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# DESTINATION 2022

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Town of Christiansburg



JANUARY 6, 2017  
TOWN OF CHRISTIANSBURG  
100 East Main Street, Christiansburg, VA 24073

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# Town of Christiansburg

## Selected Accomplishments 2014 to 2016

### Projects

- Huckleberry Trail
- Depot Park
- Renva W. Knowles Bridge
- Fire inspection program
- Hydrant maintenance
- Solid Waste Automation
- StoryWalk
- Farmers Market
- Skate Park upgrades
- Rec Center upgrades: LED lights, score boards, new floors
- WWTF generator
- Diamond Hills Storm Drainage Project
- Police Department renovations
- 911 consolidation
- Public Works facility upgrades (supervisory offices)
- Peppers Ferry Rd. widening
- Downtown Enhancement Project
- Additional SRO officer
- Two water booster stations
- AMI project
- Alligator slide at CAC
- Pet waste stations
- Bike fix-it stations
- New downtown crosswalks/activated crosswalks on Cambria
- Sidewalk upgrades (Depot, Park and Roanoke)

- AED in every patrol car and in facilities
- Traffic signal LED upgrades
- LED Christmas light upgrades
- Truman Wilson (NCRP) Purchase
- College Street Park/armory
- WWTF nutrient removal (saved \$24k in chemical cost)
- Firehouse software implementation
- Increase in social media presence + Instagram account
- Bimonthly newsletter in utility bills and online
- Intranet
- Welcome Guide
- Sound/audio equipment in Council Chambers
- New section of Sunset Cemetery
- Conflict monitoring on traffic signal
- No violations in 2 years at WWTF
- Six consecutive years CAFR
- VSMP authority
- Water supply line to regional fire/rescue training facility
- Selection of passenger rail site
- Banner program
- Warm zone EMS capability
- Swift water and dive recovery joint training & team
- Streamlined hiring process
- Walking club
- GTO Program for Special Needs Population
- BT bus stop upgrades
- Expanded bus routes (Radford)
- Citizens Alert rollout

- CAD/RMS system rollout
- Live data in police cars
- Mill Lane property acquisition
- Merged GIS data with other members of 911 Authority
- New Playground Equipment (Circle Park, Depot, Summit Ridge, Downtown Park, John Lemley)
- Safety upgrades at Rec facilities (break away bases, lock box)
- New lighting at Kiwanis Park
- Miller/Alleghany traffic calming
- Residential, commercial industrial development
- Council contributions to community service
- Hyperweb workflow software
- Cemetery master plan
- Truman Wilson (NCRP) master plan
- DR site (redundant data center)
- Implementation of mobile device mgt
- Stormwater utility fee (1 year implementation)
- Monthly utility billing
- Initiated new plan review procedure
- Initiated new development design manual
- Erosion & sediment control inspections tracking
- Completed an effective water storage recovery project (improve drinking water quality)
- Worked with NRV Regional Water Authority to revise our billing procedure with AMI
- Completed interceptor study: College Street sewer design & the Arrowhead Basin Study
- Initiated street pavement rating project

## Accomplishments: Grant Funding Secured on Behalf of Citizens

Signal at Quinn W. Stuart, Roanoke St/Fallen Branch signal	398,500
Chrisman Mill realignment	865,600
Cambria water pressure study	15,980
Falling Branch Intersection	839,000
Park Street Drainage	287,000
Franklin Street Drainage	74,000
Primary Road Paving: Route 8	656,860
Primary road paving Depot/Lester	225,646
Blue Leaf/Diamond Hills Phase I and II	219,550
Diamond Hills Phase I, II stream restoration & basin	234,375
Industrial Park Basin	245,000
Depot Street Drainage Basin	392,000
Obesity grant	108,000
Local foods, local places	20,000
SNAP/EMT (Farmers Market)	1,580
Playground sweepstakes	80,000
Bullet-proof vests	15,000
DMV overtime	51,800
TRIAD (for elderly citizens through attorney general)	4,800
Revenue sharing for annual paving	1,666,000
UDA (Urban Development Area Study)	65,000
Brown, Church, Lucas Storm Drainage	988,000
Walmart Grant for Senior Citizens	3,000
Revenue sharing – guardrail, culvert (VDOT maintenance)	12,500
LEMPG – Fire Department	30,000
VIEFERS – computer for fire department	2,000
CDBG Last 3 years	330,000
SRO grant	122,680
NRVCIT Less lethal weapons	453,000
Drive Tourism	20,000
Swimming saves lives	3,000
Huckleberry trail PH II all Montgomery County all years	963,000
Huckleberry trail PH III	671,604
Huckleberry PH III Oak Tree to Independence	442,812
N Franklin at Cambria	8,476,566
t-21 Downtown enhancement all years	3,000,000
<b>Grand Total Value to the Community</b>	<b>\$21,983,853</b>

## **Town of Christiansburg**

### **Destination 2022 Adopted Goals**

**Goal One: An Active Destination for Culture, Recreation & Entertainment**

**Goal Two: The Destination for Retail, Commerce & Service**

**Goal Three: Clean and Green, Healthy and Safe**

**Goal Four: A Town of Well Informed and Actively Engaged Citizens**

**Goal Five: Partnering with Businesses and Residents**

**Goal Six: A Sound Financial Entity**

**Goal Seven: Everyone's Hometown**

## Goal One: An Active Destination for Culture, Recreation & Entertainment

### Essential Elements:

- 1.1 Develop a Small Area Plan for the Mid-town area bounded by Franklin, Mill, and the Railroad for the purpose of site planning and supporting the proposed passenger rail station and also looking for synergies in the areas of transportation, tourism, conference center capacity, and CAC resources. AS ORIGINALLY NOTED: "Small area plan for passenger rail service" and "Master Plan for passenger rail."
- 1.2 Increase promotions of the Farmers Market/Downtown
- 1.3 Develop and adopt an official Huckleberry Trail extensions and interconnection plan for Downtown, Cambria, public facilities, and future east-west Radford trail connection. AS ORIGINALLY NOTED: Connect Huckleberry Trail to CAC, start study for plans past Independence / Crab Creek connector (CAC to Roanoke St.)
- 1.4 Evaluate hiring a full-time special events planner/coordinator to increase programming activity in Downtown and Cambria.

### High Priorities:

- 1.5 Develop joint public/private parking and cross access program for urban (Downtown, Cambria) settings.
- 1.6 Develop a Small Area land use and improvements plan for the Exit 114 area.
- 1.7 Develop policies and programs that would tend to increase active attendance at CAC by in-town residents with an emphasis on participation over cost recovery. AS ORIGINALLY NOTED: "Build relationships between in-town residents and the CAC/ re-evaluate membership costs (resident v. non-resident)"
- 1.8 Create an arts, entertainment and tourism district(s).
- 1.9 Promote the adaptive reuse and renovation of existing commercial building stock through promotion and use of the commercial building Rehabilitation Code. AS ORIGINALLY NOTED: Training on rehab code for local designers (bring in experts/lunch and learns)
- 1.10 Evaluate a land banking or strategic property acquisition policy or program to secure large sites for future recreation resources. AS ORIGINALLY NOTED: Explore acquiring agricultural land for town growth and potential community center (Example: Meadows Golf Course property)

### Tracking Items:

Evaluate need to develop a new community center.

Perform a focused, structured program of directly marketing the Town for exposure, economic development, and brand strengthening. AS ORIGINALLY NOTED: Explore the feasibility of hiring marketing position/agency

Work to attract a Civic Center, arena or stadium in town.

Explore the development of large scale public spaces to support community programming & activity. A “Public Places Initiative.”

Upgrades to Recreation Center workout room.

Evaluate feasibility and costs associated with land banking for future regional sized park facilities.

## Goal Two: The Destination for Retail, Commerce & Service

### Essential Elements:

- 2.1 Develop a Small Area Plan for the Mid-town area bounded by Franklin, Mill, and the Railroad for the purpose of site planning and supporting the proposed passenger rail station and also looking for synergies in the areas of transportation, tourism, conference center capacity, and CAC resources. AS ORIGINALLY NOTED: "Small area plan for passenger rail service."
- 2.2 Develop, adopt, and fund programs and policies that are supportive or promoting of new and/or leveraged private investment in businesses and buildings in the Downtown and Cambria areas. AS ORIGINALLY NOTED: "Business incentives for Downtown/Cambria" and separately "Grant program for facades in Downtown/Cambria". Also a second item: "Improve appearance to buildings in Downtown/Cambria." Also a third item: Developing public/private partnerships." The third item is more general than Downtown/Cambria so if necessary it can be split out.
- 2.3 Increase promotions of the Farmers Market/Downtown

### High Priorities:

- 2.4 Pursue a program of extending infrastructure along entryway corridors and prime development areas as part of an overall growth and annexation strategy intended to support economic development. AS ORIGINALLY NOTED: Bold annexation plan
- 2.5 Develop a Small Area land use and improvements plan for the Exit 114 area
- 2.6 Begin work to assemble land necessary for development of the proposed Passenger Rail Hub. AS ORIGINALLY NOTED: Plan for passenger rail, involve CHP (property)

### Moderate Priorities:

- 2.7 Pursue a consultant and agent who can work on behalf of the Town to identify and recruit new retail investment as missing from or appropriate to the Christiansburg retail sector. Use same partner to simultaneously identify and recruit large scale commercial developers. AS ORIGINALLY NOTED: Partner with a consultant on retail recruitment
- 2.8 Keep the WWTF in front of growth pressures, environmental regulatory mandates, and reactive repair and maintenance pressures. AS ORIGINALLY NOTED: Invest in systematic upgrades to WWTF
- 2.9 Develop joint public/private parking and cross access program for urban (Downtown, Cambria) settings
- 2.10 Create an arts, entertainment and tourism district(s)

### Tracking Items:

Promote the adaptive reuse and renovation of existing commercial building stock through promotion and use of the commercial building Rehabilitation Code. AS ORIGINALLY NOTED: Training on rehab code for local designers (bring in experts/lunch and learns)

Work with relevant agencies to develop at least a formal plan for development of a Tourism and Visitor Information Center (VIC) with leisure, tourist, and recreation resources information and promotion of local businesses. AS ORIGINALLY NOTED: Explore tourism facility/info center near Park & Ride

Perform a focused, structured program of directly marketing the Town for exposure, economic development, and brand strengthening. AS ORIGNALLY NOTED: Explore the feasibility of hiring marketing position/agency

## Goal Three: Clean and Green, Healthy and Safe

### Essential Elements:

- 3.1 Enhance the employee total compensation package by reducing the cost impact of premiums for group health insurance on both the individual and family basis. AS ORIGINALLY NOTED: "Explore better health insurance rates or financial support for families "
- 3.2 Develop and adopt an official Huckleberry Trail extensions and interconnection plan for Downtown, Cambria, public facilities, and a future east-west Radford trail connection. AS ORIGINALLY NOTED: Connect Huckleberry Trail to CAC, start study for plans past Independence / Crab Creek connector (CAC to Roanoke St.)

### High Priorities:

- 3.3 Partner with the private sector on rehabilitation of deteriorated structures in historic districts (revolving loan fund)
- 3.4 Implement a program for Fire Service Revenue Recovery/Compassionate Billing
- 3.5 Establish a beautification and entryway program at interchanges and major entry points of Town. AS ORIGINALLY NOTED: Beautify area coming in from 460
- 3.6 Develop policies and programs that would tend to increase active attendance at CAC by in-town residents with an emphasis on participation over cost recovery. AS ORIGINALLY NOTED: "Build relationships between in-town residents and the CAC/ re-evaluate membership costs (resident v. non-resident)"

### Moderate Priorities:

- 3.7 Work to enhance our ICAC (Internet Crimes Against Children) program through education and outreach. ORIGINALLY NOTED AS: "Expand P.D. staff to enhance resources available for forensics/ICAC."
- 3.8 Develop and implement a plan to assure adequate, qualified staffing is available to meet the needs of high quality fire and rescue services in the future. Explore partial paid staff, insurance, or pay-per-call for Fire/Rescue. Similar item: "Consider a focused benefits program intended to recruit and retain volunteer emergency services human resource."
- 3.9 Improve the effectiveness of the Code Enforcement program through more thorough identification of violations, proactive enforcement strategies and enhanced repercussions for chronic noncompliance. AS ORIGINALLY NOTED: Stronger authority in code enforcement (civil penalties), creation of enforcement division" and "Hire 1-2 people specifically focused on code enforcement"
- 3.10 Pursue a program of reducing operating costs through more efficient use of energy
- 3.11 Evaluate the feasibility of developing an In-house construction crew for small to medium sized utility projects

- 3.12 Keep the WWTF in front of growth pressures, environmental regulatory mandates, and reactive repair and maintenance pressures. AS ORIGINALLY NOTED: Invest in systematic upgrades to WWTF
- 3.13 Consider a policy and program related to assuring feasibility of continuing maintenance of both public and privately owned retaining walls adjacent to sidewalks and streets.
- 3.14 Reconsider the existing storm water credit program for businesses based on the compatible goals of protecting water quality through on-site BMP and reducing the cost impact of the fee on the business community.

Tracking Items:

Evaluate the command structure of Emergency Services (Fire and Rescue) to consider combined command under a single department with two operational divisions. (Director of Emergency Services)  
AS ORIGINALLY NOTED: "Combine the director of Fire/Rescue"

Civilianize the Code Enforcement Program

Widen Route 8

Improve the Roanoke Street cross section to create two-way left turn lane for the section from Town Hall (E. Main) to Depot Street. ALSO NOTED AS: Examine Roanoke Street cross-section for turn lane/pedestrian improvements.

Consider total compensation plan for staff (in this context officers) to attract top candidates and retain best employees.

Evaluate the cost-benefit of installing back-up electricity facilities (generators) at all Town facilities.

Develop, articulate and pursue a more vigorous and focused Police Dept. community relations program.  
NOTE: AS ORIGINALLY STATED "Invest in community/ P.D. relations (SRO, community buy-in)"

Establish a connection of Elected Officials with Emergency Services Policy and Resource issues through the Council Cte Structure (Advisory or Advocacy Group). AS ORIGINALLY NOTED: "Form Fire/Rescue committee."

Increase partnership opportunities with MCPS for programming (help create a safety conscious community and familiarize residents with Christiansburg facilities).

Develop an aggressive recruiting program for PD that targets highest qualified potential personnel with particular focus on qualified minorities consistent with community identity and policing goals. AS ORIGINALLY NOTED: Recruiting more minorities in Police Department

Upgrades to Recreation Center workout room.

Advocate for establishment of Emergency Medical Dispatch through NRV 911 Center. AS ORIGINALLY NOTED: "Training for Emergency Medical Dispatch."

The Town should enhance its program for the maintenance, mowing, and upkeep of rights-of-way, interchanges, and public properties as a community beautification program.

## Goal Four: A Town of Well Informed and Actively Engaged Citizens

### High Priorities:

- 4.1 Keep the web site content and design fresh and current with accommodation for changes in platforms and technology. AS ORIGINALLY NOTED: New website contract with automatic upgrades every four years
- 4.2 Identify and propose specific policies and changes in operations or new initiatives to improve the customer experience, enhance communication, provide individual attention and exceed expectations for accessibility and responsiveness. AS ORIGINALLY NOTED: “Create customer service training program: “no phone call left behind” and importance of social media” and “Customer service: have person at entryway of Town Hall who also answers phone.”
- 4.3 Develop a staff training (and orientation) program based on creating full staff engagement in goals, vision, programs, and responsibilities

### Moderate Priorities:

- 4.4 Develop a specific strategy and program intended to promote communication of Emergency Service (Police, Fire, and Rescue) topics through social media. AS ORIGINALLY NOTED: “Create a dedicated social media position”
- 4.5 Improve complaint handling. AS ORIGINALLY NOTED: Additional customer service/social media staff – track complaints

### Tracking Items:

Identify and propose specific policies and changes in operations or new initiatives to improve the customer experience, enhance communication, provide individual attention and exceed expectations for accessibility and responsiveness. AS ORIGINALLY NOTED: “Create customer service training program: “no phone call left behind” and “importance of social media”

Increase partnership opportunities with MCPS for programming (help create a safety conscious community and familiarize residents with Christiansburg facilities).

Develop, articulate and pursue a more vigorous and focused Police Dept. community relations program. NOTE: AS ORIGINALLY STATED “Invest in community/ P.D. relations (SRO, community buy-in)”

Establish a connection of Elected Officials with Emergency Services Policy and Resource issues through the Council Cte Structure (Advisory or Advocacy Group). AS ORIGINALLY NOTED: “Form Fire/Rescue committee.”

## Goal Five: Partnering with Businesses and Residents

### Essential Elements:

- 5.1 Pursue a program of extending infrastructure along entryway corridors and prime development areas as part of an overall growth and annexation strategy intended to support growth and economic development. AS ORIGINALLY NOTED: Bold annexation plan
- 5.2 Evaluate hiring a full-time special events planner/coordinator to increase programming activity in Downtown and Cambria.

### High Priorities:

- 5.3 Begin work to assemble land necessary for development of the proposed Passenger Rail Hub. AS ORIGINALLY NOTED: Plan for passenger rail, involve CHP (property)
- 5.4 Perform a focused study of how to serve the Route 114 corridor with water and sewer as a means to promote orderly growth, economic development, and protect boundary expansion areas. AS ORIGINALLY NOTED: Water/sewer along Route 114  
If the similar, but broader item "Pursue a program of extending infrastructure along entryway corridors and prime development areas as part of an overall growth and annexation strategy intended to support growth and economic development" is adopted then this item will be displaced. The difference is whether we prefer a smaller more focused effort or a larger scale effort but otherwise they are the same.
- 5.5 Partner with civic organizations to expand learn-to-swim program for kids and adults

### Moderate Priorities:

- 5.6 Develop programs and policies that would tend to encourage or facilitate residential use of upper floors and dense residential infill development or redevelopment on the periphery of Downtown and the Cambria business core area. AS ORIGINALLY NOTED: "Encourage residential living in Downtown/Cambria"
- 5.7 Develop, adopt, and fund programs and policies that are supportive or promoting of new and/or leveraged private investment in businesses and buildings in the Downtown and Cambria areas. AS ORIGINALLY NOTED: "Business incentives for Downtown/Cambria" and separately "Grant program for facades in Downtown/Cambria". Also a second item: "Improve appearance to buildings in Downtown/Cambria."

### Tracking Items:

Promote the adaptive reuse and renovation of existing commercial building stock through promotion and use of the commercial building Rehabilitation Code. AS ORIGINALLY NOTED: Training on rehab code for local designers (bring in experts/lunch and learns)

Reconsider the existing storm water credit program for businesses based on the compatible goals of protecting water quality through on-site BMP and reducing the cost impact of the fee on the business community.

Pursue a program of extending infrastructure along entryway corridors and prime development areas as part of an overall growth and annexation strategy intended to support growth and economic development. AS ORIGINALLY NOTED: “Bold annexation plan” and “Active annexation plan and service plan.”

Develop joint public/private parking and cross access program for urban (Downtown, Cambria) settings.

Develop a Small Area land use and improvements plan for the Exit 114 area.

Consider a policy and program related to assuring feasibility of continuing maintenance of both public and privately owned retaining walls adjacent to sidewalks and streets.

Develop a Small Area Plan for the Mid-town area bounded by Franklin, Mill, and the Railroad for the purpose of site planning and supporting the proposed passenger rail station and also looking for synergies in the areas of transportation, tourism, conference center capacity, and CAC resources. AS ORIGINALLY NOTED: “Small area plan for passenger rail service” and “Master Plan for passenger rail.”

Perform a focused, structured program of directly marketing the Town for exposure, economic development, and brand strengthening. AS ORIGINALLY NOTED: Explore the feasibility of hiring marketing position/agency

Evaluate feasibility and costs associated with land banking for future regional sized park facilities.

Work with relevant agencies to develop at least a formal plan for development of a Tourism and Visitor Information Center (VIC) with leisure, tourist, and recreation resources information and promotion of local businesses. AS ORIGINALLY NOTED: Explore tourism facility/info center near Park & Ride

The Town needs to enhance staff capabilities and create opportunities for progressive staff by developing and adopting a formal career development program that rewards continuing development in knowledge, certifications, and capabilities above base expectations for all positions. AS ORIGINALLY NOTED: Training/career development for staff

## Goal Six: A Sound Financial Entity

### Moderate Priorities:

- 6.1 Identify and acquire a suitable Enterprise Resource Planning (ERP) software product that will facilitate fully integrated operational and communications functionality for Finance, Collections, Budget, HR, Community Development, Purchasing, Materials Handling, Project Tracking, and Work Orders. AS NOTED ABOVE IN FINANCE.
- 6.2 Improve records handling and storage by implementing an automated document management system.
- 6.3 Develop the capacity and expertise to perform small to medium size utility projects with an in-house crew. AS ORIGINALLY NOTED: Designated in-house construction crew
- 6.4 Enhance the employee total compensation package by reducing the cost impact of premiums for group health insurance on both the individual and family basis. AS ORIGINALLY NOTED: "Explore better health insurance rates or financial support for families "
- 6.5 Pursue a program of reducing operating costs through more efficient use of energy

### Tracking Items:

Develop a Public Works staff career development program to encourage and support cross training, retention goals, improve operational efficiency and effectiveness, and continuity of operations. AS ORIGINALLY NOTED: "Public Works staffing/recruitment." Note: This item is a subset of a broader item for all employees, above, that if adopted would supersede this item. This item can receive endorsement by Mike even if the broader item fails to have support.

Evaluate the costs-benefits of fully in-housing fleet maintenance for all operations. AS ORIGINALLY NOTED: Study in-house fleet maintenance /potentially partner with County (Poff Center) Similar item under public safety includes fueling station.

Consider total compensation plan for staff to attract top candidates and retain best employees.

Keep the WWTF in front of growth pressures, environmental regulatory mandates, and reactive repair and maintenance pressures. AS ORIGINALLY NOTED: Invest in systematic upgrades to WWTF

Perform a needs assessment and basic program design for development of a Public Works Operations Center that will meet the future needs of the Town. AS ORIGINALLY NOTED: New Public Works complex (or new garage area)

Evaluate a land banking or strategic property acquisition policy or program to secure large sites for future recreation resources. AS ORIGINALLY NOTED: Explore acquiring agricultural land for town growth and potential community center (Example: Meadows Golf Course property)

Establish a vehicle maintenance and fueling location for Town fleet.

Develop a Comprehensive preventative maintenance program for all major Town facilities including prefunding (reserve funds) policies.

Pursue a program of extending infrastructure along entryway corridors and prime development areas as part of an overall growth and annexation strategy intended to support growth and economic development. AS ORIGINALLY NOTED: Bold annexation plan

Perform a focused study of how to serve the Route 114 corridor with water and sewer as a means to promote orderly growth, economic development, and protect boundary expansion areas. AS ORIGINALLY NOTED: Water/sewer along Route 114

If the similar, but broader item “Pursue a program of extending infrastructure along entryway corridors and prime development areas as part of an overall growth and annexation strategy intended to support growth and economic development” is adopted then this item will be displaced. The difference is whether we prefer a smaller more focused effort or a larger scale effort but otherwise they are the same.

Develop the Purchasing operation around centralized and standardized work processes with a shift of responsibility from senior Operations Managers to specialized purchasing staff.

Implement a program for Fire Service Revenue Recovery/compassionate billing.

Improve the effectiveness of the Code Enforcement program through more thorough identification, proactive enforcement strategies and enhanced repercussions for chronic noncompliance. AS ORIGINALLY NOTED: Stronger authority in code enforcement (civil penalties), creation of enforcement division” and “Hire 1-2 people specifically focused on code enforcement”

Evaluate the feasibility of developing an In-house construction crew for small to medium sized utility projects.

Identify and propose specific policies and changes in operations or new initiatives to improve the customer experience, enhance communication, provide individual attention and exceed expectations for accessibility and responsiveness. AS ORIGINALLY NOTED: “Create customer service training program: “no phone call left behind” and importance of social media” and “Customer service: have person at entryway of Town Hall who also answers phone.”

Evaluate benefits and compensation provided to PW employees to ensure the Town is competitive in recruitment and retention. AS ORIGINALLY NOTED: Compensation package for Public Works employees

Evaluate the cost-benefit of installing back-up electricity facilities (generators) at all Town facilities.

The Town needs to enhance staff capabilities and create opportunities for progressive staff by developing and adopting a formal career development program that rewards continuing development in knowledge, certifications, and capabilities above base expectations for all positions. AS ORIGINALLY NOTED: Training/career development for staff

## Goal Seven: Everyone's Hometown

### Essential Elements:

7.1 Partner with civic organizations to expand learn-to-swim program for kids and adults

### Moderate Priorities:

7.2 Establish a beautification and entryway program at interchanges and major entry points of Town. AS ORIGINALLY NOTED: Beautify area coming in from 460

### Tracking Items:

Remove dark windows on P.D. patrol cars

Explore the development of large scale public spaces to support community programming & activity. A "Public Places Initiative."

The Town should enhance its program for the maintenance, mowing, and upkeep of rights-of-way, interchanges, and public properties as a community beautification program.

Develop a system for regular, effective communication with State representatives on the needs and concerns of the Town. AS ORIGINALLY NOTED: Partner with local delegates for resources.

Identify and propose specific policies and changes in operations or new initiatives to improve the customer experience, enhance communication, provide individual attention and exceed expectations for accessibility and responsiveness. AS ORIGINALLY NOTED: "Create customer service training program: "no phone call left behind" and "importance of social media"

Develop a staff training (and orientation) program based on creating full staff engagement in goals, vision, programs, and responsibilities.

Develop programs and policies that would tend to encourage or facilitate residential use of upper floors and dense residential infill development or redevelopment on the periphery of Downtown and the Cambria business core area. AS ORIGINALLY NOTED: "Encourage residential living in Downtown/Cambria"

Develop an aggressive recruiting program for PD that targets highest qualified potential personnel with particular focus on qualified minorities consistent with community identity and policing goals. AS ORIGINALLY NOTED: Recruiting more minorities in Police Department

## Council Person Name: Final Tally Sheet

### Town Council Retreat Priority Voting Matrix

**Goal One** has Seventeen Total Choices: **Vote for Twelve**. (Place and “X” in the Vote Box for no more than Twelve Items.)

Objective	Mike	Harry	Brad	Henry	Sam	Steve	Cord	Total
ESSENTIAL PRIORITIES GOAL ONE								
Develop, adopt, and fund programs and policies that are supportive or promoting of new and/or leveraged private investment in businesses and buildings in the Downtown and Cambria areas. AS ORIGINALLY NOTED: “Business incentives for Downtown/Cambria” and “Grant program for facades in Downtown/Cambria”. Also a second item: “Improve appearance to buildings in Downtown/Cambria.” Also a third item: Developing public/private partnerships.” The third item is more general than Downtown/Cambria so if necessary it can be split out.	X	X	X	X	X	X	X	7
Develop a Small Area Plan for the Mid-town area bounded by Franklin, Mill, and the Railroad for the purpose of site planning and supporting the proposed passenger rail station and also looking for synergies in the areas of transportation, tourism, conference center capacity, and CAC resources. AS ORIGINALLY NOTED: “Small area plan for passenger rail service” and “Master Plan for passenger rail.”	X	X	X	X	X	X	X	7
Increase promotions of the Farmers Market/Downtown	X	X	X	X	X	X		6
Develop and adopt an official Huckleberry Trail extensions and interconnection plan for Downtown, Cambria, public facilities, and future east-west Radford trail connection. AS ORIGINALLY NOTED: Connect Huckleberry Trail to CAC, start study for plans past Independence / Crab Creek connector (CAC to Roanoke St.)	X	x	X	X	X		X	6
Evaluate hiring a full-time special events planner/coordinator to increase programming activity in Downtown and Cambria.	X	X	X	X		X	X	6

<b>Objective</b>	<b>Mike</b>	<b>Harry</b>	<b>Brad</b>	<b>Henry</b>	<b>Sam</b>	<b>Steve</b>	<b>Cord</b>	<b>Total</b>
HIGH PRIORITIES GOAL ONE								
Develop joint public/private parking and cross access program for urban (Downtown, Cambria) settings.	X	X			X	X	X	5
Develop a Small Area land use and improvements plan for the Exit 114 area.	X	X		X	X	X		5
Develop policies and programs that would tend to increase active attendance at CAC by in-town residents with an emphasis on participation over cost recovery. AS ORIGINALLY NOTED: "Build relationships between in-town residents and the CAC/ re-evaluate membership costs (resident v. non-resident)"		x	X	X	X	X		5
Create an arts, entertainment and tourism district(s).	X	X		X	X		X	5
Promote the adaptive reuse and renovation of existing commercial building stock through promotion and use of the commercial building Rehabilitation Code. AS ORIGINALLY NOTED: Training on rehab code for local designers (bring in experts/lunch and learns)	X	X	X	X			X	5
Evaluate a land banking or strategic property acquisition policy or program to secure large sites for future recreation resources. AS ORIGINALLY NOTED: Explore acquiring agricultural land for town growth and potential community center (Example: Meadows Golf Course property)	X		X		X	X	X	5
TRACKING ITEMS GOAL ONE								
Evaluate need to develop a new community center.	X	X			X			3
Perform a focused, structured program of directly marketing the Town for exposure, economic development, and brand strengthening. AS ORIGINALLY NOTED: Explore the feasibility of hiring marketing position/agency				X		X	X	3
Work to attract a Civic Center, arena or stadium in town.	X				X			2
Explore the development of large scale public spaces to support community programming & activity. A "Public Places Initiative."	X				X			2
Upgrades to Recreation Center workout room.				X		X		2

<b>Objective</b>	<b>Mike</b>	<b>Harry</b>	<b>Brad</b>	<b>Henry</b>	<b>Sam</b>	<b>Steve</b>	<b>Cord</b>	<b>Total</b>
Evaluate feasibility and costs associated with land banking for future regional sized park facilities.				X				1
						X		1

**Goal Two** has Fourteen Total Choices: **Mike for Nine.** (Place an “X” in the Mike box for no more than Nine Items.)

Objective	Mike	Harry	Brad	Henry	Sam	Steve	Cord	Total
ESSENTIAL PRIORITIES GOAL TWO								
Develop a Small Area Plan for the Mid-town area bounded by Franklin, Mill, and the Railroad for the purpose of site planning and supporting the proposed passenger rail station and also looking for synergies in the areas of transportation, tourism, conference center capacity, and CAC resources. AS ORIGINALLY NOTED: “Small area plan for passenger rail service.”	X	X	X	X	X	X	X	7
Develop, adopt, and fund programs and policies that are supportive or promoting of new and/or leveraged private investment in businesses and buildings in the Downtown and Cambria areas. AS ORIGINALLY NOTED: “Business incentives for Downtown/Cambria” and separately “Grant program for facades in Downtown/Cambria”. Also a second item: “Improve appearance to buildings in Downtown/Cambria.”	X	X	X	X	X	X	X	7
Increase promotions of the Farmers Market/Downtown	X	X	X	X	X	X		6
HIGH PRIORITIES GOAL TWO								
Pursue a program of extending infrastructure along entryway corridors and prime development areas as part of an overall growth and annexation strategy intended to support growth and economic development. AS ORIGINALLY NOTED: Bold annexation plan		X	X	X		X	X	5
Develop, adopt, and fund programs and policies that are supportive or promoting of new and/or leveraged private investment in businesses and buildings in the Downtown and Cambria areas. AS ORIGINALLY NOTED: “Business incentives for Downtown/Cambria” and separately “Grant program for facades in Downtown/Cambria”. Also a second item: “Improve appearance to buildings in Downtown/Cambria.” Also a third item: Developing public/private partnerships.” The third item is more general than Downtown/Cambria so if necessary it can be split out.	X	X	X		X	X		5
Develop a Small Area land use and improvements plan for the Exit 114 area.	X		X	X	X		X	5

Objective	Mike	Harry	Brad	Henry	Sam	Steve	Cord	Total
Begin work to assemble land necessary for development of the proposed Passenger Rail Hub. AS ORIGINALLY NOTED: Plan for passenger rail, involve CHP (property)		x		X	X	X	X	5
MODERATE PRIORITIES GOAL TWO								
Pursue a consultant and agent who can work on behalf of the Town to identify and recruit new retail investment as missing from or appropriate to the C-burg retail sector. Use same partner to simultaneously identify and recruit large scale commercial developers. AS ORIGINALLY NOTED: Partner with a consultant on retail recruitment	X		X	X			X	4
Keep the WWTF in front of growth pressures, environmental regulatory mandates, and reactive repair and maintenance pressures. AS ORIGINALLY NOTED: Invest in systematic upgrades to WWTF	X	X			X		X	4
Develop joint public/private parking and cross access program for urban (Downtown, Cambria) settings.	X	X			X	X		4
Create an arts, entertainment and tourism district(s).		X		X		X	X	4
TRACKING ITEMS GOAL TWO								
Promote the adaptive reuse and renovation of existing commercial building stock through promotion and use of the commercial building Rehabilitation Code. AS ORIGINALLY NOTED: Training on rehab code for local designers (bring in experts/lunch and learns)	x		X	X				3
Work with relevant agencies to develop at least a formal plan for development of a Tourism and Visitor Information Center (VIC) with leisure, tourist, and recreation resources information and promotion of local businesses. AS ORIGINALLY NOTED: Explore tourism facility/info center near Park & Ride					X			1
Perform a focused, structured program of directly marketing the Town for exposure, economic development, and brand strengthening. AS ORIGINALLY NOTED: Explore the feasibility of hiring marketing position/agency							X	1

**Goal Three** has Twenty-seven Total Choices. **Mike for Fourteen Items.** (Place and “X” in the Mike box for no more than Fourteen items.)

Objective	Mike	Harry	Brad	Henry	Sam	Steve	Cord	Total
ESSENTIAL PRIORITIES GOAL THREE								
Enhance the employee total compensation package by reducing the cost impact of premiums for group health insurance on both the individual and family basis. AS ORIGINALLY NOTED: “Explore better health insurance rates or financial support for families”	X	X	X		X	X	X	6
Develop and adopt an official Huckleberry Trail extensions and interconnection plan for Downtown, Cambria, public facilities, and future east-west Radford trail connection. AS ORIGINALLY NOTED: Connect Huckleberry Trail to CAC, start study for plans past Independence / Crab Creek connector (CAC to Roanoke St.)	X	X	X	X	X		X	6
HIGH PRIORITIES GOAL THREE								
Partner with private sector on rehabilitation of deteriorating structures in historic districts (revolving loan fund).	X	X	X	X	X			5
Implement a program for Fire Service Revenue Recovery/compassionate billing.	X	X			X	X	X	5
Establish a beautification and entryway program at interchanges and major entry points of Town. AS ORIGINALLY NOTED: Beautify area coming in from 460	X	X		X		X	X	5
Develop policies and programs that would tend to increase active attendance at CAC by in-town residents with an emphasis on participation over cost recovery. AS ORIGINALLY NOTED: “Build relationships between in-town residents and the CAC/ re-evaluate membership costs (resident v. non-resident)”		X	X	X	X	X		5
MODERATE PRIORITIES GOAL THREE								
Work to enhance our ICAC (Internet Crimes Against Children) program through education and outreach. ORIGINALLY NOTED AS: “Expand P.D. staff to enhance resources available for forensics/ICAC.”	X	X				X	X	4
Develop and implement a plan to assure adequate, qualified staffing is available to meet the needs of high quality fire and rescue services in the future. Explore partial paid staff, insurance, or pay-per-call for Fire/Rescue. Similar item: “Consider a focused benefits program intended to recruit and retain volunteer emergency services human resource.”	X	X	X	X				4

Objective	Mike	Harry	Brad	Henry	Sam	Steve	Cord	Total
Improve the effectiveness of the Code Enforcement program through more thorough identification, proactive enforcement strategies and enhanced repercussions for chronic noncompliance. AS ORIGINALLY NOTED: Stronger authority in code enforcement (civil penalties), creation of enforcement division" and "Hire 1-2 people specifically focused on code enforcement"				X	X	X	X	4
Pursue a program of reducing operating costs through more efficient use of energy.		X		X	X	X		4
Evaluate the feasibility of developing an In-house construction crew for small to medium sized utility projects.	X	X				X	X	4
Keep the WWTF in front of growth pressures, environmental regulatory mandates, and reactive repair and maintenance pressures. AS ORIGINALLY NOTED: Invest in systematic upgrades to WWTF	X			X	X		X	4
Consider a policy and program related to assuring feasibility of continuing maintenance of both public and privately owned retaining walls adjacent to sidewalks and streets.				X	X	X	X	4
Reconsider the existing storm water credit program for businesses based on the compatible goals of protecting water quality through on-site BMP and reducing the cost impact of the fee on the business community.	X			X		x	X	4
<b>TRACKING ITEMS GOAL THREE</b>								
Evaluate the command structure of Emergency Services (Fire and Rescue) to consider combined command under a single department with two operational divisions. (Director of Emergency Services) AS ORIGINALLY NOTED: "Combine the director of Fire/Rescue"		X				X	X	3
Civilianize the Code Enforcement Program	X			X	X			3
Widen Route 8		X		X		X		3
Improve the Roanoke Street cross section to create two-way left turn lane for the section from Town Hall (E. Main) to Depot Street. ALSO NOTED AS: Examine Roanoke Street cross-section for turn lane/pedestrian improvements.			X	X			X	3
Consider total compensation plan for staff (in this context officers) to attract top candidates and retain best employees.	X	X			X			3
Evaluate the cost-benefit of installing back-up electricity facilities (generators) at all Town facilities.	X	X			X			3
Develop, articulate and pursue a more vigorous and focused Police Dept. community relations program. NOTE: AS ORIGINALLY STATED "Invest in community/ P.D. relations (SRO, community buy-in)"	X					X		2

Objective	Mike	Harry	Brad	Henry	Sam	Steve	Cord	Total
Establish a connection of Elected Officials with Emergency Services Policy and Resource issues through the Council Cte Structure (Advisory or Advocacy Group). AS ORIGINALLY NOTED: "Form Fire/Rescue committee."					X			1
Increase partnership opportunities with MCPS for programming (help create a safety conscious community and familiarize residents with Christiansburg facilities).						X		1
Develop an aggressive recruiting program for PD that targets highest qualified potential personnel with particular focus on qualified minorities consistent with community identity and policing goals. AS ORIGINALLY NOTED: Recruiting more minorities in Police Department					X			1
Upgrades to Recreation Center workout room.				X				1
Advocate for establishment of Emergency Medical Dispatch through NRV 911 Center. AS ORIGINALLY NOTED: "Training for Emergency Medical Dispatch."								
The Town should enhance its program for the maintenance, mowing, and upkeep of rights-of-way, interchanges, and public properties as a community beautification program.								

**Goal Four** has Nine Total Choices: **Mike for Five.** (Place and “X” in the Mike box for no more than Five Items.)

Objective	Mike	Harry	Brad	Henry	Sam	Steve	Cord	Total
HIGH PRIORITIES GOAL FOUR								
Keep the web site content and design fresh and current with accommodation for changes in platforms and technology. AS ORIGINALLY NOTED: New website contract with automatic upgrades every four years	X	X	X	X			X	5
Identify and propose specific policies and changes in operations or new initiatives to improve the customer experience, enhance communication, provide individual attention and exceed expectations for accessibility and responsiveness. AS ORIGINALLY NOTED: “Create customer service training program: “no phone call left behind” and importance of social media” and “Customer service: have person at entryway of Town Hall who also answers phone.”	X		X	X	X		X	5
Develop a staff training (and orientation) program based on creating full staff engagement in goals, vision, programs, and responsibilities.	X			X	X	X	X	5
MODERATE PRIORITIES GOAL FOUR								
Develop a specific strategy and program intended to promote communication of Emergency Service (Police, Fire, Rescue) topics through social media. AS ORIGINALLY NOTED: “Create a dedicated social media position”		X			X	X	X	4
Improve complaint handling. AS ORIGINALLY NOTED: Additional customer service/social media staff – track complaints	X	X		X		X		4
TRACKING ITEMS GOAL FOUR								
Identify and propose specific policies and changes in operations or new initiatives to improve the customer experience, enhance communication, provide individual attention and exceed expectations for accessibility and responsiveness. AS ORIGINALLY NOTED: “Create customer service training program: “no phone call left behind” and “importance of social media”	x	x			x			3
Increase partnership opportunities with MCPS for programming (help create a safety conscious community and familiarize residents with Christiansburg facilities).				X		X	X	3
Develop, articulate and pursue a more vigorous and focused Police Dept. community relations program. NOTE: AS ORIGINALLY STATED “Invest in community/ P.D. relations (SRO, community buy-in)”		X						1

<b>Objective</b>	<b>Mike</b>	<b>Harry</b>	<b>Brad</b>	<b>Henry</b>	<b>Sam</b>	<b>Steve</b>	<b>Cord</b>	<b>Total</b>
Establish a connection of Elected Officials with Emergency Services Policy and Resource issues through the Council Cte Structure (Advisory or Advocacy Group). AS ORIGINALLY NOTED: "Form Fire/Rescue committee."					X			1

**Goal Five** has Eighteen Total Choices. **Mike for Eight.** (Place an “X” by no more than Eight Items.)

Objective	Mike	Harry	Brad	Henry	Sam	Steve	Cord	Total
ESSENTIAL PRIORITIES GOAL FIVE								
Pursue a program of extending infrastructure along entryway corridors and prime development areas as part of an overall growth and annexation strategy intended to support growth and economic development. AS ORIGINALLY NOTED: Bold annexation plan	X	X	X	X		X	X	6
Evaluate hiring a full-time special events planner/coordinator to increase programming activity in Downtown and Cambria.	X	X	X	X		X	X	6
HIGH PRIORITIES GOAL FIVE								
Begin work to assemble land necessary for development of the proposed Passenger Rail Hub. AS ORIGINALLY NOTED: Plan for passenger rail, involve CHP (property)	x			x	x	x	x	5
Perform a focused study of how to serve the Route 114 corridor with water and sewer as a means to promote orderly growth, economic development, and protect boundary expansion areas. AS ORIGINALLY NOTED: Water/sewer along Route 114			X	X	X	X	X	5
If the similar, but broader item “Pursue a program of extending infrastructure along entryway corridors and prime development areas as part of an overall growth and annexation strategy intended to support growth and economic development” is adopted then this item will be displaced. The difference is whether we prefer a smaller more focused effort or a larger scale effort but otherwise they are the same.								
Partner with civic organizations to expand learn-to-swim program for kids and adults		X	X	X		X	X	5
MODERATE PRIORITIES GOAL FIVE								
Develop programs and policies that would tend to encourage or facilitate residential use of upper floors and dense residential infill development or redevelopment on the periphery of Downtown and the Cambria business core area. AS ORIGINALLY NOTED: “Encourage residential living in Downtown/Cambria”	X	X	X		X			4

Objective	Mike	Harry	Brad	Henry	Sam	Steve	Cord	Total
Develop, adopt, and fund programs and policies that are supportive or promoting of new and/or leveraged private investment in businesses and buildings in the Downtown and Cambria areas. AS ORIGINALLY NOTED: “Business incentives for Downtown/Cambria” and separately “Grant program for facades in Downtown/Cambria”. Also a second item: “Improve appearance to buildings in Downtown/Cambria.”	x		x			x	x	4
TRACKING ITEMS GOAL FIVE								
Promote the adaptive reuse and renovation of existing commercial building stock through promotion and use of the commercial building Rehabilitation Code. AS ORIGINALLY NOTED: Training on rehab code for local designers (bring in experts/lunch and learns)	x	x	x					3
Reconsider the existing storm water credit program for businesses based on the compatible goals of protecting water quality through on-site BMP and reducing the cost impact of the fee on the business community.				x		x	x	3
Pursue a program of extending infrastructure along entryway corridors and prime development areas as part of an overall growth and annexation strategy intended to support growth and economic development. AS ORIGINALLY NOTED: “Bold annexation plan” and “Active annexation plan and service plan.”		x		x		x		3
Develop joint public/private parking and cross access program for urban (Downtown, Cambria) settings.		x			x	x		3
Develop a Small Area land use and improvements plan for the Exit 114 area.	x		x		x			3
Consider a policy and program related to assuring feasibility of continuing maintenance of both public and privately owned retaining walls adjacent to sidewalks and streets.				x	x			2
Develop a Small Area Plan for the Midtown area bounded by Franklin, Mill, and the Railroad for the purpose of site planning and supporting the proposed passenger rail station and also looking for synergies in the areas of transportation, tourism, conference center capacity, and CAC resources. AS ORIGINALLY NOTED: “Small area plan for passenger rail service” and “Master Plan for passenger rail.”	x				x			2
Perform a focused, structured program of directly marketing the Town for exposure, economic development, and brand strengthening. AS ORIGINALLY NOTED: Explore the feasibility of hiring marketing position/agency						x	x	2
Evaluate feasibility and costs associated with land banking for future regional sized park facilities.					x			1

<b>Objective</b>	<b>Mike</b>	<b>Harry</b>	<b>Brad</b>	<b>Henry</b>	<b>Sam</b>	<b>Steve</b>	<b>Cord</b>	<b>Total</b>
Work with relevant agencies to develop at least a formal plan for development of a Tourism and Visitor Information Center (VIC) with leisure, tourist, and recreation resources information and promotion of local businesses. AS ORIGINALLY NOTED: Explore tourism facility/info center near Park & Ride		X						1
The Town needs to enhance staff capabilities and create opportunities for progressive staff by developing and adopting a formal career development program that rewards continuing development in knowledge, certifications, and capabilities above base expectations for all positions. AS ORIGINALLY NOTED: Training/career development for staff						X		1

**Goal Six** has Twenty-five Total Choices. **Mike for Eight.** (Place an "X" in the Mike box for no more than Eight Items.)

Objective	Mike	Harry	Brad	Henry	Sam	Steve	Cord	Total
MODERATE PRIORITIES GOAL SIX								
Identify and acquire a suitable Enterprise Resource Planning (ERP) software product that will facilitate fully integrated operational and communications functionality for Finance, Collections, Budget, HR, Community Development, Purchasing, Materials Handling, Project Tracking, and Work Orders.	X	X			X		X	4
Improve records handling and storage by implementing an automated document management system.	X				X	X	X	4
Identify and acquire a suitable Enterprise Resource Planning (ERP) software product that will facilitate fully integrated operational and communications functionality for Finance, Collections, Budget, HR, Community Development, Purchasing, Materials Handling, Project Tracking, and Work Orders. AS NOTED ABOVE IN FINANCE.	X	X		X			X	4
Develop the capacity and expertise to perform small to medium size utility projects with an in-house crew. AS ORIGINALLY NOTED: Designated in-house construction crew	X				X	X	X	4
Enhance the employee total compensation package by reducing the cost impact of premiums for group health insurance on both the individual and family basis. AS ORGINALLY NOTED: "Explore better health insurance rates or financial support for families "	X	X			X	X		4
Pursue a program of reducing operating costs through more efficient use of energy.	X	X	X	X				4
TRACKING ITEMS GOAL SIX								
Develop a Public Works staff career development program to encourage and support cross training, retention goals, improve operational efficiency and effectiveness, and continuity of operations. AS ORIGINALLY NOTED: "Public Works staffing/recruitment." Note: This item is a subset of a broader item for all employees, above, that if adopted would supersede this item. This item can receive endorsement by Mike even if the broader item fails to have support.		X		X		X		3
Evaluate the costs-benefits of fully in-housing fleet maintenance for all operations. AS ORIGINALLY NOTED: Study in-house fleet maintenance /potentially partner with County (Poff Center) Similar item under public safety includes fueling station.					X	X	X	3
Consider total compensation plan for staff to attract top candidates and retain best employees.	X	X			X			3

Objective	Mike	Harry	Brad	Henry	Sam	Steve	Cord	Total
Keep the WWTF in front of growth pressures, environmental regulatory mandates, and reactive repair and maintenance pressures. AS ORIGINALLY NOTED: Invest in systematic upgrades to WWTF	X	X		X				3
Perform a needs assessment and basic program design for development of a Public Works Operations Center that will meet the future needs of the Town. AS ORIGINALLY NOTED: New Public Works complex (or new garage area)					X	X		2
Evaluate a land banking or strategic property acquisition policy or program to secure large sites for future recreation resources. AS ORIGINALLY NOTED: Explore acquiring agricultural land for town growth and potential community center (Example: Meadows Golf Course property)					X	X		2
Establish a vehicle maintenance and fueling location for Town fleet.		X				X		2
Develop a Comprehensive preventative maintenance program for all major Town facilities including prefunding (reserve funds) policies.				X			X	2
Pursue a program of extending infrastructure along entryway corridors and prime development areas as part of an overall growth and annexation strategy intended to support growth and economic development. AS ORIGINALLY NOTED: Bold annexation plan			X	X				2
Perform a focused study of how to serve the Route 114 corridor with water and sewer as a means to promote orderly growth, economic development, and protect boundary expansion areas. AS ORIGINALLY NOTED: Water/sewer along Route 114			X			X		2
If the similar, but broader item "Pursue a program of extending infrastructure along entryway corridors and prime development areas as part of an overall growth and annexation strategy intended to support growth and economic development" is adopted then this item will be displaced. The difference is whether we prefer a smaller more focused effort or a larger scale effort but otherwise they are the same.								
Develop the Purchasing operation around centralized and standardized work processes with a shift of responsibility from senior Operations Managers to specialized purchasing staff.						X		1
Implement a program for Fire Service Revenue Recovery/compassionate billing.							X	1

Objective	Mike	Harry	Brad	Henry	Sam	Steve	Cord	Total
Improve the effectiveness of the Code Enforcement program through more thorough identification, proactive enforcement strategies and enhanced repercussions for chronic noncompliance. AS ORIGINALLY NOTED: Stronger authority in code enforcement (civil penalties), creation of enforcement division" and "Hire 1-2 people specifically focused on code enforcement"				X				1
Evaluate the feasibility of developing an In-house construction crew for small to medium sized utility projects.						X		1
Identify and propose specific policies and changes in operations or new initiatives to improve the customer experience, enhance communication, provide individual attention and exceed expectations for accessibility and responsiveness. AS ORIGINALLY NOTED: "Create customer service training program: "no phone call left behind" and importance of social media" and "Customer service: have person at entryway of Town Hall who also answers phone."				X				1
Evaluate benefits and compensation provided to PW employees to ensure the Town is competitive in recruitment and retention. AS ORIGINALLY NOTED: Compensation package for Public Works employees								
Evaluate the cost-benefit of installing back-up electricity facilities (generators) at all Town facilities.								
The Town needs to enhance staff capabilities and create opportunities for progressive staff by developing and adopting a formal career development program that rewards continuing development in knowledge, certifications, and capabilities above base expectations for all positions. AS ORIGINALLY NOTED: Training/career development for staff								

Goal Seven has Eleven Choices. **Mike for Four.** Place and “X” in the Mike box for no more than Four Items.

Objective	Mike	Harry	Brad	Henry	Sam	Steve	Cord	Total
ESSENTIAL PRIORITIES GOAL SEVEN								
Partner with civic organizations to expand learn-to-swim program for kids and adults		x	X	X	X	X	X	6
MODERATE PRIORITIES GOAL SEVEN								
Establish a beautification and entryway program at interchanges and major entry points of Town. AS ORIGINALLY NOTED: Beautify area coming in from 460	X	X				X	X	4
TRACKING ITEMS GOAL SEVEN								
Remove dark windows on P.D. patrol cars			X	X	X			3
Explore the development of large scale public spaces to support community programming & activity. A “Public Places Initiative.”	X				X		X	3
The Town should enhance its program for the maintenance, mowing, and upkeep of rights-of-way, interchanges, and public properties as a community beautification program.		X		X			X	3
Develop a system for regular, effective communication with State representatives on the needs and concerns of the Town. AS ORIGINALLY NOTED: Partner with local delegates for resources.		X				X		2
Identify and propose specific policies and changes in operations or new initiatives to improve the customer experience, enhance communication, provide individual attention and exceed expectations for accessibility and responsiveness. AS ORIGINALLY NOTED: “Create customer service training program: “no phone call left behind” and “importance of social media”				x	x			2
Develop a staff training (and orientation) program based on creating full staff engagement in goals, vision, programs, and responsibilities.	X					X		2
Develop programs and policies that would tend to encourage or facilitate residential use of upper floors and dense residential infill development or redevelopment on the periphery of Downtown and the Cambria business core area. AS ORIGINALLY NOTED: “Encourage residential living in Downtown/Cambria”	x		x					2
Develop an aggressive recruiting program for PD that targets highest qualified potential personnel with particular focus on qualified minorities consistent with community identity and policing goals. AS ORIGINALLY NOTED: Recruiting more minorities in Police Department								

## Management Projects in Progress (MIP)

MIP Items include topics that were discussed at the Retreat but which are already underway based on prior retreat, Council, or staff initiatives. Although underway, some of these items may not be seen by the Council as urgent or as important as some of the newer items above. Therefore we will use this process to cull out some of the projects underway.

THE VOTING SCHEME IN THIS CASE IS DIFFERENT THAN FOR ABOVE. IN THIS CASE **MAYOR FOR THE FIVE ITEMS OF LEAST IMPORTANNCE OR URGENCY.**

-PLACE AN "X" IN THE MAYOR BOX FOR THE FIVE ITEMS OF LEAST SIGNIFICANCE TO YOU.

MIP Project	Mike	Harry	Brad	Henry	Sam	Steve	Cord	Total
Rescue: Develop a program to strategically shift flex hours to FTE to meet availability needs.			x	X			X	3
Connector road from Falling Branch Industrial Park				X		X	X	3
Develop a contact resource for all Homeowner's Associations & a practice of having Council members aware of periodic HOA meetings.		x		X	x			3
Bridge to Skate Park from Depot Street	X						X	2
Need clear coordination of the various citizen academy type programs: PD, Senior, P&R, and Montgomery County.	X						X	2
Strengthen communication & Coordination with MCS on joint programs, use of resources & promotions.					X	X		2
Aggressive P.D. recruitment- build relationships with criminal justice programs, development of books to badges program.	x			X				2
Adopt VDOT street standards					X			1
Update and adopt a comprehensive Streets and Development Design Specifications Manual.					X			1
Active transparency through digital/print means		x						1
Implement a citizen engagement process for Council meetings		x						1
Develop a new, more striking and relevant Town slogan							X	1
Better coordination between departments on maintenance/infrastructure projects				x				1
Update the employee handbook.			x					1
Prioritize Roanoke Street Emergency Services facility.								
Branding program and wayfinding signs								
Maintain infrastructure								
Study pros/con of private waste/recycling program and mandatory involvement								

Revise policy on placement of culverts at request on or adjacent to private properties.							
Strengthen community involvement programs (and include Fire, Rescue, P.D.)							
Study other ways to supplement water authority costs/rate study							
Develop regional park and work on park naming							
Wayfinding signs							
Master plan for downtown area (reflect goals in CBAC plan)							

Threats and trends are included as reference items warranting additional discussion by Council and staff. No action is necessary at this time.

## Threats to Our Best Interests and Standing

SMART road extension		Christiansburg would lose some of its “destination” advantages.	Expand (as feasible) in the direction given advantage by the construction of the Smart Road. Monitor funding and environmental reviews and any pressures towards its construction. Keep contact with delegates on status of project. Promote in favor of safety mitigations project on I-81. Evaluate in context of passenger rail as an alternative.
Revenue Sharing transportation program with VDOT- maintaining streets annually (Potential loss)			Need to formally and vigorously work with State delegates to maintain or expand such funding.
Increasing hostility and risks to the safety of first responders (consider body cameras, tracking vests, safety enhancements)			Develop a plan for implementation of any technology/safety enhancements that are available to mitigate risks to officer safety. Implement use of body cameras and related storage capacity.  Evaluate training programs that provide authority of emergency responders to utilize self protection, consider uniforms or other visual indication that distinguishes code enforcement staff from law enforcement staff.  Develop staff training program for dealing with volatile customers and residents.
Ownership/maintenance of walls			Covered above.
Tax rate			Consider the advantages of consolidating personal property tax into the real property process.  Evaluate consumer utility and franchise tax as means to diversify and enhance revenues.
Extreme sensitivity to public fees and taxes – necessities at the expense of quality of life. Will need effective PR campaign.			Need to better educate people about the role and expenditures of the Town. Who we are and what we are. Connect with quality of

			life. Town identity and services vs. County. Employees need to know they are in the spotlight. Need to better identify our financial identity.
Relationship with business community			How can we reduce the complications associated with business interaction with the Town? Evaluate our business processes from the business person perspective. Be very aware of our messages. Pro-resident is not anti-business.
Blight and abandonment			Some things addressed above. Gather some data on existing conditions and set specific goals with reporting to improve on that. (Residential and commercial) Challenge our own commitment to correcting these problems. How directly involved should we be in addressing specific problems. Prevention as a strategy.
Commercial sprawl that leads to blight – only so much community can support			Incentivize redevelopment over new development, use zoning effectively within actual market demand and with compact development patterns, promote the higher value in nodes.
Expansion of retail in neighboring jurisdictions			Promote interest of new business to select C-burg over neighboring areas. Recruit the more cutting edge commercial developers with higher quality. Stay in front of the evolution in retail sector. Eliminate barriers to entry for trendy businesses.
Missing out on growth of medical services sector			Medical tied to Tech and hospitals not in Town. How do we develop relevancy in med services. Define our niche, what is the missed services, how do we build these relationships? Work to grow to the west, southwest. What makes a location attractive for MOB construction? Need to attract the support services, what are the longer term growth goals of existing practices.

## Trends that Create Opportunity or Advantage

Make Christiansburg an arts and entertainment destination, focusing on fine arts and storytelling.			<p>Blue ridge arts association, look at some successes in vicinity and draw from them. Higher education tie-ins. Need space, cheap, available. We have been overly conservative in the past, barrier to entry.</p> <p>No dedicated space. Major problem.</p> <p>Pottery- not successful to date. No equipment. No facilities.</p> <p>E.g. Rocky Mount, (Harvester Center)</p>
Marketplace - get comfortable with high-density development (involve Planning Commission?)			<p>Not very comfortable with this, historically. Need to educate us on design and density.</p> <p>Need a field trip: E.g. Daleville Town Center (mixed use), Staunton (Downtown)</p> <p>Look for the partnership of a good local developer with a national developer and national recruiter.</p>
Active recruitment needed for retail			
Build on rail service			<p>Above, as to the site. What else? What do they do when they get here. Transportation, entertainment, multi-modal. Amenitize and serve.</p>
Broadband. High speed. Affordable.			<p>Relationship to arts community, to medical community, financial community, information economy.</p> <p>As a visitor amenity.</p> <p>No service aggregators.</p> <p>Review the Shentel franchise agreements as to provision of service.</p>
Alternative transportation- trails as a connectivity alternative. New philosophy on trail planning.			<p>Be more integrative in our thinking. More aggressive in implementation. Integrative with other utilities and with our planning process.</p>