INTRODUCTION

1. Process Review: Where Have We Been?
2. Analysis & Feedback: What Did We Learn?
3. Goals & Objectives: What Are We Trying to Achieve?
4. Strategies & Implementation: Where Are We Going Next?
5. The Districts: A Vision for Downtown Blacksburg
6. Thinking Ahead
VISION FOR A 21ST CENTURY

DOWNTOWN BLACKSBURG
DEVELOPMENT STRATEGIES
OUR PRACTICE

DEVELOPMENT & IMPLEMENTATION

Near Term
Real Estate & Design Markets
Finance
Stakeholders and Partners
Action

Sites & Projects

STRATEGIES & PLANNING

Long Term
Land Use & Place
People & Policy
Economic Strategy
Community

Visions & Goals
Downtowns, Districts, & Cities
MEET THE TEAM

DEVELOPMENT STRATEGIES

Matt Wetli
Principal

Julie Cooper
Project Manager

Miriam Keller
Urban Planner, Policy Strategist

ARNETT MULDROW
& ASSOCIATES

Tripp Muldrow
Strategic Advisor

MKSK

Justin Goodwin
Urban Planner

Darren Meyer
Urban Designer
STRATEGIC PLANNING

How are they DIFFERENT?

COMPREHENSIVE PLANNING

Growth
Cost of Housing
Town Identity
Downtown and Place

The Strategic Plan helps inform the Comprehensive Plan
strategic planning
previous efforts

The community has put in a great deal of effort to plan strategically for Downtown...

- Downtown Master Plan (2001)
- Retail Market Study and Marketing Plan (2007)
- Parking Management Plan (2013)
- Downtown Housing Study (2015)
- Bicycle Master Plan (2015)
The community has put in a great deal of effort to plan strategically for Downtown…and has achieved many of its goals.
CURRENT EFFORTS

- STRATEGIC PLANNING
  - OLD MIDDLE SCHOOL SITE
  - PROGRESS STREET LOT
  - CREATIVITY AND INNOVATION DISTRICT
2. PROCESS REVIEW: Where Have We Been?

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6. The Districts: A Vision for Downtown Blacksburg

7. Thinking Forward
PUBLIC PARTICIPATION: BLACKSBURG
4 PUBLIC MEETINGS + 4 COUNCIL MEETINGS + 4 STAKEHOLDER MEETINGS

Public Meeting Participation Included
Stations • Cards • Maps • Surveys

POST MEETING ONLINE SURVEY
750 responses

27 questions on Downtown perceptions and preferences
> Town Identity
> Opportunities/Challenges
> Access
> Activities
> Future Development

110 Attendees
SCHEDULE

MONTHS 1-3
UNDERSTAND
What are the opportunities?
What are the conditions?

MONTHS 4-6
STRATEGIZE
What can be done?
Where?

MONTHS 7-8
DECIDE
What are the preferred strategies?
How do they support each other?

MONTHS 9-10
FRAMEWORKS
How do we do it?
How do we align the partners and resources?

MONTHS 11-13
ADOPTION
Final Document Development
Final Document Approval

Public Meeting
Stakeholder Committee
Town Council Update

Public Meeting
Stakeholder Committee
Town Council Update

Public Meeting
Stakeholder Committee
Town Council Meeting

Final Document Development
Final Document Approval
Introduction

Process Review: Where Have We Been?

ANALYSIS & FEEDBACK: What Did We Learn?

Goals & Objectives: What Are We Trying to Achieve?

Strategies & Implementation: Where Are We Going Next?

The Districts: A Vision for Downtown Blacksburg

Thinking Forward
A FRAMEWORK FOR BLACKSBURG
GROWTH | COST OF HOUSING | TOWN IDENTITY
A FRAMEWORK FOR BLACKSBURG

GROWTH | COST OF HOUSING | TOWN IDENTITY

GROWTH

COST OF HOUSING

TOWN IDENTITY

Jobs
Innovation
Talent
Education
Land Use
Development
Infrastructure
Transportation
Resilient Economy
Over the Next 8-10 years, Blacksburg is expected to add...

- **4,700** Students
- **4,000** Non-Students
- **725** VT Faculty & Staff
- **3,400** Non-VT Jobs
TOWN GROWTH
NEW DEMAND AND NOT ENOUGH NEW SUPPLY

STUDENT HOUSING

2,230 beds built since 2008

2,000 beds still needed

Source: CoStar, Virginia Tech Master Plan

NON-STUDENT HOUSING

1,000 units built or in development since 2008

1,800-2,000 units needed to meet future demand
KEY STATS

- 600,000 New Sq Ft.
- 500 New Housing Units
- NO NEW retail/dining amenities

OPPORTUNITIES

- Create bridge between VT Campus and Main Street
- Increased engagement between students and local business and civic leaders
- Bring private industry and students together
- Promote design-thinking approach
TOWN GROWTH
VISUALIZING DEVELOPMENT: 1,000 UNITS IN 10 YEARS

Original 16 Blocks

1 block = 1.8 acres
### TOWN GROWTH

**VISUALIZING DEVELOPMENT: 1,000 UNITS IN 10 YEARS**

<table>
<thead>
<tr>
<th>Original 16 Blocks</th>
<th>1,000 units</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 block = 1.8 acres</strong></td>
<td><strong>at 4 units/acre</strong></td>
</tr>
<tr>
<td><strong>Total: 250 acres</strong></td>
<td><strong>at 15 units/acre</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Total: 66 acres</strong></td>
</tr>
<tr>
<td></td>
<td><strong>at 25 units/acre</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Total: 40 acres</strong></td>
</tr>
<tr>
<td></td>
<td><strong>at 60 units/acre</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Total: 17 acres</strong></td>
</tr>
</tbody>
</table>
Lack of supply leads to:

- Sprawl
- Housing Costs
- Infrastructure Costs
- Commute Times
- Traffic
- Employment Opportunities
55% said Downtown doesn’t have enough housing options for non-student residents, and more should be built.

55% said new housing Downtown should be built to a greater density (3-4 stories), either generally or in select locations.
## COST OF HOUSING
### DENSITY AND AFFORDABILITY

<table>
<thead>
<tr>
<th>DENSITY/ACRE</th>
<th>4 units</th>
<th>10 units</th>
<th>35 units</th>
<th>60 units</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REQUIRED HOME VALUE/RENT/UNIT</strong></td>
<td>$685,000</td>
<td>$460,000</td>
<td>$1,450/month</td>
<td>$1,350/month</td>
</tr>
<tr>
<td><strong>REQUIRED HOUSEHOLD INCOME</strong></td>
<td>$185,000</td>
<td>$125,000</td>
<td>$58,000</td>
<td>$54,000</td>
</tr>
</tbody>
</table>
**COST OF HOUSING**

**DEMOGRAPHICS AND AFFORDABILITY**

<table>
<thead>
<tr>
<th>$270K</th>
<th>The <strong>median home value</strong> in Blacksburg</th>
</tr>
</thead>
<tbody>
<tr>
<td>$73K</td>
<td>Household <strong>income needed to afford a median-priced home</strong> in Blacksburg</td>
</tr>
<tr>
<td>$49K</td>
<td><strong>Median income</strong> of households headed by people <strong>aged 25-44</strong></td>
</tr>
<tr>
<td>$82K</td>
<td><strong>Median income</strong> of households headed by people <strong>aged 45-54</strong></td>
</tr>
<tr>
<td>$79K</td>
<td><strong>Median income</strong> of households headed by people <strong>aged 55-64</strong></td>
</tr>
</tbody>
</table>
COST OF HOUSING
SPRAWL AND TRAFFIC

BLACKSBURG HOSTS 21,000 EMPLOYEES EACH DAY

15,900 COMMUTE INTO TOWN

5,350 BOTH LIVE AND WORK IN TOWN

4,700 COMMUTE OUT OF TOWN
### COST OF HOUSING

**THE INNOVATION ECONOMY AND HOUSING PREFERENCES**

<table>
<thead>
<tr>
<th>CRC</th>
<th>Downtown Housing Market Study Survey Results (2015)</th>
<th>Modea/ TechPad</th>
</tr>
</thead>
<tbody>
<tr>
<td>43%</td>
<td>... are between 18 &amp; 34 years old ...</td>
<td>75%</td>
</tr>
<tr>
<td>38%</td>
<td>... are renters ...</td>
<td>72%</td>
</tr>
<tr>
<td>4%</td>
<td>... live Downtown ...</td>
<td>15%</td>
</tr>
<tr>
<td>17%</td>
<td>... would consider moving Downtown ...</td>
<td>37%</td>
</tr>
</tbody>
</table>
“Our young staff doesn’t necessarily want big...

...but they want nice.”

-David Catalano, Ozmo | Modea
“Restricting housing supply anywhere pushes up prices everywhere.”
—Edward Glaeser, Urban Economist
COST OF HOUSING
KEY PUBLIC PARTICIPATION INSIGHTS

BIGGEST CHALLENGE
63%
There is **too little** market-rate housing for middle-income households

YOUNG AND MID-CAREER PROFESSIONALS
Groups that **should live Downtown** but have the most **trouble finding appropriately-priced housing**

LIVING DOWNTOWN
>50%
Would live Downtown if housing were **more affordable** or there were **more housing types** available
A FRAMEWORK FOR BLACKSBURG
GROWTH | COST OF HOUSING | TOWN IDENTITY

Density, height
Sprawl, traffic
Architecture, transitions
Form
History, culture
Preferences
Neighborhoods
Streets
TOWN IDENTITY
HISTORY AND CHARACTER
TOWN IDENTITY
ARCHITECTURAL PREFERENCES

<table>
<thead>
<tr>
<th>SINGLE FAMILY</th>
<th>TOWNHOMES</th>
<th>APARTMENTS</th>
<th>APARTMENTS</th>
<th>OFFICE</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.png" alt="Image" /></td>
<td><img src="image2.png" alt="Image" /></td>
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<tr>
<td><img src="image6.png" alt="Image" /></td>
<td><img src="image7.png" alt="Image" /></td>
<td><img src="image8.png" alt="Image" /></td>
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<td><img src="image13.png" alt="Image" /></td>
<td><img src="image14.png" alt="Image" /></td>
<td><img src="image15.png" alt="Image" /></td>
</tr>
</tbody>
</table>
What most embodies Blacksburg’s small town character?

- **Close-Knit Community**: 26%
- **Close to Nature and Outdoor Activities**: 24%
- **Friendly Neighbors**: 15%
- **Height and Density of Buildings**: 14%
TOWN IDENTITY
ASPIRATIONS FOR DOWNTOWN IN 2025

Family Friendly
Walkable
Energetic
Livable
Human Scale
Progressive
Safe
Eating
Community
Accessible
Diverse
Dynamic
Green
Happy
Prospering Historic
Attractive
Charming
Modern
Affordable
Authentic
Beautiful
Less Congestion
BIKE AND PEDESTRIAN SYSTEM
ALLEYS AS CORRIDORS
A FRAMEWORK FOR BLACKSBURG
GROWTH | COST OF HOUSING | TOWN IDENTITY

COST OF HOUSING

TOWN IDENTITY

DOWNTOWN & PLACE

GROWTH
DOWNTOWN & PLACE
ELEMENTS OF A GREAT DOWNTOWN

Livability
Walkability
Vibrancy
Navigability
Dynamism
Anchors & Amenities
LIVABILITY

HISTORY
CHARACTER
PUBLIC SPACE
OUTDOOR SEATING
TREES
HUMAN-SCALED

WALKABILITY
VIBRANCY
NAVIGABILITY
DYNAMISM
ANCHORS & AMENITIES

DOWNTOWN & PLACE
LIVABILITY

ORIGINAL 16

LIVABILITY

HISTORY

CHARACTER

PUBLIC SPACE

OUTDOOR SEATING

TREES

HUMAN-SCALED

WALKABILITY

VIBRANCY

NAVIGABILITY

DYNAMISM

ANCHORS & AMENITIES

DOWNTOWN & PLACE
LIVABILITY

ORIGINAL 16
DOWNTOWN & PLACE
LIVABILITY

LIVABILITY
HISTORY
CHARACTER
PUBLIC SPACE
OUTDOOR SEATING
TREES
HUMAN-SCALED

WALKABILITY
VIBRANCY
NAVIGABILITY
DYNAMISM
ANCHORS & AMENITIES
DOWN TOWN & PLACE
VIBRANCY

LIVABILITY
WALKABILITY

VIBRANCY
STOREFRONTS
HOUSING
CULTURE
FOOD
ENTERTAINMENT
ART
EVENTS
NAVIGABILITY
DYNAMISM
ANCHORS & AMENITIES

Next Door Bake Shop
Idego Coffee
Blacksburg Tap House
DOWNTOWN & PLACE

VIBRANCY

LIVABILITY
WALKABILITY

VIBRANCY
STOREFRONTS
HOUSING
CULTURE
FOOD
ENTERTAINMENT
ART
EVENTS

NAVIGABILITY
DYNAMISM
ANCHORS & AMENITIES
DOWNTOWN & PLACE
ACCESSIBILITY

WAYFINDING
PARKING
STREET DIRECTIONALITY
TRANSIT
BIKE & PED
DISTRICTS
BRANDING
GATEWAYS
NAVIGABILITY
LIVABILITY
WALKABILITY
VIBRANCY
DYNAMISM
ANCHORS & AMENITIES
DOWNTOWN & PLACE
ACCESSIBILITY

LIVABILITY
WALKABILITY
VIBRANCY

NAVIGABILITY
WAYFINDING
PARKING
STREET DIRECTIONALITY
TRANSIT
BIKE & PED

DISTRICTS
BRANDING
GATEWAYS

DYNAMISM
ANCHORS & AMENITIES
DOWNTOWN & PLACE
DYNAMISM

LIVABILITY
WALKABILITY
VIBRANCY
NAGIVABILITY

DYNAMISM
OFFICE | COMMERCE
START UPS
DENSITY
ENTREPRENEURS
HOSPITALITY
INNOVATION
ANCHORS & AMENITIES
DOWNTOWN & PLACE
ANCHORS & AMENITIES

LIVABILITY
WALKABILITY
VIBRANCY
NAVIGABILITY
DYNAMISM

ANCHORS & AMENITIES
PARKS
ANCHORS
INSTITUTIONS
SERVICES
CULTURAL DESTINATIONS
ENTERTAINMENT
DOWNTOWN & PLACE
KEY INSIGHTS FROM PUBLIC PARTICIPATION

Downtown needs a greater **quantity and quality of activity**, particularly for non-student population.

Developing **housing for full-time, non-student residents**, especially professionals, is a priority.

Need to address **access issues**, particularly around parking availability and traffic.

**Community and natural assets** most highly valued aspects of Town’s character.

Majority perception is of a small Downtown, but there is room for **discussion of wider boundaries**.
1. Introduction
2. Process Review: Where Have We Been?
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6. The Districts: A Vision for Downtown Blacksburg
7. Thinking Forward
FRAMEWORK FOR BLACKSBURG
GOALS & OBJECTIVES

COST OF HOUSING

GOAL 1
Provide housing appropriate for a wide spectrum of residents

TOWN IDENTITY

GOAL 2
Honor Downtown's natural resources and historic assets

ECONOMY & EMPLOYMENT

GOAL 3
Position Downtown to welcome and adapt to economic growth opportunities

DOWNTOWN

GOAL 4
Create a vibrant, livable Downtown neighborhood
FRAMEWORK FOR BLACKSBURG
GOALS & OBJECTIVES

COST OF HOUSING

GOAL 1
Provide housing appropriate for a wide spectrum of residents

Explore locations for greater density of housing development

Explore redevelopment of underdeveloped parcels

Identify sites throughout town best suited for student-oriented housing

Explore tools to encourage more full-time, non-student residents
GOAL 2
Honor Downtown’s natural resources and historic assets

Improve **connections to existing parks**

Enhance **programming and infrastructure in parks**

Explore ways to actively **celebrate historic assets** and foster interest in **revitalization/rehabilitation of historic buildings**

Promote development that **respects community preferences and architectural context and provides transition** to the scale of existing development
GOAL 3
Position Downtown to welcome and adapt to economic growth opportunities

Promote **complementary development** opportunities adjacent to **Virginia Tech’s Creativity and Innovation District**

Promote investments that can **foster a stronger start-up/innovation community** and grow Blacksburg’s **knowledge economy jobs**

Promote needed investments will help **attract and retain employees**

Increase Downtown’s capacity as a center for economic activity and efficiency of land use by developing **centrally-located structured parking**
FRAMEWORK FOR BLACKSBURG
GOALS & OBJECTIVES

DOWNTOWN

GOAL 4
Create a vibrant, livable Downtown neighborhood

Encourage development of a mix of uses

Encourage and support local businesses

Improve multimodal access to and within Downtown area

Increase Downtown vibrancy via public spaces, public art, venues for cultural expression, and streetscaping

Promote development of economically-feasible, human-scaled structures

Improve Downtown experience and future development by defining Downtown districts

Expand "boundaries" of Downtown to guide development
Introduction

Process Review: Where Have We Been?

Analysis & Feedback: What Did We Learn?

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STRATEGIES & IMPLEMENTATION: Where Are We Going Next?

The Districts: A Vision for Downtown Blacksburg

Thinking Forward
WHERE ARE WE GOING?

STRATEGIES FOR DOWNTOWN BLACKSBURG

1. Establish Development Opportunities
2. Address Housing Affordability
3. Move People, Not Cars
4. Enhance the Public Realm
5. Foster Innovation and a Resilient Local Economy
6. Celebrate Town Distinctiveness
7. Six Districts, One Downtown
STRATEGIES
MUTUALLY-REINFORCING

ENHANCE THE
PUBLIC REALM

FOSTER INNOVATION AND
A RESILIENT LOCAL ECONOMY

MOVE PEOPLE,
NOT CARS

ADDRESS HOUSING
AFFORDABILITY

CELEBRATE THE TOWN
DISTINCTIVENESS

ESTABLISH DEVELOPMENT
OPPORTUNITIES

SIX DISTRICTS,
ONE DOWNTOWN

STRONG LINK
LINK
Establish Development Opportunities
DEVELOPMENT OPPORTUNITIES

1. ESTABLISH DEVELOPMENT OPPORTUNITIES
2. ADDRESS HOUSING AFFORDABILITY
3. MOVE PEOPLE, NOT CARS
4. ENHANCE THE PUBLIC REALM
5. FOSTER INNOVATION AND A RESILIENT LOCAL ECONOMY
6. CELEBRATE THE TOWN DISTINCTIVENESS
7. SIX DISTRICTS, ONE DOWNTOWN

STRONG LINK

LINK
## DEVELOPMENT OPPORTUNITIES

### STRATEGY STEPS

1. Identify **appropriate** redevelopment **sites**
2. Create **developer guidelines** for building design
3. Provide **incentives/subsidies** for desired development types/locations

---

**Strategy 1**

Establish Development Opportunities
DEVELOPMENT FEASIBILITY
BOOKSTORE SITE - RESIDENTIAL

75% Value/Cost

- Development Value: $6.3 M
- Development Costs: $8.3 M
- Deficit: $2 M

90% Value/Cost

- Development Value: $18.3 M
- Development Costs: $20.3 M
- Deficit: $2 M

<table>
<thead>
<tr>
<th>Avg. Unit Size</th>
<th>750 SF</th>
<th>750 SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Units/Acre</td>
<td>25</td>
<td>60</td>
</tr>
<tr>
<td>Total Units</td>
<td>50</td>
<td>120</td>
</tr>
<tr>
<td>Rent/Square Foot</td>
<td>$1.55</td>
<td>$1.70</td>
</tr>
<tr>
<td>Development Costs/SQ Ft</td>
<td>$145</td>
<td>$175</td>
</tr>
</tbody>
</table>
Address Housing Affordability
### HOUSING AFFORDABILITY

**STRATEGY STEPS**

- Allow for *greater density*
- Improve *affordability of existing housing*
- Target *non-students for new housing* developments

---

**STRATEGY 2**

**Address Housing Affordability**
Establish University-Town Housing Partnership
- Low-interest and forgivable loans from Virginia Tech to assist faculty and staff in buying homes in targeted neighborhoods
- Expansion of town’s Neighborhood Stabilization Program to provide affordable for-sale options in targeted neighborhoods

Continue exploring establishment of Housing Trust Fund

Continue exploring establishment Community Land Trust

Target non-students for new housing developments
STRATEGIES
MULTI-MODAL ACCESS

STRATEGY 3
Move people, not cars
MULTI-MODAL ACCESS

- ENHANCE THE PUBLIC REALM
- FOSTER INNOVATION AND A RESILIENT LOCAL ECONOMY
- CELEBRATE THE TOWN DISTINCTIVENESS
- SIX DISTRICTS, ONE DOWNTOWN

- MOVE PEOPLE, NOT CARS
- ADDRESS HOUSING AFFORDABILITY
- ESTABLISH DEVELOPMENT OPPORTUNITIES

STRONG LINK

LINK
## MULTI-MODAL ACCESS

### STRATEGY STEPS

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>➤</td>
<td>Create a <strong>north-south bike/pedestrian corridor</strong></td>
</tr>
<tr>
<td>➤</td>
<td>Enhance <strong>transit options</strong></td>
</tr>
<tr>
<td>➤</td>
<td>Develop a <strong>centrally-located garage</strong></td>
</tr>
</tbody>
</table>

**STRATEGY 3**

Move people, not cars
MULTI-MODAL ACCESS

Create a north-south bike/pedestrian corridor

Build alternative corridor to Main Street that is more comfortable for non-drivers
- Focus facilities on Progress and Draper

Connect corridor to Huckleberry Trail at the south end, and to northern residential neighborhood at the north end

Include bike/pedestrian design in CIP planning efforts

Enhance transit options

Develop a centrally-located garage
STRATEGIES
PUBLIC REALM

STRATEGY 4
Enhance the Public Realm
ENHANCE THE PUBLIC REALM

1. ESTABLISH DEVELOPMENT OPPORTUNITIES
2. ADDRESS HOUSING AFFORDABILITY
3. MOVE PEOPLE, NOT CARS
4. STRONG LINK
5. FOSTER INNOVATION AND A RESILIENT LOCAL ECONOMY
6. CELEBRATE THE TOWN DISTINCTIVENESS
7. SIX DISTRICTS, ONE DOWNTOWN
## PUBLIC REALM
### STRATEGY STEPS

<table>
<thead>
<tr>
<th>STRATEGY 4</th>
<th>Enhance the Public Realm</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Develop a central <strong>streetside plaza</strong></td>
<td></td>
</tr>
<tr>
<td>- Encourage development of <strong>in-between spaces</strong></td>
<td></td>
</tr>
<tr>
<td>- Enhance <strong>parks</strong> infrastructure and programming</td>
<td></td>
</tr>
<tr>
<td>- Implement <strong>streetscaping</strong> plans on key streets</td>
<td></td>
</tr>
</tbody>
</table>
BIKE AND PEDESTRIAN SYSTEM
ALLEYS AS CORRIDORS
Foster Innovation and Economic Growth
Foster Innovation

1. Establish development opportunities
2. Address housing affordability
3. Move people, not cars
4. Enhance the public realm
5. Foster innovation and economic growth
6. Celebrate the town distinctiveness
7. Six districts, one downtown

Strong Link

Link
FOSTER INNOVATION

STRATEGY STEPS

- Develop **office space** for knowledge economy jobs
- **Attract and retain talent** with in-demand housing and retail

Foster Innovation and a Resilient Local Economy
STRATEGIES
DISTINCTIVENESS

STRATEGY 6

Celebrate Town Distinctiveness
DISTINCTIVENESS

1. Establish development opportunities
2. Address housing affordability
3. Move people, not cars
4. Enhance the public realm
5. Foster innovation and a resilient local economy
6. Celebrate the town distinctiveness
7. Six districts, one downtown

STRATEGY

STRONG LINK

LINK
<p>| | |</p>
<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Refine approach to <strong>historic preservation</strong></td>
</tr>
<tr>
<td></td>
<td>Support <strong>small business</strong> growth</td>
</tr>
<tr>
<td></td>
<td>Foster <strong>creative</strong> community</td>
</tr>
</tbody>
</table>

**Celebrate Town Distinctiveness**

**STRATEGY 6**
DISTINCTIVENESS

Refine approach to historic preservation

Create a comprehensive historic preservation plan
- Compile existing guidelines and regulations
- Define goals of community in pursuing historic preservation
- Create guidelines to identify high-priority structures (not limited to historic district) towards which town should target rehabilitation resources
- Create list of 30-50 high-priority structures

Work with Montgomery County to provide Historic Tax Credits for rehab of high-priority structures

Explore robust revolving loan fund for rehab of high-priority structures

Support small business growth

Foster creative community
### DISTINCTIVENESS

<table>
<thead>
<tr>
<th>Strategy</th>
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<tbody>
<tr>
<td>Refine approach to historic preservation</td>
</tr>
<tr>
<td>Support small business growth</td>
</tr>
<tr>
<td>Foster creative community</td>
</tr>
</tbody>
</table>

- Explore revolving loan fund for small businesses
- Expand zoning allowance for non-residential uses in single-family homes
  - Allow for retail/restaurant uses in addition to office
  - Make non-residential uses by right in targeted districts (i.e. Downtown West)
  - Encourage redevelopment of high-priority historic structures
## DISTINCTIVENESS

- **Refine approach to historic preservation**
- **Support small business growth**
- **Foster creative community**

### Continue to promote opportunities in the Arts And Cultural District Incentive Zones
- Explore another round of marketing campaigns targeting VT community and regional arts associations

Create a Public Art Plan to bring cohesion to public art projects in and around Downtown and encourage incorporation of public art into new development
Six Districts, One Downtown
DISTRICTING FRAMEWORK

- ENHANCE THE PUBLIC REALM
- FOSTER INNOVATION AND ECONOMIC GROWTH
- MOVE PEOPLE, NOT CARS
- CELEBRATE THE TOWN DISTINCTIVENESS
- ADDRESS HOUSING AFFORDABILITY
- ESTABLISH DEVELOPMENT OPPORTUNITIES

SIX DISTRICTS, ONE DOWNTOWN

STRATEGY
DISTRICTING FRAMEWORK
STRATEGY STEPS

❯ Formalize **districting framework**
❯ Undertake a **branding strategy**
❯ Formulate **zoning overlays** for each district

---

**Strategy 7**

**Six Districts, One Downtown**
Establish Development Opportunities
## DEVELOPMENT OPPORTUNITIES

### STRATEGY STEPS

1. Identify **appropriate** redevelopment **sites**
2. Create **developer guidelines** for building design
3. **Provide incentives/subsidies** for desired development types/locations

---

**Establish Development Opportunities**
DEVELOPMENT OPPORTUNITIES

1. Identify appropriate redevelopment sites

- Retail
- Mixed Use
- Residential
- Mixed Use Student
- Garage
### Development Feasibility

**Bookstore Site - Residential**

<table>
<thead>
<tr>
<th>Density Type</th>
<th>Description</th>
<th>Average Unit Size</th>
<th>Units/Acre</th>
<th>Total Units</th>
<th>Rent/Square Foot</th>
<th>Development Costs/SQ ft</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moderate</td>
<td>w/ surface parking</td>
<td>750 SF</td>
<td>25</td>
<td>50</td>
<td>$1.55</td>
<td>$145</td>
</tr>
<tr>
<td>High</td>
<td>w/ garage parking</td>
<td>750 SF</td>
<td>60</td>
<td>120</td>
<td>$1.70</td>
<td>$175</td>
</tr>
</tbody>
</table>

- **75% Value/Cost**
  - Development Value: $6.3 M
  - Development Costs: $8.3 M
  - Deficit: $2 M
- **90% Value/Cost**
  - Development Value: $18.3 M
  - Development Costs: $20.3 M
  - Deficit: $2 M

*Note: The deficit is calculated as Development Value - Development Costs.*
DEVELOPMENT OPPORTUNITIES

1. **Identify appropriate redevelopment sites**

2. **Create developer guidelines for building design**
   - Continue to refine design standards, in dialogue with developer community, for new construction and redevelopment
     - Materiality
     - Heights
     - Setbacks
     - Public/Open Space
   - Work with property owners of key redevelopment sites to craft RFPs outlining desired design elements

3. **Provide incentives for desired development types/locations**
DEVELOPMENT OPPORTUNITIES

- Identify appropriate redevelopment sites
- Create developer guidelines for building design
- Provide incentives for desired development types/locations

Identify and publicize available and useful incentives
- Incremental revenue or tax rebate agreements
- Density bonuses
- Special service district

Focus on desired catalyst projects that are not otherwise economically feasible (i.e. not student housing)

Create guidelines that bind incentives to desired uses, development design and quality, inclusion of public space, and other aspects not covered in zoning code
DEVELOPMENT OPPORTUNITIES

1. OBJECTIVES

Explore **redevelopment of underdeveloped parcels**

Identify sites throughout town **best suited for student-oriented housing**

Explore tools to **encourage more full-time, non-student residents**

Promote development that **respects community preferences and architectural context and provides transition** to the scale of existing development
Address Housing Affordability
### HOUSING AFFORDABILITY

**STRATEGY STEPS**

- Allow for **greater density**
- Improve **affordability of existing housing**
- Target **non-students for new housing** developments

---

**Address Housing Affordability**
HOUSING AFFORDABILITY

Allow for greater density

<table>
<thead>
<tr>
<th>DENSITY/ACRE</th>
<th>4 units</th>
<th>10 units</th>
<th>35 units</th>
<th>60 units</th>
</tr>
</thead>
<tbody>
<tr>
<td>REQUIRED HOME VALUE/RENT/UNIT</td>
<td>$685,000</td>
<td>$460,000</td>
<td>$1,450/month</td>
<td>$1,350/month</td>
</tr>
<tr>
<td>REQUIRED HOUSEHOLD INCOME</td>
<td>$185,000</td>
<td>$125,000</td>
<td>$58,000</td>
<td>$54,000</td>
</tr>
</tbody>
</table>

| | 12 units/acre | 25 units/acre | 40 units/acre | 60 units/acre |
| | 325 units | 675 units | 1,100 units | 1,600 units |
Establish University-Town Housing Partnership
- Low-interest and forgivable loans from Virginia Tech to assist faculty and staff in buying homes in targeted neighborhoods
- Expansion of town’s Neighborhood Stabilization Program to provide affordable for-sale options in targeted neighborhoods

Continue exploring establishment of Housing Trust Fund

Continue exploring establishment Community Land Trust

Target non-students for new housing developments
Establish guidelines for new multifamily development to target non-student residents
- Income qualifications
- Renting by unit, not bedroom
- Smaller unit sizes

Provide incentives, such as density bonuses, for following such guidelines (see strategy #1)
OBJECTIVES

Explore locations for greater density of housing development

Explore tools to encourage more full-time, non-student residents

Promote needed investments will help attract and retain employees
STRATEGIES
MULTI-MODAL ACCESS

STRATEGY 3

Move people, not cars
## MULTI-MODAL ACCESS

### STRATEGY STEPS

- Create a **north-south bike/pedestrian corridor**
- Enhance **transit options**
- Develop a **centrally-located garage**

Move people, not cars
MULTI-MODAL ACCESS

Create a north-south bike/pedestrian corridor

Build alternative corridor to Main Street that is more comfortable for non-drivers
- Focus facilities on Progress and Draper

Connect corridor to Huckleberry Trail at the south end, and to northern residential neighborhood at the north end

Include bike/pedestrian design in CIP planning efforts

Enhance transit options

Develop a centrally-located garage
MULTI-MODAL ACCESS

Create a north-south bike/pedestrian corridor

Enhance transit options

- Increase marketing and educational efforts to raise awareness of transit system among non-students
  - Consider pilot “Try & Ride” program to introduce residents to the system

- Conduct community survey on transit preferences/desires

- Consider frequency/time expansions within existing system to better serve non-student population, based on survey results

- Explore additional funding mechanisms to support greater capacity for serving non-students

Develop a centrally-located garage

7% Of Blacksburg Transit riders are non-students

15% Of Blacksburg Transit rides are taken on Main Street routes
MULTI-MODAL ACCESS

- Create a north-south bike/pedestrian corridor
- Enhance transit options
- Develop a centrally-located garage

Build significant capacity (double or triple current number of spaces) in Progress Street Lot area
  - Improve visitor ability to park once and access Downtown destinations on foot
  - Increase redevelopment potential for adjacent properties
  - Alleviate parking capacity shortfalls faced by Downtown business and Progress Street residents

Design exterior to fit with aesthetics of neighborhood
  - Build liner residential units to better fit with Progress Street character
MULTI-MODAL ACCESS

OBJECTIVES

Improve **multimodal access** to and within Downtown area

Increase Downtown’s capacity for growth and efficiency of land use by developing **centrally-located structured parking**
STRATEGIES
PUBLIC REALM

STRATEGY 4
Enhance the Public Realm
## PUBLIC REALM

### STRATEGY STEPS

- Develop a central **streetside plaza**
- Encourage development of **in-between spaces**
- Enhance **parks** infrastructure and programming
- Implement **streetscaping** plans on key streets
<table>
<thead>
<tr>
<th>STRATEGY 4</th>
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</thead>
<tbody>
<tr>
<td><strong>PUBLIC REALM</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Develop a central streetside plaza</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Explore feasibility of converting College Avenue Extension into a public gathering space/plaza</td>
</tr>
<tr>
<td>- Complement to new parking garage development, which will replace current on-street parking supply and funnel Downtown visitors to Central Main Street area</td>
</tr>
</tbody>
</table>

<p>| <strong>Encourage development of in-between spaces</strong> |
| <strong>Enhance parks infrastructure and programming</strong> |
| <strong>Implement streetscaping plans on key streets</strong> |</p>
<table>
<thead>
<tr>
<th>Strategy 4</th>
<th><strong>PUBLIC REALM</strong></th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Develop a central streetside plaza</td>
</tr>
<tr>
<td>2.</td>
<td><strong>Encourage development of in-between spaces</strong></td>
</tr>
<tr>
<td></td>
<td>Encourage development of programmed thoroughfares between buildings through redevelopment</td>
</tr>
<tr>
<td></td>
<td>Explore development of flexible, informal gathering space between Progress Street garage and Main Street buildings</td>
</tr>
<tr>
<td>3.</td>
<td>Enhance parks infrastructure and programming</td>
</tr>
<tr>
<td>4.</td>
<td>Implement streetscaping plans on key streets</td>
</tr>
</tbody>
</table>
BIKE AND PEDESTRIAN SYSTEM
ALLEYS AS CORRIDORS
Develop a central streetside plaza

Encourage development of in-between spaces

Enhance parks infrastructure and programming

Revisit plans for Marcia’s Park in the Parks and Recreation Master Plan, and consider enhancing access and infrastructure

Implement projects identified in the Wong Park Master Plan, particularly as they relate to development of artist and event spaces.

Study enhancing access to Wong Park at Faculty Street and Francis Lane through redevelopment, streetscaping, and signage

Continue to explore other areas for Downtown park expansion, such as police station site

Implement streetscaping plans on key streets
## PUBLIC REALM

<table>
<thead>
<tr>
<th>Strategy</th>
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<td><strong>Implement streetscaping plans on key streets</strong></td>
<td></td>
</tr>
</tbody>
</table>

- Review streetscaping design standards prior to utilizing CIP funds, in order to enhance the walkability of major Downtown corridors

- Undertake streetscaping plans, as accounted for in the town’s CIP, for Draper and Progress Streets

- Explore partnerships with VT on development adjacent to CID (i.e. along Otey Street)

- Consider including funds for streetscaping in the Original 16 Squares in future CIPs
OBJECTIVES

Improve *connections to existing parks*

Enhance *programming and infrastructure in parks*

Increase Downtown vibrancy via *public spaces, public art, spaces for cultural expression, and streetscaping*
Foster Innovation and a Resilient Local Economy
<table>
<thead>
<tr>
<th>STRATEGY STEPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>➤ Develop <strong>office space</strong> for knowledge economy jobs</td>
</tr>
<tr>
<td>➤ <strong>Attract and retain talent</strong> with in-demand housing and retail</td>
</tr>
</tbody>
</table>

**Foster Innovation and a Resilient Local Economy**
FOSTER INNOVATION

Develop office space for knowledge economy jobs

Provide incentives for the development of co-working and other needed office space

Partner with Virginia Tech and other major local employers to develop incubator spaces

Focus development in Downtown West, adjacent to the VT CID

Attract and retain talent with in-demand housing and retail
FOSTER INNOVATION

Develop office space for knowledge economy jobs

Attract and retain talent with in-demand housing and retail

Establish guidelines for new multifamily development to target non-student residents (see strategy 2)

Expand opportunities for the development of local retail businesses and restaurants (see strategy 6)
FOSTER INNOVATION

OBJECTIVES

Promote **complementary development** opportunities adjacent to **Virginia Tech’s Creativity and Innovation District**

Promote investments that can **foster a stronger start-up/innovation community** and grow Blacksburg’s **knowledge economy jobs**

Promote needed investments will help **attract and retain employees**
STRATEGY 6

Celebrate Town Distinctiveness
## DISTINGUISHEDNESS

### STRATEGY STEPS

- Refine approach to **historic preservation**
- Support **small business** growth
- Foster **creative** community

---

**STRATEGY 6**

**Celebrate Town Distinctiveness**
DISTINCTIVENESS

Refine approach to historic preservation

Create a comprehensive historic preservation plan
- Compile existing guidelines and regulations
- Define goals of community in pursuing historic preservation
- Create guidelines to identify high-priority structures (not limited to historic district) towards which town should target rehabilitation resources
- Create list of 30-50 high-priority structures

Work with Montgomery County to provide Historic Tax Credits for rehab of high-priority structures

Explore robust revolving loan fund for rehab of high-priority structures

Support small business growth

Foster creative community
DISTINCTIVENESS

Support small business growth

- Explore revolving loan fund for small businesses
- Expand zoning allowance for non-residential uses in single-family homes
  - Allow for retail/restaurant uses in addition to office
  - Make non-residential uses by right in targeted districts (i.e. Downtown West)
  - Encourage redevelopment of high-priority historic structures

Foster creative community
<p>| | |</p>
<table>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DISTINCTIVENESS</strong></td>
<td></td>
</tr>
<tr>
<td>➤ Refine approach to historic preservation</td>
<td></td>
</tr>
<tr>
<td>➤ Support small business growth</td>
<td></td>
</tr>
<tr>
<td>➤ <strong>Foster creative community</strong></td>
<td></td>
</tr>
</tbody>
</table>

Continue to promote opportunities in the Arts And Cultural District Incentive Zones
- Explore another round of marketing campaigns targeting VT community and regional arts associations

Create a Public Art Plan to bring cohesion to public art projects in and around Downtown and encourage incorporation of public art into new development
DISTINCTIVENESS

OBJECTIVES

Encourage and support **local businesses**

Increase Downtown vibrancy via **public spaces, public art, spaces for cultural expression, and streetscaping**

Provide better **access and visibility** for buildings central to the **history of Blacksburg**

Explore ways to actively **celebrate historic assets** and foster interest in **revitalization/rehabilitation of historic buildings**
Six Districts, One Downtown
## DISTRICTING FRAMEWORK

### STRATEGY STEPS

- Formalize **districting framework**
- Undertake a **branding strategy**
- Formulate **zoning overlays** for each district

### STRATEGY 7

**Six Districts, One Downtown**
DISTRICTING FRAMEWORK

Formalize districting framework
### DISTRICTING FRAMEWORK

<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Formalize districting framework</td>
<td></td>
</tr>
</tbody>
</table>
| 2. Undertake a branding strategy | Conduct a branding study to formalize the districts  
- Consider new logo that is inclusive of all of Downtown, not just Original 16  
Update wayfinding plan/strategy based on branding study  
- Maps and signage highlighting districts  
- Improved signage directing drivers to public parking, including new parking garage |
| 3. Formulate zoning overlays for each district |  |
## Districting Framework

- **Formalize districting framework**
- **Undertake a branding strategy**
- **Formulate zoning overlays for each district**

### Original 16
- Neighborhood Preservation
- Targeted Building Preservation
- Sites for New Non-Student Housing

### Downtown West
- Housing and dining complementary to Virginia Tech Creativity and Innovation District
- Museums and Public Art
- Parks/Trails/Bike Facilities
- Reuse of historic homes for non-residential uses

### Downtown Northwest
- New high-density mixed-use student housing
- Anchor retail
- Improved accessibility for historic sites

### Downtown Northeast
- Non-student multifamily housing
- Extension of and better connection to Main Street retail
- Gateway to Downtown from the north
- Bike/ped corridor

### Old Blacksburg Middle School Site
- New housing for variety of demographics
- New commercial space
- Public open space
DISTRICTING FRAMEWORK

STRATEGY

OBJECTIVES

Improve Downtown experience and future development by **defining Downtown districts**

Expand "boundaries" of Downtown to guide development

Six Districts, One Downtown
PUBLIC PARTICIPATION
DOWNTOWN - BOUNDARIES
DOWNTOWN DISTRICTS
OVERALL
**MARKET**
Housing & office demand high
Adjacent to OBMS site

**ECONOMIC**
Single-Family and Townhome infill infeasible

**PLACE**
Fair-poor street/ped conditions
Fair-poor building conditions
Historic Church Street

**POLICY**
Many historic/contributing structures
Enhance Original 16 identity
ORIGINAL 16
20-YEAR ILLUSTRATIVE VISION
Original 16

- Preservation-first
- Select infill projects; Middle School Site
- Public space improvements/sidewalks
- Rehab policy/programs
- Zoning Policy refinement
- Branding: Celebrate the 16
**MARKET**
Housing and office demand high
Adjacent to Virginia Tech Creativity and Innovation District
Start-up/Innovation/Local Business Hub

**ECONOMIC**
Rehabilitation of existing homes feasible if uses expanded

**PLACE**
Architecturally significant buildings
Cultural and recreational assets
Washington Street gateway

**POLICY**
Limited currently permitted uses in existing homes
Outside historic district
VT partnership opportunity
DOWNTOWN WEST: DRAPER
EXISTING CONDITIONS
DOWNTOWN WEST: DRAPER

CATALYST DEVELOPMENT SUMMARY

- Mid-Career Apartment: 10K SF
- Ground-Floor Retail: 50K SF
- Walk-Up Apartment: 90K SF
- Townhomes: 30K SF
- Plaza: 0.4 acre
DOWNTOWN DISTRICTS
CHARACTER AND IDENTITY FRAMEWORKS

Draper Cultural District

• Museum Row
• Parks
• Public Space
• Bike and Ped Facility
• Public Art
• Retail
DOWNTOWN WEST: OTEY
EXISTING CONDITIONS

- HOMES WITH ARCHITECTURAL CHARACTER
- AREA WITH LESS ARCHITECTURAL SIGNIFICANCE
- BEGINNING OF HUCKLEBERRY TRAIL
- CREATIVITY AND INNOVATION DISTRICT
- OTEY ENTRANCE TO CID
- KENT ENTRANCE TO VA TECH
- WASHINGTON ENTRANCE TO VA TECH
Otey Historic District

- Broadened Uses-zoning
- Historic Preservation
- Incubators and Start Ups
- Art Studios
- Bed and Breakfasts
- Restaurants/Dining
- Thoughtful Infill—maybe a couple sites with big plays
DOWNTOWN WEST: OTEY CATALYST

DISTRICT DEVELOPMENT SUMMARY

Grad./Prof. Housing 250 units
DOWNTOWN NORTHWEST

MARKET
Very high demand for student housing and quality retail

ECONOMIC
Land very expensive, even for Downtown

PLACE
Auto-oriented/large amount of curb cuts
Separated from Downtown by Virginia Tech

POLICY
No adjacent neighborhoods
Strong physical linkage with Virginia Tech campus
DOWNTOWN NORTHWEST
EXISTING CONDITIONS

- ST. LUKE AND ODD FELLOWS HALL
- CORNER SITE
- GOOD STREETSCAPE
- AUTO-ORIENTED RESIDENTIAL AND RETAIL
- NORTH END CENTER AND GARAGE
- CURB CUTS
- RETAIL OPPORTUNITY SITE
- EXISTING RETAIL
DOWNTOWN NORTHWEST
CATALYST

DISTRICT DEVELOPMENT SUMMARY

- Student Housing: 1,600 beds
- Ground-Floor Retail: 40K SF
- New Town Park: 1.2 acres
- Retail Anchor: 20K SF

Image of park? Public plaza? High density apartment?
University and Commercial

- High quality building standards
- Mix of uses
- Ground floor retail
- Leverage density
- Student-oriented
- Walkable
DOWNTOWN DISTRICTS
CHARACTER AND IDENTITY FRAMEWORKS

Dense Mixed Use

• High quality building standards
• Mix of uses
• Ground floor retail
• Leverage density
• Student-oriented
• Walkable
Cultural Asset: St. Luke & Odd Fellows Hall

- More dignified setting
- Compatibility
- Elevate visibility
DOWNTOWN NORTHEAST

MARKET
- Demand for non-student housing
- Extension of Main Street retail

ECONOMIC
- Single-Family and Townhome infill infeasible
- Redevelopment at higher densities is feasible

PLACE
- Auto-oriented Main Street
- Residential superblocks
- Gateway to Downtown

POLICY
- Few contributing structures
- Desire to increase full-time non-student residency
DOWNTOWN NORTHEAST

CATALYST

CATALYST DEVELOPMENT SUMMARY

Mid-Career Apartments 65 beds
Ground-Floor Retail 15K SF
DOWNTOWN DISTRICTS
CHARACTER AND IDENTITY FRAMEWORKS

Downtown Extension

- High architectural standards
- Target non-student population
- Leverage density
- Walkability
- Mix of uses
- Access to jobs, retain, art and entertainment
CENTRAL DOWNTOWN

MARKET
Town Retail/Activity Center
Attractive for young professionals and other non-student populations

ECONOMIC
Single-Family and Townhome infill infeasible
Redevelopment at higher densities is feasible

PLACE
Good pedestrian environment
Disconnected parks/green spaces
Underinvestment in buildings

POLICY
Improve front door to Downtown/VT campus
Address traffic/parking challenges
CENTRAL DOWNTOWN
20-YEAR ILLUSTRATIVE VISION

- Link to Wong Park
- Streetside Plaza
- Parking garage with residential liner
- Preservation
- Active alley entrance
- Baptist church site
- Progress bike and ped
- Continued good streetscape
- Blend of national and local stores
- Henderson lawn
- Creativity and innovation district
- Link to Draper cultural district
CENTRAL DOWNTOWN
CATALYST

CATALYST DEVELOPMENT SUMMARY

Grad./Prof. Housing 40 units
Mid-Career Apartments 30 units
Office 55K SF
Ground-Floor Retail 25K SF
Streetside Plaza 0.7 acres
Central Downtown

- Great opportunity for a catalyst
- Garage/resolve parking problems
- Link developments together
- Balance preservation and new development
- Find a path for bike and pedestrian system
CENTRAL DOWNTOWN
AERIAL VIEW
CENTRAL DOWNTOWN
ACTIVE ALLEYS: VIEW FROM JACKSON
CENTRAL DOWNTOWN
TRANSPORTATION FACILITIES: VIEW NORTH ON PROGRESS
DOWNTOWN DISTRICTS
OVERALL
<table>
<thead>
<tr>
<th>Goal 1</th>
<th>Original 16</th>
<th>Downtown West</th>
<th>Downtown Northwest</th>
<th>Downtown Northeast</th>
<th>Central Downtown</th>
<th>OBMS Site</th>
</tr>
</thead>
<tbody>
<tr>
<td>Locations for denser housing</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Redevelopment of underdeveloped parcels</td>
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<tr>
<td>Sites for student housing</td>
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<tr>
<td>Sites for non-student housing</td>
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<tr>
<td>Connections to existing parks</td>
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<tr>
<td>Goal 2</td>
<td>Original 16</td>
<td>Downtown West</td>
<td>Downtown Northwest</td>
<td>Downtown Northeast</td>
<td>Central Downtown</td>
<td>OBMS Site</td>
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<tr>
<td>Park infrastructure and programming</td>
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<tr>
<td>Access and visibility to historic buildings</td>
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<tr>
<td>Celebration and rehab of historic buildings</td>
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<td>Goal 3</td>
<td>Original 16</td>
<td>Downtown West</td>
<td>Downtown Northwest</td>
<td>Downtown Northeast</td>
<td>Central Downtown</td>
<td>OBMS Site</td>
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<tr>
<td>Development complementary to VT CID</td>
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<tr>
<td>Investments in start-up economy</td>
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<td>Employee attraction and retention</td>
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<tr>
<td>Capacity for economic development</td>
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<td>Central Downtown</td>
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<td>Multi-modal access</td>
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<td>Investments in walkability and vibrancy</td>
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<tr>
<td>Downtown districting</td>
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<td>Expansion of Downtown boundaries</td>
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DOWNTOWN DISTRICTS

OVERALL
Introduction

Process Review: Where Have We Been?

Analysis & Feedback: What Did We Learn?

Goals & Objectives: What Are We Trying to Achieve?

Strategies & Implementation: Where Are We Going Next?

The Districts: A Vision for Downtown Blacksburg

THINKING FORWARD
<table>
<thead>
<tr>
<th></th>
<th>Establish Development Opportunities</th>
<th>Address Housing Affordability</th>
<th>Move People, Not Cars</th>
<th>Enhance the Public Realm</th>
<th>Foster Innovation and a Resilient Local Economy</th>
<th>Celebrate Town Distinctiveness</th>
<th>Six Districts, One Downtown</th>
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<td>Town of Blacksburg</td>
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<td>Downtown Blacksburg, Inc</td>
<td>Montgomery County Chamber of Commerce</td>
<td>Blacksburg Museum &amp; Cultural Foundation</td>
<td>Affordable Housing Non-Profit Groups</td>
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<td>Virginia Dept. of Transportation</td>
<td>Virginia Tech Foundation</td>
<td>Business Community</td>
<td>Local Arts Groups</td>
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