

Guiding Principles

<p>Equity & Opportunity: All people will be able to thrive in Charlottesville.</p>	<p><i>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.</i></p> <p><i>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.</i></p>
<p>Community Culture & Unity: Charlottesville's rich and diverse culture, history, and form will be celebrated, and the entire community will feel welcomed, valued, and respected.</p>	<p><i>The City will protect, celebrate, and enhance the people and places that have added to the uniqueness and cultural diversity of the community.</i></p>
<p>Local & Regional Collaboration: From the neighborhood to the region, open conversations and partnerships will make the city stronger.</p>	<p><i>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.</i></p>
<p>Environmental Stewardship & Sustainability: The Charlottesville community will demonstrate environmental and climate leadership.</p>	<p><i>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.</i></p>
<p>Connections & Access: The City will consider land use and transportation in complementary ways, creating more accessible and safer mobility options for all.</p>	<p><i>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.</i></p>

Acronyms used in the Implementation Tables
BAR: Board of Architectural Review
BPSP: Bicycle and Pedestrian Safety Project
BPAC: Bicycle & Pedestrian Advisory Committee
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 City Council/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

All Priority Strategies

Priority Area	Topic	All Priority Strategies		Measure(s) of Progress / Indicators Note: Where possible, quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.)	Timeline (Years)				Implementation Lead and Support	Source(s)
					Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
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	Affordable Housing Plan, 2021
	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	Affordable Housing Plan, 2021
	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.	# 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	2018 draft Historic Preservation and Urban Design chapter, New
	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	Affordable Housing Plan, 2021
	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	New/ongoing
	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.	% 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	Affordable Housing Plan, 2021
	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.	Annual reports related to development, population projections, and infrastructure capacity.	X				CMO, City Council, NDS, Public Works, Utilities, CCS	2018 draft Facilities chapter, New
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.	% 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	Affordable Housing Plan, 2021

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					Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
	Housing	Strategy 3.1	Support the provision of adequate emergency shelter locations and beds for unhoused community members seeking safe shelter.	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	Staff - new
	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.	Annual reporting, with a focus on the Priority Strategies			X		NDS, Public Works, CAT, OED, City Council	New
	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.	% 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	2018 draft Transportation chapter, New
	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 and educational 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.	% 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	New
	Economic Prosperity & Opportunity	Strategy 2.1	In partnership with ongoing regional efforts, implement business recovery strategies to address impacts from COVID-19.	Progress on regional implementation	X				CMO, OED, City Council	New
	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.	Summary of efforts, including quantification of numbers of new job opportunities created and number of new jobs filled.			X		OED, CVPED, Albemarle County	New

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					Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
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	New
	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 Progress toward meeting the City's established greenhouse gas reduction goals of 45% below 2011 levels by 2030 and carbon neutrality by 2050			X		CMO, Public Works, NDS, OED, CAT, UTS, JAUNT, TJPDC/MPO.	CAP process
	Environment, Climate, and Food Equity	Strategy 2.1	Prepare a climate hazard risk assessment.	Completion of climate hazard risk assessment			X		Public Works	CAP process
	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	New
	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	2018 draft Facilities chapter
Make it safer, easier, and more desirable to walk, ride a bicycle, utilize public transportation, or use other non-single-occupancy 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.	# 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	2018 draft Transportation chapter

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					Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
	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.	# 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	2018 draft Transportation chapter
	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.	Summary of updates to City regulations; documentation of implementation achievements	X				NDS, Planning Commission, City Council	2018 draft Transportation chapter, New
	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.	Description of improvement activities by neighborhood	Ongoing, as transit planning occurs.				CAT, NDS	New
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.	Adoption of Rivanna River Corridor Plan Funding for implementation actions (goal: increase)			X		City Council, TJPDC, Albemarle County, NDS, Parks & Recreation, Public Works	2018 draft Environment chapter, New
	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.	% pervious surfaces by Neighborhood Planning Area (goal: increase)	X				Public Works, Parks & Recreation	2018 draft Environment chapter
	Environment, Climate, and Food Equity	Strategy 6.1	Monitor, protect, and expand the urban tree canopy cover both at citywide and neighborhood levels.	% 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	2018 draft Environment chapter
	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.	% parkland serving cross-functional services (goal: increase) % of population within 1/4 mile of public parks (goal: increase)	X				Parks & Recreation, City Council	2018 draft Facilities chapter

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					Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
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.	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	Staff - new
	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.	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	Staff - new
	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.	Identification of Staff - new Community Engagement lead(s)			X		CMO, NDS, Communications Department	New

Land Use, Urban Form, and Historic and Cultural Preservation Chapter

Land Use, Urban Form, and Historic and Cultural Preservation Goals	Strategies	Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
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.	Strategy 1.1	Develop a framework for the Zoning Ordinance rewrite.			X			NDS, Planning Commission	New
	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.	X			X		NDS, Planning Commission	New
	Strategy 1.3	Implement zoning changes needed to support the creation of more housing, including affordable housing opportunities, throughout the city.	X			X		NDS, Planning Commission, OED, CMO, Charlottesville Affordable Housing Fund (CAHF, described further in the Housing chapter)	Affordable Housing Plan, 2021
	Strategy 1.4	Revise 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.	X						Affordable Housing Plan, 2021
	Strategy 1.4	Inclusionary Zoning policy completion			X			NDS, Planning Commission, CMO	
	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.	Summary of potential positive and negative impacts			X		OED, NDS, Planning Commission	New
	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.	Campaign launched			X		NDS, Planning Commission, City Council	Affordable Housing Plan, 2021
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.	Strategy 1.7	Revise development review approval processes to limit and focus discretionary control and reduce approval times.							Affordable Housing Plan, 2021
	Strategy 1.7	Average site development plan review times (# days)				X		NDS, Planning Commission, City Council	
	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.	% population within walking and biking distance (1/4 mile) to parks, transit, schools, food access locations (including affordable food markets and urban agriculture space), and employment centers (goal: increase) Approved funding (\$) to support implementation Annual evaluation of how well the past year's development projects supported the FLUM vision		X			Public Works, Parks & Recreation, NDS	2018 draft Land Use chapter, 2018 draft Historic Preservation and Urban Design chapter, Food Justice Network, New
	Strategy 2.2	Evaluate the potential positive and negative impact of proposed development on existing affordable housing and vulnerable communities at risk of displacement.	Development of Equity Analysis tool or series of metrics for evaluation			X		City Manager's Office (CMO), NDS	2018 draft Housing chapter, New
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.	# 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			X	NDS, Planning Commission, CMO, Board of Architectural Review (BAR)	2018 draft Historic Preservation and Urban Design chapter, New	
Strategy 2.4	Support the designation of the entire city as an Urban Development Area (UDA).	# grants submitted under UDA designation (goal: maintain or increase)			X		NDS, Planning Commission	Staff - new	

Land Use, Urban Form, and Historic and Cultural Preservation Chapter

Land Use, Urban Form, and Historic and Cultural Preservation Goals	Strategies	Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
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.	Strategy 3.1	Utilize context-sensitive planning tools to maintain and enhance the distinct identities of Charlottesville's neighborhoods and corridors.	# historic properties that adapt to allow a greater intensity of use	X				BAR, NDS	New
	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.	Completion of review every 5 years # revitalization tax credit projects (goal: increase)				X	NDS, BAR, Planning Commission	2018 draft Historic Preservation and Urban Design chapter, New
	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.	# underutilized properties, including historic properties, brought into productive and sustainable uses (goal: increase)			X		NDS, Planning Commission, City Council, CMO, local non-profits and organizations	2018 draft Historic Preservation and Urban Design chapter
	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.	# historic properties with energy efficiency improvements (goal: increase)	X				NDS, BAR, Entrance Corridor Review Board (ERB), Public Works	2018 draft Historic Preservation and Urban Design chapter
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.	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.	Template completed		X			NDS, Planning Commission, CMO	2018 draft Land Use chapter, 2018 draft Historic Preservation and Urban Design chapter, New
	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.	# SAP projects prioritized for implementation and completed (goal: increase)			X		CMO, NDS, All Departments	2018 draft Land Use chapter
	Strategy 4.3	Consider the development of additional Small Area Plans and other ways to plan at smaller scales throughout the city.	# SAPs with funding identified (goal: maintain or increase)			X		Planning Commission, NDS	2018 draft Land Use chapter
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.	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.	Annual summary of coordination activities	X				NDS, City Council, Planning Commission, BAR, ERB	
	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.	Resolution of potential zoning changes in the Urban Ring similar to City zoning changes	X				NDS, Planning Commission, Albemarle County	
	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.	Annual summary of coordination activities	X				NDS, City Council, UVA, Albemarle County, Planning Commission, LUEPC	

Land Use, Urban Form, and Historic and Cultural Preservation Chapter

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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.	Strategy 6.1	Encourage urban design standards that achieve the goals of this plan and are appropriate to the Charlottesville community context.	Annual summary of ways that development and redevelopment projects responded to the Comp. Plan's urban design principles		X				NDS, Planning Commission, BAR	2018 draft Transportation chapter, 2018 draft Environment chapter, New
	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.	Annual summary of BAR activities		X				NDS	2018 draft Historic Preservation and Urban Design chapter
	Strategy 6.3	Update outdoor lighting standards to ensure that streets, sidewalks, crosswalks, and public spaces are lit safely and efficiently.	Updated standards				X		NDS, Public Works, BAR, PLACE Committee, Entrance Corridor Review Board (ERB), BPAC	BAR, 2021
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.	Strategy 7.1	Within Entrance Corridors, encourage placemaking elements and look for opportunities to support community-centered destinations.	# placemaking improvements within Entrance Corridors (goal: increase)		X				NDS, ERB, Parks & Recreation, Public Works	2018 draft Historic Preservation and Urban Design chapter
	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.	Annual summary of development activities within adjacent EC		X				NDS, ERB, BAR, Parks & Recreation, Public Works	2018 draft Historic Preservation and Urban Design chapter
	Strategy 7.3	In coordination with relevant neighborhoods, consider the designation of additional streets as Entrance Corridor districts.	Summary of activities				X		NDS, CMO, ERB, City Council, Neighborhood Associations	2018 draft Historic Preservation and Urban Design chapter
	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.	Summary of activities				X		CMO, NDS, ERB, BAR	2018 draft Historic Preservation and Urban Design chapter
	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.	Summary of activities		X				NDS, ERB, Albemarle County	2018 draft Historic Preservation and Urban Design chapter
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.	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.	# of historic and cultural interpretation markers, events, and other activities (goal: maintain or increase)		X				NDS, Historic Resources Committee, Public Works, City Council	2018 draft Historic Preservation and Urban Design chapter, Staff - new
	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.	# public art installations, # of neighborhoods with public art installations (goal: maintain or increase)		X				Parks & Recreation, Public Works, Neighborhood Associations	2018 draft Historic Preservation and Urban Design chapter

Land Use, Urban Form, and Historic and Cultural Preservation Chapter

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					Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
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.	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.	# properties surveyed		X				NDS, CMO	2018 draft Historic Preservation and Urban Design chapter
	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.	# development projects which include archaeological studies within historic areas (goal: increase)		X				NDS	2018 draft Historic Preservation and Urban Design chapter
	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.	# of surveys for City-owned properties and resources. (goal: maintain or increase) # of surveys for privately held properties and resources that have historical significance to the community. (goal: maintain or increase)		X				NDS, BAR	2018 draft Historic Preservation and Urban Design chapter
	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.	Completion of Study and Management Plan			X			NDS	2018 draft Historic Preservation and Urban Design chapter
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.	Strategy 10.1	Refine and continue implementing the strategy for communicating with residents in historic districts and individually-protected properties.	# property owner notifications sent (goal: maintain or increase)		X				NDS	2018 draft Historic Preservation and Urban Design chapter
	Strategy 10.2	Support education and communication efforts of local and regional historic resource and preservation advocates.	Summary of activities		X				NDS, Historic Resources Committee	2018 draft Historic Preservation and Urban Design chapter
	Strategy 10.3	Continue to support participation of Staff - new, as well as elected and appointed officials, in regional and statewide preservation and design educational opportunities.	Summary of activities		X				CMO, NDS, BAR, City Council	2018 draft Historic Preservation and Urban Design chapter
	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.	Summary of activities		X				NDS, BAR, Parks & Recreation	2018 draft Historic Preservation and Urban Design chapter

Land Use, Urban Form, and Historic and Cultural Preservation Chapter

Land Use, Urban Form, and Historic and Cultural Preservation Goals	Strategies	Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
Goal 11. Historic Resource Protection: Provide effective protection of Charlottesville's historic resources, including through recognition and incentives.	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.		X				NDS	2018 draft Historic Preservation and Urban Design chapter
	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.		X				NDS, BAR	2018 draft Historic Preservation and Urban Design chapter
	Strategy 11.3	Consider amending the existing ordinance to address protection of archaeological resources.				X		NDS, BAR, City Council, City Attorney's Office	2018 draft Historic Preservation and Urban Design chapter
	Strategy 11.4	Consider and discuss the effects of decisions by all public decision-making bodies on historic resources.		X				NDS, CMO, Public Works, Parks & Recreation, City Council	2018 draft Historic Preservation and Urban Design chapter
	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.	Program implemented # students receiving instruction in this area		X			NDS, BAR, PVCC, CATEC	New
	Strategy 11.6	Maintain on City Staff - new 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 - new efforts to seek annual, matching-fund grants that contribute to the implementation of this chapter.			X			City Council, NDS, BAR	2018 draft Historic Preservation and Urban Design chapter
	Strategy 11.7	Pursue National Register and Virginia Landmarks Register status for all future, local historic districts (and vice versa).	% of National and Virginia Landmarks Register properties in the City that have local historic designation (goal: maintain or increase) % of locally-designated historic properties or districts that have national or state designation (goal: maintain or increase)		X			NDS, BAR	2018 draft Historic Preservation and Urban Design chapter
	Strategy 11.8	Continue the Entrance 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.	Program implemented		X			NDS, BAR, ERB	2018 draft Historic Preservation and Urban Design chapter

Housing Chapter

Note: The Housing Advisory Committee mechanisms for implementation of the 2021 Affordable Housing Plan should also be tracked on an annual basis.

Housing Goals	Strategies	Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
Goal 1. Funding Commitments: Establish and sustain a funding commitment to address affordable housing needs, tied to requirements to address community goals.	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	X			City Manager's Office (CMO), Council	Affordable Housing Plan, 2021
	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.	% 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	X			CMO, Charlottesville Affordable Housing Fund (CAHF) Committee, Council	Affordable Housing Plan, 2021
	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 towards housing goals.	Metrics on program funding, capacity, and impacts to create accountability and measure progress towards housing goals.				3-4 years, to establish mechanisms to collect, interpret, and communicate data on housing spending and impacts thereof	CMO, Council	Affordable Housing Plan, 2021
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.	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.	Continuum of housing options available in the city as a whole and in each Neighborhood Planning Area (goal: increase number of options) # of new units in the city (goal: increase) % of units affordable to households at different income levels (goal: increase at all levels)		X			Neighborhood Development Services (NDS), Planning Commission, CMO	2018 draft Housing chapter
	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.	% of population living within ¼ mile (walkable traveling distance) of a transit stop (goal: increase) % of population living within ½ mile (walkable traveling distance) of a job center (goal: increase) % of population living within ¾ mile (walkable traveling distance) of support services (goal: increase)		X			NDS, Planning Commission, CMO	2018 draft Housing chapter
	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 & Recreational facilities, shopping destinations, and libraries with the goals of reducing family isolation, deconcentrating poverty, and enhancing neighborhood and school health, and economic mobility.	# housing units and % affordable at 30% AMI, 60% AMI, 80% AMI # housing units and % affordable at 30% AMI, 60% AMI, 80% AMI, within ¼ mile (traveling distance) of a transit stop # housing units and % affordable at 30% AMI, 60% AMI, 80% AMI, within ½ mile (traveling distance) of a job center		X			Human Services	2018 draft Housing chapter
	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.	Total city-wide residential vacancy rate (goal: 5% minimum) % vacancy rate for homeownership properties, rental properties, and other properties		X			CMO	2018 draft Housing chapter
	Strategy 2.5	Promote and retain the Design for Life C'ville program that provides a rebate of permit fees for incorporation of visit-ability and live-ability design features.	# households participating in program (goal: increase)		X			CMO	2018 draft Housing chapter
	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.	Report on progress		X			CMO, NDS, Public Works, Utilities, City Schools, Major Employers	2018 draft Transportation chapter
	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.	% of affordable housing developments/neighborhoods within 1/4 mile of a food access avenue (goal: increase) % of households within 1/4 mile of a healthy and affordable food access location (goal: increase) % of developments that include a Health Impact Assessment (HIA) to consider food access and development impacts in planning of affordable housing (goal: increase) # of square feet reserved for urban agriculture or other food access avenues by housing developers (goal: increase)				X	Planning Commission, NDS, Parks & Recreation, community partners	2018 draft Housing chapter
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.	Report on progress		X			BAR, Planning Commission	2018 draft Housing chapter	
Goal 3. Unhoused Community Members: Address, prevent, and end homelessness.	Strategy 3.1	Support the provision of adequate emergency shelter locations and beds for unhoused community members seeking safe shelter.	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 TIACH)	X	X			Human Services, Thomas Jefferson Area Coalition for the Homeless (TJACH), Salvation Army, People and Congregations Engaged in Ministry (PACEM), The Haven, and other local partners	Staff - new

Housing Chapter

Note: The Housing Advisory Committee mechanisms for implementation of the 2021 Affordable Housing Plan should also be tracked on an annual basis.

Housing Goals	Strategies	Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
	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.	# of unhoused community members who are provided housing through Region 10, TJACH, the City of Charlottesville, and other housing programs		X				Human Services, TJACH, The Haven, and other city and local partners	2018 draft Housing chapter
	Strategy 3.3 Support permanent supportive housing for persons with disabilities who are currently unhoused.	# people in permanent supportive housing		X				Human Services, Region 10, Virginia Supportive Housing, TJACH, and other city and local partners	2018 draft Housing chapter
	Strategy 3.4 Prevent homelessness through safety net supports, job training and placement, and social services to enable residents to maintain their housing.	# of unhoused community members who remain housed for three months after being provided safe, permanent shelter		X				Human Services, Region 10, The Haven, and other city and local partners	2018 draft Housing chapter
Goal 4. Energy and Water Efficiency: Increase the energy performance, water efficiency, and environmental sustainability of housing throughout the city.	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.	% households participating in program (goal: increase)				X		CMO, Public Works, NDS, community partners	2018 draft Housing chapter, Staff - new
	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.	# housing units within developments incorporating green/sustainable principles (goal: increase)		X				CMO, Public Works, NDS	2018 draft Housing chapter, Staff - new
	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.	% units of new multifamily within developments that participate in Green Building programs and incentives (goal: increase)		X				CMO, Public Works, NDS	2018 draft Housing chapter, Staff - new
	Strategy 4.4 Encourage solar-ready and EV-ready building standards in all new housing and extensive retrofit projects.	Integration of consideration of energy/water efficiency, solar-ready, and EV-ready standards into zoning approvals and affordable housing funding decisions.		X				CMO, Public Works, NDS	Staff - new

Housing Chapter

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Housing Goals	Strategies	Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
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.	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	New/ongoing
	Strategy 5.2	Redefine the role and membership of the Housing Advisory Committee (HAC), including guidelines to ensure a diverse and inclusive membership.	Guidelines completed			X		CMO, City Council	Affordable Housing Plan, 2021
	Strategy 5.3	Develop and implement an onboarding process for new HAC members.	Summary of activities			X		CMO, HAC	Affordable Housing Plan, 2021
	Strategy 5.4	Realign housing priorities, increase capacity, and empower Staff - new to be collaborative with advocates and responsive to community needs.	Summary of activities			X		CMO, City Council, NDS	Affordable Housing Plan, 2021
	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 - new recommended awardees.	CAHF-established allocation targets, production goals, and regular reporting for the use of CAHF funds.			X		CMO, City Council	Affordable Housing Plan, 2021
	Strategy 5.6	Establish clear, transparent, and competitive processes to award grants and loans for affordable housing.	# grant awards made and total dollars (\$) (goal: increase) # supported affordable units produced per year; average City funding and private funding (\$) per unit produced (goal: increase) # affordable units preserved; average City funding and private funding (\$) per unit preserved (goal: increase)				X	CMO, City Council, CAHF	Affordable Housing Plan, 2021
Goal 6. Tenants' Rights: Change local policy and advocate at the state level to expand the City's ability to support tenants' rights.	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.	% units under affordability periods of less than 30 years, % over 30 years (goal: increase)			X		CMO, City Council, Developers	Affordable Housing Plan, 2021
	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.	% tenants facing eviction who receive legal support services (goal: increase) # and % evictions prevented through these legal support services (goal: increase)			X		CAHF Committee, CMO, Council, partner organization(s)	Affordable Housing Plan, 2021
	Strategy 6.3	Advocate for enabling legislation to support just cause evictions and to make other changes to the state's eviction process.	Enabling legislation adopted			X		CMO, partner organization(s)	Affordable Housing Plan, 2021
	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.	Enabling legislation adopted			Begin advocacy in the near term (1-2 years)	Aim for implementation in longer term (within 3-5 years)	CMO, other Virginia jurisdictions, State representatives	Affordable Housing Plan, 2021
Goal 7. Subsidy Programs: Focus and align subsidy programs with community-defined priorities and make changes to increase the impact of public spending.	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.	Local and total subsidy (\$) per unit Length of affordability and affordability level (by %, 30%AMI, 50%AMI, 80%AMI, +) (goal: increase length) # 9% LIHTC projects funded (goal: at least 1 per year)			X		CAHF Committee, CMO, LIHTC Developers	Affordable Housing Plan, 2021
	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.	Local and total subsidy (\$) per unit		X			CMO, CAHF Committee, City Council, CRHA	Affordable Housing Plan, 2021
	Strategy 7.3	Dedicate funding to support the preservation of existing affordable housing in Charlottesville.	# of households served by all programs (goal: increase)				X (for acquisition fund)	CMO, funding administrator, CAHF Committee, City Council	Affordable Housing Plan, 2021
	Strategy 7.4	Continue to explore best practices and establish a land bank that provides land equity to develop affordable housing.	Progress report Land bank established				X	CMO	Affordable Housing Plan, 2021
	Strategy 7.5	Expand the provision and use of tenant subsidies for rental housing in all parts of the city.	# of households served by all programs (goal: increase)		X			CRHA, CMO, CAHF Committee, HAC	Affordable Housing Plan, 2021
	Strategy 7.6	Establish a permanent eviction prevention fund to provide emergency rental assistance to lower income households in crisis.	Fund established			X		CMO, Human Services, CAHF Committee, HAC, partner organizations	Affordable Housing Plan, 2021
	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.	# of households served by all programs (goal: increase)			X		CMO, Nonprofit partners, Private lenders and funders, CAHF Committee	Affordable Housing Plan, 2021
	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.	Program established or end goal supported in another way			X		CRHA, CMO	Affordable Housing Plan, 2021
	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.	# low-income households served by these programs (goal: increase) # units built by Neighborhood Planning Area				X	CMO; Nonprofit partners; Local lenders, employers, and regulators	Affordable Housing Plan, 2021
	Strategy 7.10	Partner with developers to build and renovate affordable single-family and "soft density" housing in existing neighborhoods.	Affordability level of units			X		CMO, Nonprofit partners, Private developers, CAHF committee	Affordable Housing Plan, 2021
	Strategy 7.11	Support and preserve homeownership by providing assistance to income-qualified owners to make necessary home repairs.	# of households served by all programs			X		CMO, Nonprofit providers, CAHF Committee	Affordable Housing Plan, 2021
	Strategy 7.12	Expand the provision of property tax relief to income-qualified homeowners.	Average amount of tax relief (\$) per unit and household served (goal: increase)			X		City Council, City Treasurer, City Commissioner of Revenue	Affordable Housing Plan, 2021
	Strategy 7.13	Partner with financial institutions and others to leverage CAHF money and increase private investment in affordable housing.	Local and total subsidy (\$) and % per unit (goal: decrease local % subsidy per unit)			X		CMO, Legal Department, City Council	Affordable Housing Plan, 2021

Housing Chapter

Note: The Housing Advisory Committee mechanisms for implementation of the 2021 Affordable Housing Plan should also be tracked on an annual basis.

Housing Goals	Strategies	Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
Goal 8. Collaboration: Coordinate local and regional housing goals.	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.	% 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	X				CMO, City Council, Albemarle County, UVA, TIPDC	Affordable Housing Plan, 2021
	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.	Summary of activities			X			CMO, City Council, Albemarle County	Affordable Housing Plan, 2021
	Strategy 8.3 Encourage UVA and other major employers, such as the City of 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.	Summary of activities			X			NDS, City Council, City Schools, CMO, OED, local employers	2018 draft Transportation chapter
	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.	% employees with access to DPA programs (goal: increase)				X		CMO, UVA, other large employers	Affordable Housing Plan, 2021

Transportation Chapter

Transportation Goals	Strategies	Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
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.	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.	# 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	X			NDS, Parks & Recreation, Public Works, BPAC, Private Sector	2018 draft Transportation chapter
	Strategy 1.2	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.	# of projects completed to incorporate universal design features (goal: increase)		X			NDS, BPAC, ADA Advisory Committee, Private Development	2018 draft Transportation chapter
	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.	# of projects completed to incorporate Safe Routes to School improvements (goal: increase) # of students receiving bicycle and pedestrian safety education	X	X			Public Works, BPAC, CCS, School Board	2018 draft Transportation chapter
	Strategy 1.4	Address traffic calming needs to create safer streets in collaboration with neighborhood residents and as part of the development process.	# traffic calming requests received and % studied (goal: increase % studied)		X			Public Works, BPAC	2018 draft Transportation chapter, New
	Strategy 1.5	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.	% projects providing temporary bicycle and pedestrian access, if applicable		X			Public Works	2018 draft Transportation chapter
	Strategy 1.6	Track and map fatalities and serious injuries on the city's streets and trails to identify areas of concern.	# of injuries and fatalities related to transportation, including bicycle and pedestrian injuries and fatalities (goal: decrease)		X			Neighborhood Development Services (NDS), Parks & Recreation, Public Works, Bicycle and Pedestrian Advisory Committee (BPAC), Police Department	Staff - new
	Strategy 1.7	Incorporate equity considerations and diverse public input opportunities into transportation planning and programs.	% of population with commercial and employment centers, grocery stores/food access locations and urban agricultural space, transit routes, schools, and parks with pedestrian and bicycle connectivity within ¼ mile (goal: increase)				X	NDS, Public Works, BPAC	New
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.	Strategy 2.1	Update City regulations (including zoning), to incorporate design techniques that incentivize urban scale and walkable communities in all areas of the city.	Summary of updates to City regulations; documentation of implementation achievements	X	X			NDS, Planning Commission, City Council	2018 draft Transportation chapter, New
	Strategy 2.2	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. 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.	% development or redevelopment projects or City roadway projects that minimize curb cuts (goal: increase) # bicycle parking locations within the public right-of-way (goal: increase) # bicycle parking locations included with development projects (goal: increase)		X			NDS, Public Works, CAT, OED, City Council, Private Development	2018 draft Transportation chapter
	Strategy 2.3	Provide technical assistance and education to support the incorporation of the transportation vision and goals into all City efforts.	Annual reporting, with a focus on the Priority Strategies	X			X	NDS, Public Works, CAT, OED, City Council	New
	Strategy 2.4	Summary of technical assistance activities			X			NDS, Public Works	New
Goal 3. Efficient Mobility and Access: Maintain a safe and efficient transportation system to provide mobility and access.	Strategy 3.1	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.	Summary of use of these techniques		X			NDS, Public Works, Fire Marshall, BPAC	2018 draft Transportation chapter, Staff - new, New

Transportation Chapter

Transportation Goals	Strategies		Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
					Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
	Strategy 3.2	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.	Summary of use of these techniques		X				Public Works	2018 draft Transportation chapter
	Strategy 3.3	Minimize the effects of congestion on local residents, commuters, and the movement of goods and services.	Summary of activities focused on this strategy # shared mobility hot spots and usage by neighborhood (goal: increase or maintain)		X				Public Works, Economic Development	2018 draft Transportation chapter
	Strategy 3.4	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.	% community within 5-minute walk of a shared mobility hot spot (goal: increase)		X				Public Works, CAT, UVA	2018 draft Transportation chapter
	Strategy 3.5	Promote pedestrian and bicyclist safety and convenience by reviewing crossing distances and facilities, adjusting signal timing, optimizing speed limits, and reconfiguring lanes (where appropriate).	# road miles identified for speed reduction or other safety improvements % receiving improvements (goal: increase)		X				Public Works, BPAC	2018 draft Transportation chapter
	Strategy 3.6	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.	% lane miles with wayfinding signage (goal: increase)				X		Public Works, BPAC	New
	Strategy 3.7	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.	Summary of activities focused on this strategy		X				Public Works, BPAC, UVA	2018 draft Transportation chapter
	Strategy 4.1	Review completed parking studies and evaluate/prioritize strategies for implementation throughout the city.	Summary of strategies completed				X		Parking Advisory Panel, OED, Public Works, BPAC	2018 draft Transportation chapter, New
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.	Strategy 4.2	Examine the potential for phasing out minimum parking requirements, particularly in locations where sufficient transit service and bicycle and pedestrian facilities are in place.	# development projects with reduced parking requirements (and # parking spaces reduced) (goal: increase)		X				NDS, OED, Public Works	2018 draft Transportation chapter
	Strategy 4.3	Examine investment in municipal, shared parking facilities in strategic locations to foster more efficient land use and reduce surface parking.	# City-owned or co-owned parking spaces converted to shared parking (goal: increase)		X				OED, City Council, BPAC	2018 draft Transportation chapter
	Strategy 4.4	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.	Summary of activities focused on this strategy		X				TJPD, CAT, OED, City Council, BPAC	2018 draft Transportation chapter

Transportation Chapter

Transportation Goals	Strategies	Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
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.	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.	X		X			CAT, TJPDC Regional Transit Partnership (RTP), NDS, Planning Commission	2018 draft Transportation chapter, New
	Strategy 5.2	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.		X				CAT, Charlottesville Department of Social Services (CDSS), OED	2018 draft Transportation chapter, New
	Strategy 5.3	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.			X			CAT, Public Works	2018 draft Transportation chapter
	Strategy 5.4	Explore innovative approaches, including partnerships with employers and businesses, to increasing ridership of public transit, especially for first time riders.			X			RideShare, Public Works, CAT	2018 draft Transportation chapter
	Strategy 5.5	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.				X		CAT, NDS	2018 draft Transportation chapter
	Strategy 5.6	Increase public input opportunities related to transit planning and review.			Ongoing, as transit planning occurs.			CAT, NDS	New
	Strategy 5.7	Identify locations along bus routes needing additional bus stops, connectivity via walking/biking, and safer crossings, particularly near schools, parks, and other amenities.	Description of improvement activities by neighborhood	X	Ongoing, as transit planning occurs.			CAT, NDS	New
Goal 6. Regional Transportation: Continue to work with appropriate governing bodies to create a robust regional multimodal transportation network.	Strategy 6.1	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.				X		CAT, TJPDC, RTP, OED, NDS, City Council, Public Works	2015 Nelson Nygaard Comprehensive Parking Study
	Strategy 6.2	Actively work with partners to plan for and improve regional connectivity for bicycle, pedestrian, and transit travel.		X				VDOT, Department of Rail & Public Transportation (DRPT), TJPDC and the Regional Transit Partnership (RTP), Albemarle County, JAUNT, UVA, NDS, City Council, Public Works, CAT, Monticello Foundation, BPAC	2018 draft Transportation chapter
	Strategy 6.3	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.	Review of origin-destination data and bicycle and pedestrian counts		X			TJPDC/MPO, Public Works, VDOT	2018 draft Transportation chapter
	Strategy 6.4	Support and expand Amtrak rail service in Charlottesville.	Summary of services available to Charlottesville, including frequency		X			OED, Public Works, TJPDC, DPRT, Amtrak	2018 draft Transportation chapter, Staff - new
	Strategy 6.5	Support the Charlottesville Area Regional Airport and encourage robust competition for airport service providers.	Overview of support efforts		X			OED	2018 draft Transportation chapter
Goal 7. Sustainable Transportation Infrastructure: Manage City-owned transportation assets and equipment in equitable, efficient, innovative, and environmentally responsible ways.	Strategy 7.1	Develop policies and strategies to incorporate green infrastructure as an integral part of transportation planning, to ensure transportation projects are sited and designed to avoid sensitive environmental resources and natural resiliency features such as floodplains, stream buffers, and wetlands.		X				Public Works, Parks & Recreation, NDS	2018 draft Transportation chapter
	Strategy 7.2	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.	Annual reporting on assessments		X			Public Works, Parks, Fleet, CAT	2018 draft Transportation chapter
	Strategy 7.3	Where feasible, use alternative energy sources to power City equipment, such as solar powered beacons, generators, and battery storage for lighting.	% of City equipment (other than vehicles) employing alternative energy sources (goal: increase)		X			Public Works, Parks & Recreation	2018 draft Transportation chapter

Transportation Chapter

Transportation Goals	Strategies	Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)	
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years			
	Strategy 7.4	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.			X				Public Works, CAT, UVA, Parks & Recreation, Pupil Transportation	2018 draft Environment chapter, 2018 draft Transportation chapter, Cville Plans Together Process
	Strategy 7.5	Explore policies and programs to promote and allow integration of electric vehicle charging infrastructure within the city.			X				Public Works, Planning Commission, Public Works	2018 draft Transportation chapter
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.	Strategy 8.1	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.			X				CAT, City Council	2018 draft Transportation chapter
	Strategy 8.2	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.			X				Public Works, CAT, City Council	2018 draft Transportation chapter
	Strategy 8.3	Identify additional funding sources for transportation improvements including grants, public/private partnerships, and potential system operations revenues such as parking fees.	# grant applications (and \$ amount requested) (goal: increase) % successful grant applications (goal: increase)			X			Public Works, Parking Advisory Panel, CAT	2018 draft Transportation chapter
	Strategy 8.4	Evaluate statewide changes in transportation funding and propose necessary revisions.	Summary of participation in processes			X			Public Works, CAT, TJPDC/MPO	2018 draft Transportation chapter
	Strategy 8.5	Coordinate the funding and development of transportation facilities with regional transportation and land use plans, and with planned public and private investments.	Summary of coordination activities			X			TJPDC, OED, Public Works, City Council	2018 draft Transportation chapter
	Strategy 8.6	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.	Summary of study			X			OED, Public Works, NDS, City Council	2018 draft Transportation chapter
	Strategy 8.7	Seek opportunities for private donations of trail easements and construction of trail enhancements such as bridges or interpretive signage.	\$ in private donations (goal: increase) # miles of easements and enhancements (goal: increase)			X			NDS, Parks & Recreation, City Council, Private Developers	2018 draft Transportation chapter
	Strategy 8.8	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.	\$ per year dedicated to this effort			X			CAT, RTP, City Council	2018 draft Transportation chapter

Environment, Climate, & Food Equity Chapter

Environment, Climate, & Food Equity Goal	Strategies		Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
					Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
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).	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 Progress toward meeting the City's established greenhouse gas reduction goals of 45% below 2011 levels by 2030 and carbon neutrality by 2050	X			X		CMO, Public Works, Neighborhood Development Services (NDS), OED, CAT, UTS, JAUNT, TJPDC/MPO.	CAP process
	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.	GHG emission reduction levels (goal: 45% reduction in greenhouse gas emissions by 2030, 100% carbon neutral by 2050) Progress on addressing climate hazards and vulnerabilities faced by the city. Metrics in annual Energy and Water Performance Report (https://www.charlottesville.gov/288/Energy-Water-		X				Public Works	2018 draft Environment chapter
	Strategy 1.3	Improve energy performance of existing and new buildings community-wide through City policy standards and leveraging local partner resources.	Energy demand for all buildings per square foot (goal: decrease)		X				Public Works, NDS, City Manager's Office	2018 draft Environment chapter
	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.	GHG emissions from City-owned properties and operations (goal: decrease) % electric vehicles in City's fleet (goal: increase)		X				Public Works	2018 draft Environment chapter
	Strategy 1.5	Pursue use of cleaner sources of energy (e.g., renewable energy strategies) community-wide.	Number of renewable energy systems installed onsite; and % use of carbon-free electricity consumption (goal: increase)		X				Public Works	2018 draft Environment chapter; new additions
	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.	% new development that is certified LEED, Earthcraft, Energy Star, or similar (goal: increase)		X				Public Works, NDS	2018 draft Environment chapter
	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.	Assessment of success of policy and financial incentives		X				Public Works, NDS, Economic Development	2018 draft Environment chapter; new additions
	Strategy 1.8	Research and identify strategies for greenhouse gas emission reductions that are compatible with the City's adopted climate goals.	Description of research outcomes and identified strategies		X				Public Works, Utilities, NDS	New
Goal 2. Resilience and Adaptation: Prepare for and work to minimize the impacts of climate change.	Strategy 2.1	Prepare a climate hazard risk assessment.	Completion of climate hazard risk assessment identification of climate resiliency and adaptation strategies and funding to address	X			X		Public Works	CAP process
	Strategy 2.2	Develop and implement strategies to address climate resiliency and adaptation needs, with a focus on equity and community and stakeholder involvement.	# of residents engaged in Climate Action implementation (goal: increase)				X		Public Works	CAP process
	Strategy 2.3	Ensure the review of development proposals includes consideration and minimization of impacts to floodplains and other natural resiliency features.	Description of City efforts and initiatives Adoption of Rivanna River Corridor Plan		X				Public Works, NDS	New
Goal 3. Water Resources Protection: Protect, enhance, and restore the integrity of the city's water resources and riparian ecosystems.	Strategy 3.1	Value and protect the Rivanna River and watershed as a major natural resource for the city and region.	Funding for implementation actions (goal: increase)	X			X		City Council, TJPDC, Albemarle County, NDS, Parks & Recreation, Public Works	2018 draft Environment chapter, New
	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.	Water pollutant reductions achieved through drainage programs		X				Public Works, Utilities	2018 draft Environment chapter
	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 Maximum Daily Load (TMDL).	Funding commitments		X				Public Works, City Council	2018 draft Environment chapter

Environment, Climate, & Food Equity Chapter

Environment, Climate, & Food Equity Goal	Strategies		Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
					Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
	Strategy 3.4	Repair, enhance, and maintain City-owned stormwater management and conveyance infrastructure, utilizing green stormwater infrastructure where practicable. Focus improvements equitably in areas with the greatest amount of impervious surface.	# acres impervious surfaces in floodplains and stream buffers (goal: decrease)		X				Public Works, Utilities	2018 draft Environment chapter
	Strategy 3.5	Encourage property owners to implement water resources stewardship practices through educational materials and incentives, with a focus on retrofitting sites that lack adequate stormwater treatment.	# (or %) of new development proposals meeting stormwater requirements solely through on-site measures (goal: increase)			X			Public Works, property owners	2018 draft Environment chapter
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.	Strategy 4.1	Commit to eliminating food deserts through strategic support and collaboration of organizations, community members, private businesses, health and educational 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.	% 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		X			CCS, City Council, Parks & Recreation, Community partners	New
	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.	# acres of community based urban agriculture sites (including farms and gardens) in the city (goal: increase)		X				Parks & Recreation, NDS, local partners	2018 draft Environment chapter
	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.	Incorporation of strategies into Master Plan				X		Parks & Recreation, Community partners, Public Works (Environmental Sustainability Division)	New
	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.	# pounds of food produced by local urban agriculture (goal: increase)				X		Public Works, Parks & Recreation	2018 draft Environment chapter
	Strategy 4.5	Facilitate City, County, and UVA coordination centered on a more regionally-focused food system	Commitment to regional strategies and goals				X		CMO	New

Environment, Climate, & Food Equity Chapter

Environment, Climate, & Food Equity Goal	Strategies	Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
Goal 5. Urban Ecosystems: Pursue healthy, interconnected urban ecosystems that deliver valuable ecosystem services, and support diverse native plant communities and wildlife habitats.	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.	% pervious surfaces by Neighborhood Planning Area (goal: increase)	X				Public Works, Parks & Recreation	2018 draft Environment chapter
	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.	Rivanna River and stream water quality indicators		X			Public Works, Parks & Recreation	2018 draft Environment chapter
	Strategy 5.3	Participate in and facilitate programs to establish conservation or open space easements of forested stream-side lands to ensure permanent protection	# acres of easement in the city (goal: increase)		X			Public Works, Parks & Recreation	2018 draft Environment chapter
	Strategy 5.4	Continue public stewardship of lands and associated habitats through showcase conservation and improvement projects and education.	Description of projects and education efforts		X			Public Works, Parks & Recreation	2018 draft Environment chapter
	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.	% City-owned landscaped areas promoting regionally-adapted, native, and drought tolerant plants (goal: increase)		X			Public Works, Parks & Recreation	2018 draft Environment chapter
	Strategy 5.6	Support the conservation of local and regional biodiversity, as well as protection and enhancement of natural plant communities and wildlife habitat.	Monitor and quantify changes in land use/land cover over time Impact of invasive species (goal: decrease)		X			Public Works, Parks & Recreation	2018 draft Environment chapter
	Strategy 5.7	Manage invasive plant and animal species in support of healthy native plant and animal communities.	Track invasive species containment and removal efforts using GIS mapping.		X			Public Works, Parks & Recreation	2018 draft Environment chapter
	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	X			Public Works, Utilities	New
	Strategy 5.9	Provide technical assistance to Small Area Plan processes to ensure inclusion of considerations related to ecosystem protection and enhancement.	Summary of staff participation in Small Area Plan processes		X			Public Works, Utilities	New
Goal 6. Tree Canopy: Contribute to the creation, protection, and expansion of robust urban forests.	Strategy 6.1	Monitor, protect, and expand the urban tree canopy cover both at citywide and neighborhood levels.	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	X			Parks & Recreation, Tree Commission, Public Works, NDS	2018 draft Environment chapter
	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.	Summary of tree conservation or expansion efforts		X			Public Works	2018 draft Environment chapter
	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.	% tree cover on private lands (goal: increase)				X	Parks & Recreation, Tree Commission, Community Tree Advocacy Groups, NDS, Public Works, City Attorney	2018 draft Environment chapter
	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. 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.	% new tree plantings that take place in priority areas identified (goal: increase)		X			Parks & Recreation, Public Works	2018 draft Environment chapter; revisions
	Strategy 6.5		# trees planted in city-owned properties (goal: increase)		X			Parks & Recreation, Public Works	New

Environment, Climate, & Food Equity Chapter

Environment, Climate, & Food Equity Goal	Strategies	Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
Goal 7. Water Conservation: Improve citywide water efficiency.	Strategy 7.1 Continue evaluating water use in City-owned buildings and other operations to identify conservation opportunities.	Metrics in annual Energy and Water Performance Report		X				Public Works	2018 draft Environment chapter
	Strategy 7.2 Continue community focused outreach through education and incentive programs to maintain or further decrease average water consumption.	Description of outreach and education efforts		X				Public Works, Utilities	2018 draft Environment chapter
	Strategy 7.3 Explore opportunities with community partners to improve water efficiency.	# households participating in water efficiency programs % non-revenue of total water volume		X				Public Works, Utilities	2018 draft Environment chapter
Goal 8. Materials Recovery and Waste Management: increase use of sustainable materials management to decrease environmental impacts.	Strategy 8.1 Continue to utilize the principles of sustainable waste management and landfill diversion. Assess the success of current public and private	Description of City efforts and initiatives		X				Public Works	New
	Strategy 8.2 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.	% of waste diverted to recycling or compost (goal: increase)							
		% households participating in recycling programs (goal: increase)		X				Public Works	2018 draft Environment chapter; revisions
	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.	Description of outreach and education efforts		X				Public Works	2018 draft Environment chapter
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.	% households participating in composting programs (goal: increase)					X	Public Works	Staff - new	

Economic Prosperity & Opportunity Chapter

Economic Prosperity & Opportunity Goals	Strategies		Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, black group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
					Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
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.	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.	# of jobs available in various sectors and average weekly wages (goal: increase)			X		Office of Economic Development (OED)	New	
	Strategy 1.2	Provide education and training opportunities for Charlottesville's youth	# of youth programs supported, # participants (goal: increase)		X			CCS (CCS), Charlottesville- Albemarle Technical Education Center (CATEC), Community Attention, Virginia Career Works -- Piedmont Region, Piedmont Virginia Community College (PVCC), OED	2018 draft Economic Sustainability chapter	
	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.	# of general education/training programs supported (goal: increase)		X			OED, Central Virginia Partnership for Economic Development (CVPED), Virginia Career Works -- Piedmont Region, PVCC	2018 draft Economic Sustainability chapter	
	Strategy 1.4	Explore programs/initiatives that offer skilled trades training for Charlottesville residents. Nurture and expand employment opportunities within this industry.	# programs, # of participants (goal: increase)		X			CCS, CATEC, PVCC, OED, Charlottesville Department of Social Services (CDSS), Neighborhood Development Services (NDS) -- Section 3, Virginia Career Works-Piedmont Region, CVPED	2018 draft Economic Sustainability chapter	
	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.	# of general training programs supported (goal: increase)		X			CDSS, NDS -- Section 3, Virginia Career Works - Piedmont Region, PVCC, OED	2018 draft Economic Sustainability chapter	
	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.	# recruitment activities, # of participants (goal: increase)		X			OED, CDSS, Network2Work, PVCC, Local Workforce Development Agencies	2018 draft Economic Sustainability chapter	
	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.	Description of efforts		X			CDSS, Community Attention, Charlottesville Area Transit (CAT), NDS, OED, Local Workforce Development Agencies	2018 draft Economic Sustainability chapter	
	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.	# of residents assisted by the Downtown Job Center (goal: increase) # participants in GO Programs (goal: increase)		X			OED	2018 draft Economic Sustainability chapter	
	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.	Description of efforts			X		CMO, OED	New	
Goal 2. Sustaining Business: Generate, recruit, and retain successful businesses and jobs.	Strategy 2.1	In partnership with ongoing regional efforts, implement business recovery strategies to address impacts from COVID-19	Progress on regional implementation	X	X			CMO, OED, City Council	New	
	Strategy 2.2	Continue to nurture the Minority Business Development Program to ensure Charlottesville is an inclusive and supportive environment for minority-owned businesses	# of participants in the program		X			CMO, OED	Staff - new	
	Strategy 2.3	Increase the number of certified and non-certified Small, Women-owned, and Minority-owned (SWaM) certified businesses that are registered vendors in the city.	# of Small, Women-owned, and Minority-owned (SWaM) certified businesses that are in the city, with information about sector and type of business (goal: increase) # of Small, Women-owned, and Minority-owned (SWaM) certified businesses that are registered vendors in the city, with information about sector and type of business (goal: increase)		X			OED, Division of Procurement & Risk Management, NDS -- Section 3	2018 draft Economic Sustainability chapter	
	Strategy 2.4	Partner with business assistance agencies and local non-profits to provide training opportunities that will help businesses achieve greater success.	# programs, # of participants (goal: increase)		X			OED, Local Business Assistance Organizations	2018 draft Economic Sustainability chapter	
	Strategy 2.5	In order to retain existing businesses, develop and implement a talent development strategy to attract skilled professionals to Charlottesville.	Summary of efforts		X			OED, CVPED	2018 draft Economic Sustainability chapter	

Economic Prosperity & Opportunity Chapter

Economic Prosperity & Opportunity Goals	Strategies		Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, black group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
					Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
	Strategy 2.6	Continue business visitation program to regularly assess the health of our existing businesses and share information about support programs when relevant.	# of businesses assisted annually through business visitation program, with information about sector and type of business (goal: increase)		X				OED	2018 draft Economic Sustainability chapter
	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	# of community-owned and community-wealth generating co-operative businesses, including food system businesses, provided technical assistance annually (goal: increase)		X				OED, Local Business Assistance Organizations	2018 draft Land Use chapter
	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.	Summary of efforts		X				OED, Albemarle County, PVCC, University of Virginia (UVA)	2018 draft Economic Sustainability chapter
	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.	# people interacting with the campaign		X				OED	2018 draft Economic Sustainability chapter
	Strategy 2.11	Increase the number of contracts awarded to Small and Minority-owned Businesses, including through increased outreach to these businesses in procurement processes.	# of Small and Minority-owned Businesses provided technical assistance annually, with information about sector and type of business (goal: increase)		X				OED, Procurement	Staff - new
Goal 3. Innovation and Growth: Create an entrepreneurial environment that fosters the creation and success of businesses.	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.	# startup businesses receiving assistance (goal: increase)		X				OED, partner organizations	2018 draft Economic Sustainability chapter
	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.	Amount (\$) provided by entity (goal: increase)		X				OED, Albemarle Country, UVA	2018 draft Economic Sustainability chapter
	Strategy 3.3	Partner with community organizations to provide relevant training opportunities for startup businesses.	# of training programs supported, # participants (goal: increase)		X				OED, Local Business Assistance Organizations	2018 draft Economic Sustainability chapter
	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.	Summary of efforts, including quantification of numbers of new job opportunities created and number of new jobs filled. X				X		OED, CVPED, Albemarle County	New

Economic Prosperity & Opportunity Chapter

Economic Prosperity & Opportunity Goals	Strategies		Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, black group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
					Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
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.	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.).	Value (\$) of commercial permits annually (goal: increase)		X				OED	2018 draft Economic Sustainability chapter
	Strategy 4.2	Work closely with state government, regional organizations, and adjacent jurisdictions to support transit-oriented and transit-accessible employment throughout the region.	Summary of efforts		X				OED, NDS, CAT, Thomas Jefferson Planning District Commission (TJPC) and other regional entities	2018 draft Transportation chapter
	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 in strategic areas throughout the city.	Summary of efforts		X				OED, NDS	2018 draft Economic Sustainability chapter
	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.	Vacancy rates for retail and office space		X				OED, UVA, NDS	2018 draft Economic Sustainability chapter
	Strategy 4.5	Partner with internal and external stakeholders to implement the Strategic Investment Area plan.	Summary of efforts		X				Office of Housing & Redevelopment, OED, NDS, City Council	2018 draft Economic Sustainability chapter
Goal 5. Tourism: Increase tourism to help expand the positive economic impact visitors have on the city.	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.	Tourism revenue		X				CACVB, OED, Albemarle County, Communications	2018 draft Economic Sustainability chapter, CACVB Strategic Action Plan
	Strategy 5.2	Seek out opportunities for public-private partnerships in the provision of infrastructure that supports the tourism industry.	# tourism-supported jobs (goal: increase)		X				OED, CACVB, Albemarle County	2018 draft Economic Sustainability chapter
	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.	Summary of efforts		X				CACVB, Parks & Recreation, OED, Albemarle County	2018 draft Economic Sustainability chapter, CACVB Strategic Action Plan
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.	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.	Complete evaluation of ways to make the Downtown Mall more welcoming and inclusive for all and create a summary of implementation strategies		X				City Manager's Office, NDS, Parks & Recreation, OED, Public Works	2018 draft Economic Sustainability chapter
	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.	Summary of efforts		X				OED, NDS, TJPC, Albemarle County, other regional entities	2018 draft Economic Sustainability chapter
	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.	Complete evaluation of ways to connect the Jefferson School City Center to the Downtown Mall					X	OED, Public Works, NDS, Property Owners	2018 draft Economic Sustainability chapter, Starr Hill Vision Plan

Community Facilities & Services Chapter

Community Facilities & Services Goals	Strategies	Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
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.	Strategy 1.1	Develop a robust Capital Improvement Plan (CIP).	Summary of Comprehensive Plan Priority Areas addressed in CIP		X			CMO, City Council, All Departments	New
	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.	Annual reports related to development, population projections, and infrastructure capacity.	X	X			City Manager's Office (CMO), City Council, Neighborhood Development Services (NDS), Public Works, Utilities, CCS	2018 draft Facilities chapter, New
	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.	# roadway improvement projects that are coordinated with timing of other infrastructure improvements (goal: increase)		X			Public Works, NDS, Utilities	2018 draft Facilities chapter
Goal 2. City Schools: Improve and maintain public school facilities to continue providing an excellent education to students.	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.	% renovations, repairs, and improvements completed (goal: increase or maintain)		X			CMO, Public Works, City Council, CCS, School Board	2018 draft Facilities chapter, Staff - new
	Strategy 2.2	Update the Memorandum of Understanding (MOU) developed in 2013 and maintain school properties in accordance with the MOU.	Updated Memorandum of Understanding			X		CMO, Public Works, City Council, CCS	2018 draft Facilities chapter
	Strategy 2.3	Implement a school building modernization program to continually redesign internal and external learning spaces that reflect best practices in education.	Program implemented		Ongoing through FY24			CMO, Public Works, CCS	2018 draft Facilities chapter
	Strategy 2.4	Employ innovative technology and green building practices for all eligible capital construction and renovation projects, and in routine maintenance program efforts.	% projects incorporating innovative technology and green building practices, and benefits thereof (environmental benefit, cost savings over time, etc.) (goal: increase)		X			Public Works, CCS	2018 draft Facilities chapter
	Strategy 2.5	Develop and maintain detailed inventories of all school facility elements, and develop condition indexes to guide maintenance, replacement, and improvement investments.	Reporting on condition indexes		X			Public Works, CCS	2018 draft Facilities chapter
Goal 3. Government/Public Facilities: Improve and maintain City government facilities to continue to provide safe, accessible, modernized public facilities and places of employment.	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.	% projects incorporating innovative technology and green building practices, and benefits thereof (environmental benefit, cost savings over time, etc.) (goal: increase)		X			Public Works, Parks & Recreation	2018 draft Facilities chapter
	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.	Reporting on condition indexes		X			Public Works	2018 draft Facilities chapter
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.	Strategy 4.1	Address financial and administrative management needs, to include grant management in coordination with state and federal resources.	Annual report on needs and available funding		X			CMO, Fire Department, Police Department	Staff - new
	Strategy 4.2	Develop and maintain the citywide Emergency Management Plan and the Emergency Operations Plan (EOP).	Reporting on plan maintenance activities		X			CMO, Public Works, Utilities, Fire Department, Police Department	2018 draft Facilities chapter, Local Capabilities Assessment for Readiness (LCAR) 2020
	Strategy 4.3	Complete an annual Hazard Vulnerability Analysis for both City government infrastructure as well as the community at-large.	Completion of annual analysis		X			CMO, TJPDC, Hazard Mitigation Working Group	2018 draft Facilities chapter, 2018 TJPDC Hazard Mitigation Plan
	Strategy 4.4	Develop and maintain hazard-specific critical incident plans.	Maintenance of plans			X		CMO, Public Works, Utilities, Fire Department, Police Department	2018 draft Facilities chapter
	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.	Reporting on progress			X		CMO, all City departments	2018 draft Facilities chapter, City of Charlottesville COOP draft plan 2019
	Strategy 4.6	Coordinate City Staff - new education and training in the National Incident Management System (NIMS) and Incident Command System to ensure essential emergency management capabilities.	% of eligible City employees who have completed emergency management training (goal: increase)			X		Public Works, Utilities, CMO, Fire Department, Police Department, Regional Emergency Management Office	2018 draft Facilities chapter, Regional NIMS Training Proposal
	Strategy 4.7	Organize and implement training for City employees, to include disaster tabletops (discussion-based scenario exercises), drills, and other exercises.	# of interagency planning and exercise engagements and # of participants (goal: increase)			X		Public Works, CMO, Fire Department, Police Department, Regional Emergency Management Office	2018 draft Facilities chapter

Community Facilities & Services Chapter

Community Facilities & Services Goals	Strategies	Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
	Strategy 4.8	Coordinate the development, implementation, and evaluation of city-wide safety programs.				X		CMO, All City Departments	2018 draft Facilities chapter
	Strategy 4.9	Coordinate and promote the use of the emergency community notification systems, including the regional Code Red system.		X				Public Works, CMO, Fire Department, Police Department, Regional Emergency Management Office	2018 draft Facilities chapter
	Strategy 4.10	Participate in and complete Climate Hazard Risk Assessment activities, to follow finalization of the Climate Action Plan.				X		Public Works, City Council, NDS, Regional Emergency Management Office	CAP process
	Strategy 4.11	Develop and adopt an After Action Review (AAR) Process as part of recovery processes.				X		COVID Incident Management Team, CMO, Public Works, Utilities, Fire Department, Police Department, Economic Development, Blue Ridge Health District, Regional Emergency Operations Center	COVID Incident Team Plan Documents
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.	Strategy 5.1	Develop a neighborhood risk assessment to drive decision-making and service delivery to mitigate community and organizational risk.		X				Fire Department	2018 draft Facilities chapter
	Strategy 5.2	Implement a comprehensive facilities master plan to maximize service delivery, safety, energy conservation and sustainability.				X		Fire Department	2018 draft Facilities chapter
	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.			X			Fire Department	2018 draft Facilities chapter
	Strategy 5.4	Provide aggressive, comprehensive Community Risk Reduction strategies to match programs and service resources to identified community needs.			X			Fire Department	2018 draft Facilities chapter
	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.			X			Fire Department, Public Utilities	2018 draft Facilities chapter
	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.			X			Fire Department	Staff - new
	Strategy 5.7	Recommend and advocate for the installation of fire protection systems in all renovated and newly constructed buildings.			X			Fire Department, NDS	2018 draft Facilities chapter
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.	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.				X		Fire Department, CMO	2018 draft Facilities chapter
	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.				X		Fire Department	2018 draft Facilities chapter
	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).					X	Fire Department	2018 draft Facilities chapter
	Strategy 6.4	Ensure adequate facilities exist for the effective deployment of EMS resources in the community.					X	Fire Department, CMO, City Council	2018 draft Facilities chapter
	Strategy 6.5	Create adequate facilities that support initial and on-going education, training, and professional development for EMS providers.			X			Fire Department, CMO, City Council	2018 draft Facilities chapter
Goal 7. Public Safety Services: Provide safety and protection to all Charlottesville residents, while building community capacity and strengthening relationships.	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.				X		CMO, Police Department, Police Civilian Review Board	New

Community Facilities & Services Chapter

Community Facilities & Services Goals	Strategies	Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
Strengthening Relationships	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.	Complete and report on evaluation	X				Police Department, CMO, City Council	2018 draft Facilities chapter
	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.	Complete and report on evaluation	X				CMO, City Council, Police Department, other local Law Enforcement Agencies.	2018 draft Facilities chapter
	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.	% of fleet that is energy efficient (goal: increase)		X			Police Department, CMO	2018 draft Facilities chapter, Staff - new
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.	Strategy 8.1	Maintain, repair, and replace water lines where necessary to minimize emergency operations and maintenance.	# of emergency operations incidents for water infrastructure (goal: decrease)	X				Utilities	2018 draft Facilities chapter
	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.	# actions identified (goal: decrease or maintain) # actions completed or planned for completion (goal: maintain or increase)	X				Utilities	2018 draft Facilities chapter
	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.	% completion for projects identified in the Water Prioritization Study (goal: maintain or increase)		X			Utilities	2018 draft Facilities chapter
	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.	Reporting on new applications		X			Utilities	2018 draft Facilities chapter
	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.	# gallons of non-revenue water (goal: decrease) # leaks detected (goal: decrease)		X			Utilities	2018 draft Facilities chapter
	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.	Reporting on coordination efforts		X			Utilities, Rivanna Water and Sewer Authority (RWSA), Albemarle County Service Authority	2018 draft Facilities chapter
Goal 9. Wastewater Infrastructure: Improve and maintain wastewater infrastructure to provide effective sanitary sewer services to residents and protect public health and water quality.	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.	# of emergency operations incidents for wastewater infrastructure (goal: decrease)	X				Utilities	2018 draft Facilities chapter
	Strategy 9.2	Continue to improve sanitary sewer infrastructure to eliminate sanitary sewer overflows and reduce infiltration and inflow.	Reporting on progress	X				Utilities	2018 draft Facilities chapter
	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.	Design completed Construction completed				X	Utilities	2018 draft Facilities chapter
	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.	Reporting on coordination efforts		X			Utilities, RWSA, Albemarle County Service Authority	2018 draft Facilities chapter
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.	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.	# structures installed, rehabilitated, or replaced (goal: maintain or increase) # of community areas of concern identified (goal: decrease) % investigated (goal: maintain or increase)	X				Public Works, Utilities	2018 draft Facilities chapter

Community Facilities & Services Chapter

Community Facilities & Services Goals	Strategies	Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
Water resources.	Strategy 10.2	Rehabilitate, repair, and replace public stormwater conveyance infrastructure both preventively and reactively to promote sustainable stewardship of the stormwater conveyance system.	Miles of pipe rehabilitated (goal: increase)		X			Public Works, Utilities	2018 draft Facilities chapter
	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.	Reporting on progress		X			Public Works, Utilities	2018 draft Facilities chapter
	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.	Reporting on progress		X			Public Works, Utilities	2018 draft Facilities chapter
	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.	Reporting on progress		X			Public Works, Utilities	2018 draft Facilities chapter
	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	2018 draft Facilities chapter
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.	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.	Mapping, inventory, and inspections completed. # Actions identified and completed or scheduled for completion. (goal: increase)		X			Utilities	2018 draft Facilities chapter
	Strategy 11.2	Continue to promote public awareness regarding gas safety and reduce third party damages to the gas system	# of third-party damage incidents (goal: decrease)		X			Utilities	2018 draft Facilities chapter
	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.	% reduction in natural gas usage (goal: decrease usage)			X		Utilities	New
Goal 12. Parks & Recreation (Upgrades): Upgrade existing park and recreation infrastructure to current standards and address the value and uses of natural areas.	Strategy 12.1	Develop and apply system-wide design standards, as appropriate.	Application of design standards		X			Parks & Recreation	2018 draft Facilities chapter
	Strategy 12.2	Improve the overall comfort and aesthetics of park sites through signage, landscaping, infrastructure, and safety improvements	% of parks with improvements (goal: increase)		X			Parks & Recreation	2018 draft Facilities chapter
	Strategy 12.3	Create resource management plans to support and maintain natural areas.	Creation of plans and prioritization of strategies for implementation		X			Parks & Recreation	2018 draft Facilities chapter
	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.	# improvements made to existing facilities and infrastructure (goal: increase)		X			Parks & Recreation, Public Works	2018 draft Facilities chapter
	Strategy 12.5	Continue to include more kinetic and/or creative play modules and equipment in city playgrounds.	% city playground with kinetic and/or creative play installations (goal: increase)		X			Parks & Recreation	2018 draft Facilities chapter

Community Facilities & Services Chapter

Community Facilities & Services Goals	Strategies	Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
Goal 13. Parks & Recreation (Planning and Expansion): Plan for the future and expand current inventory of public park and recreation facilities.	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.	% parkland serving cross-functional services (goal: increase) % of population within 1/4 mile of public parks (goal: increase)	X				Parks & Recreation, City Council, NDS	2018 draft Facilities chapter
	Strategy 13.2	Design athletic fields to accommodate multiple recreational uses.	% of athletic fields accommodatng multiple recreational uses (goal: increase)	X				Parks & Recreation	2018 draft Facilities chapter
	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.	# acres of public park land (or publicly-accessible facilities, including school facilities) within or walkable from each neighborhood (goal: increase) # acres of public park land (or publicly-accessible facilities, including school facilities) (goal: increase) % of population within 1/4 mile of public parks (goal: increase)		X			Parks & Recreation	2018 draft Land Use chapter
	Strategy 13.4	Enhance the role of schools in the open space and public facility network by expanding the community use of these places	Reporting on community use of school spaces		X			Parks & Recreation, CCS, City Council	2018 draft Facilities chapter
	Strategy 13.5	Examine the feasibility of creating a regional park authority in conjunction with City/ County planning efforts.	Reporting on progress		X			Parks & Recreation, City Council, Albemarle County	2018 draft Facilities chapter
	Strategy 13.6	Create a Parks & 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.	Completion of Master Plan			X		Parks & Recreation	2018 draft Facilities chapter
	Strategy 13.7	Prioritize inclusion of urban agriculture or community garden space in new or renovated public parks or open spaces.	% of public park land reserved for urban agriculture by Parks & Rec (goal: increase) % of population within 1/4 mile of public parks with space reserved for urban agriculture (goal: increase)			X		Parks & Recreation	New
Goal 14. Parks & Recreation (Best Practices): Adopt and maintain customized park and recreation facility standards that support a livable community and perform consistent maintenance on all Parks & Recreation facilities.	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.	Reporting on progress	X				Parks & Recreation	2018 draft Facilities chapter
	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.	Reporting on progress	X				Parks & Recreation, local partners and organizations including non-profits	2018 draft Facilities chapter
	Strategy 14.3	Establish and communicate maintenance standards and frequencies for all park facilities, trails, and recreation facilities in the system.	Maintenance standards reports	X				Parks & Recreation	2018 draft Facilities chapter
Goal 15. Parks & 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.	Strategy 15.1	Enhance multimodal access to parks, particularly for areas currently lacking nearby facilities.	% of population within ¼ mile (traveling distance) of a public park (goal: increase) % of residents within a 10-minute walk of a public park (ParkScore, https://www.tpl.org/city/charlottesville/)	X				Parks & Recreation, NDS, Public Works	2018 draft Facilities chapter
	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 enhancements, and as a green infrastructure resource.	% of trail miles with adjacent land under an easement or acquisition (goal: increase)	X				Parks & Recreation, City Council	2018 draft Facilities chapter
	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.	Reporting on potential impacts of new trails and trail improvements	X				Parks & Recreation	2018 draft Facilities chapter
	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.	# informational elements installed (goal: increase)	X				Parks & Recreation, Historic Resources Committee	2018 draft Facilities chapter

Community Facilities & Services Chapter

Community Facilities & Services Goals	Strategies		Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
					Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
Goal 16. Parks & Recreation (Facilities and Programs): Develop and implement cost recovery and program standards as they apply to core offerings, services, and facilities.	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.	% programs and facilities meeting cost recovery goal (goal: increase)		X				Parks & Recreation	2018 draft Facilities chapter
	Strategy 16.2	Create a new core recreation service related to environmental education to create awareness and appreciation of the value of natural areas.	Creation of service		X				Parks & Recreation	2018 draft Facilities chapter

Community Engagement & Collaboration Chapter

Community Engagement & Collaboration Goals	Strategies	Measure(s) of Progress <i>Note: Quantitative indicators should be broken down by demographics (race, ethnicity, household income) and location (neighborhood, block group, etc.) when possible.</i>	Priority Strategy	Timeline (Years)				Implementation Lead and Support	Source(s)
				Ongoing	Immediate (1 Year)	1-3 years	3-5+ years		
Goal 1. Public Education and Awareness: Empower community members by providing and actively sharing the information they need to participate in a meaningful way.	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.					X	City Manager's Office (CMO), Neighborhood Development Services (NDS), Planning Commission, Community Representatives, Communications, Neighborhood Associations, UVA School of Architecture, PLACE Design Task Force, local non-profit organizations	Staff - new, PLACE Committee memorandum
Goal 2. Inclusive Processes: Seek out and facilitate the involvement of those potentially affected by or interested in a process or decision.	Strategy 2.1	Establish and use guidelines and metrics to ensure inclusive community engagement in City-led processes.	X			X		CMO, NDS, City Council, Planning Commission, Community Representatives, Communications	Staff - new
	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.	X	X				CMO, NDS, Communications, Planning Commission, City Council, Neighborhood Associations	Staff - new
	Strategy 2.3	Conduct periodic or ongoing training for staff related to meeting facilitation and presentations.					X	CMO, NDS, Communications	New
Goal 3. Transparent Procedures: Establish and maintain transparent planning processes.	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.					X	Information Technology, Communications, NDS	New
	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.			X			NDS, Planning Commission	Staff - new
	Strategy 3.3	When possible, make data collected and generated by the City open and available to the public.			X			Information Technology, Communications, NDS	Staff - new
	Strategy 3.4	Regularly report on implementation progress for the Comprehensive Plan, Small Area Plans, and other major planning efforts.			X			NDS, Planning Commission	Staff - new
	Strategy 3.5	Provide regular updates on coordination activities between Albemarle County, UVA, and the City, as well as TJPDC.			X			NDS, CMO	New
	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.			X			Information Technology, Communications, NDS	New
Goal 4. Effective Engagement: Define and evolve a clear process and strategies for how the City gathers input and shares information with all residents.	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.	X				X	CMO, NDS, Communications Department	New
	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.					X	NDS, Communications, Planning Commission, City Council, CMO	Staff - new, PLACE Committee memorandum
	Strategy 4.3	Routinely review community engagement processes and make necessary changes to improve effectiveness. Update methods of communication and interaction with the community as technology changes and new methods become available.					X	NDS, Planning Commission, Communications Department	Staff - new
	Strategy 4.4				X			NDS, Information Technology, Communications Department	Staff - new
	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.						X	City Council, Budget Department, UVA (potential partner)