

DRAFT

CVILLE PLANS
TOGETHER 



October 2021 Draft

COMPREHENSIVE PLAN

| City of Charlottesville, Virginia
2021

Note: Any gray boxes, including this cover, are placeholders for additional images.

ACKNOWLEDGEMENTS

The development of this updated Comprehensive Plan is the result of many years of work between the City of Charlottesville, local individuals, and community organizations.

THANK YOU

To the thousands of community members who participated in this process.

City Council

- Nikuyah Walker, Mayor
- Sena Magill, Vice Mayor
- Heather Hill
- Michael Payne
- Lloyd Snook
- Former Councilors
 - » Kristin Szakos (2010-2018)
 - » Kathy Galvin (2012-2020)
 - » Bob Fenwick (2014-2018)
 - » Wes Bellamy (2016-2020)
 - » Mike Signer, Past Mayor (2016-2020)

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 - » Corey Clayborne

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- Chip Boyles, City Manager
- Former City Managers
 - » John C. Blair, II (Acting 2020-2021)
 - » Dr. Tarron Richardson (2019-2020)
 - » Mike Murphy (Acting 2018-2019)
 - » Maurice Jones (2010-2018)
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1 INTRODUCTION & PROCESS

APPENDICES

1. 2017-2018 COMMUNITY ENGAGEMENT METHODS & RESULTS BOOKLET: [LINK](#)
2. CVILLE PLANS TOGETHER COMMUNITY ENGAGEMENT SUMMARIES: [LINKS](#), [MAY-JUNE 2020](#), [NOV-DEC 2020](#), [MAY-JUNE 2021](#)

INTENTION OF THIS PLAN

The 2021 update to the City of Charlottesville Comprehensive Plan began in 2017 and 2018 and was continued and finalized in 2020 and 2021. This renewed process, called Cville Plans Together, looked at the update process with a focus on affordability and equity, taking an intentional, critical look at the way that land use decisions have been made over time. This plan begins to address the injustice in distribution of housing opportunities and access to affordable housing options throughout the city as well as other critical community priorities related to land use, transportation, the environment and climate, economic development and wealth building, and more.



PLANNING FRAMEWORK

The Charlottesville Comprehensive Plan provides Guiding Principles, Visions, Goals, and Strategies related to a variety of topics. The Comprehensive Plan may be considered the “umbrella plan” for the city.

Connected to the Comprehensive Plan are several functional plans that provide more detailed information about specific topics. These include, but are not limited to, the Affordable Housing Plan (2021) and the Bicycle and Pedestrian Master Plan (2015). This also includes the forthcoming Climate Action Plan.

Also connected to the Comprehensive Plan, and informed by functional plans, there are Small Area Plans and similar documents which lay out a vision for land use, transportation, housing, and more for specific areas in the city.

In addition, a forthcoming zoning rewrite will be the primary mechanism for implementing the Future Land Use Map.

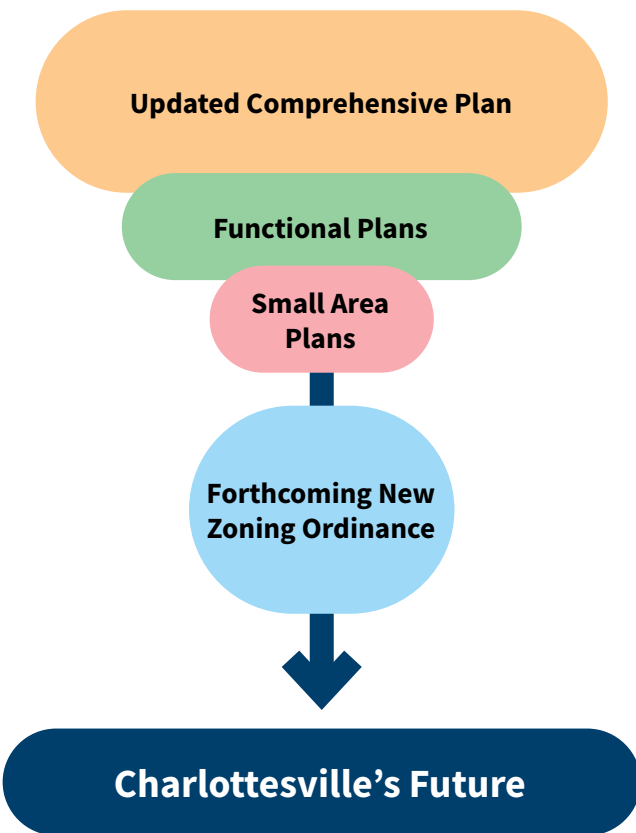


Table 1 List of Functional and Small Area Plans
Functional Plans
2021 Affordable Housing Plan
2016 Streets That Work Plan
2015 Bicycle and Pedestrian Master Plan

Forthcoming: Climate Action Plan (in progress), Parks & Recreation Master Plan (planned)

Small Area Plans and other Place-Based Plans
2021 Starr Hill Vision Plan
2021 Cherry Avenue Small Area Plan
2018 Hydraulic-29 Small Area Plan
2013 Strategic Investment Area Plan

Forthcoming: Rivanna River Plan (in progress)

USE OF THE COMPREHENSIVE PLAN

The Comprehensive Plan should coordinate public and private development with present and future policies that are reflected through zoning, capital improvement programs, code enforcement, and other means. A secondary purpose of the Comprehensive Plan is to comply with state regulations that require local planning. Virginia Code requires community plans to be reviewed and updated once every five years, as necessary.

This plan should serve as a guide for the government and neighborhoods of Charlottesville in considering and making decisions about land use and urban development related matters. The Plan may serve as a source of information for private sector entities concerned with the location, timing, and intensity of new development.

It is important that the Plan be used as a means of coordinating local government activities including capital improvements programming, community and economic development activities, zoning, housing initiatives, transportation improvements, open space utilization, and community facility plans aimed at improving our neighbourhoods and quality of life.

The end result toward which the Comprehensive Planning Process has been directed is to give guidance to short term and long term decisions that affect the quality of life in our neighbourhoods and community. This plan is meant to form a comprehensive basis for decision making for the next twenty years, with priority areas and strategies focused on the next five years.

FORMAT OF THE PLAN

Community Overview

The plan begins with an overview of community characteristics.

Guiding Principles

There are five Guiding Principles:

- Equity & Opportunity
- Community Culture & Unity
- Local & Regional Collaboration
- Environmental Stewardship & Sustainability
- Connections & Access

These are community-input-driven priorities that apply to the entire plan.

Topic-Specific Chapters

There are seven topic-specific chapters:

- Land Use, Urban Form, and Historic & Cultural Preservation
- Housing
- Economic Prosperity & Opportunity
- Environment, Climate, & Food Equity
- Transportation
- Community Facilities & Services
- Community Engagement & Collaboration

Each of these chapters has the same structure:

Chapter Vision Statements

Each of these chapters begins with a Community Vision Statement. This is a statement of the priorities for the future the community identified during the Cville Plans Together process.

Goals & Strategies

Each Vision Statement is followed by one or more Goals, which are specific outcomes related to the Vision Statement. Each Goal, in turn, is supported by one or more Strategies. Some strategies have “Sub-strategies” which are relevant details or related actions. Each strategy has implementation details, including metrics for tracking, in the final chapter.



Implementation Chapter

The final chapter is Implementation. This important chapter contains a list of the top priority areas for the next three to five years, along with related Strategies. The Priority Areas are:

- Support the development of more housing throughout the city, with a focus on creation of more housing that is affordable to more people, especially those with the greatest need.
- Make sure all people have access to job opportunities, shelter, healthy food, and other resources they need to thrive and have a high quality of life.
- Work to both mitigate and prepare for the impacts of climate change.
- Make it safer, easier, and more desirable to walk, ride a bicycle, or use other non-vehicle transportation options.
- Keep Charlottesville green, make it greener, and protect the natural environment and the many benefits it provides.
- Continue to evolve and improve communication and collaboration.

The Implementation Chapter also contains implementation details for all Strategies

included in the Comprehensive Plan, with quantitative and qualitative measures of progress, a timeline for completion, and a list of implementation partners.

PROCESS

The 2021 Comprehensive Plan update process began in 2017. Led by the Planning Commission, this process included three phases of community discussions on the process, land use, and other topics. During this time, a housing study was also completed.

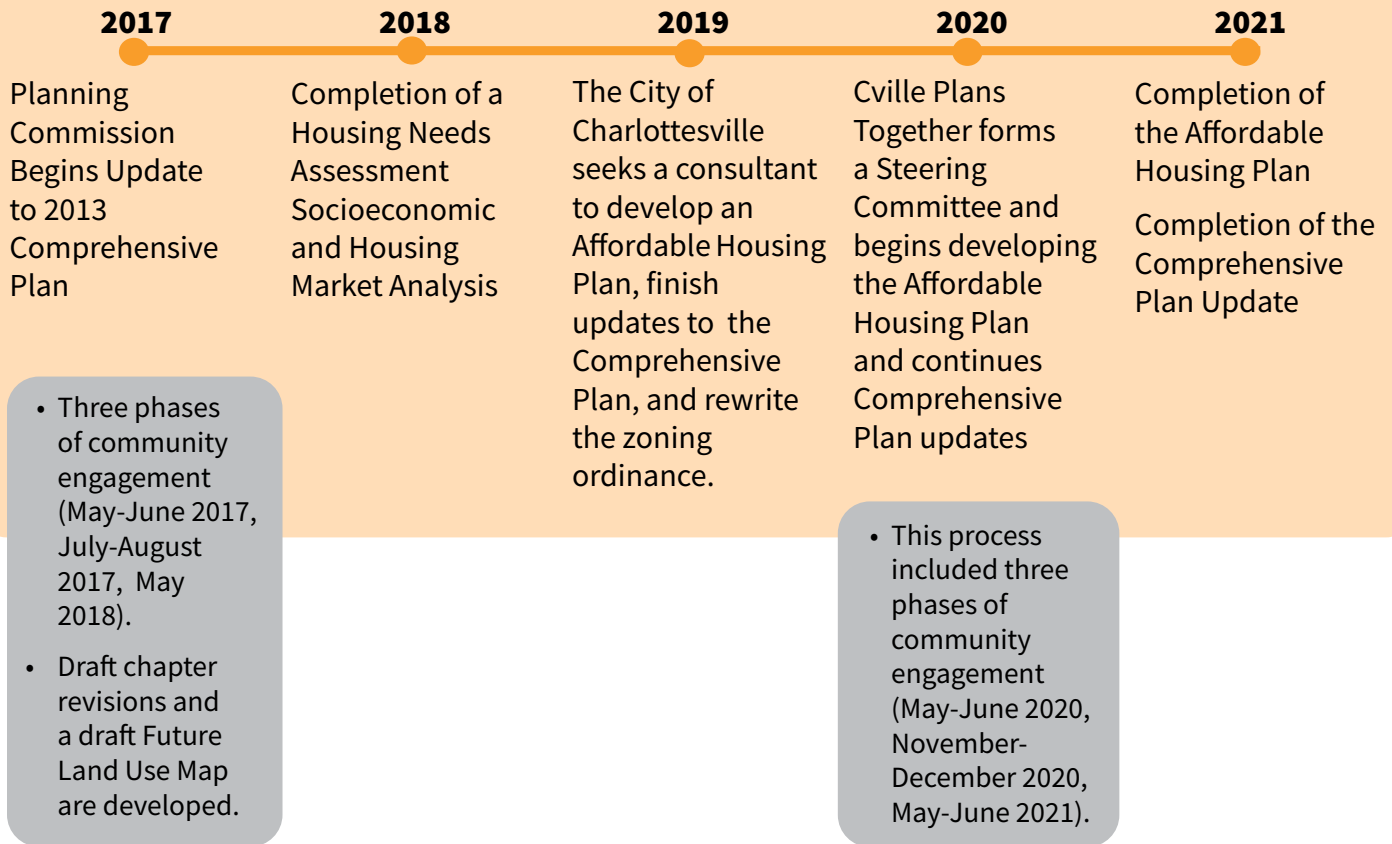
The Cville Plans Together process, originally scheduled as a two year process beginning early 2020, encountered several delays due to the COVID-19 pandemic. This worldwide event led to a restructuring of the community engagement program from one led by community-based, in-person discussions to one that utilized both in-person and virtual techniques for meetings and events. Community engagement summaries are included in the appendix and include detail about engagement strategies used as well as community input provided.



Photos from 2018 Comprehensive Plan outreach (above) and 2021 Comprehensive Plan pop-up events and outreach materials (below)



Comprehensive Plan Update Timeline



Read more about all Comprehensive Plan community engagement activities and input from 2017-2021 here:

1. 2017-2018 Community Engagement Methods & Results Booklet: [LINK](#)
2. Cville Plans Together Community Engagement Summaries: [May-June 2020](#), [Nov-Dec 2020](#), [May-June 2021](#)

2 | COMMUNITY OVERVIEW

APPENDICES

1. COMPREHENSIVE REGIONAL HOUSING STUDY AND NEEDS ASSESSMENT - [LINK](#)
2. VIRGINIA EMPLOYMENT COMMISSION, CHARLOTTESVILLE COMMUNITY PROFILE - [LINK](#)
3. VIRGINIA DEPARTMENT ON SOCIAL SERVICES LOCAL DEPARTMENT OF SOCIAL SERVICES PROFILE REPORT - [LINK](#)
4. CHARLOTTESVILLE CITY PUBLIC SCHOOLS PROFILE - [LINK \(WEB\)](#)
5. ADDITIONAL INFORMATION TABLES - [LINK](#)

ABOUT CHARLOTTESVILLE

The City of Charlottesville is located in Central Virginia, about 70 miles northwest of Richmond, Virginia, and 100 miles southwest of Washington, DC. Situated within the upper Piedmont Plateau at the foothills of the Blue Ridge Mountains and at the headwaters of the Rivanna River, the City is autonomous and entirely independent of any county or any other political subdivision.

Chartered in 1762 and incorporated in 1888, the city is named for Charlotte of Mecklenburg-Strelitz, Queen Consort of the United Kingdom during the reign of King George III.



CITY OPERATIONS

Structure of Governance

The City of Charlottesville operates under a Council-Manager form of government. The City is governed by a 5-member City Council, who are elected at large to serve 4-year, staggered terms. Elections are held in November of odd-numbered years. The City Council elects one of its members to serve as Mayor for a term of two years. The Mayor presides over meetings and may call special meetings.

The City Council appoints a City Manager who serves at the pleasure of the City Council and translates its policies and priorities into action. In addition, the City Council appoints the Director of Finance, the City Assessor, the Clerk of the Council, and members of policy-making boards and commissions. The City Council has specific powers to pass ordinances, levy taxes, collect revenues, adopt a budget, make appropriations, issue bonds, borrow money, and provide for the payment of public debts. Authority to utilize these powers is granted through the charter issued by the Commonwealth of Virginia in 1946 for the City of Charlottesville, which has been amended several times since.

Boards & Commissions

City Council appoints community representatives to 39 local and regional boards and commissions. All board positions are open to Charlottesville residents and are publicly advertised. While some boards interview potential representatives, most committee members are selected through an application process.

Local and regional boards and commissions include, but are not limited to, the Planning Commission, the Board of Architectural Review, the School Board, the Rivanna Water and Sewer Authority (RWSA), and the Charlottesville Redevelopment and Housing Authority (CRHA).

[Find out more about Boards and Commissions here!](#)



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Partners

The City of Charlottesville values its many partnerships with local and regional organizations.

Land Use and Environmental Planning Committee (LUEPC)

LUEPC, formerly known as The Planning & Coordination Council, was established in 1986 as part of a Three Party agreement to promote cooperation in planning and community development among the City of Charlottesville, Albemarle County, and the University of Virginia.

Thomas Jefferson Planning District Commission (TJPDC)

The TJPDC serves local governments by providing regional vision, collaborative leadership, and professional service to develop effective solutions. TJPDC is guided by a locally appointed, twelve member Commission, of which at least 51% are local elected officials. Member localities include the City of Charlottesville and the Counties of Albemarle, Fluvanna, Greene, Louisa, and Nelson.

The University of Virginia (UVA)

UVA appoints an ex-officio representative to participate on the Charlottesville Planning

Commission. The City also routinely participates in UVA’s planning efforts and workgroups.

Albemarle County

The City and County coordinate on planning efforts, both at the staff level and through decision-making bodies.

Local Nonprofits

The Charlottesville region has an abundance of non-profit organizations covering a range of needs including housing and community development, human services and welfare, social justice, environmental stewardship, health, and education. As of 2020, there were about 1126 non-profits with a Charlottesville mailing address. As of 2019, approximately 13% of Charlottesville’s workforce was employed by a private non-profit, which is above national (8.1%), state (8.2%), and regional (11.1%) rates.

Taxes & Fees

Real Estate Taxes

The City of Charlottesville’s real estate tax rates compare favorably with other comparable Virginia cities (see appendix, Table 1). City Council lowered the real estate tax rate in 2007 because assessment values had increased markedly in recent years. The Charlottesville tax rate is set at \$0.95 per \$100 of assessed value for the 2021 fiscal year.

Utility Fees

The water, sewer, and gas rates for Charlottesville’s public utilities are set to recover operating and maintenance costs and new rates are approved in June of each year. The 2020 fiscal year monthly water and sewer charges were \$5.00 each. The gas rates have a monthly charge of \$10.00. More details about these charges and related rates can be found in the appendix, Tables 2 and 3.



COVID-19 Impacts and Recovery

- As of September 2021, there had been nearly 5,100 cases of COVID-19 in Charlottesville, with 143 hospitalizations and 57 fatalities.
- Over 27,000 people in Charlottesville have received at least one COVID-19 vaccination; this represents about 63% of the population.
- The Charlottesville community has responded to community needs during the pandemic in various ways, including enhanced access to emergency food and shelter, as well as increased outreach about these opportunities.
- In addition to impacting the health of residents, the COVID-19 pandemic has had a direct impact on the city’s consumer oriented businesses. Since the onset of the pandemic, over \$2.4 million in relief funds have been deployed to assist with business recovery from the impact. This assistance coupled with easing restrictions and creative business model adaptations are leading to a strong overall economic recovery.

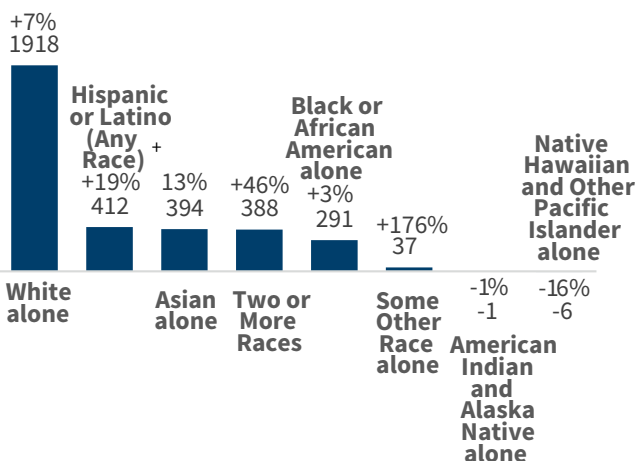
CITY FACTS

The following data provides a snapshot of Charlottesville as of the 2015-2019 American Community Survey (ACS) estimates, unless otherwise noted. Following the general population overview, data is organized by chapter topic.

Population Overview

- 47,096 people, an increase of 3,433, or 8%, from the 2013 ACS
- 51.6% female and 48.4% male, nearly unchanged from 2013 (51.8% female, 48.2% male)
- 11.3% of the population is 65 or older, an increase of 2% from 2013
- 15.6% of the population is under 18, representing only a slight increase from 2013 (15.0%)
- 5.5% of the community identifies as Hispanic or Latino ethnicity (any race), a slight increase from 2013 (5.0%)
- Of those who do not identify as having Hispanic or Latino ethnicity, 65.7% are White, 18.7% Black or African American, 7.1% Asian, 0.2% American Indian or Alaska Native, 0.1% Native Hawaiian or other Pacific Islander, 0.1% other race, and 2.6% two or more races, representing slight changes (<1% each) in proportion from 2013 (Figure 1).

Figure 1 Change in race/ethnicity groups between 2013 and 2019



Land Use, Urban Form, and Historic & Cultural Preservation

- Charlottesville comprises 10.26 square miles, of which 10.24 are land and 0.02 are water
- 13% of the city is zoned for mixed-use development
- 75% of the City’s land is zoned for exclusively residential development, and of that land, 70% is zoned for single-family residential uses only, though in many cases, there are duplexes, triplexes, and other types of units existing in these areas (Figure 2)
- The City maintains four design control districts and designations which apply to approximately 1,356 acres and 2,878 parcels, or roughly 21% of the city’s land area
- There are 12 National Register Historic Districts, and many locally-designated districts, including 12 Entrance Corridors, 8 Architectural Design Control Districts, and 3 Historic Conservation Areas

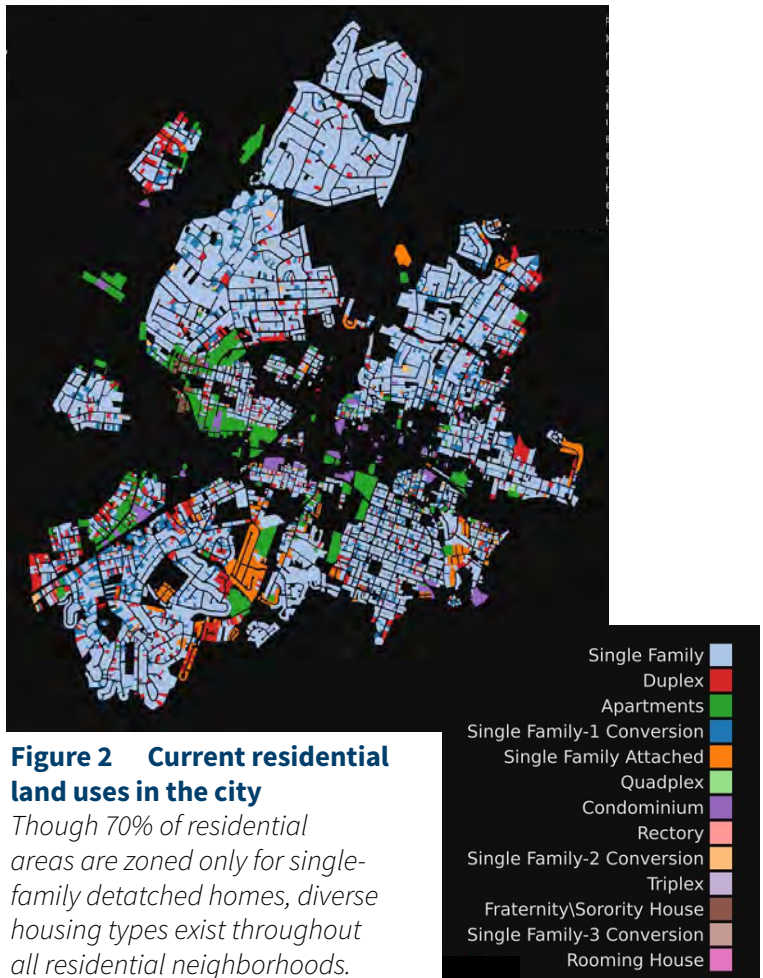


Figure 2 Current residential land uses in the city

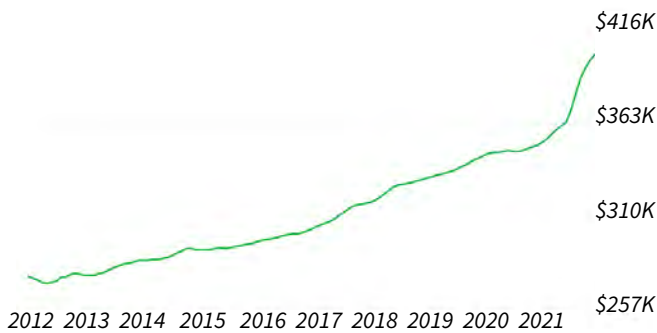
Though 70% of residential areas are zoned only for single-family detached homes, diverse housing types exist throughout all residential neighborhoods. (Map Source: Commissioner Rory Stolzenberg)

Housing

Housing units

- 18,617 occupied housing units in the city, including 43% owner-occupied and 57% renter-occupied
- 1.2% vacancy rate for ownership units and a 3.1% rental vacancy rate; both of these represent constrained conditions
- 2,700+ renter households in Charlottesville pay more than 50% of their income on rent and utilities, with the majority of these households earning less than \$35,000 a year
- Median sales price of homes increased steadily from more than \$276,000 in August 2012 to \$403,000 in August 2021, rising nearly \$25,000 between August 2020 and August 2021 alone (Figure 3)

Figure 3 Change in home sales prices, 2012-2021 (Source: Zillow)



Supported/subsidized housing

- 376 units of Public Housing (managed by Charlottesville Redevelopment & Housing Authority)
- Approximately 1,630 supported affordable units as of 2013
- 320 units of Low Income Housing Tax Credit (LIHTC) housing as of 2013

Unhoused community members

- Point In Time (PIT) Homeless Census for 2021 showed 128 available beds, of which 127 were in use
- Total sheltered and unsheltered Count for 2021 was 177, not including those in permanent supported housing

The Need for More Housing, More Affordable to All

- The City conducted an affordable housing needs assessment in 2018 to evaluate the housing market, quantify the need for affordable housing in Charlottesville, and to identify key barriers to housing. Key findings of this assessment include:
 - » There is a need for more housing at all price points.
 - » The city has a particular gap of homes affordable to households earning 30% AMI or less.
 - » Market pressures have resulted in increased rents and home prices, as well as displacement of low-income households.
 - » The city’s land use policies are a factor in the constrained supply of housing.
- Further, the 2018 Needs Assessment identified that the city’s affordable housing need was 3,318 units in 2017, with a projection of 4,020 units needed by 2040.
 - » Considerations for these numbers include the number of cost-burdened renter households spending more than 30 percent of their income for housing, replacement of existing assisted housing units in poor condition, and housing needed to accommodate homeless individuals and families.
- The regional need was further described in the March 2019 Comprehensive Regional Housing Study and Needs Assessment published by the Central Virginia Regional Housing Partnership of the Thomas Jefferson Planning District Commission. That document described many issues related to housing affordability in the region, including increasing rents and low vacancy rates.
- The 2021 Affordable Housing Plan also described housing need and related demographic trends, including the widening gaps between median income and median income required to afford the median home, and falling homeownership rates among all income bands except for households making over \$150,000/year between 2010 and 2018.

Transportation

- More than 30 miles of on-road bicycle facilities and more than 10 miles of paved trails.
- 10% (671 acres) of total land area within the city is dedicated to streets and parking areas represent about 8% (524 acres), not including all residential driveways (Figure 4)



Figure 4 Parking and road areas in the city

- Looking at how people travel to work:
 - » 68% drive (including 59% driving alone and 9% in a carpool)
 - » 14% walk
 - » 7% take public transportation
 - » 3% ride a bicycle
 - » 1.4% travel by other means (taxi, motorcycle, other)
 - » 7% of people work from home and do not commute; this statistic is likely to see changes in the coming years as measurements are taken during the COVID-19 pandemic and related changes in work places
- Charlottesville is home to the 4th busiest Amtrak station in Virginia
- Average of 36,000 Charlottesville Area Transit (CAT) trips every week (FY 2019)

Environment, Climate, & Food

Equity

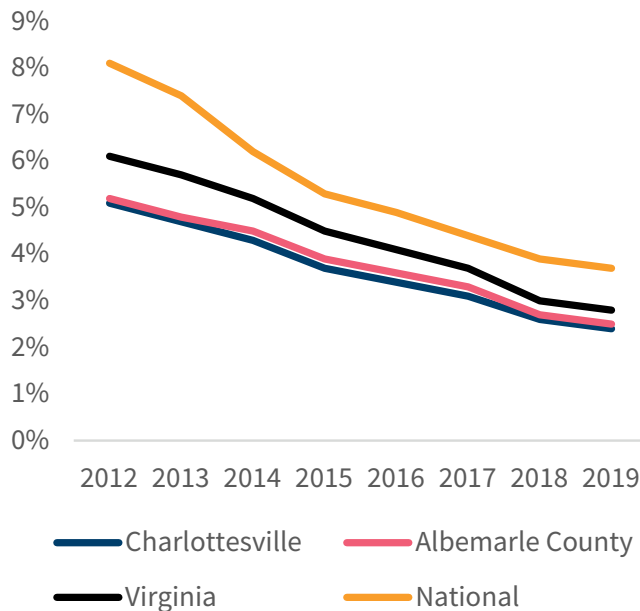
- 45% urban tree canopy coverage (2015), with 72% of trees on private land
- 20 mile (approximate) Rivanna Trail loop around City (maintained by a non-profit organization)
- 21% decrease in citywide greenhouse gas emissions between 2011 and 2016
- 49 alternatively fueled vehicles in the City fleet
- More than 250 kilowatts (kW) of solar photovoltaic array systems owned by the City have generated over 1,779,000 kilowatt-hours (kWh), with an average production of about 25,300 kWh/month
- 21 urban agriculture locations, including 8 City Schoolyard Gardens, 5 Urban Agriculture Collective Gardens, 4 City community gardens, and, 2 gardens managed by the New Roots program, and 2 managed by others
- 2 farmers markets

Economic Prosperity & Opportunity

Incomes & Employment

- 71.9% of the population in Charlottesville is in the labor force
- 2.4% unemployment rate, lower than Albemarle County as well as the state and country (Figure 5)
- Median household income is \$59,471, lower than Albemarle County (\$79,880), the Charlottesville Metropolitan Statistical Area, or MSA (\$75,907), and the state of Virginia (\$74,222)
- Median family income, a subset of income data for households with two or more people related by blood, marriage, or adoption, is \$89,688, which is similarly lower than the County, MSA, and state
- See Appendix Table 4 for household and family income details

Figure 5 Unemployment rate, 2012-2019



- 3 fire stations; 1 rescue squad station
- 1 police station
- Approximately 1,100 fire hydrants, 3,400 valves, and 183 miles of water mains
- Charlottesville Gas currently has close to 21,000 customers in Charlottesville and parts of Albemarle County, and is working on investments in carbon offsets to compensate for 25% of emissions produced by natural gas in Charlottesville
- 9 public K-12 schools
 - » 6 elementary schools (preschool – grade 4)
 - » 1 upper elementary school (grades 5 – 6)
 - » 1 middle school (grades 7 – 8)
 - » 1 high school (grades 9 – 12)
- Student enrollment (K-12): 4,307 (Oct. 2019)

Economic and Workforce Development

- The Office of Economic Development (OED) collaborates with more than 10 workforce development agencies each year to offer numerous recruitment and training opportunities for City residents
- OED, through outreach efforts such as workshops and business visits, assists hundreds of entrepreneurs and existing business owners on an annual basis
- From 2017 to 2019, an average of 94 startup companies with employees were founded each year in the City of Charlottesville
- The total value of all real estate in the City of Charlottesville exceeded \$8.0 billion in 2021
- The City’s receipts from the travel industry exceed \$9 million in 2019

Community Engagement & Collaboration

- 21 active local Boards and Commissions with nearly 140 City resident members
- 25+ Neighborhood Associations

Community Facilities & Services

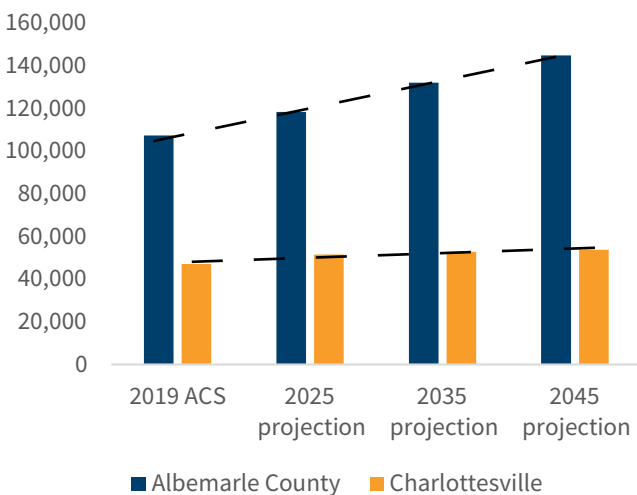
- Approximately 10% of land in the city is parkland
- 26 public parks
- 5 swimming pools
- 5 recreational centers
- 3 public libraries

Population Growth and Change

Since 2010, Charlottesville’s population and total employment have undergone a steady growth, with an increase of approximately 4,800 residents and 11,000 jobs. 2019 projections from the Demographics Research Group of the Weldon Cooper Center for Public Service indicate an expected 9% growth in population by 2025 (to 51,545), with growth slowing to 3% growth in the following 10 years (52,864 by 2035) and 2% growth between 2035 and 2045 (53,840 by 2045, but it is important to note that this is based on current trends, which are limited by existing housing stock.

At the same time, we know that there is growth in the region (Figure 6). Albemarle County’s population was 107,405 in 2019 and Wheldon Cooper Center projections show an expected 35% growth (more than 37,000 people) by 2045.

Figure 6 Projected Growth, Charlottesville and Albemarle County



In addition to growth in the County, we can also expect that the University of Virginia may continue to grow in both student and employee populations. While the issue of housing new, increasing populations does not fall on any one group or location in the region, it is imperative that we recognize that growth in the County and UVA student and employee populations puts additional pressure on the Charlottesville housing market, particularly for those most in need of more affordable housing options. Housing prices are growing rapidly as demand exceeds supply, and the region must build more housing (and support initiatives to improve affordability) to prevent pricing pressure, and to ensure that residents have equitable options to access schools, access jobs, and age in place.

Given the current constraints in local housing supply, it is clear that continuing with the status quo will yield to a worsening of housing availability and affordability. It will also lead to detrimental environmental and quality of life impacts as additional growth puts pressure on undeveloped land in the County and the need to travel between the County, UVA, and the city increases.

One of the primary goals of this Comprehensive Plan update is to support the opportunity to provide more housing in all neighborhoods in the city, at a variety of scales, and to support the City’s investment in this housing, particularly for households needing the most support.

3 | GUIDING PRINCIPLES

These Five Guiding Principles are priorities that apply to the entire Comprehensive Plan. Each Goal in the topic-specific chapters addresses one or more Guiding Principle, demonstrating how the Goals and Strategies can work together to achieve these important community priorities.

Each Guiding Principle has an associated icon, shown to the left below. For each Goal in the topic-specific chapters of this plan, you will see the icons that correspond to the Guiding Principles that are connected to each Goal.



EQUITY & OPPORTUNITY

All people will be able to thrive in Charlottesville.

The City will support development and initiatives that take into consideration the full range of needs of Charlottesville's diverse community, including residents, visitors, people who work in Charlottesville, business owners, and property owners.

All Charlottesville residents, regardless of race, ethnicity, age, income, neighborhood, religious affiliation, gender expression, sexual orientation, country of origin, immigration status, and other personal characteristics will have equitable and expanded access to safe and affordable housing options, desirable jobs and wealth building opportunities, healthy and local foods, robust parks and natural resources, high-quality education and training, and other infrastructure and services that support a high quality of life.



COMMUNITY CULTURE & UNITY

Charlottesville's rich and diverse culture and form will be celebrated, and the entire community will feel welcomed, valued, and respected.

The City will protect, celebrate, and enhance the people and places that have added to the uniqueness and cultural diversity of the community.



LOCAL & REGIONAL COLLABORATION

From the neighborhood to the region, open conversations and partnerships will make the city stronger.

The City will actively and meaningfully seek community input in strategizing and implementing all planning efforts and will utilize local and regional partnerships, including with UVA and Albemarle County, to achieve stronger, more effective outcomes.



ENVIRONMENTAL STEWARDSHIP & SUSTAINABILITY

The Charlottesville community will demonstrate environmental and climate leadership.

The City government will reduce its carbon footprint and other environmental impacts. The Charlottesville community will be empowered and encouraged to reduce their environmental footprint and benefit from energy efficiency efforts. All will have access to high-quality natural resources, including improved air, soil, and water quality.



CONNECTIONS & ACCESS

The City will consider land use and transportation in complementary ways, creating more accessible and safer mobility options for all.

Residents and visitors will have a variety of travel choices and will be able to move safely, efficiently, and affordably throughout neighborhoods, the city, and the region, with easy access to services, employment opportunities, healthy food sources, parks, schools, and other services and amenities, regardless of vehicle ownership or physical ability. The City will place an emphasis on enhancing networks and safety for walking, riding bicycles, and public transportation.

Photo of Cherry Avenue Small Area Plan front porch discussions . (Source: Nathan Walton, Executive Director of Abundant Life Ministries. Photo provided by Thomas Jefferson Planning District Commission.)



4 | LAND USE, URBAN FORM, AND HISTORIC & CULTURAL PRESERVATION

COMMUNITY VISION STATEMENT

- The Charlottesville community will have a sustainable, inclusive, and equitable future that fosters community well-being and a high quality of life.
- Through the City’s plans, policies, and regulations, including zoning, Charlottesville will increase the supply and affordability of housing, will work to address inequities related to the distribution of land uses and impacts of development, will support an efficient and multimodal transportation network with a variety of options for travel, will improve and protect the health of the natural environment (including the tree canopy, air quality, and water quality), will increase access to urban agriculture and shared green space, and will maintain and improve business and commercial vitality at context-appropriate scales throughout the city.
- The built form of the city – including buildings, streets, and parks – will be walkable, people-focused, protective of the natural environment, and scaled to allow additional housing types and a mix of uses throughout the city at a scale that is familiar to the city’s neighborhoods. The City will prioritize transit-oriented development, smart growth, infill, and adaptive reuse policies to address housing needs, climate change goals, reduce vehicle travel, and support walkability and bikeability.
- Charlottesville’s urban design and historic preservation efforts will work in tandem to celebrate the unique cultural and historical identity of the city while supporting the potential for a greater variety of housing options and community amenities in all neighborhoods. Each neighborhood will contain housing options, and communities throughout the city will have connections to needed services and amenities, creating an environment that is welcoming, comfortable, and accessible for all. Neighborhoods and communities that have experienced previous displacement, and those at risk of related future impacts, will be supported and protected.

APPENDICES

1. Future Land Use Map and Urban Development Area Boundary: [LINK](#)
2. Land Use History Overview: [LINK](#)
3. Urban Design and Historic Preservation Narrative: [LINK](#)
4. Design Control Districts and Designations Overview: [LINK](#)
5. Small Area Plans Narrative and Map: [LINK](#)
6. Adopted Comprehensive Plan Amendments, available here: [LINK](#)
7. Map of Neighborhood Planning Areas: [LINK](#)

Overview of Chapter Goals

Goal 1. Zoning Ordinance

With the community, create a new zoning ordinance to reinforce and implement the vision for Charlottesville's future as articulated in the Comprehensive Plan, Affordable Housing Plan, Small Area Plans, Vision Plans, and the Standards and Design Manual.

Goal 2. Future Land Use Vision

Guide implementation of the Future Land Use vision contained in this Comprehensive Plan, including support for existing neighborhoods and preventing displacement.

Goal 3. Balance Conservation and Preservation with Change

Protect and enhance the existing distinct identities of the city's neighborhoods and places while promoting and prioritizing infill development, housing options, a mix of uses, and sustainable reuse in our community

Goal 4. Small Area Plan Development and Implementation

Utilize Small Area Plans to guide growth and development in more detail and establish design guidelines within areas likely to be developed or redeveloped.

Goal 5. Comprehensive, Regional Approach

Coordinate the actions of large institutions (such as UVA) and City and County governments to support regional land use, preservation, and urban form, as well as environmental and transportation goals.

Goal 6. Design Excellence

Continue Charlottesville's history of architectural and design excellence by maintaining traditional urban design features and valuing historic resources while encouraging creative, context-sensitive, contemporary planning and design that supports the goals of the Comprehensive Plan.

Goal 7. Entrance Corridors

Ensure that the quality of development in Charlottesville's designated Entrance Corridor

Overlay Districts is compatible with the City's requirements and standards, and with the adjacent neighborhood's historic, architectural, and cultural resources, while allowing for reuse of structures and evolution of uses in these areas.

Goal 8. Expand Understanding and Recognition of Community History and Culture

Identify ways to expand the understanding, presentation, and interpretation of the varied histories, cultures, and experiences of the city's residents and neighborhoods.

Goal 9. Resource Inventory

Systematically inventory and evaluate all historic, cultural, and natural resources, landscapes, and open spaces as critical elements that make Charlottesville special.

Goal 10. Communication about Historic Resources

Educate current and potential property owners of historic resources, as well as the community in general, about the significance of historic properties.

Goal 11. Historic Resource Protection

Provide effective protection of Charlottesville's historic resources, including through recognition and incentives.



Future Land Use Map Overview

Future Land Use Planning Objectives

- Build upon land use recommendations integrated within the City’s citywide studies, Small Area Plans, and the 2021 Affordable Housing Plan.
- Ensure citywide, equitable opportunities for additional housing opportunities and enhanced community services.
- Increase opportunities for development near community amenities such as shopping, employment centers, and transit.
- Explore the development potential of vacant or underutilized properties.
- Maximize access to public open spaces, urban agriculture amenities, and schools.
- Establish correlations between the City’s land uses, UVA, and the County’s Urban Ring.
- Increase access to transit, as well as walking and biking infrastructure, to help achieve the City’s climate goals and connect the community to jobs and amenities.
- Protect, preserve, and enhance natural and cultural resources.
- Ensure long term economic sustainability of the City by planning for a wide range of commercial land use types.

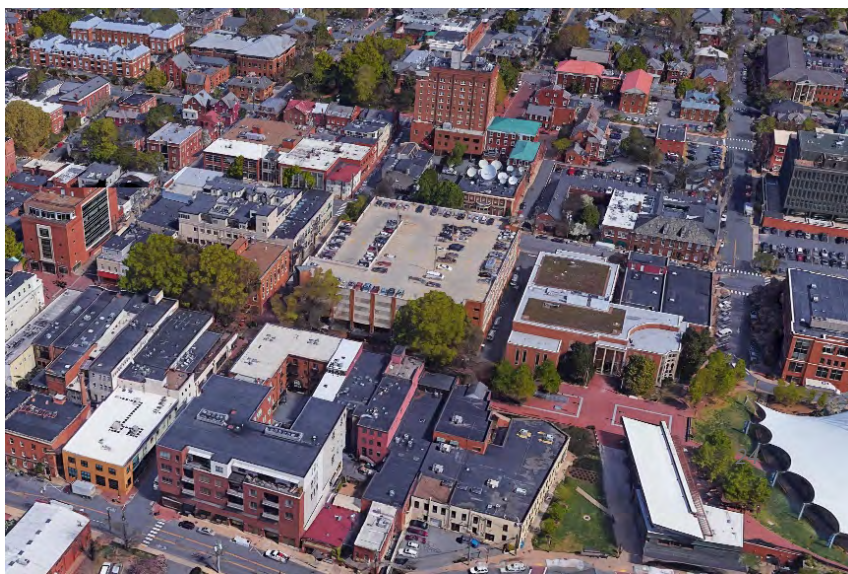
Objectives for Residential Areas

- Foster walkable, bikeable, and transit accessible neighborhoods.
- Encourage incremental “house-sized,” contextual infill within existing residential neighborhoods.
- Increase opportunities to develop diverse housing options near schools, parks, shopping districts, and employment centers.
- Include strategies that can help preserve existing structures, including the use of Accessory Dwelling Units (ADUs), building additions, transitioning larger single-family houses to apartments, etc.
- Allow for organic growth of commercial uses that people need in close proximity to where they live.



Objectives for Mixed-Use Areas

- Facilitate economic activity in the City and ensure the availability of sites for incremental business growth and expansion.
- Support the redevelopment of “under-utilized” gray-field sites along community corridors.
- Provide opportunities to develop a variety of housing options near employment and community services.
- Develop buildings and public spaces that are human-scaled and contribute to placemaking & Charlottesville’s authentic community identity.
- Promote and encourage design elements that enhance community livability such as active uses at the ground floor level along key street frontages.
- Encourage compact block and street networks and a built environment that facilitates walking, biking, and bus riding.



Sensitive Community Areas

Sensitive Community Areas are places throughout Charlottesville that include concentrations of community members who may be demographically sensitive to displacement pressures and potentially most at risk for displacement.

Sensitive Community Areas are the General Residential areas that fall within Census Block Groups that have relatively high proportions of the communities listed below, using ACS 2018 5-year estimates.

- Households with Income <\$30,000/year, which is about 30% Area Median Family income, or 50% Area Median Household Income
- Black residents, Hispanic residents, and other residents who do not identify as White and Non-Hispanic

The areas currently identified may be tailored (in the zoning process) to smaller areas within or adjacent to the identified Census Block Group areas (shown in Figure 7).

Policy Goals for Sensitive Community Areas

- Prioritize these areas for zoning tools that seek to mitigate displacement
- Keep legacy residents in place (if so desired) and support wealth building
- Create a focus area for owner-occupied rehabilitation assistance or similar financial tools to subsidize the development or maintenance of affordable housing
- Allow for limited commercial and business uses

Potential Tools for Consideration

As proposed, Sensitive Community Area strategies would not be included in a zoning overlay, but will be included in individual zoning district parameters; however, this approach may be adjusted in the process of updating the

zoning ordinance.

Each of the areas now identified as Sensitive Community Areas are unique and therefore may warrant different regulatory solutions. Tools may include, but won't be limited to:

- Refining lot subdivision regulations
- Defining smaller minimum lot sizes to allow large parcels to be subdivided into separate lots
- Allowing for portions of the primary lot to be divided into secondary lots
- Defining maximum lot width to avoid lot mergers
- Reducing parking requirements for affordable units

Tools should be re-evaluated over time and adjusted to ensure that outcomes support policy goals. These areas, and others with similarly high proportions of communities with a high displacement risk, should be focus areas for City subsidy focused on anti-displacement tools.

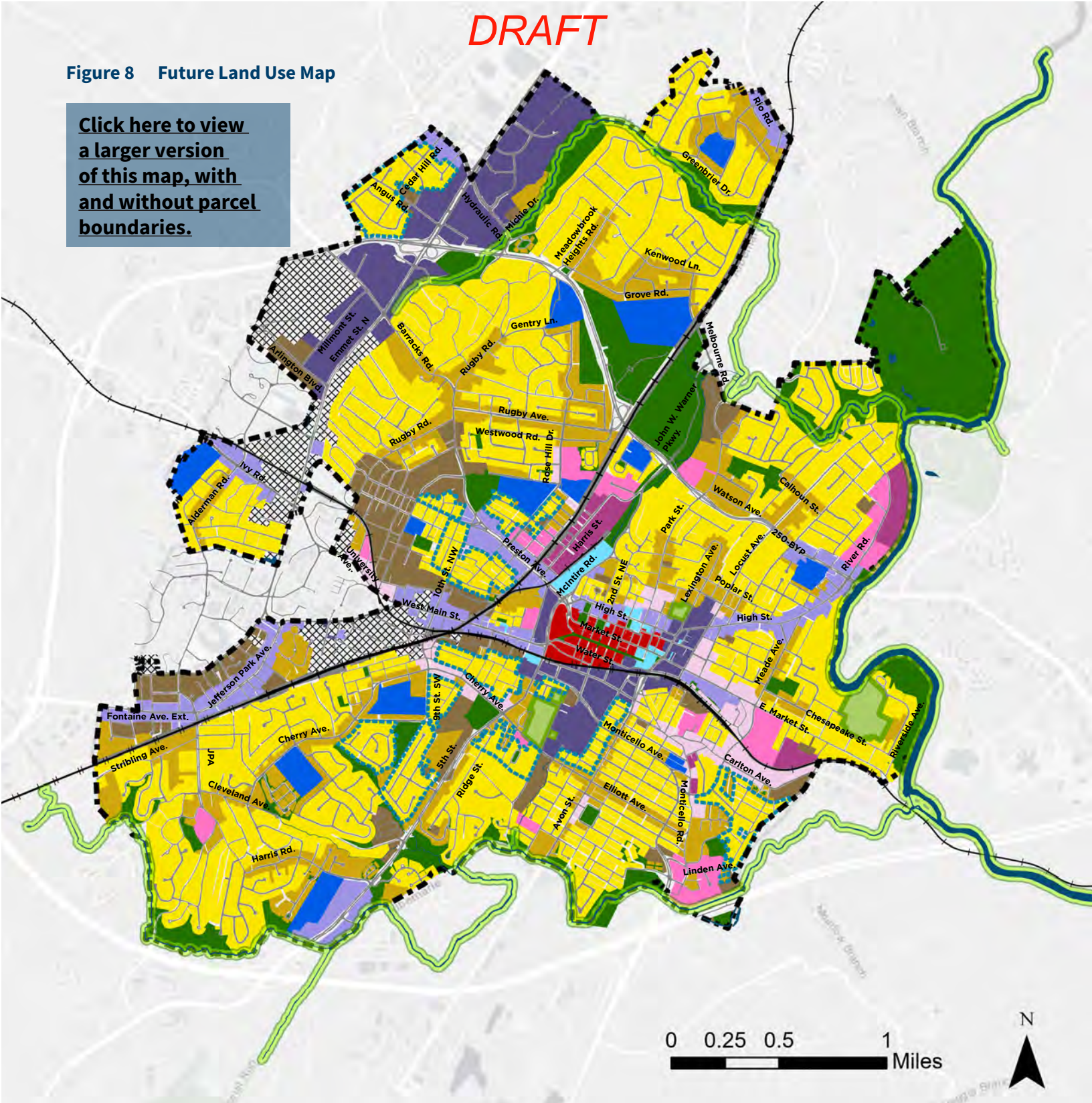
Figure 7 Census Block Groups with Relatively High Percentages of Communities Potentially most Sensitive to Displacement Pressures (ACS 2018 data)

Sensitive Community Areas are the portions of these Block Groups identified as General Residential areas on the Future Land Use Map.



Figure 8 Future Land Use Map

[Click here to view a larger version of this map, with and without parcel boundaries.](#)



- | | | |
|--|-----------------------------------|--------------------------------------|
| General Residential | Business and Technology Mixed Use | Open Spaces and Parks |
| General Residential (Sensitive Community Area) | Urban Mixed Use Corridor | Cemetery |
| Medium Intensity Residential | Urban Mixed Use Node | UVA |
| Higher-Intensity Residential | Downtown Core | Stream Buffer |
| Neighborhood Mixed Use Corridor | Civic | City of Charlottesville Boundary and |
| Neighborhood Mixed Use Node | Education | Urban Development Area |

[Click here to view precedent examples for residential and mixed-use categories.](#)







Table 2 Land Use Category Descriptions

RESIDENTIAL			
<i>Limited commercial uses allowed in <u>all</u> residential districts, to be further described in the Zoning Ordinance. Zoning tools will regulate affordability and maximum allowable development for all categories.</i>			
Description	Form	Height	Use and Affordability
<p>General Residential Allow for additional housing choice within existing residential neighborhoods throughout the city.</p>	<p>Compatible with existing context, including house-sized structures with similar ground floor footprint area and setbacks as surrounding residential structures. Zoning tools will define contextual building form and neighborhood compatibility criteria for development.</p>	<p>Up to 2.5 stories.</p>	<p>Up to 3-unit dwellings including existing single-family splits, accessory dwelling units (ADUs), and new housing infill. Zoning ordinances will consider ways to support townhomes in this category on a site-specific basis. Allow up to 4-unit dwellings if the existing structure is maintained. Allow additional units and height under an affordability bonus program or other zoning mechanism.</p>
<p>General Residential (Sensitive Community Areas) Allow for additional housing choice, and tools to mitigate displacement, within existing residential neighborhoods that have high proportions of populations that may be sensitive to displacement pressures.</p>	<p>Compatible with existing context, including house-sized structures with similar ground floor footprint area and setbacks as surrounding residential structures. Zoning tools will define contextual building form and neighborhood compatibility criteria for development.</p>	<p>Up to 2.5 stories.</p>	<p>Allow 1 unit per lot. (Zoning ordinance to consider support for existing “plexes” - e.g., duplexes - at the base level). Allow up to 3-unit dwellings if the first unit meets affordability requirements. Allow up to 4-unit dwellings if the existing structure is maintained and at least one affordable unit is provided.</p>
<p>Medium Intensity Residential Increase opportunities for housing development including affordable housing, along neighborhoods corridors, near community amenities, employment centers, and in neighborhoods that are traditionally less affordable.</p>	<p>Compatible with existing residential and historic neighborhood context. House-sized infill to include structures with similar building height, building width, and side and front yard setbacks as surrounding residential structures. Zoning tools will define building form and neighborhood compatibility criteria for development (e.g., lot coverage, topography, parking, environmental resources, etc.)</p>	<p>Up to 4 stories.</p>	<p>Allow small, “house-sized” multi-unit buildings (up to 12-unit dwellings), accessory dwelling units (ADUs), cottage courts, and rowhouses / townhouses. Utilize a bonus program or other inclusionary zoning mechanism to support affordability.</p>
<p>Higher-Intensity Residential Provide opportunities for higher density, multi-family focused development. Incentivize affordability and increased intensity to meet Affordable Housing Plan goals.</p>	<p>Compatible with existing residential and historic neighborhood context. Highest building heights according to context. Zoning tools will define building form and neighborhood compatibility criteria for development (e.g., lot coverage, topography, parking, environmental resources, etc.)</p>	<p>Up to 5 stories.</p>	<p>Multi-unit housing (13+ units per lot). May include large and/or smaller-scaled buildings. Limited ground floor commercial uses are encouraged. Requirements for affordability to be determined in the inclusionary zoning study, following the adoption of the Comprehensive Plan.</p>

Table 2 Land Use Category Descriptions

MIXED USE NODES AND CORRIDORS			
Description	Form	Height	Use and Affordability <i>All support ground floor uses which encourage an active pedestrian environment, for example, shops, restaurants, salons, etc.</i>
<p>Neighborhood Mixed Use Corridor Neighborhood-scaled mixed use areas arranged along corridors that support existing residential districts.</p>	Respond to existing residential, environmental, historic context.	Up to 5 stories	Commercial, employment, and residential uses (including small multi-unit and live-work unit buildings). Include an inclusionary zoning mechanism to support housing affordability.
<p>Neighborhood Mixed Use Node Compact neighborhood centers that encompass a mix of land uses arranged in smaller scale buildings.</p>	Respond to existing residential, environmental, historic context. Create new, complete districts comprised of a walkable grid of streets, civic amenity spaces, and an intensive mix of land uses.	Up to 5 stories	Commercial, employment, residential. A mix of uses in the same building (“vertical mixed use”) is encouraged. Include an inclusionary zoning mechanism to support housing affordability.
<p>Business and Technology Mixed Use Light industrial and production uses, with other commercial and residential uses (where appropriate).</p>	Reclaim/reuse land through rehabilitation for human use and environmental health	Up to 6 stories	Light industrial/manufacturing, technology, business, residential (allowed in upper floors). Include an inclusionary zoning mechanism to support housing affordability where residential uses are present.
<p>Urban Mixed Use Corridor Higher intensity mixed use development arranged along corridors between employment, commercial, and civic hubs of the city.</p>	Respond to existing residential, environmental, historic context. Respond to existing residential, environmental, historic context.	5 stories, up to 8 at key intersections, such as intersections of <i>Streets That Work</i> Downtown, Industrial, Mixed Use, or Neighborhood corridors	Commercial, employment, residential. Include an inclusionary zoning mechanism to support housing affordability.
<p>Urban Mixed Use Node Urban mixed use districts that support community housing, employment, and commercial development.</p>	Create new, complete districts comprised of a walkable grid of streets, civic amenity spaces, and an intensive mix of land uses. Respond to existing residential, environmental, historic context, and recommendations provided in previously-adopted Small Area Plans.	Up to 10 stories	Commercial, employment, residential. A mix of uses in the same building (“vertical mixed use”) is encouraged. Include an inclusionary zoning mechanism to support housing affordability.
<p>Downtown Core A primary, central mixed use activity hub for the city.</p>	Compatible with, and respond to, the existing urban scale and historic/civic context.	Up to 10 stories	Commercial, employment, residential. A mix of uses in the same building (“vertical mixed use”) is encouraged. Include an inclusionary zoning mechanism to support housing affordability.

Table 2 Land Use Category Descriptions

OTHER CATEGORIES	
	Open Spaces and Parks: Includes both public and private spaces
	Cemetery: Includes both public and private cemeteries
	Civic: Includes governmental buildings
	Education: Charlottesville City Schools and Non-City Schools
	UVA: Properties owned by the University of Virginia
	Stream Buffer 100' buffer

Summary of Residential Affordability Considerations

Details about affordability measures will be determined in the inclusionary zoning study and implemented in the zoning ordinance. Zoning tools and affordability measures will include a focus on incentivizing deep affordability as much as possible while supporting housing for all income levels.

Table 3 Residential Affordability Summary

Description	Base Without Required Affordability Level	With Affordability Measures
General Residential	Up to 3-unit dwellings, with up to 4-unit dwellings if the existing structure is maintained.	Allow additional units and height under an affordability bonus program or other zoning mechanism.
General Residential (Sensitive Community Areas)	1 unit per lot. (Zoning ordinance to consider support for existing “plexes” - e.g., duplexes - at the base level).	Allow up to 3-unit dwellings if the first unit meets affordability requirements. Allow up to 4-unit dwellings if the existing structure is maintained and at least one affordable unit is provided.
Medium Intensity Residential	Up to 12-unit dwellings.	Utilize a bonus program or other inclusionary zoning mechanism to support affordability within or in addition to the base amount.
Higher-Intensity Residential	13+ units per lot.	Requirements for affordability to be determined in the inclusionary zoning study or through other zoning mechanisms.
Neighborhood Mixed Use Corridor	To be determined in zoning ordinance within established form parameters.	
Neighborhood Mixed Use Node		
Business and Technology Mixed Use		
Urban Mixed Use Corridor		
Urban Mixed Use Node		
Downtown Core		

Goals and Strategies

GOAL 1. ZONING ORDINANCE

With the community, create a new zoning ordinance to reinforce and implement the vision for Charlottesville’s future as articulated in the Comprehensive Plan, Affordable Housing Plan, Small Area Plans, Vision Plans, and the Standards and Design Manual.

More information about related funding strategies that can support affordability in partnership with these zoning changes can be found in the *Affordable Housing Plan* and the Housing Chapter of this plan.

Related Guiding Principle(s):

- Local & Regional Collaboration, Equity & Opportunity, Connections & Access, Environmental Stewardship & Sustainability



STRATEGY 1.1 *Develop a framework for the zoning ordinance rewrite.*

Sub-strategies:

- Consider all Goals of the Comprehensive Plan, including: increasing the supply of housing affordable at all levels; mitigating the potential for displacement, particularly for vulnerable neighborhoods, such as all or portions of designated Sensitive Areas; improving transit access, neighborhood walkability, and citywide multimodal transportation; increasing employment opportunities; preserving historic structures, including through adaptive reuse; and fostering mixed income neighborhoods throughout the city.
- Review Small Area Plans and similar for recommendations related to zoning. This includes, but is not limited to, form-based code recommendations from the Strategic Investment Area, the code review from the Hydraulic Small Area Plan, the Cherry Avenue Small Area Plan, and the Starr Hill Vision Plan.
- Consider zoning classifications based on form and intensity (as defined by height and maximum size of structures).
- Identify ways to meet multiple goals at once and support a more sustainable future by incentivizing

and supporting development of affordable housing opportunities within the context of healthy, thriving communities that support and build pride of place, active living with streets designed for people, public parks, recreation facilities, and healthy and affordable food sources.

- Identify ways to support neighborhoods and the goals of this plan through by-right development and streamlining of the review process while also ensuring adequate parameters are in place to guide this development and allowing for improved public information and engagement, for example, through a required public meeting for certain major projects and subdivisions.
- Consider ways to mitigate the impact of short-term rentals on housing availability and affordability. This may include additional staff support for implementation of existing regulations.
- Identify a list of related ordinances or documents that will need to be reviewed for potential updates. This includes the Standards and Design Manual and Subdivision Ordinance, as well as applications, fees, and forms associated with development activities.
- Consideration for the relationship between the Zoning Ordinance, design control districts, and related review processes.

STRATEGY 1.2 *Implement changes to the Zoning Ordinance needed to support community health and well-being, context-sensitive design, environmental protection, and climate change mitigation and preparedness.*

Sub-strategies:

- Incentivize or require design principles that enhance community livability, such as:
 - » Parking placement behind buildings (rather than in front) and an overall reduction in curb cuts.
 - » Active uses at the ground floor level along key street frontages
 - » Set building setbacks, as appropriate to the site and context, to increase network connectivity, create a more pedestrian friendly streetscape, and reduce speeds on high volume roadways across the city.
 - » Compact block, alley, and street networks and a built environment that facilitates walking, biking, and bus riding.
 - » Vibrancy, pedestrian movement, and visual interest throughout the city.
 - » Reduction in impermeable surfaces.
 - » Addition of new neighborhood paths/

connections.

- » Buildings of similar scale on both sides of a street.
- Require that zoning changes preserve and enhance natural resources and sensitive environmental areas, designated flood plain areas, steep slopes, rivers, and streams.
- Consider ways to incentivize green infrastructure implementation and use in development projects to offset development impacts. Utilize CityGreenprint 1.0 in this effort.
 - » Green infrastructure includes a wide range of natural assets and strategies that exist or are installed in the built environment to improve the quality of our natural resources, contribute to healthier natural habitat, and increase recreational opportunities.
 - » Incorporate requirements for green space, where possible.
 - » Expand requirements for tree canopy protection and, where necessary, replacement, and consider incorporating urban heat island analyses into this process.
- Facilitate economic activity in existing and new areas of mixed-use opportunity identified in the updated Future Land Use Map, and ensure the availability of sites for business growth and expansion.
- Incentivize private landowners and developers to preserve or create urban agricultural spaces.
- Consider ways to maintain a transition of height between land use categories, including the use of multiple zoning categories within each land use category shown on the Future Land Use Map. Identify ways to provide transitions in height and intensity of use between cemeteries and adjacent areas.
- Consider ways to support energy efficient building practices and other measures to address climate change.

.....

STRATEGY 1.3 *Implement zoning changes needed to support the creation of more housing, including affordable housing opportunities, throughout the city.*

Sub-strategies:

- In coordination with multifamily zoning changes, identify zoning changes needed to support “soft density” (house-scaled multi-unit housing) in areas currently zoned single-family throughout the city, to lower the cost of entry for residents to live in these areas while preserving existing market-affordable housing, limiting displacement of existing residents, and mitigating continued rise in housing costs.
 - » Using the revised Future Land Use Map, identify

areas suitable for rezoning to allow “soft density.” On the Future Land Use Map, “Soft density” corresponds to General Residential and Medium Intensity areas.

- » Identify form and design requirements to support soft density (or “missing middle”) housing, including walkability, use of a scale and form similar to surrounding development, allowing for smaller building footprints, supporting affordability through design, and allowing for reduced parking on-site.
- » Identify incentives (property tax rebates, public funding, design flexibility) or requirements to support the development of affordable housing as part of new soft density development, particularly for those projects seeking additional units in the General Residential category.
- » Increase the allowed intensity of housing, with required affordability at a base or bonus level, in all neighborhoods that are currently zoned for primarily single-family uses.
- » Implement strategies that minimize displacement from low-income or other at-risk neighborhoods while supporting wealth-building opportunities related in these communities. Clarify how various “soft density” zones can connect to subsidy funds targeted at supporting existing homeowners and renters to prevent displacement, as well as funds for increased homeownership, particularly in neighborhoods with high numbers of low-income households.
- » Increase the number of lots on which ADUs can feasibly be built by adopting proposed changes to allow ADUs in University zoning districts, increasing the maximum height, and eliminating off-street parking requirements for ADUs.
- » Weigh potential benefits and impacts of allowing development of soft density housing in historic neighborhoods, including consideration of ways to retain historic character, form, integrity, and naturally occurring affordable housing.
- In coordination with “soft density” zoning changes, identify changes needed to zoning and development processes to increase the production of medium- and higher- intensity multifamily housing at a variety of scales.
 - » Using the revised Future Land Use Map, identify areas suitable for rezoning to allow multifamily development in additional neighborhoods, particularly those that are or will be served by transit or are located within walking proximity to community facilities including schools and parks , and those that currently lack multifamily options.
 - » Prioritize strategies that protect existing affordable housing and create new affordable housing supply, and that reverse entrenched

patterns of racial and economic segregation while protecting high-risk communities from displacement.

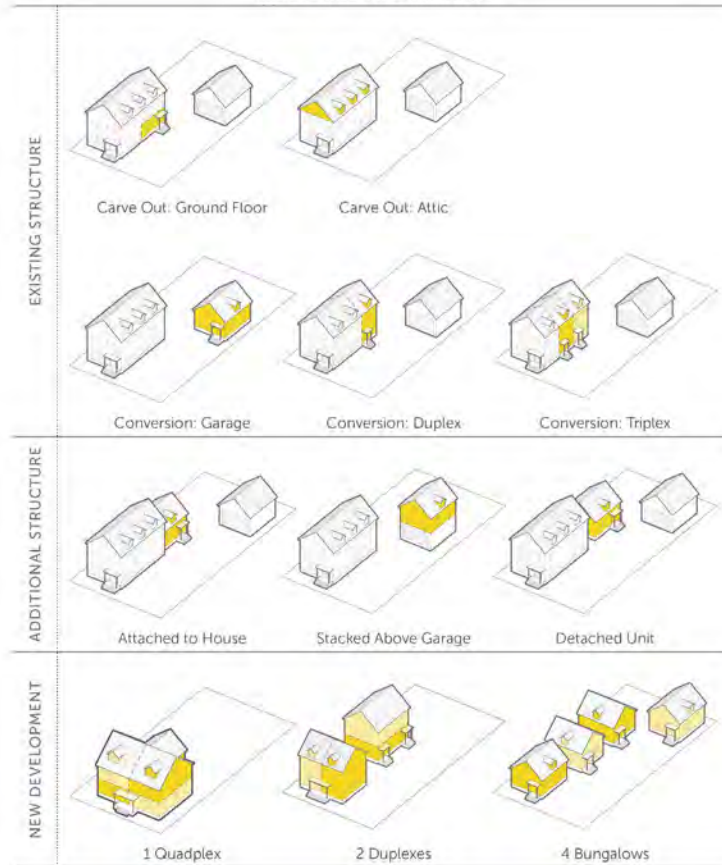
- » Clarify how multifamily zones can connect to subsidy funds targeted at supporting existing homeowners and renters to prevent displacement.
- Incorporate transition zones and restructure restrictions on height, density, setbacks, and parking to ensure that development activities compatible with the Future Land Use Map, site context, and goals of the Comprehensive Plan are feasible by-right without a special use permit, including for multifamily and mixed-use developments.
- Consider locations on a site-by-site basis where they may allow for additional height beyond that described for each land use category, for high intensity and mixed use areas – e.g., if a site has a lower grade than the primary street, or has a particular reason to support higher-intensity development (e.g., existing student-housing-dominated areas).

STRATEGY 1.4 *Define parameters for inclusionary zoning policies, which require that certain residential developments include some affordable homes. Set targets for the number and affordability levels of homes as well as other parameters.*

Sub-strategies:

- Establish a mandatory inclusionary zoning policy for developments of a certain size, to require the inclusion of affordable homes as part of new multifamily development.
- Consider other ways to allow additional units on sites where they are affordable at a defined level.
- Consider deployment of an Affordable Housing Overlay or similar designation as part of the zoning rewrite, to incentivize long-term affordability for a variety of housing types. Prioritize methods that support deep affordability.
- Consider ways to incentivize a mix of uses and incomes that support developments that contribute to community livability and access to amenities.
- Investigate the feasibility of requiring affordable units for smaller multifamily development or redevelopment projects, such as through the first or second new unit, with a focus on ensuring that any potential requirements do not hinder development of housing at a small scale.

SAMPLE UNIT CONFIGURATIONS



Graphic showing examples of how multiple units can fit within or in addition to an existing structure, or as a new development. This is shown at the scale of the General Residential land use category.

STRATEGY 1.5 *Evaluate the potential impacts of re-zoning of industrial land to allow a mix of uses to support Comprehensive Plan goals, including those related to affordable housing and environmental protection, while also ensuring that there is adequate provision of land for important community services, as well as for jobs and economic development, both in these areas and throughout the city.*

STRATEGY 1.6 *During the zoning rewrite process, develop and deploy a public education campaign to address any concerns and broaden understanding of the purpose of the zoning revisions.*

Sub-strategy:

- Provide information about the benefits of/ opportunities for patterns of urban living, such as

more efficient land use, shared public space, smaller and more energy efficient units, aging in place, and walkability. Assess the effectiveness of efforts and examples.

STRATEGY 1.7 *Revise development review approval processes to limit and focus discretionary control and reduce approval times.*

GOAL 2. FUTURE LAND USE VISION

Guide implementation of the Future Land Use vision contained in this Comprehensive Plan, including support for existing neighborhoods and preventing displacement.

Related Guiding Principle(s):

Equity & Opportunity, Connections & Access, Environmental Stewardship & Sustainability



STRATEGY 2.1 *Through City-led efforts and private development, expand community access to housing, as well as amenities and services that improve quality of life.*

Sub-strategies:

- Through City-led projects, private and institutional development projects, and partnerships, address citywide and regional priorities. These include housing affordability and increased housing options; community equity and displacement protection for at-risk communities, including lower-income households; tree canopy, environmental sustainability, and climate change mitigation and resilience; transit-oriented development; improved walkability and bikeability; enhanced access to parks, recreation, social interaction opportunities, schools, and other amenities and services; improved and equitable food access; and support for existing and new business opportunities, including for small and neighborhood-focused businesses.
- Support mixed use nodes and corridors that enhance access to amenities and services at a context-sensitive scale, with adequate transitions in height and massing to residential areas.
- Identify areas in the community that currently lack access to amenities and services via transit, walking,



or biking, and find ways to support either providing these amenities and services in closer proximity or enhancing multimodal connections.

- Consider the potential of development on City-owned property, particularly where it can support the addition of affordable housing units.
- Look to expand the network of vibrant public parks and other spaces, at both large and small scales, particularly in areas that are identified on the Future Land Use Map for higher intensity uses and/or areas currently lacking these amenities.
- Encourage the incorporation of meaningful and equitable public gathering spaces into urban design plans, particularly along corridors and at development nodes, including Downtown.
- Identify assets, priorities, and targets for long term permanent land access and infrastructure for both food production and food access points including existing city parks and city-owned land.
- Pair development along the River and stream corridors with park space and environmental protection features. Balance the competing priorities for properties adjacent to the River and other stream corridors to allow for an appropriate number of different types of uses without impacting the environmental quality of the waterways and riparian buffers, or devaluing the most important natural attributes that attract people to the area.
- In the event that development is planned for properties not currently designated on the Future Land Use Map (e.g., UVA properties, parcels adjacent to the railroad), this development should respond to the surrounding land uses shown on the Future Land Use Map as well as those included in any relevant existing Small Area Plans or similar adopted plans.
- Where possible, encourage increasing intensity of

uses and addition of affordable housing through the reuse or reconfiguration of existing buildings or sites, including historic structures, large parking areas, and underutilized commercial or industrial areas. When considering which areas may be “underutilized,” consider land not developed to its full potential in ways that further the city’s goals for equity, sustainability, and enhancing Charlottesville’s quality of life and sense of place.

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STRATEGY 2.2 *Evaluate the potential positive and negative impact of proposed development on existing affordable housing and vulnerable communities at risk of displacement.*

Sub-strategies:

- Prioritize development of an Equity Analysis tool or series of metrics that can be used to evaluate impacts, including potential displacement of marginalized, underserved, and vulnerable populations, such as low-income, formerly displaced, aging, disabled, and homeless individuals and families.
- Once the city has adopted an Equity Analysis tool, evaluate a requirement for its use for development review. Consider requiring the use of the Equity Analysis tool for development projects within the Sensitive Areas identified in this plan, or a subset of these areas, at a minimum. Sensitive Areas, and the criteria used to define them, should be updated with each Comprehensive Plan update, or at least every five years.

.....
STRATEGY 2.3 *Evaluate existing and potential new programs for protecting communities at risk of displacement, as well as protecting existing affordable housing, historic buildings, community-based urban agriculture sites, and other resources.*

Sub-strategies:

- Where possible, prioritize the preservation of existing structures while encouraging a greater intensity of use. Encourage infill development and reuse of or additions to structures, rather than demolition of existing buildings, to address gaps in established or planned development patterns. This may include strategies that can help preserve existing structures, including the use of Accessory Dwelling Units (ADUs), building additions, transitioning larger single-family houses to apartments, etc.
- If demolition is necessary, incentivize or require development of affordable housing, particularly in historically low income and/or majority-Black

neighborhoods, which have historically been targets for redevelopment and displacement.

- Continue financial support for owner-occupied rehabilitation of housing, property tax rebates, and other existing programs. (See related Strategy in the Housing Chapter.)
- Consider use of ordinances, financial support, incentives, and other strategies to encourage the preservation of existing housing stock and expansion of housing options, especially deeply affordable housing options.
- Evaluate the effectiveness of the Historic Conservation District as an alternative, more flexible type of local historic district, to promote conservation of structures and district character while also allowing increased intensity of uses when new districts are being considered. Examine possibility for conserving individual properties as well as neighborhood areas.
- Consider programs to encourage conversion of large single-family houses into multiple units, while conserving their form and key historic features, including both locally- or nationally-designated historic properties as well as non-designated properties.
- Utilize strategies specific to preventing displacement within Sensitive Areas and look for ways to support targeted programs for communities, families, and individuals at risk of displacement throughout the City.

.....
STRATEGY 2.4 *Support the designation of the entire city as an Urban Development Area (UDA).*

Any locality in Virginia may incorporate one or more urban development areas (UDAs) into its Comprehensive Plan. A UDA is an area designated by a locality that is (1) appropriate for higher density development due to its proximity to transportation facilities, the availability of a public or community water and sewer system, or a developed are, and (2) to the extent feasible, to be used for redevelopment or infill development.

There are grant programs available for implementing plans, studies, public participation processes, and other tasks within a UDA. You can review the Code of Virginia section related to UDAs [here](#).

You can view the UDA boundary on the Future Land Use Map in this document. The UDA boundary is identical to the City of Charlottesville boundary.

Sub-strategies:

- In accordance with this designation, development in the city shall incorporate principles of traditional neighborhood design, which may include, but need not be limited to, (i) pedestrian-friendly road design, (ii) interconnection of new local streets with existing local streets and roads, (iii) connectivity of road and pedestrian networks, (iv) preservation of natural areas, (v) mixed-use neighborhoods, including mixed housing types, with affordable housing to meet the projected family income distributions of future residential growth, (vi) reduction of front and side yard building setbacks, and (vii) reduction of subdivision street widths and turning radii at subdivision street intersections.
- The City should utilize this designation to support multimodal transportation improvements.

- Encourage development that responds to the character of contiguous historic buildings and neighborhoods while allowing enhanced intensity of uses, including multi-family units, in forms and scales that are respectful of the surrounding neighborhood.
- Require adequate transitions (such as step downs in scale and intensity) to mitigate impacts on adjacent residential and historic areas, as well as cemeteries.
- Recognizing that views of surrounding mountains and other landmarks are an important component of Charlottesville’s sense of place, evaluate the ability to consider viewsheds in development review in tandem with other priorities identified in this plan.

GOAL 3. BALANCE CONSERVATION AND PRESERVATION WITH CHANGE

Protect and enhance the existing distinct identities of the city’s neighborhoods and places while promoting and prioritizing infill development, housing options, a mix of uses, and sustainable reuse in our community

Related Guiding Principle(s):

Equity & Opportunity, Community Culture & Unity, Local & Regional Collaboration, Environmental Stewardship & Sustainability



STRATEGY 3.1 Utilize context-sensitive planning tools to maintain and enhance the distinct identities of Charlottesville’s neighborhoods and corridors.

Sub-strategies:

- Use existing preservation and design review tools to accommodate development in ways that identify and preserve historic and cultural resources and enhance the distinctive characteristics of the neighborhoods, especially in areas experiencing significant development. You can review more information about the available preservation and design review tools in the Appendix.
- Require that any that any future redevelopment of historic structures must maintain contributing status of existing designated historic structures.

STRATEGY 3.2 Review the Historic Preservation and Design Appendix, historic district ordinances, entrance corridor ordinance, and design guidelines every five years to ensure that goals for preservation and compatible development are being addressed.

Sub-strategies:

- Look for ways to support the future land use vision, the goal of providing additional housing throughout the city, and environmental/climate goals, while preserving the city’s valuable resources.

STRATEGY 3.3 Develop strategies and partnerships that can bring underutilized properties, including historic properties, into productive and sustainable applications that will support increased residential or commercial uses, or a mix of uses.

Sub-strategies:

- Develop and regularly update an inventory of vacant and underutilized properties in Charlottesville.
- Consider strategies such as rezoning, rehabilitation, reducing or removing off street parking requirements, and development incentives.
- Support the rehabilitation of low-income owner-occupied housing for energy efficiency and preservation of neighborhood form. As appropriate, create policy and financial incentives to encourage this process.
- Encourage adaptive re-use and potential increases in intensity of use for existing buildings, including historic structures, particularly in areas identified for higher intensity development on the Future Land Use Map.

STRATEGY 3.4 *Encourage sustainable, energy efficient building designs and low impact development as complementary goals to historic preservation, including through support for adaptation, reuse, and repurposing of the built environment.*

Sub-strategies:

- Continue evaluating recommendations appropriate for historic structure improvements that increase energy efficiency and promote sustainability. Incorporate into the design guidelines for Architectural Design Control Districts, Individually Protected Properties, Historic Conservation Districts, and Entrance Corridor Overlay Districts.
- Support the implementation of solar photovoltaic systems for historic structures.
- Consider applying the Secretary of the Interior Standards for Historic Rehabilitation for all City-owned property more than 50 years old, and apply appropriate preservation technologies in all additions and alterations, while also pursuing sustainability and energy conservation goals.

GOAL 4. SMALL AREA PLAN DEVELOPMENT AND IMPLEMENTATION

Utilize Small Area Plans to guide growth and development in more detail and establish design guidelines within areas likely to be developed or redeveloped.

Related Guiding Principle(s):

Local & Regional Collaboration, Equity & Opportunity, Environmental Stewardship & Sustainability; Community Culture & Unity



STRATEGY 4.1 *Develop a template and consistent planning process for preparation of Small Area Plans, with a focus on community engagement and equity considerations to be included in each process.*

Sub-strategies:

- Ensure that Small Area Plans support overarching Comprehensive Plan Guiding Principles and Goals while also supporting additional community-defined priorities.

- The template should include, but not be limited to:
 - » Requirements related to outcomes and recommendations, including a land use plan that builds on the approved Future Land Use Map; design principles and standards, including walkability; recognition of historic sites, structures, and landscapes; viewshed protection areas; consideration of environmental and human health, including mitigating and adapting to the impacts of climate change, etc.
 - » Community engagement guidelines that provide a framework for consideration of neighborhood demographics.
 - » Requirements related to NDS, Planning Commission, and City Council review milestones and participation in the process.
 - » Guidelines for when it is appropriate to adapt the process based on unique neighborhood needs.
- Review previously-completed Small Area Plans and outcomes as part of this process to help identify the elements that make a Small Area Plan most successful. In addition, review other regional and national examples, including Albemarle County's Neighborhood Model, and speak with implementing parties to obtain lessons learned.
- In conjunction with strategies defined in the Affordable Housing Plan, establish targets for a minimum number of supported affordable housing units in all Small Area Plans.

STRATEGY 4.2 *Create a process for prioritizing, assessing the feasibility of, and implementing proposed investments and strategies in accordance with plans incorporated as amendments to the Comprehensive Plan, including Small Area Plans, Neighborhood Plans,*



Vision Plans, etc.



Sub-strategies:

- Consider prioritization for projects identified in:
 - » Strategic Investment Area (2013)
 - » Hydraulic-29 Small Area Plan (2018)
 - » Cherry Avenue Small Area Plan (2021)
 - » Starr Hill Vision Plan (2021)
 - » Urban Rivanna River Corridor Plan (Plan in Progress; consider once finalized)

STRATEGY 4.3 Consider the development of additional Small Area Plans and other ways to plan at smaller scales throughout the city.

Please see the Small Area Plan appendix for more information about these areas.

Sub-strategy:

- Areas to be considered include (in alphabetical order):
 - » Belmont-Carlton
 - » Emmet Street Corridor
 - » High Street / Martha Jefferson Area
 - » Jefferson Park Avenue / Fontaine Avenue Corridor
 - » River Road Area
 - » Rose Hill / Harris Street / Preston Avenue Area
 - » Woolen Mills
- Recognizing that not all neighborhoods will be prioritized in the short term for a Small Area Plan, evaluate the development of a community-driven process to allow more neighborhoods to share priorities and ideas outside of formal Small Area Plans or similar processes.

GOAL 5. COMPREHENSIVE, REGIONAL APPROACH

Coordinate the actions of large institutions (such as UVA) and City and County governments to support regional land use, preservation, and urban form, as well as environmental and transportation goals.

Related Guiding Principle(s):

Community Culture & Unity, Local & Regional Collaboration, Environmental Stewardship & Sustainability

STRATEGY 5.1 Facilitate periodic meetings between the BAR, Planning Commission, City Council, and the Entrance Corridor Review Board to ensure an excellent and consistent design vision for the city.

STRATEGY 5.2 Work with Albemarle County to encourage potential Comprehensive Plan and zoning changes within the Urban Ring, complementary to any zoning changes enacted along Charlottesville’s border.

STRATEGY 5.3 Facilitate regular coordination with Albemarle County and UVA on matters of land use, urban design, historic preservation, transportation, and environmental protection that cross the jurisdictional border.

Sub-strategies:

- Continue to coordinate with the Land Use and Environmental Planning Committee (LUEPC) on land use, historic preservation, and urban design issues that relate to Albemarle County and University of Virginia resources.
- Continue to coordinate with Albemarle County on issues related to land use, particularly during their Comprehensive Plan update.
- Continue to coordinate with the University of Virginia during any expansion of the University, University- sponsored housing development, or the University Health System to address opportunities to contribute to meeting goals set for the city and region.
- Investigate the feasibility of protecting unobstructed sight lines between the World Heritage Sites of Monticello and the Academical Village at the University of Virginia.

GOAL 6. DESIGN EXCELLENCE

Continue Charlottesville’s history of architectural and design excellence by maintaining traditional urban design features and valuing historic resources while encouraging creative, context-sensitive, contemporary planning and design that

supports the goals of the Comprehensive Plan.

Related Guiding Principle(s):

Community Culture & Unity, Environmental Sustainability & Stewardship, Connections & Access



STRATEGY 6.1 *Encourage urban design standards that achieve the goals of this plan and are appropriate to the Charlottesville community context.*

Sub-strategies:

- Promote design excellence for public projects and installations at all scales. For all City-owned spaces (buildings, public spaces, etc.), look for opportunities to promote a distinctive, contextually integrated, and welcoming environment for residents and visitors.
- Promote design standards that consider and work with unique community characteristics, including topography and other environmental features.
- Study existing urban forms in historic neighborhoods and consider allowing similar design standards in new neighborhoods. Develop corresponding design pattern inventories for individual neighborhoods.

STRATEGY 6.2 *Continue to support the BAR in its efforts to guide historic preservation and urban design within the Historic Preservation & Architectural Design Control (ADC) Districts, and the Historic Conservation (CV) Districts, and ensure cooperation between the BAR and City departments.*

STRATEGY 6.3 *Update outdoor lighting standards to ensure that streets, sidewalks, crosswalks, and public spaces are lit safely and efficiently.*

Sub-strategies:

- Consider lighting standards that complement both the built and natural environments while minimizing

adverse lighting impacts (for example, glare, light pollution, obtrusive light, etc.) and contributing to the City’s goals for energy conservation and sustainability.

- Communicate new lighting standards to owners of homes and businesses, designers, the building trades, and Dominion Energy.

GOAL 7. ENTRANCE CORRIDORS

Ensure that the quality of development in Charlottesville’s designated Entrance Corridor Overlay Districts is compatible with the City’s requirements and standards, and with the adjacent neighborhood’s historic, architectural, and cultural resources, while allowing for reuse of structures and evolution of uses in these areas.

Related Guiding Principle(s):

Community Culture & Unity, Local & Regional Collaboration



STRATEGY 7.1 *Within Entrance Corridors, encourage placemaking elements and look for opportunities to support community-centered destinations.*

Sub-strategies:

- Encourage site designs incorporating building arrangements, uses, natural features, and landscaping that contribute to Charlottesville’s unique sense of place and character.
- Ensure that new development complements the city’s character and respects those qualities that distinguish the city’s built environment.
- Incorporate street trees and landscaping along streetscapes to provide shade, buffer pedestrians from traffic, and create a sense of enclosure.

STRATEGY 7.2 *Protect and enhance access routes to our community’s World Heritage Sites, the University of Virginia and Monticello, to recognize their significance as cultural and economic assets of the local heritage industry.*

STRATEGY 7.3 *In coordination with relevant neighborhoods, consider the designation of additional streets as Entrance Corridor districts.*

STRATEGY 7.4 *Evaluate the roles of, and relationship between, the Entrance Corridor Review Board and the Board of Architectural Review and evaluate a transition of the Entrance Corridor Review Board from Planning Commission to the Board of Architectural Review.*

STRATEGY 7.5 *When appropriate, coordinate the City’s Entrance Corridor Design Guidelines with Albemarle County’s Design Guidelines. Encourage continuity of land use, design, and pedestrian orientation between contiguous corridors in the city and county.*

GOAL 8. EXPAND UNDERSTANDING AND RECOGNITION OF COMMUNITY HISTORY AND CULTURE

Identify ways to expand the understanding, presentation, and interpretation of the varied histories, cultures, and experiences of the city’s residents and neighborhoods.

Related Guiding Principle(s):

Community Culture & Unity, Equity & Opportunity



STRATEGY 8.1 *Continue to interpret historic and cultural resources to the community through markers, publications, events, and other means. Expand these programs to include narratives and resources of underrepresented groups and areas significant in our local history.*

Sub-strategies:

- Consider ways to recognize a wide range of histories and cultures, including the majority-Black communities impacted by urban renewal in Vinegar Hill and Garret Street, and displacement from

Gospel Hill, as well as the history of the Monacan Indian Nation, enslaved persons, settlers, and others.

- Coordinate this interpretation of historic resources with City improvement projects and other initiatives.
- Utilize honorary naming of streets, public buildings, parks, and other places and spaces, including interior rooms such as conference rooms and other places where people congregate.
- Consider incorporating the 2016 recommendations of the Blue Ribbon Commission on Race, Memorials and Public Spaces into historic preservation and interpretation efforts.

STRATEGY 8.2 *Encourage community vitality and interaction through the incorporation of both private and publicly funded art into public spaces, neighborhoods, signage, gateways, and nodes of development. Ensure neighborhood engagement and involvement in this process.*

GOAL 9. RESOURCE INVENTORY

Systematically inventory and evaluate all historic, cultural, and natural resources, landscapes, and open spaces as critical elements that make Charlottesville special.

Related Guiding Principle(s):

Community Culture & Unity, Local & Regional Collaboration



STRATEGY 9.1 *Evaluate all historic, cultural, and natural resources, landscapes, and open spaces for their significance and integrity, and develop narratives for all resources.*

Sub-strategies:

- Place a priority on un-surveyed older neighborhoods, such as south Belmont; the southwest corner of High Street and 9th Street, NE; and portions of the Strategic Investment Area (SIA).
- Survey and evaluate all City-owned property, including schools and parks, for historic and design significance and integrity. Pursue local, state, and

national designations for eligible resources.

- Work with neighborhoods to develop interest and participation in documentation of neighborhood buildings and history through architectural and historic surveys.
- Continue to identify and survey additional significant individual properties located outside historic districts. In addition to historic buildings, consider significant buildings from the recent past (less than 50 years old), structures such as sculptures, landscapes such as public spaces and cemeteries, and archaeological sites.
- Scan and make publicly available historic surveys, maps, and other documentary resources held by NDS.

STRATEGY 9.2 *Encourage developers contemplating land-disturbing activities in areas likely to reveal knowledge about our past to undertake archaeological studies prior to development.*

Sub-strategies:

- Help identify financial incentives or funding sources for such studies.
- Encourage, where warranted, archeological assessments for rezoning and special use permit requests and for all projects on City-owned parcels.

STRATEGY 9.3 *Systematically re-survey neighborhoods, state- and national-registered historic sites and districts, Architectural Design Control Districts, and Individually Protected Properties to update older survey information, beginning with Downtown, North Downtown, Ridge Street, and Wertland Street.*

Sub-strategy:

- Conduct additional survey work as needed to reevaluate existing ADC district boundaries.

STRATEGY 9.4 *Generate a Cultural Landscape Study and Management Plan for the Lawrence Halprin-designed Downtown Mall, to identify character-defining historic features, and prepare a treatment and maintenance plan to protect the Mall’s historic character and features while supporting its current use.*

GOAL 10. COMMUNICATION ABOUT HISTORIC RESOURCES

Educate current and potential property owners of historic resources, as well as the community in general, about the significance of historic properties.

Related Guiding Principle(s):

Community Culture & Unity, Equity & Opportunity



STRATEGY 10.1 *Refine and continue implementing the strategy for communicating with residents in historic districts and individually-protected properties.*

Sub-strategies:

- Continue informing residents in historic districts about new development and construction projects within their neighborhoods and communities. Include updates about local policy and regulatory changes.
- Improve the City’s ongoing education program to notify property owners and potential property owners that their property is situated in a Historic Preservation & Architectural Design Control (ADC) District, or Historic Conservation (CV) District, or is designated as an Individually Protected Property (IPP).
- Provide property owners with information on historic rehabilitations, financial incentives, and context- sensitive design. Continue to share information about federal and state rehabilitation tax incentives, including Virginia’s rehabilitation tax credit program, and help promote and defend these programs at the General Assembly.
- Provide technical assistance to property owners and/or provide referrals to other sources of information regarding architectural, historical, or financial questions.
- Organize and make available as an on-line resource surveys of and information about historic sites and properties.

STRATEGY 10.2 *Support education and communication efforts of local and regional historic resource and preservation advocates.*

Sub-strategies:

- Continue to support Preservation Piedmont and its partners in the Piedmont Area Preservation Alliance

(PAPA) in efforts to coordinate communication among local, regional, and state preservation organizations.

- Continue to support the Charlottesville Historic Resources Committee’s efforts to promote understanding and appreciation of local historic and cultural resources.

STRATEGY 10.3 *Continue to support participation of staff, as well as elected and appointed officials, in regional and statewide preservation and design educational opportunities.*

STRATEGY 10.4 *Promote the history of the Downtown Mall as well as other key sites of local significance through the use of art, technology, public events, and marketing promotion.*

GOAL 11. HISTORIC RESOURCE PROTECTION

Provide effective protection of Charlottesville’s historic resources, including through recognition and incentives.

Related Guiding Principle(s):

Equity & Opportunity, Community Culture & Unity, Local & Regional Collaboration



STRATEGY 11.1 *Preserve historic resources through education and collaboration focused on maintaining our neighborhoods’ core historic fabric (while encouraging reuse of structures), our major routes of tourism, and our public spaces.*

STRATEGY 11.2 *When appropriate, consider neighborhoods or areas for designation as local historic districts (either Architectural Design Control Districts or Historic Conservation Districts), and consider Individually Protected*

Property designations, based on architectural and historic survey results.

Sub-strategies:

- Consider designating Maplewood, Oakwood, and Daughters of Zion Cemeteries, and the cemetery and burial site at Pen Park as ADC districts to ensure their protection and maintenance.
- Consider including resources from the more recent past (less than 50 years old) as Individually Protected Properties, especially those of significant architectural value and those that are becoming rare surviving examples of their type or period of construction.
- Identify, document, and map all cemeteries and burial sites on City-owned and privately held parcels. Evaluate each for local and/or state and national designation. [For example: Goings Family Cemetery (19th cen., African-American, Lankford Avenue); Nimmo Family Cemetery (19th and 20th cen., Hartmans Mill Road); Watson Family Cemetery (19th cen., Bailey Road).]
- Continue research to identify and contact descendants of enslaved individuals buried at the Pen Park Cemetery. Work with descendants to appropriately memorialize the site, including signage or marker. Examine ways to evaluate, present and interpret Pen Park in the context of being an intact, historic landscape covering 266 acres of the original 430-acre property established by Dr. George Gilmer in 1786 and on which scores of individuals were enslaved until Emancipation. Prepare a Preliminary Information Form (PIF) to determine eligibility for listing on VLR and NRHP; submit nomination for formal listing.

STRATEGY 11.3 *Consider amending the existing ordinance to address protection of archaeological resources.*

STRATEGY 11.4 *Consider and discuss the effects of decisions by all public decision-making bodies on historic resources.*

Sub-strategies:

- Evaluate transportation decisions for their effects on historic districts and on Individually Protected Properties, and encourage policies that minimize automobile use in these areas.
- Ensure that Small Area Plans consider the need to safeguard any historic sites, structures, and landscapes.
- Evaluate current zoning map districts and current zoning allowances, as well as proposed

amendments to the zoning map and zoning text, for their consistency with preservation goals, and impacts on the historic character of neighborhoods.

- Coordinate with other programs, such as affordable housing initiatives, to encourage preservation of character and rehabilitation of historic resources, including through adaptive reuse, to support new low-income housing in structures that are more than 50 years old.
- Consider the impacts of maintenance and construction activities on historic features of the city’s neighborhoods. Where possible, encourage maintenance and repair of granite curbs, retaining walls, distinctive paving patterns and other features instead of replacing them.
- Encourage retaining and replenishing shade trees, particularly large trees, in all historic neighborhoods.
- Monitor state and federal level policy and legislative changes impacting historic preservation. Advocate both for positive changes and against those that threaten the existing policies, programs, policies, and regulations.
- Recognize and protect the Rivanna River as a historic, living resource that has played a crucial role in the history of the city.
- Continue to protect the environs of our community’s World Heritage Site, the Academical Village of the University of Virginia.

Corridor Review Board and Board of Architectural Review’s annual awards that may include recognition of exceptional Entrance Corridor designs and the best examples of preservation and design in the community, especially in Architectural Design Control Districts.

.....

STRATEGY 11.5 *Work with Charlottesville-Albemarle Technical Education Center (CATEC) and Piedmont Virginia Community College (PVCC) to incorporate into trade classes training related to the repair and maintenance of historic buildings and building components.*

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STRATEGY 11.6 *Maintain on City staff the position of a Preservation and Design Planner, and support their efforts to implement the Goals and Strategies of this chapter, including the City’s participation in and eligibility as a Certified Local Government; support staff efforts to seek annual, matching-fund grants that contribute to the implementation of this chapter.*

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STRATEGY 11.7 *Pursue National Register and Virginia Landmarks Register status for all future, local historic districts (and vice versa).*

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STRATEGY 11.8 *Continue the Entrance*

5 | HOUSING

COMMUNITY VISION STATEMENT

The City of Charlottesville will recognize the importance of housing for all residents by implementing strategies to achieve a housing market that is affordable, healthy, high quality, accessible to resources (affordable food, green space, schools, etc.), and, above all, equitable, meeting the needs of underserved communities and fostering a good quality of life for all.

The City will identify and address injustice in the provision of housing options for all, regardless of personal or familial characteristics or circumstances, and will meet the Affordable Housing Plan target of allocating 50% of the City's affordable housing funding to serve those with up to 30% AMI.

The Charlottesville community will take clear steps toward addressing affordability, homelessness, and displacement of people from their neighborhoods. Housing policies and plans will celebrate and enhance the variety of available housing types and sizes, for both rental and ownership opportunities, while providing protections and support for neighborhoods, people, and families at risk of displacement.

In tandem with environmental goals, the City will work to reduce household costs through energy-efficiency programs and improved access to affordable transportation options.

APPENDICES

1. 2018 Housing Needs Assessment: [LINK](#)
2. 2021 Affordable Housing Plan: [LINK](#)

Overview of Chapter Goals

Goal 1. Funding Commitments

Establish and sustain a funding commitment to address affordable housing needs, tied to requirements to address community goals.

Goal 2. Diverse Housing Throughout the City

Support a wide range of rental and homeownership housing choices that are integrated and balanced across the city, and that meet multiple City goals including community sustainability, walkability, bikeability, ADA accessibility, public transit use, increased support for families with children and low-income households, access to food, access to local jobs, thriving local businesses, and decreased vehicle use.

Goal 3. Unhoused Community Members

Address, prevent, and end homelessness.

Goal 4. Energy and Water Efficiency

Increase the energy performance, and water efficiency, and environmental sustainability of housing throughout the city.

Goal 5. Equitable and Efficient Governance

Build governance structures that institutionalize an equitable and efficient implementation of the Affordable Housing Plan and implementation of other housing priorities.

Goal 6. Tenants' Rights

Change local policy and advocate at the state level to expand the City's ability to support tenants' rights.

Goal 7. Subsidy Programs

Focus and align subsidy programs with community-defined priorities and make changes to increase the impact of public spending.

Goal 8. Collaboration

Coordinate local and regional housing goals.



Connection between the Comprehensive Plan Housing Chapter and the Affordable Housing Plan

The Charlottesville City Council approved the Affordable Housing Plan on March 1, 2021. Many of the Goals and Strategies in this chapter (as well as other locations in this document) connect directly to that plan.

What is “Affordable” Housing?

Housing is generally considered affordable if a household can obtain that housing for 30% or less of their income. Because incomes vary, there is no one definition of affordable housing that applies to everyone.

For some levels of affordability, such as for those earning 30% AMI (Area Median Income) or below, significant subsidy may be needed to produce homes. At other levels of affordability, land use policies or other strategies may make a more substantial impact, but additional subsidy can further bolster the creation of units. The City is committed to addressing housing needs at all levels, with a priority on those who need it the most.

The affordability of housing is the result of both the cost of housing (rents, sale prices, and the cost of utilities and maintenance) and the income of households. The Affordable Housing plan focuses on strategies to decrease the cost of rental housing and homeownership in Charlottesville. Tools that address wages and income (e.g., minimum wage policies, workforce development programs, employer recruitment and broader economic development policy) are also important to address housing affordability.

What is the City’s goal related to Affordable Housing, and how can this plan meet the goal?

The City of Charlottesville and Albemarle County are expected to add 15,000 households by 2040, and the 2018 Housing Needs Assessment identified that the city’s affordable housing need was 3,318 units in 2017, with a projection of 4,020 units needed by 2040.

The Affordable Housing Plan identifies many strategies that must work in tandem to help address this need. Looking at only impacts related to the financial commitment piece – a significant portion of the commitment to affordable housing – spending \$10M annually, the Affordable Housing Plan lays out a path toward:

- increasing the number of subsidized affordable homes by approximately 1,100 homes (on top of an existing stock of 1,630 actively subsidized homes),
- preserving about 600 existing subsidized affordable homes, and
- stabilizing 1,800 to 2,200 owner and renter households facing housing instability.

These numbers represent one potential distribution of funding—the actual impact will depend on City Council’s final funding allocations. This proposed figure of \$10M represents total spending—not additional to that which is already planned— and it represents local spending, not including additional funding provided through state or federal sources.



Goals and Strategies

Additional details about many of these goals and strategies can be found in the 2021 *Affordable Housing Plan*.

GOAL 1. FUNDING COMMITMENTS

Establish and sustain a funding commitment to address affordable housing needs, tied to requirements to address community goals.

Related Guiding Principle(s):

Equity & Opportunity



STRATEGY 1.1 *Dedicate \$10M in average annual spending to fund affordable housing programs and identify a sustainable and reliable source of dedicated funding to maintain this level of funding for ten years.*

Sub-strategy:

- Closely evaluate potential funding sources, considering legality, revenue potential, revenue stability, and equity.

STRATEGY 1.2 *Prioritize City funding for those with the greatest need and attach funding awards to requirements for community representation in processes, duration of affordability, and leverage of non-public funds.*

Sub-strategies:

- Focus funding on meeting funding allocation goals outlined in the Affordable Housing Plan, including 50% of funding to serve households with incomes up to 30% of Area Median Income (AMI), 30% of funding for households earning up to 60% AMI, and 20% of funding for households earning up to 80% AMI.
- Projects that receive public funding should be administered and governed by organizations that directly represent the beneficiaries of housing assistance. Funding awards should also incentivize permanent affordability of both renter- and owner-occupied housing. Public dollars should incentivize maximum leverage of federal, state, and private funding.

STRATEGY 1.3 *Clearly identify overall*

housing expenditures within the City’s budget, and publish metrics on program funding, capacity, and impacts to create accountability and measure progress toward housing goals.

GOAL 2. DIVERSE HOUSING THROUGHOUT THE CITY

Support a wide range of rental and homeownership housing choices that are integrated and balanced across the city, and that meet multiple City goals including community sustainability, walkability, bikeability, ADA accessibility, public transit use, increased support for families with children and low-income households, access to food, access to local jobs, thriving local businesses, and decreased vehicle use.

Related Guiding Principle(s):

Equity & Opportunity, Environmental Sustainability & Stewardship, Connections & Access



STRATEGY 2.1 *Encourage mixed-use and mixed-income neighborhoods and housing developments throughout the city and support zoning changes to allow them by-right.*

Sub-strategies:

- Ensure that the forthcoming zoning rewrite supports a wide range of housing typologies, including both rental and homeownership opportunities at a variety of scales, including for families, aging in place, and multigenerational living.
- Through Small Area Plans and zoning amendments, work with the community to determine appropriate levels of density/intensity in neighborhoods and nodes and along corridors identified on the Future Land Use Map.

.....
STRATEGY 2.2 *Promote housing redevelopment and infill development that supports bicycle and pedestrian-oriented infrastructure improvements and robust public transportation to better connect residents to jobs and commercial activity.*

.....
STRATEGY 2.3 *Ensure that lower-income households and the disability community have access to adult learning and employment opportunities, job training, healthy food sources, and public amenities, such as parks and recreational facilities, shopping destinations, and libraries with the goals of reducing family isolation, deconcentrating poverty, and enhancing neighborhood and school health, and economic mobility.*

.....
STRATEGY 2.4 *Target a city-wide residential vacancy rate of at least 5 percent in order to assure a well-functioning, liquid housing market.*

Sub-strategies:

- Explore strategic support for development to increase the supply of homes if the target is not met.
- Quantify the portion of the residential vacancy rate represented by short-term rental units and consider ways to incentivize their use as long-term rental housing.



STRATEGY 2.5 *Promote and retain the Design for Life C’ville program that provides a rebate of permit fees for incorporation of visitability and live-ability design features.*

.....
STRATEGY 2.6 *Evaluate City-owned property currently dedicated to right of way, utilities, and surface parking, for potential to be re-purposed for affordable housing or other community needs.*

.....
STRATEGY 2.7 *Encourage the incorporation of food access avenues (e.g., affordable stores, agriculture space such as greenhouses, school and community gardens, or neighborhood farmers markets) in all housing developments to the maximum extent feasible in order to both increase self-sufficiency and to be more sustainable, as well as to increase community access to food.*

Sub-strategy:

- Consider mechanisms to incentivize housing developers to consider health impacts of affordable housing development projects.

.....
STRATEGY 2.8 *Encourage the development of affordable housing to take a form similar to nearby market rate housing in design and other*

physical features, allowing affordable units to blend into existing neighborhoods.

GOAL 3. UNHOUSED COMMUNITY MEMBERS

Address, prevent, and end homelessness.

Related Guiding Principle(s):

Equity & Opportunity, Local & Regional Collaboration



STRATEGY 3.1 Support the provision of adequate emergency shelter locations and beds for unhoused community members seeking safe shelter.

STRATEGY 3.2 Support the best practice approach of Housing First, which places people experiencing homelessness into housing as rapidly as possible, and provides wrap around services to help them maintain their housing.

STRATEGY 3.3 Support permanent supportive housing for persons with disabilities who are currently unhoused.

STRATEGY 3.4 Prevent homelessness through safety net supports, job training and placement, and social services to enable residents to maintain their housing.

GOAL 4. ENERGY AND WATER EFFICIENCY

Increase the energy performance, and water efficiency, and environmental sustainability of housing throughout the city.

Related Guiding Principle(s):

Equity & Opportunity, Environmental Sustainability & Stewardship



STRATEGY 4.1 Develop an energy/water improvement program to increase housing affordability for low and moderate income households, and dedicate funding to financial incentives to increase impact.

STRATEGY 4.2 Encourage the incorporation of green/sustainable principles (e.g., LEED, EarthCraft Virginia, Energy Star, Passive House, Net Zero Energy Buildings, etc.) in all housing developments to the maximum extent feasible, both as a way to be more sustainable and to lower the ongoing costs of housing, and dedicate funding to financial incentives to increase impact.

STRATEGY 4.3 Promote existing Green Building programs and incentives for multifamily housing, including existing rebate programs, and dedicate funding to financial incentives to increase impact.

STRATEGY 4.4 Encourage solar-ready and EV-ready building standards in all new housing and extensive retrofit projects.

Sub-strategy:

- Integrate consideration of energy/water efficiency, solar-ready, and EV-ready standards into zoning approvals and affordable housing funding decisions.

GOAL 5. EQUITABLE AND EFFICIENT GOVERNANCE

Build governance structures that institutionalize an equitable and efficient implementation of the Affordable Housing Plan and implementation of other housing priorities.

Related Guiding Principle(s):

Equity & Opportunity, Community Culture & Unity, Local & Regional Collaboration



STRATEGY 5.1 Hire housing staff at a level needed to facilitate the achievement of the goals of the Comprehensive Plan and 2021 Affordable Housing Plan.

STRATEGY 5.2 Redefine the role and membership of the Housing Advisory Committee (HAC), including guidelines to ensure a diverse and inclusive membership.

STRATEGY 5.3 Develop and implement an onboarding process for new HAC members.

STRATEGY 5.4 Realign housing priorities, increase capacity, and empower staff to be collaborative with advocates and responsive to community needs.

Sub-strategies

- Set goals for development and housing programs, review current staffing, and make changes to accommodate new priorities and increase staff capacity. This should include hiring or designating an affordable housing liaison for developers.

STRATEGY 5.5 Designate a Charlottesville Affordable Housing Fund (CAHF) Committee to make recommendations about priorities for the use of CAHF funds, to set targeting and scoring criteria for CAHF-funded programs, and to review City staff recommended awardees.

STRATEGY 5.6 Establish clear, transparent, and competitive processes to award grants and loans for affordable housing.

Sub-strategies

- Set priorities before issuing Notice of Fund Availability (NOFA).
- Conduct a review of existing scoring, evaluation, administration, and reporting processes, and revise or replace as appropriate.

- Work with the CAHF committee to establish allocation targets, production goals, and regular reporting for the use of CAHF funds.
- Track housing outcomes against established goals on production and cost per home.

GOAL 6. TENANTS' RIGHTS

Change local policy and advocate at the state level to expand the City's ability to support tenants' rights.

Additional details about the strategies under this goal can be found in the 2021 Affordable Housing Plan.

Related Guiding Principle(s):

Equity & Opportunity, Local & Regional Collaboration



STRATEGY 6.1 Require housing developments that receive City funding (directly as subsidy, or indirectly through infrastructure improvements) to provide enhanced tenants' rights and to ensure an affordability period of no less than 30 years, with a preference for 99 years or in perpetuity.

Sub-strategies:

- Identify the tenants' rights that will be required of any development receiving public subsidy.
- Communicate new requirements to developers, and include enhanced tenants' rights in development agreements for qualifying projects.

STRATEGY 6.2 Dedicate funding for the provision of legal services for tenants facing eviction and establish a citywide right to counsel in eviction cases.

STRATEGY 6.3 Advocate for enabling legislation to support just cause evictions and to make other changes to the state's eviction process.

Sub-strategy:

- Working with regional and statewide partners, the City will advocate for state enabling legislation to support just cause eviction as part of an overall tenants’ rights advocacy effort.

- Encourage provisions within LIHTC projects to strengthen tenants’ rights, such as by ensuring tenants’ rights to organize and implementing just cause eviction protections.
- Strategically provide funding and other support for regional applications for tax credits, especially within the urban ring, to serve low-income workers who commute into Charlottesville.
- Negotiate extended affordability periods for projects, moving toward permanent (99-year) affordability.
- Dedicate funding to provide affordable financing for the construction of Accessory Dwelling Units (ADUs) in exchange for making units affordable to renters earning up to 60% of Area Median Income.
- Allocate funding in accordance with CAHF Committee recommendations, issue an RFP or other solicitation, review funding requests and make award decisions based on set criteria.

STRATEGY 6.4 *Study the potential impacts of rent control and, if it is determined that it would effectively advance housing goals, advocate for enabling legislation to enact rent control in Charlottesville.*

Sub-strategy:

- Working with regional and statewide partners, the City will participate in discussions for state enabling legislation to support rent control as part of an overall tenants’ rights advocacy effort.
- If successful, work with the community to determine how and where to deploy a rent control program that can effectively increase affordability.

STRATEGY 7.2 *Set parameters for level and timing of funding that can be made available to Charlottesville Redevelopment and Housing Authority (CRHA) to modernize all public housing.*

Sub-strategies:

- Establish goals to be achieved through funding support for CRHA redevelopment
- Make annual funding commitments in accordance with CAHF committee guidance

GOAL 7. SUBSIDY PROGRAMS

Focus and align subsidy programs with community-defined priorities and make changes to increase the impact of public spending.

Additional details about the strategies under this goal can be found in the 2021 Affordable Housing Plan.

Related Guiding Principle(s):

Equity & Opportunity, Local & Regional Collaboration



STRATEGY 7.1 *Support the development of new affordable rental housing by providing gap financing (low interest loans and grants) to help fund development costs.*

Sub-strategies:

- Establish a transparent and competitive process for reviewing low-income housing tax credit (LIHTC) applications to increase the efficiency of the use of public funds (e.g., decreasing the average subsidy per home) and to meet policy targets (e.g., producing more 30% AMI homes than are required by the Qualified Allocation Plan, or QAP).
- Communicate selection criteria to developers.

STRATEGY 7.3 *Dedicate funding to support the preservation of existing affordable housing in Charlottesville.*

Sub-strategy:

- Pending CAHF Committee recommendation, identify funding for an acquisition fund, and issue an RFP for a fund administrator, and enter into an agreement with an administrator.

STRATEGY 7.4 *Continue to explore best practices and establish a land bank that provides land equity to develop affordable housing.*

Sub-strategies:

- Consider a regional land bank model.
- Finalize recommendations around the format and governance of a land banking entity.

- Determine how to administer the land bank, e.g., whether internally or through a third party.

STRATEGY 7.5 *Expand the provision and use of tenant subsidies for rental housing in all parts of the city.*

Sub-strategies:

- Simplify and implement the proposed Landlord Risk Reduction Fund and conduct outreach to encourage participation.
- Work with CRHA to streamline administrative processes and grow capacity as needed to implement voucher programs.
- Pending input from CRHA, the HAC, and the CAHF Committee, identify ways to expand Charlottesville Supplemental Rental Assistance Program (CSRAP) to serve more households and reduce cost burden.

STRATEGY 7.6 *Establish a permanent eviction prevention fund to provide emergency rental assistance to lower income households in crisis.*

Sub-strategies:

- Convene a regional task force to coordinate emergency housing assistance and COVID-19 Response.
- Through a competitive process, identify non-profit partners to implement emergency housing programs.
- Over time, formalize programs and develop tools for future emergency response.

STRATEGY 7.7 *Revise Charlottesville’s existing down payment assistance (DPA) program to provide a greater level of assistance and serve a larger number of households.*

Sub-strategy:

- Pending CAHF Committee recommendation, dedicate funding for DPA.
- Select a non-profit partner through a competitive process to administer the DPA program, or bring it in-house if there is staff capacity.

STRATEGY 7.8 *Encourage the Charlottesville Redevelopment and Housing Authority (CRHA) to create the option of, and*

access to, homeownership for Section 8 Voucher users by establishing a local Section 8 Voucher to Homeownership Program in line with HUD and Virginia regulations.

Sub-strategy:

- Encourage participants to also apply for down payment assistance, to further impact of voucher subsidy.

STRATEGY 7.9 *Partner with lenders and nonprofits to develop specialty mortgage products and provide supporting services that help low-income homeowners succeed at homeownership.*

Sub-strategies:

- Add enhanced services requirement to affordable homeownership loan terms.
- Establish an action plan (with explicit reporting protocol and detailed services) for mortgage lenders, City staff, and non-profit partners.

STRATEGY 7.10 *Partner with developers to build and renovate affordable single-family and “soft density” housing in existing neighborhoods.*

Sub-strategies:

- Evaluate the use of receivership process to bring delinquent or abandoned properties into public ownership.
- Develop criteria for the disposition of these public parcels and release an RFP. The City will also develop criteria and work with the CAHF committee to identify additional funding to support infill development.

STRATEGY 7.11 *Support and preserve homeownership by providing assistance to income-qualified owners to make necessary home repairs.*

Sub-strategies:

- Pending CAHF Committee recommendation, dedicate funding for Owner-Occupied Rehabilitation Assistance (OOR).
- Select a non-profit partner through a competitive process to administer the OOR program.

Charlottesville and Charlottesville City School Division, to work in partnership with developers and real estate professionals to support workforce housing opportunities (housing affordable to those earning between 80-120% Area Median Income) within close proximity of the employer.

Sub-strategies:

- Encourage examination of opportunities within close proximity by foot, bike, or transit, with emphasis on Downtown and other nodes identified on the Future Land Use Map.
- Encourage creation of a city-wide Employer Assisted Housing Program to assist the local workforce in obtaining affordable or market-rate housing near their places of work. Explore and create public funding sources for this project.

STRATEGY 7.12 Expand the provision of property tax relief to income-qualified homeowners.

Sub-strategies:

- Evaluate the current distribution and impact of property tax relief to determine if a progressive expansion of property tax relief is needed to serve the most vulnerable homeowners.
- Increase outreach efforts to ensure that all income-qualified homeowners make use of the program.

STRATEGY 7.13 Partner with financial institutions and others to leverage CAHF money and increase private investment in affordable housing.

GOAL 8. COLLABORATION

Coordinate local and regional housing goals.

Related Guiding Principle(s):

Equity & Opportunity, Local & Regional Collaboration



STRATEGY 8.4 Encourage and work with major regional employers, including UVA, to develop employer-funded Down Payment Assistance programs as a benefit for employees.

STRATEGY 8.1 Partner with Albemarle County, the University of Virginia (UVA), and other regional partners to coordinate housing plan goals and work toward shared regional outcomes, including improved affordability and access to housing options.

STRATEGY 8.2 Consider the potential for a regional affordable housing funding agreement to jointly provide funding from Charlottesville, Albemarle County, and potentially other jurisdictions to support affordable housing development and programming, particularly within the urban ring.

STRATEGY 8.3 Encourage UVA and other major employers, such as the City of

6 | TRANSPORTATION

COMMUNITY VISION STATEMENT

Charlottesville will enhance the reliability, safety, efficiency, and equitable distribution of the transportation system, and continued integration with the regional transportation network.

The City will expand transportation options for walking, bicycling, and transit, while efficiently managing and serving vehicular travel. A continuous, connected, and well-maintained network of sidewalks, bicycle facilities, and trails, as well as frequent, affordable, and expanded transit coverage, will support increased walking, bicycling, and public transit use, particularly in areas currently lacking access, prioritizing lower-wealth areas, areas near schools and parks, and development areas.

Adoption and support of new and emerging transportation technologies will further expand travel options throughout the city and will contribute toward the City's climate goals and improving public health by reducing vehicle-related emissions.

The transportation network will leverage connections across travel modes and be well-integrated with land use and density of housing to support access to jobs, services, schools, affordable and healthy food options, parks and green spaces, and other destinations while reducing reliance on the automobile and single occupancy vehicle travel. As this is achieved, provision of parking will be coordinated with urban form goals, while mitigating potential impacts to neighborhoods and respecting the needs of residents, businesses, employees, visitors, and others.

Charlottesville is part of a regional network and the City will be an active partner in planning and implementing a regional transportation demand management program as well as bicycle and pedestrian, rail, and bus transit improvements.

APPENDICES

1. Transportation Narrative and the City of Charlottesville Master Transportation Plan: [LINK](#)
2. 2015 Bicycle & Pedestrian Master Plan: [LINK](#)
3. 2016 Streets That Work Plan: [LINK](#)
4. Adopted Small Areas Plans, available here: [LINK](#)

Overview of Chapter Goals

Goal 1. Complete Streets

Create and maintain a connected network of safe, convenient, and pleasant accommodations for pedestrians, bicyclists, and transit riders, including people of all ages and abilities.

Goal 2. Coordination with Land Use & Community Design

Improve quality of life and promote active living by reducing automobile use and congestion and supporting multimodal options for safe and convenient travel in conjunction with implementation of the Future Land Use Vision.

Goal 3. Efficient Mobility and Access

Maintain a safe and efficient transportation system to provide mobility and access.

Goal 4. Parking Supply and Management

Provide a balanced approach to parking that supports economic vitality, achieves urban form goals, minimizes environmental impacts, and accommodates pedestrians, bicycles, transit users, and disabled individuals.

Goal 5. Transit System

Support a robust and convenient transit system that increases local and regional mobility and provides a reliable and efficient travel option for Charlottesville's residents, workers, and visitors.

Goal 6. Regional Transportation

Continue to work with appropriate governing bodies to create a robust regional multimodal transportation network.

Goal 7. Sustainable Transportation Infrastructure

Manage City-owned transportation assets and equipment in equitable, efficient, innovative, and environmentally responsible ways.

Goal 8. Infrastructure Funding

Identify and seek new sources of sustainable funding mechanisms for the maintenance of existing multimodal infrastructure and facilities and future development of the transportation system.

Goals and Strategies

GOAL 9. COMPLETE STREETS

Create and maintain a connected network of safe, convenient, and pleasant accommodations for pedestrians, bicyclists, and transit riders, including people of all ages and abilities.

Related Guiding Principle(s):

Connections & Access, Equity & Opportunity



STRATEGY 9.1 Continue to implement projects from the City’s Bicycle and Pedestrian Master Plan, Streets that Work Design Guidelines, Safe Routes to School planning, and small areas plans, prioritizing underserved neighborhoods, locations lacking connectivity to key destinations in the city, and improvements needed within Future Land Use Map nodes, corridors, and other areas of increased development.

Sub-strategies:

- Commit to funding and implementing priority projects from the Bicycle and Pedestrian Master Plan as well as improvements from the Streets that Work Design Guidelines and priority projects from other plans that are part of the larger Transportation Master Plan. Projects deemed infeasible should be re-prioritized and replaced.
- Seek state and federal funding for completing a Transportation Master Plan, potentially with the next Comprehensive Plan update. Ensure that the plan update includes analysis of locations needing convenient, consistent, safe, and accessible pedestrian and bicycle connections within ¼ mile of all commercial and employment centers, grocery stores/food distribution locations, transit routes, schools, parks, and development areas, including nodes and corridors identified on the Future land Use Map. Connections may include sidewalks, curb ramps, staircases (where ramps are not feasible) and other features.
- Continue to include bicycle, pedestrian, ADA, and transit (including pupil transit) accommodations and improvements as part of planning and design of all major road projects (including paving) and all new development.
- Continue to implement recommended design

features that improve the safety and comfort level of all users and contribute to the City’s environmental goals. This may include street trees within buffers, street furniture, and adequate sidewalk widths.

- Continue to assess the need for maintenance of all facilities and prioritize maintenance of critical connections.

STRATEGY 9.2 Consistently apply universal design features, including ADA (Americans with Disabilities) standards as outlined in the Public Right of Way Accessibility Guidelines (PROWAG), and ensure that sidewalks are free of obstructions and that accessible curb ramps exist at all pedestrian crossings where conditions allow.

STRATEGY 9.3 Create safe walking and biking routes to every public school in the city, prioritizing schools with the highest percentages of free and reduced lunch participants.

STRATEGY 9.4 Address traffic calming needs to create safer streets in collaboration with neighborhood residents and as part of the development process.

STRATEGY 9.5 Continue to require new development and redevelopment projects, where applicable, to provide temporary bicycle and pedestrian access when such access is affected by construction activities for the development.

STRATEGY 9.6 Track and map fatalities and serious injuries on the city’s streets and trails to identify areas of concern.

Sub-strategies:

- Seek funding for development of a Transportation Master Plan which will prioritize identifying existing safety issues to establish a Vision Zero strategy in Charlottesville, to work toward a goal of zero fatalities or serious injuries on the city’s streets.
- Identify and implement methods to capture areas of concern that may not be reflected in injury and

fatality information.

- Consider development of an educational campaign to encourage safe driving, walking, and biking in areas with high numbers of injuries, fatalities, or close calls.

walkability.

- Improve access management and pedestrian/ bicycle safety by reducing curb cuts, restricting vehicular circulation, etc.
- Evaluate updates to the Standards and Design Manual as new design techniques emerge.

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STRATEGY 9.7 *Incorporate equity considerations and diverse public input opportunities into transportation planning and programs.*

Sub-strategy:

- Seek funding for the development of a Transportation Master Plan which will prioritize equity considerations and projects in low wealth communities.

GOAL 10. COORDINATION WITH LAND USE & COMMUNITY DESIGN

Improve quality of life and promote active living by reducing automobile use and congestion and supporting multimodal options for safe and convenient travel in conjunction with implementation of the Future Land Use Vision.

Related Guiding Principle(s):

Connections & Access



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STRATEGY 10.1 *Update City regulations (including zoning), to incorporate design techniques that incentivize urban scale and walkable communities in all areas of the city.*

Sub-strategies:

- Coordinate with the zoning rewrite process to ensure that it incorporates elements supportive of urban, walkable scale communities, including elements such as building and parking placement on the lot, creation of a street grid, block size, alleys, sidewalks, street trees, crosswalks, crossing distances, turning radii, and frequency of intersections.
- Where existing streets are very narrow or have other restrictions that cause them to be unable to conform to standard modern requirements, allow for other strategies that increase safety and

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STRATEGY 10.2 *Through development processes, implement and incentivize improved facilities and amenities for non-motorized travelers, including those needed to support multimodal travel by residents, workers, and visitors.*

Sub-strategies:

- Incentivize sidewalk improvements and connectivity enhancements (e.g., alleys), and ensure that public pathways around, through, and to developments will not be impeded.
- Require new developments to provide on-site amenities such as transit shelters, bicycle storage (racks/lockers), and shower/locker room facilities.
- Revise zoning ordinance to clarify bicycle parking requirements within new development, and continue to provide bicycle parking within the public right-of-way to support local businesses.
- Consider other improvements as identified in Small Area Plans and transportation plans.

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STRATEGY 10.3 *Review progress on the implementation of the Future Land Use vision and prioritize projects in the Capital Improvement Program where they address deficiencies related to multimodal safety and connectivity in growth areas.*

Sub-strategy:

- Prioritize efforts that support housing that includes a significant affordable element.

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STRATEGY 10.4 *Provide technical assistance and education to support the incorporation of the transportation vision and goals into all City efforts.*

Sub-strategy:

- Provide technical assistance to neighborhoods for Small Area Planning
- Support professional development for city staff

in all departments to share information about the importance of road design, block layout, interconnectivity and multi-modal transportation to the built environment of the city.

GOAL 11. EFFICIENT MOBILITY AND ACCESS

Maintain a safe and efficient transportation system to provide mobility and access.

Related Guiding Principle(s):

Connections & Access



STRATEGY 11.1 Encourage new street connections and alternate traffic patterns, where appropriate, to improve connectivity, reduce trip lengths for all users, and distribute traffic volumes across the street network.

Sub-strategies:

- Using the approved Procedures for the Alteration of Streets, Alleys, Public Rights-of-Way and Public Easements (September 2019), consider the formalization of paper streets (a road or street that appears on maps but has not been built) and completion of alley improvements, particularly where they can improve neighborhood connectivity to services, with a focus on communities currently lacking these services.
- Upgrade informal off-street paths to a standard that will allow residents of all ages and abilities to use them for walking and biking and connections to schools, parks, and other designations. This could include paths that follow sewer lines or other infrastructure installations, and could also include formalization of desire lines (informal paths created by people walking where there are not sidewalks or other infrastructure currently in place).

STRATEGY 11.2 Expand the use of Transportation System Management techniques such as Intelligent Transportation Systems to coordinate traffic signals and communicate emergencies, weather, and incidents to drivers.

Sub-strategy:

Fund upgrades to traffic signal infrastructure to better incorporate Transportation System Management initiatives and advances in

technology.

STRATEGY 11.3 Minimize the effects of congestion on local residents, commuters, and the movement of goods and services.

Sub-strategy:

- Consider strategies such as: promotion of transit-oriented development, employer-based transportation demand management programs, signal coordination, parking management techniques that reduce the need to circle for a parking spot, encouragement of off-peak deliveries, exploring opportunities to integrate new technology and promotion of sustainable modes of transportation.

STRATEGY 11.4 Create centers for shared mobility (e.g., bike share, car share) and transit in the Downtown and University areas and eventually a network of neighborhood nodes.

STRATEGY 11.5 Promote pedestrian and bicyclist safety and convenience by reviewing crossing distances and facilities, adjusting signal timing, optimizing speed limits, and reconfiguring lanes (where appropriate).

Sub-strategy:

- In coordination with Traffic Engineering, identify streets or portions of streets (for example, narrow, low-traffic residential areas) where speed limits can be reduced.

STRATEGY 11.6 Make it easier for residents and visitors to find their way around town via low-stress walking or biking routes by adding signage or indicators, including both direction and distance and/or travel time for all modes.

STRATEGY 11.7 Evaluate and address the impacts that emerging technologies may have on the future capacity needs of the transportation network, environmental sustainability goals of the City, as well as their potential impacts on land use planning/design.

Sub-strategies:

- Assess the impacts of technologies including, but not limited to, shared mobility (e.g., bike share, car share); autonomous vehicles, buses, and micro-transit; online goods delivery; electric vehicles, etc.
- Develop policies and programs to promote the use of such technologies, as appropriate.
- Encourage commercial entrants by establishing a clear regulatory framework, and work with UVA to create public fleets as appropriate.
- Evaluate demographics of early adopters and ensure shared mobility benefits are accessible in an equitable way.
- Investigate the potential to support ownership-based electric micro-mobility (e-micromobility), targeted toward the needs of low- and moderate-income residents.

Sub-strategies:

- Manage parking demand to prevent consistent disruptive on-street parking spillover into residential areas.

STRATEGY 12.3 *Examine investment in municipal, shared parking facilities in strategic locations to foster more efficient land use and reduce surface parking.*

Sub-strategies:

- Prioritize shared parking in higher-intensity nodes and corridors, both current and planned, including Downtown and the Strategic Investment Area.
- Look for partnership opportunities with existing as well as new facilities.
- Look for opportunities for these facilities to support production of more affordable housing by reducing parking-related development costs.
- Ensure that parking facilities aim to leverage and connect well with transit, bicycle, and pedestrian transportation systems.

GOAL 12. PARKING SUPPLY AND MANAGEMENT

Provide a balanced approach to parking that supports economic vitality, achieves urban form goals, minimizes environmental impacts, and accommodates pedestrians, bicycles, transit users, and disabled individuals.

Related Guiding Principle(s):

Connections & Access



STRATEGY 12.1 *Review completed parking studies and evaluate/prioritize strategies for implementation throughout the city.*

Sub-strategies:

- Identify, evaluate, and adopt appropriate best practices for parking management, including metering and other strategies, to more effectively and equitably manage parking resources.
- Where pricing strategies will be considered, evaluate the potential impacts on low-income and other marginalized communities, as well as potential benefits (e.g., reinvesting parking revenues in neighborhood transportation choices.)
- Consider ways to retain on-street parking for short-term users and shift longer-term parking to shared garages.

STRATEGY 12.4 *Evaluate the potential development of park and ride and park and bike facilities at major entry points to the City. Prioritize express transit service to and from these during peak demand periods to reduce traffic congestion into and out of the city’s urban core and employment areas.*

Sub-strategies:

- Consider the potential for shuttles between Albemarle County park and ride/park and bike locations and the city/UVA.

GOAL 13. TRANSIT SYSTEM

Support a robust and convenient transit system that increases local and regional mobility and provides a reliable and efficient travel option for Charlottesville’s residents, workers, and visitors.

Related Guiding Principle(s):

Connections & Access, Equity & Opportunity



STRATEGY 12.2 *Examine the potential for phasing out minimum parking requirements.*

STRATEGY 13.1 *Participate in the Regional Transit Partnership and the development of the Charlottesville Area Regional Transit Vision Plan to develop a transit system that adequately and equitably serves the residents of the entire Charlottesville-Albemarle community.*

Sub-strategies:

- Ensure that community opportunities to participate in this process are distributed widely.
- Look for ways to expand transit service, improve reliability, and increase ridership by providing more frequent service and extended hours of service.
- Include explicit discussion of the connection between transit and land use, including a focus on transit-oriented development, in the Charlottesville Area Regional Transit Vision Plan. Within Charlottesville, this should be emphasized along corridors, nodes, and other areas identified for intensive uses on the Future Land Use Map, so that these areas of the city are served by transit in a manner that is equivalent to the time it takes to drive.
- Prioritize connecting routes to/from the County.
- Encourage community discussion and analysis of trade-offs between better access to routes and greater frequency of service.
- Evaluate Sunday and after-dark bus service and route restructuring.
- Assess locations needing improved access to transit via walking or bicycling.

STRATEGY 13.2 *Ensure that transit is financially accessible to all residents and those who work in the city, including low-income populations, the elderly, and those with disabilities.*

Sub-strategies:

- Evaluate ways to continue fare-free service.
- Consider a new bus or micromobility (e.g., shared bicycles, scooters) pass to provide free or subsidized rates for low-income residents that qualify for SNAP or WIC.

STRATEGY 13.3 *Work with appropriate agencies to evaluate the use of transit priority strategies (including Intelligent Transportation System (ITS)/transit signal priority, queue jump lanes, and bus lanes) to promote transit*

efficiency.

STRATEGY 13.4 *Explore innovative approaches, including partnerships with employers and businesses, to increasing ridership of public transit, especially for first time riders.*

Sub-strategy:

- Consider development of a web-based application to make it easier for people who live in, work in, or visit Charlottesville to weigh their transportation choices.

STRATEGY 13.5 *Evaluate transit services to food access points and consider incorporating new bus stops near these locations, which may include community and school gardens, farmers markets, grocery stores, emergency food banks, soup kitchens, and nutritional services.*

STRATEGY 13.6 *Increase public input opportunities related to transit planning and review.*

Sub-strategy:

- Design and establish a system to increase data collection on utilization and route preferences, including where people board and disembark, what demographics are utilizing transit, what is the purpose of the travel, and other relevant information to develop routes that contribute to equitable transportation.

STRATEGY 13.7 *Identify locations along bus routes needing additional bus stops, enhanced quality and comfort of bus stops, connectivity via walking/biking, and safer crossings, particularly near schools, parks, and other amenities.*

GOAL 14. REGIONAL TRANSPORTATION

Continue to work with appropriate governing bodies to create a robust regional multimodal transportation network.

Related Guiding Principle(s):

Local & Regional Collaboration; Connections & Access



STRATEGY 14.1 Evaluate the potential to fund and create a regional Transportation Demand Management (TDM) program, or increase coordination with existing regional TDM activities, with a goal to reduce traffic congestion and shift commuter transportation patterns to non-auto modes.

Sub-strategies:

- The program should develop strategies to increase the non-auto-driver mode share by working with employers to encourage the use of non-auto modes of transportation by employees. This could include encouraging local employers to use techniques such as flexible work hours, individualized trip planning, parking cash out and other financial incentives for using alternative modes of commuting, to preserve the traffic-moving capacity of the arterial roadway network and reduce greenhouse gas and other pollutant emissions.
- Explore opportunities for promotion and marketing of public transit, ridesharing, bicycling, and walking with all potential users.
- Encourage existing and new employment and business centers to participate in the region’s Rideshare and car/vanpooling programs.
- The program should work with the City of Charlottesville Parking Program on collaborative strategies to reduce parking demand.
- To better understand the transportation system, under this program, data on the current commuter patterns should be gathered annually. This may include surveys related to current multimodal transportation including biking, vehicle miles traveled, and single occupancy vehicle trips.

STRATEGY 14.2 Actively work with partners to plan for and improve regional connectivity for bicycle, pedestrian, and transit travel.

Sub-strategies:

- Coordinate to create transit, trail, and/or multi-use path links between Charlottesville’s existing pedestrian infrastructure and regional trails and destinations (including Monticello), as articulated in the 2019 Jefferson Area Bike and Pedestrian Plan.
- Develop and enhance recreational and transportation trails to ensure consistency of bicycle and pedestrian facilities across city/county boundaries.

STRATEGY 14.3 Actively collect information regarding regional travel patterns, such as origin destination data and bicycle and pedestrian counts to improve access to destinations within the city and region emphasizing nodes and corridors identified on the Future Land Use Map as well as other growth areas.

STRATEGY 14.4 Support and expand Amtrak rail service in Charlottesville.

Sub-strategies:

- Coordinate with state planning related to the Commonwealth Corridor and other planned state investments in rail travel to or through Charlottesville.
- Work with partners in the Public and Private sector to upgrade the railroad station so it can better handle existing service, be well positioned to handle increased service, and be more accessible for passengers with disabilities

STRATEGY 14.5 Support the Charlottesville Area Regional Airport and encourage robust competition for airport service providers.

GOAL 15. SUSTAINABLE TRANSPORTATION INFRASTRUCTURE

Manage City-owned transportation assets and equipment in equitable, efficient, innovative, and environmentally responsible ways.

Related Guiding Principle(s):

Connections & Access, Environmental Stewardship & Sustainability



STRATEGY 15.1 *Develop policies and strategies to incorporate green infrastructure as an integral part of transportation planning, and ensure transportation projects are sited and designed to avoid sensitive environmental resources and natural resiliency features such as floodplains, stream buffers, and wetlands.*

Sub-strategy:

- Incorporate considerations from GreenPrint 1.0 and collaboration with partner organizations.

STRATEGY 15.2 *Continue to perform regular maintenance and assess life-cycle costs on existing and new transportation-related equipment and facilities to maximize capital investment and minimize air, water, and noise pollution.*

STRATEGY 15.3 *Where feasible, use alternative energy sources to power City equipment, such as solar powered beacons, generators, and battery storage for lighting.*

STRATEGY 15.4 *Reduce vehicle-related emissions through reduced vehicle miles traveled citywide, anti-idling efforts, increased use of electric and other alternative fuel vehicles, and increased fuel efficiency through fleet updates.*

Sub-strategy:

- Develop electric vehicle targets for the City’s fleet of vehicles.

STRATEGY 15.5 *Explore policies and programs to promote and allow integration of electric vehicle charging infrastructure within the city.*

Sub-strategies:

- Develop consistent signage and minimum design standards for electric vehicle charging for integration into the Standards and Design Manual.
- Develop strategies and/or specific targets for installation of electric vehicle chargers on City-owned properties, particularly in neighborhoods where off-street parking is uncommon.
- Encourage and support integration of electric vehicle charging in publicly accessible places and private businesses throughout the community.
- Explore standards for EV-Ready buildings and promote these standards, particularly for residences.
- Integrate electric vehicle charging in Park & Ride and commuter parking locations.
- Seek funding and/or grant opportunities to support the installation of electric vehicle chargers.

GOAL 16. INFRASTRUCTURE FUNDING

Identify and seek new sources of sustainable funding mechanisms for the maintenance of existing multimodal infrastructure and facilities and future development of the transportation system.

Related Guiding Principle(s):

Connections & Access



STRATEGY 16.1 *Develop creative means of increasing private revenue for transit, including working with landlords to bundle access passes with rent and seeking donations to support the Free Trolley.*

STRATEGY 16.2 *Prioritize funding for regular maintenance to preserve and sustain investments in our transportation system (including all multimodal transportation facilities) and strengthen resiliency to climate change.*

STRATEGY 16.3 *Identify additional funding sources for transportation*

improvements including grants, public/private partnerships, and potential system operations revenues such as parking fees.

.....
STRATEGY 16.4 *Evaluate statewide changes in transportation funding and propose necessary revisions.*

.....
STRATEGY 16.5 *Coordinate the funding and development of transportation facilities with regional transportation and land use plans, and with planned public and private investments.*

.....
STRATEGY 16.6 *Explore the possibility of establishing a Transportation District or impact fee service areas for road improvement projects, and determine the feasibility of implementing these approaches on routes/corridors connecting downtown and other strategically important nodes identified on the Future Land Use Map, including areas with significant growth in new housing units.*

.....
STRATEGY 16.7 *Seek opportunities for private donations of trail easements and construction of trail enhancements such as bridges or interpretive signage.*

.....
STRATEGY 16.8 *Develop a plan for a dedicated funding source to support transit development and operation of high frequency service on all routes with emphasis on routes/corridors connecting downtown and other strategically important nodes identified on the Future Land Use Map.*

7 | ENVIRONMENT, CLIMATE, AND FOOD EQUITY

COMMUNITY VISION STATEMENT

Charlottesville will be an environmental leader, with healthy air, water, and ecosystems, as well as ample, high-quality, and accessible open space and natural areas, and a preserved and enhanced tree canopy. The Rivanna River and other waterbodies will be celebrated and protected, and environmentally-sound community access will be enhanced.

Charlottesville's built environment will utilize green infrastructure and encourage healthy and low-carbon lifestyles by supporting walking, bicycling, and transit use, and access to outdoor public spaces and natural areas.

Charlottesville's land use patterns will be well-integrated with its transportation network and will equitably balance land use, housing, transportation, environmental, and climate goals.

The City and the Charlottesville community will work to create a more just and healthy food system through access to healthy foods for all residents, urban agriculture, transportation food pathways, and affordable food markets.

All will continue to work toward meeting the citywide goal of a 45% reduction in greenhouse gas emissions by 2030 (from 2011 levels) and carbon neutrality by 2050, accelerating greenhouse gas emission reductions where possible.

The City, with the cooperation with the Charlottesville community, will both mitigate and prepare for the potential impacts of climate change by increasing reliable access to and use of clean energy sources, improving building energy performance, pursuing resilience and adaptation strategies, promoting sustainable waste management, and utilizing food & climate equity approaches.

APPENDICES

1. 2008 Charlottesville Emissions Baseline Report: [LINK](#)
2. 2009 Urban Forest Management Plan: [LINK](#)
3. 2016 Greenhouse Gas Inventory: [LINK](#)
4. 2018 Regional Natural Hazard Mitigation Plan: [LINK](#)
5. 2020 City Greenprint 1.0: [LINK](#)
6. Charlottesville Trees Inventory and Interactive Dashboard: [LINK](#)
7. Interactive CityGreen map, including locations of urban agriculture locations, green stormwater infrastructure, and more: [LINK](#)

Overview of Chapter Goals

Goal 1. Climate Change Mitigation, Emissions, and Energy

Reduce community greenhouse gas (GHG) emissions and the city’s overall carbon footprint to meet goals established for 2030 (45% reduction in greenhouse gas emissions from 2011 levels) and 2050 (carbon neutrality).

Goal 2. Resilience and Adaptation

Prepare for and work to minimize the impacts of climate change.

Goal 3. Water Resources Protection

Protect, enhance, and restore the integrity of the city’s water resources and riparian ecosystems.

Goal 4. Resilient and Equitable Local Food System

Increase resilience and equitability of the local food system and urban agriculture, including access to healthy foods for all neighborhoods.

Goal 5. Urban Ecosystems

Pursue healthy, interconnected urban ecosystems that deliver valuable ecosystem services, and support diverse native plant communities and wildlife habitats.

Goal 6. Tree Canopy

Contribute to the creation, protection, and expansion of robust urban forests.

Goal 7. Water Conservation

Improve citywide water efficiency.

Goal 8. Materials Recovery and Waste Management

Increase use of sustainable materials management to decrease environmental impacts.

Goals and Strategies

GOAL 1. CLIMATE CHANGE MITIGATION, EMISSIONS, AND ENERGY

Reduce community greenhouse gas (GHG) emissions and the city’s overall carbon footprint to meet goals established for 2030 (45% reduction in greenhouse gas emissions from 2011 levels) and 2050 (carbon neutrality).

Note: The ongoing Climate Action Plan and subsequent planning processes will add further detail to the city’s strategies related to climate change mitigation. For more information about those processes, please visit <https://www.charlottesville.gov/292/Climate-Protection>.

Related Guiding Principle(s):

Environmental Stewardship & Sustainability; Local & Regional Collaboration



STRATEGY 1.1 *Once finalized and adopted, implement the Climate Action Plan (CAP) to work toward mitigating climate change, with a focus on equity and community and stakeholder involvement throughout the process.*

Sub-strategies:

- The City government should lead by example on implementing emissions reduction strategies.
- Support action within key community sectors (residential, commercial, and transportation) through policy, education, and program strategies.

STRATEGY 1.2 *Per the commitments made by joining the Compact of Mayors (now merged with Global Covenant of Mayors for Climate and Energy) in 2017, publicly report GHG inventory data for the city as well as climate hazards and*

vulnerabilities faced by the city.

STRATEGY 1.3 *Improve energy performance of existing and new buildings community-wide through City policy standards and leveraging local partner resources.*

STRATEGY 1.4 *Use effective and innovative energy and fuel management in City-owned buildings and operations, and identify ways to encourage use for private buildings and operations.*

STRATEGY 1.5 *Pursue use of cleaner sources of energy (e.g., renewable energy strategies) community-wide.*

Sub-strategies:

- Consider local policies and incentives to expand solar power in residential homes.
- Pursue siting solar power on appropriate municipal buildings.

STRATEGY 1.6 *Encourage new development to design, construct, and operate with a reduced emissions footprint by encouraging high performance, green buildings, green sites, and green neighborhood standards and practices such as the U.S. Green Building Council’s (USGBC) LEED certification program, Earthcraft, Energy Star, or other similar systems.*

STRATEGY 1.7 *As appropriate, create policy and financial incentives to encourage increased building and site performance that reduce GHG emissions and the city’s overall carbon footprint.*

Sub-strategy:

- Explore implementation of a Commercial Property Assessed Clean Energy (C-PACE) financing program in the city to facilitate access to upfront private capital for property owners who want to upgrade their commercial and multi-family buildings (of 5 or more units) with energy efficiency, renewable energy, and water management systems.

- Consider the use of a green bank in the city. Green banks were enabled through the Virginia General Assembly legislation in 2021 to promote investments in clean energy technologies, including but not limited to monies for housing and transportation. Green banks are entities established specifically to facilitate private investment into domestic, low-carbon, climate-resilient infrastructure.

GOAL 2. RESILIENCE AND ADAPTATION

Prepare for and work to minimize the impacts of climate change.

Note: The ongoing Climate Action Plan and subsequent planning processes will add further detail to the city’s strategies related to climate change resilience and adaptation. For more information about those processes, please visit <https://www.charlottesville.gov/292/Climate-Protection>.

Related Guiding Principle(s):

Environmental Stewardship & Sustainability; Equity & Opportunity



STRATEGY 2.1 Prepare a climate hazard risk assessment.

Sub-strategy:

- This process should include consideration of the revised Future Land Use Map contained in this document, and potential positive and negative impacts of increased development intensity in the city.

STRATEGY 2.2 Develop and implement strategies to address climate resiliency and adaptation needs, with a focus on equity and community and stakeholder involvement.

STRATEGY 2.3 Ensure the review of development proposals includes consideration and minimization of impacts to floodplains and

other natural resiliency features.

GOAL 3. WATER RESOURCES PROTECTION

Protect, enhance, and restore the integrity of the city’s water resources and riparian ecosystems.

Related Guiding Principle(s):

Environmental Stewardship & Sustainability, Local & Regional Collaboration



STRATEGY 3.1 Value and protect the Rivanna River and watershed as a major natural resource for the city and region.

Sub-strategies:

- Adopt the forthcoming Rivanna River Corridor Plan as an amendment to this plan and implement in conjunction with the TJPDC and Albemarle County.
- Work with regional partners to restore the Rivanna River to a healthy condition within our ecosystem through improvement of habitat, watershed health, and water quality.
- Ensure that implementation of the Future Land Use Map and related strategies, and planning for recreational uses along the Rivanna River, adequately protects water quality.
- Improve regional public access to the river.
- Balance the use of riverine ecosystem services (use of the river to benefit humans), recreation, and development in order to support health, safety, and prosperity for the ecosystem and community members.
- Continue public acquisition of natural areas along waterways to enable management strategies that protect water and habitat quality.
- Enforce the existing 100’ stream buffer and consider locations for expansion of this protection.
- Collaborate and cooperate with Rivanna watershed stakeholders to focus on watershed and stormwater management, including education and outreach efforts.

STRATEGY 3.2 Continue to implement the Water Resources Protection Program (WRPP) to meet a range of water resources goals and

challenges, including regulatory compliance, stormwater conveyance infrastructure rehabilitation, drainage issues, and water quality stewardship.

STRATEGY 3.3 *Implement the Water Resources Master Plan capital improvement programs (CIPs) to make drainage and water quality improvements and comply with federal and state- mandated pollutant reductions required as part of the Chesapeake Bay Total MaximumDaily Load (TMDL).*

STRATEGY 3.4 *Repair, enhance, and maintain City-owned stormwater management and conveyance infrastructure, utilizing green stormwater infrastructure where practicable.*

Sub-strategies:

- Consider additional need for this infrastructure due to climate change and changes in impervious surfaces due to increased development intensity.
- Reduce loss of open waterways and associated natural habitats by discouraging additional underground piping of city streams and encouraging daylighting of piped streams.
- Explore the appropriateness of watershed scale compliance strategies to meet project and site-specific stormwater management regulatory requirements without exacerbating adverse impacts to waterways with existing water quality impairments.

STRATEGY 3.5 *Encourage property owners to implement water resources stewardship practices through educational materials and incentives, with a focus on retrofitting sites that lackadequate stormwater treatment.*

Sub-strategy:

- Provide technical assistance and educational outreach regarding water resources stewardship for private property owners.

GOAL 4. RESILIENT AND EQUITABLE LOCAL FOOD SYSTEM

Increase resilience and equitability of the

local food system and urban agriculture, including access to healthy foods for all neighborhoods.

Related Guiding Principle(s):

Equity & Opportunity, Environmental Stewardship & Sustainability, Local & Regional Collaboration



STRATEGY 4.1 *Commit to eliminating food deserts through strategic support and collaboration of organizations, community members, private businesses, health institutions, and City departments focused on cultivating healthy food access through programs and supporting the creation of affordable markets in, or within walking distance to, low-income neighborhoods.*

Sub-strategies:

- Support development of educational materials related to creation of community gardens.
- In partnership with community organizations, keep a record of local food access locations, updated at least annual.

STRATEGY 4.2 *Evaluate recommended standards for open space and how those could be implemented to support urban agriculture production and food availability, especially for low-income populations and residents previously displaced through redevelopment.*

Sub-strategies:

- Protect green and urban agriculture spaces distributed throughout the city, especially in or near public and subsidized housing sites, for the sustainable production of locally grown foods or community gardens; leverage resources with local partners. Look for ways to allow and encourage urban agriculture in yards and on rooftops, through zoning and other processes.
- Define a process to make both community and shared garden spaces more equitable and accessible to residents without private land.

connectivity, and livability.

STRATEGY 4.3 Investigate ways to incorporate food equity practices such as urban agriculture, edible landscaping, and water conservation into the future Parks & Recreation Strategic Master Plan.

Sub-strategies:

- As part of parks planning and other efforts, strategically invest in preserving green space for community food security purposes.
- Utilize a community-based approach that leverages public and private partnerships as well as resident leadership in conducting an urban agriculture land availability assessment and prioritization.

STRATEGY 4.4 Encourage sustainable resource strategies for urban agriculture (e.g., soil health, nutrient inputs, water collection, efficient irrigation) including during development and redevelopment projects, in low-income census tracts, and throughout the city.

STRATEGY 4.5 Facilitate City, County, and UVA coordination centered on a more regionally-focused food system

GOAL 5. URBAN ECOSYSTEMS

Pursue healthy, interconnected urban ecosystems that deliver valuable ecosystem services, and support diverse native plant communities and wildlife habitats.

Related Guiding Principle(s):

Environmental Stewardship & Sustainability



STRATEGY 5.1 Prioritize locations for green infrastructure improvements, including strategies outlined in GreenPrint 1.0, to improve stormwater management, flood mitigation, air and water quality, habitat, species migration,

Sub-strategy:

- Ensure that all neighborhoods are considered for these improvements, particularly where there is currently a lack of green infrastructure or an increase in development intensity.

STRATEGY 5.2 Improve stream and vegetated buffer conditions to increase wildlife and aquatic habitat, groundwater recharge and stream base flow, decrease stream temperature, provide a food source for aquatic organisms, improve water quality by decreasing sedimentation, enhance climate resilience, and improve environmental aesthetics.

STRATEGY 5.3 Participate in and facilitate programs to establish conservation or open space easements of forested stream-side lands to ensure permanent protection

Sub-strategy:

- Consider programs that prioritize, protect, or improve water quality and reduce flooding impacts; allow for species migration due to climate change; and provide recreational amenities accessible by foot, bicycle, and/or transit.

STRATEGY 5.4 Continue public stewardship of lands and associated habitats through showcase conservation and improvement projects and education.

STRATEGY 5.5 Use regionally-adapted, native, and drought tolerant plants for City projects, including these as part of turf-to-forest conversions and pollinator gardens, and encourage use throughout the community.

STRATEGY 5.6 Support the conservation of local and regional biodiversity, as well as protection and enhancement of natural plant communities and wildlife habitat.

Sub-strategy:

- Identify ways to mitigate fragmentation of ecosystems and habitat, particularly in areas of the city where development intensity is increasing.

STRATEGY 5.7 *Manage invasive plant and animal species in support of healthy native plant and animal communities.*

STRATEGY 5.8 *Work to preserve and enhance wetlands, floodplains, and other features that provide natural resiliency against climate change.*

STRATEGY 5.9 *Provide technical assistance to Small Area Plan processes to ensure inclusion of considerations related to ecosystem protection and enhancement.*

GOAL 6. TREE CANOPY

Contribute to the creation, protection, and expansion of robust urban forests.

Related Guiding Principle(s):

Environmental Stewardship & Sustainability, Equity & Opportunity



STRATEGY 6.1 *Monitor, protect, and expand the urban tree canopy cover both at citywide and neighborhood levels.*

Sub-strategies:

- Continue implementing the Urban Forest Management Plan to protect quality of air, water, and lands; manage stormwater; provide shading; absorb CO2.
- Address invasive species, diversity, and distribution.
- As the Urban Forest Management Plan is updated, ensure that it describes ways to manage and expand the urban forest as an environmental justice solution to provide equity among all demographics and communities across the city.
- Utilize UVA Equity Center’s Heat Index map, once

finalized, to identify areas with lower tree cover investment leading to higher energy costs and negative health implications.

STRATEGY 6.2 *Include trees considerations in all priority streetscape plans (e.g., framework streets, safe routes to school, Strategic Investment Areas). Work to preserve existing healthy trees whenever streets are modified.*

STRATEGY 6.3 *Develop methods to support retaining and increasing healthy tree canopy on private lands. Consider the effectiveness of incentives as well as new requirements.*

Sub-strategy:

- Study site plan requirements to update them with increased tree protection elements.
- Conduct educational outreach in support of this strategy.

STRATEGY 6.4 *Use the maps of Green Infrastructure Possible Planting Areas from GreenPrint 1.0 to inform tree planting prioritization, in addition to considering prioritization of underserved communities and neighborhoods experiencing related impacts such as urban heat islands.*

STRATEGY 6.5 *Evaluate opportunities for reforestation in City-owned parks and recreation areas, to improve livability, mitigate climate impacts, and reduce the city’s overall environmental footprint.*

GOAL 7. WATER CONSERVATION

Improve citywide water efficiency.

Related Guiding Principle(s):

Environmental Stewardship & Sustainability; Local & Regional Collaboration



.....
STRATEGY 7.1 *Continue evaluating water use in City-owned buildings and other operations to identify conservation opportunities.*
.....

STRATEGY 7.2 *Continue community focused outreach through education and incentive programs to maintain or further decrease average water consumption.*

Sub-strategy

- Consider programs (e.g., funding for improvements; social media campaigns, etc.) related to reducing leaks and other common household water consumption issues.

STRATEGY 7.3 *Explore opportunities with community partners to improve water efficiency.*

GOAL 8. MATERIALS RECOVERY AND WASTE MANAGEMENT

Increase use of sustainable materials management to decrease environmental impacts.

Related Guiding Principle(s):

*Environmental Stewardship & Sustainability;
Local & Regional Collaboration*



.....
STRATEGY 8.1 *Continue to utilize the principles of sustainable waste management and landfill diversion.*
.....

STRATEGY 8.2 *Assess the success of current public and private recycling efforts and explore opportunities to expand public and private recycling (including appliance collection), composting, source reduction, other waste stream diversion, and other waste management innovations.*
.....

STRATEGY 8.3 *Maintain lines of communication with neighborhood and business associations, major employers, and representatives of high density housing districts so that solid waste management services are adaptably delivered to promote economic development, enhanced walkability, public health and safety, landfill diversion, and compliance with all federal and local requirements.*
.....

STRATEGY 8.4 *Through education initiatives and incentive programs, encourage the increased use of composting to reduce landfill waste, reduce greenhouse gas emissions, and support urban landscaping and agriculture.*

8 | ECONOMIC PROSPERITY & OPPORTUNITY

COMMUNITY VISION STATEMENT

Charlottesville’s economy will be vibrant and resilient, with a diversified and broadened economic base.

The City will connect the community to meaningful opportunities for inclusive wealth building and creation to help close wealth gaps. Career ladders of opportunity and economic mobility will be bolstered by ensuring that local economic growth is paired with the development of employment, training, and other opportunities for residents.

Charlottesville’s land use and economic development programs will be supportive of businesses, including existing small and minority-owned businesses as well as new business ventures, and the City will actively participate in community wealth building and regional economic development initiatives.

APPENDICES

1. 2019 GO VIRGINIA REGION 9 GROWTH AND DIVERSIFICATION PLAN UPDATE: [LINK](#)
2. 2020 OFFICE OF ECONOMIC DEVELOPMENT ANNUAL REPORT: [LINK](#)

Overview of Chapter Goals

Goal 1. Build Community Opportunities, Workforce Development, and Wealth

Be an effective partner in helping the community prepare for economic success and the building of wealth.

Goal 2. Sustaining Business

Generate, recruit, and retain successful businesses and jobs.

Goal 3. Innovation and Growth

Create an entrepreneurial environment that fosters the creation and success of businesses.

Goal 4. Partnerships

Build partnerships with private sector groups in order to maximize strategic capital investment in targeted areas of Charlottesville, including higher-intensity nodes and corridors identified on the Future Land Use Map.

Goal 5. Tourism

Increase tourism to help expand the positive economic impact visitors have on the city.

Goal 6. Downtown Mall

Maintain the economic vitality of the Downtown Mall area and foster it as a diverse and welcoming focal point hub of the region, with a vibrant historic district, arts and entertainment, shopping, dining, and cultural events.

Goals and Strategies

GOAL 1. BUILD COMMUNITY OPPORTUNITIES, WORKFORCE DEVELOPMENT, AND WEALTH

Be an effective partner in helping the community prepare for economic success and the building of wealth.

Related Guiding Principle(s):

Equity & Opportunity, Local & Regional Collaboration



STRATEGY 1.1 Create guidelines and incentives to encourage local economic growth to be paired with the development of living-wage employment, training, and other opportunities for residents, to help increase opportunities for local wealth creation.

STRATEGY 1.2 Provide education and training opportunities for Charlottesville’s youth

Sub-strategies:

- Continue to develop and expand programs for Charlottesville youth that will expose them to the principles of financial literacy, economics, technology, and entrepreneurship.
- Provide support for educational programs that will prepare Charlottesville students for 21st Century jobs in our area’s target industries.

STRATEGY 1.3 Develop educational programs/training that target jobs that pay living wages and are in high demand to ensure that the local workforce has the qualifications needed to find employment within these industries.

STRATEGY 1.4 Explore programs/initiatives that offer skilled trades training for Charlottesville residents. Nurture and expand

employment opportunities within this industry.

STRATEGY 1.5 Partner with local and national workforce service providers to offer retraining opportunities for Charlottesville residents in order to increase their chances of gaining employment in new and emerging industries.

STRATEGY 1.6 In collaboration with workforce development agencies in the area, provide recruitment events/activities (e.g., job fairs, conferences, etc.) that connect employers with potential employees of all ages and skill levels.

STRATEGY 1.7 Collaborate with workforce service providers to help Charlottesville residents overcome barriers to employment such as basic education and training, transportation, childcare, etc.

STRATEGY 1.8 Continue to operate the Charlottesville Downtown Job Center to ensure that city residents have access to employment services and training opportunities that will help them meet local employers’ workforce needs.

Sub-strategy:

- Look for ways to increase outreach about these programs, particularly in lower-income communities and neighborhoods.

STRATEGY 1.9 Advocate for community wealth building strategies outside of employment and training, including housing programs that provide access to new or sustained homeownership for lower-income residents, community gardens, etc.

GOAL 2. SUSTAINING BUSINESS

Generate, recruit, and retain successful

businesses and jobs.

Related Guiding Principle(s):

Equity & Opportunity, Local & Regional Collaboration, Environmental Stewardship & Sustainability

STRATEGY 2.1 *In partnership with ongoing regional efforts, implement business recovery strategies to address impacts from COVID-19.*

STRATEGY 2.2 *Continue to nurture the Minority Business Development Program to ensure Charlottesville is an inclusive and supportive environment for minority-owned businesses.*

STRATEGY 2.3 *Increase the number of certified and non-certified Small, Women-owned, and Minority-owned Business (SWaM) certified businesses that are registered vendors in the city.*

STRATEGY 2.4 *Partner with business assistance agencies and local non-profits to provide training opportunities that will help businesses achieve greater success.*

STRATEGY 2.5 *In order to retain existing businesses, develop and implement a talent development strategy to attract skilled professionals to Charlottesville.*

STRATEGY 2.6 *Continue business visitation program to regularly assess the health of our existing businesses and share information about support programs when relevant.*

STRATEGY 2.7 *Support development and sustainability of small businesses that*

enhance existing neighborhoods, proposed nodes and corridors, and employment centers and promote those locations as an ideal site for neighborhood-serving commercial and service providers.

STRATEGY 2.8 *Work with Albemarle County and local educational institutions to ensure that economic and workforce development efforts are appropriately aligned to foster business recruitment and retention in the Charlottesville area.*

STRATEGY 2.9 *Develop and implement a marketing and communications effort that informs residents and businesses about the products and services offered by the City of Charlottesville Office of Economic Development.*

STRATEGY 2.10 *Increase the number of contracts awarded to Small and Minority-owned Businesses, including through increased outreach to these businesses in procurement processes.*

GOAL 3. INNOVATION AND GROWTH

Create an entrepreneurial environment that fosters the creation and success of businesses.

Related Guiding Principle(s):

Equity & Opportunity, Local & Regional Collaboration



STRATEGY 3.1 Work with partners to help entrepreneurs, including local start-ups, identify locations/sites where they can successfully start and grow their companies.

Sub-strategy:

- Include consideration of all mixed-use areas in the Future Land Use Map, as well as residential areas where business uses are supported

STRATEGY 3.2 Continue partnerships with the University of Virginia and its affiliated groups, Greater Central Virginia and other large metro areas in the state, in order to maximize the business assistance resources available to entrepreneurs and expand innovative industry locations in Charlottesville.

STRATEGY 3.3 Partner with community organizations to provide relevant training opportunities for startup businesses.

STRATEGY 3.4 In order to diversify and broaden the current economic base, to both grow the number of available job opportunities and ensure sustainability of the local economy, consider industries that may address a current gap or future need in Charlottesville (including green jobs) and implement recruitment strategies, partnering these efforts with job training and workforce development strategies.

GOAL 4. PARTNERSHIPS

Build partnerships with private sector groups in order to maximize strategic capital investment in targeted areas of Charlottesville, including higher-intensity nodes and corridors identified on the Future Land Use Map.

Related Guiding Principle(s):

Equity & Opportunity, Local & Regional Collaboration, Environmental Stewardship & Sustainability



STRATEGY 4.1 Explore appropriate incentives for development projects with significant economic impact, with particular emphasis on target industries and those industries that directly address the need for more career ladder job opportunities that pay living wages and will help move city residents towards self-sufficiency (e.g., light manufacturing, semi-skilled trades, green jobs, emerging industries, etc.).

STRATEGY 4.2 Work closely with state government, regional organizations, and adjacent jurisdictions to support transit-oriented and transit-accessible employment throughout the region.

STRATEGY 4.3 Proactively promote the undertaking of planning and development studies such as Small Area Plans, particularly as these relate to economic development opportunities.

STRATEGY 4.4 Encourage the development of the city's key commercial corridors and surrounding sites, including current commercial corridors and mixed-use corridors and nodes

identified on the Future Land Use Map.

Sub-strategies:

- Look for ways to support recommendations from all Small Area Plans.
- Prioritize economic development in these areas that can support the neighborhood as well as the greater Charlottesville community through addition of jobs and services.

STRATEGY 4.5 Partner with internal and external stakeholders to implement the Strategic Investment Area plan.

GOAL 5. TOURISM

Increase tourism to help expand the positive economic impact visitors have on the city.

Related Guiding Principle(s):

Local & Regional Collaboration, Community Culture & Unity



STRATEGY 5.1 Ensure all visitors feel welcome, regardless of race, ethnicity, religion, sexual orientation, gender identity, age, mental/physical disability, citizenship, or other personal or cultural characteristics.

Sub-strategy:

- Work with regional partners to create inclusive content and share diverse local stories.

STRATEGY 5.2 Seek out opportunities for public-private partnerships in the provision of infrastructure that supports the tourism industry.

STRATEGY 5.3 Explore ways of creating recreational/trail access routes to our community's cultural sites and neighborhoods to enhance understanding of Charlottesville's culture and history, and to enhance their effect

on Charlottesville's economy.

GOAL 6. DOWNTOWN MALL

Maintain the economic vitality of the Downtown Mall area and foster it as a diverse and welcoming focal point hub of the region, with a vibrant historic district, arts and entertainment, shopping, dining, and cultural events.

Related Guiding Principle(s):

Community Culture & Unity, Equity & Opportunity, Connections & Access



STRATEGY 6.1 Study how the Downtown Mall can be more welcoming and inclusive for people of all social, cultural, racial, ethnic, and economic backgrounds, and take action on findings.

Sub-strategy:

- Continue to support and maintain the Downtown Mall, as not only the economic and cultural hub of the city, but as a historic, central place that encourages diversity through activities, residences, goods, and services.

STRATEGY 6.2 Evaluate parking demand for new development as it occurs, with particular attention to parking needs Downtown and along the West Main corridor.

Sub-strategy:

- Coordinate with any future regional Transportation Demand Management efforts.

STRATEGY 6.3 Evaluate ways to physically and socially connect the Jefferson School City Center to the Downtown Mall with a plaza, as proposed in the Starr Hill Vision Plan.

9 | COMMUNITY FACILITIES & SERVICES

COMMUNITY VISION STATEMENT

The City of Charlottesville will ensure that all residents have access to outstanding schools, parks and natural areas, recreational facilities and trails, urban agriculture, civic facilities and public buildings, public services, and the infrastructure needed to support a full range of educational and economic opportunities.

Effective and efficient utilities and public services will support the health and welfare of residents and the quality of the local and regional environment.

The City will prioritize equitable and effective emergency response and public safety, with clear strategies aimed at building trust and confidence in all neighborhoods.

APPENDICES

1. 2007 Invasive Plant Management Plan: [LINK](#)
2. 2009 Urban Forest Management Plan: [LINK](#)
3. 2013 ADA Transition Plan: [LINK](#)
4. 2017 Charlottesville City Schools Strategic Plan for 2017-2023: [LINK](#)
5. Park Classifications Appendix and Map: [LINK](#)
6. Community Facilities Map: [LINK](#)
7. Water Distribution Map: [LINK](#)
8. Sanitary Sewer Map: [LINK](#)

Overview of Chapter Goals

Goal 1. Efficient Planning for Facilities and Infrastructure

Prioritize efficient construction and maintenance of all community infrastructure and facilities, and ensure that infrastructure capacity is built and maintained in line with growth or declining demand, as appropriate.

Goal 2. City Schools

Improve and maintain public school facilities to continue providing an excellent education to students.

Goal 3. Government/Public Facilities

Improve and maintain City government facilities to continue to provide safe, accessible, modernized public facilities and places of employment.

Goal 4. Emergency Management

Reduce community, citizen, and employee vulnerability to hazards and improve community resilience in the face of natural and man-made disasters by employing an all-hazards, whole-of-government approach to emergency preparedness, and integrating planning, preparedness, response, and recovery efforts.

Goal 5. Fire Protection Services

Provide superior fire and emergency services focused on prevention, preparedness, response, and recovery, and cultivation of a safe, resilient, and self-sufficient community.

Goal 6. Emergency Medical Services

Support a resilient, safe community through the provision of the highest quality Emergency Medical Services focused on service delivery, patient outcomes, and responder health and safety.

Goal 7. Public Safety Services

Provide safety and protection to all Charlottesville residents while building community capacity and strengthening relationships.

Goal 8. Water Infrastructure

Improve and maintain the water system infrastructure to provide reliable, healthy, and efficient water service to city residents with

contingencies for drought conditions.

Goal 9. Wastewater Infrastructure

Improve and maintain wastewater infrastructure to provide effective sanitary sewer services to residents and protect public health and water quality.

Goal 10. Stormwater Conveyance Infrastructure

Improve and maintain stormwater conveyance infrastructure to provide a safe and effective public drainage system while mitigating related impacts to water resources.

Goal 11. Gas Infrastructure

Improve and maintain the existing gas system within city and county limits and provide a safe and efficient service for the community.

Goal 12. Parks and Recreation (Upgrades)

Upgrade existing park and recreation infrastructure to current standards and address the value and uses of natural areas.

Goal 13. Parks and Recreation (Planning and Expansion)

Plan for the future and expand current inventory of public park and recreation facilities.

Goal 14. Parks and Recreation (Best Practices)

Adopt and maintain customized park and recreation facility standards that support a livable community and perform consistent maintenance on all parks and recreation facilities.

Goal 15. Parks and Recreation (Trails and Connectivity)

Connect the park system to the community through the development of context- and environmentally-sensitive trails and through the effective and appropriate design of park and recreation facilities.

Goal 16. Parks and Recreation (Facilities and Programs)

Develop and implement cost recovery and program standards as they apply to core offerings, services, and facilities.

Goals and Strategies

GOAL 1. EFFICIENT PLANNING FOR FACILITIES AND INFRASTRUCTURE

Prioritize efficient construction and maintenance of all community infrastructure and facilities, and ensure that infrastructure capacity is built and maintained in line with growth or declining demand, as appropriate.

Related Guiding Principle(s):

Equity & Opportunity, Environmental Stewardship & Sustainability



STRATEGY 1.1 Develop a robust Capital Improvement Plan (CIP).

STRATEGY 1.2 Ensure that community planning addresses and responds to the impact of population growth on all public facilities, school facilities, and other infrastructure.

Sub-strategy:

- Consider potential future use, through actual and projected population changes, as well as existing infrastructure use, when considering changes in service or investments.
- New public facilities (schools, libraries, parks) should be designed to maximize the amount of residents within walking distance (1/2 mile).

STRATEGY 1.3 Coordinate timing of water, wastewater, stormwater, and gas infrastructure improvements with efforts to complete Streets that Work plan priorities or others, where possible.

GOAL 2. CITY SCHOOLS

Improve and maintain public school facilities to continue providing an excellent education to students.

Related Guiding Principle(s):

Equity & Opportunity, Environmental Stewardship & Sustainability



STRATEGY 2.1 Complete all needed renovations, repairs, and improvements according to the Public Works Department’s system of prioritization, and in close coordination with Charlottesville City Schools administration and School Board.

Sub-strategy:

- Address Project Management capacity needs.

STRATEGY 2.2 Update the Memorandum of Understanding (MOU) developed in 2013 and maintain school properties in accordance with the MOU.

STRATEGY 2.3 Implement a school building modernization program to continually redesign internal and external learning spaces that reflect best practices in education.

STRATEGY 2.4 Employ innovative technology and green building practices for all eligible capital construction and renovation projects, and in routine maintenance program efforts.

STRATEGY 2.5 Develop and maintain detailed inventories of all school facility elements, and develop condition indexes to guide maintenance, replacement, and improvement investments.

GOAL 3. GOVERNMENT/PUBLIC FACILITIES

Improve and maintain City government facilities to continue to provide safe,

accessible, modernized public facilities and places of employment.

Related Guiding Principle(s):

Equity & Opportunity, Environmental Stewardship & Sustainability



STRATEGY 3.1 *Employ innovative technology and green building practices for all eligible capital construction and renovation projects, and in routine maintenance and custodial program efforts.*

STRATEGY 3.2 *Develop and maintain detailed inventories of all government facility elements and City- owned equipment, and develop condition indexes to guide maintenance, replacement, and improvement investments.*

GOAL 4. EMERGENCY MANAGEMENT

Reduce community, citizen, and employee vulnerability to hazards and improve community resilience in the face of natural and man-made disasters by employing an all-hazards, whole-of-government approach to emergency preparedness, and integrating planning, preparedness, response, and recovery efforts.

Related Guiding Principle(s):

Environmental Stewardship & Sustainability, Local & Regional Collaboration, Equity & Opportunity



STRATEGY 4.1 *Address financial and administrative management needs, to include*

grant management in coordination with state and federal resources.

STRATEGY 4.2 *Develop and maintain the citywide Emergency Management Plan and the Emergency Operations Plan (EOP).*

STRATEGY 4.3 *Complete an annual Hazard Vulnerability Analysis for both City government infrastructure as well as the community at-large.*

STRATEGY 4.4 *Develop and maintain hazard-specific critical incident plans.*

STRATEGY 4.5 *Coordinate the development of Continuity of Operations (COOP) and Continuity of Government Plans (COG) for all City departments and provide planning guidance for local businesses as well.*

STRATEGY 4.6 *Coordinate City staff education and training in the National Incident Management System (NIMS) and Incident Command System to ensure essential emergency management capabilities.*

STRATEGY 4.7 *Organize and implement training for City employees, to include disaster tabletops (discussion-based scenario exercises), drills, and other exercises.*

STRATEGY 4.8 *Coordinate the development, implementation, and evaluation of city-wide safety programs.*

STRATEGY 4.9 *Coordinate and promote the use of the emergency community notification systems, including the regional Code Red system.*

.....
STRATEGY 4.10 *Participate in and complete Climate Hazard Risk Assessment activities, to follow finalization of the Climate Action Plan.*
.....

STRATEGY 4.11 *Develop and adopt an After Action Review (AAR) Process as part of recovery processes.*

Sub-strategy:

- Assess lessons learned from the COVID-19 emergency and incorporate into future planning.

GOAL 5. FIRE PROTECTION SERVICES

Provide superior fire and emergency services focused on prevention, preparedness, response, and recovery, and cultivation of a safe, resilient, and self-sufficient community.

Related Guiding Principle(s):

Local & Regional Collaboration, Equity & Opportunity



.....
STRATEGY 5.1 *Develop a neighborhood risk assessment to drive decision-making and service delivery to mitigate community and organizational risk.*
.....

STRATEGY 5.2 *Implement a comprehensive facilities master plan to maximize service delivery, safety, energy conservation and sustainability.*
.....

STRATEGY 5.3 *Maintain a fleet of emergency response vehicles appropriate for the delivery of rapid and effective emergency services to meet the identified community in an increasingly more densely populated*

environment.
.....

STRATEGY 5.4 *Provide aggressive, comprehensive Community Risk Reduction strategies to match programs and service resources to identified community needs.*
.....

STRATEGY 5.5 *Maintain a superior Insurance Service Office rating of Class 1 to ensure the city’s infrastructure supports the provision of adequate fire protection.*
.....

STRATEGY 5.6 *Maintain agency status through the Commission on Fire Accreditation International to ensure the fire department maintain an organizational environment of continuous improvement through performance measurement, risk assessment, and strategic planning.*
.....

STRATEGY 5.7 *Recommend and advocate for the installation of fire protection systems in all renovated and newly constructed buildings.*

GOAL 6. EMERGENCY MEDICAL SERVICES

Support a resilient, safe community through the provision of the highest quality Emergency Medical Services focused on service delivery, patient outcomes, and responder health and safety.

Related Guiding Principle(s):

Local & Regional Collaboration



.....
STRATEGY 6.1 *Adopt and implement an Emergency Medical Services (EMS) strategy to ensure an appropriate level of EMS first response and transport capability leveraging both career*

and volunteer resources.

STRATEGY 6.2 *Maintain access to a fleet of emergency response vehicles appropriate for the delivery of rapid and effective emergency services in an increasingly more densely populated environment.*

STRATEGY 6.3 *Fully leverage current and future technologies to achieve the most effective resource distribution and unit reliability (such as Automated Vehicle Locators, Mobile Data Computers and Global Information Services).*

STRATEGY 6.4 *Ensure adequate facilities exist for the effective deployment of EMS resources in the community.*

STRATEGY 6.5 *Create adequate facilities that support initial and on-going education, training, and professional development for EMS providers.*

GOAL 7. PUBLIC SAFETY SERVICES

Provide safety and protection to all Charlottesville residents while building community capacity and strengthening relationships.

Related Guiding Principle(s):

Local & Regional Collaboration, Community Culture & Unity



STRATEGY 7.1 *Participate in a community process to identify ways to improve community safety and strengthen relationships and partnerships between the Police Department and all Charlottesville community members.*

Sub-strategies:

- Discuss ways to balance police requirements with alternative means of making a community safe: affordable housing, quality health care - including community based mental health services, living wage employment, education, and youth programming.
- In partnership with community members, identify ways to enhance and measure the effectiveness of community policing efforts.
- Identify locations throughout the city for citizen/ police engagement opportunities.

STRATEGY 7.2 *Evaluate the need for a new permanent, centralized facility for the Police Department which will address current and future operational, space, storage, and parking needs. Identify and obtain a facility, as needed.*

STRATEGY 7.3 *Evaluate the need for a Regional Training Facility which can be shared with other local law enforcement agencies. Identify and obtain a location which will provide adequate space for this facility, as needed.*

STRATEGY 7.4 *When considering a purchase of new Police Department vehicles (cars, vans, or motorcycles), consider a replacement frequency and vehicle quality that corresponds to the amount of use each vehicle receives, as well as the potential to purchase vehicles that are more energy efficient.*

GOAL 8. WATER INFRASTRUCTURE

Improve and maintain the water system infrastructure to provide reliable, healthy, and efficient water service to city residents with contingencies for drought conditions.

Related Guiding Principle(s):

Local & Regional Collaboration, Environmental Stewardship & Sustainability



STRATEGY 8.1 *Maintain, repair, and replace water lines where necessary to minimize emergency operations and maintenance.*

STRATEGY 8.2 *Map, inspect, and inventory existing infrastructure; assess the condition of water facilities; and identify actions that can be taken to improve the hydraulic conditions of the water network.*

STRATEGY 8.3 *Continue to implement the recommended improvements for increased capacity, fire protection, and redundancy of systems by replacing and/or upsizing water lines as outlined in the City’s Water Prioritization Study.*

STRATEGY 8.4 *Ensure that all applications for increased capacity are analyzed to discern adequate water line capacity and water meter sizing in the review process.*

STRATEGY 8.5 *Identify sources of non-revenue water (water that is “lost” before it reaches users) and focus efforts in reducing those water losses.*

STRATEGY 8.6 *Support and coordinate*

efforts with the Rivanna Water and Sewer Authority and the Albemarle County Service Authority to provide a more efficient distribution and treatment system.

GOAL 9. WASTEWATER INFRASTRUCTURE

Improve and maintain wastewater infrastructure to provide effective sanitary sewer services to residents and protect public health and water quality.

Related Guiding Principle(s):

Local & Regional Collaboration, Environmental Stewardship & Sustainability

STRATEGY 9.1 *Map, inspect, and inventory existing infrastructure; assess the condition of these facilities; and identify actions that can be taken to improve the conditions of the wastewater network, especially the capacity of the sewer system in prime development areas, including those areas identified as potential medium or high-intensity development areas on the Future Land Use Map.*

Sub-strategies:

- Minimize emergency operations and maintenance by maintaining, repairing, and replacing sanitary sewer lines, where necessary.
- Emphasize the annual maintenance of wastewater facilities and continue to identify and complete improvement projects. This includes, but is not limited to, increasing the size of pipes to enlarge the system’s capacity, relocating main lines that were built on private property, or building new main lines to extend the system.

STRATEGY 9.2 *Continue to improve sanitary sewer infrastructure to eliminate sanitary sewer overflows and reduce infiltration and inflow.*

STRATEGY 9.3 *Design and replace the 14th/15th Street Collector sewer line, which currently exceeds capacity and will be receiving*

significant additional flow from developments currently under construction and planned in this area.

STRATEGY 9.4 Support and coordinate efforts with the Rivanna Water and Sewer Authority and the Albemarle County Service Authority to provide a safe and reliable sanitary sewer collection and treatment system.

GOAL 10. STORMWATER CONVEYANCE INFRASTRUCTURE

Improve and maintain stormwater conveyance infrastructure to provide a safe and effective public drainage system while mitigating related impacts to water resources.

Related Guiding Principle(s):

Local & Regional Collaboration, Environmental Stewardship & Sustainability



STRATEGY 10.1 Map, inspect, and inventory the stormwater conveyance network to assess the condition, configuration, location, and extents of stormwater conveyance infrastructure. Facilitate strategic actions to maintain and improve the condition and integrity of the network.

Sub-strategy:

- Consider facilitating community conversations about stormwater management in the city, to identify areas of concern and discuss best practices for reducing stormwater on private properties.

STRATEGY 10.2 Rehabilitate, repair, and replace public stormwater conveyance infrastructure both preventively and reactively to promote sustainable stewardship of the stormwater conveyance system.

STRATEGY 10.3 Modernize, on a case-by-case basis, the stormwater conveyance system to achieve compliance with current local and state engineering standards, specifications, and best practices.

STRATEGY 10.4 Ensure that proposed additions and modifications to the existing stormwater conveyance infrastructure network are implemented in a way that addresses deficiencies of the existing infrastructure.

STRATEGY 10.5 Incorporate, as is practicable, water quality improvements and measures that lessen the impact to receiving water bodies when improvements are made to stormwater conveyance infrastructure.

STRATEGY 10.6 Continue to advance the understanding of best policy and practice related to the City’s public/private stormwater conveyance system with the goal of integrating public responsibility and private needs and

incorporating green infrastructure wherever feasible.

Sub-strategy:

- Consider strategies described in City GreenPrint 1.0: Charlottesville’s Green Infrastructure Guide as well as other innovative and progressive methods of managing stormwater, particularly where they provide additional green space within neighborhoods.

GOAL 11. GAS INFRASTRUCTURE

Improve and maintain the existing gas system within city and county limits and provide a safe and efficient service for the community.

Related Guiding Principle(s):

Local & Regional Collaboration, Environmental Stewardship & Sustainability



STRATEGY 11.1 Map, inspect, and inventory the existing infrastructure; assess the condition of these facilities; and identify actions that can be taken to improve the conditions of the natural gas network.

STRATEGY 11.2 Continue to promote public awareness regarding gas safety and reduce third party damages to the gas system.

STRATEGY 11.3 Promote energy efficiency programs and continue to explore avenues to reduce natural gas consumption, meet carbon neutrality goals, and mitigate climate change.

GOAL 12. PARKS AND RECREATION (UPGRADES)

Upgrade existing park and recreation infrastructure to current standards and address the value and uses of natural areas.

Related Guiding Principle(s):

Equity & Opportunity, Environmental Stewardship & Sustainability



STRATEGY 12.1 Develop and apply system-wide design standards, as appropriate.

STRATEGY 12.2 Improve the overall comfort and aesthetics of park sites through signage, landscaping, infrastructure, and safety improvements

Sub-strategies:

- Evaluate potential to install energy efficient lighting.
- Add trash/recycling receptacles in appropriate locations.
- Update recreation amenities.
- Refurbish existing restrooms and drinking fountains and identify ways to contribute to adding public restroom availability throughout the city.

STRATEGY 12.3 Create resource management plans to support and maintain natural areas.

STRATEGY 12.4 Ensure that planning, maintenance, and operation of parks always explores and considers the cross functional benefit for the City’s environmental goals, including those related to stormwater management, energy efficiency, environmental justice, urban agriculture, and others.

STRATEGY 12.5 Continue to include more kinetic and/or creative play modules and equipment in city playgrounds.

GOAL 13. PARKS AND RECREATION (PLANNING AND EXPANSION)

Plan for the future and expand current inventory of public park and recreation facilities.

Related Guiding Principle(s):

Equity & Opportunity, Environmental Stewardship & Sustainability, Local & Regional Collaboration, Community Culture & Unity



STRATEGY 13.1 *Identify and prioritize acquisition of properties that can serve a cross functional purpose as parkland/ public space and provide an opportunity to enhance environmental performance including through green infrastructure investments.*

Sub-strategy:

- Prioritize and encourage acquisition of natural areas, particularly along existing and proposed trails and near the Rivanna River, through developer contributions and fee simple purchase.

STRATEGY 13.2 *Design athletic fields to accommodate multiple recreational uses.*

STRATEGY 13.3 *Increase both passive recreational opportunities (which require less intensive use of land) as well as active recreational opportunities (which may require specific sporting facilities or equipment) for Charlottesville residents.*

Sub-strategies:

- Add additional rectangular fields to the parks and recreation network.
- Work with landowners who wish to open their private land for public use (community gardens, trails, etc.), provided those lands are open to all and on a consistent basis.
- Ensure that all neighborhoods are considered for improvements, with a priority on neighborhoods that are currently underserved or lack connectivity to existing opportunities. Consider a variety of neighborhood-scale parks, including pocket parks.

STRATEGY 13.4 *Enhance the role of schools in the open space and public facility network by expanding the community use of these places.*

Sub-strategy:

- Revisit the existing Memorandum of Understanding, as needed, to update roles, responsibilities, and funding for any shared amenities at school facilities.

STRATEGY 13.5 *Examine the feasibility of creating a regional park authority in conjunction with City/ County planning efforts.*

STRATEGY 13.6 *Create a Parks and Recreation systemwide Master Plan (possibly to include a regional master plan), align current*

and future park master plans, and continue to evaluate and adjust programs to align all program lifecycles and establish new programs.

Sub-strategy:

- In this effort, include an analysis of neighborhoods that currently lack access to parks and recreation facilities, and prioritize these areas for future facilities.
- Include an assessment of how well current facilities and programs can be more equitably designed to support and be comfortable and welcoming for all in Charlottesville’s diverse community.
- Aim for a standard in which 100% of city residents live within a ten-minute walk to a park.

STRATEGY 13.7 *Prioritize inclusion of urban agriculture or community garden space in new or renovated public parks or open spaces.*

GOAL 14. PARKS AND RECREATION (BEST PRACTICES)

Adopt and maintain customized park and recreation facility standards that support a livable community and perform consistent maintenance on all parks and recreation facilities.

Related Guiding Principle(s):

Equity & Opportunity, Environmental Stewardship & Sustainability



STRATEGY 14.1 *Incorporate best design practices for creating multiple, complimentary uses in urban scale parks while following best practices for the stewardship of the parks’ historic resources.*

STRATEGY 14.2 *Continue to pursue partnerships to develop and maintain park and recreation facilities and programs and meet City*

and Departmental service delivery goals.

STRATEGY 14.3 *Establish and communicate maintenance standards and frequencies for all park facilities, trails, and recreation facilities in the system.*

GOAL 15. PARKS AND RECREATION (TRAILS AND CONNECTIVITY)

Connect the park system to the community through the development of context- and environmentally-sensitive trails and through the effective and appropriate design of park and recreation facilities.

Related Guiding Principle(s):

Equity & Opportunity, Environmental Stewardship & Sustainability, Local & Regional Collaboration



STRATEGY 15.1 *Enhance multimodal access to parks, particularly for areas currently lacking nearby facilities.*

Sub-strategies:

- Continue to utilize GIS mapping to examine the equity or disparities in place by park and facility types.
- Support the implementation of the 2015 Bicycle and Pedestrian Master Plan, particularly where it enhances access to parks and trails.
- Extend the Schenk’s Greenway south to Preston Avenue in front of the County building and investigate potential connections further south to Tonsler Park.

STRATEGY 15.2 *Encourage land and easement acquisition along trail corridors to ensure permanent use as trail and the ability to manage land as park space, for multimodal enhancement, and as a green infrastructure resource.*

STRATEGY 15.3 *Ensure that all new trails*

and trail improvements are designed within the context of surrounding natural systems and urban areas to maximize positive and minimize negative impacts on environmental systems and cultural and historic resources.

Sub-strategy:

- Formalize guidelines for trail design, trail construction materials, trail maintenance and improvements.

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STRATEGY 15.4 *Develop information materials and trail signage that highlight the characteristics of natural resources and cultural and historic areas located along trail systems in the city and within parks.*

GOAL 16. PARKS AND RECREATION (FACILITIES AND PROGRAMS)

Develop and implement cost recovery and program standards as they apply to core offerings, services, and facilities.

Related Guiding Principle(s):

Equity & Opportunity, Environmental Stewardship & Sustainability, Local & Regional Collaboration



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STRATEGY 16.1 *Determine the true cost of services for programs and facilities (including parking), and create a cost recovery goal, with an end result that facilities produce revenue to offset operating costs while ensuring that cost recovery strategies do not limit access to facilities and programs for lower-income residents or those with little walkable access to parks.*

.....

STRATEGY 16.2 *Create a new core recreation service related to environmental education to create awareness and appreciation of the value of natural areas.*

10

COMMUNITY ENGAGEMENT & COLLABORATION

COMMUNITY VISION STATEMENT

Recognizing the need for inclusive community engagement processes as well as to effectively seek input from the full community, the City and its partners will use new and evolving strategies to directly seek feedback from all community members, particularly those who face the greatest challenges to participation and those who are most impacted by potential decisions.

Community engagement in Charlottesville will include both ongoing communication about civic life and opportunities to participate in public processes and decision-making.

The City will emphasize and demonstrate the importance of community involvement by facilitating transparent, accessible, and respectful input opportunities, and by effectively communicating the ways in which community input will be considered in, and will inform, decision-making.

The City will widely and proactively share information about opportunities and events, welcoming all residents into planning and decision-making processes while ensuring that they understand the process and how the outcome could potentially impact their lives.

The City will utilize a variety of best practices in community engagement and seek out information-sharing partnerships with local organizations.

City-appointed boards, commissions, and committees will be both representative of and sensitive to Charlottesville’s diversity and range of perspectives, and will provide and encourage opportunities for informed participation by interested community members.

APPENDICES

1. N/A

Overview of Chapter Goals

Goal 1. Public Education and Awareness

Empower community members by providing and actively sharing the information they need to participate in a meaningful way.

Goal 2. Inclusive Processes

Seek out and facilitate the involvement of those potentially affected by or interested in a process or decision.

Goal 3. Transparent Procedures

Establish and maintain transparent planning processes.

Goal 4. Effective Engagement

Define and evolve a clear process and strategies for how the City gathers input and shares information with all residents.

Goals and Strategies



GOAL 1. PUBLIC EDUCATION AND AWARENESS

Empower community members by providing and actively sharing the information they need to participate in a meaningful way.

Related Guiding Principle(s):

Local & Regional Collaboration, Equity & Opportunity



STRATEGY 1.1 *Provide general educational resources and training opportunities for residents to land use, transportation, housing, and other planning issues, and the impact that planning and projects in these areas can have on individuals and communities.*

Sub-strategies:

- Create “Cville 101” educational modules that explain how the City government functions.
- Consider development of a Planning Academy program to build community leadership and understanding around development, planning, and zoning processes.
- Provide project-specific educational resources and training, as needed.
- Coordinate outreach and dispersal of educational materials and opportunities in a variety of ways, including both virtual and printed materials.
- Consider developing and promoting a summary of the ways in which Charlottesville’s communities and neighborhoods have been shaped and affected by racist segregation and both formal and informal discrimination in land use, housing, economic opportunity, community facilities, and services.

GOAL 2. INCLUSIVE PROCESSES

Seek out and facilitate the involvement of those potentially affected by or interested in a process or decision.

Related Guiding Principle(s):

Local & Regional Collaboration, Equity & Opportunity, Community Culture & Unity

STRATEGY 2.1 *Establish and use guidelines and metrics to ensure inclusive community engagement in City-led processes.*

Sub-strategies:

- Ensure that all community members are welcomed and encouraged to share their views, regardless of ethnicity, race, immigration status, age, socio-economic status, cultural background, ability, sexual orientation, and gender identity.
- Ensure that those who have the potential to be, or have historically been, adversely affected by decisions are adequately represented. Intentional, deliberate efforts should be undertaken to ensure that these populations are not only informed, but also play an active role in peer-to-peer communication and any advisory or leadership community positions (e.g., Steering or Advisory Committees) that may arise.
- Ensure that all on-boarding training and materials for City Boards and Commissions and similar groups is able to be understood by most community members, with an intent to make all related process clear and transparent. Where on-boarding training or materials do not exist for City Boards and Commissions, make these available.

STRATEGY 2.2 *Foster ongoing communication and partnerships with residents, Neighborhood Associations, businesses, boards, commissions, UVA, Albemarle County, etc. to ensure all stakeholders are involved in planning processes and decision-making.*

Sub-strategies:

- Consider providing meeting facilitation training and/or training on other community outreach tools and tactics to interested residents across the city in order to build up local neighborhood capacity and strengthen partnerships between residents and City government.
- Organize pop-up events at existing, well-attended events in neighborhoods to proactively educate members of the community about on-going or upcoming planning efforts. Consider a regular calendar of attendance at other on-going meetings, such as Neighborhood Association meetings and other organizations.
- Consider reviving previous periodic “In-your neighborhood” meetings of City Council and the

Planning Commission that coincide with existing neighborhood or community meetings. Explore the extension of this practice to boards & commissions.

- Evaluate the potential to implement a mobile outreach unit similar to Albemarle County’s mobile engagement office.
- Use illustrations, graphics, and videos to explain complex ideas and complement written materials or presentations.

STRATEGY 2.3 *Conduct periodic or ongoing training for staff related to meeting facilitation and presentations.*

GOAL 3. TRANSPARENT PROCEDURES

Establish and maintain transparent planning processes.

Related Guiding Principle(s):

Local & Regional Collaboration, Equity & Opportunity



STRATEGY 3.1 *Study options for a centralized community engagement web portal and feedback tool to facilitate engagement on all community projects, plan reviews, etc., and standardize the feedback process. Consider a range of interactive tools with a focus on those that are easy to understand and can easily be paired with in-person engagement for those without internet access.*

STRATEGY 3.2 *Provide a clear outline at the start of all planning and decision-making processes, to clarify the timeline and any opportunities for residents to be involved in all steps of decision-making processes from initial data gathering to alternatives development to decision-making to implementation and evaluation.*

STRATEGY 3.3 *When possible, make data collected and generated by the City open and*

available to the public.

STRATEGY 3.4 *Regularly report on implementation progress for the Comprehensive Plans, Small Area Plans, and other major planning efforts.*

Sub-strategy:

- Consider implementation of an annual or bi-annual survey to measure community-based feedback about quality of life, implementation of the Comprehensive Plan vision, displacement, housing options, etc.

STRATEGY 3.5 *Provide regular updates on coordination activities between Albemarle County, UVA, and the City, as well as TJPDC.*

STRATEGY 3.6 *Implement navigational improvements to the City’s website to ensure that all can quickly access information about ongoing planning and development review processes.*

GOAL 4. EFFECTIVE ENGAGEMENT

Define and evolve a clear process and strategies for how the City gathers input and shares information with all residents.

Related Guiding Principle(s):

Local & Regional Collaboration, Equity & Opportunity



STRATEGY 4.1 *Establish a new Community Engagement staff position or group within NDS, to lead relationship management across stakeholders and to ensure a consistent level of effective community engagement.*

STRATEGY 4.2 *Develop and share standard, defined processes for how community input will be gathered through constructive means and then applied to land use and*

development-related decisions at various levels of City decision-making.

Sub-strategies:

- Consider opportunities to build community leadership development through the planning process, particularly for disadvantaged or underrepresented communities.
- Utilize a variety of engagement locations/ strategies (e.g., Online tools including social media, phone hotline, tabling, door-to-door outreach in targeted areas, community meetings, notices to Neighborhood Leaders, community agencies, etc.).
- Make participation accessible, convenient, attractive, and easy in order to maximize community involvement. Consider hosting meetings at community-based venues (for example, parks, recreation centers, places of worship, schools, etc.), virtually, and at a wide range of times to allow for various members of the community to access.
- Include both individual and group participation opportunities.
- Provide information in multiple languages.
- Hold meetings in locations accessible by public transportation.
- Consider opportunities to compensate residents for participation.
- Provide food and childcare at meetings, when possible.
- Provide a timeline for all community input for each effort.

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STRATEGY 4.3 *Routinely review community engagement processes and make necessary changes to improve effectiveness.*

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STRATEGY 4.4 *Update methods of communication and interaction with the community as technology changes and new methods become available.*

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STRATEGY 4.5 *Build on previous efforts to study and pilot options for participatory decision-making in city processes, such as budgeting. Ensure that access is addressed for those with a lack of internet access.*

DRAFT

11 | IMPLEMENTATION

APPENDICES

1. Full Implementation Matrix for All Strategies: [LINK](#) (Matrix for Priority Area Strategies is included in this chapter)

INTRODUCTION

The Comprehensive Plan contains a variety of visions for the future, goals related to those visions, and strategies for reaching those goals. In order to focus the City's efforts on the community's most pressing needs, this chapter identifies a series of **6 Priority Areas and 30 related Priority Strategies** that should be targeted for funding and staff resources, as well as for community reporting on progress.

In the Implementation Appendix, you can review more information about each of the over 300 Strategies included in this plan, including a timeline, measures of progress, and identification of implementation leaders.

PRIORITY AREAS FOR THE NEXT 3-5 YEARS

These priority areas were based on recurring themes during all engagement activities throughout the Cville Plans Together process. While the implementation of all Strategies should be tracked for progress, these six areas represent cross-cutting objectives that were important to many community members involved in this process.

Overview of Priority Areas

- Priority Area: Support the development of more housing throughout the city, with a focus on creation of more housing that is affordable to more people, especially those with the greatest need.
- Priority Area: Make sure all people have access to shelter, food, job opportunities, and other resources they need to thrive and succeed.
- Priority Area: Work to both mitigate and prepare for the impacts of climate change.
- Priority Area: Make it safer, easier, and more desirable to walk, ride a bicycle, utilize public transportation, or use other non-single-occupancy vehicle transportation options.
- Priority Area: Keep Charlottesville green, make it greener, and protect the natural environment and the many benefits it provides.
- Priority Area: Continue to evolve and improve communication and collaboration.

Priority Area: Support the development of more housing throughout the city, with a focus on creation of more housing that is affordable to more people, especially those with the greatest need.

Related Guiding Principles:

- Equity & Opportunity, Community Culture & Unity, Local & Regional Collaboration



Related Priority Strategies:

- **Land Use, Urban Form, and Historic and Cultural Preservation Strategy 1.3:** Implement zoning changes needed to support the creation of more housing, including affordable housing opportunities, throughout the city.
- **Land Use, Urban Form, and Historic and Cultural Preservation Strategy 1.4:** Define parameters for an inclusionary zoning policy, which requires that certain residential developments include some affordable homes. Set targets for the number and affordability levels of homes as well as other parameters.
- **Land Use, Urban Form, and Historic and Cultural Preservation Strategy 2.3:** Evaluate existing and potential new programs for protecting communities at risk of displacement, as well as protecting existing affordable housing, historic buildings, community-based urban agriculture sites, and other resources.
- **Housing Strategy 1.1:** Dedicate \$10M in average annual spending to fund affordable housing programs and identify a sustainable and reliable source of dedicated funding to maintain this level of funding for ten years.
- **Housing Strategy 5.1:** Hire housing staff at a level needed to facilitate the achievement of the goals of the Comprehensive Plan and 2021 Affordable Housing Plan.
- **Housing Strategy 8.1:** Partner with Albemarle County, the University of Virginia (UVA), and other regional partners to coordinate housing plan goals and work toward shared regional outcomes, including improved affordability and access to housing options.
- **Community Facilities & Services Strategy 1.2:** Ensure that community planning addresses and responds to the impact of population growth on all public facilities, school facilities, and other infrastructure.

Priority Area: Make sure all people have access to shelter, food, job opportunities, and other resources they need to thrive and succeed.

Related Guiding Principles:

- Equity & Opportunity, Local & Regional Collaboration, Environmental Stewardship & Sustainability, Connections & Access



Related Priority Strategies:

- **Housing Strategy 1.2:** Prioritize City funding for those with the greatest need and attach funding awards to requirements for community representation in processes, duration of affordability, and leverage of non-public funds.
- **Housing Strategy 3.1:** Support the provision of adequate emergency shelter locations and beds for unhoused community members seeking safe shelter.
- **Transportation Strategy 2.3:** Review progress on the implementation of the Future Land Use vision and all Small Area Plans (and similar plans) and prioritize projects in the Capital Improvement Program where they address deficiencies related to multimodal safety and connectivity in growth areas.
- **Transportation Strategy 5.1:** Participate in the Regional Transit Partnership and the development of the Charlottesville Area Regional Transit Vision Plan to develop a transit system that adequately and equitably serves the residents of the entire Charlottesville-Albemarle community.
- **Environment, Climate, and Food Equity Strategy 4.1:** Commit to eliminating food deserts through strategic support and collaboration of organizations, community members, private businesses, health institutions, and City departments focused on cultivating healthy food access through programs and supporting the creation of affordable markets in, or within walking distance to, low-income neighborhoods.
- **Economic Prosperity & Opportunity Strategy 2.1:** In partnership with ongoing regional efforts, implement business recovery strategies to address impacts from COVID-19.
- **Economic Prosperity & Opportunity Strategy 3.4:** In order to diversify and broaden the current economic base, to both grow the number of available job opportunities and ensure sustainability of the local economy, consider industries that may address a current gap or future need in Charlottesville (including green jobs) and implement recruitment strategies, partnering these efforts with job training and workforce development strategies.

Priority Area: Work to both mitigate and prepare for the impacts of climate change.

Related Guiding Principles:

- Local & Regional Collaboration, Environmental Stewardship & Sustainability



Related Priority Strategies:

- **Land Use, Urban Form, and Historic and Cultural Preservation Strategy 1.2:** Implement changes to the Zoning Ordinance needed to support community health and well-being, context-sensitive design, environmental protection, and climate change mitigation and preparedness.
- **Environment, Climate, and Food Equity Strategy 1.1:** Once finalized and adopted, implement the Climate Action Plan (CAP) to work toward mitigating climate change, with a focus on equity and community and stakeholder involvement throughout the process.
- **Environment, Climate, and Food Equity Strategy 2.1:** Prepare a climate hazard risk assessment.
- **Environment, Climate, and Food Equity Strategy 5.8:** Work to preserve and enhance wetlands, floodplains, and other features that provide natural resiliency against climate change.
- **Community Facilities & Services Strategy 10.6:** Continue to advance the understanding of best policy and practice related to the City's public/private stormwater conveyance system with the goal of integrating public responsibility and private needs and incorporating green infrastructure wherever feasible.

Priority Area: Make it safer, easier, and more desirable to walk, ride a bicycle, utilize public transportation, or use other non-single-occupancy vehicle transportation options.

Related Guiding Principles:

- Connections & Access, Environmental Stewardship & Sustainability



Related Priority Strategies:

- **Transportation Strategy 1.1:** Continue to implement projects from the City’s Bicycle and Pedestrian Master Plan, Streets that Work Plan, Safe Routes to School planning, and small areas plans, prioritizing underserved neighborhoods, locations lacking connectivity to key destinations in the city, and improvements needed within Future Land Use Map nodes, corridors, and other areas of increased development.
- **Transportation Strategy 1.3:** Create safe walking and biking routes to every public school in the city, prioritizing schools with the highest percentages of free and reduced lunch participants.
- **Transportation Strategy 2.1:** Update City regulations (including zoning and the Standards and Design Manual), to incorporate design techniques that incentivize urban scale and walkable communities in all areas of the city.
- **Transportation Strategy 5.7:** Identify locations along bus routes needing additional bus stops, enhanced quality and comfort of bus stops, connectivity via walking/biking, and safer crossings, particularly near schools, parks, and other amenities.

Priority Area: Keep Charlottesville green, make it greener, and protect the natural environment and the many benefits it provides.

Related Guiding Principles:

- Equity & Opportunity, Environmental Stewardship & Sustainability



Related Priority Strategies:

- Environment, Climate, and Food Equity Strategy 3.1: Value and protect the Rivanna River and watershed as a major natural resource for the city and region.
- Environment, Climate, and Food Equity Strategy 5.1: Prioritize locations for green infrastructure improvements, including strategies outlined in GreenPrint 1.0, to improve stormwater management, flood mitigation, air and water quality, habitat, species migration, connectivity, and livability.
- Environment, Climate, and Food Equity Strategy 6.1: Monitor, protect, and expand the urban tree canopy cover both at citywide and neighborhood levels.
- Community Facilities & Services Strategy 13.1: Identify and prioritize acquisition of properties that can serve a cross functional purpose as parkland/ public space and provide an opportunity to enhance environmental performance including through green infrastructure investments.

Priority Area: Continue to evolve and improve communication and collaboration.

Related Guiding Principles:

- Equity & Opportunity, Local & Regional Collaboration



Related Priority Strategies:

- Community Engagement & Collaboration Strategy 2.1: Establish and use guidelines and metrics to ensure inclusive community engagement in City-led processes.
- Community Engagement & Collaboration Strategy 2.2: Foster ongoing communication and partnerships with residents, Neighborhood Associations, businesses, boards, commissions, UVA, Albemarle County, etc. to ensure all stakeholders are involved in planning processes and decision-making.
- Community Engagement & Collaboration Strategy 4.1: Establish a new Community Engagement staff position or group within NDS, to lead relationship management across stakeholders and to ensure a consistent level of effective community engagement.

IMPLEMENTATION TABLE FOR PRIORITY STRATEGIES

Acronyms For Implementation Table

- **BAR:** Board of Architectural Review
- **BPAC:** Bicycle & Pedestrian Advisory Committee
- **BPSP:** Bicycle and Pedestrian Safety Project
- **CACVB:** Charlottesville & Albemarle Convention and Visitors Bureau
- **CAHF:** Charlottesville Affordable Housing Fund
- **CATEC:** Charlottesville- Albemarle Technical Education Center
- **CCS:** Charlottesville City Schools
- **CDSS:** Charlottesville Department of Social Services
- **CMO:** City Manager’s Office
- **CRHA:** Charlottesville Redevelopment and Housing Authority
- **DRPT:** Virginia Department of Rail and Public Transportation
- **ERB:** Entrance Corridor Review Board
- **HAC:** Housing Advisory Committee
- **JAUNT:** Formerly Jefferson Area United Transportation, but no longer used as an acronym
- **LIHTC:** Low-income Housing Tax Credit
- **LUEPC:** Land Use and Environmental Planning Committee, a Charlottesville/UVA/ Albemarle County collaboration focusing on topics related to land use, development plans, environment, sustainability, and infrastructure issues.
- **MPO:** Charlottesville/Albemarle Metropolitan Planning Organization (through TJPDC)
- **NDS:** Neighborhood Development Services
- **OED:** Office of Economic Development
- **PACEM:** People and Congregations Engaged in Ministry
- **PLACE:** Placemaking, livability, and Community Engagement Design Task Force
- **PVCC:** Piedmont Virginia Community College
- **RTP:** Regional Transit Partnership
- **RWSA:** Rivanna Water and Sewer Authority
- **TJACH:** Thomas Jefferson Area Coalition for the Homeless
- **TJPDC:** Thomas Jefferson Planning District Commission
- **VDOT:** Virginia Department of Transportation

Table 4 Implementation Details for Priority Areas and Related Strategies

Topic	Priority Strategies	Measure(s) of Progress / Indicators	Timeline (Years)				Implementation Lead and Support	
			Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
Priority Area: Support the development of more housing throughout the city, with a focus on creation of more housing that is affordable to more people, especially those with the greatest need.								
Land Use, Urban Form, and Historic and Cultural Preservation	Strategy 1.3	Implement zoning changes needed to support the creation of more housing, including affordable housing opportunities, throughout the city.	• Adopted revised zoning ordinance			X		NDS, Planning Commission, OED, CMO, Charlottesville CAHF Committee
Land Use, Urban Form, and Historic and Cultural Preservation	Strategy 1.4	Define parameters for an inclusionary zoning policy, which requires that certain residential developments include some affordable homes. Set targets for the number and affordability levels of homes as well as other parameters.	• Inclusionary Zoning policy completion		X			NDS, Planning Commission, CMO
Land Use, Urban Form, and Historic and Cultural Preservation	Strategy 2.3	Evaluate existing and potential new programs for protecting communities at risk of displacement, as well as protecting existing affordable housing, historic buildings, community-based urban agriculture sites, and other resources.	<ul style="list-style-type: none"> • # demolition permits by neighborhood (goal: decrease or maintain) • Demographic changes (income level, age, race/ethnicity) by Census block group to track potential displacement. (goal: decreased displacement) 			X		NDS, Planning Commission, CMO, BAR
Housing	Strategy 1.1	Dedicate \$10M in average annual spending to fund affordable housing programs and identify a sustainable and reliable source of dedicated funding to maintain this level of funding for ten years.	• \$ in City funding committed to affordable housing in budget each year (goal: increase or maintain)		X			CMO, Council
Housing	Strategy 5.1	Hire housing staff at a level needed to facilitate the achievement of the goals of the Comprehensive Plan and 2021 Affordable Housing Plan.	• Staff - new hired		X			CMO

*Note: Where possible, indicators should be reported by demographics (race, ethnicity, household income, housing tenure, etc.) and location (neighborhood, block group, etc.)

Topic	Priority Strategies		Measure(s) of Progress / Indicators	Timeline (Years)				Implementation Lead and Support
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years	
Housing	Strategy 8.1	Partner with Albemarle County, the University of Virginia (UVA), and other regional partners to coordinate housing plan goals and work toward shared regional outcomes, including improved affordability and access to housing options.	<ul style="list-style-type: none"> % of first and second year UVA students living on grounds and in Charlottesville neighborhoods that are traditionally student areas (goal: increase) Progress reporting on UVA's housing efforts 	X				CMO, City Council, Albemarle County, UVA, TJPDC
Community Facilities & Services	Strategy 1.2	Ensure that community planning addresses and responds to the impact of population growth on all public facilities, school facilities, and other infrastructure.	<ul style="list-style-type: none"> Annual reports related to development, population projections, and infrastructure capacity. 	X				CMO, City Council, NDS, Public Works, Utilities, CCS

**Note: Where possible, indicators should be reported by demographics (race, ethnicity, household income, housing tenure, etc.) and location (neighborhood, block group, etc.)*

Topic	Priority Strategies		Measure(s) of Progress / Indicators	Timeline (Years)				Implementation Lead and Support
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years	
Priority Area: Make sure all people have access to shelter, food, job opportunities, and other resources they need to thrive and succeed.								
Housing	Strategy 1.2	Prioritize City funding for those with the greatest need and attach funding awards to requirements for community representation in processes, duration of affordability, and leverage of non-public funds.	<ul style="list-style-type: none"> % of funding allocated to serve households at 30% of Area Median Income (AMI), 60% AMI, and 80% AMI (goal: 50%, 30%, and 20% of funding, respectively) # of supported affordable housing units created per year (goal: increase) Progress toward goals of based on CAHF committee priority determinations 		X			CMO, CAHF Committee, Council
Housing	Strategy 3.1	Support the provision of adequate emergency shelter locations and beds for unhoused community members seeking safe shelter.	<ul style="list-style-type: none"> Point-in-Time (PIT) results, counting all sheltered and unsheltered people experiencing homelessness on a single night in January (goal: decrease) PIT results for # beds available and # in use # of community members utilizing emergency shelter monthly (Premier Circle, Salvation Army, PACHM) # of community members on the by-name list (obtained by TJACH) 	X				TJACH, Salvation Army, PACEM, The Haven, and other local partners
Transportation	Strategy 2.3	Review progress on the implementation of the Future Land Use vision and all Small Area Plans (and similar plans) and prioritize projects in the Capital Improvement Program where they address deficiencies related to multimodal safety and connectivity in growth areas.	<ul style="list-style-type: none"> Annual reporting, with a focus on the Priority Strategies 			X		NDS, Public Works, CAT, OED, City Council

**Note: Where possible, indicators should be reported by demographics (race, ethnicity, household income, housing tenure, etc.) and location (neighborhood, block group, etc.)*

Topic	Priority Strategies		Measure(s) of Progress / Indicators	Timeline (Years)				Implementation Lead and Support
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years	
Transportation	Strategy 5.1	Participate in the Regional Transit Partnership and the development of the Charlottesville Area Regional Transit Vision Plan to develop a transit system that adequately and equitably serves the residents of the entire Charlottesville-Albemarle community.	<ul style="list-style-type: none"> % of households with no vehicle that have access to transit within ¼ mile (goal: increase) % people commuting via methods other than personal vehicle (goal: increase) 		X			CAT, TJPDC Regional Transit Partnership (RTP), NDS, Planning Commission
Environment, Climate, and Food Equity	Strategy 4.1	Commit to eliminating food deserts through strategic support and collaboration of organizations, community members, private businesses, health institutions, and City departments focused on cultivating healthy food access through programs and supporting the creation of affordable markets in, or within walking distance to, low-income neighborhoods.	<ul style="list-style-type: none"> % community within walking distance (1/4 mile) to a grocery store or food market (goal: increase) # and potential impact of policies included in the zoning ordinance to protect and promote urban agriculture through development processes 			X		CCS, City Council, Parks & Recreation, Community partners
Economic Prosperity & Opportunity	Strategy 2.1	In partnership with ongoing regional efforts, implement business recovery strategies to address impacts from COVID-19.	<ul style="list-style-type: none"> Progress on regional implementation 	X				CMO, OED, City Council
Economic Prosperity & Opportunity	Strategy 3.4	In order to diversify and broaden the current economic base, to both grow the number of available job opportunities and ensure sustainability of the local economy, consider industries that may address a current gap or future need in Charlottesville (including green jobs) and implement recruitment strategies, partnering these efforts with job training and workforce development strategies.	<ul style="list-style-type: none"> Summary of efforts, including quantification of numbers of new job opportunities created and number of new jobs filled. 			X		OED, CVPED, Albemarle County

**Note: Where possible, indicators should be reported by demographics (race, ethnicity, household income, housing tenure, etc.) and location (neighborhood, block group, etc.)*

Topic	Priority Strategies	Measure(s) of Progress / Indicators	Timeline (Years)				Implementation Lead and Support	
			Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
Priority Area: Work to both mitigate and prepare for the impacts of climate change.								
Land Use, Urban Form, and Historic and Cultural Preservation	Strategy 1.2	Implement changes to the Zoning Ordinance needed to support community health and well-being, context-sensitive design, environmental protection, and climate change mitigation and preparedness.	• Adopted revised zoning ordinance			X		NDS, Planning Commission
Environment, Climate, and Food Equity	Strategy 1.1	Once finalized and adopted, implement the Climate Action Plan (CAP) to work toward mitigating climate change, with a focus on equity and community and stakeholder involvement throughout the process.	• Funding commitments for CAP recommendations (goal: increase); report of implementation strategies and outcomes			X		CMO, Public Works, NDS, OED, CAT, UTS, JAUNT, TJPDC/MPO.
Environment, Climate, and Food Equity	Strategy 2.1	Prepare a climate hazard risk assessment.	• Completion of climate hazard risk assessment			X		Public Works
Environment, Climate, and Food Equity	Strategy 5.8	Work to preserve and enhance wetlands, floodplains, and other features that provide natural resiliency against climate change.	• Amount of impervious surfaces in floodplains, wetlands, and similar features	X				Public Works, Utilities
Community Facilities & Services	Strategy 10.6	Continue to advance the understanding of best policy and practice related to the City's public/private stormwater conveyance system with the goal of integrating public responsibility and private needs and incorporating green infrastructure wherever feasible.	• % of green stormwater investment of total stormwater investment in dollars (goal: increase)	X				Public Works, Utilities

*Note: Where possible, indicators should be reported by demographics (race, ethnicity, household income, housing tenure, etc.) and location (neighborhood, block group, etc.)

Topic	Priority Strategies	Measure(s) of Progress / Indicators	Timeline (Years)				Implementation Lead and Support	
			Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
Priority Area: Make it safer, easier, and more desirable to walk, ride a bicycle, or use other non-vehicle transportation options.								
Transportation	Strategy 1.1	Continue to implement projects from the City's Bicycle and Pedestrian Master Plan, Streets that Work Plan, Safe Routes to School planning, and small areas plans, prioritizing underserved neighborhoods, locations lacking connectivity to key destinations in the city, and improvements needed within Future Land Use Map nodes, corridors, and other areas of increased development.	<ul style="list-style-type: none"> # Priority Projects completed (goal: increase), and reporting on status updates Bicycle and pedestrian mode share (%) (goal: increase) WalkScore by neighborhood (goal: increase) # of projects completed to incorporate the design features outlined in the Streets that Work Plan into the city's streets (goal: increase) # of roadway miles with bicycle lanes and linear feet constructed per year (goal: increase) # miles of protected bicycle lanes and linear feet constructed per year (goal: increase) # of miles of sidewalks and linear feet constructed per year (goal: increase) # of miles of shared-use paths and off-road trails and linear feet constructed per year (goal: increase) 	X				NDS, Parks & Recreation, Public Works, BPAC, Private Sector
Transportation	Strategy 1.3	Create safe walking and biking routes to every public school in the city, prioritizing schools with the highest percentages of free and reduced lunch participants.	<ul style="list-style-type: none"> # of projects completed to incorporate Safe Routes to School improvements (goal: increase) # of students receiving bicycle and pedestrian safety education 	X				Public Works, BPAC, Charlottesville City Schools, School Board
Transportation	Strategy 2.1	Update City regulations (including zoning and the Standards and Design Manual), to incorporate design techniques that incentivize urban scale and walkable communities in all areas of the city.	<ul style="list-style-type: none"> Summary of updates to City regulations; documentation of implementation achievements 	X				NDS, Planning Commission, City Council

*Note: Where possible, indicators should be reported by demographics (race, ethnicity, household income, housing tenure, etc.) and location (neighborhood, block group, etc.)

Topic	Priority Strategies		Measure(s) of Progress / Indicators	Timeline (Years)				Implementation Lead and Support
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years	
Transportation	Strategy 5.7	Identify locations along bus routes needing additional bus stops, enhanced quality and comfort of bus stops, connectivity via walking/biking, and safer crossings, particularly near schools, parks, and other amenities.	<ul style="list-style-type: none"> Description of improvement activities by neighborhood 	Ongoing, as transit planning occurs.				CAT, NDS
Priority Area: Keep Charlottesville green, make it greener, and protect the natural environment and the many benefits it provides.								
Environment, Climate, and Food Equity	Strategy 3.1	Value and protect the Rivanna River and watershed as a major natural resource for the city and region.	<ul style="list-style-type: none"> Adoption of Rivanna River Corridor Plan Funding for implementation actions (goal: increase) 			X		City Council, TJPDC, Albemarle County, NDS, Parks & Recreation, Public Works
Environment, Climate, and Food Equity	Strategy 5.1	Prioritize locations for green infrastructure improvements, including strategies outlined in GreenPrint 1.0, to improve stormwater management, flood mitigation, air and water quality, habitat, species migration, connectivity, and livability.	<ul style="list-style-type: none"> % pervious surfaces by Neighborhood Planning Area (goal: increase) 	X				Public Works, Parks & Recreation
Environment, Climate, and Food Equity	Strategy 6.1	Monitor, protect, and expand the urban tree canopy cover both at citywide and neighborhood levels.	<ul style="list-style-type: none"> % tree canopy coverage by Neighborhood Planning Area or block group (goal: increase) Acquired leaf-on aerial or satellite photography and perform an urban tree canopy calculation every five years. Updated tree dashboard (https://www.charlottesville.gov/451/Tree-Inventory-Interactive-Dashboard) 	X				Parks & Recreation, Tree Commission, Public Works, NDS

**Note: Where possible, indicators should be reported by demographics (race, ethnicity, household income, housing tenure, etc.) and location (neighborhood, block group, etc.)*

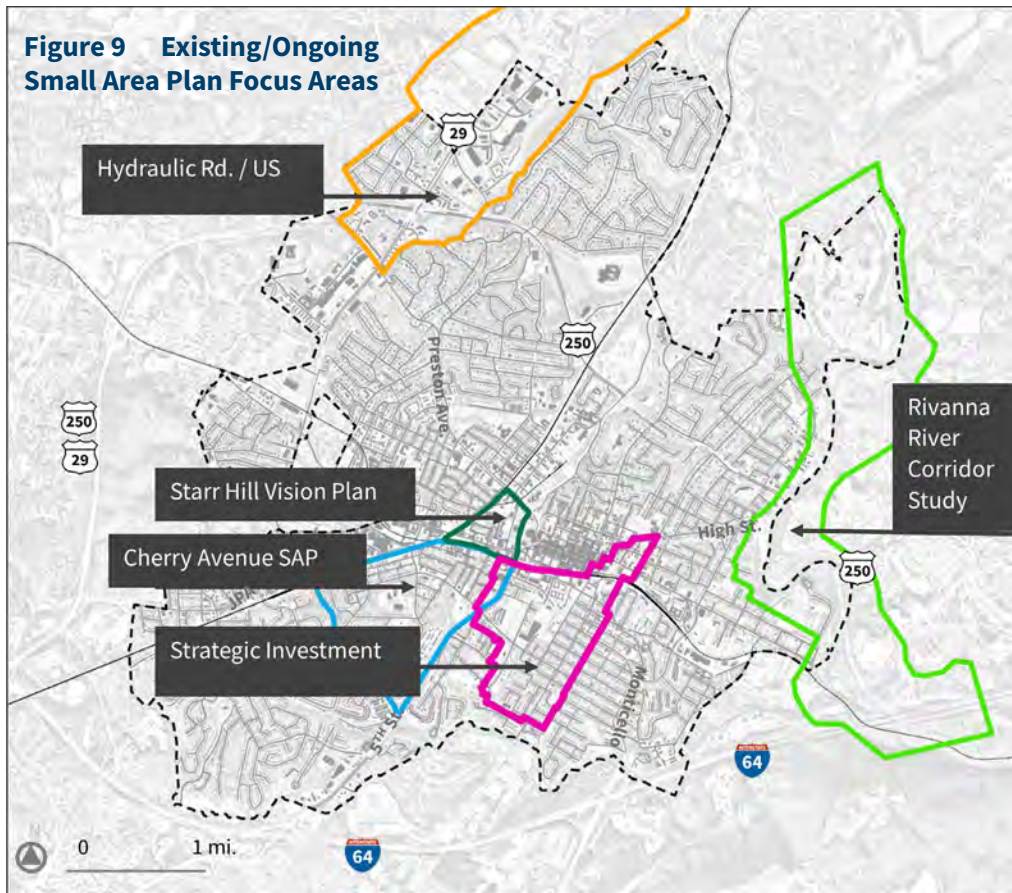
Topic	Priority Strategies		Measure(s) of Progress / Indicators	Timeline (Years)				Implementation Lead and Support
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years	
Community Facilities & Services	Strategy 13.1	Identify and prioritize acquisition of properties that can serve a cross functional purpose as parkland/ public space and provide an opportunity to enhance environmental performance including through green infrastructure investments.	<ul style="list-style-type: none"> % parkland serving cross-functional services (goal: increase) % of population within 1/4 mile of public parks (goal: increase) 	X				Parks & Recreation, City Council, NDS
Priority Area: Continue to evolve and improve communication and collaboration.								
Community Engagement & Collaboration	Strategy 2.1	Establish and use guidelines and metrics to ensure inclusive community engagement in City-led processes.	<ul style="list-style-type: none"> Completion and use of identified metrics # (or %) of people engaged in planning processes (goal: increase) 			X		CMO, NDS, City Council, Planning Commission, Community Representatives, Communications
Community Engagement & Collaboration	Strategy 2.2	Foster ongoing communication and partnerships with residents, Neighborhood Associations, businesses, boards, commissions, UVA, Albemarle County, etc. to ensure all stakeholders are involved in planning processes and decision-making.	<ul style="list-style-type: none"> Number of meetings attended annually (goal: increase) # of people or % of population subscribed to the City's email listserv (goal: increase) 	X				CMO, NDS, Communications, Planning Commission, City Council, Neighborhood Associations
Community Engagement & Collaboration	Strategy 4.1	Establish a new Community Engagement staff position or group within NDS, to lead relationship management across stakeholders and to ensure a consistent level of effective community engagement.	<ul style="list-style-type: none"> Identification of Staff - new Community Engagement lead(s) 			X		CMO, NDS, Communications Department

**Note: Where possible, indicators should be reported by demographics (race, ethnicity, household income, housing tenure, etc.) and location (neighborhood, block group, etc.)*

Small Area Plan Implementation

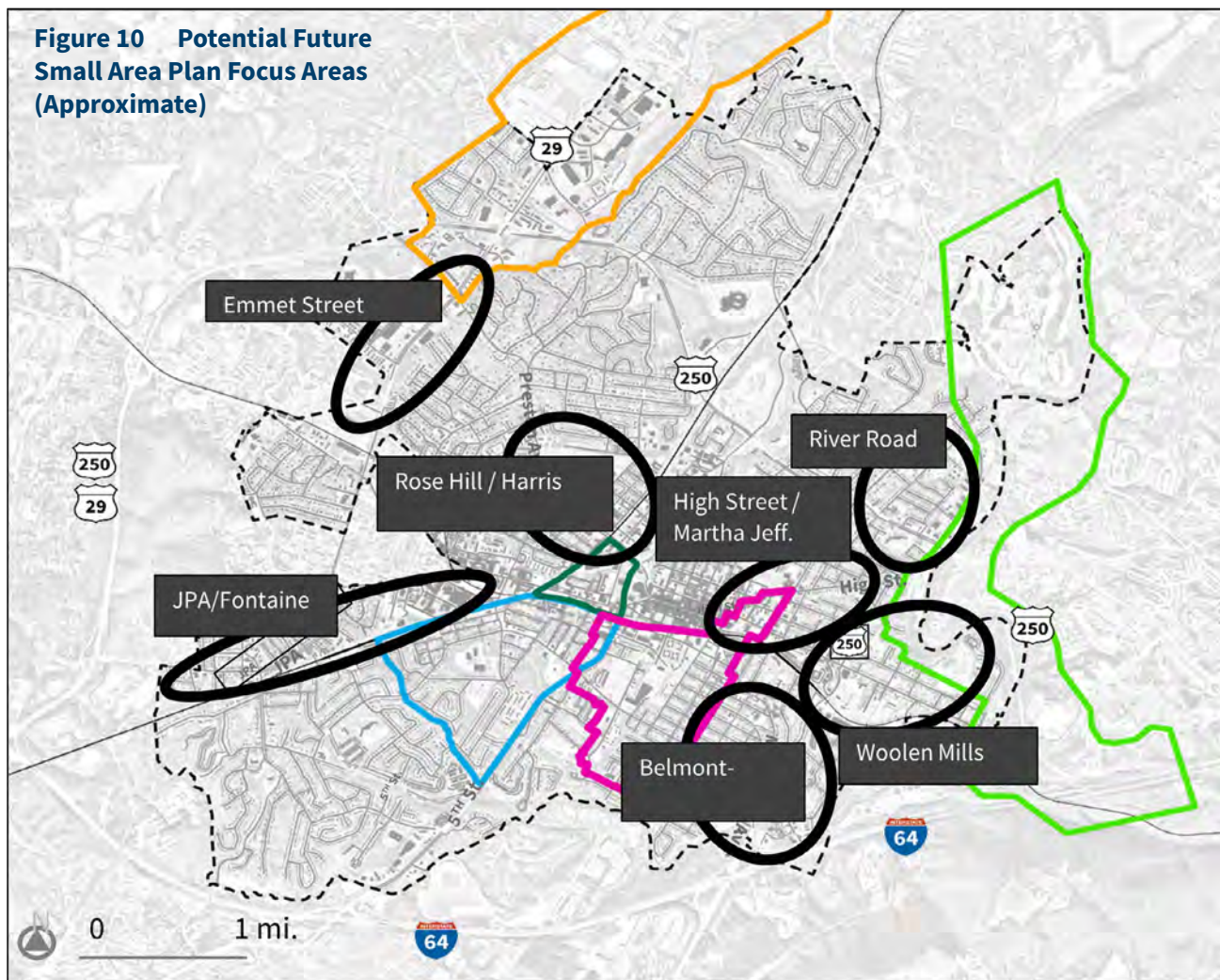
Several Small Area Plans or similar efforts have been completed or started since the 2013 Comprehensive Plan (Figure 9). These include:

- Strategic Investment Area (2013)
- Hydraulic-29 Small Area Plan (2018)
- Cherry Avenue Small Area Plan (2021)
- Starr Hill Vision Plan (2021)
- Rivanna River Corridor Study (Ongoing)



This Comprehensive Plan Update identifies several specific areas of the city where planning and design issues or investment opportunities may warrant additional study through the development of specific Small Area Plans in the coming years (Figure 10). Each of these approximate small areas is highlighted in black on the map on the following page, along with the boundaries of recent/ongoing Small Area Plans. The boundaries of potential future Small Area Plans should be formalized prior to development of any plan.

The process for each Small Area Plan will begin with the development of common elements as well as a planning process that is generally consistent, but which can be molded to the unique character of each area. Further details about creating a consistent Small Area Plan framework can be found in Goal 4 of the Land Use, Urban Form, and Historic & Cultural Preservation chapter. Once these elements are in place, the community will develop Small Area Plans for prioritizing and implementing proposed planning strategies and civic improvements in these areas. The resulting



Small Area Plans will provide the basis for future planning, urban design, and investment decisions.

The descriptions below update current efforts to address these issues and also highlight some of the issues that members of the public identified in these areas.

The Small Area Planning process is intended to examine these areas anew and holistically, with the full engagement of the public, elected and appointed officials and planning professionals. The Comprehensive Plan identifies a number of Small Area Plans but acknowledges that not all can be addressed in the short term.

The resulting Small Area Plans will provide the basis for future planning, urban design, investment decisions, and possible changes

to zoning and the future land use plan. These plans will then be appended to the Comprehensive Plan and reviewed for possible changes every five years. Each Small Area Plan should be also coordinated within a city-wide map and “multi-modal system framework plan” as required by the Institute of Transportation Engineers (ITE) guidebook, “Designing Walkable Urban Thoroughfares: A Context Sensitive Approach” (Transportation Objective 2.5) and the Virginia Department of Rail and Public Transportation (DRPT) “Multimodal System Design Guidelines,” as they are developed.

Details about Proposed Small Area Plan Areas

Listed in alphabetical order.

- Belmont-Carlton: The neighborhood has experienced change in commercial uses in recent years, with both positive and negative impacts. Given the potential for increased residential and mixed-use development intensity, this area should be a focus of study.
- Emmet Street south of the 250 Bypass: The Emmet Street area north of the 250 bypass was studied in the Hydraulic-29 Small Area Plan. Given the potential for future changes south of the bypass, a separate Small Area Plan should be considered.
- High Street/Martha Jefferson Area: The relocation of Martha Jefferson Hospital is responsible for the new and transitional uses that are developing for both the former hospital as well as other properties in this neighborhood and differ from the vision created in previous plans. This area has been identified for study to include the Little High neighborhood and the area extending from High Street to River Road to evaluate the most appropriate urban design solutions for continued residential uses and economic development, particularly given the updated Future Land Use vision.
- Jefferson Park Avenue/Fontaine: The appropriateness of the Fontaine Neighborhood Commercial is one area that has been identified as needing further study in previous Comprehensive Plans. Given the potential for increased development intensity in this corridor, a Small Area Plan should take a more holistic approach to this area.
- River Road Area: The River Road area is currently dominated by light industrial and commercial uses, in addition to significant areas of sensitive waterfront land. UVA Architecture School held a charrette process to begin examining this area and a future Small Area Plan should provide more detailed study of the potential for an increased mix of uses, to include protection for water resources.
- Rose Hill/Preston/Harris Area:
 - » Rose Hill: The 2001, 2007, and 2013 Comprehensive Plans recognized that there may be incompatible land uses and zoning in the Rose Hill Neighborhood. Given the potential for changing uses within current industrial and corridor areas, a Rose Hill Small Area Plan combined with study of Preston Avenue and the Harris/McIntire Corridor may help to address these issues.
 - » Preston Avenue: The 2001 Comprehensive Plan suggested this area as a mixed-use corridor with a focus on high tech uses, and the 2013 plan suggested that an updated review of this area would determine uses appropriate to current conditions and opportunities as well as the need for improved urban design.
 - » McIntire/Harris/Allied: Given for potential for changing uses within current industrial and corridor areas, this industrial and mixed-use area should be included in any Small Area Planning related to Rose Hill and Preston.
- Woolen Mills: The 2001, 2007, and 2013 Comprehensive Plans recognized planning challenges in the Woolen Mills Neighborhood that result from the adjacency of residential and industrial zoned areas. Staff proposed to the University of Virginia that the resources of the Architecture School be focused on this area to start the process. During the fall 2012 semester, PLAC 4010, a neighborhood planning workshop, examined the neighborhood's history and land-use and in January 2013 the full school conducted a weeklong design exercise focused on both sides of the Rivanna River. Staff and the Planning Commission will utilize, as appropriate, both of those efforts as points of departure to work with the neighborhood in the development of a Small Area Plan that can address the tension between the low-density residential uses in the north of the neighborhood and the industrial uses in the south, as well as potential future changes to a greater mix of uses on some industrial sites as well as potential increasing residential intensity.

Master Transportation Plan – Priority Projects

City of Charlottesville Master Transportation Plan

The current City of Charlottesville Master Transportation Plan is made up of several individual planning efforts that, together, identify a vision for the future of transportation in Charlottesville.

You can view the full Transportation Narrative and Master Transportation Plan [here](#).

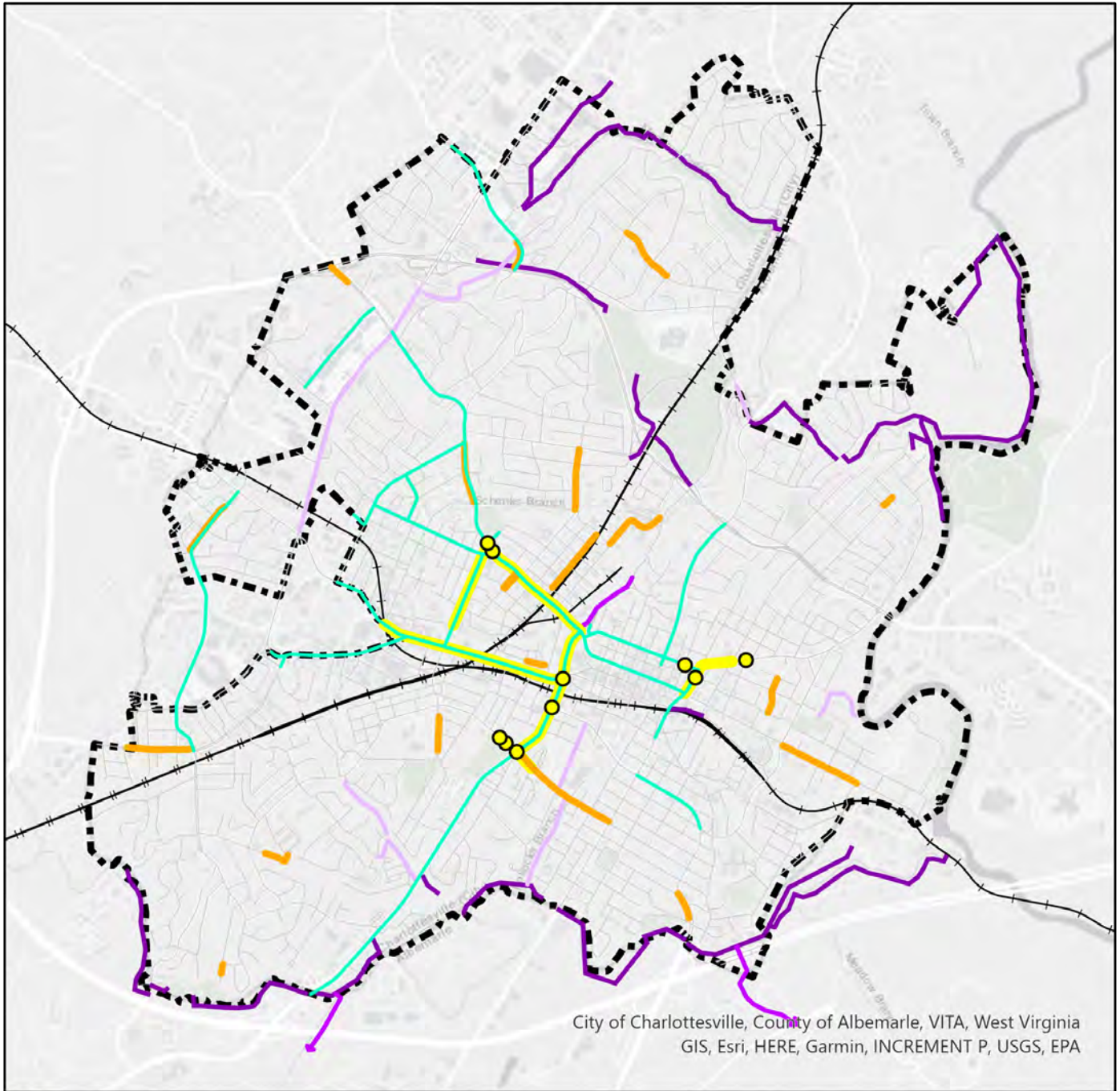
Plans that comprise the Master Transportation Plan include the 2016 [Streets that Work Plan](#), 2015 [Bicycle and Pedestrian Master Plan](#), and the [CAT Transit Development Plan](#), as well as the [ADA Transition Plan](#) and plans focused on smaller areas, such as [Safe Routes to School plans](#), the [5th/Ridge/McIntire Corridor Plan](#), [Cherry Avenue Small Area Plan](#), and the [Hydraulic Small Area Plan](#).








Priority Projects

The following map (Figure 11) displays priority projects from the Streets that Work Plan and Bicycle and Pedestrian Master Plan. The subsequent pages contain a full list of these priority projects. More information about specific projects can be found in the documents linked above.

These projects should be prioritized for implementation in the next 10 years. In addition to implementing these priority projects, development and redevelopment projects that include new streets must comply with design concepts outlined in the Streets that Work Plan and relevant Small Area Plans. All improvements made to public streets must be compliant with and support the plans listed above.

Figure 11 Transportation Master Plan Priority Projects



-  Charlottesville City Boundary
-  Streets That Work - Priority Corridors
-  Streets That Work - Priority Intersections
-  Bicycle Pedestrian Master Plan - Priority Bikeways
-  Bicycle Pedestrian Master Plan - Priority Sidewalk Projects
-  Bicycle Pedestrian Master Plan - High Priority Shared Paths
-  Bicycle Pedestrian Master Plan - Medium Priority Shared Paths
-  Bicycle Pedestrian Master Plan - Lower Priority Shared Paths

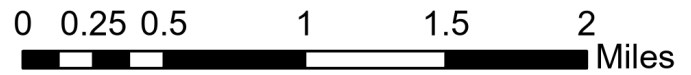


Table 5 Priority Sidewalk Projects by Neighborhood
From the *Bicycle and Pedestrian Master Plan*

N'hood	Street	Sidewalk Location	Start	End	Cost Estimate	Status Update
Barracks Road	Barracks Road	SW	Existing	250/29 Bypass	\$116,600	Delayed due to COVID.
Venable	Preston Ave	South	Rugby Rd	Madison Ave	\$176,000	Topographic Survey Completed 2021
Lewis Mountain	Alderman Road	NW	Kent Rd	Morris Rd	\$277,200	Topographic Survey Completed
The Meadows	Hydraulic Road	West	Dominion Power	250 Bypass	\$115,500	Small Area Plan completed. Smart Scale grant submitted. Not awarded.
Barracks/Rugby	Rose Hill Drive	West	Rugby Ave	Madison Ave	\$323,400	Delayed due to COVID. Design 95%. ROW acquisition near complete. Anticipate advertisement for construction in 2021.
Greenbrier	Kenwood Lane	South	Yorktown Dr	M'brook Hgts	\$203,500	Field review completed. Need survey.
Locust Grove	St. Clair Avenue	NW	Peartree Ln	Smith St	\$61,600	Delayed due to COVID.
Rose Hill	Albemarle Street	Both	Dale Ave	Rivanna Ave	\$286,000	Field review completed. Need survey.
10th & Page	9th Street NW	Both	West St	Preston Ave	\$99,000	Field review completed. Need survey.
Starr Hill	Commerce St	South	6th St	Existing	\$92,400	Field Review completed. Need survey.
North Downtown	Harris Street	Both	Rivanna Ave	McIntire Rd	\$338,800	Delayed due to COVID. Advertised for Construction 2021-22.
Martha Jefferson	12th Street NE	West	E Jefferson St	Meriwether St	\$189,200	Field review completed. Need survey.
Woolen Mills	Market Street	Both	Franklin Ave	Meade Ave	\$308,000	Field review completed. Need survey.
Belmont-Carlton	Monticello Avenue	West	Quarry Rd	Druid Ave	\$176,000	Delayed due to COVID.
Ridge Street	Elliott Avenue	North	Ridge St	Avon St	\$290,400	Delayed due to COVID. 95% Design Completed. Entering ROW phase.
Fifeville	9th Street SW	East	Elm St	Existing	\$167,200	Field review completed. Need survey.
Johnson Village	Cleveland Avenue	North	Existing	Ranier Rd	\$148,500	Desktop review complete. Need field review.
Fry's Spring	Azalea Drive	Both	Existing	Harris Rd	\$59,400	Field review completed. Need survey.
Jefferson Park Avenue	Fontaine Avenue	North	Summit St	JPA	\$195,800	Design underway. Funded by Smart Scale. Anticipate construction in FY23.

Table 6 Top 20 Bikeway Projects
From the *Bicycle and Pedestrian Master Plan*

Project Rank	Project Name and Location	Facility Type	Cost Estimate (planning level, from Bike-Ped Plan)	Status Update
1	Jefferson Park Avenue – At Emmet St	Bicycle Lanes	\$1,040	Completed (2015)
2	West Main Street	Separated Bicycle Lanes*	\$1,172,570	Design underway. Phases 1-3 are funded with a combination of Revenue Sharing, Smart Scale, and local CIP.
3	University Avenue	Shared Roadway	\$8,620	Pavement Marking Plan completed (2019). Installation to be coordinated with repaving.
4	Ridge McIntire Road	Bicycle Lanes	\$20,010	Ridge St. Corridor Study (Feb. 2019). SmartScale funding Awarded.
5	East/West High Street	Climbing Bicycle Lane	\$17,510	Pavement Marking Plan completed (2019). Installation to be coordinated with repaving.
6	Grady Avenue	Shared Roadway	\$11,830	Pavement Marking Plan completed (2019). Installation to be coordinated with repaving.
7	Jefferson Park Avenue – W Main St to Emmet St	Bicycle Lanes	\$30,220	UVA Completed Planning Study (2017). Pavement Marking Plan Completed (2018). Installation to be coordinated with repaving.
8	Preston Avenue / Barracks Road	Climbing Bicycle Lane	\$47,120	Pavement Marking Plan completed. Repaving Scheduled for 2022.
9	Park Street	Shared Roadway	\$14,360	Completed (2016)
10	West Market Street	Climbing Bicycle Lane	\$18,740	Completed (2018)
11	Alderman Road	Shared Roadway	\$33,630	Climbing lanes installed (2015)
12	Preston Avenue	Separated Bicycle Lanes	\$1,168,500	Design needed.
13	Monticello Avenue – Avon St to Carlton Rd	Climbing Bicycle Lane	\$12,760	100% Design. Completed with repaving (2020). Gap between 6th and Avon remains.
14	Millmont Street	Bicycle Lanes	\$25,260	Completed (2018)
15	10th Street NW	Climbing Bicycle Lane	\$26,600	Limited R/W and parking removal needed. Consider signing alternate route.
16	Hydraulic Road	Separated Bicycle Lanes	\$1,214,250	Small Area Plan completed (2018). Smart Scale application submitted. Not funded.
17	9th Street NE/SE	Separated Bicycle Lanes	\$91,410	Design for Belmont Bridge/Smart Scale projects in process. Construction underway 2021
18	5th Street SW	Separated Bicycle Lanes	\$478,290	Ridge St. Corridor Study (Feb. 2019) explored feasibility of separated facilities.
19	Rugby Road	Bicycle Lanes	\$35,370	Survey/Design Needed
20	Ridge Street	Bicycle Lanes	\$14,080	Ridge St. Corridor Study (Feb. 2019). Submitted Round 4 Smart Scale grant application

* Physically separated bike lanes not feasible due to space constraints (per West Main Street Master Plan)

Table 7 Trail Projects
From the *Bicycle and Pedestrian Master Plan*

Project Location	Facility Type	Priority Level	Status Update
250 Bypass Trail	Multi Use Path	Near-term	Phase 1 - Hydraulic to Dairy Bridge completed. McIntire railroad bridge and connection to McIntire interchange completed (2019).
Rivanna River	Multi Use Path	Near-term	Working on property acquisitions to extend further upstream. New easement and trail at VFW to improve connection to River Rd
Moore's Creek (Upper)	Multi Use Path	Near-term	Working on property acquisitions and trail plan near Wegman's with TJPDC grant
Meadow Creek (Pen Park)	Multi Use Path	Near-term	Developer constructed bridge in 2019, City working to build section from Pen Park to Rio Road
Meadow Creek	Culvert Trail	Near-term	Culvert trail design under review. Working to finalize acquisition of land in 250/hydraulic triangle
Riverview to Pantops	Bridge over Rivanna River	Near-term	PDC working with VDOT to evaluate feasibility of connection.
Interstate 64 near Route 20	Tunnel	Midterm	Discussed possibility of planning grant with VDOT. Not funded.
Greenbrier Railroad	Tunnel	Midterm	Preliminary Engineering and exploration underway.
Emmet Street	Multi Use Path	Midterm	Design underway (Ivy to Arlington). Anticipate construction in FY22/23.
Moore's Creek (Lower)	Multi Use Path	Midterm	To be updated.
Schenk's Greenway	Multi Use Path	Midterm	Unfunded. Design needed. Coordination with RWSA project.
Melbourne Road	Multi Use Path	Midterm	Pavement Marking Plan completed (2019). Installation to be coordinated with repaving.
Darden Towe to Pen Park	Bridge over Rivanna River	Long term	To be updated.
Rock Creek	Trail	Long term	To be updated.
Lodge Creek	Trail	Long term	To be updated.
Pollock's Branch	Trail	Long term	To be updated.

Table 8 Top 10 Priority Corridors
From the *Streets that Work Plan*

Rank	Street name	Extent	Cost Estimate (2017)	Status Update
1	Elliott Ave	Ridge St to Burnet St	\$1.3 M	To be updated.
2	9 th Street NE	E Market St to E High St	\$5.6 M	To be updated.
3	Ridge McIntire Road	W Main St to Preston Ave	\$1,650,800	To be updated.
4	Preston Avenue	Harris St to McIntire Rd	\$5,777,800	To be updated.
5	Preston Avenue	10 th St NW to Harris St	\$7,222,250	To be updated.
6	W Main St	14 th St NW to Ridge McIntire Rd	\$30 Million	To be updated.
7	E High St	Lexington Ave to 9 th St NE	\$5.6 Million	To be updated.
8	10 th St NW	Wertland St to Preston Ave	\$8,873,050	To be updated.
9	Ridge Street	W Main St to Dice St	\$4,127,000	To be updated.
10	E High St	Lexington to Locust Ave	\$5.6 Million	To be updated.

Table 9 Top 10 Priority Intersections
From the *Streets that Work Plan*

Rank	Intersection	Issue	Cost Estimate (2017)	Status Update
1	Grady Ave & Preston Ave	Intersection	Major improvements: \$5-6 M. \$187,000 (BPSP*)	To be updated.
2	5th St SW & Elliott Ave	Intersection	Major improvements: \$5-6 M. \$220,000 (BPSP)	To be updated.
3	Ridge St & Monticello Ave	Intersection	\$176,000 (BPSP)	To be updated.
4	10th St NW & Preston Ave	Bike/Ped Hot Spot	Major improvements: \$5-6 M. \$187,000 (BPSP)	To be updated.
5	E Jefferson St and 9th St NE	Bike/Ped Hot Spot	\$5.6 M	To be updated.
6	Cherry Ave (Mid-Block between 5th St SW and Ridge St)	Intersection	Update needed	To be updated.
7	Ridge St & W Main St	Bike/Ped Hot Spot	Included as part of W. Main Streetscape Above	To be updated.
8	11th St NE & E High St	Bike/Ped Hot Spot	\$65,000	To be updated.
9	Cherry Ave & 5th St SW	Intersection	Update needed	To be updated.
10	E High St & 8th St NE	Bike/Ped Hot Spot	\$65,000	To be updated.

* Bicycle and Pedestrian Safety Project (BPSP) is funded through the Highway Safety Improvement Program