

Chapter 16.

Goal, Objective, and Strategy Statements



YOUR CITY. YOUR PLAN.



Chapter 16 Goal, Objective, and Strategy Statements (Compiled)

Readers are encouraged to review Chapter 2, Vision and Goals, for an explanation of the purpose of Goals, Objective, and Strategy statements.

CHAPTER 3 – IMPLEMENTATION

Goal 1. To keep the Comprehensive Plan vital and useful.

Objective 1.1 To regularly review the Comprehensive Plan’s recommendations and the progress towards meeting them.

Strategy 1.1.1 To prepare and implement a schedule for regular plan updates.

Objective 1.2 To continue publicizing the process whereby community members may propose amendments to the Comprehensive Plan between five-year plan review efforts.

Strategy 1.2.1 To continue providing a description of the Plan amendment proposal process and to post application materials on the city website.

Objective 1.3 To use the Comprehensive Plan as a guide for City of Harrisonburg and community actions.

Strategy 1.3.1 To continue using the Comprehensive Plan as a guide for land use and zoning decisions, capital improvement planning, budgeting and other City actions to address the conformance of rezonings, special use permits, the Capital Improvement Program (CIP), and public facilities improvements with the Comprehensive Plan in staff reports.

Strategy 1.3.2 To seek and encourage partnerships to implement strategies and plan objectives. Partners might include the City, other local, state, and federal agencies, local businesses, the development community, faith-based and community organizations, and individuals.

CHAPTER 5 – COMMUNITY ENGAGEMENT AND COLLABORATION

Goal 2. To coordinate and collaborate with surrounding jurisdictions, institutions of higher education, faith-based organizations, non-profit organizations, and other community organizations to meet the goals of the Comprehensive Plan.

Objective 2.1 To explore ways that the City of Harrisonburg and Rockingham County might increase collaboration in the provision of public facilities and services and in other public endeavors.

Strategy 2.1.1 To have formal processes under which the City and County discusses and implements coordinated or shared programs in areas such as affordable housing, land use planning, growth and development, transportation, emergency communications systems, parks and recreation, greenways, tourism promotion, stormwater management, environmental protection, healthcare, education, workforce development, and others.

Objective 2.2 To coordinate and collaborate with James Madison University, Eastern Mennonite University, Bridgewater College, Blue Ridge Community College, Massanutten Technical Center, Rockingham Academy, and other educational institutions in areas of concern. See Chapter 14, Economic Development and Tourism for related Strategy 16.6.8.

Objective 2.3 To coordinate and collaborate with Sentara RMH Medical Center the Central Shenandoah Health District, Harrisonburg Community Health Clinic, the Free Clinic, the Healthy Community Council, and others in responding to community health needs and concerns.

Goal 3. To reach out to and to engage all segments of the population, as well as, businesses, and industries to work collaboratively in planning, developing, and promoting the City as a great place to live and work.

Objective 3.1 To increase resident involvement in City affairs to promote civic pride and participation.

Strategy 3.1.1 To continue developing and implementing civic pride events, such as clean up days, bike and walk to work/school days, and others.

Strategy 3.1.2 To continue supporting Harrisonburg Downtown Renaissance (HDR) events and other programming that celebrates Harrisonburg's local culture.

Strategy 3.1.3 To establish procedures for including residents in planning and plan implementation and to consider creating a City Council appointed advisory committee for community engagement.

Strategy 3.1.4 To undertake initiatives that promote the accessibility of services to all residents taking into account the multilingual needs of the community and exploring common barriers to access for City and community services.

Strategy 3.1.5 To maintain the City's membership as a Welcoming America City and to participate as an active stakeholder in the Welcoming Harrisonburg Council.

CHAPTER 6 – LAND USE AND DEVELOPMENT QUALITY

Goal 4. To improve the quality of land use and development patterns.

Objective 4.1 To create positive images of the City through landscaping and design improvements at the City's gateways, along major travel corridors, in residential neighborhoods, and in commercial and industrial areas.

Strategy 4.1.1 To work with community members to identify design elements that define the character of the City, as well as, characters of different areas of the City, and then to identify strategies to improve design. Administration of a community character or visual preference survey would help in this effort.

Strategy 4.1.2 To incorporate appropriate elements of design as requirements into the City's Zoning Ordinance, while leaving other elements as discretionary guidelines or incorporating into other City plans. Design requirements or guidelines may address elements such as landscaping, preservation of green space, preservation of historic resources, placement of buildings and parking lots, building bulk and height, how buildings address the street, signage, and lighting. See Chapter 15, Revitalization's Goal 18 for related objectives and strategies.

Strategy 4.1.3 To develop design guidelines or requirements to improve the design quality of all residential development. Such provisions may address building setback and orientation standards that enhance social interaction; street system design that promotes connectivity and provides for traffic calming measures to reduce speeding and improve safety; requirements for sidewalks and shared use paths that facilitate and encourage walking and bicycling; streetscape planting requirements; standards for placement of parking areas and garages so as to avoid streetscapes dominated by parking lots and garage doors; and the size, quality, design, character, and facilities within preserved open spaces. See Chapter 15, Revitalization's Goal 18 for related objectives and strategies.

Strategy 4.1.4 To create corridor plans and consider corridor overlay districts to address issues such as land use and design quality; streetscape improvements; vehicle, pedestrian, and bicycle circulation; access management; development, redevelopment, and reuse opportunities; conservation of special features; improving utilities and public facilities; and signage. See Chapter 12, Transportation's Goal 13 for related objectives and strategies.

- Strategy 4.1.5 To encourage or provide incentives for new development and redevelopment to preserve existing trees and vegetative areas and/or to add new trees and plantings. See Chapter 10, Environmental Stewardship and Sustainability's Goal 11 for related objectives and strategies.
- Strategy 4.1.6 To require or provide incentives for open space or "cluster" development to preserve green space within new residential subdivisions.
- Objective 4.2 To encourage areas with a mix of uses (residential and nonresidential) and areas with different housing types and lot sizes in locations identified in the Land Use Guide. See Chapter 7, Neighborhoods and Housing's Goals 5 and 6 for related objectives and strategies.
 - Strategy 4.2.1 To promote the development of mixed residential and mixed use areas as recommended in the Land Use Guide.
 - Strategy 4.2.2 To develop a zoning approach to provide incentives for the development of residential neighborhoods with a mix of housing types and lot sizes as identified in the Land Use Guide. Amendments to the Zoning Ordinance could encourage innovative residential building types and allow creative subdivision design solutions that promote neighborhood cohesiveness, walkability, connected street grids, community green spaces, and protection of historic and environmental resources.
 - Strategy 4.2.3 To develop a zoning approach and street design standards to require and/or provide incentives for traditional neighborhood development (TND) as described in the Comprehensive Plan.
 - Strategy 4.2.4 To collaborate with property owners to proactively rezone properties to zoning districts that would allow for and encourage the types of uses as indicated by the Land Use Guide. Repeated in in Chapter 7, Neighborhoods and Housing as Strategy 5.2.3.
- Objective 4.3 To adapt to new trends and demands while ensuring that new development and redevelopment of residential, commercial, and industrial properties will be compatible with adjacent existing uses and with planned land uses of surrounding parcels. See Chapter 7, Neighborhoods and Housing's Goals 5 and 6 for related objectives and strategies.
 - Strategy 4.3.1 To revise the Zoning Ordinance to require landscape buffers, screening, or alternative architectural solutions to provide transitions between potentially incompatible land uses.
 - Strategy 4.3.2 To continue to consider the need for additional sites for businesses to locate when evaluating land use policies, while also considering

different types of businesses and their compatibility with surrounding land uses.

Strategy 4.3.3 To review and amend the Zoning Ordinance to permit small lot and innovative forms of single-family detached and duplex residential development as appropriate. Repeated in Chapter 7, Neighborhoods and Housing as Strategy 5.2.2.

Strategy 4.3.4 To research and draft updated zoning regulations for the repair and storage of vehicles, recreation equipment, trailers, over the road tractors, their trailers, heavy equipment, manufactured homes, industrialized buildings, or agricultural equipment so that such uses meet the aesthetic and land use quality standards desired by the community and to ensure they are compatible with surrounding land uses.

Objective 4.4 To provide off-street parking to adequately meet demand and provide access to key destinations, businesses, and services, without creating oversupply that increases costs for development, and impacts the community character, natural environment, and economic vitality.

Strategy 4.4.1 To study and amend, as appropriate, off-street vehicular parking regulations in the Zoning Ordinance. Maximum parking limits could be explored as a potential option.

Strategy 4.4.2 To expand opportunities for reductions in parking requirements for development projects designed to take advantage of public transit and for mixed use developments where shared parking is feasible. Repeated in Chapter 12, Transportation as Strategy 13.2.17.

Strategy 4.4.3 To continue to require development and redevelopment to install bicycle parking.

Objective 4.5 To increase the knowledge of City staff, elected officials, and community members regarding good land use practices, affordable housing practices, fair housing policies, and how they can be applied in the City.

Strategy 4.6.1 To participate in or host workshops, such as those available through the Virginia Cooperative Extension's Land Use Education Program, the Virginia Chapter of the American Planning Association, and Smart Growth America.

CHAPTER 7 – NEIGHBORHOODS AND HOUSING

Goal 5. To strengthen existing neighborhoods and promote the development of new neighborhoods that are quiet, safe, beautiful, walkable, enhance social interaction, and offer a balanced range

of housing choices. See Chapter 6, Land Use and Development Quality's Goal 4 and Chapter 15, Revitalization's Goal 18 for related objectives and strategies.

Objective 5.1 To work with the community to identify neighborhood strengths, weaknesses and needs and to develop plans of action for neighborhood improvement.

Strategy 5.1.1 To identify neighborhoods in need of community-based neighborhood/small area plans, prepare plans in collaboration with property owners, residents, and business owners, and to implement recommendations. Repeated in Chapter 15, Revitalization as Strategy 18.4.1

Strategy 5.1.2 To incorporate other City plans and partner agency plans relating to transportation, parks and recreation, fair housing, and plans to end homelessness into the planning process for neighborhoods.

Strategy 5.1.3 To assist neighborhoods in setting up appropriate neighborhood representative organizations to assist the City and other partners in implementing neighborhood plans. See Chapter 15, Revitalization's Objective 18.4 for related strategies.

Strategy 5.1.4 To enforce residential occupancy as limited by the Zoning Ordinance.

Objective 5.2 To develop approaches to increase the percentage of single-family detached and duplex housing units.

Strategy 5.2.1 To review and amend the Zoning Ordinance to increase opportunities for single-family detached and duplex residential development that are affordable to households in a range of incomes.

Strategy 5.2.2 To review and amend the Zoning Ordinance to permit small lot and innovative forms of single-family detached and duplex residential development as appropriate. Repeated in Chapter 6, Land Use and Development Quality as Strategy 4.3.3.

Strategy 5.2.3 To collaborate with property owners to proactively rezone properties to zoning districts that would allow for and encourage the types of uses as indicated by the Land Use Guide. Repeated in Chapter 7, Neighborhoods and Housing as Strategy 4.2.4.

Objective 5.3 To continue working with property owners and developers to mitigate any negative impacts from rezonings and public investment decisions on neighborhoods and the City.

Strategy 5.3.1 To require property owners and developers applying for rezonings and special use permits to prepare and submit impact analyses that address issues such as: projected increase in population and demand for school facilities and other public facilities; impacts on vehicular, pedestrian, and bicycle traffic and circulation; water and sewer service needs;

stormwater runoff impacts; visual impacts; impacts to historic and environmental resources, etc. The analyses should propose measures to mitigate impacts.

Strategy 5.3.2 To impose road impact fees to generate revenue to fund or recover the costs of road improvements benefiting new residential and non-residential development, while also considering how fees might increase housing costs and effect affordable housing options. See Chapter 10, Environmental Stewardship and Sustainability for related Strategy 11.4.7.

Goal 6. To meet the current and future needs of residents for affordable housing.

Objective 6.1 To promote affordable housing options, including affordable rental properties and affordable homes for ownership.

Strategy 6.1.1 To implement Fair Housing Goals and Priorities as recommended and prioritized in the Assessment of Fair Housing, which includes expanding housing choice and access to opportunity; increasing home ownership among low-income households and members of protected classes; improving the utility of public transit for low-income and disabled persons; strengthening anti-discrimination, investigation, enforcement, and operations; and increasing the level of housing knowledge and understanding among housing developers, real estate professionals, elected officials, and the general public.

Strategy 6.1.2 To work with the Harrisonburg Redevelopment and Housing Authority (HRHA) and other agencies and organizations to study and define housing affordability at the full range of income levels in the City and the region.

Strategy 6.1.3 To partner with HRHA and other community housing providers (serving the elderly, disabled, homeless, low-moderate income families, victims of violence, and others) to address community housing needs throughout the region.

Strategy 6.1.4 To increase the knowledge of City staff, elected officials, and community members on affordable housing policies by partnering with community organizations and agencies to host workshops and create other educational opportunities.

Strategy 6.1.5 To encourage the development and construction of a variety of housing types provided at a range of densities, types (single-family detached, duplex, townhome, and multi-family), and costs.

Objective 6.2 To promote home ownership to increase the proportion of owner-occupied units in the City.

Strategy 6.2.1 To support expansion of the Family Self-Sufficiency and Lease to Homeownership programs of HRHA and other homeownership programs.

Strategy 6.2.2 To work with private developers, non-profit community housing providers, and rental housing providers to offer home-ownership opportunities for first-time low-moderate income homeowners (e.g. through the U.S. Department of Housing and Urban Development's HOME Investment Partnerships Program, Virginia Housing Development Authority's First Time Homebuyers, and other available housing programs).

Objective 6.3 To support programs that prevent and address homelessness in the City.

Strategy 6.3.1 To support the implementation of the City of Harrisonburg and Rockingham County Ten Year Plan to End Homelessness, as part of the goal to end chronic homelessness and help to move families and individuals into permanent housing.

Strategy 6.3.2 To support the Western Virginia Continuum of Care's implementation of strategies to prevent homelessness in the region.

CHAPTER 8 – EDUCATION, WORKFORCE DEVELOPMENT, AND LIFELONG LEARNING

Goal 7. To provide a wide, accessible, and equitably distributed range of educational opportunities for all.

Objective 7.1 To adopt a holistic approach to education that considers the academic, social, emotional, intellectual, and physical needs of individual children.

Strategy 7.1.1 To engage families, caregivers, schools, and support networks in the success of each child in the community.

Strategy 7.1.2 To support quality and affordable public and privately-run child care and education for children under 5 years old.

Objective 7.2 To carefully plan the location of new and updated Harrisonburg City Public School facilities to enhance, connect to, and be part of the surrounding community.

Strategy 7.2.1 To use enrollment trends and projections to ensure quality educational facilities.

Strategy 7.2.2 To design new schools to fit into surrounding neighborhoods or in areas designated for future residential development. Consideration should be given to making schools accessible by pedestrians and bicyclists, well-

landscaped, with lighting not to intrude into the surrounding neighborhood, and to not be dominated by parking lots.

Objective 7.3 To provide support for educational programs for workforce development, apprenticeship, training and retraining to meet the demands of business and industry, as well as, improving the skills of individual community members. See Chapter 14, Economic Development and Tourism's Objective 16.3 for related strategies.

Strategy 7.3.1 To promote the awareness of programs offered by and information available from organizations such as the Shenandoah Valley Workforce Development Board (SVWDB) and its Valley Workforce Center, the Small Business Development Center, and Massanutten Technical Center.

Strategy 7.3.2 To support close communication between the Harrisonburg Department of Economic Development, institutions of higher learning, and existing and prospective businesses regarding educational needs of the current and future workforce.

Strategy 7.3.3 To support programs that promote English language and literacy skills of community members to be self-sufficient and to participate in civic affairs, education, and the workforce.

Objective 7.4 To support early childhood education and life-long learning through schools, libraries, continuing and higher education programs, non-profit and for-profit community-based education programs, and recreation programs for people of all ages.

Strategy 7.4.1 To encourage the design of public schools and community centers so that they may be utilized for multiple uses such as lifelong learning locations, and for recreational programming.

Strategy 7.4.2 To encourage James Madison University, Eastern Mennonite University, Blue Ridge Community College, Bridgewater College, and other institutions of higher learning to create and extend credit and noncredit enrichment courses for the community.

Strategy 7.4.3 To promote the awareness of life-long learning programs in Harrisonburg.

Objective 7.5 To improve community access to books (in paper and electronic format), computers and the internet, and spaces for programming and civic engagement.

Strategy 7.5.1 To help support ways to increase financial support to Massanutten Regional Library to reflect the mean level of locality funding for all public libraries in Virginia so that MRL may expand hours open to the public and improve current offerings.

CHAPTER 9 – ARTS, CULTURE, AND HISTORIC RESOURCES

Goal 8. To have a wide and equitably distributed range of art, and cultural opportunities that reflects our diversity and engages our community members and visitors.

Objective 8.1 To incorporate art in public spaces, neighborhoods, and gateways.

Strategy 8.1.1 To continue supporting the City's Arts & Cultural District.

Strategy 8.1.2 To adopt a "percent-for-art" program, which would establish a City policy to require the City of Harrisonburg to commit for public art at least 1 percent of the cost of new construction or major renovation of public buildings, as identified in the City's annual Capital Improvement Program.

Strategy 8.1.3 To create a Public Art Commission to oversee the "percent-for-art" program (Strategy 8.1.2) in partnership with the Arts Council of the Valley. The Public Art Commission may be chartered to have other responsibilities.

Strategy 8.1.4 To evaluate whether funding (local government contributions and other funding sources) to matches other arts councils and organizations in Virginia and to help find ways to increase it.

Goal 9. To create places of distinction that celebrate the arts, capture the imagination, and reflect the rich tapestry of our past and present.

Objective 9.1 To support placemaking projects that enhance the public realm with creative expressions.

Strategy 9.1.1 To support community gateway treatments and/or other signage, green space, public art, and other expressions that reinforce the City's brand and look so that all features are coordinated and tie in with the overall narrative of the place.

Strategy 9.1.2 To incorporate art into the planning process of public facilities and utilize creative and artistic approaches to public realm amenities and infrastructure like benches, cross walks, gateways, park elements, alley ways, trash cans, bike racks, and others.

Goal 10. To recognize and promote the value of the City's diverse historic resources and the many benefits that come from protecting irreplaceable assets that embody Harrisonburg's history.

Objective 10.1 To identify and employ tools that recognize historic resources and encourage historic preservation.

Strategy 10.1.1 To form a City Council-appointed taskforce to research and make recommendations to the City on best practices and tools concerning historic resources.

Strategy 10.1.2 To commission/create an inventory of the historic resources in the City.

Strategy 10.1.3 To support adding properties and district listings on the state and federal registers of historic places.

Strategy 10.1.4 To expand the downtown historic district to include additional historic structures that would benefit from rehabilitation and historic tax credits.

Strategy 10.1.5 To continue disseminating information to property owners regarding federal and state rehabilitation tax incentives.

Strategy 10.1.6 To create an urban design manual that establishes general design principals that depict the attributes and the character of neighborhoods and areas in the City to preserve and enhance the character and quality of each neighborhood or area.¹ Repeated in Chapter 15, Revitalization as Strategy 18.4.3.

Objective 10.2 To increase educational opportunities for people to learn about Harrisonburg's rich multicultural history, historic resources, and historic preservation projects.

Strategy 10.2.1 To work with the Harrisonburg-Rockingham Historical Society to establish a location or exhibit in downtown Harrisonburg dedicated to the history of the City.

Strategy 10.2.2 To create additional walking tour brochures, a smart phone walking tour, installing additional historic markers, and to establish interactive displays representing the City's history and facing the future by illustrating the City's evolution, demographics, and intercultural influences overtime.

Strategy 10.2.3 To create a dedicated webpage on the City website that provides information on historic resources and sites and lists relevant publications and resources.

Strategy 10.2.4 To continue offering historical publications and information on historic resources and sites in the City at the Visitor Center operated by Harrisonburg Tourism and Visitor Services.

Objective 10.3 To preserve City-owned historic resources.

¹ For examples, see City of Roanoke, Urban Design Manual and Residential Pattern Book: <https://www.roanokeva.gov/1302/Urban-Design-Manual> and <https://www.roanokeva.gov/1281/Residential-Pattern-Book>).

Strategy 10.3.1 To ensure that City of Harrisonburg development and redevelopment projects respect older and historic resources and reflect the historic character of the City and site context.

Strategy 10.3.2 To commission a feasibility study for the adaptive reuse of the Municipal Building.

CHAPTER 10 – ENVIRONMENTAL STEWARDSHIP AND SUSTAINABILITY

Goal 11. To preserve and enhance the City’s natural environment for future generations through education and policies that encourage development that is compatible with nature and builds community resiliency² and social responsibility within the community.

Objective 11.1 To foster an understanding of environmental issues facing the City and residents by keeping abreast of environmental issues.

Strategy 11.1.1 To continue staying engaged with organizations that communicate information about environmental stewardship and sustainability relevant to the City such as the Virginia Municipal League (VML), the Virginia Municipal Stormwater Association (VAMSA), the Central Shenandoah Planning District Commission (CSPDC), the Shenandoah Pure Water Forum, and Resilient Virginia.

Strategy 11.1.2 To encourage dialogue between surrounding municipalities regarding threats to environmental health in order to collaborate on preserving shared resources.

Strategy 11.1.3 To study how climate change will impact local health, safety, infrastructure, and the economy, and work to mitigate impacts.

Objective 11.2 To support stewardship of the natural world and enable sustainable development.

Strategy 11.2.1 To monitor energy use, water consumption, and other uses of resources within City government buildings and establish goals, policies, and programs for reducing usage.

Strategy 11.2.2 To monitor and evaluate greenhouse gas emissions from governmental operations and establish goals, policies, and programs for reducing emissions.

Strategy 11.2.3 To monitor and evaluate greenhouse gas emissions community-wide and establish goals and incentive programs for reducing emissions.

² Community resiliency is commonly defined as the ability to prepare for anticipated hazards, adapt to changing conditions, and withstand and recover rapidly from disruptions.

Strategy 11.2.4 To monitor and report on the results of City-initiated stream bank stabilization projects and other water quality related projects.

Strategy 11.2.5 To partner with community stakeholders to assess and map environmental and cultural assets to determine the value of these assets to the community, and to develop policies to protect them.

Strategy 11.2.6 To produce an annual report on the City's environmental initiatives and environmental health.

Objective 11.3 To promote the development of voluntary water and air quality improvement programs for the public and private sectors that exceed federal and state standards and requirements.

Strategy 11.3.1 To continue to support the work of the Environmental Performance Standards Advisory Committee and implement committee recommendations.

Strategy 11.3.2 To create a set of voluntary environmental performance standards for public and private development and redevelopment projects, and to develop an incentive program to encourage implementation.

Strategy 11.3.3 To evaluate and study current lighting practices, and to recommend additional lighting provisions to mitigate outdoor light pollution.

Strategy 11.3.4 To collaborate with Rockingham County and the Virginia Department of Environmental Quality in developing an air quality improvement plan to keep the area's status as an attainment area for ozone pollution.

Strategy 11.3.5 To continue to seek ways of improving air quality by implementing policies or programs for governmental operations, such as continuing to optimize traffic signal plans to reduce vehicle idle time and in providing safe and convenient alternative transportation options by implementing the Bicycle & Pedestrian Plan and improving public transportation services through implementation of the Transit Development Plan.

Strategy 11.3.6 To continue to seek ways to create incentives for private property owners to implement stormwater best management practices to improve the quality of stormwater runoff by offering reductions in the stormwater utility fee for practices that can be counted towards the City's MS4 stormwater permit and the Chesapeake Bay TMDL Action Plan requirements.

Strategy 11.3.7 To encourage the use of low or zero emission vehicles in the City's fleet.

Objective 11.4 To preserve, expand, and manage networks of natural habitat corridors, green spaces, and forested areas that are accessible and usable by all community members.

Strategy 11.4.1 To adopt open space preservation requirements and/or incentives for new developments.

Strategy 11.4.2 To purchase and accept donations of land for the implementation of stream bank restoration, greenways, and park projects. See Chapter 11, Parks and Recreation's Objective 12.3 for related strategies.

Strategy 11.4.3 To implement landscape improvement projects at City gateways and other appropriate locations.

Strategy 11.4.4 To encourage and allow sustainable growing techniques, such as, but not limited to, edible gardens and tree plantings in open community spaces with emphasis in underserved communities.

Strategy 11.4.5 To create a policy and/or plan to utilize more native plant species on public properties that require less supplemental water use and to create incentives for businesses and privately-owned lands to do the same.

Strategy 11.4.6 To create and maintain sustainable habitats for pollinators.

Strategy 11.4.7 To consider imposing impact fees on new residential developments for the purposes of funding public facilities. See Chapter 7, Neighborhoods and Housing for related Strategy 5.3.2.

Objective 11.5 To protect and increase tree canopy cover in the City.

Strategy 11.5.1 To create a City urban forestry program to increase the number of trees planted and replaced on public properties and street right-of-ways, and to provide proper maintenance of trees on public properties to ensure tree health and to minimize damage to infrastructure.

Strategy 11.5.2 To create more greenspaces and tree planting in downtown, neighborhood conservation areas, business revitalization areas, and corridor enhancement areas. See Chapter 15, Revitalization's Goal 18 for related objectives and strategies.

Strategy 11.5.3 To enhance street tree planting and other landscaping requirements for new development and redevelopment in the City's Zoning Ordinance and Design & Construction Standards Manual.

Strategy 11.5.4 To implement a policy that requires landscape plans for street improvement and transportation projects.

Strategy 11.5.5 To develop a tree inventory to monitor potential effects of invasive species, promote diversified tree canopy coverage, and maintain accurate datasets for water quality credits. (The dataset would help to meet MS4 permit and Chesapeake Bay TMDL requirements).

Strategy 11.5.6 To continue implementing measures to receive the City's designation as a Tree City USA community.

Strategy 11.5.7 To implement recommendations of the forthcoming urban tree canopy assessment.

Objective 11.6 To encourage, educate, and facilitate local urban agriculture to increase access to fresh, nutritional food for residents and to educate the community on food equity³ issues.

Strategy 11.6.1 To amend the Zoning Ordinance to allow community gardens to be a principal use.

Strategy 11.6.2 To conduct a vacant parcel and land use audit to identify potential locations for community garden spaces based on proximity to food equity zones.⁴

Strategy 11.6.3 To broaden and deepen Harrisonburg's knowledge of food equity issues by working with community members, local businesses, community organizations, local universities and others to provide community engagement opportunities such as hosting movies, speakers, and presentations in culturally appropriate locations and diverse languages.

Objective 11.7 To promote and implement strategies to reduce waste.

Strategy 11.7.1 To explore opportunities to expand public and private recycling, composting, and other innovations for waste management.

Strategy 11.7.2 To encourage nonprofits, student organizations, faith-based organizations, and others to divert food goods from trash for resale or distribution to stressed populations.

Strategy 11.7.3 To create a public awareness campaign about food waste and educational programs to prevent food waste, including composting tutorials.

Strategy 11.7.4 To promote and provide incentives for water conserving fixtures and appliances.

Strategy 11.7.5 To decrease the use of plastic bags and other single use items to and promote the use of biodegradable and reusable items.

Strategy 11.7.6 To involve residents and businesses in the conservation of resources to assist in maintaining cost-effective public service delivery.

³ Food equity means that individuals, families and households have the right to determine what their short and long term food needs are and be able to meet those needs. Achieving food equity is when all residents can find affordable, convenient, healthy, culturally relevant and reliable foods based on their needs.

⁴ Food equity zones are areas where a higher proportion of residents in concentrated areas may not have food equity.

Strategy 11.7.7 To develop a waste wood and woody debris utilization program that recovers wood from fallen and removed trees, and in partnership with interested agencies and organizations prevent the disposal of valuable wood resources into landfills.

CHAPTER 11 – PARKS AND RECREATION

Goal 12. To meet the needs of people by providing comprehensive recreation and self-development opportunities, both physical and mental, by developing and maintaining a safe, welcoming, well-distributed, and accessible parks and recreation system that also supports community well-being, economic sustainability, and environmental sustainability.

Objective 12.1 To continue to support Harrisonburg’s parks and recreation system as a major community benefit.

Strategy 12.1.1 To implement the recommendations of the Comprehensive Recreation and Parks Master Plan and associated park master plans.

Strategy 12.1.2 To update the Comprehensive Recreation and Parks Master Plan and associated park master plans as needed and determined by the Parks & Recreation Commission.

Objective 12.2 To enhance Harrisonburg parks and recreation facilities and programs to serve the diversity of interests and needs of our community.

Strategy 12.2.1 To implement community outreach and engagement strategies to guide decisions on provided facilities and programs best suited to the needs and interests of our diverse community.

Strategy 12.2.2 To partner with community organizations to develop strategies for expanding services to our diverse community.

Strategy 12.2.3 To continue cooperating with Harrisonburg City Public Schools in making school recreation facilities available to the public, as appropriate.

Objective 12.3 To develop an interconnected, accessible network of park and recreational facilities through development of a greenway (trails and natural corridor) system.

Strategy 12.3.1 To create a network of pocket parks and green spaces that connects the City’s parks with trails and linear open spaces.

Strategy 12.3.2 To design greenways not only to provide recreational opportunities, but also to provide riparian habitat, protection from flooding, pollution filtering, and visible relief from urban development.

Strategy 12.3.3 To identify opportunities to develop a network of greenways and trail systems connecting parks and recreational facilities that could also support the needs and priorities identified in the City's Bicycle & Pedestrian Plan.

Objective 12.4 To enhance the appearance, safety, and maintenance of parks and recreation facilities.

Strategy 12.4.1 To create a set of design guidelines and standards for City parks and facilities addressing landscaping, architectural design, sustainability, accessibility, safety, and crime prevention.

CHAPTER 12 – TRANSPORTATION

Goal 13. To develop and maintain a safe and convenient transportation system serving all modes of travel, including driving, walking, biking, and taking public transportation.

Objective 13.1 To improve the ability of people and goods to move efficiently and safely throughout the City, while considering existing and future needs of people and planned land uses.

Strategy 13.1.1 To coordinate and implement the recommendations of the City's Master Transportation Plan and the transportation plans of the Harrisonburg-Rockingham Metropolitan Planning Organization (HRMPO), Central Shenandoah Planning District Commission (CSPDC), the Virginia Department of Transportation (VDOT), Rockingham County, and James Madison University (JMU).

Strategy 13.1.2 To plan and design for "complete streets" to serve all users of the transportation system, including drivers, bicyclists, pedestrians, and public transportation users, on all new street and street improvement projects. A complete streets policy may be explored.

Strategy 13.1.3 To update the Subdivision Ordinance and Design and Construction Standards Manual (DCSM), as necessary, to ensure that transportation infrastructure built by the City and private developers meets quality and safety standards. Standards should be updated or developed for the following: interconnectivity of the public and private street system; access management that balances the need for entrances to businesses with safe and efficient management of traffic; street widths to adequately handle projected traffic volumes while avoiding excessive pavement widths; on and off-street parking strategies; accommodations for public transit such as bus shelters and bus pull offs; and bicycle and pedestrian facilities.

- Strategy 13.1.4 To develop pedestrian and bicycle-friendly environments in the City that connect residential neighborhoods to community facilities, to commercial areas and employment centers, and that connect residential neighborhoods to each other, to promote a healthier community.
- Strategy 13.1.5 To continue to implement measures to expand the network of pedestrian infrastructure (sidewalks and shared use paths) so that all streets will have pedestrian accommodations on both sides of the street.
- Strategy 13.1.6 To continue to ensure that all new public sidewalks and sidewalk repairs meet the Americans with Disabilities Act (ADA) accessibility standards, as required, and to promote private development projects connecting to sidewalks to also meet ADA accessibility standards.
- Strategy 13.1.7 To provide design features on roadways, where appropriate, such as street trees within buffers and medians, street furniture and sidewalk widths that improve the safety and comfort level of all users and to contribute to the City's environmental goals.
- Strategy 13.1.8 To incorporate traffic calming measures in neighborhoods, near schools and universities, and other appropriate areas to discourage speeding and improve safety for all travelers.
- Strategy 13.1.9 To seek to reduce conflicts between street and railroad operations.
- Strategy 13.1.10 To assess and improve the transportation impacts of both public and private development and redevelopment projects by continuing to require traffic impact studies with rezonings, special use permits, preliminary plats, and engineered comprehensive site plans, as appropriate.
- Strategy 13.1.11 To consider ways to reduce traffic congestion, including but not limited to, expanding public transportation service, integrating optimized traffic signal timings, re-marking travel lanes on streets, constructing bicycle and pedestrian infrastructure, and promoting ridesharing.
- Strategy 13.1.12 To install and maintain broadband connections to all traffic signal systems to allow real-time traffic monitoring and the expansion of the current traffic management system, which provides for signal coordination and improved traffic flow.
- Strategy 13.1.13 To maintain and rehabilitate bridges, as needed, to maximize the life of the structures.
- Strategy 13.1.14 To resurface pavement as necessary to obtain maximum substructure life for streets, shared use paths, and sidewalks.

Strategy 13.1.15 To maintain storm drainage facilities to ensure protection of transportation facilities from flooding, erosion, undermining, and to protect water quality.

Objective 13.2 To increase opportunities for alternative modes of transportation (such as walking, bicycling, public transportation, and ridesharing) and to reduce motorized traffic demand on City streets.

Strategy 13.2.1 To promote mixed use neighborhoods as recommended by the Land Use Guide so that people can easily walk, bike, or take public transportation to work, shopping, schools, places of worship, and for recreation.

Strategy 13.2.2 To encourage the construction of non-motorized connectivity between existing and new developments if street connections do not exist.

Strategy 13.2.3 To implement the vision, goals, objectives, and recommendations of the City's Bicycle & Pedestrian Plan.

Strategy 13.2.4 To establish a community bike share program.

Strategy 13.2.5 To implement long-term bicycle parking requirements for new developments and redevelopment, as appropriate.

Strategy 13.2.6 To seek conversion of the easternmost line of the Norfolk Southern railroad system in Harrisonburg to a rail-trail. This would include planning and supporting the relocation of the rail line's access to the northern boundary of the City as described in the City's Street Improvement Plan and Bicycle & Pedestrian Plan.

Strategy 13.2.7 To promote Bike Month, Bike to School Day, Bike to Work Day, Walk to School Day, and other similar events that promote biking and walking.

Strategy 13.2.8 To work with Harrisonburg City Public Schools to promote school buses, walking, and bicycling as primary forms of transportation to school rather than private vehicles.

Strategy 13.2.9 To work with local employers to provide incentives to employees to travel to work by walking, bicycling, taking public transportation, or ridesharing. An example incentive program is "guaranteed ride home" provided by the Rideshare Program.

Strategy 13.2.10 To promote ridesharing by providing commuter parking options, such as park-and-ride lots that are strategically located in proximity to major employers and are connected to public transit and walking and biking infrastructure. See related Strategy 13.4.4.

Strategy 13.2.11 To establish wayfinding signage for bicyclists and pedestrians.

Strategy 13.2.12 To construct a dedicated transfer station to accommodate a sufficient number of buses. Transfer locations may also serve as a hub for multi-modal transportation operations by containing accommodations for bicycling, walking, and ridesharing. See related Strategy 13.3.4.

Strategy 13.2.13 To explore the creation of dedicated public transit bus-ways on appropriate corridors to remove public transit buses from mixed traffic conditions in order to improve efficiency.

Strategy 13.2.14 To continue to support an electronic system that allows public transit customers to receive real-time bus arrival estimates at bus stops for transit services.

Strategy 13.2.15 To continue to review and improve City bus routes and schedules to serve residential areas and major destinations (such as universities, medical centers, major employment sites, shopping centers, and downtown).

Strategy 13.2.16 To continue to grow public transit operations to keep pace with the increased demand stemming from population growth, development in the City and growth of James Madison University.

Strategy 13.2.17 To expand opportunities for reductions in parking requirements for development projects designed to take advantage of public transit and for mixed use developments where shared parking is feasible. Repeated in Chapter 6, Land Use and Development Quality as Strategy 4.4.2.

Strategy 13.2.18 To encourage developers of new development and redevelopment projects, employers, and others to offer showers and locker rooms to encourage people to commute to work by bicycle and to exercise during breaks.

Strategy 13.2.19 To continue implementing measures to receive the City's designation as a Bicycle Friendly Community.

Strategy 13.2.20 To implement the goals, objectives, and recommendations of the Transit Development Plan (TDP).

Strategy 13.2.21 To continue to install bus shelters and benches at high volume bus stops.

Strategy 13.2.22 To seek improvement of public transit and paratransit services for the elderly and persons with disabilities.

Objective 13.3 To improve or create new regional public transit services.

Strategy 13.3.1 To work with surrounding localities such as Rockingham County and the Towns of Bridgewater, Dayton, and Mount Crawford to offer transportation services across and between jurisdictions.

Strategy 13.3.2 To promote the development of a shuttle service from the City to the Shenandoah Valley Regional Airport in Weyers Cave, Virginia.

Strategy 13.3.3 To continue to monitor the need and explore the feasibility of implementing public transit services in the Interstate 81 and 64 corridors to connect the Cities of Harrisonburg, Staunton, Waynesboro, Charlottesville, and surrounding counties.

Strategy 13.3.4 To promote park-and-ride lots that are strategically located with access to Interstate 81. See related Strategy 13.2.12.

CHAPTER 13 – COMMUNITY INFRASTRUCTURE, SERVICES, SAFETY, AND HEALTH

Goal 14. To support the City with community facilities, infrastructure, and services, which allow for sustainable growth and are accessible, equitable, efficient, cost-effective, and sensitive to the environment.

Objective 14.1 To continue to provide an adequate supply of high quality, environmentally sound public water service.

Strategy 14.1.1 To construct needed water supply, treatment, storage, and pressure improvements to provide effective and efficient water services.

Strategy 14.1.2 To work with Rockingham County and the US Forest Service to protect the Dry River water supply area.

Strategy 14.1.3 To continue to implement the recommendations of the Raw Water System Management Plan (RWSMP) and the Potable Water System Management Plan (PWSMP).

Objective 14.2 To continue to provide dependable, environmentally sound sanitary sewer service.

Strategy 14.2.1 To continue to implement the recommendations of the Sanitary Sewer Management Plan.

Strategy 14.2.2 To continue to support the Harrisonburg-Rockingham Regional Sewer Authority (HRRSA) to meet voluntary and other goals for nutrient reduction of the Chesapeake Bay Total Maximum Daily Load (TMDL).

Strategy 14.2.3 To eliminate septic systems in the City by promoting a septic to sanitary sewer connection conversion incentives program and/or offering financial assistance to encourage connections to the sanitary sewer system.

Objective 14.3 To improve stormwater and local water quality by reducing sediment, phosphorus, nitrogen, and bacteria loading into Blacks Run and its tributaries.

Strategy 14.3.1 To continue complying with the Small Municipal Separate Storm Sewer System (MS4) permit by implementing policies, programming, and maintenance activities to meet the required six minimum control measures: public education and outreach, public involvement, illicit discharge detection and elimination, construction site stormwater runoff control, post-construction stormwater management, and good housing keeping and pollution prevention.

Strategy 14.3.2 To continue coordinating stormwater management in cooperation with James Madison University, Rockingham County, and the Virginia Department of Transportation.

Strategy 14.3.3 To use stormwater management techniques, that are both effective control measures and enhance the urban environment with aesthetically pleasing features, such as expansion of urban tree canopy and bioretention.

Strategy 14.3.4 To continue implementing the Stormwater Utility Fee and credit program to fund stormwater controls, maintain public facilities, and encourage management of stormwater on private property.

Strategy 14.3.5 To explore the feasibility of the City participating in the Community Rating System administered by the Federal Emergency Management Agency (FEMA) for the potential benefit of reducing flood hazard insurance rates.

Strategy 14.3.6 To implement the City's Stormwater Improvement Plan.

Strategy 14.3.7 To continue working with the Virginia Department of Environmental Quality, the Shenandoah Valley Soil & Water Conservation District, and other partners to improve stormwater and water quality in Blacks Run and local waterways.

Strategy 14.3.8 To require mandatory inspections of remaining septic systems.

Objective 14.4 To promote and implement strategies to reduce waste. See Chapter 10, Environmental Stewardship and Sustainability's Objective 11.7 for related strategies.

Objective 14.5 To support the development and expansion of multifaceted energy services, prioritizing renewable sources, and corresponding infrastructure that are reliable, cost-effective, properly maintained, and responsive to customer needs.

Strategy 14.5.1 To support programs to increase energy efficiency of municipal operations, businesses, and households. See Chapter 10, Environmental Stewardship and Sustainability for related strategies.

Strategy 14.5.2 To encourage new installations of electric service be constructed underground.

Strategy 14.5.3 To provide cost-effective, energy-efficient street lighting appropriate to the use and character of the area.

Strategy 14.5.4 To encourage the expansion of natural gas facilities to all new private developments.

Strategy 14.5.5 To support the development and expansion of solar energy infrastructure.

Objective 14.6 To support the development and maintenance of broadband and telecommunications services that are accessible to all residents and businesses to support education, health, economic development, and public safety.

Strategy 14.6.1 To continue to support franchise agreements between the City and broadband providers to lay fiber optic networks through city streets and across publicly-owned properties.

Strategy 14.6.2 To encourage the availability of more locations where the public can access wireless internet. For example, at local businesses, community centers, and other public places.

Objective 14.7 To continue planning for the expansion and upgrade of utilities during the planning, maintenance, and construction of new infrastructure projects.

Strategy 14.7.1 To continue to hold utility coordination meetings with public and private utility providers to discuss current and future projects.

Objective 14.8 To monitor the effectiveness and efficiency of City service delivery so that changes can be made as needed.

Strategy 14.8.1 To perform periodic studies of the adequacy, quality, efficiency, and equity of City service delivery, including potential needs for additional water supply sources, water and wastewater treatment expansions, stormwater capacity and conveyance, and availability of solid waste reuse/recycle/disposal options.

Goal 15. To enhance the quality of life of our community by protecting and enhancing health, safety and welfare through public safety, fire suppression, emergency medical services, preventative health care services, and community education.

Objectives 15.1 To proactively identify and analyze risks to the community and to the City, and to develop and implement effective strategies to address and/or minimize these risks.

Strategy 15.1.1 To continually work with partners in maintaining and updating the City/County Emergency Operations Plan.

Objective 15.2 To provide a well prepared first response force that is capable of response and mitigation as an all hazards organization (includes fire, police, EMS, and others).

- Strategy 15.2.1 To continually provide opportunities to develop, train, and update skills and equipment resources.
- Strategy 15.2.2 To continue to review and implement a strategic plan to maximize first response service delivery and safety.
- Strategy 15.2.3 To provide adequate facilities and resources in the appropriate areas to support the overall response of public safety agencies.
- Objective 15.3 To provide a proactive and comprehensive Community Risk Reduction⁵ program through fire and life safety education and effective fire code enforcement.
- Objective 15.4 To support the efforts of the Harrisonburg/Rockingham Community Criminal Justice Board to effectively hold people accountable for their actions while reducing recidivism and creating positive outcomes.
- Strategy 15.4.1 To explore and promote alternatives to incarceration, when appropriate.
- Strategy 15.4.2 To support substance abuse treatment centers.
- Strategy 15.4.3 To support and expand community mental health services.
- Objective 15.5 To increase the effectiveness of public awareness and engagement programs so community members better know and trust law enforcement and emergency service providers.
- Strategy 15.5.1 To continue to host programs such as Citizen Academy, Community Police Academy, National Night Out, and Free Pizza/Smoke Alarm Night and to provide brochures in different languages.
- Objective 15.6 To promote and support policies and programs that encourage healthier living and improve community overall well-being.
- Strategy 15.6.1 To promote healthy activities through city-wide celebrations (e.g. “Walk to a Healthy Diet” and public health campaigns on nutrition).
- Strategy 15.6.2 To promote initiatives that educate citizens regarding public and private programs to make health care more accessible.
- Strategy 15.6.3 To evaluate local and regional public transportation routes through the Transit Development Plan to provide better access to health care and support services.
- Strategy 15.6.4 To consider how public health is affected when making decisions regarding land use, urban design, and transportation.

⁵ In addition to fire and life safety, Community Risk Reduction also encompasses safety initiatives including, but not limited to bike safety and swimming safety.

CHAPTER 14 – ECONOMIC DEVELOPMENT AND TOURISM

Goal 16. To maintain economic leadership in the Shenandoah Valley by offering opportunities for all people, businesses, and industries that enhances the City’s ability to expand its economic base and provide good employment for all people.

Objective 16.1 To increase the number of higher-paying jobs available in Harrisonburg.

Strategy 16.1.1 To improve the quality of life of people in Harrisonburg by attracting new businesses and people/employees, while also considering how new businesses may, in turn, improve the City’s quality of life.

Strategy 16.1.2 To promote and market Harrisonburg as a business friendly, highly competitive and attractive city in the Shenandoah Valley for business recruitment and expansion and a high quality of life.

Objective 16.2 To attract new businesses and assist existing businesses to expand locally.

Strategy 16.2.1 To review land use policies and regulations and, if appropriate, amend them to provide for the availability of sites for businesses to locate and expand.

Strategy 16.2.2 To protect the City’s limited availability of properly zoned, job producing industrial land.

Strategy 16.2.3 To continue to improve thriving commercial areas such as downtown, the East Market Street corridor, and the South Main Street corridor with business expansion efforts, visual improvements, and the reuse, redevelopment, and development of underutilized properties.

Strategy 16.2.4 To improve the City’s transportation system as a way to preserve the City’s competitiveness for attracting new businesses. See Chapter 12, Transportation’s Goal 13 for related objectives and strategies.

Strategy 16.2.5 To regularly update and disseminate market trends and information and apply market data to economic development initiatives and programs.

Strategy 16.2.6 To quantify the impact of the regional college-aged student population on the local economy and adjust household income and poverty level to improve potential for business recruitment and investment.

Objective 16.3 To create a well-prepared and successful workforce by providing educational programs for workforce development, training, apprenticeship, and retraining to meet demands of business and industry. See Chapter 8, Education, Workforce Development, and Lifelong Learning’s Objective 7.3 for related strategies.

Strategy 16.3.1 To promote the awareness of programs offered by and information available from organizations such as the Shenandoah Valley Workforce Development Board (SVWDB), the SVWDB Valley Workforce Center, and the Valley Career Hub online site.

Strategy 16.3.2 To explore programs and initiatives that offer skilled trades training for people in the City.

Strategy 16.3.3 To connect employers with education providers so that they can work together to develop training, apprenticeship, and other programs to train and educate people to fill the needs of employers while also helping to improve opportunities for individual people.

Strategy 16.3.4 To actively promote the Virginia Jobs Investment Program.

Strategy 16.3.5 To collaborate with service providers to help people in the City overcome barriers to employment such as basic education and training, transportation, childcare, and other obstacles.

Strategy 16.3.6 To strengthen the availability and quality of childcare and early childhood education for the current workforce and as an investment in the workforce of the future.

Objective 16.4 To increase technology-related job opportunities in the City.

Strategy 16.4.1 To promote the benefits of the City's two technology zones.

Strategy 16.4.2 To grow technology zone incentives and marketing to attract expansion investments from information technology, telecommunication, and cyber security companies from the Washington, D.C. metro area as well as among local and regional companies.

Strategy 16.4.3 To collaborate with James Madison Innovations and the James Madison University Center for Entrepreneurship to attract start-up technology companies.

Strategy 16.4.4 To identify training and education opportunities to retain immigrants and veterans living in our community by providing them with skills that can be transferred to technology job opportunities.

Objective 16.5 To attract capital-intensive operations to the City to increase the machinery and tools tax base.

Strategy 16.5.1 To market available industrial land in the city.

Strategy 16.5.2 To work with property owners to develop shovel-ready sites and shell buildings.

Strategy 16.5.3 To promote Harrisonburg to manufacturing businesses in partnership with the Shenandoah Valley Partnership.

Objective 16.6 To promote entrepreneurial activity across all segments of the population, by providing support and incentives to attract businesses to start in the City.

Strategy 16.6.1 To identify barriers to entry for new businesses and barriers to growth for existing businesses, and rectify common obstacles.

Strategy 16.6.2 To help entrepreneurs identify locations/sites where they can successfully start and grow their businesses.

Strategy 16.6.3 To continue the Entrepreneurial Spark speaker series to inspire and connect potential entrepreneurs with successful entrepreneurs.

Strategy 16.6.4 To connect businesses with the Small Business Development Center in order to assist them with improving their web presence.

Strategy 16.6.5 To encourage small home-based business initiatives by assisting businesses with navigating state and local regulations and amending local regulations to allow more small home-based businesses where possible and appropriate.

Strategy 16.6.6 To develop a campaign to promote economic development incentives and commit to annual budgeting for effective programs like the City's Business Loan Program.

Strategy 16.6.7 To identify opportunities to support entrepreneurial activities for Harrisonburg's diverse ethnic and immigrant communities.

Strategy 16.6.8 To expand partnerships with educational institutions and economic development organizations in the region to foster business creation, regional initiatives, business growth, apprenticeships, and employment pipelines. See Chapter 5, Community Engagement and Collaboration's Goal 2 for related objectives and strategies.

Strategy 16.6.9 To increase awareness of tourism marketing opportunities and to provide assistance to local businesses.

Goal 17. To grow the hospitality and tourism industry by encouraging more visits and longer visits among target markets.

Objective 17.1 To build a distinct presence in the regional tourism marketplace to increase tourism in Harrisonburg.

Strategy 17.1.1 To craft a City brand based on Harrisonburg's unique market position and assets for coordinated, cohesive, and compelling marketing initiatives and to engage businesses and other stakeholders on brand adoption and usage.

Strategy 17.1.2 To increase the availability of interpretation of arts, culture, and history through local walking, biking, and driving tours. Consider partnerships

with local community organizations and local universities to develop tour programming.

Strategy 17.1.3 To develop and market City-based assets such as the designated Culinary District, Arts and Cultural District, historic sites, breweries, city parks and trails, conference centers, and annual events and programming. Market these events destinations to both tourists and City residents. See Chapter 9, Arts, Cultural, and Historic Resources' Goals 8, 9, and 10 for related objectives and strategies.

Strategy 17.1.4 To launch a public awareness campaign that educates the local population, local employers/businesses, and tourism/economic development partners about amenities and attractions.

CHAPTER 15 – REVITALIZATION

Goal 18. To enhance and revitalize existing residential and commercial areas.

Objective 18.1 To maximize the economic potential of new infill development, and the reuse, and redevelopment of existing and underutilized structures and properties.

Strategy 18.1.1 To continue to promote available State and Federal historic tax credits, and local tax incentives such as those available in the B-1, Central Business District, the Downtown Economic Revitalization Zone, and the Retail Revitalization Zones.

Strategy 18.1.2 To review land use policies and regulations, and if appropriate amend them to allow for more infill development.

Objective 18.2 To continue downtown revitalization as a high priority public-private initiative, the cornerstone of the City's commerce and government, tourism, historic preservation, and civic pride enhancement efforts.

Strategy 18.2.1 To continue to promote Harrisonburg Downtown Renaissance (HDR) as the designated downtown revitalization organization charged with leading a public-private effort that focuses on the economic development, destination marketing, and beautification of the downtown district.

Strategy 18.2.2 To evaluate and possibly expand the boundaries of incentive zones, federal and state historic designation boundaries, and the size of the B-1, Central Business District to increase investment potential and to spur investment in the adjacent neighborhoods.

Strategy 18.2.3 To develop a downtown master plan that defines its geographic boundaries and addresses the entire area comprehensively from economic development strategies from parking to beautification.

- Strategy 18.2.4 To monitor the need for additional parking in downtown as new development occurs and to continue surveying and studying downtown parking to identify needs and strategies.
- Strategy 18.2.5 To explore public-private partnership financing models that would encourage the development of a larger-capacity, mixed-use parking facility in downtown to facilitate realizing the highest potential for downtown infill development and targeted business attraction.
- Strategy 18.2.6 To develop a pedestrian-scale wayfinding program and install directional signs that are clear, consistent, and strategically placed to identify downtown retail and business destinations, as well as, linkages to trails and surrounding destinations.
- Strategy 18.2.7 To support targeted economic development activities that seek to bring technology and business start-ups downtown.
- Strategy 18.2.8 To explore with existing businesses and property owners the feasibility of creating a Business Improvement District and/or Tax Incremental Financing District for downtown.
- Objective 18.3 To examine the extent to which changes in the retail sector are related to retail growth versus retail relocation, to seek to minimize long-term retail vacancies, and to initiate programs to redevelop and revitalize abandoned older retail areas.
- Strategy 18.3.1 To actively market older shopping centers with high vacancies including consideration of conversion to other uses.
- Strategy 18.3.2 To encourage new, small businesses to locate in abandoned retail spaces where low rent opportunities can assist with business development, while also supporting revitalization of those spaces.
- Objective 18.4 To identify residential neighborhoods under stress and seek to stabilize, improve the maintenance of, and collaborate alongside residents to enhance the neighborhood's unique character and revitalize these neighborhoods. See Chapter 6, Land Use and Development Quality's Goal 4 and Chapter 7, Neighborhoods and Housing's Goals 5 and 6 for related objectives and strategies.
- Strategy 18.4.1 To identify residential neighborhoods in need of community-based neighborhood/small area plans, prepare plans in collaboration with property owners, residents, and business owners, and to implement recommendations. Repeated in Chapter 7, Neighborhoods and Housing as Strategy 5.1.1.
- Strategy 18.4.2 To utilize Mixed Use areas identified in the Land Use Guide to provide housing options and as an economic development strategy to strengthen neighborhoods and the City's economy.

Strategy 18.4.3 To create a residential pattern book, as a guide to preserve and enhance the character and quality of the City's residential neighborhoods.⁶ Repeated in Chapter 9, Arts, Culture, and Historic Resources as Strategy 10.1.6.

⁶ For examples, see City of Roanoke, Urban Design Manual and Residential Pattern Book: <https://www.roanokeva.gov/1302/Urban-Design-Manual> and <https://www.roanokeva.gov/1281/Residential-Pattern-Book>).