# TOWN OF MOUNT CRAWFORD
# COMPREHENSIVE PLAN
# 2023

# MT CRAWFORD
## CORPORATE LIMITS

# *The Front Porch to Route 11*

The Town of Mount Crawford, Virginia is approaching the 200th anniversary of the initial town charter in 1825, and has retained its identity as a small, historic town along US 11. In 2021, the Town annexed 11 acres, which highlighted the need for preserving and enhancing the Town's small-town charm while thoughtfully considering the needs of future community growth. Preserving the past, and striving for the future, is reflected in the Town's Vision Statement:

**Mount Crawford embraces its small-town roots, and recognizes main street as an essential connective corridor that brings residents and visitors to the heart of town today just as it did 200 years ago.**

**Mount Crawford strives for a vibrant future that welcomes new opportunities addressing community needs, fosters leadership that is resourceful and responsive to residents, cultivates an active and engaged citizenry, and promotes a place where people know and respect each other.**

# CONTENTS

# 1. Creating the Plan

Chapter 1 outlines the planning process, including public engagement.

The front porch of Town Hall.
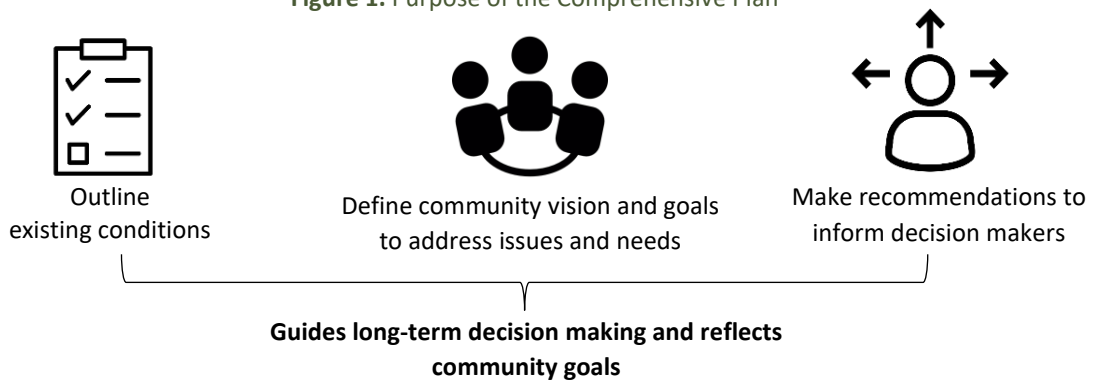
# Why Mount Crawford Developed a Comprehensive Plan

The Town of Mount Crawford Comprehensive Plan is a policy document that defines the community's long-term vision and goals.

## Proactive Planning

The Town of Mount Crawford is the smallest locality in Rockingham County, and one of the smaller communities in the state, and the Town's small-town character is a source of pride for residents. The Town has retained a sense of community through significant periods of regional development. In 2021, the Town annexed 11 acres east of Town, which renewed discussion on how to balance the Town's existing assets and with new growth, and highlighted the need to establish a long-term plan for the future.

Mount Crawford first developed a Comprehensive Plan in 1977, and updated the Plan in 1985. A student-led planning team from the University of Virginia developed a separate Plan update in 1989 in response to a large regional development that ultimately never occured. No plan or update has been conducted since. The 2022 Comprehensive Plan is the Town's first Plan in over 30 years, and is a complete rewrite.

**Figure 1.** Purpose of the Comprehensive Plan



Outline
existing conditions

Define community vision and goals
to address issues and needs

Make recommendations to
inform decision makers

**Guides long-term decision making and reflects
community goals**

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A Comprehensive Plan is a guidance document that defines the community's vision over a 25-year period and establishes goals and strategies to address issues (see **Figure 1**). The Plan is not regulatory, and is intended to assist Town staff, elected and appointed officials, and residents with addressing Town issues.

## Address State Code Requirements

Every locality in Virginia is required by state code to adopt a Comprehensive Plan. The Code of Virginia Sections 15.2-2223 and 15.2-2224 outline the required and optional Plan elements and framework. The Code requires localities address transportation, affordable housing, and broadband infrastructure issues, and review the Plan every five years to ensure document relevance.
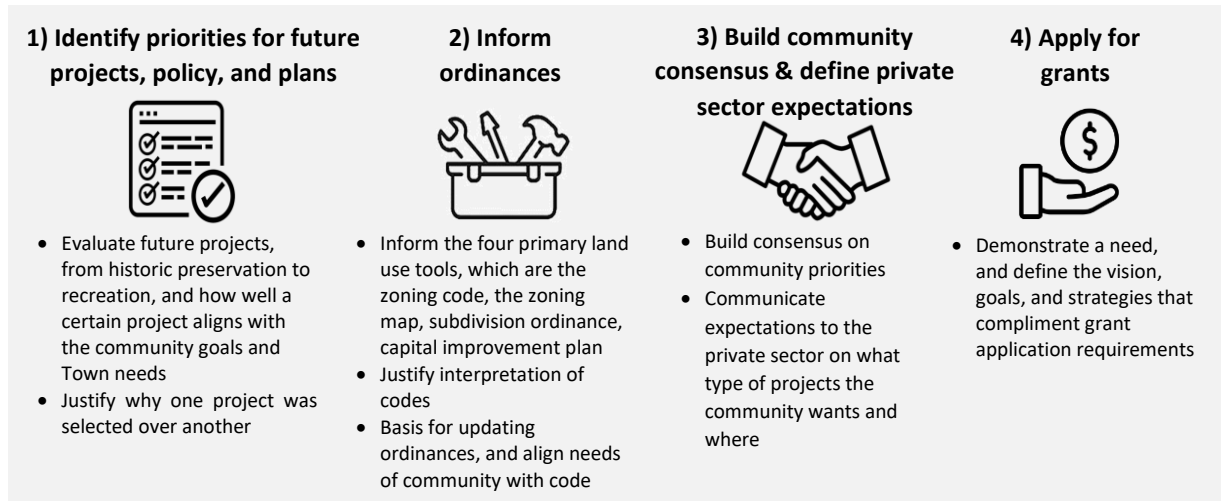


**Required by Virginia Code §15.2-2223**

*"The local planning commission shall prepare and recommend a comprehensive plan for the physical development of the territory within its jurisdiction and every governing body shall adopt a comprehensive plan for the territory under its jurisdiction."*

## Inform Future Plans and Projects

The Comprehensive Plan informs Town decision-making in four key planning areas: 1) town planning; 2) ordinances; 3) community consensus; and 4) grant funding (see **Figure 2**).



Figure 2. Four key planning areas informed by the Plan

**1) Identify priorities for future projects, policy, and plans**

- Evaluate future projects, from historic preservation to recreation, and how well a certain project aligns with the community goals and Town needs
- Justify why one project was selected over another

**2) Inform ordinances**

- Inform the four primary land use tools, which are the zoning code, the zoning map, subdivision ordinance, capital improvement plan
- Justify interpretation of codes
- Basis for updating ordinances, and align needs of community with code

**3) Build community consensus & define private sector expectations**

- Build consensus on community priorities
- Communicate expectations to the private sector on what type of projects the community wants and where

**4) Apply for grants**

- Demonstrate a need, and define the vision, goals, and strategies that compliment grant application requirements

## Companion Documents

The Comprehenisve Plan has two companion documents that should be reviewed in conjunction with the Plan:

- *Mount Crawford Comprehensive Plan Public Engagement Report, 2022*. This document summarizes the public input receiving during the first comprehensive planning public engagement phase in spring 2022

- *Mount Crawford Urban Development Area Non-Motorized Infrastructure Evaluation*. This document was developed in coordination with the Office of Intermodal Planning and Investment (OIPI) and evaluates the Town's bicycle and pedestrian facilities, needs, and identifies projects.

Other regional documents are relevant to this Plan, including the Rockingham County Comprehensive Plan 2022 Update, and the Harrisonburg-Rockingham Metropolitan Planning Organization (HRMPO) 2045 Long Range Transportation Plan 2022.
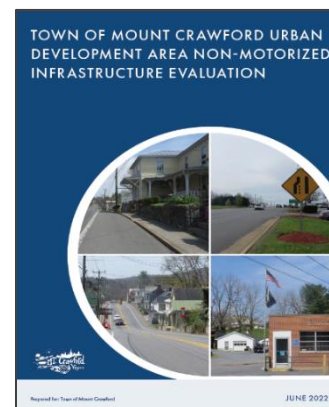
# Creating the Plan

In January 2022, Mount Crawford began developing the Town's first Comprehensive Plan since 1977. The Town's Planning Commission, Town Manager, and Zoning Adminstrator served on the Plan Committee, and the Central Shenandoah Planning District Commission (CSPDC) assisted

Plan development. The Plan Committee emphasized the importance of public engagement to ensure citizen input is reflected in the Plan.

## Planning Process

The Comprehensive Plan was developed between January 2022 to January 2023. The Plan Committee conducted an initial evaluation of the Town's strengths, weaknesses, opportunities, and threats in February 2022, and the outcomes from that activity informed two public engagement phases. The first phase involved existing conditions data collection and public engagement input sessions, and the second phase involved receiving public feedback on the draft issues.

### First Phase of Public Engagement

The first public engagement phase collected community input to assess current town conditions, and identifed future needs and priorities through a public survey and two in-person open house events. The survey was available online from mid-April until May 31, 2022. A paper version of the survey was also created and was mailed out to all residents who receive a water bill from the town. Paper copies were available throughout May 2022 at the Town Municipal Building, and at the open house events. A total of 108 survey responses were collected.

The open house events were held on May 14, 2022 at the Town Municipal Building and May 19, 2022 at the Ruritan Club. The events featured interactive stations where residents could provide input. Planning Commission and CSPDC staff were available to provide instructions and answer questions. Approximately 30 people attended the two events.

**Figure 3.** May 19 Open House event at the Ruritan Club



### *Results*

In general residents noted an overall satisfaction with living in the Mount Crawford community. The needs and priority results did not necessarily correlate to the identified priorities. As a result, both the quantitative and qualitative data should be utilized when interpreting results. The main takeaways were:

- Land conservation and historic preservation are high future priorities.

- There was low support for any future new residential, commercial, or industrial development; however, many residents indicated that commercial development should be prioritized.
- While a majority of respondents indicated they were most dissatisfied with the visual appearance of town, sidewalk conditions, and traffic circulation, these three issues were not rated as future priority improvements in relation to other issues.
- Most open house respondents preferred that bicycle and pedestrian improvements occur along US 11, specifically establishing new connections between Airport Road and Town Hall, and from Old Bridgewater Road to Cantermill Lane.
- Input from the public survey indicates that recreational development may be the least contentious and opposed form of development, but it was not indicated as a top future priority.

**Figure 4.** Resident reviewing the "What are your priorities for Mount Crawford for the next 10-20 years?" activity at the May 19 open house.
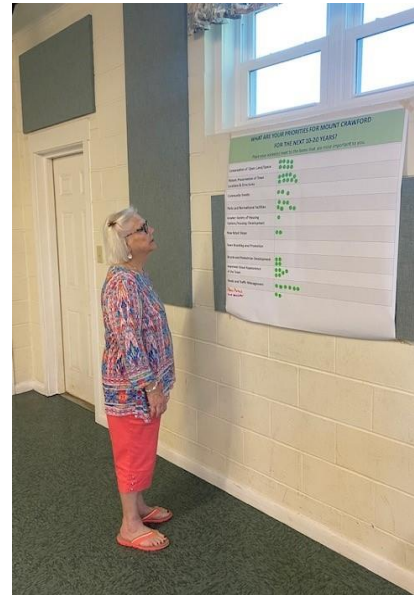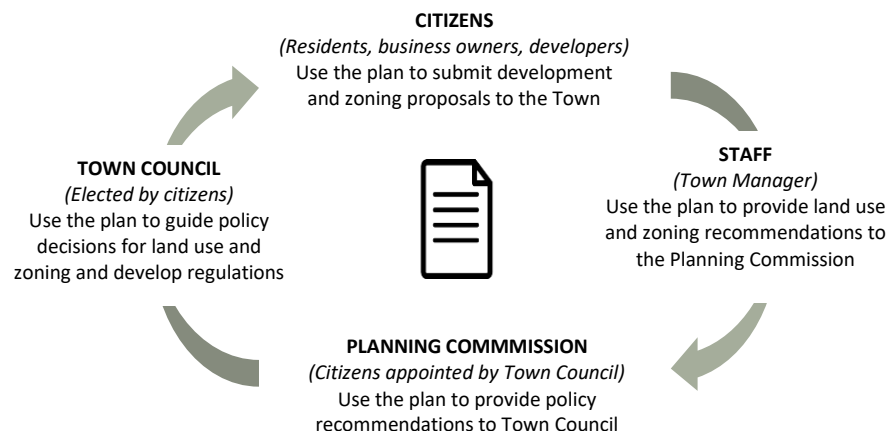


## Second Phase of Public Engagement

The Planning Committee evaluated the existing conditions data in relation to public input and group discussion and developed a draft list of key strategic issues, goals, and objectives. The draft list was available for public comment through online and paper surveys from October 1 to October 31, 2022. Respondents were able to provide a "yes/no" answer to the question "Does this list of priorities reflect your vision of Mount Crawford?", and two other open-ended questions. A total of 18 survey responses were collected, with most responses supporting the draft list.

Based on the two main public engagement phases, the Town established the final Town strategic issues, goals, strategies, action steps, and vision statement.

## Using the Plan

The Comprehensive Plan should be referenced by Town staff, elected and appointed officials, and citizens to evaluate future plans and projects (see **Figure 5**). Town staff should review the Plan every year to inform to track progress, prioritize annual projects, and allow the Planning Commission to identify necessary amendments. Chapter 4: Action Plan includes an implementation matrix and is a starting point for annual review. The implementation matrix should be analyzed and updated annually to measure achievements and reprioritize action steps to meet community goals.

**Figure 5.** How the Plan can be utilized by the public, Town staff, and decision-makers

**CITIZENS**
*(Residents, business owners, developers)*
Use the plan to submit development and zoning proposals to the Town

**STAFF**
*(Town Manager)*
Use the plan to provide land use and zoning recommendations to the Planning Commission

**PLANNING COMMMISSION**
*(Citizens appointed by Town Council)*
Use the plan to provide policy recommendations to Town Council

**TOWN COUNCIL**
*(Elected by citizens)*
Use the plan to guide policy decisions for land use and zoning and develop regulations

# 2.
# Town Profile

Chapter 2 provides an overview of the Town's existing conditions, which inform the strategic issues in Chapter 3.

# Regional Setting

Mount Crawford is located in the heart of the Shenandoah Valley and is the oldest and smallest chartered town in Rockingham County. The Town is 0.48 square miles in land area (315 acres), and is home to 439 residents as of the 2020 Census, making Mount Crawford the 54th smallest town out of 190 towns in the Commonwealth. The Town's population has almost doubled since 2000.

U.S. Route 11 is the Town's main street, which parallels Interstate-81 to the east. Both the North River and Cooks Creek border the Town, which are tributaries of the South Fork of the Shenandoah River. The Town is approximately eight miles south of the City of Harrisonburg, three miles east of the Town of Bridgewater, and five miles north from Weyers Cave, and is included in the Harrisonburg Metropolitan Statistical Area.



Town of Mount Crawford
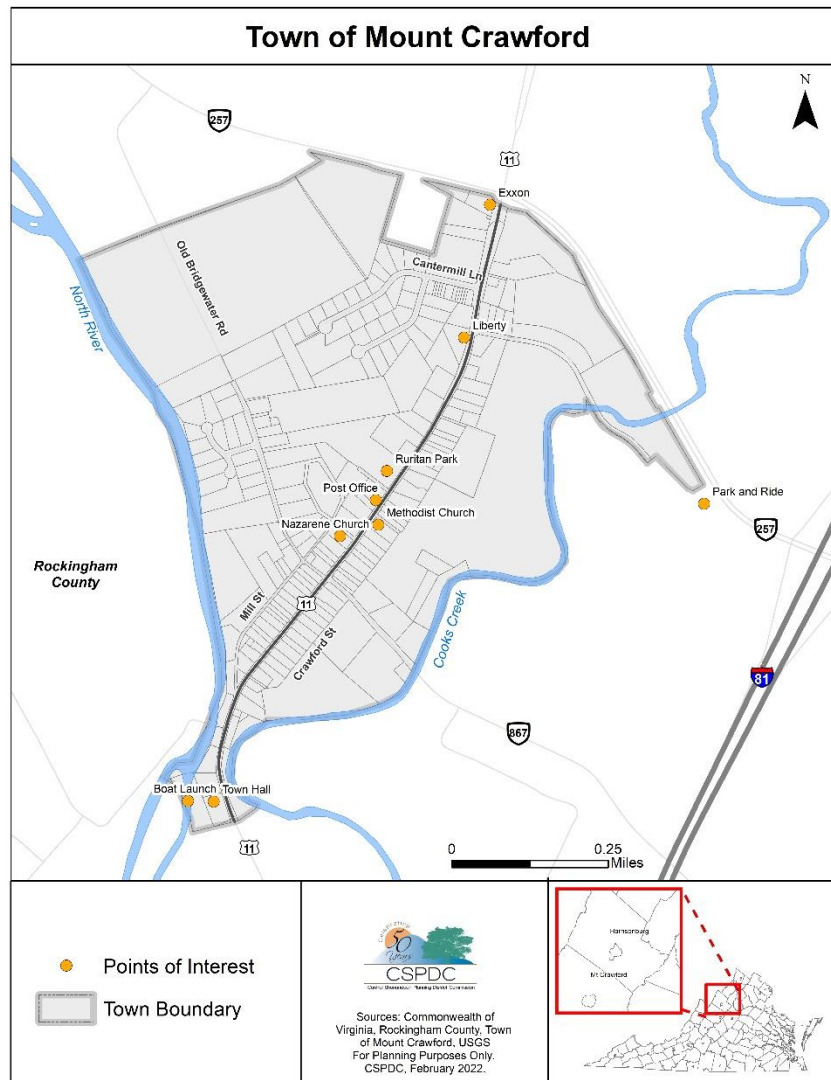
# History

### "America's most traveled main road"

The Town of Mount Crawford, formerly known as Mount Pleasant or Mount Stevens before being chartered by the Virginia General Assembly in 1825, was established along the Valley Turnpike (now U.S. 11) and defined by the development of the major north-south corridor known as the "Great Valley Road" once said to the "most heavily traveled main road in America." Mount Crawford is the oldest chartered town in Rockingham County[1].

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[1] Most information from this section is sourced from *Rockingham County: The Heartland, by Nancy Hess,* 1977, and *Images of America: Rockingham County*, by Scott Suter, 2004.

**Figure 6.** US 11 was unpaved until the 1930s *(circa early 1900s).*



Mount Crawford was a "Turnpike Town," which was a name for villages along the Valley Turnpike that accommodated travelers. The Town's reliance on the historic route is reflected in most of the historic buildings in Town being situated along the road.

## Town Charter and Early Days

In the early 1800s, North River was navigable for flatboats about three miles north of Mount Crawford to Bridgewater. In 1820, the Rockingham County court granted Jacob Kysor a *writ of ad quod damnum* to build a dam across the North River on the future Town site, and in 1825, the State granted the town charter.

**Figure7.** Toll gates were common along US 11. A traveler could pass through the Town's covered bridge for a 2-3 cent fee.

In 1835, the Town boundary expanded to 130 acres, and the Town had 25 dwellings and maintained a water system.

Between 1835 and 1918 there were tollgates on the Valley Turnpike. There was one south of Mount Crawford where a covered bridge crossed the North River. A log toll house was on the east side of Valley Pike. A traveler could pass by paying 2 or 3 cents, or as *The Heartland* noted anecdotally, "wait until after midnight when the toll keeper had gone to bed."

By 1835, Mount Crawford had 25 dwellings, two taverns, three mercantile stores, two tailors, two saddlers, two boat factories, two shoe factories, a blacksmith, a tin plate worker, a cabinet maker, a wheelwright, a cooper (maker of wooden casks and barrels), a pottery, two milliners, a gunsmith, a wagon maker, a flour mill, a sawmill, an icehouse, and a water company. The cooper shop was on Old Bridgewater Road near the First Methodist Church. One of the taverns was located on the Methodist Parsonage property, and was known as the Montique Hotel Tavern and Stage Coach Stop.

**Figure 8.** Previously known as S.C. Switzer's store, signs advertise Coca-Cola, Old Dutch Cleanser, Bull Durham Cigars, and Rumford Baking Power.



**Figure 9.** In 1885 the Town had two flour mills and was known as a regional milling center. Mount Crawford Flouring Mill produced 60 barrels of flour a day by 1900. A fire destroyed the mill in 1962.

## Civil War and Reconstruction

A historical account notes that the Civil Was "was not kind" to Mount Crawford. Confederate forces scrapped the Town's lead pipe water system for bullets, and Mount Crawford was the site of continuous troop movements, including when confederate troops blocked the passage of Union troops across the North River before the Battle of Piedmont in Port Republic in June 1864. Union General Philip Sheridan raided and burned the Town during the Shenandoah Valley raid between September 27 and October 8, 1864. The last Civil War engagement in Rockingham County occurred outside of Town on February 28, 1865.

The Town rebuilt after the war and continued to be a focal point for regional trade. In 1870, the Town's population peaked with 901 residents according to the U.S. Census, which could reflect an increase in post-Civil war industry and new census methods accounting for minority groups and emancipated African Americans. In 1885, the Town supported 100 residences, two flour mills, a tannery, a plant nursery, several mercantile stores, and an agricultural shop. There were dams across both Cooks Creek and North River at the mill locations, and the Town was known as a regional milling center.

James. O. Myers' colorful account of Town life in the 1870s, documented in *The Heartland,* illustrates the busy Valley Pike with horse drawn wagons and travelers. He recalled his mother was "always busy, bothered with canvassers, peddlers, folks wanting something to eat or drink, and would say, "This house is too close to the pike.'" In 1895, Mount Crawford was incorporated as a Town.

**Figure 10.** A young boy carries flour from North River Mills, one of the Town's two flour mills in 1886.



**Figure 10.** Two cars travel down the unpaved, one-lane Valley Pike between Harrisonburg and Mount Crawford, circa early 1900s before US 11 paving began in 1918.

## US 11 and Route 81

The Virginia Highway Commission purchased Valley Turnpike in 1918, and began paving what would become US 11. In the 1930s the road was widened to a minimum of 40 feet, which eliminated the front yards of many houses along the road and now defines the Town's characteristically narrow streetscape.
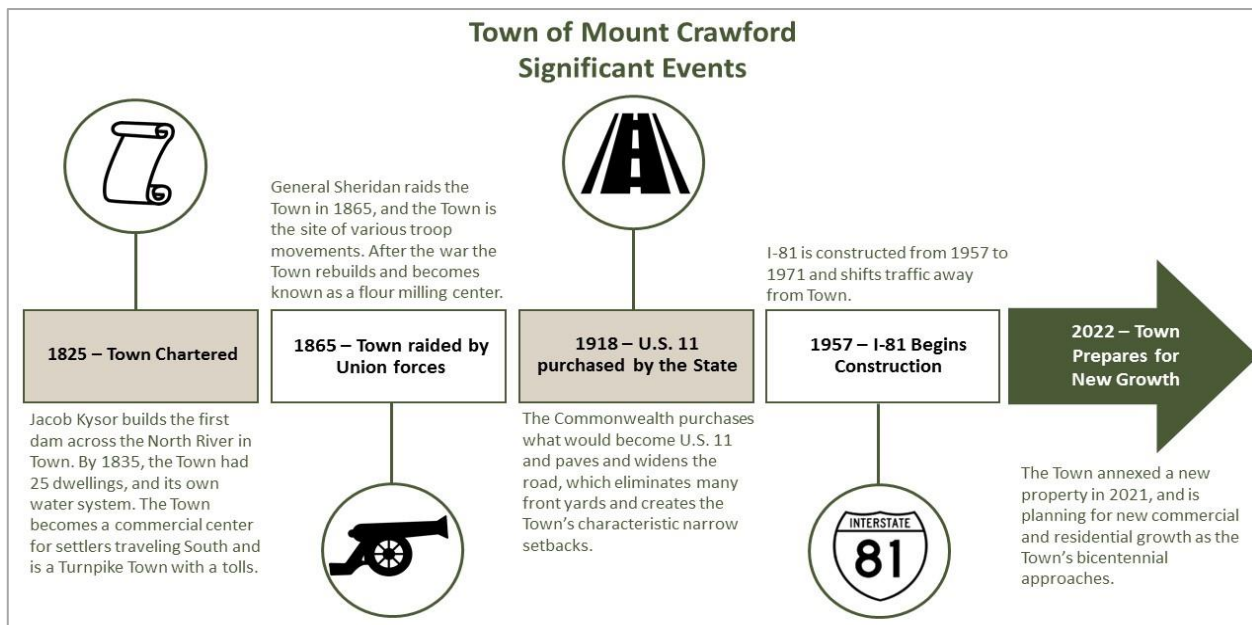
In 1962, the Mount Crawford Flour and Gain Mill burned down, marking the end of the Town's history as a Valley milling center.

Between 1957 and 1971, the Commonwealth constructed the Virginia portion of U.S. Interstate 81, which runs parallel to US 11. The new route shifted major north-south traffic in the region off US 11 and onto the interstate.



**Figure 11.** David Shank of Mount Crawford flies a Revolutionary War-era flag from the Mount Crawford overpass along I-81 in remembrance of 9/11. The nearby interstate continues to have a significant impact on the Town.

**Figure 12.** Summary of significant historic events



**Town of Mount Crawford Significant Events**

General Sheridan raids the Town in 1865, and the Town is the site of various troop movements. After the war the Town rebuilds and becomes known as a flour milling center.

I-81 is constructed from 1957 to 1971 and shifts traffic away from Town.

**1825 – Town Chartered**

**1865 – Town raided by Union forces**

**1918 – U.S. 11 purchased by the State**

**1957 – I-81 Begins Construction**

**2022 – Town Prepares for New Growth**

Jacob Kysor builds the first dam across the North River in Town. By 1835, the Town had 25 dwellings, and its own water system. The Town becomes a commercial center for settlers traveling South and is a Turnpike Town with a tolls.

The Commonwealth purchases what would become U.S. 11 and paves and widens the road, which eliminates many front yards and creates the Town's characteristic narrow setbacks.

INTERSTATE 81

The Town annexed a new property in 2021, and is planning for new commercial and residential growth as the Town's bicentennial approaches.

## Historic Resources

As the oldest chartered town in Rockingham County, much of the Town's historic structures remain. However, the Town currently has no properties designated on the national or state register of historic places. The Contentment property one mile southeast of Town was placed on the National Register of Historic places in 2006, and is a two-story, five bay, brick federal style residence that served as the headquarters of Confederate Brigadier General John, D. Imboden in June 1864. According to the 1987 Comprehensive Plan update, the then Virginia Department of Historic Conservation recommended that Mount Crawford would be eligible for future historic designations.

# Town Structure

## Form of Government

Mount Crawford is represented by an elected member on the Rockingham County Board of Supervisors for the District 4 – Ashby Magisterial District. The Town operates a Council-Manager government system.

The Town Council is the governing body and comprised of an elected mayor and six elected Council members.

The Town Council receives assistance from three advisory boards that are appointed by Council: a seven-member Planning Commission overseeing planning and land development, the Board of Zoning Appeals considering requests for variances from the zoning ordinance, and the Economic Development Authority. The members of Council and the three boards each have four-year terms.

The Town Council appoints the Town Manager to oversee the day-to-day management of town operations, budgeting, and services, and serves as the staff member for the Town Council and three advisory boards. The Town Manager is the only Town employee and receives assistance from three contractors that serve as the assistant Town Manager, Zoning Administrator, and Town Attorney.



**Figure 13.** Town structure
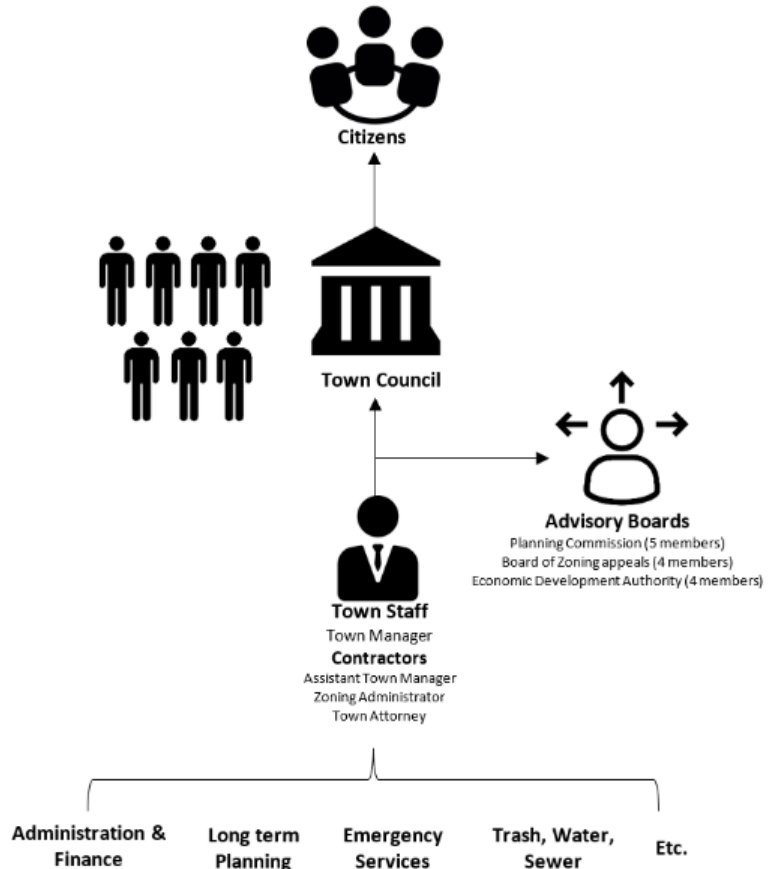
## Income and Expenditures

Based on 2021-2022 Town income and expenditures, excluding the one-time boat launch grant and contingency/carryover amount, the top income generators were water/trash/sewer income, water connection, and meals tax income. The top three expenditures were police services, capital improvements, and water. The total Town budget was $535,750. The Town does not maintain a Capital Improvement Plan (CIP).

# Town Services and Facilities

The Town administers water, sewer, and trash services, and maintains cooperative agreements with Rockingham County and the Town of Bridgewater for other services. Potential new development illustrates the importance of building strong relationships with the County and Bridgewater.

There are few recreational services or facilities. However, the recent completion of the Department of Wildlife Resources (DWR) boat launch, and the potential for new residential and commercial development provide an opportunity new facilities.

## Municipal Agreements

The Town of Mount Crawford administers water, sewer, and trash service, and has agreements for other services with Rockingham County and the Town of Bridgewater, which are vital to the provision of daily services. Partner assistance includes membership in the Greater Rockingham Waste Management Planning Region, assistance from Bridgewater Police and Rockingham County Sheriff's Department, and County assistance with building inspection, health department assistance, and animal control.

## Utility Services

Rockingham County maintains water infrastructure, and the Harrisonburg-Rockingham Regional Sewer Authority (HRRSA) maintains sewer infrastructure. The Town is responsible for billing for each service. **Map 1** provides an overview of the utility locations in Town. Potential future development could significantly increase the Town's utility infrastructure for water, sewer, and trash services.

### Water Service

Rockingham County Public Works conducts maintenance and water meter readings, and the Town bills monthly water usage. As of April 2022, the minimum bill is $23.30 for 1,000 gallons, and $0.71 per additional 100 gallons.

The town currently has 192 water hook-ups. The Town recently approved a new townhome development on Parsons Court that will add approximately 50 new hook-ups. The Town is allowed 30 hook-ups per year due to an agreement with Rockingham County; however, the County is allowing special permission for the 69 approved townhomes.

### Sewer Service

The HRRSA provides wastewater treatment service to the Town, and the City of Harrisonburg and the Towns of Dayton, Bridgewater and nearby areas in the County. HRRSA is governed by an eight member Board of Directors composed of four members appointed by the City of Harrisonburg and one member each appointed by the other member jurisdictions.

### Trash Service

Mount Crawford contracts with Waste Management for trash collection service, which is every Friday. Billing for trash services is included in the monthly water and sewer bill. The April 2022 rate was $12.50 per month.

## Emergency Services

The Town has agreements with Bridgewater and Rockingham County for the provision of police, fire, and rescue squad services.

### *Police*

The Town of Bridgewater Police Department provides law enforcement. Bridgewater has nine full-time police officers, and personnel conduct daily patrols of the Town. From January 2019 to December 2021, Bridgewater Police recorded 15 total incidents in Mount Crawford, with nine of the incidents categorized as "crimes against property" (see **Table 7**).

**Table 7.** Police Incidents in Mount Crawford, 2019 - 2021

| Offense | Category | Total |
|---|---|---|
| **2019** | | |
| Simple assault/intimidation | Crimes against persons | 1 |
| Counterfeiting/forgery | Crimes against property | 1 |
| Drug offense | Crimes against society | 2 |
| **2020** | | |
| Simple assault/intimidation | Crimes against persons | 1 |
| Larceny | Crimes against property | 3 |
| Fraud | Crimes against property | 1 |
| Property damage/vandalism | Crimes against property | 2 |
| **2021** | | |
| Robbery | Crimes against persons | 1 |
| Larceny | Crimes against property | 1 |
| Property damage | Crimes against property | 1 |
| Weapons law violations | Crimes against society | 1 |

### *Fire Department*

The Town of Mount Crawford is located in the Bridgewater Fire District and receives assistance from the Bridgewater Volunteer Fire Department, along with paid staff from Rockingham County Fire and Rescue, both of which are the primary first responders in Mount Crawford.

### *Rescue Squad*

The Bridgewater Volunteer Rescue Squad and Rockingham County Fire and Rescue are the first responders for medical emergencies.

## Recreation and Events

The Town maintains one recreational space at the DWR boat launch on the North River adjacent to Town Hall, which will be complete in 2022. The Mount Crawford Ruritans

**Figure 18.** The Ruritan Park is located in "the heart of Mount Crawford."

maintain the Mount Crawford Community Park, which has a walking trail and is open to public use. The Ruritans were established in the 1950s, coordinate several community events annually, and maintain a prominent presence in the Town (see **Figure 18**).

### Neighboring Parks

Monger Park, which is located less than a half mile north of Town on US 11, provides athletic fields. Town residents can also access 12 different parks in nearby Bridgewater.



**Figure 19.** A Free Little Library along the Community Park Trail.

### Events

There are several annual community events, highlighted by the annual Christmas Tree lighting, Fall Festival, Stuff the Bus campaign, and annual Ruritan Lawn Party.

## Schools & Libraries

There are no schools in Town. The closest public schools are Turner Ashby High School and John Wayland Elementary School in Bridgewater, Wilbur S. Pence Middle School in Dayton, and Pleasant Valley Elementary School in Harrisonburg, all of which are operated by the Rockingham County School Board. Bridgewater College in Bridgewater, James Madison University and Eastern Mennonite University in Harrisonburg, and Blue Ridge Community College in Weyers Cave are nearby post-secondary education institutions.

The Massanutten Regional Library system's closest branches are the North River Library in Bridgewater and the Massanutten Regional Library in Harrisonburg. Bridgewater College's library is also available to the public.

# Demographics

The U.S. Census Bureau is the main demographic data source. Additional data sources include the University of Virginia Weldon Cooper Center, the Town of Mount Crawford, and the Virginia Department of Housing and Community Development. The 2019 five-year American Community Survey (ACS) estimates are used due to the limited 2020 Census data.

## Population Trends and Projections

### Trends

The Town's population peaked in 1870[2] with 901 people according to U.S. Census data; however, this number is not consistent with the historic average between 1880 and 2000, during which the population averaged 286 people. The 1870 Census was the first census to include detailed information on African-Americans, and was the first Census after the Civil War, which may have resulted in count irregularities. From 1880 to 2000, The Town had over 300 people in 1900, 1950, and 1980, and a peak population of 330 people in 1900.

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[2] U.S. Census 1870, page 282: https://www2.census.gov/library/publications/decennial/1870/population/1870a-27.pdf

The population increased from 254 in 2000, to 439 in 2020, which is a 70 percent increase. The 2020 population density is 878 people per square mile based on the pre-2021 Town annexation boundary. The Town's population, while stable, has not increased in size in relation to Rockingham County and State growth during the same time period (see **Table 1**).

**Table 1.** Historic Population Change in the Town, County, and State

| Year | Mount Crawford | % Change in Population | Rockingham County | Virginia (in millions) |
|---|---|---|---|---|
| 1950 | 303 | - | 35,079 | 3.318 |
| 1960 | 247 | -18% | 40,485 | 3.966 |
| 1970 | 276 | 12% | 47,890 | 4.648 |
| 1980 | 315 | 14% | 57,038 | 5.346 |
| 1990 | 228 | -28% | 57,482 | 6.187 |
| 2000 | 254 | 11% | 67,725 | 7.078 |
| 2010 | 353 | 39% | 74,922 | 8.00 |
| 2011 | 371 | 5% | 75,633 | 8.101 |
| 2012 | 408 | 10% | 76,353 | 8.185 |
| 2013 | 448 | 10% | 76,885 | 8.252 |
| 2014 | 454 | 1% | 77,345 | 8.311 |
| 2015 | 431 | -5% | 77,785 | 8.362 |
| 2016 | 419 | -3% | 78,427 | 8.41 |
| 2017 | 403 | -4% | 78,653 | 8.464 |
| 2018 | 400 | -1% | 79,444 | 8.501 |
| 2019 | 393 | -2% | 80,284 | 8.536 |
| 2020 | 439 | 12% | 83,757 | 8.631 |

### Projections

Future population projections consider growth over a 25-year period from the base-year 2020 population of 439 people to 2045. Projections are all based on the historic average annual growth rate projections. Since 1950, the Town's population increased by 126 people, or by about 23 people per decade, which is an annual growth rate of approximately .70 percent. This growth rate currently reflects the current average annual population growth rate of the U.S., which is between .70 and .90 percent per year, but is lower than the statewide average of 1.15 percent annually.

Projections consider three growth rates characterized as "stable," "moderate," and "exceptional." The stable growth rate is based on the historic .70 average. The modest growth rate of 1.2 percent is based on the historic rate, the Town's projected growth in relation to the overall growth rate of the Harrisonburg-Rockingham Metropolitan Planning Organization (HRMPO) region, which includes portions of Rockingham County, Bridgewater, Dayton, and Harrisonburg, and the Commonwealth's average growth rate. The exceptional growth rate of 2.5 considers historic growth, regional growth, the potential growth from the Town's 2021 annexation, planned and proposed future residential and commercial development, and the Town's preferred vision for future growth over the next 25 years.

By 2045, the stable projection estimates the Town's population will be 522 people (18.9 percent growth), the moderate projection estimates 592 people (34 percent growth), and the exceptional estimate estimates 820 people (86.7 percent growth) (see **Figure 14**[3]).



**Figure 14.** Projected Growth Rates for Stable, Moderate, and Exceptional Population Growth, 2020 - 2045
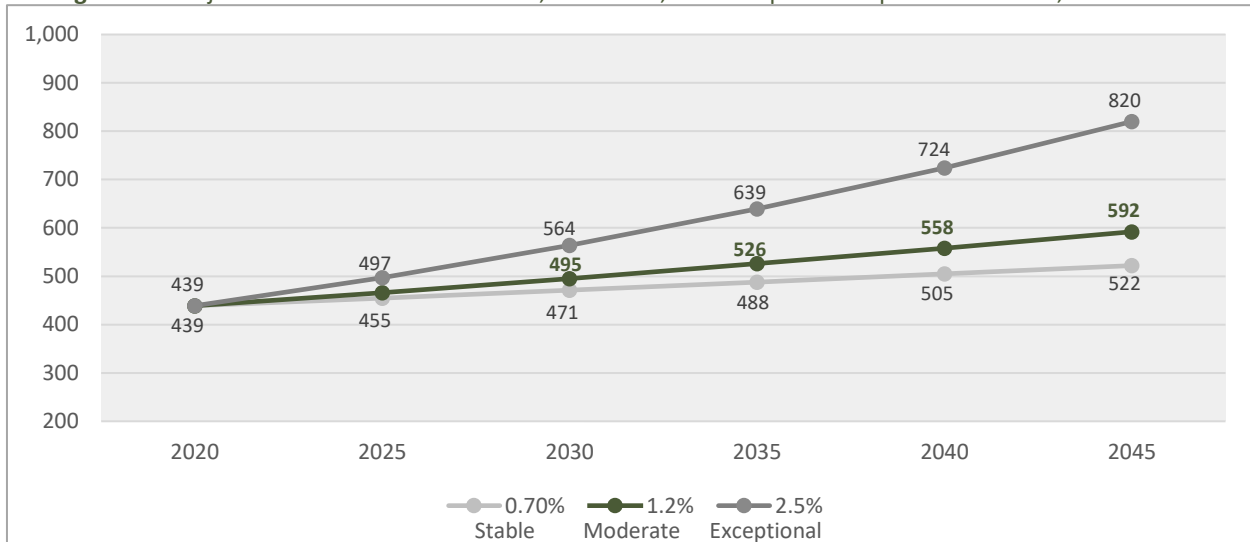
Based on planned and proposed residential and commercial development, the Town anticipates an exceptional growth rate until 2035, followed by a stable growth rate from 2035 to 2045. As a result, the Town's population is estimated to increase by approximately 200 – 250 over the next 25 years.

## Population Characteristics

### *Age*

In 2019, the median age in Mount Crawford was 38.1 years, compared to the Rockingham County average of 41.6 years, and the state average of 38.5 years (see **Table 2**). The elderly population is defined as persons age 65 and older. Mount Crawford's elderly population is 11 percent, which is below the state average of 15.9 percent; however, the Town has a high percentage of individuals aged 55-64, which indicates that the Town's elderly population may increase in the future.

The total population of the school age group, those between the ages of 5 and under 18, increased from 7 in the year 2000, to 24 in 2019. The total population of working age, those between the ages of 18 and 64, was 163 people in 2000 and 284 people in 2019, or 72 percent of the population. The elderly population increased from 34 people in 2000, to 44 people in 2019, or 11.2 percent of the population.

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[3] Source: U.S. Census Decennial Census, 1950 - 2020; Weldon Cooper Center, Intercensal Estimates, 2019.
*Note: To calculate estimated Population each year, the average annual compounded growth rate for the 1950-2020 period was calculated and then applied to the Weldon Cooper Center regional population projection.

**Table 2.** Age Groups, 2019

| Age Groups | Mount Crawford | % of Population | Rockingham County | % of Population | Virginia | % of Population |
|---|---|---|---|---|---|---|
| Under 5 years | 24 | 6% | 4,446 | 5% | 499,906 | 6% |
| 5 – 18 years | 40 | 10% | 13,381 | 16% | 1,357,699 | 16% |
| 18 – 24 | 28 | 7% | 7,246 | 9% | 805,157 | 9% |
| 25 – 39 | 116 | 30% | 14,362 | 18% | 1,768,034 | 21% |
| 40 – 54 | 49 | 12% | 15,345 | 19% | 1,630,627 | 19% |
| 55 – 64 | 91 | 23% | 11,142 | 14% | 1,115,720 | 13% |
| 65 + | 44 | 11% | 16,062 | 20% | 1,358,336 | 16% |

### Ancestry and Diversity

According to 2019 ACS data, German is the most common ancestry, which represents 27 percent of residents followed by 10 percent Irish, 7.6 percent English, and 7 percent Scottish.

The Hispanic or Latino group comprises of 7.1 percent of the population, and other non-white groups are marginally represented. As a result, the Town is less diverse than other neighboring localities. Harrisonburg is the most diverse area locality and has the highest percentage of both African American (8.1%), and Hispanic or Latino (23.2%) populations, while Rockingham County's population is 2.2% African American and 8.4% Hispanic or Latino. Statewide, African-Americans comprise 18.6 percent of the population, and Hispanic or Latino 10.5% percent of the population.

The 2019 ACS data also indicates that 131 people, or 33 percent of the population, are from a different state. Twenty-nine individuals, or 7.3 percent of the population, are foreign born.

## Socio-Economic Indicators

### Education Obtainment

According to 2019 ACS data, the Town had 50 people, or 12.7 percent of the population, enrolled in school, with 27 students enrolled in pre-school through 8th grade, and 12 high school students.

Mount Crawford is below regional and state averages for education attainment, with 33.3 percent of the population receiving a post-high school education including an Associate's Degree or higher, and 20.8 percent receiving a Bachelor's Degree or higher. Comparatively, 26.2 percent of the population in Rockingham County has a received a Bachelor's degree or higher, and 39.6 percent statewide.

**Figure 15.** Educational Attainment



Percent of Population with Bachelor's Degree or Higher
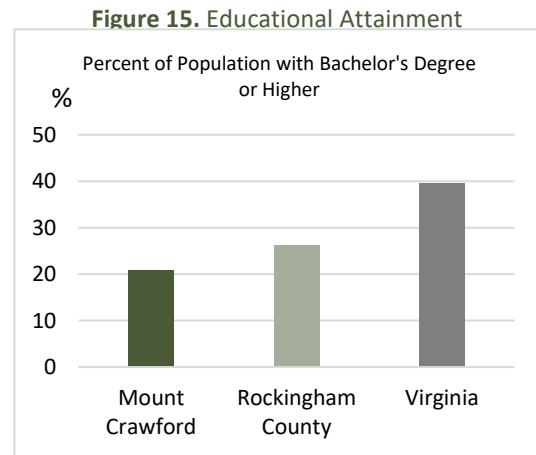
### Poverty Percentage

The Town has a low rate of poverty. According to 2019 ACS estimates, the percentage of people living below the poverty line was 1.8%, compared to 28.3% in Harrisonburg, 7.1% in Rockingham County, and 9.9% statewide.

### Healthcare Access

In 2019, 37 people, or 9.4 percent of the population was categorized as "disabled," which is lower than the Rockingham County average of 12.9 percent, and the state average of 11.8 percent. Thirty of the 37 people in Town are below the age of 65, with most aged 35 – 64. Twenty-three of the 37 people had an ambulatory difficulty. About 12 percent of the population in Rockingham County is uninsured, which is near the state average. Town-specific data for health insurance status was unavailable.

### English Language Proficiency

The U.S. Census records data on the percentage of the population over the age of 5 that speaks English "less than very well, and has at least some difficulties speaking the language." The 2019 ACS estimates indicate only two of the 169 households in the Town are limited English-speaking. The regional average is 15.6 percent, and the state average is 16.3 percent. Approximately 9.8 percent of Town households speak a language other than English.

### Internet and Broadband Access

Approximately 90 percent of households in Mount Crawford have internet access, compared to the statewide average of 83.9 percent, which indicates that broadband access is not an issue in Town. Of the 169 households in the Town, 155 households have a computer, and 152 households maintain an internet subscription, according to 2019 data.

### Automobile Ownership

The U.S. Census records data on the number of zero car households by census block group to determine what percentage of the population does not own a vehicle. The percentage of zero car households was calculated by dividing the sum of zero car households by the total number of households per block group. In 2019, on average only 6 households, or 3.4% of the Town's population, have no cars, compared to 6.6% of households in the region, and 6.1% statewide.

## Summary

Mount Crawford's population has remained stable since the late 1900s, but the Town's growth rate is below regional averages. Population projections over the next 25 years estimate the population will increase by approximately 200 – 250 people. Mount Crawford is less diverse than the surrounding region, with Hispanic or Latino group being the largest minority group. The Town has a lower percentage of elderly individuals and higher percentage of individuals in the workforce compared to other localities in the region, although formal education rates are below regional averages. The Town has an extremely low poverty rate, low disability percentage, as well as high percentages of the population with English proficiency, internet access, and car ownership.

**Figure 16.** Demographic Summary



| Census | | | |
|---|---|---|---|
| **439** Total Population | **38.1** Average Age | **11%** Elderly Population | **73%** Working Age Population |
| **7.1 %** Hispanic or Latino | **1.8 %** Poverty Rate | **96.8%** Household Car Ownership | **90%** Internet Access |
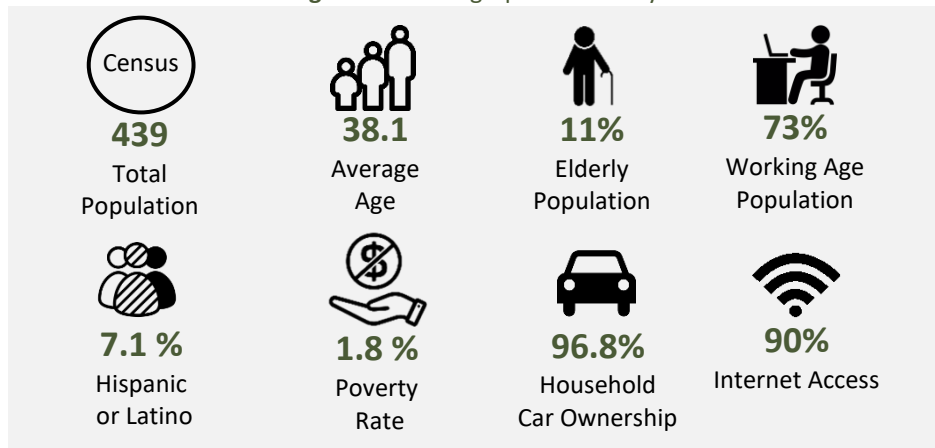
# Land Use and Environment

## Land Use

The Town's area is about 330 acres following the annexation of 11 acres between Friedens Church Road and Parsons Court in 2021. The new land was rezoned to commercial and planned unit development (PUD) uses. The Town's zoning map illustrates where different uses are permitted through five zoning districts**. Table 3** shows each zoning district by acreage. Most land is zoned either for residential or conservation. Residential zoning districts are mainly along Main Street, Saddlebrook, and along the North River, while the conservation zoning district is mostly east of US 11.

**Table 3.** Zoning District Acreage

| Zoning District | Area in Acres | Percent |
|---|---|---|
| R-1: Residential | 174.3 | 58.4 |
| C-1: Conservation | 55 | 18.4 |
| R-PUD: Planned Unit Residential Development | 36 | 12.1 |
| B-1: Business | 25.4 | 8.5 |
| P-1: Public Use | 7.7 | 2.5 |

Most of the minimally developed or vacant land not zoned for conversation is northwest of Town. Any new development is more likely here and in the commercial designated areas along the Friedens Church and Dinkel Avenue corridor.

## Development Considerations

The Town is characterized by relatively flat topography along US 11, rolling ridges east of US 11, lower lying land west of US 11, and floodplains along the two water bodies defining the Town boundary. There are minimal development constraints outside of the floodplain areas.

### Soils and Karst

The Shenandoah Valley consists of limestone and dolostone rock karst topography, which can result in the creation of sinkholes and caves. There are 23 different soil types within the Town boundary. Over 95% of the Town has limestone as the primary bed rock, and the Town has several karst sinkhole areas (see **Map 2**). Nonetheless, Town soils are well-drained and are suitable for development and placement of structures, according to the United States Geologic Survey (USGS).

### Slope

Areas with slopes between 15-25% pose some development limitations, and slopes greater than 25% are considered development constraints, and unsuitable for building due to increased risk of soil erosion and slope failure. Most of the Town is level to gently rolling with slopes of less than 15%. Slopes greater than 15% are along the North River west of Town, and along Cooks Creek east of Town (see **Map 2**). Generally, slope is less pronounced west of US 11.
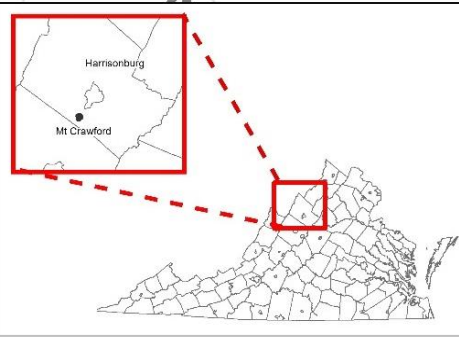
**Map 2.** Slope, Soil Type, and Sinkholes in Mount Crawford

N

Rockingham County

North River

Cooks Creek

**Slope Percentage**

| | |
|---|---|
| | 0-5% |
| | 2-7% |
| | 7-15% |
| | 15-25% |
| | 15-45% |
| | 25-45% |
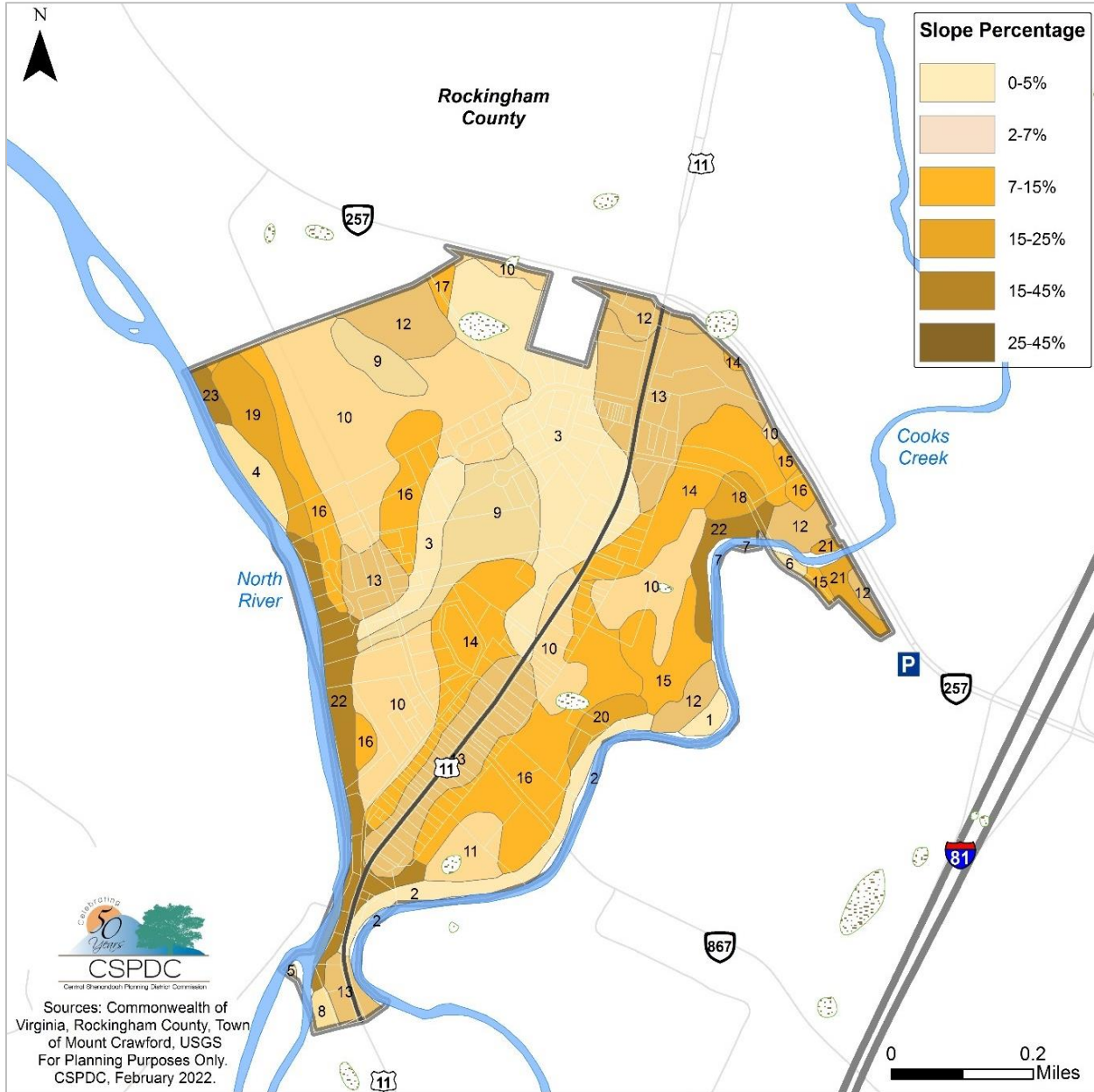


Sources: Commonwealth of Virginia, Rockingham County, Town of Mount Crawford, USGS For Planning Purposes Only. CSPDC, February 2022.

CSPDC
Celebrating 50 Years
Central Shenandoah Planning District Commission

0          0.2
Miles

**Soil Type & Sinkholes**

Sinkholes

1. Aquic Udifluvents, nearly level
2. Massanetta silt loam, 0 to 2%
3. Purdy silt loam, 0 to 2%
4. Tioga fine sandy loam, 0 to 3%, rarely flooded
5. Millrock loamy sand, 0 to 4%, frequently flooded
6. Wheeling fine sandy loam, 0 to 4%, rarely flooded
7. Buckton loam, 0 to 4%, occasionally flooded
8. Chavies fine sandy loam, 0 to 4%, rarely flooded
9. Buchanan silt loam, 0 to 5%
10. Monongahela fine sandy loam, 0 to 7%
11. Timberville variant silt loam, 0 to 7%, frequently flooded
12. Shenval loam, 2 to 7%
13. Frederick and Lodi silt loams, 2 to 7%, eroded
14. Frederick and Lodi silt loams, 7 to 15%, eroded
15. Monongahela fine sandy loam, 7 to 15%, eroded
16. Shenval loam, 7 to 15%, eroded
17. Edom silty clay loam, 7 to 15%, eroded
18. Frederick and Lodi silt loams, 15 to 25%, eroded
19. Edom silty clay loam, 15 to 25%, eroded
20. Frederick-Rock outcrop complex, 15 to 45%
21. Rock outcrop-Frederick complex, 15 to 45%
22. Frederick and Lodi silt loams, 25 to 45%, eroded
23. Chilhowie clay, 25 to 45%, rocky, severely eroded

Harrisonburg

Mt Crawford



24

*Drainage*

Most Town land is within the North River-Cooks Creek drainage basin, with the North River forming the western Town boundary, and Cooks Creek forming the eastern Town boundary. Both waterways flow southeast until joining with the Middle and South Rivers to form the South Fork of the Shenandoah River.

*Floodplains*

Federal Emergency Management Agency (FEMA) floodplain data (see **Map 3**) shows 100-year floodplain areas along North River and Cooks Creek. Areas that lie within the 100-year floodplain are not suitable for development, and more suited for recreation, agriculture, or limited use such as parking areas.

The floodplain along North River ranges from about 100 to 200 feet, and the floodplain along Cooks Creek is slightly larger, ranging from about 100 to 300 feet. Most of the flooding areas occur outside of the Town boundary, especially west of North River, where the floodplain is nearly 2,000 feet at the largest width. boat

**Map 3.** 100-year Floodplain
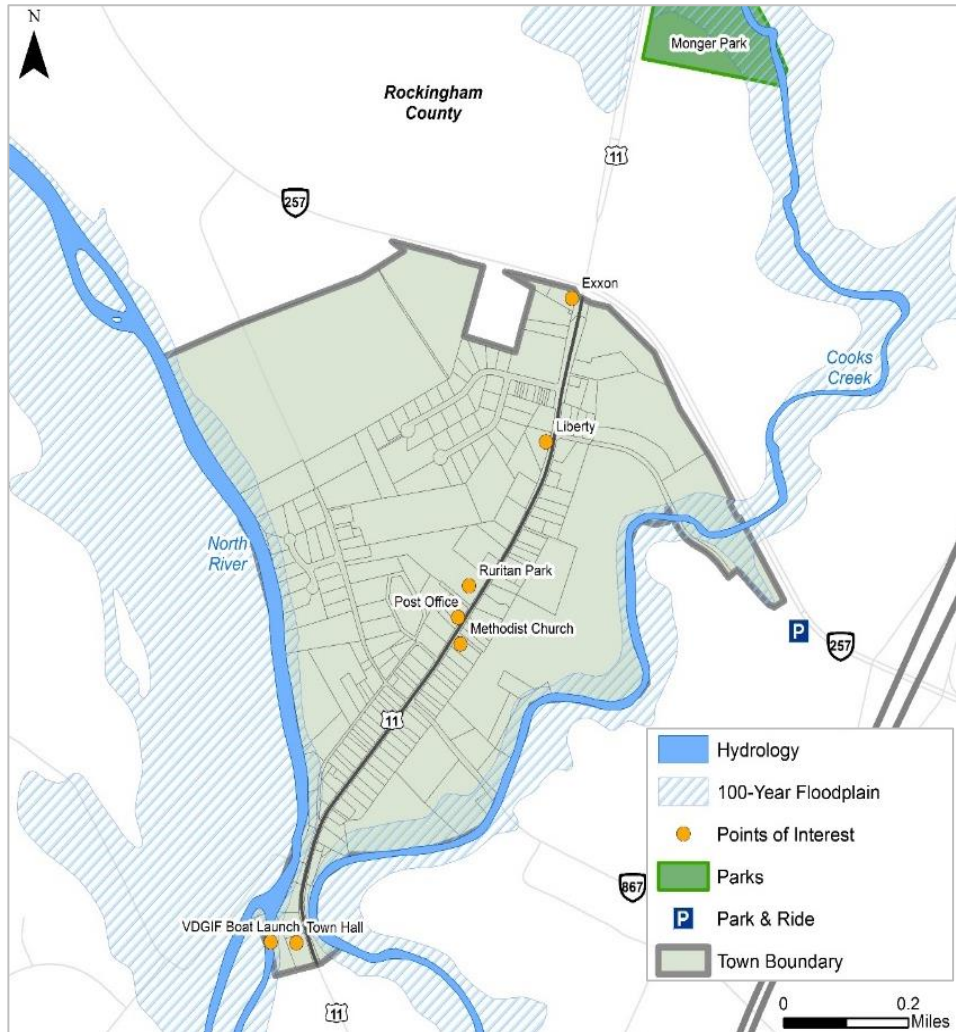
## Vegetation and Land Cover

The Town's land cover is characterized by a 1.1-mile impervious land cover segment along US 11, agricultural fields east and west of US 11, and tree cover concentrated along the Town's two water bodies. The USDA's iTree tool calculates tree canopy coverage and impervious surfaces. Based on 200 data points, the Town has 36 percent agriculture field cover, 23 percent grass cover, 21 percent impervious surface, 18 percent tree and shrub cover, and 3 percent water cover.

Much of the Town's tree canopy cover is near the North River and Cooks Creek riparian areas. Tree coverage extends approximately 100 feet along most of the North River, approximately 50 feet in most areas along Cooks Creek, and nearly 275 feet near US 11 and Airport Road. Tree canopy coverage is significantly lower in the developed areas of Town, and is less than 15 percent when not accounting for the riparian areas, which is far less than the recommended 35 percent urban tree canopy cover. Most agriculture land is located west and east US 11.

# Economy

Mount Crawford does not have service industries such as retail, service, or professional and financial services like other incorporated areas, and most residents travel out of Town for basic services. The large employee base within 1-mile of Town, and travelers on I-81, also do not have access to nearby services. The Town has had limited available developable land for commercial use. The Town's recent annexation may facilitate new commercial development.

## Labor Force

Mount Crawford has an estimated population of 315 individuals in the labor force, according to 2020 ACS estimates. Of those, 15.2% work in local, state, or federal government, 8.9% work in the non-profit sector, and 3.5% are self-employed, with the remaining employed by private companies. The average work week for workers in the Town is 37.1 hours, compared to 38.7 hours in the County, and 39.1 hours statewide.

### *Median Household Income*

Median household income includes the income of people 15 years and over living in a household. The Town's median household income is more than the County average, and lower than the statewide average (see **Table 4)**.

Table 4. Median Household Income, 2020 ACS Estimates

|  | Mount Crawford | Rockingham County | Virginia |
|---|---|---|---|
| Less than $10,000 | 6.5% | 4.0% | 4.8% |
| $10,000 to $14,999 | 0.0% | 3.1% | 3.3% |
| $15,000 to $24,999 | 3.8% | 8.3% | 7.0% |
| $25,000 to $34,999 | 7.6% | 7.4% | 7.1% |
| $35,000 to $49,999 | 12.4% | 15.4% | 10.8% |
| $50,000 to $74,999 | 23.2% | 19.9% | 16.3% |
| $75,000 to $99,999 | 15.1% | 16.1% | 12.9% |
| $100,000 to $149,999 | 21.6% | 15.9% | 17.2% |
| $150,000 to $199,999 | 9.2% | 5.6% | 9.0% |
| $200,000 or more | 0.5% | 4.4% | 11.6% |
| **Median income** | **$70,208** | **$64,496** | **$76,398** |

## *Commuting Patterns*

2020 U.S. Census commuter information estimates that 83.5 percent of workers drive alone to work. Approximately 9.7 percent carpool and 5.2 percent work at home, both of which are near County and State averages. Mean travel time to work is 18.9 minutes, which is lower than the County average of 22 minutes, and the State average of 28.6 minutes.

According to 2019 U.S. Census OnTheMap approximations, 242 people live in Town and are employed outside of Town, 55 people live outside of Town and are employed in the Town, and 1 person both lives and works in the Town (see **Figure 17**).

Most residents commute to work outside of Town to downtown Harrisonburg and south of downtown Harrisonburg along US 11, the commercial area along U.S. 33 east in Harrisonburg, along Port Republic Road near Rockingham Memorial Hospital in the County, and the Towns of Bridgewater and Dayton.

**Figure 17.** Inflow-Outflow Commuter Analysis, 2019



- 55 - Employed in Town, Live Outside
- 242 - Live in Town, Employed Outside
- 1 - Employed in Town and Live in Town
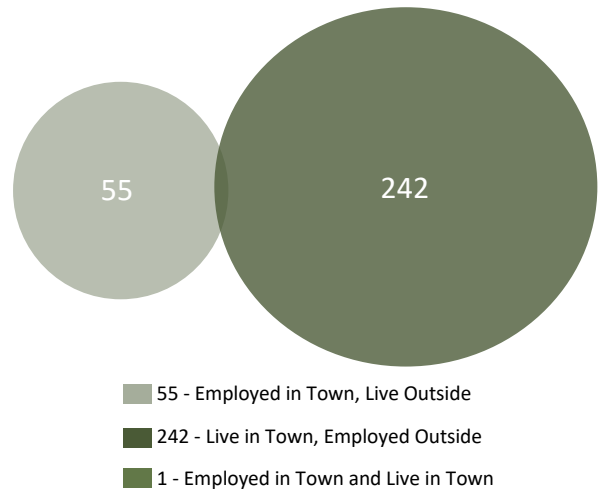
# Industry and Employment

## *Industry Sectors*

Nearly a quarter of the Town's residents work in the educational services, health care, or social assistance sector; 15.9% in manufacturing; 14.3 in professional, scientific, and administrative; 8.6% in construction; and 7.6% in retail (see **Table 5**).

**Table 5.** Industries Employing Town Residents

| Sector | Mount Crawford | Rockingham County |
|---|---|---|
| Agriculture, forestry, fishing and hunting, and mining | 3.2% | 5.3% |
| Construction | 8.6% | 8.4% |
| Manufacturing | 15.9% | 17.0% |
| Wholesale trade | 1.6% | 3.7% |
| Retail trade | 7.6% | 10.2% |
| Transportation and warehousing, and utilities | 6.0% | 5.3% |
| Information | 4.8% | 1.0% |
| Finance and insurance, and real estate and rental and leasing | 2.9% | 3.9% |
| Professional, scientific, and management; admin and waste management | 14.3% | 6.9% |
| Educational services, and health care and social assistance | 24.4% | 23.6% |
| Arts, entertainment, and recreation, and accommodation and food | 4.4% | 4.3% |
| Other services, except public administration | 4.1% | 6.0% |
| Public administration | 2.2% | 4.5% |

## *Employment*

There are 47 total businesses located in Town and within a one-mile radius of Town, with 21 of the 47 businesses within Town limits.

### In-town Business

As of March 2022, there were 21 registered businesses in the Town (see **Table 6**), and between 2018 and 2021, the Town averaged 20 registered businesses and issued one new business license annually. Most of the businesses are located on the north end of Town near the US 11 and Dinkel Avenue intersection.

While the Town has a historic segment along US 11, most properties along US 11 are zoned residential and lack adequate off-street parking to accommodate customers. As a result, there are few businesses located in the historic area.

The Town lacks retail stores and restaurants, and the sector of businesses are not sufficient to meet the everyday needs of Town residents, which indicates that residents shop outside of Town for most items.

**Table 6.** Registered Town Businesses, 2022

| Business Name | |
|---|---|
| DW Assoc., LLC | Mountain Valley Convenience Corp |
| MAD Investors, LLC | My Car Outlet, LLC |
| High & Dry, LLC | Peak View Motors |
| Pat's Manor Homes | Second Hand Vacuums |
| H&L Auto Sales | Power Monitors, Inc. |
| Hawk's Repair Shop | Right Now Recon |
| Joy Food Mart | Small Town Treats |
| Kozy Heating & Air Conditioning | T/A Tri State Wholesalers |
| Mack's Painting Service | The Wright Cut |
| Mountain Valley Burger King | Trane USA, Inc. |
| Ufit, LLC | |

### Business within One Mile, Half Mile

Mount Crawford has a higher number of businesses located outside of Town within a one-mile radius. There are 26 businesses located within a one-mile buffer of the Town boundary. Thirteen businesses are located within a half mile of Town, and thirteen businesses are within a half mile to one mile of Town (see **Map 1**). Most businesses are located north of Town along US 11.

Several of the businesses are large, regionally-significant industrial, manufacturing, and distribution facilities for the entire Harrisonburg-Rockingham region, which suggests a potential need for more service-oriented businesses to accommodate the surrounding employee base.

**Map 5.** Businesses within half mile and one mile of Town
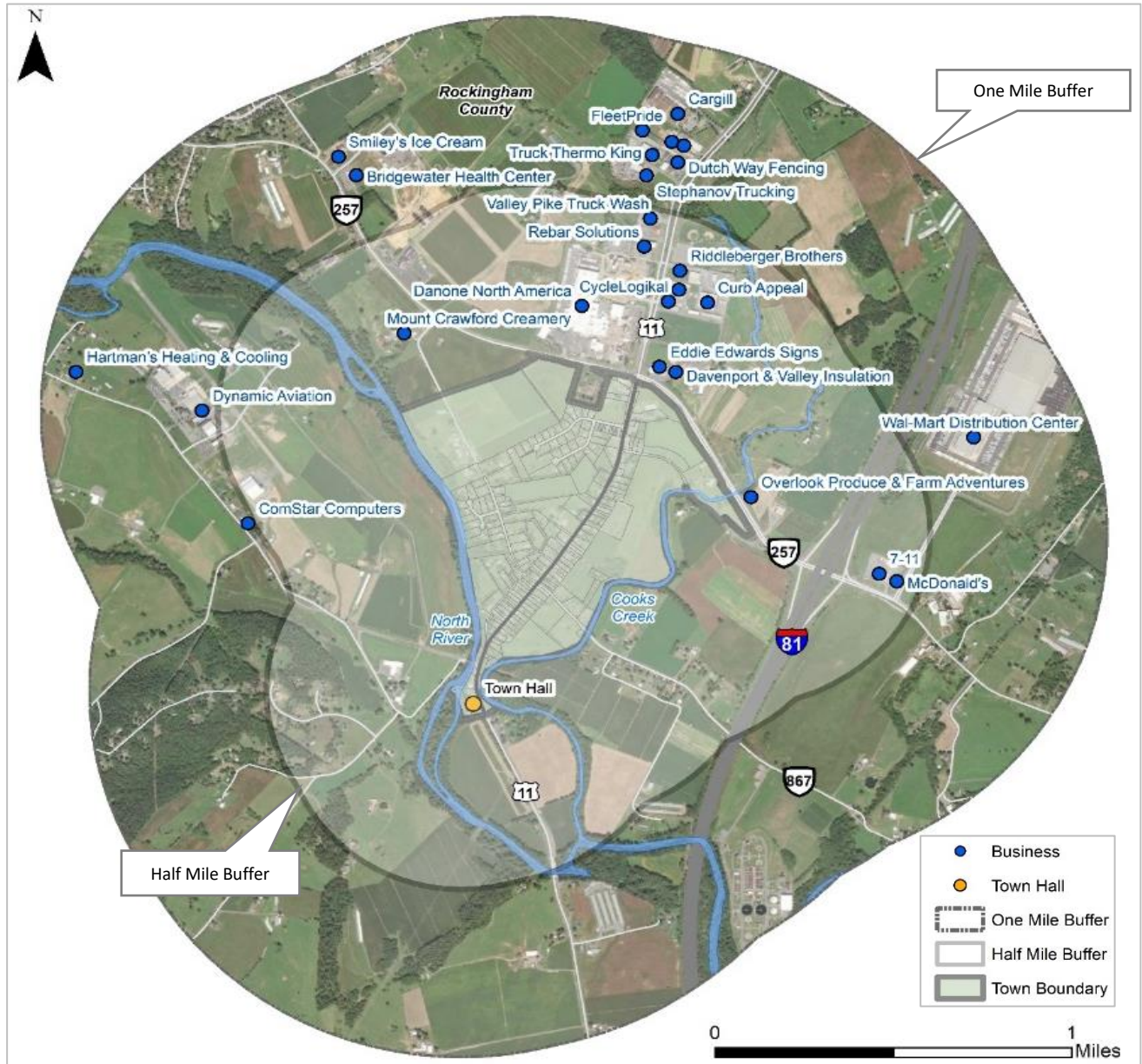


# Housing

The Town has a high percentage of old housing units combined with a high percentage of newer units built after 1990. Many older structures have challenging maintenance issues. New approved development at Parsons Court will improve the Town's housing stock. Restoration of existing structures may become a priority due to the limited amount of vacant land available for development.

## Housing Characteristics

In 2020, the average household size was 2.78 people, which is a slight increase from the household size from documented in the original 1977 Comprehensive Plan of 2.53 people, and slightly more than the County and State averages which are both around 2.5 percent, according to 2020 Census numbers.

The home ownership rate is 66.5 percent, compared to 74.5 percent in Rockingham County, and 66 percent statewide. Approximately 62 percent of residents have moved into their current house since 2010, with 21 percent of residents moving between 2000 – 2009, and 17 percent of residents moving in 1999 and earlier.

## Housing Stock

### *Housing Type*

According to the 2020 U.S. Census, there were 200 total housing units, with 15 units classified as vacant. The Town is comprised of a mixture of single-family units, apartments, and townhomes. Of the 200 housing units, most are single-family homes, 22 are apartments, and 12 are townhomes. There are no mobile homes or low-income federal assistance housing programs. Over half (104 units) of the units have three bedrooms. Of the 185 occupied housing units, 117 use electricity for fuel, 32 use propane, and 24 use kerosine, and 11 use wood.

### *Housing Use*

According to 2019 Rockingham County data, 84 percent of the units are classified as single-family homes, with the remaining percent comprising a small number of apartments and townhomes. A small number of single family homes have been converted to duplexes.

### *Housing Age*

Most of the housing units were constructed before 1939 or in the early 2000s, which means housing is either relatively new, or aging and historic. Far less housing developed during the 50-year period between 1940 and 1990.

Over 46 percent of housing was built 1990 or later. This percentage is similar to both the Rockingham County (38.4 percent) and Bridgewater (44.2%). Nearly 38 percent of the Town's housing was built before 1939, which is much higher than Rockingham County (12.9 percent) and Bridgewater (11 percent).

**Table 8.** Housing Stock by Year Built

| Year | Structures | Percent |
|---|---|---|
| 2014 or later | 2 | 1 |
| 2010 to 2013 | 6 | 3 |
| 2000s | 58 | 28.9 |
| 1990s | 27 | 13.5 |
| 1980s | 1 | .5 |
| 1970s | 19 | 9.5 |
| 1940 - 1969 | 12 | 6 |
| 1939 and earlier | 75 | 37.5 |

## Housing Characteristics by Area

**Maps 6 and 7** provide a graphic overview of the housing type and structure age based on 2019 Rockingham County data. This data is not comprehensive, but illustrates the dominant housing stock characteristics. The data is arranged by six main areas in Town:

### *Historic Main Street*

The area along US 11, from the Post Office south to Town Hall, has 42 single-family homes and five apartments. Houses are on average over 100 years old, and the average year built is 1908. The oldest house was built in 1747. Twelve houses were built before the Civil War, and four of those built in the 1700s.

### *North Main Street*

The area along US 11, from the Post Office north to the Town limit, has 12 single-family homes and 17 apartments. The average year built is 1934. The oldest house was built in 1898, and it is the only house built before 1900.

### *Saddlebrook*

The area west of US 11, primarily the residential area on Cantermill Lane and Bridle Bit Lane, has 39 single-family homes and 10 townhomes. The average year built is 2002. The oldest house was built in 1952.

### *North River*

The area west of US 11, from the intersection of Mill Street and Old Bridgewater Road west along Old Bridgewater to the western Town limit, has 25 single-family homes and two townhomes. The average year built is 1984. The oldest house was built in 1952.

### *Cooks Creek*

The area east of US 11 includes few housing units; however, the proposed future development on Parsons Court will have significant impacts on this area of Town in the future

### *Northwest*

The area west of Cantermill and the Saddlebrook subdivision has few housing units. There is no future development anticipated in the near-term.

**Map 6.** Housing Types in Mount Crawford



**4. Northwest**
- 2 single family

**3. Saddlebrook**
- 39 single family
- 10 townhomes

*Rockingham County*

**2. North Main Street**
- 12 single family
- 17 apartments

**4. North River**
- 27 single family

**6. Cooks Creek**
- 6 single family

**1. Historic Main Street**
- 42 single family
- 5 apartments

Legend:
- Single Family
- Apartment
- Townhome
- Town Boundary

0    0.25
Miles

32
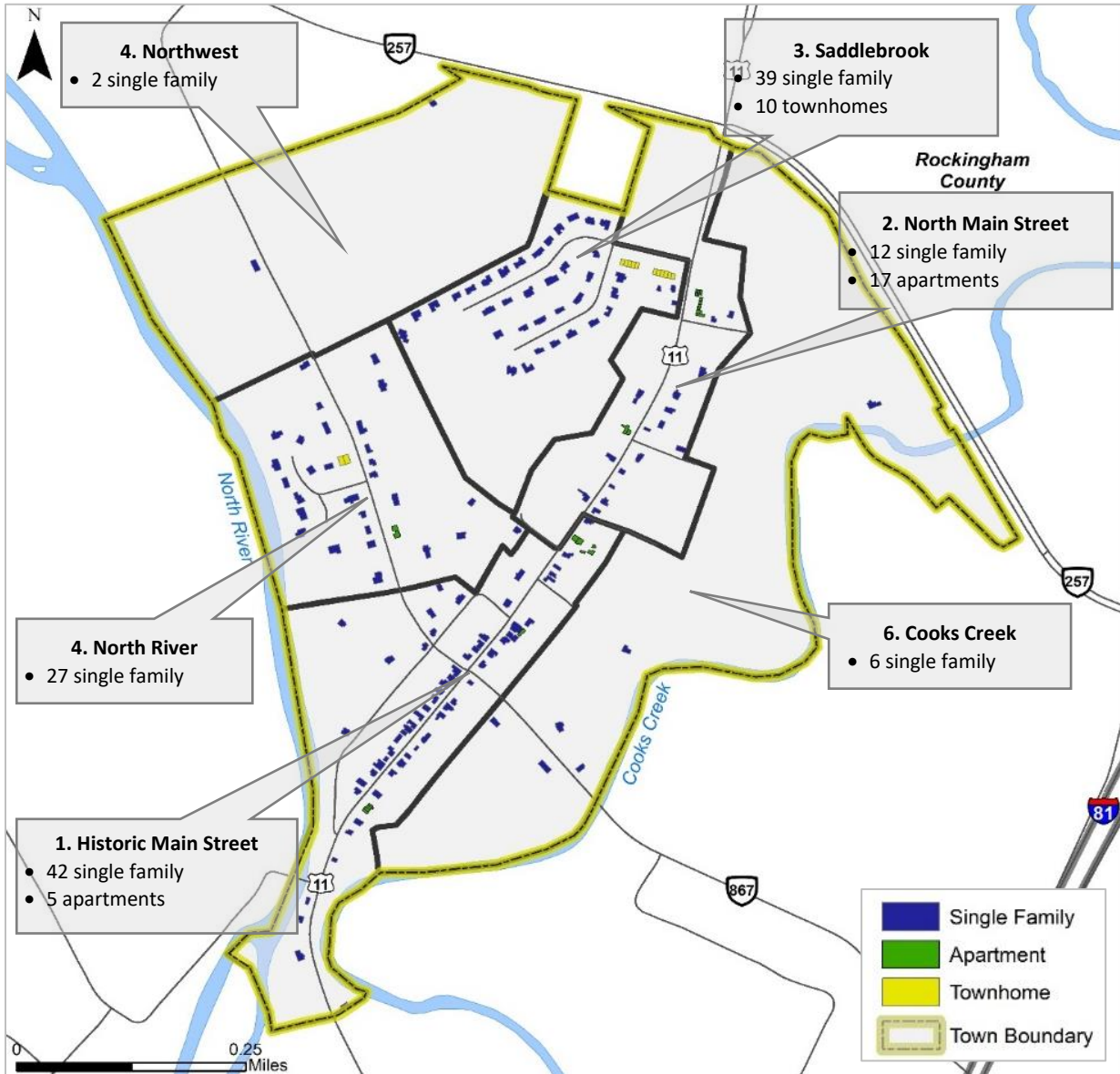
**Map 7.** Structures by Year Built
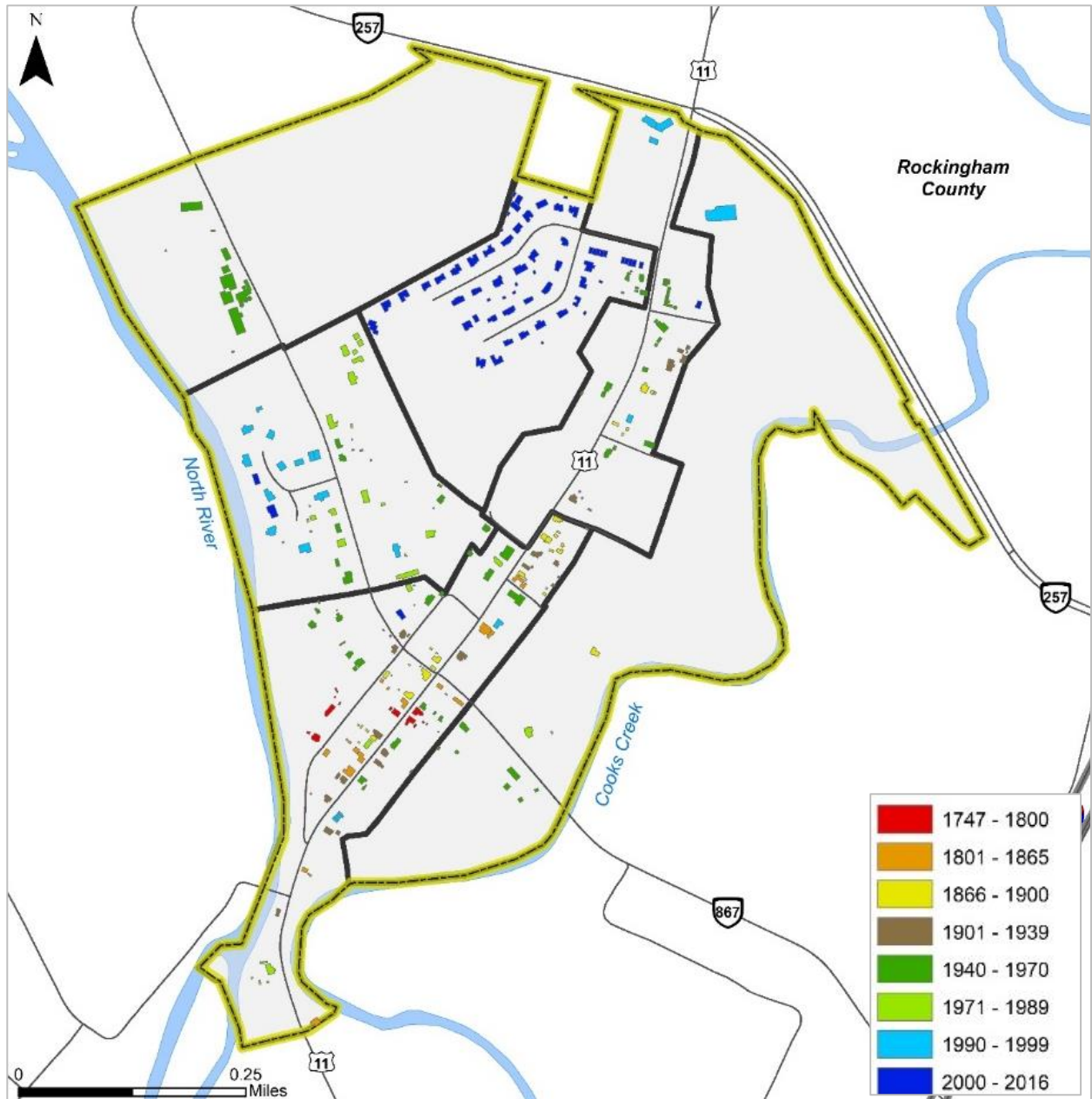


## Housing Value and Affordability

Mount Crawford has no low-income federal assistance housing within Town limits; however, in 2022, there was a total of 1,162 community members in the Harrisonburg Metropolitan Statistical Area (HMSA) receiving affordable housing assistance. The Harrisonburg Redevelopment and Housing Authority (HRHA), a political sub-division of the Commonwealth, assists eligible low-income families with their rent through housing vouchers distributed by the Department of Housing and Urban Development (HUD), and serves the HSMA, which includes Mount Crawford.

## *Value*

As of 2022, housing prices continue to increase at historic rates due to the impact of the COVID-19 pandemic on inflation and housing market demand. Pre-COVID 19 pandemic housing data from the 2020 Census data indicates that the median house value in Mount Crawford was $246,700 for 123 of the 200 housing units, which is higher than the County average of $217,600, and lower than the statewide average of $366,000.

According to the April 2022 Virginia Home Sales Report released by Virginia REALTORS, the statewide median home sales price was $390,000 in April 2022, which is $100,000 higher than April 2018. Nationally, housing prices increased 20.9 percent in one year since April 2021.

Since 2000, there have been 101 housing units sold in Mount Crawford, with 46 percent of the units located at Saddlebrook, and 29 percent located along US 11. The average selling price was $211,300.

**Table 9.** Housing Values, 2015 and 2020

| Value | 2020 Census | 2015 ACS |
|---|---|---|
| Less than $50,000 | 2 | 0 |
| $50,000 – 99,999 | 2 | 9 |
| $100,000 – 149,999 | 12 | 37 |
| $150,000 – 199,999 | 24 | 19 |
| $200,000 – 299,999 | 67 | 53 |
| $300,000 – 499,999 | 14 | 16 |
| $500,000 – 499,999 | 2 | 1 |
| $1,000,000 or more | 0 | 0 |
| **Median Value** | **$246,700** | **204,600** |

## *Affordability*

The non-profit Housing Forward Virginia, which receives funding from the Virginia Department of Housing and Community Development, established a Housing Affordability Index that reflects affordability based on median household income for all housing. In 2020, based on the average median income, 24.5 percent of income is required to buy or rent a house in Virginia, with 22.9 percent in the HMSA. In the HMSA, 34 percent of income used for housing costs indicates a cost burden.

The U.S. Housing and Urban Development identifies four main housing problems which effect affordability and quality of life, which are incomplete kitchen facilities; incomplete plumbing facilities; more than one person per room; and a housing cost burden greater than 30%. Based on this criteria, at least 34 owners or renters in Mount Crawford experience at least one of the four housing problems.

**Figure 20.** General Site Area of Approved Parsons Court Extension Development
*(Source: Blackwell Engineering Concept, March 2020)*

## New Development

In 2021, the Town approved a development of approximately 50 townhomes between Parsons Court Friedens Church Road (see **Figure 19**). There was a separate proposed development in this area for an additional 261 townhomes; however, that proposal was denied recommendation by the Planning Commission.

# Transportation

## Existing Transportation Facilities

This section provides an inventory of the following transportation facilities:

- Roadway Network
- Maintenance and Pavement Conditions
- Bridges and Culverts
- Traffic Volume
- Pedestrian Infrastructure

- Bicycling Facilities
- Public Transportation/Commuter Services
- Freight
- Rail Service and Facilities
- Airports

### *Roadway Network*

Mount Crawford's roadway network is defined by a 1.2-mile north-south segment of US 11 through Town. The other major roadway is the .85 mile east-west segment of Old Bridgewater Road and North River. All other roads in Town limits combined for an addition 1.87 miles.

VDOT's Functional Classification System (see **Map 8**) classifies roadways based on their function, with each designation serving progressively smaller service areas and more local forms of travel. From largest to smallest, these classifications include Interstates, Freeways/expressways, Arterials, Collectors, and Local Roads.

US 11 is classified as a Minor Arterial, Old Bridgewater Road and North River Road are classified as Major Collectors, and all other roads are classified as Local Roads.

**Map 8.** Functional Classification, 2022



Outside of Town, Friedens Church Road and Dinkel Avenue (both Other Principal Arterials) are a major east-west route for traffic from I-81 to Bridgewater, and US 11 (Minor Arterial) north of Town is a major road for northbound traffic to Harrisonburg. US 11 becomes a default north-south travel route for I-81 traffic during crashes and delays on the interstate.
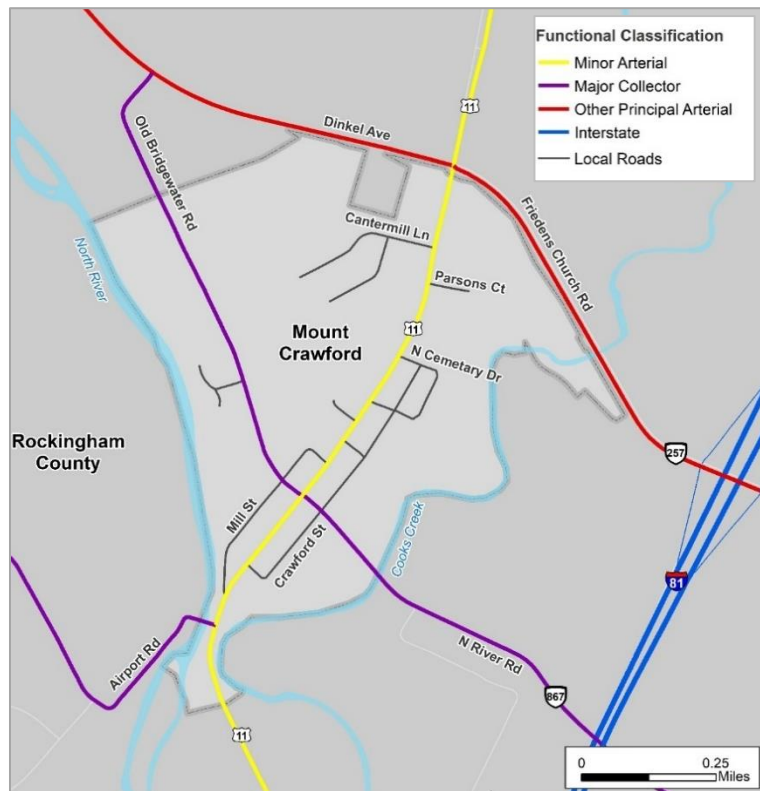
## Roadway Maintenance and Pavement Conditions

VDOT rates pavement conditions of VDOT-maintained roads from Very Poor to Excellent based on the age and condition of the pavement. **Map 9** displays the Town's pavement conditions from 2020 VDOT data. US 11 and Cantermill Road are rated as being in Fair condition. Old Bridgewater Road, North River Road, Parsons Court, a portion of Mill Street, and a small segment of US 11 north are all rated as being in Very Poor condition.

Roads outside of Town are mostly rated to be in Excellent condition, with the exception of US 11 north of the Dinkel Avenue intersection.



**Map 9.** Roadway Pavement Condition, 2020 VDOT Data

## Bridges and Culverts

There are only two bridges partially located in Mount Crawford along the Town boundary with the County. The bridges are located on:

- Airport Road across the North River at the intersection of Airport Road and US 11; and,
- North River Road across Cooks Creek on the eastern Town boundary.

Based on structural safety inspections, VDOT rates the condition of each bridge and culvert by assigning a general condition based on the structural integrity and condition of the deck, substructure, and superstructure.

The Airport Road bridge is rated "good," and the North River bridge is rated "fair," with fair indicating that a bridge is structurally sound but shows minor deterioration. There are no other bridges in poor condition in the vicinity of Town.

## Traffic Volume

**Map 10** displays the average daily traffic (ADT) volume for Mount Crawford. Mount Crawford's heaviest traffic is along US 11, which averages 6,900 vehicles daily. ADT increases to 7,700 vehicles daily along a short segment of US 11 near the Dinkel Avenue intersection. All other roads in Town limits average less than 650 vehicles daily.

Outside of Town, Friedens Church Road, and US 11 north average more than 10,000 vehicles. While not illustrated in the ADT data, US 11 serves as a default alternative north-south route for I-81 traffic during crashes and delays on the interstate, which has a significant impact on ADT and traffic operating capacity in the Town on a frequent basis.

**Map 10.** Average Daily Traffic, 2018
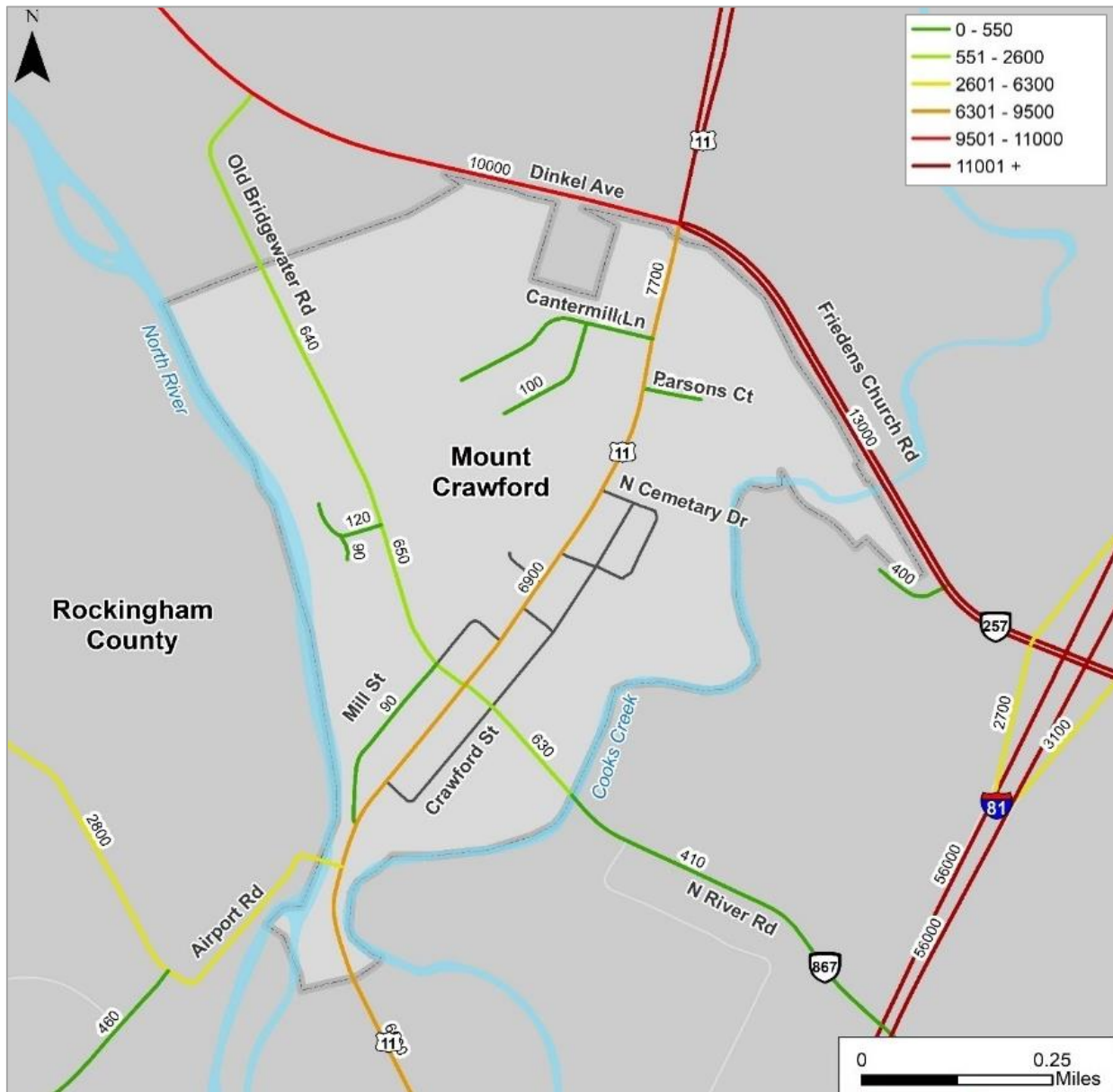


### Bicycle and Pedestrian Infrastructure

Based on the existing conditions analysis from the 2022 OIPI GAP Town of Mount Crawford Urban Development Area Non-Motorized Infrastructure Evaluation Study, pedestrian infrastructure is limited to sidewalks along US 11. Existing sidewalks are four feet wide and only on one side of US 11.

Segments of the existing sidewalks have obstructions, such as telephone poles and fire hydrants or overgrown bushes or trees (see **Figure 2**). None of the intersections have marked pedestrian crossings. The 2022 Non-Motorized Infrastructure Evaluation Study recommends potential projects to address pedestrian infrastructure, which are included in the Potential Projects section in the Comprehensive Plan. The Town has no bike lanes, shared lanes, or multi-use paths.

### Park and Ride

The Mount Crawford Park and Ride is located east of the Town's eastern boundary along Friedens Church Road. The existing 0.86-acre site has 33 parking spaces, but limited lighting and no bus shelter or dedicated bus zone or pull off. A funded 2020 SMART SCALE project will add 69 parking spaces, for a total of 102 spaces, and include a bus turn-around and stop, safety lighting, and an EV charging station.

### Public Transportation and Commuter Services

### Fixed Route Service

The Town is served by Blue Ridge Intercity Transit Express (BRITE), which provides a fixed-route stop service at the a bus stop at the Dinkel Avenue and US 11 intersection via the Blue Ridge Community College Shuttle Route between 7:00 a.m. to 11:00 p.m. Monday through Saturday. The BRITE route provides transit service to destinations south of Town in Augusta County, Staunton, and Waynesboro, and north of Town in Harrisonburg and Rockingham County.

### Intercity Bus Service

The Virginia Breeze, established in 2017 by the Department of Rail and Public Transportation (DRPT) through the private bus service Megabus, is an intercity bus service connecting Blacksburg with Union Station in Washington, D.C. The daily route includes several stops between the two locations, including stops in Harrisonburg and Staunton.

### On-Demand Commuter Services

There are several non-profit commuter services that offer residents with on-demand (paratransit) mobility services.

- Harrisonburg-Rockingham Social Services: Services for critical health services for aging and low-income adults.
- Pleasant View: Service for individuals with intellectual disabilities.
- Valley Program for Aging Services (VPAS): Service for aging adults for grocery shopping, doctor appointments, and banking.
- Way to Go: Provides low-income individuals with a variety of transportation services.

### Rideshare

RideShare is a regional carpool coordination service provided by the Central Shenandoah Planning District Commission. The service connects two or more people seeking to share a vehicle in the Shenandoah Valley and Charlottesville regions, which includes Mount Crawford.

### Freight

The Town's location on US 11, proximity to I-81, and several significant regional industrial, manufacturing, and distribution employers generates a significant amount of truck traffic. **Map 11** shows the average number of trucks traveling in and outside Mount Crawford. Between 200 to 220 trucks travel through Town along US 11 daily, which constitutes 3 – 6 percent of overall traffic volume.

Other roads in Town average less than 3 percent truck traffic daily, or there is no recorded data. Outside of Town, the heaviest truck traffic by number is along Friedens Church Road and Dinkel Road, which also constitutes between 3 – 6 percent of traffic volume.

**Map 11.** Total Daily Truck Traffic, 2021
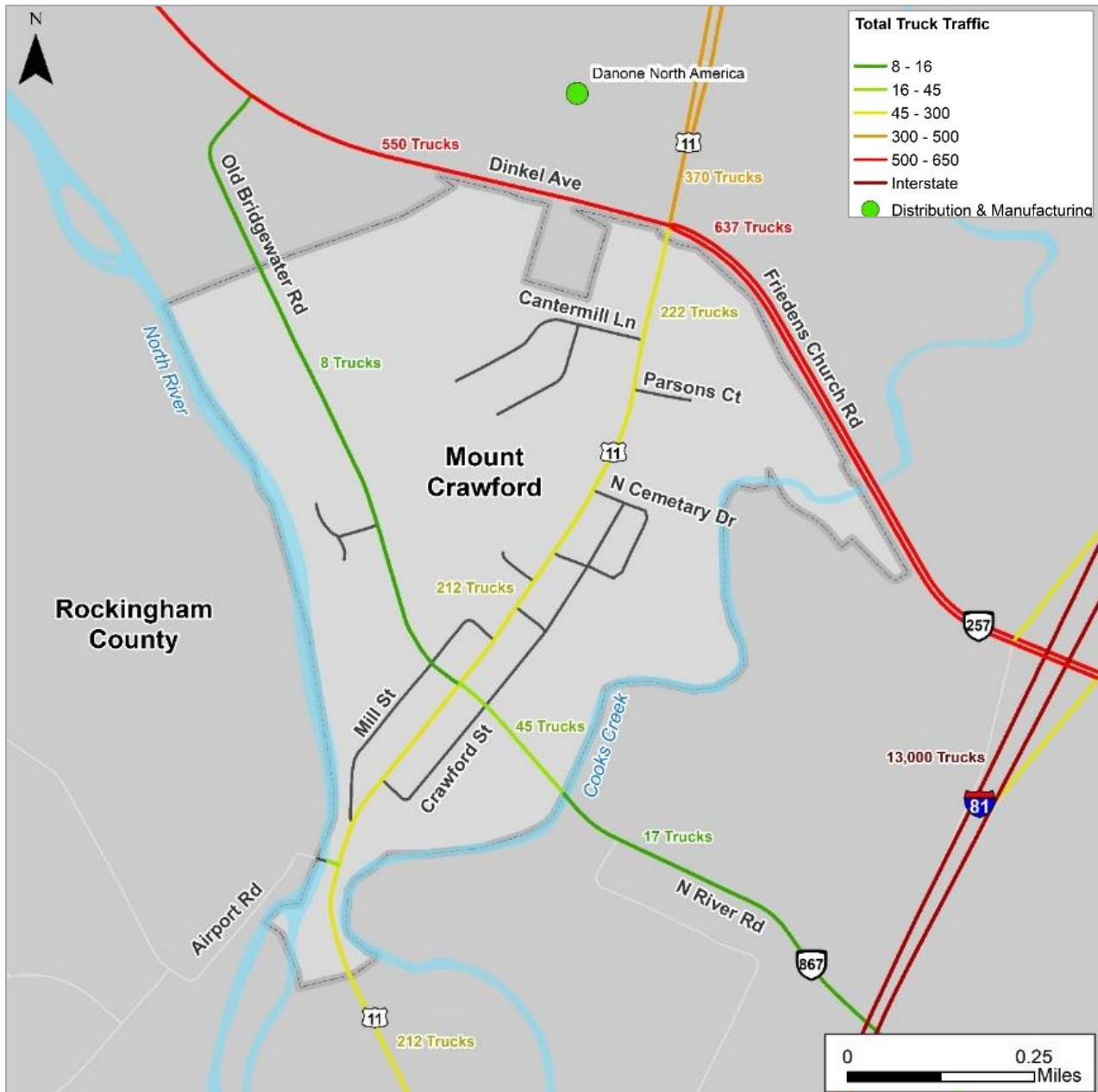


The federal Surface Transportation Assistance Act (STAA) established criteria for states to designate specific routes for large trucks. The act defined a large truck as designed for long-distance hauling and equipped with extended driver sleeper cabs, which as a result have limited turning capacity, and are limited to interstates and other designated roadways. VDOT designated Friedens Church Road and Dinkel Road and US 11 north of Town as a Virginia Access Highway designated truck route. *Rail Service*

Mount Crawford does not have a rail line, and the closest rail line is approximately 1 mile east of Town past I-81 Exit 240 along Pleasant Run Creek. The closest passenger rail service is at the Staunton Amtrack, which has limited service. Daily Amtrak service is available in Charlottesville.

***Airports***

There are no airports in Town. The closest commercial air service is the Shenandoah Valley Regional Airport (SHD), which is located 8.3 miles south in Weyers Cave. The Charlottesville Albemarle Airport (CHO) is 51.1 miles east of Town and offers daily nonstop flights.

According to 2022 Federal Aviation Administration (FAA) data, the closest private airport is the Bridgewater Air Park located on Airport Road approximately 1 mile west of Town at Dynamic Aviation and owned by Rockingham Aviation Corporation. The airport has a 2,745-foot runway. As of 2018, the airport averaged 46 daily aircraft operations.

# 3.
# Strategic Issues

Chapter 3 identifies the Town's top issues and needs.

# Strategic Issues

Chapter 3 describes Mount Crawford's most important strategic issues and needs to address. Chapter 4 outlines the goals, strategies, and action items addressing the strategic issues and needs.

The Comprehensive Plan Committee identified the strategic issues based on existing conditions data and analysis; evaluating community strengths, weaknesses, opportunities, and threats; and community input. The strategic issues synthesize multiple, complex needs into single issues (see **Figure 21**).

**Figure 21.** Strategic issues and associated needs

| **1. Shape Growth and Development** | **2. Enhance Community Character** | **3. Preserve Historic and Cultural Resources** |
|---|---|---|
| • Preserve small town character<br>• Manage new growth<br>• Conserve open space<br>• Encourage growth in preferred areas<br>• Develop design guidelines | • Improve Town identity<br>• Address visual appearance<br>• Coordinate new town events<br>• Identify community space<br>• Improve information sharing | • Inventory resources<br>• Designate a historic area<br>• Install historic signage<br>• Leverage grant programs and inform citizens<br>• Review site plan processes |
| **4. Promote Parks and Recreation** | **5. Improve Transportation Network** | **6. Responsibly Manage Town Revenue** |
| • Maintain existing facilities<br>• Identify areas for new facilities<br>• Build partnerships | • Address congestion and safety on US 11<br>• Address congestion due to I-81 delays<br>• Improve bicycle and pedestrian network | • Prioritize grant-funded initiatives and projects<br>• Conduct cost/benefit analysis of Town spending<br>• Communicate Town spending with citizens |

## Key Needs

There are four common, overlapping needs that apply to *every* strategic issue. The Town should further prioritize these key needs when addressing each strategic issue:

- *Fiscal responsibility*. Maintain fiscal responsibility while leveraging grant funding
- *Capacity building*. Continue improving Town capacity by establishing Town committees and volunteer groups, and building relationships with regional planning partners
- *Communication*. Enhance outreach, information-sharing, and education to Town residents
- *Planning and ordinances*. Review plans and ordinances to align with Town vision and goals

# Strategic Issue 1: Shape Growth and Development

The Town must be proactive in articulating a vision for preferred future growth and have the regulatory tools in place that allow the Town to balance the considerations of Town Council, residents, and the business community. The Town has not experienced significant growth since the early 2000s, there is renewed discussion on how the Town should approach growth and development after the Town annexation of 11 acres in October 2021 that resulted in new commercial and planned unit development rezonings, and new approved and proposed residential and commercial projects.

| **Key Needs** |
| --- |
| • Preserve small town character |
| • Manage new development |
| • Prioritize redevelopment |
| • Conserve open space |
| • Encourage growth in preferred areas |
| • Develop design guidelines |

As a result, the Town is developing an understanding of what type of future development is preferred, and the most appropriate areas for new development. Public engagement results indicate low support for any future new residential, commercial, or industrial development; however, many residents indicated that maintaining and enhancing the Town's existing small-town character, new retail development, and land conservation should be prioritized in the future. Many residents are in support of intentional growth, or high-quality development that deliberately considers and compliments the Town' existing small-town character. In addition to citizen input, the Town must also consider sustaining the Town's tax base, maintenance of Town facilities, provision of Town services, and maintaining relationships with the development community to inform the overall vision of future development. These considerations also inform the Town's preferred development vision and ordinances to reflect the needs of the entire community.

Based on the Town's existing conditions, public input, and provision of Town services, the Town has identified the following growth and development needs.

> *[Mount Crawford should] maintain small town feel, wise and effective planning of growth areas, take our time making decisions on impacts of growth areas. A neat, quiet, well-kept town that preserves its history but promotes new growth with small shops and offices.* - Public input response, Spring 2022

## Preserve Small Town Character

Residents want to preserve the Town's existing small-town character. The Town's defining features include the historic US 11 streetscape, neighborhoods connected by nearby streets, the North River and Cooks Creek waterways, and large areas of open space and agricultural land adjacent to existing development and outside of Town.



**Figure 22.** A wintry scene outside Town Hall

Based on Planning Committee discussion, the current zoning code should better reflect the Town's development vision. The Town wants to maintain and enhance the existing Town character, and preserve the existing areas that are currently zoned conservation. The Town needs to review and evaluate the existing zoning code to ensure that any new development is compatible and consistent with the existing layout and building vernacular, and to encourage development that will have limited impacts on the small-town nature of Town, which includes walkable low and moderate density residential neighborhoods and access to locally-based services.

## Manage New Development

While Mount Crawford prioritizes maintaining the existing Town character and conserving open space, the Town does not have retail, service, or professional and financial services like other Rockingham County localities, and the Town's existing tax base is limited. The Town needs strong housing and commercial

**Figure 22.** Looking east at an unfinished Parsons Court



sectors to provide jobs and services for citizens and to maintain the tax base by prioritizing incremental growth based on development proposals that are compatible with the Town's small-scale nature.

Based on moderate population growth assumptions, the Town's population will increase approximately by 200 - 250 people over a 25-year period. The Town's proximity to Harrisonburg and Bridgewater, both of which continue to grow, means the Town will need to work with neighboring localities to ensure the Town's future growth considerations are observed in other plans, in particular the Rockingham County Comprehensive Plan. The Town should work with the County to ensure that future adjacent growth does not burden the Town's existing services or transportation network.

The 11-acre annexation presents new development opportunities. However, future growth impacts create an extra cost and financial responsibility for maintenance for town infrastructure, increase traffic, and demand for law and emergency services. While more than 70% of public survey respondents were either satisfied or very satisfied with water and sewer, police, fire, and rescue services, the Town needs to ensure that growth does not outpace the availability of community facilities and services.

The Town maintains joint programs and cooperative agreements with Rockingham County and the Town of Bridgewater that are vital to the provision of daily services. Continued strong relationships with both localities is essential to the future provision of Town services.

Rockingham County maintains the Town's water infrastructure and allows 30 new water hook-ups annually. As a result, the Town can only approve up to 30 new structures annually, and the water agreement by default functions as a growth management tool that enables incremental growth. However, based on this arrangement, it is possible that one individual could by-right acquire every water hook-up, which would prevent other projects from occurring in a calendar year. The Town needs to evaluate the agreement, and also local ordinances, to prohibit all water connections being allocated to one project.

### Residential

To maintain the Town's existing character, the Town needs to direct higher density development at areas designated as planned unit development. Any new residential development would likely be lower density single-family homes west of Saddlebrook between Old Bridgewater Road and Dinkel Avenue.

The Town recognizes the need for a diverse range of affordable housing options, especially to provide young families with house-ownership opportunities. The Virginia Center for Housing Research (VCHR), the Commonwealth's official housing research agency is working with the Town to complete a regional housing study. The Town should consider VCHR's strategies and recommendations to assess areas in Town for affordable housing, in particular working with Virginia Housing to identify grant programs, and evaluating the feasibility of providing housing under the Habitat for Humanity program.

### Commercial and Industrial Development

The Town lacks retail stores and restaurants. Citizens and the Planning Committee have indicated a preference for small, locally-owned businesses to meet demand for community services, such as shopping, and to redevelop neglected properties. Small businesses could increase the tax base, enhance shopping options, and preserve the Town's small-scale character. The Town should evaluate the existing ordinances to accommodate the development of small business, and evaluate commercial application and site plan review procedures to streamline the development process for small business.

The future land use map indicates that most future commercial development will occur along the Friedens Church and Dinkel Avenue corridor along the northern Town limit. The Town should continue to encourage business in this area; however, due to the vehicle-centric nature of the corridor, proximity to

the I-81 Exit 240 interchange, adjacency to large industrial manufacturing and distribution centers north and east of Town, and corridor use as a through point for traffic to Bridgewater and Harrisonburg, there is strong development pressure to accommodate larger regional and national chain businesses.

The Town needs to proactively work with any potential larger developers to ensure design is compatible with adjacent uses, and façade design is consistent with the Town's existing building vernacular, open space is preserved, vegetative and tree screening is included, and pedestrian infrastructure is provided and connected to adjacent roadways. The Town will need to evaluate existing ordinances and consider developing design guidelines to assist developers.

### Prioritize Redevelopment

The Town should consider adaptive reuse of old structures and commercial buildings along US 11. Approximately one-third of residents felt the town should focus on redevelopment of existing entities rather than building new development, which was the strongest preference expressed for any type of development.

The Town's Economic Development Authority (EDA) does not currently conduct meetings. A proactive EDA could work to explore redevelopment strategies, identify structures that have redevelopment potential, and identify incentives and provide regulatory flexibility to encourage infill development. The Town should invest in adaptive re-use of old commercial buildings through the Virginia Center of Housing Research (VSHR).

Buildings along US 11 have limited off-road setbacks and are situated on small parcels, which complicates property access, limits parking, and challenges the overall potential to redevelop properties into new residential or commercial uses. The Town needs to evaluate existing ordinances and the application and site plan review process to streamline and incentivize applications seeking to rehabilitate old properties, and also evaluate new places for shared parking space should be evaluated.

The Town also wants to encourage property owners of historic properties to notify the Town if demolition may occur so the Town can work with private owners to potentially save properties. If the uses of older buildings change, the Town or owner should seek appropriate new uses for these buildings.

### Conserve Open Space

Mount Crawford is defined not only by US 11, but by the open space and agricultural fields both east and west of the main thoroughfare, and also the North River and Cooks Creek, which are natural assets that provide ecosystem, habitat, and recreation benefits. As the Town develops, growth should be focused in strategic areas of Town (see Future Land Use Map) to protect rural community character, open space, and the environment.

The Town should encourage new development consider stormwater strategies to protect water quality and control flooding, promote stormwater protection strategies, protect existing vegetation and tree cover and incentivize new plantings and buffers between uses to protect not only the two local streams, but the larger Shenandoah River and Chesapeake Bay watersheds. The Town should review and update existing ordinances to ensure new development considers vegetation, tree cover, and the environmental implications of development on the Town's streams.

The Town needs to review existing ordinances that could allow for promoting or requiring more cluster development for higher-density developments, which would conserve open space. The Town could also consider incentives or requirements for new developments to preserve a percentage of open space and existing trees and vegetation in proposals.

The Town should also consider relationships with the Virginia Department of Environmental Quality for identifying best management practices for reducing runoff and limiting impervious surfaces in new development and meeting regional watershed implementation plan goals.

## Encourage Development in Preferred Areas

The future land use map visually illustrates the Town's preference for future development. The map designations are informed by public engagement input on future growth, Comprehensive Plan Committee input, and population and employment growth assumptions. The future land use map is not regulatory, does not affect current zoning, and is a reference to inform Town decision-makers on future development projects, policies, ordinances, and studies. The Town should reference the Future Land Use map below when considering the location of new development.

The Rockingham County Comprehensive Plan's Future Land Use Path projects further commercial and mixed-use center growth surrounding Mount Crawford, which could have future impacts on the Town's residential, commercial, and transportation network. The Town should work with the County during their Comprehensive Plan update process to ensure the Town's preferred growth patterns are considered.

## Proactive Land Use and Design

### *Designations*

Future Land Use Plan designation definitions express future development expectations (see **Table 10**). The Future Land Use Map (see **Map 12**) illustrates community's general future development vision.

Over the next 10 – 25 years, the Town anticipates that new residential growth should primarily be low density residential. The low-density residential designation recommends up to three units per acre, and single-family detached homes and duplexes. Higher density residential development is preferred to occur near the existing Saddlebrook Townhomes development, and the approved townhome developments along Parsons Court Road and US 11.

Business development should occur primarily along the Friedens Church and Dinkel Avenue corridor, while the Town will continue to promote conservation of land east of US 11 and near the south-end of Town. Future land use planning is not limited to the Town boundary. Due to the Town's small size, and location near interstate and industrial areas in the County, the Town needs to work with the County to address any conflicts with the Town's preferred growth and the County's future land use.

**Table 10.** Future Land Use Designations

| Future Land Use Designation | Description | Guidelines |
|---|---|---|
| **Main Street Corridor** | Accommodates the original development pattern of Mount Crawford. | • Maintain areas of compact, mostly single-family development.<br>• Encourage a grid street pattern and small lots to enhance pedestrian access.<br>• Encourage infill development be compatible neighborhood character.<br>• Keep development regulations flexible to encourage revitalization. |
| **Low Density Residential** | Promotes single-family detached dwellings to maintain the existing character of established neighborhoods; allows ~1-3 units per acre | • Maintain residential areas of single-family, low-density development.<br>• Infill lots should be used for single-family residential development.<br>• Encourage a range of price points for single-family units; affordable units. |
| **Medium Density Residential** | Provides more flexible residential development, while preserving the quiet nature of a residential neighborhood. Housing types include single-family detached, single-family attached duplex dwellings, and duplex apartment units; allows 4 – 9 units per acre | • Provide alternatives to conventional single-family dwellings.<br>• Encourage the development of low to moderate density with open space. |
| **Planned Unit Development** | Promotes higher density mixed-use, repetition of historic patterns, and pedestrian facilities. Housing types include single-family homes, townhouses, apartments, and business; allows no more than 10 units per acre. | • Encourage diverse housing types, and multiple uses, such as residential, businesses, and recreation.<br>• Encourage cluster development with smaller lots and common space.<br>• Encourage mix of land uses compatible with adjoining residences.<br>• Provide pedestrian access and links to other development.<br>• Provide community facilities to connect with Town amenities. |
| **Business** | Includes retail, office, professional services, restaurants, and lodging. Commercial areas should have interconnected streets, inter-parcel access, and pedestrian facilities. Parking should be located to the sides or rear of buildings. | • Consider the preservation of historic sites when reviewing proposals.<br>• Encourage a diverse mix of business types and small-business.<br>• Develop flexible regulations to encourage revitalization. |
| **Public and Semi-Public** | Includes governmental, cultural, recreational, or educational uses owned or leased by the Federal government, the State, the Town; private property or non-profits with a similar public use. | • Maintain areas accessible for public use.<br>• Encourage amenities such as sidewalks, trails, and open space. |
| **Conservation** | Preserves open areas and greenspace, sensitive environmental areas, land in the floodplain or land with significant development constraints, and public land for recreation. | • Limit development in areas unsuitable for growth such as steep slopes and flood plains.<br>• Provide greenspace, recreation, and viewshed protection.<br>• Encourage new development adjacent to conservation areas provide sidewalks, trails, and open space. |

**Map 12.** Future Land Use Map
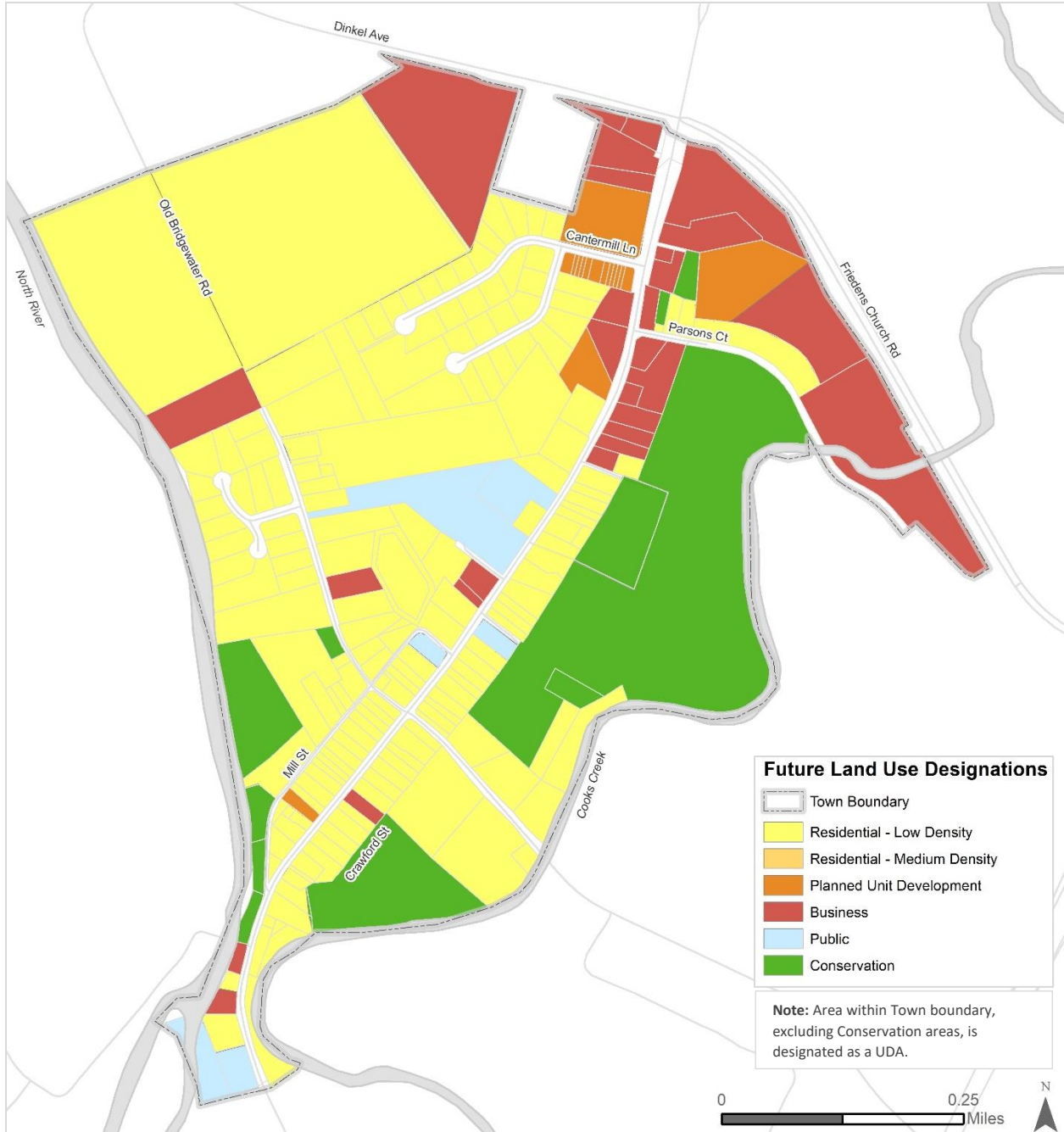


## Development Design Guidelines

Mount Crawford is designating the entire area within the municipal boundary not zoned C-1: Conservation as an Urban Development Area (UDA) per Section 15.2-2223.1 of the Code of Virginia to further articulate a vision for future growth and improve the Town's eligibility for grant funding.

State Code allows localities to voluntarily designate an area as a UDA to address projected residential and commercial growth over a 10- 20-year period. UDAs incorporate Traditional Neighborhood Development (TND) principles such as walkable neighborhood centers, multi-modal travel options, interconnected streets, and mixed uses to provide residents with a variety of residential and commercial options.

The UDA designation formalizes the Town's priorities of maintaining existing small-town character and ensuring new development is compatible with existing development. The designation also maximizes the Town's opportunities for making public investments in facilities such as roadways, sidewalks, and trails.

# Strategic Issue 2: Enhance Community Character

Many residents indicated that the Town needs to maintain and improve existing assets that make Mount Crawford a great place to live, which are defined by the small-town environment and physical qualities. Unique physical features, historic and cultural landmarks, natural areas, and parks and buildings can be used to strategically enhance a sense of place and articulate the Town's identity.

**Key Needs**
- Address visual appearance of structures
- Improve Town identity and branding
- Coordinate new town events
- Identify new community spaces
- Continue to improve community communication

**Address Visual Appearance of Structures**

The high percentage of older structures require more continual maintenance. How the aging of housing is addressed contributes to either neighborhood vitality or decline. General housing trends indicate that housing built more than 30 years ago are lower in value than newer homes due to a lack of modern amenities and infrastructure. The physical condition and appearance of poorly maintained older housing stock can contribute to neighborhood blight and affect community aesthetics and housing values.

*Streetscaping*

The Town's greatest asset is the historic US 11 streetscape, and the Town needs to improve the visual appearance of aging structures along the Town's main street, as indicated by 70 percent of residents surveyed believing the Town's appearance needs improvement.

**Figure 23.** The streetscape at the intersection of Old Bridgewater and US 11.



The Town needs to work with property owners to facilitate façade improvements for older buildings. The Town can research grant-funding opportunities and future studies that could assist with the improvement of structures. Improving building facades is one aspect of streetscaping, along with installing and improving decorative Town signage and wayfinding, lighting, street furniture such as benches, sidewalks and curbs, and landscaping to establish a sense of physical comfort and sense of place. The Town should focus streetscaping efforts along US 11 and the historic segment, as well as at Town entrances.

**Figure 24.** The northern Town entrance at the intersection of Dinkel Avenue and US 11.



### *Town Gateways*

The Town currently does not have distinct welcome signage, and there is not a clear sense of arrival when traveling into Mount Crawford. Gateways are the first impression of a community and mark the County-Town transition. Establishing and improving town entrances will enhance a sense of

place, community pride, and create a sense of "arrival" to the Town. Three gateways have been identified to improve streetscaping, landscaping, signage, and wayfinding entering the Town:

- US 11 and Dinkel Avenue intersection
- US 11 at the southern Town boundary near Town Hall
- Parsons Court near the future intersection with the Park and Ride along Friedens Church Road

**Improve Town Identity and Branding**

Place-based branding highlights what is unique about a place. Mount Crawford is the oldest chartered town in Rockingham County. It offers a historic streetscape with distinctive setbacks. It provides connections to local, regional, and national history as a significant stop along the Great Wagon Road, a Shenandoah Valley town raided during the Civil War, a regional milling center, and a small community impacted by development of the interstate highway system. Mount Crawford is the quintessential US 11 Valley Town, and the story of the Shenandoah Valley literally ran through it. The Town could benefit from creating a unique brand identity to promote community pride and encourage engagement with Town activities and events. The branding could be conveyed through Town signage, Town slogan, small businesses, and events.

**Coordinate New Town Entertainment and Events**

The Town should continue to invest in seasonal events and establish new traditions. The Town is approaching the 200th anniversary of the initial Town charter in 1825. A bicentennial event could become a unifying event highlighting Town history, telling the Town's story, and enhancing a sense of pride and place. The event would establish the framework for developing a Town branding strategy identity.

Figure 25. The Mount Crawford Trunk or Treat, October 2022.



**Identify New Community Spaces**

Mount Crawford owns only one building. There is existing Town Hall building space that could be used as a community space for events and community activities, and future reuse of this space should be evaluated.

**Continue to Improve Community Communication**

The Town should continue to improve communication with residents about the Town's administrative functions and ordinances, planning initiatives, and community events. The Town could create a newsletter or other publication that provides all residents with information about town happenings promote the sense of community and compliments continued social media presence and updates the Town website with current community information. The Town needs to also continue to maintain relationships with the Ruritan Club and local churches, and also network with local schools and clubs to provide assistance with community events.

# Strategic Issue 3: Preserve Historic and Cultural Resources

Mount Crawford is the oldest chartered Town in Rockingham County, but the Town has no properties designated on the national or state register of historic places. Given the Town's past historic significance to the development of the Shenandoah Valley along the Great Wagon Road and the many surviving historic structures along US 11, the Town is positioned to designate individual properties or an entire historic district. As previously mentioned, residents cited the historic nature of Town as the main reason for living in Mount Crawford.

| Key Needs |
| --- |
| • Inventory resources |
| • Designate a historic area |
| • Install historic signage |
| • Leverage grant programs and inform citizens |
| • Evaluate site plan review process |

The 1988 Comprehensive Plan Update notes the need for historic preservation initiatives, and details a Virginia Division of Historic Landmarks (VDHL) evaluation of the Town in 1985 read:

**Figure 26.** A 19th century home along US 11.



Mount Crawford is "a fine example of a Valley Turnpike town located along Route 11, this town retains an excellent collection of vernacular architecture from the early 19th century through the eclectic designs of the late 19th century. The district has been surveyed and the final."

Historic designations are an economic development tool. Listing can qualify owners of certain historic properties to participate in the state and federal rehabilitation tax credit programs. Benefits of preservation include:

• Revitalized buildings and historic area can attract new business and visitors.

• Tax incentives are available for rehabilitation.

• Less energy is required to rehabilitate old buildings than to demolish and replace with new construction.

## Inventory Historic and Cultural Resources

The Town has a high percentage of ageing housing stock built before 1990, and specifically "old" housing stock built before 1939, which comprises 37.5 percent of housing stock. Four structures were built before 1800. However,

there is no comprehensive inventory of the Town's historic structures or cultural sites. Historic uses include mills and taverns, dams across both Cooks Creek and North River at the mill locations. The three Town cemeteries could be potential places as historic and cultural sites as well, particularly for the preservation of African-American, Confederate, and Revolutionary War grave sites, if eligible.

The Town should coordinate with DHR and local and state historic societies in grants and archeological and survey programs to assess the Town's historic and cultural resources. Any efforts would benefit from the establishment of a resident-driven historical society, which could lead the inventory process.



**Figure 27.** US 11 historic

## Designate a Historic Area

The character of Mount Crawford is defined by the large number of 19th century buildings along US 11. The linear core is essentially intact; however, there are currently no programs protecting the historic core.

The Town should consider which designation best meets the needs to the Town. Listing a property or historic district in the VLR or National Register is strictly honorary and does not require property owners to alter property. The designations provide the following benefits:
- Officially recognize the historic significance of a place, building, site, or area;
- Encourage preservation of the property or historic district;
- Offers limited protections to properties from federal- or state-funded activities;
- May qualify owners for state and federal rehabilitation tax credits and DHR's easement program



**Figure 28.** Great Wagon Road sign dedication in Winchester

Currently, there is no support expressed for the Town to establish a historic designation that would change ordinances and require property owners to alter property.

## Install Historic Signage

The Virginia historical highway marker program documents facts, persons, events, and places prominently identified with the history of the nation, state, or region. Mount Crawford should work with DHR to identify places and areas that may benefit from historic signage. Additionally, individual property owners can add historic plaques detailing the history of structures.

**Leverage Grant Programs and Inform Citizens**

The DHR administers two programs designed to recognize Virginia's historic resources and to encourage their continued preservation: the Virginia Landmarks Register and the National Register of Historic Place cost share grants, cemetery preservation grants.

The Town needs a community-led historic preservation committee to guide future historic perseveration efforts. The Town could also partner with local universities to conduct a historical assessment or research, and work with area historical societies such as the Harrisonburg-Rockingham Historical Society.

**Evaluate Site Plan Review Process**

The Town could establish an architectural review process during the site plan process to encourage new development design be compatible with the surrounding historic area and buildings.

# Strategic Issue 4: Improve Parks and Recreation

The Town has generated excitement in developing future parks and recreation facilities based on the success of the boat launch project, which was 100 percent grant funded. While the public survey results indicated that 58% percent were very satisfied or satisfied with existing parks and recreation, qualitative responses at open house events along with Plan Committee input indicate a need to evaluate the potential for future parks

| Key Needs |
| --- |
| • Maintain existing facilities |
| • Identify potential new facilities |
| • Build partnerships |

and recreation facilities. Additionally, while support expressed for any new development is limited, recreation facilities were cited as the preferred form of new development in Town. The Town has limited park facilities and needs to continue to evaluate new, cost-effective ways develop new projects.

**Maintain Existing Facilities**

The Town maintains one recreational space at the DWR boat launch on the North River adjacent to Town Hall, which will be completed in 2023. The Town needs to continue to complete facilities for the park, which include bathrooms, a picnic shelter, benches, signage, trails and other amenities to enhance access to outdoor recreation for residents and visitors. Public comments received indicate a strong preference for more amenities at the site, and residents want to see the area become a Town gathering space.

*More local parks and community space. Mt. Crawford already has a relaxed, small-town feel. More support for local parks would allow us to become a more desired place to live for rest, relaxation, and recreation.*- Public comment, Spring 2022

**Identify Potential New Facilities**

The Town only maintains one park site, and the Ruritan Park serves as a de facto public park space. The Town may want to consider new facilities in conservation areas. Proposed ideas from the public included additional trails along the Town's bordering waterways, pocket parks, and a disc golf course. In particular,

the Town may further consider a proposed trail network between North River and Cooks Creek and linear trails along these two waterways to provide public walking access. At a minimum, the areas should be preserved to protect the natural environment.

Cooks Creek in particular could be impacted by new development, and special attention is needed to protect it as noted in the Growth and Development strategic need section. The creek and floodplain could be treated as a linear park and undeveloped natural area. Recreational development could be limited to low-impact trails and picnic areas.

Also, the Town should work with Rockingham County and the Town of Bridgewater in establishing an on-road shared use path between the Town and Bridgewater on Dinkel Avenue for bicyclists and pedestrians or an off-road trail connection along North River. This project is identified in the vision list of projects included in the Town's Non-Motorized Infrastructure Evaluation Plan.

## Build Partnerships

The Town values its relationship with the Ruritans, which is essential to providing the Town with semi-public space. Public-private partnerships are vital for the Town, and the Town welcomes partnerships with the Ruritans and other private partners to leverage any potential future grant funding to improve facilities.

New parks or semi-public spaces can also develop from the private sector. New residential development, particularly new Planned Unit development or larger sub-division development, should allow for open public space with pedestrian connectivity to adjacent parcels. The Town needs to evaluate existing ordinances and site plan procedures to ensure park space is included in future residential development.

Finally, new parks and recreation facilities will likely be grant-dependent, and the Town could form a committee to oversee recreational opportunities. The Committee could assist with promoting, maintaining, and managing park spaces. The committee could also be responsible for maintaining

landscaping plantings throughout Town, and at gateway entrances, as mentioned in the Enhancing Community Character strategic need section.

**Figure 30.** The Ruritan Park walking path is the only semi-public trail in Town



# Strategic Issue 5: Improve the Transportation Network

The Town's transportation needs are based on existing conditions and growth assumptions over the next 25 years to address congestion, safety, and connectivity.

Planning Committee input and existing and future transportation data indicate that the biggest needs in the Town are periodic and peak traffic congestion along US 11, traffic congestion associated with I-81 incidents, safety issues at intersections along US 11, and sidewalk condition and connectivity to Town points of interest.

**Key Needs**
- Address congestion and safety on US 11
- Address congestion due to I-81 delays
- Improve the bicycle and pedestrian network

### Monitor Impact of Growth on the Transportation Network

*Population and Employment Growth*

Based on the population projections from Chapter 2 under the Population section, the Town's preferred growth rate anticipates approximately an additional 200 residents by 2045, which is a 45 percent population increase. This rate was informed by the planned and proposed future new residential development outlined along Parsons Court and US 11. This rate is reasonable due to historic population trends, existing zoning, planned and proposed future development, and the Town's desire for incremental growth.

**Table 11** summarizes the Harrisonburg-Rockingham Metropolitan Planning Organization (HRMPO) 2045 Long Range Transportation Plan (LRTP) Travel Demand Model population and employment growth inputs used for projecting future roadway congestion. The Travel Demand Model evaluates future congestion for the HRMPO region based on population and employment projections between the base year and 2045 by generating a volume to capacity (V/C) ratio, which measures the operating capacity of a roadway by dividing the number of vehicles on a road by the number of vehicles that could theoretically travel on a road.

Based on the analysis, no roads in the Town are anticipated to be over capacity in 2045. However, a half-mile segment along Dinkel Avenue from the US 11 intersection westbound outside of Town is projected to be over capacity and have issues accommodating freight traffic in 2045. Based on projected employment data, most Mount Crawford residents will continue to commute to work outside of Town; however, there will likely be more people commuting into Town over the next 25 years due to a projected increase in employment.

**Table 11.** 2045 HRMPO Travel Demand Model Data Inputs for Assessing Future Traffic Congestion

| | Population | | Employment | |
|---|---|---|---|---|
| | **2020** | **2045** | **2018** | **2045** |
| MPO | 83,561 | 106,687 | 53,136 | 62,974 |
| Mount Crawford | 439 | 639 | 102 | 218 |

### *Land Use Factors*

The Town has a dense development corridor along US 11, and the most potential for new residential and commercial development will likely occur along the Friedens Church and Dinkel Avenue corridor on the north side of Town, which are currently mostly vacant. The vacant 11-acre annexation along Parsons Court Road near the Park and Ride and Friedens Church Road was rezoned in 2022 as PUD and Commercial uses, and the Town has approved a 50-unit townhome development and commercial gas station in this area. There is also an approved 17-unit townhome development on US 11. No other planned or future development is anticipated at this time.

The Future Land Use Map earlier in this chapter indicates that any new future residential and commercial development will likely occur along east of Town along Parsons Court and Friedens Church Road, and along Dinkel Avenue west of Town. These roads, in addition to the northern segment of US 11 at the intersection of Parsons Court north to the Dinkel Avenue intersection, will likely be impacted the most by future development. However, as indicated by the HRMPO Transportation Demand Model, future growth will likely not impact the Town network.

The planned 17-unit townhome development on US 11 near the Joy Mart gas station illustrates potential future residential and in-fill development opportunities; however, due to the existing built-out infrastructure along US 11, any future development along the US 11 corridor will be limited.

Surrounding adjacent land use in the County, specifically north of Town along the Friedens Church and Dinkel Avenue corridor, and US 11 north of the Dinkel Avenue intersection, are major commercial and industrial areas with large businesses. Any new growth in the County would have the most impact on the Friedens Church/Dinkel Avenue corridor, and marginal impact on the Town's roadway network.

### Emerging Technology

Recent and ongoing advancements including on-demand mobility services, the growing affordability and use of electric vehicles, and the potential development of increasingly automated vehicles could reshape the Town's transportation system in the next 25 years. These technological advancements are not expected to drastically change Mount Crawford's transportation system in the short-term.

Electric vehicle charging infrastructure will likely become more commonplace in the next ten years, and the Town should work with regional partners such as the HRMPO and CSPDC to plan for future electric vehicle infrastructure. The Mount Crawford Park and Ride could be an appropriate place for future EV infrastructure. The Town should also encourage any new private development to install EV charging infrastructure.

### Traffic Volume and Capacity

#### ADT and Level of Service

Projecting travel demand assists with anticipating new roadway capacity and infrastructure improvements. VDOT forecasts ADT and Level of Service (LOS) changes over next 25 years. ADT is expected to increase on all roads in and outside of Town by 2050 (see **Map 13**). Notably, traffic along US 11 is estimated to increase from 6,300 to around 7,559, and traffic along Old Bridgewater from 540 to 924. All roads outside of Town are projected to nearly double in average daily traffic. For example, Airport Road traffic increases from 2,500 to 5,713, and US 11 north increases from 11,000 in to 21,104.

LOS measures roadway congestion based whether travel demand exceeds roadway capacity on a scale from A (best) to F (worst). Roads with an A LOS have free-flowing traffic with no peak-period travel delays, C LOS is "stable flow" and the baseline target for most roads, while roads with an F experience major congestion and delays.

All roads in the Town boundary are projected to have a LOS of C or better in 2050. One small segment along US 11 near the Dinkel Avenue/Friedens Church intersection is anticipated to decline from a LOS C to LOS D; however, all other roads will maintain the current LOS. Dinkel Avenue north of Town, and US 11 south of Town, are expected to decline to LOS D in 2050 (see **Table 12**).



**Map 13.** ADT, 2050
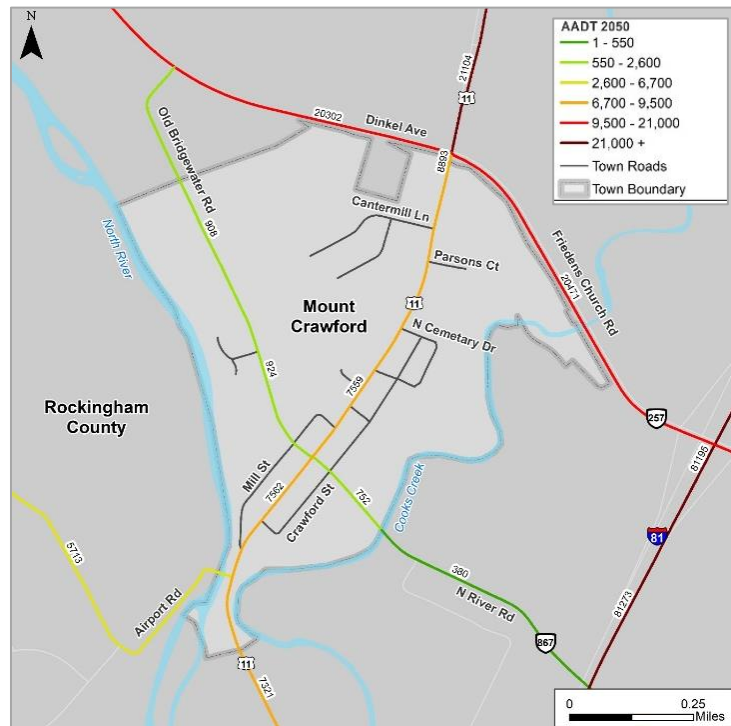
**Table 12.** Roads with a Declining LOS Near Mount Crawford

| Road Segment | LOS 2019 | LOS 2050 |
|---|---|---|
| Dinkel Avenue | C | D |
| US 11 North of Town Boundary | A | B |
| US 11 South of Town Boundary | C | D |
| I-81 | C | E |

### Regional Data

Based on 2045 HRMPO Travel Demand Model assumptions, which account for future land use, population and employment growth to estimate future trip generation and distribution, there are no roadways in Town that will be over capacity in 2045; however, a .3 mile segment along Dinkel Avenue between the US 11 intersection and Old Bridgewater Road is identified as being over capacity and having a freight deficiency in 2045.

Based on Rockingham County's projected future land use, this area will likely continue to develop and grow. Mount Crawford will need to work with the County, the HRMPO, and VDOT to assess the potential growth on the Town.

Mount Crawford will need to monitor travel capacity of US 11, especially because the road is identified by VTrans as a corridor of statewide significance for capacity preservation. Roadway capacity and traffic congestion will likely continue to be limited to periodic I-81 incident detours within the Town boundary; however, capacity may become an issue along Friedens Church and Dinkel Avenue north of Town, and US 11 south of Town.

The use of US 11 as an alternative north-south route for I-81 traffic during crashes and delays on the interstate have a significant impact on traffic operating capacity in the Town. Public input and Plan Committee input indicate that periodic congestion associated with I-81 delays are the top transportation priority.

Future land use in Town will likely be based on small redevelopment of existing properties, and infill development along US 11. Planned and proposed residential and commercial growth along Parsons Court and the greenspace east of Town could have a significant impact on future traffic patterns, specifically at the intersections of US 11 and Friedens Church Road along Parsons Court, and at the US 11 and Friedens Church/Dinkel Avenue intersection. Additionally, any future growth and development of the commercial and industrial areas north of Town will likely impact congestion in the Town.

### Freight Congestion

While truck traffic as a percentage of roadway traffic is not projected to increase, and LOS is not expected to decline in Town limits for nearly all roads, there is a small segment on US 11 north near Dinkel Avenue that is projected to decrease in service, in addition to Dinkel Avenue north of Town. The Friedens Church and Dinkel Avenue corridors are Virginia Access Highway designated truck routes, and the area north of Town has several regionally significant truck traffic and freight distribution and manufacturing centers.

Additionally, the Harrisonburg Rockingham Metropolitan Planning Organization (HRMPO)'s 2045 Long Range Transportation Plan (LRTP) indicates that the segment outside of Town along Dinkel Avenue from the US 11 intersection west to Bridgewater Town Limits is a freight deficient segment based on projected future LOS, truck traffic, and proximity to industrial and commercial freight generators.

Due to the Town's proximity to the Dinkel Avenue/Friedens Church corridor, large industrial and manufacturing businesses, and I-81, the Town will need to work with regional transportation stakeholders to address truck traffic issues.

### Road and Bridge Maintenance

Mount Crawford has several roads that are in "Very Poor" condition according to VDOT data, mainly Old Bridgewater Road/North River Road, Mill Street, and Parsons Court. Additionally, there are several roads, such as Crawford Street and Mill Street, which would benefit from paving, but are not rated in VDOT's data. The Town will continue to work with VDOT to maintain and upgrade the roadway network.

Additionally, the Town's alleyways are in poor condition, and pose challenges with snow removal. Paving the alleyways, along with Crawford and Mill Streets, was mentioned during public engagement and by the Planning Committee as a priority.

### Safety

#### Crashes and Severity

VDOT crash data was used to analyze the number, location, type, and severity of vehicle crashes from 2014 to 2021. There were 52 crashes in Town over the eight-year period, which is an average of 6.5 crashes annually (see **Map 14**). A high of nine total crashes occurred in 2014, 2017, and 2019. There has been a decline in crashes since the COVID-19 pandemic in 2020. Fifty of the 52 crashes in Town occurred along US 11; the other two crashes occurred on Old Bridgewater Road near the Mill Street intersection.

Over half (54 percent) of all crashes in Town occurred at one of three intersections:
- US 11 and Airport Road – 13 crashes
- US 11 and Old Bridgewater Road – 10 crashes
- US 11 and Dinkel Avenue/Friedens Church Road – 5 crashes

**Figure 31.** US 11 and Airport Road intersection has had the most crashes in Town since 2014

Outside of the Town boundary, there were 24 crashes located at the intersection of US 11 and Dinkel Avenue/Friedens Church Road. Combined, there were a total of 29 crashes near the intersection of US 11 and Dinkel Avenue/Friedens Church Road both inside and outside of the Town boundary, which illustrates that this intersection is the most significant safety concern adjacent to the Town boundary.

There were no fatalities or severe injury crashes in Town or along adjacent roads outside of Town. In Town limits, there were 7 visible injury crashes, and 3 non-visible injury crashes; the remaining crashes are classified as property damage only. There was one severe injury crash outside of Town at the US 11 and Dinkel Avenue/Friedens Church Road intersection.



**Map 14.** Crashes by Severity in Mount Crawford, 2014 - 2021
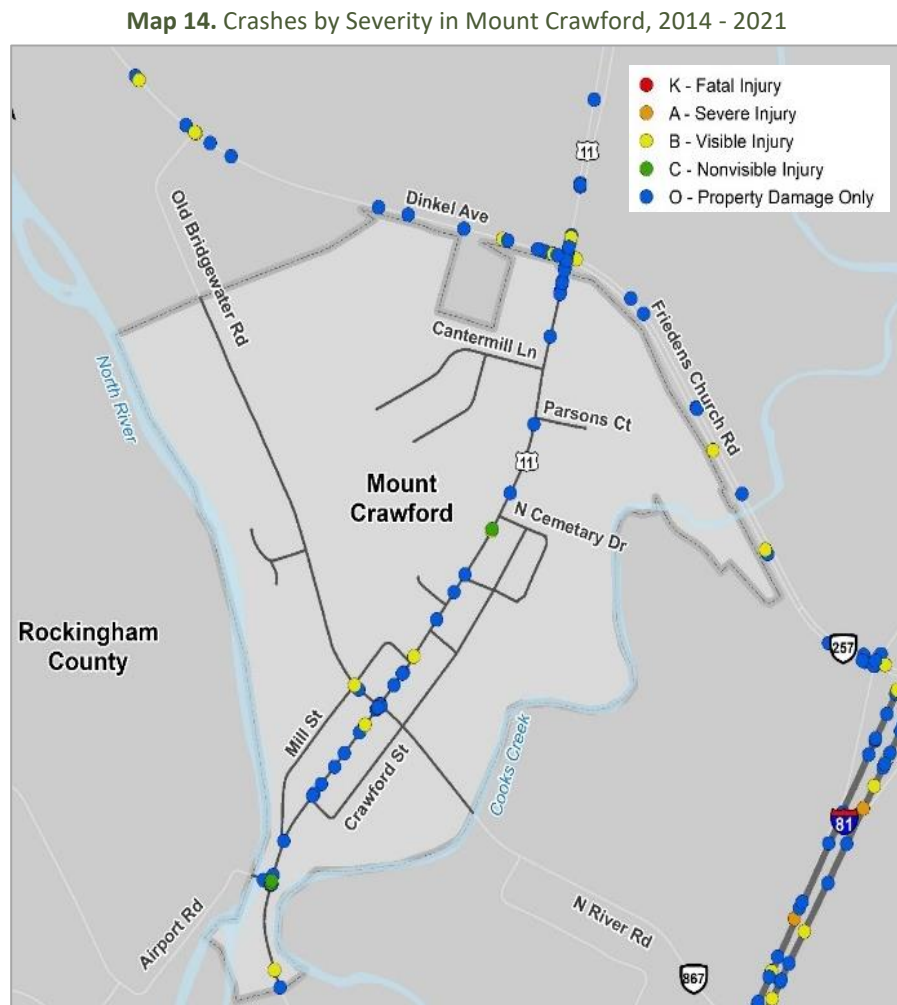
The most common crash type involved angle crashes (29 percent), rear-end crashes (25 percent), and fixed off-road objects (21 percent), which account for 75 percent of all crashes in the Town.

Between 2015 and 2020, there as one pedestrian-involved accident and one cyclist-involved accident within the study area. The pedestrian-involved accident occurred on US 11 in 2016, just south of Old Bridgewater Road, and the cyclist-involved accident occurred on Friedens Church Road just west of Parsons Court in 2018.

The Planning Committee also noted a need for stop sign installation at all Town alleyways to address potential safety issues at alleyway intersections.

*PSI Location*

The US 11 and Airport Road intersection is a particular safety concern. Based on the crash data, VDOT classifies the intersection as a Staunton District Potential Safety Improvement (PSI) location. PSI is a VDOT safety evaluation tool that compares the number of crashes at an intersection over a 5-year period to the expected number of crashes based on intersection characteristics (traffic volumes, roadway geometry,
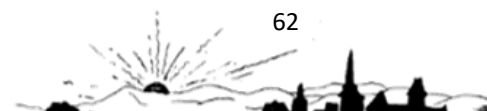
and roadway classification). The higher the discrepancy between expected and actual crashes, the higher the PSI ranking. Prioritized safety improvements at this intersection are essential to improving safety in the Town.

### *Pedestrian and Bicycle Facilities*

The 2022 Non-Motorized Infrastructure Evaluation Study analyzed existing infrastructure, safety and user trip data, and points of interest to identify the key bicycle and pedestrian connectivity gaps. The Study identified eight major connectivity gaps (see **Map 1**).

**Map 15**. Bicycle and Pedestrian Connectivity Gaps
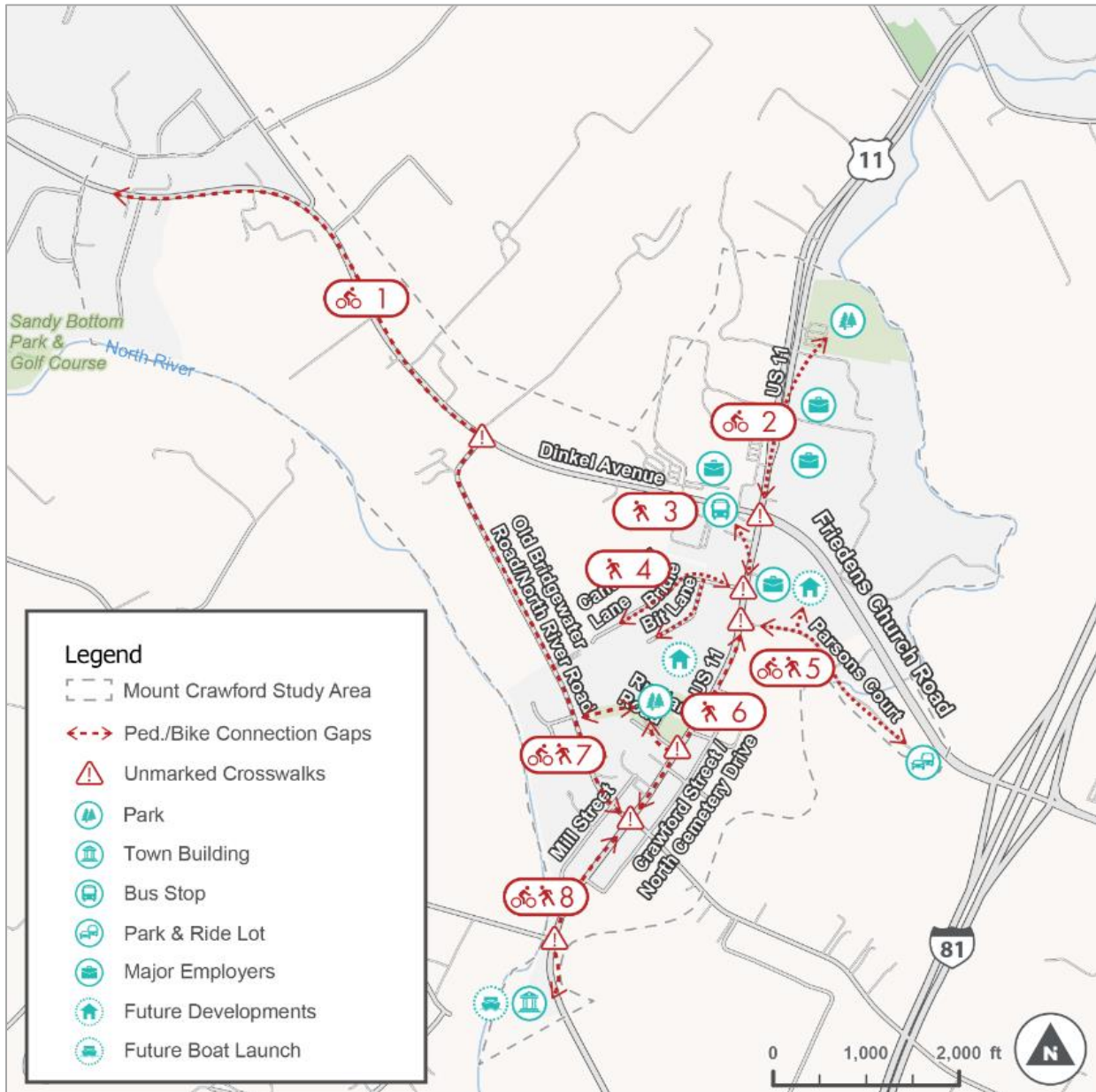
## Parking

Many old properties along US 11 have small front setbacks and are situated on small lots, which restricts parking availability. The Town needs to evaluate parking alternatives along US 11, and work property owners to establish shared parking during events.

## VTrans 2045 Needs

VTrans 2045 is Virginia's statewide long-term transportation plan designed to guide VDOT's major transportation priorities and investments across the state over the next 25 years. To ensure VDOT's coordinated planning efforts and transportation investments match the characteristics and needs of each part of the state, VTrans divides the state into three travel markets: Corridors of Statewide Significance (CoSS), Regional Networks (RNs)s, and Urban Development Areas (UDAs).

Currently, Mount Crawford has two VTrans needs:
- *CoSS needs along US 11*, which indicates needs for capacity preservation, transit access, bicycle access, and transportation demand management.
- *RN needs along US 11, Old Bridgewater Road, and a small segment of Airport Road*, which indicates needs with transportation demand management, transit access, and bicycle access. Friedens Church Road and Dinkel Avenue are also regional networks with the same needs north of Town.

The adoption of this Comprehensive Plan will designate a UDA in all areas of Town not zoned under C-1: Conservation, which will establish additional VTrans needs in Town.

## Recommendations

### Recommended Transportation Projects and Studies

The recommended projects are based on the Town's current and future transportation needs. Sixteen projects are new bicycle and pedestrian projects identified in the 2022 Non-Motorized Infrastructure Evaluation Study. To address the Town's safety needs, three safety studies are recommended to identify actionable strategies and projects the Town can pursue to improve safety and connectivity. **Table 13** and **Map 16** summarize the GAP study projects, and Table 1 summarizes the studies.

Mount Crawford does not have any projects programmed in VDOT's Six Year Improvement Plan (SYIP).



**Map 16**. Proposed Project Locations
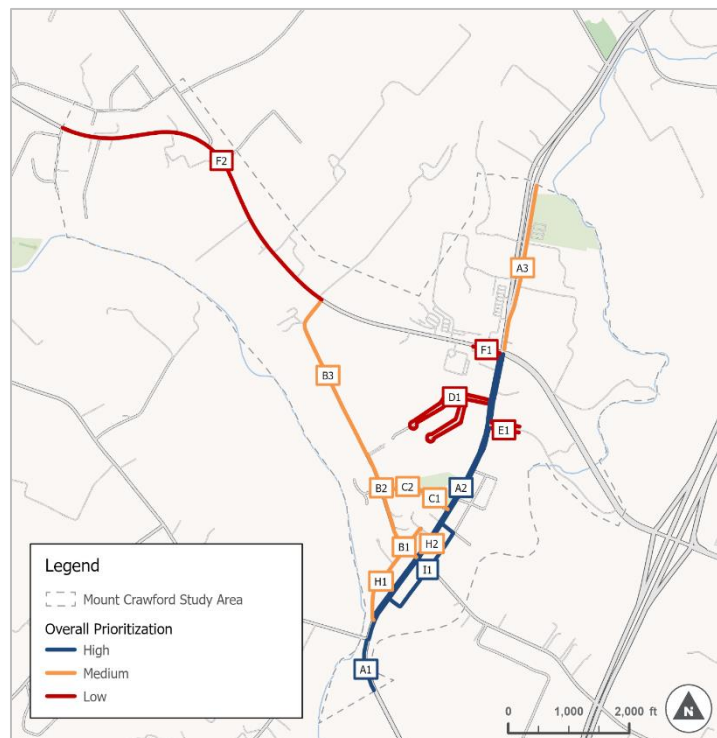
**Table 13**. Recommended Projects: Multi-Modal Improvements

| Project | Extents | Description | Planning-level Cost Estimate, 2022 | | Priority |
|---|---|---|---|---|---|
| | | | Low | High | |
| **US 11** | | | | | |
| **US 11 Town Hall Sidewalk Installation** | Town Hall to Airport Road and Mill Street (.18 miles) | Construct a five-foot sidewalk along the alignment. South of Airport Road the sidewalk should be run along the southbound lane to provide a direct link to destinations like the Town Hall. North of Airport Road, the sidewalk would have to run adjacent to the northbound lane due to the terrain. A new crosswalk is needed at the intersection of US 11 and Airport Road. | $210,000 | $654,000 | High |
| **US 11 Historic Main Street Pedestrian Improvements** | Mill Street to Dinkel Avenue (.73 miles) | Construct a continuous six-foot sidewalk along the road. Between Mill Street and Parsons Court, space constraints would limit the sidewalk to the northbound side of the road only. The southbound side would feature a seven-foot wide paved shoulder. From Parsons Court to Dinkel Avenue, sidewalks would be on both sides of the road. | $1,252,000 | $3,850,000 | High |
| **Monger Park Shared Use Path** | Dinkel Avenue to Monger Park (.51 miles) | Construct a 10-foot wide shared-use path along the northbound side of the roadway. Add crosswalks where the path intersects the roadway. | $1,448,000 | $2,329,000 | Medium |
| **Old Bridgewater Road** | | | | | |
| **Old Bridgewater Road Multi-Modal Signage Improvements** | US 11 to 125 Old Bridgewater Road (0.12 miles) | The road is constrained by buildings on both sides and cannot accommodate a new sidewalk or bicycle lane. Designate a short segment of Bridgewater as a shared-use street, with signage and stripping to make drivers aware that they are sharing space with other users. | $59,000 | $91,000 | High |
| **Old Bridgewater Road Sidewalk** | 125 Old Bridgewater Road to Town Line (0.24 miles) | Construct a five-foot sidewalk on the westbound side of the road. | $289,000 | $934,000 | High |
| **Old Bridgewater Road Shoulder Improvements** | Town Line to Dinkel Avenue (0.53 miles) | Construct paved shoulders to accommodate bicyclists and pedestrians in the rural segment of the roadway. | $1,226,000 | $1,922,000 | Medium |
| **Old Bridgewater Road Connector** | | | | | |
| **Ruritan Road Multi-Modal Improvements** | US 11 to end of road (0.10 miles) | Designate the roadway as a shared-use road with signage and restriping. This short roadway segment would accommodate pedestrians and cyclists. | $9,000 | $14,000 | Medium |
| **Cantermill Lane and Bridle Bit Lane** | | | | | |
| **Cantermill Lane Sidewalk** | Cantermill Lane | Construct 5-foot sidewalks on both sides of the street. | $404,000 | $1,308,000 | Low |
| **Bridle Bit Sidewalk** | Bridle Bit Lane | Construct 5-foot sidewalks on both sides of the street. | $254,000 | $824,000 | Low |
| **Parsons Court** | | | | | |
| **Parsons Court Sidewalk** | US 11 to new subdivision (0.08 miles) | Construct 5-foot sidewalks on both sides of the street. | $192,000 | $622,000 | High |
| **Dinkel Avenue** | | | | | |
| **Dinkel Avenue Bus Stop Sidewalk** | US 11 to Dinkel Ave / US 11 Bus Stop | Construct a short segment of a five-foot wide sidewalk on the eastbound side of Dinkel Avenue to connect the bus stop with the intersection of Dinkel Avenue and US 11. | $210,000 | $675,000 | Medium |

| Project | Extents | Description | Planning-level Cost Estimate, 2022 | | Priority |
|---------|---------|-------------|------|------|----------|
| | | | Low | High | |
| **Bridgewater Multimodal Connector** | Old Bridgewater Road to Hickory Lane | The study team identified three alternatives for better accommodating cyclists and pedestrians on Dinkel: <br>• Option A: Widen and restripe the road to create buffered seven-foot shoulders along Dinkel Avenue. <br>• Option B: Construct a multi-use trail parallel to the road for cyclists and pedestrians. <br>• Option C: Construct five-foot-wide bike lanes with a two-foot buffer from travel lanes. | Option A: $2,037,000 <br><br> Option B: $4,699,000 <br><br> Option C: $813,000 | Option A: $3,181,000 <br><br> Option B: $7,560,000 <br><br> Option C: $1,255,000 | **High** |
| **Mill Street** | | | | | |
| **Mill Street Repaving and Shared Use Signage – Project 1** | US 11 to Old Bridgewater Lane | Repave roadway and add markings and signage to indicate Mill Street is a shared-use roadway where cars yield to cyclists and pedestrians. | $361,000 | $384,000 | **Low** |
| **Mill Street Repaving and Shared Use Signage – Project 2** | Old Bridgewater to Dayspring Nazarene Church | Pave roadway. Add markings and signage to indicate Mill Street is a shared-use roadway where cars yield to cyclists and pedestrians. | $101,000 | $107,000 | **Low** |
| **Crawford Street** | | | | | |
| **Crawford Street Repaving and Shared Use Signage Improvements** | Entire extent of Crawford Street | Repave roadway and add markings and signage to indicate Crawford Street is a shared-use roadway where cars yield to cyclists and pedestrians. | $549,000 | $584,000 | **Medium** |

**Table 14**. Recommended Transportation Studies

| Project | Type | Description |
|---------|------|-------------|
| **US 11 Intersection Safety Analysis** | Safety | Conduct a safety analysis study to identify safety improvements to address crashes. The study would focus on the US 11 Corridor and/or three major intersections 1) Airport Road, 2) Old Bridgewater Road, and 3) Dinkel Avenue. |
| **Dinkel Avenue Safety and Congestion Study** | Safety and Congestion | In coordination with Rockingham County, HRMPO, and VDOT, conduct a safety and congestion study at the intersection of Dinkel Avenue and US 11, which would include the adjacent area within the northern Town limit, and the segment of Dinkel Avenue along the northern Town boundary to Old Bridgewater Road. The study would consider roadway improvements to address safety and congestion, to include potential bicycle and pedestrian improvements. |
| **Bicycle and Pedestrian Off-road Trail Study** | Bicycle and Pedestrian | Conduct a feasibility study that assesses the viability of establishing a trail from the Mount Crawford boat launch, along North River, and connecting to existing trails in Bridgewater, and establishing a trail along Cooks Creek, from Town Hall to new development near Parsons Court and the Park and Ride. |

# Strategic Issue 6: Maintain Fiscal Responsibility

Strategic Issue 6 underpins all other issues in this plan. The Town must continue to practice fiscal responsibility due to the extremely limited tax base dependent on water/trash/sewer invoicing, water connection invoicing, and meals tax income. The Town's recent approved residential development of 50 townhomes on Parsons Court, and 17 townhomes on US 11, along with a potential new large gas station on Friedens Church Road will likely improve the Town's revenue sources.

**Key Needs**
- Practice fiscal responsibility and restraint
- Prioritize grant-funded initiatives and projects
- Conduct cost/benefit analysis of Town spending
- Communicate Town spending with citizens

No new proposed developments are anticipated, and the Town will continue to practice fiscal constraints when evaluating the feasibility of new projects. The DWR Boat Launch was 100 percent grant funded, and is the template for future Town initiatives and projects. The Town will continue to pursue grant funding opportunities to fully fund new projects in the future.

## Conduct Cost/Benefit Analysis to Assess Development

The Town should conduct a cost-benefit analysis of all proposed projects to ensure projects add the greatest value and are not burdening citizen taxpayers. Grant funding will be the primarily means of funding new initiatives and projects, and the Town will continue to build internal capacity for researching, evaluating, and conducting new grants, and working with regional stakeholders to identify grant opportunities.

The Town needs to apply a cost-benefit approach, with an emphasis on securing grant funding to all Growth and Development, Transportation, Historic Preservation, and Community Character projects.

The Town does not maintain a Capital Improvement Plan (CIP), which coordinates the location, timing, and financing of capital improvements over a multi-year period. Capital improvements refer to major, non-recurring physical expenditures such as land, buildings, public infrastructure, and equipment. The Town could benefit from having a CIP to align capital improvements with the vision and goal in the Comprehensive Plan. A CIP could also help with conducting a cost/benefit analysis of projects.

# 4.
# Action Plan

Chapter 4 lists the goals, strategies, and action steps to address the Town's strategic issues.

Construction at the Town Boat Launch, September 2022

# Action Plan

The Action Plan establishes a set of goals, objectives, and action steps addressing the strategic issues in Chapter 3. The Action Plan is a reference for Town staff, elected and appointed officials, and citizens for future planning, projects, budgeting, and grants. The Action Plan includes an implementation matrix identifying responsible entities and prioritizing the action steps.

## The Role of Town Staff, Planning Commission, and Town Council

Town staff and elected and appointed officials should refer to the Plan's vision, strategic issues, goals, objectives, and action steps before making recommendations and decisions on Town matters.

The Code of Virginia § 15.2-2230 requires each locality review, and update if needed, the Comprehensive Plan every five years. Town staff should review the Action Plan with the Planning Commission and Town Council annually to set priorities.

## From Strategic Issues to Implementation

The strategic issues and needs from Chapter 3 inform the corresponding goals, objectives, and action steps (see **Figure 32 and Table 14**).

**Figure 32. The Path from Strategic Issues and Key Needs to Implementation**



Strategic Issues

| 1. Shape Growth and Development | 2. Improve Transportation Network | 3. Enhance Community Character |
|---|---|---|
| 4. Preserve Historic and Cultural Resources | 5. Promote Parks and Recreation | 6. Responsible Revenue Management |

**Fiscal Responsibility**
- Emphasize fiscal responsibility
- Maintain services
- Consider new growth impacts
- Conduct cost/benefit analysis for new projects
- Prioritize grant funding

**Capacity Building**
- Reestablish Town committees
- Engage citizens to establish community groups
- Build relationships with private and regional locality partners

**Community Outreach**
- Continue to improve communication of Town matters to citizens
- Develop new, streamlined outlets for sharing information

**Planning & Ordinances**
- Align planning initiatives with Town vision and goals
- Align ordinances and land use with Town vision and goals
- Review development approval process

Key Needs

**Implementation**
Goals
Objectives
Action Steps

## Goals and Objectives

Based on the strategic issues and needs, the Town has identified the following 5 goals and 20 objectives:

**Table 14. Plan Goals and Objectives**

**Goal 1:** Mount Crawford will manage growth and development by maintaining small-town character and supporting new opportunities for residents, businesses, and visitors.

- Objective 1: Monitor the growth rate to balance the tax base with the need for quality Town services
- Objective 2: Encourage a diverse range of quality uses that are appropriately-scaled and integrate into surrounding neighborhoods, with particular support for small, independent business
- Objective 3: Support redevelopment projects over new development
- Objective 4: Direct future residential and commercial growth occur in appropriate areas
- Objective 5: Preserve conservation areas and the quality of natural resources

**Goal 2:** Mount Crawford will maintain the Town's existing small-town charm, revitalize the US 11 corridor, and provide opportunities to bring people together and improve quality of life.

- Objective 1: Address the poor condition and visual appearance of buildings along US 11, and assist residents with revitalization
- Objective 2: Improve the Town streetscape with lighting, signage, benches, and vegetative plantings
- Objective 3: Plan and promote town-sponsored events and attractions that provide for community gathering
- Objective 4: Establish a unique, cohesive Town identity based on location along historic US 11, small-town character, existing historic and cultural assets to promote community pride
- Objective 5: Maintain public accountability and continue to build trust

**Goal 3:** Mount Crawford will preserve and leverage historic and cultural resources to improve the streetscape, develop Town identity, and promote community pride.

- Objective 1: Identify and document historic and cultural resources
- Objective 2: Establish designation that acknowledges the Town's historic area
- Objective 3: Promote restoration of historic structures resources

**Goal 4:** Mount Crawford will provide accessible and high-quality parks and recreational spaces.

- Objective 1: Sustain and improve existing parks and recreational facilities and spaces
- Objective 2: Identify space/land that may be utilized as public recreational space in the future and prioritize conservation of such spaces
- Objective 3: Support projects that increase opportunities for community engagement, gathering space, and town connectedness
- Objective 4: Conserve open land and recreation spaces

**Goal 5:** Mount Crawford will address top transportation safety, congestion, and connectivity issues and accommodate multi-modal travel.

- Objective 1: Reduce vehicle congestion and safety issues along US 11
- Objective 2: Maintain the existing roadway network and address issues with adjacent roads outside of Town
- Objective 3: Maintain and expand the pedestrian and bicycle network

# Implementation Matrix

The implementation matrix lists 54 action steps and the corresponding goal and strategic issue, and also key needs, priority, timeline, and responsible entities. Note that Strategic Issue 6: Maintain Fiscal Responsibility does not have a specific, corresponding goal due to the issue being relevant to each of the other five strategic issues. Town staff should review the matrix annually with elected and appointed officials to update action step status.

**Strategic Issue and Goal Color Code**

| | |
|---|---|
| 1. Shape Growth and Development | 2. Enhance Community Character |
| 3. Preserve Historic and Cultural Resources | 4. Promote Parks and Recreation |
| 5. Improve Transportation Network | |

**Key needs addressed**

Fiscal Responsibility

Planning & Ordinances

Capacity Building

Community Outreach

**Timeframe**

- Short-term (0-3 years)
- Mid-range (4-9 years)
- Long-term (10 or more years)
- Ongoing

# Goal 1: Mount Crawford will manage growth and development by prioritizing small-town character and supporting new opportunities for residents, businesses, and visitors.

| ID | Action Item | Priority | Timeframe Short – 0-3 years Mid – 4-9 years Long – 10+ | Key Need Addressed | Responsible Entity | Potential Partners | Page Reference |
|---|---|---|---|---|---|---|---|
| | **Objective 1: Monitor the growth rate to balance the tax base with the need for quality Town services.** | | | | | | |
| 1.1 | Review town ordinances and ensure rezoning requests are approved or denied based on Comprehensive Plan vision, goals, and strategies. | High | Short term | | Town staff, Planning Commission | Neighboring localities | 43 |
| 1.2 | Reengage the Town's Economic Development Authority with active participants and regularly staffed meetings. | Low | Mid term | | Town staff, Town EDA | Community volunteers, County EDA | 46 |
| 1.3 | Establish new guidance for the allocation of water connections within the town to prohibit the award of all annual water connections to any single project. | High | Short term | | Town staff | County | 28, 45 |
| 1.4 | Work with neighboring localities to define growth outside of Town, especially Rockingham County's future land use plan. | Medium | Short to mid term | | Town staff, Planning Commission | County Planning Staff, Town of Bridgewater Planning | 47 |
| | **Objective 2: Encourage a diverse range of quality uses that are appropriately-scaled and integrate into surrounding neighborhoods, and support small, independent business.** | | | | | | |
| 1.5 | Evaluate affordable housing options through the Virginia Center for Housing Research recommendations and other programs. | Medium | Mid term | | Town staff | VCHR, CSPDC | 33, 45 |
| 1.6 | Review development proposal processes and identify ways to streamline approval for small business, and review ways to incentivize small business development. | Medium-to-High | Short term to mid term | | Town staff, Planning Commission, Town EDA | Local businesses, County Economic Development, VEDP, CSPDC | 45, 46 |

**Shape Growth and Development**

| ID | Action Item | Priority | Timeframe Short – 0-3 years Mid – 4-9 years Long – 10+ | Key Need Addressed | Responsible Entity | Potential Partners | Page Reference |
|---|---|---|---|---|---|---|---|
| 1.7 | Review ordinances and site plan review processes to encourage future development design is compatible with existing Town features, and consider developing design guidelines based on Traditional Neighborhood Design principles (diversity of uses, walkable, etc.). | High | Short term |  | Town staff, Planning Commission | - | 50 |
| **Objective 3: Support redevelopment projects over new development.** | | | | | | | |
| 1.8 | Develop an inventory of potential redevelopment sites. | Medium | Short term to mid term |  | Town staff, Town EDA | Private owners, local businesses | 46 |
| 1.9 | Promote redevelopment through tax incentives and conduct cost-benefit analyses for potential redevelopment sites. | Medium | Short term to mid term |  | Town staff, Planning Commission | - | 46 |
| 1.10 | Review ordinance and site plan review to streamline process for redeveloping properties. | Medium | Short term to mid term |  | Town staff, Planning Commission, Town EDA | County Economic Development, CSPDC | 46 |
| **Objective 4: Direct future residential and commercial growth occur in appropriate areas.** | | | | | | | |
| 1.11 | Encourage residential and business development occur in areas illustrated by the future land use map. | Medium to High | Short term |  | Town staff, Planning Commission, Town Council | Local businesses | 47 - 49 |
| **Objective 5: Preserve conservation areas and the quality of natural resources.** | | | | | | | |
| 1.12 | Participate in state and regional programs to protect the North River and Cooks Creek, Shenandoah River, and Chesapeake Bay, and encourage best management practices for new development to address environmental impacts. | Medium | Mid term |  | Town staff, Planning Commission | - | 23, 46 |
| 1.13 | Evaluate development review processes and ordinances to consider development impacts affecting stormwater, flood protection, water quality protection, wildlife habitat. | Medium | Mid term |  | Town staff, Planning Commission | - | 23, 46 |

| ID | Action Item | Priority | Timeframe Short – 0-3 years Mid – 4-9 years Long – 10+ | Key Need Addressed | Responsible Entity | Potential Partners | Page Reference |
|---|---|---|---|---|---|---|---|
| | preservation, open space, and recreation. Consider requiring minimum landscaping and tree planting for visual screening. | | | | | | |
| 1.14 | Review zoning to encourage residential cluster design and require open space that will allow the remaining land to be used for recreation, agriculture, forestry, or preservation of environmentally sensitive features. | Medium | Mid term | 🔧 | Town staff, Planning Commission | - | 47 |

## Goal 2: Mount Crawford will maintain the Town's existing small-town charm, revitalize the US 11 corridor, and provide opportunities and events that bring people together and improve quality of life.

| ID | Action Item | Priority | Timeframe Short – 0-3 years Mid – 4-9 years Long – 10+ | Key Need Addressed | Responsible Entity | Potential Partners | Page Reference |
|---|---|---|---|---|---|---|---|
| **Objective 1: Address the streetscape and visual appearance along the US 11 corridor.** | | | | | | | |
| 2.1 | Pursue grants to improve streetscape with façade improvements, lighting, signage, benches, vegetative plantings, curb improvements, and other features. | High | Short term; on-going | 💲 | Town staff | Property owners | 30 – 32, 50 |
| 2.2 | Establish community volunteer work days and other property owner incentives to improve Town appearance. | High | Short term; on-going | 🤲💬 | Town staff, Town EDA | Community volunteers | |
| 2.3 | Work with the Virginia Department of Housing and Community Development's (DHCD) Community Development Block Grant program for planning and technical assistance for revitalization of structures. | Medium | Short term; on-going | 🤲💲 | Mount Crawford Staff, Town EDA | DHCD | 30 – 32, 50 |
| 2.4 | Review ordinances and site plan processes to establish design guidance or requirements for new development that ensure new building facades do not detract from existing character. | High | Short term | 🔧 | Town staff, Planning Commission | - | 30 – 32, 50 |

Enhance Community Character

| ID | Action Item | Priority | Timeframe<br>Short – 0-3 years<br>Mid – 4-9 years<br>Long – 10+ | Key Need Addressed | Responsible Entity | Potential Partners | Page Reference |
|---|---|---|---|---|---|---|---|
| 2.5 | Develop Town gateways with welcome signage, wayfinding, and landscaping at Town entry points north and south of US 11 and park and ride to welcome visitors and create a sense of place. | Medium | Short term | 💲 | | - | |
| Objective 2: Plan and promote town-sponsored events and attractions that provide a place for community gathering. |||||||
| 2.7 | Maintain annual town events, such as the Christmas Tree Lighting, and involve the community in planning and execution of the events by establishing a planning committee or volunteer groups. | Medium | On-going | 🤲 💬 | Town staff | Community volunteers | 51 |
| 2.8 | Encourage new events and activities highlighting Town history and the Town's status as the "oldest chartered Town in Rockingham County" by holding a 2025 Bicentennial Celebration. | High | Short to medium term | 🤲 💬 | Town staff | Community volunteers | 29, 52 |
| Objective 3: Establish a unique, cohesive Town identity based on location along historic US 11, small-town character, existing historic and cultural assets to promote community pride. |||||||
| 2.10 | Develop a branding and marketing strategy to include the creation of a town motto/slogan, signage, website, and social media presence. | Medium | Mid to long term | 💲 💬 | Town staff | Consultant | 52 |
| Objective 4: Continue to prioritize communicating Town matters with residents. |||||||
| 2.11 | Create Town resources to explain ordinances, town issues, and create a space (virtual or physical) for publishing Town notices. | Medium | Short term | 💬 | Town staff | Consultant | 52 |
| 2.12 | Develop a Town newsletter to be mailed with water bills to keep residents up-to-date on Town matters. | Medium | Short term | 💬 | Town staff | - | 52 |
| 2.13 | Review and update website to make Town documents and activities more accessible and develop a Town events section. | Medium | Short term | 💬 | Town staff | - | 52 |

# Goal 3: Mount Crawford will preserve and leverage historic and cultural resources to improve the streetscape, develop Town identity, and promote community pride.

| ID | Action Item | Priority | Timeframe Short – 0-3 years Mid – 4-9 years Long – 10+ | Key Need Addressed | Responsible Entity | Potential Partners | Page Reference |
|---|---|---|---|---|---|---|---|
| **Objective 1: Identify and document historic and cultural resources.** | | | | | | | |
| 3.1 | Establish a Town historical society. | High | Short term | | Town staff | Community volunteers | 53 |
| 3.2 | Identify grants and funding opportunities to assist with Town historic preservation efforts and creating a historic building inventory. | Low | Mid term | $ | Town staff | VHR | 53 |
| 3.3 | Install signs/markers at historic and cultural landmarks in Town. | High | Short term | $ | Town staff | VHR | 55 |
| **Objective 2: Establish designation that acknowledges the Town's historic area.** | | | | | | | |
| 3.4 | Apply to have the Town listed on the National Register of Historic Places. | High | Short term | $ | Town staff | DHR | 54 |
| 3.5 | Apply through the Virginia Department of Historic Resources (DHR) to have the US 11 corridor designated as a historic district. | High | Short term | $ | Town staff | DHR | 54 |
| 3.6 | Work with the Virginia Main Street Program to establish a Tier 1 Main Street community. | Medium-to-High | Short to mid term | | Town staff | DHCD | 54 |
| **Objective 3: Promote restoration of historic structures resources.** | | | | | | | |
| 3.7 | Establish design guidelines or include in ordinances to encourage or require new development in or adjacent to the historic district is compatible to the existing layout and vernacular of structures in the historic area. | Low | Mid term | | Town staff, Planning Commission | Neighboring localities | 54 |
| 3.8 | Establish guidelines for reviewing major construction and/or demolition plans related to buildings located in the historic district. | Low | Mid term | | Town staff, Planning Commission | Neighboring localities | 54 |

Preserve Historic and Cultural Resources

# Goal 4: Mount Crawford will provide accessible and high-quality parks and recreation spaces.

| ID | Action Item | Priority | Timeframe<br>Short – 0-3 years<br>Mid – 4-9 years<br>Long – 10+ | Key Need Addressed | Responsible Entity | Potential Partners | Page Reference |
|---|---|---|---|---|---|---|---|
| | **Objective 1:  Sustain and improve existing parks and recreational facilities and spaces.** | | | | | | |
| 4.1 | Establish a parks and recreation committee to assist with promotion, maintenance, and management of park spaces. | Medium to low | Medium | | Town staff | Community volunteers | 55 |
| 4.2 | Construct picnic, bathroom, and other recreation facilities at the Town boat launch through grant funding. | High | Short term | | Town staff | Virginia Outdoors Foundation, DWR | 55 |
| 4.3 | Explore public/private partnerships to provide recreational amenities and access for residents. | Medium to High | Short term | | Town staff | DHCD | 55 |
| 4.4 | Seek state and federal funding programs to further establish park facilities. | High | Short term; on-going | | Town staff | - | 56 |
| 4.5 | Consider hiring a seasonal and part-time staff to help with maintenance of future structures and parks (only when it becomes relevant/necessary). | Low | Long term | | Town staff | - | 56 |
| | **Objective 2: Identify and conserve new public recreational spaces.** | | | | | | |
| 4.6 | Evaluate the feasibility of constructing trails along the North River and Cooks Creek as identified in the Town's 2022 multi-modal study. | Medium | Mid term | | Town staff | - | 56 |
| 4.7 | Support projects that increase opportunities for community engagement, such as constructing a community garden. | Low | Long term | | Town staff | - | 56 |
| | **Objective 3: Conserve open land and recreation spaces.** | | | | | | |

Enhance Community Character

| ID | Action Item | Priority | Timeframe Short – 0-3 years Mid – 4-9 years Long – 10+ | Key Need Addressed | Responsible Entity | Potential Partners | Page Reference |
|---|---|---|---|---|---|---|---|
| 4.9 | Evaluate ordinances to encourage or require new residential development provide recreational facilities that also connect to adjacent neighborhoods and points of interest. | Medium | Mid term | 🛠 | Town staff, Planning Commission | - | 56 |

## Goal 5: Mount Crawford will address top transportation safety, congestion, and connectivity issues and accommodate multi-modal travel.

| ID | Action Item | Priority | Timeframe Short – 0-3 years Mid – 4-9 years Long – 10+ | Key Need Addressed | Responsible Entity | Potential Partners | Page Reference |
|---|---|---|---|---|---|---|---|
| **Objective 1: Reduce vehicle congestion and safety issues along US 11.** | | | | | | | |
| 5.1 | Work with fire and rescue, public safety, and state and local police to establish an emergency traffic management plan to address periodic congestion due to I-81 incidents. | High | Short term | 🛠 | Town staff | Community volunteers | 60 |
| 5.2 | Implement parking restrictions along Main Street, and consider multi-modal (bike and pedestrian) options for the space. | High | Short term | 🛠 | Town staff | VDOT | 64 |
| 5.3 | Work with VDOT and the HRMPO on developing a potential for safety improvement and safety analysis study for the three most dangerous intersections in Town. | High | Short to mid term | 🛠 💲 | Town staff | VDOT, HRMPO | 64, 66 |
| 5.4 | Work with VDOT and the HRMPO to evaluate future potential projects eligible under Transportation Alternatives and SMART SCALE grant funding programs to address safety and congestion issues, particularly at each main crash intersection along US 11. | High | Short to mid term | 🛠 💲 | Town staff | VDOT, HRMPO | 64 - 66 |
| **Objective 2: Maintain the existing roadway network and address issues related to adjacent roads outside of Town.** | | | | | | | |
| 5.5 | Improve alleyways by paving and installing stop signs where appropriate. | High | Mid term | 💲 | Town staff | VDOT | 61 |

Improve Transportation Network

| ID | Action Item | Priority | Timeframe<br>Short – 0-3 years<br>Mid – 4-9 years<br>Long – 10+ | Key Need Addressed | Responsible Entity | Potential Partners | Page Reference |
|---|---|---|---|---|---|---|---|
| 5.6 | Work with VDOT and the HRMPO to develop a transportation study along Friedens Church and Dinkel Road, and ensure Town interests are reflected in the report, to include considering multi-modal facilities between the Town and Bridgewater. | Medium | Short term | 🛠 | Town staff | VDOT, HRMPO | 39, 66 |
| 5.7 | Install wayfinding signage to direct visitors to Town destinations. | Low | Mid term | 💲 | Town staff | VDOT | - |
| 5.8 | Study opportunities for public parking areas in Town. | Medium | Short to mid term | 🛠 | Town staff | VDOT | 61 |
| **Strategy 3: Maintain and expand the pedestrian and bicycle network.** | | | | | | | |
| 5.10 | Further develop the transportation projects identified in the Town's Non-Motorized Infrastructure Evaluation study, specifically through the TAP program or SMART SCALE programs. | Medium | Mid to long term | 🛠 | Town staff, Planning Commission | VDOT, HRMPO | 64-66 |
| 5.11 | Review ordinances and site plan review processes to consider requiring new commercial and higher density residential development install pedestrian infrastructure connecting to adjacent property and the existing network as recommended in the Non-Motorized Infrastructure Evaluation study. | Medium | Mid term | 🛠 | Town staff, Planning Commission | - | - |