

CHAPTER 16: IMPLEMENTATION

Overview

The Comprehensive Plan provides guidance for growth and development decisions. Planning is an ongoing process; adoption of the Comprehensive Plan should not be viewed as the end of this process. Instead, the county should continuously work to align goals, policies, ordinances, processes and programs with the vision and aspirations of the Plan.

This chapter identifies projects mostly associated with land development. As departments throughout the county undertake various projects, policies and ordinances within their own spheres of influence, this plan should be used to provide direction and guidance where appropriate.

Implementation occurs through many tools:

- Chesterfield County Strategic Plan (Blueprint Chesterfield)
- Zoning Ordinance
- Subdivision Ordinance
- Erosion and Sediment Control Ordinance
- Utilities Ordinance
- Water and Wastewater Facilities Plan
- Department Master Plans
- Capital Improvement Program and Budget Process
- Revitalization, infill and economic development strategies and plans
- Planning Commission, Board of Supervisors and County Administration Policies
- Partnerships among civic organizations, private entities, business councils, special interest groups, citizens and the county government.

IMPLEMENTATION COORDINATION

Oversight for completion of the projects listed should rest with County Administration, as implementation spans multiple departments and agencies. This is best accomplished through a designated coordinator. Implementation success will depend on effective collaboration between departments, elected and appointed officials and the community. Individual project scopes, timing and associated resource needs should be discussed with the Planning Commission and Board of Supervisors prior to project initiation. Project initiation and priority should occur via regular discussions with the Commission and Board. In general, projects should seek and incorporate community input and review.

The Implementation chapter identifies general steps necessary to carry out the goals and guidelines of the Plan. The guidelines of each chapter should be used in the development of each individual project.

Implementation projects fall into two major categories:

- **COUNTYWIDE PROJECTS** – projects that approach a topic or issue from a countywide perspective.
- **SPECIFIC AREA PLAN PROJECTS** – projects identified through the adoption of Specific Area Plans.

IMPLEMENTATION TABLE KEY

The implementation tables on the following pages use these column headings:

Action: general name and description of project.

Project Lead: department/entity primarily responsible for project completion.

Priority: projects are differentiated between those that are a more immediate need and should be accomplished within five years of the plan's adoption (Phase 1), and those that, while important, could be completed as time and resources allow (Phase 2).

Time Need: estimated amount of time needed to complete the project once it has begun.

Funding Source: general identification of potential funding source(s) for project if necessary. Actual project completion may involve other funding sources than those identified.

Outcome/Deliverable: general description of project completion and whether Planning Commission/Board of Supervisors formal approval is required.

Chapter Tie: identifies which plan chapter(s) project aligns with.

*Projects noted with * have been carried over from the 2012 Comprehensive Plan Implementation chapter.*

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

PHASE 1 PROJECTS	Project Lead	Time Need	Funding Source	Outcome/ Deliverable	Chapter Tie
Water & Wastewater Facilities Plan Update. Update the system plan to reflect comp plan recommendations for public water/wastewater supply and demand analysis.	Utilities	18-24 months	Utilities CIP	Updated plan presented to Board of Supervisors	10, 12
Homeowner Education. Promote homeowner education programs to support property maintenance efforts.	Community Enhancement	12-18 months	General Fund, CDBG	Program established, deployed and marketed	6, 7
Revise Property Maintenance Codes. Review and revise county codes to improve property maintenance standards countywide.	Community Enhancement	12-18 months	N/A	Ordinance/policies adopted by Board of Supervisors	6, 7
Redevelopment Focus. Build organizational capacity for redevelopment projects in revitalization areas. Identify funding mechanisms and project opportunities.	Community Enhancement	18-36 months	General Fund, CDBG, Other	Organizational capacity built, funding identified, project opportunities identified	5, 7, 10
Specific Area Plans. Continue detailed planning efforts as identified. Identify and use other tactical placemaking tools to be applied to planning efforts in unique opportunity areas.	Planning	18-24 months	N/A	SAPs adopted by Board of Supervisors	5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16
Tax Abatement in Revitalization Areas. Establish a tax abatement program for new construction in revitalization areas to spur private investment.	Community Enhancement	12-18 months	N/A	Ordinance/program adopted by Board of Supervisors and marketed	7, 10

PHASE 2 PROJECTS	Project Lead	Time Need	Funding Source	Outcome/ Deliverable	Chapter Tie
Historical & Cultural Resource Strategy.* Recommend an approach to guide county preservation efforts both proactively and reactively.	Planning	6-12 months	N/A	Strategy adopted by Board of Supervisors	8, 10
Land Conservation Tools Strategy.* Recommend an approach for landowners to preserve their property. Include recommendations to the Land Use Taxation program.	Planning	6-12 months	N/A	Strategy adopted by Board of Supervisors	8, 9, 10
Equestrian Community Study.* Partner with interested public and private organizations to determine the needs of the equestrian community in Chesterfield County.	Planning Parks & Rec Extension	6-12 months	N/A	Study completed and presented to Parks & Recreation Advisory Commission	14
Bikeways and Trails Application.* Develop an online facility mapping tool for the public to use on mobile devices in coordination with regional partners.	Parks & Rec IST	12-18 months	General Fund	Application created and deployed to public	14
Urban Agriculture Study. Explore and evaluate potential recommendations to promote urban agriculture.	Planning Extension Office	6-12 months	N/A	Report prepared with options presented to Board of Supervisors for further consideration	9, 10
Public Facilities Annual Report. Produce annual report analyzing usage, capacities and levels of service of current facilities.	Planning	6-12 months	N/A	Report prepared and presented to Planning Commission and Administration	15
Historic Tax Credit Program. Create a program of incentives to encourage investment in historic properties/areas.	Community Enhancement	12-18 months	N/A	Ordinance(s) adopted by Board of Supervisors	7, 8

PHASE 2 PROJECTS	Project Lead	Time Need	Funding Source	Outcome/ Deliverable	Chapter Tie
Housing Rehabilitation Grants & Loans. Establish funding to assist qualified homeowners with housing rehabilitation in revitalization areas.	Community Enhancement	18-24 months	General Fund, CDBG	Funding approved by Board of Supervisors	6, 7
Gateway Policy. Create a policy that guides appropriate signage, design and treatments at the county's major gateways.	Planning	12-18 months	N/A	Policy adopted by the Board of Supervisors	5, 10, 11
Health Impact Policy. Develop a policy that can be used to evaluate projects and programs based upon their impact on community health.	Planning Community Enhancement	12-18 months	N/A	Policy adopted by County Administration	6, 7, 9, 10, 13, 14

ETTRICK-VSU SPECIAL AREA PLAN		
Category	General Steps	Department Lead
PLANS	REVITALIZATION PLANS. Develop revitalization plans for the Ettrick area, including Neighborhood Enhancement Area plans, to promote stabilization of area neighborhoods.	TBD
STRATEGIES / STUDIES	REGIONAL ACCESS. Work with local, regional and state agencies to enhance regional access into the Ettrick VSU area.	TRANSPORTATION
INFRASTRUCTURE	ETTRICK POLICING OFFICE. Relocate the Ettrick Policing Office from Ettrick Park to a more central location, preferably along Chesterfield Avenue.	PLANNING / POLICE
	ETTRICK TRAIN STATION IMPROVEMENT. Seek out funds to improve the Ettrick Train Station, including facilities, access and aesthetics.	TRANSPORTATION
	WASTEWATER SYSTEM IMPROVEMENT. Prepare and submit a request for the county's Capital Improvement Program to fund upgrades to the wastewater system along Chesterfield Avenue.	COUNTY ADMINISTRATION
	STORMWATER SYSTEM IMPROVEMENT. Prepare and submit a request for the county's Capital Improvement Program to fund upgrades to the stormwater drainage system along Chesterfield Avenue.	COUNTY ADMINISTRATION

ETTRICK-VSU SPECIAL AREA PLAN		
Category	General Steps	Department Lead
	<u>ABOVE GROUND UTILITIES.</u> Work with Dominion Power to have above ground utilities along area roads relocated or buried.	TBD
OTHER	<u>VSU Master Plan.</u> Work with VSU on developing their master plan to ensure the Master Plan and the Ettrick VSU Special Area Plan are complementary.	PLANNING
	<u>Civic Group Formation.</u> Work with community representatives to establish a cooperative relationship between county staff and community representatives.	PLANNING

BON AIR SPECIAL AREA PLAN		
Category	General Steps	Department Lead
INFRASTRUCTURE	BON AIR PEDESTRIAN AND BICYCLE NETWORK IMPROVEMENTS. Seek and secure funding to construct the recommended pedestrian and bicycle network.	TRANSPORTATION
	PEDESTRIAN AND BICYCLE RAILROAD CROSSING. Work with VDOT to explore options for improving the vehicular traffic pattern at the railroad crossing around Rockaway Road, Bon Air Depot Lane and Rockcrest Road to accommodate pedestrian and bicycle rail crossing improvements.	TRANSPORTATION
	BON AIR NEIGHBORHOOD PARK. Seek and secure funds to develop the recommended Bon Air Neighborhood Park and linear trail on land at Bon Air Elementary School.	PARKS AND RECREATION
	STORMWATER TREATMENT. Seek and secure funds to construct the recommended stormwater treatment improvements at the stormwater outfalls into Jimmy Winter's Creek on the Bon Air Elementary School site.	ENVIRONMENTAL ENGINEERING
	WASTEWATER EXTENSION. Work with property owners in the area to extend the public wastewater system into unserved areas.	UTILITIES
OTHER	CIVIC ASSOCIATION FORMATION. Work with area businesses, faith based groups and other community organizations and associations to establish a community wide civic association.	PLANNING
	ABOVE GROUND UTILITIES: Work with Dominion Power to relocate the above ground utilities along area roads to underground.	TBD

Northern Jefferson Davis Special Area Plan	
Action	Desired Outcome / Deliverables
Revitalization Area. Designate the entire Plan geography as a revitalization area for the purposes of focusing and prioritizing county revitalization efforts.	Areas adopted by Board
Jefferson Davis Highway Neighborhood Enhancement Program. Expand the existing proactive property maintenance program to the Plan area.	Area neighborhoods identified; approached
Redevelopment Policy. Develop policy to guide the county in redevelopment.	New administrative policy adopted
Transit Coordinator. Identify a single point of contact / responsibility to manage and coordinate transit resources, opportunities, and concerns.	Identify coordinator and duties
Jefferson Davis Highway Regional Meeting. Hold an annual meeting between public and private stakeholders in the county and City of Richmond to discuss projects, programs, coordination, and concerns along Jefferson Davis Highway. More frequent meetings, as necessary to address important matters, would be appropriate. Include the Jefferson Davis Association as a participant in these meetings.	Annual meetings (at a minimum) held
Code Enforcement Policy in Revitalization Areas. Create a policy outlining county's approach and priorities for property maintenance enforcement in revitalization areas.	New administrative policy adopted
Neighborhood and Business Cleanup Assistance. Provide resources (dumpsters, disposal, monitoring, etc.) for cleanup efforts initiated and performed by citizens and businesses.	Regular clean-up activities by residents and businesses
Housing Rehabilitation Zone. Incentive zone overlay to encourage residential development, rehabilitation, and redevelopment in revitalization areas. Incentive package could include fee waivers, process simplification, and targeted development standards for a 10-year zone term.	Ordinance amendment adopted by Board
New Design Standards. Revise existing standards to increase development quality and aid redevelopment efforts (such as supporting reduced site acreage requirements).	Ordinance amendment adopted by Board

Northern Jefferson Davis Special Area Plan	
Action	Desired Outcome / Deliverables
Rezoning Incentives. Amend fee schedule to waive fees for rezonings, in compliance with plan. Explore other potential incentives.	Ordinance amendment adopted by Board Study other potential incentives
Market/Publicize Incentives and Opportunities. Actively market incentives and opportunity sites to encourage investment in Plan area. Include training of frontline Community Development personnel.	Marketing plan created and implemented by staff Staff training completed
Tax Exemption Programs. Market current programs to increase usage in revitalization areas. Evaluate use of new construction tax exemption programs allowed under state law.	Ordinance amendment for new construction adopted by Board Marketing program
Demolition Assistance. Create a program and funding source to support and encourage demolition of obsolete structures in revitalization areas, beyond the scope of blight removal program. This incentive could be in the form of loans or grants, and would aid redevelopment efforts.	Program created and funded by Board
Jefferson Davis Highway Community Safety Education Program. Work with the community to hold training sessions on crime prevention tips and techniques.	Programs marketed and sessions held regularly
Human Services Coordinator. Identify a single point of contact within the county to coordinate and promote human service division programs and services for the benefit of the community.	Identify coordinator and duties
Homeowner Education and Training. Develop education programs and training for low income and first-time homebuyers regarding home maintenance and repairs.	Instructional program established; training initiated
Redevelopment Entity. Evaluate the feasibility and process of the creating an independent entity composed of public and private-sector experts to implement redevelopment initiatives.	Study developed and presented to Board of Supervisors
Jefferson Davis Highway Streetscape Improvement District. Create construction plans and phasing for streetscape improvements along Route 1 north of Route 288. Identify funding for streetscape and beautification improvements and maintenance. Focus initial efforts in Residential Mixed Use and Regional Mixed Use areas, and at key locations such as Jefferson Davis Highway/Chippenham Parkway and Jefferson Davis Highway/Willis Road.	Study completed, construction plans drafted, funding district enacted and improvements programmed, installed and maintained

Northern Jefferson Davis Special Area Plan	
Action	Desired Outcome / Deliverables
Rehabilitation Financial Incentives. Develop program(s) to provide low-interest loans and/or grants to homeowners, landlords, and businesses, to reinvest in properties along Jefferson Davis Highway. Such programs could emphasize façade and site improvements.	Program created and funded by Board, additional incentives identified
Adult Education / Workforce Development Classes. Develop and deploy classes in the Plan area to support workforce development on topics such as technology and English proficiency; as well as self-improvement classes on topics such as health, personal finance, and safety.	Curriculum developed, advertised, and implemented
Community Resource Center. Develop a community resource center along Jefferson Davis Highway to provide the community with a wide range of government, health, and educational services locally. Such center could also host community events and even a farmer's market.	Study completed. Facility designed, funded, built, or leased and occupied
Jefferson Davis Highway Community Events. Develop and hold annual events celebrating the history, diversity, and assets of the Jefferson Davis corridor to strengthen community identity and pride. Hold events such as neighborhood/business/waterway cleanup days to beautify community.	At least one annual event created and held, supported by county
Community Service Inventory. Create an inventory of non-profit, church-based, government and private programs that provide services to the Jefferson Davis community and publicize this information to the community.	Inventory created and maintained with county support
Comprehensive Medical Services Facility. In partnership with state agencies, and local private and non-profit healthcare entities, pursue the creation of a behavioral and physical health facility within the community. This facility should provide affordable care to the community and include 24-hour emergency care, along with community resource center functions centered on mental health/social services programs.	Study completed. Facility built or leased and opened.
New Revitalization Zoning District. Create a new zoning classification that would encourage owners of property zoned General Business (C-5) to rezone such properties for less intense use by providing a wider range of uses (such as higher-density residential uses incorporated into a mixed-use projects).	Ordinance amendment adopted by Board

Northern Jefferson Davis Special Area Plan	
Action	Desired Outcome / Deliverables
Zoning Density Bonus. Increased unit yield to Plan densities in exchange for provision of affordable housing units and/or redevelopment of existing substandard housing.	Ordinance amendment adopted by Board
Annual Job Fair. Hold an annual job fair within the Plan area and encourage participation by area employers.	Fair held annually, assisted by county
Mercado. Explore potential locations and designs within the corridor to develop an outdoor market/green space for community gatherings. Study potential funding sources.	Study completed. Facility designed, funded, and constructed.
Jefferson Davis Highway Police Residency. Develop financial incentives to encourage county police to reside in neighborhoods within the Plan area to increase sense of safety in community.	Incentives identified and funded.
Business License / Use Monitoring Study. Conduct a study of how best to monitor new business licenses in revitalization areas to ensure uses are legal and meet zoning requirements.	Study completed and presented to County Administration
JDA Executive Director. Work with the JDA to find funding to hire an Executive Director to coordinate community activities, as well as enhance membership and programs on behalf of the JDA.	Position created and filled (seed)
Historic Tax Credit Program. Partner with the private sector to evaluate establishment of a historic tax credit program in the Plan area.	Study completed, may include recommended actions
Business Relocation Assistance. Approach business owners of uses that do not comply with the Plan to assist voluntary relocation of such businesses to more compatible locations. Consider incentives such as fee waivers and expedited permitting.	Process developed, area business owners contacted for interest
Environmental Remediation Assistance. Create a program and funding source to support and encourage environmental site remediation activities on former commercial and industrial properties. This program could be in the form of loans or grants to encourage redevelopment of impaired properties and to restore environmental quality.	Program created and funded by Board

Northern Jefferson Davis Special Area Plan	
Action	Desired Outcome / Deliverables
Jefferson Davis Highway Community Tax Increment Financing District. Evaluate the feasibility, costs, and benefits of creating a Tax Increment Financing district to earmark future property tax revenue increases within the plan geography toward public improvement projects within the community.	Financing district evaluated
Property Maintenance Requirements. Subject to limitations of the Virginia Uniform Statewide Building Code, evaluate more stringent property maintenance requirements.	Ordinance amendments evaluated and adopted.
Implementation Coordinator. Designate a single point of contact within the county organization to coordinate and track plan implementation.	Staff person identified.
Infrastructure Improvement. Design, fund and construct the road, park and utility improvements recommended by the special area plan.	Improved roads, parks, and utility systems
Asset Based Community Development. Encourage and support citizen-driven asset based community development initiatives.	Build staff capacity and fund assistance programs
JDA Support. Continue working with the JDA to develop their self-sufficiency. County should assist in creation of work programs, strategic planning, membership drives and positive community outreach activities, events, and marketing.	Ongoing support to community-based organization
Jefferson Davis Highway Neighborhood and Business Watches. Proactively approach community entities in the Plan area to develop neighborhood and business watches to aid in crime prevention and police-community relationship building.	Neighborhoods and businesses contacted and new watches established
Inventories of existing conditions. Produce and maintain inventories of the condition of uses, sites and structures that contribute to the health of the community or may require attention due to poor condition of improvements, underutilization of property, or obsolescence of uses. This inventory should be updated regularly and used as a tool for advancing the revitalization recommendations of this Plan.	Ongoing efforts to create and maintain inventories.
Community Organization Support. Help develop and build capacity of community organizations serving the plan area.	Community organizations created and supported.
Marketing Plan. Develop a marketing plan to promote the Northern Jefferson Davis Community as a place to live, work, play, invest, and visit.	Ongoing efforts to market the Northern Jefferson Davis Community as a place to live, work, play, invest, and visit.

Northern Jefferson Davis Special Area Plan	
Action	Desired Outcome / Deliverables
<p>Falling Creek Bridge & Ironworks Park. Support the efforts of the Falling Creek Ironworks Foundation in the establishment of public/private partnerships to restore the historic Falling Creek Stone Bridge and establish a welcome center at the Falling Creek Ironworks Park.</p>	<p>Bridge restored / welcome center established.</p>