

# **Downtown Harrisonburg Evaluation of City Owned Parcels**

TECHNICAL ASSISTANCE PANEL REPORT



Virginia

SEPTEMBER 5-6, 2018 SPONSORED BY: CITY OF HARRISONBURG, VIRGINIA





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# **SECTION 1**





# About ULI

### WHO WE ARE

ULI is a trusted idea place where leaders come to grow professionally and personally through sharing, mentoring, and problem solving. Founded in 1936 as a nonprofit, nonpartisan research and educational institute, ULI offers you access to the expertise of thousands of dedicated land development professionals.

ULI activities include the publication of books, videos, monthly periodicals, local and national meetings, and a broad array of educational opportunities. Cutting edge research focuses on market conditions, new approaches to land use and development, and the factors shaping developmental. With pride, ULI members commit to the highest standards of land use.

#### VISION

ULI Virginia extends ULI to local members through forums allowing the exchange of ideas and information. ULI Virginia serves as an educational resource and is the region's objective and informal authority on local land development issues.

#### MISSION

ULI Virginia provides leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

#### **ULI VIRGINIA PROGRAMS**

ULI Virginia hosts educational programs and forums that explore a broad range of issues within land use. Programs include:

- Quarterly Breakfast Series exploring topics including transportation, building healthy places, finance, and housing
- Technical Assistance Panel (TAP) providing expertise in the evaluation of land use around emerging developments
- Reality Check Workshops and Vision Planning
- Exclusive tours and targeted discussion
- Mentorship Program for Young Leaders
- Vision Awards
- UrbanPlan
- Resilient Region
- Local Product Council
- Young Leaders Programs



# About the Technical Assistance Panel (TAP) Program

The objective of ULI Virginia's Technical Assistance Panel (TAP) program is to provide expert, multidisciplinary, and objective advice on land use and real estate issues facing public agencies and nonprofit organizations throughout the Commonwealth of Virginia. Drawing from its extensive membership base, ULI Virginia conducts one and a half day panels offering objective and responsible advice to local decision-makers on a wide variety of land use and real estate issues, ranging from site-specific projects to public policy questions. The TAP program is intentionally flexible to provide a customized approach to specific land use and real estate issues. Learn more at <a href="http://virginia.uli.org/uli-action/taps/">http://virginia.uli.org/uli-action/taps/</a>.

CHAIR – M. ANN NEIL COSBY, Counsel, McGuireWoods LLP MANAGER – JANE MILICI, Urban Land Institute-Virginia

# Panel of Experts

A ULI Virginia Technical Assistance Panel (TAP) was assembled to formulate a vision for Downtown Harrisonburg. This multi-disciplinary panel of professionals included:

### AL AZZARONE, PLA, ASLA

PARKS PLANNER, HENRICO COUNTY PARKS & RECREATION

### ANDY BOENAU, AICP

DIRECTOR OF MOBILITY STRATEGY, GOTCHA GROUP

### CHARLENE HARPER, PE, LEED AP

DIRECTOR OF ENGINEERING, HG DESIGN STUDIO

### LU GAY LANIER, PLA, FASLA, LEED AP

PRINCIPAL LANDSCAPE ARCHITECT, LU GAY LANIER, PLA, PLLC

### JACK MIDDLETON

DEVELOPMENT DIRECTOR, COMMONWEALTH PROPERTIES, LLC

### ANDREW MOORE, AIA, LEED AP BD+C, CDT

**URBAN ARCHITECTURE, GLAVÉ & HOLMES** 

Summary biographies for each panel member can be found in Appendix A.



## Participating ULI Virginia TAP Committee Members

- ADENA PATTERSON, McGuireWoods LLP, CHAIR, ULI TAP COMMITTEE
- WALT COLE, Clark Nexsen, Inc.
- NICK COOPER, HKS Inc.
- DAVID DURANT, Asturian Group
- SUSAN HAAS, Joyner Commercial
- TOM TOWNES, TST Marketing

## Thank You

ULI Virginia District Council would like to acknowledge those whose generous contributions of time and knowledge made the Downtown Harrisonburg TAP a success. We recognize and thank the TAP's sponsor representatives from the City of Harrisonburg and community representatives for their invaluable assistance and for the production of the panel briefing books.

We would also like to thank the City of Harrisonburg for arranging meetings and working sessions at City Hall and for sponsoring the breakfast, lunches, and dinner. We gratefully acknowledge the following City of Harrisonburg staff for making themselves available during the session:

- Eric Campbell, City Manager
- Ande Banks, Deputy City Manager
- Tom Hartman, Assistant Public Works Director
- Erin Yancey, Public Works Planner
- Adam Fletcher, Community Development Director
- Thanh Dang, City Planner
- Luanne Santangelo, Parks & Recreation Director
- Wesley Russ, Assistant City Attorney
- Brian Shull, Economic Development Director
- Grace Sanderson, City Manager's Office Intern

We especially want to thank the stakeholders that took time to share concerns and provide insights about Harrisonburg. The stakeholders were able to provide the Panel with a portrait of Downtown Harrisonburg and their desires for the continued growth and enhanced vibrancy of the City.

We give a heartfelt thank you to each of the Panel members for generously sharing their time and expertise. Finally, a thank you to the ULI Virginia TAP Committee members for their hard work and diligence throughout the TAP process.





# **SECTION 2**





# Background and History

#### HISTORY OF HARRISONBURG

The earliest documented English exploration of the Harrisonburg area prior to any settlement was the "Knights of the Golden Horseshoe Expedition" led by Lt. Gov. Alexander Spotswood. They were able to reach Elkton and passed through the area that is now known as Harrisonburg around 1716. In 1737, the area previously known as "Rocktown" was named Harrisonburg for Thomas Harrison who was a son of English settlers. Harrison settled in

the Shenandoah Valley laying claim to over 12,000 acres situated at the intersection of the Spotswood Trail and the main Native American road through the valley. In 1779, Harrison deeded 2.5 acres of his land to the "public good" for the construction of a courthouse and then he deeded another 50 acres in an area now known as "Historic Downton Harrisonburg." Harrisonburg was established as the county seat of Rockingham County in 1779 and developed into an agricultural powerhouse in the 19th and 20th centuries. The City's downtown historic district is centered around Court Square, which is dominated by the impressive courthouse. Harrisonburg Plan," with streets that intersect or are tangential to the sides of the courthouse square. In his seminal article on America's courthouse squares, Price cited Harrisonburg as the earliest known occurrence of this plan, which later appeared in Georgia and Ohio. Harrisonburg's downtown presents a wide range of buildings that reflect the town's history. Harrisonburg was chartered in 1849 as a mayor-council form and become an independent City in 1916.



As the county seat, Harrisonburg naturally became the commercial hub of Rockingham County. In 1850, Rockingham County was the largest producer of wheat and hay in the state. A handful of buildings remain from the antebellum period, including the Hardesty-Higgins House at 212 S. Main, which now are the offices of Harrisonburg Downtown Renaissance, and the Warren-Sipe House at 301 S. Main, which currently houses the Virginia Quilt Museum.

The Baltimore and Ohio Railroad reached Harrisonburg in 1868, which contributed to the community's growth. Stylish homes were constructed along Main Street, such as the grand Queen Anne Joshua Wilton House, constructed in 1890, and now a bed and breakfast. A watershed event in Harrisonburg's architectural and civic development was the construction of the present courthouse in 1896-1897. The imposing Romanesque/Renaissance Revival style building was the work of prolific Staunton architectural firm T.J. Collins & Son and Washington, D.C. builder W.E. Speirs.

In 1865, freed slaves settled in the area close to Harrisonburg and called the newly created town "Newtown." About 27 years later, Harrisonburg annexed that area into the City. Today, Newtown is still the home of the majority of Harrisonburg's predominantly black churches, such as First Baptist and Bethel AME. The modern Boys and Girls Club of Harrisonburg is located in the old Lucy Simms schoolhouse used for the black students in the days of segregation.

A large portion of the Newtown neighborhood was dismantled in the 1960s when – in the name of urban renewal – the city government used federal redevelopment funds to force black families out of their homes and then bulldozed the neighborhood. The project focused on the city blocks east of Main, north of Gay, west of Broad, and south of Johnson. The project began and, due to eminent domain, the government could force the people of Newtown to sell their homes. Many people could not afford a new home and had to move into public housing projects. Likewise, many of the businesses of Newtown that were bought out could not afford to reestablish themselves. Kline's, a white-owned business, was actually one of the few businesses in the area that was able to reopen. The City later sold the land to commercial developers.

Harrisonburg during the early 20th century continued to benefit from the agricultural bounty of the surrounding countryside. Poultry production became increasingly profitable as the century progressed, and Rockingham County



became a national leader in the poultry trade. Out of this success in the poultry industry came a range of specialized building types constructed in the 1910s through the 1950s, including hotels, warehouses, factories, and service stations. The Chesapeake Western Railways station, built in 1913 at 141 West Bruce Street, fostered the growth of an industrial and warehouse district along what became known as Chesapeake Avenue.

Over the last 30 years, citizens' groups or the City undertook several revitalization initiatives. The organization of Harrisonburg Downtown Renaissance in 2003 ushered in new optimism that downtown revitalization was a public and private priority. Rehabilitation projects including the conversion of the prominent Wetsel Seed Company Building into apartments and offices, as well as a major streetscaping project for the downtown. Harrisonburg became a designated Virginia Main Street community in 2004.

In 2004, downtown was designated as the Harrisonburg Downtown Historic District on the National Register of Historic Places and a designated Virginia Main Street Community, with the neighboring Old Town Historic District residential community gaining historic district status in 2007. Several vacant buildings have been renovated and repurposed for new uses, such as the Hardesty-Higgins House and City Exchange, used for the Harrisonburg Tourist Center and high-end loft apartments, respectively. In 2008, downtown Harrisonburg spent over \$1 million in cosmetic and sidewalk infrastructure improvements (also called streetscaping and wayfinding projects). Custom "wayfinding signs" direct visitors to areas of interest around the City. Streetlights, sidewalks, and landscaping were upgraded along Main Street and Court Square. In 2014, Downtown Harrisonburg was named a Great American Main Street by the National Main Street Association and downtown was designated the first "culinary district" in the Commonwealth of Virginia. The City's growth and demographics have been influenced by the creation of the downtown technology zone where businesses such as Rosetta Stone have found a home in the City.

#### JAMES MADISON UNIVERSITY HISTORY

The university was founded in 1908 as a women's college known as The State Normal and Industrial School for Women at Harrisonburg. In 1924, it became the State Teachers College at Harrisonburg. In 1938, it was renamed as Madison College in honor of James Madison whose Montpelier estate is located in nearby Orange. In 1966, the university became coeducational. Men had been day students since 1946. In 1976, the university changed its name again to James Madison University (JMU). Beginning in the late 1990s, JMU began a rapid expansion that included both sides of I-81. The university's expansion has included the purchase of private and City institutional buildings and further expansion closer to downtown.





The City's growth, economy, demographics, and culture have been influenced by the growth of JMU. The rapid expansion of the campus, including the construction of a number of parking garages, has, at times, created tension in the City-University relationship. Since 1971, the campus has grown from about 5,000 students to over 22,000. This has applied pressure to housing in the City, including the downtown and its surrounding neighborhoods.

In 2016 Harrisonburg had 18,039 housing

units, of which 62% were single-family structures (single-family homes, townhouses and duplexes), 37% were multi-family structures and 1% were mobile homes.



Renters are the dominant market, with 5,000 student headed households. Almost 16,000 students live off-campus. Student housing represents 50% of all rentals and 30% of all households.

While 63% of City residents are renters and 37% are owner-occupants, JMU and the nearby Eastern Mennonite University continue to increase enrollment resulting in increased demand for rental properties, along with the demand for affordable options.

This increased demand for housing resulted in a 48% increase in single-family homes and 154% increase in multi-family units since 1990.



This includes multiple apartment buildings on Port Republic Road and Reservoir Street in Rockingham County, offering affordable housing options for students and young professionals, which compete with downtown rentals. Overall, vacancy rates are low as the demand for housing continues to increase.





## **Observed Advantages and Barriers Provided in TAP Application**

Downtown Harrisonburg has experienced tremendous growth and redevelopment over the past 15 years. Even though the Comprehensive Plan has been a helpful tool, Harrisonburg does not have a Downtown Master Plan to guide future development. The City received a proposal to construct a \$2.6 million urban park on City-owned property. The City requested the TAP to offer its expertise on the overall concept, the location, the impacts on parking and circulation, and any other impacts the City should weigh in its deliberations about the park proposal.

Two blocks north of the proposed park site is a City-owned and operated 2-story parking structure. It was built in the 1960s and cannot be expanded vertically. The City seeks TAP's input on redevelopment opportunities for this prime real estate.

- 1. The urban park proposal has been proposed as a privately funded initiative to be located on public property.
- 2. Any redevelopment of the parking deck site needs to at least replace the number of existing parking spaces, and hopefully add new spaces as well.

#### Key Development Objectives:

- 1. Conform with goals and vision outlined in 2018 Comprehensive Plan draft attached.
- 2. Meet the future needs of downtown residents, businesses, employees, and visitors.

#### Advantages:

Downtown Harrisonburg is a vibrant economic center with strong demand for office, retail, and residential spaces. Developers have identified downtown Harrisonburg as a desirable market. The Hotel Madison & Shenandoah Valley Conference Center opened in May 2018 and is attracting new visitors and dollars to downtown. The proximity of James Madison University's campus to downtown (within walking distance) is a big plus.

#### **Disadvantages:**

Downtown Harrisonburg's footprint is relatively small with few properties currently on the market.

The community is accustomed to free public parking, for visitors and employees, within the urban core.

Parking supply has become tighter over the past several years due to continued success downtown. Providing adequate parking will serve as a challenge going forward.

#### **Community Involvement:**

Harrisonburg is blessed with tremendous community involvement. Harrisonburg Downtown Renaissance (HDR), the VA Main Street promotional entity, has hundreds of volunteers on its rolls that actively serve to enhance downtown.



## **Overview of Process**

The City of Harrisonburg requested ULI Virginia to convene this TAP program to generate recommendations to evaluate several parcels in downtown, including an evaluation of a recent park proposal, trail alignments, and parking.

In advance of the charrette, Panelists were provided access to information and documents compiled by the City of Harrisonburg containing pertinent demographic information, historical background, surveys, and maps. On Day One, the Panel met with Brian Shull and various members of the City staff discussing background documents and gathering information. In the afternoon the Panel and Committee was given a warm tour of the downtown study area, the proposed park site, and the Water Street parking garage. Following the tour, the Panel met with various stakeholders. Day Two began with an intense



brainstorming session to address the questions posed to the Panel. Afterwards, the Panel worked on schemes for the parking garage site, evaluation of parking locations, trail linkages, and evaluation of the park proposal. At 5:30, the Panel reported their efforts to the stakeholders and public in Council Chambers.

As part of the TAP program, a written report is compiled after the TAP concludes to provide background information about the locality and the information gathered from the tour and stakeholder meeting. The report provides more details about the panel discussions, recommendations, and conceptual drawings presented at the report-out session. Some graphics have been enhanced and additional clarifications as to the Panel's recommendations have been added to provide as much information as possible to the City.





Tour and Stakeholder Discussion







## Tasks and Questions for the TAP Panel

1. Please analyze the Urban Park proposal submitted to Harrisonburg City Council and offer recommendations on appropriateness of physical location, impacts on public parking availability, traffic circulation, and management, and any other potential safety/security concerns.



Urban Park proposal submitted to City Council



2. Offer recommendations for redevelopment of the City-owned Water Street Parking Deck. We welcome the TAP's input on investment opportunities and potential economic benefits from redeveloping this site. Please include suggestions on ways to effectively manage public parking needs in this area while the deck is off-line during future demolition and construction.





Water Street Parking Deck





3. Review previously proposed alignments for the Northend Greenway/Federal Street alley path/Bluestone Trail within this section of downtown. Should changes be made to the alignments? Please offer recommendations on a "preferred alignment" for the main trail and potential spurs/branches.



Proposed Northend Greenway/Federal Street ally path (yellow) and Bluestone Trail (blue) with Proposed Urban Park



4. Harrisonburg does not currently have a Downtown Master Plan. The City would like the ULI TAP to study a specific section of our downtown and offer a vision for the next generation of development opportunities that best fit the character of Harrisonburg. The City would like to utilize the results of this TAP study as a springboard into a future comprehensive Master Plan for all downtown.







# Tour



City Hall



Gateway on South Main Street



Proposed Park Site



Farmer's Market Pavilion



Rain Garden – Proposed Park Site





Water Street Parking Deck



Water Street Deck, upper level



Blacks Run adjacent to the Water Street Parking Deck



Liberty Street seen from Water Street Deck upper level



Blacks Run under W. Bruce Street





Redevelopment Liberty Street – Rockingham County Jail



Keezell Building – Mixed-Use Redevelopment



Court Square, West Side



Architectural Character



County Courthouse - Court Square





Harrisonburg Electric Commission Corner of W. Bruce and Liberty



Alley between Water Street and Court Square



Blacks Run along Alley





Ruby's



Children's Museum



The Atrium – City Hall





Denton Park



# Stakeholders

Harrisonburg Planning Commission representative, Henry Way (Chair) Build Our Park Committee representative Eddie Bumbaugh (President) and Barry Kelley Harrisonburg Downtown Renaissance representative Andrea Dono, Executive Director Harrisonburg Farmer's Market representative Josie Showalter, Manager James Madison University representative Mike Davis (President's Office) Downtown Business representative Tim Brady (Pale Fire Brewery) Downtown Restaurant representative Jeff Hill (Joshua Wilton and Local Chop & Grill) Old Town Neighborhood representative Kathy Whitten Police Department representative Corporal Westfall and Officer Don Klotz City Staff:

> Eric Campbell, City Manager Ande Banks, Deputy City Manager Tom Hartman, Assistant Public Works Director Erin Yancey, Public Works Planner Adam Fletcher, Community Development Director Thanh Dang, City Planner Luanne Santangelo, Parks & Recreation Director Wesley Russ, Assistant City Attorney Brian Shull, Economic Development Director Grace Sanderson, City Manager's Office Intern



## Stakeholders Feedback and Comments

- Want connectivity to neighborhoods, JMU, and points of interest
- How to incentivize development
- Enhance quality of life
- Continued functionality of Farmer's Market
- JMU students and faculty and staff retention
- Parking for Businesses
- Park/Oasis and Parking
- Neighborhood Quality, walkability
- Parking downtown is an issue
- Decks, on-street, lots
- 97% utilized at Water Street approximately 400 spaces
- Farmer's Market Tuesday and Saturday 7 AM 1 PM; can be rented for events
- 10-hour free parking
- Want park to attract visitors and be a destination
- There is no dog park downtown
- Potential to have satellite parking lot and transportation to downtown
- 120 spaces in adjacent public lot
- Blacks Run has some floodplain issues
- Visitor Center could use more parking
- JMU students live downtown and walk to campus
- Little or no shared parking, 60% private, 40% public
- City provides public transportation system for JMU (free) but students have cars
- JMU has and is continuing to build parking garages which is negatively impacting public transit
- No metered parking
- 39 restaurants downtown
- Park as a midpoint between JMU/Hotel and downtown
- · Park as an extension of Farmer's Market, not for vendors but compatible uses and events
- Arts Festival, Rocktown Festival attracts 4000 or more people
- Park needs to be designed for safety and security
- Have some vagrancy issues with parks
- Parking deck security
- One-way signage from opposite direction may be needed people sometimes go the wrong way
- Aesthetics/Character North vs. South of Elizabeth Street
- Businesses main customer base is JMU so need better connectivity to campus
- Destination vs thoroughfare
- Multi-family Housing is in demand now Urban Exchange example has underground parking
- More office space is needed for software development, government offices
- Historic, adaptive re-use has spurred growth but most of these opportunities have been completed.
- Citizens are proud of downtown collaborative community
- Parking garage \$7.5 M, planning process 2020-21 with 2021-22 construction
- Most downtown churches doing fine, active
- Comprehensive plan is new and rewritten
- Desire from market is for more SFD
- Couple of small pocket parks in downtown such as at library.
- There is 1/2 acre park near Court Square.
- Court Square not recognized as a park but used for events.
- South of Court Square is more desirable than north of Court Square.



- Hotel Madison-JMU conference center has created a draw to downtown
- New dorms also near downtown
- Strong bike lanes/systems
- City would love to see more underground parking
- Park study originally looked at larger area then cut back due to cost and commitment
- Children's play area cut back during park planning process. No other major programming was eliminated.
- Realistically park and deck could be built simultaneous but there is not a plan to coordinate the two.
- Funeral home shares parking with City Hall if needed and vice versa
- Harrisonburg has done land swaps and would consider it to gain property in strategic locations
- Traffic problems created when I-81 is rerouted down Main Street, especially truck traffic.
- City maintained roads throughout
- Some housing adjacent to downtown is a residential-mixed hodgepodge.
- Monger Lumber owns a lot of the residential, including the older apartments next to Railroad.
- City would like to expand mixed-use and explore future redevelopment of the Monger apartments.
- Rental of single family in parts of downtown.
- There are non-conforming lots.
- University workers, Sentara hospital employees, City employees, private manufacturing companies need housing but cannot always afford Single-family houses.
- Not enough inventory for single family detached. Need \$250-\$350,000 houses.
- May need zoning ordinance revisions.
- No condominiums downtown
- Neighborhood parks throughout the City.
- One pool. Will add splash pad at the pool. Under construction now.
- Historical houses along South Liberty Street.
- Farmer's Market Pavilion use into the winter would be great
- Infrastructure needs for events porta johns for events, ABC regulations require fencing, electrical power
- Safety & security related to access and hours of parks.
- How to control access/posted for use of area around LOVE sign.
- How to get people out of area if emergency is an issue for events
- International Fest will draw 10,000 people
- Shuttle service not always available
- Taxi, Uber, Lyft need locations for getting off roadway
- Parks draw "occupier" by homeless and cannot run them off, but it is an issue.
- Exciting to see "life" in downtown
- Parking decks have many access points; no surveillance, lighting, leaking
- Some late night activities/drinking in cars and trucks
- Pigeons are a problem
- Control perimeter such as retail around garage will add to security.
- Speeding 45-50 is not uncommon on Main and Liberty.
- More crashes when people unfamiliar with one-way streets
- Pedestrian safety and volume of pedestrian traffic.
- Do not have notification of one way do not enter signs.
- Crossing from Elizabeth Street different dynamic
- Aesthetics are different there and making some improvements could improve area
- Meals tax is one of highest in the state
- Business needs parking for workers
- Connectivity to JMU need to "invest" them downtown
- Scooter/bike component



- Parking on street in residential areas can be problematic when used by students because most of parking is on street or shared driveways
- Tax abatement helped Urban Exchange
- Rents are not sufficient in downtown vs. outlying areas
- Need way to flip rents to be higher downtown vs suburbs
- Yearly opportunity for rental uses because of students/graduated students/faculty; need to hit market at right time
- Parking decks at JMU have impacted downtown and bus system
- Bike share on campus ~43 available but have not been used probably because terrain
- Bus promotion downtown
- City has paid attention to certain streets and not others
- Broken sidewalks; truck traffic
- Challenge US Rt. 11
- Need to find an alternate truck route from downtown
- Mitigate I-81 traffic detours
- Illegal to ride bikes on bikes on the sidewalks in areas of City
- Timeline of funding and phasing; i.e.: parking garage redevelopment. Before park?
- 1225 spaces in downtown– includes permit parking and private spaces
- B-1 zoning does not require parking
- With a lot of "free" long-term spaces, people accustomed to parking free
- \$245/year for student parking pass at JMU
- Free bus rides for JMU students and employees
- Incident management occurs mainly three times a day: morning, lunch, and evening and often to JMU activities





# **SECTION 3**





### Panel Recommendations - Summary

## **GUIDING PRINCIPLES**

- Big city amenities with small town charm.
- Reduce motorized traffic demand and increase mobility options.
- Design streets that are safe and comfortable for all ages and abilities.
- Develop and maintain a safe system of open space and public facilities.
- Foster an environment that attracts and retains business downtown.
- 1. TRAIL RECOMMENDATIONS
  - Bluestone Trail along S. Main to Campbell
  - Federal Street Multi-Purpose Limit vehicle uses to certain hours, for service vehicles, or events
  - Protected Bike Lane along the E. Side of Liberty
  - Pedestrian Trail from stream-Liberty Park Connect through Pedestrian Alleys to Park
  - Intersection Improvements + Traffic Calming Measures
- 2. PARK RECOMMENDATIONS
  - Proposed park does not meet programming and scale to meet needs of a central downtown park. Assess all options including current parking and adjacent properties to dedicate appropriate land and resources.
  - Daylight Blacks Run for water interaction and showcase environmental aspects
  - Recommend restroom facilities to serve park and Farmers' Market
  - Recommend routing through-bikes around edges of park to reduce conflict with pedestrian core
  - Include fencing for child safety adjacent to parking lot or relocate to a more central location
     away from vehicular traffic
  - Significant grade differential across proposed park site must be taken into consideration; seat
    walls could be included to accommodate required flat slope areas, relationship to stage, and
    existing structures
  - Do not recommend including splash pad/fountain due to maintenance costs and limited time of year usage
  - Recommend including restrooms
  - Consider relationship of shade structure to areas needing child oversight

### 3. PARKING RECOMMENDATIONS

- City should contract a Comprehensive City-Wide Parking Plan
- Set a goal to Reduce Demand by 25% by 2025 up to 305 spaces
- Create a Variable Pricing Strategy [Sliding Scale]
- Eliminate 10-Hour parking options
- Increase parking with on-street spaces and in existing parking decks
- Provide Non-Prime Location Parking for Employees
- Move Permit Parking to Lower Level of Decks
- Encourage Shared Parking
- Establish Mobility Hubs



### 4. PARKING DECK RECOMMENDATIONS

- Establish active streetscapes along S. Liberty Street
- Design a Dedicated Pedestrian Path along Blacks Run that can serve as a trail from Court Square to the new park
- Add outdoor seating and gathering space
- Consider spaces that can overlook concert venue
- Demolish and redevelop parking deck with a mix of uses with residential over retail and wrapping prefabricated parking deck
- Immediate, Low-Cost Solution: Re-Stripe existing Deck to yield 140 additional spaces
- Apply same strategies to Elizabeth Street Deck

#### 5. DOWNTOWN MASTER PLAN

- Continue, increase, or expand the tax-incentive program, especially for areas north of Elizabeth Street
- Improve and maintain streetscapes and trails in the northern parts of downtown
- Remove the tax incentive to require a minimum amount of commercial space
- Require (may require incentives) new and existing developments to share parking during off-hours


## Panel Deliberations and Analysis

1. Please analyze the Urban Park proposal submitted to Harrisonburg City Council and offer recommendations on appropriateness of physical location, impacts on public parking availability, traffic circulation, and management, and any other potential safety/security concerns.

#### **Summary of Recommendations**

- Proposed park does not meet programming and scale to meet needs of a central downtown park. Assess all options including current parking and adjacent properties to dedicate appropriate land and resources.
- Daylight Blacks Run for water interaction and showcase environmental aspects
- Recommend restroom facilities to serve park and Farmers' Market
- Recommend routing through-bikes around edges of park to reduce conflict with pedestrian core
- Include fencing for child safety adjacent to parking lot or relocate to a more central location away from vehicular traffic
- Significant grade differential across proposed park site must be taken into consideration; seat walls could be included to accommodate required flat slope areas, relationship to stage, and existing structures
- Do not recommend including splash pad/fountain due to maintenance costs and limited time of year usage
- Recommend including restrooms
- Consider relationship of shade structure to areas needing child oversight

#### **Detailed Comments**

The "Build Our Park" proposal was designed for the 1.2-acre vacant City-owned parcel adjacent to City Hall and planned with specific needs in mind. "Build Our Park" has a big dream with their plan to develop a downtown park adjacent to the Farmer's Market. The plan that the TAP reviewed for the Urban Park is a good plan that would be an asset to any community, but it does not go far enough. There are some design conflicts, but these are issues that would likely be addressed and resolved when an A&E consultant audits the plan. Obvious issues like the appropriateness of a spray-ground placed next to a major multi-use trail and how to integrate a major change in grade was not clearly addressed in the master plan. The contemporary elements depicted in the plan are appreciated, but the character of the constructed park will be the result of many decisions made when the final design is competed. If the Urban Park moves forward, some modifications are suggested to address some of the issues the Panel observed.





## Suggested Modifications to the Urban Park Proposal

First, the TAP does not recommend the fountains in the Urban Park as they will be used as an informal splash pad in the summer and splash pads have high maintenance costs. Second, any children's area should provide some kind of shade and fencing. The suggested modifications includes shade sails. Third, a restroom should be provided, especially if there is some kind of water play-area. Fourth, the existing rock and grade differential could be used as a natural demarcation between activities such as between pavilion/stage and play area. The current park proposal, while associated with the Farmer's Market Pavilion, is cutoff from the rest of downtown by the large municipal parking lot and cut-through traffic.



## Recommended Park Plan

While the Panel liked the Urban Park proposal, they strongly believe that the concern over the loss of existing parking spaces has driven the park design and limited the vision. A park in such an important location can truly benefit the community and visitors. The Urban Park plan is too small for the actual vision and the City's needs. The Panel agreed that the redevelopment of the Farmer's Market parking area for a more expansive park would benefit the City over the long term. The land where the existing parking lot adjacent to the Farmer's Market is much too valuable to allow it to remain as parking. Opening up the area with a larger green space for public recreational use along a "day-lighted" Blacks Run is too good an opportunity to miss.



The justification to recommend the park relocation and expansion to the municipal parking lot had several drivers, including: daylighting Blacks Run; better size to support the concept of scale described by stakeholders; anecdotes from stakeholders about having a larger footprint that was decreased based on parking; and, connectivity to other existing green spaces behind Quilt Museum/City Hall/Arts Council Buildings.

The analysis of the parking as part of the TAP shows that much of the concern about the loss of parking at the Farmer's Market can be accommodated both long and short term using a variety of methods. The parking recommendations will allow Harrisonburg to return to the original vision for an even larger park, one that can be developed in phases.

Phase I development should be provided in the current parking area between the Farmer's Market and Water Street. This larger space will make an important first statement that this is a park for people – not a



parking lot. The buried Blacks Run should be "day-lighted" between the existing open sections next to the Water Street Deck and the new Ice House development on the west side of Liberty Street. The ability to incorporate natural running water is one of the greatest elements you can offer in a park. People are drawn to water and a free flowing Blacks Run will be an attraction as a passive, green, downtown oasis. Linking existing pedestrian access points along the Blacks Run (adjacent to the Water Street Deck and the pedestrian alley near Court Square) will integrate pedestrian level features of downtown into a more cohesive network as opposed to singular, separated elements. The proposed redevelopment of the Water Street Deck into a mixed-use facility with an arcade facing the water will add vibrancy to the area.



0 40 80 Feet

## Sept. 2018



Phase III of the TAP plan is admittedly a reach, but the City should plan for it in case the opportunity ever arises to acquire the Harrisonburg Electric Commission property. Even if it were offered for private development as restaurant and office space, its location fronting on Blacks Run could enhance the feel of the park and be a much more appropriate neighbor than the HEC. Paying your electrical bills could be accommodated in many other locations and the storage of equipment and large service vehicles does not fit the character of a park or the historic downtown. Phase III may never happen, but it is an opportunity to consider. The development of Phases I and II alone will provide ample size for all the programming envisioned and will be a significant addition to the City for years to come – well worth the loss of convenient on-site parking.



Expanding the park will have a significant effect on the perception that the park is integrated and tied into the heart of downtown instead of a green space trying to serve multiple purposes but surrounded by parking lots and multiple vehicular ways. Regardless of how the 1.2-acre portion of the property is used, the development of the larger area is key to creating a vibrant space that will attract people every day as well as scheduled performance events.

Additionally, there are better redevelopment opportunities along the perimeter of the park at the proposed location, namely HEC and the backyards of those few smaller parcels fronting Main Street. Those edges would help create vibrancy in the park at all hours and the Blacks Run linkages will help grow the critical mass of experiential businesses that draw people downtown.

The performance space seems to have been researched to meet some very specific needs. The TAP was not apprised of those details or the priority of the stage area, so it did not seem unreasonable to move it to the Farmers Market area. Wherever the stage area is provided, the sound can be redirected away from neighborhoods. If the southern area is developed as shown on the Recommended Park Plan, the only program piece missing is the small, fenced dog park but this is a minor loss. People will still walk dogs, but it will be on-leash rather than off. A stand-alone public restroom is a need in a public park even if it cannot handle the needs of large events, which can still be served by porta-johns.

Vibrant public spaces are destinations that do not require the parking to be immediately adjacent. As far as the smaller portion of the site, it seems like you have a good plan that satisfies very well thought out needs, and eliminating the small dog park would not be a major loss. If the need for parking cannot be resolved to phase the Recommended Park as proposed, the smaller area could be developed but modified in anticipation and the commitment to transform the parking area to a larger park in the future.



2. Offer recommendations for redevelopment of the City-owned Water Street parking deck. We welcome the TAP's input on investment opportunities and potential economic benefits from redeveloping this site. Please include suggestions on ways to effectively manage public parking needs in this area while the deck is off-line during future demolition and construction.

#### Summary of Recommendations - Parking

- City should contract a Comprehensive City-Wide Parking Plan
- Set a goal to Reduce Demand by 25% by 2025 up to 305 spaces
- Create a Variable Pricing Strategy [Sliding Scale]
- Eliminate 10-Hour parking options
- Increase parking with on-street spaces and in existing parking decks
- Provide Non-Prime Location Parking for Employees
- Move Permit Parking to Lower Level of Decks
- Encourage Shared Parking
- Establish Mobility Hubs

#### **Detailed Comments – Parking**

There is a perception that there is a public parking need in downtown and that even the current facilities are not sufficient to meet future needs. The Panel sees that alternatives and opportunities exist and that there may be more of a <u>perceived</u> need than <u>actual</u> need for parking.

Several recommendations that could provide parking opportunities and change parking demands include the elimination of the 10-hour parking limit. While the current system may be beneficial for employees, it does not provide sufficient parking turnover for visitors that only need a few hours of parking. Locate and provide non-prime parking areas for employees. The permit parking for the parking garages should be moved to the lower level since that is sheltered parking. This will discourage permit holders that are supposed to park on the upper deck from parking in covered lower levels. Also, consider creating a variable pricing strategy or sliding scale pricing to encourage turnover.

One of the issues the City is dealing with is the use of the 10-hour parking by students. While JMU continues to build additional parking garages for students, some still rely on the free downtown locations.

Shared parking, which is the sharing of parking areas between uses that operate at different hours, should be evaluated as part of a comprehensive parking plan. There are a number of restaurants downtown that need parking for both employees and patrons that can benefit from access to parking at locations such as offices and public buildings that only need weekday parking primarily between 9-5.

Harrisonburg's existing public bus system shared with JMU is a true benefit to the City and one that is not shared by many localities of Harrisonburg's size. The bus system can be utilized to reduce parking demands and support mobility. The Panel also recognizes that the world of vehicles owned and operated by a single user is changing. It is predicted that parking demands will continue to decline as automobile use is reduced by options such as Lyft and Uber. Enhancing the streets for walking and cycling will increase overall mobility of people but will also reduce parking demands. Self-driving vehicles are progressing fast. Over time, they will be cheaper and more convenient than owning a car.

Evaluating real parking needs with a comprehensive parking plan and creating mobility hubs will make the most of existing parking and will help reduce parking demands. A goal for the City should be to reduce parking demand by 25% by the year 2025, which will reduce parking needs by over 300 spaces.



Because the City does need parking for a variety of activities downtown, any change to the current number or location will be disruptive. The Panel evaluated ways to limit the disruption and accommodate the parking needs in the interim.

First, the City should evaluate locations where on-street parking can be created by simply painting spaces. A brief evaluation of streets within the study area indicated at least 72 new on-street parking spaces could be added to the downtown. Recognition of the availability of parking in the downtown that meets 5-minute and 10-minute walk criteria can also serve to address parking perceptions.

Second, the presentation at the end of the TAP indicated restriping of the Water Street Garage from angled to perpendicular parking spaces for a gain of 140 spaces. As a follow-up, Public Works thought that the current measurements would not allow changing the current parking arrangement as shown in the presentation graphics.

The field measurements of the parking deck showed a 60-foot center to center of the parking bays. This is the typical dimension for two-way, perpendicular parking (18' spaces, 24' drive aisles). The existing conditions include a curb island separating the parking bays.



Removing the curb islands will provide the additional space needed to reconfigure and restripe the parking deck. While there are some costs associated with removal of the curbs, the overall costs are far less than providing additional spaces elsewhere. The structural capacity of the decks should be assessed to confirm any additional vehicular loading is feasible.

An alternative to consider is to permit vehicle bumper overhangs. Many jurisdictions will permit a two-foot overhang for the vehicle bumper, particularly where there is adjacent landscaping. Based on the measured 51-foot curb-to-curb dimension and allowing a 20-foot drive aisle (allowed in many jurisdictions for two-way travel), then 15.5 feet are left for creating perpendicular parking space on each side. Adding the 2 feet of overhang to each space, taking advantage of the curb islands, then the effective space depth is 17.5 feet. This depth is 6 inches more than the required compact space depth in Harrisonburg's zoning ordinance.

Alternative minimum distances can maximize the creation of parking spaces, particularly since the recommendation by the Panel is to provide additional parking spaces temporarily while other phases of development are occurring. For example, creating a 20-foot drive-aisle may be tight but is feasible.





As part of the evaluation of the Downtown Master Plan, the Elizabeth Street Parking Deck was reviewed. While this parking deck was outside the study area, it was pointed out by staff that Elizabeth Street Deck is located the same distance from the heart of downtown (Court Square) but is underutilized. Elizabeth Street is in the area known as Newtown that was the subject of 1960s urban renewal. That portion of the City has not benefited or received the same attention as other parts of the City. As noted by the stakeholders, there is a different aesthetic and character in the area of the Elizabeth Street Deck that makes it less desirable. While the Elizabeth Street Deck already has perpendicular spaces, there may be the ability to increase the total number of spaces at that deck based on some reconfiguration. Enhancing the area around the Elizabeth Street Deck and the streetscapes to and from Elizabeth Street will allow the City to benefit from existing but underutilized parking.



Summary of Recommendations – Redevelopment of Parking Deck

- Establish active streetscapes along S. Liberty Street
- Design a Dedicated Pedestrian Path along Blacks Run that can serve as a trail from Court Square to the new park
- Add outdoor seating and gathering space
- Consider gathering spaces that can overlook concert venue
- Demolish and redevelop parking deck with a mix of uses with residential over retail and wrapping prefabricated parking deck
- Immediate, Low-Cost Solution: Re-Stripe existing Deck to yield 140 additional spaces
- Apply same strategies to Elizabeth Street Deck

#### **Detailed Comments – Redevelopment of Parking Deck**

The existing parking deck is not a pleasant or viable area for a downtown urban environment. Redeveloping the deck with active uses along Liberty Street and/or Blacks Run is feasible. An arcade type walkway along the creek can provide protected walking and commercial spaces along the water. Commercial uses along Liberty Street will activate the street and provide new services to growing residential uses in the area. A new mixed-use development can control the perimeter of the block and minimize points of access, all adding to security of the block and surrounding areas.





The new parking structure suggested by the TAP would be prefabricated with the residential and retail uses wrapping the deck. Active uses along Liberty Street and Blacks Run will increase pedestrian activity and links between the park and Court Square. A prefabricated deck structure will allow for faster construction initially and allow for removal of all or a portion of the deck when parking may no longer be needed. Removal of the parking deck in the future would then allow the interior of the block to be redeveloped for additional residential uses and open space/garden space between the new residential buildings. The financing of the new mixed-use facility deck could be through private-public partnership





3. Review previously proposed alignments for the Northend Greenway/Federal Street alley path/Bluestone Trail within this section of downtown. Should changes be made to the alignments? Please offer recommendations on a "preferred alignment" for the main trail and potential spurs/branches.

#### **Summary of Recommendations**

- Bluestone Trail along S. Main to Campbell
- Federal Street Multi-Purpose Limit vehicle uses possibly Limited HR Service Vehicles
- Protected Bike Lane along E. Side of Liberty
- Pedestrian Trail from stream-Liberty Park Connect Through Pedestrian Alleys to Park





#### **Detailed Comments**

The proposed Bluestone Trail was planned to run along north Main Street then diverting to Liberty Street until turning at the Farmer's Market and connecting to the planned Northend Greenery/Federal Street path. The Panel recommended creating a multi-purpose trail along Main Street with a Mobility Hub at City Hall then crossing to Federal Street. Federal Street would be restricted for bike and pedestrian use except for service vehicles or for special events. By enhancing Federal Street as a pedestrian way, it could be used for art fairs, festivals, and other events and provide additional protected pedestrian and bicycling ways through the City.



Liberty Street should be modified to add a bicycle lane along the eastern side. During the tour and the stakeholder meeting, there was significant discussion about the use of Liberty as the alternative route for I-81. Because this detour occurs with regularity, semi-tractor trailers are familiar with this diversion and tend to speed through the area. One recommendation was to make both Liberty and Main Street more pedestrian-friendly, which will automatically make them more uncomfortable to vehicular traffic. When streets are wide, traffic tends to go faster. When roads are narrowed, they become more comfortable for pedestrians while slowing vehicular traffic. Slower speeds also make streets safer and results in fewer accidents. Once diverted off I-81, any through-drivers (especially trucks) that are familiar with the area will find other routes, leaving the downtown streets open for pedestrian, bike, and local traffic.

Several examples of various traffic-calming measures were shown in the presentation: narrowing travel lanes, landscape strips along roads, wider sidewalks, creation of separate bike lanes, narrowing vehicular traffic lanes, creating a tabletop intersection or raised pedestrian crossings, separating pedestrian and bike lanes with bollards, and corner bump-outs. In addition to increasing mobility for citizens by increasing pedestrian access, stormwater management can be incorporated into landscaping strips or added to alleyways with pervious pavers. Some of these traffic-calming measures can be tested with painted elements to see how they function and allow time to determine where adjustments can be made and where constructed measures will serve the City best.







4. Harrisonburg does not currently have a Downtown Master Plan. The City would like the ULI TAP to study a specific section of our downtown and offer a vision for the next generation of development opportunities that best fit the character of Harrisonburg. The City would like to utilize the results of this TAP study as a springboard into a future comprehensive Master Plan for all downtown.

#### **Summary of Recommendations**

- Continue, increase, or expand the tax-incentive program, especially for areas north of Elizabeth Street
- Improve and maintain streetscapes and trails in the northern parts of downtown
- Remove the tax incentive to require a minimum amount of commercial space
- Require (may require incentives) new and existing developments to share parking during off-hours



#### **Detailed Comments**

The Panel found it difficult to focus just on the study area without taking a more comprehensive look north of Court Square and Elizabeth Street. The area north of Elizabeth Street has the greatest potential for redevelopment. To tie or bookend the City, Gateways should be created or enhanced at the two diagonal intersections of Liberty and Main. Providing a trail all along Blacks Run and to Federal Street offers new opportunities for mobility options. Creating appropriate streetscapes along all of Main and Liberty will enhance the downtown and encourage redevelopment.

The HEC building is a prime candidate for redevelopment especially for a brewery/restaurant. If that section of Blacks Run is day-lighted and new park facilities added, a restaurant with outdoor seating and/or balcony could provide a more active edge to the park and additional space for big events. The more active spaces around park areas, the more "eyes" are on the space, which increases safety and security.



The apartments adjacent to the railroad are prime for redevelopment and could be mixed use or higher density residential. Not only are the apartments outdated but also the property is immediately adjacent to areas that have been recently renovated (Ice House) and are close both to downtown and to JMU. The Panel recommends mixed-use buildings around the parking decks, redevelopment of other parts of the downtown, including the apartment site could benefit from horizontal mixed-use or vertical mixed-use. Private financing of vertical mixed-use can be more difficult to finance than a horizontal mix.

Redeveloping the Elizabeth Street Deck similarly to the proposed Water Street Deck and reinventing or redeveloping the underutilized parcels and industrial buildings nearby will bring more opportunities to the City as a whole. A master plan encompassing all of Liberty and Main through downtown, using the triangular areas for gateways/focal points, and redeveloping certain underutilized areas, will enhance the whole City and could provide additional off-prime parking. Gateways can also be opportunities to "brand" downtown.

The City should continue, increase, or expand the tax-incentive programs to encourage more redevelopment of properties (particularly north of Elizabeth Street). A focus on improving and maintaining the streetscapes and trails in the northern part of the City is needed. Appropriate public commitment to and investment in the area, can facilitate private investment where it can have the most transformative effect. The Panel recommends removing the City's requirement for commercial space as part of the tax incentive for new development. If the street level space interacts appropriately with the street, the free market should be allowed to determine what uses are needed and feasible. Do not stall a project because a developer cannot build or rent required commercial space. This does not mean that first floor uses will remain static over time.

New and existing developments should be required (and may need incentives) to share their parking during off-hours. A bank's parking could be used by restaurant patrons or churchgoers when the bank is closed. Apartments do not need 100% of its parking reserved solely for its residents during working hours. A new parking space in a parking deck can cost will between \$15,000 and \$20,000. For example, "renting" a bank's parking space during off-hours for \$500 to \$1000 a year opens up room for other types of investment in the city budget and may prove prescient should parking needs drop dramatically over the next few years. Local landowners should be willing to participate in a sharing program that could save the City substantial money and spread parking across the City as opposed to concentrating it in one central deck. The finer details of such a shared parking program would probably need further assessment by a parking engineer and could be included as part of the recommended comprehensive parking study.



# **APPENDIX A**





## About the Panel

#### AL AZZARONE, ASLA PARKS PLANNER, HENRICO COUNTY PARKS & RECREATION

Al's professional career has focused on the development of Parks in both his public and private practices. Al has been involved in some capacity with every park and recreation facility built in the Henrico County park system since 1985. His professional affiliations include, The Piedmont Environmental Council and Wilson-Moreth Partnership. Prior to beginning his professional career, Al received his B.A. from The College of William & Mary and his M.L.A. from The University of Virginia.

#### ANDY BOENAU, AICP DIRECTOR OF MOBILITY STRATEGY, THE GOTCHA GROUP

Andy Boenau, AICP is the Director of Mobility Strategy at The Gotcha Group, a company transforming urban mobility with shared mobility programs across North America. He has been working in the transport industry for 20 years, promoting walkable, bikeable infrastructure and human-scale urban design. His latest book is Emerging Trends in Transportation Planning.

Andy has produced three award-winning short films, an award-winning podcast, and a series of digital courses. He has taught thousands of professional planners and engineers how to break from the mainstream to improve the safety and vitality of transport systems.

Andy is vice chair of the Institute of Transportation Engineers (ITE) Transportation Planning Council, and vice chair of the American Planning Association (APA) New Urbanism Division.

His projects have received multiple awards from the American Institute of Architects, the American Planning Association, and the National Association of Housing and Redevelopment Officials. The Towns at Orchard Ridge, Baltimore, Maryland, received the WaveMaker Award from the Baltimore District ULI Council for unique, innovative, and visionary development.







#### CHARLENE HARPER, PE, LEED AP DIRECTOR OF ENGINEERING / DESIGN PARTNER, HG DESIGN STUDIO

Charlene has more than 22 years of experience in the fields of water resources and site development specializing in low impact development and innovative stormwater treatment designs, stormwater concepts for federal projects, and compliance strategies for MS-4 and industrial stormwater permit programs. Her work focuses on the reduction of environmental impacts due to the built environment both during and post-construction, as well as identifying opportunities for water quality and flood control retrofits. Charlene is an expert in the design and installation oversight of innovative stormwater treatment techniques such as green roofs, cisterns, permeable pavements, submerged gravel wetlands, and bioretention cells in addition to traditional treatment practices such as filters and basins. She has managed significant contracts for both public and private sector clients, using a collaborative project approach and management style.



#### LU GAY LANIER, PLA, FASLA LU GAY LANIER, PLA, PLLC

Lu Gay is a versatile landscape architect with over 35 years of experience in designing and executing projects from large-scale government headquarters to comprehensive eco-roof integrated systems. Her award winning projects effectively combine classic design principles with modern awareness, addressing infrastructure with innovative "green" alternatives to craft spaces that stimulate positive social interaction and purpose. Lu Gay has designed outdoor spaces that educate our students, preserve our natural, historical, and cultural resources, and create joy in many lives.

As Principal of Landscape Architecture at Lu Gay Lanier, PLA, PLLC, Lu Gay is responsible for land planning and landscape architecture. She pushes for environmental solutions to complex stormwater challenges and showcases regionalism and utilization of native plantings. Lu Gay has mentored many aspiring landscape architects as adjunct professor at the University of Virginia from 1993 until 2001. She was elected to the College of Fellows of the American Society of Landscape Architects in 1999.





#### JACK MIDDLETON DEVELOPMENT DIRECTOR, COMMONWEALTH PROPERTIES, LLC

As the Development Director Jack guides the asset-level investment analysis, acquisition, rezoning, design and execution of ground-up developments as well as the planning and implementation of value-add renovation projects. Before working at Commonwealth Properties, Jack attended and graduated from the University of Virginia School of Engineering and Applied Sciences where he wrote his fourth-year thesis on the contributions that urban design and public transit make towards both physical and economic mobility. Jack is an active member of ULI and sits on the ULI Virginia Regional Livable Communities Council. As a millennial developer, he hopes to bring a unique perspective to the Harrisonburg Technical Assistance Panel.

#### ANDREW MOORE URBAN ARCHITECTURE STUDIO DIRECTOR, GLAVÉ & HOLMES ARCHITECTURE

Andrew has practiced architecture for over twenty years in Richmond, Virginia, exploring a wide variety of building types. Since 2009, Andrew has directed the Urban Architecture Studio at Glavé & Holmes Architecture, focusing on designing buildings, in both the private and public sectors, which enhance community life and the neighborhoods in which they are located. Andrew is active in various community and professional organizations at both local and national levels, including Partnership for Smarter Growth, Storefront for Community Design, Urban Land Institute and the Congress of the New Urbanism. When not working or spending time with his wife and three daughters, Andrew enjoys sketching as a way to slow down and see the world around him.









# **APPENDIX B**























**Guiding Principles** Big city amenities with small town charm. Reduce motorized traffic demand and \* increase mobility options. Design streets that are safe and \* comfortable for all ages and abilities. \* Develop and maintain a safe system of open space and public facilities. \* Foster an environment that attracts and retains business downtown.

























### Parking Recommendations:

- \* Comprehensive Parking Plan
- \* Reduce Demand by 25% by 2025 [305]
- \* Variable Pricing Strategy [Sliding Scale]
- \* Eliminate 10 Hour
- \* Provide Non Prime Parking for Employees
- Move Permit Parking to Lower Level
- Encourage Shared Parking
- \* Establish mobility hubs















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### Parking Deck Recommendations:

- Establish active street wall on S. Liberty Street
- Active Pedestrian Path along Reinforce Black's Run -Add outdoor seating and gathering space
- Provide Mix of uses Commercial, Retail, Office + Residential
- Immediate, Low-Cost Solution: Re-Stripe existing deck to yield 140 additional spaces
- Apply strategies to Elizabeth Street Deck Site




















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#### Trail Recommendations:

Bluestone Trail along S. Main to Campbell

Federal Street Multi-Purpose Limit vehicle uses possibly Limited HR Service Vehicles

Protected Bike Lane Along E. Side of Liberty

Pedestrian Trail from stream-Liberty Park Connect Through Pedestrian Alleys to Park

Intersection Improvements + Traffic Calming Measures









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# **APPENDIX C**



























# **APPENDIX D**





#### Downtown Harrisonburg

#### TAP SCHEDULE

#### Day One

| 11:30 pm   | Lunch and Greetings (City Hall – Room 11)  |
|------------|--|
| 1:00       | Welcome and Introductions (City Hall – Room 11)  |
| 2:00 pm    | Walking tour of project sites and surrounding areas being addressed by the panel   |
| 3:30 pm    | Panelists Briefing and Stakeholder Discussion (City Hall*)   |
|            | The briefing will augment the briefing books and provide an opportunity for the panelists to ask clarifying questions. Stakeholders and other relevant parties will be present for short presentations and discussion. |
| 5:15 pm    | Break. Check into hotel (Madison Hotel)  |
| 6:30 pm    | Panel Debriefing Dinner  |
|            | Panel members will have a working dinner to share information learned during the tour and sponsor briefing; discuss their initial impressions; and set the course for the following day.                               |
| Day Two    |  |
| 8:00 am    | Breakfast (City Hall – Room 11)  |
| 8:30 am    | Panel Working Session (City Hall)  |
|            | Panel begins to deliberate, formulating recommendations for each of the sponsor's questions  |
| 12:00 noon | Working Lunch  |
| 4:00 pm    | Wrap-up and finalization of the Power Point Presentation   |
| 4:15 pm    | Run through of the panel's presentation on its findings & recommendations  |
|            |  |

5:30 pm Presentation of Summary of Recommendations (City Hall – Council Chambers)

The panel meets with the sponsor and invited guests to present its findings and recommendations. After the panel makes its presentation, time is allotted for questions.

