

XI. Goals, Objectives, and Strategies

Introduction

The long-range goals and related short-range objectives presented below serve as a focal point for this planning document. Such goals and objectives build upon opportunities and problems identified through analysis of the background materials and provide guidance for the adoption of specific policies to implement plan recommendations. Further, these goals and objectives represent the aspirations of Town leaders as to the future direction of the Town of Christiansburg and are intended to serve as a guide for decision making that will affect the welfare of the citizens and their relationship to their surroundings.

The following goals are conceptually presented and should be viewed as long-range in nature. The objectives constitute shorter-term integral parts that are necessary in order to reach the principal goal. The strategies represent the actions that define the process required to achieve or maintain stated goals and objectives.

LAND USE GOALS AND OBJECTIVES

Goal: Effectively guide and manage the valuable land assets within our community to encourage a harmonious pattern of land use that can be adequately served by the Town and that meets population needs, stimulates physical, social, and economic development, and protects the ecological balance within the area.

Objectives:

1. Provide adequate land areas for orderly, compatible, and efficient economic and physical growth.

Strategies:

a. Delineate land areas of appropriate size inside the Town limits best suited for conservation, residential, institutional, commercial, and industrial activities, as well as transportation. Delineation of uses should support existing use relationships while separating incompatible uses. Special attention should be given to achieve a balance between service demand expenditures (for both construction and maintenance) and Town revenues.

b. Enforce, review, and periodically update the Zoning Ordinance to ensure the harmonious, orderly and complementary development of land use within the Town.

c. Advise and coordinate with Montgomery County in land use planning for the urbanizing outlying areas adjacent to the Town.

d. Consider expanding the present Town corporate boundaries to include areas most suitable for new development and to obtain additional land for future urban growth per the stipulations of the existing annexation agreement. (Note: The Town's 1988 Annexation Agreement may be reviewed at the Town Manager's office).

2. Promote safe, environmentally sound, and aesthetically pleasing development.

Strategies:

- a. Enforce, review, and periodically update the Subdivision and Zoning Ordinances to ensure that new development within the Town limits is soundly engineered with special attention given to street construction, drainage control, buffering, and utility construction.
- b. Encourage development in areas where public utilities already exist.
- c. Require aesthetic improvements such as landscaping, attractive signage, buffers and underground utilities within subdivisions and new commercial developments.
- d. Review proposed site and building plans in accordance with the Town Zoning and Subdivision Ordinances.
- e. Require landscaping with maintenance plans for developments within the Town.
- f. Continue to assess appropriate land use mixes within various Zoning Districts and neighborhoods of the Town.
- g. Develop an effective and efficient program for condemning dilapidated property within the Town.

3. Promote and guide clustered retail/office development within the Town.

Strategies:

- a. Consider adding Mixed Use/Transitional Zoning Districts to the Zoning Ordinance to match the Future Land Use Map.
- b. Encourage clustered retail/office use as a way of providing convenience to residents.

4. Review and assess appropriateness of land use patterns within the Town.

Strategies:

- a. Support a system of controlled land use development within and around the Town.
- b. Coordinate with Blacksburg and Montgomery County regarding development impacts at Town boundaries.
- c. Coordinate the future expansion and maintenance of public services with each land use decision.
- d. Assess and consider traffic flow impacts when determining land uses within and around the Town.
- e. Continue to provide allowances for the potential use of nonconforming parcels within the Town.
- f. Encourage higher density residential development where appropriate.
- g. Encourage development that renovates existing properties and/or provides infill development.

ENVIRONMENTAL GOALS AND OBJECTIVES

Goal: Enhance the natural setting of the Town; promote a greater awareness of the natural beauty and positive attributes of the area and preserve environmentally sensitive areas.

Objectives:

1. Protect the natural environment from inappropriate development and enhance the man-made environment.

Strategies:

- a. Preserve fragile habitats such as wetlands.
- b. Restrict improper development in the floodplain through the enforcement of the Floodplain Ordinance.
- c. Encourage the retention of existing trees and wooded lots and the planting of additional trees during future development through the use of the Zoning and Subdivision Ordinances.
- d. Expand public (municipal/county) ownership of open spaces and greenways within the Town.

2. Promote the protection of historical resources within the Town.

Strategies:

- a. Encourage the rehabilitation of structures that could potentially contribute to the historic character of the Town.
- b. Accept proffers from developers to preserve or renovate historical buildings where appropriate.
- c. Accept proffers/donations of historically significant sites and structures where valid public uses for them can be found.

3. Protect the quality and reliability of the regional water supply system.

Strategies:

- a. Minimize private sewage facilities to the extent practical.
- b. Encourage the County to limit development outside the Town limits to large lots unless the developer can connect to the municipal sewage system.
- c. Cooperate with state and federal agencies in the preservation of wetland areas.
- d. Encourage natural plantings on critical slopes to reduce erosion and runoff and promote water quality.
- e. Develop 10- and 20-year water supply plans for the Town.
- f. Estimate quantities and examine impacts of outside demand for Town water supplies in the future.

4. Promote the future development and the preservation of greenspace.

Strategies:

- a. Promote development plans that provide appropriate open space.
- b. Encourage more planned communities that include greenspace.
- c. Support plans to acquire open space when opportunity arises (recreation master plan).
- d. Accept conservation easements within the Town.
- e. Plan for a trail network to connect public places, recreational areas, and other open spaces.

ECONOMIC GOALS AND OBJECTIVES

Goal: Provide for a range of commercial enterprises and industry to provide the residents of Christiansburg and surrounding communities the necessary services, employment opportunities and public revenues.

Objectives:

1. Maintain the economic vitality and viability of the downtown area.

Strategies:

- a. Encourage retention and new development of administrative offices, retail/commercial, and professional services in the downtown business area.
- b. Improve the appearance of the downtown by encouraging and promoting landscaping through private means and Town efforts.
- c. Encourage residential development within and around the downtown.

2. Promote an appropriate mix of commercial activity in the Town.

Strategies:

- a. Encourage a full range of consumer services in existing commercially zoned areas; discourage strip commercial development along major arterial roads.
- b. Encourage establishment of additional professional office complexes in commercially zoned areas.
- c. Provide for a diversified, vibrant environment through the provision of mixed-use development, which combines residential, commercial/industrial, and recreational functions in the developing northern and eastern sections of Town.

3. Support creation of varied levels of employment opportunities for citizens of the Town.

Strategies:

- a. Encourage the creation of an industrial arts school that will teach needed trades and skills (such as wood-working, carpentry, automobile repair, etc.).
- b. Support the development of apprentice programs in cooperation with targeted industries and businesses.
- c. Support the development of a one-stop shop job incubator.
- d. Support creation of a viable job fair program.
- e. Encourage adequate and appropriate workforce training for high school dropouts.
- f. Promote varied training and workforce development opportunities through local higher education resources.

4. Generate appropriate levels and selected types of industrial activity in the Town.

Strategies:

- a. Encourage additional industries to locate in industrially zoned districts.
- b. Continue to cooperate and coordinate efforts with the Montgomery Regional Economic Development Commission and New River Valley Economic Development Alliance to identify appropriate industries and encourage their location to Christiansburg.

5. Create an appropriate environment within the Town for recruitment and retention of targeted industry.

Strategies:

- a. Support the Chamber of Commerce in regular visitation with businesses and industries to evaluate needs and goals related to Town programs and services.
- b. Encourage appropriate and viable support opportunities of small businesses.
- c. Promote the development of a small business incubator.
- d. Explore the creation of an enterprise zone/technology zone for downtown businesses.
- e. Identify potential available commercial and industrial sites.

6. Promote the Town as a destination spot for tourist activities.

Strategies:

- a. Identify and promote historic attractions in and around the Town.
- b. Promote appropriate and viable festivals within the Town.
- c. Support the creation of opportunities for entertainment attractions to draw outside interest to the Town.
- d. Identify and catalogue local attractions and destination sites.

7. Identify and encourage services that assist economic development within the Town.

Strategies:

- a. Cooperate in transit services to reduce traffic congestion in and around the Town.
- b. Support the New River Valley Airport and its Foreign Trade Zone and United States Customs Point of Entry efforts on behalf of the region.

8. Support a strategy for creation of a local civic center within the area.

Strategy: Encourage funding from local, regional, and state partners to build a viable civic center to serve the Town.

TRANSPORTATION GOALS AND OBJECTIVES

Goal: Provide for a system of streets, sidewalks, parking areas, traffic controls and other related facilities, which will provide safe, convenient and reliable movement of people and goods.

Objectives:

1. Provide for adequate highway service to maintain and improve communications with areas outside of Town and to accommodate through traffic with minimum impact on the Town's street network.

Strategies:

- a. Coordinate with VDOT in establishing the Town's priorities in the annual VDOT 6-Year Plan.
- b. Accept proffers from developers to construct or contribute funds to the construction of highway projects.
- c. Promote and encourage the use of the "Two Town Trolley" between Blacksburg and Christiansburg.
- d. Support I-81 improvements as they relate to improved transportation networks around Town as well as to provision of external connectivity.

- e. Support the Blacksburg-Christiansburg-Montgomery Area Metropolitan Planning Organization.
- f. Support regional transportation planning within the New River Valley.
- g. Develop and execute transportation plans for internal circulation for the Town.
- h. Support the expansion of bus services throughout and around the Town.
- i. Explore the potential creation and maintenance of a bus service between Christiansburg, Blacksburg and Radford (including the long-term potentials for a regional transit authority).

2. Provide for an adequate street network, which will facilitate the flow of traffic to and from the residential, commercial and industrial areas while minimizing non-local traffic flow through residential neighborhoods.

Strategies:

- a. Encourage the County and VDOT to have all new streets connecting to Town streets brought up to established VDOT urban standards.
- b. Plan new routes to alleviate traffic congestion and vehicular conflicts, and stimulate residential, mixed use, light industrial and commercial development.
- c. Ensure interconnectivity of streets for general traffic flow and emergency services purposes.

3. Provide for adequate parking and periodically review Codes to ensure appropriate requirements.

Strategies:

- a. Promote retention and construction of off-street parking in the downtown business area during new construction.
- b. Enforce the Subdivision and Zoning Ordinance parking provisions for new construction.
- c. Review the Subdivision and Zoning Ordinance parking provisions periodically to ensure that they meet traffic and parking needs.

4. Seek and support advanced transportation in the area of roads and aviation.

Strategies:

- a. Provide continued support for the Virginia Tech – Montgomery Executive Airport Authority and New River Valley Airport Commission.
- b. Work closely with VDOT on the development of 5, 10 and 20-year road improvement plans.

5. Support the reentry of passenger and freight rail service to the Town.

Strategy: Identify and plan appropriate updating of freight and passenger facilities in and around the Town.

Goal: Provide the opportunity for safe and accessible alternative modes of transportation for all Town citizens.

Objectives:

1. Encourage the use of alternate transportation options (walk, bike, mass transit).

Strategies:

- a. Provide adequate signage for and study routing of the Route 76 Bicycle Trail.
- b. Continue support of existing Blacksburg Transit services and explore the potential of expanded routes and schedules.
- c. Provide adequate and accessible bus shelters with benches.
- d. Develop and support an effective park and ride program from commuting citizens of the Town.
- e. Provide interconnected walking and bicycle trails within and around the Town, including the extension of the Huckleberry Trail.
- f. Provide bicycle lock posts/racks at the Recreation Center, planned aquatic center, and other appropriate locations around the Town.
- g. Support creation and maintenance of recreational trails (including regional projects) and encourage their use for commutation.
- h. Explore the establishment of a Town Bikeway Committee.
- i. Continue to encourage new development to provide for trails and recreational areas and continue staff plan review for interconnectivity opportunities.
- j. Explore the creation of a fund that would allow developers to make contributions in lieu of building a sidewalk in front of properties that do not provide connectivity. This fund could then be used to rehabilitate existing sidewalks or extend existing sidewalks into appropriate areas.

2. Develop accessible and safe walkways throughout the Town appropriate for all ages.

Strategies:

- a. Consider requiring walking paths as part of new residential development within the Town.
- b. Assess the need for crosswalks and lights within the commercial districts of the Town.
- c. Assess the need for walkovers and/or tunnels within the commercial districts on Route 460, Peppers Ferry Road, and Main Street.
- d. Develop an interconnected trail network within and around the Town.

HOUSING GOALS AND OBJECTIVES

Goal: Provide for a housing supply of sufficient size, diversity and quality to assure every resident of Christiansburg a safe, sound and sanitary place in which to live.

Objectives:

1. Provide for a range of housing choices to ensure that housing will be available to a broad range of income groups.

Strategies:

- a. Provide opportunities for diversity of housing types including apartments, townhouses, condominiums, and duplexes as well as small- and large-lot single family.
- b. Preserve existing residential neighborhoods and encourage development that provides opportunities for home ownership.
- c. Support efforts to provide affordable housing in the New River Valley including the use of innovative land use regulatory measures.
- d. Encourage the construction of retirement housing.
- e. Encourage the construction of nursing homes and housing for the elderly and disabled.
- f. Encourage more planned housing developments.

2. Provide safe and attractive housing within the Town.

Strategies:

- a. Eliminate substandard housing through encouragement of redevelopment and entrepreneurship.
- b. Continue Town inspections programs.
- c. Continue to condemn dilapidated structures in the Town.

PUBLIC UTILITIES & COMMUNITY SERVICES GOALS AND OBJECTIVES

Goal: Provide for a coordinated system of community facilities and services, which will maintain and enhance the quality of life in Christiansburg.

Objectives:

1. Provide and maintain a safe, reliable water supply, treatment and distribution system for Town residents.

Strategies:

- a. Operate and maintain a water supply distribution system.
- b. Continue to support the Blacksburg-Christiansburg-VPI Water Authority efforts to maintain production capabilities relative to members' needs.
- c. Continue to renovate the existing distribution system.
- d. Protect by whatever means available the future use of the New River as a potential water supply source.
- e. Ensure that development meets appropriate stormwater controls throughout the Town.

2. Provide and maintain a safe, reliable, and environmentally sound sewage disposal system for Town residents and customers within the Town's service areas as defined in the 1988 Annexation Agreement.

Strategies:

- a. Operate and maintain a sewage collection and treatment system.
- b. Continue the staged expansion of the existing treatment plant to accommodate new development as necessary.
- c. Continue reducing or eliminating infiltration and/or improper water discharges into the sewer collection system.
- d. Provide municipal services outside existing corporate boundaries in accordance with the 1988 Annexation Agreement.
- e. Accept proffers from developers to assist in upgrading sewage treatment facilities.

3. Provide appropriate, reliable, environmentally sound solid-waste collection services for Town residents.

Strategies:

- a. Continue to provide citizens with solid waste collection options.
- b. Actively promote recycling and composting to reduce volume of solid waste.
- c. Promote and encourage participation in the Town's recycling program.
- d. Consider curbside recycling should it become economically feasible.
- e. Support waste management education in the schools and in the community.
- f. Consider mandatory garbage pick-up throughout the Town.

- g. Develop a long-term strategy for dealing with solid waste management for the Town.
- h. Continue and potentially expand the spring and fall brush and large item pick-up program.
- f. Consider establishing and promoting a Community Clean Up Drive.

4. Provide appropriate police, fire, and rescue protection for Town residents commensurate with the needs of the present and future population.

Strategies:

- a. Continue funding of the Volunteer Fire and Rescue Departments.
- b. Continue to coordinate police, fire, and rescue services with Montgomery County and the region including coordinating service areas and cross-jurisdictional support agreements.
- c. Continue to develop a Hazard Mitigation Plan with the New River Valley Planning District Commission in order to be eligible for Federal Emergency Management Agency (FEMA) project funds.
- d. Establish and utilize a Reverse 911 System.
- e. Continue to maintain an Emergency Operations Plan.

5. Strive to maintain a low crime rate and provide quick emergency response.

Strategies:

- a. Expand the neighborhood watch network.
- b. Continue to ensure well-equipped, well-trained police, fire, and rescue services.

6. Ensure educational opportunities for all citizens.

Strategies:

- a. Continue relationship with Montgomery County Public Schools for the provision of accredited public education to the Town's children.
- b. Continue relationship with New River Community College, Virginia Tech, and Radford University as excellent post high school educational alternatives.
- c. Encourage expanded higher education opportunities including provision of more distant learning opportunities.
- d. Continue support of schools as community centers through co-use agreements with Montgomery County Public Schools.
- e. Encourage the utilization of the Montgomery-Floyd Regional Library.

PARKS AND RECREATION GOALS AND OBJECTIVES

Goal: The Town of Christiansburg is committed to providing diverse and accessible parks and recreation programs providing social opportunities to all its citizens in an organized, safe and aesthetically pleasing environment.

Objectives:

1. Provide and maintain appropriate, adequate and diversified recreational and cultural facilities for the enjoyment of Town residents of all age groups.

Strategies:

- a. Encourage development of on-site recreational facilities within new residential developments appropriate to the needs of the residents.
- b. Accept proffers for off-site recreation construction and expansion from developers of single-family developments.
- c. Encourage location of compatible small-scale cultural, recreation and entertainment facilities in or near the Town limits.
- d. Provide recreational facilities at the Harkrader Sports Complex and the planned aquatic center at the Depot Street park site that will serve the entire community.
- e. Continue to promote the Huckleberry Trail and coordinate future extension of the Trail.
- f. Connect greenspace throughout the Town.
- g. Encourage more planned communities, development, and neighborhoods.
- h. Require dedication of land for green spaces and community parks as part of planned developments.

2. Provide expanded recreational opportunities for the citizens of the Town.

Strategies:

- a. Provide adequate and accessible recreation for our aging population.
- b. Provide adequate and accessible recreational activities for the physically handicapped.
- c. Consider youth needs when developing and enhancing local Town parks. The Department of Parks and Recreation will work with schools to develop thoughtful youth recreation opportunities.
- d. Effectively plan and execute the development and maintenance of a local aquatic center.

3. Prepare a comprehensive strategy for developing and promoting community parks throughout the Town.

Strategies:

- a. Continue requiring dedication for recreation and open space with subdivision of land.

- b. Provide an implementation strategy for connecting Rosa Peters Playground with the Town park and planned aquatic center.
- c. Encourage preservation of the former Christiansburg Middle School as community use and open space.
- d. Build sidewalks or multi-use paths to public sites including parks and recreation centers.
- e. Identify locations for and build picnic shelters throughout the Town.
- f. Involve the community in determining types and number of parks needed in various locations throughout the Town.
- g. Coordinate with Montgomery County to ensure connectivity, create complimentary programs and facilities, and avoid duplication.

4. Identify and/or develop social centers for events and meeting places within the Town.

Strategies:

- a. Identify locations within the Town that are appropriate for elderly social gatherings.
- b. Encourage more open use of community centers for social needs of the community.

5. Explore the development of a viable civic center to serve the area.

Strategies:

- a. Explore the potential formation of a multi-jurisdictional steering committee to study the needs related to the development of a civic center.
- b. Study the creation of a regional body to support the planning, implementation and maintenance of a civic center.

TOWN IDENTITY/AESTHETICS GOALS AND OBJECTIVES

Goal: Establish a positive Town identity utilizing the natural settings of the Town's entrances, districts and the citizens' pride for their community.

Objectives:

1. Accent positive Town identity.

Strategies:

- a. Consider utilization of visioning to determine a Town identity to celebrate.
- b. Encourage local businesses that provide a local identity and uniqueness.
- c. Promote open space that has aesthetic appeal as well as potential recreational use.

2. Provide distinctive entrances and gateways to the Town.

Strategies:

- a. Identify Town entrances and provide support and planning for creating appropriately landscaped designs to highlight these areas.
- b. Continue to provide appropriate signage for entrances and gateways.
- c. Continue review of site plans and current Codes to ensure appropriateness of development.

3. Promote downtown revitalization.

Strategies:

- a. Continue to seek and obtain grants for the downtown area.
- b. Encourage ample downtown parking for businesses and residences.
- c. Evaluate downtown infrastructure.
- d. Promote residential development downtown.
- e. Work with the Chamber of Commerce and downtown groups to identify "Downtown Christiansburg" from I-81 exits.

4. Promote open space acquisition and protection.

Strategies:

- a. Design an aquatic center to best utilize open space.
- b. Encourage usable open space provision through the planned development approval process and the site plan review process.
- c. Combine open spaces through Town planning and administrative review of subdivision and development.
- d. Promote cluster development and beautification in business and industrial districts through greenspace and landscaping requirements.

5. Protect aesthetics and history.

Strategies:

- a. Consider provision of signs to identify Historic Districts within the Town.
- b. Continue projects such as the Downtown Enhancement Project to maintain the Town's aesthetic appeal.
- c. Cooperate with the New River Valley Arts Council.

REGIONAL COMMUNICATION AND COOPERATION GOALS AND OBJECTIVES

Goal: Promote cooperation between the Town, the County government and the nearby localities and their agencies and authorities.

Objectives:

1. Promote cooperation between the Town and the County in the development of areas adjacent to the Town corporate limits and in the provision of services.

Strategy: Continue communications with Montgomery County and surrounding localities.

2. Promote cooperation among the New River Valley municipalities in dealing with problems or opportunities of mutual interest.

Strategies:

- a. Cooperate with other localities in the New River Valley.
- b. Support regional cooperation in economic development such as Virginia's First Regional Industrial Facility Authority, the Blacksburg-Christiansburg-VPI Water Authority, the Blacksburg-Christiansburg-Montgomery Area MPO, the landfill, the airports, etc.
- c. Recognize the need to address large regional opportunities and challenges on a regional basis.
- d. Explore the potential development of a regional civic center.

Goal: Seek consolidation of services and cooperation of projects.

Objectives:

1. Coordinate future boundary adjustments.

Strategies:

- a. Identify opportunities and sharing of services.
- b. Tie boundary adjustments to the ability to provide water and sewer.
- c. Support Montgomery County School Board efforts in identifying appropriate future sites and adaptive reuse projects.
- d. Consider long-term consolidations including potential boundary adjustments, annexations, and jurisdictional mergers.

Goal: To facilitate improved communications among agencies, departments, and individuals.

Objectives:

1. Promote citizen involvement and provide an e-friendly and accessible Town.

Strategies:

- a. Provide for public involvement in plan updates.
- b. Continue to maintain and update the Town website.
- c. Utilize the Internet, GIS, and other technologies to inform the public as appropriate.

2. Encourage communication between local governments and universities.

Strategies:

- a. Establish coordinated planning at jurisdictional boundaries.
- b. Continue communication with Montgomery County, Blacksburg, Radford City, Radford University, and Virginia Tech as well as other regional governments and authorities.

IMPLEMENTATION GOALS AND OBJECTIVES

Goal: Strengthen the administrative and planning functions of the Town government in order to provide needed services in an efficient manner with a minimum financial burden to the taxpayers.

Objective: Continue to inform the public and provide for their input.

Strategies:

- a. Continue to make meetings public, advertise input opportunities, and conduct surveys of citizen desires.
- b. Regularly review Town revenues and expenditures and develop a priority list of proposed major capital improvements for accomplishment based on a fiscal forecast by the Town.

Objective: Make effective use of Zoning and Subdivision Ordinances and other tools to carry out goals and objectives.

Strategies:

- a. Continue to review the Comprehensive Plan at least every five years so that it can be a useful, up-to-date guide for future growth and development and revise the Plan as needed.
- b. Continue staff review of current ordinances and enforcement of Codes.
- c. Regularly review Town revenues and expenditures and develop a priority list of proposed major capital improvements for accomplishment based on a fiscal forecast by the Town.
- d. Consider adoption of appropriate Mixed Use/Transitional Zoning Districts to match the Future Land Use Plan.