices found that several localities instituted separate offices, independent of planning departments, to facilitate small area planning, urban design and project implementation/development.</p>	<p>Finalize and prioritize the list of future small area plans. Create minimum standards for each, inclusive of a rate of return analysis.</p> <p>Create built form-oriented codes linked to each small area plan, street standards and expedited, administrative site plan review. Create incentives and strategies to foster desired infill development/ redevelopment.</p> <p>Create an independent, multi-disciplinary Sustainable Design & Development Office (see Virginia Beach's Strategic Growth Office) to orchestrate and develop small area plans and implement the HEAL resolution in conjunction with the complete and context sensitive streets implementation and city-wide initiatives in the arts, economic development, and green infrastructure.</p> <p>Create a director level position (with expertise in urban design, architecture or landscape architecture, built form-oriented codes , public space standards, and infill-development) to head this office and work with the bike-ped coordinator.</p>
	<p>SIA and West Main-see above (Sections 3.1, 3.2)</p>	<p>12/5-SIA joint Work session</p>	<p>SIA Final Plan submitted</p>	<p>Cunningham-Quill's Final SIA Plan is under review and will be discussed on 12/5/13.</p> <p>Rhodeside-Harwell was hired late 2013 to assess West Main's regulatory, economic, development and transportation needs. The R-H team will recommend changes and provide engineered solutions for new streetscapes.</p>	<p>Revise the regulatory framework as per these small area plan recommendations and coordinate with the City-wide Multi-modal Network & Green Infrastructure Plans.</p> <p>Retain consultant teams (together with 1-NDS and 1-OED staff) to assist with plan and regulatory change implementation.</p>

4. Resolutions, Policies, Procedures, Ordinances Derived from the PLACE Annual Report: **Green Infrastructure** (Galvin-11/19/13)

POLICY AREA	Project, Report or Analysis	Significant Dates	Policy, Resolution, Ordinance and Regulations	Current Practice	Recommended Practice
Green Infrastructure	PLACE-1st Annual Report (Sections 2.3)	8/13/13-to PC 8/19-to Council 11/19-joint Work session	Comp. Plan (updated 2013) Stormwater Utility Ordinance (passed 2013-regulations and implementation pending)	Stormwater Utility Fee Ordinance. The Department of Public Works (with cooperation from Parks & Recreation and NDS) is developing regulations to implement the Stormwater Utility Fee Ordinance. Not clear as to how storm water planning will be coordinated with the City-wide Park Master Plan stipulated in the 2012 Comprehensive Plan. The main obstacle to implementing an innovative Green Infrastructure Plan was the “dispersed responsibility and lack of coordination between each of the city agencies.”	Consider describing Charlottesville as a “ River City. ” Build on the success of “The Dell” and implement the SIA and West Main Street Small Area Plans. Audit City codes relative to green infrastructure design goals and develop Green Infrastructure Design Guidelines (and incentives) in collaboration with citizens, Public Works, Parks & Rec, NDS. Adopt and implement a City-wide Green Infrastructure/Landscape Ecological Network Plan in coordination with the Parks & Recreation Master Plan and new public space standards for green streets. Create a design/engineering level staff position with qualifications in landscape architecture, and green infrastructure to work with NDS, Public Works and Parks & Recreation staff and the new Sustainable Design & Development Office.
	SIA and West Main-see above (Sections 3.1, 3.2)	SIA: 12/5-joint Work session West Main: 10/24/13-Start 12/7/13-First Public Event	SIA: Final Plan calls for changes in zoning and standards and provides implementation strategies West Main: (results pending)	The SIA Final Plan establishes the Pollocks Greenway (which doubles as both an amenity and a best practices in green storm-water management) and LID Green Infrastructure standards for new and revitalized streets. The West Main project calls for urban design strategies to facilitate multiple modes of transportation and incorporate green infrastructure standards within the revised code and streetscape construction documents.	Review, modify and adopt the SIA Plan. Identify lessons learned from both small area plans (the SIA and West Main) and incorporate them into the regulatory framework and public process associated with the stormwater utility ordinance and Parks & Recreation Master Planning.

5. Resolutions, Policies, Procedures, Ordinances Derived from the PLACE Annual Report: **West Main Street** (Galvin-11/19/13)

POLICY AREA	Project, Report or Analysis	Significant Dates	Policy, Resolution, Ordinance and Regulations	Current Practice	Recommended Practice
<p>West Main St.- Small Area Plan</p>	<p>PLACE-1st Annual Report (Sections 3.1)</p> <p>Related Report- Wallace Roberts and Todd CRHA Master Plan</p> <p>Related Report- Create Charlottesville: A Cultural Plan for Charlottesville/ Albemarle (See sections on economic development & public spaces.)</p>	<p>West Main: 10/24/13-Start 12/7/13-First Public Event</p>	<p>Comp. Plan's Small Area Plans (updated 2013)</p> <p>HEAL Resolution: See Sections on the Built Environ't , Complete & Context Sensitive Streets, Implementation (passed 2013)</p>	<p>West Main Corridor Subcommittee– A PLACE subcommittee studied the West Main Corridor as a prototype for the original 13 growth corridors and found impediments to development and poor pedestrian infrastructure, namely;</p> <ul style="list-style-type: none"> • Conflicts between street trees and overhead utilities, • Sidewalks that are too narrow, • Poor lighting, • Excessive curb cuts and off-street parking along the street edge, • Unsafe intersections, • Confusion about building scale and detailing and unclear expectations for redevelopment that created a difficult and at times protracted review, • Difficulty in land assembly, and • Need to address certain issues collectively (with assistance from the city) such as parking, storm-water management, infrastructure maintenance and security. <p>Due to the complexity of the design and planning issues, the PLACE Design Task Force advised the city to procure consulting services to address the above issues. PLACE helped prepare the scope for the project.</p>	<p>Rhodeside-Harwell was hired in October, 2013 to provide the following services.</p> <ul style="list-style-type: none"> • corridor redesign so as to accommodate multiple modes and green infrastructure, • community engagement, • marketing and parking analysis, • code and standards review to align comprehensive plan vision with implementation tools, and • designed and engineered construction documents for physical streetscape improvements. <p>PLACE is acting as the steering committee for the project as it progresses (unless a determination to add a local citizen advisory component is made at a later date.)</p> <p>Retain the West Main team to familiarize staff and the local professional community about on concepts and new standards associated with the plan and construction documents.</p>

6. Resolutions, Policies, Procedures, Ordinances Derived from the PLACE Annual Report : **Strategic Investment Area** (Galvin-11/19)

POLICY AREA	Project, Report or Analysis	Significant Dates	Policy, Resolution, Ordinance and Regulations	Current Practice	Recommended Practice
<p>Strategic Investment Area (SIA)- Small Area Plan</p>	<p>PLACE-1st Annual Report (Sections 3.2)</p> <p>Related Report- Wallace Roberts and Todd CRHA Master Plan</p> <p>Related Report- Create Charlottesville: A Cultural Plan for Charlottesville/ Albemarle (See sections on economic development & public spaces.)</p>	<p>12/5-SIA joint Work session</p>	<p>Comp. Plan's Small Area Plans (updated 2013)</p> <p>HEAL Resolution: See Sections on the Built Environ't , Healthy Food & Implementation (passed 2013)</p> <p>SIA Final Presentation (done 7/17/13)</p> <p>SIA Final Plan (submitted)</p>	<p>Strategic Investment Area (SIA) Subcommittee. Three Task Force members sat on the 14 member SIA Steering Committee.</p> <p>The SIA is approximately 300 acres in the Downtown Extended Zone of Charlottesville. It includes portions of the Ridge Street, Belmont, Downtown, and Martha Jefferson Neighborhoods. Three CRHA-owned public housing sites as well as a Section 8 apartment complex are located within the SIA.</p> <p>The SIA Study was initiated in order to create a transformative process and plan for neighborhood improvement that also identifies urban design and economic strategies to guide development decisions in a sustainable and equitable manner.</p> <p>The Plan builds upon previous studies, particularly the CRHA Master Plan completed in 2010. Unlike that study however, the SIA Plan addresses the entire neighborhood and other issues in addition to affordable housing namely, access to transportation, jobs and job training, public parks and grocery stores.</p> <p>Cunningham-Quill's Final SIA Plan is under review and will be discussed on 12/5/13 in a joint planning commission/council/PLACE/SIA steering committee work session.</p>	<p>Adhere to the Residents' Bill of Rights with regards to one-for-one replacement of public housing. Extend this principal to Friendship Court so that a total of 340 assisted low income housing units will be maintained within the 300 acre study area.</p> <p>Revise regulatory framework as per the SIA recommendations (with modifications.)</p> <p>Incorporate this small area plan within a City-wide Multi-Modal Network Plan and Green Infrastructure-Landscape Plan.</p> <p>Designate one NDS and one Economic Development staff to assist with plan implementation inclusive of granting permits and assisting with development permits.</p> <p>Retain the West Main team to familiarize staff and the local professional community about on concepts and new standards associated with the plan and construction documents.</p>

7. Resolutions, Policies, Procedures, Ordinances Derived from the PLACE Annual Report : **Summary Table** (Galvin-11/19/13)

POLICY AREA	Policy, Resolution, Ordinance (with Regulations)	New Staff & Staff Expertise	\$ Sources
Community Engagement -CE	City wide community engagement policy using CAPE principles and referencing models like Seattle.	0 position. Will require interdepartmental expertise in CE processes.	
Transportation: Pedestrian Orientation (PO) Complete, Context Sensitive Street (CSS) Design	Resolution and comprehensive plan policy making pedestrian-orientation the default city-wide instead of by exception or special district. Ordinance for a Pedestrian-Oriented Development POD district. Resolution to adopt the ITE-CSS approach as a best practice (which will lead to a new Ordinances -see below under Placemaking.) Resolution to conduct a Smart Growth/ multi-modal audit of existing regulatory framework to verify its alignment with the comprehensive plan. Resolution to conduct a Management audit to identify efficiencies.	.5 position (at director level-see position below) with expertise in urban design, architecture or landscape architecture, to work with the bike-ped coordinator and storm-water specialist to implement transportation, placemaking and green infrastructure initiatives, city-wide .5 position (at management level) to make the NDS bike-ped coordinator full-time. Professional Development in policy area.	General Fund Revenue in Economic Development, Healthy Communities, Infrastructure &Transportation, Grants.
Placemaking: Small Area Planning West Main St.- Small Area Plan SIA- Small Area Plan	Resolution and comprehensive plan policy that finalizes and prioritizes the list of small area plans and creates consistent minimum standards. Ordinance(s) enabling built form-oriented codes linked to the small area plans, new public space and public street standards, expedited, administrative site plan review processes and incentive strategies to foster desired infill development , redevelopment. Ordinance establishing an independent, cross-departmental office (see Virginia Beach's Strategic Growth Office) to orchestrate the small area plans and HEAL Resolution and coordinate with other city-wide initiatives, i.e. arts/cultural plan, multi-modal transportation network plan, growing opportunity economic strategy and green storm-water management.	Assign one NDS and one OED person to each small area plan. Retain consultant teams (for a contracted fee) to assist with small area plan implementation. .5 position (at director level-see position above) to orchestrate small area plans together with other city-wide initiatives. Professional Development in policy area.	Developer Fees or a % of new property tax revenue from new development. General Fund Revenue in Economic Development, Healthy Communities, Infrastructure &Transportation, Grants.
Green Infrastructure	Resolution to audit City codes relative to green infrastructure goals. Ordinance enabling Green Infrastructure Design Guidelines. Ordinance to adopt and implement a City-wide Green Infrastructure/ Landscape Ecological Network Plan in coordination with the above.	1.0 position (at technical level) with expertise in landscape architecture, sustainable planning and green infrastructure. Professional Development in policy area.	Storm-water Utility Fee, General Fund Revenue in Economic Development, Healthy Communities, Infrastructure &Transportation, Grants.
GENERAL	Resolution to adopt one, clear process document (see the UVA model.)	0-position.	
TOTAL		2.5 (1 designer/ director, 1 designer/ technician, .5 planner/coordinator)	

