

# CITY COUNCIL PRIORITIES

## 2019-2022

### ONE-YEAR UPDATE

City Council Presentation  
Tuesday, February 11, 2020

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Eric D. Campbell, City Manager





# City Council Vision and Priorities Development

City Council developed its vision and priorities over a three day retreat February 1-3, 2019



Photo credit: Randi B. Hagi, *The Citizen*

# HARRISONBURG 2039

## CAPITAL OF THE SHENANDOAH VALLEY



*We are the capital of the Shenandoah Valley.*

*We provide a quality urban living option for everyone who wants to reside here.*

*Our diverse population thrives in a welcoming city where all are valued as friends and neighbors.*

*Our inclusiveness is our strength and reflects the true spirit of our city.*

*The pillars of our multicultural, multi-ethnic, and multi-generational city consist of a robust economy and a vibrant education epicenter, along with a broad range of amenities that enrich life.*

*This is made possible by the fiscally sound planning of our staff and elected leaders.*



City Council develops 2039 vision, focus areas, and priorities at retreat

**February 1-3, 2019**

Staff reviews priorities and creates a 3-year workplan with 72 projects

**March-April 2019**

Vision, focus areas and 3-year priorities workplan adopted by City Council

**April 2019**

Staff begins implementation of the 3-year workplan

**April 2019**

City Manager reports to City Council on 1-year workplan progress

**February 11, 2020**

# City Council Priorities One-Year Update

## **SUMMARY**



The City Council Vision 3-year  
priorities workplan for City staff  
contains **72** projects.



# Project Status



**Complete**

**21**



**In progress**

**44**



**Not yet started**

**7**

**29% of vision projects are completed.**

# City Council Priorities One-Year Update

## **HIGHLIGHTS**



# A CITY FOR ALL

Harrisonburg is a city with a rich history as a community for all people, regardless of heritage, culture, language, age, economic status, or religion. We are a harmonious, caring, welcoming city where differences are embraced, celebrated, and accommodated. Recognizing Harrisonburg's diversity, our support systems assure that any resident has access to city services. We are a city that allows all people to feel safe, valued, and have abundant opportunity.





# A CITY FOR ALL

- Develop a “how to” for City services to improve access
- Review our process for citizen appointments to boards & commissions and implement improvements as needed
- Enhance access to language support for council meetings and city services
- Enhance resident opportunities for civic engagement
- Develop and begin implementing appropriate recommendations of an environmental sustainability plan



# Community Walks



COMPLETE



- Monthly community walks in neighborhoods to meet residents, answer questions, and share information continue to be a success.
- While the effort is led by the Police Department, staff from other departments frequently participate.



# Environmental Action Plan Phase 1



**COMPLETE**



- City Council adopted phase 1 on January 14, 2020.
- A guide for city leaders, staff, and members of the community to implement sustainability visions and principles.
- Six focus areas: Buildings and Energy; Land Use and Green Space; Regional Food Systems; Sustainable Transportation; Waste Reduction and Recycling; and Water Resources.



# Language Access Plan



## LANGUAGE IDENTIFICATION GUIDE

### How to Use This Card

Use this card to identify the foreign language spoken by non-English speakers. Show the card to the individual and ask them to point to the language they speak. Call 540-434-4436 and ask the operator to connect you to Voiance for telephonic interpretation services. For more information: [www.harrisonburgva.gov](http://www.harrisonburgva.gov).

أنا أتحدث اللغة العربية  
I speak Arabic

Govorim hrvatski  
I speak Croatian

M pale kreyòl ayisyen  
I speak Haitian Creole

Ես խոսում եմ հայերեն  
I speak Armenian

من درى حرف مى زنم  
I speak Dari

אני מדברת עברית  
I speak Hebrew

আমি বাংলা কথা বোলতে পারি  
I speak Bengali

Mluvim česky  
I speak Czech

मैं हिंदी बोलता हूँ ।  
I speak Hindi

Ja govorim bosanski  
I speak Bosnian

Ik spreek het Nederlands  
I speak Dutch

Kuv has lug Moob  
I speak Hmong

Аз говоря български  
I speak Bulgarian

من فارسی صحبت می کنم  
I speak Farsi

Beszélek magyarul  
I speak Hungarian

ကျွန်ုပ်တို့/ကျွန်ုပ်တို့ မြန်မာ ချစ် နားထောင် နေတယ်  
I speak Burmese

Je parle français  
I speak French

Agsaonak ti Ilokano  
I speak Ilocano

ខ្ញុំនិយាយភាសាខ្មែរ  
I speak Cambodian

Ich spreche Deutsch  
I speak German

Parlo italiano  
I speak Italian

我講廣東話 (Traditional)  
我讲广东话 (Simplified)  
I speak Cantonese

Μιλώ τα ελληνικά  
I speak Greek

私は日本語を話す  
I speak Japanese

Parlo català  
I speak Catalan

હું ગુજરાતી બોલું છું  
I speak Gujarati

Quin chagüic'ká chábal' ruin' n̄  
tzújon cakchiquel  
I speak Kackchiquel

- The language access plan will review existing support services for limited English proficient residents accessing City of Harrisonburg services.

- It will propose improvements to policies and procedures to enhance these supports.

- The staff workgroup began meeting in November 2019.

# ECONOMIC DEVELOPMENT: GOALS, GAINS, AND GROWTH

Harrisonburg is the economic capital of the Shenandoah Valley. We are the business transaction center of western Virginia, where companies and professional service firms want to be. We are the regional destination for education, shopping, dining and entertainment. Our retail centers are robust throughout the city. Our regional economic development partnerships have resulted in thriving technology zones, higher wage jobs, and a vibrant North End Gateway. Our economic development strategies continue to grow businesses, encourage entrepreneurship, and attract opportunities.



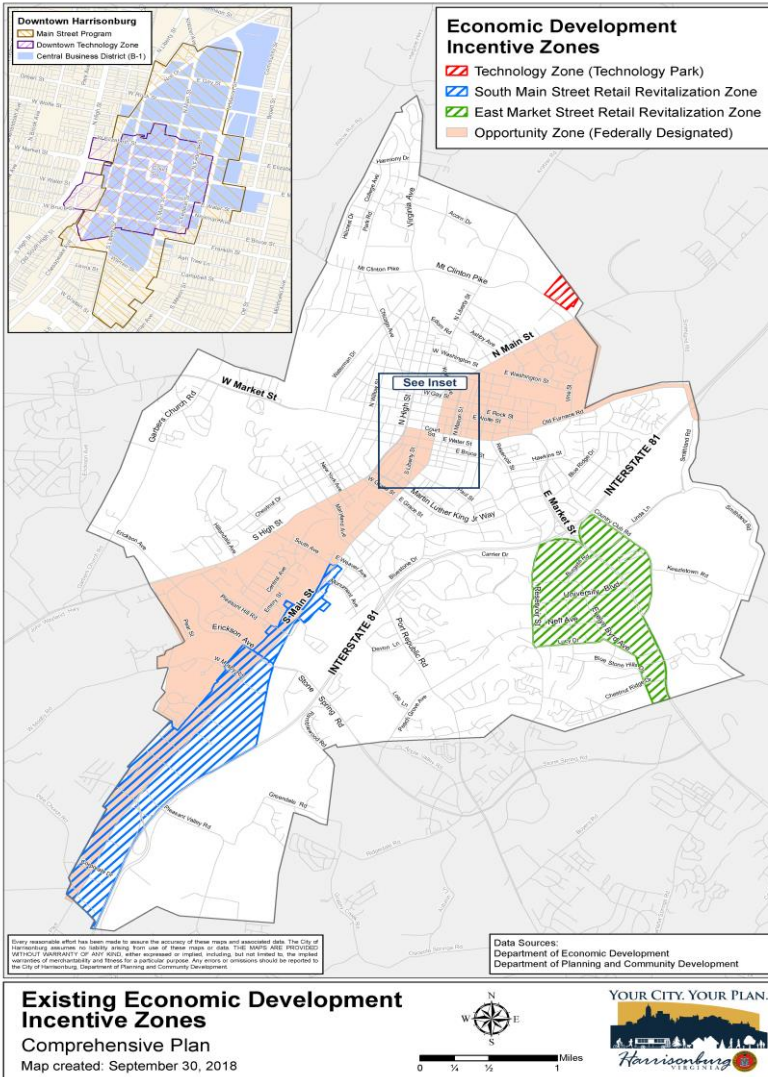


# **ECONOMIC DEVELOPMENT: GOALS, GAINS, AND GROWTH**

- Pursue economic development goals that establish stronger retail, job creation, and a healthier economy.
- Further enhance our downtown area.
- Continue to improve City processes and infrastructure to attract new business and development to the City.



# Opportunity Zones

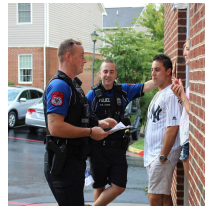


- Economic Development created a comprehensive prospectus to market Opportunity Zone properties to potential investors.
- Staff hosted a seminar for developers, realtors, and financial advisors to educate them on Opportunity Zone regulations and local properties.
- Harrisonburg has more Opportunity Zone sites listed on the statewide database than any other Virginia locality.





# Launch Harrisonburg



**COMPLETE**



- In partnership with Co.Starters, the City of Harrisonburg now offers a 9-week bootcamp for local entrepreneurs.
- The program will equip local residents to turn a good into a viable business.
- The first cohort will begin February 4, 2020.



# Online Permitting and Inspections Application Portal



City of Harrisonburg

All Items Search a name, number, or address Search Advanced Search

Log In Register

Apply Your Account Help

## Get started

Select the permit you'd like to apply for using one of the methods below.

### Trade Permits

- Electrical
- Fire Protection
- Mechanical
- Plumbing

### Other Permits

- Chickens
- Home Occupation
- Sign

### About Harrisonburg Permits Web Portal

The Harrisonburg Permits Web Portal allows the community to apply, track, and search for permits and violations throughout the City of Harrisonburg.

[Learn more about this app>](#)

### Need help with permits?

Please visit our permits webpage, which explains each permit and gives you detailed information about fees, required forms, and related items.

[Visit harrisonburgva.gov/permits >](http://harrisonburgva.gov/permits)

### Contact Us

Department of Planning & Community Development  
409 South Main Street  
Harrisonburg, VA 22801  
1-540-432-7700  
[permits@harrisonburgva.gov](mailto:permits@harrisonburgva.gov)

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• A new online submission portal known as LAMA is now available for some permit and inspection applications.

• By summer 2020 the Community Development Department hopes to expand the number of applications that can be submitted online.



# Downtown Parking Study



- The parking study examined existing parking supply and usage, and forecasted demand for parking.
- It will recommend parking strategies for both current and projected demand.
- The final report is anticipated by the end of February 2020.



# Downtown Master Plan



- The City and Harrisonburg Downtown Renaissance are partnering together to develop a downtown master plan in 2020.
- A consultant will be hired in winter 2020 to assist with the process.

# A THRIVING EDUCATIONAL EPICENTER

Harrisonburg has an exceptional public education system, from pre-kindergarten through high school. Our schools are award winning and nationally recognized. Our investment in education attracts families and engaged leaders, and develops entrepreneurs and forward thinking businesses that contribute to our community. The city's schools graduate skilled and qualified individuals who are college, career, and life ready. Moreover, as the home of two institutions of higher learning, and in partnership with our regional community college, the city is a hub of innovation, technology, and workforce development.





# A THRIVING EDUCATIONAL EPICENTER

- Continue our commitment to public education through adequate and realistic funding.
- Build a new second high school.
- Continue the efforts of the James Madison University/City Liaison Committee with a focus on issues such as Funding; Growth, land use, and transportation; Safety; and James Madison University student civic engagement.
- Approach the Eastern Mennonite University President about establishing an Eastern Mennonite University/City Liaison Committee.
- Explore establishing a work group comprised of public safety officials (Fire Department, Police Department and Emergency Communications Center) from James Madison University, Eastern Mennonite University, and the City.



# HHS2 Plan



**COMPLETE**



The City Council approved of the revised Harrisonburg City Public Schools second high school plan on December 10, 2019.



# City-EMU Liaison Committee



**COMPLETE**



Photo: Macson McGuigan, Eastern Mennonite University

- The first meeting of the City of Harrisonburg and Eastern Mennonite University was held October 24, 2019.
- The committee will discuss ways the City and University can partner together for the benefit of the community.
- Mayor Deanna Reed and Vice-Mayor Sal Romero serve as the City Council representatives.





# HHS2

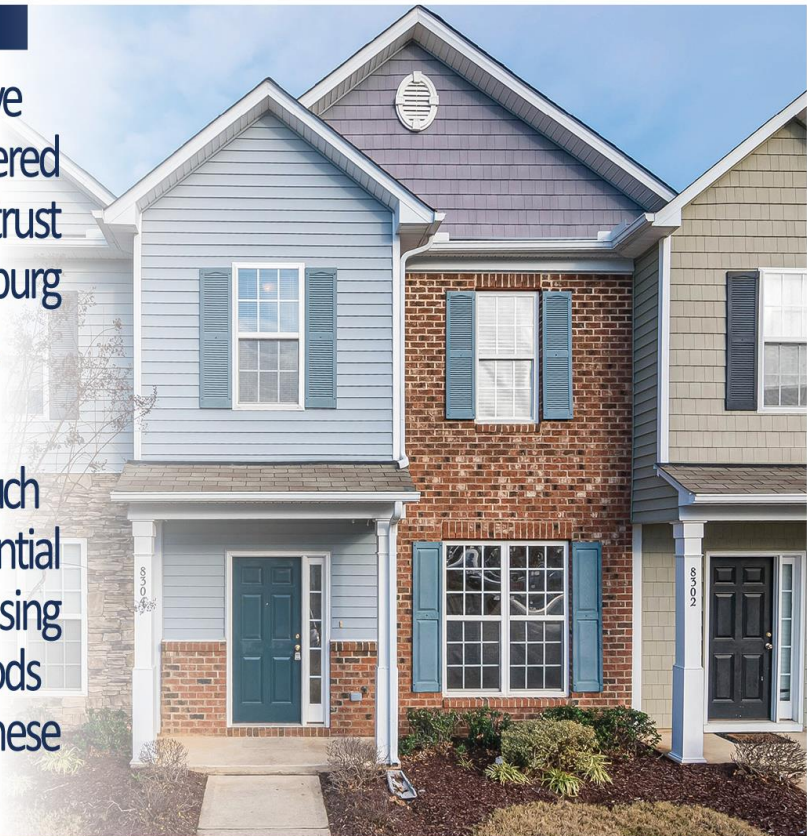


The City is now accomplishing several tasks associated with the design, financing and infrastructure improvements for the second high school project.

# AVAILABLE HOUSING FOR ALL

Harrisonburg has been at the forefront in developing a comprehensive approach to community housing needs. The city has successfully partnered with local organizations and has embraced policies such as a housing trust fund, supported by appropriate fees and incentives. As a result, Harrisonburg offers a wealth of affordable, diverse housing options to its residents.

Through innovative planning and partnerships, homelessness in Harrisonburg is now largely a thing of the past. Creative land use planning such as varied lot sizes has permitted flexible redevelopment of our residential areas. The city has logistically integrated high quality affordable housing throughout its neighborhoods. As a result, Harrisonburg's neighborhoods reflect its diverse and unique character. Moreover, the city has achieved these goals while maintaining a strong and sustainable tax base.





# AVAILABLE HOUSING FOR ALL

- Develop a comprehensive housing plan.
- Increase flexibility in development and redevelopment of residential areas to enhance our housing inventory.
- Create an advisory council to assist the Harrisonburg Redevelopment and Housing Authority.
- Work with community stakeholders to create a committee focused on producing a plan for addressing homelessness.



# Homelessness



• Homelessness service providers, the City, and the County have met monthly since June 2019 to discuss homelessness in our community.

• The City and providers are working together to identify unmet service needs and develop short-term and long-term plans to fill these gaps.



# Small Lot Residential Zoning



- City Council in June 2019 approved a new zoning classification that enables residential construction on smaller lots.
- The hope is for this zoning classification to produce more affordable or lower cost housing stock.
- It also should help provide alternative types of housing— other than townhomes and apartments— that can be constructed in areas where higher density is possible



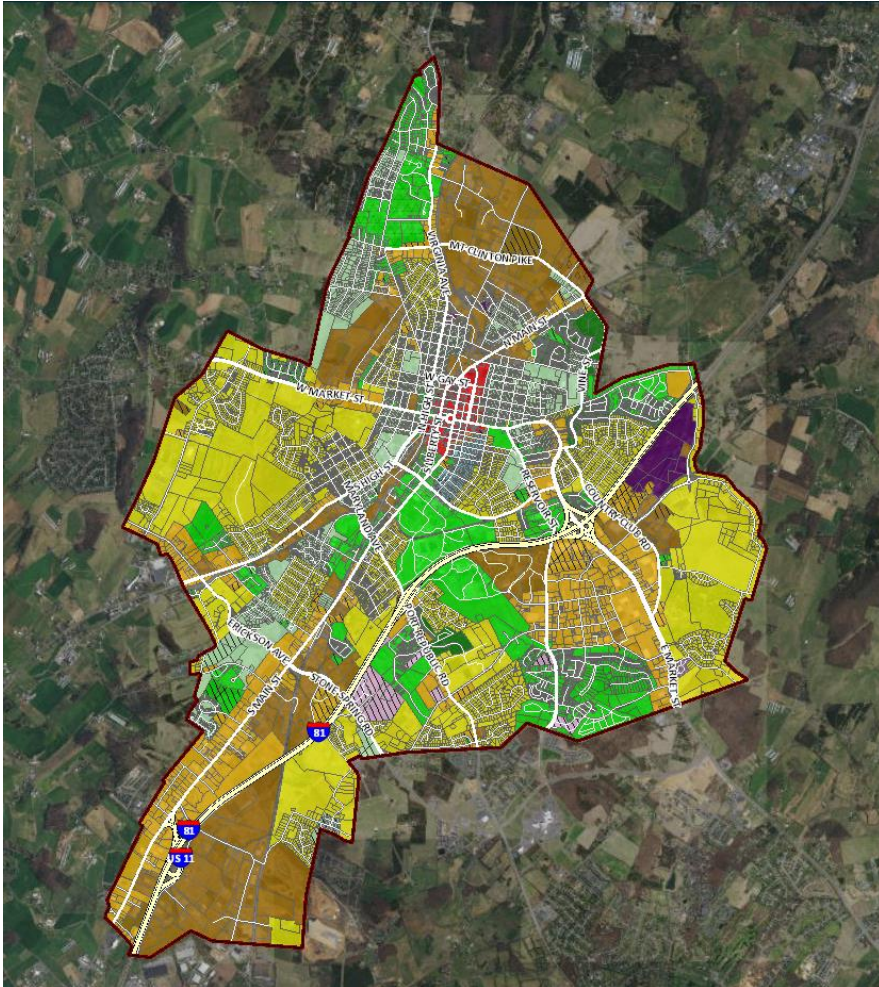
# Comprehensive Housing Study



- The comprehensive housing study will:
  - analyze the current housing market to quantify existing housing supply;
  - assess demand for different housing types;
  - identify barriers to meeting demands;
  - list potential policy tools to address any housing gaps.
- A request for proposal will be released in February 2020 to hire a consultant to conduct the study.



# Zoning and Subdivision Ordinances Re-Write



- These ordinances were last updated in the 1990s.
- Staff is drafting a request for proposal to hire technical assistance in 2020 to begin the re-write of the ordinances.
- This re-write, combined with the comprehensive housing study, will have a lasting impact on the City's ability to address housing needs.

# DISTINCTIVE, RELIABLE DELIVERY OF HIGH-QUALITY CITY SERVICES

Harrisonburg prides itself on high-quality service provision. The city is clean, safe, and has abundant recreational opportunities. Traveling through the city is pleasant and easy, whether by car, bike, foot, or transit bus. Our highly engaged residents know the city is responsive to their concerns. Innovation in service delivery is encouraged and other communities turn to Harrisonburg as a center for best practices. Investments in sustainable assets and infrastructure have established a strong foundation for the future. The city government attracts and retains talented public servants due to its reputation for being well-managed and a great employer.







# **DISTINCTIVE, RELIABLE DELIVERY OF HIGH-QUALITY CITY SERVICES**

- Enhance multimodal transportation options in the City.
- Develop a communications strategy to better tell the City's stories and inform residents of the high quality services available to them, including a uniform strategy for updating residents about events or incidents.
- Invest in infrastructure based on regularly updated planning documents.
- Work with departments to identify, examine, and implement emerging technology.
- Pursue and maintain accreditations of public safety departments
- Conduct a formal citizen survey based on best practices to evaluate satisfaction with City service provision.
- Maintain and further provide secure online services for document filings and payment.



# Color Routes



**Going Off Campus?**

Aspen Heights	●	Northview	●
Campus View	●	Pheasant Run	●
Charleston Townes	●	The Pointe	●
Copper Beech	●	The Retreat	●
Foxhill	●	Southview	●
The Harriston	●	Squire Hill	●
Hunters Ridge	●	Stonegate	●
The Mill	●	Sunchase	●
North 38	●		

Visit [hdpt.com/color](http://hdpt.com/color) for more info!

Key:	Departs:
Black ●	Festival
Blue ●	Festival
Gray ●	GTC
Green ●	GTC
Pink ●	Festival
Purple ●	Festival
Red ●	GTC
Yellow ●	GTC

Screenshot this card and always know where to go!

- Public Transportation completed a route study for all transit lines servicing James Madison University
- Based on this study, the City introduced a new route system with color-coded bus lines and altered service hours.



# Regional CAD/DMS System



COMPLETE



- The City launched a new multi-jurisdictional and enhanced Call Dispatch and Records Management System that replaced the outdated system.



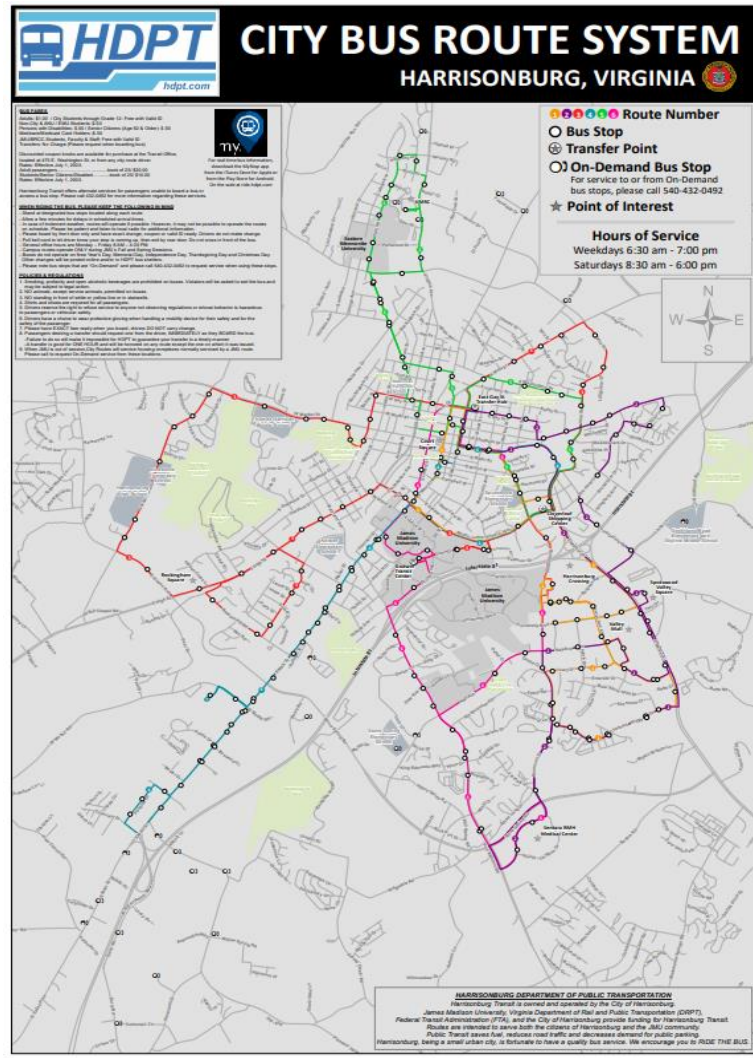
# Purcell Park Master Plan



- The Parks and Recreation Department commenced a comprehensive planning process for Purcell Park in 2019.
- The first few phases, including community engagement, have been completed.
- The programming and conceptual design phases will occur in 2020.



# Bus Route Expansion



- The City as a member of the Rockingham County Urban Development Area Advisory Committee has had productive discussions about possibly expanding transit service into the County on Route 33.



# Public Safety Accreditation



Commission on  
Fire Accreditation  
International

- The Fire Department and Police Department are both exploring accreditation by their respective accrediting bodies.
- The Harrisonburg Rockingham Emergency Communications Center is already accredited and in under-going re-accreditation review.

# FISCAL SUSTAINABILITY AND PLANNING

We are a city with a long-term commitment to meeting demands for increased service while maintaining high standards. The city is financially secure with a AAA bond rating and a healthy fund balance. The city balances its growth through thorough evaluation of future needs and thoughtful planning. There is recognition of the need for careful financial management, while also prioritizing investment in essential operational and capital programs. Bold thinking, community input, and best practices lead the city to consider new paths and structures that have led to our recognition as a model locality.





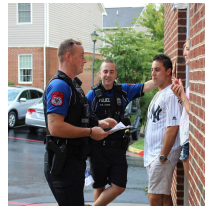
# FISCAL SUSTAINABILITY AND PLANNING

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# Community Contributions Re-Vamp



**COMPLETE**

- The community contributions process was revised for the FY2020-21 budget cycle.
- Non-city organizations seeking funding must submit a funding application for review by a committee.
- The City Manager will review and determine which committee recommendations to include in the budget as is feasible based on financial constraints.



# Water Financial Model



- City staff is developing projections of the long-term costs of operating and maintaining our water infrastructure.
- The goal is to equip the City with the necessary information to be able to more gradually adjust rates in advance of anticipated large cost outlays.
- With this approach customers will have more time to prepare for higher rates.



