



City of Petersburg Virginia

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November 28, 2023 - Joint Meeting of The Petersburg City Council and Planning Commission

**November 28, 2023
Petersburg Public Library
201 West Washington Street
Petersburg, VA 23803
6:00 PM**

City Council

Samuel Parham, Mayor – Ward 3
Darrin Hill, Vice Mayor – Ward 2
Marlow Jones, Councilor – Ward 1
Charlie Cuthbert, Councilor – Ward 4
W. Howard Myers, Councilor – Ward 5
Annette Smith-Lee, Councilor – Ward 6
Arnold Westbrook, Jr., Councilor – Ward 7

City Administration

John March Altman, Jr. - City Manager
Anthony Williams - City Attorney
Nykesha D. Lucas - City Clerk

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- 1. Roll Call**
 - 2. Project Progress to Date**
 - 3. Review of Draft Chapter 10, Land Use**
 - a. Review of Draft Chapter 10, Land Use
 - 4. Overview of Draft Chapter 11, Implementation**
 - a. Overview of Draft Chapter 11, Implementation
 - 5. Next Steps, Public Comments, and Final Questions**
 - 6. Adjournment**



City of Petersburg

Ordinance, Resolution, and Agenda Request

DATE: November 28, 2023
TO: The Honorable Mayor and Members of City Council
THROUGH: March Altman, Jr., City Manager
FROM: Naomi Siodmok
RE: Review of Draft Chapter 10, Land Use

PURPOSE: Review of Draft Chapter 10, Land Use

REASON: Review of Land Use Chapter 10.

RECOMMENDATION: For presentation and informational purposes.

BACKGROUND: See attached document information.

COST TO CITY: N/A

BUDGETED ITEM: N/A

REVENUE TO CITY: N/A

CITY COUNCIL HEARING DATE: 11/28/2023

CONSIDERATION BY OTHER GOVERNMENT ENTITIES: N/A

AFFECTED AGENCIES: N/A

RELATIONSHIP TO EXISTING ORDINANCE OR RESOLUTION: N/A

REQUIRED CHANGES TO WORK PROGRAMS: N/A

ATTACHMENTS:

1. Agenda_November
2. Chapter10_LandUse

City of Petersburg
Comprehensive Plan Update
Worksession #5 Agenda
Tuesday, November 28, 2023



Introduction

The Comprehensive Plan provides a guiding vision for the physical development of a locality. All Virginia localities are required to adopt a Comprehensive Plan and review it every five years to identify any necessary updates. For more about the project and update process, visit the project website at <https://www.petersburgvanext.com>.

Agenda

1. Project Progress to Date
2. Review of **Draft Chapter 10, Land Use** (90 min.)
 - Review Goal Statement, Objectives, and Strategies
 - Review Draft Future Land Use Map and Framework
3. Overview of **Draft Chapter 11, Implementation** (15 min.)
4. Next Steps, Public Comments, and Final Questions

Project Schedule

The following schedule is planned for the City of Petersburg Comprehensive Plan update.

2024	Date	Topics/Actions
January	Ongoing	VDOT Compliance Review DEQ Compliance Review
	12	Public Review Event – Open House @ PAAL's Friday for the Arts 5:30 PM
	12	Public Review Event – Youth/Student Engagement
February	Ongoing	Final Revisions
	TBD	Final Review Work Session (Joint Meeting)
April	TBD	Planning Commission Public Hearing for Plan Adoption
May	TBD	City Council Public Hearing for Plan Adoption

Community Feedback

Community members interested in providing feedback can scan the QR code here with their mobile device or visit <https://www.surveymonkey.com/r/PetersburgNEXTComments> to share feedback on any of the draft Comprehensive Plan Chapters. Comments are shared regularly with the Planning Commission, City staff, and project consultants.



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LAND USE

Petersburg will support future land use and development patterns that are high-quality, sustainable, and build economic opportunity for the community.

"REMODEL THE OLD BUILDINGS, BUILD
NEW ONES. **MAINTAIN THE ROADS**
AND CREATE SAFE PLACES FOR
FAMILIES AND KIDS."

- Community Survey Respondent



10

INTRODUCTION

Petersburg is experiencing a rebirth. With renewed interest in advanced manufacturing, tourism, recreation, and residential development, the challenges currently facing Petersburg are how to direct new growth in a way that makes efficient use of land and infrastructure and how to prioritize development that grows the tax base, alleviates blight, preserves the environment, and enhances health and equity for all residents. Not all growth and development is beneficial, and Petersburg finds itself in the position to be selective about the types of development occurring within its borders. This is because the built environment and associated land use patterns serve as a reflection of Petersburg's vision, values, and priorities: by making smart and intentional land use decisions, the City's

long-term vision can be physically manifested.

Land use is intertwined with all other elements of PetersburgNEXT, with land use strategies directly tied to other goals, objectives, and strategies. Policies for transportation, economic development, housing and neighborhoods, public safety, and community facilities must be compatible with the overarching land use plan to ensure Petersburg grows and develops as envisioned.

This chapter highlights existing land use patterns, analyzes regional land use considerations and the need for collaborative planning, and establishes a Future Land Use Map and Framework to guide Petersburg as it moves forward into its bright future.



COMMUNITY FEEDBACK: LAND USE

- The most desired future land uses in Petersburg are commercial redevelopment and infill; residential redevelopment and infill; and open and recreational space.
- The least desired future land uses in Petersburg are office parks and new residential development that is not redevelopment/infill.
- The most desirable types of new commercial and industrial development were identified to be local and small businesses, general retail, and entertainment venues.
- Petersburg's architecture and real estate inventory were identified as some of its greatest strengths.
- Assets that Petersburg can leverage to attract and retain future commercial and industrial growth include history, proximity to institutions of higher education, centralized location in Virginia, and general availability of both land and vacant buildings that can be repurposed.

EXISTING LAND USE

Existing land use patterns are not easily changed, and therefore have a large impact on the location and type of future development. Understanding existing land use patterns in Petersburg is essential to planning for and directing future growth.

- **Residential:** Most of Petersburg's land area is residential in nature. Low-density residential uses in the form of single-family detached housing are the most common. Townhomes, duplexes, and apartments are scattered across Petersburg. Petersburg currently has nine residential zoning districts, not including mixed-use or planned development districts.
- **Commercial:** S. Crater Road is Petersburg's primary commercial corridor, with other pockets of commercial uses found in Old Towne and along Wagner Road and Washington Street. Commercial uses in Petersburg are characterized mainly by strip development with a large anchor store and several outparcel stores, or standalone general retail uses such as car washes, restaurants, and gas stations with convenience stores.
- **Industrial:** Petersburg's industrial areas are located along W. Washington Street near Dinwiddie County, along Halifax and Boydton Plank Roads around the Petersburg Interstate Industrial Park and Collier Yard, along Puddledock Road, and on Normandy Drive around the pharmaceutical campus. Other historic industrial sites that may have been adaptively reused for residential or commercial uses are scattered around the city. Petersburg's industrial areas are largely sited along railroad corridors and major transportation routes, reflecting the historic need for proximity to access for freight trucking and rail. It is important to note that much of the land currently zoned for industrial is either undeveloped or has been abandoned. Additionally, much of the industrial zoned land is in or near Petersburg's low-income minority neighborhoods such as Lakemont and Pocahontas Island, creating environmental justice concerns that must be remedied (see Chapter 8). Future industrial properties and uses should therefore be carefully evaluated to minimize adverse impacts on surrounding residential areas.
- **Mixed-Use:** Mixed-use development is characterized by a variety of uses in a single development. It can be horizontal (e.g., a planned development with townhomes and a few small retail stores) or vertical (e.g., a building with office space on the first floor and residential apartments on all subsequent floors). Mixed-use development is uncommon in Petersburg outside of the downtown core, mainly due to historic land use patterns that focus on neighborhood streets in a grid system oriented around a commercial or civic node. Petersburg's zoning classifications have also served to reinforce traditionally single-use areas. However, mixed-use development is a valuable opportunity for Petersburg to meet its goals for high-quality, walkable, and diverse neighborhoods in proximity to employment and educational opportunities.

- **Civic:** Civic land uses are comprised of both public and private facilities that serve the community with essential services. These include but are not limited to government offices, schools, places of worship, post offices, and healthcare. Petersburg's civic land uses are scattered throughout the City but can primarily be found in Old Towne and along S. Crater Road, Johnson Road, and Medical Park Boulevard.
- **Agricultural and Conservation:** Conservation areas include land that is protected due to its status as a park, green space, sensitive environmental habitat, or conservation easement. These areas are primarily located along the Appomattox River, Flank Road, and Siege Road. Petersburg National Battlefield comprises a large area in the northwest corner of the City. Agricultural land uses in Petersburg are limited and non-intensive but can be found in the southwest areas of the City along Flank Road and Johnson Road.

Land use and development in Petersburg is regulated by the Zoning Ordinance and the Zoning Map. Zoning controls the types of uses that are permitted on the land, the density of development, and dimensional requirements such as minimum lot size and lot width. Zoning can also address community design standards such as lighting, landscaping, and open space, and can provide additional performance standards for unique uses or uses that may have potentially negative impacts – such as odor and noise – on neighboring properties.

The Zoning Ordinance includes districts designated for agricultural, residential, commercial, and industrial uses. Petersburg has 19 primary zoning districts, with residential districts covering most of the City.

It is important to note that the Zoning Map and the Future Land Use Map in this Plan are not interchangeable. Future land use designations and maps in this Plan have no immediate effect on an individual parcel of land, and are not regulatory in nature, but are used to guide future zoning changes. Future zoning changes should conform with established future land use designations and maps. That said, the two maps must work in tandem. The Zoning Ordinance and Zoning Map should be reviewed and updated as necessary to ensure compliance with the goals of PetersburgNEXT.



Poplar Lawn Park



Old Towne Petersburg

INTENTIONAL LAND PLANNING

Land Use and Equity

PolicyLink, a national leader in advancing socioeconomic equity, defines equity as “just and fair inclusion into a society in which all can participate, prosper, and reach their full potential...unlocking the promise of the nation by unleashing the promise in us all.” As Petersburg looks ahead to its bright future and plans for growth, it must ensure that all residents – including children, the elderly, renters, racial minorities, and single-parent households – can benefit from that growth.

The American Planning Association (APA) identifies nine best practices for ensuring that equity is provided for the housing, services, health, safety, and livelihood needs of all citizens and groups through a city’s land use decisions.

- **Provide a range of housing types:** In addition to the strategies identified in Chapter 4, the Future Land Use Map will facilitate a range of housing types and densities throughout Petersburg.
- **Plan for a jobs-housing balance:** The Future Land Use Map supports a wide range of housing types in proximity to employment opportunities.

New development as well as adaptive reuse and infill are all encouraged to both respond to employment growth and grow the housing supply in a sustainable manner.

- **Plan for the physical, environmental, and economic improvement of at-risk, distressed, and disadvantaged neighborhoods:** PetersburgNEXT discusses actionable steps to remedy residential blight, address environmental justice considerations, and support a variety of attainable and stable job opportunities through partnerships and incentives.
- **Plan for improved health and safety for at-risk populations:** Chapter 6 of PetersburgNEXT addresses the need to provide equitable and creative health solutions to serve at-risk populations. Chapter 8 discusses the connection between public safety and community health and wellness and identifies strategies for strengthening this connection during the timeframe of the Plan.

- **Provide accessible, quality public services, facilities, and health care to minority and low-income populations:** Petersburg can work with its community partners and state and federal agencies to leverage innovative solutions and provide equitable healthcare to the community. This can be done through mobile clinics, telehealth, educational outreach programs, and school-based health centers.
- **Upgrade infrastructure and facilities in older and substandard areas:** Petersburg has made progress in recent years to upgrade outdated transportation and utility infrastructure, namely around the Poor Creek area. Capital improvements planning should occur annually to further guide infrastructure investments.
- **Plan for workforce diversity and development:** Encouraging entrepreneurship and workforce development programs will be critical to create new job pathways and build community wealth.

- **Protect vulnerable populations from natural hazards:** Development should not be permitted in floodplains to not only preserve Petersburg's natural resources, but to serve as a protective measure against the impacts of severe weather and climate change. This has widespread benefits for the entire community, including vulnerable populations.
- **Promote environmental justice:** Heavy industrial uses with significant external impacts should be sited away from residential areas to the extent possible, especially neighborhoods that are low-income and/or BIPOC (Black, Indigenous, and People of Color) communities. All industrial and commercial uses should seek to integrate principles of low-impact, environmentally friendly design into their structures to provide environmental benefits, in turn positively impacting air and water quality.

Land Use, Health, and Wellness

Intentional land use planning can have profound effects on enhancing community health and wellness. One of the ways in which land use and community health are related is through the concept of “food deserts,” which are low-income areas with limited or no access to options for fresh and healthy food. Attracting sustainable sources of healthy food throughout the City is important to help ensure equitable access to healthy food options for all Petersburg residents. This includes traditional grocers and general retail but can also be provided through food sources such as urban gardens, neighborhood markets, specialty food retailers, farm stands, or farmers’ markets. These food sources should be sited in traditional commercial areas, but also interspersed through neighborhoods and included in mixed-use development to facilitate equitable access and help create discernible neighborhood centers.

Active transportation opportunities can also promote healthy and active lifestyles. New development should seek to connect existing pedestrian and bike infrastructure, either through the installation of new sidewalks or bike lanes or through upgrading existing infrastructure that is outdated or poorly maintained. Green space should also be integrated into new development, especially higher-density residential and mixed-use development. Environmental justice

is discussed in Chapter 8 and is another important aspect of how land use decisions impact public health.

Land Use, Facilities, and Infrastructure

Planning for future land uses should help prioritize public utility and infrastructure expansions. Balanced growth strategies that encourage efficient service and facility delivery should guide new development to appropriate areas where utilities are either readily available or are able to be expanded to meet projected demand. Future land use should consider realistic and sustainable service goals, expectations, and economic feasibility. Balancing the cost of public services, along with ensuring related mechanisms such as connection fees and permit fees are appropriate, is the backbone of fiscally responsible and sustainable growth. Growth should support a balance of residential and employment uses that will simultaneously bring economic opportunity to Petersburg residents while protecting historic character and preventing displacement of long-term residents.

All new residential, commercial, and industrial development should be prioritized in areas with adequate water and sewer capacity or that are planned for expansion. In areas where water, sewer, or both are unavailable, the developer should be responsible for providing utility connections. Wells and septic systems

should be limited as much as possible to prevent adverse environmental impacts.

Land Use and Sustainability

Each land use in Petersburg has benefits and impacts that must be balanced to ensure a sustainable future. Sustainable land use and development practices help mitigate unintended environmental impacts and protect against habitat disruption, resource strain (including potable water and energy consumption), and greenhouse gas emissions. Also of critical importance is the need to locate new development, community facilities, and other key infrastructure resources away from

sensitive ecological areas, floodplains, and areas susceptible to sea level rise.

The Chesapeake Bay Preservation Area (CBPA) ordinance protects local water quality by reducing pollution and promoting water resource conservation. The CBPA has two components, Resource Protection Areas (RPAs) and Resource Management Areas (RMAs). The CBPA has enhanced provisions for erosion and sediment control requirements, best management practices, and other tools for reducing pollutants and protecting water quality. Land use considerations for new development and redevelopment should be



Pavilion in Rotary Park

mindful of water quality impacts and proximity to sensitive environmental resources in the RPA and RMA. Additional discussion of environmental stewardship is included in Chapter 8.

Land Use and Mobility

Transportation and land use are inextricably linked. As growth and development occur, investments in the City's transportation network – including repair and maintenance of existing infrastructure – will be necessary to support the rise in user demand. Additionally, a transportation network that provides accessible walking, biking, and public transportation options allows residents who do not have a personal vehicle, or who cannot operate one due to age or physical health considerations, to access job opportunities and amenities such as grocery stores and parks.

Regional Considerations

Coordination with neighboring communities, regional organizations, and state and federal agencies can facilitate land use policies that expand across borders to better achieve livable communities. Several of the challenges and opportunities discussed in PetersburgNEXT are best considered at a regional level to avoid planning within a vacuum of Petersburg's boundaries. In addition, large-scale planning

projects, such as transportation or recreation investments, can reduce cost and time burden when the efforts are shared amongst partners. This can help ensure smoother, more effective, and more comprehensive planning projects across locality borders.

Petersburg values coordination with its neighboring localities, the Crater Planning District Commission (CPDC), and state agencies to ensure that large scale and regional planning efforts are successfully and intentionally executed. The following regional considerations are important to remain mindful of, as they will play a role in shaping future development proposals and patterns

throughout the City and region:

- **Demographic:** Petersburg's neighbors to the north and east – Chesterfield and Prince George Counties – are experiencing rapid population growth. Petersburg's neighbors to the west and north – Dinwiddie County and Colonial Heights – are experiencing a stabilizing population. Petersburg's population is also projected to stabilize between 2030 and 2050 (see Chapter 2).
- **Economic:** The region's proximity to ports in Richmond and Norfolk, as well as connectivity to the East Coast





FORT GREGG-ADAMS JOINT LAND USE STUDY

The Fort Gregg-Adams (Lee) Joint Land Use Study (JLUS) was developed through coordination with Fort Gregg-Adams, the CPDC, Chesterfield and Prince George Counties, and the Cities of Colonial Heights and Hopewell. **The purpose** of this collaborative planning process was to **identify locations where land use conflicts between the civilian population and military installation are presently occurring or may occur in the future**. The JLUS identifies recommendations for zoning, land use tools, and other development regulations that are **intended to result in more compatible land uses, therefore ensuring the long-term viability of Fort Gregg-Adams**.

Petersburg should **integrate the recommendations of the current JLUS** and **continue to be an active partner** with its neighboring localities, Fort Gregg-Adams, the CPDC, and the U.S. Department of Defense (DOD) in future updates and planning efforts.

Click here to read a summary of the JLUS Findings and Recommendations!

through railroads and Interstates 85 and 95, have sparked the rapid expansion of warehousing and distribution centers, particularly in Petersburg and in Dinwiddie and Chesterfield Counties. Remote work is also growing throughout the region; the completion of universal broadband in Virginia may further accelerate growth. Recent growth in advanced manufacturing throughout the region is also important for spurring increased investment in regional workforce development and talent pipeline programs.

- **Recreation:** The expansion of cross-jurisdictional recreational opportunities such as the Fall Line Trail, Appomattox Riverside Trail, and East Coast Greenway will provide not only expanded opportunities for active and passive recreation but will also be able to be leveraged for eco-tourism. Petersburg and its neighbors should be prepared for an influx of tourists and should support hospitality-oriented land uses around trail entry and exit points. These opportunities will likely have profound economic implications as well. For example, the 150-mile Great Allegheny Passage in Pennsylvania and Maryland generated more than \$74 million in direct spending, nearly \$22 million in indirect spending, and

almost \$25 million in induced spending during 2019. The Virginia Capital Trail generated \$6.1 million in 2019, with most spending within a 50-mile radius of the trail.

- **Transportation:** An increase in warehousing and distribution centers will lead to an increase in heavy truck traffic. Equity considerations and uneven access to alternative transportation such as public transportation, bicycle infrastructure, and pedestrian infrastructure persist throughout the region. Any investments in public transportation and bicycle and pedestrian infrastructure should ensure safe connection to employment centers and services such as grocery stores and hospitals.
- **Environmental:** All neighboring localities except for Dinwiddie County are subject to the regulations of the Chesapeake Bay Preservation Act (see Chapter 8). As the Chesapeake Bay and Appomattox River are not confined to one locality, so environmental protection and preservation efforts will not be successful without cross-jurisdictional coordination.

DEVELOPMENT CONSTRAINTS

Development constraints are natural and man-made factors that may either make future development difficult or prevent it entirely. Because much of Petersburg does have sensitive environmental habitats, historic lands, and other development constraints, it will be important to have clear guidelines to guide smart and sustainable growth to developable areas of the City.

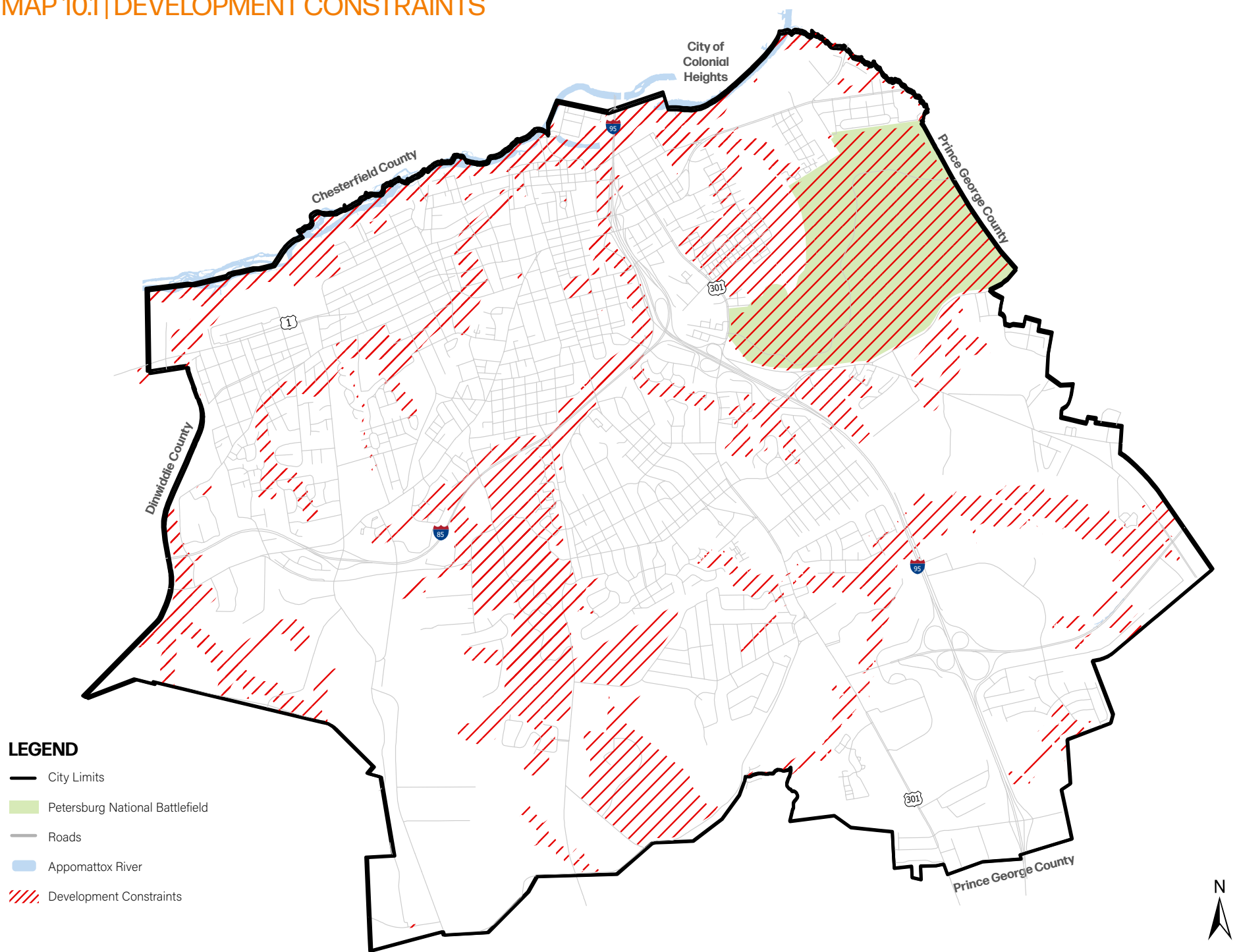
- **Natural Features:** Floodplains, wetlands, steep slopes, Resource Management and Resource Protection Areas
- **Conservation Lands:** Parks, conservation easements, and cemeteries
- **Infrastructure:** Areas where water and sewer may not be available or currently lack the capacity to support high rates of future growth and development

Map 10.1 depicts natural development constraints and conservation lands. New development should be discouraged in these areas as much as possible to comply with state environmental regulations and to preserve Petersburg's natural and historic resources for the next generation and beyond.



Petersburg National Battlefield
Photo Credit: National Park Service

MAP 10.1 | DEVELOPMENT CONSTRAINTS



FUTURE LAND USE FRAMEWORK

The Future Land Use Framework and associated Future Land Use Map (FLUM; Map 10.2) establish the recommended pattern and character for future development in Petersburg for the next twenty years. It does not regulate private property but rather is intended to provide guidance to City staff, the Planning Commission, City Council, and the community for evaluating proposed land use changes and development proposals. Together, the Framework and FLUM provide a depiction of how Petersburg should grow to achieve its vision of the future and help guide the direction, design, and outcome of new land uses throughout the City.

Petersburg's Zoning Ordinance, Zoning Map, and Subdivision Ordinance are the regulatory tools by which the FLUM and Framework are implemented. Petersburg should carefully evaluate its Zoning and Subdivision Ordinances and Zoning Map to identify districts and regulations that are inconsistent with the areas and principles established by the Framework and FLUM and update accordingly to create harmony and ensure successful implementation.

Land use changes will happen gradually over time as development adds residential density, generates employment and tax revenue, or converts one land use to another. In weighing development applications, Petersburg's staff, Planning Commission, and City Council should reference the Future Land Use Map and Framework as well as evaluate the needs of a changing community, the desire for high-quality development, the need to remedy blight, the need to increase multi-modal transportation opportunities, and the economic necessity of improving the City's tax base.



WHAT IS TRADITIONAL NEIGHBORHOOD DEVELOPMENT?

All new development in Petersburg should incorporate principles of Traditional Neighborhood Development (TND). TND is a land use approach that provides compact, mixed-use, and pedestrian-oriented development. It can reduce urban sprawl, in turn creating environmental and transportation benefits, and can also promote enhanced equity.

Characteristics of TND include:

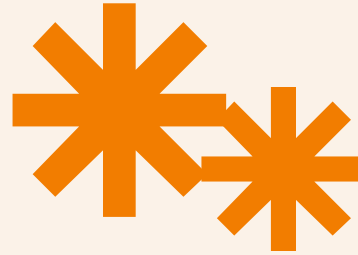
- A discernible neighborhood center, such as a park or community space
- Integration of bicycle and pedestrian infrastructure
- A variety of housing types, including accessory dwelling units and apartments
- Ability to walk to employment, education, amenities, services, and places of worship
- A well-connected street grid without cul-de-sacs or dead ends
- Integration of the natural environment and green development



AREA DESIGNATIONS

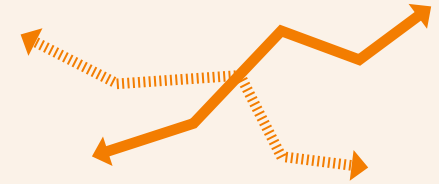
Area Designations represent areas of Petersburg that may share distinct characteristics by virtue of geographic location, built form, character, historic qualities, orientation of the street grid, and/or types of use. As a planning tool, these areas reflect the ideal form, character, and planning principles of future development and redevelopment.

As development applications are evaluated, these pattern areas will serve as a guide for City leaders and staff in evaluating the appropriateness of future developments.



GATEWAYS

Gateways are key places where the Appomattox River and the regional road, rail, and trail networks enter Petersburg. These gateways are bridges between the transportation network, surrounding development, and neighboring localities. They serve as the community's front door, establishing first impressions and reinforcing perceptions of the City. Planning strategies should prioritize improving the image and attractiveness of these gateways.



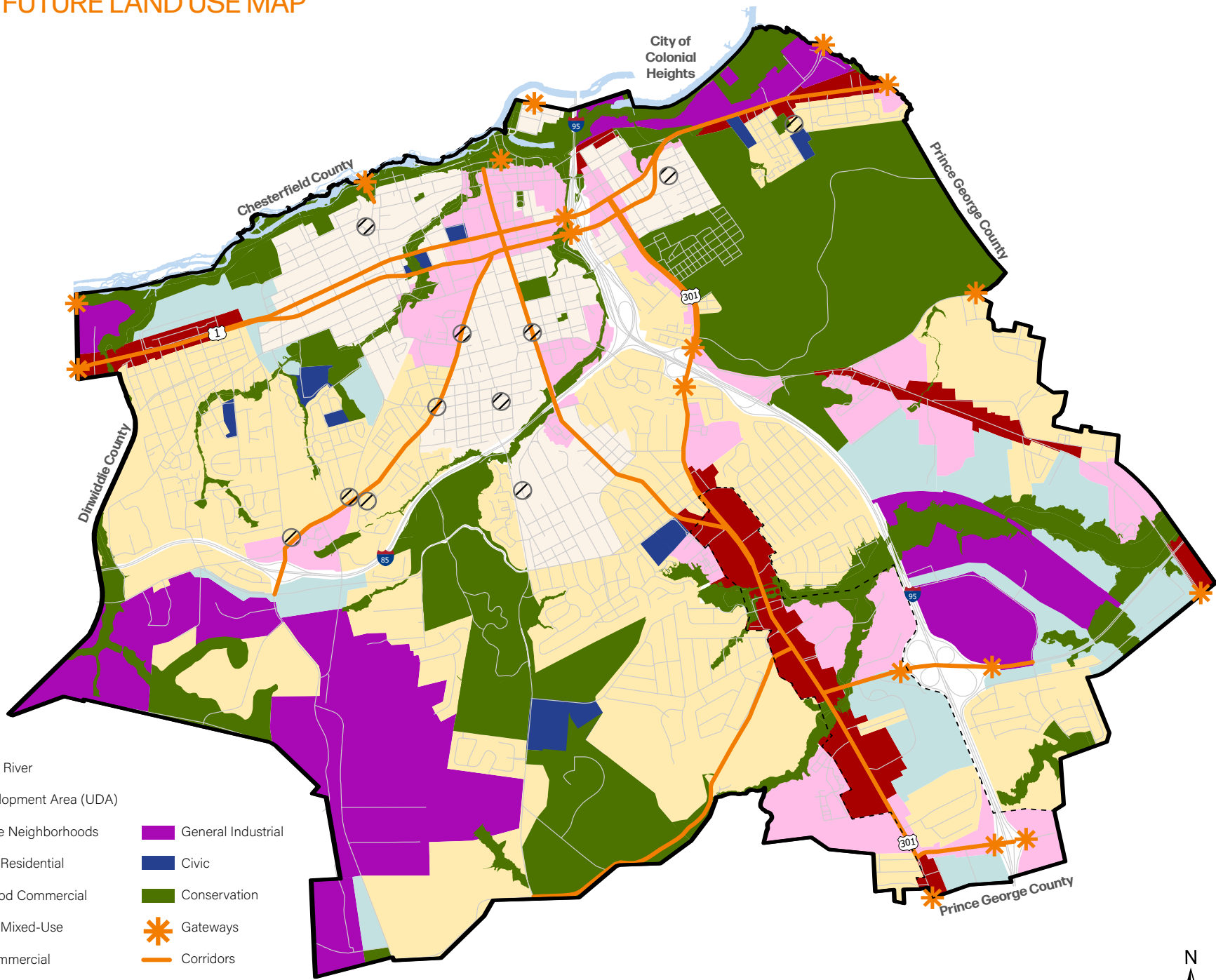
CORRIDORS

Corridors are important local and regional travel routes and commercial destinations. These routes strongly influence Petersburg's accessibility, attractiveness, and economic vitality. Corridors can connect local residential areas to centers and commercial areas or can connect Petersburg to the region. Improving the conditions, character, and quality of these corridors is a primary planning focus.

MAP 10.2 | FUTURE LAND USE MAP

LEGEND

- City Limits
- Roads
- Appomattox River
- Urban Development Area (UDA)
- Historic Core Neighborhoods
- Community Residential
- Neighborhood Commercial
- Community Mixed-Use
- Corridor Commercial
- Research and Development
- General Industrial
- Civic
- Conservation
- Gateways
- Corridors



HISTORIC CORE NEIGHBORHOODS

Historic core neighborhoods directly reflect Petersburg's historic development pattern and are generally located in the heart of Petersburg north of Interstate 85 and west of Interstate 95. This development pattern consists of relatively short blocks in a grid orientation, small lots, and residential dwellings in a variety of architectural styles and developed at a moderate density. The overall age, development pattern, and scale make Petersburg's historic core neighborhoods special places worthy of preservation. Revitalization of historic core neighborhoods will serve as a catalyst for revitalization throughout the City.

Development in historic core neighborhoods should continue the existing historic street grid, be sited on compact lots, front on the public right-of-way, and use architecture that is complementary to the historic character of surrounding structures. Single-family attached and detached dwellings, accessory dwelling units, and the adaptive reuse of former single-family structures into triplexes or fourplexes are all appropriate to expand the variety of housing options. Triplexes and fourplexes are appropriate, even if not part of a retrofitted structure, provided they fit the architectural character of the surrounding area. Streetscapes should integrate streetlighting

and landscaping, with separated pedestrian and bicycle infrastructure on higher volume streets. Renovation of existing structures, adaptive reuse, and infill are the most appropriate methods of new construction in historic core neighborhoods due to a high number of blighted properties and few large, vacant lots. All renovations and infill within designated Local Historic Districts should conform to the Historic District Design Guidelines and decisions of the Architectural Review Board (ARB).

Primary Land Uses

- Accessory dwelling units
- Adaptive reuse
- Infill development
- Multi-family dwellings
- Parks, open space, trails, and recreational facilities
- Places of worship
- Schools and daycares
- Senior housing
- Single-family attached dwellings (e.g., rowhouses, duplexes)
- Single-family detached dwellings
- Triplexes and fourplexes



Planning + Development Principles

- Continue the existing street grid pattern, with new development providing interconnected streets and pedestrian infrastructure where appropriate.
- Direct the preservation, renovation, reuse, and adaptive use of existing structures.
- Protect and enhance historic structures.
- Ensure that both new and infill development fits the scale, size, proportion, and character of any existing development pattern.
- Include a variety of housing types, including accessory dwelling units, to accommodate varying income levels.
- Incorporate pedestrian and bicycle connections and safety enhancements where possible.
- Orient new buildings towards the street.
- Preserve the existing tree canopy and include native plantings when new landscaping is necessary.

COMMUNITY RESIDENTIAL

Petersburg's community residential neighborhoods were largely developed in the mid- to late- 20th century, tend to be more suburban than urban in character, and can be found on the west side of the City and south of Interstate 85. Lots tend to be larger and more irregular than those found in historic core neighborhoods. Single-family attached and detached dwellings are both present; however, a variety of residential types at a range of densities should be supported to achieve the goal of providing a variety of attainable rental and homeownership options to the community.

Individual infill lots exist throughout community residential areas, with some larger vacant lots available for new development. All new development should complement the scale, form, and existing architectural character of surrounding development. Streetscapes should integrate street lighting and landscaping, especially street trees. Development on previously undeveloped parcels should seek to provide interconnectivity in the street network and be mindful of sensitive environmental features such as floodplains, the existing mature tree canopy, and steep slopes.

Despite the more suburban character of community residential neighborhoods,

providing multi-modal transportation access remains important for ensuring widespread equity and economic opportunity. Pedestrian and bike activity may be compatible with low-volume, slow-speed vehicular traffic on residential streets, but major streets should be redesigned with sidewalks and other pedestrian and bike amenities over the long-term. Connections among neighborhoods and schools, parks, employers, and civic places should be prioritized as conditions permit. Proximity to Neighborhood Commercial centers is also encouraged to build vibrant, walkable neighborhoods where basic needs are easily accessible.

Primary Land Uses

- Accessory dwelling units
- Adaptive reuse
- Infill development
- Manufactured housing
- Multi-family dwellings up to 20 units
- Parks, open space, and recreational facilities
- Planned unit development
- Places of worship
- Schools and daycares
- Senior housing
- Single-family detached dwellings
- Single-family attached dwellings (e.g., rowhouses, duplexes, triplexes)



Planning + Development Principles

- Compact development patterns, including cluster and traditional neighborhood development, are encouraged.
- Encourage preservation, renovation, reuse, and adaptive use of existing structures.
- Ensure that both new and infill development fits or enhances the scale, size, proportion, and character of any existing development pattern.
- Include a variety of single-family dwelling types, including accessory dwelling units, to accommodate varying income levels.
- Incorporate pedestrian and bicycle connections and safety enhancements.
- Provide access management through inter-parcel connections.

Neighborhood commercial areas serve as discernible neighborhood centers that provide for the daily needs of area residents through uses such as neighborhood grocers, community hubs, laundromats, clinics, neighborhood office uses, and daycares. Neighborhood commercial areas should be centered around an intersection in the heart of a neighborhood and should be directly accessible by car, foot, and bike, as well as by public transportation whenever possible. Development in neighborhood commercial areas should be high-quality, oriented towards the street, provide interconnectivity to existing roads and sidewalks, and integrate community design elements such as landscaping and lighting. Parking should be minimal to encourage the use of alternative transportation, with any parking areas sited to the rear or side of the principal structure. Adaptive reuse of existing vacant commercial or industrial structures is encouraged. While the footprint of neighborhood commercial areas should not expand in a manner that endangers historic core neighborhoods, their use and intensity may expand in ways that are compatible with Petersburg's historic and architectural character. Any investment, however, should ensure the preservation of historic structures and continue the architectural character of

the surrounding area. Vertical mixed-use development with residential on the upper floors is appropriate, provided the form and context of the surrounding area are respected through development. Large, auto-oriented commercial uses are not appropriate.

Primary Land Uses

- Adaptive reuse
- Community hubs
- Infill development
- Live-work units
- Medical clinics (e.g., dentists, doctors, therapists)
- Personal services (e.g., hair salons, laundromats, pharmacies)
- Places of worship
- Schools and daycares
- Small commercial (e.g., banks, specialty food stores)
- Vertical mixed-use with residential on upper floors



Planning + Development Principles

- Development should complement the scale, size, proportion, and character of the surrounding neighborhood.
- Implement traffic calming measures.
- Incorporate high quality materials for all buildings.
- Direct parking areas to be screened and located at the rear or side of the property.
- Orient new buildings towards the street.
- Preserve the existing tree canopy and include native plantings in new landscaping as necessary.
- Incorporate alternative transportation methods such as walking, biking, and public transportation.
- Provide access management through inter-parcel connections.

COMMUNITY MIXED-USE

Community mixed-use areas are centers of commerce and amenities for Petersburg residents and visitors alike. These areas are walkable, dense, and interconnected environments of entertainment, shopping, personal services, restaurants, hotels, offices, the arts, and residential uses. While the footprint of community mixed-use areas should not expand in a manner that overwhelms or endangers historic core neighborhoods or conservation areas, their use and intensity may expand in ways that are compatible with Petersburg's historic and architectural character and urban form. Community mixed-use areas are appropriate areas for commercial uses that are pedestrian-oriented, enhance a vibrant street life, and contribute to Petersburg's overall economy. These areas should also integrate pocket parks, street trees, and urban gardens to promote an aesthetically pleasing streetscape and promote air quality and temperature reductions within identified heat islands.

In some community-mixed use areas, such as Old Towne, there may be few opportunities for new development. Therefore, adaptive reuse and infill are most likely to occur and be most appropriate given the historic context of the area. Any investment, however, should

ensure the preservation of historic structures and continue the architectural character of the surrounding area. Renovations and infill within designated Local Historic Districts should conform to the Historic District Design Guidelines and decisions of the Architectural Review Board (ARB).

Primary Land Uses

- Adaptive reuse
- Infill development
- Community hubs
- Hospitality-oriented uses (e.g., hotels, boutiques, galleries, restaurants)
- Live-work units
- Medical clinics (e.g., dentists, doctors, therapists)
- Multi-family residential dwellings
- Offices
- Parks and recreational spaces
- Personal services (e.g., hair salons, laundromats, pharmacies)
- Places of worship
- Small commercial (e.g., banks, specialty food stores)
- Small-scale manufacturing (e.g., makers' spaces, studios, microbreweries)
- Uses compatible with Fort Gregg-Adams



Planning + Development Principles

- Compact development patterns, including cluster and traditional neighborhood development, are encouraged.
- Connect existing and established new trails, bicycle routes, and other recreational amenities.
- Incorporate use of public art, amenities (i.e., benches, trash cans, street trees), and wayfinding signage to orient visitors and create a sense of place.
- Implement traffic calming measures.
- Incorporate high-quality materials for all buildings.
- Open space should be integrated and provide for community spaces well-defined by streets and adjacent buildings.
- Preservation, renovation, reuse, and adaptive use of existing structures is encouraged.
- Preserve the existing tree canopy wherever possible and include native plantings when new landscaping is necessary.

Corridor commercial areas provide goods and services for the community, allowing residents to access amenities without leaving and keeping tax dollars within Petersburg. Typical uses include restaurants, indoor entertainment and recreation, and general retail and services.

While corridor commercial uses are often automobile oriented, they should be sited so that the principal façade faces the street and should integrate pedestrian and bicycle infrastructure to create a more walkable, vibrant, and connected “Main Street” development pattern. Increased landscaping and adequate lighting should be encouraged, along with infill development within existing surface parking lots. Façade and signage improvements should be encouraged for existing uses, and the use of trees and native plantings should be incorporated for aesthetic and environmental benefits. New buildings should be oriented towards the street and seek to integrate a mix of uses wherever possible; any automobile parking areas should be minimal and sited to the rear or side of the principal structure. Design and construction should be consistent and use high-quality building materials. Multi-family residential included in vertical mixed-use structures or located behind commercial areas is also appropriate and should be

connected to other corridor commercial uses through sidewalks and bike lanes. However, appropriate transitions between corridor commercial and residential areas should be provided through the use of buffering, setbacks, lighting, and signage.

Primary Land Uses

- Adaptive reuse
- Hospitality-oriented uses (e.g., hotels, boutiques, galleries, restaurants)
- Infill development
- Large commercial (e.g., large stores, shopping centers, entertainment, event venues)
- Medical clinics (e.g., dentists, doctors, therapists)
- Multi-family dwellings
- Offices
- Personal services (e.g., hair salons, laundromats, pharmacies)
- Places of worship
- Small commercial (e.g., banks, specialty food stores)
- Small-scale manufacturing (e.g., makers’ spaces, studios, microbreweries)
- Uses compatible with Fort Gregg-Adams



Planning + Development Principles

- Incorporate use of public art, amenities (i.e., benches, trash cans, street trees), and wayfinding signage to direct and orient visitors and create a sense of place.
- Implement traffic calming measures, especially along arterials.
- Incorporate high-quality materials for all buildings.
- Orient new buildings towards the street.
- Preserve the existing tree canopy wherever possible and include native plantings when new landscaping is necessary.
- Incorporate alternative transportation methods such as walking, biking, and public transportation.
- Provide access management through inter-parcel connections, especially between adjacent residential areas to reduce dependency on vehicle trips.

RESEARCH AND DEVELOPMENT

Research and development areas are Petersburg's major employment centers, supplying stable and well-paying jobs in many innovative industries. These areas have a variety of research and development, light industrial, office, medical uses, and supporting service uses that are important regional nodes for research, employment, and trade. Uses are less likely to have adverse impacts such as odor, noise, and waste disposal on surrounding properties than moderate to heavy industrial uses.

Research and development areas should be readily accessible from interstates and principal arterials; providing public transportation to these areas will also be critical for achieving the full extent of economic promise for the community. Institutional uses, such as trade schools and satellite campuses, are also appropriate as a physical means of building a strong talent pipeline.

Development should provide a campus-like setting with adequate landscaping, buffering or screening, lighting, and transportation access. Sustainable development practices, including but not limited to stormwater management and water conservation, should be integrated in facility and site design. Green spaces such

as urban gardens, walking paths, pavilions, and groves should be integrated to provide health and environmental benefits. Research and development areas should be cited in designated incentive zones to maximize economic benefit.

Primary Land Uses

- Business and employment uses
- Medical clinics (e.g., dentists, doctors, therapists)
- Hospitals
- Institutional uses
- Offices
- Research and development (e.g., laboratories, specialized manufacturing, supporting services)
- Small-scale manufacturing (e.g., makers' spaces, studios, microbreweries)



Planning + Development Principles

- Encourage infill development and adaptive reuse of existing buildings.
- Ensure consistency with economic incentive zones to provide maximum benefits for employers, the City, and the community.
- Incorporate high-quality materials for all buildings.
- Integrate environmentally friendly development practices whenever possible, including low-impact development and energy-efficient building design.
- Integrate green space and opportunities for passive and active recreation into new development.
- Parking lots should be well-landscaped and provide on-site stormwater management.
- Provide access management through inter-parcel connections.
- Provide appropriate setbacks and screening along property lines adjacent to residential development.
- Require dumpsters, loading areas, and other service areas to be screened and located at the rear or side of the property.
- Wherever possible, connect development to public transportation stops.

GENERAL INDUSTRIAL

General Industrial areas should be where all heavy industrial uses are sited. They are readily accessible by road and rail and provide opportunities for wholesale, manufacturing, distribution, and heavy commercial. Because many general industrial uses have significant external impacts, including transportation effects such as noise and traffic, general industrial areas should not be sited adjacent to residential areas unless ample setbacks and buffering are provided. Any development with large amounts of impervious area should plan to include adequate elements for stormwater control. Development should also consider proximity to public transportation routes and stops. Environmental justice considerations should be addressed in all development applications.

Primary Land Uses

- Business and employment uses
- Logistics and distribution uses (e.g., warehousing, distribution centers)
- Moderate and heavy industrial uses (e.g., factories, lumberyards)

Planning + Development Principles

- Incorporate high-quality materials for all buildings.
- Integrate environmentally friendly development practices whenever possible, including low-impact development and energy-efficient building design.
- Parking lots should be well landscaped and provide on-site stormwater management.
- Provide access management through inter-parcel connections.
- Provide appropriate setbacks and screening along property lines adjacent to any residential development.
- Require dumpsters, loading areas, and other service areas to be screened and located at the rear or side of the property.
- Wherever possible, connect development to public transportation stops.



SOUTH CRATER URBAN DEVELOPMENT AREA

Virginia localities are permitted to designate geographic areas to serve as Urban Development Areas (UDA), which are defined in the Code of Virginia § 15.2-2223.1 as areas that are "... (i) appropriate for higher density development due to its proximity to transportation facilities, the availability of a public or community water and sewer system, or a developed area and (ii) to the extent feasible, to be used for redevelopment or infill development."

The South Crater UDA, designated along portions of S. Crater, Wagner, and Rives Roads, is intended to be an area of Petersburg where land use and transportation efforts are closely coordinated through implementation of traditional neighborhood design and development. Designation of this area as an UDA also opens new opportunities for Petersburg to obtain additional grant funding to support transportation improvements in this area. All transportation improvements in the UDA are required to be consistent with the needs assessment contained in VTrans 2040 (see Chapter 9), and are required for consideration in the SMART SCALE statewide prioritization process for project funding.

Primary Land Uses

- Primary land uses will vary depending on the underlying Area Designations.

Planning + Development Principles

Planning and development principles for the UDA are in addition to those included for each of the Area Designations and are informed by the Code of Virginia.

- Commercial development should have a minimum floor area ratio of 0.4.
- Encourage infill development and adaptive reuse of existing buildings.
- Include a variety of housing types to accommodate varying income levels.
- Incorporate principles of traditional neighborhood design and development.
- Provide access management through inter-parcel connections.
- Residential development should occur at a density of at least four single-family residences, six townhouses, or 12 multi-family units per acre.
- Wherever possible, connect development to public transportation stops.



Civic areas are areas with a presence of public and private uses that provide direct and essential services to the community, such as daily government services, schools, higher education, and healthcare. Civic uses employ specialized structures to meet specific needs and may maintain master plans of their own to guide future growth and development.

Civic uses should be sited in proximity to existing road networks and public transportation infrastructure and distributed across Petersburg to ensure strengthened connections to existing neighborhoods, in turn growing equitable access to services. Additionally, civic areas should be thoughtfully designed and well-maintained with uniform architecture and the use of high-quality building materials to promote a strong and positive image of Petersburg.

Primary Land Uses

- Community hubs
- Government offices and facilities
- Hospitals
- Institutional uses
- Medical clinics (e.g., dentists, doctors, therapists)
- Parks, open space, trails, and recreational spaces
- Places of worship
- Schools and daycares
- Small civic uses (e.g., post offices, libraries)



Planning + Development Principles

- Incorporate use of public art, amenities (i.e., benches, trash cans, street trees), and wayfinding signage to orient visitors and create a sense of place.
- Incorporate high-quality building materials for all structures.
- Preserve the existing tree canopy wherever possible and include native plantings where new landscaping is necessary.
- Incorporate alternative transportation methods such as walking, biking, and public transportation.
- Provide access management through inter-parcel connections.

CONSERVATION

Conservation areas provide recreational, environmental, and educational benefits to the community. These areas consist of sensitive environmental habitats, floodplains and steep slopes, agricultural activities, parks and trails, and historic resources. Therefore, conservation areas are not appropriate locations for future growth and development, although low-density single-family residential is acceptable in agricultural areas to support ongoing operations. Outdoor event spaces, athletic fields, and sporting courts may also be appropriate, given they are sited and designed to be environmentally friendly and low-impact. Conservation areas should be preserved to provide opportunities for historic education, to facilitate exercise and healthy activity, to improve environmental benefits, and to enhance Petersburg's community character and quality of life.

Primary Land Uses

- Active and passive recreation facilities (e.g., athletic fields, sporting courts, pavilions)
- Agriculture
- Cemeteries
- Historic sites, markers, and monuments
- Parks and open space
- Sensitive environmental habitats

Planning + Development Principles

- Enhance and protect historic resources.
- Ensure the continued viability of agricultural uses.
- Improve and mitigate negative environmental impacts through conservation design, alternative wastewater systems, and low-impact development for filtration or run-off protection.
- Preserve and restore the existing tree canopy and integrate native plantings.
- Provide connections to trails, bicycle routes, parks, and other recreational amenities.
- Use permeable surfaces and recycled materials whenever possible.



Gateways and Corridors serve to overlay the other Area Designations within this Framework. The appearance and functionality of Gateways and Corridors help integrate and define the distinct Area Designations and create a strong positive perception of Petersburg.

Gateways are locations where regional road, trail, and rail networks - as well as the Appomattox River - enter the Petersburg city limits. These locations should incorporate coordinated signage, public art, ambient lighting, and landscaping to create a strong sense of arrival and establish community character.

Corridors are longer stretches of the street and road network that serve as important local and regional travel routes, providing direct access to businesses, employment, amenities, and recreational opportunities. Identified corridors should be mapped and incorporate a coordinated and consistent streetscape, access management through interparcel connectivity, and multiple travel options. Corridors are not only passageways through Petersburg but are defined places that should be managed to maximize their potential to not only invite visitors in, but welcome them to stay.

Primary Land Uses

- Primary land uses will vary depending on the Area Designations of surrounding areas.

Planning + Development Principles

- Improve the pedestrian experience in corridors through strong urban design principles and provision of ample sidewalks and open space to walk and gather.
- Invest in safety, maintenance, and operational improvements along corridors, particularly near gateways.
- Incorporate signage, wayfinding, public art, landscaping, and lighting at gateways to elevate community appearance and create a sense of arrival.
- Discourage the removal of existing mature trees along corridors, and plant street trees where no landscaping is present.
- Be mindful of existing historic and archeological resources along corridors, taking care to ensure they are properly inventoried and preserved.



Promoting Smart and Sustainable Growth and Development

Goal Statement: Petersburg will support future land use and development patterns that are high-quality, sustainable, and build economic opportunity for the community.

Objectives	Strategies
10.1 Commit to development that builds equity and resiliency through an intentional and multi-faceted approach.	10.1.1: Increase access to stable and well-paying employment opportunities by allowing a variety of job-producing uses along high-frequency PAT routes and along arterials.
	10.1.2: Prioritize capital improvements such as wayfinding, streetscaping, lighting, and pedestrian/bicycle infrastructure along designated Gateways and Corridors.
	10.1.3: Amend the Zoning Ordinance to allow for a greater variety of residential types, including accessory dwellings and live/work units, in residential and mixed-use districts.
	10.1.4: Discourage development in conservation areas to protect and enhance Petersburg's natural and historic resources.
	10.1.5: Facilitate active and healthy lifestyles through integrating sidewalks, bike lanes, and green space into new development.
10.2 Support innovative development that complements and enhances Petersburg's historic character.	10.2.1: Direct adaptive reuse or infill development on underdeveloped or vacant properties throughout the City when possible.
	10.2.2: Implement the recommendations of the Downtown Master Plan to create a more attractive, vibrant, and interconnected Old Towne area.
	10.2.3: Evaluate all land use applications and capital improvements against the applicable planning and development guidelines of the Future Land Use Map Area Designation.
	10.2.4: Amend the Zoning Ordinance to ensure compatible development in designated historic districts and throughout Historic Core Neighborhoods.
	10.2.5: Amend the Zoning Ordinance to create an overlay district that more specifically regulates development along designated Gateways and Corridors.

Objectives	Strategies
10.3 Direct future growth and development to areas with adequate transportation and utility infrastructure.	10.3.1: Prioritize new development in areas with adequate water and sewer capacity or that are planned for expansion. Require developers to provide utility connections where utilities are not available.
	10.3.2: Ensure water, sewer, stormwater, public safety, and transportation infrastructure is available to support the required level of service for all new development.
	10.3.3: Evaluate City fees, including impact and connection fees, to ensure they can adequately generate funding for future infrastructure improvements.
	10.3.4: Market the economic potential of interchanges along Interstates 85 and 95 and support appropriate development opportunities, such as hospitality-oriented uses and mixed-use development, in those areas.
	10.3.5: Complete a Build-Out Analysis in areas planned for future high-density residential growth to better inform capital improvements planning.
	10.3.6: In accordance with the Code of Virginia, evaluate the feasibility of offering financial incentives for development in the South Crater Urban Development Area.
10.4 Work regularly and openly with neighboring jurisdictions and the Crater Planning District Commission to pursue collaborative and innovative solutions to regional land use challenges.	10.4.1: Support development applications that align with the considerations of the Fort Gregg-Adams Joint Land Use Study.
	10.4.2: Communicate with adjacent jurisdictions regarding development plans that have potential impacts on regional localities and public facilities. Work with them to coordinate plans and to identify and mitigate areas where conflicts may be present.
	10.4.3: Participate actively in joint regional planning efforts and studies.



City of Petersburg

Ordinance, Resolution, and Agenda Request

DATE: November 28, 2023
TO: The Honorable Mayor and Members of City Council
THROUGH: March Altman, Jr., City Manager
FROM: Naomi Siodmok
RE: Overview of Draft Chapter 11, Implementation

PURPOSE: For presentation and information of the Draft Chapter 11, Implementation.

REASON: For information and presentation of the DRAFT Chapter 11, Implementation.

RECOMMENDATION: For presentation, discussion, and informational purposes.

BACKGROUND: See attached documents.

COST TO CITY: N/A

BUDGETED ITEM: N/A

REVENUE TO CITY: N/A

CITY COUNCIL HEARING DATE: 11/28/2023

CONSIDERATION BY OTHER GOVERNMENT ENTITIES: N/A

AFFECTED AGENCIES: N/A

RELATIONSHIP TO EXISTING ORDINANCE OR RESOLUTION: N/A

REQUIRED CHANGES TO WORK PROGRAMS: N/A

ATTACHMENTS:

1. Agenda_November
2. Chapter11_Implementation

City of Petersburg
Comprehensive Plan Update
Worksession #5 Agenda
Tuesday, November 28, 2023



Introduction

The Comprehensive Plan provides a guiding vision for the physical development of a locality. All Virginia localities are required to adopt a Comprehensive Plan and review it every five years to identify any necessary updates. For more about the project and update process, visit the project website at <https://www.petersburgvanext.com>.

Agenda

1. Project Progress to Date
2. Review of **Draft Chapter 10, Land Use** (90 min.)
 - Review Goal Statement, Objectives, and Strategies
 - Review Draft Future Land Use Map and Framework
3. Overview of **Draft Chapter 11, Implementation** (15 min.)
4. Next Steps, Public Comments, and Final Questions

Project Schedule

The following schedule is planned for the City of Petersburg Comprehensive Plan update.

2024	Date	Topics/Actions
January	Ongoing	VDOT Compliance Review
		DEQ Compliance Review
	12	Public Review Event – Open House @ PAAL’s Friday for the Arts 5:30 PM
	12	Public Review Event – Youth/Student Engagement
February	Ongoing	Final Revisions
	TBD	Final Review Work Session (Joint Meeting)
April	TBD	Planning Commission Public Hearing for Plan Adoption
May	TBD	City Council Public Hearing for Plan Adoption

Community Feedback

Community members interested in providing feedback can scan the QR code here with their mobile device or visit <https://www.surveymonkey.com/r/PetersburgNEXTComments> to share feedback on any of the draft Comprehensive Plan Chapters. Comments are shared regularly with the Planning Commission, City staff, and project consultants.



11

IMPLEMENTATION

An aerial photograph of Petersburg, Virginia, showing a dense urban landscape with various buildings, streets, and parking lots. An orange line is drawn across the image, tracing the skyline of the city. The sky is overcast with grey clouds.

"LET'S **BEAUTIFY PETERSBURG,**
MAKE IT **SAFE,** AND
ENHANCE OPPORTUNITIES."

- *Community Survey Respondent*


11

WHAT IS AN IMPLEMENTATION PLAN?

PetersburgNEXT is a guide for growth and development. It is intended to be a dynamic document that will change and evolve over time to reflect the community's needs. The Implementation element prioritizes, and provides accountability for, each strategy identified in this Plan. It provides specific guidance for decision-making which will define our ongoing progress towards our vision for the future.

Accordingly, to ensure this Comprehensive Plan is properly implemented, Planning Commission and City Council should refer to this document and consider its vision and goals prior to making recommendations and decisions. Petersburg's success depends on

effective implementation of the Plan, along with consistent analysis of each land use application and budgetary decision to ensure compatibility with the Plan's long-range vision.



PETERSBURGNEXT VISION STATEMENT

**Petersburg is a thriving,
culturally diverse community
where all residents enjoy
safe and attractive
neighborhoods, economic
opportunity, quality
education, and celebration of
rich history.**

IMPLEMENTATION TOOLS

There are a variety of tools that can and should be used to implement the long-range vision set forth in PetersburgNEXT. The following tools are important to ensure the successful implementation of this Plan.

Annual Budget

The annual budget is arguably the most important tool for implementation of the strategies contained in this Plan. City Council and staff should use the recommendations of the Comprehensive Plan to guide preparation of the annual budget. Allocating funding equalizes priorities, and the budget should work in tandem with PetersburgNEXT to achieve a thriving, stable, and more resilient future.

Petersburg should assess the Plan's effectiveness on a regular basis by annually reviewing and monitoring implementation of the goals and action strategies outlined within this document. When appropriate and necessary, the Plan should be amended, with careful consideration given to whether amendments align with the Plan's overarching vision. Any modifications should be considered with long-term policy implications.

Capital Improvements Plan

An extension of the annual budget, the Capital Improvements Plan (CIP) coordinates the location, timing, and financing of capital improvements over a multi-year period. Capital improvements are major, non-recurring physical expenditures such as land, buildings, public infrastructure, and equipment. The CIP includes a description of proposed capital improvement projects ranked by priority, a year-by-year schedule of expected project funding, and an estimate of project costs and financing sources. The CIP is a working document and should be reviewed and updated annually to reflect changing community needs, priorities, and funding opportunities. The long-range vision of PetersburgNEXT is achieved when funding and the priorities of the CIP, along with ordinance updates and annual budgeting, are all in alignment with the Plan.

Petersburg has adopted CIPs in the past but has not done so in recent years. However, it is imperative to reestablish an annual CIP process to ensure implementation of stated goals. An improved bond rating will allow the City to borrow funds to pay for priorities today, with financing of the future contained within the CIP.



IMPLEMENTATION + CODE OF VIRGINIA

Code of Virginia Section 15.2-2232 states that **the Planning Commission “shall control the general or approximate location, character and extent of each feature shown on the plan.”** Therefore, the Planning Commission may continue holding public hearings to address the location, character, and extent of any public utility or facility not already shown in the Comprehensive Plan. Staff should work with the Planning Commission to **develop a CIP in alignment with the priorities of this plan** and present this recommendation to Council **for funding.**

Land Use Regulations

The Zoning and Subdivision Ordinances are the primary implementation tools for PetersburgNEXT. While PetersburgNEXT is a long-term policy guide, Petersburg's Zoning and Subdivision Ordinances are legal documents that regulate the location, form, and character of development throughout the City. Aligning the Ordinances with the goals and strategies of the Comprehensive Plan is therefore critical to its implementation.

Several strategies in this Plan direct revisions to the Zoning Ordinance along with other related considerations for the City's land use regulations. These revisions will work to physically manifest the goals and vision of this Plan over time.

Land Use Actions

PetersburgNEXT should serve as a strong guide for decisions on all rezoning and Special Use Permit applications. Land use applications should be closely reviewed for alignment with the Comprehensive Plan, including related strategies and the Future Land Use Map (FLUM), to ensure consistency. In special circumstances where unforeseen uses or changes in market conditions may warrant deviation from the adopted Plan, Planning Commission and City Council should review and consider amendments to the Plan to address this, ensuring the document remains

current, relevant, and responsive to the community's needs.

Intergovernmental Cooperation

Regional cooperation is vital to the success of Virginia localities. Challenges related to the natural environment, transportation, equity, housing, tourism, community facilities, economic and workforce development, and other elements discussed throughout PetersburgNEXT go beyond jurisdictional boundaries and are best solved through cooperation at the regional and state levels. As such, successful implementation of the strategies in this Plan will require continued coordination with neighboring localities, the Crater Planning District Commission (CPDC),

and numerous state agencies responsible for various facilities, services, and programs implemented across Virginia.

Active participation in regional boards and alliances is crucial, especially with regards to economic and workforce development. No locality is an island, and many modern problems – and their solutions – are regional in nature. Petersburg should strive to be a leader in identifying regional challenges and developing innovative and effective solutions. Doing so will ensure Petersburg's priorities do not get lost amongst those of neighboring localities and will bring awareness to the needs of the City which drive the region.





Petersburg National Battlefield
Photo Credit: National Park Service

BENCHMARKING

Benchmarking is a critical component of successful Plan implementation and is a process that ensures Petersburg is on track to achieve its objectives and strategies within the assigned timeframes. Benchmarking is beneficial in both setting standards for how work is accomplished and for providing accountability and transparency to the community. It should be completed annually in conjunction with the budgeting process, with an analysis of the progress towards each strategy submitted by department heads whose departments are responsible for carrying them out.

To determine benchmarks, progress towards each strategy must be measured, with full completion within the allotted timeframe serving as the benchmark itself. If the strategy is not completed within the specified timeframe, then analysis should occur to determine why: were resources insufficient, did other priorities arise, or were there issues that were not previously known when the planning process initially occurred? Benchmarking also helps to identify “gaps” when evaluating why a benchmark may not have been met, helping provide information that can improve the process, identify additional resources, or serve to rethink the strategy and amend to best fit current community needs and priorities.

The typical steps in the benchmarking process are as follows:

- 1. Determine Strategies:** This step is complete and comprises the Implementation Matrix found in this Chapter.
- 2. Assign Strategies:** Strategies are assigned to the appropriate department heads or to City Council to be completed within the timeframe specified in the Plan. This step is partially complete, as a suggested list of responsible parties is included in the matrix.
- 3. Initiate Progress:** Immediately upon adoption of PetersburgNEXT, department heads and their staff should begin work on the strategies that have been assigned to them, as guided by the timeframes set for each strategy in the matrix.
- 4. Annual Update:** As part of the annual budgeting process, the City Manager’s office should request the matrix to be updated by Department Heads with progress towards accomplishing the strategies. The yearly benchmarking report should then be presented to City Council, with changes made to resources, responsibility, or timelines as needed.

IMPLEMENTATION MATRIX

The implementation matrix provides specific tools to meet the goals of PetersburgNEXT and serves as our roadmap forward into a bright future. The matrix builds on the strategies in each Plan element by identifying tools, resources, responsible parties, and anticipated timeframes for completion. The implementation matrix should be reviewed annually as part of the City's budgeting process to set priorities as well as measure progress toward PetersburgNEXT's vision.

The key to the Plan's success will be a proactive approach to implementation by City staff, the Planning Commission, City Council, City departments and boards, residents, businesses, and community institutions and organizations.

The matrix includes the following information:

Implementation Category

Categorizes each strategy into a general action type:

- Capital Projects
- Land Use Actions
- Ordinance Updates
- Partnerships
- Plans and Studies
- Programs and Services

Responsible Party

The organization(s) responsible for partnering, administering, managing, and/or implementing the specific action item, including:

- City of Petersburg Staff (individual departments are identified in the matrix as appropriate)
- City of Petersburg Planning Commission
- City of Petersburg City Council
- Nonprofit Organizations
- Regional and Institutional Partners
- State and Federal Agencies

Stakeholders + Resources

Stakeholders and resources identify examples of tools, ordinances, community partners, state agencies, and/or funding sources that will likely be necessary to support successful implementation. The identified stakeholders and resources are meant as a starting point for implementation; others may be needed. Some strategies also may reflect an internal policy or function.

Timeframe

Each strategy is assigned an ideal timeframe for completion.

- **Short-Term:** Actions that should be completed within 0-2 years of the Plan's adoption
- **Mid-Term:** Actions that should be completed within 3-5 years of the Plan's adoption
- **Long-Term:** Actions that should be completed within 5-10+ years of the Plan's adoption
- **Ongoing:** Actions that should continue for the life of the Plan. Ongoing actions are likely to be reviewed and implemented annually as part of budgeting or capital improvements planning processes.

Cost

Identifies in general terms whether a strategy is likely to be low-cost, medium-cost, or high-cost to implement. Internal policies and land use reviews are examples of low-cost strategies; capital improvements and staffing expansions are examples of high-cost strategies. Further scoping and analysis will be required to determine specific expenses for implementing each strategy.

The following acronyms are used in the Implementation Matrix:

ARB City of Petersburg Architectural Review Board

ARSWCD Appomattox River Soil and Water Conservation District

ARWA Appomattox River Water Authority

CCWA Community College Workforce Alliance

CDBG Community Development Block Grant Program

CHD Crater Health District

CPDC Crater Planning District Commission

CRWDB Capital Region Workforce Development Board

CVHS Central Virginia Health Services

DBHS Virginia Department of Behavioral Health and Developmental Services

DEQ Virginia Department of Environmental Quality

DCR Virginia Department of Conservation and Recreation

DHCD Virginia Department of Housing and Community Development

DHR Virginia Department of Historic Resources

DMAS Virginia Department of Medical Assistance Services

DOD U.S. Department of Defense

DOJ U.S. Department of Justice

DOT U.S. Department of Transportation

DRPT Virginia Department of Rail and Public Transportation

EDA City of Petersburg Economic Development Authority

FEMA Federal Emergency Management Agency

FOLAR Friends of the Lower Appomattox River

HUD U.S. Department of Housing and Urban Development

LECAP Line Extension Customer Assistance Program

LISC Local Initiatives Support Corporation

MBL Metropolitan Business League

NFWF National Fish and Wildlife Foundation

NPS National Park Service

NRPA National Recreation and Park Association

OIPI Virginia Office of Intermodal Planning and Investment

PAAL Petersburg Area Art League

PAT Petersburg Area Transit

PCPS Petersburg City Public Schools

PHOPs Petersburg Healthy Options Partnerships

PRHA Petersburg Redevelopment and Housing Authority

SCWA South Central Wastewater Authority

SOVA Southern Virginia Regional Chamber

TCAMPO Tri-Cities Area Metropolitan Planning Organization

VATI Virginia Telecommunication Initiative

VCU Virginia Commonwealth University

VDEM Virginia Department of Emergency Management

VDH Virginia Department of Health

VDOE Virginia Department of Education

VDOT Virginia Department of Transportation

VDSS Virginia Department of Social Services

VEC Virginia Employment Commission

VEDP Virginia Economic Development Partnership

VGR Virginia's Gateway Region

VIMS Virginia Institute of Marine Science

VLGMA Virginia Local Government Management Association

VMRC Virginia Marine Resources Commission

VPRA Virginia Passenger Rail Authority

VSCLT Virginia Statewide Community Land Trust

VSU Virginia State University

VATC Virginia Tourism Corporation

YMCA Petersburg Family YMCA

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This page will eventually be used to identify a list of 5-10 "catalyst strategies", as informed by feedback from the community, City staff, Planning Commission, and City Council.

CHAPTER 3 | STRATEGIES FOR A HEALTHY + ROBUST ECONOMIC CLIMATE

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
Objective 3.1 Continue to expand Petersburg's existing clusters in Health Care and Manufacturing.					
3.1.1: Identify and target associated businesses, such as suppliers, to support the pharmaceutical campus.	Partnerships, Programs and Services	City Council; Economic Development Staff; Regional and Institutional Partners; State and Federal Agencies	Short-Term	EDA, GO Virginia, VEDP	\$
3.1.2: Work with state economic development agencies, local economic development organizations, and local business partners to market Petersburg to Health Care businesses and manufacturers that would complement the existing businesses in these clusters.	Partnerships, Programs and Services	Economic Development Staff; Public Information Office; Nonprofit Organizations; State and Federal Agencies	Ongoing	Bon Secours, EDA, GO Virginia, VEDP	\$
3.1.3: Hold a biannual "roundtable" meeting of regional Health Care and Pharmaceutical executives, institutions of higher education, and City Economic Development professionals to serve as a catalyst for ongoing collaboration and strategic investment.	Partnerships, Programs and Services	Economic Development Staff; Nonprofit Organizations; Regional and Institutional Partners	Ongoing	Aetna, Anthem, Bon Secours, Brightpoint Community College, CCWA, CRWDB, LISC, MBL, Molina Healthcare, Optima Health, CPDC, Richard Bland College, United Healthcare, VCU, VEC, Virginia Premier, VSU	\$
3.1.4: Develop Collier Yard and continued expansion in the Petersburg Interstate Industrial Park for advanced manufacturing and energy production.	Capital Projects, Partnerships	City Council; Economic Development Staff; Regional and Institutional Partners	Long-Term	CPDC, EDA, VEDP, VDOT	\$\$\$
Objective 3.2 Diversify Petersburg's economy.					
3.2.1: Expand the existing clusters in the Manufacturing, Retail, and Accommodation sectors to represent larger shares of the local economy by identifying potential locations for new development and ensuring the proper entitlements and infrastructure are in place to support easy startup.	Programs and Services	City Council; Economic Development Staff; State and Federal Agencies	Ongoing	EDA, VEDP	\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
3.2.2: Develop a comprehensive Economic Development Strategic Plan to build on existing initiatives and direct future investment.	Plans and Studies	City Council, Economic Development Staff	Short-Term	EDA, MBL, SOVA, VEDP, VCU, VSU	\$
3.2.3: Focus recruitment efforts on gaps identified in the Economic Development Strategic Plan by identifying prospective businesses to fill them.	Partnerships, Plans and Studies	City Council; Economic Development Staff	Ongoing	EDA, VEDP, VCU, VSU	\$
3.2.4: Site new warehousing and distribution centers; promote new associated job opportunities to Petersburg residents through social media and the quarterly newsletter.	Land Use Actions	City Council; Economic Development Staff; Public Information Office; Planning & Community Development Staff	Mid-Term	EDA, GO Virginia, VEDP	\$\$
3.2.5: Support community-oriented, environmentally sustainable, and well-designed development at the historic Petersburg Harbor.	Land Use Actions, Partnerships	City Council; Economic Development Staff; Planning Commission	Long-Term	DEQ, EDA, VEDP	\$\$
Objective 3.3 Encourage entrepreneurship and workforce development programs to create new job pathways and build community wealth.					
3.3.1: Work with educational partners to develop vocational and technical training programs, especially for emerging industries such as hospitality, technology, and manufacturing.	Partnerships, Programs and Services	Economic Development Staff; Regional & Institutional Partners	Ongoing	Activation Capital, Brightpoint Community College, CRWDB, PCPS, Richard Bland College, VEC, VSU	\$
3.3.2: Continue funding the existing training options for residents in the Pharmaceutical and Health Care related sectors.	Partnerships, Programs and Services	City Council; Economic Development Staff	Ongoing	Brightpoint Community College, CCWA, CRWDB, PCPS, Richard Bland College, VEC, VSU	\$
3.3.3: In partnership with local Economic Development Organizations, offer two small business forums a year that provide educational opportunities on city processes, support opportunities, and new development in Petersburg.	Partnerships, Programs and Services	City Council; Economic Development Staff; Regional and Institutional Partners	Ongoing	Brightpoint Community College, CRWDB, EDA, LISC, PCPS, Richard Bland College, SOVA, VEC, VGR, VCU, VSU	\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
3.3.4: Work with the EDA to maintain a viable Revolving Loan Fund to assist in microlending to entrepreneurs.	Partnerships, Programs and Services	City Council; Economic Development Staff	Ongoing	Activation Capital, CPDC, DHCD, EDA, LISC, Local Banks, MBL	\$\$
3.3.5: Promote local “jobs pipeline” workforce training programs as an incentive to attract new job creators.	Partnerships, Programs and Services	City Council; Economic Development Staff; Regional and Institutional Partners	Ongoing	Brightpoint Community College, CCWA, CRWDB, PCPS, Richard Bland College, VEC, VSU	\$
3.3.6: Hold discussions with Brightpoint Community College about creating a local branch within City limits, and identify at least two potential locations.	Partnerships	City Council; Economic Development Staff; Regional and Institutional Partners	Short-Term	Brightpoint Community College, Richard Bland College, VEC, VSU	\$\$
3.3.7: Facilitate the development of a coworking space in Old Towne as a pilot program for entrepreneurs and remote workers.	Programs and Services	City Council; Economic Development Staff	Mid-Term	DHCD, GO Virginia, Virginia Housing	\$\$
Objective 3.4 Create additional opportunities for redevelopment of vacant commercial land and structures.					
3.4.1: Use the land bank program for commercial and industrial property in Petersburg.	Capital Projects, Programs	City Council; Economic Development Staff; Planning & Community Development Staff	Ongoing	EDA	\$\$
3.4.2: Certify all EDA owned sites through the Virginia Economic Development Partnership (VEDP).	Partnerships, Programs and Services	City Council; Economic Development Staff; State and Federal Agencies	Short-Term	EDA, VEDP	\$
3.4.3: Encourage franchise development in vacant commercial properties, using incentives as necessary.	Programs and Services	City Council; Economic Development Staff	Ongoing	DHCD, EDA, MBL, SOVA, VEDP	\$\$
3.4.4: Develop a strategic plan for the Poor Creek area to identify the highest and best use of land as it related to potential economic drivers and future employers.	Plans and Studies	City Council; Planning Commission; Economic Development Staff; Planning & Community Development Staff, Public Works	Mid-Term	Internal Function	\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
Objective 3.5 Promote tourism and strengthen economic development marketing and branding efforts.					
3.5.1: Encourage the development of new lodging and dining options downtown and near the Interstate 85 and 95 entrance corridors through incentives and Tourism Zone financing opportunities.	Ordinance Updates, Land Use Actions	City Council; Economic Development Staff; Planning Commission	Ongoing	MBL, PARTC, SOVA, VGR, VATC	\$\$
3.5.2: Require short term rentals to pay lodging taxes to generate additional revenue and to ensure traditional lodging competes on an even playing field.	Ordinance Updates	City Council; Commissioner of the Revenue; Finance Staff; Planning Commission; Planning & Community Development Staff	Mid-Term	Internal Function	\$
3.5.3: Keep available properties up to date on City websites and other real estate websites.	Programs and Services	Economic Development Staff; Public Information Office	Ongoing	PARTC, VDEP	\$
3.5.4: Update the City's social media and tourism website weekly to include information about upcoming events, things to do, and options for lodging, dining, and retail.	Programs and Services	Public Information Office	Ongoing	PARTC	\$
3.5.5: Evaluate locations for additional Tourism Zones with different strategic goals to support widespread, tourism-focused uses.	Capital Projects	City Council; Economic Development Staff; Planning Commission	Short-Term	VATC	\$
3.5.6: In partnership with VDOT, install branded wayfinding signage to Old Towne Petersburg, Petersburg National Battlefield, the Appomattox River waterfront, and historic sites from the American Civil Rights Movement.	Capital Projects	City Council; Planning & Community Development Staff; Public Works Staff; Regional and Institutional Partners; State and Federal Agencies	Mid-Term	DEQ, DHR, FOLAR, NPS, VDOT	\$\$
3.5.7: Create a visitor center in the old South Side Depot to serve as a centralized hub for tourism and information.	Capital Projects	City Council, Regional and Institutional Partners, Economic Development Staff, Public Information Office, Public Works Staff	Mid-Term	CPDC, DCR, DHCD	\$\$\$
3.5.8: Capitalize on Petersburg's entertainment industry value by establishing and promoting tourism trails that follow filming locations.	Capital Projects, Programs	City Council; Economic Development Staff; Public Information Office; Regional and Institutional Partners	Long-Term	DHR, PARTC, VGR, VATC	\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
Objective 3.6 Streamline business licensing and permitting requirements.					
3.6.1: Automate all permitting and licensing processes through an online platform.	Programs and Services	Commissioner of the Revenue; Information Technology Staff; Treasurer,	Short-Term	Internal Function	\$\$
3.6.2: Create a one-stop webpage and physical location for information about business licenses and permits.	Programs and Services	Commissioner of the Revenue; Economic Development Staff; Information Technology Staff, Public Information Office	Short-Term	Internal Function	\$
3.6.3: Regularly maintain Economic Development and tourism website and social media pages with up-to-date information.	Programs and Services	Economic Development Staff; Public Information Office	Ongoing	PARTC, VEDP	\$

CHAPTER 4 | STRATEGIES FOR VIBRANT NEIGHBORHOODS + HOUSING FOR ALL

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
Objective 4.1 Systematically identify and eradicate residential blight across Petersburg.					
4.1.1: Prioritize further study to create a stand-alone, comprehensive residential blight abatement plan.	Plans and Studies, Programs and Services	City Council; Neighborhood Services Staff; Planning & Community Development Staff	Short-Term	CPCD, DHCD, DHR	\$
4.1.2: Adopt a drug blight ordinance in accordance with the Code of Virginia as an additional mechanism to eliminate blight associated with confirmed criminal activity.	Ordinance Updates	City Council; Neighborhood Services Staff; Planning & Community Development Staff	Short-Term	Code of Virginia	\$
4.1.3: Ensure that penalties for blight violations are clearly stated in the City's Ordinances and set to the maximum allowable by state code.	Ordinance Updates	City Council; Neighborhood Services; Planning Commission; Planning & Community Development	Short-Term	Code of Virginia	\$
4.1.4: Avoid demolition of properties in identified historic districts, pursuing rehabilitation, adaptive reuse, or creative reuse instead.	Land Use Actions	Planning & Community Development Staff	Ongoing	ARB, DHR, Historic Petersburg Foundation	\$
4.1.5: Allow demolition as needed in non-historic districts, and assemble and market contiguous properties to develop small-scale subdivisions of single-family residences or duplexes.	Land Use Actions, Programs and Services	Economic Development Staff; Planning & Community Development Staff	Ongoing	Internal Function	\$
4.1.6: Create an online code enforcement database to allocate City resources more efficiently, track progress, and guide Ordinance updates and capital improvements planning.	Programs and Services	Information Technology Staff; Neighborhood Services Staff; Planning & Community Development Staff	Short-Term	Internal Function	\$\$
4.1.7: Continue the City's partnership with the Virginia National Guard to eliminate residential blight.	Partnerships	City Council; Bureau of Police; Neighborhood Services Staff; State and Federal Agencies	Ongoing	Virginia National Guard	\$
4.1.8: Prioritize the expansion of the Department of Neighborhood Services, aiming to double the number of staff responsible for code enforcement within the next five years.	Programs and Services	City Council; Neighborhood Services Staff	Mid-Term	Annual Budget, Capital Improvements Plan	\$\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
4.1.9: Create a Yellow Tag property designation to allow the City to be more proactive in preventing properties from reaching Red Tag status.	Land Use Actions	Neighborhood Services Staff	Short-Term	Internal Function	\$
Objective 4.2 Facilitate the provision of a diverse, safe, attainable, and high-quality housing stock in all neighborhoods.					
4.2.1: Amend the Zoning Ordinance to support “missing middle” housing. Create incentives within the Zoning Ordinance for these types of structures to promote their development.	Ordinance Updates	City Council; Planning Commission; Planning & Community Development Staff	Short-Term	Code of Virginia	\$
4.2.2: Amend the Zoning Ordinance to allow transitional housing as a by-right use in appropriate districts.	Ordinance Updates	City Council; Planning Commission; Planning & Community Development Staff	Short-Term	Code of Virginia	\$
4.2.3: Continue to promote the development of safe and attractive manufactured housing in appropriate areas.	Land Use Actions, Ordinance Updates	City Council; Planning Commission; Planning & Community Development Staff	Ongoing	Code of Virginia	\$
4.2.4: Support the Petersburg Redevelopment and Housing Authority (PRHA) in their work to maintain existing public housing developments, ensuring that they are attractive, safe, and decent communities.	Partnerships	City Council; Planning & Community Development Staff	Ongoing	Cameron Foundation, CPCD, DHCD, PRHA	\$\$
4.2.5: Support proposals for housing development financed through Low-Income Housing Tax Credits (LIHTC), especially when located in areas of opportunity.	Partnerships, Programs and Services, Land Use Actions	City Council; Planning Commission; Planning & Community Development Staff	Ongoing	Cameron Foundation, DHCD, PRHA	\$
4.2.6: Promote adaptive reuse, creative reuse, and opportunities for new housing in non-traditional areas (e.g., former shopping centers, former churches and schools, etc.).	Land Use Actions, Ordinance Updates, Partnerships	City Council; Planning Commission; Planning & Community Development Staff	Ongoing	Internal Policy	\$
Objective 4.3 Promote pathways to homeownership through partnerships, education, and eliminating regulatory barriers.					
4.3.1: Prioritize Community Development Block Grant (CDBG) funding for job training, skills development, and economic development to better position residents for homeownership.	Partnerships, Programs and Services	City Council; Economic Development Staff; Nonprofit Organizations; Planning & Community Development Staff; Regional & Institutional Partners	Ongoing	DHCD, HUD, VEC	\$\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
4.3.2: Develop a formal Fair Housing Q&A flyer for frontline City staff to ensure a consistent and high-quality process of referring residents to HOME and Legal Aid. Include this in a Fair Housing clearinghouse on a highly visible section of the City's website.	Programs and Services	Planning & Community Development Staff; Public Information Office	Short-Term	Pathways, Habitat for Humanity, project:HOMES, PRHA, United Way, Cameron Foundation	\$
4.3.3: Establish defined boundaries for two rental inspection districts.	Ordinance Updates, Programs and Services	City Council; Neighborhood Services Staff; Planning Commission; Planning & Community Development Staff	Short-Term	Code of Virginia	\$
4.3.4: Evaluate the feasibility of creating a Housing department to streamline the provision of housing services such as education, assistance, and benefits to the community.	Programs and Services	City Council; City Manager's Office	Mid-Term	Internal Function	\$
4.3.5: Create and promote a Community Land Trust program in the City of Petersburg in collaboration with local non-profits and lenders.	Capital Projects, Partnerships, Programs and Services	City Council; Planning & Community Development Staff; Nonprofit Organizations; Regional & Institutional Partners	Long-Term	AmeriCorps VISTA, Better Housing Coalition, Cameron Foundation, Habitat for Humanity, project:HOMES, Pathways, VSCLT	\$
Objective 4.4 Support neighborhood vitality through community partnerships, regulatory action, and strategic investments.					
4.4.1: Update small area plans for Pocahontas Island, Halifax Triangle, and University Boulevard to further detail broad-based, inclusive visioning and planning for revitalization in these neighborhoods.	Plans and Studies	City Council; Planning Commission; Planning & Community Development Staff	Mid-Term	CPDC	\$
4.4.2: Collaborate with community groups and partner organizations in tactical urbanism efforts to beautify neighborhoods in the short-term. Explore the creation of a Private Property Mural Program as a first step.	Land Use Actions, Partnerships, Programs and Services	Nonprofit Organizations; Planning & Community Development Staff; Public Works Staff; Regional and Institutional Partners	Short-Term	Better Housing Coalition, PHOPs, VDOT	\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
4.4.3: Seek additional grants for infrastructure improvements to support quality neighborhoods and economic development.	Capital Projects, Programs and Services	Economic Development Staff; Planning & Community Development Staff; Public Works Staff; State & Federal Agencies	Ongoing	Better Housing Coalition, Cameron Foundation, DHCD, HUD, Pathways, project:HOMES, Virginia Housing	\$\$
4.4.4: Designate up to two housing rehabilitation zones, in accordance with the Code of Virginia.	Land Use Actions, Ordinance Updates	City Council; Neighborhood Services Staff; Planning Commission; Planning & Community Development Staff	Short-Term	Code of Virginia, DHCD	\$
4.4.5: Establish a Dollar Lot Program through collaboration with regional partner organizations.	Capital Projects, Partnerships, Programs and Services	City Council; Neighborhood Services Staff; Planning Commission; Planning & Community Development Staff; Regional & Institutional Partners; State & Federal Agencies	Long-Term	Cameron Foundation, Pathways, DHCD, Habitat for Humanity, HUD, project:HOMES, United Way, Virginia Housing	\$\$
Objective 4.5 Be mindful of community character when evaluating new residential development to ensure that investment is complementary to existing character and history and does not displace long-term residents.					
4.5.1: Create a Community Advisory Committee to work alongside City staff to evaluate land use applications.	Partnerships	City Council; Planning Commission; Planning & Community Development Staff	Mid-Term	Internal Function	\$
4.5.2: Support proposals for mixed-income residential development.	Land Use Actions	City Council; Planning Commission; Planning & Community Development Staff	Mid-Term	Internal Policy	-
4.5.3: Ensure that adaptive reuse and infill development in designated historic districts and Old Towne is complementary to the scale and architectural character of the surrounding area.	Land Use Actions, Ordinance Updates	City Council; Planning Commission; Planning & Community Development Staff	Ongoing	DHR, Historic Petersburg Foundation	\$

CHAPTER 5 | STRATEGIES FOR GROWING + PROMOTING OUR QUALITY OF LIFE

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
Objective 5.1 Provide parks and recreational spaces that are safe and accessible to all.					
5.1.1: Inventory and assess the current conditions of park facilities to identify and prioritize safety improvements, ADA accessibility, and repair/replacement of broken or aging equipment.	Capital Projects, Plans and Studies	Public Works Staff; Recreation; Special Events & Volunteerism Staff	Short-Term	Capital Improvements Plan, CPDC	\$\$
5.1.2: Ensure that the City's major anchor parks, such as Patton Park, Legends Park, and the Petersburg Sports Complex, have routine grounds and trail maintenance to provide a safe and inviting recreational atmosphere. Install or repair safety fencing and lighting in parking areas and along trails where needed for increased nighttime safety.	Capital Projects, Programs and Services	Public Works Staff; Recreation, Special Events & Volunteerism Staff	Mid-Term	Capital Improvements Plan, DCR, NRPA	\$\$
5.1.3: Coordinate with local non-profit organizations and volunteer groups to assist with grounds maintenance and cleanup programs, particularly in neighborhood parks.	Partnerships	Nonprofit Organizations; Recreation, Special Events & Volunteerism Staff; Regional and Institutional Partners;	Ongoing	Petersburg Boys & Girls Club, Petersburg Wellness Consortium, PHOPS, Progressive Outreach, YMCA	\$
5.1.4: Apply for grants and other creative funding sources to install new playground equipment in parks that currently lack facilities.	Capital Projects	Recreation, Special Events & Volunteerism Staff	Ongoing	KABOOM!, NRPA	\$
5.1.5: Renovate A.P. Hill Community Center, Harding Street Community Center, and Peabody Middle School for use as community centers.	Capital Projects	City Council; Public Works Staff; Recreation, Special Events & Volunteerism Staff; Regional and Institutional Partners	Long-Term	Capital Improvements Plan	\$\$\$
5.1.6: Utilize available resources from the National Recreation and Park Association (NRPA) to evaluate and enhance existing park assets, safety considerations, and public wellness opportunities.	Partnerships, Programs and Services	Recreation, Special Events & Volunteerism Staff	Ongoing	NRPA	\$
5.1.7: Integrate community hubs with community centers and design them to advance wellness across the seven interconnected dimensions of well-being.	Programs and Services	Recreation, Special Events & Volunteerism Staff	Long-Term	Cameron Foundation, FOLAR, PHOPs, NRPA	\$\$\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
5.1.8: Consider opportunities to convert existing park space into a public dog park.	Capital Projects, Programs and Services	City Council; Public Works Staff; Recreation, Special Events & Volunteerism Staff	Mid-Term	Internal Function	\$\$
Objective 5.2 Capitalize on existing assets to increase revenue streams and invest in staffing resources.					
5.2.1: Identify underutilized City-owned properties for reinvestment as multifunctional facility spaces for rentals and events.	Capital Projects, Programs and Services	City Council; Planning and Community Development Staff	Long-Term	Internal Function	\$
5.2.2: Invest in dedicated staff resources to provide quality recreational programming more efficiently.	Programs and Services	City Council; Recreation, Special Events & Volunteerism Staff	Mid-Term	Annual Budget	\$\$
5.2.3: Explore opportunities for increased sponsorship opportunities at major events and parks.	Partnerships, Programs and Services	Regional and Institutional Partners; Recreation, Special Events & Volunteerism Staff	Mid-Term	Internal Function	\$
5.2.4: Use creative marketing and branding to generate interest in recreational programming, assets, and events and drive participation rates.	Programs and Services	Public Information Office; Recreation, Special Events & Volunteerism Staff	Short-Term	VATC	\$
Objective 5.3 Create a parks and recreation master plan to best utilize existing parks and recreational assets for the community and generate revenue for facility and program improvements.					
5.3.1: Incorporate facility space needs assessments and fiscal analyses to balance improvement costs with new revenue streams.	Capital Projects, Programs and Services	City Council; Public Works Staff; Recreation, Special Events & Volunteerism Staff	Long-Term	Internal Function	\$
5.3.2: Coordinate new investment with regional plans for the Appomattox River Trail, Petersburg National Battlefield, and other regional amenities to ensure cohesive visioning and efficient use of resources.	Capital Projects, Partnerships, Programs and Services	City Council; Recreation, Special Events & Volunteerism Staff; Regional and Institutional Partners	Ongoing	CPDC, DHR, NPS, FOLAR	\$
5.3.3: Establish landscape design standards and maintenance plans for sites within City-maintained right of way to formally create additional opportunities for neighborhood park access.	Capital Projects, Ordinance Updates	City Council; Planning & Community Development Staff; Public Works Staff; Recreation, Special Events, & Volunteerism Staff	Short-Term	Internal Function	\$
Objective 5.4 Continue to develop and enhance recreational opportunities along the Appomattox River.					
5.4.1: In collaboration with regional stakeholders, continue investing in park upgrades and facilities at Patton Park, Rotary Park at Pocahontas Island, and Appomattox Riverside/Ferndale Park.	Capital Projects, Partnerships	City Council; Regional and Institutional Partners; Recreation, Special Events, & Volunteerism Staff	Mid-Term	Cameron Foundation, FOLAR, Rotary Club, VDOT, DCR	\$\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
5.4.2: Identify opportunities to create additional riverfront park space with piers and docks for water access.	Capital Projects, Plans and Studies	City Council; Recreation, Special Events, & Volunteerism Staff	Long-Term	DCR, DEQ, FOLAR	\$\$
5.4.3: As river access increases, install additional wayfinding and safety signage along the riverbank for both land navigation and water access.	Capital Projects	Public Works Staff; Recreation, Special Events, & Volunteerism Staff	Ongoing	VDOT, FOLAR	\$\$
Objective 5.5 Support a strong local arts and culture economy.					
5.5.1: Develop a public art master plan and/or incorporate public art considerations into related City strategic and master plans.	Plans and Studies	City Council; Nonprofit Organizations; Public Information Office; Public Works Staff; Regional and Institutional Partners; Recreation, Special Events & Volunteerism Staff	Mid-Term	PAAL	\$
5.5.2: Use public art to revitalize, define, and enhance the character of Petersburg and its neighborhoods.	Capital Projects, Partnerships, Programs and Services	City Council; Nonprofit Organizations; Public Works Staff; Regional and Institutional Partners	Ongoing	PAAL	\$
5.5.3: Actively market Arts and Culture District incentives to entrepreneurs and arts organizations; consider adding new incentives to locate in vacant, underutilized spaces.	Partnerships, Programs and Services	City Council; Economic Development Staff	Short-Term	EDA, Incentives, VEDP	\$\$
5.5.4: Continue working with local partners to organize festivals and events to increase tourism and establish Petersburg as a regional event center.	Partnerships, Programs and Services	Nonprofit Organizations; Public Information Office; Regional and Institutional Partners; Recreation, Special Events & Volunteerism Staff	Ongoing	PAAL, PARTC, VATC	\$\$
5.5.5: Pursue creative marketing strategies to promote arts and cultural opportunities in Petersburg.	Programs and Services	Economic Development Staff; Public Information Office	Short-Term	PAAL, PARTC	\$
Objective 5.6 Promote historic preservation as a means of enhancing quality of life for Petersburg's residents.					
5.6.1: Work with and support local organizations to promote the fullest understanding of Petersburg's diverse history.	Partnerships	Nonprofit Organizations; Planning & Community Development Staff; Public Information Office; State and Federal Agencies	Ongoing	DHR, Historic Petersburg Foundation, NPS	\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
5.6.2: Build inclusive preservation efforts by identifying and preserving sites/districts associated with historically underrepresented groups.	Partnerships, Programs and Services	City Council; Nonprofit Organizations; Planning Commission; Planning & Community Development Staff; State and Federal Agencies	Ongoing	DHR, Historic Petersburg Foundation, NPS	\$
5.6.3: Support and advocate for the rehabilitation and adaptive reuse of historic Old Towne properties as a means of increasing downtown population and economic vibrancy.	Land Use Actions, Ordinance Updates	City Council; Nonprofit Organizations; Planning Commission; Planning & Community Development Staff; State and Federal Agencies	Ongoing	DHR, Historic Petersburg Foundation, NPS	\$
5.6.4: Utilize key design elements from the City's historic districts to inform new development, especially along major commercial corridors and within transition areas between historic districts and non-historic peripheral areas.	Land Use Actions, Plans and Studies	City Council; Planning Commission; Planning & Community Development Staff	Ongoing	DHR	\$\$
5.6.5: Encourage newly eligible properties to be assessed and considered for inclusion on the Virginia Landmarks Register and National Register of Historic Places.	Partnerships, Programs and Services	Planning & Community Development Staff; Regional and Institutional Partners; State and Federal Agency	Ongoing	DHR, Historic Petersburg Foundation, NPS	\$
5.6.6: Continue to promote historic preservation and heritage tourism as key elements for a strong and resilient local economy.	Programs and Services	Economic Development Staff; Planning & Community Development Staff; Public Information Office	Ongoing	Historic Petersburg Foundation, NPS, PARTC	\$
5.6.7: Continue to meet Certified Local Government status and enforce local historic preservation ordinances.	Land Use Actions, Programs and Services	Planning & Community Development Staff	Ongoing	DHR	\$\$
5.6.8: Enforce Petersburg's property maintenance building code and consider creating new local historic districts for Pocahontas Island, Westover Avenue, and the Halifax Triangle.	Land Use Actions, Ordinance Updates	Neighborhood Services Staff	Ongoing	DHR	\$\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
5.6.8: Support continued operations of Petersburg's museums, such as Blandford Church, Siege Museum, and Center Hill Museum, as tourism drivers and sources of City history and identity.	Capital Projects, Partnerships, Programs and Services	City Council; Economic Development Staff; Nonprofit Organizations; Public Information Office; Recreation, Special Events & Volunteerism Staff	Ongoing	Battersea Foundation, Historic Petersburg Foundation, NPS, PARTC	\$\$
5.6.9: In partnership with Crater Planning District Commission (CPDC) and other regional partners, develop a comprehensive Geographic Information System (GIS) database and map for historic resources in Petersburg, including but not limited to earthworks, markers, and monuments.	Partnerships, Programs and Services	Planning & Community Development Staff; Public Works Staff; Regional & Institutional Partners; State & Federal Agencies	Short-Term	CPDC, DHR, NPS	\$

CHAPTER 6 | STRATEGIES FOR STRENGTHENING INFRASTRUCTURE + SERVICES

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
Objective 6.1: Continue a demonstrated commitment to transparency, efficiency, and accountability in governance.					
6.1.1: Expand and improve external government communications through maintaining a robust social media presence and revamping the City website to maintain regular updates on important announcements.	Programs and Services	Public Information Office	Ongoing	Internal Function	\$
6.1.2: Pursue the creation of a phone-based civic alert system or a reverse 911 notification system to provide important updates and emergency alerts to residents without internet access.	Programs and Services	Emergency Communications Staff; Public Information Office	Mid-Term	Internal Function	\$\$
6.1.3: Enhance interdepartmental communication across City government as well as between the various public boards and City Council.	Programs and Services	City Council; City Manager's Office; Public Information Office	Ongoing	VLGMA	\$
6.1.4: Explore the feasibility of creating a centralized government complex.	Capital Projects, Plans and Studies	City Council; City Manager's Office	Long-Term	Internal Function	\$\$\$
6.1.5: Seek community input on service needs and priorities to ensure equitable investment in infrastructure and facilities.	Plans and Studies	Planning & Community Development Staff; Public Information Office; Public Works Staff	Ongoing	Internal Function	\$
Objective 6.2 Offer City facilities that are efficient, effective, and meet the needs of residents and businesses.					
6.2.1: Develop a Capital Improvements Plan (CIP) as recommended by Code of Virginia Section 15.2-2239; review annually to monitor progress and update with emerging needs.	Capital Projects, Plans and Studies	All Departments; City Council; Planning Commission	Short-Term	Code of Virginia, Annual Budget	\$
6.2.2: Perform a Space Needs Assessment to determine and prioritize the needs of City departments and facilities.	Capital Projects, Plans and Studies	City Manager's Office; Public Works Staff	Mid-Term	Internal Function	\$\$
6.2.3: Inventory and assess unused City-owned land and parcels to determine optimal uses for City services and/or redevelopment opportunities.	Plans and Studies	City Council; City Manager's Office; Public Works Staff	Ongoing	Internal Function	\$\$
Objective 6.3 Maintain functional water, sewer, and stormwater infrastructure to support residential and business development.					
6.3.1: Develop comprehensive water, sewer, and stormwater improvement strategic plans to determine the highest priority needs for investment.	Capital Improvements, Plans and Studies	City Manager; Public Works Staff	Mid-Term	ARWA, DEQ, SCWA	\$\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
6.3.2: In partnership with Crater Planning District Commission (CPDC), develop a comprehensive Geographic Information System (GIS) database and map for water, sewer, and stormwater systems.	Partnerships, Programs and Services	Public Works Staff; Planning & Community Development Staff; Regional & Institutional Partners	Short-Term	CPDC	\$\$
6.3.3: Upgrade stormwater infrastructure in dense residential neighborhoods with histories of spot flooding and ponding issues.	Capital Improvements	City Council; Public Works Staff	Ongoing	DEQ, FEMA	\$\$\$
6.3.4: Assess utility needs in areas targeted for future commercial and industrial development, such as industrial parks.	Plans and Studies	Economic Development; Planning & Community Development Staff; Public Works Staff	Mid-Term	Dominion Energy	\$\$
6.3.5: Apply for state and federal grant programs to help address vital water, sewer, and stormwater improvements.	Partnerships, Programs and Services	Public Works Staff	Ongoing	DEQ, FEMA	\$
Objective 6.4 Expand educational opportunities for residents through support of modern technology, Petersburg City Public School facilities, and community spaces.					
6.4.1: Continue financial support of the Petersburg Public Library to maintain and grow the space as a valued center of community and learning.	Capital Projects, Programs and Services	City Council; Petersburg Public Library Staff	Ongoing	Internal Function	\$\$
6.4.2: Pursue grant funding to support upgrades to existing broadband and cell service and expansion of broadband in unserved areas to ensure universal access.	Partnerships, Programs and Services	City Manager's Office; Economic Development Staff; Public Works Staff	Ongoing	CDBG, Commonwealth Connect, DHCD, LECAP, VATI	\$
6.4.3: Continue financial support of PCPS as they work to maintain accreditation for all schools, and pursue capital improvements which assist in developing high-quality learning environments.	Capital Projects	City Council; PCPS	Ongoing	VDOE, Urban League	\$\$\$
6.4.4: Work to permit the use of PCPS facilities after-hours to provide safe, neighborhood-oriented space for education, recreation, and socialization.	Partnerships, Programs and Services	City Council; PCPS; Recreation, Special Events & Volunteerism Staff	Short-Term	Boys & Girls Clubs, PCPS, YMCA, Rotary Club, Urban League	\$
6.4.5: Continue to monitor student enrollment to ascertain short-term and long-term needs of students.	Plans and Studies	PCPS	Ongoing	VDOE	\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
Objective 6.5 Recognize the relationship between high-quality community facilities and infrastructure and overall health, wellness, and quality of life.					
6.5.1: Improve collaboration between the Department of Social Services (DSS) and regional organizations to alleviate caseload and provide more specialized assistance for residents.	Partnerships	Community Corrections; Nonprofit Organizations; Regional & Institutional Partners; Social Services,	Short-Term	Aetna, Anthem, Bon Secours, CVHS, DMAS, VDSS	\$\$
6.5.2: Create a comprehensive informational clearinghouse available both online and as a paper copy that provides a comprehensive list of available health and human services resources in the Tri-Cities region; review and update annually.	Programs and Services	Public Information Office; Social Services	Ongoing	Internal Function	\$
6.5.3: Continue advertising and encouraging community involvement in the Adopt-a-Spot, Adopt-a-Street, and Don't Trash Petersburg programs.	Partnerships, Programs and Services	Public Information Office; Public Works Staff; Recreation, Special Events & Volunteerism Staff	Ongoing	Internal Function	\$
6.5.4: Initiate educational campaigns and marketing efforts to reduce solid waste flow and encourage household recycling and sustainability.	Programs and Services	Public Information Office; Public Works Staff	Ongoing	DEQ	\$
6.5.5: Fund the placement of additional waste receptacles around Old Towne through allocating money in the annual budget.	Capital Projects	City Council; Public Works Staff	Short-Term	Annual Budget, Capital Improvements Plan, DHCD, Virginia Main Street	\$\$
6.5.6: Promote urban gardens and small-scale agriculture by allowing unused City-owned property to be used for community gardens.	Land Use Actions, Programs and Services	City Council; Public Works Staff	Short-Term	Boy/Girl Scouts of America, Cameron Foundation, Civic Clubs, PHOPs, Local Religious Institutions	\$
6.5.7: Through partnerships, encourage new pop-up Farmers Markets in neighborhoods or at community hubs.	Partnerships	Nonprofit Organizations; Public Works Staff; Recreation, Special Events & Volunteerism Staff; Regional & Institutional Partners	Short-Term	Main Street Petersburg, PHOPs, River Street Market	\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
6.5.8: Recommend approval of rezoning and development proposals for primary, urgent, and emergency medical care land uses in and around the Old Towne, South Crater Road, and Blandford areas.	Land Use Actions	City Council; Planning Commission; Planning & Community Development Staff	Ongoing	Internal Policy	\$
6.5.9: Continue strengthening partnerships with Virginia Department of Health (VDH), Central Virginia Health Services (CVHS), and other regional organizations to identify community health needs and provide equitable and reliable medical care.	Partnerships	Nonprofit Organizations; Regional & Institutional Partners; Social Services	Ongoing	Aetna, Anthem, Bon Secours, Cameron Foundation, CPCD, CVHS, Molina, Optima, PCPS, PHOPS, United Healthcare, VDH	\$
6.5.10: Evaluate the potential for additional mobile markets during the summer months in partnership with PCPS, local non-profits, and regional organizations.	Partnerships	Nonprofit Organizations; PCPS; Recreation, Special Events & Volunteerism Staff; Regional & Institutional Partners	Short-Term	CVHS, Main Street Petersburg, PCPS, River Street Market	\$

CHAPTER 7 | STRATEGIES FOR A SAFE PETERSBURG

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
Objective 7.1 Identify and meet the personnel, equipment, and facility needs of the City's public safety departments.					
7.1.1: Map crime data through Geographic Information Systems (GIS) and make available to the public, both to increase transparency and to oversee data-driven, location-based solutions for future crime prevention.	Plans and Studies, Programs and Partnerships	Bureau of Police; Public Works Staff; Sheriff's Office	Ongoing	CPDC	\$
7.1.2: Annually monitor personnel and equipment needs of the City's public safety departments to ensure that an optimum level of public safety and protection is maintained for Petersburg's residents, homes, properties, and businesses.	Plans and Studies	City Council; City Manager's Office; Community Corrections; Bureau of Police; Emergency Communications; Fire-Rescue; Sheriff's Office	Ongoing	Annual Budget, Capital Improvements Plan	\$\$
7.1.3: Continue joint efforts with Virginia State Police to provide regular and visible patrols throughout Petersburg.	Partnerships	Bureau of Police; State and Federal Agencies	Ongoing	Virginia State Police	\$\$
7.1.4: Implement the recommendations of the Department of Fire, Rescue, and Emergency Services Strategic Plan upon its completion. Review and update the Strategic Plan every five years to monitor progress and update target goals as needed.	Plans and Studies	City Council; Fire-Rescue	Ongoing	Annual Budget, Capital Improvements Plan	\$\$\$
7.1.5: Complete a Strategic Plan for the Bureau of Police. Review and update the Strategic Plan every five years to monitor progress and update target goals as needed.	Plans and Studies	Bureau of Police; City Council	Mid-Term	Annual Budget, Capital Improvements Plan	\$\$\$
7.1.6: Implement the findings of the City-wide salary study upon its completion to improve attraction and retention of additional first responders and law enforcement personnel.	Plans and Studies	City Council; City Manager's Office; Human Resources Staff	Short-Term	Internal Function	\$\$\$
7.1.7: Develop an intensive recruiting and retention program for the Bureau of Police that focuses on equity and recruiting underrepresented demographics.	Programs and Services	Bureau of Police; Human Resources Staff	Mid-Term	Internal Function	\$\$\$
Objective 7.2 Facilitate the provision of rapid, effective, and equitable service delivery.					
7.2.1: Develop an opioid abatement plan as a critical first step in helping combat high drug overdose rates.	Plans and Studies	Bureau of Police; Fire-Rescue; Social Services	Short-Term	Opioid Abatement Authority	\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
7.2.2: Through partnerships with Bon Secours Southside Medical Center, Central Virginia Health Services (CVHS), and others, develop a Community Paramedicine program to specifically address drug abuse and mental health crises.	Partnerships, Programs and Services	Fire-Rescue; Nonprofit Organizations; Regional and Institutional Partners; Social Services; State and Federal Agencies; Police	Mid-Term	Bon Secours, CVHS, DOJ, VDH, VSU	\$\$
7.2.3: Maintain the Petersburg Bureau of Police's accreditation status.	Programs and Services	Bureau of Police	Ongoing	Virginia Law Enforcement Professional Standards Commission	\$
7.2.4: Bring all areas of Petersburg within a four-minute response time for Fire-Rescue responses through construction of an additional facility in the southeast area of the City.	Capital Projects	City Council; Fire-Rescue	Long-Term	Capital Improvements Plan	\$\$\$
7.2.5: Conduct regular training exercises, including scenario training, for law enforcement and first responders to ensure Petersburg is prepared for increased frequencies of climate disasters that could significantly impact the community.	Programs and Services	Bureau of Police; Fire-Rescue	Ongoing	FEMA, VDEM	\$\$
7.2.6: Include mental health and social assistance professionals in post-disaster recovery and collaboration efforts.	Partnerships, Programs and Services	Bureau of Police; Community Corrections; Fire-Rescue; Regional and Institutional Partners; Social Services	Mid-Term	Aetna, Anthem, Bon Secours, CVHS, Optima Health, Pathways, United Healthcare, Unite Virginia, Virginia Premier, VSU	\$
7.2.7: Review and update the City's Emergency Preparedness and Response Procedure.	Plans and Studies	Bureau of Police; Fire-Rescue; State and Federal Agencies	Ongoing	FEMA, VDEM	\$
7.2.8: Maintain a permanent location to serve as an Emergency Operations Center during Citywide disasters and designate two potential back-up facilities.	Capital Projects	Bureau of Police; City Council; Fire-Rescue	Mid-Term	FEMA, VDEM	\$\$\$
7.2.9: In response to changing demographics, integrate multilingual public safety staff and services into daily operations.	Programs and Services	Bureau of Police; Fire-Rescue	Long-Term	Internal Function	\$\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
Objective 7.3 Regularly engage the community in public safety efforts to grow a culture of mutual respect and responsibility.					
7.3.1: Develop a widespread volunteer “Neighborhood Watch” program for neighborhoods, parks, trails, public areas, and along the pedestrian network leading to and from destinations, and engage existing “Neighborhood Watch” programs to coordinate efforts.	Partnerships, Programs and Services	Bureau of Police; Nonprofit Organizations; Regional and Institutional Partners	Ongoing	Civic Organizations, Existing Neighborhood Watches, Neighborhood Associations, Religious Institutions	\$
7.3.2: In partnership with local non-profits and community groups, continue efforts to provide the community with trauma-informed care.	Partnerships, Programs and Services	Bureau of Police; Fire-Rescue; Nonprofit Organizations; Regional and Institutional Partners; Social Services	Ongoing	Aetna, Anthem, Bon Secours, CVHS, Optima Health, Pathways, United Healthcare, Unite Virginia, Virginia Premier, VSU	\$
7.3.3: Staff one full-time School Resource Officer (SRO) in every Petersburg City Public School. Apply for grant funding to help fund positions and consider joint funding between PCPS and the City.	Programs and Services	Bureau of Police; City Council	Short-Term	DOJ COPS Program, PCPS	\$\$
7.3.4: Partner with local and regional organizations to provide quarterly community training on identifying and responding to drug overdoses.	Partnerships, Programs and Services	Bureau of Police; Fire-Rescue; Nonprofit Organizations; Regional and Institutional Partners; Social Services	Short-Term	DBHS REVIVE, VDH	\$
7.3.5: Expand social programming between law enforcement and the community through participation in regular programs such as Coffee with a Cop and Gun Buy-Back Days.	Programs and Services	Bureau of Police	Ongoing	Internal Function	\$\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
Objective 7.4 Recognize the impact of land planning on public safety and community wellness.					
7.4.1: Amend the Zoning Ordinance to adopt community design standards that incorporate principles of Crime Prevention through Environmental Design (CPTED) – including but not limited to requirements for lighting and landscaping maintenance – in both residential and commercial areas.	Ordinance Updates	City Council; Planning Commission; Planning & Community Development	Short-Term	Internal Function	\$
7.4.2: Prioritize violent crime reduction efforts around schools and in neighborhoods with large populations of children.	Programs and Services	Bureau of Police	Ongoing	Internal Policy	\$
7.4.3: Require public safety officials to provide comment on all site plan and subdivision submittals as one means of ensuring that future growth aligns with the location of facilities and target response time areas.	Land Use Actions	Bureau of Police; Fire-Rescue; Planning & Community Development Staff	Short-Term	Internal Function	\$
7.4.4: Include neighborhood-specific strategies for crime prevention and eradication as a component of future Small Area Plans.	Land Use Actions, Plans and Studies	Bureau of Police; City Council; Planning Commission; Planning & Community Development Staff	Long-Term	Internal Function	\$

CHAPTER 8 | STRATEGIES FOR CELEBRATING + PROTECTING OUR NATURAL RESOURCES + ENVIRONMENT

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
Objective 8.1 Protect local water quality and the Chesapeake Bay through enforcement of the Chesapeake Bay Preservation Area (CBPA) ordinance.					
8.1.1 Annually review the CBPA ordinance to incorporate new best practices and state code requirements.	Ordinance Update	Planning Commission; Planning & Community Development Staff	Ongoing	Code of Virginia, DEQ	\$
8.1.2 Review and implement Total Maximum Daily Load (TMDL) Action Plans to address water quality improvements for local impaired waterbodies. Update Action Plans as needed to meet ongoing TMDL requirements.	Plans and Studies	Public Works Staff	Ongoing	Code of Virginia, DEQ	\$
8.1.3 Track progress and implementation of all projects described in the Water Quality Master Plan, and any revisions thereof.	Plans and Studies	Public Works Staff	Ongoing	DEQ, NFWF	\$
8.1.4 Continue to address water quality concerns by requiring Water Quality Impact Assessments (WQIAs) for any proposed land disturbance, development, or redevelopment location within Resource Protection Areas (RPA), or within Resource Management Areas that will impact the RPA.	Ordinance Update	City Council; Planning Commission; Planning & Community Development Staff	Short-Term	DEQ, NFWF, Code of Virginia	\$
Objective 8.2 Proactively protect waterways, groundwater, and sensitive environments through best practices and site design.					
8.2.1 Amend the Zoning Ordinance to bolster requirements and incentives to incorporate low impact development and environmental site design into development applications.	Ordinance Updates	City Council; Planning Commission; Planning & Community Development Staff; Public Works Staff	Short-Term	Internal Function	\$
8.2.2 Work with the Virginia Department of Environmental Quality (DEQ), Department of Conservation and Recreation (DCR), and Virginia Department of Health (VDH) to identify existing or potential sources of surface and groundwater pollution and take action to prevent or control the effect of the sources.	Partnerships, Plans and Studies, Programs and Services	Public Works Staff	Mid-Term	DCR, DEQ, NFWF, VDH	\$\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
8.2.3 In continued coordination with the Virginia Department of Health (VDH), protect water resources from onsite sewage disposal system failure through permitting and regulatory tools, including requiring VDH approval for plats showing onsite systems and requiring septic tanks to be pumped every five years.	Programs and Services	Public Works Staff; Regional and Institutional Partners	Ongoing	DEQ, VDH	\$
8.2.4 Actively pursue removal or sealing of abandoned underground storage tanks.	Programs and Services	Planning & Community Development Staff; Public Works Staff; Regional and Institutional Partners	Ongoing	DEQ, VDH	\$
8.2.5 Require submission of environmental inventories in order to protect environmentally sensitive lands; to save or most efficiently use permeable soils; and to limit impervious cover.	Plans and Studies	Planning & Community Development Staff; Public Works Staff	Ongoing	DCR, DEQ, VDH	\$
Objective 8.3 Refer to the guidance presented in Petersburg's Comprehensive Coastal Resource Management Portal (CCRMP) prepared by VIMS to guide regulation and policy decisions regarding coastal resource management and shoreline erosion control.					
8.3.1 Utilize VIMS Decision Trees for onsite review and subsequent selection of appropriate erosion control/shoreline best management practices: http://ccrm.vims.edu/decisiontree/index.html .	Programs and Services	Planning & Community Development Staff; Public Works Staff	Ongoing	VIMS	\$
8.3.2 Utilize VIMS' CCRMP Shoreline Best Management Practices for management recommendation for all tidal shorelines in the jurisdiction.	Programs and Services	Planning & Community Development Staff; Public Works Staff	Ongoing	VIMS	\$
8.3.3 Encourage staff training on decision making tools developed by the Center for Coastal Resources Management at VIMS.	Partnerships	Planning & Community Development Staff; Public Works Staff	Ongoing	VIMS	\$
8.3.4 Seek public outreach opportunities to educate citizens and stakeholders on new shoreline management strategies including Living Shorelines.	Partnerships, Programs and Services	Planning & Community Development Staff; Public Works Staff; Regional and Institutional Partners	Ongoing	VIMS	\$
8.3.5 Follow the development of integrated shoreline guidance under development by VMRC.	Programs and Services	Planning & Community Development Staff; Public Works Staff; State and Federal Agencies	Ongoing	VMRC	\$
8.3.6 Evaluate and consider a locality-wide regulatory structure that encourages a more integrated approach to shoreline management.	Plans and Studies, Programs and Services	Planning & Community Development Staff; Public Works Staff	Long-Term	DCR, DEQ, VMRC	\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
8.3.7 Evaluate and consider cost share opportunities for construction of living shorelines.	Programs and Services	Planning & Community Development Staff; Public Works Staff; State and Federal Agencies	Short-Term	DCR, DEQ, VMRC	\$\$
8.3.8 Preserve available open spaces adjacent to marsh and wetlands to allow for natural protection of water quality, flood mitigation, and the protection of biodiversity and habitat.	Programs and Services	Planning & Community Development Staff; Public Works Staff; State and Federal Agencies	Ongoing	DCR, DEQ, VMRC	\$\$
Objective 8.4 Proactively reduce flooding risks to residents and property owners.					
8.4.1 Formally participate in the Federal Emergency Management Agency's (FEMA) Community Rating System to implement flood protection policies beyond minimum requirements and earn community discounts on flood insurance premiums.	Plans and Studies	City Council; Planning Commission; Planning & Community Development Staff; Public Works Staff; State and Federal Agencies	Short-Term	FEMA	\$\$\$
8.4.2 Guide new development and locate critical facilities and infrastructure outside of current flood zones and areas projected to be impacted by sea level rise in the future.	Capital Projects, Land Use Actions, Ordinance Updates, Programs and Services	City Council; Planning & Community Development Staff; Public Works Staff; State and Federal Agencies	Ongoing	DEQ, FEMA, VMRC	\$\$
8.4.3 Periodically review the Floodplain Management ordinance to incorporate new best practices and state code requirements.	Ordinance Updates	City Council; Planning Commission; Planning & Community Development Staff; Public Works Staff; State and Federal Agencies	Ongoing	FEMA, Code of Virginia	\$
8.4.4 Provide education and outreach materials on hazard preparedness, flood management, sea level rise, and recommended mitigation steps to homeowners and private businesses.	Programs and Services	Planning & Community Development Staff; Public Information Office; Public Works Staff	Short-Term	DEQ, FEMA, VMRC	\$
8.4.5 Review and implement recommendations from the Wilcox Lake Dam study to protect the area within the dam break inundation zone.	Capital Projects	City Council; Planning Commission; Planning & Community Development Staff; Public Works Staff; State and Federal Agencies	Mid-Term	FEMA, DEQ	\$\$\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
Objective 8.5 Improve environmental resilience and sustainability efforts to protect residents and property owners from the long-term effects of climate change.					
8.5.1 Reduce the heat island effect by proactively installing new native trees throughout the city, with priority areas determined by heat island temperatures using heat mapping data from Virginia State University and the Heat Watch project; consider pursuing Tree City USA designation to help implement this strategy.	Programs and Services	City Council; Public Works Staff	Short-Term	Forestry Service, Tree City USA, VSU	\$\$
8.5.2 Require the use of plants native to the area in all public landscaping, and require or strongly encourage the use of natives for private development through ordinances and invasive species management plans.	Ordinance Updates	Planning & Community Development Staff; Public Works Staff	Short-Term	Internal Function	\$
8.5.3 Amend the Zoning Ordinance to strengthen tree/landscaping protections and requirements for new developments and redevelopments.	Ordinance Updates	City Council; Planning Commission; Planning & Community Development Staff	Short-Term	Internal Function	\$
8.5.4 Collaborate with regional partners and proactively implement strategies from Hazard Mitigation Plan, Petersburg Resilience Plan, and Richmond-Petersburg Ozone Advance Action Plan.	Partnerships, Programs and Services	Planning & Community Development Staff; Public Information Office; Public Works Staff; Regional and Institutional Partners	Ongoing	CPDC, DEQ	\$\$
8.5.5 Continue working with Crater PDC on implementing regulations to help meet Coastal Zone Management resilience and water resource protection goals.	Ordinance Updates, Partnerships, Programs and Services	Planning & Community Development Staff; Public Information Office; Public Works Staff; Regional and Institutional Partners	Ongoing	CPDC, FEMA, VMRC	\$
8.5.6 Amend the Zoning Ordinance and related policies to encourage siting of solar facilities on rooftops, brownfields, and areas of existing unused impervious surface. Meet SolSmart Bronze goals through the Standard Criteria pathway to help implement this strategy.	Ordinance Updates	City Council; Planning Commission; Planning & Community Development Staff	Mid-Term	SolSmart	\$
8.5.8 Implement recommendations from the Resilience Adaptation Feasibility Tool (RAFT) Scorecard to improve local resiliency and increase RAFT score.	Capital Projects	City Council; City Manager's Office	Ongoing	Internal Function	\$\$\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
Objective 8.6 Promote public knowledge of and involvement in the City's environmental programs and initiatives.					
8.6.1 Create an easily accessible, user-friendly information clearinghouse in both physical and digital formats for environmental regulations and resources, including but not limited to permitting requirements, submittal checklists, frequently asked questions, and grant/program resources.	Programs and Services	Planning & Community Development Staff; Public Information Office; Public Works Staff	Short-Term	Internal Function	\$
8.6.2 Work with Appomattox River Soil and Water Conservation District to annually promote urban/suburban and agricultural cost-share programs available for funding best management practices (BMPs) to improve site-specific water quality/quantity issues.	Partnerships, Programs and Services	Planning & Community Development Staff; Public Information Office; Public Works Staff; Regional & Institutional Partners	Ongoing	ARSWCD, Extension Office	\$
8.6.3 Conduct annual public outreach and provide resources for water quality and efficiency best practices, green infrastructure, the responsible use of fertilizer, proper disposal of animal waste, and other actions that conserve water and improve water quality.	Programs and Services	Planning & Community Development Staff; Public Information; Public Works Staff; Regional & Institutional Partners; State & Federal Agencies	Ongoing	ARSWCD, DEQ, Extension Office, FOLAR	\$

CHAPTER 9 | STRATEGIES FOR MOVING PEOPLE + GOODS SAFELY, EFFICIENTLY, + EQUITABLY

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
Objective 9.1 Ensure the existing transportation network remains safe, reliable, and efficient.					
9.1.1: Include ongoing repairs of bridges and culverts as routine maintenance in addition to other roadway improvement projects. Prioritize poor bridge repairs to prevent further degradation and the need for weight limit reductions.	Capital Projects	City Council; Public Works Staff; State and Federal Agencies	Ongoing	VDOT	\$\$\$
9.1.2: Work with VDOT to acquire State of Good Repair funding to replace deficient structures, with priority on bridges and culverts in poor condition.	Capital Projects	State and Federal Agencies, City Council, Public Works Staff	Short-Term	VDOT	\$
9.1.3: Complete a repaving schedule for Public Works that establishes current road conditions and identifies priority locations for maintenance or upgrades, with an emphasis on preventative maintenance.	Capital Projects, Programs and Services	State and Federal Agencies, City Council, Public Works Staff	Short-Term	VDOT	\$
9.1.4: Place speed cameras in school zones around Walnut Hill Elementary School, Vernon Johns Middle School, and Petersburg High School to facilitate safety for children, pedestrians, and bicyclists during school hours.	Capital Projects, Programs and Services	Bureau of Police; City Council; Public Works Staff	Short-Term	Code of Virginia, VDOT	\$\$
9.1.5: Complete a parking study/inventory in Old Towne to provide further information about parking surpluses, deficiencies, and maintenance priorities.	Plans and Studies	City Council; Planning Commission; Planning & Community Development Staff; Public Works Staff	Mid-Term	CPDC, PHOPs	\$\$
9.1.6: Complete additional road safety audits along Wythe Street, Halifax Street, and Sycamore Street.	Plans and Studies	City Council; Planning Commission; PAT; Planning & Community Development Staff; Public Works Staff	Long-Term	Cameron Foundation, CHD, FOLAR, PHOPs, VDOT	\$\$
9.1.7: Continue annual evaluation of projects included in VTrans and the SYIP and work with VDOT to ensure their successful completion.	Capital Projects, Partnerships	City Council; Planning Commission; Planning & Community Development Staff; Public Works Staff	Ongoing	OIPI, TCAMPO, VDOT	\$
Objective 9.2 Continue to invest in and advertise public transportation as a valuable transportation mode.					
9.2.1: Update PAT's Transit Strategic Plan to include an emergency evacuation plan.	Plans and Studies	PAT	Short-Term	DRPT, VDEM	\$
9.2.2: Reassess PAT routes every three years.	Programs and Services	PAT	Ongoing	DRPT, TCAMPO	\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
9.2.3: Create a Transit Advisory Board to help inform PAT strategic planning.	Partnerships	PAT	Short-Term	PAT, TCAMPO	\$
9.2.4: Develop and maintain a user-friendly PAT website, independent of the City's official website, and keep PAT social media page updated with accurate information about PAT routes, fares, bus stop locations, and other important information.	Programs and Services	Information Technology Staff; PAT; Public Information Office	Short-Term	PAT	\$\$
9.2.5: Prioritize safety and accessibility improvements such as lighting and ADA features at all PAT bus stops.	Capital Projects	City Council; PAT; Public Works Staff	Short-Term	PAT, TCAMPO, VDOT	\$\$
9.2.6: Continue promoting Amtrak as a cost and time effective mode of regional travel.	Partnerships	Public Information Office; State and Federal Agencies	Ongoing	DRPT, OIPI, TCAMPO, VDOT	\$
Objective 9.3 Increase opportunities for active transportation that equitably serves residents in all neighborhoods of the City.					
9.3.1: Make an annual funding commitment to support implementation of the Appomattox River Trail and ongoing trail maintenance.	Capital Projects	City Council; Nonprofit Organizations; Recreation, Special Events & Volunteerism Staff	Ongoing	FOLAR, VDOT	\$\$\$
9.3.2: Complete a study to assess the feasibility of developing complete streets at Washington & Wythe Streets, N. Adams Street, N. Sycamore Street, S. Crater Road, Halifax Street, and Homestead Drive; this study will also serve as a foundation for grant funding.	Plans and Studies	Nonprofit Organizations; Planning & Community Development Staff; Public Works Staff; Regional and Institutional Partners	Long-Term	CHD, PHOPs, TCAMPO, VDOT	\$\$
9.3.3: Adopt ordinances requiring pedestrian walkways be maintained during any street closures related to construction and requiring new pedestrian connections at all new development.	Ordinance Updates	City Council; Planning Commission; Planning & Community Development Staff; Public Works Staff	Short-Term	Internal Function	\$
9.3.4: In partnership with CPDC and TCAMPO, complete a greenways plan to identify potential locations for future greenways and steps for acquisition and development.	Partnerships, Plans and Studies	City Council; Planning Commission; Planning & Community Development Staff; Regional and Institutional Partners	Long-Term	CPDC, DCR, FOLAR, TCAMPO	\$\$
9.3.5: In partnership with VDOT and PHOPs, pursue funding for two other SRTS projects over the next twenty years.	Programs and Services	Planning & Community Development Staff; Public Works Staff; Regional and Institutional Partners; State and Federal Agencies	Long-Term	PCPS, PHOPs, TCAMPO, VDOT	\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
9.3.6: In partnership with local and regional organizations, educate the community on active transportation through holding quarterly community events such as Walk to School Day.	Programs and Services	Nonprofit Organizations; Planning & Community Development Staff; Regional and Institutional Partners	Ongoing	Aetna, Anthem, Bon Secours, Crater Health District, FOLAR, PHOPs, VDOT, Rotary, Urban League	\$
9.3.7: Ensure that any support of shared e-bike and e-scooter programs is coupled with committed investments in bike lanes, streetlights, and complete streets.	Capital Projects	City Council; Planning & Community Development Staff; Public Works Staff	Long-Term	Capital Improvements Plan, PHOPs, TCAMPO, VDOT	\$\$\$
Objective 9.4 Coordinate with regional partners in significant transportation investments, especially those that enhance equity or are associated with employment centers.					
9.4.1: Continue supportive partnerships with regional, state, and federal agencies to leverage grant funding for other Amtrak station improvements that may become necessary during the timeframe of this Plan.	Partnerships	City Council; Planning & Community Development Staff; Regional and Institutional Partners; State and Federal Agencies	Long-Term	Amtrak, CPCD, DRPT, OIPI, DOT, VDOT, VPRA	\$
9.4.2: Work with FOLAR and VDOT to develop and locate appropriate safety and wayfinding signage along the Appomattox River Trail and banks of the Appomattox River.	Capital Projects, Partnerships	Public Works Staff; Recreation, Special Events & Volunteerism Staff	Mid-Term	FOLAR, VDOT	\$
9.4.3: Coordinate with VDOT and TCAMPO to evaluate regionally significant corridors, such as U.S. R. 460 and U.S. Rt. 1, to identify barriers to emergency evacuation in the event of a disaster and prioritize needed improvements.	Plans and Studies, Partnerships	Bureau of Police; Fire-Rescue; Planning & Community Development Staff; Public Works Staff; Regional and Institutional Partners; State and Federal Agencies,	Long-Term	FEMA, TCAMPO, VDEM, VDOT	\$\$
9.4.4: Partner with VDOT, DRPT, the Southeast Corridor Commission, and neighboring locations to support the development and implementation of the Southeast Corridor High Speed Rail project through funding and participation in planning committees and boards.	Plans and Studies, Partnerships	City Council; Planning & Community Development Staff; State and Federal Agencies	Long-Term	CPDC, DRPT, OIPI, Southeast Corridor Commission, TCAMPO, VDOT	\$\$\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
Objective 9.5 Recognize the ways in which transportation infrastructure informs future growth and development patterns in Petersburg.					
9.5.1: Map and record the location and quality of all sidewalks in Petersburg to provide a foundation for data-driven, location-based investment over the next twenty years.	Plans and Studies	Planning & Community Development Staff; Public Works Staff	Short-Term	CPDC, FOLAR, PHOPs, TCAMPO, VDOT	\$
9.5.2: Amend the Zoning Ordinance to reduce parking minimums and require installation of bike racks at parking areas in multi-family residential, commercial, and mixed-use districts.	Ordinance Updates	City Council; Planning Commission; Planning & Community Development Staff	Short-Term	Internal Function	\$
9.5.3: Amend the Zoning Ordinance to require EV charging stations at all new multi-family residential, mixed-use, commercial, and industrial development based on the number of parking spaces on site.	Ordinance Updates	City Council; Planning Commission; Planning & Community Development Staff	Short-Term	Internal Function	\$
9.5.4: Adopt the draft Petersburg Complete Streets Policy developed in partnership with the National Complete Streets Coalition.	Ordinance Updates	City Council; Planning Commission; Planning & Community Development Staff; Public Works Staff	Short-Term	CPDC, FOLAR, National Complete Streets Coalition, PHOPs, TCAMPO, VDOT	\$

CHAPTER 10 | STRATEGIES FOR PROMOTING SMART + SUSTAINABLE GROWTH + DEVELOPMENT

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
Objective 10.1 Commit to development that builds equity and resiliency through an intentional and multi-faceted approach.					
10.1.1: Increase access to stable and well-paying employment opportunities by allowing a variety of job-producing uses along high-frequency PAT routes and along arterials.	Land Use Actions	City Council; PAT; Planning Commission; Planning & Community Development Staff	Ongoing	Internal Policy	-
10.1.2: Prioritize capital improvements such as wayfinding, streetscaping, lighting, and pedestrian/bicycle infrastructure along designated Gateways and Corridors.	Capital Projects	City Council; Planning Commission; Planning & Community Development Staff; Public Works Staff; State & Federal Agencies	Ongoing	Capital Improvements Plan, VDOT	\$
10.1.3: Amend the Zoning Ordinance to allow for a greater variety of residential types, including accessory dwellings and live/work units, in residential and mixed-use districts.	Ordinance Updates	City Council; Planning Commission; Planning & Community Development Staff	Short-Term	Internal Function	\$
10.1.4: Discourage development in conservation areas to protect and enhance Petersburg's natural and historic resources.	Land Use Actions	City Council; Planning Commission; Planning & Community Development Staff	Ongoing	Internal Policy	-
10.1.5: Facilitate active and healthy lifestyles through integrating sidewalks, bike lanes, and green space into new development.	Land Use Actions, Ordinance Updates	City Council; Planning Commission; Planning & Community Development Staff	Long-Term	Internal Policy	\$
Objective 10.2 Support innovative development that complements and enhances Petersburg's historic character.					
10.2.1: Direct adaptive reuse or infill development on underdeveloped or vacant properties throughout the City when possible.	Land Use Actions	City Council; Planning Commission; Planning & Community Development Staff	Ongoing	Internal Policy	-
10.2.2: Implement the recommendations of the Downtown Master Plan to create a more attractive, vibrant, and interconnected Old Towne area.	Capital Projects, Land Use Actions, Plans and Studies	City Council; Planning Commission; Planning & Community Development Staff; Regional & Institutional Partners	Mid-Term	Internal Function	\$\$\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
10.2.3: Evaluate all land use applications and capital improvements against the applicable planning and development guidelines of the Future Land Use Map Area Designation.	Land Use Actions	City Council; Planning Commission	Ongoing	Internal Policy	-
10.2.4: Amend the Zoning Ordinance to ensure compatible development in designated historic districts and throughout Historic Core Neighborhoods.	Ordinance Updates	City Council; Planning Commission; Planning & Community Development Staff	Short-Term	Internal Function	\$
10.2.5: Amend the Zoning Ordinance to create an overlay district that more specifically regulates development along designated Gateways and Corridors.	Ordinance Updates	City Council; Planning Commission; Planning & Community Development Staff	Short-Term	Internal Function	\$
Objective 10.3 Direct future growth and development to areas with adequate transportation and utility infrastructure.					
10.3.1: Prioritize new development in areas with adequate water and sewer capacity or that are planned for expansion. Require developers to provide utility connections where utilities are not available.	Land Use Actions, Ordinance Updates	City Council; Planning Commission; Planning & Community Development Staff; Public Works Staff	Ongoing	Internal Policy	-
10.3.2: Ensure water, sewer, stormwater, public safety, and transportation infrastructure is available to support the required level of service for all new development.	Land Use Actions, Programs and Services	Planning & Community Development Staff; Public Works Staff	Ongoing	Internal Policy	\$
10.3.3: Evaluate City fees, including impact and connection fees, to ensure they can adequately generate funding for future infrastructure improvements.	Plans and Studies	City Council; City Manager's Office	Short-Term	Internal Function	\$
10.3.4: Market the economic potential of interchanges along Interstates 85 and 95 and support appropriate development opportunities, such as hospitality-oriented uses and mixed-use development, in those areas.	Land Use Actions, Ordinance Updates	Economic Development Staff; Planning & Community Development Staff; Public Works Staff	Ongoing	EDA, GO Virginia, VEDP	\$\$
10.3.5: Complete a Build-Out Analysis in areas planned for future high-density residential growth to better inform capital improvements planning.	Plans and Studies	Planning & Community Development Staff; Public Works Staff	Mid-Term	Internal Function	\$\$
10.3.6: In accordance with the Code of Virginia, evaluate the feasibility of offering financial incentives for development in the South Crater Urban Development Area.	Land Use Actions, Ordinance Updates	City Council; Economic Development Staff; Planning & Community Development Staff; Public Works Staff	Short-Term	Code of Virginia, TCAMPO, VTrans	\$

Strategy	Implementation Type	Responsible Party	Timeframe	Stakeholders and/or Resources	Cost
Objective 10.4 Work regularly and openly with neighboring jurisdictions and the Crater Planning District Commission to pursue collaborative and innovative solutions to regional land use challenges.					
10.4.1: Support development applications that align with the considerations of the Fort Gregg-Adams Joint Land Use Study.	Land Use Actions	City Council; Planning Commission; Planning & Community Development Staff	Ongoing	CPDC, Fort Gregg-Adams, DOD	-
10.4.2: Communicate with adjacent jurisdictions regarding development plans that have potential impacts on regional localities and public facilities. Work with them to coordinate plans and to identify and mitigate areas where conflicts may be present.	Partnerships	Planning & Community Development Staff; Regional and Institutional Partners	Ongoing	CPDC	\$
10.4.3: Participate actively in joint regional planning efforts and studies.	Partnerships, Plans and Studies	Planning & Community Development Staff; Regional and Institutional Partners	Ongoing	CPDC	\$