

# Chapter 4: Plan Implementation

## Using the Plan

Lynchburg's Comprehensive Plan is intended to be a dynamic document -- one that responds to changing needs and conditions. To assess the Plan's effectiveness in responding to changing conditions, the City will need to monitor actions affecting the plan. As a result of these monitoring efforts or private development requests, the Planning Commission and City Council will need to amend the plan periodically. However, plan amendments should not be considered lightly. Decision-makers should consider each proposed amendment carefully to determine whether or not it is consistent with the Plan's vision, goals and policies. In addition, the cumulative effect of many changes may be a change in policy direction. For this reason, comprehensive plan amendments must be evaluated in terms of their significance to overall plan policy.

## Annual Review & Monitoring

Department directors should provide to the Planning Commission an annual review of comprehensive plan related activities prior to the initiation of the budget process each year. The annual review is intended to:

- Measure success in achieving plan goals through the recommended strategies;
- Propose strategic initiatives and appropriate code changes to be pursued under the coming year's budget;
- Identify unlisted strategies that will achieve plan goals;
- Document growth trends and compare those trends to plan projections;
- List development actions which affect the plan's provisions;
- Consider input from municipalities and other service providers; and
- Explain difficulties in implementing the plan.

This annual review should include statements identifying that respective departments' progress in achieving the goals of the plan, the impact of the plan on service provision, and proposed programs to help achieve the plan's goals. The annual review should be used as a tool to help set budgetary priorities.

## Future Land Use Amendments

The Future Land Use Map (Exhibit 6-3) is intended to serve as a general guide for public and private development and land use decisions; it is not intended to be parcel specific. Land use amendments are anticipated as growth occurs and market conditions change.



## **Policy Review & Amendment**

To ensure that the Comprehensive Plan remains an effective guide for decision-makers and to comply with State law, the City should conduct major evaluations of the Plan goals and policies at least once every five years. These evaluations should consider the following:

- Progress in implementing the plan;
- Changes in community needs and other conditions that form the basis of the plan;
- Fiscal conditions and the ability to finance public investments recommended by the plan;
- Community support for the plan's goals and policies; and
- Changes in state or federal laws that affect the City's tools for plan implementation.

The review process should encourage input from citizens, business interests, neighborhood groups, developers and other community interests. Plan amendments that appear appropriate as a result of this review would be processed according to the adopted plan amendment process.

## **Key Implementation Tools**

The Plan Implementation Program identifies a number of tools available to the City that may be employed to bring the plan's goals, policies and strategies of the Plan to fruition. These implementation tools are interrelated, working together to transform the plan's vision to reality.

## **Relationship to the Budget**

The annual budget is one of the most potent tools for plan implementation because it sets priorities for action each year. Capital and operational funding decisions should directly reflect the goals and policies of this Plan. The Plan should serve as the basis for recommended work programs and as a focus for discussion of priorities from year to year. The City should review the plan's short term work program and recommend appropriate strategies to achieve the plan goals in a manner that is consistent with plan policies. If specific work program tasks are not funded, the City should evaluate whether they should be deferred or omitted from the Plan implementation Program. When there is a conflict between budget priorities and Plan goals or policies, the City should consider whether the specific goals or policies remain valid.

## Development Regulations

On a day-to-day basis, the City's development regulations (zoning and subdivision regulations) are essential tools for Plan implementation. The Future Land Use Map and the growth-related goals are achieved through a myriad of incremental decisions about specific development projects. Because the Plan does not carry the force of law, the City must apply policies through a variety of actions, including amendments to the City subdivision and zoning regulations and the zoning map. Updates to these regulations should be consistent with the Plan to ensure that incremental actions on development requests support the Plan's vision goals and policies.

## Capital Improvements Program (CIP)

Short- and long-range CIPs are important planning tools to ensure that the City has planned the most cost effective facilities and to determine whether funding is available to provide and maintain needed public facilities.

The short-range CIP should identify and estimate costs of improvements needed to serve anticipated growth for the next 5 years. It should:

- List short-term projects needed to maintain existing levels of service, with each project being assigned a budget and a time frame for completion;
- Be updated annually;
- Identify the costs and funding sources for each project; and
- Establish the time frame to complete each project.

The long-range CIP should identify and estimate costs of improvements needed to serve anticipated growth for the next 5 to 20 years. The long-range CIP should be updated at least once every five years or when significant changes to the base systems modify the City's long-term capital investment strategies (e.g., changes in service areas, significant changes in the Future Land Use Map, changes in service demand or delivery patterns).

## Relationship to Other Plans

The Comprehensive Plan a foundation for more specific planning initiatives, such as neighborhood, corridor or area plans. As the City continues to plan for the future, these planning efforts should be based on the vision and goals of the Comprehensive Plan and consistent with the policies established by this document. Comprehensive Plan and other planning initiatives should be coordinated to maintain clear consistent direction for public and private decision-makers.

## Recommended Actions

Successful implementation of the plan results from many individual actions by the City, other service providers, and private decision-makers over the course of many years. The goals and policies describe what the City wants to become and how decision-makers should respond to varied circumstances. To accomplish the Plan's goals and the vision, many tasks will need to be accomplished throughout the life of the plan.

## **Plan Implementation Program**

The Plan Implementation Program shown in Exhibit 4-1:

- Identifies action tools (i.e., existing and proposed codes, ordinances, regulations, standards, requirements and policies) to implement action items;
- Sets a general time frame to carry out each strategy;
- Correlates implementation measures with specific comprehensive plan policies; and
- Assigns responsibility for implementing the action items and lists other entities that should be involved in the process.

**Exhibit 4-1: Plan Implementation Program**

Implementation Strategy	Location of Strategy	Assigned Agency	Resources/Actions Required	Milestones
<b>Revise zoning ordinance and implement</b>	City Code	Community Development	<ul style="list-style-type: none"> <li>• Dedicated staff assignment</li> <li>• Zoning consultant drafting and facilitation</li> <li>• Community input and Planning Commission guidance</li> <li>• City Attorney review</li> <li>• City Council adoption</li> </ul>	<ul style="list-style-type: none"> <li>• Draft ordinance, 2013</li> <li>• Adoption, 2014</li> </ul>
<b>Implement Neighborhood Plans &amp; Corridor Studies</b> <ul style="list-style-type: none"> <li>• Downtown &amp; Riverfront Master Plan</li> <li>• Tyreeanna Master Plan</li> <li>• Fifth Street Master Plan</li> <li>• Midtown Master Plan</li> <li>• Wards Road Pedestrian &amp; Bicycle Study</li> <li>• Odd Fellows Road   Campbell Avenue Master Plan</li> <li>• Wards Ferry Road Corridor Study</li> </ul>	Plan Specific	Community Development / Public Works	<ul style="list-style-type: none"> <li>• Staff assignment</li> <li>• Funding</li> <li>• Consultant</li> <li>• Community input</li> </ul>	<ul style="list-style-type: none"> <li>• James River Interceptor 3A, 2013</li> <li>• Lower Bluffwalk, 2014</li> <li>• Riverfront restoration, 2015</li> <li>• James River Interceptor 3B, 2015</li> <li>• Main Street Bridge/Gateway, 2016</li> <li>• Tyreeanna landfill closure, 2013</li> <li>• Tyreeanna plan update, 2014</li> <li>• 5<sup>th</sup> Street Phase II, 2013</li> <li>• 5<sup>th</sup> Street Phase III, 2014-2015</li> <li>• Wards Road Phase II – 2014</li> <li>• Wards Road Phase III Design, 2014</li> <li>• Wards Road Phase III, 2015</li> <li>• Odd Fellows Design 2014</li> <li>• Odd Fellows Construction 2017</li> <li>• Campbell Avenue traffic feasibility study, 2017</li> </ul>
<b>Develop specific area and corridor plans</b>	Comprehensive Plan	Community Development	<ul style="list-style-type: none"> <li>• Staff assignment</li> <li>• Consultant assistance</li> <li>• Community input</li> </ul>	<ul style="list-style-type: none"> <li>• 12<sup>th</sup> Street</li> <li>• Evaluate need on annual basis</li> </ul>
<b>Economic Development Strategic Plan</b>	Economic Development Strategic Plan	Economic Development	<ul style="list-style-type: none"> <li>• Staff assignment</li> <li>• Consultant assistance</li> <li>• Funding for marketing &amp; infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Complete plan, 2013</li> <li>• Initiate phased plan implementation, 2014</li> </ul>

Implementation Strategy	Location of Strategy	Assigned Agency	Resources/Actions Required	Milestones
<b>Water Quality Improvement Plan</b>	TBD	Water Resources	<ul style="list-style-type: none"> <li>• Staff assignment</li> <li>• Engineering consultant</li> <li>• Community involvement</li> <li>• DEQ</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory compliance/pollution reduction strategies, 2014</li> <li>• Site identification and nutrient management plan implementation, 2015</li> <li>• Implement regulatory compliance strategies, evaluate map &amp; develop stormwater infrastructure plans, ongoing</li> </ul>
<b>Water Sewer Plans/Policies</b> <ul style="list-style-type: none"> <li>• Sewer extension policy</li> <li>• CSO Long Term Control Plan</li> <li>• Burton Creek Interceptor</li> <li>• Central Business District water line replacement</li> <li>• Water / Sewer line replacement</li> </ul>	TBD	Water Resources	<ul style="list-style-type: none"> <li>• Staff assignment</li> <li>• Funding</li> <li>• Consultants</li> <li>• Attorneys</li> <li>• TMDL Regulatory Advisory Panel</li> <li>• DEQ</li> <li>• County capacity needs (Bedford / Campbell)</li> </ul>	<ul style="list-style-type: none"> <li>• Sewer extension policies, 2015</li> <li>• CSO revised plan, DEQ Support, 2013</li> <li>• Revise Bacteria TMDL, 2014</li> <li>• CSO approval from State Water Control Board, 2014</li> <li>• CSO plan implementation, 2014-2024</li> <li>• Burton Interceptor engineering report, 2014</li> <li>• Burton Interceptor Design, 2015</li> <li>• Burton Interceptor construction, 2016</li> <li>• CBD water line Phase I design, 2015</li> <li>• CBD water line Phase I construction, 2016</li> <li>• CBD water line future phases, 2016-2026</li> <li>• Water/Sewer line replacement annual replacement plan development,</li> </ul>
<b>College Lake Dam</b>	TBD	Water Resources	<ul style="list-style-type: none"> <li>• Staff assignment</li> <li>• Funding</li> <li>• Engineering consultant</li> <li>• Lynchburg College</li> <li>• Downstream property owners</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate alternatives and develop plan, 2015</li> <li>• Alteration permit, 2016</li> <li>• Construction, 2017</li> </ul>
<b>Neighborhood Improvement Program</b>	Comprehensive Plan / Strategic Plan	Community Development	<ul style="list-style-type: none"> <li>• Neighborhood Councils / Neighborhood Watch &amp; Community Partners</li> <li>• Community Input</li> <li>• Council adoption</li> </ul>	<ul style="list-style-type: none"> <li>• Tinbridge Hill Neighborhood Plan, 2013</li> <li>• Tyreanna/Pleasant Valley Plan update, 2014</li> </ul>
<b>City building &amp; site preservation</b>	TBD	Public Works	<ul style="list-style-type: none"> <li>• Staff assignment</li> <li>• Inventory &amp; assessment of resources</li> <li>• Renovation / rehabilitation plans</li> <li>• Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Miller Center Renovation</li> </ul>

Implementation Strategy	Location of Strategy	Assigned Agency	Resources/Actions Required	Milestones
<b>Greenway Program</b>	Greenways/Blueways Plan; Blackwater Creek Natural Area Master Plan; Creekside Trail Extension Master Plan; Strategic Plan	Parks & Recreation	Staff assignment Funding Citizen Advisory Committee <ul style="list-style-type: none"> <li>Region 2000 Regional Commission</li> </ul>	<ul style="list-style-type: none"> <li>Creekside Trail Extension Phase I</li> <li>Ed Page to Linkhorne Middle School Extension Design</li> </ul>
<b>Parks &amp; Facilities upgrades</b> <ul style="list-style-type: none"> <li>Blackwater Creek Natural Area Master Plan</li> <li>Miller Park Master Plan</li> <li>Riverside Park Master Plan</li> <li>Perrymont Park Master Plan</li> <li>College Park Master Plan</li> </ul>	Plan specific	Parks & Recreation	<ul style="list-style-type: none"> <li>Staff assignment</li> <li>Funding</li> <li>Consultants</li> <li>Volunteer programs</li> </ul>	<ul style="list-style-type: none"> <li>Riverside Park Phase I</li> <li>Miller Center Renovation</li> <li>City Stadium Football Complex Renovation</li> <li>Renovation to BWCAA</li> <li>Jefferson Park Master Plan</li> <li>Miller Park Renovations</li> <li>Court, playground centers &amp; neighborhood park upgrades</li> </ul>
<b>Transportation</b> <ul style="list-style-type: none"> <li>Timberlake Road Interchange</li> <li>Midtown Connector</li> <li>Better Streets Policy</li> </ul>	Comprehensive Plan	Public Works / Community Development	<ul style="list-style-type: none"> <li>Staff assignments</li> <li>Federal / State / Local funding</li> <li>Consultants</li> </ul>	<ul style="list-style-type: none"> <li>Update improvement map / funding source annually</li> <li>Review for consistency with LRTP &amp; SYIP</li> <li>Timberlake Road Interchange Design, 2014</li> <li>Timberlake Road Interchange R/W acquisition, 2015</li> <li>Timberlake Road Interchange construction, 2016</li> <li>Midtown Connector Construction 2013-2015</li> <li>Develop Multimodal System Design Guidelines, 2014</li> </ul>
<ul style="list-style-type: none"> <li>Heritage High School</li> </ul>	Comprehensive Plan	Lynchburg City Schools	<ul style="list-style-type: none"> <li>Staff assignment</li> <li>Funding</li> <li>Architectural / Engineering consultant</li> </ul>	<ul style="list-style-type: none"> <li>Project design 2014</li> <li>Construction 2015</li> </ul>

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