

# Taming the Wild Council Meeting

James J.L. Stegmaier, County Administrator, Chesterfield, Virginia  
Jeffrey L. Mincks, County Attorney, Chesterfield, Virginia  
Marty Rozelle, Principal, The Participation Company  
ICMA Conference Presenters



# TAMING THE WILD COUNCIL MEETING



**Now  
With 33% More  
Controversy!**

**ICMA Conference  
September 14, 2014**

James J.L. Stegmaier, County Administrator, Chesterfield, Virginia  
Jeffrey L. Mincks, County Attorney, Chesterfield, Virginia  
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# Brevard County, Florida



# Ukraine Parliament



# Mexican Congress

# India State Assembly

# What's the Forum?



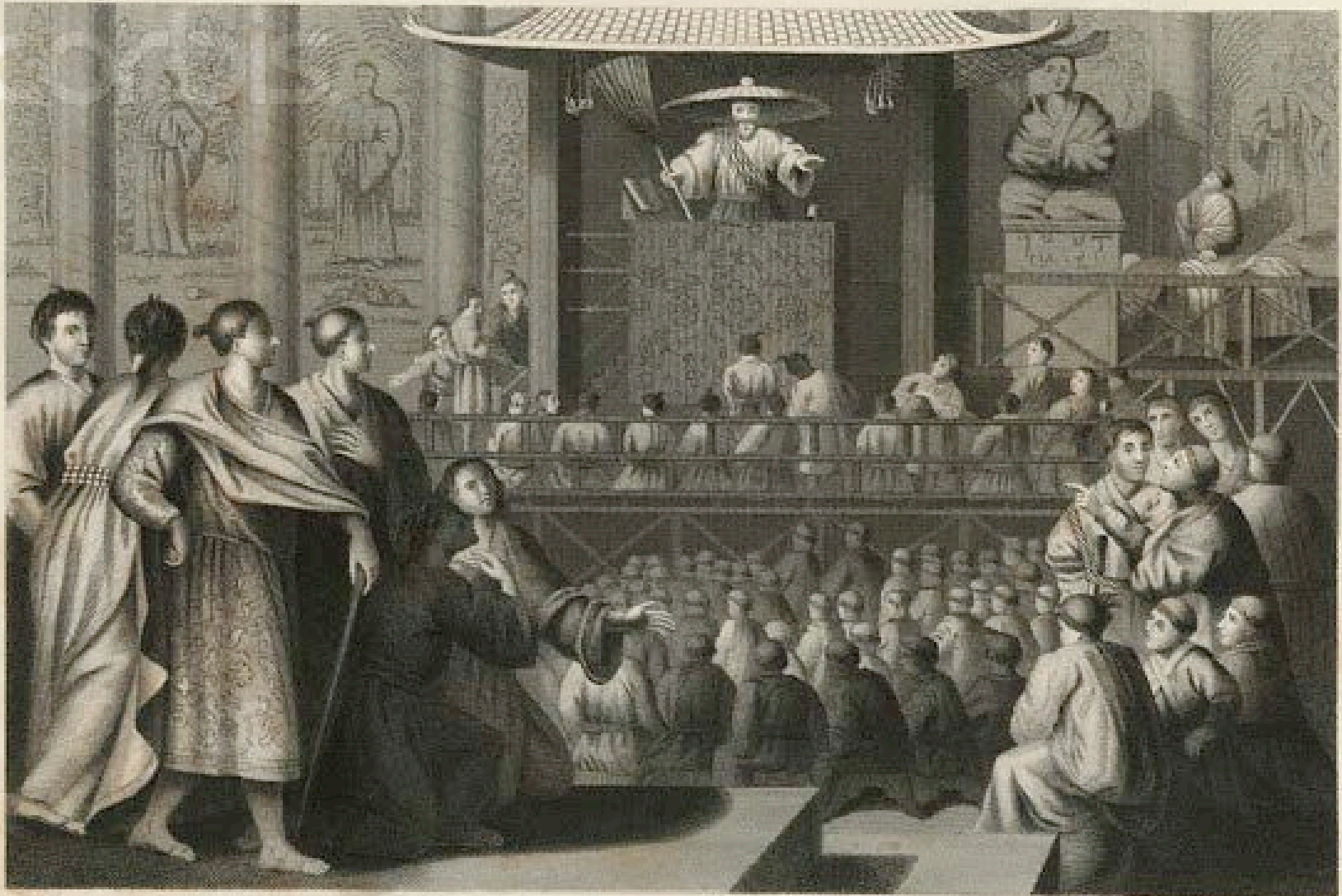
# Traditional Public Forum



# Traditional Public Forum



# Limited Public Forum







# Designated Public Forum



CITY  
ART  
GALLERY



# Non-Public Forum





**CHESTERFIELD  
COUNTY**

CHESTERFIELD, VIRGINIA  
23832-0040

**AGENDA**

BOARD OF SUPERVISORS

**JAMES M. HOLLAND**  
CHAIRMAN  
DALE DISTRICT  
**STEPHEN A. ELSWICK**  
VICE CHAIRMAN  
MATOACA DISTRICT  
**DOROTHY JAE CKLE**  
BERMUDA DISTRICT  
**ARTHUR S. WARREN**  
CLOVER HILL DISTRICT  
**DANIEL A. GECKER**  
MIDLOTHIAN DISTRICT

**JAMES J.L. STEGMAIER**  
COUNTY ADMINISTRATOR

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DATE: July 23, 2014      PUBLIC MEETING ROOM      TIME: 03:00 p.m.

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**1. Approval of Minutes**

- A. April 23, 2014 Regular Meeting
- B. June 25, 2014 Regular Meeting

**2. County Administrator's Comments**

- A. County Administrator's Report . . . . . 1  
Agenda Item - County Administrator's Report

**3. Board Member Reports**

**4. Requests to Postpone Agenda Items and Additions,  
Deletions or Changes in the Order of Presentation**

**5. Resolutions**

**6. Work Sessions**

**7. Deferred Items**

**8. New Business**

- A. Appointments
  - 1. Camp Baker Management Board . . . . . 5

**9. Reports**

- A. Report on Developer Water and Sewer Contracts
- B. Report on Status of General Fund Balance, Reserve for Future Capital Projects, District Improvement Funds and Lease Purchases

**10. Fifteen-Minute Citizen Comment Period on Unscheduled Matters**

**11. Closed Session Pursuant to Section 2.2-3711(A)(1), Code of Virginia, 1950, as Amended, Relating to the Performance of a Specific County Employee**

**12. Dinner at 5 p.m. in Room 502**

Evening Session Begins at 6:30 p.m.

**13. Invocation**

Reverend Sylvia S. Meadows, Chester United Methodist Church

**14. Pledge of Allegiance to the Flag of the United States of America**

Eagle Scout Andrew Smith

**15. Resolutions**

- A. Recognizing Mr. Andrew John Smith Upon Attaining

**16. Fifteen-Minute Citizen Comment Period on Unscheduled Matters**

17. Requests for Manufactured Home Permits and Rezoning Placed on the Consent Agenda to be Heard in the Following Order:
- Withdrawals/Deferrals
  - Cases Where the Applicant Accepts the Recommendation and There is No Opposition
  - Cases Where the Applicant Does Not Accept the Recommendation and/or There is Public Opposition Will Be Heard at Section 19
- A. 12SN0227 Twin Rivers, LLC, Bermuda District
  - B. 13SN0125 Viridis Development Corporation, Clover Hill District
  - C. 14SN0572 Shayma E. Said, Midlothian District
  - D. 14SN0567 Rivers Bend Medical Office III LLC, Bermuda District
  - E. 14SN0573 Landing Development Corporation, Matoaca District
  - F. 14SN0575 Enon Land Company, LLC, Bermuda District
  - G. 14SN0576 Enon Land Company II LLC, Bermuda District
  - H. 14SN0578 St. Ives LC, Midlothian District

## 18. Public Hearings

- A. To Consider Amending Chapter 10, Fire Protection, of the County Code
- B. To Consider an Amendment to the FBO Services and Lease Agreement with Dominion Aviation Services, Incorporated

# Citizen Comment

## 1. Time Limit



## 2. Content



## 3. Behavior



# Public Comment Period

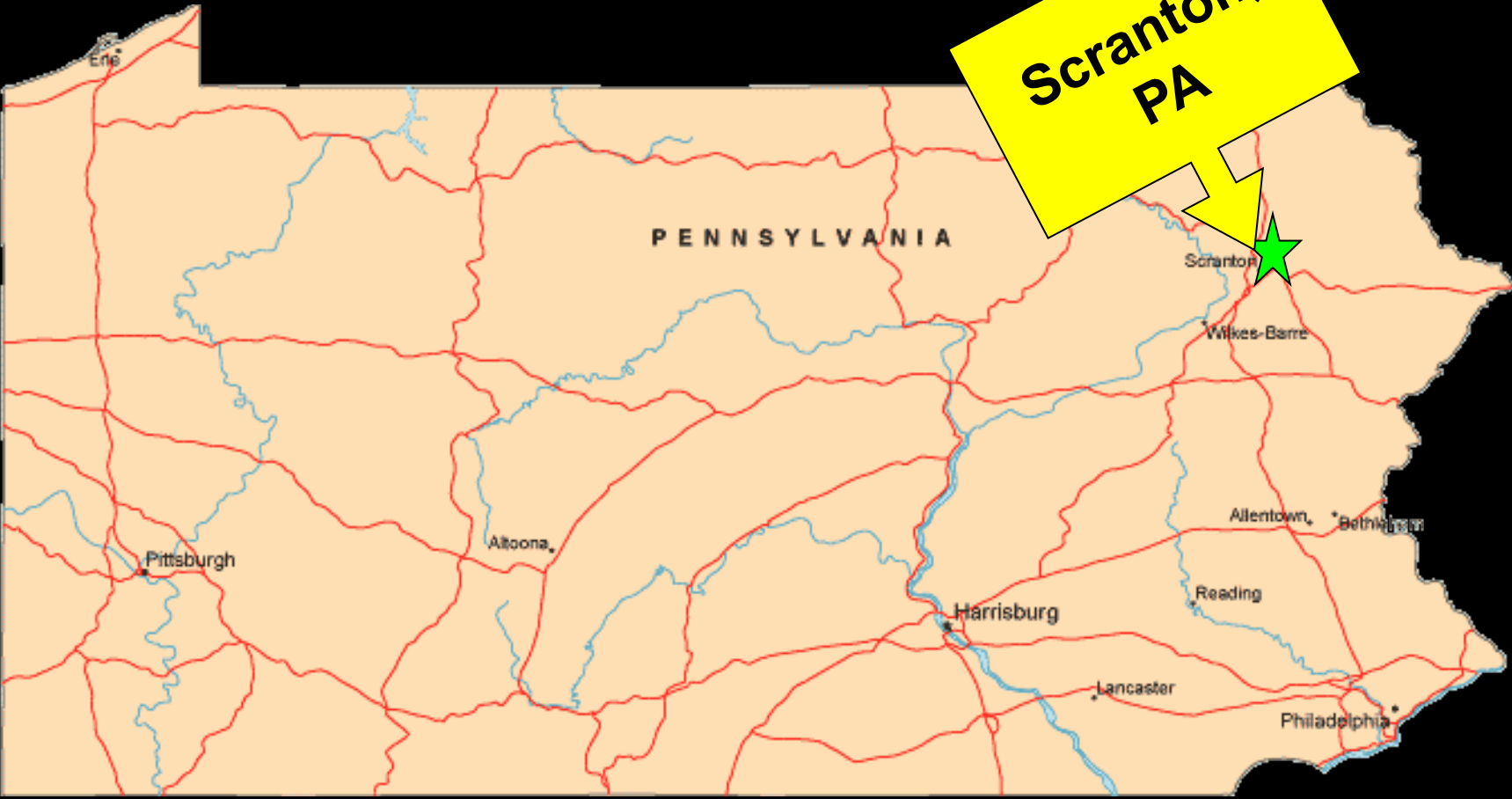
**Section 10.** Each citizen comment period shall be limited to 15 minutes and each speaker may not exceed three minutes. Citizens may only speak once per meeting during the citizen comment periods. Comments must be germane to the services or policies of the county. No citizen shall speak on any matter of business that is a subject on the board's agenda for that day. Citizens may not yield time to other speakers.

# At public meeting, Council may:

1. Limit discussion to specific agenda items.
2. Impose reasonable restrictions to preserve decorum which furthers public business.
3. Not discriminate on basis of speaker's viewpoint.



**Scranton,  
PA**







# the office



"You Calling Me  
a Liar?"





# Baltimore City Council Meeting

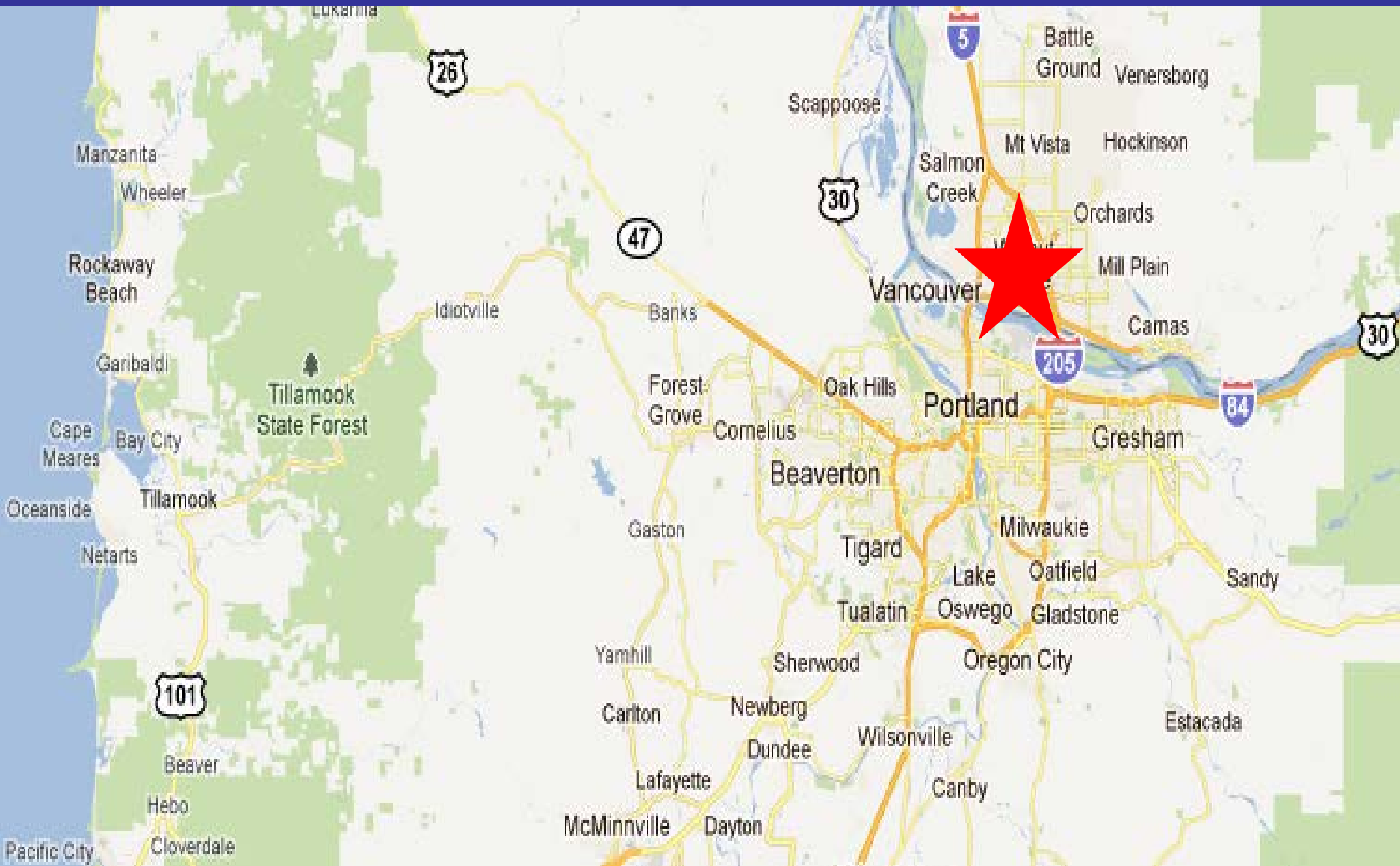
# Monroe Township, New Jersey



Monroe Township,  
New Jersey











Vancouver City Council  
Vancouver, WA



# Presiding Council member has discretion to cut off speech which:

1. is or imminently threatens to be
2. a disruption of orderly or fair progress of discussion
3. by virtue of duration, tone, manner or irrelevance.



# Mayor Orders Removal of Citizen

# Prohibiting “personal attacks”

1. Insult directed at a person or group.
2. Not directed to substantive issues or procedures of topic at hand.
3. Bach overruled.

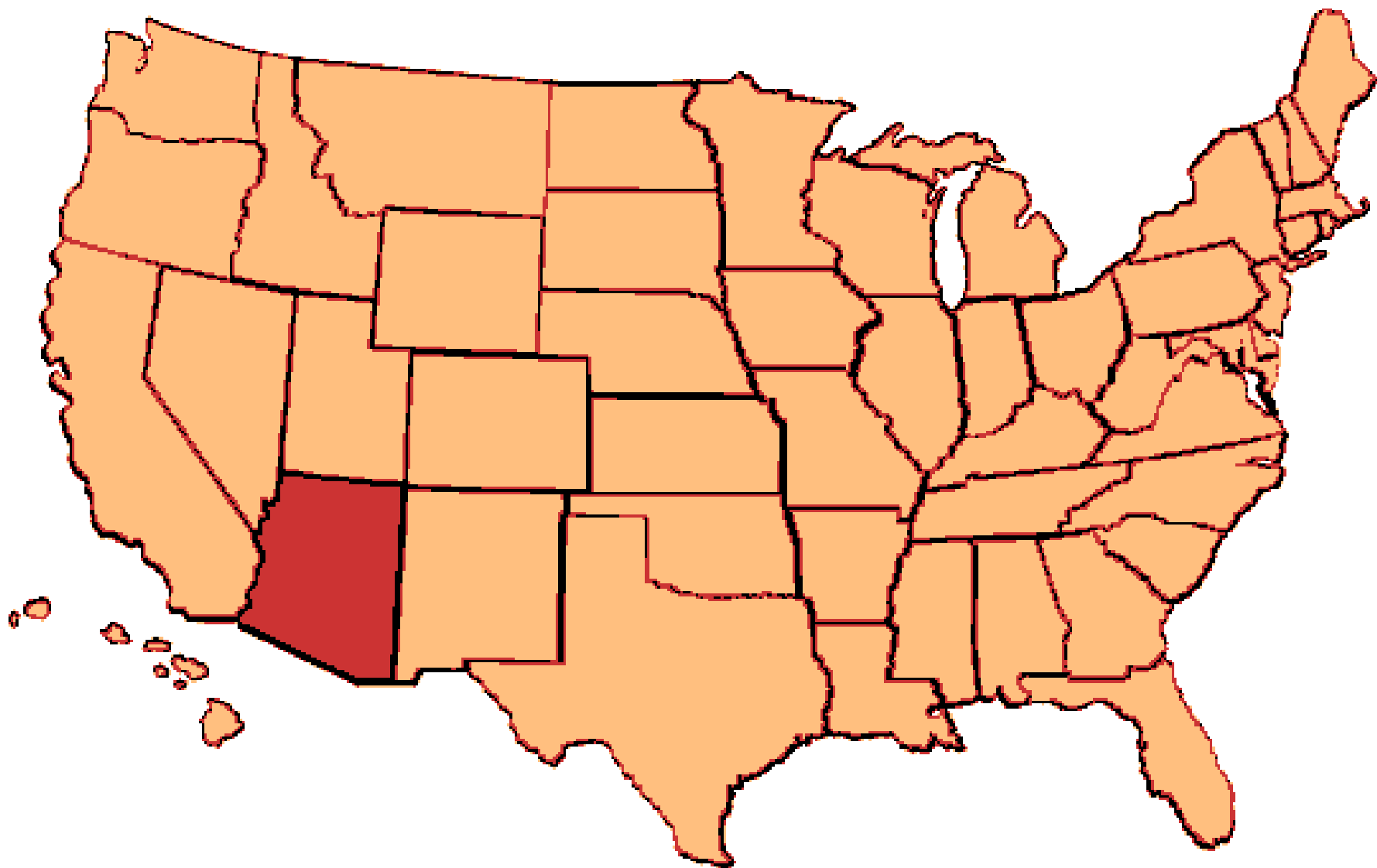




# Glendale, California



Mayor Attempts To Eject  
Citizen Before Public Comment











MARICOPA COUNTY  
COURT HOUSE

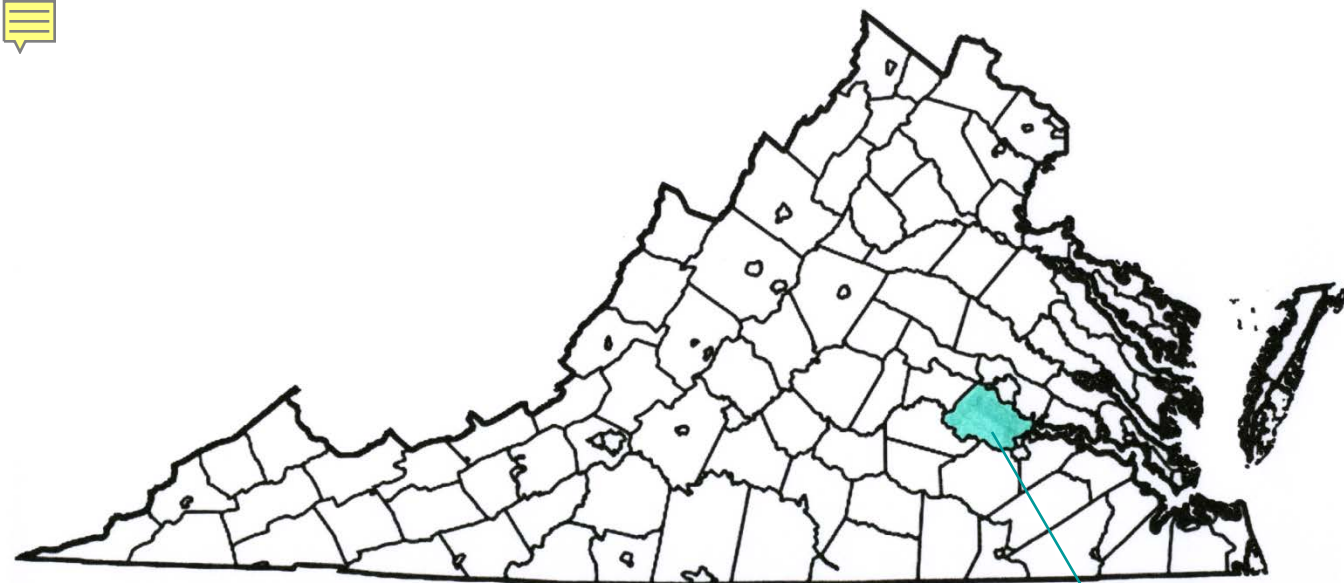
125 W. WASHINGTON

# Arrested Development at the Maricopa County Board of Supervisors



**TAKKE**  
**CHARGE**











# TARRINGTON DEFERRAL PUBLIC HEARING

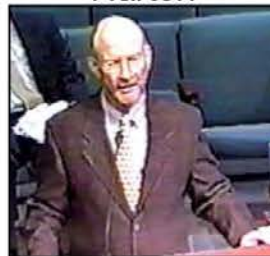
October 18, 2005

Frantel



5:42 Minutes

Harton

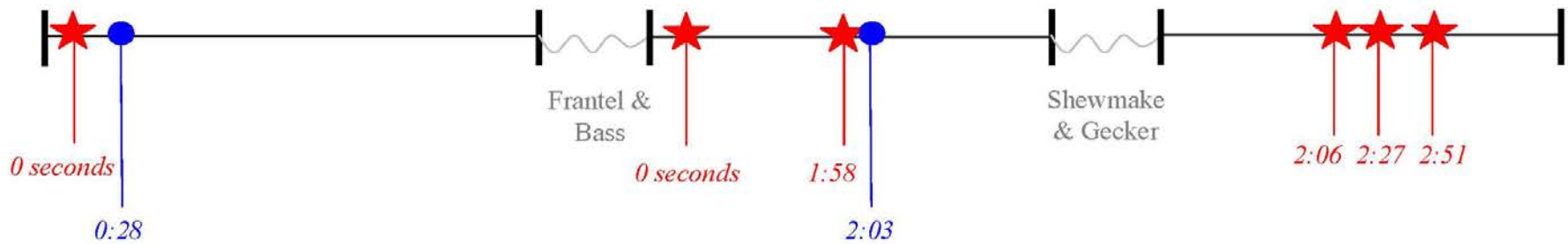


4:05 Minutes

Steinburg



4:14 Minutes



★ - Speaker cautioned that he/she must state position on deferral

● - Speaker states position on deferral

Robert Steinburg

Planning Commission Meeting  
October 18, 2005

PUBLISHED

**UNITED STATES COURT OF APPEALS  
FOR THE FOURTH CIRCUIT**

ROBERT C. STEINBURG,  
*Plaintiff-Appellant,*

v.

CHESTERFIELD COUNTY PLANNING  
COMMISSION; DANIEL A. GECKER, in  
his official capacity; SHERMAN W.  
LITTON, in his official capacity,  
*Defendants-Appellees.*

No. 07-1181

Appeal from the United States District Court  
for the Eastern District of Virginia, at Richmond.  
Robert E. Payne, District Judge.  
(3:06-cv-00248-REP)

Argued: January 31, 2008

Decided: May 29, 2008

Before NIEMEYER and SHEDD, Circuit Judges,  
and Patrick Michael DUFFY, United States District Judge for the  
District of South Carolina, sitting by designation.

Affirmed by published opinion. Judge Niemeyer wrote the opinion,  
in which Judge Shedd and Judge Duffy joined.

# Pensacola, Florida



The Priest  
and the  
First Amendment



# “Not listening to me”

No constitutional right to force Council member to listen to a citizen's views.

Minn. State Board v. Knight, United States Supreme Court (1984)



# Photos and Recordings of Public Meetings



- 1. Citizens have the right under most FOIA laws to photograph, videotape and otherwise record public meetings.**
- 2. Public body may impose restrictions on this right to prevent disruption of public meeting.**

# BOE Calls Sheriff's Office after Resident Takes Photo

Incident raises questions about whether the panel complies with FOIA requirements.

By [Dusty Smith](#) and [Christian Brown](#) | [Email the authors](#) | June 29, 2011

 Recommend

 28 people recommend this. Be the first of your friends.

9 Comments

The county [Board of Equalization](#) has come under scrutiny after a woman who took a photo during a meeting Tuesday was asked to turn over or delete the image and then was escorted from the room by a sheriff's deputy while the meeting continued behind closed doors.

"This was not right," said Scott K. York (I-At Large), chairman of the county Board of Supervisors. "The only reason one would object to someone coming in and taking pictures is because you're concerned about the decisions you're making."



# Santa Cruz County, California



# Expressive Speech



# Expressive Speech



# Avoiding Disruptive Meetings



- 1. Have a clear written agenda.**
- 2. Treat all speakers similarly.**
- 3. Remind “wandering” speakers to return to topic.**
- 4. Make sure the chair declares the unruly speaker out of order.**
- 5. Adopt policy for dealing with unruly speakers.**

# Japan invents speech-jamming gun that silences people mid-sentence

Updated: Friday, 02 Mar 2012, 10:05 AM EST  
Published : Friday, 02 Mar 2012, 8:26 AM EST

TOKYO (Newscore) - Japanese researchers have invented a speech-jamming gadget that painlessly forces people into silence.

Kazutaka Kurihara of the National Institute of Advanced Industrial Science and Technology, and Koji Tsukada of Ochanomizu University, developed a portable "SpeechJammer" gun that can silence people more than 30 meters away.

The device works by recording its target's speech then firing their words back at them with a 0.2-second delay, which affects the brain's cognitive processes and causes speakers to stutter before silencing them completely.





# First Amendment

*While the First Amendment allows a member of a governing body to speak his mind, the First Amendment does not shield him from the consequences of his actions if he speaks or behaves in an inappropriate manner.*



*With the original Signers*

I, as one of We, the People of the United States, affirm that I have read or will read our U.S. Constitution and pledge to maintain and promote its standard of liberty for myself and for my posterity, and do hereby attest to that by my signature.

Pledger

*George Washington*  
George Washington, Witness



**THE CONSTITUTION  
OF THE  
UNITED STATES**

*...its only keepers, the people.*  
— George Washington



# *Censure*



**The censure of a member of a governing body is public statement condemning the member's inappropriate behavior with the hopes of reforming him or her so that he or she won't behave in the same way again. Censure is a way for the other members of the governing body to avoid the appearance of agreement with the objectionable behavior of a fellow member.**

# Sheriff has to shut down Board of Supervisors meeting

Posted on March 20, 2012, by Wayne Covil

**SUSSEX COUNTY, Va (WTVR)**—The Sussex County Sheriff has stepped in twice in less than a week to shut down the Board of Supervisors meeting. Both times, heated arguments have gotten so out of control that he feared the situation could escalate.

“It is a travesty, it was shocking, it was appalling” said Cindi Dickerson, who watched Monday night’s meeting derail. “Anyone who hasn’t been needs to come” she added.

For Sheriff Raymond Bell, last Thursday was the first time he’d ever stepped up to close a meeting. “It was just unreal, I have never seen public officials act the way this group acted” he said.

Debbie Turck and her husband were so shocked, that they started videotaping the meetings and posting them to YouTube, and even started their own blog.

“It’s basically six people, six men sifting up there, out of control, mainly down to two or three, not able to conduct a meeting in an orderly manner” said Turck.

For three term Supervisor Eric Fly, the changes came in January when three new members came onto the board. He said that since then “Nothing is getting done in the county.”

“Our business is not being done,” he said.

“I have never, in 27 years, in dealing with government, seen anything like this, nothing” said Fly, who also agreed most votes are now split in a three to three tie.

Alfred Futrell, who came onto the board in January, agreed things have gotten out of hand and his concern is that some board members won’t allow the public to speak during recent meetings. “The public has got a right to voice their opinions on all the issues,” said Futrell.

Citizens are now talking about a recall, to remove some board members, after a second meeting was shut down by the sheriff, and there was fall-out over the county attorney.





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# Wikipedia

*The Free Encyclopedia*



James W. Holley, III  
Mayor of Portsmouth

The only known politician in  
American history to be recalled twice

July 1984 to December 1987  
(misuse of expense account)

July 1996 to July 2010  
(abuse of a staff member)



# Bellevue, Washington



# Conflict of Interest



SUSSEX COUNTY COURT HOUSE



# Sussex County, Virginia



G. COLEMAN A. YOUNG MUNICIPAL CENTER

Spirit of Detroit

E Larned St  
Regina Surdholm

# “Detroit City Council Screaming Match”

Detroit City Council  
Screaming Match

Chesterfield County, Virginia  
Board of Supervisors



# CHESTERFIELD COUNTY REVISED DRAFT LAND USE PLAN MAP

Henrico County

Powhatan County

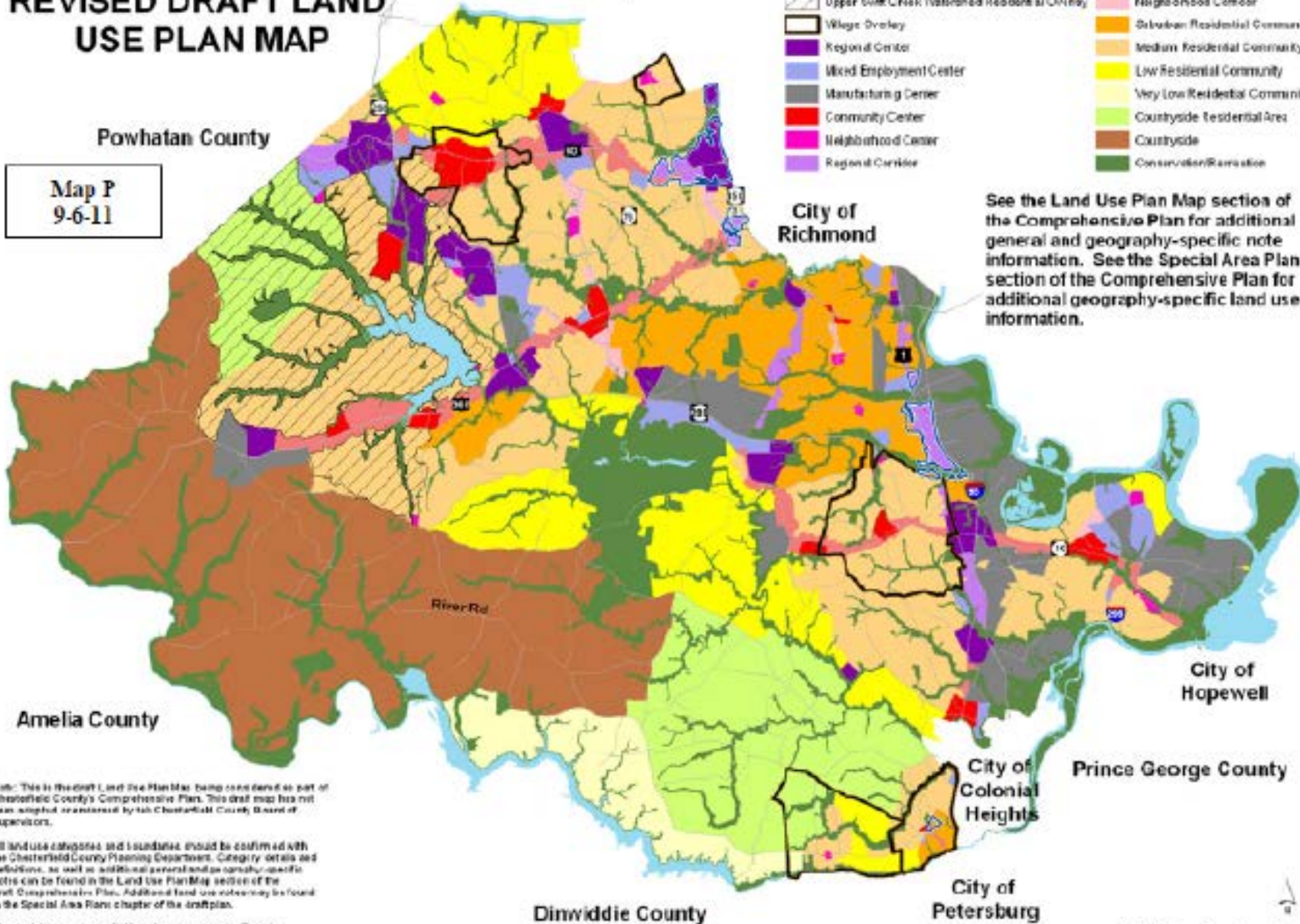
Map P  
9-6-11

## Land Use Categories

- |   |  |
|---|--|
|  UDA Overlays                                     |  Community Corridor              |
|  Upper Swift Creek Watershed Residential Overlay |  Neighborhood Corridor          |
|  Willage Overlay                                 |  Suburban Residential Community |
|  Regional Center                                 |  Medium Residential Community   |
|  Mixed Employment Center                         |  Low Residential Community      |
|  Manufacturing Center                            |  Very Low Residential Community |
|  Community Center                                |  Countryside Residential Area   |
|  Neighborhood Center                             |  Countryside                    |
|  Regional Corridor                               |  Conservation/Restoration       |

City of  
Richmond

See the Land Use Plan Map section of the Comprehensive Plan for additional general and geography-specific note information. See the Special Area Plans section of the Comprehensive Plan for additional geography-specific land use information.



Amelia County

City of  
Hopewell

Prince George County

City of  
Colonial  
Heights

Dinwiddie County

City of  
Petersburg

Note: This is the draft Land Use Plan Map being considered as part of Chesterfield County's Comprehensive Plan. This draft map has not been adopted or approved by the Chesterfield County Board of Supervisors.

All land use categories and boundaries should be confirmed with the Chesterfield County Planning Department. Category details and definitions, as well as additional general and geography-specific notes can be found in the Land Use Plan Map section of the draft Comprehensive Plan. Additional land use notes may be found in the Special Area Plans chapter of the draft plan.

Please visit [www.chesterfield.gov/cp](http://www.chesterfield.gov/cp) or contact the Planning Department at (804) 748-1000 for more information on the draft Comprehensive Plan. Map current as of September 1, 2011.

0 0.5 1 2 3 4 Miles



## PUBLIC NOTICE

Take notice that the Planning Commission of Chesterfield County, Virginia, at scheduled meetings on Tuesday, October 4, 2011, at 1:00 p.m. and again at 6:00 p.m. in the County Public Meeting Room at the Chesterfield Administration Building, Rt. 10 and Lori Road, Chesterfield, Virginia, will hold a public hearing where persons affected may appear and present their views to consider the proposed "Chesterfield Countywide Comprehensive Plan." If the hearing cannot be completed on Tuesday, October 4, 2011, it will be recessed to Thursday October 6, 2011 at 6:00 p.m. in Public Meeting Room. The Comprehensive Plan does not rezone property or change the uses or densities of property. BECAUSE THE COMPREHENSIVE PLAN MAKES LAND USE AND PLANNING RECOMMENDATIONS REGARDING EVERY PARCEL OF LAND IN THE COUNTY, EVERY LANDOWNER SHOULD ATTEND A PUBLIC MEETING IN ORDER TO BE INFORMED AND, IF THE LANDOWNER DESIRES, TO SPEAK TO THE PLANNING COMMISSION ABOUT THE PLAN. All persons favoring opposing or interested in the above are invited to appear at time and place herein stated and may speak.

More information about the proposed Chesterfield Countywide Comprehensive Plan can be found at [www.chesterfield.gov/cp](http://www.chesterfield.gov/cp). A copy of the Plan is on file in Planning Department at Chesterfield County Community Development Building 9800 Government Center Pkwy Chesterfield Virginia and at County Administrator's Office Room 505 at Chesterfield County Administration Building for public examination during regular business hrs 8:30 am to 5:00 pm Monday through Friday. Please check first with the Planning Dept.

Virginia law requires that all local governments have an adopted comprehensive plan. The law also requires that notice of public hearings relating to the proposed comprehensive plan be advertised, and that the advertisement contain a descriptive summary of the proposed plan.

The proposed Chesterfield Countywide Comprehensive Plan replaces all previously-adopted comprehensive plan provisions. On January 12, 2011 the Chesterfield County Board of Supervisors forwarded a draft comprehensive plan dated January 6, 2011 to the Chesterfield County Planning Commission and directed it to review that draft and hold a public hearing. The Commission reviewed the January 12, 2011 draft plan between February and September 2011. The September 6, 2011 revised draft Comprehensive Plan reflects their suggestions.

The January 6, 2011 draft contains the following main components:

1. An Introduction which summarizes the goals and policy choices of the comprehensive plan and which describes the difference between this comprehensive plan and previous comprehensive planning efforts, and the construction and structure of the plan.
2. A Vision statement outlining the broad consensus achieved for planning the future of Chesterfield County and the goals flowing from the consensus that constitute the foundation for the plan's recommendations.
3. Individual elements, or chapters, addressing goals and recommendations for land use, transportation, economic development, revitalization, housing, natural and cultural resources, public facilities, and water and wastewater utilities.
4. Implementation chapter, including Action Matrix, Public Facilities Plan, Land Use Plan and Transportation Plan, outlining how the plan will be achieved through guidance and action strategies for individual County departments to follow within established timeframes.

### Vision Statement

"A New Vision for Chesterfield County," incorporated into the January 6, 2011 draft of the Chesterfield Countywide Comprehensive Plan, forms the foundation of a multi-tiered countywide comprehensive planning structure that starts with a broad set of values and narrows down, through clearly defined and interlinked components, to detailed implementing actions. It explains the organization of the Comprehensive Plan and how, through goals, recommendations and actions, the plan identifies specific tools and resources necessary to achieve a viable and well-planned future for the County. It includes an emphasis on themes such as quality of life, economic growth, building community, fiscal responsibility and environmental quality and is organized around the concepts of communities, corridors, centers, Countryside and connections.

### Main Elements of the January 6, 2011 Draft of the Comprehensive Plan

Note: Each of the individual plan elements include Goals, Objectives and Policies. The Goals are: (1) Quality of Life, (2) Economic Growth, (3) Building Community, (4) Fiscal Responsibility and (5) Environmental Quality.

**Land Use:** The Land Use Element addresses Chesterfield County's future development pattern. It promotes a mix of land uses, densities, lifestyle choices and communities countywide. It encourages a desired balance of residential to non-residential uses, emphasizing the creation of higher intensity mixed use centers and corridors that provide a broad variety of services. It preserves key rural areas in order to protect the option of a rural lifestyle and support farming, forestry and other compatible rural activities. Important concepts of this element include: orderly and fiscally responsible growth, mixing land uses both vertically and horizontally, connectivity and accessibility, housing choice and variety, protecting rural areas, protecting employment areas, strengthening and reinvesting in established areas, creating places through design, efficient regulatory practices, and preservation of natural and cultural resources.

The objectives pertaining to Quality of Life, and the policies for each objective, are as follows: (1) Balanced and Inclusive growth (growth in centers, orderly development, focus on established areas); (2) Mix Land Uses (development flexibility, building form, design innovation, mixed uses within buildings, rural centers, residential-commercial transition); (3) Density and Scale (urban development areas, density and new development, infill development, street design, vertical and compact development, parking in centers, landscaping and building reuse); (4) Accessible and Connected (transportation oriented land uses, proximity of uses, connectivity, and walkability); (5) Housing Choices (housing variety, flexible lot sizes, housing for the aging and disabled, ancillary dwellings, multifamily residential uses, and security and safety); (6) Rural Character (rural land use practices, rural land use, rural living, public facilities and countryside, wastewater treatment, utility extensions, and rural quality of life).

The objective pertaining to Economic Growth is Land Uses that Promote Employment Opportunities, and the policies are: protect economic development opportunity locations, economic development location flexibility, key employment-focused areas, jobs close to housing, and locations with major economic impacts.

Objectives pertaining to Building Community, and the policies for each objective, are as follows: (1) Established Communities and New Development (strengths of established communities, compatibility, aggregation, new development, and rehabilitation); (2) Community Based Facilities (existing infrastructure capacity, community based schools, and civic uses); (3) Sense of Place (entertainment and interaction and design); and (4) Community Health and Well-Being (healthy communities, social engagement and interaction, and noise and lighting).

The objectives pertaining to Fiscal Responsibility, and the policies for each objective, are as follows: (1) Fiscal Impacts of Growth (coordinated provision of public facilities, fiscal planning tools, and land use and service levels); (2) Public and Private Investment (federal and state funding); and (3) Regulatory and Policy Balance (statutory compliance, land use review consistency, review conformity, regulation streamlining, development commitment revision incentives, phasing development, complementary change, and innovative development).

Objectives pertaining to Environmental Quality, and policies for each objective, are: (1) Key Resources (incorporate natural features, historic and cultural preservation, greenways, open space and conservation easements, and water resources) and (2) Environmentally Friendly Land Use Practices (green development practices, compatibility, and energy conservation).

Other main points contained within the Land Use element include the following: promoting viable communities and a variety of lifestyle choices through a timely, balanced and inclusive mix of land use patterns, densities, and designs; promoting the expansion and stabilization of the county's economic base, while offering a wide range of employment opportunities through land uses and densities; strengthening existing communities, fostering community identity and providing a vital, healthy, and safe environment with supportive and compatible land uses; ensuring the efficient, equitable, and consistent stewardship of public infrastructure and services through land use and other practices that acknowledge private market forces; and preserving and enhancing natural, cultural, and historic resources through land use practices.

**Transportation:** This element addresses Chesterfield County's transportation future, including related issues as traffic circulation and transit. It promotes a comprehensive, multimodal transportation network, emphasizing the establishment of a variety of transportation alternatives. It promotes transportation enhancements to serve both businesses and residents while focusing on improving safety, efficiency and accessibility countywide. Important concepts include: providing mobility choices, incorporating technology, connectivity and accessibility, context sensitive design, funding mechanisms and coordination, travel demand management, and environmental responsibility.

Objectives pertaining to Quality of Life, and policies for each objective, are as follows:



(1) Safe and Efficient Transportation System (congestion and growth, long-range planning, development monitoring, movement of people and goods, and context sensitive design); (2) Level of Service (LOS) Standards (LOS standards and LOS flexibility); (3) Non Motorized Modes (bicycle route design, accommodation in transportation plan, accommodation in new development, curb ramps, long-range planning, safe routes to school, connections to public facilities, connections between developments, and roadway crossings); and (4) Traffic Calming (new development, existing development, and emergency vehicles).

The objectives pertaining to Economic Development, and the policies for each objective, are as follows: (1) Provide Mobility and Access (access to centers and corridors, freight movement, congestion, capacity, and maintenance); (2) Public Transit (bus services, transit accessible employment, regional multimodal planning, alternative travel needs, transit oriented development, rail transit, and multimodal corridors); (3) Future Right of Way Needs (future needs, right of way changes, and consistency); and (4) Technology (signal coordination, intelligent transportation systems, transit, and public safety).

Objectives pertaining to Building Community, and policies for each objective, are: (1) Design Solutions (consolidated access, interconnectivity, balanced modal access, access management, and state highway acceptance) and (2) Context Sensitive Design (context sensitive design).

Objectives pertaining to Fiscal Responsibility, and policies for each objective, are: (1) Transportation Funding (agency coordination, regional planning coordination, non traditional funding, fair share of funding, transit funding, bicycle and pedestrian funding, and integration funding) and (2) Travel Demand Management (transit viability, travel demand management (TDM) programs, transit use, and alternative modes for non drivers).

The objective pertaining to Environmental Quality, and the policies for this objective, are as follows: Environmental Responsibility (best management practices, maintenance, environmental innovation, alternative energy, and stormwater management).

Other main points include the following: accommodating multimodal transportation and meeting mobility needs for people and commerce through the provision of safe and efficient transportation facilities; supporting a strong, diverse economy by providing mobility options through a high quality transportation network with a range of mode choices; strengthening existing communities and foster community identity through context sensitive designs for mobility, investing in transportation solutions that provide long term benefit while minimizing construction, operation and maintenance costs to current and future taxpayers; providing equitable access and mobility to users, while minimizing adverse environmental impacts.

**Economic Development:** The Economic Development Element guides the County's economic future. It promotes a desired ratio of jobs to workers through the expansion of existing businesses, promotion of entrepreneurship, support of workforce training and development, and new business recruiting. It promotes key assets such as transportation infrastructure, the airport, and high quality of life in order to anticipate emerging economic trends and enhance tourism and cultural opportunities. Important concepts include economic stability and variety, business concentration, workforce development, jobs and housing balance, quality design, business retention and recruitment, entrepreneurial and small business development, tourism, government and business collaboration, marketing and communications, connecting economic development and transportation, technology infrastructure, economic development incentives, economic development and revitalization, rural economic vitality, competitive taxation, coordinated planning and regulation, location options, and environmentally conscious economic development.

Objectives pertaining to Quality of Life, and policies for each objective, are: (1) Economic Stability and Variety (employment growth, quality employment opportunities, local employment, and Shop Chesterfield); (2) Business Concentration (business concentration, key economic assets, development adjacent to the Chesterfield County Airport, protect economic development areas, mixed use, and density/intensity); (3) Workforce Development (workforce skill diversity and workforce training); (4) Jobs and Housing (working and living in Chesterfield County, live/work buildings and mixed uses, higher density housing, transportation, and affordable/workforce housing); and (5) Quality Commercial Design (commercial enhancements, commercial area gateways, quality commercial design, safe commercial design, design compatibility, and streetscape).

Objectives pertaining to Economic Growth, and policies for each objective, are: (1) Business Attraction and Retention (business retention, business attraction, business retention incentives, business attraction incentives, and complementary business attraction and retention strategies); (2) Entrepreneurial and small business development (small and medium sized businesses, business incubation, small business and entrepreneurial training, technology, home-based businesses, and neighborhood

based businesses); (3) Economic Development and Tourism (tourism, cultural resources, and historic and cultural resources); (4) Business Community Connections and Collaboration (business partnerships, business involvement, and retention and expansion collaboration); (5) Marketing and Communications (premier business location, asset marketing, and regional marketing); (6) Connect Economic Development and Transportation (transportation improvements, transportation options, planning for interchanges, rail access, and Chesterfield Airport and Industrial Park); (7) Technology Infrastructure (communication infrastructure); and (8) Economic Development Incentives (economic development opportunity sites, incentive coordination, and private incentives).

Objectives pertaining to Building Community, and policies for each objective, are: (1) Economic Development and Revitalization (balance, focused strategies, and revitalization incentives); (2) Rural Economic Vitality (agricultural and forestal economy, rural centers, agricultural and forestal land preservation, adequate separation, and local food); and (3) Community Awareness (public education).

Objectives pertaining to Fiscal Responsibility, and policies for each objective, are: (1) Public Resources (strategic public facility placement, public investment, and private investment); (2) Competitive Taxation (competitive tax structure); (3) Coordinated Planning and Regulation (government and economic development, economic development strategy, coordinate land use and economic development, land use for economic development, location options, and zoning and related regulations); (4) Governmental Collaboration (federal facilities, state facilities, regional collaboration, and community-based organizations); and (5) Economic Development Planning (economic research).

The Objective pertaining to Environmental Quality, and policies for this objective, are: Environmentally Conscious Economic Development (green industry, green codes and standards, transportation and the environment, wastewater usage, and recreational attractions).

Other main points include the following: providing a broad mix of employment, training, and economic opportunities for county residents through a strong, expanding and diverse economy; promoting economic development activities that attract, retain and expand commerce at all levels, from small business to larger commercial and industrial concerns; fostering economic development that, through its location, design, and diversity, complements and strengthens established and newly emerging communities, as well as countryside areas; recognizing the importance of adequate infrastructure and land supply to successful economic development through economic development planning that promotes fiscal strength and benefits as well as economic wealth and stability; and promoting long-term economic growth that protects environmental quality and enhances quality of life.

**Revitalization:** This element promotes the stabilization and enhancement of Chesterfield County's established communities and commercial areas through both public and private investment. It encourages flexibility in infill development and redevelopment, while promoting pedestrian accessibility, broadened housing choices, and strengthened social and economic interaction. Important concepts of this element include: a strategic approach to revitalization, cooperative engagement, focusing on center and corridor vitality, coordinating revitalization efforts, fiscal responsibility through revitalization, and environmentally conscious revitalization.

Objectives pertaining to Quality of Life, and policies for each objective, are: (1) Revitalization Strategy (revitalization locations, coordination, accessibility, design standards, economic integration, restore vitality, build on strengths, adaptive reuse, inward focus, mixed use, and attract development) and (2) Cooperative Engagement (University cooperation and regional partnerships).

Objectives pertaining to Economic Development, and policies for this objective, are: Centers and Corridor Health (revitalize centers and corridors, business retention, business development, marketing, public places and spaces, incentives, underutilized lands, and stimulate economic development).

Objectives pertaining to Building Community, and the policies for each objective, are: (1) Working Together (public involvement, sense of place, and coordination) and (2) Infill Focus (public facilities and infill development).

Objectives pertaining to Fiscal Responsibility, and the policies for this objective, are as follows: Fiscally Responsible Revitalization (use existing infrastructure, fund revitalization efforts, and organizational capacity).

Objectives pertaining to Environmental Quality, and policies for this objective, are: Environmentally Conscious Revitalization (green codes and standards, restore environmental quality, brownfield/greyfield redevelopment, and open space).

Other main points include the following: promoting public and private commitment to enhance, restore and maintain the quality and diversity of the county's centers, corridors, and communities; initiating revitalization efforts that promote business development, attract public and private investment, and enhance the stability of established

commercial areas and communities, building community through commitments and investments in established areas and commercial areas and communities that build upon and further enhance their continued vitality and unique assets; organizing and implementing revitalization efforts that maximize benefit from the efficient use of public and private financial resources; and restoring and enhancing natural environmental features within established commercial areas and communities.

**Housing:** The Housing Element outlines a housing direction for Chesterfield County's future. It promotes an adequate housing supply that meets existing and forecasted housing demand, promoting development of a range of housing choices, including affordable housing. Important concepts include: housing choice and variety, affordable housing options, community building and connectivity, housing's connection to employment opportunities, housing provision for the elderly and special needs populations, integrated mix of housing types, strengthening and reinvesting in established areas, efficient regulatory practices, creating a sense of place through design, and preservation of natural and cultural resources.

Objectives pertaining to Quality of Life, and policies for each objective, are: (1) Housing Diversity (housing type variety, housing location, multifamily housing, housing design and materials, and manufactured housing); (2) Affordable/Workforce Housing (housing affordability definition, workforce housing definition, housing affordability, blending affordable/workforce housing, affordable housing partnerships, regulatory and policy innovations, affordable/workforce housing for young adults, awareness and organization, and housing expertise); and (3) Housing for Special Needs Populations (housing accessibility, senior housing, centers and corridors, location, universal design, ancillary dwellings, programs and partnerships, property tax relief, homelessness, and fire safety).

Objectives pertaining to Economic Development, and policies for each objective, are: (1) Housing and Employment Relationship (housing density in corridors and centers, housing and mixed use, and working from home) and (2) Housing Market Changes (housing demand, financial markets, and financial institutions).

Objectives pertaining to Building Community, and policies for each objective, are: (1) Housing and Community Vitality (residential infill, small site development, sense of place, live/work housing, housing and transportation, and aging in place) and (2) Improving Existing Housing (housing maintenance and rehabilitation coordination, code enforcement and compliance, and housing rehabilitation).

Objectives pertaining to Fiscal Responsibility, and policies for each objective, are: (1) Fiscal Stewardship (services and facilities and financial incentives) and (2) Housing Regulations, Policies and Standards (development proposal review time, financial impact of housing construction, and public outreach).

The objective pertaining to Environmental Quality, and the policies for this objective, are as follows: Housing and Environmental Quality (assets and features, clustering, open space, green building practices, greenways, conservation easements, and energy conservation).

Other main points include the following: providing diverse housing opportunities with a countywide range of densities and affordable housing types; fostering residential development that supports needs of the workforce for safe and affordable housing in close proximity to employment opportunities; promoting strong and stable communities throughout the county by fostering a variety of housing options, designs, mixes, locations, and prices while encouraging social and economic integration that complement and are compatible with established and newly developing communities, balancing housing location with provision of adequate and fiscally responsible public services and facilities; and fostering residential development that incorporates and protects natural environmental features.

**Natural and Cultural Resources:** The Natural and Cultural Resources Element promotes the county's rich natural and historic resources; encourages the countywide protection of water quality, particularly water supply resources; as well as agricultural and forestry production lands and provides for protection of greenways and open space. Important concepts include: open space and greenways, cultural resources, programs and events, economic viability of production and working lands, mineral extraction, natural systems protection, development patterns, resource facility management, and natural resources management. The objectives pertaining to Quality of Life, and the policies for each objective, are: (1) Open Space and Greenways (greenways network and park land connections); (2) Cultural Resources (historic designation, historic easements, cultural heritage sites, and cultural and historic partnerships); and (3) Production and Working Lands (prime agriculture and forest land).

Objectives pertaining to Economic Growth, and policies for each objective, are: (1) Recreational Open Space (conservation easements, river access, and greenways and trails); (2) Cultural Programs and Events (tourism and parks and events); (3) Mineral Extraction (incompatible land uses near mines); and (4) Production and Work-

ing Lands (agricultural zoning, agri-tourism, and agricultural and forestry viability).

The objectives pertaining to Building Community, and the policies for each objective, are as follows: (1) Open Space (development pattern, public facility accessibility, and community open space) and (2) Natural Systems Protection (fragmentation and habitat protection).

Objectives pertaining to Fiscal Responsibility, and policies for each objective, are: (1) Development Patterns (integrated land management, waterfront lands, and mitigation banks); (2) Resource and Facility Management (leadership in environmental practices and public-private partnerships); (3) Natural Resources Management (green infrastructure strategy, natural resource inventory, coordination of regulatory requirements, air quality, water quality standards, lawn care pollutant costs, funding alternatives for stormwater regulation, septic system failures, and abandoned mines); and (4) Economic Viability of Production and Working Lands (taxes).

Objectives pertaining to Environmental Quality, and the policies for each objective, are: (1) Open Space (land development practices) and (2) Natural Resources (tree preservation, steep slopes, topsoil, water quality, watershed management, stream buffers, farmland and forest preservation, clean marinas, and docks and piers).

Other main points include the following: protecting, connecting, and conserving natural and cultural resources for county residents and visitors; promoting economic development that complements the county's natural and cultural environment; preserving natural and cultural resources within existing and new communities and fostering the county's unique natural and cultural heritage; ensuring that environmental and cultural resources are maintained, reducing the negative fiscal impacts of long term degradation; preserving natural and cultural resources for future generations through proper management of environmental resources.

**Public Facilities:** The Public Facility Element promotes the efficient, effective, and fiscally responsible use of county resources through the provision of public facilities and services countywide in a fair and equitable manner for both current and future residents. Important concepts include: enhance quality of life, enhance economic development, community-based facilities, land use compatibility, resource efficiency, public-private coordination, levels of service standards, long-range and proactive planning, and environmental design and footprint reduction. Objectives pertaining to Quality of Life, and policies for each objective, are: (1) Enhance Quality of Life (facility accessibility, community design, facility access, community events, and safety) and (2) Public Facilities Network (facility location, service area, and new and established areas).

The Objective pertaining to Economic Development, and policies for this objective, are as follows: Enhance Economic Development (business development, tourism, and supporting local business).

Objectives pertaining to Building Community, and policies for each objective, are: (1) Community Based Facilities (centers, countryside areas, and community revitalization) and (2) Land Use Compatibility (adjacent land use, zoning context, adaptive reuse, minimize impact).

Objectives pertaining to Fiscal Responsibility, and policies for each objective, are as follows: (1) Resource Efficiency (development coordination, planning coordination, level of service analysis, maintenance, co-location, and standardized design); (2) Public-Private Coordination (innovative fiscal tools, land proffers, public-private partnerships, and private sector contribution); (3) Level of Service (facility provision guidelines and needs assessment); and (4) Long-Range Planning (proactive acquisition, planned expansion, development coordination, and alignment).

Objectives pertaining to Environmental Quality, and policies for each objective, are as follows: (1) Environmental Design (resource efficiency, natural features, green building, runoff management, landscaping, and greenways) and (2) Reduce Footprint (online transactions and multistory building design).

Other main points include the following: fostering public facilities and services that meet identified level of service criteria and support an orderly and predictable development pattern; providing efficient and adequate public facilities and services to existing and planned business areas; reinvesting in established communities and support the desired pattern of new development through high quality public facilities and services; providing well planned, cost effective, responsible, and strategic public facility investments; and fostering public facility development that protects, preserves, and enhances natural resources for future generations.

**Water and Wastewater:** The Water and Wastewater Element promotes the well-planned and fiscally responsible provision of water and wastewater utilities. Important concepts include: coordination with Comprehensive Plan, water and wastewater system preservation, adequate capacity, orderly growth, full costs of growth, water use, and clean water. The objectives pertaining to Quality of Life, and policies for each objective, are: (1) Coordination with Comprehensive Plan (utility infrastructure and growth, density, private wells, water and wastewater system extension in the countryside, and

Master Plan update cycle) and (2) Water and Wastewater System Preservation (water and wastewater system maintenance).

Objectives pertaining to Economic Growth, and policies for this objective, are: Adequate Capacity (water supply, water facilities sizing, wastewater plan updates, and private septic system failures).

Objectives pertaining to Building Community, and the policies for this objective, are: Orderly Growth (private systems, wastewater reuse, long-distance extensions, and water and wastewater systems in established communities and commercial areas). The objective pertaining to Fiscal Responsibility, and policies for this objective, are as follows: Full Costs of Growth (provider, private sector financing, and prevent loss of treated water). The objectives pertaining to Environmental Quality, and policies for each objective, are: (1) Water Use (enforcement, reuse, reduction, non-farm irrigation, and water resources) and (2) Clean Water (chemical leaks, toxic materials, disturbance, and point and non-point source pollution).

Other main points contained include the following: planning and managing public water and wastewater services so that they are closely aligned with other provisions of the Comprehensive Plan; supporting both existing and planned economic development through the provision of adequate and timely drinking water supply and wastewater treatment capacity; providing timely provision of water and wastewater services for the communities of Chesterfield County; fostering economically feasible systems serving existing and new development with high quality public drinking water supply, transmission and storage, and with efficient wastewater collection, conveyance, and treatment; and promoting orderly growth and minimizing environmental impacts through water and wastewater systems.

**Environmental Quality.** The Environmental Quality Element contains guidance and direction pertaining to the protection and enhancement of the environment in accordance with the Vision. The Vision calls for the County to “manage our resources, both natural and manmade, to establish and maintain our well being, making us resilient to changing economic forces”. Important concepts include: Land use practices and environmental standards, water quality and stormwater management, drinking water protection, and physical constraints to development. The goal is to preserve and enhance the vitality of the County’s natural resources in accordance with the Vision. Recommendations include Land Use Practices and Environmental Standards relating to incorporating natural features, open space and conservation easements, green development practices, green codes and standards, restore environmental quality, tree preservation, natural resources management, green infrastructure strategy, natural resource inventory, coordination of regulatory requirements, air quality, and abandoned mines. Recommendations also include Waster Quality and Stormwater Management provisions relating to water quality standards, erosion and sediment control, water quality, water resources, watershed management, stream buffers, clean marinas, docks and piers, lawn care pollutant costs, funding alternatives for stormwater regulation and septic system failures. Other recommendations include Drinking Water Protection provisions relating to Upper Swift Creek Watershed, watershed planning, chemical leaks, toxic materials, disturbance, and point and non-point source pollution. Recommendations also include acknowledgement of Physical Constraints to Development relating to soil conditions, topsoil, soil suitability for septic, shrink swell soils, steep slopes, and flood plain.

#### **Implementation Element**

The Implementation Element of the January 6, 2011 draft contains the main components necessary to carry out the plan’s goals, objectives and policies recommendations, including the process for amending the plan. It is the part of the plan where those responsible for its implementation can find direction and guidance and includes the following main components:

**Action Matrix:** The Action Matrix is a listing of all the actions that are proposed to be performed to carry out the goals, policies and objectives found in the elements of the Comprehensive Plan. (The actions themselves are not part of the draft Comprehensive Plan but would have to be adopted or preformed separately). In addition to the actions to be performed, the Action Matrix also outlines the timeframe for when the action should be initiated and the responsible party (or parties) for implementing the actions. Responsible parties are listed as County departments or partnering agencies and organizations. The following is a list of all Actions in the January 6, 2011 draft Comprehensive Plan:

#### **Action Matrix: Ordinances and Regulations**

A-R 1: Zoning Ordinance: Bridge the Gap and New Zoning Ordinance, A-R 2: Home Occupation Ordinance Review; A-R 3: Comprehensive Ordinance Review; A-R 4: Mandatory Utilities Ordinance; A-R 5: Tree Preservation Ordinance; A-R 6: Zoning Application Review Procedures; A-R 7: Natural Resource Inventory; A-R 8: Open Space/Recreation Requirements for Residential and Commercial Develop-

ment, A-R 9: Water Quality Management Regulations; A-R 10: Landscape Regulations; A-R 11: Abandoned Mines; A-R 12: Mass Grading and Clear Cutting Performance Standards; A-R 13: Drinking Water Overlay District; A-R 14: Traffic Calming; A-R 15: Access Management; A-R 16: Alternative Modes for Non-Drivers; A-R 17: Travel Demand Management Requirements

#### **Action Matrix: Strategies and Studies**

A-S 1: Economic Development Strategy; A-S 2: Strategic Marketing Plan; A-S 3: Business Inventory and Analysis; A-S 4: Tourism Strategy; A-S 5: Revitalization Strategy; A-S 6: Community Building Strategy; A-S 7: Infill Strategy; A-S 8: Focused Strategies for Revitalization; A-S 9: Consolidated Plan - Community Development Block Grant (CDBG) Program; A-S 10: Focused Strategy: Chesterfield County Airport Plan/ Overlay; A-S 11: Organizational Capacity Assessment; A-S 12: Code Enforcement and Revitalization Coordination Strategy; A-S 13: Housing Strategy; A-S 14: Agriculture Strategy; A-S 15: Land Conservation Tools; A-S 16: Riverfront Access Study; A-S 17: Green Infrastructure Strategy; A-S 18: Watershed Master Strategies; A-S 19: Pollutant Control Strategies; A-S 20: Environmental Mitigation Strategy; A-S 21: Historic Preservation Strategy; A-S 22: Develop Review (DR) Efficiency Study; A-S 23: Public Facilities Assessment; A-S 24: Environment and Economic Development; A-S 24: The Environment and Economic Development; A-S 25: Stormwater Utility; A-S 26: Resource Protection Areas (RPA) and Private Lots; A-S 27: Utility Improvements and Revitalization; A-S 28: Wastewater Strategies; A-S 29: Grant Funds For Water Line Extension; A-S 30: Stale Zoning With Long Utility Extension; A-S 31: Water Reuse and Reclamation; A-S 32: Point Pollution Sources; A-S 33: Water Rate Pricing; A-S 34: Transportation Funding Strategy; A-S 35: Transportation Performance Standards; A-S 36: Public Transit Expansion; A-S 37: Transportation Studies; A-S 38: Transportation Best Management Practices; A-S 39: Fleet Management Energy Efficiency; A-S 40: Community Land Trust; A-S 41: Property Tax Exemption; A-S 42: Inclusionary Zoning Regulations; A-S 43: Affordable Housing Impediment Analysis; A-S 44: Small Lot Development; A-S 45: Flexible Lot Size; A-S 46: Mid-Range Thoroughfare Strategy; A-S 47: Parallel Road Networks; A-S 48: New Collector Roads; A-S 49: Bicycle and Pedestrian Strategy

#### **Action Matrix: Providing Guidance**

A-G 1: Community Character Manual; A-G 2: Pattern Advice Book; A-G 3: Chesterfield County Public Facility Design Manual; A-G 4: Chesterfield County Public Facility Maintenance Manual; A-G 5: Comprehensive Plan Reference Handbook; A-G 6: Low Impact Design (LID) Manual; A-G 7: Green Building Standards Manual; A-G 8: Adaptive Reuse Manual

#### **Action Matrix: Using the Plan**

A-U 1: Monitor Comprehensive Plan Implementation; A-U 2: Comprehensive Plan Coordination; A-U 3: Implement the Land Use Policy Element and Map; A-U 4: Implement Urban Development Area (UDA); A-U 5: Implement Public Facilities Plan; A-U 6: Implement Transportation Plan; A-U 7: Amending the Comprehensive Plan

#### **Action Matrix: Organization and Collaboration**

A-O 1: Chesterfield County fiscal assessment Model; A-O 2: Chesterfield County Public Facilities Model; A-O 3: Chesterfield County Strategic Plan; A-O 4: Water and Wastewater Master Plan; A-O 10: Chesterfield County Capital Improvement Program; A-O 11: Chesterfield County Public Facilities Site Selection; A-O 12: Municipal Separate Storm Sewer System (MS4) Permit; A-O 13: Greenways and Trails Strategic Plan; A-O 14: Geographic Information Systems; A-O 15: Community Education and Outreach; A-O 16: Public-Private Partnerships; A-O 17: Mixed Use Housing and Live/Work Incentives; A-O 18: Density Incentives; A-O 19: Proffer System and Other Financial Tools in Relation to Plan Policies; A-O 20: Utility Public Sector Funding; A-O 21: Water and Wastewater Infrastructure Cost Monitoring; A-O 22: Treated Water Leakage Monitoring; A-O 23: Water Supply Monitoring; A-O 24: Private Utility Systems Database; A-O 25: Public Water and Wastewater Database; A-O 26: Aquifer and Soil Percolation Characteristics Database; A-O 27: Water Metering Technology; A-O 28: Safe Drinking Water Act; A-O 29: Water Demand Education; A-O 30: Freight Intermodal Connectivity; A-O 31: Bicycle and Pedestrian Design Guidelines; A-O 32: Public Transit Funding; A-O 33: Rail Transit; A-O 34: Transportation Improvement Funding; A-O 35: Transportation and Community Grants; A-O 36: Travel Demand Management Programs; A-O 37: Fair Housing; A-O 38: Affordable Housing Public-Private Partnerships; A-O 39: Employer Assisted Housing; A-O 40: Housing Market Tracking; A-O 41: Coordinated Economic and Demographic Research; A-O 42: Development Data Analysis; A-O 43: Economic Development Incentives; A-O 44: Cultural Resources Funding; A-O 45: Regional Partnerships; A-O 46: Educational Partnerships; A-O 47: Business Incubator; A-O 48: Small Business Development Training; A-O 49: Economic Development Partnerships; A-O 50: Business Education and Outreach; A-O 51: Retention and Expansion Collaboration; A-O 52: Venture Capital; A-O 53: Federal and State Coordination; A-O 54: Regional Agencies; A-O 55: Regional Collaboration; A-O 56: Community-Based Organizations; A-O 57: Chesterfield Economic Development Authority (CEDA);

recommended tower site criteria.

**Land Use Plan Map:** The Land Use Policy Element provides broad land use goals, objectives and policies recommendations and makes geographically-based recommendations through its map and legend. The Land Use Plan Map within the January 6, 2011 draft is a geographic representation of the county's Vision. It makes land use recommendations for every property within the County but does not create any legal right to develop property. However, the Land Use Plan Map does provide guidance to citizens, businesses, developers, staff, and elected officials in making land development and zoning decisions. See map O.

The Comprehensive Plan seeks to promote a balance between residential, commercial and industrial growth, as well as between individual property rights and the existing and future needs of the community. It recognizes that such balance is necessary for the County's long-term economic strength and quality of life.

The other main points that are found in the Plan Map include: Development in centers, corridors, communities and countryside areas; Mixing uses; Increased focus, flexibility and opportunities for infill development; Greater lifestyle choices through various densities; Focus on economic development opportunities, and Fiscally responsible growth and development.

Land use categories should be viewed as broadly constructed, covering a wide range of uses in a non-specific manner. Specific use allowances and restrictions may be found in the zoning ordinance and other legal documents. The intent of land use categories is to provide expectations for character, density/intensity and general land use mixes for users of Land Use Plan Map.

The January 6, 2011 Land Use Plan Map and the key to the land use categories found on the Land Use Plan Map are found in this advertisement. These contain the recommendations of the January 6, 2011 draft Comprehensive Plan as well as changes proposed by the September 6, 2011 revised draft Comprehensive Plan. Within the key, additions proposed by the September 6, 2011 revised draft are underlined, while deletions are struck out. See Land Use Plan Map Key.

**Transportation Plan:** While the Transportation Element provides broad transportation goals and recommendations, the Transportation Plan provides more detailed transportation infrastructure development recommendations including new roads and right-of-way widths for roads. It makes recommendations regarding the provision of transportation facilities needed to serve existing and long-range population and employment growth as envisioned in the Comprehensive Plan. It recognizes the need for multimodal transportation planning and the tradeoffs between more efficient land use/transportation patterns and localized congestion.

It helps to guide the right-of-way reservation, acquisition and construction of transportation facilities in accordance with the Vision, goals, objectives and policies of the Comprehensive Plan. To this end, the Transportation Plan identifies the corridor capacity and right-of-way of transportation improvements that are foreseen to be needed to serve future development.

It addresses the ability of the transportation system, with proposed improvements, to support full buildout of the Comprehensive Plan. Please note, however, that there are pitfalls to projecting current assumptions about travel onto a very long-range (greater than 100 years) land use projection. Foreseeable improvements in technology will both directly increase the capacity of existing roadways (through intelligent transportation systems) and reduce the peak period demand for travel (through telework options, for example). Thus the Transportation Plan does not address all projected capacity needs in terms of a 2010 definition of Level of Service, but rather, addresses the ability to move projected traffic in the main corridors of the region through a combination of strategies including roadway capacity improvements, parallel local streets, transit, and travel demand management.

The Transportation Plan within the January 6, 2011 draft is divided into three sections to address the multimodal transportation recommendations: Thoroughfare Plan; Transit Recommendations (including bus and rail); Bicycle and Pedestrian Recommendations

Other main points include the timeframe, development review and general recommendations regarding connection of new and existing streets, bicycle and pedestrian accommodations and a recommendation that, generally, new facilities should not be located in the countryside areas of the Land Use Map, with the exception of neighborhood-scale streets. Other main points include a discussion of travel demand, functional classification definitions, recommendations for major corridors (expressways and major arterials), plan performance, congestion mitigation strategies, future recommendations for number of lanes by roadway, functional class definitions and forecast level of service results. Functional classifications include expressways, major arterials, minor arterials, collectors, rural county roads and local roads. Main points also include evaluations and recommendations for each of these classifications and, also, for specific sections of roads throughout the county

in the expressway and major arterial classifications. Main points also include recommendations regarding carpooling, bus transportation, rail transportation, bicycle lanes, pedestrian paths and corresponding guidelines. See maps Q through AB.

#### **Main Differences Between January 6, 2011 and September 6, 2011 Comprehensive Plan Drafts**

The following are the main differences in the September 6, 2011 revised draft Comprehensive Plan as compared to the January 6, 2011 draft Comprehensive Plan.

**Background Information Removed from Introduction:** information regarding the process of development of the draft comprehensive plan, and the persons and bodies involved in that development, have been deleted. Also deleted is information explaining reference codes.

**Restructured Goals, Objectives, Policies and Recommendations:** The five vision oriented goals (quality of life, economic growth, building community, fiscal responsibility, and environmental quality) in each element of the January 6, 2011 draft have been removed and replaced with one overarching goal for each element. All objectives have been removed. The original goals and objectives are summarized at the beginning of each element. Policies in the January 6, 2011 draft are called recommendations in the September 6, 2011 draft. Recommendations are identified with a new numbering system.

In the September 6, 2011 draft, the **Land Use Element** goal is to "promote an orderly, balanced and efficient growth pattern through land use practices that encourage fiscal responsibility while accommodating a variety of viable residential and employment choices for current and future citizens." The **Transportation Element** goal is to "support safe and efficient transportation facilities that accommodate multimodal transportation options and meet mobility needs of the community and commerce." The **Economic Development Element** goal is to "Achieve Chesterfield County's quality of life vision through a strong, expanding and diverse economy that provides a broad mix of employment, training and economic opportunities and promote public and private commitment to enhance, restore and sustain the quality and diversity of the County's centers, corridors and communities." The **Housing Element** goal is to "provide a variety of housing options, designs, mixes and prices, promoting strong and stable communities throughout the county in ways that complement and are compatible with established and newly developing communities." The **Natural, Cultural and Historical Resources Element** goal is to "support and promote recreational, cultural and historic resources as well as maintain the rural character of the countryside." The **Environmental Quality Element** goal is to "preserve and enhance the vitality of Chesterfield County's natural resources in accordance with our countywide vision." The **Public Facilities Element** goal is to "support a high quality of life in Chesterfield County by fostering quality, equitable, adequate, accessible and fiscally responsible public facilities and services that meet identified level of service criteria and support an orderly and predictable development pattern." The **Water and Wastewater Element** goal is to "provide and maintain safe and affordable public water and wastewater systems that coordinate with the Comprehensive Plan to provide adequate capacity for the public."

**Revitalization Element Merged Into The Economic Development Element:** The text, goals, objectives and policies of the Revitalization Element contained in the January 6, 2011 draft have been merged into the Economic Development Element of the September 6, 2011 draft.

**The Natural and Cultural Resources Element Renamed Natural, Cultural and Historical Resources Element:** A new Designated Historic Sites map was added. See map AC.

**New Environmental Quality Element:** The Environmental Quality element encourages the countywide protection of water quality, particularly water supply resources and addresses land use practices and standards to preserve and enhance the quality of the physical environment. Main points include the following: Preserving and enhance natural resources through land use practices; Promoting long-term economic growth that protects environmental quality and enhances quality of life; Restoring and enhancing natural environmental features within established commercial areas and communities; Fostering development that incorporates and protects natural environmental features that will meet the needs of current and future generations.

**New Special Area Plans Chapter:** The September 6, 2011 revised draft Comprehensive Plan includes Special Area Plan areas within Chesterfield County that, because of their importance and uniqueness, require more detailed analysis than can be provided in the broader countywide recommendations of the Comprehensive Plan. These special area plans will adhere to the Chesterfield Countywide Comprehensive Plan while providing specific considerations for identified special areas. Plans included are: Bon Air Community Special Area Plan; Chester Special Area Plan; Consolidated Eastern Area Special Area Plan; Eastern Midlothian Special Area Plan; Ettrick Village Special Area Plan; Jefferson Davis Highway Corridor Special Area Plan; Matoaca Village Special



A-O 58: Chesterfield County ZIP Codes; A-O 59: Water Supply Planning; A-O 60: Regional MPO Coordination

**Public Facilities Plan:** The Public Facilities Plan provides details on how to carry out the goals, objectives and policies recommendations outlined in the Public Facilities Policy Element. It promotes the data-driven provision of public facilities and services and plans for public facilities needed to serve the needs of the current and future population through efficient, equitable, safe, accessible, orderly and consistent delivery of public services based on identified levels of service standards. Main points contained within the Public Facilities Plan include the following:

Co-locating public facilities wherever possible and appropriate; Limiting the provision of new public facilities in the COUNTRYSIDE areas of the Land Use Plan Map as a general rule; Guiding funding priorities to improve/maintain existing facilities over construction of new facilities. (Exceptions may include the need to close service gaps); Incorporating green building design and other energy-efficient practices in the construction and renovation of facilities; Acquiring public facility sites in advance of, and/or in conjunction with, development; Incorporating and linking appropriate public facilities into the green infrastructure network of the County; Basing facility site requirements on the concept of "buildable land" (this calculation excludes required buffers, setbacks and other development restrictions, as well as areas with steep slopes, wetlands, RPAs, stormwater ponds and other physical constraints to the development of that particular facility); Including access and other transportation improvements as needed to improve safety and traffic flow when constructing new, and renovating existing, public facilities; Connecting public facilities to public water and wastewater systems whenever economically feasible; Co-locating utility improvements such as pump stations and water towers with public facility sites.

The Public Facilities Plan is divided into several sections based on the department responsible for providing that particular public facility or service. Levels of Service standards, site criteria and facility requirements are crafted to best fit the service needs of each provider. The sections of the Public Facilities Plan include: Fire/Emergency Medical Services; Police; Sheriff's Office; Libraries; Public Schools; Parks and Recreation; General Services (Government Center, Aviation Services, Solid Waste, Fleet Management); Telecommunications

**Public Facilities Plan: Fire & Emergency Services:** The objective is to protect the community through a comprehensive fire and life safety program that ensures an adequate and timely response to emergencies. Main points include: recommended level of service standards (unit response reliability for urban zone and rural zone; effective firefighting response (first alarm assignment)); recommended thresholds for facilities; recommended timing for facilities; recommended site criteria; recommended building design criteria; recommended facilities (first priority, secondary priority), and recommended road improvements. See map A.

**Public Facilities Plan: Police Services:** The objective is to protect the community through a comprehensive policing program that reduces crime and ensures an adequate and timely response to emergencies. Main points include: recommended level of service standard; size criteria, building design criteria; and facilities (first priority and secondary priority). See map B.

**Public Facilities Plan: Sheriff's Office Services:** The objective is to protect Chesterfield County residents by providing for the safe and secure detention of persons entrusted to the sheriff's custody. Main points include: recommended level of service standards; thresholds for facilities; timing for new facilities; site criteria; facility recommendations; and additional recommendations pertaining to Riverside Regional Jail and alternatives to incarceration.

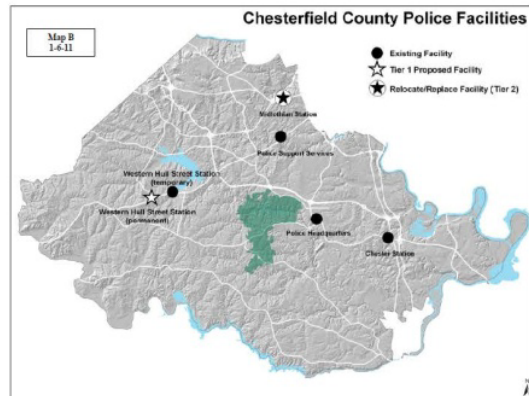
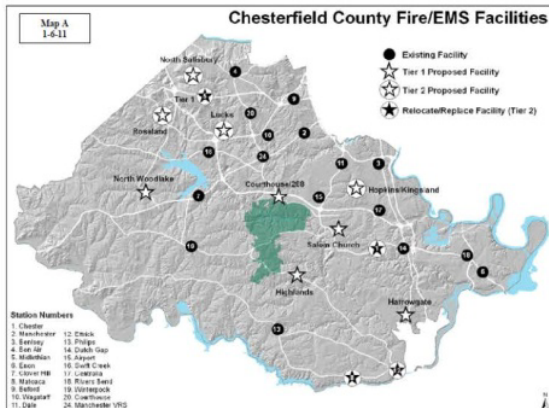
**Public Facilities Plan: Libraries:** The objective is to provide quality library services that serve community needs and desires for educational, cultural, and information opportunities. Main points include: recommended level of service standards; thresholds for facilities; timing for new facilities; site criteria; building design criteria; and facility recommendations (first priority and secondary priority). See map C.

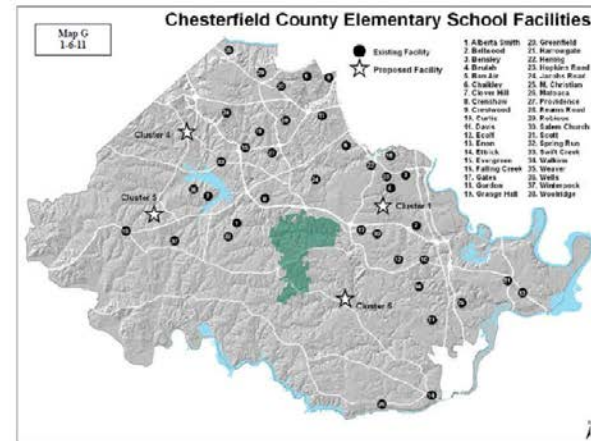
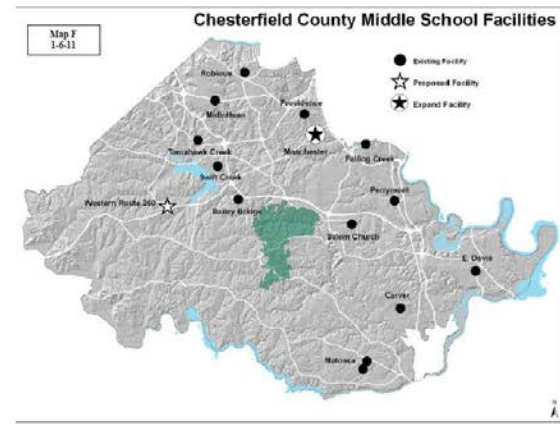
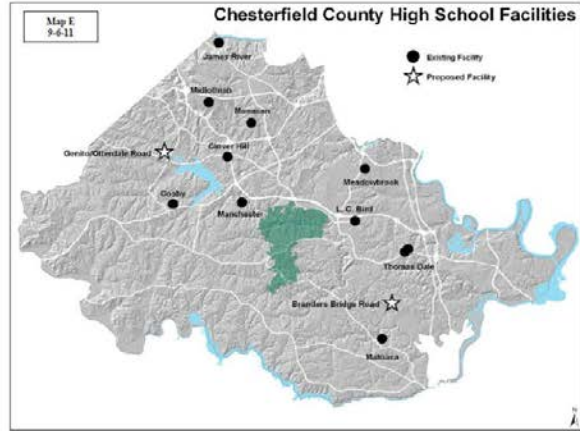
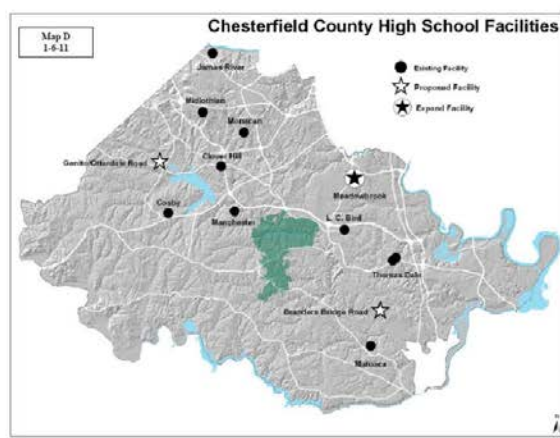
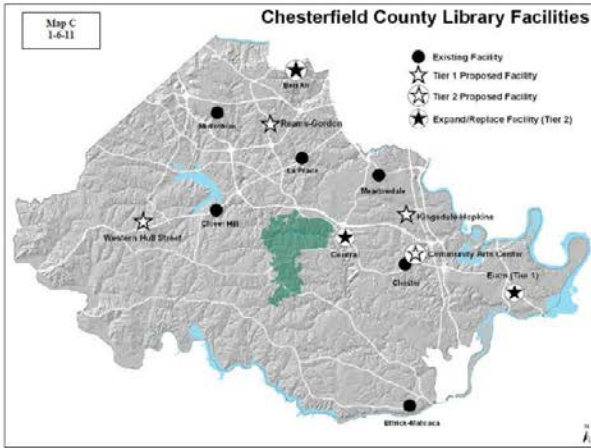
**Public Facilities Plan: Public Schools:** The objective is to support the maintenance and enhancement of a public education system that seeks to provide high quality, efficient and equitable facilities in appropriate locations across the county. The main points include: system-wide recommendations and recommended level of service standards; system-wide recommended thresholds for facilities and for timing of new facilities; system-wide recommended site criteria and building design criteria. Main points also include site criteria, building design criteria, and facilities recommendations for high schools, middle schools and elementary schools, as well as recommended level of service standards for alternative school settings. See maps D through G.

**Parks and Recreation:** The objective is to support a quality parks system that meets the needs of residents and visitors in all stages of life through an equitable provision of active and passive recreation opportunities. The main points include: system-wide recommendations and level of service standards; and recommended level of service standards size criteria and/or recommended facilities for regional parks, community parks, neighborhood parks, urban parks, special purpose parks, and community centers. See maps H through M.

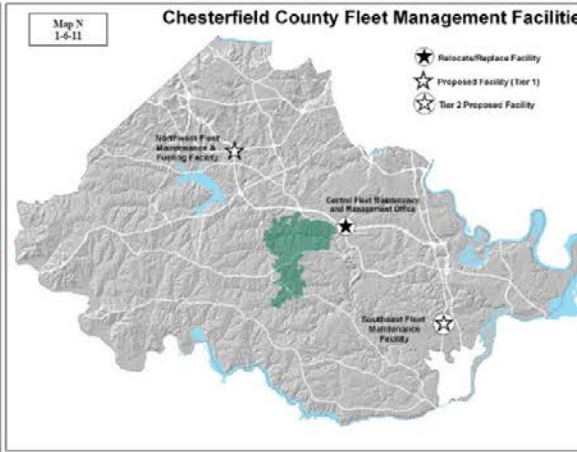
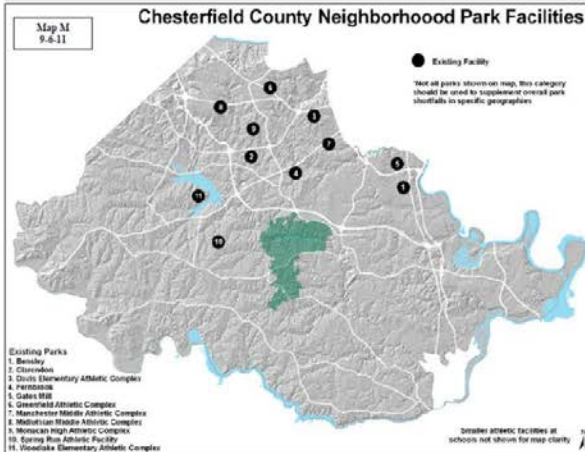
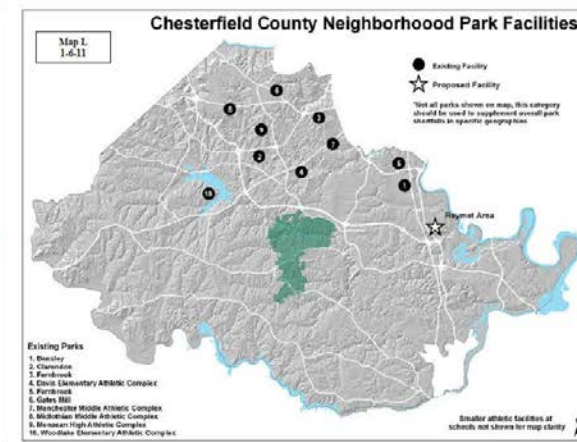
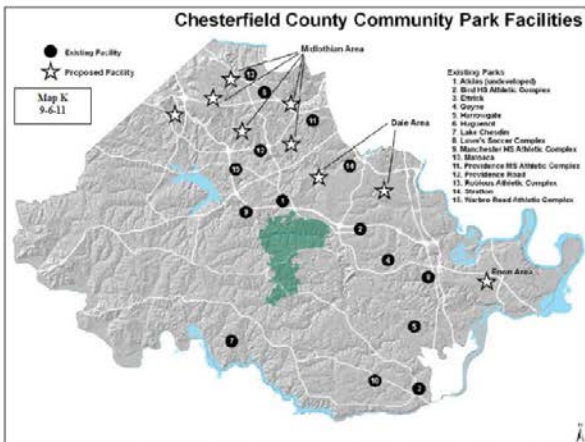
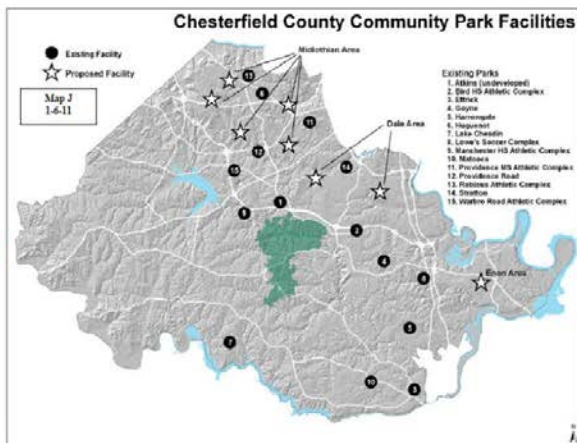
**Public Facilities Plan: General Services:** The objective for the Government Center is to continue to develop the government center complex to foster effective and customer-friendly delivery of service to the public and efficient interaction between county departments. The objective for Aviation Services is to provide quality aviation facilities and services that meet the needs of businesses, agencies and the community. The objective for Solid Waste Services is to provide a convenient, economical and environmentally friendly public solid waste reduction and recycling program. The objective for fleet management is to provide for the safe, convenient and reliable servicing of the county's fleet of vehicles in an efficient and cost-effective manner. Main points for each of these services include programmatic and facilities recommendations and/or level of service standards and site criteria. See map N.

**Public Facilities Plan: Telecommunications:** The objective is to promote design and location of telecommunications facilities in accordance with guidelines on safety and operational efficiency, support the location of such facilities to provide the broadest possible access to advanced communications services and to minimize the number of towers needed to support such facilities. Ensure new facilities are compatible with the character of the surrounding area and with the least possible impact on existing or planned neighborhoods. Main points include location and design recommendations and

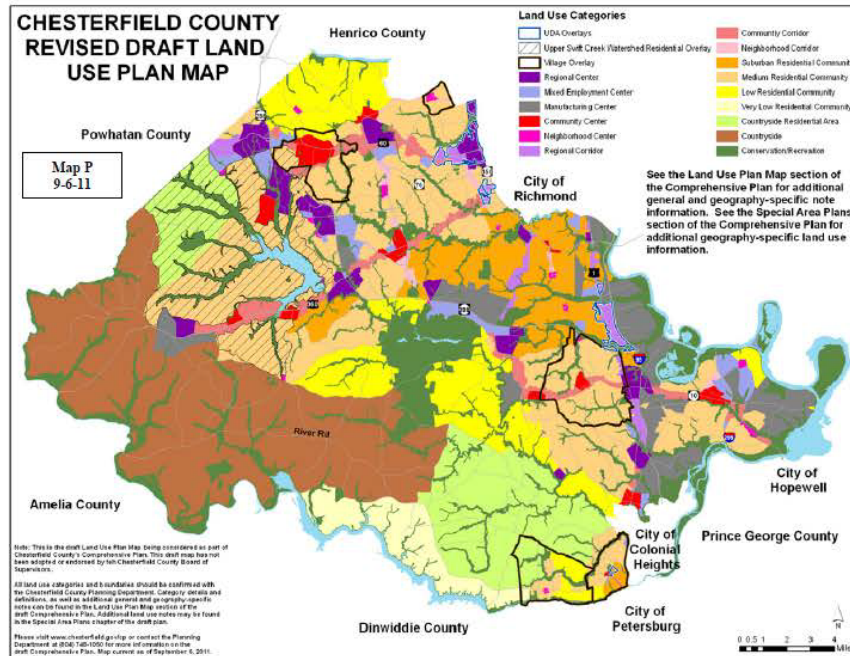
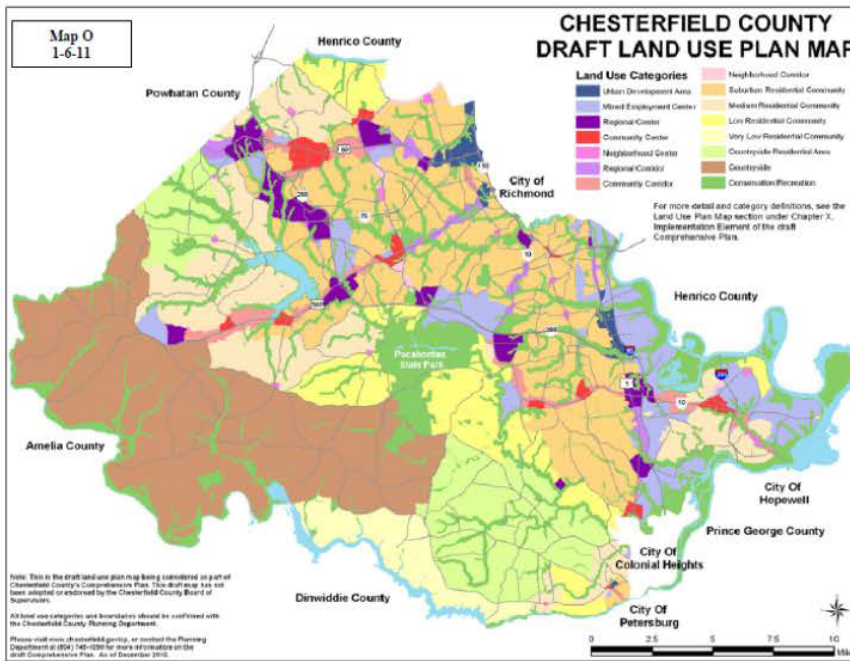












Area Plan, Midlothian Area Community Special Area Plan, Northern Courthouse Road Community Special Area Plan; Route 360 Corridor Special Area Plan; Southern Jefferson Davis Corridor Special Area Plan. The Special Area Plans are shown on the revised Land Use Plan Map P.

**Revised Action Matrix:** The following is a list of all proposed Actions in the revised September 6, 2011 draft Comprehensive Plan. Similar to the January 6, 2011 draft plan, actions themselves would be adopted or accomplished separate from the September 6, 2011 revised draft plan.

- 1: Special Project - Zoning Ordinance; Bridge the Gap; 2: Special Project - Home Occupation Ordinance Review; 3: Mandatory Utilities Ordinance; 4: Natural Resources Inventory; 5: Landscape Regulations; 6: Mass Grading and Clear Cutting Performance Standards; 7: Water Reuse and Reclamation Strategies; 8: Water Demand Strategy; 9: Parks and Recreation Master Plan; 10: Tree Preservation Study; 11: Housing Study; 12: Land Conservation Tools; 13: Utility Improvements Study; 14: Greenways and Trails Strategic Plan; 15: Comprehensive Ordinance Review; 16: Adaptive Reuse Manual; 17: Riverfront Special Area Plan; 18: Historic Preservation Strategy; 17: Riverfront Special Area Plan; 19: Resource Protection Areas (RPA) and Private Lots; 20: Special Area Plan - Chesterfield County Airport Plan/Overlay; 21: Green Infrastructure Strategy; 22: Community Character Manual; 23: Chesterfield County Public Facility Design Guidelines; 24: Low Impact Design (LID) Manual; 25: Profiter System and Other Financial Tools Study; 26: Open Space/Recreation; Requirements for Residential and Commercial Development; 27: Agricultural Study; 28: Stormwater Utility; 29: State Zoning Study; 30: Bicycle Plan; 31: Green Building Standards Manual; 32: Public-Private Partnerships; 33: Fire and EMS Plan; 34: Travel Demand Management Requirements (TDM); 35: Water Quality Performance Standards; 36: Abandoned Mines; 37: Drinking Water Overlay District; 38: Economic Development Strategy; 39: Focused Strategies; 40: Consolidated Plan - Community Development Block Grant (CDBG) Program; 41: Watershed Master Strategies; 42: Water and Wastewater Strategies; 43: Transportation Best Management Practices; 44: New Collector Roads; 45: Comprehensive Plan Reference Handbook; 46: Monitor Comprehensive Plan Implementation; 47: Amending the Comprehensive Plan; 48: Chesapeake Bay Ordinance; 49: Municipal Separate Storm Sewer System (MS4) P permit; 50: Private Utility Systems Database; 51: Public Transit Funding; 52: Rail Transit; 53: Transportation Improvement Funding; 54: Transportation & Community

Name	Definition & Character	Zoning Categories	General Land Use Mix	Density/Intensity Residential Density	Utilities
Urban Development Area	Mixed use centers appropriate for higher density development meeting legal requirements of the Code of Virginia (Sec. 15.2-2223.1). Focus areas for redevelopment and revitalization initiatives.		Vertically and horizontally integrated mix of residential, office, open space, and commercial land uses.  No one land use category (residential, office or commercial) should be less than 10%, or exceed 70%, of the gross land area of a center.	12.0 Dwellings/acre or more  0.8 FAR or greater	Public water and wastewater system
Regional Center	Integrated developments containing a mixture of regional shopping centers, employment centers, major office/light industrial parks and high density residential uses.	C-4 I-1 O-2 R (various) New Residential Categories Possible	Vertically and horizontally integrated mix of residential, office, light industrial, public, open space, and commercial uses.  No one land use category (residential, office/industrial, or commercial) should be less than 10%, or exceed 60%, of the gross land area of a center.	8.0 to 12.0 Dwellings/acre or more  0.5 FAR or greater	Public water and wastewater system
Mixed Employment Center	Developments that encourage the grouping of professional, administrative and research offices, laboratories, and manufacturing uses with access to major road, rail and/or water transportation options.	I-1 I-2 O-2	Single use, or integrated mix of light, general and/or heavy/moderate industrial, corporate office, public, and open space, and general business uses. Limited retail and service uses that primarily serve the center may be appropriate when part of an integrated project.  Along the riverfront, community center uses may be appropriate.	NA  0.1 FAR or greater	Public water and wastewater system
Manufacturing Center	Areas reserved in appropriate locations for industrial manufacturing and related uses including, but not limited to, production, processing, fabrication and assembly of goods. These areas should be buffered from existing or planned residential uses or other incompatible uses, and have good access to major road, rail and/or water transportation.	I-2 I-3	Single use, or integrated mix of moderate and/or heavy industrial, corporate office, public, and open space uses. Limited retail and service uses that primarily serve the center may be appropriate when part of an integrated project.  Along the riverfront, community center uses may be appropriate.	NA	Public water and wastewater systems
Community Center	Community-scale developments which serve community-wide trade areas and promote public convenience and accessibility.	C-3 O-2 R (various) New Residential Categories Possible	Vertically and horizontally integrated mix of residential, office, public, open space, and commercial uses.  No one land use category (residential, office, or commercial) should be less than 10%, or exceed 60%, of the gross land area of a center.	6.0 to 8.0 Dwellings/acre  0.35 FAR or greater	Public water and wastewater system
Neighborhood Center	Neighborhood-scale developments which serve neighborhood-wide trade areas and promote public convenience and accessibility.	C-2 O-2 R (various) New Residential Categories Possible	Horizontally and vertically integrated mix of residential, office, public, open space, and commercial uses.  No one land use category (residential, office, or commercial) should be less than 10%, or exceed 60%, of the gross land area	4.0 to 6.0 Dwellings/acre  0.25 FAR or greater	Public water and wastewater system

Name	Definition & Character	Zoning Categories	General Land Use Mix	Density/Intensity Residential Density	Utilities
Regional Corridor	Mixed use corridors providing areas primarily for transportation oriented uses that serve regional trade areas. Other appropriate uses include schools, open space, parks, places of worship and other similar uses.	C-4 (except location criteria) O-2 R (various) New Residential Categories Possible	Vertically and horizontally integrated mix of residential, office, public, open space, and commercial uses.	6.0 to 8.0 Dwellings/acre or more  0.4 FAR or greater	Public water and wastewater system
General Business (Not shown on map)	General commercial uses including, but not limited to, automobile-oriented uses and light industrial uses.  These uses are not shown on the Land Use Plan Map, but should be located so as not to adversely impact surrounding uses.	C-5	Single use, or integrated mix of light industrial, office, public, open space and general business uses.	NA	Public water and wastewater systems
Community Corridor	Mixed use corridors providing areas primarily for transportation oriented uses that serve community trade areas. Other appropriate uses include schools, open space, parks, places of worship and other similar uses.	C-3 O-2 R (various)	Vertically and horizontally integrated mix of residential, office, public, open space, and commercial uses.	4.0 to 6.0 Dwellings/acre  0.25 FAR or less	Public water and wastewater system
Neighborhood Corridor	Corridors providing areas primarily for a mix of residential types. Limited small scale office-like developments, including those that allow the conversion of existing housing units, are appropriate. Other appropriate uses include schools, open space, parks, places of worship and other similar uses.	O-1 R (various)	Horizontally integrated mix of residential, office, public, and open space uses.	2.0 to 4.0 to 6.0 Dwellings/acre  0.2 FAR or less	Public water and wastewater system



Name	Definition & Character	Zoning Categories	General Land Use Mix	Density/Intensity Residential Density	Utilities
Suburban Residential Community	Communities that include a possible mix of residential unit types. Other appropriate uses include schools, open space, parks, places of worship and other similar uses. Limited retail and personal services, and limited professional and administrative offices near <u>and planned with</u> , residential neighborhoods that provide goods and services to nearby residential communities.	R (various) C-1	Horizontally integrated multifamily residential, townhouse residential, and/or single family residential, public, and open space uses.	3.0 to 6.0 Dwellings/acre  0.25 FAR or less	Public water and wastewater system
Medium Residential Community	Communities that are predominantly single family residential areas. Other appropriate uses include schools, open space, parks, places of worship and other similar uses. Limited retail and personal services near <u>and planned with</u> , residential neighborhoods that provide goods and services to nearby residential communities.	R (various) C-1	Horizontally integrated single family residential, public, and open space uses.	1.0 to 3.0 <del>2.0</del> Dwellings/acre <u>or less</u>  0.2 FAR or less	Public water and wastewater system
Low Residential Community	Communities that are predominantly single family residential areas. Other appropriate uses include schools, open space, parks, places of worship and other similar uses. Limited retail and personal services near <u>and planned with</u> , residential neighborhoods that provide goods and services to nearby residential communities.	R (various) C-1	Horizontally integrated single family residential, public, and open space uses.	1.0 Dwellings/acre or less  0.15 FAR or less	Public water system, private wastewater system (generally)
Very Low Residential Community	Communities that are predominantly single family residential areas. Other appropriate uses include schools, open space, parks, places of worship and other similar uses. Limited retail and personal services near <u>and planned with</u> , residential neighborhoods that provide goods and services to nearby residential communities.	R (various) C-1	Horizontally integrated single family residential, public, and open space uses.	0.5 Dwellings/acre or less  0.1 FAR or less	Public water system
Name	Definition & Character	Zoning Categories	General Land Use Mix	Density/Intensity Residential Density	Utilities
Rural Center  (Not shown on map)	Limited retail and personal service operations, which provide goods and services to nearby countryside communities. These uses are not shown on the Land Use Plan Map, but should be located at least 4 miles from any other center, preferably at a crossroads of two major arterials, and located within the Countryside, Countryside Residential Area, or Very Low Residential Community areas. These centers should generally be a maximum of 10 acres in size.	C-1 R (various)	Horizontally integrated mix of residential, office, open space, and commercial uses.	1.0 Dwelling/acre or less  0.1 FAR or less	Private water and wastewater system <u>Individual wells and individual onsite septic systems</u>  Public water & wastewater extensions only will be allowed to comply with exceptions as provided by new ordinances improve system function
Countryside Residential Area	Open space, residential and limited agricultural areas that preserve very low density rural landscape characteristics such as natural features and scenic view sheds.	R (various) A (limited)	Single family residential, <u>and limited</u> agricultural, forestal, open space, and public uses.	0.2 Dwellings/acre or less	Private water and wastewater system <u>Individual wells and individual onsite septic systems</u>  Public water & wastewater extensions only will be allowed to comply with exceptions as provided by new ordinances improve system function
Countryside	Open space, residential uses, and uses that support a rural economy. Extremely low residential densities that maintain rural landscape characteristics such as view sheds and natural features.	A	Agricultural, forestal, single family, public, open space and eco-tourism oriented uses.	0.2 Dwellings/acre or less if road frontage obtained  0.04 Dwellings/acre or less	Private water and wastewater system <u>Individual wells and individual onsite septic systems</u>  Public water & wastewater extensions only will be allowed to comply with exceptions as provided by new ordinances improve system function
Conservation & Recreation	Protected environmentally sensitive and natural areas, including open space and conservation easements. Also includes federal, state, and county parklands. Recreational uses and trails may be appropriate. <u>The boundaries for these areas are generalized.</u>	NA	Not applicable	Not applicable	Not applicable

Name	Definition & Character	Zoning Categories	Density
<u>Urban Development Area Overlay</u>	Mixed use centers appropriate for higher density development meeting legal requirements of the Code of Virginia (Sec. 15.2-2223.1). Focus areas for redevelopment and revitalization initiatives.	TND  New Mixed Use Categories	12.0 Dwellings/acre or more  0.8 FAR or greater
<u>Upper Swift Creek Watershed Residential Overlay</u>	Residential developments within this geography must meet the phosphorus runoff limitations set forth in the Zoning Ordinance section 19-238(d)(1)(a)(i)(1). (This will require amending the ordinance to expand the area where this section applies.)	See Underlying Land Use Category	See Underlying Land Use Category
<u>Village Overlay</u>	A traditional center of the community, comprised of a cohesive mix of residential, civic, religious, and commercial uses which are arranged along a main street and intersecting streets. A village possesses a unique character that has evolved over time, reflecting a community's economic, social and cultural changes, and is defined by the mix of activities that take place there. Villages are not frozen in time, but evolve over the years with changes in the community. Such changes should be guided in ways that allow the village to retain its unique sense of place.	See Underlying Land Use Category	See Underlying Land Use Category

#### GENERAL NOTES:

- Along the county's riverfront other water dependent or oriented uses, other than what may be recommended on the Land Use Plan, may be appropriate.
- Suggested densities of development include all property suggested for such densities regardless of any development limitations that may exist or may be anticipated (such as planned roads or other public facilities, environmental or topographic features, etc.) Density of development for residential and non-residential zoning requests that include areas suggested on the plan for conservation/recreation should be calculated on the gross acreage for all property included in the request, including conservation/recreation areas, based on the recommended densities of the plan.
- Suggested residential densities do not necessarily equate to residential lot sizes.

#### GEOGRAPHY-SPECIFIC NOTES (see Chapter XI, Special Area Plans, for additional geography-specific notations):

1. Heavy industrial uses should not be allowed in the MANUFACTURING CENTER at the southern quadrants of the intersection of Route 360 and Powhite Parkway extension.
2. REGIONAL CENTER uses are only appropriate at the northwest quadrant of the intersection of Route 288 and Hull Street Road if adequate access and mitigating road improvements are provided.

Grants; 55: Federal & State Coordination, 56: Water Supply Planning

**Revised Public Facilities Plan:** The September 6, 2011 revised draft Comprehensive plan includes the following main changes from the January 6, 2011 draft Comprehensive Plan:

**Parks:** The Level of Service standards change from providing 8 acres of parkland/1,000 persons to 9 acres/1,000 persons. This necessitated additional park recommendations (1 more community park in W Midlothian Area). Removed recommended Neighborhood Park facility on Reymet Rd.

**Libraries:** changed buildable acreage for library facilities from 2.5-3.5 acres to 6-10 acres.

**Schools:** High Schools: Increased minimum size from 32 buildable acres to 80 acres. Removed expansion of Meadowbrook as recommendation; Middle Schools: Increased minimum size from 27 buildable acres to 42 acres; Elementary Schools: Increased minimum size from 15 buildable acres to 22 acres.

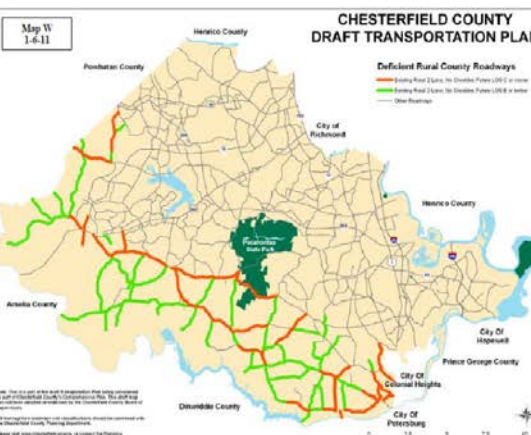
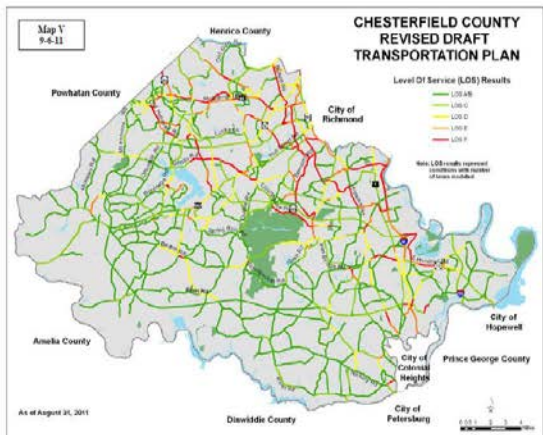
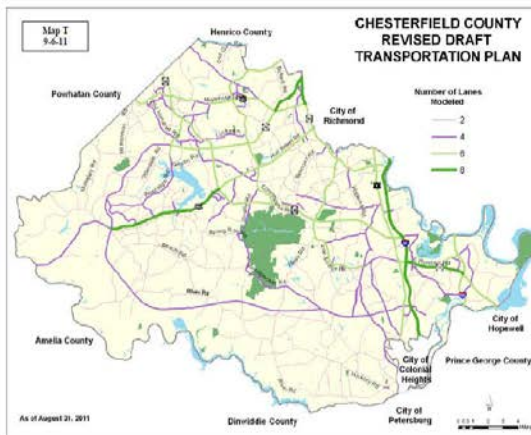
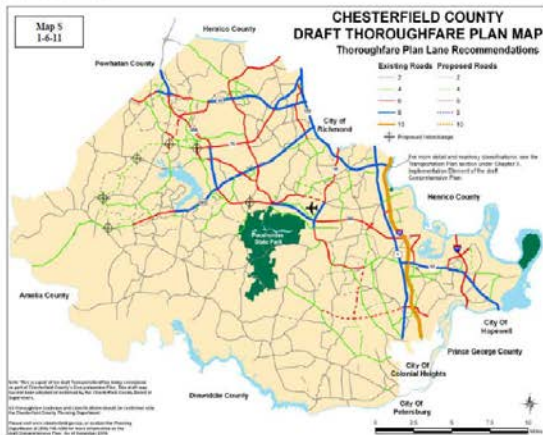
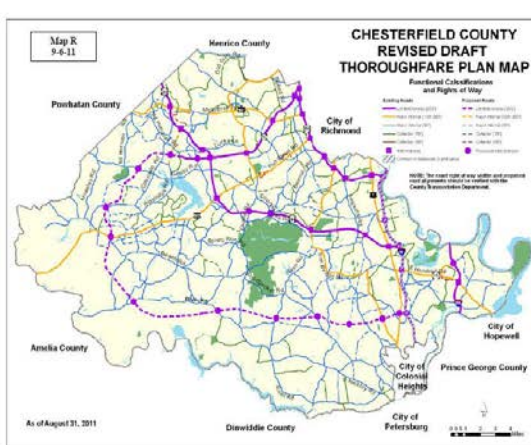
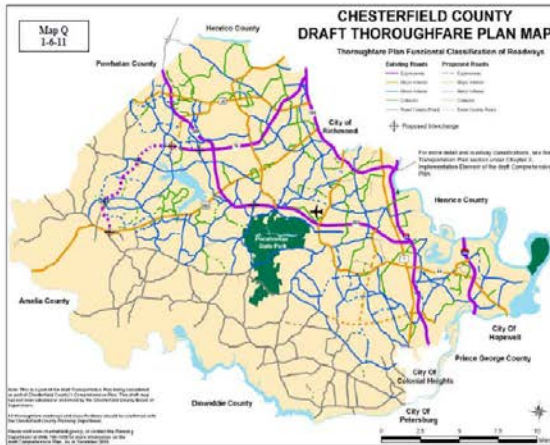
**Revised Land Use Plan Map:** The September 6, 2011 revised Land Use Plan Map and the revised key to the land use categories found on the Land Use Plan Map are in this advertisement. These contain the recommendations of the September 6, 2011 draft as well as changes proposed by the September 6, 2011 revised draft. Within the key, additions proposed by the September 6, 2011 revised draft are underlined, while deletions are struck out. See See Land Use Plan Map Key.

**Revised Transportation Element:** The September 6 revised draft Comprehensive Plan includes the following main changes from the January 6, 2011 draft Comprehensive Plan: removal of recommendations relating to curb ramps and long range planning for a comprehensive network of bicycle and pedestrian facilities, add recommendation for pedestrians and bicyclists to cross major thoroughfares at signalized intersections; recognize that bus services are dependant on available funding; working with the State to facilitate the County receiving its appropriate share of State funding; deleted language relating to Travel Demand Management in Urban Development Areas. Deleted language relating to preservation of environmental quality by performing maintenance on existing transportation related equipment and facilities; deleted language relating to reducing energy needs through use of alternate energy sources; added language regarding improvements along existing roads and right of way acquisition in the Jefferson Davis Highway Enterprise Zone; acknowledged that certain roadways should not be improved (Rt. 60 through The Village of Midlothian, Rt. 10 through Chester Village, Burford Road, Forest Hill Avenue, Old Gun Road, Old Buckingham Road, Winterfield Road, and Ruffin Mill

Road from Ashton Park Drive to Ramblewood Drive.)

**Revised Transportation Plan:** The September 6, 2011 revised draft includes the following main changes from the January 6, 2011 draft plan: added language relating to transportation improvements and resulting traffic impacts arising from buildout of the suggested land uses; acknowledgement that the transportation plan addresses existing as well as future development and recommendation that it should be evaluated every five years; deleted recommendation to prepare 20-30 year transportation improvement strategy; acknowledgement that road maintenance is primary through VDOT; recommend that supporting documents and maps relating to development of thoroughfare plan and suggested transit routes and park and ride facilities not be adopted; acknowledgement that zoning and site development should conform to Thoroughfare Plan and provide mitigating road improvements; addition of East/West Freeway in southern part of the County; acknowledgement that suggested right of way widths identified on Thoroughfare Plan may not accommodate all future road improvements; acknowledge that reduced densities in Land Use Plan help to minimize overall transportation impact; changed functional classification to eliminate minor arterials and rural County roads and changed "expressways" to "freeways"; modified recommended number of lanes modeled and descriptions, based upon recommended land use changes, for certain freeways and major arterials; elimination of description of minor arterials; acknowledged right of way for collectors could vary from 70 to 60 feet; changed rural road description discussion to encompass roads in the Southern and Western area of the County; elimination of deficient rural county roadways map; removed roadway classification table and notes; acknowledged that Level Of Service in buildout analysis does include LOS "E" and "F"; removed examples of neighborhood corridors that should not be improved; identified areas of future detailed traffic studies; removed discussion of congestion mitigation measures; acknowledged "Ridefinders" serves the County; added potential park and ride locations; eliminated recommendation for light rail transit; added "limited stop" bus services; modified recommendations as to location and type of transit service based on changes to proposed land use densities; added recommendations for commuter rail service; acknowledged that providing separate bike lanes from vehicle travel lanes would require additional right of way and have greater impacts; modified bicycle and pedestrian recommendations. See maps Q through AA.







# What We all Want to Avoid





THE OPERA  
REMINDS ME OF  
A PUBLIC MEETING



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IT WAS IN A LANGUAGE I  
DIDN'T UNDERSTAND, AND  
IT ENDED IN TRAGEDY.





***There are more productive and effective ways to engage the public and to incorporate what's important to them into your decisions.***

# Create a Stakeholder Engagement *Process*, not just an Event



# What is Stakeholder Engagement?

## What is Public Participation?

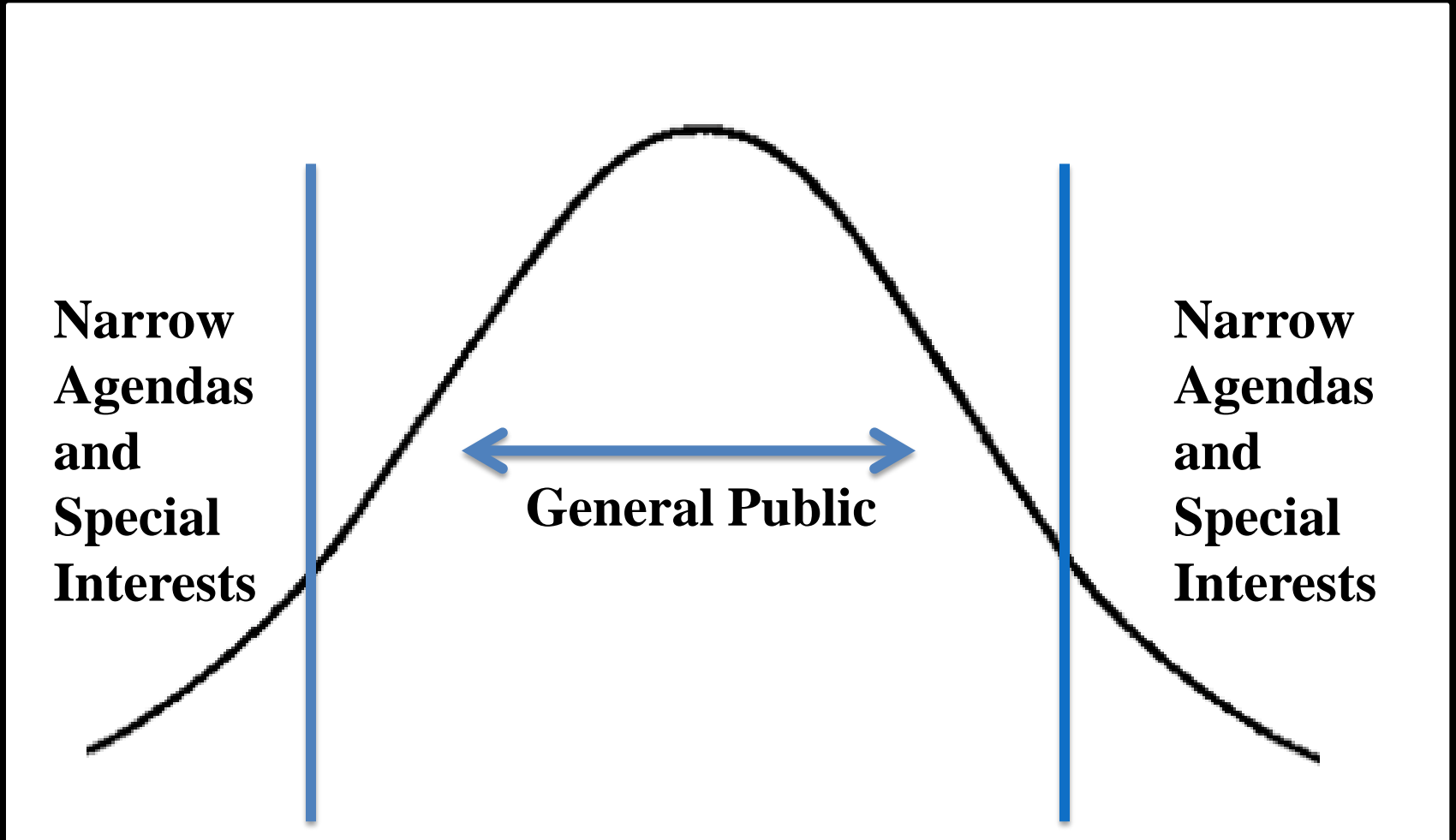
Public Participation is *any process* that seeks to understand broad public values and *uses input* from the full range of stakeholder perspectives in a *planned effort* to *improve decision-making*.

# Who is the Public?

- Individuals, groups of individuals, organizations, or political entities with a perceived or real interest or stake in the outcome of a decision
- Often referred to as *stakeholders*
- **Internal** and **external** stakeholders

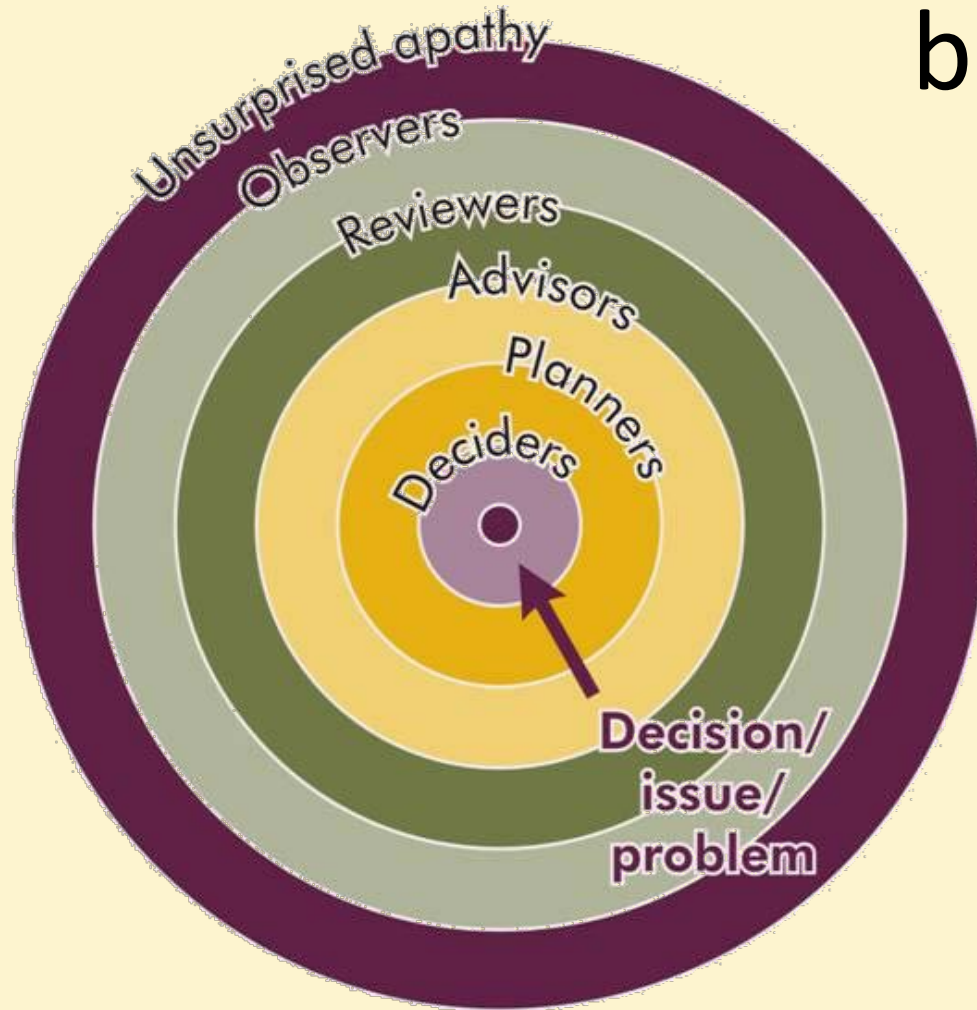


# There is No Single “Public”





# Who needs to be involved?





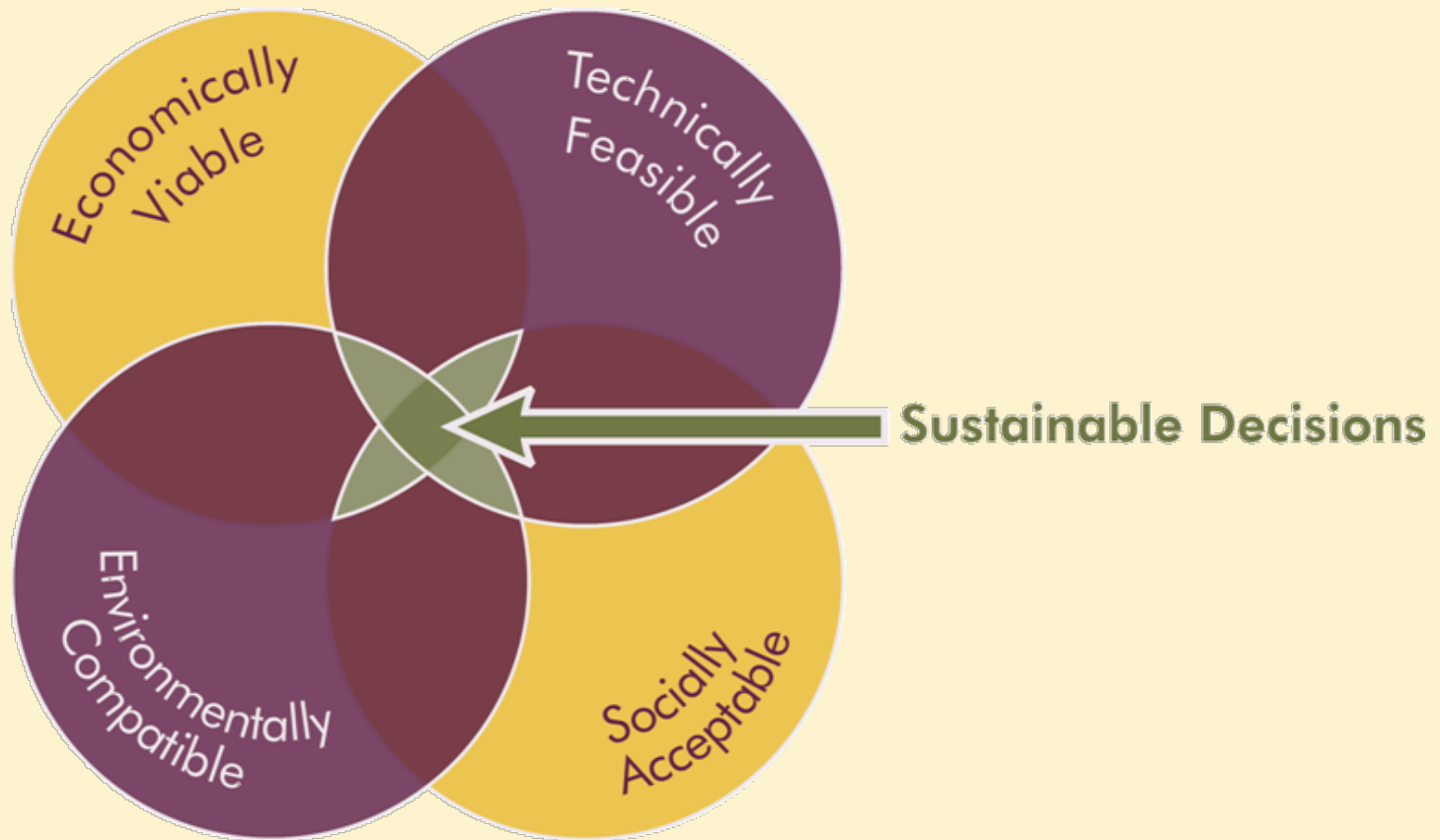
# 5 Reasons Why Public Participation

## *Benefits You*

1. Projects get approved and policies implemented
2. Constituent relationships are strengthened.
3. You will be surprised at the good ideas you learn from the public
4. No longer arguments and debates, you have dialogue
5. P2 works and everyone is happier.



# Improves decisions





# When **NOT** to do public participation

- When you don't plan to consider the public's input
- Inform may be all that is needed

***If you only plan to keep people informed or consult with them, don't promise more!***

If you are *ONLY* seeking *Buy-In*...



*Then you are not doing  
public participation*



**BUY-IN**



# Personal Experience with P2

## *Interactive Discussion*

- Share examples where P2 was **used effectively** to advance project development
  - Discuss lessons learned
- Share examples where P2 appeared to **hinder** development of a project or program
  - Discuss lessons learned

# It's a process....

- Start at the beginning
- Put everyone on the same learning curve
- Match public activities to project progress
- Treat the public like decision-makers

...not an event.



- Don't rely on a single activity
- Don't do parachute participation
- Polls are not participation

# *New 13 MGM Wastewater Reclamation Facility Needed for Growing City*



- Site selected based on engineering criteria
- Neighbors revolted and began recall effort
- Mayor, Council, and staff surprised
- Project stalled for 3 years

# Response

## Beginnings of Culture Shift

- Council and top management engaged in intensive training on role of P2 in successful government
- Stepped back to examine full water resource policies and plans
- Had to overcome their discomfort

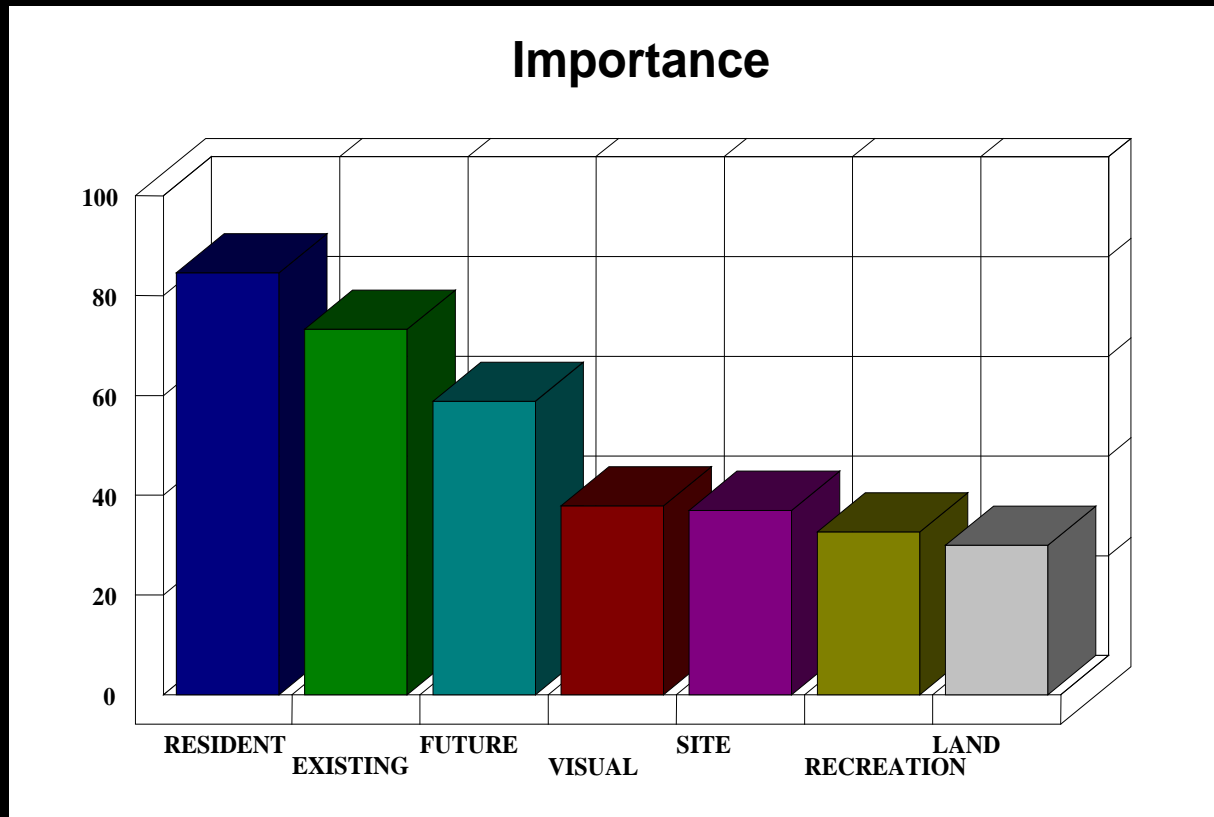
# Steps



- Convened 17-member stakeholder working group which met for 9 months
- Started over and took original site off the table
- Turned stakeholder issues and concerns into site selection criteria
- Looked for agreements on relative importance
- Matched public's values with technical performance
- Field trips

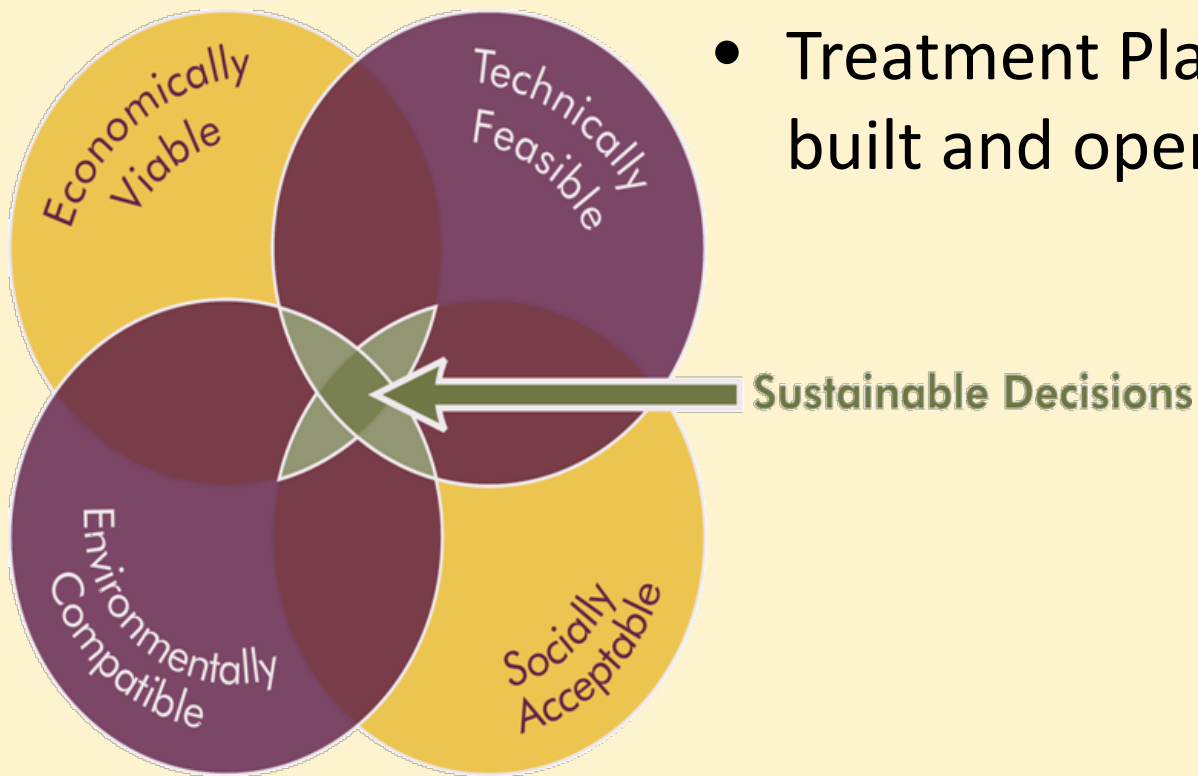


# Relative Importance of Site Selection Criteria



# Results

- Extensive stakeholder agreement on most important criteria
- Preferred site (technically and publicly) approved by City council.
- Treatment Plant permitted, built and operating – 3 years.



# Water Reclamation Facility



# Timeframe

Years	
3	1 <sup>st</sup> site selected, stalled due to economic recession, neighbors realize what is going on
3	City begins culture shift
1	Working group process, new site approved
3	Facility permitted and constructed

*10 years total – could have been 4*

# Why did this approach work?

- Focus on **objectives** rather than solutions
- Quantifiable criteria that addressed objectives
- Personal **trust, openness** about uncertainty
- Sufficient resources, time for public involvement
- **Patience, flexibility** of key decision makers

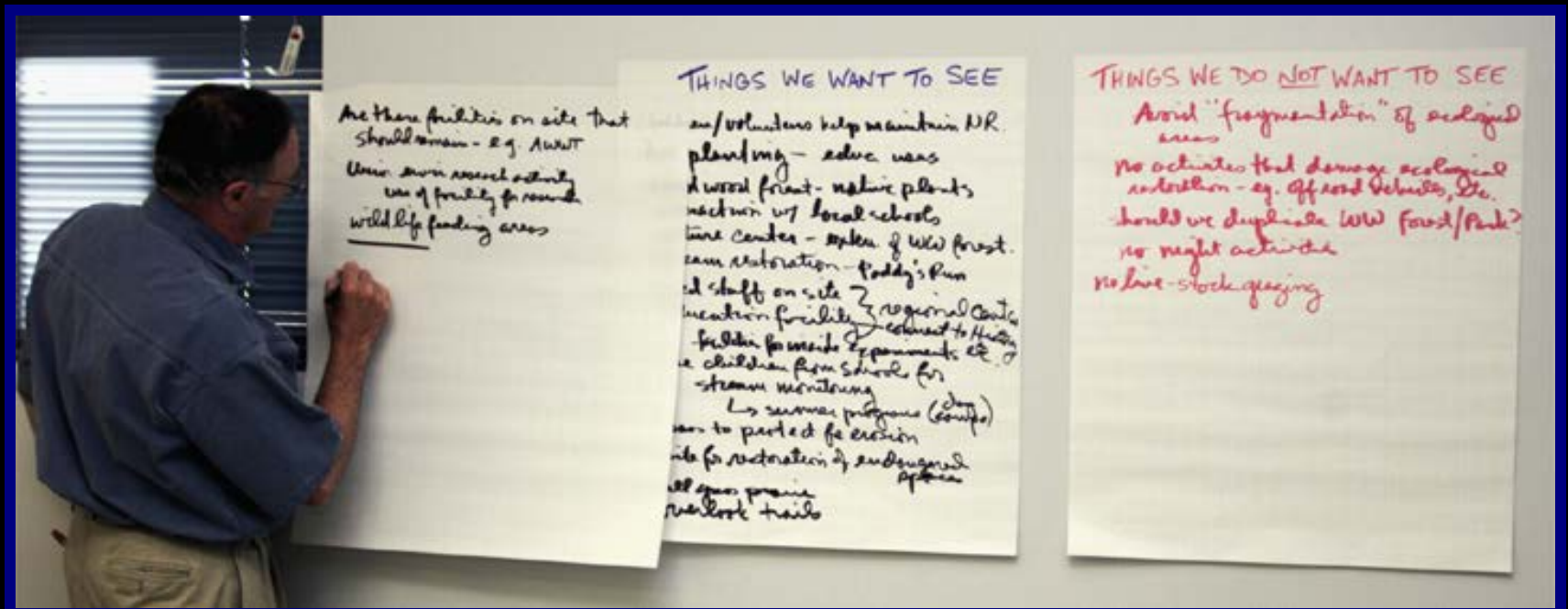
# Decision Maker's Challenge

1. Embrace **uncertainty** in the outcome
2. Be clear as to amount of **influence** you are willing to permit for the decision
3. Trust the **process**
4. Go **slow** to go fast
5. Nothing is too **technical** or complex
6. You don't have all the **best ideas**
7. Sometimes, **politics** wins



# Be clear as to amount of *influence* you are willing to permit for the decision

- Level of Controversy?
- Level of Trust/Distrust?
- Impact on the Public?
- Can the Public Influence the Decision?
- Complexity and Difficulty



# IAP2'S PUBLIC PARTICIPATION SPECTRUM

...ing an international standard.

INCREASING IMPACT ON THE DECISION



	<b>INFORM</b>	<b>CONSULT</b>	<b>INVOLVE</b>	<b>COLLABORATE</b>	<b>EMPOWER</b>
<b>PUBLIC PARTICIPATION GOAL</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
<b>PROMISE TO THE PUBLIC</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

# The *Promise* to the Public

- Promise only what you can deliver (and be specific)
- Deliver what you promise
- Demonstrate what you deliver



# Nothing is too technical or complex



# San Antonio



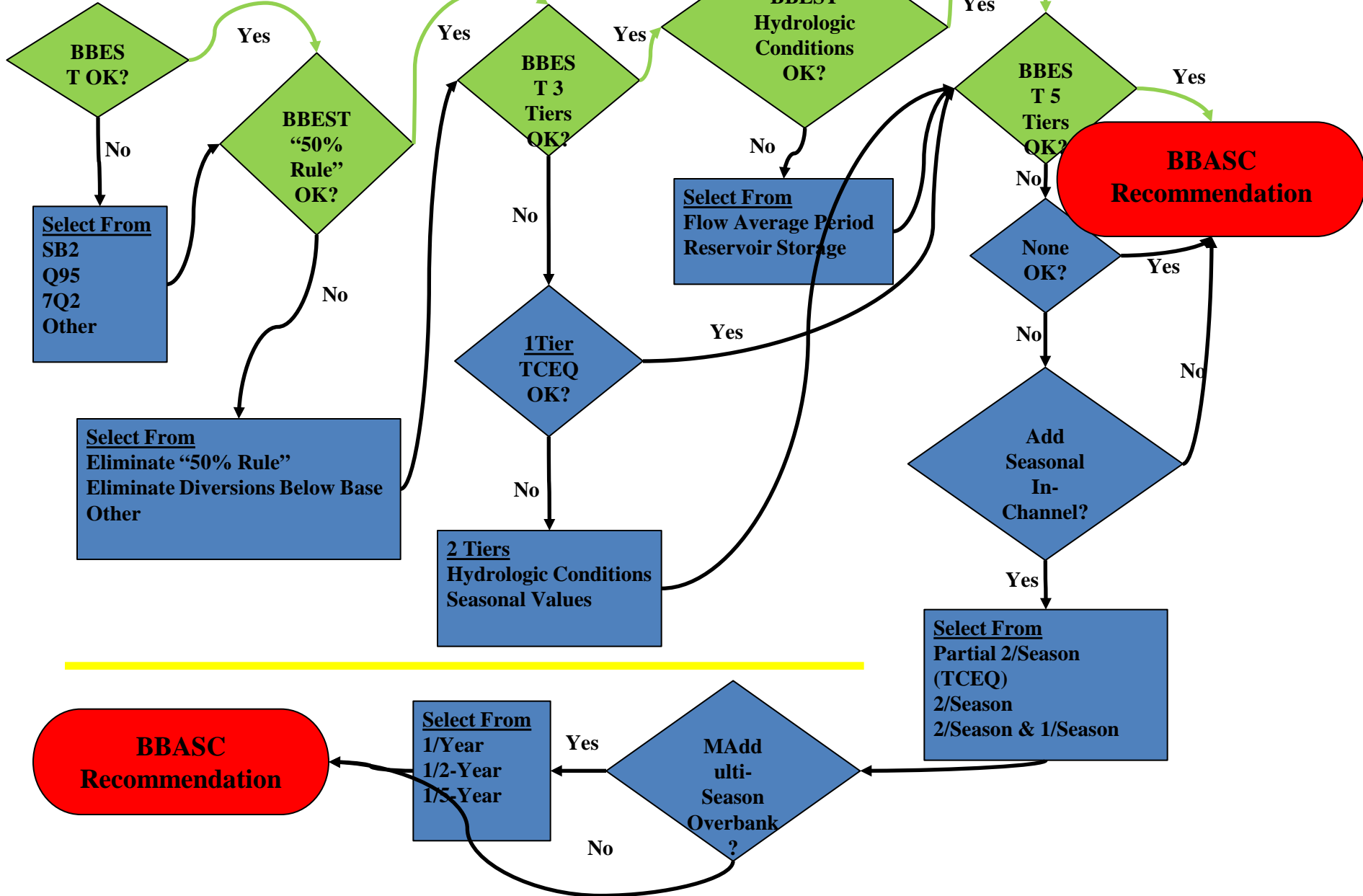
© Ron Niebrugge



Subsistence Flows

Base Flows

Pulse/Overbank Flows

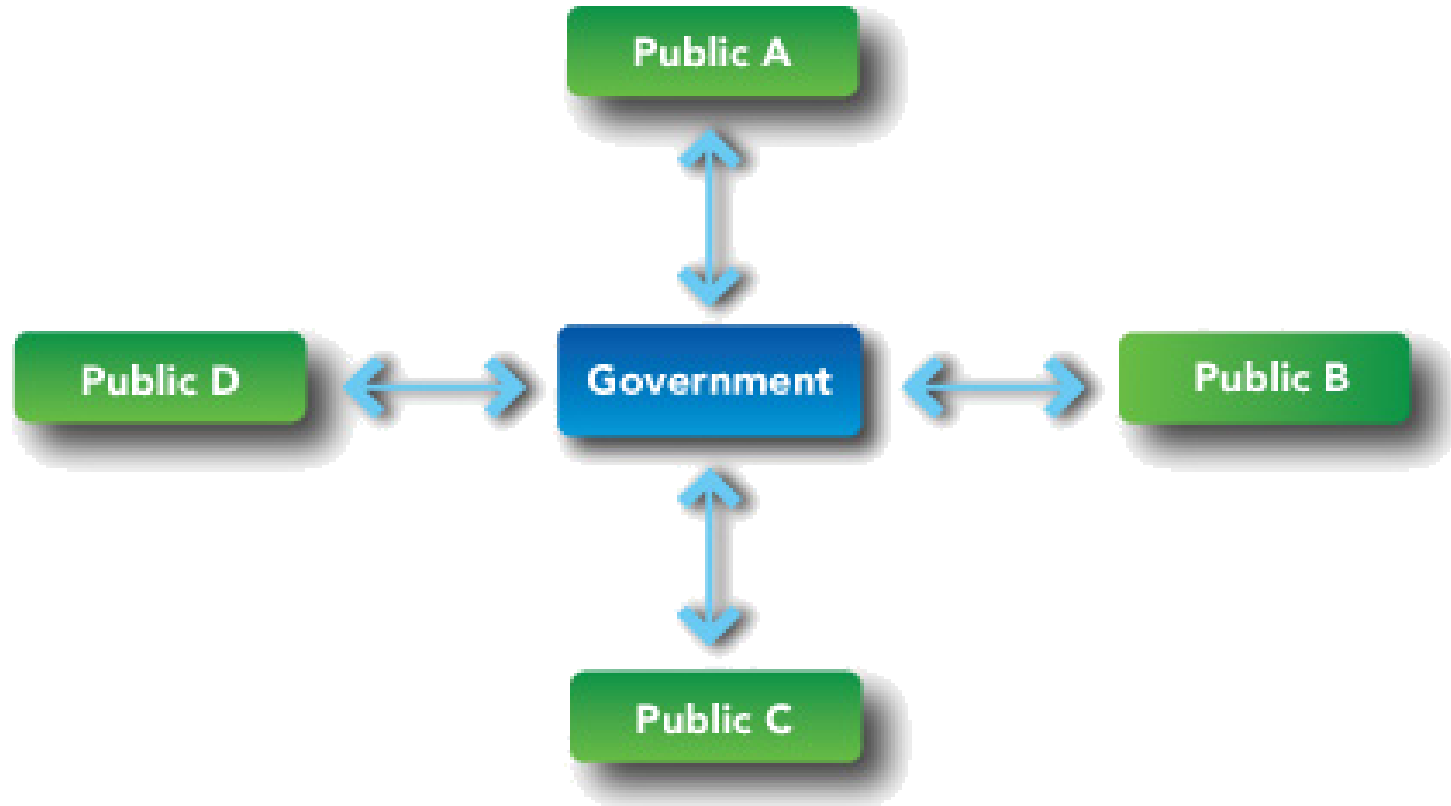




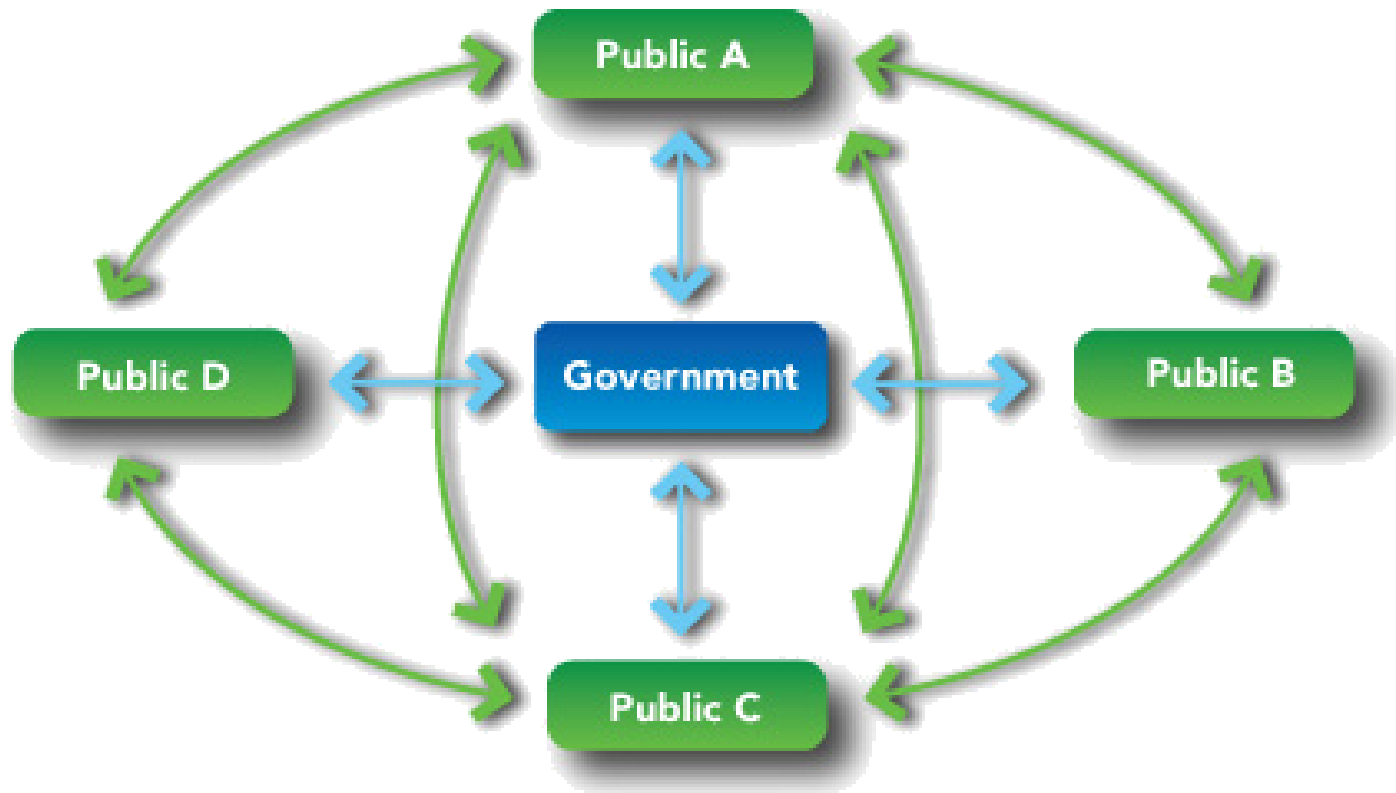
# It's all about **Relationships**

- Foster functional relationships with all stakeholders
- Facilitate relationships among stakeholders
- If you are not doing it, then it is not getting done

# We Want to Move From This...



# To This!



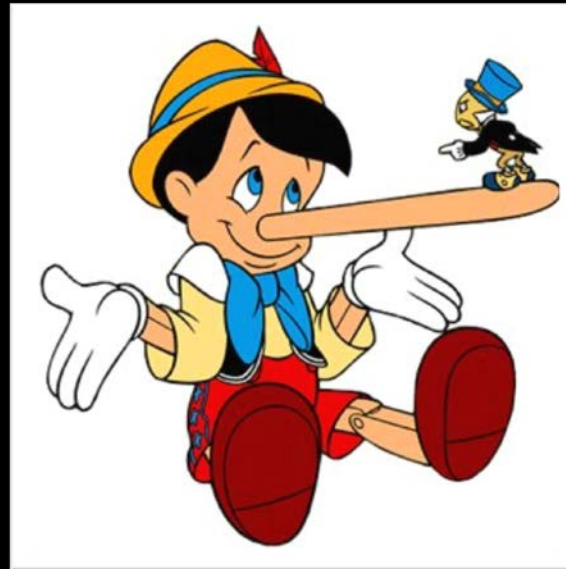
# Ensure Your Commitment and Credibility

- How credible are you with your communities?
- What leads to this level of credibility?



# Credible Organizations

- Truthful
- Transparent
- Responsible
- Caring
- Consistent



# Foster Shared Learning Through Effective Communication and Dialogue

- Are you communicating with your stakeholders?
- Are you listening? Are they?



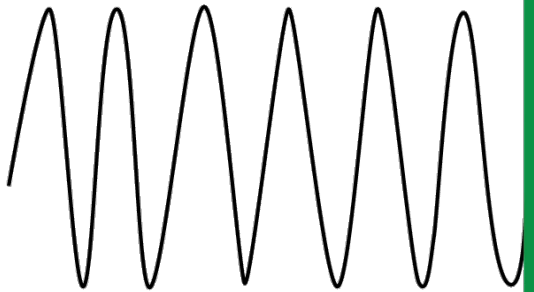


# Transparent Communication is

- ① Truthful
- ② Fundamental
- ③ Comprehensive
- ④ Consistent
- ⑤ Clear
- ⑥ Relevant
- ⑦ Accessible
- ⑧ Timely
- ⑨ Shows Care
- ⑩ Allows feedback



# Dialogue



Debate/Argument

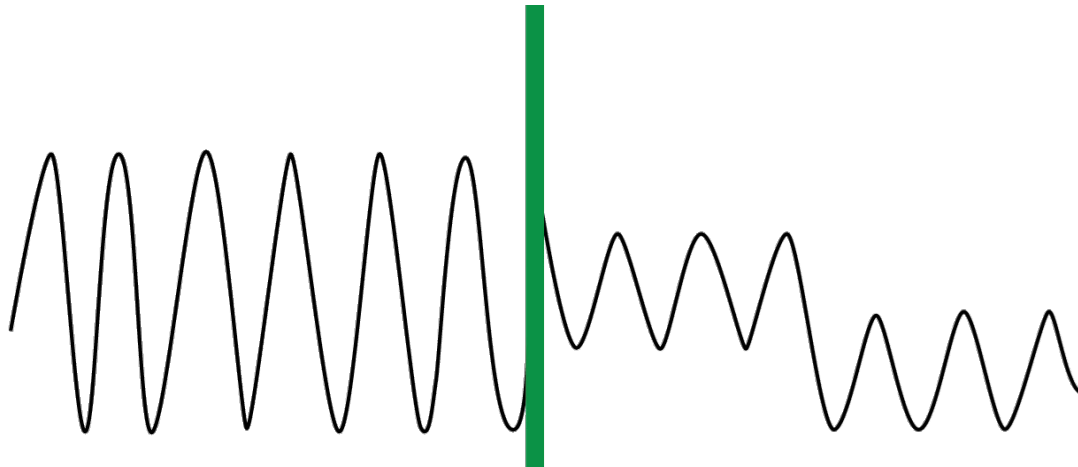
Objective is to **Win**

It's all about me

You are my opponent

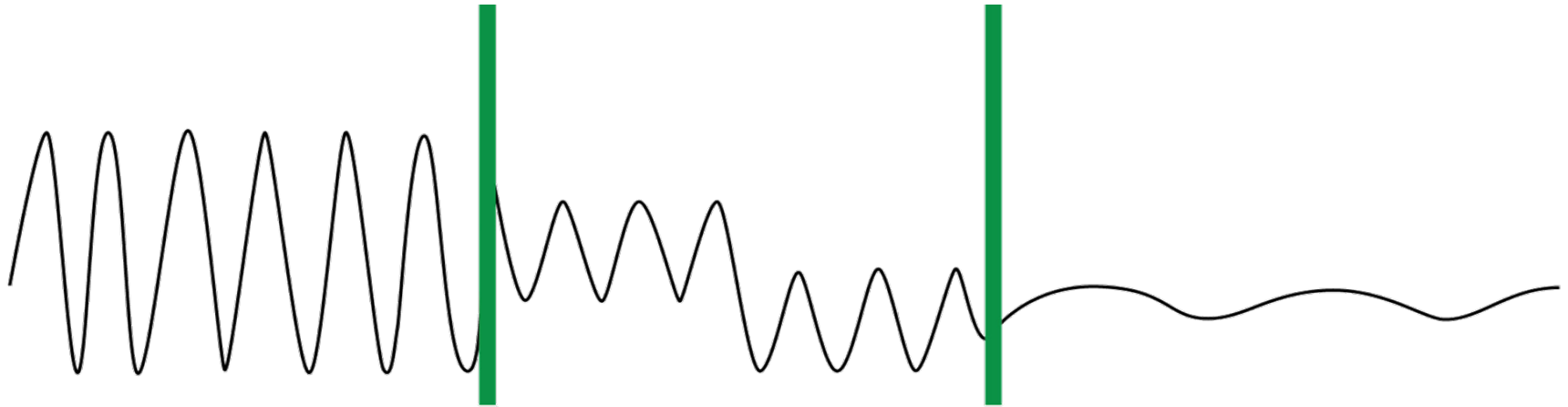
Rudeness OK

# Dialogue



Debate/Argument	Discussion
Objective is to <b>Win</b>	Objective is to <b>be understood</b>
It's all about me	Me first
You are my opponent	You need to be convinced
Rudeness OK	Politeness expected

# Dialogue



Debate/Argument	Discussion	Dialogue
Objective is to <b>Win</b>	Objective is to <b>be understood</b>	Objective is to <b>find common understanding</b>
It's all about me	Me first	You first
You are my opponent	You need to be convinced	You are my colleague
Rudeness OK	Politeness expected	Truly interested

*Public Participation is an investment to prevent bigger problems later.*

















***“Never doubt that a small group  
of thoughtful citizens can change  
the world; indeed it’s the only  
thing  
that ever has.”***

**— Margaret Mead**



# Questions/Comments?

Additional Information...





ICMA  
**100**<sup>th</sup>

ANNUAL CONFERENCE

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**Charlotte**  
Mecklenburg County

SEPTEMBER • 14-17 • 2014

