



CHAPTER
SIX

IMPLEMENTING
THE PLAN:
PRIORITY ACTIONS
AND LONG-TERM
POLICIES



vision 2001
2020

6.1 REGIONAL COOPERATION AND SOLUTIONS

The concept of regionalism is paramount to the future success of the Valley and to southwestern Virginia. Over the years, Roanoke and the surrounding jurisdictions have worked together in partnership to address common issues, promote the region, and creatively solve problems. There is much work yet to be done, and leadership is needed to promote additional partnerships, agreements, and cooperative networks. Regional approaches are critical for protecting the environment, attracting new economy businesses, providing quality public services, promoting cultural attractions, and enhancing educational systems. Regional summits and joint meetings of governmental leaders and bodies should be continued to proactively work toward addressing common public goals. These meetings and continued networking could result in an agreed-upon regional plan to benefit all jurisdictions. Such partnerships also could be effective in securing additional funding for public projects, attracting new businesses, and influencing state legislation and appropriations.

Regional Opportunities

As the urban center of the Roanoke Valley and the metropolitan area, the City can take advantage of many regional opportunities that cut across jurisdictional boundaries.

The natural environment of Roanoke and the surrounding region is a true asset for both residents and businesses. Protection of such assets as air, rivers and lakes, mountains, trees, open space, and important views is critical to maintaining and enhancing our quality of life.

Economic development and business recruitment in the region provide opportunities for residents of many jurisdictions. Quality development, employers, and good paying jobs provide a desirable and sustainable lifestyle for residents of the region. The economy of the region provides a foundation for all of its jurisdictions.

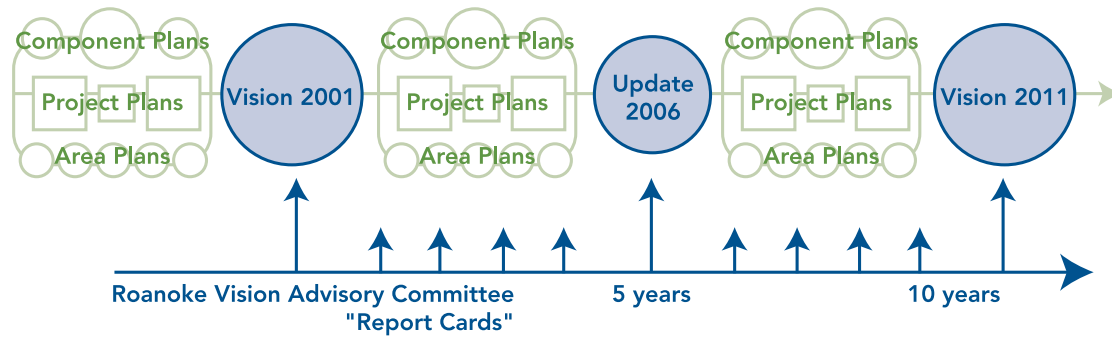
Public services such as water and sewer, transportation, recreation, solid waste management, and public safety offer additional regional opportunities to better serve citizens effectively and efficiently.

Educational systems such as local schools, colleges, universities, vocational training facilities, and libraries are essential in fostering lifelong learning for citizens and are fundamental to maintaining a vibrant economy and good employment opportunities.

Tourism and cultural activities available in Roanoke and the surrounding region are key elements in providing entertainment, encouraging a high quality of life, and attracting visitors and potential new residents to our community.

6.2 THE PLAN AS AN ONGOING PROCESS

The Vision 2001-2020 Plan is actually part of an ongoing planning and development process that is updated and refined over time through detailed policies, programs, and projects. The following diagram summarizes the process for continuing the planning program and evaluating its success.



Planning Procedures: Plan Updates and Refinements

Vision 2001-2020 does not end with the approval of the report by the Planning Commission and City Council. As shown in the chart, the plan is a continuing process.

Continuing Planning and Implementation

Detailed component plans will be created for various priority items such as Housing, Transportation, and Economic Development.

Specific neighborhood and area plans will be prepared (approximately six plans per year), as well as more detailed planning for village centers, corridors, or other special action areas.

Ongoing Reviews and Updates

The Planning Commission, City Council, and the City Manager charged the Vision 2001-2020 Advisory Committee with the responsibility of building into the plan features that would ensure implementation and accountability. The plan must contain more than dreams; it must be an action plan that holds local government, agencies, neighborhoods, businesses, and schools accountable for implementation. As part of the implementation strategy, the plan recommends the development of measurable indicators of community health and sustainability. Building on the regional indicators used in the New Century Council annual report, *Vital Signs: Community Indicators for the New Century Region*, Roanoke should adopt this format, recognizing the interdependence of the City's economic health and vitality with that of the region. As with *Vital Signs*, the data collection and reporting for the Vision 2001-2020 report card should be done on a local basis, with comparisons to the region and state.

Annually – The plan will be reviewed and a report prepared to provide a status update on actions taken and implementation.

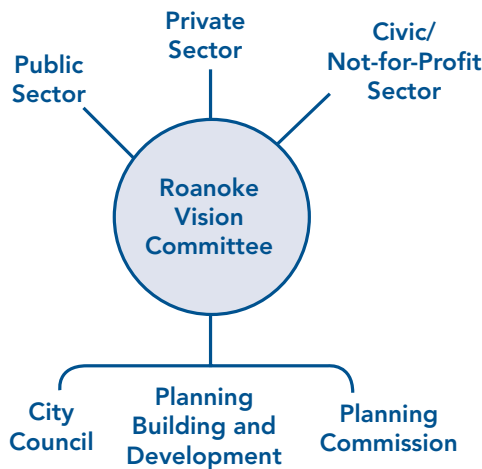
Five Years – The plan will be updated, examining regional and local demographic indicators,

revisiting elements and strategic initiatives with task teams and round tables, and revising actions and strategies as necessary – a mid-course correction of tasks, roles and responsibilities, and schedule.

Ten Years – The plan will undergo a major revision using U.S. Census data to develop a new Vision Plan (2011). Analyze new background data and include public participation for a new plan and policies.

Citizens’ Advisory Committee

The participation of a citizens’ advisory committee is key to the plan’s implementation and success. This committee will assist the City in responding to various needs and organizations active in community-development matters. The following chart describes how a committee framework could be established to focus on community improvement and revitalization.



- Citizens should be representative of a variety of interests and professions. For example, committee members should include persons in real estate, law, banking, and health care, as well as individuals active in civic and special-interest organizations (history, environment, arts, etc.).
- The Committee should be organized with an elected chair, subcommittees, and established responsibilities.

- Committee members could serve as community partners to advise City officials and staff on applicable issues, both locally and regionally. Members also would act as the plan’s advocate in the community.
- The Committee should meet regularly and assist with the annual report and offer any updates.

6.3 CITY ORGANIZATION AND IMPLEMENTATION TOOLS

City Organization

Like many organizations today, the City’s administrative structure is being updated to be more effective, efficient, responsive, and customer-oriented. City departments have been restructured and realigned to better provide public service and streamline operations. Strategic business planning is being done, and plans are being implemented and used in operational and capital budgeting. In addition, advanced technology and new administrators offer creative ideas and methods for doing business. Continued citizen participation and collaboration will be important in refining public services and developing effective programs.

Regulatory Techniques

Some of the most effective tools used to implement comprehensive plans are a locality’s zoning and subdivision ordinances. These regulatory tools provide development standards for

land uses that are based upon the policies established in the adopted comprehensive plan. To implement Vision 2001-2020, it is recommended that the existing zoning and subdivision ordinances be revised to reflect the various recommendations of the plan, particularly with regard to new economy land uses, planned developments, environmental protection, and development standards. A zoning map should be developed that reflects the revised zoning ordinance and the recommendations in the plan. Additional consideration should be given to the use of overlay districts for funding special public improvements or for ensuring quality design in special areas. Regional authorities with regulatory management of certain public services also could be explored to address such issues as storm water, water and sewer systems, and solid waste.

Incentives

Ideally, incentives should be developed and used to help implement many of the plan's recommendations. Various incentives that could be considered include tax credits for property rehabilitation, business enterprise programs, financial assistance for special action areas, expanded education and training programs, investment in model projects, and transfer of development rights for environmental protection.

Voluntary participation in pilot programs or projects also should be encouraged by proactively soliciting stakeholders and involving a team of public and private interests and experts in championing a special project. Neighborhood organizations should consider seeking corporate sponsorship for support of their projects.



Financial Planning: The Key

All recommended public improvements and programs cannot be implemented at once; they must be carefully planned and financially integrated into the City's operating and capital improvement budgets. Consequently, the development and adoption of appropriate plans for public facilities (schools, utilities, public safety, etc.), business areas, and

neighborhoods are important tools in identifying future needs so that financial resources may be appropriately phased and budgeted. The Vision 2001-2020 Plan should serve as a guiding reference for community development in the future. City operating departments should use the plan and other adopted community plans in conjunction with their strategic business plans to ensure that their operations address needed public services.

Public/Private/Civic Partnerships

The development of partnerships is essential to the successful implementation of the plan. Neither government nor the private sector is capable of handling the recommended strategies on its own. To be effective, teamwork and collaborative development are necessary.

For example, a "village center" could be implemented by establishing a "Business Development Center" as a technical assistance resource for local businesses and a series of local business improvement districts citywide. These improvement districts would have limited capacities for local property owners to undertake capital improvement or operational programs. However, by promoting partnerships of businesses and areas, a larger non-contiguous Business Improvement District could be established to serve all the village center areas. Day-to-day operations could be provided by the Business Development Center, and shared "circuit rider" staff could provide technical services related to promotion, leasing, and planning.

6.4 IMPLEMENTATION: STRATEGIES, RESPONSIBILITIES, AND SCHEDULES

The following section consolidates the actions recommended in the plan elements (Chapter 3) into a matrix. The matrix is further broken down by a list of participants (City, Business, and Neighborhood/Nonprofit) and a timeframe (0-5, 6-10, more than 10 years) to guide implementation of the actions. It is important to note that the actions listed are dependent on partnership efforts in order to be successful. The timeframes recommended represent when some activity should be visible, not necessarily when the activities are to be completed. A more detailed matrix should be developed after adopting the plan, outlining a project schedule and identifying strategic partners needed to implement the plan.



ACTIONS	Participants			Timeframe		
	City	Business	Neighborhood/ Nonprofit	0 – 5 years	6 – 10 years	More than 10 years
HOUSING AND NEIGHBORHOODS						
Village Centers						
NH A1. Revise zoning ordinance to encourage the development of higher-density, mixed-use village centers and strengthen site development, landscaping, and signage requirements in village centers.	●			◆		
NH A2. Identify and map existing and potential village center locations.	●			◆		
NH A3. Rezone existing and potential village center locations to encourage and accommodate higher-density development and a mixture of uses.	●			◆		
NH A4. Develop a strategy for improving existing village centers, redeveloping underutilized centers, and creating new centers in key locations through the neighborhood planning process.	●	●	●	◆		
NH A5. Consider ND, Neighborhood Design District, overlay zoning for qualifying centers in Rehabilitation and Conservation Areas to encourage compatible design of development in village centers.	●			◆		
NH A6. Develop interdepartmental and agency approaches to target public improvements in village centers.	●			◆		
NH A7. Locate City services in village centers, where feasible.	●				◆	
Neighborhood and Area Plans						
NH A8. Develop and adopt four to six neighborhood or area plans annually.	●			◆		
NH A9. Address the following in neighborhood plans: land use, transportation, public facilities and services, greenways, utilities, and economic development.	●			◆		

ACTIONS	Participants			Timeframe		
	City	Business	Neighborhood/ Nonprofit	0 – 5 years	6 – 10 years	More than 10 years
NH A10. Develop indicators for neighborhood health and sustainability.	●	●	●	◆		
NH A11. Involve neighborhood organizations, civic groups, and businesses in the development and implementation of neighborhood plans.	●	●	●	◆		
Marketing Programs						
NH A12. Inventory and increase marketing of existing housing programs and incentives that encourage new residential development.	●	●		◆		
NH A13. Develop housing marketing strategy to identify new programs and incentives.	●	●		◆		
Neighborhood Appearance						
NH A14. Increase infrastructure funding to improve and enhance existing neighborhood streets and streetscapes; explore alternative funding sources such as grants and private contributions.	●			◆		
NH A15. Strengthen neighborhood organizations and civic groups to develop neighborhood pride.	●			◆		
NH A16. Adopt design and performance standards for neighborhood streets, sidewalks, and tree canopies.	●		●	◆		
NH A17. Identify gateways, key intersections, and major corridors for physical improvement that promotes neighborhood identity and pride.	●	●	●	◆		
Downtown Neighborhood						
NH A18. Revise zoning ordinance and review the application of the building code to permit development of live/work space.	●			◆		
NH A19. Develop economic incentives to encourage residential development in the downtown.	●	●		◆		

ACTIONS	Participants			Timeframe		
	City	Business	Neighborhood/ Nonprofit	0 – 5 years	6 – 10 years	More than 10 years
NH A20. Inventory and market vacant lots and underutilized sites for higher-density, mixed-use development.	●		●	◆		
Housing Strategy						
NH A21. Complete a housing survey that maps sustainability indicators on a citywide basis.	●		●		◆	
NH A22. Develop a housing plan as a component of the comprehensive plan. The housing plan should include guidelines for housing choice, sustainability, and social and economic diversity.	●	●	●	◆		
NH A23. Develop criteria for evaluating new residential development proposals to ensure compatibility with surrounding neighborhoods and support of the City’s goals of a balanced, sustainable housing supply.	●			◆		
NH A24. Strengthen enforcement of building maintenance codes, revise Rental Inspection Program to include periodic inspections as permitted by law, and develop a strategy to increase geographic coverage of Rental Inspection Program.	●	●		◆		
NH A25. Aggressively market the Real Estate Tax Abatement program to encourage rehabilitation of older homes.	●	●		◆		
NH A26. Consider demolition of derelict or neglected structures, outside of historic districts, when: <ul style="list-style-type: none"> • Rehabilitation is not economically feasible. • Plans for appropriate redevelopment are approved. • Redevelopment furthers the neighborhood goals for a balanced, sustainable housing supply. 	●			◆		
NH A27. Identify and assemble vacant or underutilized land for the development of housing clusters. Consider using public or community development corporations to assemble property for housing development.	●		●		◆	

ACTIONS	Participants			Timeframe		
	City	Business	Neighborhood/ Nonprofit	0 – 5 years	6 – 10 years	More than 10 years
NH A28. Revise zoning ordinance to permit higher-density residential and mixed-use development for housing clusters. Where appropriate, rezone identified areas for development of housing clusters.	●			◆		
NH A29. Revise zoning ordinance to encourage quality infill development that reflects the character of the neighborhood including infill development standards.	●			◆		
Affordable Housing						
NH A30. Develop a plan for the location of shelters, transitional living facilities, and day facilities that provides appropriate services in all areas of the City and the region, taking into account access to public transportation and proximity to other support services.	●		●		◆	
NH A31. Develop affordable housing programs that include a mix of housing types and opportunities for both rental and homeownership.	●		●	◆		
ENVIRONMENTAL, CULTURAL, AND HISTORIC RESOURCES						
Parks and Recreation						
EC A1. Establish funding mechanisms to implement the parks plan (Phase II & III) and greenways plan in a timely manner.	●	●	●	◆		
EC A2. Encourage regional cooperation to develop and manage parks and recreation facilities that serve multiple jurisdictions (e.g., large recreation centers and aquatic centers). Conduct an assessment of the parks and the recreational needs of the region and consider the formation of a Regional Park Authority.	●	●	●	◆		
EC A3. Consider establishing appropriate user fees for recreation facilities.	●			◆		

ACTIONS	Participants			Timeframe		
	City	Business	Neighborhood/ Nonprofit	0 – 5 years	6 – 10 years	More than 10 years
Greenways						
EC A4. Develop strategies that encourage development of the Roanoke River Greenway for the entire length of the Roanoke River within the City limits. Consider developing an "adopt a greenway" program that encourages private and nonprofit sector involvement in the funding of greenways.	●			◆		
EC A5. Establish weekend bus service between downtown and natural resource destinations such as Explore Park, Carvins Cove, and the Appalachian Trail.	●			◆		
EC A6. Increase funding to accelerate construction of the greenway network.	●			◆		
EC A7. Promote trails on City-owned land, where feasible and suitable.	●		●	◆		
EC A8. Promote and increase access to trails and natural areas by providing parking, guide maps, and appropriate marking.	●			◆		
Views and Viewsheds						
EC A9. Develop a viewshed protection ordinance and seek regional approaches.	●				◆	
EC A10. Encourage reduced light pollution from development, particularly in residential neighborhoods, by improving development or ordinances.	●	●	●	◆		
EC A11. Adopt zoning regulations that address communication towers and minimize their visual impact.	●			◆		
EC A12. Protect Blue Ridge Parkway corridors adjacent to City limits through coordination with adjacent localities and careful planning.	●			◆		

ACTIONS	Participants			Timeframe		
	City	Business	Neighborhood/ Nonprofit	0 – 5 years	6 – 10 years	More than 10 years
Water Quality						
EC A13. Limit the amount of impervious surfaces to reduce runoff.	●	●	●	◆		
EC A14. Plant natural vegetation, preferably indigenous plant species, on land adjacent to the Roanoke River.	●		●		◆	
EC A15. Ensure integrity of the storm and waste water systems.	●	●	●	◆		
EC A16. Protect and stabilize creek banks by controlling storm water flow and preventing discharge through vegetative buffers, bioengineering, and other related methods.	●			◆		
EC A17. Protect the shorelines of the Roanoke River to enhance their scenic quality and protect water quality through a river conservation overlay and other appropriate tools.	●	●	●	◆		
Air Quality						
EC A18. Promote programs that raise awareness and reduce air pollution through testing, education, incentives, transit, and other related policies.	●			◆		
EC A19. Consider use of clean-burning fuels to enhance air quality.	●			◆		
EC A20. Establish tree canopy goals that include standards for preservation and planting of trees based on zoning district and density.	●			◆		
Environmental, Historic, and Cultural Resources						
EC A21. Develop a comprehensive regional marketing strategy that promotes Roanoke as an outdoors destination (Blue Ridge Parkway, Carvins Cove, mountains, trails, on-road bike routes, Virginia Birding Trail, Mill Mountain).	●	●	●	◆		

ACTIONS	Participants			Timeframe		
	City	Business	Neighborhood/ Nonprofit	0 – 5 years	6 – 10 years	More than 10 years
EC A22. Expand walking and driving tours of historic and cultural resources.		●	●	◆		
EC A23. Develop a stable source of funding from regional resources for greenways, marketing, cultural, historic, and recreation amenities such as a Blue Ridge Asset District.	●	●	●	◆		
EC A24. Develop local funding strategy for environmental programs, conservation easements, and cultural programs. <ul style="list-style-type: none"> • Earmark lodging and cigarette-tax increases for tourism and critical amenities. • Establish general fund matching grant program to leverage additional partnership funding. • Consider voluntary contributions to critical amenities on utility bills. 	●	●	●	◆		
EC A25. Develop entertainment venues for concerts on Mill Mountain and other open areas.	●			◆		
EC A26. Undertake a comprehensive inventory of historic and cultural properties and districts in the City and consider historic districts, where applicable. Solicit neighborhood and stakeholder input in the inventory, where applicable.	●			◆		
EC A27. Promote local, state, and federal incentives to encourage rehabilitation of historic structures.	●		●	◆		
Public and Open Spaces						
EC A28. Revise zoning regulations to better address the placement of billboards in Roanoke and regulate maintenance of existing ones.	●			◆		
EC A29. Work with conservation organizations to identify critical open space or sensitive environmental properties and pursue the purchase of conservation easements.	●		●		◆	

ACTIONS	Participants			Timeframe		
	City	Business	Neighborhood/ Nonprofit	0 – 5 years	6 – 10 years	More than 10 years
EC A30. Encourage preservation of open space and farm land through appropriate land use programs.	●		●		◆	
ECONOMIC DEVELOPMENT						
Economic Base						
ED A1. Develop and implement an economic development strategy that attracts, retains, and expands businesses in the targeted industries such as biotechnology, optics, information technology/software, and transportation-related manufacturing and services.	●			◆		
Regional Economic Development						
ED A2. Expand participation in regional economic development efforts. Continue meetings with elected officials and administrative staff with neighboring localities to discuss regional efforts.	●			◆		
Downtown						
ED A3. Adopt the downtown plan, <i>Outlook Roanoke Update</i> , as a component of Vision 2001-2020.	●		●	◆		
ED A4. Support initiatives to develop a technology zone in the downtown that permits mixed-use developments containing offices, residential, and commercial/retail support services.	●	●			◆	
ED A5. Develop an entertainment strategy for the downtown market area.	●		●		◆	
ED A6. Pursue strategies to increase availability of specialized retail and live/work space in the downtown.	●		●	◆		
ED A7. Complete survey of historic structures in the downtown.	●			◆		
ED A8. Facilitate the development of significant regional attractions such as the Imax Theater.	●	●	●		◆	

ACTIONS	Participants			Timeframe		
	City	Business	Neighborhood/ Nonprofit	0 – 5 years	6 – 10 years	More than 10 years
ED A9. Revise zoning ordinance to discourage demolition of downtown buildings being replaced by surface parking lots.	●	●	●		◆	
Tourism						
ED A10. Develop a "brand identity" for Roanoke. Coordinate with regional partners to launch a marketing campaign.	●	●	●	◆		
ED A11. Identify and develop a consistent funding source for tourism, marketing, and special events. Increase the current level of funding for the promotion of regional tourism through the Convention and Visitor’s Bureau.	●				◆	
ED A12. Develop and install directional signs that are clear, consistent, and strategically placed to identify major attractions that capture tourists.	●		●	◆		
ED A13. Provide transportation connections (i.e., shuttle service) to multiple sites such as Explore Park, Carvins Cove, and Mill Mountain.			●	◆		
ED A14. Promote greenways and linkages to the downtown and surrounding areas.	●		●	◆		
ED A15. Increase efforts to provide information to tourists and residents. <ul style="list-style-type: none"> • Develop a primary source of consistent, up-to-date information that promotes and advertises festivals, events, and tourist attractions. • Develop and maintain a web site and list serve displaying public information. • Expand efforts to market attractions and programs at the airport and other key locations. • Create satellite centers for visitors at area shopping centers to capture local, regional, and destination shoppers. • Develop a regional outdoors guide. 	●		●		◆	

ACTIONS	Participants			Timeframe		
	City	Business	Neighborhood/ Nonprofit	0 – 5 years	6 – 10 years	More than 10 years
ED A16. Expand the current marketing strategy to target young families and young adults. Strengthen and expand the Newcomer’s Club; create a junior newcomer’s club that involves children and teenagers.		●	●	◆		
ED A17. Develop a youth hostel or other budget hotel accommodation in the downtown to encourage hikers and Appalachian Trail enthusiasts to visit Roanoke.	●		●		◆	
Industrial Development						
ED A18. Identify underutilized industrial sites and promote redevelopment as part of Roanoke’s economic development strategy.	●			◆		
ED A19. Support the redevelopment of the South Jefferson Redevelopment Area (SJRA) by coordinating with participating organizations such as Carilion, Virginia Tech, and the University of Virginia.	●	●	●	◆		
ED A20. Investigate a strategy for funding streetscape improvements in the Franklin Road gateway corridor (between SJRA and Wonju Street) to stimulate private sector development.	●			◆		
ED A21. Revise zoning regulations to encourage increased use of planned unit developments.	●			◆		
ED A22. Promote and market the Enterprise Zone program to existing and prospective businesses.	●			◆		
ED A23. Increase the role of the Industrial Development Authority and other redevelopment tools for areas such as West End, Plantation Road, and the Shenandoah Avenue corridor.	●				◆	

ACTIONS	Participants			Timeframe		
	City	Business	Neighborhood/ Nonprofit	0 – 5 years	6 – 10 years	More than 10 years
Technology Zones						
ED A24. Develop an economic development strategy to attract, retain, and grow technology businesses. Designate a lead agency to coordinate programs, resources, and planning for development of technology business. Create a web site that promotes Roanoke to technology companies. The site should contain information about available space, communication infrastructure, and links to other technology resources.	●	●	●	◆		
ED A25. Establish technology zones that provide special tax incentives, expedited development, and economic development assistance. Designate a section of downtown as the primary technology zone and key village centers as secondary technology zones.	●	●	●	◆		
Commercial Development						
ED A26. Identify underutilized commercial sites and promote revitalization.	●		●	◆		
ED A27. Revise zoning and develop guidelines that encourage maximum use of commercial and industrial sites by addressing setbacks, lot coverage, parking requirements, and landscaping to encourage development of commercial businesses in centers versus strip developments.	●			◆		
New Economic Initiatives						
ED A28. Initiate small-area plans for mixed use (i.e., residential, commercial, and light industrial) development in the West End, Plantation Road, and Shenandoah Avenue corridors.	●	●			◆	
ED A29. Initiate small-area plans considering rezoning of Crossroads area to consider a mix of high density residential, commercial, research & development, and underutilized commercial centers.	●	●			◆	

ACTIONS	Participants			Timeframe		
	City	Business	Neighborhood/ Nonprofit	0 – 5 years	6 – 10 years	More than 10 years
ED A30. Develop incentives and programs to encourage redevelopment activities that create attractive commercial corridors in areas of strip development and underutilized commercial centers.	●	●		◆		
ED A31. Revise zoning ordinance to permit small-acreage, mixed-use (flex-space) development.	●			◆		
ED A32. Revise zoning ordinance to permit home offices in certain residential areas.	●			◆		
ED A33. Explore redevelopment of areas identified for industrial, commercial, or mixed-use development or reuse such as: <ul style="list-style-type: none"> • South Jefferson Redevelopment Area (SJRA) • Franklin Road between SJRA and Wonju Street • Crossroads Mall area • Campbell Avenue between 5th and 10th Streets • Roanoke Salem Plaza • Shenandoah Avenue • Plantation and Hollins Road area Area plans for these sites should include participation of stakeholders and design professionals.	●	●	●	◆		
Work Force						
ED A34. Invest in education and training to create a labor force that can succeed in an information-based economy.	●		●		◆	
ED A35. Support and expand workforce development efforts that link economic development agencies and educational institutions. Develop work/study (co-operative) programs linking industry, high schools, colleges, and economic development agencies.	●	●	●		◆	
Village Centers						
ED A36. Encourage village centers through identification of potential locations in neighborhood plans.	●		●		◆	

ACTIONS	Participants			Timeframe		
	City	Business	Neighborhood/ Nonprofit	0 – 5 years	6 – 10 years	More than 10 years
ED A37. Develop design guidelines for village centers.	●			◆		
ED A38. Revise zoning ordinance to permit mixed-use residential/commercial development and live/work space in village centers and on the periphery of the central commercial areas.	●			◆		
INFRASTRUCTURE						
Road System						
IN A1. Adopt standard design principles for streets and develop a manual to guide construction that affects the streetscape and includes attractive designs for traffic calming devices.	●			◆		
IN A2. Develop an inventory of City streets based on transportation corridor classifications and identify priorities for design improvements.	●			◆		
IN A3. Develop a transportation plan as a component of Vision 2001-2020 that uses the recommended design principles to implement and prioritize street improvements. Identify priorities for streetscape improvements through neighborhood plans and through a street design inventory.	●				◆	
IN A4. Expand the urban forestry program to increase the number of street trees planted and replaced.	●		●	◆		
IN A5. Change zoning, subdivision, and other development ordinances to include revised street design principles.	●			◆		
IN A6. Coordinate with state and regional transportation agencies to include revised design standards for new and existing public roadways. Pursue public transportation links between the New River Valley and Roanoke.	●			◆		

ACTIONS	Participants			Timeframe		
	City	Business	Neighborhood/ Nonprofit	0 – 5 years	6 – 10 years	More than 10 years
Pedestrian, Greenway, and Bicycle Systems						
IN A7. Develop a greenway system to provide pedestrian and bicycle linkages between the region’s parks, rivers, creeks, natural areas, recreation areas, business centers, schools, and other institutions.	●	●	●	◆		
IN A8. Identify long-term funding for sidewalk construction.	●				◆	
IN A9. Develop procedures that link or expand greenways when obtaining rights-of-way when developing utilities.	●				◆	
IN A10. Develop and adopt a bicycle and pedestrian transportation plan that uses the recommended design principles.	●	●	●		◆	
Transit System						
IN A11. Develop programs to increase ridership of Valley Metro.	●	●		◆		
IN A12. Encourage employers to establish motor pools for work-related trips during the day so employees can walk or bike to work.	●	●	●		◆	
IN A13. Continue programs that provide public transportation to disabled citizens; consider expansion of service to employment and medical centers.	●		●	◆	◆	◆
IN A14. Explore streetcars or other mass transit systems.	●			◆		
Airport						
IN A15. Encourage expanded direct air service to major national destinations.	●	●			◆	
IN A16. Provide accessible shuttle service between the airport and other local destinations.	●				◆	
Rail System						
IN A17. Encourage expansion of rail service to relieve truck congestion on Interstate 81.	●	●			◆	

ACTIONS	Participants			Timeframe		
	City	Business	Neighborhood/ Nonprofit	0 – 5 years	6 – 10 years	More than 10 years
IN A18. Explore development of a regional facility for truck-to-rail intermodal transfer facility and inland port.	●	●				◆
IN A19. Pursue passenger rail service.	●	●				◆
Technology Infrastructure						
IN A20. Create a task force responsible for developing a technology strategy.	●	●		◆		
IN A21. Inventory and map technology resources such as available buildings, communications infrastructure, and existing technology businesses.	●	●		◆		
IN A22. Foster strong partnerships and cooperative projects with Virginia Tech and other local universities.	●		●		◆	
Water and Wastewater						
IN A23. Promote regional solutions to storm water and public water and sewer needs and services, including consideration of water conservation strategies.	●				◆	
IN A24. Maintain and upgrade sanitary sewer lines to eliminate infiltration and inflow of storm water.	●				◆	
PUBLIC SERVICES						
Public Safety						
PS A1. Develop strategies that strengthen community policing (i.e., COPE) efforts between the police department, residents, businesses, and community groups.	●	●	●	◆		
PS A2. Public safety agencies will maintain or exceed nationally recognized standards.	●			◆		
PS A3. Revise zoning ordinance to integrate crime prevention through environmental design in the development review process.	●			◆		

ACTIONS	Participants			Timeframe		
	City	Business	Neighborhood/ Nonprofit	0 – 5 years	6 – 10 years	More than 10 years
PS A4. Promote citizen participation in public safety programs such as the Citizens Police Academy.	●		●	◆		
PS A5. Study and promote regional approaches to providing public safety services that ensure their location and operation provide the most equitable, effective, and efficient service to citizens.	●			◆		
Code Administration, Boards, and Commissions						
PS A6. Revise zoning ordinance regarding nuisance offenses to provide for civil fines and on-site ticketing to increase compliance.	●			◆		
PS A7. Provide code enforcement information to residents and inspectors in satellite service facilities.	●				◆	
PS A8. Provide ongoing training for boards and commissions related to zoning, property maintenance, and development codes through certified training programs.	●			◆		
PS A9. Revise zoning and other ordinances to address new development patterns and land uses.	●			◆		
PS A10. Coordinate regulations, where feasible, with neighboring jurisdictions for consistency.	●			◆		
PS A11. Increase the use of information technology to improve services.	●			◆		
Solid Waste Management						
PS A12. Develop and expand recycling and educational programs that promote its use.	●	●	●	◆		
PS A13. Consider developing a staffed recycling center with a household hazardous waste component.	●			◆		

ACTIONS	Participants			Timeframe		
	City	Business	Neighborhood/ Nonprofit	0 – 5 years	6 – 10 years	More than 10 years
City Administration and Service Delivery						
PS A14. Pursue innovative service-delivery strategies that improve customer service. Increase the use of computers and information technology to reduce reliance on paper and provide greater access and sharing of information.	●			◆		
PS A15. Ensure that all schools and City-owned facilities are located, designed, and maintained to complement neighboring land uses.	●				◆	
PS A16. Pursue regional efforts for solid waste management and recycling.	●				◆	
PS A17. Consider development of community service facilities to provide direct services and serve as information and referral centers. <ul style="list-style-type: none"> • Identify community service needs for two pilot locations (north and south) for centers. • Develop an administrative plan that provides services and management of the centers. • Involve private and non-profit sector organizations such as the Council of Community Services in planning for the facilities. 	●		●	◆		
PEOPLE						
Education and Lifelong Learning						
PE A1. Develop and expand strategies that encourage parents and children to make the commitment for children to attend and participate in school every day.	●	●	●	◆		
PE A2. Create programs that provide opportunities for education and coaching in local institutions such as churches, neighborhood groups, and businesses to increase awareness and value of education.		●	●		◆	
PE A3. Develop plans for constructive alternatives for students in in-school suspension.	●			◆		

ACTIONS	Participants			Timeframe		
	City	Business	Neighborhood/ Nonprofit	0 – 5 years	6 – 10 years	More than 10 years
PE A4. Create ways to encourage churches and civic groups to adopt a school and provide after-school programs/activities to build youth interest and provide role models for success.	●		●	◆		
Libraries						
PE A5. Improve the downtown main library to provide greater accessibility, better service delivery, and access to technology. Consider building improvements, a new building, or relocation of the library.	●			◆		
PE A6. Continue to support the Virginia Room as the premier resource center for genealogy and history.	●			◆	◆	◆
PE A7. Explore inclusion of business-development services at the main library.	●	●		◆		
PE A8. Develop a plan that identifies branch library facilities that have become outdated or cannot be expanded; consider relocation to sites that have improved technology facilities, access to bus service, and provide adequate and safe parking.	●				◆	
Health and Human Services						
PE A9. Promote programs that educate citizens regarding public and private programs to make health care more accessible.	●		●	◆		
PE A10. Develop a strategy that addresses duplication of inter-related services in health and human service programs.	●		●		◆	
PE A11. Promote health care programs related to pre-natal care, immunization, dental and vision care, and health screening by using the Internet, television, and other forms of media.	●		●	◆		
PE A12. Inventory existing day care facilities; develop a plan aimed at increasing the availability of affordable day and evening care for children, elderly, and the handicapped.	●		●	◆		

ACTIONS	Participants			Timeframe		
	City	Business	Neighborhood/ Nonprofit	0 – 5 years	6 – 10 years	More than 10 years
PE A13. Develop special needs programs that are accessible and connected to housing and support networks.	●		●		◆	
PE A14. Provide accessible information in satellite service facilities.	●				◆	
PE A15. Promote development of a regional cost-sharing program for health and human services.	●		●		◆	
PE A16. Establish new regional public transportation routes in the Valley to provide better access to health care and support services.	●				◆	
PE A17. Develop strategies that support greater use of recreational and exercise programs in schools, parks, and greenways.	●		●	◆		