

Charlottesville Region Sustainability Implementation Plan

General Description

The Plan: The outcome of this proposed project will be a full regional implementation plan for the Charlottesville-Albemarle Metropolitan Planning Organization area, consisting of the City of Charlottesville and the urbanized area of Albemarle County in Central Virginia. The Charlottesville Region Sustainability Implementation Plan will build on the region's *1998 Sustainability Accords* and other planning documents to integrate strategies for land use, transportation, housing, economic development, air and water quality, and energy use. The project will create six products that will move sustainability in the region from a regional goal to actual implementation:

1. Sustainability Baseline and Performance Measurement System
2. Common Land Use – Transportation Vision for the Charlottesville/Albemarle Region
3. Integration of Sustainability Strategies into Comprehensive Plans and the Long Range Transportation Plan
4. Code and Ordinance Sustainability Recommendations
5. Plan for Behavior Change Processes
6. Public Engagement

The partners in the project have a long history of work on sustainability. Experience has taught each of the partners that although implementation of sustainability is a key objective, there are several major barriers:

- It is very difficult to achieve the necessary change in mind set for both individuals and institutions from business as usual to a new paradigm.
- Sustainability strategies and approaches are must be developed and tailored to fit the local/regional context.
- Typical planning documents that set policies for local governments and metropolitan planning organizations are not generally developed with sustainability in mind and incorporation of sustainability into those documents requires additional effort.
- Once sustainability policies and strategies have been developed and incorporated into policy documents, it is still necessary to put structures in place that will allow the actual implementation. These include legal mechanisms through codes and ordinances, systems for educating individuals and institutions on sustainability and encouraging behavior change, and performance monitoring systems to determine if real change is taking place.

This implementation plan will create specific strategies to realize the vision articulated in the Sustainability Accords. It will build on the lessons learned through the Eastern Planning Initiative, subsequent scenario planning efforts, and other plans and studies to develop a Performance Management System, align land use and transportation visions and long range plans, and develop and codify implementation strategies into the City and County's Comprehensive Plans, the MPO's Long Range Transportation Plan, as well as codes and ordinances, and activities to result in changes in behavior for individuals, institutions and other organizations.

Threshold Requirements

Consortium Members: The three main partners of the Sustainable Communities consortium are the Thomas Jefferson Planning District Commission (TJPDC)/Charlottesville-Albemarle Metropolitan Planning Organization (CAMPO), City of Charlottesville, and Albemarle County. The University of Virginia will serve as the project’s consulting participant, serving in an advisory role under the auspices of the Planning and Coordination Council (PACC), a 20-year cooperative effort among the University, City and County. The Consortium also includes six additional partners with specialized expertise, including the Thomas Jefferson Partnership for Economic Development (TJPED), Jefferson Area Board for Aging (JABA), Rivanna River Basin Commission (RRBC), Local Energy Alliance Program (LEAP), Charlottesville Redevelopment and Housing Authority (CRHA), and the County of Albemarle Housing Office (CAHO). A single Memorandum of Agreement signed by all members is included in the appendices.

Applicant Type: The region meets the definition of applicant type “Small-Sized Region, Rural Communities, and Small Town Areas” with a population under 100,000. The boundaries of the consortium are the Charlottesville-Albemarle MPO, with a total population of 86,308.

Applicant Lead: TJPDC/CAMPO will serve as lead applicant for this grant, functioning as the point of contact between the Sustainable Communities consortium and HUD.

Grant Request: The Sustainable Communities consortium requests federal assistance of \$1,000,000 from the Sustainable Communities Regional Planning Grant.

Leverage Funds: The Sustainable Communities consortium agrees to provide in excess of 50% in leveraged funds or in-kind contributions of the total grant funds requested. See response to Rating Factor 4 for a full description of funding commitments. The City of Charlottesville is also submitting a proposal for TIGER II funds in this round for the extension of Hillsdale Drive. If awarded, the work would be coordinated and considered as part of this Sustainable Communities Implementation Plan, but those funds are not included in the leverage calculations.

Funding Category: The consortium is applying for Funding Category 2. Our existing Regional Plan for Sustainable Development is the *1998 Sustainability Accords*, summarized in the narrative. The full text of the *Accords* is included in the appendices.

General Requirements: No members of the Sustainable Communities consortium have outstanding civil rights matters. Partner Codes of Conduct address all requirements. All members of the consortium have a Financial Management System that meets federal standards. All members of the consortium agree to abide by the Fair Housing Act.

Process to Develop the Implementation Plan

The consortium has developed a strategy to bring about the implementation of sustainability in the Charlottesville/Albemarle metro area. The overall philosophy the partners share is that implementing sustainability will require a cycle of five steps:

- 1) Determine the existing condition of the region using sustainability performance measures based on existing, readily available data
- 2) Identify strategies for sustainability and incorporate those strategies into local government comprehensive plans, and the MPO Long Range Transportation Plan (LRTP)
- 3) Implement sustainability in the built environment through codes and ordinances

- 4) Develop and implement systems for changing behavior on the part of individuals and institutions to increase sustainability
- 5) Use performance measures and existing readily available data to monitor sustainability performance on an on-going basis.

This project will create six products based on the above philosophy that will move sustainability in the Charlottesville/Albemarle metropolitan area from a regional goal to actual implementation through the existing processes of the partners.

Task #1: Sustainability Baseline and Performance Measurement System

The sustainability baseline and performance measurement system for this project will focus on the seven identified areas in the NOFA: housing cost, environmental quality, transportation access, socioeconomic inequity, economic opportunity, fresh food access and healthy communities. Within the region, certain issues appear to be of concern and will receive special focus: 1) Concentration of poverty - a focus of the performance measures will be on methods for measuring such concentrations at the neighborhood level; 2) Shifting transportation demand from single occupant vehicles to alternative modes (transit, bike and pedestrian) and 3) energy use. Environmental performance measures will focus on non-point source water quality and on air quality – specifically the generation of ozone precursors and green house gases.

The sustainability baseline and performance measurement system will be designed to be accomplished using data that is typically generated through existing processes. TJPDC staff working with the project technical committee will identify a limited number of measures of sustainability for the region, develop the sustainability performance measures, conduct a baseline assessment, adopt performance goals, conduct annual performance reports for the region, and develop a process review for development proposals.

Task #2: Common Land Use – Transportation Vision for the Charlottesville/Albemarle Region

As noted previously, there is no common land use – transportation vision for the Charlottesville-Albemarle Region. Charlottesville, Albemarle County and the University of Virginia all have land use – transportation visions, but those visions are not coordinated as a regional plan. The common land use – transportation vision for the region will integrate the future land use and transportation plans of all three partners using consistent definitions and map symbols to portray in one graphic the land use – transportation plan for the future. Associated with the map will be tabular data that identifies anticipated population, employment, number of housing units by type, and anticipated area of non-residential land uses. This product will be provided to PACC members for their review and will be incorporated into the city and county comprehensive plans and the MPO LRTP.

Task #3: Integrate Sustainability Strategies into Comprehensive Plans and MPO LRTP

A barrier to implementation in the region has been the lack of specific strategies in the Comprehensive Plans of Charlottesville and Albemarle County and in the MPO Long Range Transportation Plan. Work in the region over the past 10 years by consortium partners and other organizations have identified key sustainability issues and specific recommendations. This work task will involve the identification of specific sustainability strategies for the region and on updating the city and county comprehensive plans as well as the MPO Long Range Transportation Plan to incorporate those strategies.

The greatest benefit of the approach being proposed is that the two local government partners in this project (City of Charlottesville, Albemarle County) and CAMPO will be updating their major plans at

the same time. As a result, it will be possible for all entities to work together on the development of strategies, ways to incorporate those into these plans, and specific implementation actions. Specific steps under this task will include:

1) *Review Sustainability Needs and Issues from Existing Single Purpose Plans*

The region has developed a number of plans that have focused on particular issues, many of which are listed as the description of the existing regional plan. Additional plans include, but are not limited to, the Regional Solid Waste Management Plan, Hazard Mitigation Plan, Green Infrastructure Plan, HUD Consolidated Plan, Impediments to Fair Housing Choice, State of Housing Report, Needs Assessment for People with Disabilities, and area Master Plans. Many of the findings and recommendations of these plans focus on particular segments of the population (the elderly, low income or disadvantaged) or are narrowly focused (transit system, energy costs or housing affordability). True sustainability is accomplished when the barriers between single purpose organizations and plans are broken down, and the focus shifts to the cross cutting approaches that meet the needs of end users. The needs, recommendations and strategies from these single purpose plans will be summarized by TJPDC with input from the technical committee based on several variables including need, target population, and proposed strategy approaches. These recommendations will then be reorganized to approach sustainability from the point of view of households and businesses and evaluated based on the core principles of sustainability. The resulting cross-cutting recommendations will be submitted to PACC for review and approval.

2) *Develop Regional Sustainability Strategies*

Incorporating sustainability into the major plans for Charlottesville, Albemarle County and the MPO will require cross cutting strategies that address the major sustainability issues of the region in an integrated fashion. The inter-related nature of these issues will make the development of these strategies very challenging. Implementation of such strategies will require increased levels of coordination, particularly between Charlottesville and Albemarle County. Implementation strategies for the following issues have been identified as the most critical to be developed and integrated in the comprehensive plans and long range transportation plan:

- a) Land Use – This area will focus on the development of strategies that allow flexibility in meeting regulatory requirements to increase the ability to provide integrated, mixed use development.
- b) Housing – Strategies for housing will focus on decreasing the total cost of housing by increasing integration with transportation systems, employment, and services, as well as by decreasing the energy requirements. Due to the lack of focus on housing in the Sustainability Accords, it is anticipated that development of the sustainability strategies for housing will be the largest single effort. City of Charlottesville, Albemarle County, and TJPDC will work closely with the Public Housing Authorities (PHAs) to develop the sustainable housing strategies.
- c) Economic Development – Strategies for economic development will focus on methods for broadening the economic base of the Charlottesville/Albemarle region, attracting businesses that provide jobs for individuals with average levels of education, and the creative use of sites in specific areas such as the downtown core, and the US29 corridor.
- d) Regional Transit Authority Plan – There is a strong desire on the part of members of the public and elected officials in the Charlottesville/Albemarle region to extend existing transit services out of the current core in Charlottesville to provide a higher level of service in the unincorporated areas of Albemarle County. A conceptual plan for a Regional Transit Authority

(RTA) which would change the governance model and extend services has been approved by the MPO Policy Board. Specific strategies will be developed to guide RTA implementation.

- e) Bicycle and Pedestrian Modal Plans – There is also a strong desire that the Charlottesville/Albemarle region become one of the most friendly regions in the country for bicycle and pedestrians. Several bicycle and pedestrian plans have previously been developed. It is necessary to develop specific strategies that will lead to full development of these transportation modes within the region.
- f) Water Quality – The Charlottesville/Albemarle County metropolitan area is within the Chesapeake Bay watershed and will be subject to the requirements of Virginia’s Watershed Implementation Plan for the Chesapeake Bay TMDL program. Strategies must be developed and incorporated into the comprehensive plans to implement those requirements.
- g) Air Quality – Recent air quality monitoring shows that the Charlottesville/Albemarle region is approaching nonattainment thresholds for ground level ozone. Reductions in the thresholds as has been suggested by EPA will very likely put the region in non-attainment status for ozone. In addition, there is a great deal of focus in the region on green house gas generation. Strategies must be developed for incorporation into the comprehensive plans and LRTP to reduce the generation of both ozone precursors and green house gases.
- h) Reducing Energy Needs by Households and Businesses – Charlottesville and Albemarle County in 2009 formed Local Energy Alliance Program (LEAP). The purpose of LEAP is to implement programs to assist households and businesses to increase the energy efficiency of their homes or business locations, reducing their energy costs and reducing the generation of green house gases. Given the high percentage of the cost of housing or business space that goes to pay for energy the success of this program will have measurable benefit in terms of both housing affordability and business employment. Strategies need to be developed to incorporate LEAP’s recommendations in the Charlottesville and Albemarle County Comprehensive Plans
- i) Adapting to Climate Change – Charlottesville, Albemarle County and the University of Virginia have been conducting a joint process called the Local Climate Action Planning Process. The purpose of this process is to identify strategies to reduce green house gas emissions and to develop recommendations for sustainable adaption to climate change.
- j) Livable for a Lifetime – The Area Agency on Aging that serves the region (Jefferson Area Board for Aging) led the effort to develop a plan focusing on inter-generational sustainability. This plan recognizes that access barriers that impact seniors also often impact children and focuses on recommendations to eliminate these barriers. The addition of strategies to implement these recommendations in the comprehensive plans and LRTP will result in improved access to housing and transportation for all age groups and for the disabled.

3) *Update Comprehensive Plans and MPO Long Range Transportation Plan*

The next step will be to develop the plan updates incorporating agreed-upon strategies. Such plan updates will be complex to develop since these strategies will be cross-cutting in nature and require updates in several of the typical comprehensive plan elements. For example, strategies that seek lower total household cost for housing, transportation and energy would through coordination of affordable housing incentives, transit access and energy reducing design features could require wide spread changes in the land use, housing, transportation, and design elements of a typical community comprehensive plan.

- a) Draft Comprehensive Plan Text: Once strategies have been developed and agreed upon by the PACC, TJPDC will develop comprehensive plan text including goals, objectives and supporting

data and analysis under direction of staff from the city and county for each recommendation. It is anticipated that such changes will require substantial redrafting of large sections of the existing comprehensive plan elements. The emphasis will be on creating parallel updates in the city and county comprehensive plans such that both localities have the same policy approaches to the sustainability recommendations. These sections of draft plan text will be reviewed by the project technical committee.

b) Comprehensive Plan Updates

- After review of the draft plan text is complete, staff members from Charlottesville and Albemarle County will incorporate the text into draft updates of the two localities comprehensive plans.
- Once the review and input process is complete, staff from Charlottesville and Albemarle County will incorporate any changes. The updated comprehensive plan elements will then be submitted for review and recommendation by the two localities Planning Commissions. Finally the updated comprehensive plans will be submitted to the Charlottesville City Council and the Albemarle County Board of Supervisors for adoption.

c) Charlottesville-Albemarle MPO Long Range Plan Update: Although the goals for the MPO Long Range Plan have in the past focused on sustainability, the structure of the plan and methods of selecting projects has been very traditional, with the focus of plans selected being mitigation of congestion and improving safety. Once the emphasis of the plan becomes a sustainable transportation system, the approach to transportation planning should radically shift. In a transportation plan based on principles of sustainability the emphasis should be on establishing sustainable levels of vehicle miles traveled and then employing alternative modes, land use techniques and behavior change to keep VMT within manageable limits and prevent congestion from occurring. For an MPO focused on sustainability major activities would include performance measurement of all modes of transportation, operational analysis/management such that the system functions at peak efficiency, review of development proposals to incorporate sustainable land use/transportation practices and public education to encourage behavior change. During the 36 month span of this project, the Charlottesville-Albemarle MPO will be updating its Long Range Transportation Plan and associated modal elements. In that process it proposes to fully incorporate sustainability principles such as those described above. The goal of this effort will be to create the model sustainable small MPO.

- Incorporate Common Land Use – Transportation Vision. The MPO will participate in the development of the common land use – transportation vision described under Task #2. MPO staff will then use the resulting product as a major input into the LRTP.
- Update Regional Travel Demand Model. The Charlottesville-Albemarle MPO is currently using a four step travel demand model which includes a logic mode choice model as well as a special sub-model for the University of Virginia. Although the travel demand model is generating person trips for transit, bicycle and pedestrian, it is not currently assigning those trips on the network. As a result, it is not possible to currently analyze travel for the alternative modes. As part of this project MPO staff will develop and implement networks for transit, bicycle and pedestrian modes.
- Develop Corridor Simulations for Major Traffic Corridors. Simulations will be developed in a joint effort with City of Charlottesville and Virginia Department of Transportation (VDOT). Although the Charlottesville region has a few high capacity facilities, such as I-64,

- nearly all the traffic issues involve operations of the network of signalized intersections in the major arterial corridors. As the use of transit, bicycle and pedestrian modes increases within the region, the operations of these intersections will become even more complex. The simulations will be used by staff from the MPO, City of Charlottesville and VDOT to maintain the operations of the signalized intersections at peak efficiency. (It should be noted that in Virginia counties do not have responsibility for road maintenance or operations. All roads outside independent cities such as Charlottesville are under VDOT jurisdiction)
- Update LRTP Policies For Sustainability Strategies. MPO staff will conduct a process with the MPO Citizens Committee, MPO Technical Advisory Committee and the MPO Policy Board to develop and adopt sustainability based goals and strategies for meeting the region's long range transportation needs.
 - Prepare Modal Plans for Transit, Bike and Pedestrian. Based on the sustainability goals and strategies, MPO staff will work with Charlottesville, Albemarle County, VDOT and the region's three transit systems to develop modal plans for roads/highways, transit, and bicycle and pedestrian modes.
 - Develop Alternative Projects List. Working with its partners, MPO staff will conduct workshops designed to develop a series of project alternatives scenarios. Each will focus on different approaches to meeting transportation needs, based on differing investment strategies. Staff will use the MPO's quantitative tools to analyze the results of each scenario including the expected cost. Staff will then work with the partners to develop a composite scenario that adequately meets the transportation needs and is fiscally constrained. As part of this process, MPO staff will provide feedback to planning staff from Charlottesville and Albemarle County to help shape land use recommendations in light of the likely impact on the transportation system. The final scenario will be submitted to MPO Citizens Committee, MPO Technical Advisory Committee, and MPO Policy Board for review and approval.
 - Develop Project Descriptions and Phasing. Once a final scenario has been developed MPO staff will convert the scenario into a final project list and produce cost estimates for all the projects.
 - Develop Financial Plan. MPO staff will work with VDOT staff and member governments to estimate fiscal resources for the LRTP and develop a fiscally constrained project list using year of expenditure costs for the final plan.
 - Adopt Updated LRTP. MPO staff will assemble the full fiscally constrained sustainable transportation plan. Under the MPO Public Participation Plan two public hearings will be held by the MPO Policy Board prior to adoption.

Task #4: Code and Ordinance Sustainability Recommendations

The final step of moving sustainability from the realm of unrealized goals into actual implementation at the local government level is to incorporate the sustainability strategies from the updated comprehensive plans into local codes and ordinances. Although this process is relatively easy to describe, it is extremely difficult to undertake. There are several reasons why this is true. The proposed codes and ordinances must be developed to accomplish exactly what is called for in the adopted comprehensive plan and avoid any unintended consequences. Virginia is a Dillon Rule state, meaning that local governments cannot do anything unless specifically authorized to do so by the state legislature. Local codes and ordinances are legally enforceable and must be crafted to be consistent with the provisions of the Virginia Code as well as other local codes, ordinances and regulations. In addition, local land use codes

and regulations powerfully impact property owners' rights pertaining to development type and intensity and must be carefully reviewed to avoid any undue impact. Finally, the codes and ordinances as developed must be enforceable and not create an undue administrative burden for either local government or for the public.

Due to the high degree of complexity involved in changes to local codes and ordinances, it is not the intent of Task #4 to actually create the revised codes and ordinances that will be necessary for Charlottesville and Albemarle County to implement the sustainability strategies adopted in the comprehensive plans. Rather, Task #4 will create a plan for the development of the required codes and ordinances.

1) *Review of Existing Codes/Ordinances.*

The first step in the process will be a thorough review of existing codes and ordinances on the part of both the City of Charlottesville and Albemarle County. This will focus on sorting codes and ordinances into four groups: a) sections that are not affected by the adoption of the sustainability strategies; b) code section which must be replaced/eliminated due to irreconcilable conflicts with the sustainability strategies; c) code sections which can be modified to work with the sustainability strategies; d) code sections which do not exist and must be created.

2) *Recommend Implementable Code Improvements to Bridge Identified Gaps.*

Once the code sections have been sorted into the groups identified above, the second step will be research and identify and recommend implementable code improvements that can be used for the sustainability strategies. In development these recommendations, staff will work to create approaches for the city and county which are as similar as possible in hopes that policies will function effectively across the city/county border.

Task #5: Plan for Behavior Change Processes

Changing behavior in favor of sustainability on the part of both individuals and organizations is a critical component of actually implementing sustainability. Long term, permanent sustainability requires changes to the processes that shape the built environment. But the built environment changes very slowly. In the short term the most immediate gains in sustainability can be achieved by changing behaviors on the part of individuals and organizations. It is expected that as part of this project, a few key behaviors will be identified that, if changed, would greatly benefit the overall sustainability of the Charlottesville/Albemarle metropolitan area. This task is designed to prepare a plan for the process that would need to be put in place to bring about those changes in behavior.

1) *Identify Behavior Changes that have Greatest Benefit for Sustainability*

As noted we believe that the process of carrying out this project will help identify the behaviors which, if changed, will provide the greatest overall sustainability benefit. There are already a several organizations active in the region working to change behaviors.

- University of Virginia TDM Program. The University of Virginia has a very aggressive TDM program implementing a number of different strategies to impact the travel behavior of students, faculty and staff. These include programs for preferential treatment of carpoolers, NuRide ridesharing incentive program, a bike sharing program, and aggressive support for transit use on both the University Transit System as well as on Charlottesville Area Transit.
- Rideshare. The Rideshare program is operated by TJPDC and funded by the Virginia Department of Rail and Public Transportation. In August 2010 the TJPDC Commission

adopted a Travel Demand Management Plan to guide the Rideshare program over the next 10 years. This plan recommends that Rideshare move beyond marketing and ride matching to expand its operation to include all types of travel demand management.

- Local Energy Alliance Program (LEAP). LEAP is a non-profit formed in 2009 by Charlottesville and Albemarle County for the purpose of assisting residents and businesses to decrease their energy consumption and green house gas footprint. The operational plan for LEAP calls for the organization to increase outreach to educate the public about simple approaches to energy savings.
- Alliance for Community Choice in Transportation (ACCT). ACCT focuses on encouraging bicycle and pedestrian modes of transportation. Currently ACCT is working to organize bicycling advocates in the region and is also working with Charlottesville and Albemarle County to develop Safe Routes to School programs at area elementary and middle schools.

2) *Research Methods for Achieving Behavior Change*

Although there have been some notable failures in attempts to change behavior on the part of the public, there have also been some successes. Recent efforts in both this country and overseas are beginning to develop approaches that may be successful on a more consistent basis. In this step research will be conducted to identify the best approaches for the unique characteristics of this region.

3) *Develop Plan for Implementation of Behavior Change Approaches*

Based on the identified needs and research on behavior change approaches a plan will be developed for implementing these approaches in the Charlottesville/Albemarle region.

4) *Seek Funding to Support Behavior Change*

The partners will work together to seek funding to implement the behavior change plan.

Task #6: Public Engagement

Public engagement of all sectors of the community will be a very important part of this project. This public engagement program is designed to ensure that all segments of the Charlottesville/Albemarle region become actively aware of and engaged with the process and the decisions that are being made by the four partner organizations.

1) *Broadcast methods*

A project website will be developed and maintained by TJPDC. It will be linked to websites for the partner organizations. Facebook, MySpace, and Twitter will be used as additional outreach tools. Research conducted under an FTA grant by TJPDC showed that these tools are more effective for reaching younger members of the community. Partners will participate in local radio shows to inform the community of this planning effort.

2) *Outreach for events, meetings and workshops.*

This project will include many special events, meetings, workshops and other gatherings over its 36 month course. TJPDC will develop an email list of interested parties and send out email blasts in advance of each event. Email blasts will also be used to provide notice of release of important products. Flyers, posters and articles in newsletters will also be used.

3) *Public Kickoff Event*

A public kickoff event will be conducted that will increase public awareness of the project as well as the Comprehensive Plan updates by Charlottesville and Albemarle County.

4) *Citizen Advisory Groups*

All four of the partners maintain some type of Citizens Advisory Groups. Both Charlottesville and Albemarle County maintain citizen advisory groups of representatives from their neighborhoods and planning areas. The Charlottesville-Albemarle MPO has a standing Citizens Committee (CHART) that recently initiated a community wide citizen outreach effort focused on transportation issues. In addition, the University of Virginia holds regular community relations meetings with neighborhood groups, has an ex-officio representative on the MPO and both the city and County planning commissions, and maintains Master Planning and Sustainability committees representing campus and community stakeholders. Briefings with groups will be conducted early in the grant period, with periodic updates throughout the planning process.

5) *Focused Citizen Input Meetings*

The partners will use focused citizen input meetings to go to specific groups or neighborhoods that have typically not participated in the community planning process to seek their input. The partners will work with the two PHAs in the region, Charlottesville Redevelopment and Housing Authority and the County of Albemarle Housing Office, to utilize their expertise and contacts. The partners will also work with a network of nonprofit organizations that work specifically with minority groups, people with disabilities, and neighborhoods with high rates of poverty. In addition, the partners will reach out to seniors with the assistance of Jefferson Area Board for Aging, the Area Agency on Aging. The partners will work through the Thomas Jefferson Partnership for Economic Development, the economic development organization for the region to reach out to the business community of the region.

6) *Comprehensive Plan Work Sessions and Public Hearings.*

Both Charlottesville and Albemarle County will require a number of work sessions for the Planning Commissions and elected bodies to review and discuss the proposed changes to the Comprehensive Plans as well as the Code and Ordinance Sustainability Recommendations. All of these will be open to the public at locations that are accessible for transit, bicycle and pedestrians and all are publically noticed in the media and on websites. Both localities will also conduct multiple public hearings in advance of the adoption of the Comprehensive Plan updates.

7) *MPO Policy Public Hearing*

The MPO Policy Board is required to hold two public hearings prior to the adoption of updates to the Long Range Transportation Plan.

Task #7: Project Management

The TJPDC will act as the lead applicant for this project and will be the project manager if the project is funded. TJPDC will be responsible for representing the partners in all conversations with HUD. TJPDC will also maintain all financial records for the project and will be responsible for all required reporting.