

ACTION PLAN NARRATIVE

OVERVIEW

In October of 2016, Albemarle County Board of Supervisors unanimously adopted a resolution supporting a collaborative redevelopment process for the Southwood Community, setting in motion a unique private-public partnership that “could serve as a blueprint for future revitalization and redevelopment of the County’s aging suburban infrastructure.” This partnership between Albemarle County and Habitat for Humanity of Greater Charlottesville clearly acknowledges that the success of sustainable, holistic redevelopment of Southwood, this area’s largest concentration of affordable housing, depends on multi-sectorial coordination and support. There is huge potential for Albemarle County not only to receive significant social and financial return on investment, but to be a national model for how to achieve neighborhood redevelopment equitably, sustainably and attractively

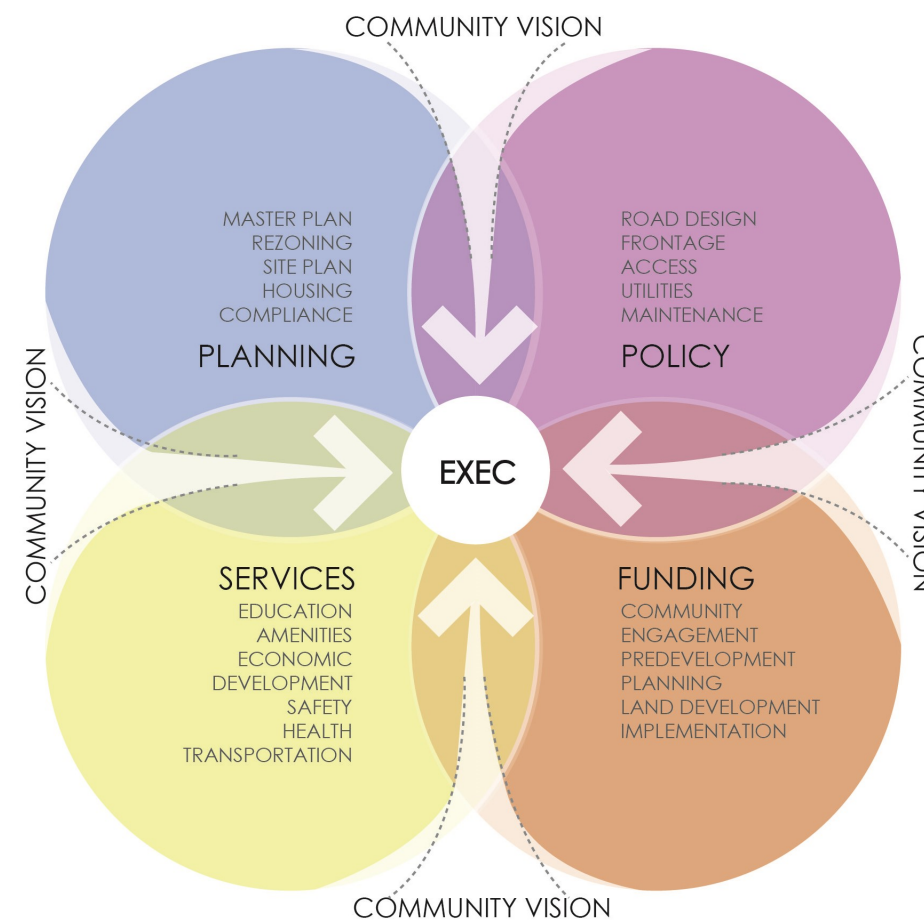
Since the passage of the resolution, County and Habitat staff members have been working side-by-side with residents to understand the vision of the community, to develop a process for moving forward, and to work cooperatively toward improving the immediate and long term quality of life for all Southwood’s residents. The complexity, scale and vision of this project will require the investment of policy, planning, direct services, and financial resources to ensure its success.

PARTNERSHIP STRUCTURE

Successful redevelopment of Southwood begins with the strengths, dreams and aspirations of the existing community, building on their vision for the future, and focusing on keeping intact and amplifying the culture and community that exist today. This focus on listening first requires putting aside assumptions and predetermined solutions and approaching master planning as a process rather than a product. Unlike a traditional redevelopment project, central to the process

at Southwood is authentic and intensive engagement with residents to provide them with the necessary information to make intelligent decisions about the future of their community. We are confident that resident ownership of the redevelopment process will result in a strong, sustainable community with the resources and knowledge to overcome obstacles and to add value for the county for years to come.

Such a partnership demands innovative and forward-thinking solutions on the part of Habitat and the County. It is critical that the team of subject matter experts and executives assembled by both entities put resident voices at the center of their work and do not allow past actions to dictate future decisions, but seek to find pathways to create the affordable, safe, inclusive neighborhood that Southwood desires. As development of the work plan has progressed, it has become clear that there are four distinct but interrelated areas of County-Habitat partnership; Planning, Funding, Policy, and Services. [see diagram below]



Immediate Actions

- Approve Albemarle County–Habitat Action Plan, including:
 - Formation of an *Executive Team* comprising County Leadership, Habitat Leadership, County Southwood Redevelopment Project Manager, and Habitat Director of Southwood Redevelopment to maintain alignment of implementation of the Action Plan with the Community Vision.
 - Creation of four *Redevelopment Teams*, each chaired by an appropriate County official to make progress in the distinct sectors necessary for successful and holistic redevelopment. Each chair will report to the Executive Team.
 - Creation of *Regular Feedback Loop* between Executive Team and the Elected Officials responsible for adopting this unique private-public partnership to ensure alignment with the Community Vision.



“They are the ones who should be figuring out what they want their neighborhood to be like, not having somebody else from outside who doesn’t live there impose some kind of rigid structure on them”

- Ann Mallek
Albemarle County Board of Supervisors

ALBEMARLE COUNTY—HABITAT ACTION PLAN

By approving the action plan, the Board of Supervisors will sanction the following general activities of the four planning teams and will expect the following near term, mid term and long term deliverables|actions:

Executive Team

Team description: This team is responsible for coordination across the redevelopment teams to ensure a smooth work flow and a process that aligns with the community vision for Southwood. This group will be made up of subject matter experts from each of the four distinct redevelopment teams as well as leadership from the County and Habitat, and dedicated project management staff from both entities.

Near Term Deliverables|Actions

- ❑ Identify subject matter experts for participation in redevelopment teams, and provide appropriate project orientation to the Community Vision and training in appreciative inquiry and asset based community development to support the resident-driven planning process that is already underway *(by March 2018)*

Mid Term Deliverables|Actions

- ❑ Allocate resources for a County Southwood Redevelopment Project Manager to oversee and coordinate the efforts across departments and communicate clearly with outside partners *(by July 2018)*

Long Term Deliverables|Actions

- ❑ Develop a regular feedback loop between the Executive Team and Elected Officials responsible for adopting this unique private-public partnership to ensure alignment with the Community Vision *(ongoing)*

Planning Team

Team description: This team is responsible for stewarding timely and effective approvals to keep the master planning and site planning processes on track and

aligned with the Southwood and broader community vision and to ensure the success of redevelopment without resident displacement. With a focus on long-term flexibility and the capacity for future community member cohorts to self-determine the individual identity of their own neighborhoods, this team will create innovative and effective pathways to redevelopment.

Near Term Deliverables|Actions

- ❑ Identify the appropriate rezoning classification for Phase I of Southwood redevelopment *(complete)*
- ❑ Continue partnering directly with residents and architects to develop community capacity to be leaders in the transformation of their neighborhood *(ongoing)*
- ❑ Steward the submission of a Phase I rezoning application to the County *(by February 2018)*
- ❑ Make recommendations to the Policy team for any appropriate Standards and Design changes that will facilitate innovative design based on resident vision *(by May 2018)*
- ❑ Prepare rezoning recommendation to the Planning Commission and Board of Supervisors *(by December 2018)*

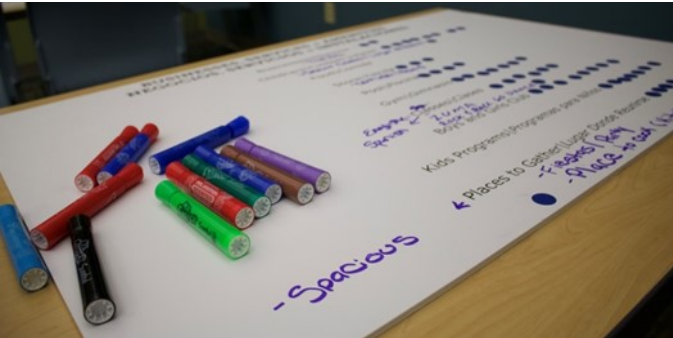
Mid Term Deliverables|Actions

- ❑ Support “Early Adopters” in producing a site plan of the First Model Village, a neighborhood within Phase I *(by February 2019)*
- ❑ Support the approval of Phase I Model Village site plan *(by December 2019)*
- ❑ Steward the submission of remaining Phase I site plans, including residential villages, mixed income housing and some neighborhood commercial use *(by December 2021)*
- ❑ Steward the submission of the Phase II rezoning application, allowing for flexible development that can be determined on a block-by-block basis by future Southwood resident cohorts and ever-evolving market conditions to the County *(by December 2021)*

Long Term Deliverables|Actions

- ❑ Steward approval of first site plan for Phase II *(by December 2022)*
- ❑ Steward approval of future Phase II site plans *(2022+)*
- ❑ Identify any ZTAs and Standards and Design changes emerging from

this pilot initiative which help the County provide a regulatory framework that increases the quality, affordability and scale of reinvestment in aging suburban infrastructure and neighborhoods. *(ongoing)*



Funding Team

Team description: This team is responsible for identifying, pursuing and recommending local, state and federal financial support for Southwood redevelopment. This cross-sectoral team will be comprised of experts in creative funding strategies in multiple realms such as housing, transportation, parks and recreation, and economic development, etc. This team will also be responsible for guiding the research necessary to document long-term return on public investments.

Near Term Deliverables|Actions

- ❑ Appropriate \$400,000 to match with ongoing VHDA and CDBG grant applications provide the necessary support to continue development and submission of the Phase I rezoning application *(by February 2018)*

Mid Term Deliverables|Actions

- ❑ Appropriate \$275,000 to match with ongoing VHDA and CDBG grant applications to provide the necessary support to achieve successful rezoning for Phase I of redevelopment and to produce a draft of the resident-led site plan of the First Model Village by the end of 2018. This funding will allow for the creation of documents and drawings leveraging significant public and private funds for architecture, engineering and implementation *(by July 2018)*

- ❑ Develop a comprehensive County funding recommendation (*by September 2018*) that includes:
 - ❑ Funding needs broken down by phases
 - ❑ Expected direct County subsidy, as well as alternatives for how to generate funding via various mechanisms such as CIP allocations or bond referendums, etc.
 - ❑ A comprehensive list of leverageable public funding resources to offset cost of individual components of the plan (e.g. recreational trail access funding through the DCR for road and bike/ped facilities to park/trailhead)
 - ❑ An action plan to pursue state, federal and private funds
 - ❑ ROI analysis documenting anticipated public benefits from overall investment, including data such as increased net tax revenue, affordable housing produced, and cost savings from decreased social services and first responder calls, etc.

Long Term Deliverables|Actions

- ❑ Support development of financial resources necessary to close the anticipated \$16-17mm land development gap over 15 years (*ongoing*) to be matched by Habitat with:
 - ❑ An anticipated \$21mm to \$30mm in private fundraising for affordable residential construction
 - ❑ An anticipated \$28mm in outparcel sales
- ❑ Interface with Services committee to develop resources necessary to create and operate County amenities and programming at Southwood (*ongoing*)

Policy Team

Team description: This team is responsible for identifying, researching and recommending updates to County code and policy that will enable innovative design at Southwood. This cross-sectoral team will comprise County, VDOT, Habitat and other planners, designers, engineers, and public safety officials to inform necessary changes, strengthening the tools necessary to allow for creative resident-led place-making and innovative design at Southwood and attractive and safe redevelopment of the County's aging suburban infrastructure and neighborhoods.

Near Term Deliverables|Actions

- ❑ Based on resident feedback and best practices in other communities, develop an anticipated 2-3 innovative designs in such realms as stormwater management, road or alley design, etc. to pilot in Phase I (*by December 2018*)

Mid Term Deliverables|Actions

- ❑ Steward ZTAs, Standards and Design Manual updates and other policy changes necessary through approvals process (*by October 2019*)

Long Term Deliverables|Actions

- ❑ Develop a comprehensive set of code and policy changes necessary to enable creative block-by-block resident-driven redevelopment at Southwood Phase II and throughout the urban ring as appropriate (*by December 2019*)
- ❑ Evaluate success of pilot design initiatives in Southwood Phase I for generally-applicable use in County's urban ring (*by April 2021*)

Services Team

Team description: Building on the past work of the Albemarle County Southwood Quality of Life working group, this team is responsible for aligning resources and partnerships necessary to support the implementation of the resident-generated comprehensive neighborhood plan. This multi-sectoral plan will provide a blueprint for matching amenities, social supports, economic development, educational opportunities, and transportation alternatives, etc. with residents' needs, desires and abilities.

Near Term Deliverables|Actions

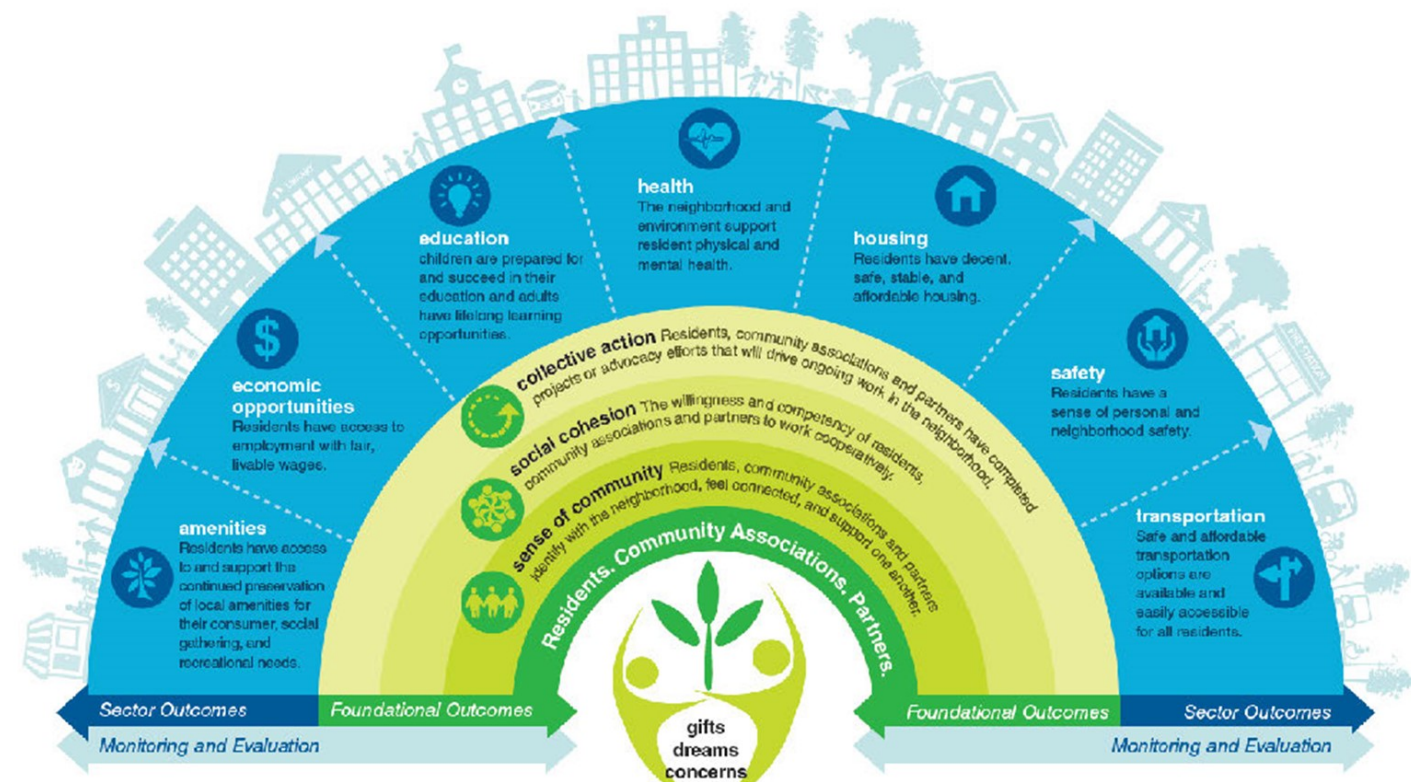
- ❑ Reconstitute the team to update service sectors on resident-led redevelopment progress at Southwood (*by March 2018*)
- ❑ Support the generation of a resident-developed comprehensive neighborhood plan that expresses a clear vision of success in each relevant sector (*by September 2018*)
- ❑ Recommend a list of County amenities and programs to be studied for inclusion in redeveloped Southwood (*by October 2018*)

Mid Term Deliverables|Actions

- ❑ Gather baseline data for current performance in each sector (*February 2019*)
- ❑ Support resident leaders in generating an implementation plan for each sector outcome identified in the neighborhood plan (*by August 2019*)

Long Term Deliverables|Actions

- ❑ Catalyze partnerships that help residents achieve sector outcomes (*ongoing*)
- ❑ Monitor improvements in sector outcomes (*ongoing*)

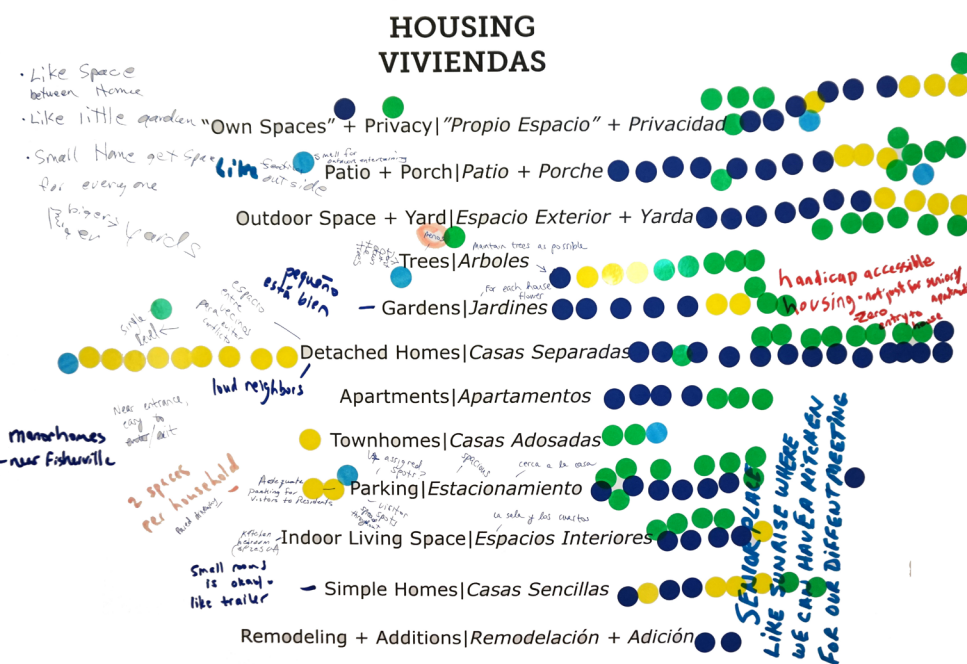


Habitat for Humanity International Quality of Life Framework, which will be adapted to fit the vision of the Southwood community and create the specific Southwood Neighborhood Plan

RESIDENT-DRIVEN PLANNING PROCESS

COMMUNITY WORKSHOPS

From January through April of 2017, Habitat lead a series of bimonthly workshops through which 70 Southwood residents became versed in planning and design topics from neighborhood and land use planning to block patterns and road design. Over the course of these workshops, Southwood residents developed a “pattern book” of neighborhood elements while continuing to build collective capacity as the community’s decision-makers. As the resident cohort describes, through these monthly meetings the group transformed their collective desire for a redeveloped Southwood of single family detached housing with ample space for private yards to a place higher density that allows for a diverse community of mixed incomes – as one resident describes this process, the thinking about the future of Southwood went from “me to we”. These workshops culminated in a May Market Day event, in which workshop go-ers shared their work with those residents who had not attended the workshops.

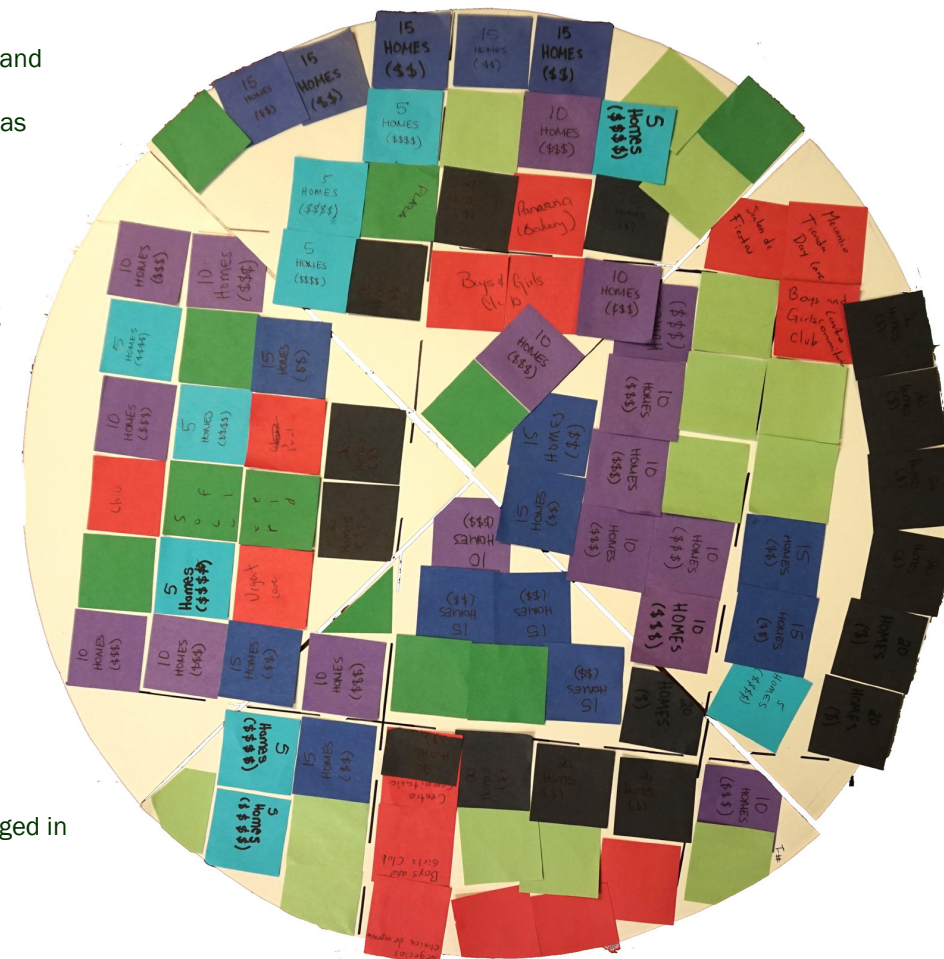


1. This exercise is from one of the first community workshops - the dots represent the most community preference for "own spaces", "detached homes", and the least community preference for "apartments" and "townhomes".

BUILDING COLLECTIVE ACTION

In June of 2017, Habitat and Southwood's actively engaged residents formed three groups, the Community Outreach Committee, the Community Guides Committee, and the Master Planning Committee. Each group focuses on an aspect of community activism and cohesion specific to the Southwood redevelopment – door-knocking and increased awareness within the community; presenting resident-driven design ideas and the redevelopment process to outside entities; and working with architectural consultants towards master planning and neighborhood design.

As of November of 2017, the master planning committee has identified a working conceptual master plan which designates general land use and neighborhood layouts; identified the location for the first phase of development, identified preferred residential densities and other uses for the first phase of development; and discussed the preferred mix of housing types and functions for the first phase of development. These discussions are shaping the Southwood's future code of development and rezoning package and laying the foundation for block-by-block cohort-driven neighborhood design. Overall, the residents engaged in the planning process are continuing to build confidence and skills as the authentic guides of redevelopment.



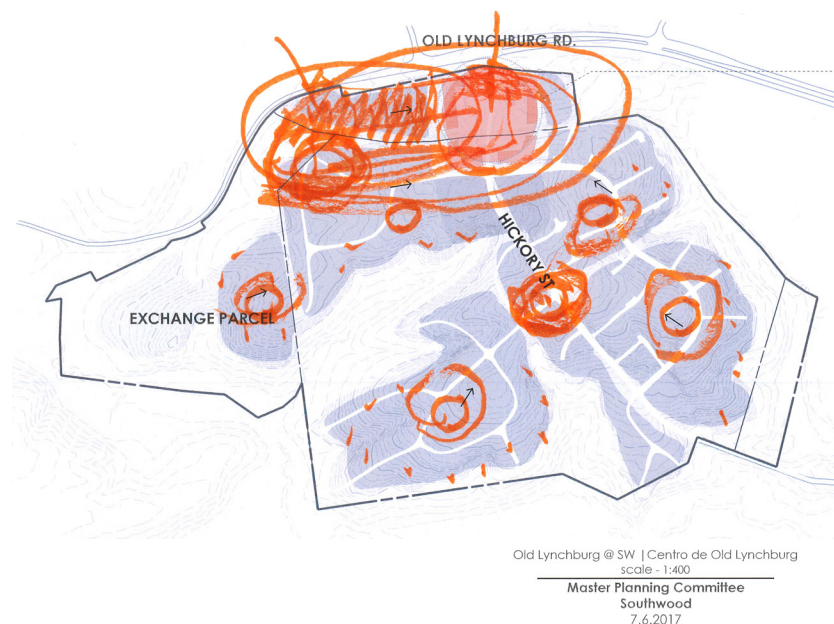
2. At the last community workshop residents split into groups to plan density for Southwood in the exercise shown above. Each color square represents a land use and the highest density in black and purple. As residents shared their land-use strategy with the larger group, residents continued to voice their goal to increase density to ensure that there was “a place for everyone.”

MASTER PLANNING COMMITTEE: CONCEPTUAL MASTER PAN

The Master Planning Committee spent several meetings discussing the master plan of Southwood - re-examining core values and important elements identified during earlier workshops, potential land-uses on the Southwood site, the pros and cons of locating certain uses in certain locations. To develop a conceptual master plan, the committee generally agreed that Southwood should be a place with many neighborhoods, each consisting of no more than 20 units and each neighborhood or cluster of neighborhoods with its own identity and central amenity. Neighborhood services such as community centers, childcare centers, education centers, neighborhood-focused markets,

RESIDENT-DRIVEN DESIGN PROCESS

neighborhood business and resources for resident-owned business were discussed as welcomed elements of the neighborhood while committee members relegated commercial and business opportunities open to the larger Charlottesville and Albemarle community to the edge of the neighborhood.

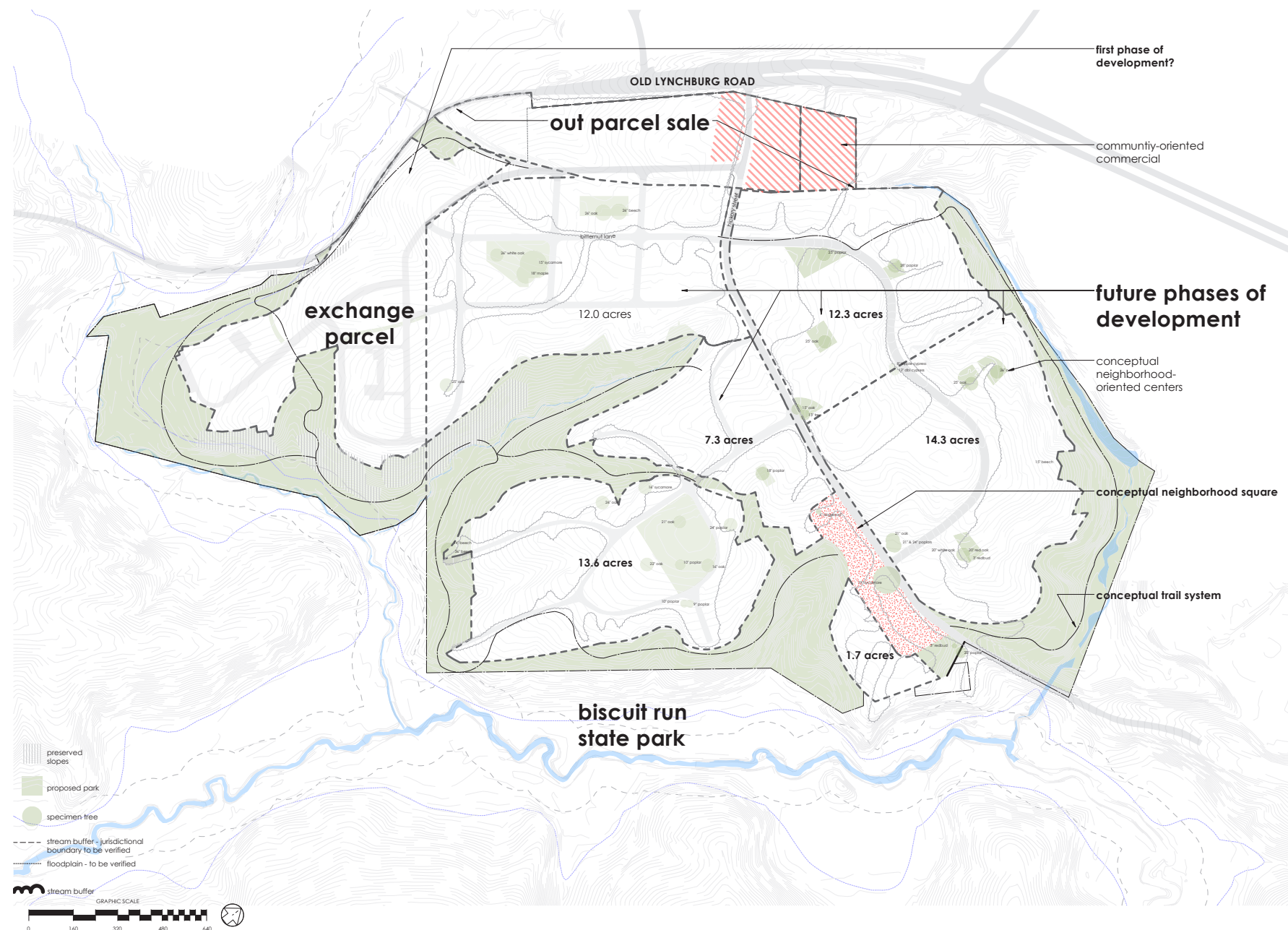


1. This exercise is from one of the first master planning committee meetings. While discussing land use and neighborhood characteristics, the committee relegated community-wide commercial or business opportunities to the edge of the neighborhood while proposing smaller, neighborhood centers throughout the community.

MASTER PLANNING COMMITTEE: LOCATING THE FIRST PHASE OF DEVELOPMENT

Concurrent to the committee's master planning efforts, architects and engineers were asked to analyze existing site conditions to answer the question – where should development start? The hope was that a greenfield parcel of land, known until this point as the “exchange parcel”, would prove a feasible location for the first phase of development. To develop on a greenfield site in the Southwood Park would be an incredible opportunity as it would uphold the first core value of the Southwood redevelopment, “non-displacement”, and would allow residents to move directly from

their current home into their new home, thus improving the likelihood that residents will stay in Southwood. By the end of the summer of 2017, a promising feasibility study and the support of the master planning committee prompted Habitat to deem the “exchange parcel” as the location of the first phase of development.

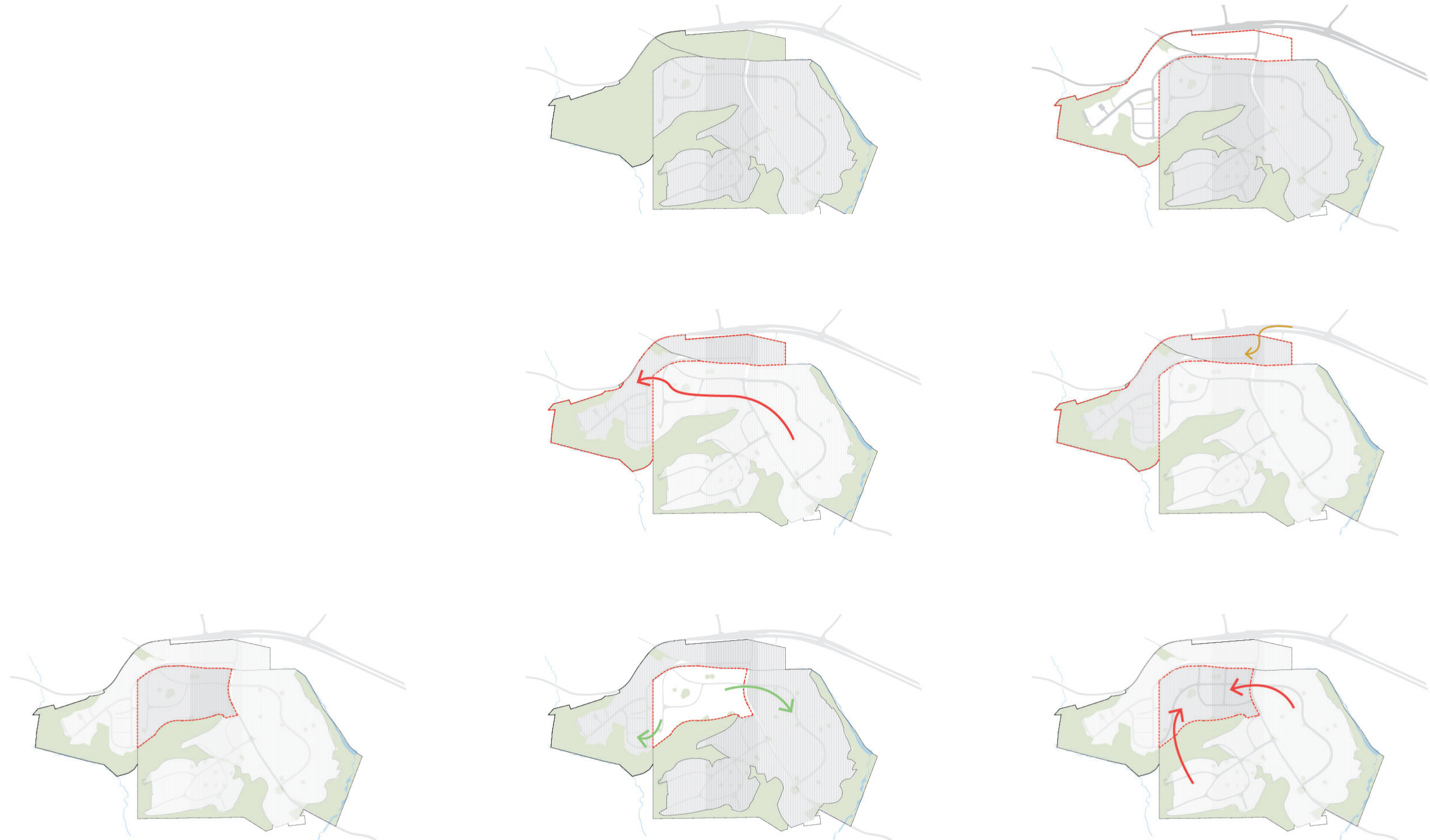


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RESIDENT-DRIVEN DESIGN PROCESS

NON-DISPLACEMENT

The following diagrams illustrate the ease with which developing the first phase on a greenfield facilitates non-displacement.



RESIDENT-DRIVEN PLANNING PROCESS

MASTER PLANNING COMMITTEE: FIRST PHASE PLANNING & EARLY DESIGN

Knowing the *where* of redevelopment, the committee began and continues to focus on the *what* and *how* by delving into the planning and design of this first neighborhood. Throughout the fall 2017 and into the winter of 2018, the committee has and will continue to discuss the pros and cons of different densities; design concepts; road networks; and the mix and spread of income, housing, and population. In October of 2017, the committee toured the site, which generated new ways of thinking about the future neighborhood. The committee remarked on the site's beauty and began talking about ways to work with the lay of the land to enhance the site's natural character.

MASTER PLANNING COMMITTEE: FIRST PHASE REZONING

While beginning to get a feel for neighborhood design, the committee's continuing work is also contributing to a plan for rezoning. This plan is and will continue to be represented



1. In October of 2017 the Master Planning Committee toured the site of the first phase of development. (Above) The group overlooks a steep slope that creates a lovely view of the floodplain below.

by a conceptual bubble plan as well as the formation of a code of development that

incorporates the desired density, housing types, uses, and other design and

neighborhood standards of the committee and the recommendation of Albemarle

County Planning. To facilitate this process, Albemarle County staff

regularly attends master planning committee meetings and

regularly meets with Habitat and consultants.

Though this partnership, the County and

Habitat have formulated a plan for rezoning

that separates the site into a two phases

in which the first phase and later phases of development will

have distinct rezoning applications. This will allow for evaluation

and hopeful acceleration of first phase zoning map amendment.

FUTURE STEPS: FROM MASTER PLANNING TO EARLY ADOPTERS

Design concepts are forming, yet the committee's work is very

much in progress. As things continue to progress and as

engineers and architects continue to work with the master

planning committee to formalize road layouts and

right-of-ways, stormwater facilities,

recreational amenities, and zoning

regulations - willing residents will gather to

form groups of early adopters,

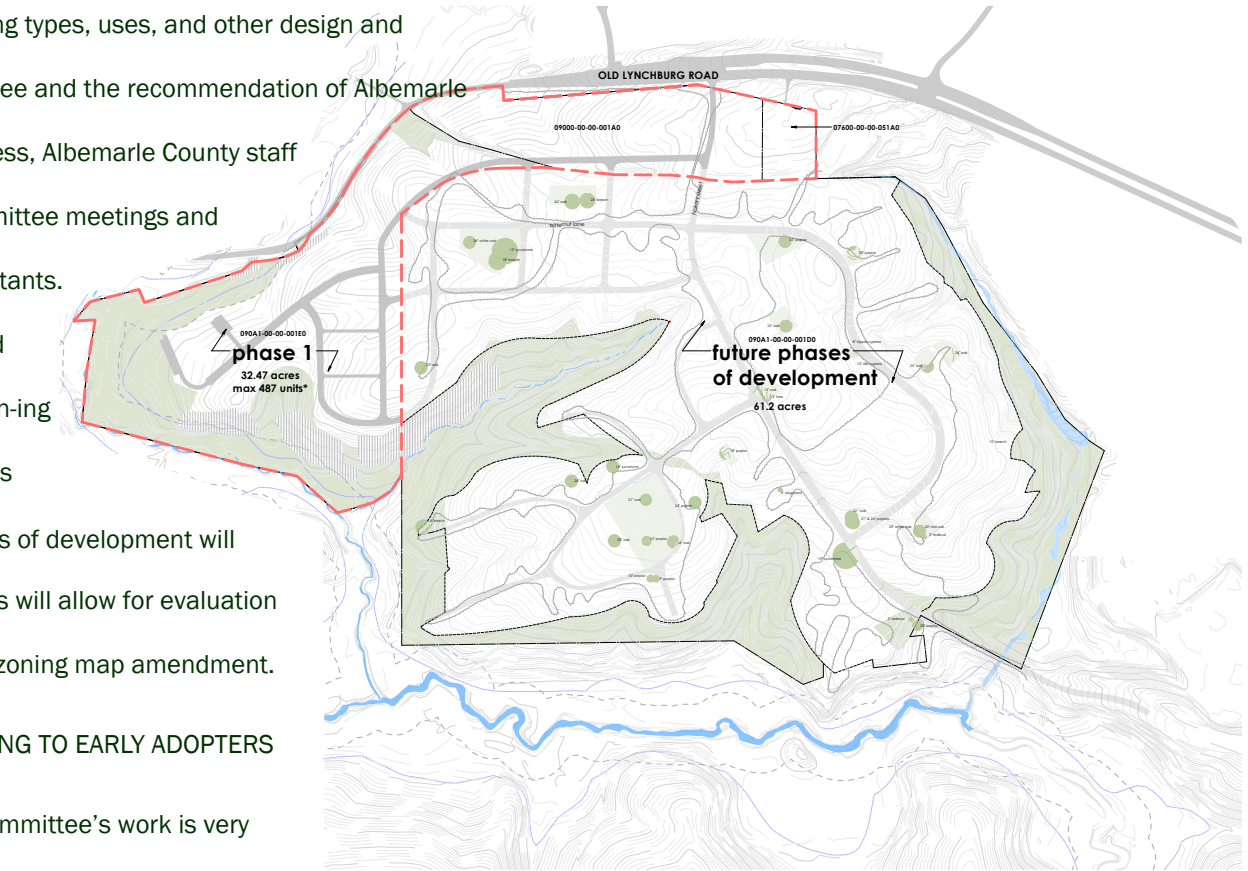
transforming from planners to

neighborhood block designers, literally

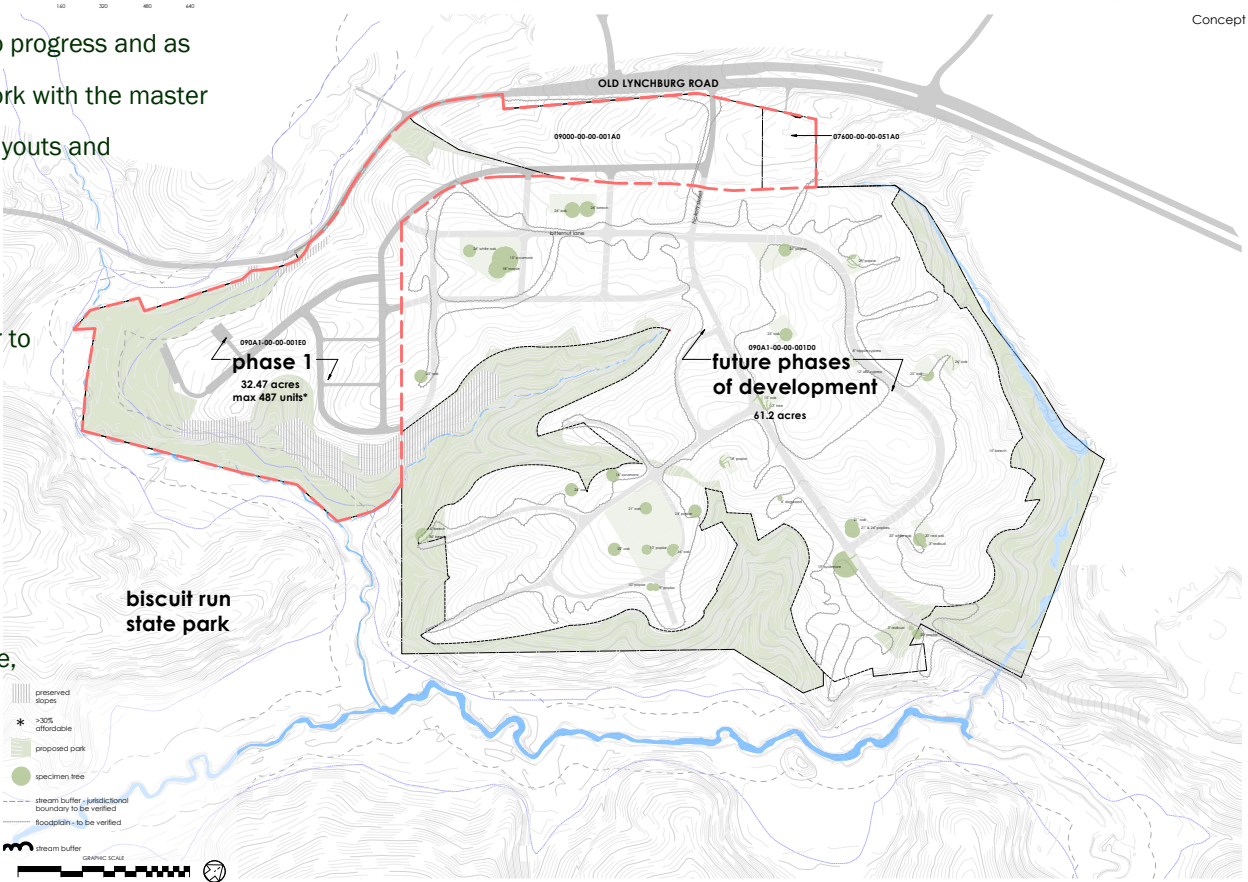
working with their neighbors to design

their own neighbor-hood house by house,

block by block.



Concept Plan - Road Option A
Pre-application Nov 13th 2017
Southwood



Concept Plan - Road Option A
Pre-application Nov 13th 2017
Southwood