

# APPENDIX A

## ADDITIONAL SUPPORTING ELEMENTS



## APPENDIX A: ADDITIONAL SUPPORTING ELEMENTS

The following are secondary supporting elements. This set of elements were all parts of the original four winning vision themes and were presented during the first of the two public workshops, however they received less overall votes from workshop participants. They were not discussed in greater detail during the second workshop and thus do not have an associated set of action ideas. However, they were part of the original vision themes and are worthy of consideration as the Comprehensive Plan update moves forward.

**Great schools and teachers** - Great schools play an important role for both vibrant and lifelong communities. They ensure that children are given the tools and knowledge they need to succeed, and provide incentives for people to live in an area. People will move to where the schools are higher performing, and young people will choose to stay and raise their children in an area where they have confidence in the school system.

**Aging in place** - Making it possible to age in place is an important element to the life long community theme, in that seniors feel safe, comfortable and have short and convenient access to essential services such as health care, transportation, and shopping. Affordable housing and having a wider variety of housing choices will give seniors more opportunity to remain in and enjoy Front Royal in their latter part of life.

**A wide variety of housing types** – Having a wide variety of housing options and choices is necessary for a lifelong community. It means there will be greater choice and variety for all markets or stages of life; young people wishing to live and stay in Front Royal or seniors wishing to remain in Front Royal, and perhaps downsize, will have options to do so.

**More ownership, pride and upkeep** - Some felt that lack of upkeep, compounded by absentee owners, currently present problems for Front Royal. Town citizens envisioned a future attractive and vibrant Front Royal which has citizens and property owners who feel proud of where they live, and actively work to maintain their properties.

**Neighborhoods are stable and attractive** - Neighborhoods are the foundations of any town, and a vibrant and lifelong community was envisioned where Front Royal's neighborhoods are safe, attractive, stable and enjoyable places to live, work and play.

**Preserved views** - The natural beauty of Front Royal and its surrounding area are a major asset to Front Royal as a popular destination as well as making it an attractive place for local residents.

**The place for local products** – As part of the vibrant town theme, a diverse and healthy mix of uses, retail and shopping could support a larger role and prominence of local products and services.

**Focus growth inward, not sprawl** – As Front Royal grows, emphasis and investment should be focused inward and now outward.



# APPENDIX B

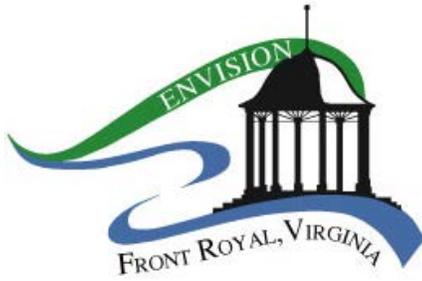
## ASSET MAP, WORKSHOP 1

[Map to be inserted when complete]

# APPENDIX C

## WORKSHOP 1 SUMMARY





## Envision Front Royal Workshop 1 of 2 September 12, 2013 Summary

The Envision Front Royal project held the first of two public workshops on September 12, 2013. The purpose of the workshop was to evaluate the ideas, vision themes and elements contributed from the process to-date, and to comment and prioritize them through a dot voting exercise. The meeting was held at the Town Council Admin Building, and was attended by over forty citizens, officials, and staff. The project consultants began the meeting with an overview presentation. The overall project purpose and schedule were presented along with summaries of vision input received to-date. The first summary was from a series of focus group interviews held June 14<sup>th</sup>, 2013 with Town administrative staff, schools, fire-rescue, police, health, energy, businesses, culture, arts, civic, environmental groups and elected officials. The second summary was of all ideas, comments and suggestions contributed on the projects MindMixer interactive website, [www.EnvisionFrontRoyal.com](http://www.EnvisionFrontRoyal.com). The slides of this presentation are included at the end of this meeting summary, as are copies of the workshop exercise posters. There were notable areas of similarity between the two groups, enough so that four general themes were able to be identified and presented at the workshop for evaluation.

The primary workshop activity involved participants separating into small working groups of 7-10 persons each to better evaluate themes and encourage discussion. Groups were provided with posters that contained four summary themes, and their supporting elements. The themes were a synthesis of all material and commentary received to date. Along with each theme, the posters included supporting elements that gave a little more detail about contributing factors, or more detailed characteristics, of each theme. The four themes evaluated were:

1. **VIBRANT DOWNTOWN.** *Downtown is the vibrant hub of Front Royal, showcasing the region's culture.*
2. **DESTINATION.** *Front Royal is a popular tourist destination, especially for day trips from Virginia and the DC region. The visitors boost the local economy and downtown.*
3. **A LIFELONG COMMUNITY.** *Front Royal is a popular place for people of all ages to live and work. Young people return to the community because of the job and recreational opportunities and good schools.*
4. **PRESERVED ASSETS.** *The town's historic buildings are restored for new uses, natural assets are preserved, and the town is clean and attractive.*

At each of the small working groups, participants were first given a map and were asked to write down Town assets they valued most, noting those that they would like to see improved or enhanced or those that they would like to see protected or preserved. Then they were asked to provide thoughts and comments on the posters with themes and supporting elements. After discussion they were each given a budget of twenty dots to place down next to the elements they felt were most important to include in crafting the Town's vision and in setting the direction and tone for the Comprehensive Plan. The results of the dot voting are included on

the following pages. Figure 1 below shows the overall percentage of votes received by theme. The total distribution of votes is pretty evenly split, which reflected the overall sentiment that each of the four themes contained valuable ideas that are important in a vision framework. The two that received the most votes were Lifelong Community (28%) and Destination (27%), but were followed closely by Preserved Assets (24%) and Vibrant Downtown (22%). The equal voting was thus a positive referendum that the final vision statement should be some combination of all four.

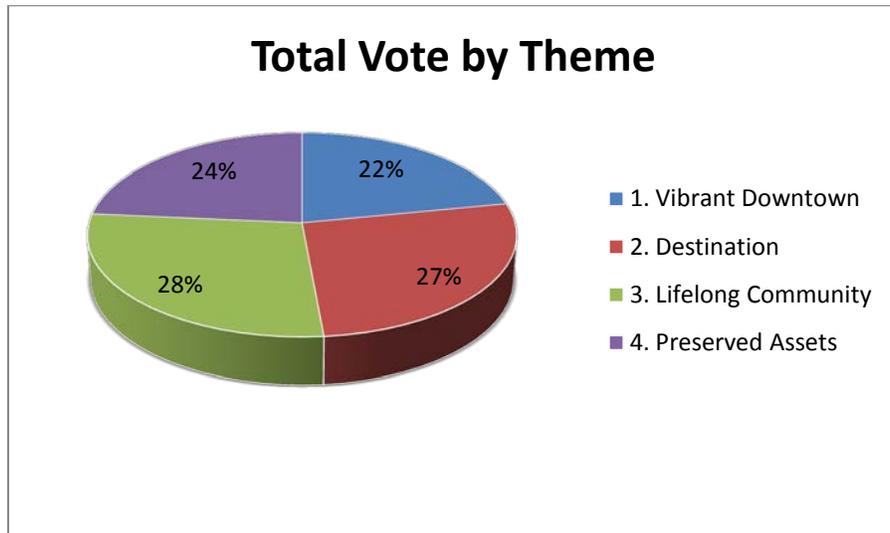


Figure 1 - Percentage of Total Votes by Theme

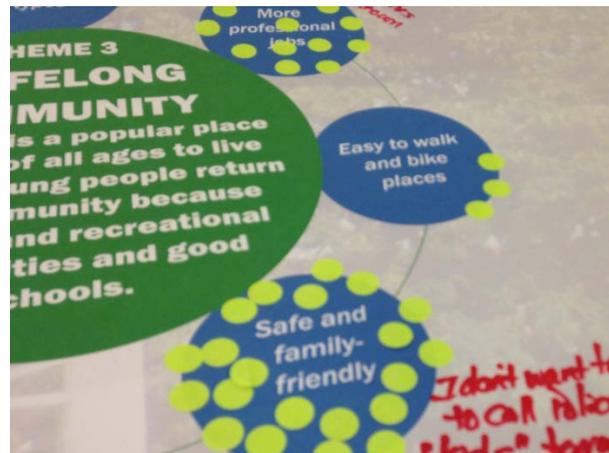
The remaining Figures 2-5 display the overall votes by supporting element, by theme. The next steps include posting this summary to the project website ([www.EnvisionFrontRoyal.com](http://www.EnvisionFrontRoyal.com)) in advance of the second public workshop. The second workshop is scheduled for the morning of Saturday, October 26, 2013, from 9 am to 12 pm at the Town Admin Building. At that workshop a draft vision statement will be presented for review and affirmation. In addition, the second workshop will also devote some time to implementing the vision by examining the top 15 (+/-) most highly ranked elements, and working to better define what those mean, and when and how they could be accomplished.



**THEME 3 – A LIFELONG COMMUNITY.** *Front Royal is a popular place for people of all ages to live and work. Young people return to the community because of the job and recreational opportunities and good schools.*

Supporting Elements	Total	Comments/Notes
Small town character	24	"Baltimore of the valley"; Walkways should be attractive, shady, safe. Strips of concrete next to the road don't cut it.
Safe and family-friendly	23	Neighborhood watch; children parks; I don't want to have to call police because 'kids' terrorizing my neighborhood. Called 57 times in August.
More professional jobs in Front Royal	22	See comments regarding downtown; VRE; Need an economic plan between Town and County
Easy to walk and bike places	18	Connect local and regional trails for biking and walking; Systematic bike trails through historic areas; expanding the Royal Shenandoah Greenway.
Affordable	15	Make slumlords accountable for the tenants they rent to; Need owner occupied middle income housing.
A wide variety of housing types	10	Rentals need to be responsive to resident homeowners. Landlords need to be held accountable for landscaping and upkeep; Facilitate attractive 'affordable' housing (townhouses, condos)
Great schools and teachers	4	
Aging in place	0	Aging in place. There is no place for older people to move and stay in their neighborhood. Multi-use includes residences appropriate to different ages.
More ownership, pride and upkeep	0	Encourage landlords to maintain and upkeep properties. Need more ownership and more pride and more upkeep
<b>Total votes</b>	<b>116</b>	

Figure 2 - Theme 3 Summary with votes by element.



<b>THEME 2 – DESTINATION.</b> <i>Front Royal is a popular tourist destination, especially for day trips from Virginia and the DC region. The visitors boost the local economy and downtown.</i>		
<b>Supporting Elements</b>	<b>Total</b>	<b>Comments/Notes</b>
Shopping and dining downtown	26	Need diverse choices that appeal to both visitors and locals.
More support and space for arts, culture, and theatre	22	Need Branding - transportation and historic and current is a link between mountains and river; Publicize the Bing Crosby stadium for baseball; Current spaces dedicated to arts are at capacity, could easily expand programs that community already desires.
Canoeing, biking, hiking	20	Local/regional bike and hike trails; Improve lodging for visitors; Provide information/promotional brochures for local restaurants, motels.
Strong connection to the National Park	12	
Attractive gateways	12	Improve aesthetics of north entrance; Completely re-do South Street, make it more attractive. Noted that this is the same element as in Theme 4.
Market the town's assets	11	
Civil War history	8	Bristol VA does a great job at tourism - birthplace of country music museum. A cultural venue is needed in Front Royal. A scenic byway through valley with theme could be branded; Guided tours on a regular basis.
<b>Total votes</b>	<b>111</b>	Dominion smokestacks: one at 90', three at 180'. This is a smokestack mentality and is old thinking. Avtex cash cow.

Figure 3 - Theme 2 Summary with votes by element.



**THEME 4 – PRESERVED ASSETS.** *The town’s historic buildings are restored for new uses, natural assets are preserved, and the town is clean and attractive.*

Supporting Elements	Total	Comments/Notes
Restored historic buildings in the downtown core	39	Afton Inn restored or resolved to satisfaction of all; Non-historic as well following a pre-determined architectural theme, offering tax abatements.
New growth areas have been well planned	13	Strong economic base is key, so we realize the need for compromise regarding growth/business; Good urban design based on successful examples elsewhere.
Restored building facades	11	
Beautiful gateways	10	North side of town could use help. This is same as Theme 2.
Clean rivers	10	
Neighborhoods are stable and attractive.	9	
Preserved views	6	Dominion smokestacks are not attractive.
<b>Total votes</b>	<b>98</b>	We keep saying we are not like Manassas but replacing the diner with Popeye's is Manassas, totally.

Figure 4 - Theme 4 Summary with votes by element.



<b>THEME 1 – VIBRANT DOWNTOWN.</b> <i>Downtown is the vibrant hub of Front Royal, showcasing the region's culture.</i>		
<b>Supporting Elements</b>	<b>Total</b>	<b>Comments/Notes</b>
Day and night activity	20	Bike trails network through town; Bing Crosby stadium for night time concerts (w/known groups).
High pedestrian activity	15	Walking mall.
Easy to walk and bike to downtown	15	Local/Regional connecting trails.
Popular with National Park visitors	12	
Diverse mix of uses and retail	10	Attract corporations and telecommunications to downtown (mixed use similar to Alexandria); Parking Garage.
Public gathering space	9	Pocket parks, cultural, museum; connect citizens and tourists; Need more alternatives; more space for parks; amphitheater.
The place for local products	6	
Focus growth inward, not sprawl	4	Growth inward, not sprawl. Yes to redevelopment, multi-use; develop higher density; make neighborhoods update so that quality matches and can compete with new development, so that people who purchase and upgrade or restore an older property can make money when they sell it.
<b>Totals votes</b>	<b>91</b>	Liked combining this theme with lifelong community; Better define downtown and other districts. Work to establish area personalities or character profiles.

Figure 5 - Theme 1 Summary with votes by element.



**Attachments**

- Meeting PowerPoint Slides
- Exercise Posters
- Context Map



# Welcome to the Envision Front Royal Public Workshop One



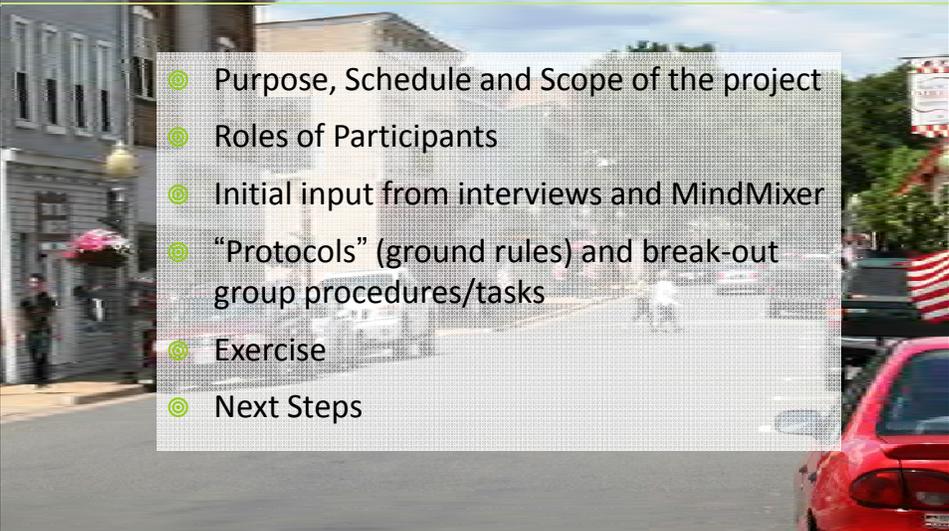
RENAISSANCE PLANNING GROUP

FRONT ROYAL PLANNING & DESIGN, LTD.

Public Workshop One - September 12, 2013



# Intro



- ⦿ Purpose, Schedule and Scope of the project
- ⦿ Roles of Participants
- ⦿ Initial input from interviews and MindMixer
- ⦿ “Protocols” (ground rules) and break-out group procedures/tasks
- ⦿ Exercise
- ⦿ Next Steps

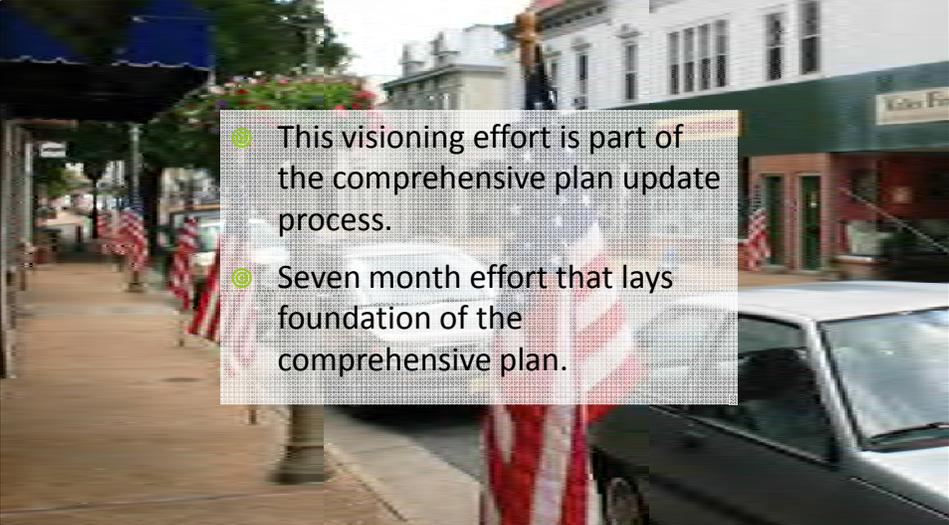


## Meeting Agenda

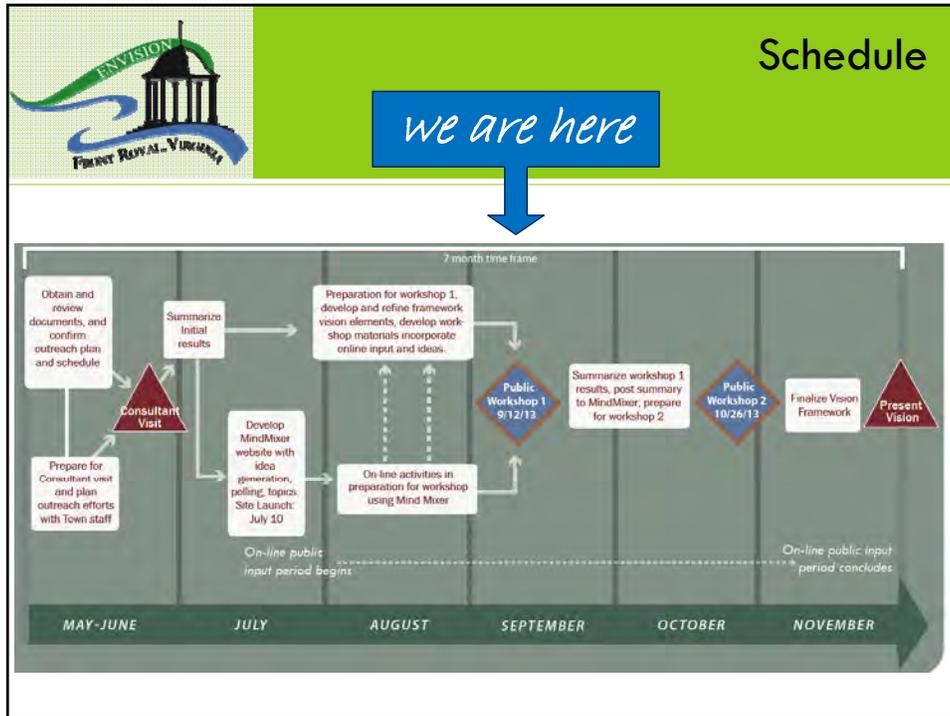
- ⦿ 5:30 p.m. Welcome and Introductions
- ⦿ 5:35 p.m. Overview
- ⦿ 6:15 p.m. Workshop Exercise
- ⦿ 7:15 p.m. Reconvene – Discussion
- ⦿ 8:30 p.m. Adjourn



## Purpose



- ⦿ This visioning effort is part of the comprehensive plan update process.
- ⦿ Seven month effort that lays foundation of the comprehensive plan.



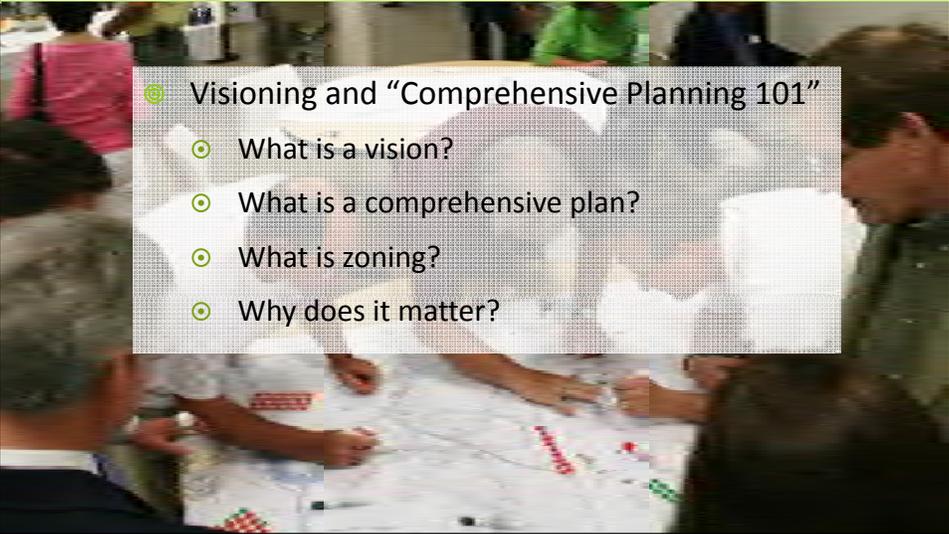
## Role of Participants

- 🎯 Citizen driven process
- 🎯 Don't do this often, your voice matters
- 🎯 Ultimately council will adopt final plan
- 🎯 Stay involved – you are the foundation



## Planning Context

- ⦿ Visioning and “Comprehensive Planning 101”
  - ⦿ What is a vision?
  - ⦿ What is a comprehensive plan?
  - ⦿ What is zoning?
  - ⦿ Why does it matter?

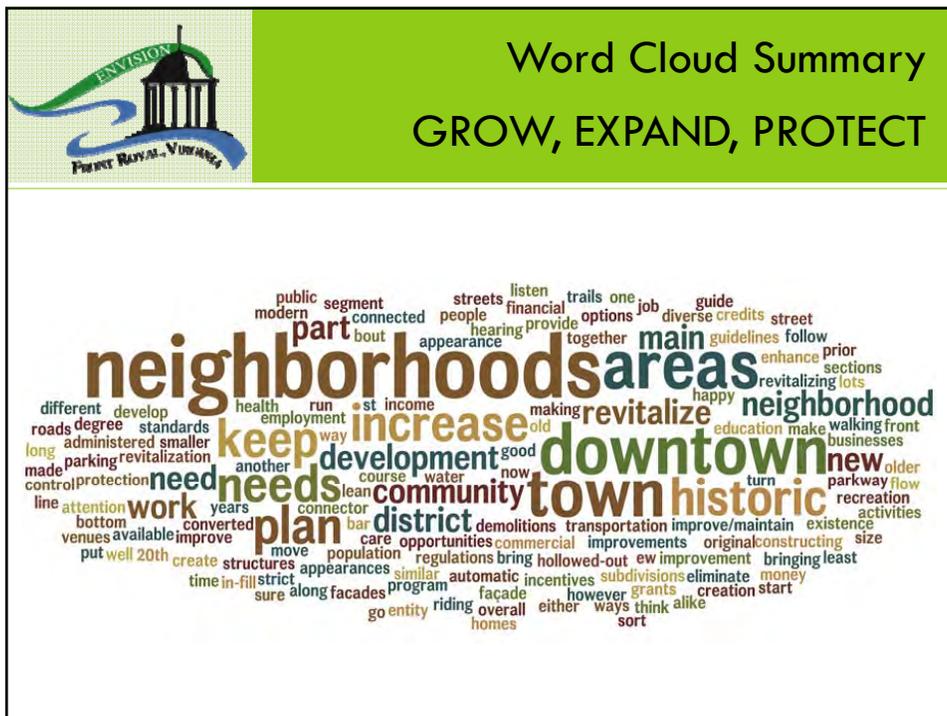
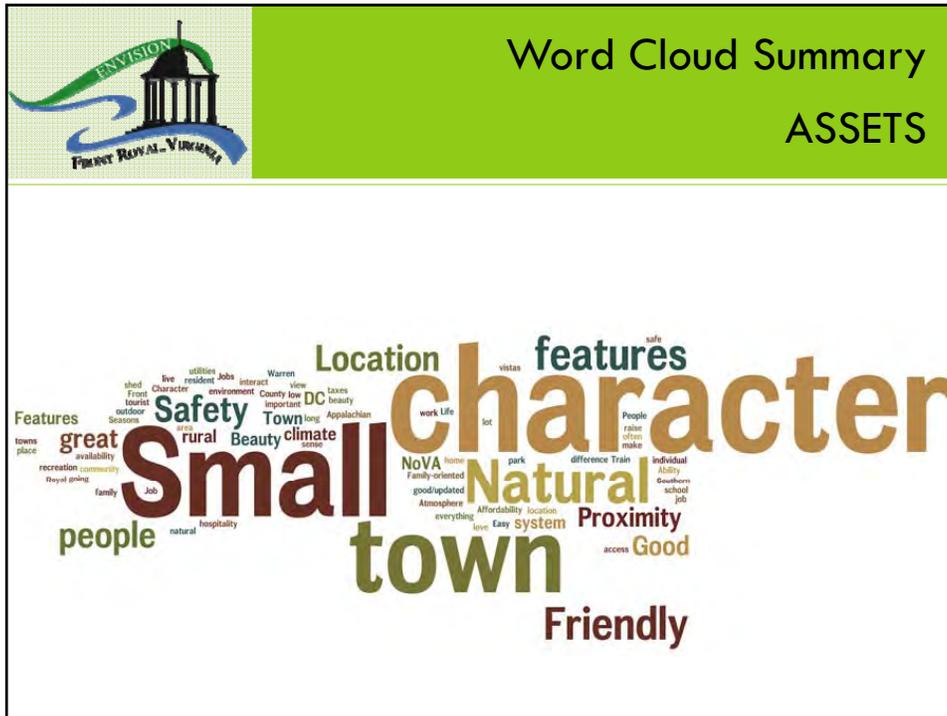


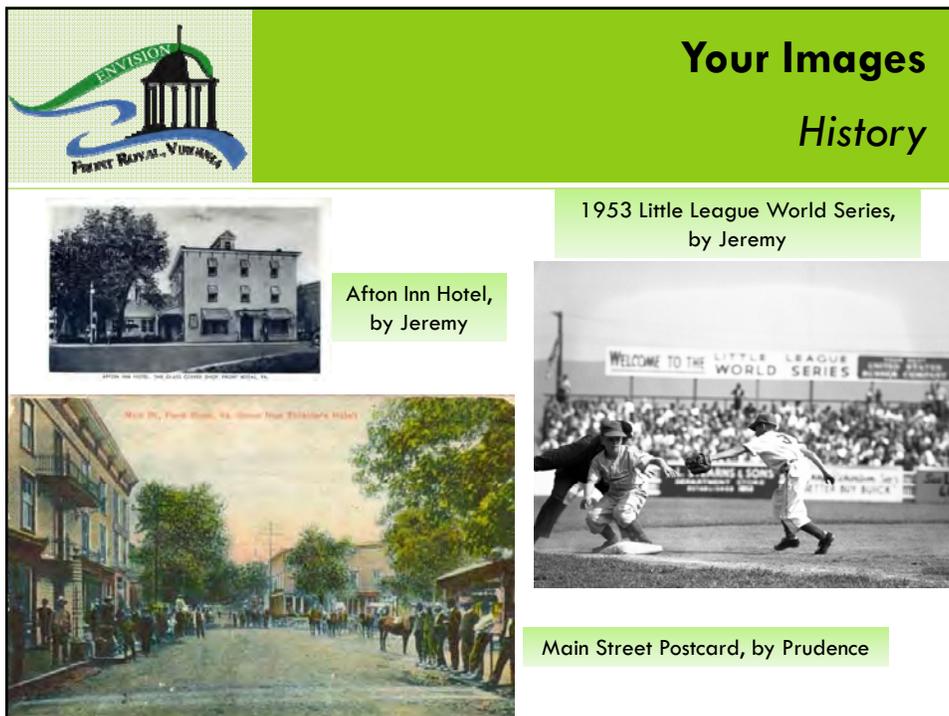
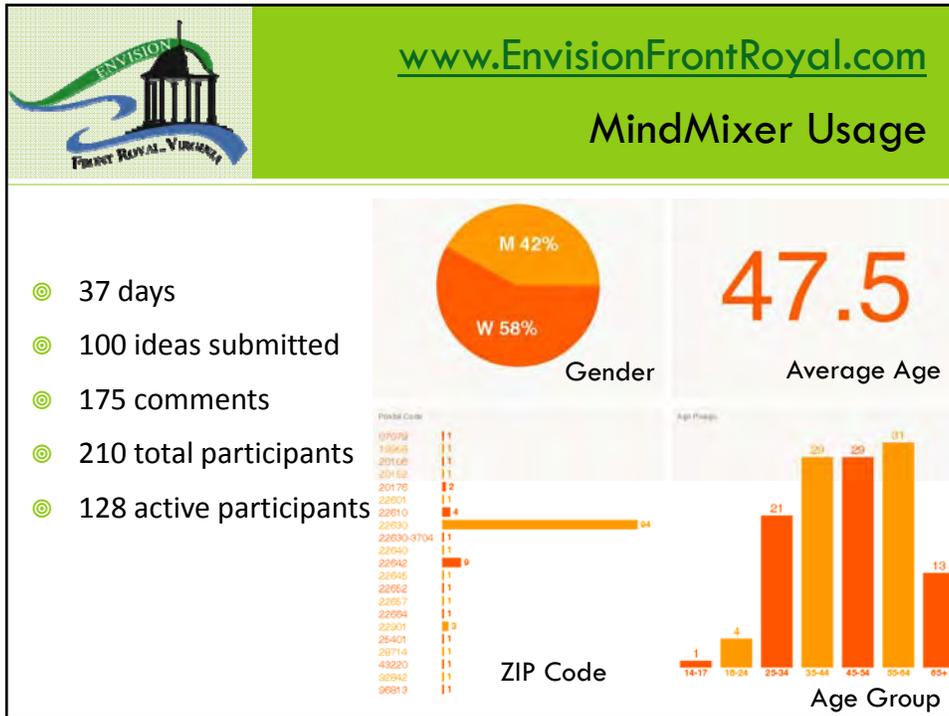

## Initial Input Focus Group Summary

Vision	Big Ideas	Assets	Obstacles	Changes	Grow, Expand, Preserve
<b>Vibrant Downtown:</b> Front Royal's vibrant downtown showcases the region's unique local businesses, products, and culture and includes a good mix of uses and public gathering spaces.	<b>Connect Town with National Park:</b> Improve walking and biking connections between Front Royal and SNP to promote tourism and recreation. Invest in tourism enhancements such as gondola connection; improved gateways, four season activities, etc.	<b>Small Town Character:</b> is friendly, authentic, and easy going.	<b>Lack of Citizen Engagement and Commitment to a Vision:</b> Lacking a clear identity	<b>Beautify the Town:</b> Make the gateways more attractive, and renovate storefronts so they are attractive to local business.	<b>Focus on Downtown,</b> but don't lose sight of other neighborhoods. Apply design guidelines to ensure that new development is high quality and connected to the existing community.
<b>Welcoming and Attractive:</b> Front Royal is welcoming, has a strong sense of community, and provides easy access to nature, which attracts many tourists and new residents.	<b>Downtown Community &amp; Cultural Space:</b> Add a large space downtown for theatre, arts, community events, and recreation.	<b>Natural Features:</b> beautiful region and rural area, rivers, National Park.	<b>Aging Infrastructure and Blight</b>	<b>Encourage growth</b> to bring in more jobs, retail, and housing, but ensure that new growth will increase housing options and recreation space while protecting critical environmental features.	<b>Preserve and Restore:</b> Preserve the existing historic core while providing financial incentives to restore the character of older blighted buildings.
<b>A Great Place to Live, Work, Play and Stay:</b> Front Royal is easy to navigate on foot and bike, and offers a wide variety of housing types and jobs, which has brought young residents back to their hometown to live, work, play, and raise a family.	<b>Create a fund for revitalization:</b> Support housing rehabilitation, beautification, transportation connections, façade improvements, and other revitalization projects.	<b>Location:</b> Proximity to DC/NoVA and is where roads, rail, and rivers meet.	<b>Lack of Housing Options and Not Enough Higher Wage Local Jobs</b>	<b>Add walking and biking options:</b> Connect the community and provide more access to nature through safe and comfortable bicycle and pedestrian routes.	<b>Identify growth areas:</b> Be explicit about where to grow and add jobs and housing.









**ENVISION**  
FRONT ROYAL, VIRGINIA

## Your Images

### Culture



Vintage Swank Store, by Julie



Elvis in Front Royal, by Niki



Downtown Gazebo, by Prudence



Samuels Public Library, by Jessica

**ENVISION**  
FRONT ROYAL, VIRGINIA

## Your Images

### Landscape



View from Skyline Drive, by Julie



Rushing Stream, by Kit



Fall Colors, by Darryl



## Your Images

### Landscape



Arbor Day planting, by David

Happy Creek Arboretum's new sign, by David





## Initial Input

### Summary of Mind Mixer

Vision	Big Ideas	Assets	Obstacles	Economic Diversification Strategies
<b>Vibrant Downtown:</b> A vibrant downtown with a mix of shops and restaurants, pedestrian activity, longer shopping hours, out-of-town visitors, stronger connection to the National Park, and easy access by all modes.	<b>New Attractions:</b> Suggestions include a Skyrail from downtown to the National Park, a shooting range, paths along the River, a pedestrian mall, and an arts/cultural center downtown.	<b>Downtown</b>	<b>Public Safety:</b> Among the concerns are noise, property maintenance, drug use, lighting, and lacks of sidewalks or paths in some areas.	<b>Emphasize Education:</b> Good schools attract people and in turn attract companies. Emphasizing teachers and schools will pay off through economic development and new jobs.
	<b>Gateway Beautification:</b> Make the Town's gateways more inviting and attractive.	<b>Skyline Drive</b>		
		<b>Shenandoah River</b>		
<b>Tourist Destination:</b> Front Royal is known for its Civil War history, arts and culture, canoeing, National Park, biking, and thriving downtown. People from across Northern Virginia enjoy day trips to the Town.	<b>Adaptive Reuse:</b> Encourage rehabilitation of historic downtown buildings through a combination of sticks and carrots.	<b>Gateway Corridors</b>	<b>Vacancy and Maintenance:</b> Improve gateways, enforce property maintenance standards, encourage reuse of vacant buildings near downtown.	<b>Government Role:</b> Residents debated the role of government in promoting economic development. Some argued in favor of low taxes and less regulation to set the stage for growth while others argued in favor of public/private partnerships and infrastructure improvements.
	<b>DC Connections:</b> Promote Front Royal as a day-trip destination and connect via commuter rail.	<b>Public Library and Schools</b>		
<b>Preservation:</b> The Town's beautiful views, historic buildings, and natural assets are preserved and enjoyed by future generations and visitors.	<b>Plan for Happy Creek Area:</b> Develop a plan for the area that promotes the Town's vision. Consider street and highway connections to the area.	<b>History &amp; Culture</b>	<b>Low Awareness:</b> There is a perception that Front Royal is a hidden gem. But the Town needs to promote itself better.	<b>Market the Region:</b> Promote Front Royal as a destination for DC area residents, promote tourism and quality of life. Launch a marketing campaign.



## Protocols/Ground Rules

- ⊙ Keep Comments Brief and Polite
- ⊙ Listen Closely to Each Other & Staff
- ⊙ Share Responsibility for the Outcome
- ⊙ Be Mindful of the Time
- ⊙ *Have Fun!*



## Exercise Instructions

- ⊙ Please arrange yourselves in small working groups of 6-8 persons.
- ⊙ You have one hour to complete the exercise
- ⊙ Someone from your group will be asked to report out at the end.

**1-Mark-up the base map** to identify key assets to preserve or protect (**green**), or places of improvement or new investment (**red**)

**2-Review the four Vision Themes**

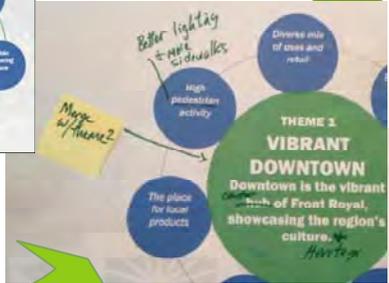
**3 Mark-up the poster** by adding any new ideas that are missing, edits to existing drafts, details or any other commentary. If modifications are made discuss them as a group. Once brainstorm effort is “exhausted”, each person in the group has a budget of 20 dots to “dot-vote which vision elements are the **most important** to you. Any dots that can be assigned to any element of four themes. A vote for an element also constitutes a vote for that theme. Votes will be tallied by element and themes and used in prioritizing and refining the vision.



## Exercise Explanation



1. Mark up, edit, comments, add missing



2. Dot Voting - Budget of 20 dots per person for exercise





## Vision Themes for Exercise

① 1- VIBRANT DOWNTOWN



② 2 - DESTINATION





## Vision Themes for Exercise

③ 3 - A LIFELONG COMMUNITY



④ 4 - PRESERVED ASSETS





## Please Keep In Mind

- ③ Suggested themes are only to direct and simplify
- ③ Nothing is 'set in stone,' additional opportunities to review and refine
  - ③ MindMixer site [www.envisionfrontroyal.com](http://www.envisionfrontroyal.com)
  - ③ Workshop 2 – October 26, 9am-noon
- ③ Separate “forest from trees.” At present we need to focus on the forest, aka, **think big.**



## Reporting Out/Next Steps

- ⊙ Groups Report Out
- ⊙ Next Meeting - Saturday, October 26<sup>th</sup> (9 AM to 12 PM)
- ⊙ On-going MindMixer Activity
- ⊙ Next Workshop
  - ⊙ Review a draft vision statement and refine/affirm
  - ⊙ Draft elements and actions that are most important for the comprehensive plan to make this vision a reality.

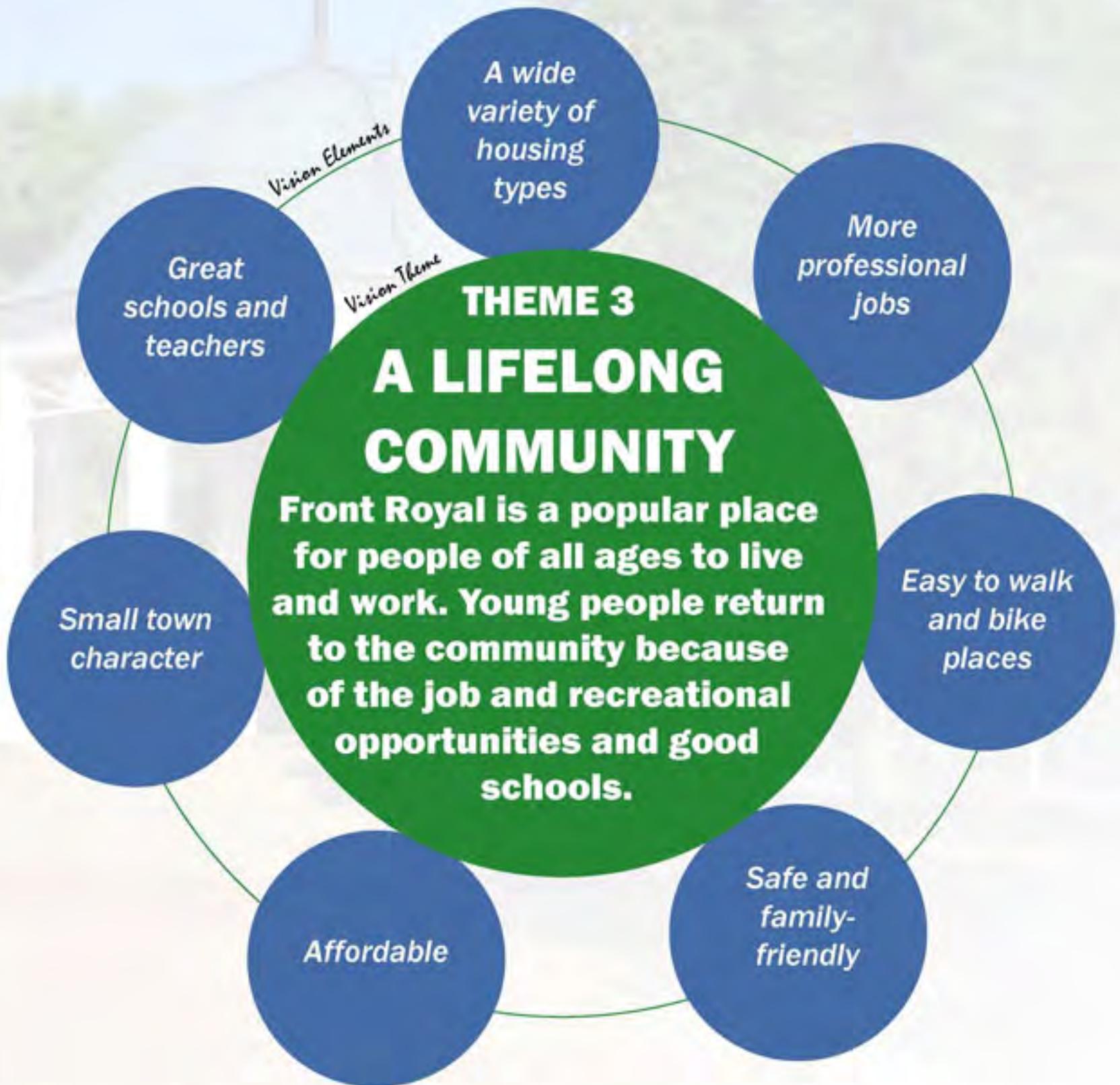
*Thanks for Participating!*



Explanation: The theme presented above is one of four synthesis 'vision' themes. These themes were summarized from feedback and ideas collected from focus group interviews and MindMixer website ideas and comments from the period June 14 - September 10, 2013. The themes were presented at the September 12, 2013 workshop and participants were asked to evaluate them, comment on them, and place voting dots next to the elements they felt most important. The ranking exercise is intended to help the Town and consultant team further focus in on a final preferred vision statement and supporting elements. The second project workshop is scheduled for October 26, 9 am to 12 pm.



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# APPENDIX D

## WORKSHOP 2 SUMMARY





## Envision Front Royal Workshop 2 of 2 October 26, 2013 Summary

The Envision Front Royal project held the second of two public workshops on October 26, 2013. The purpose of the workshop was to review and affirm a draft vision statement, and then devote time to brainstorming actions and ideas necessary to make it a reality. The meeting was held at the Town Council Admin Building, and was attended by over twenty citizens, officials, and staff. The project consultants began the meeting with an overview presentation. The overall project purpose and schedule were presented along with summaries of input received to-date, at previous meetings and via the project website:

[www.EnvisionFrontRoyal.com](http://www.EnvisionFrontRoyal.com). The summarized results of the first workshop's efforts were reviewed in preparation for the working sessions to follow. The workshop included two working sessions, with about an hour of time allotted for each. The first session was a draft vision statement review, the second session brainstormed implementation ideas. The slides of this presentation are included at the end of this meeting summary.



Workshop 2 plenary session review the draft vision statement.

### Vision Review and Refinement

A draft vision statement was presented for review and affirmation. After reading the vision statement aloud the participants appeared in general approval of basic structure of the vision around the four themes. A number of suggestions were made, including:

- The statement should emphasize vitality of the whole town, not just downtown. There may be some confusion about where downtown actually starts and ends.
- The statement should be shorter.
- Re-phrase the statement in present tense.
- The vision should include all demographic groups, not just kids or elderly, but everyone.
- Front Royal's current successes and assets should be better recognized; this vision is a continuation of many improvement efforts to-date.

The vision as presented was then marked up, revised and presented anew at the end of the workshop. What follows below is the original version with mark-ups, followed by a final revised vision affirmed by citizens at the Second Vision Workshop October 26, 2013:

### *MARK-UP VERSION:*

**A**s Front Royal approaches the middle of the 21<sup>st</sup> century, it:

**W**ill have Is a *vibrant down town* which will serve as the well-connected hub of the county and surrounding region, community and a showcase for the region's culture with a strong and well-preserved historic core focused on arts and cultural amenities, and continual collaboration between the Town and the County. The downtown will have a diverse mix of businesses, including shopping and dining, and a high level of day and night activity, enhanced by easy access and mobility for pedestrians and bicyclists on safe, attractive walkways and trails.

**W**ill have preserved its major assets; Continues to preserve its historic character by preserving, rehabilitating, and restoring its with historic buildings and natural environment, restored for new uses, natural assets preserved, and a clean and attractive environment throughout town. Entrances to Town will be beautiful gateways, the Town will have a strong and diverse economic base, with well planned areas for new areas for growth which will feature excellent urban design.

**W**ill be Is a popular and unique tourist and travel destination, especially for visitors from throughout the region and the state, which boosts the local economy. Front Royal will be a "brand", linking the mountains, and the river, with history and the National and State Parks and forests. supported by strong arts, culture, and theater.

**W**ill be Is a lifelong community for people of all demographic groups, ages to live and work. Young people return to the community because of the job and recreational opportunities, and good schools. The Town will have maintained its with a small town character, a strong economy, and fostered a safe, family friendly atmosphere, including a wide variety of attractive, and affordable housing.

## FINAL VERSION:

**A**s Front Royal approaches the middle of the 21<sup>st</sup> century, it:

**I**s a *vibrant town* which serves as the well-connected hub of the county and surrounding region, with a strong and well-preserved historic core focused on arts and cultural amenities, and continual collaboration between the Town and the County.

**C**ontinues to *preserve its historic character* by preserving, rehabilitating, and restoring its historic buildings and natural environment.

**I**s a *popular and unique tourist and travel destination*, linking the mountains, the river, history, and the National and State Parks and forests.

**I**s a *lifelong community* for people of all demographic groups, with a small town character, a strong economy, and attractive, affordable housing.

## From Vision to Action: Implementation Exercise

The second workshop exercises devoted time to implementing the vision. The top 15 (+/-) most highly ranked vision elements were presented in a working table format that allowed participants to fill it in with post-it notes and markers.

1. What does this element mean to you?
2. What actions or ideas do you have to make this a reality?
3. Who has primary and secondary responsibility?
4. When might this take place, eg, short (1-3 years), medium (4-10 years), long (10+ years)?
5. Where does this take place (if applicable)?

The emphasis of this work session was to provide Town planners as much detailed guidance from citizens on the vision and its elements in order to properly update the



Workshop participants work on the implementation tables.

Comprehensive Plan. To assist the brainstorming effort an ‘Idea Bank’ was made available to citizens in the form of colored adhesives they could pick up and append to the posters. The Idea Bank is a collection of 59 ideas or actions posted to the project’s website: [www.EnvisionFrontRoyal.com](http://www.EnvisionFrontRoyal.com).



Idea bank stickers

The results of the action planning posters are shown below in tabular format. Where an action/idea is italicized it means it was a new idea, and not drawn from the Idea Bank. The participants were not always able to fully complete the tables, but many ideas were identified that clearly illustrate the four vision themes. The who, when and where details of each element may have been difficult for citizens to venture guesses, but to the extent that some were able to provide information it will be useful guidance for the Town as it moves into the Comprehensive Planning updating phase.

Actions and Ideas	Who? Primary and Secondary Responsibility	When? Short Term (1-3 years), Mid Term (4-10 years), and Long Term	Where?
<b>Vision Element 1 - Restored historic buildings; restored facades</b>			
<b>What does this mean?</b> Restoring or simply building more attractive buildings in town and entering town.			
1.1) Establish a local non-profit development corporation	Front Royal staff with assistance from citizens to identify talent and skills needed to accomplish it	Short term	N/A
1.2) Establish a revitalization fund that can assist historic preservation efforts, façade improvement, local transportation projects, etc	Town and county government	Short term	Both town and county, tie historic places together
1.3) Establish a fund that can help establish new businesses downtown. It often costs too much to rehab the older buildings to justify investment			
1.4) Place a high priority on finding a new use for the Afton Inn. (Improve gateway to downtown)			
<i>1.5) Improve energy efficiency in all town buildings/structures</i>	<i>Town electrical services department</i>	<i>Short term</i>	
<i>1.6) Retrofit older motels north of town</i>			
<i>1.7) Develop a hostel for international travelers, young travelers, and Appalachian Trail hikers</i>			

Actions and Ideas	Who? Primary and Secondary Responsibility	When? Short Term (1-3 years), Mid Term (4-10 years), and Long Term	Where?
<b>Vision Element 2 - It is easy to walk and bike; there are good connections to regional trails, and expanded greenway systems; the downtown core has high pedestrian activity and amenities.</b>			
<b>What does this mean?</b> Safe, nice looking connections that are walkable and bikeable between destinations, a wayfinding system, trails that connect the county and town, safe pedestrian crossings and biking conditions.			
2.1) Create a system of greenways in town extending out along major corridors and connecting destinations			
2.2) Shared use path from Front Royal to the Appalachian Trail via Rt. 522 and stronger bike/ped connections to the national park	Town and county government, Potomac Appalachian Trail Club	Short term	Route 522. The current road is not safe for thru-hikers to get into town
2.3) Create a Riverwalk			
2.4) Build sidewalks on residential streets where they are lacking	Town government		
2.5) Build a safe walking path on Criser Road	Primarily town, with agreement from the National Park Service		
2.6) Add bike parking downtown and at shopping centers	Town government through ordinance and businesses through adopt-a-rack program		
2.7) Extend VRE		Long term (35-year plan)	
2.8) Add regional bus connector			
2.9) Add pedestrian signals at all intersections			

Actions and Ideas	Who? Primary and Secondary Responsibility	When? Short Term (1-3 years), Mid Term (4-10 years), and Long Term	Where?
<b>Vision Element 3 - Shopping and dining downtown with diverse choices that appeal to both visitors and locals.</b>			
<b>What does this mean?</b> Places in close proximity to one another for easy walkability. For hikers, low cost, but fun places to eat, buy groceries, resupply, stay.			
3.1) Buy local campaign that encourages residents to shop at locally-owned restaurants and stores			
3.2) Recruit more local and/or ethnic restaurants			
3.3) Add a grocery store in the downtown area and/or on the north side of town			
3.4) Encourage businesses to remain open after 5:00 PM			
3.5) Add a Ferris Wheel downtown (test idea as a rental)			Caboose location

Actions and Ideas	Who? Primary and Secondary Responsibility	When? Short Term (1-3 years), Mid Term (4-10 years), and Long Term	Where?
<b>Vision Element 4 - Affordable and diverse housing for many income levels, with accountable landlords.</b>			
<b>What does it mean?</b> Well designed multiple housing types including single, duplex, quadplex, and apartments. Downtown has better apartments above stores.			
4.1) Enforce maintenance standards for rental properties			
4.2) Promote new housing types that are attractive to seniors (make it possible to age in place)			
4.3) Purchase the "Silk Mill" for preservation. May be used as a public amenity, such as a museum, or outlet stores (or housing)			
4.4) Encourage return of old houses from business use to housing use			
4.5) Increase single family housing in the greater downtown area			
4.6) Encourage "green" rental housing development			

Actions and Ideas	Who? Primary and Secondary Responsibility	When? Short Term (1-3 years), Mid Term (4-10 years), and Long Term	Where?
<b>Vision Element 5 - Small town character (Develop a sense of pride in community)</b>			
<b>What does it mean?</b> Some growth, but work with county to prevent overdevelopment.			
5.1) Promote more community use projects such as community gardens, adult education programs, etc.			
5.2) Add a cultural arts center or space for local artists to exhibit work			
5.3) Involve high schools in town/county projects to develop community.	School administrators	Mid term	

Actions and Ideas	Who? Primary and Secondary Responsibility	When? Short Term (1-3 years), Mid Term (4-10 years), and Long Term	Where?
<b>Vision Element 6 - Safe and family friendly</b>			
<b>What does it mean?</b> Urban design that promotes safety, such as narrow new street standards, reduced setbacks, bike lanes, and trails.			
6.1) Increase youth sports (and arts and service) programming	"Street Wize" group		
6.2) Emphasize drug enforcement and programs to reduce drug use			
6.3) Improve lighting around town and on major corridors into town			

Actions and Ideas	Who? Primary and Secondary Responsibility	When? Short Term (1-3 years), Mid Term (4-10 years), and Long Term	Where?
<b>Vision Element 7 - More professional jobs in Front Royal</b>			
<b>What does it mean?</b> Less people having to travel on I-66, more people spending money locally, draw more people to the area, more jobs for younger people.			
7.1) Transform the Avtek site into a productive use with jobs in clean energy, R&D, or light industry	Front Royal-Warren County EDA and local government		
7.2) Identify target sectors in an economic development plan			
7.3) <i>Create a vibrant arts/music scene and outdoor amenities to make town attractive to tech start ups.</i>			
7.4) <i>Attract a brewpub</i>			

Actions and Ideas	Who? Primary and Secondary Responsibility	When? Short Term (1-3 years), Mid Term (4-10 years), and Long Term	Where?
<b>Vision Element 8 - More support and space for arts, culture, and theatre, and public spaces</b>			
<b>What does it mean?</b> Helps draw a variety of citizens and tourists.			
8.1) Launch a year-round market downtown for farm products and crafts in a permanent space			
8.2) <i>Continue with music festivals</i>			Downtown Gazebo
8.3) <i>Develop a unique festival closely linked to the community's brand. This can help the town get on the map</i>	Private promoter	Short to Mid term (2-5 years)	
8.4) <i>Find novel uses for empty buildings, such as temporary demonstrations, pop up stores, cultural events, etc</i>			

Actions and Ideas	Who? Primary and Secondary Responsibility	When? Short Term (1-3 years), Mid Term (4-10 years), and Long Term	Where?
<b>Vision Element 9 - Attractive and beautiful gateways</b>			
<b>What does it mean?</b> Demonstrates that the community cares about first impressions and takes care of its assets.			
9.1) Launch a "Clean Up Our Town" program to organize volunteer help			
9.2) <i>Add inviting signage and landscaping to downtown</i>	Planning Commission		
9.3) <i>Prioritize improvement to the gateways from North Front Royal and the National Park</i>			
9.4) <i>Place overhead sign at entrance of 1st bridge with space for banners promoting special events</i>			

Actions and Ideas	Who? Primary and Secondary Responsibility	When? Short Term (1-3 years), Mid Term (4-10 years), and Long Term	Where?
<b>Vision Element 10 - Enhanced active recreation opportunities such as canoeing, biking, hiking with strong connections to Shenandoah National Park</b>			
<b>What does it mean?</b> Improved so people have more things to do in the area such as canoeing, hiking, and biking.			
10.1) Host more events, such as long-distance running and bike races (could have a triathlon with biking on 522, running in town, and canoeing on the river)	Appalachian Trail Committee, bike/kayak/canoe retailer	Mid term (following construction of multi-use path on 522)	522 path, downtown streets, river
10.2) Construct a second boat launch/exit, ideally near the VFW to allow one-way trips through town	Town, VFW, VA Department of Game and Inland Fisheries, Shenandoah River Keeper	Short term	Trolley or shuttle to return people to where they put in the river
10.3) Promote outdoor events to attract visitors, cross-market with the National Park.	Town and county government tourism and parks offices, private sector	Short term	Town, riverfront, county
10.4) Promote the Discover Front Royal website			
10.5) Add wayfinding signs to the river and Dickey Ridge Trail			

Actions and Ideas	Who? Primary and Secondary Responsibility	When? Short Term (1-3 years), Mid Term (4-10 years), and Long Term	Where?
<b>Vision Element 11 - Day and night activity</b>			
<b>What does it mean?</b> Music and events in the evening, educational and cultural opportunities to attend, attractive restaurants, safe streets, and festivals			
11.1) Following Gazebo Gatherings, open a building downtown for a dance or gathering. Floyd, VA offers an example	Town and county government, private sector	Short term	
11.2) Make Main Street a pedestrian mall and enhance parking			
11.3) Add a downtown theatre			
11.4) Venue for music and shows that can be used during non-Gazebo times of the year			

Actions and Ideas	Who? Primary and Secondary Responsibility	When? Short Term (1-3 years), Mid Term (4-10 years), and Long Term	Where?
<b>Vision Element 12 - Market assets and history</b>			
<b>What does it mean?</b> Rivers, mountains, and parks. The beauty of our area and natural resources.			
12.1) Develop a consistent message/brand for Front Royal. For example, "Base Camp for Shenandoah" (or "Canoe Capital of Virginia")	Town and county government, local businesses		
12.2) Market the town's Civil War history	Bob Meadows and Warren Historic Society		
12.3) Hire a marketing/tourism staff person within the town			
12.4) Identify a revenue source for marketing/tourism promotion efforts			
12.5) Market a Skyline Drive/Shenandoah Valley scenic byway (Brand with National Geographic for Valley)			

Actions and Ideas	Who? Primary and Secondary Responsibility	When? Short Term (1-3 years), Mid Term (4-10 years), and Long Term	Where?
<b>Vision Element 13 - New growth areas have been well planned</b>			
<b>What does it mean?</b> Plan out locations for future housing, commercial, and retail space. Street connectivity, complete streets, and New Urbanism			
13.1) Create more coherent groups/clusters of development.	Town government and business person to study what is here and what is needed	Short term	
13.2) Focus on where to place housing. Focus on unique retail and let big box retail remain on existing corridor			
13.3) Increase density in areas that are an easy walk or bike to downtown, creating a population that will demand services	Town and county zoning		
13.4) Redevelop town to accommodate changing needs (for example, aging in place)			

Actions and Ideas	Who? Primary and Secondary Responsibility	When? Short Term (1-3 years), Mid Term (4-10 years), and Long Term	Where?
<b>Vision Element 14 - Clean rivers</b>			
<b>What does it mean?</b> Implement state standards instead of argue and delay, government educates the public better, healthy population and edible fish, no fear of using the river because of microbes, updated town codes that minimize development impact on the environment and river.			
14.1) Update zoning to protect riparian buffers, promote permeable pavements, and other strategies to protect rivers.	Town and county government in collaboration with up stream communities		
14.2) Work with surrounding communities to limit pollution runoff into river (from ag, storm sewer, etc.)	Town government, soil and water conservation boards, land owners		
14.3) Recruit groups involved in clean rivers, such as Potomac Watershed Alliance			
14.4) Invite scientists involved in clean water to hold conferences in Front Royal			

Actions and Ideas	Who? Primary and Secondary Responsibility	When? Short Term (1-3 years), Mid Term (4-10 years), and Long Term	Where?
<b>Vision Element 15 - Diverse mix of uses and retail</b>			
<b>What does this mean?</b> More than antique stores. They are great, but do not diversify. Ability to walk to shopping and restaurants from home.			
15.1) Establish a fund that can help establish new businesses downtown. It often costs too much to rehab older buildings to justify investment	Town and county government, private sector	Short term continuing into medium and long term	
15.2) Buy local campaign that encourages residents to shop at locally-owned restaurants and stores			
15.3) Design standards that encourage walkable development	Front Royal and Warren County zoning	Short term (develop standards now)	Throughout town and county
15.4) <i>Do not subsidize downtown development or building rehabilitation</i>			
15.5) <i>Recruit an outdoor sports store</i>			
15.6) <i>Look a charrette results for Happy Creek</i>			

Actions and Ideas	Who? Primary and Secondary Responsibility	When? Short Term (1-3 years), Mid Term (4-10 years), and Long Term	Where?
<b>Vision Element 16 - Other</b>			
16.1) Encourage construction of more affordable apartments			
16.2) <i>Reach out to communities of color already here to participate processes like this. Takes special effort</i>			
16.3) <i>Blog about events in Front Royal</i>			
16.4) <i>Research history of Front Royal architecture, black history, black churches.</i>			

## Attachment

- Meeting PowerPoint Slides



# Welcome to the Envision Front Royal Public Workshop Two



RENAISSANCE PLANNING GROUP



*Public Workshop 2 – October 26, 2013*



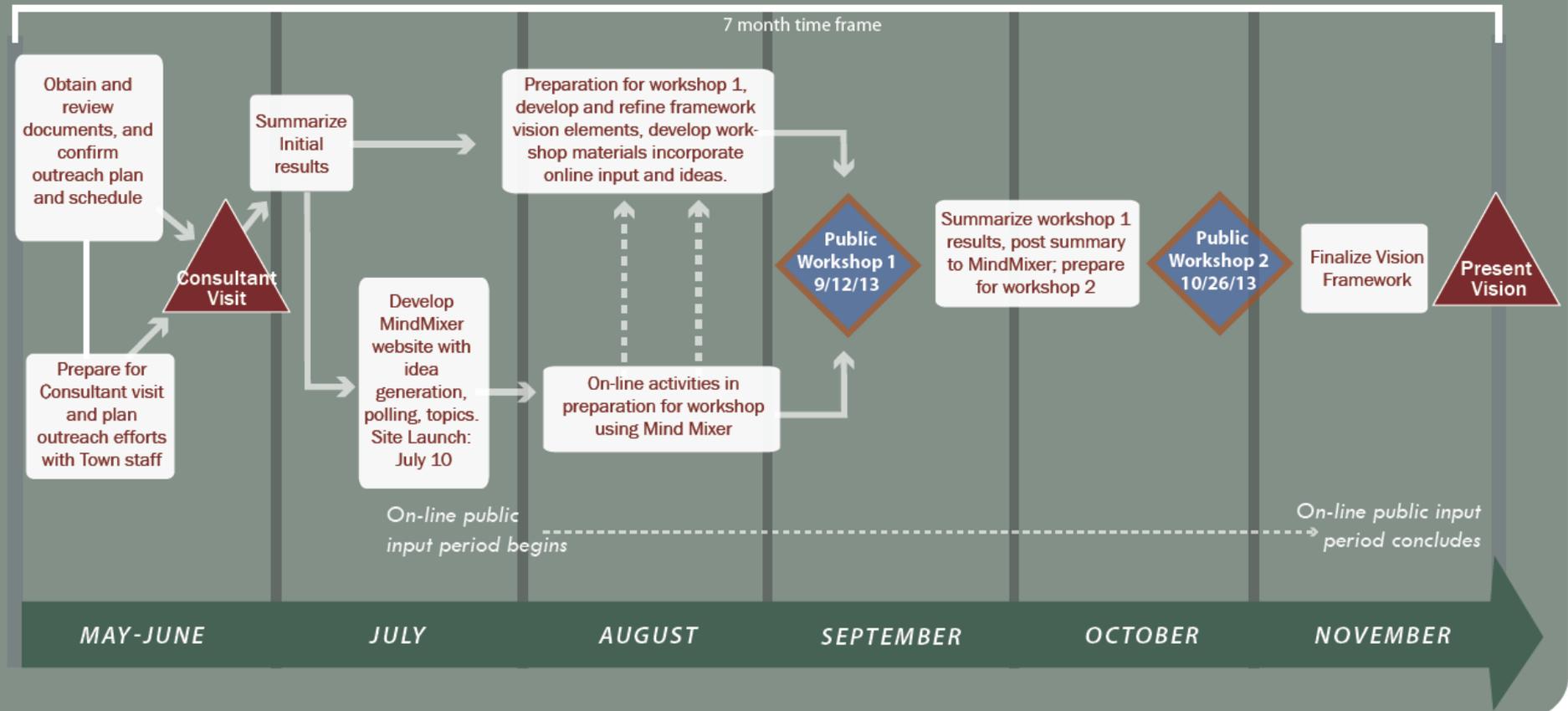
# Project Purpose

- ③ This visioning effort is part of the comprehensive plan update process.
- ③ Seven month effort that lays foundation of the comprehensive plan.



# Schedule

***we are here***





# Workshop Purpose

- ③ Review and Affirm Vision Statement
- ③ Brainstorm Implementation
- ③ Understand Where We Go Next



# Meeting Agenda

- ⊙ 9:00 a.m. Welcome and Introductions
- ⊙ 9:10 a.m. Overview powerpoint
- ⊙ 9:45 a.m. Vision Statement
- ⊙ 10:30 a.m. Break
- ⊙ 10:45 a.m. Implementing the Vision
- ⊙ 11:30 a.m. Report out and Next Steps



# Protocols/Ground Rules

- ⊙ Keep Comments Brief and Polite
- ⊙ Listen Closely to Each Other & Staff
- ⊙ Share Responsibility for the Outcome
- ⊙ Be Mindful of the Time
- ⊙ *Have Fun!*



# Role of Participants

- ③ Citizen driven process
- ③ Don't do this often, your voice matters
- ③ Ultimately council will adopt final plan
- ③ Stay involved – you are the foundation

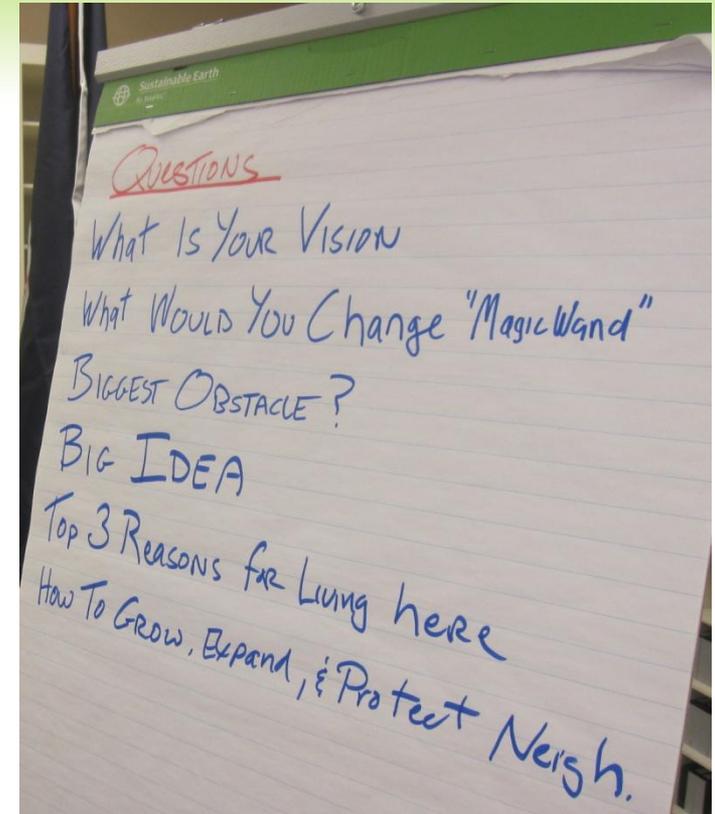


# Planning Context

- ① Visioning and “Comprehensive Planning 101”
  - ② What is a vision?
  - ③ What is a comprehensive plan?
  - ④ What is zoning?
  - ⑤ Why does it matter?



# Review of Initial Input Focus Groups – June 14

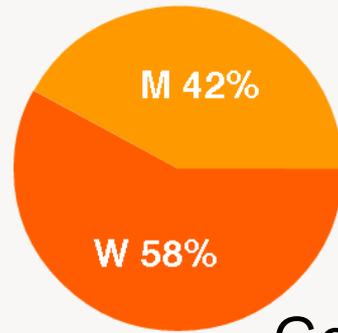




[www.EnvisionFrontRoyal.com](http://www.EnvisionFrontRoyal.com)

# July-Sept - MindMixer Usage

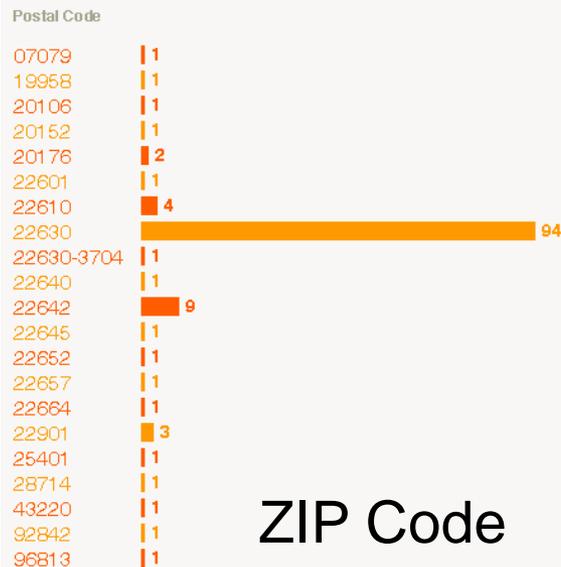
- 🎯 37 days
- 🎯 100 ideas submitted
- 🎯 175 comments
- 🎯 210 total participants
- 🎯 128 active participants



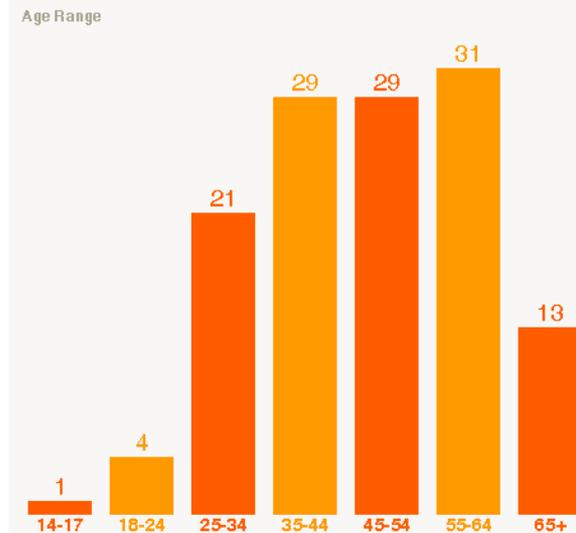
Gender

47.5

Average Age



ZIP Code



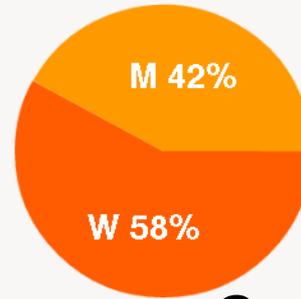
Age Group



[www.EnvisionFrontRoyal.com](http://www.EnvisionFrontRoyal.com)

# Sept – Oct – MindMixer Usage

- 🎯 79 days
- 🎯 180 ideas submitted
- 🎯 345 comments
- 🎯 251 total participants
- 🎯 165 active participants

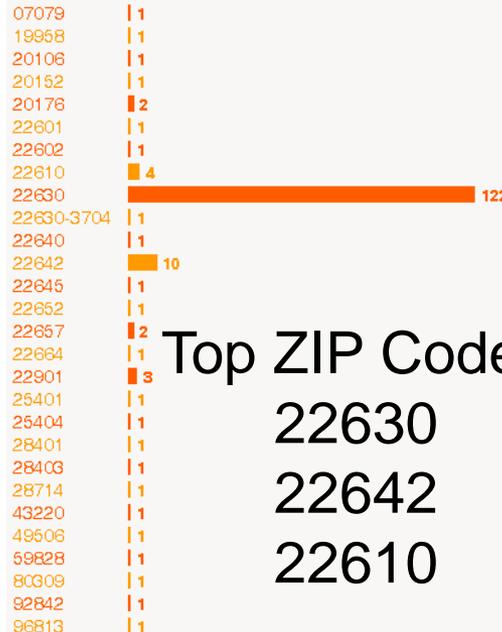


Gender

48

Average Age

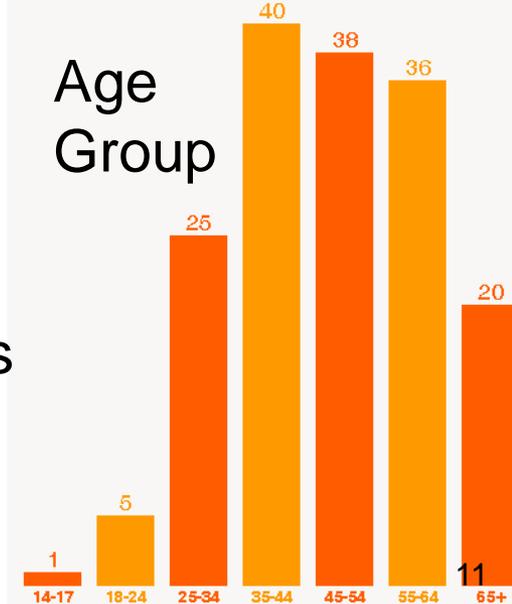
Postal Code



Top ZIP Codes

22630  
22642  
22610

Age Range



Age Group



# Your Images

## *Historic Heritage*



The Balthis House - our Heritage Society has done such a great job restoring and promoting this piece of town history, by Laura



The Heritage Society complex on Chester Street is a real asset and I love their efforts to educate citizens about the town's history, by Laura



# Your Images Assets



The local theater - our favorite place for date night. The movie theater on Main Street is a treasure and we \*love\* its ad campaign!, by Laura



Sunset from the western end of Main Street by Delilah's Art & Gifts, by Prudence, by Laura



# Your Images *Attractiveness*

Flower baskets on Main and Chester Sts make our Town beautiful and attractive to visitors, by Joan.



The (former) Bradford Pear trees at the corner of Main and Chester, by Laura



Spring twilight - in front of the Visitor Center, looking across Main Street. by Laura



# Your Images *Designation*



Appalachian Trail Community  
Designation, by SD



# Your Images

## *Gateways and Plantings*



Entering Front Royal via John Marshall Highway, by Joan

Tree stewards  
planting memorial  
tree at Happy  
Arboretum, by  
Joan





# Your Images *Good Things Happen*



Font Royal Airport Airshow Sept. 2013. Balloons landing near the South Fork of Shenandoah river.

When we all work together,  
good things happen, by

David





# Initial Input Summary of Mind Mixer

*Red are additions since September 12*

Vision	Big Ideas	Assets	Obstacles	Economic Diversification Strategies
<p><b>Vibrant Downtown:</b> <i>A vibrant, safe, and well landscaped downtown with a mix of local eclectic shops and restaurants, pedestrian activity, longer shopping hours, out-of-town visitors, stronger connection to the National Park, events and markets, and easy access by all modes. Signage makes it welcoming and easy to find.</i></p>	<p><b>New Attractions:</b> <i>Suggestions include a Skyrail from downtown to the National Park, a shooting range, paths along the River, a pedestrian mall, a River Walk, boat launch, a prominent features such a ferris wheel or tower with views, and an arts/cultural center downtown.</i></p>	Downtown	<p><b>Public Safety:</b> <i>Among the concerns are noise, property maintenance, drug use, lighting, litter, nuisance animals, and lacks of sidewalks or paths in some areas.</i></p>	<p><b>Emphasize Education:</b> <i>Good schools attract people and in turn attract companies. Emphasizing teachers and schools will pay off through economic development and jobs.</i></p>
		Skyline Drive		
	<p><b>Gateway Beautification:</b> <i>Make the Town's gateways more inviting and attractive.</i></p>	Shenandoah River		
<p><b>Tourist Destination:</b> <i>Front Royal is known for its Civil War history, arts and culture, canoeing, National Park, Appalachian Trail connection, biking, and thriving downtown. People from across Northern Virginia enjoy day trips to the Town, made easy by the VRE extension to downtown.</i></p>	<p><b>Adaptive Reuse:</b> <i>Encourage rehabilitation of historic downtown buildings through a combination of sticks and carrots and public/private partnerships.</i></p>	Gateway Corridors	<p><b>Vacancy and Maintenance:</b> <i>Improve gateways and first impressions, enforce property maintenance standards, encourage reuse of vacant buildings near downtown.</i></p>	<p><b>Government Role:</b> <i>Residents debated the role of government in promoting economic development. Some argued in favor of low taxes and less regulation to set the stage for growth while others argued in favor of public/private partnerships and infrastructure improvements. Create an economic development plan with targeted industries.</i></p>
	<p><b>DC Connections:</b> <i>Promote Front Royal as a day-trip destination and connect via commuter rail.</i></p>	Public Library and Schools		
<p><b>Preservation:</b> <i>The Town's beautiful views, historic buildings, and natural assets are preserved and enjoyed by future generations and visitors. Zoning incentives support the development Front Royal wants.</i></p>	<p><b>Plan for Happy Creek Area:</b> <i>Develop a plan for the area that promotes the Town's vision. Consider street and highway connections to the area. The Plan should be clear about how much growth to expect.</i></p>	History & Culture	<p><b>Low Awareness:</b> <i>There is a perception that Front Royal is a hidden gem. But the Town needs to promote itself better.</i></p>	<p><b>Market the Region:</b> <i>Promote Front Royal as a destination for DC area residents, promote tourism and quality of life. Launch a marketing campaign that develops the Front Royal brand.</i></p>



# Workshop 1 Recap

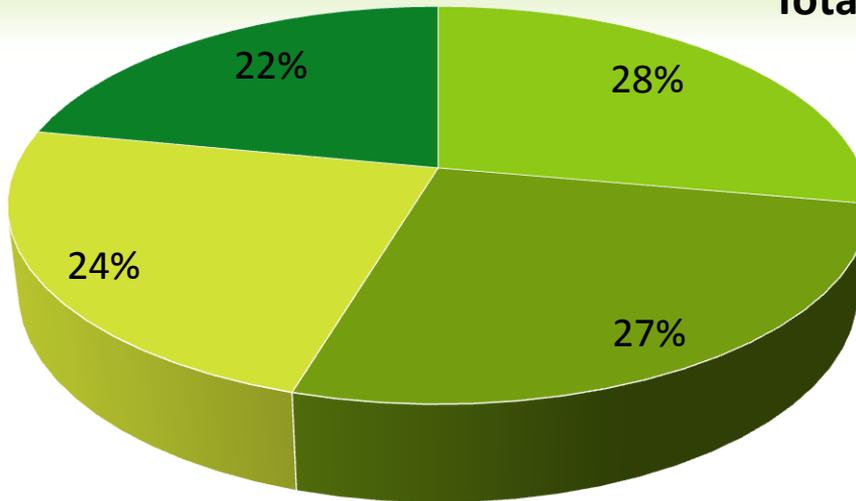
## Themes Evaluated/Voted





# Workshop 1 - A Positive Referendum On All Themes

Total Vote by Theme



- Lifelong Community
- Destination
- Preserved Assets
- Vibrant Downtown





# Review of Themes

## Theme 3 – Lifelong Community

**THEME 3 – A LIFELONG COMMUNITY.** *Front Royal is a popular place for people of all ages to live and work. Young people return to the community because of the job and recreational opportunities and good schools.*

Supporting Elements	Total	Comments/Notes
<b>Small town character</b>	24	"Baltimore of the valley"; Walkways should be attractive, shady, safe. Strips of concrete next to the road don't cut it.
<b>Safe and family-friendly</b>	23	Neighborhood watch; children parks; I don't want to have to call police because 'kids' terrorizing my neighborhood. Called 57 times in August.
<b>More professional jobs in Front Royal</b>	22	See comments regarding downtown; VRE; Need an economic plan between Town and County
<b>Easy to walk and bike places</b>	18	Connect local and regional trails for biking and walking; Systematic bike trails through historic areas; expanding the Royal Shenandoah Greenway.
Affordable	15	Make slumlords accountable for the tenants they rent to; Need owner occupied middle income housing.
A wide variety of housing types	10	Rentals need to be responsive to resident homeowners. Landlords need to be held accountable for landscaping and upkeep; Facilitate attractive 'affordable' housing (townhouses, condos)
Great schools and teachers	4	
Aging in place	0	Aging in place. There is no place for older people to move and stay in their neighborhood. Multi-use includes residences appropriate to different ages.
More ownership, pride and upkeep	0	Encourage landlords to maintain and upkeep properties. Need more ownership and more pride and more upkeep
<b>Total votes</b>	<b>116</b>	



# Review of Themes

## Theme 2 – Destination

**THEME 2 – DESTINATION.** *Front Royal is a popular tourist destination, especially for day trips from Virginia and the DC region. The visitors boost the local economy and downtown.*

Supporting Elements	Total	Comments/Notes
<b>Shopping and dining downtown</b>	26	Need diverse choices that appeal to both visitors and locals.
<b>More support and space for arts, culture, and theatre</b>	22	Need Branding - transportation and historic and current is a link between mountains and river; Publicize the Bing Crosby stadium for baseball; Current spaces dedicated to arts are at capacity, could easily expand programs that community already desires.
<b>Canoeing, biking, hiking</b>	20	Local/regional bike and hike trails; Improve lodging for visitors; Provide information/promotional brochures for local restaurants, motels.
<b>Strong connection to the National Park</b>	12	
Attractive gateways	12	Improve aesthetics of north entrance; Completely re-do South Street, make it more attractive. Noted that this is the same element as in Theme 4.
Market the town's assets	11	
Civil War history	8	Bristol VA does a great job at tourism - birthplace of country music museum. A cultural venue is needed in Front Royal. A scenic byway through valley with theme could be branded; Guided tours on a regular basis.
<b>Total votes</b>	<b>111</b>	Dominion smokestacks: one at 90', three at 180'. This is a smokestack mentality and is old thinking. Avtex cash cow.



# Theme 4 – Preserved Assets

**THEME 4 – PRESERVED ASSETS.** *The town’s historic buildings are restored for new uses, natural assets are preserved, and the town is clean and attractive.*

Supporting Elements	Total	Comments/Notes
<b>Restored historic buildings in the downtown core</b>	39	Afton Inn restored or resolved to satisfaction of all; Non-historic as well following a pre-determined architectural theme, offering tax abatements.
<b>New growth areas have been well planned</b>	13	Strong economic base is key, so we realize the need for compromise regarding growth/business; Good urban design based on successful examples elsewhere.
<b>Restored building facades</b>	11	
<b>Beautiful gateways</b>	10	North side of town could use help. This is same as Theme 2.
<b>Clean rivers</b>	10	
Neighborhoods are stable and attractive.	9	
Preserved views	6	Dominion smokestacks are not attractive.
<b>Total votes</b>	<b>98</b>	We keep saying we are not like Manassas but replacing the diner with Popeye's is Manassas, totally.



# Theme 1 – Vibrant Downtown

**THEME 1 – VIBRANT DOWNTOWN.** *Downtown is the vibrant hub of Front Royal, showcasing the region’s culture.*

Supporting Elements	Total	Comments/Notes
<b>Day and night activity</b>	20	Bike trails network through town; Bing Crosby stadium for night time concerts (w/known groups).
<b>High pedestrian activity</b>	15	Walking mall.
<b>Easy to walk and bike to downtown</b>	15	Local/Regional connecting trails.
<b>Popular with National Park visitors</b>	12	
<b>Diverse mix of uses and retail</b>	10	Attract corporations and telecommunications to downtown (mixed use similar to Alexandria); Parking Garage.
Public gathering space	9	Pocket parks, cultural, museum; connect citizens and tourists; Need more alternatives; more space for parks; amphitheater.
The place for local products	6	
Focus growth inward, not sprawl	4	Growth inward, not sprawl. Yes to redevelopment, multi-use; develop higher density; make neighborhoods update so that quality matches and can compete with new development, so that people who purchase and upgrade or restore an older property can make money when they sell it.
<b>Totals votes</b>	<b>91</b>	Liked combining this theme with lifelong community; Better define downtown and other districts. Work to establish area personalities or character profiles.



Now for Today's Efforts...

# VISION STATEMENT



# Vision Statement Review

- ◎ Read the vision statement
- ◎ Discuss and comment:
  - ◎ Any major flaws? (*This is not a word-smithing session*)
  - ◎ Is it on target? Inspirational? Accurate? Complete?
  - ◎ Can you support it as the Comprehensive Plan Vision?

# *Draft Vision Statement*

As *Front Royal* approaches the middle of the 21<sup>st</sup> century, it:



Will have a *vibrant downtown* which will serve as the hub of the community and a showcase for the region's culture. The downtown will have a diverse mix of businesses, including shopping and dining, and a high level of day and night activity, enhanced by easy access and mobility for pedestrians and bicyclists on safe, attractive walkways and trails.

Will have *preserved its major assets*, with historic buildings restored for new uses, natural assets preserved, and a clean and attractive environment throughout town. Entrances to Town will be beautiful gateways, the Town will have a strong and diverse economic base, with well planned areas for new growth which will feature excellent urban design.

# Draft Vision Statement, Cont.



Will be a *popular tourist destination*, especially for visitors from throughout the region and the state, which boosts the local economy. Front Royal will be a “brand”, linking the mountains and the river with history and the National Park, supported by strong arts, culture, and theater.

Will be a *lifelong community* for people of all ages to live and work. Young people return to the community because of the job and recreational opportunities, and good schools. The Town will have maintained its small town character, and fostered a safe, family-friendly atmosphere, including a wide variety of attractive and affordable housing.



Today's Effort...

# IMPLEMENTATION



# Implementing the Vision

- ③ Self-facilitated exercise, fifteen different top elements
- ③ Plan on about 5 minutes per poster, more or less is *your choice*.
- ③ Using post-it notes or write directly on the poster

Envision Front Royal Workshop Two, October 26, 2013

## Vision Element 1

Restored historic buildings; restored facades.



What does it mean to you?			
Action or idea	Who	When	Where
<small>Suggest one per post-it note, or pick one from the "idea bank" and adhere below.</small>	<small>Who has primary and secondary responsibility?</small>	<small>Short 1-3, Medium 4-10 years; Long 10+ Years</small>	<small>If applicable, where does this action or activity take place?</small>

## Vision Element 2

It is easy to walk and bike; there are good connections to regional trails, and expanded greenways systems; the downtown core has high pedestrian activity and amenities.

What does it mean to you?			
Action or idea	Who	When	Where
<small>Suggest one per post-it note, or pick one from the "idea bank" and adhere below.</small>	<small>Who has primary and secondary responsibility?</small>	<small>Short 1-3, Medium 4-10 years; Long 10+ Years</small>	<small>If applicable, where does this action or activity take place?</small>



# Top Fifteen Elements Selected for Further Detail

Supporting Element ( <i>top fifteen</i> )	Votes
Restored historic buildings; restored facades.	39
It is easy to walk and bike; there are good connections to regional trails, and expanded greenways systems; the downtown core has high pedestrian activity and amenities.	33
Shopping and dining downtown with diverse choices that appeal to both visitors and locals.	26
Affordable and diverse housing for many income levels, with accountable landlords.	25
Small town character	24
Safe and family-friendly	23
More professional jobs in Front Royal	22
More support and space for arts, culture, and theatre, and public spaces.	22
Attractive and beautiful gateways.	22
Enhanced active recreation opportunities such as canoeing, biking, hiking with strong connections to SNP.	20
Day and night activity	20
Market assets and history	19
New growth areas have been well planned.	17
Clean rivers	10
Diverse mix of uses and retail	10





# Implementing the Vision Use Post-Its/Markers To Answer

1. What does this **mean to you**?
2. What specific **actions** are necessary to make this a reality?
3. Who has primary and secondary **responsibility**?
4. Do these actions have a **timeframe**: short, medium or long term?
5. **Where** (if applicable) does this need to happen?



# Exercises Report Out

- ③ Review Results Together
- ③ Questions, comments, discussion?



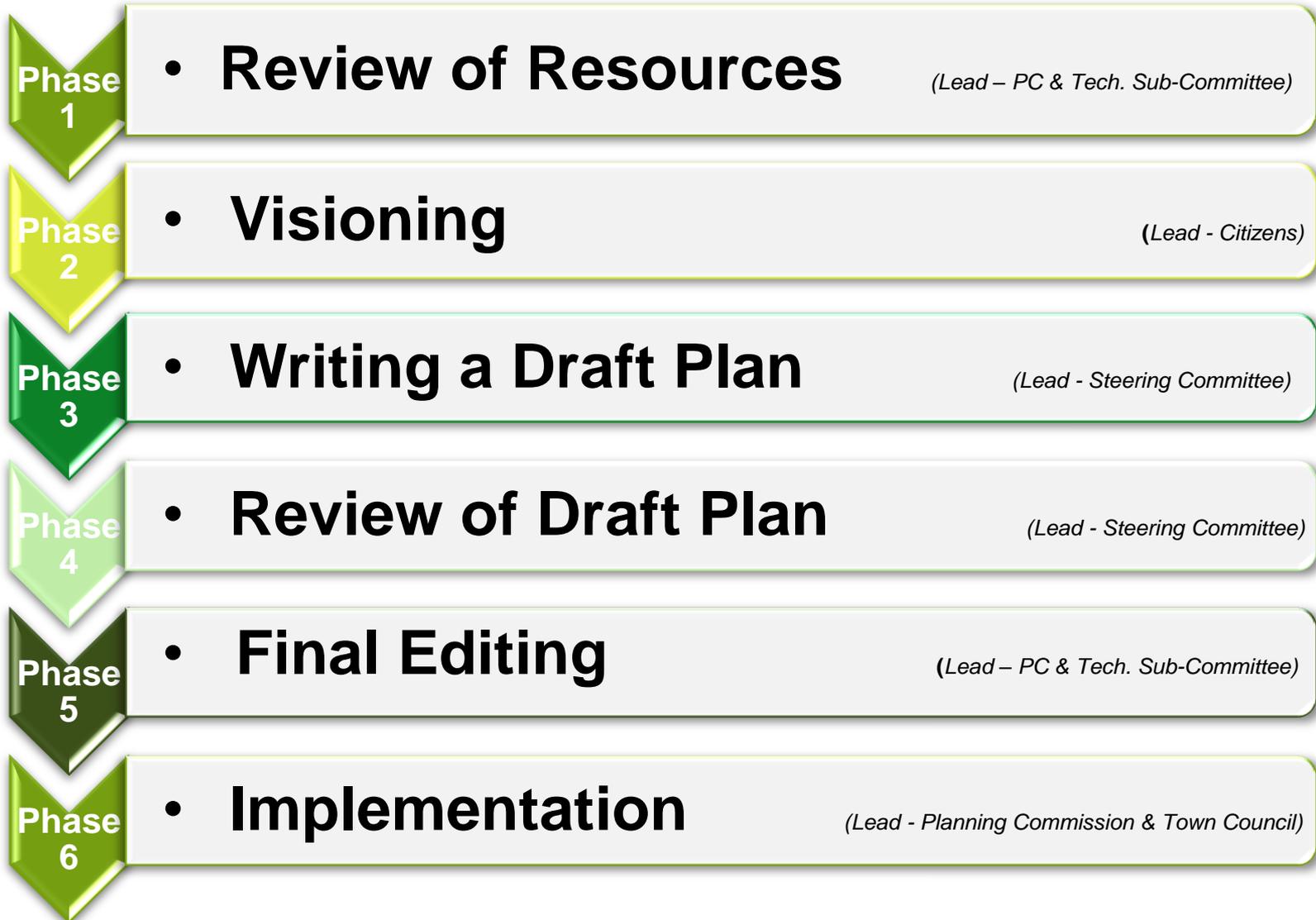
# Reporting Out/Next Steps

## Next Steps

- ◎ **US:** Draft Vision Framework Document by mid November.
- ◎ **YOU:** Provide comments, feedback on MindMixer
- ◎ **US:** Revise and Make Final Presentation to Town end of November
- ◎ **What Comes Next** in Comp Plan Process (*Jeremy*)

**Thanks for Participating!**

## *Process to Update Comprehensive Plan*



# Schedule

## Phase 1 – Preparation & Review of Resources [4 months] June 2012 – September 2012

- Approval of Review Methodology (PC/TC)
- Technical Committee Formation (PC)
- Preliminary Report on Existing Comprehensive Plan Review (TC)

## Phase 2 – Visioning [3months] October 2012 – December 2012

- Visioning Report & Survey Conclusions (Citizens)
- Steering Committee Formation (TC)

## Phase 3 – Writing a Draft Plan [5months] January 2013 – May 2013

- Draft Plan Creation (SC)

## Phase 4 – Presentation of Draft Plan [2months] July 2013 – August 2013

- Review Comment Report (Staff)

## Phase 5 – Final Editing [2 months] September 2013 – October 2013

- Final Report & Public Hearing Draft (TSC)

## Phase 6 – Final Plan Implementation [2months] November 2013 – December 2013

- Adoption of new Comp. Plan (PC/TC)

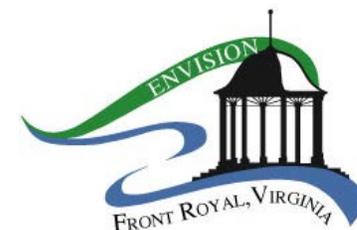
# APPENDIX E

## THEMATIC SUMMARY - FOCUS GROUPS



# Envision Front Royal – Summary of Focus Group Interview Themes

June 14, 2013



On June 14, 2013 the consultants for the Front Royal Visioning project met with five different focus groups. The groups included Town administrative staff, schools, fire-rescue, police, health, energy, businesses, culture, arts, civic, environmental groups and elected officials. The discussions revolved around six questions relating to future vision, big ideas, assets and obstacles, desired changes, and thoughts on future growth, expansion and preservation. The general themes from these interviews are summarized below.

Vision	Big Ideas	Assets	Obstacles	Changes	Grow, Expand, Preserve
<p><b>Vibrant Downtown:</b> <i>Front Royal's vibrant downtown showcases the region's unique local businesses, products, and culture and includes a good mix of uses and public gathering spaces.</i></p>	<p><b>Connect Town with National Park:</b> <i>Improve walking and biking connections between Front Royal and SNP to promote tourism and recreation. Invest in tourism enhancements such as gondola connection; improved gateways, four season activities, etc.</i></p>	<p><b>Small Town Character:</b> <i>is friendly, authentic, and easy going.</i></p>	<p><b>Lack of Citizen Engagement and Commitment to a Vision:</b> <i>Lacking a clear identity</i></p>	<p><b>Beautify the Town:</b> <i>Make the gateways more attractive, remove blight, and renovate storefronts so they are attractive to local business.</i></p>	<p><b>Focus on Downtown,</b> <i>but don't lose sight of other neighborhoods. Apply design guidelines to ensure that new development is high quality and connected to the existing community.</i></p>
<p><b>Welcoming and Attractive:</b> <i>Front Royal is welcoming, has a strong sense of community, and provides easy access to nature, which attracts many tourists and new residents.</i></p>	<p><b>Downtown Community &amp; Cultural Space:</b> <i>Add a large space downtown for theatre, arts, community events, and recreation.</i></p>	<p><b>Natural Features:</b> <i>beautiful region and rural area, rivers, National Park.</i></p>	<p><b>Aging Infrastructure and Blight</b></p>	<p><b>Encourage growth to bring in more jobs, retail, and housing, but ensure that new growth will increase housing options and recreation space while protecting critical environmental features.</b></p>	<p><b>Preserve and Restore:</b> <i>Preserve the existing historic core while providing financial incentives to restore the character of older blighted buildings.</i></p>
<p><b>A Great Place to Live, Work, Play and Stay:</b> <i>Front Royal is easy to navigate on foot and bike, and offers a wide variety of housing types and jobs, which has brought young residents back to their hometown to live, work, play, and raise a family.</i></p>	<p><b>Create a fund for revitalization:</b> <i>Support housing rehabilitation, beautification, transportation connections, façade improvements, and other revitalization projects.</i></p>	<p><b>Location:</b> <i>Proximity to DC/NoVA and is where roads, rail, and rivers meet.</i></p>	<p><b>Lack of Housing Options and Not Enough Higher Wage Local Jobs</b></p>	<p><b>Add walking and biking options:</b> <i>Connect the community and provide more access to nature through safe and comfortable bicycle and pedestrian routes.</i></p>	<p><b>Identify growth areas:</b> <i>Be explicit about where to grow and add jobs and housing.</i></p>

# APPENDIX F

## THEMATIC SUMMARY - MINDMIXER



# Envision Front Royal – Summary of Mind Mixer Ideas and Themes

July 10 – October 24, 2013



Front Royal’s residents have been sharing their ideas through the town’s new MindMixer website, [www.envisionfrontroyal.com](http://www.envisionfrontroyal.com). All residents are encouraged to visit the site and share their big ideas for the future of Front Royal. The discussion so far has pointed to several themes that are summarized below. The themes are summarized below by topic. **Red are additions Sept-Oct.**

Vision	Big Ideas	Assets	Obstacles	Economic Diversification Strategies
<p><b>Vibrant Downtown:</b> A vibrant, safe, and well landscaped downtown with a mix of local eclectic shops and restaurants, pedestrian activity, longer shopping hours, out-of-town visitors, stronger connection to the National Park, events and markets, and easy access by all modes. Signage makes it welcoming and easy to find.</p>	<p><b>New Attractions:</b> Suggestions include a Skyrail from downtown to the National Park, a shooting range, paths along the River, a pedestrian mall, a River Walk, boat launch, a prominent features such a ferris wheel or tower with views, and an arts/cultural center downtown.</p>	Downtown	<p><b>Public Safety:</b> Among the concerns are noise, property maintenance, drug use, lighting, litter, nuisance animals, and lacks of sidewalks or paths in some areas.</p>	<p><b>Emphasize Education:</b> Good schools attract people and in turn attract companies. Emphasizing teachers and schools will pay off through economic development and jobs.</p>
		Skyline Drive		<p><b>Target Retirees:</b> Promote Front Royal as a place to retire through incentives and marketing.</p>
	<p><b>Gateway Beautification:</b> Make the Town’s gateways more inviting and attractive.</p>	Shenandoah River		<p><b>Tap into Natural Assets:</b> Improve access to the river and the National Park/Appalachian Trail.</p>
<p><b>Tourist Destination:</b> Front Royal is known for its Civil War history, arts and culture, canoeing, National Park, Appalachian Trail connection, biking, and thriving downtown. People from across Northern Virginia enjoy day trips to the Town, made easy by the VRE extension to downtown.</p>	<p><b>Adaptive Reuse:</b> Encourage rehabilitation of historic downtown buildings through a combination of sticks and carrots and public/private partnerships.</p>	Gateway Corridors	<p><b>Vacancy and Maintenance:</b> Improve gateways and first impressions, enforce property maintenance standards, encourage reuse of vacant buildings near downtown.</p>	<p><b>Government Role:</b> Residents debated the role of government in promoting economic development. Some argued in favor of low taxes and less regulation to set the stage for growth while others argued in favor of public/private partnerships and infrastructure improvements. Create an economic development plan with targeted industries.</p>
	<p><b>DC Connections:</b> Promote Front Royal as a day-trip destination and connect via commuter rail.</p>	Public Library and Schools		
<p><b>Preservation:</b> The Town’s beautiful views, historic buildings, and natural assets are preserved and enjoyed by future generations and visitors. Zoning incentives support the development Front Royal wants.</p>	<p><b>Plan for Happy Creek Area:</b> Develop a plan for the area that promotes the Town’s vision. Consider street and highway connections to the area. The Plan should be clear about how much growth to expect.</p>	History & Culture	<p><b>Low Awareness:</b> There is a perception that Front Royal is a hidden gem. But the Town needs to promote itself better.</p>	<p><b>Market the Region:</b> Promote Front Royal as a destination for DC area residents, promote tourism and quality of life. Launch a marketing campaign that develops the Front Royal brand.</p>