



# Policy and Implementation

## Chapter 7

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# POLICY and IMPLEMENTATION

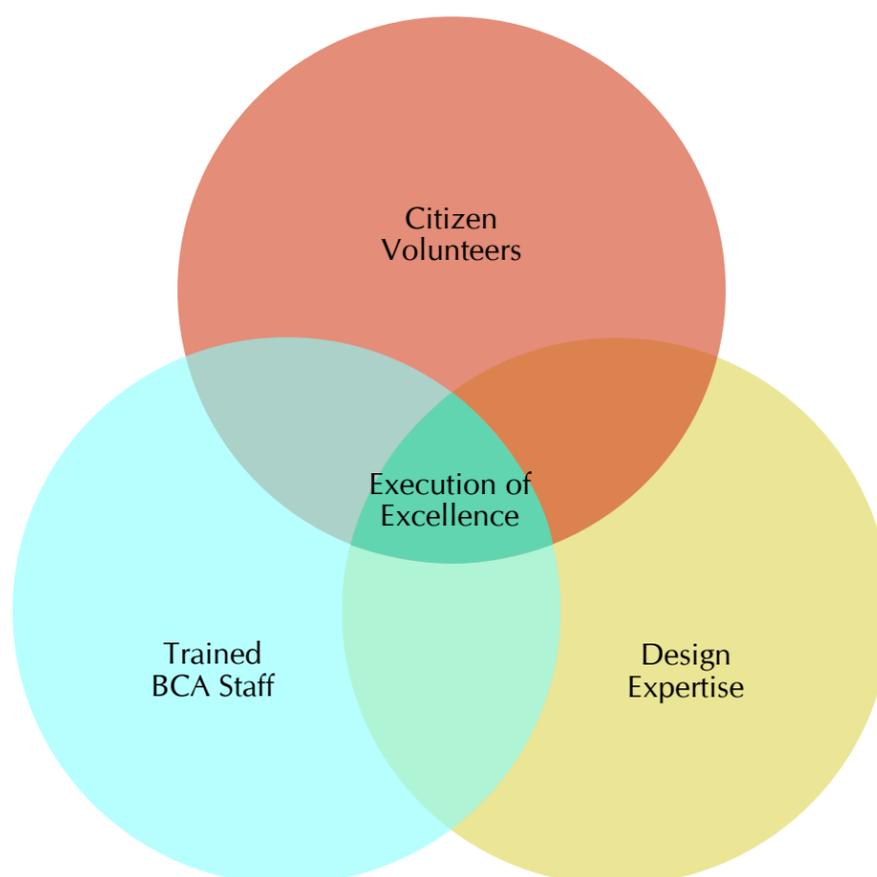
## MASTER PLAN IMPLEMENTATION PROGRAM

### Master Plan Implementation Program:

The Master Plan provides a framework that preserves and enhances the best features of Brandermill, while recognizing opportunities for improvements that can be made immediately and planned for in the future. It is a working document that has been created by the community of Brandermill through a highly interactive process focused on building consensus around common objectives, developing strategic solutions, and identifying critical implementation tools. Through identifying the common values of and vision for the community, this master plan was created. The procedures outlined in the **Master Plan Implementation Program** will ensure that the master plan is implemented in a way holds true to the identified values and will realize the vision for Brandermill.

Implementing the Brandermill Master Plan requires timely, wise guidance for all actions that Brandermill takes to change its environment. While ultimate responsibility for the master plan rests with the Board of Directors; the BCA staff, various committee volunteers, a proposed Master Plan Oversight Committee, and designforum will all have a critical role in the implementation of the plan. The Flow Chart on page 271 shows the basic structure and information flow of the implementation process, while the graphic below shows the designed interdependency of community volunteers, trained staff, and design professionals. This format is designed to result in an efficient and high-quality implementation program. The following pages give more specific information as to the role each of these entities play in the Master Plan implementation and show how they must all work together to achieve its vision.

The Master Plan is a working document and will need to be reviewed and updated approximately every five years to ensure that it is addressing the current and future needs of the community and remains a viable document. This update should be scheduled and budgeted for by the Brandermill Board of Directors.



### Brandermill's Master Plan and the BCA Five-Year Strategic Plan:

Currently Brandermill has a Five-Year Strategic Plan with five main goals and related sub-goals and action items. Many of the recommendations found in the Master Plan duplicate sub-goals and action items that are found in the Strategic Plan. Prior to the formulation of the Master Plan, the Five-Year Strategic Plan served as the main planning document for Brandermill. Therefore it is set up to cover all aspects of the community. To ensure that there is no confusion due to the inherent overlap of these two documents, it is recommended that all Master Plan recommendations prioritized for implementation within five years by their respective committee, the MPOC, and the Board of Directors, be added as line items to the Five-Year Strategic Plan under the appropriate goal.

Also, based on a review of the Five-Year Strategic Plan (and in light of concerns that were brought to light through the Master Plan) we feel that it currently does not directly address the idea of continuing to provide services and improve communication that is intended to increase the community spirit and satisfaction of Brandermill residents. It is recommended that a Goal Six be added to the Five-Year Strategic Plan that states:

- **Promote the community spirit of Brandermill residents by improving BCA communication, soliciting input from residents, and providing programs and services that represent the plural interests of the community.**

Appropriate sub-goals and action items can be formulated by the Planning Committee based on information found in the Master Plan.

# POLICY and IMPLEMENTATION

## MASTER PLAN IMPLEMENTATION PROGRAM: MASTER PLAN RESPONSIBILITIES

### Master Plan Responsibilities:

#### **1) Master Plan Oversight Committee:**

The Master Plan Oversight Committee (MPOC) will be made up of one representative from each Brandermill Committee (restructured), the Brandermill Community Manager, the Brandermill Community Planner (new position), and representatives from designforum. The MPOC will meet regularly to assign master plan implementation projects to an appropriate committee and to review the progress of projects and action plans. The MPOC will report regularly to the BCA Board of Directors through the Brandermill Community Manager and the Brandermill Community Planner as needed for project approvals and to update the Board on project progress and scheduling.

#### **2) Brandermill Committees (Restructured):**

The current Brandermill Committee structure (with some changes) will be utilized to manage specific implementation projects. This Master Plan Implementation Program will recommend appropriate committee assignments for each recommendation made in the Master Plan. Each Brandermill Committee will be responsible for developing an Action Plan for each of their Master Plan recommendations, establishing priorities, creating an overall Schedule and Progress Checklist of all recommendations, and reporting to the MPOC on the implementation status of each project. The Master Plan does not assign priorities to specific recommendations, instead it places the onus on the MPOC to determine priorities. This ensures that the priorities set reflect the desires of the community. Example Schedule and Progress Checklists and example Action Plans can be found proceeding this section (see pages 272 - 273). New Committee Charters will need to be formulated for each Brandermill Standing Committee to represent its new role and responsibilities. The following committees will have specific responsibilities relating to the Master Plan Implementation Program, **in addition to their other responsibilities if they are an existing committee:**

**Environmental Committee (EC)** - will be responsible for the implementation items (primarily from Chapter 2) of the Master Plan, as well as any other projects that concern the reservoir, water quality, woodlands, sustainability, wildlife and other resources. They will focus on making sure that Brandermill's commitment to protecting and enhancing the natural environment is reflected in all Master Plan implementation projects. They will also explore options to implement environmental education into future Brandermill projects and for opportunities to work with local schools on environmental programs.

**Marketing Committee (MC)** - will be responsible for the implementation items (primarily from Chapter 6) of the Master Plan that deal with the marketing and branding of Brandermill. They will focus on creating new marketing opportunities for Brandermill utilizing their own experience and knowledge, ideas from property owners and the Board of Directors, and the recommended Marketing Plan to be completed by a private consultant.

**Community Character Committee (CCC)** - will be responsible for the implementation items (primarily in Chapter 6) of the Master Plan concerning covenants and covenant enforcement, signage, maintenance, streetscapes, landscaping and entrances. They will focus on making Brandermill more aesthetically pleasing to help increase property values and improve the quality of life for property owners. They will also work closely with BCA Staff and the Hearing Panel to monitor the progress of covenant enforcement procedure improvements.

**Facilities Committee (FC)** - will be responsible for the implementation items concerning Brandermill's many community facilities (found in Chapter 3) such as swimming pools, parks, trails, marina, boat storage, playgrounds, and community gardens. This committee may need to be divided into sub-groups due to the large area of responsibility; such as having four groups to cover pools, parks (including playgrounds), trails and marina/boat facilities. They would all focus on making improvements to existing facilities and creating new facilities as recommended in the Master Plan.

**Planning Committee (PC)** - will be responsible for the implementation items concerning Brandermill's 5-Year Strategic Plan and items concerning larger scale planning, adjacent properties, zoning, economic development and Chesterfield County's Comprehensive Plan. They will focus on staying updated on private developments (residential and commercial) and zoning changes proposed in the vicinity of Brandermill, transportation and utility projects, Chesterfield County's Comprehensive Plan and other ordinances. They will also be the group responsible for maintaining and updating Brandermill's 5-Year Strategic Plan and incorporating Master Plan implementation items into the strategic plan where appropriate.

**Programs and Communication Committee (PCC)** - will be responsible for the implementation items concerning Brandermill's community activities, programs, and communication between the BCA (including residential and commercial property owners), and the BCA's staff and Board of Directors. They will focus on continuing to create new and exciting programs for Brandermill that will increase community spirit and neighborhood interaction. Also, they will be responsible for improving existing channels of communication between all BCA members, staff and the Board of Directors, while creating new methods of interaction and information exchange.

**Neighborhood Residents Council (NRC)** - will be responsible for coordinating property owners as needed for volunteer programs relative to Master Plan implementation items as well as for involvement in the design process for any new community facility. The NRC will continue to work towards welcoming representatives from all neighborhoods to ensure that they can be a relevant voice of the community when weighing in on Master Plan recommendation projects. They will also serve as the disseminator of information regarding the Master Plan to all property owners.



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## MASTER PLAN IMPLEMENTATION PROGRAM: MASTER PLAN RESPONSIBILITIES

**Architectural Review Board (ARB)** - will be responsible for reviewing residential, commercial, and BCA development and construction projects. They will oversee the commercial and residential design standards documents and ensure that they are updated and modernized as needed by design professionals. They will focus on creating and enforcing a future vision of Brandermill that respects the design ideals of the past but is progressive enough to attract modern homebuyers.

**Finance Committee (FIC)** - will be responsible for investigating (along with the Brandermill Community Planner and BCA Board of Directors Treasurer) the many funding options available for implementation items presented to them by the other committees and working with the BCA staff and Board of Directors to budget projects.

**Crime Prevention Committee (CPC)** - will be responsible for reviewing the safety of the design of any new community facility or other relative implementation items from the Master Plan.

**Hearing Panel (HP)** - will be responsible for providing input to the MPOC concerning trends in covenant violations and advising regarding Master Plan implementation items related to covenant enforcement.

### 3) BCA Staff:

To manage the Master Plan Implementation Program we are recommending that a position of Brandermill Community Planner (who would also serve as the Assistant Community Manager) be created. A community of Brandermill's size, approximately 2,600 acres with 12,500 residents, needs to consider itself to be more of a town instead of just a neighborhood and having a Community Planner added to the BCA staff would help make that happen. For comparison, the Town of Ashland, Virginia with its approximately 4,600 acres and 6,600 residents has three planners on staff with additional administrative support. **This position would need to be filled as soon as the BCA Board approves the Master Plan and decides to begin implementation.** Their primary responsibilities would be to manage the Brandermill committees, oversee the implementation of the Master Plan, coordinate construction and permitting of facilities, participate in grant writing, and manage the Brandermill Architectural Review Board. Also, one full time administrative staff person should be assigned to work with the Brandermill Community Planner and all of the Brandermill committees. In addition to these two positions, **other immediate recommended new hires include additional covenant enforcement officers and covenant enforcement support staff.**

### 4) BCA Board of Directors

The Board of Directors ultimately has the final say in approving or moving forward on any recommendation from the Master Plan. Once the committees, the MPOC, and staff have finished their work on specific implementation items they will be presented to the Board of Directors for review by the Community Planner and/or Community Manager. The Board should strongly consider the recommended implementation items as presented to them due to the amount of research, collaboration, and thought that will have already gone into them at the time of presentation.

Timely communication between the BCA staff, Committees, and the Board is key to this implementation process. A concerted effort needs to be made by all parties to hold to scheduled meeting dates and if a meeting must be canceled it should be made up as soon as possible and not skipped all together. There will be a potentially overwhelming amount of information exchange happening between these groups with the addition of Master Plan implementation items to an already full plate of community business; delays in meetings will only serve to compound miscommunication and should be avoided at all costs.

There is an executive summary at the end of Chapter 7 that identifies recommendations and priorities specifically for the Board of Directors. There are also recommendations in the Master Plan that the Board of Directors may choose to develop further themselves and keep out of committees, this is to be done at their discretion. It is recommended that no active Board member serve on any of the above Brandermill committees (excluding the Treasurer serving on the Finance Committee) unless it is deemed necessary by the entire Board of Directors to keep the committees operational in the early stages of their development or if someone has valuable expertise and experience in a particular area related to a committee.

### 5) designforum

It is recommended that designforum be a part of the MPOC for at least the first five years of Master Plan implementation to assist the committee members, Community Planner, and Community Manager in understanding the Master Plan and the Master Plan Implementation Program. Because of the vast amount of community input and feedback that has passed through designforum during the entire Master Plan process they can serve a valuable role on the MPOC to ensure that information is not lost and the collective voice of community is heard. Part of their role would also be to review proposed development plans for adjacent properties affecting Brandermill to determine if they are going to benefit the community and provide recommendations to the Planning Committee for actions that can be taken to influence their development.

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## MASTER PLAN IMPLEMENTATION PROGRAM: FLOWCHART

### Master Plan Oversight Committee (MPOC)

The MPOC is made up of representatives from each of the eleven Brandermill Committees, designforum, the Brandermill Community Planner and the Brandermill Community Manager. The MPOC will assign recommendations from the Master Plan to each committee for further investigation.

### Brandermill Committees

These ten committees, with the assistance of the Brandermill Community Planner and administrative staff, will review their assigned recommendations, create an Action Plan for each, establish priorities, and maintain an overall schedule and progress checklist of implementation project status that will periodically be reported to the Board of Directors.

### Funding

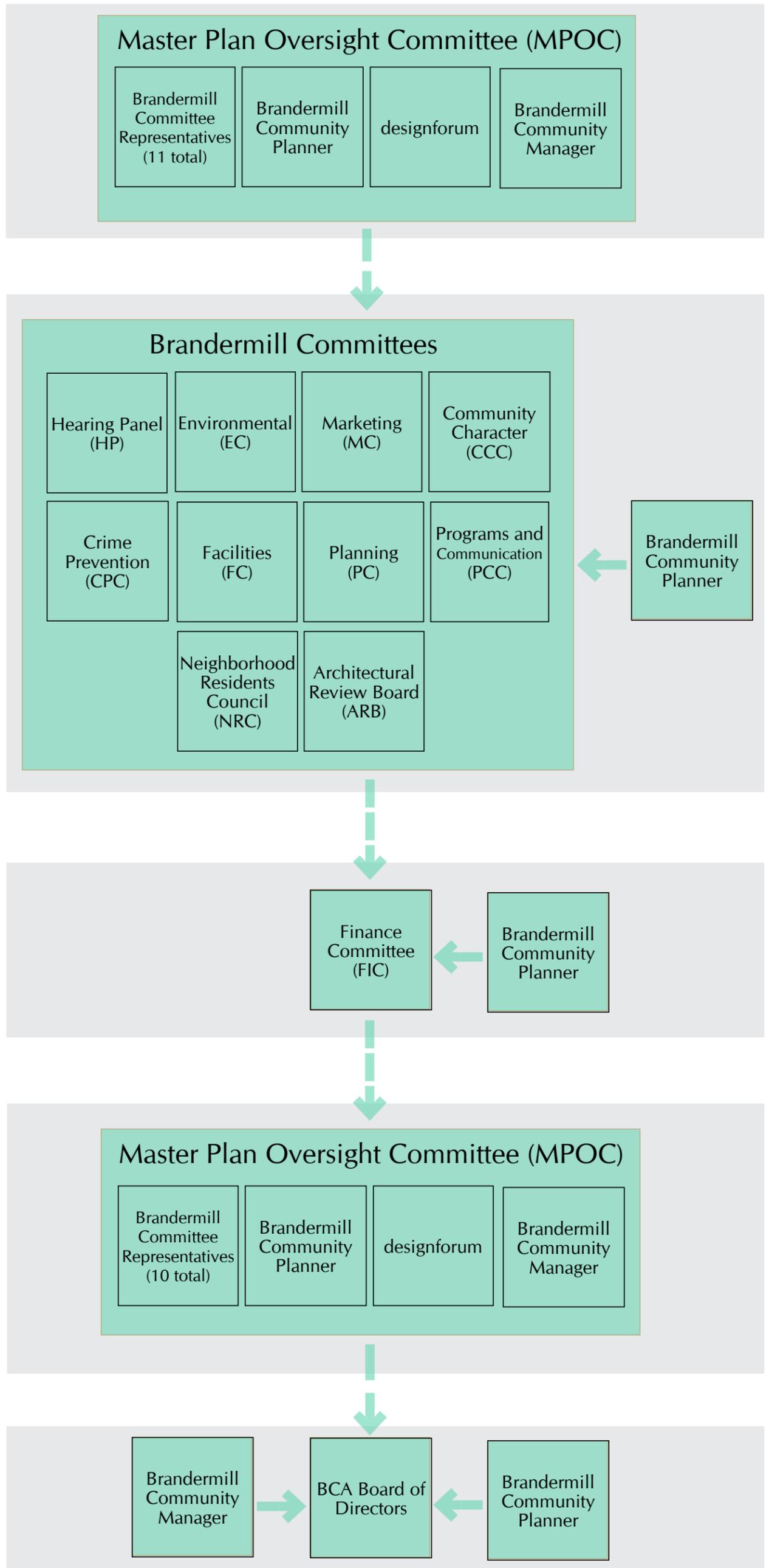
When a prioritized Action Plan is ready to move forward, it will be submitted to the Finance Committee to investigate funding options. The Brandermill Community Planner and administrative staff will assist in budgeting and finding funding sources, such as grants, when appropriate.

### MPOC Review

When an Action Plan has been reviewed for funding options it will return to the full MPOC for review and discussion, in preparation of being presented to the Board of Directors.

### Board of Directors

The Board will review and approve Action Plans for implementation as presented by the Brandermill Community Manager and Town Planner. They also will review each committee's established priorities, proposed schedule and overall project checklist each year.



# POLICY and IMPLEMENTATION

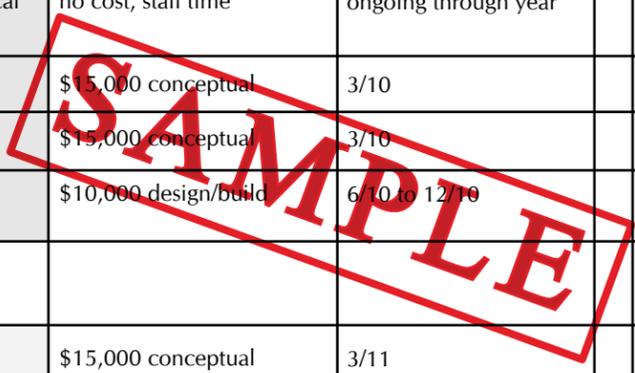
## COMMITTEE RECOMMENDATIONS: EXAMPLE PROJECT SCHEDULE and CHECKLIST

### Example Project Schedule and Checklist:

Each committee will be required to formulate an overall document that lists all of their assigned Master Plan implementation items. This document should show the prioritization of projects, schedule and progress. The document should be updated at least quarterly by the committee or administrative staff and submitted to the Board of Directors at the beginning of each year in order to show progress from the previous year and plans for the upcoming year. An example Project Schedule and Checklist is shown below. Project Schedules and Checklists will obviously have to be customized by each committee for ease of use, the example below is just for reference.

Prioritization of projects should be at the discretion of the committee but the overall goal is to begin the Master Plan implementation process by prioritizing projects that have the most potential impact for the community. These projects must also have the ability to be funded within the current BCA budget. Larger more costly projects will be budgeted for a long-term manner and will have a lower priority on the checklist. These projects are no less important than the less expensive projects, but it is not feasible nor fiscally responsible to move them forward without proper investigation into funding and developing a high level of buy-in from the community.

Brandermill Facilities Committee Project Schedule and Checklist - January 2009							
Priority Level	Description	Funding/Budget	Schedule	Status			
				Completed	Significant Progress	Partial Progress	No Yet Implemented
<b>Priority Level 1 - Immediate 2009</b>							
1)	Create Adopt-A-Park/Trail Programs with neighborhoods and community groups.	no cost, staff time	3/09 to 5/09				✓
2)	Commission a design consultant for Sunday Park.	\$15,000 conceptual	3/09				✓
3)	Create a pocket park matrix.	no cost, staff time	1/09				✓
4)	Inventory surrounding neighborhood recreation facilities.	no cost, staff time	2/09				✓
5)	Commission a design consultant for Harbour Pointe Pool.	\$15,000 conceptual	4/09				✓
6)	Investigate joint venture for new indoor pool facility with Brandermill Woods and other groups.	no cost, staff time	1/09				✓
7)	Explore options for packaging memberships to amenities with Country Club and Tennis Club.	no cost, staff time	1/09				✓
8)	Implement Universal Pool Access for Brandermill residents.	cost to be determined	by end of 2009				✓
<b>Priority Level 2 - In 2010</b>							
1)	Implement first of pocket park matrix projects.	\$50,000 design/build	1/10 to 12/10				✓
2)	Commission a design consultant for Nuttree Park.	\$10,000 conceptual	3/10				✓
3)	Explore options for joint park projects and programs with local schools.	no cost, staff time	ongoing through year				✓
4)	Commission a design consultant for North Beach Pool.	\$15,000 conceptual	3/10				✓
5)	Commission a design consultant for St. Ledger's Pool.	\$15,000 conceptual	3/10				✓
6)	Add more community gardens.	\$10,000 design/build	6/10 to 12/10				✓
<b>Priority Level 3 - In 2011-2013</b>							
1)	Commission a design consultant for the Landing Park.	\$15,000 conceptual	3/11				✓
2)	Commission a design consultant for Heritage Farms.	\$5,000 conceptual	3/11				✓
3)	Investigate adding a community center.	no cost, staff time	1/11				✓
4)	Continue to add pocket park matrix projects each year.	\$50,000 design/build	2011, 2012, 2013				✓



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## COMMITTEE RECOMMENDATIONS: EXAMPLE PROJECT ACTION PLAN

### Example Action Plan:

Each committee will need to formulate an Action Plan for each implementation item assigned to them. An Action Plan is a document that investigates the recommendation in detail and determines a course of action to lead to its implementation. An Action plan will include detailed specific actions needed, responsibilities, priority level, available resources, schedule, funding ideas, and will try to predict potential challenges that will need to be overcome. Action Plans for items that fall into the Five-Year development window will be forwarded through the Master Plan Implementation Program for funding and approval by the Board of Directors.

Those approved items will be added to the BCA Five-Year Strategic Plan under the appropriate goal once they have been reviewed and approved by the Board of Directors. All Action Plans should be updated at least yearly or more frequently as needed. An example Action Plan is shown below. Action Plans will need to be customized for each project; the below example is for reference only.

Action Plan - Watch Harbor Pocket Park Priority Level 2 - Item 1 Brandermill Facilities Committee			
<b>Description:</b> Watch Harbor Pocket Park is proposed to be located on a wooded piece of property (inside a loop road) off of Watch Harbor Road in Harbour Pointe. It is the first of at least six pocket parks proposed to be located in Harbor Pointe. The Master Plan Book lists opportunities for this park to be seating, bird boxes, bench swings, fitness equipment, trails, and a playground. The BCA Board of Directors has approved \$50,000 dollars for the development of this park (including design fees) for 2010.			
Detailed Specific Actions in Sequence	Responsible Party	Resources	Date/Time
1) Draft an RFP for the hiring of a design consultant (RFP includes site description, budget, and charette process)	Town Planner	Administrative Staff	January 2010
2) Issue RFP for design services	Town Planner	Administrative Staff	February 2010
3) Review RFP submittals and select design consultant (Board approval and community manager signs contract)	Committee, Town Planner, Board	Community Manager	March 2010
4) Determine adjacent neighborhoods to be involved in design process	Committee	NRC	March 2010
5) Design consultant to lead neighborhood design charette to determine programming and theme of the park and prepare conceptual design	Consultant	NRC	April 2010
6) Committee to review conceptual plan for the park	Committee	ARB	May 2010
7) Neighborhood to review conceptual plan for the park	Committee to organize	NRC	May 2010
8) Park plan is finalized by design consultant	Consultant		June 2010
9) Committee to review and approve final design plan, maintenance plan and cost estimate from design consultant	Committee	Maintenance Staff	June 2010
* 10) Park plan is reviewed and approved by the Brandermill ARB	Consultant, Town Planner	ARB	July 2010
11) Plans go out to bid for construction	Town Planner		July 2010
** 12) Proposals are reviewed and a contractor is selected	Committee	Town Planner	August 2010
13) Construction begins on the park	Town Planner, Contractor		September 2010
14) Construction observation and administration period	Town Planner, Consultant		September 2010
15) Construction is complete and a final walkthrough is completed	Town Planner, Consultant		November 2010
16) Committee solicits neighborhood groups to adopt the park for maintenance	Committee	NRC	September 2010
17) Design consultant meets with neighborhood group and BCA staff to review maintenance plan for the pocket park	Consultant, Maintenance Staff	NRC	October 2010
18) Pocket park is added to the BCA website with photos and is added to the Brandermill trail masterplan.	Staff	Marketing Committee	December 2010
<p>* Depending on the scope of the design plan planning department permitting with Chesterfield County may be required.</p> <p>** Depending on the scope of the construction project building code review and permitting may be required from Chesterfield County.</p>			



# POLICY and IMPLEMENTATION

## COMMITTEE RECOMMENDATIONS: CHAPTER 2 - Natural Resources

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### Recommendations for Committees:

All Master Plan recommendations (implementation items) are listed below by the chapter they can be found in, along with the Brandermill Committee that they would be most appropriately assigned to by the MPOC and a designation of either short-term or long-term. Short-term is defined as 0-3 years until implementation and long-term would be projects that are in the range of 3-5 years and further out. Once the MPOC has assigned a recommendation to a committee the committee will create an Action Plan for each line item and an overall project schedule and checklist showing all line items concurrently.

### Chapter 2 - Natural Resources:

#### Committee    Short-term Recommendations:

- EC            •        Commission the development of a The Hydraulic Master Plan for Brandermill with recommendations on maintenance and improvements including the introduction of LID techniques.
- EC            •        Approach Brandermill Country Club and other potential partners about the restoration of Nuttree Creek.
- EC            •        Commission the development of a Shoreline Management Plan that would include recommendations for maintenance and improvements to prevent erosion of the shoreline using natural 'living shoreline' methods. This plan should also include strategic planting additions in high profile areas to create a beautiful and natural looking lake edge.
- EC            •        Use natural, vegetative, erosion control methods for any immediate lake shoreline improvements.
- EC            •        Continue to enforce the buffer ordinance and work to re-establish a healthy lake buffer.
- EC            •        Work with Chesterfield County to ensure that their buffer ordinance prevents new developments on the reservoir from impacting the lake buffer.
- EC            •        Educate homeowners about the "No Feeding" waterfowl policy in Brandermill.
- CCC          •        Provide interpretive signage explaining the variety of bird species found in Brandermill.
- FC            •        Provide stationary binoculars on existing waterfront decks for wildlife viewing.
- MC            •        Use photography of Brandermill's natural resources for marketing and to update the website.
- EC            •        Hire an arborist to create and begin executing a Forest Management and Maintenance Plan for Brandermill that would include selective thinning of canopy trees and adding understory vegetation.
- CCC          •        Maintenance staff to begin clean up the most visible areas of woodlands.
- ARB          •        Modify Brandermill's Design Standards to require LID techniques be used in commercial development and to make sure they are allowed and encouraged in residential areas.

#### Committee    Long-term Recommendations:

- EC            •        Implement recommendations from The Hydraulic Master Plan.
- EC            •        Implement The Nuttree Creek Restoration Plan
- EC            •        Continue to implement recommendations from The Forest Management and Maintenance Plan.
- EC/FC        •        Use LID techniques at all existing and new BCA owned facilities as they are improved and developed.
- EC            •        Implement recommendations from the Shoreline Management Plan.
- EC            •        Invest in alternative methods of waterfowl control including scare devices, falconry, dogs, and landscape barriers and create designated waterfowl feeding areas that are away from heavily used park areas. Provide feeders.
- EC/FC        •        Introduce agroforestry into appropriate areas of Brandermill's woodlands in conjunction with existing and new facilities.
- FC            •        Create additional community gardens throughout Brandermill in conjunction with existing and new facilities

# POLICY and IMPLEMENTATION

## COMMITTEE RECOMMENDATIONS: CHAPTER 3 - COMMUNITY FACILITIES

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### Chapter 3 - Community Facilities:

#### Committee Short-term Recommendations:

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| FC       | • Add at least one large dog park or several smaller ones throughout the community.   |
| PCC/NRC  | • Create Adopt-A-Park programs within the surrounding neighborhoods to allow residents to help maintain their parks and increase sense of ownership and neighborhood pride.   |
| FC each  | • Commission a design consultant to develop a master plan for each park based on the “strategic design goals” for park type and phase in additions and improvements appropriately.  |
| FC       | • Explore options for joint park projects and programs with the local schools.  |
| FC/PCC   | • Inventory surrounding recreational facilities that can be used by the public and provide information on access and hours to the residents of Brandermill.   |
| FC       | • Commission a design consultant to develop master plans for each pool facility based on the “strategic design goals” for pools and phase in additions and improvements appropriately.  |
| FC       | • Investigate joint ventures for a new indoor pool and fitness facility in conjunction with Brandermill Woods, the YMCA, and other community or corporate entities.   |
| FC/PCC   | • Explore options for packaging pool memberships along with other private amenities such as the Brandermill Country Club and Midlothian Tennis Center to increase appeal to residents and maintain low membership costs.  |
| FC/Board | • Implement Universal Pool Access for Brandermill residents. Use the intended broad appeal of the new pool design goals to increase interest in pool facilities and create support for UPA.   |
| FC/Board | • Commission an aquatic consultant to prepare an Life Cycle Analysis and Facility Audit of all pool facilities in Brandermill. This will put realistic time frames on the need for renovation and replacement and more importantly, it will identify liability issues that can be fixed prior to the start of the 2009 swimming season. |

#### Committee Long-term Recommendations:

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|----|--|
| FC | • Investigate options to add a community center in Brandermill that can be used for meetings, special events, clubs and activities.  |
| FC | • Add evenly dispersed playgrounds to Brandermill and create a new playground in at least one pocket park in Harbour Pointe.   |
| FC | • Investigate the feasibility of spreading out community gardens into the community parks and pocket parks within Brandermill and evaluate the Heritage Farms site for residential, commercial, golf-related or agricultural uses. |



# POLICY and IMPLEMENTATION

## COMMITTEE RECOMMENDATIONS: CHAPTER 4 - COMMERCIAL / ECONOMIC DEVELOPMENT

### Chapter 4 - Commercial / Economic Development:

Areas within the commercial / economic development areas provide Brandermill with a unique challenge. While these areas (or properties) fall within the Brandermill boundary, and are subject to the community's bylaws, architectural review, covenants, and etc., they are not specifically owned or controlled by the community. In which case, the community has no tangible leverage in terms of land use, so the properties must exist in their current states (in use, underutilized, or pure potential). This is not to say that Brandermill has no leverage, but quite the contrary. Brandermill is holding the cards, it is just a matter of making the right plays to achieve maximum potential. The following are a list of principles to serve as guidelines for community activation and initiatives.

#### **Strategic Planning**

<u>Committee</u>	<u>Recommendations</u>
PC/Board	<ul style="list-style-type: none"><li>• Maintain an active voice in the Chesterfield County Comprehensive Plan process. Ensure that Brandermill's best economic interest is known and observed by decision makers throughout any and all public workshops / meetings. Allow the Brandermill Master Plan (this document) to serve as the foundation for included items of the Comprehensive Plan.</li></ul>
PC/Board	<ul style="list-style-type: none"><li>• As witnessed over the last 35 years, what occurs along the perimeter of Brandermill has an effect on the interior of Brandermill. It is important for the community to become and stay engaged with the surrounding happenings. In some cases, there will even be the need for Brandermill to make firm observations and tough decisions regarding the direction and implications of growth. Brandermill citizens must remain diligent and review all cases as pertaining to the best interest of Brandermill.</li></ul>
PCC/Board	<ul style="list-style-type: none"><li>• Foster and maintain strong relationships with commercial property owners. Establish clear lines of communication; understanding the perspective of all parties will provide greater opportunities to achieve goals.</li></ul>

#### **Design and Architectural Review**

<u>Committee</u>	<u>Recommendations</u>
ARB/Board	<ul style="list-style-type: none"><li>• A set of Commercial Design Standards should be written for Brandermill. This needs to be created so that the ARB has something to enforce and so that developer's design professionals have something to design by from the beginning. The guidelines need to have specific photographs, drawings, and examples of styles that establish whatever character is determined to be "Future Brandermill". The commercial areas of Brandermill have the potential to re-establish its character and create a sense of place with their development (and redevelopment) that will carry over into the rest of the community. These design standards should be more than architectural guidelines, they should address site planning, grading and hydrology, sustainability, landscape design, lighting, signage, and maintenance. Because of this fact, an interdisciplinary design team (landscape architects, planners, architects, engineers, etc.) needs to develop the guidelines or a design firm that has proven experience in drafting holistic design standards, not architectural guidelines.</li></ul>

#### **Programs and Transportation**

<u>Committee</u>	<u>Short-term Recommendations</u>
PCC	<ul style="list-style-type: none"><li>• A farmer's Market at Market Square - A Joint effort between the Market Square business owners, the growers of Heritage Farms, and other various civic groups will equate to a simple event that could become a weekly activity. A Farmers' Market provides more than just fruits and vegetables, it engenders community involvement, stimulates the local economy, and enlists sustainable practices.</li></ul>
PCC	<ul style="list-style-type: none"><li>• Waterford Events - Work cooperatively with Waterford Business Park to provide outdoor events near the lake (similar to Innsbrook Pavilion) and encourage use of open space at times of non-use.</li></ul>
PC	<ul style="list-style-type: none"><li>• A Public Transportation (GRTC) Stop at Market Square - The GRTC Route 82 transports commuters from Winterpock and Hull Street Road to Downtown Richmond. The bus route passes Market Square by way of Hull Street Road in both directions. Adding a stop at Market Square is an opportunity worth pursuing. This would allow residents of Brandermill the option to walk, bike, or make a short drive to Market Square to catch a bus into Richmond (in under 30 minutes). As the cost of gasoline rises, this will supply a much needed transit alternative for those wishing to travel to the city while attracting regular visitors to Market Square.</li></ul>

<u>Committee</u>	<u>Long-term Recommendations</u>
PC/Board	<ul style="list-style-type: none"><li>• Brandermill's challenge lies in the improvements of commercial properties that are owned and operated by other parties. The community must work with these parties to reveal the maximum potential of the properties. No finite plan of action can be determined, but rather a policy of collaboration and the ideal that all parties are seeking the best for Brandermill.</li></ul>

### Chapter 5 - Transportation (broken into subcategories):

#### Trail System

Overall, the trail system is a wonderful asset for the Brandermill community, which adds to the community character and sets Brandermill apart from surrounding communities. However, the trail system is as old as the community, and while it has been well maintained over the last 30 years, not many improvements such as new trail locations, signage, or other safety related items have been addressed. Below, is a list of goals that will breathe new life into the trail system, as well as enhance the community of Brandermill and the County of Chesterfield. The recommendations are a broad overview of the trail systems and it is recommended that the Brandermill community engage a consultant to prepare a detailed overall trail master plan that will assess the trail system in more detail than can be achieved through this document.

#### **Trail Wayfinding and Signage**

##### Committee Short-term Recommendations:

- |        |  |
|--------|--|
| FC/CCC | <ul style="list-style-type: none"><li>• Signage at trail heads, particularly where trails end at streets, will be useful to trail users and will build trail character, signifying where trails are located and how to access them.</li></ul>  |
| FC/CCC | <ul style="list-style-type: none"><li>• Sign all trails with a trail blaze and name each trail. A trail blaze identifies which trail a user is on. A trail blaze is commonly used in our national parks and national forests and are small colored tags generally attached to tree that references a back to the overall map.</li></ul>  |
| FC/PCC | <ul style="list-style-type: none"><li>• Some trails are marked on the Brandermill Trail plan but do not appear on the ground. A complete inventory and analysis should be undertaken to compile and assess all trails within the community. As a result, a new map should be created to reflect updated trail locations within Brandermill. This would be part of the scope for a complete trail master plan, as recommended in the goals section of this chapter.</li></ul> |

##### Committee Long-term Recommendations:

- |    |  |
|----|--|
| FC | <ul style="list-style-type: none"><li>• Create a central hub to act as the main trail head and provide a main kiosk at this location complete with maps of the trail system.</li></ul> |
| FC | <ul style="list-style-type: none"><li>• Identify major trail intersections and place a kiosk at these locations.</li></ul>   |

#### **Creating Natural Trails**

##### Committee Short-term Recommendations:

- |    |  |
|----|--|
| FC | <ul style="list-style-type: none"><li>• Study the Mill Creek Park area for implementing a mountain bike trail system and develop a plan that will take advantage of the natural beauty and terrain in this area.</li></ul> |
| FC | <ul style="list-style-type: none"><li>• Create an interpretive trail system for the Nuttree Park area</li></ul>  |

##### Committee Long-term Recommendations:

- |           |  |
|-----------|--|
| FC<br>for | <ul style="list-style-type: none"><li>• Assign an individual to scout the Brandermill community for other natural areas that will benefit from having a trail interpretive purposes or recreation.</li></ul> |
| PCC       | <ul style="list-style-type: none"><li>• Create an overall map of all the natural trails and include them on the same map as the rest of the trail system.</li></ul>  |



# POLICY and IMPLEMENTATION

## COMMITTEE RECOMMENDATIONS: CHAPTER 5 - TRANSPORTATION

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### Trail Connectivity

#### Committee   Short-term Recommendations:

- PC • Designate a trail representative within the community to work with the county officials such as the planning department and parks and recreation department.
- PC • Coordinate with County Representative regarding the new County Comprehensive plan and make sure that Brandermill is represented and is in full support of connecting to Pocahontas State Park and other future connections within Chesterfield County.

#### Committee   Long-term Recommendations:

- FC/PC • Connect Brandermill proper with Harbor Pointe through an offroad multiuse trail along the Hull Street corridor.
- FC • Plan for internal trails to extend to the limits of Brandermill in order for the trails to connect to overall county network.
- FC • Designate a trail representative to examine the overall trail system and assess any missed connections to places such as parks, amenity areas, schools, shopping, etc. Have that person prepare a report of their findings and include that in the overall trail masterplan.
- FC/PC • Examine other opportunities to connect Brandermill to Chesterfield County's overall bike and trail network.

### Trail Safety

#### Committee   Short-term Recommendations:

- CCC • Provide signage along major roadways warning of pedestrian crossing
- FC • Pave crosswalks along major roadways
- FC • Commission a consultant to prepare a trail master plan

#### Committee   Long-term Recommendations:

- FC • Add lights to or other more advanced warning systems along major roadways, signaling pedestrian crossings.
- FC • Prepare a detailed list of priorities to be identified in an overall trail master plan

### Pedestrian Tunnels

#### Committee   Short-term Recommendations:

- FC • Consult a structural engineer to review all tunnels and report on their overall integrity
- FC • Commission a consultant to prepare a maintenance report that will provide a schedule for annual servicing of the tunnels

#### Committee   Long-term Recommendations:

- FC • Plan for future tunnels at key areas to be defined in the proposed trail master plan

# POLICY and IMPLEMENTATION

## COMMITTEE RECOMMENDATIONS: CHAPTER 5 - TRANSPORTATION

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### Multi-Modal Systems:

Brandermill is a resort style community that promotes a high quality of life including walking and biking as daily activity. Brandermill is highlighted by a 20 mile bike/walking trail network that receives a high amount of use. Vehicle safety is important, but the community needs to understand safety from the standpoint of all modes of transportation. There are many children and senior aged adults that use the trail system as a means of daily transportation to school, parks, recreation, and shopping. Any improvements should not discourage walking and biking, but increase the ease and safety of these modes of transportation. Below you will find a list of items that should be considered when any improvements are made to the roadways or overall transportation system.

*\* Refer back to Chapter five for more detailed information.*

### Committee Recommendations:

- | <u>Committee</u> | <u>Recommendations:</u>  |
|------------------|--|
| PC               | <ul style="list-style-type: none"><li>Any transportation improvement planned for Brandermill should be reviewed to ensure that pedestrian and bicycle users are accommodated.</li></ul>  |
| FC               | <ul style="list-style-type: none"><li>Examine existing facilities for improving these areas to incorporate pedestrian and bicycle movements.</li></ul>   |
| PC               | <ul style="list-style-type: none"><li>Examine future Chesterfield County roadway improvements as they relate to Brandermill and make sure that the items outlined in this chapter are brought to the County's attention as being part of those improvements.</li></ul> |
| PC/Board         | <ul style="list-style-type: none"><li>Continue to lobby the VDOT to maintain and repair neighborhood streets in Brandermill based on the recently completed road inventory.</li></ul>  |

# POLICY and IMPLEMENTATION

## COMMITTEE RECOMMENDATIONS: CHAPTER 6 - COMMUNITY CHARACTER

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### Chapter 6 - Community Character (broken into subcategories):

#### Landscape Character:

##### Committee    Short-term Recommendations:

- CCC/ARB • Commission a design firm to create a set of Landscape Design Standards that address residential, commercial, and BCA owned properties landscape character and planting requirements. These can be incorporated into the existing residential standards and be part of the new commercial standards.
- CCC/ARB • Ensure that all future landscape plantings in Brandermill are primarily native species and planting designs are organic and free-flowing with an emphasis on creating a natural look.
- CCC/Board • Commission a design firm to create a strategic phased planting plan for Brandermill's parkways and common areas. This plan should address the need for landscape improvements at entrances, along roadsides, and screening where needed.

##### Committee    Long-term Recommendations:

- CCC • Implement strategic phased planting plan for Brandermill's parkways and common areas.

# POLICY and IMPLEMENTATION

## COMMITTEE RECOMMENDATIONS: CHAPTER 6 - COMMUNITY CHARACTER

### Maintenance and Aesthetics:

#### Committee Short-term Recommendations:

- | <u>Committee</u> | <u>Short-term Recommendations:</u>  |
|------------------|---|
| CCC/Board        | <ul style="list-style-type: none"><li>• Hire more staff to work on covenant enforcement.</li></ul>  |
| CCC/Board        | <ul style="list-style-type: none"><li>• The current staff needs to be trained on how to properly interact with residents while performing inspections and throughout the covenant enforcement process.</li></ul>  |
| Staff/Board      | <ul style="list-style-type: none"><li>• The BCA Board should better understand the daily processes and time involved in covenant enforcement procedures to ensure they are pursuing all options for streamlining the process and hiring appropriate staff.</li></ul>  |
| Staff/Board      | <ul style="list-style-type: none"><li>• The BCA Board needs to continue to investigate all recommendations and options for making violation processing quicker and more efficient as allowed by law.</li></ul>  |
| Staff/Board      | <ul style="list-style-type: none"><li>• Look into requiring an “application fee” of \$1000 to appear before the Hearing Panel for covenant violations, other communities have done this to legally circumvent the limitations on fines set forth in the VPOAA.</li></ul>  |
| CCC/PCC          | <ul style="list-style-type: none"><li>• If there are obvious “problem” neighborhoods where covenant violations on multiple homes are repeatedly a problem, then those areas should be inspected more often and neighborhood oriented clean-up/ work days should be scheduled to help alleviate the problems.</li></ul>  |
| CCC              | <ul style="list-style-type: none"><li>• Continue to work with the Village Mill to publish articles regarding covenant enforcement.</li></ul>  |
| CCC/PCC          | <ul style="list-style-type: none"><li>• Encourage volunteer groups to continue to help residents that are having problems completing home repairs or landscape maintenance due to circumstances beyond their control.</li></ul>   |
| CCC              | <ul style="list-style-type: none"><li>• Negotiate discounts with local building and landscape contractors for Brandermill residents to perform work on their properties to prevent covenant violations.</li></ul>   |
| CCC              | <ul style="list-style-type: none"><li>• Require a renter education program (could be a worksheet or checklist) on covenants and responsibilities be completed by tenants and rental property owners when they sign a lease agreement.</li></ul>   |
| CCC              | <ul style="list-style-type: none"><li>• Create a positive reinforcement system for the appearance of residences. A “Home of the Month” award and “Neighborhood of the Month” award with prizes and signs for recognition.</li></ul>   |
| CCC/ARB          | <ul style="list-style-type: none"><li>• Require that commercial properties submit a maintenance plan and schedule for their properties.</li></ul>   |
| CCC/PCC          | <ul style="list-style-type: none"><li>• Create a forum for communication between the Board, BCA staff, and commercial property owners to discuss issues including covenants.</li></ul>  |
| CCC              | <ul style="list-style-type: none"><li>• Strive to keep all facilities maintained at a level that is appropriate for a resort-style community and to set an example for homeowners.</li></ul>  |
| CCC              | <ul style="list-style-type: none"><li>• Develop a more aggressive maintenance and improvement plan for the trail system that includes repaving, grading shoulders, increasing accessibility, and widening (in some areas).</li></ul>  |
| CCC/Staff        | <ul style="list-style-type: none"><li>• Regularly inspect light standards at all facilities to straighten poles and replace light bulbs as needed.</li></ul>  |
| CCC/Staff        | <ul style="list-style-type: none"><li>• Regularly clean/powerwash existing street signs and straighten posts.</li></ul>   |
| CCC/Board        | <ul style="list-style-type: none"><li>• Commission an outside consultant to evaluate current maintenance staff, procedures, and schedule. Make internal improvements or begin to investigate cost/benefits to outsource community landscape maintenance to a commercial landscape maintenance company.</li></ul>  |
| CCC/ARB          | <ul style="list-style-type: none"><li>• Embrace Brandermill’s reputation as a “green” community by incorporating recycling bins into community facilities and using sustainable building materials.</li></ul>   |
| CCC              | <ul style="list-style-type: none"><li>• Adopt-a-Park and Adopt-a-Trail programs should be created for businesses, residents, and/or community organizations to maintain and provide improvement ideas for small neighborhood parks and sections of the trail system.</li></ul>  |
| CCC              | <ul style="list-style-type: none"><li>• Increase the amount of clean-up work that is done in open space and natural areas, especially when visible from trails, homes, roads, or park facilities. Continue to hold community work-days for residents to help staff clean up these common areas. Priority should be given to open space areas along main roads and parkways and areas visible from the lake.</li></ul> |



# POLICY and IMPLEMENTATION

## COMMITTEE RECOMMENDATIONS: CHAPTER 6 - COMMUNITY CHARACTER

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- CCC
  - The BCA should ensure that once ornamental landscaping becomes damaged or otherwise unsightly it is replaced with healthy plants immediately.
- CCC/Staff
  - More aggressively enforce the rules regarding boat maintenance and remove boats that don't comply with the rules from the shoreline and out of the view of residents.
- CCC
  - Better maintain and improve the shoreline boat storage slips by adding sand, adding edging and updating the marker posts to present a more organized and clean shoreline.
- CCC
  - Investigate whether the BCA can correct certain violations that are not on private property and then charge homeowners or businesses for the work. An example of this could be straightening and painting of mailboxes that are technically in the street right-of-way.
- CCC
  - Consider adding the maintenance of streetscape-oriented features such as mailboxes to their scope of services and include the cost in the yearly association fee.
- CCC
  - Consider requiring "problem" properties (those with repeated violations) to contract with a maintenance company.
- CCC
  - Consider requiring all rental properties to contract with a maintenance company.
- CCC
  - Consider implementing new covenant enforcement procedures for residential properties adjacent to the Brandermill Country Club's golf course.
- Committee    Long-term Recommendations:
- CCC
  - Create an evaluation method and checklist to grade progress made on the Brandermill Maintenance and Aesthetics recommendations.
- CCC
  - Consider a plan for offering certain maintenance services included with association dues. For example, there could be various levels of dues packages, the lowest being what is offered now and the highest including landscape and some cosmetic home maintenance. Costs should be weighed with the increased staff costs involved and a decrease in covenant violations.
- CCC/Board
  - Lobby to change the wording of the VPOAA to better serve the community (see Chapter Six for more information).

# POLICY and IMPLEMENTATION

## COMMITTEE RECOMMENDATIONS: CHAPTER 6 - COMMUNITY CHARACTER

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### Marketing

#### Committee    Short-term Recommendations:

- MC            •        Commission a marketing professional to develop the Brandermill brand and a marketing plan to effectively market the community both internally and externally.
  
- MC            •        As part of the branding and marketing plan, the Brandermill website should be updated and utilized as a major tool. This should include hiring a web designer to create a new website that can be used for both marketing and residential services.
  
- PCC            •        Create a Merchant's Association to include its commercial property owners. This group would work towards improvements to the following areas: communication with the BCA, joint marketing efforts, promotional community events, incentives for residential customers, and the aesthetics of commercial properties.

#### Committee    Long-term Recommendations:

- MK            •        Implement Brandermill's new marketing plan.
  
- MK            •        Continue to update the community website with timely and fresh images and marketing information.

### Signage

#### Committee    Short-term Recommendations:

- CCC/Board    •        Commission a design consultant to design a new style of signage for Brandermill to include community entrances, neighborhood entrances, facility entrances, directional signage, wayfinding and trail signage, and interpretive signage, to be approved by the Brandermill ARB.
  
- CCC/ARB      •        Signage design guidelines that reflect the new design character of Brandermill's signs should be written for commercial properties and included as part of the commercial design standards.
  
- CCC/ARB  
Brandermill's    •        New signage should be made of sustainable materials, which reflects the environmentally sensitivity of design.

#### Committee    Long-term Recommendations:

- CCC            •        Phase in the implementation of new signage, beginning with wayfinding and trail signage as the highest priority.

# POLICY and IMPLEMENTATION

## COMMITTEE RECOMMENDATIONS: CHAPTER 6 - COMMUNITY CHARACTER

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### ARB/Design Guidelines

#### Committee Short-term Recommendations:

- |           |  |
|-----------|--|
| ARB       | <ul style="list-style-type: none"><li>• The ARB should review all BCA projects such as new facilities, decks, parks, swimming pools, parking lots, railings, landscaping, streetscaping, signage, etc. BCA projects should be held to the same (if not higher) design standard as the rest of the community and set an example of the desired aesthetic of Brandermill.</li></ul>  |
| Board/ARB | <ul style="list-style-type: none"><li>• A licensed architect and a licensed landscape architect need to be permanent positions on the ARB. These professionals do not have to be residents of Brandermill and should be compensated for their time at an hourly rate. The BCA needs to budget for this additional cost. The quality of professionals on the ARB is vital to the aesthetic of Brandermill.</li></ul>  |
| Board/ARB | <ul style="list-style-type: none"><li>• ARB members must be given training that covers legal issues, scope of review, conflicts of interest, board procedures, and interpretation of the design guidelines.</li></ul>  |
| ARB       | <ul style="list-style-type: none"><li>• The Residential Design Standards need to be updated in several areas:<ol style="list-style-type: none"><li>1) The landscape section's planting lists should be revised to include a more appropriate list of native tree and shrub species for residential use.</li><li>2) Verbiage should be included that promotes and regulates the use of various "green" technologies and methods such as solar panels and rain barrels.</li><li>3) Synthetic or dyed mulches (usually orange in color), and lava rock type mulches should not be allowed in Brandermill.</li><li>4) Pictures, sketches, and other graphic representations of architectural elements need to be added to the Residential Design Standards to depict the intended character.</li></ol></li></ul>   |
| Board/ARB | <ul style="list-style-type: none"><li>• A set of Commercial Design Standards needs to be written for Brandermill. This needs to be created so that the ARB has something to enforce and so that developer's design professionals have something to design by from the beginning. The guidelines need to have specific photographs, drawings, and examples of styles that establish whatever character is determined to be "Future Brandermill". The commercial areas of Brandermill have the potential to re-establish it's character and create a sense of place with their development (and redevelopment) that will carry over into the rest of the community. This design guidelines must be more than architectural guidelines, they need to address site planning, grading and hydrology, sustainability, landscape design, lighting, signage, and maintenance. Because of this, an interdisciplinary design team (landscape architects, planners, architects, engineers, etc.) or a design firm that has proven experience in drafting holistic design standards needs to develop the guidelines.</li></ul> |
| ARB       | <ul style="list-style-type: none"><li>• Commission an architect to create a renovation package of guidelines and incentives for green technology that homeowners and builders can use to build more sustainable homes.</li></ul>   |

# POLICY and IMPLEMENTATION

## COMMITTEE RECOMMENDATIONS: CHAPTER 6 - COMMUNITY CHARACTER

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### Communication and Services

#### Committee    Short-term Recommendations:

- |           |  |
|-----------|--|
| PCC       | <ul style="list-style-type: none"><li>• A new website design that includes online bill paying, a blog, webcasts, surveys, covenant enforcement, etc. should be created to streamline communication between residents and the BCA.</li></ul>  |
| PCC/NRC   | <ul style="list-style-type: none"><li>• Small neighborhood meetings (to include several neighborhoods each) with the BCA should be scheduled to discuss issues of particular interest to each neighborhood including programming of any new neighborhood pocket parks.</li></ul>   |
| PCC/Board | <ul style="list-style-type: none"><li>• Provide a leaf pick-up service for residents in the fall, and investigate costs of providing community trash and recycling pick-up.</li></ul>  |
| PCC       | <ul style="list-style-type: none"><li>• Organize commercial properties into a Merchant's Association that could offer incentives to Brandermill residents for supporting local businesses - "Buy Brandermill".</li></ul>   |
| PC/Board  | <ul style="list-style-type: none"><li>• Add a Goal 6 to the 5-Year Strategic Plan that states: Promote the community spirit of Brandermill residents by improving BCA communication, soliciting input from residents and providing programs and services that represent the plural interests of the community.</li></ul> |
| PCC       | <ul style="list-style-type: none"><li>• Provide products for sale such as Brandermill t-shirts and bumper stickers</li></ul>   |
| PCC       | <ul style="list-style-type: none"><li>• Establish community Wi-Fi and work to provide better cell phone coverage for residents.</li></ul>  |
| PCC       | <ul style="list-style-type: none"><li>• Organize new summer programs for kids.</li></ul>   |
| PCC       | <ul style="list-style-type: none"><li>• Create welcome packages or gift baskets for new residents of Brandermill.</li></ul>  |
| PCC       | <ul style="list-style-type: none"><li>• Plan monthly raffles with prizes such as reduced HOA fees, boat rental coupons, etc.</li></ul>   |
| PCC       | <ul style="list-style-type: none"><li>• Organize events such as an Arts and Crafts show/festival, block parties, and a community Christmas tree.</li></ul>   |
| PCC       | <ul style="list-style-type: none"><li>• Negotiate discounted prices on landscaping and maintenance for residents with certain companies.</li></ul>   |
| PCC       | <ul style="list-style-type: none"><li>• BCA Board and Committee volunteers could get reduced dues or other incentives to get involved.</li></ul>   |



# POLICY and IMPLEMENTATION

## EXECUTIVE SUMMARY - BOARD of DIRECTORS

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### Executive Summary - Board of Directors - Key Issues:

Specific line item recommendations for the Board of Directors are designated alongside those for committees in Chapter 7 and are listed separately on the following pages. However, there are some general recommendations and guidelines for the Board that should help determine where to focus their immediate energies and resources as the implementation program is being organized, the Brandermill Community Planner is hired and the committees get their assignments.

**Covenant Enforcement:** Since the very beginning of the Master Plan process it has been said consistently and repeatedly that problems with the enforcement of Brandermill's covenants is the community's greatest problem. One of Brandermill's greatest assets is its restrictive covenants, which were designed to protect the aesthetics of the community over time. It was clear in hearing from the residents, stakeholders, and staff, that the current covenant enforcement efforts are not sufficient for a community of Brandermill's size and age. Many recommendations for how to start improving the process exist in the master plan and the BCA's Five-Year Strategic Plan already contains initiatives created to improve covenant enforcement.

The main recommendation to the Board of Directors is to make this item a top priority for the community and do everything possible to improve current procedures and create new ones where appropriate. The Board should move forward with hiring additional staff to handle covenant enforcement violation processing and inspections. If the current staff can only get around to inspecting all the homes and businesses in Brandermill once a year, while also responding to complaints and violations, then there is a problem. There should be enough resources to inspect all neighborhoods and commercial developments in Brandermill several times a year, in addition to processing violations, responding to specific complaints, and coordinating Hearing Panel applications. Hiring more staff should directly result in less complaints. (See Chapter 6 for more information)

The Board should also immediately begin to research legal options for circumventing the restrictions of the VPOAA in regards to levying fines for covenant violations such as instituting a significant application fee for the Hearing Panel. The Board can also begin strategizing regarding the feasibility of lobbying to change the VPOAA to give HOA's more power to levy fines.

**Long-Range Facility Planning:** One of the biggest challenges that the Board of Directors is going to face in the near future is the renovation and replacement of the community's major recreation facilities, primarily its three swimming pools. These swimming pools were all built in the mid-to-late seventies or early eighties, and each have some major liability issues. They are nearing the end of their life cycles and plans must be made accordingly. Hiring an independent aquatics company to perform a detailed life cycle analysis of all pool facilities is something that the Board could undertake immediately. This will put realistic time frames on the need for renovation and replacement and more importantly, it will identify liability issues that can be fixed prior to the start of the 2009 swimming season. Commissioning Master Plan's for each of the pool facilities needs to be completed relatively quickly to ensure that the projects can be phased and budgeted for appropriately, even if construction might not start for several years or more.

**Improve Resident Quality of Life:** There are many ideas for new programs and services for the residents and commercial owners of Brandermill in the Master Plan that will be addressed by committees over time. However, one of the most adamant and consistent comments voiced at meetings and workshops was the desire to have community leaf and trash pickup programs. Most residents stressed that this service would be something they would happily see their HOA fees increase to provide. It is recommended that the Board find a way to make one or both of these services a reality in the fall of 2009.

**Improve Real Estate Value:** As was discussed in the master plan presentations and in the master plan document, one of the main visual indicators of a community in decline is a poorly maintained and inconsistent streetscape. This primarily includes landscaping, lighting, signage, mailboxes, and residential driveway entrances. In Brandermill most problems in this area should be regulated through the covenant enforcement process. However, there are additional ways that the Board could be more proactive in improving the streetscape which could be started immediately. One example is a scheduled program for maintenance of the traffic signs, street signs and light standards. Many of the signs need to be powerwashed clean of dirt and mildew. Many sign posts and light posts need to be straightened and light bulbs replaced. The Board could consider providing neighborhood mailbox banks or structures to eliminate all the individual mailbox posts that always seem to be crooked or in need of paint or repair. Maintenance staff could also start maintaining the mailboxes for homeowners since they are in the right-of-way and not on private property. In areas along the road right-of-ways and entrances where grass refuses to grow due to lack of sunlight or irrigation, mulch should be added to make these areas look neater until the larger problems are addressed.

Larger scale landscape entrance improvements and new signage (primarily wayfinding) should also be implemented as one of the first Master Plan projects. The Board should commission a landscape architecture firm that understands the landscape design character described in Chapter 6 of the Master Plan. It is very important that these installations portray the future look of Brandermill. As new landscape design standards have not yet been written for other firms to base their design work on, this would best be accomplished by hiring designforum to create the landscape plans or at the least have them participate as a consultant and review and approve the plans. The intention would be to implement new landscape projects (that fall within the already designated 2009 budget) in the Fall of 2009.

**Universal Pool Access:** Perhaps one of the Board's most critical issues of the Master Plan process is that of Universal Pool Access implementation for the community. It is recommended that the Board begin the process to implement Universal Pool Access. The vast majority of new communities in the area are following a model of universal access for their community pools. For Brandermill to be competitive with these communities they must organize their amenity package in a more current manner, one that homebuyers are expecting to find and can understand and compare. Many of these communities also have much higher HOA fees than what Brandermill's is estimated to become with Universal Pool Access. Historically the entire community of Brandermill paid for the acquisition of the swimming pools and continue to pay for the annual reserve funding requirements. It seems that the Universal Pool Access would provide value to individual property owners as well as to the community in general. (See Chapter 3 for more information).

# POLICY and IMPLEMENTATION

## EXECUTIVE SUMMARY - BOARD of DIRECTORS

**Commercial Opportunities and Adjacent Properties:** The Master Plan focuses an entire chapter regarding economic development and commercial opportunities that should be investigated by the BCA, as well as new policies that could be adopted. Therefore, the Board needs to focus on the bigger picture of development surrounding Brandermill. They should be bold in considering opportunities for acquiring properties such as the Brandermill Inn and for being an advocate of, or perhaps a participant in the development of properties such as Market Square, the Cheatham parcel or others. Property covenants provide Brandermill with some power over the development of these properties but if a valid investment opportunity exist in the development of these properties, the Board should investigate them fully and proceed if deemed appropriate. The Board must continue to keep themselves aware of all proposed development plans for lands surrounding Brandermill and have formulated their own opinions and stance to be expressed to represent the community's interests concerning any plans for neighboring properties.

**Residential and Commercial Design Standards:** The Board should to consult the right design professional (see description further down page) to create a set of Commercial Design Standards and to revise the Residential Design Standards. This needs to be done as soon as possible so that the ARB has some control over Brandermill's commercial development and redevelopment projects.

### Recommendations:

Below are all of the recommendations from Chapter 7 that are either directed to the Board or in conjunction with a committee:

- FC/Board • Implement Universal Pool Access for Brandermill residents. Use the intended broad appeal of the new pool design goals to increase interest in pool facilities and create support for UPA.
- FC/Board • Commission an aquatic consultant to prepare a Life Cycle Analysis and Facility Audit of all pool facilities in Brandermill. This will put realistic time frames on the need for renovation and replacement and more importantly, it will identify liability issues that can be fixed prior to the start of the 2009 swimming season.
- PC/Board • Maintain an active voice in the Chesterfield County Comprehensive Plan process. Ensure that Brandermill's best economic interest is known and observed by decision makers throughout any and all public workshops or meetings. Allow the Brandermill Master Plan (this document) to serve as the foundation for included items of the Comprehensive Plan.
- PC/Board • As witnessed over the last 35 years, what occurs along the perimeter of Brandermill has an effect on the interior of Brandermill. It is important for the community to become, and stay engaged with the surrounding happenings. In some cases, there will even be the need for Brandermill to make firm observations and tough decisions for the direction and implications of growth. Brandermill citizens must remain diligent and review all cases as pertaining to the best interest of Brandermill.
- PCC/Board • Foster and maintain strong relationships with commercial property owners. Establish clear lines of communication; understanding the perspective of all parties will provide greater opportunities to achieve goals.
- ARB/Board • A set of Commercial Design Standards should be written for Brandermill. This should be created so that the ARB has something to enforce and so that developer's design professionals have something to design by from the beginning. The guidelines need to have specific photographs, drawings, and examples of styles that establish whatever character is determined to be "Future Brandermill". The commercial areas of Brandermill have the potential to re-establish it's character and create a sense of place with their development (and redevelopment) that will carry over into the rest of the community. This design guidelines need to be more than architectural guidelines, they need to address site planning, setbacks, build-to limits, height, grading and hydrology, sustainability, landscape design, lighting, signage, and maintenance. Because of this fact, an interdisciplinary design team (landscape architects, planners, architects, engineers, etc.) needs to develop the guidelines or a design firm that has proven experience in drafting holistic design standards, not architectural guidelines.
- PC/Board • Brandermill's challenge lies in the improvements of commercial properties that are owned and operated by other parties. The community must work with these parties to reveal the maximum potential of the properties. No finite plan of action can be determine, rather a policy of collaboration and the ideal that all parties are seeking the best for Brandermill.
- PC/Board • Continue to lobby the VDOT to maintain and repair neighborhood streets in Brandermill based on the recently completed road inventory.
- CCC/Board • Commission a design firm to create a strategic phased planting plan for Brandermill's parkways and common areas. This plan would address the need for landscape improvements at entrances, along roadsides, and screening where needed.
- CCC/Board • Hire more staff to work on covenant enforcement.
- CCC/Board • The current staff must be trained on how to properly interact with residents while performing inspections and throughout the covenant enforcement process.

# POLICY and IMPLEMENTATION

## EXECUTIVE SUMMARY - BOARD OF DIRECTORS

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- Staff/Board • The BCA Board should better understand the daily processes and time involved in covenant enforcement procedures to ensure they are pursuing all options for streamlining the process and hiring appropriate staff.
- Staff/Board • The BCA Board needs to continue to investigate all recommendations and options for making violation processing quicker and more efficient as allowed by law.
- Staff/Board • Investigate requiring an “application fee” of \$1000 to appear before Hearing Panel for covenant violations that are not addressed. Other communities have done this to legally circumvent the limitations on fines set forth in the VPOAA.
- CCC/Staff • Regularly inspect light standards at all facilities to straighten poles and replace light bulbs as needed.
- CCC/Staff • Regularly clean/powerwash existing street signs and straighten posts.
- CCC/Board • Commission an outside consultant to evaluate current maintenance staff, procedures, and schedule. Make internal improvements or investigate cost/benefits to outsource community landscape maintenance to a commercial landscape maintenance company.
- CCC/Board • Commission a design consultant to design a new style of signage for Brandermill to include community entrances, neighborhood entrances, facility entrances, directional signage, wayfinding and trail signage, and interpretive signage, to be approved by the Brandermill ARB.
- Board/ARB • A licensed architect and a licensed landscape architect should be permanent positions on the ARB. These professionals do not have to be residents of Brandermill and should be compensated for their time at an hourly rate. The BCA needs to budget for this additional cost. The quality of professionals on the ARB is vital to the aesthetic of Brandermill.
- Board/ARB • ARB members need to be given training that covers legal issues, scope of review, conflicts of interest, board procedures, and interpretation of the design guidelines.
- PC/Board • Add a Goal 6 to the 5-Year Strategic Plan that states: Promote the community spirit of Brandermill residents by improving BCA communication, soliciting input from residents and providing programs and services that represent the plural interests of the community.
- PCC/Board • Provide leaf pick-up service for residents in the fall and investigate costs of providing community trash and recycling pick-up.

# POLICY and IMPLEMENTATION

## FUNDING ALTERNATIVES

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### **Funding Alternatives:**

A variety of funding and development alternatives are available to Brandermill to fund implementation of various items from the Master Plan. The ultimate decision on how to fund any proposed project lies with the Board of Directors. The Implementation Plan is designed to allow Brandermill's committees investigate funding options on their own prior to bringing an Action Plan to the Finance Committee and Board of Directors.

It is recommended that the Board prioritize initiatives that bring the greatest return on investment in the near future (1-5 years). This means that they should focus on the implementation of projects that aren't necessarily the most expensive, but that would have the greatest positive benefit to the community. For example, providing leaf pickup services to the residents in the Fall may not be very expensive, but (as was made clear by them in workshops), it would make the residents very happy and in some cases save them money each year. Many recommendations in the Master Plan for items like additional trails and landscaping are already budgeted for yearly by the Board, so they would not generate substantial new cost. Larger projects (which are long overdue) such as significant improvements to community facilities, parks and swimming pools will be expensive and funding them will have to be given serious study.

The Board of Directors has a responsibility to act on Master Plan recommendations that will increase property value to help keep Brandermill a competitive community. The Master Plan has a lot of options and recommendations built into the Master Plan Implementation Program will allow for the Board to start slowly (yet immediately) to make worthwhile improvements without necessarily incurring significant costs, while at the same time giving them the information they need to budget for future projects.

### **Grants**

Grants may be available to fund some of the Master Plan recommendations. There are numerous local, state, and federal government agencies and private foundations that provide grant money for community projects. Projects from the Master Plan that are either environmentally focused, educational, art-based, or transit oriented stand a good chance of meeting the requirements for these grants. Brandermill's Community Planner and their administrative support staff should have experience in grant writing and act as the point person for investigating potential grant options for Master Plan recommendations.

### **Partnerships**

Investigating potential partners for development is a way to share cost and resources. Whether it's partnering with the Brandermill Country Club, Brandermill Woods, Chesterfield County, or commercial entities, there is definite value in joint venturing. It can be particularly valuable with some of the larger capital improvement projects that are anticipated in the future. Increasing the number of groups with a vested interest in a community resource as users and beneficiaries can help to potentially decrease individual funding burdens. The Master Plan calls for Adopt-A-Park and Adopt-A-Trail programs in partnership with homeowners, commercial entities, and community groups. These programs have the potential to significantly decrease maintenance costs for BCA facilities.

### **Capitalization Fee**

Recently the BCA began collecting a capitalization fee on every residence sold at a rate of \$150 per transaction. These funds have not been spent to date and the account balance is approximately \$23,000. Many communities collect a similar fee to support capital improvement projects but generally the amount collected is equal to one years HOA fees from the community. Brandermill could investigate increasing this fee to at least reflect its current HOA fees of \$407.

### **Capital Improvement Fund**

The BCA currently has a line item in their budget for a Capital Improvement Fund with a balance of \$93,000. These funds should be used for Master Plan implementation projects. The yearly amount contributed to this fund needs to be reviewed to make sure it is appropriate for anticipated capital improvements.

### **Alternative Funding Sources**

- 1) **Reserve Funds** - Brandermill could tap into its reserve funds for appropriate projects if needed.
- 2) **Special Assessment** - Brandermill could collect special assessments from property owners to pay for major capital improvements.
- 3) **HOA fees** - HOA fees could be increased to support the costs of master plan implementation items. The current yearly fee of \$407 is relatively low when compared to other communities although the majority of those compared included pool memberships in their HOA fees. Below are some for reference:

Lake Chesdin – HOA \$1340 per year, includes trash and pools  
Hampton Park – HOA \$810 per year includes pools  
Woodlake – HOA \$440 per year, \$120/month extra for pools  
Windsor Park – HOA \$925 per year includes pools

- 4) **Borrowing** - Brandermill could borrow money to fund implementation of Master Plan projects.
- 5) **Issue Bonds** - Brandermill could investigate the sale of bonds to fund capital improvements. Financing through bond issues is usually considered a governmental or business fund-raising technique. In certain instances, however, a small, private bond issue offered only to residents can be a practical way for cooperatives, condominiums and homeowner associations to raise money for capital improvements.
- 6) **Budget Review** - The Brandermill Board of Directors can reallocate funds from current budget line items to fund implementation of Master Plan projects at their discretion after reviewing and analyzing the budget.





# Conclusion

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# CONCLUSION

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## CONCLUSION SUMMARY

### Conclusion Summary:

For more than 35 years, Brandermill has provided its residents a resort-like atmosphere in the form of a mixed use, master planned community. In that time, the world class amenities have aged, the diverse housing stock has weathered, and real estate values have begun to suffer. These are issues that every community or town faces in its life cycle. However, Brandermill is more than a collection of houses, a park on the lake, a shopping center, or a wooded parkway. Brandermill is the people who live, work, and raise their families there. It is more than a master planned community, it is a culture and way of life, that is unique in its own right.

In this plan, the voice of the people is evident. The people participated in every step of the master plan process, with the design team simply facilitating the process. The people supplied the knowledge, experience, and creativity to envision their community in the future. This master plan document is an expression of the values and vision of the community formulated by the community. The solutions and improvements offered here are the result of the citizens being active and willing to set their own course for the future of Brandermill.

The original master plan was designed with tremendous care and for that reason, Brandermill is still a desirable place to live, work, and learn. The features of the plan have yielded a scenic landscape where people can live in harmony with nature. The natural setting on the reservoir attracted many to Brandermill, while others found value in convenient access to shopping, work, and recreation; all features that are improved or enhanced in this master plan. The core values of the original master plan are not alienated or left behind, they are simply expanded upon to re-establish the high quality of life that popularized Brandermill over 35 years ago.

The new master plan promotes balancing human needs and natural resources, the restoration of the community facilities to world class status, enhancing mobility options, reclaiming vitality in commercial centers, and improving community character to engender spirit and action. It also provides a new foundation for policy to reinforce and implement the master plan.

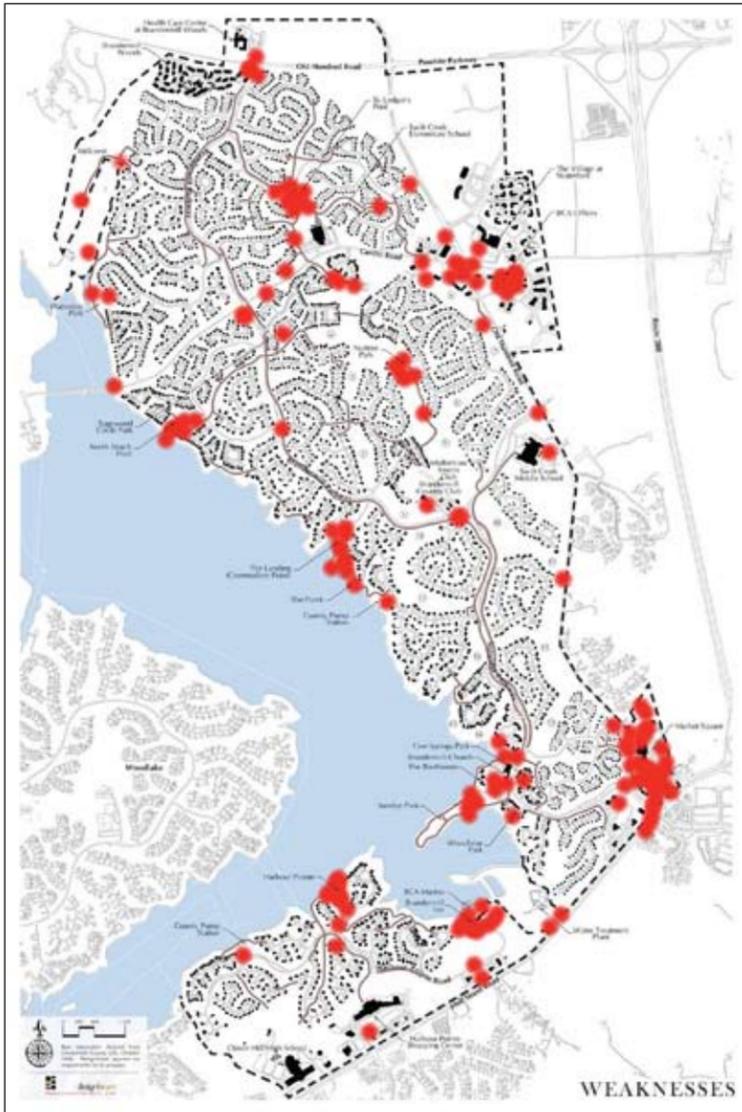
Perhaps the most important piece of information in the master plan is the implementation strategy. This master plan is a resource, a guide for the people of Brandermill to take to action. This plan is comprehensive and thorough, general and specific, but it is not a manual and it is not a design. It will not build new pools and buildings, nor will it pick up leaves. This plan will serve the people if it is used as intended, thus a great deal of detailed thought and creativity went into crafting a unique plan for implementation calling on the people to create action items and priorities for execution in measurable terms. The people are now armed with a master plan that sets a path for the modernization of their award winning community. With diligent pursuit of excellence, Brandermill will restore the character and principles that made it a community of choice, and restore its award winning status.

# CONCLUSION

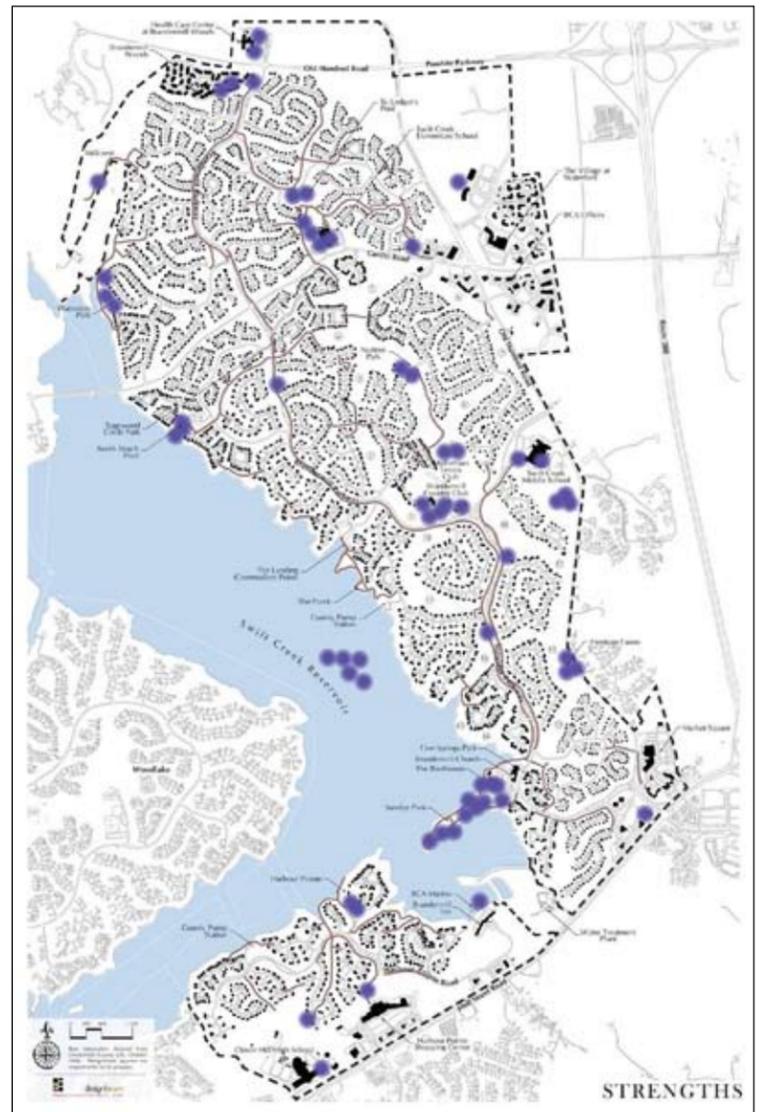
## HOW WE GOT HERE

### Conclusion - How We Got Here:

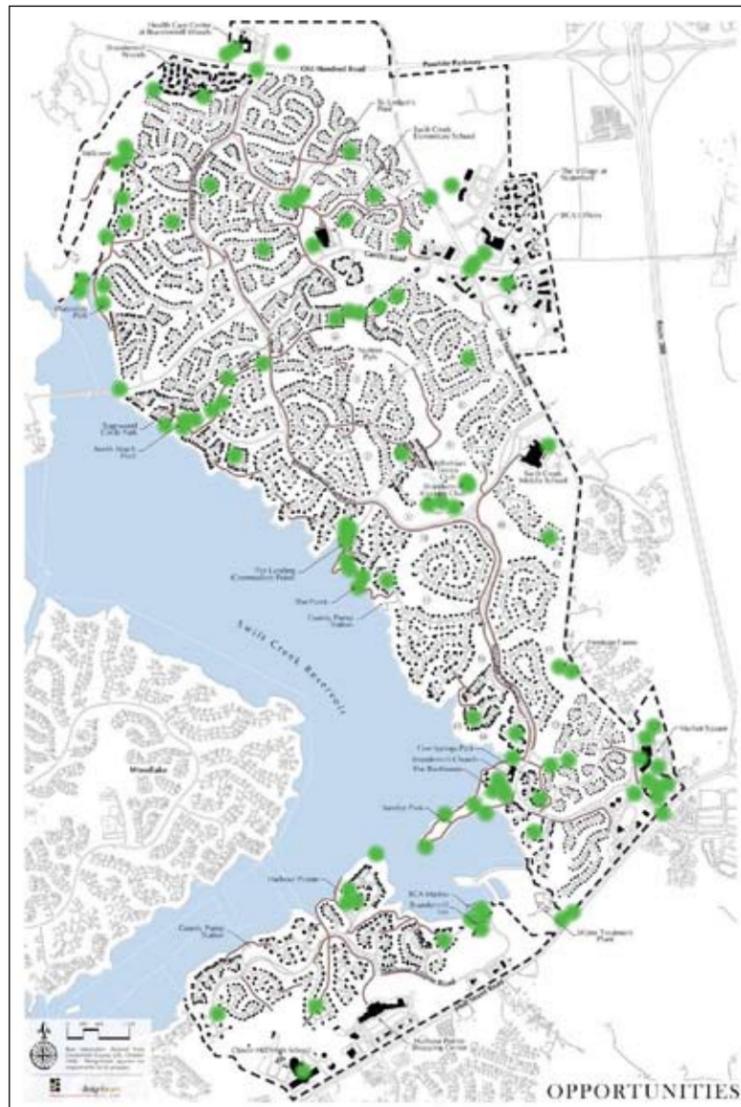
The following maps are a compilation of the process the community followed to get to a comprehensive Master Plan. The community made comments on Brandermill and made suggestions for its future. These maps outline the community's vision and set forth the values that guided the development of the Master Plan.



weaknesses map from community input



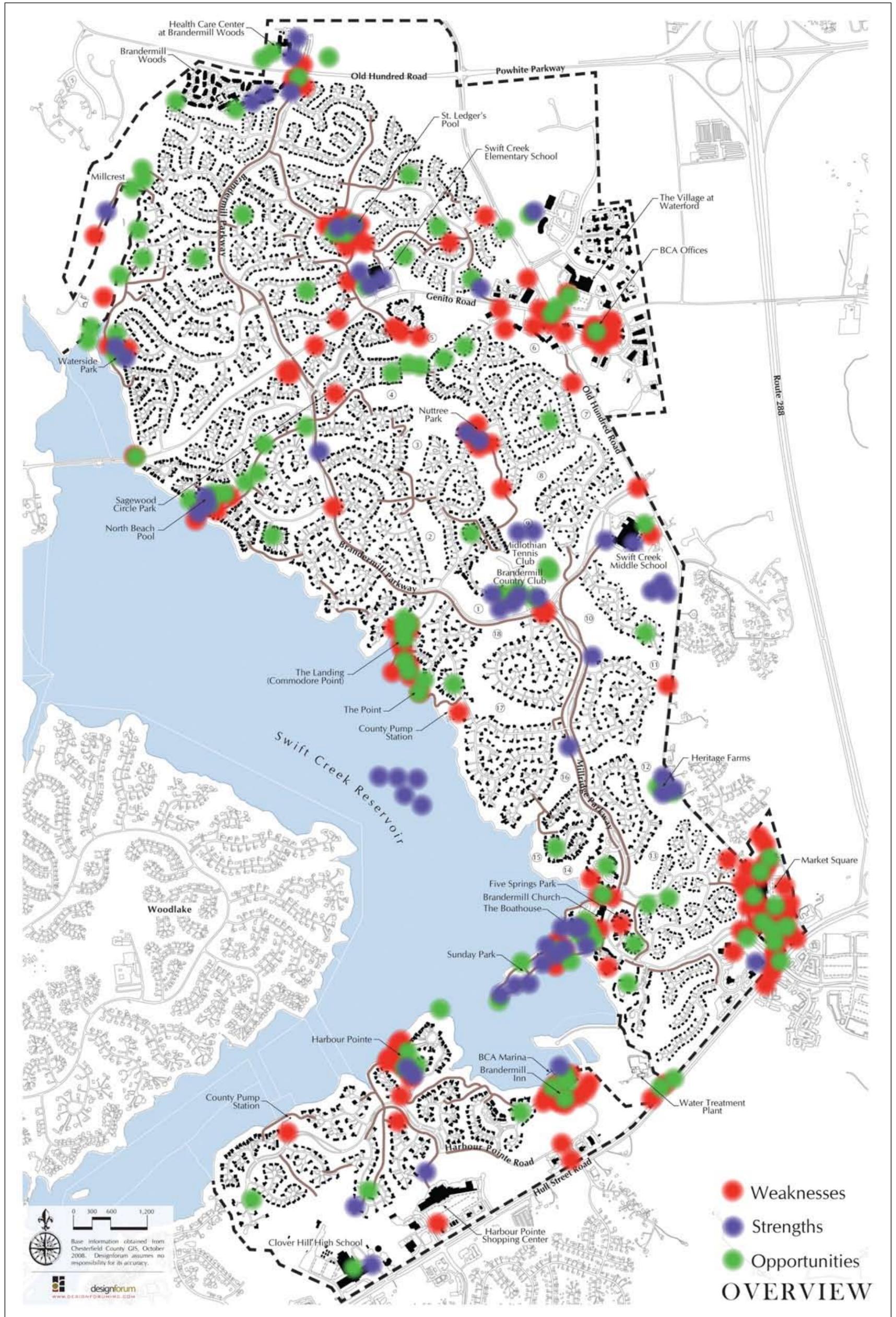
strengths map from community input



opportunities map from community input

# CONCLUSION

## HOW WE GOT HERE



overview map from community input

# CONCLUSION

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## THE BRANDERMILL MASTER PLAN REFERENCE MAP

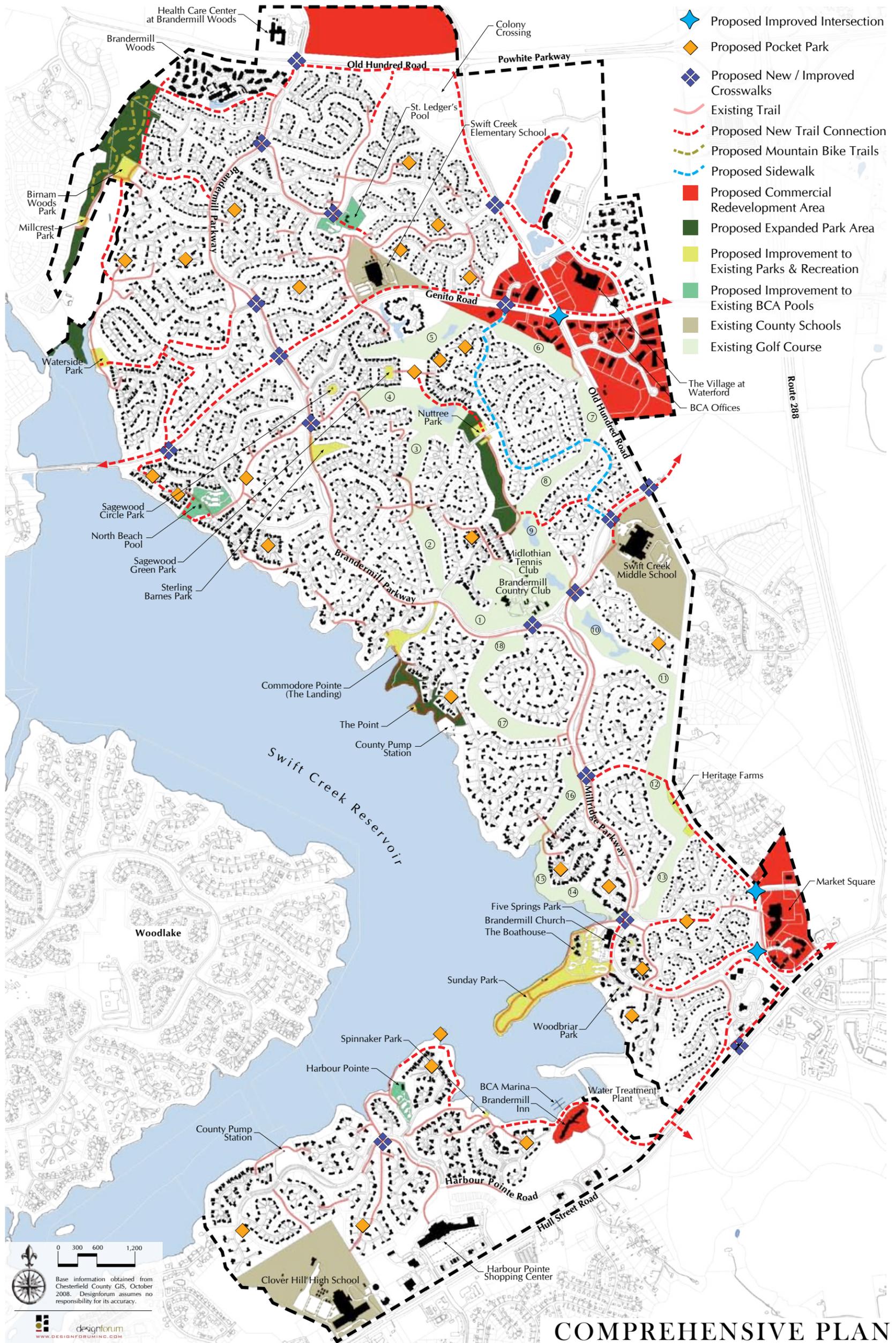
### **Conclusion - The Brandermill Master Plan Reference Map:**

The Brandermill Master Plan Reference Map (on the adjacent page) is the symbolic record of the master plan outlined in this document. It visually itemizes the community's input and professional analysis in one complete map. While the map does not specifically outline every detailed improvement, it does illustrate general areas of focus and future study in a composite diagram. The uses of the map will be wide ranging and it will be important as a reference tool for future discussion. This map will equip citizens with a visual reference that will lead consultation with Chesterfield County representatives, community leaders outside of Brandermill, and potential developers who wish to engage in nearby development. In this sense, the map is primarily a reference tool for the Brandermill Board of Directors, the citizens, and the BCA staff to stand behind and speak from when discussions occur with interest groups outside of Brandermill.

It is critical that the leadership and citizens of Brandermill engage in the Chesterfield County Comprehensive Plan process. This reference map should guide the discussion and position of the community within Chesterfield County's Comprehensive plan.

# CONCLUSION

## THE BRANDERMILL MASTER PLAN REFERENCE MAP



## COMPREHENSIVE PLAN



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