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6.0 IMPLEMENTATION STRATEGIES

The Update to the Conceptual Greenway Plan envisions an ambitious network of trails and accommodations that connects the region. As shown in Section 4, the issues raised by the public led to development of six new goals, in addition to those in the 1995 Plan. (See Section 4.6.) These six goals are regional goals for all the partners involved in the greenway program to consider during future greenway planning. The objectives and strategies address these six goals and suggest methods for implementing the Update. The four localities and Greenway Commission will need to work together to determine needs within each jurisdiction and the best allocation for sharing responsibilities. The Greenway Commission will address the goals, objectives and strategies outlined in this section in a cooperative partnership with the four local governments, recognizing that each locality operates in an individual manner and is responsive to a broad spectrum of needs and desires from its citizenry, one of which is the implementation of the regional greenway program.

| Goals | Objectives | Strategies |
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| <p>1. Greenway Construction Complete a connected greenway network of trails to provide the multiple benefits of a greenway system, with focus on finishing Roanoke River Greenway.</p> | <ul style="list-style-type: none"> • Prioritize greenway construction and focus resources on completion of the greenway network's arterial routes. • Provide a connected greenway system by focusing on long stretches of off-road trails and tying them together with on-road bicycle and pedestrian facilities. • Improve the process for getting greenways built. • Provide identification, regulatory, and informational signs on each greenway to facilitate use and management. | <ul style="list-style-type: none"> • Focus on finishing the Roanoke River Greenway (Priority #1) in the next five years. • Focus on finishing Priority #2 routes in five to ten years. • Incorporate on-road greenways and connections into the regional Bikeway Plans. • Develop master plans for Priority 1 and 2 greenways with time lines for land acquisition and construction. • Identify a project team for each project, with assigned roles and responsibilities. |

6.0 Implementation Strategies

| Goals | Objectives | Strategies |
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| <p>1. Greenway Construction (continued)</p> | | <ul style="list-style-type: none"> • Within each locality coordinate project management, land acquisition, and greenway construction with all departments that might help or be impacted. • Develop greenway sign guidelines to encourage signage consistency while retaining flexibility to meet locality requirements. • Continue to use Pathfinders for Greenways to build Class C trails. |
| <p>2. Funding Increase greenway funding to meet the goals for trail construction and completion of the greenway network.</p> | <ul style="list-style-type: none"> • Develop an aggressive, regional, multi-year funding plan that identifies fiscal goals and sources of continuous funding for greenway construction. • Develop new sources of revenue for greenway construction. | <ul style="list-style-type: none"> • Continue to seek federal and state grants but reduce reliance on these sources. • Develop an implementation plan for completion of the Roanoke River Greenway and utilize it in soliciting corporate donations and investments. • Target multiple funding sources and explore innovative funding possibilities such as bonds, stormwater fees, private grants, and partnerships. • Expand fund raising activities such as charitable donations, festivals, races, and other fundraising events. |

| Goals | Objectives | Strategies |
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| <p>2. Funding (continued)</p> | | <ul style="list-style-type: none"> • Include capital money for greenways in each locality's Capital Improvement Program. • Develop a donation program to allow private donation of greenway amenities such as water fountains, bike racks and benches. • Develop a method for receiving and efficiently utilizing corporate donations. • Develop a list of specific trail sections or components that could be funded by corporate or other private monies. |
| <p>3. Land Acquisition Develop a land acquisition program that provides rights-of-way needed for greenway construction.</p> | <ul style="list-style-type: none"> • Develop an aggressive, land acquisition program that identifies properties needed for each project and time lines for acquisition that dovetail with construction schedules. • Work cooperatively among local jurisdictions to coordinate land acquisition across jurisdictional boundaries. | <ul style="list-style-type: none"> • Form land acquisition teams, define roles and responsibilities of team members, and train team members to assist with acquisition of greenway easements. • Identify existing public properties and easements being acquired for other purposes to determine if greenway easements can be incorporated. • Develop a mechanism to be involved in the utility easement process so that greenway easements can be considered where appropriate. |

6.0 Implementation Strategies

| Goals | Objectives | Strategies |
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| <p>3. Land Acquisition (continued)</p> | | <ul style="list-style-type: none"> • Work with planning staff to refine local zoning ordinances to encourage and protect greenway corridors. • Work with developers to include greenway easements, and greenway construction, within new developments that are located along identified greenway corridors. <p>Utilize corporations and chambers of commerce to support development of trails within industrial/business complexes.</p> |
| <p>4. Community Outreach and Education Develop a community outreach and education program that provides information on greenway opportunities and benefits.</p> | <ul style="list-style-type: none"> • Develop a dynamic outreach program that communicates the economic, health, environmental, and quality of life benefits of the greenway system. • Increase awareness of greenway implementation efforts through a comprehensive marketing strategy. • Expand environmental educational programs and service opportunities through cooperation with local schools and an expanded volunteer program. | <ul style="list-style-type: none"> • Expand the Greenway Commission and localities' web sites to provide current information on projects and events, trail locations and maps, and information for tourists. • Provide greenway marketing information to the economic development departments of the local jurisdictions. • Develop an outreach program that goes beyond the Roanoke Valley to be used to attract new businesses and enhance the valley's value as a tourism destination. • Develop a speaker's bureau to market greenways to Valley residents through club and organization meetings, civic associations, and business groups. |

| Goals | Objectives | Strategies |
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| <p>4. Community Outreach and Education (continued)</p> | | <ul style="list-style-type: none"> • Standardize use of the greenway logo on trail signs, maps, and marketing materials. • Publicize greenway projects, trail locations, and benefits via the press, newsletters, signage, and web site. • Expand the volunteer and volunteer recognition program. • Develop a “Youth of the Greenways” advocacy component to engage young audiences to volunteer and contribute to future greenway development. |
| <p>5. Organizational Structure Refine the organizational structure to effectively and efficiently implement the Update to the Conceptual Greenway Plan and manage the growing greenway system.</p> | <ul style="list-style-type: none"> • Clarify the roles and responsibilities for implementing the Greenway Plan. • Improve the Greenway Commission’s function to assist the localities effectively. | <ul style="list-style-type: none"> • Clarify the roles and responsibilities of each locality, the Greenway Commission and volunteers in implementation of the Greenway Plan and specific projects. • Update and renew the Intergovernmental Agreement. • Identify staffing needs of the localities and Greenway Commission to meet the responsibilities of each in implementing the Greenway Plan and managing the greenway network. |

6.0 Implementation Strategies

| Goals | Objectives | Strategies |
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| <p>5. Organizational Structure (continued)</p> | | <ul style="list-style-type: none"> • Develop a Memorandum of Understanding with Western Virginia Water Authority and other utility companies to facilitate right-of-way planning and management of greenways within utility corridors. |
| <p>6. Greenway Management Manage the greenway network to meet user needs, provide a range of experiences in a secure environment, and protect the natural resources.</p> | <ul style="list-style-type: none"> • Utilize best management practices in design and maintenance of greenways. • Improve regional coordination among greenway managers to address management issues and develop consistent responses. • Provide departments maintaining greenways with sufficient budget and resources to manage the growing greenway network. | <ul style="list-style-type: none"> • Work with legal department to develop any ordinances needed to effectively manage greenways. • Develop methods for users to report problems or conditions on greenways. • Involve law enforcement and emergency management personnel prior to the opening of new greenways. • Schedule regional meetings among staff managing greenways to share methods and experiences. • Identify greenways in locality mapping and geographic information systems. • Use national and state guidelines like CPTED (Crime Prevention through Environmental Design) and AASHTO (Amer. Association of State Highway and Transportation Officials) to design secure and safe trails. • Expand adopt-a-greenway programs and other methods for volunteer assistance to reduce maintenance costs. |

In addition to goals, objectives and strategies in the table above, this Update reaffirms the goals and objectives of the 1995 Plan.

| Goals from 1995 Plan | Objectives/Strategies Quoted from 1995 Plan |
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| <p>1. Transportation</p> <p>Provide corridors that bicyclists, pedestrians, and others can use to get from one place to another as an alternative to motor vehicle use.</p> | <ul style="list-style-type: none"> • Provide greenways that connect schools, libraries, shopping centers, work sites, parks and other places in the community. • Provide connections between mass transit sites and make arrangements for safe storage of greenway system users' bicycles (or other belongings) while they are using the transit system. • Identify and make plans for existing roads that should be widened or otherwise modified to accommodate bicycles and pedestrians. • Initiate Valley-wide design and installation standards to incorporate bicycle and pedestrian facilities on new roads and road improvement plans. • Initiate design standards that are sensitive to the disabled in order to ensure opportunities for a variety of users. |
| <p>2. Safety</p> <p>Design a greenway system that maximizes safety of greenway system users and nearby property owners and neighborhoods.</p> | <ul style="list-style-type: none"> • Establish integrated law enforcement and emergency response programs that service the needs of greenway system users and landowners. • Incorporate into the greenway management system appropriate safety and security strategies. • Design the greenway system to accommodate different activities (such as horseback riding and bicycling) with a minimum of user-conflict. • Improve bicycle safety by implementing safety education programs in local schools and the community. |
| <p>3. Recreation/ Fitness/Health</p> <p>Design the greenway system as both a recreational resource and as public access to other recreational resources, offering a full spectrum of recreation and exercise opportunities.</p> | <ul style="list-style-type: none"> • Provide a greenway system that accommodates a variety of recreational activities. • Encourage businesses to establish and integrate use of greenways into corporate health and wellness programs. • Promote programs and facilities that provide opportunities for individual health related activities. • Make each greenway a stand-alone destination (as well as a link to other resources) by providing amenities such as benches, picnic areas, and workout stations. • Provide access to the Valley's existing and proposed recreation areas, such as local parks, the Blue Ridge Parkway, and the Appalachian Trail. • Inform the public on how using the greenways can help citizens increase personal fitness and maintain healthy lifestyles. |

| Goals from 1995 Plan | Objectives/Strategies Quoted from 1995 Plan |
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| <p>4. Education</p> <p>Educate the public about the need for and benefits of greenways, and educate the greenway system user about the area's natural and cultural history.</p> | <ul style="list-style-type: none"> • Educate the community on the importance of environmental conservation and restoration ecology. • Develop a program of continuing education for elected officials, agency staff, developers and engineers to define the latest technologies, design methodologies and land use practices for managing the environment. • Increase public awareness of the importance of the Roanoke River and its watershed lands to the future of the Roanoke Valley • Educate the public on the benefits and uses of greenways. Develop an out-reach education program to attract new users. • Educate property owners of the economic advantages of having a greenway on or near their property. • Educate greenway system users on proper greenway system etiquette that respects the rights of adjacent property owners and other greenway system users. • Use the greenway system as an outdoor Environmental Learning Lab for school and community use. • Provide historic information using trail markers along historically significant trail corridors. • Provide maps and literature on trail length, difficulty, restrictions and amenities. |
| <p>5. Economic Development</p> <p>Address both the appropriate costs of implementing the greenway system (including land acquisition and capital improvements) and the benefits that will result from its creation.</p> | <ul style="list-style-type: none"> • Utilize the greenway system as an economic development marketing tool for the Roanoke Valley. • Use greenway linkages to compliment and enhance tourist attractions. • Document economic benefits of greenways, such as increasing the value of land that lies contiguous to a greenway and the benefits to a new business locating in the Roanoke Valley. • Establish a mechanism to ensure continuing maintenance of the greenways, such as using volunteers to keep maintenance costs low and starting Adopt-A-Greenway program. • Utilize tax incentives, easements and other approaches to encourage individuals and businesses to donate land, funding or materials. • Establish procedures for subdivision developers to provide donations of land or rights-of-way for greenway systems. • Utilize existing rights-of-way, utility corridors, and other features to lower installation costs. • Explore and obtain multiple sources of funding for greenways. |

| Goals from 1995 Plan | Objectives/Strategies Quoted from 1995 Plan |
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| <p>6. Environmental</p> <p>Design a plan that preserves, promotes and enhances the Valley's environmental assets.</p> | <ul style="list-style-type: none"> • Encourage localities to include greenways as a flood reduction strategy in the <u>Roanoke Regional Stormwater Management Plan</u>. • Develop a valley-wide strategy for protecting natural stream corridors and other open space, plus a mitigation program for addressing resources that have been adversely altered by land development. • Promote greenways as an alternative transportation mode that can help reduce air pollution. • Utilize areas adjacent to greenways as natural areas that protect, maintain, or restore natural vegetation and aquatic and wildlife habitats. • Design greenways to reduce non-point source pollution in stormwater runoff. • Utilize greenways as buffer zones between developed area and open spaces. |
| <p>7. Organizational and Operational</p> <p>Implement the Roanoke Valley Conceptual Greenway Plan on a regional level and proceed with future greenway system planning and implementation.</p> | <ul style="list-style-type: none"> • Obtain local government and citizen support for the Roanoke Valley Conceptual Greenway Plan. • Respond to citizen concerns such as safety issues and user conflicts in the establishment and operation of the greenway system. • Establish standards for the design, operation, and maintenance of the greenway system. • Ensure that an organizational structure exists for regional planning, implementation, and operation of greenways in the Roanoke Valley • Establish a non-profit organization to launch a public awareness campaign, volunteer programs and fundraising efforts • Select a pilot greenway project and implement it. • Pursue implementation of other elements of the Roanoke Valley Conceptual Greenway Plan. |