

A strategic planning work session of the Botetourt County Board of Supervisors was held beginning at 12:00 noon on Friday, December 5, 2014, and beginning at 8:45 A. M. on Saturday, December 6, 2014, in the Madison Room of the Natural Bridge Hotel, in Natural Bridge, Virginia.

PRESENT: Members: Dr. Donald M. Scothorn, Chairman  
Mr. L. W. Leffel, Jr., Vice-Chairman  
Mr. John B. Williamson, III  
Mr. Billy W. Martin, Sr.  
Mr. Todd L. Dodson

ABSENT: Members: None

Others present at the meeting:

Ms. Tyler St. Clair, facilitator  
Mrs. Kathleen D. Guzi, County Administrator  
Mr. David Moorman, Deputy County Administrator  
Mr. Tony Zerrilla, Director of Finance  
Mr. Pete Peters, Director of Parks, Recreation, & Tourism  
Mr. Kevin Shearer, General Services Mgr./County Engineer

After everyone had lunch, Dr. Scothorn called the meeting to order at 12:45 P. M.

Mr. Williamson, a member of the strategic pre-planning committee, stated that the Board's first strategic sessions held in late November went well and he believes the meetings were very successful. He noted that those meetings provided the Board with information about the County so that items that are of strategic interest to the Board can be identified at this weekend's meetings.

Ms. St. Clair welcomed the Board, County staff, and those members of the press who were present at this meeting. She noted that this weekend's meetings are to allow the Board to develop a vision and set priorities to achieve that vision as follows:

#### **Strategic Planning Purpose**

To assist the Botetourt County Board of Supervisors in developing a strategic plan to guide the future of the County

#### **Strategic Planning Goals**

1. Through preplanning, create an effective framework that ensures the best use of expertise and effort to develop a high quality strategic plan for the County, including:
  - Data regarding the current and future environment to inform policy making
  - Accurate assessment of where the County is today in terms of ability and resources
  - Opportunity for the Board to provide effective policy guidance for the strategic plan, including a long term vision for the County and priorities to achieve it
  - Utilization of the staff's professional expertise and experience in preparing more detailed implementation plans
  - Monitoring and feedback regarding plan implementation
2. Conduct an effective environmental conditions retreat with the Board that includes information on the County's current status, current and future trends affecting the County, and an opportunity to determine drivers and considerations for the County's future success
3. Enable the Board to clearly articulate a future direction for the County that includes a comprehensive vision and priorities
4. Develop a detailed staff work plan to achieve the Board's vision and priorities and return it to the Board for review and approval (the full strategic plan)

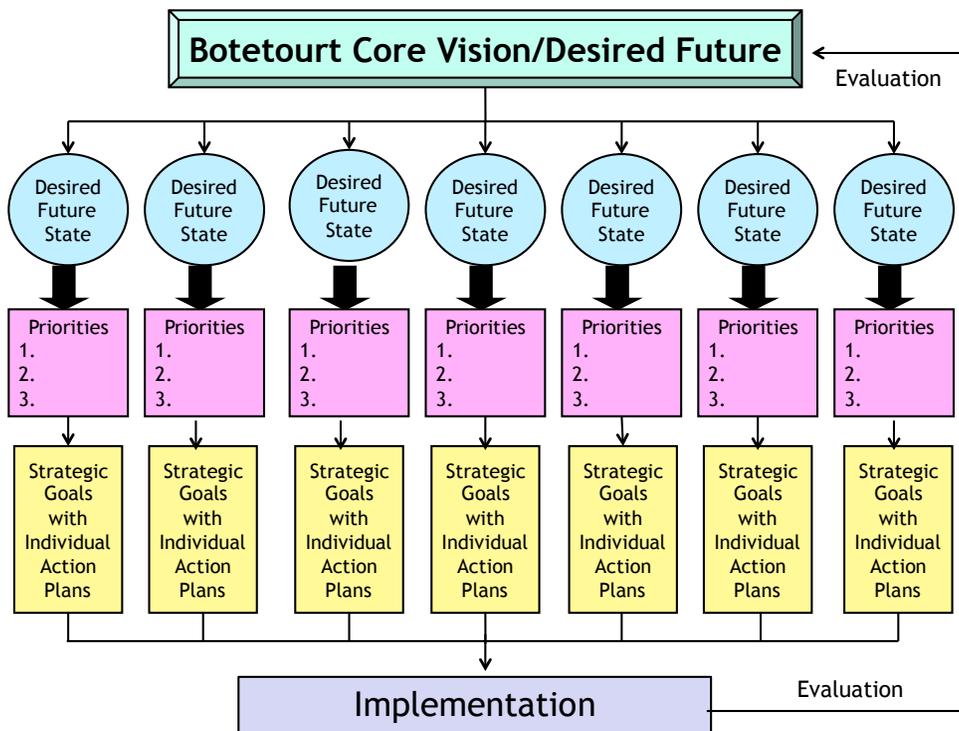
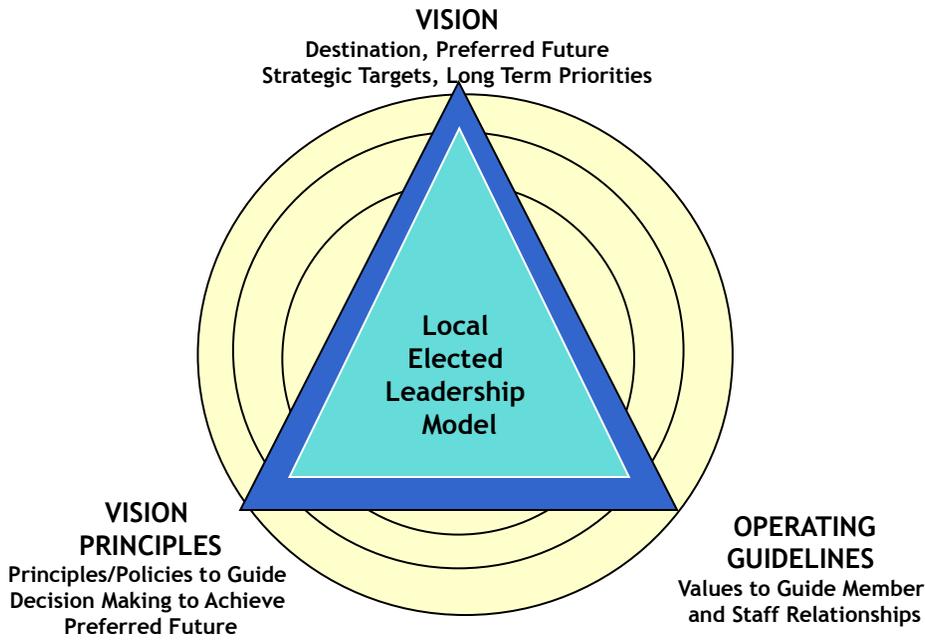
- 5. Implement the strategic plan, to include monitoring and feedback to the Board and alignment with supporting plans

**Strategic Plan Phases**

<u>Preplanning &amp; Preparation</u>	<u>Environmental Conditions Retreat</u>	<u>Board Vision and Priority-Setting</u>	<u>Staff Work Plan Development</u>	<u>Finalize Plan Budget Prep</u>	<u>Implementation</u>
Create Planning Framework Board Interviews Other Information Sessions	1 ½ Day Retreat Environmental Conditions Retreat Identify Drivers & Considerations for Future	1 ½ Day Vision Retreat Vision Brainstorm Vision Development Priority Setting Stakeholder Analysis Communication Next Steps	Strategic Goal Work Plans Timetable Resources Responsibility Implementation Plan/Phasing	Board Adopt Vision and Approve Final Strategic Plan Prepare Budget	Board/Staff Implementation Monitoring Progress Reports Policy Decisions consistent with Strategic Plan
Sept/Oct 2014	November 21-22, 2014	December 5-6, 2014	January 14-15, 2015	February 2015 or TBD	March 2015+

**GOVERNANCE ROLE AND STRATEGIC PLANNING OVERVIEW**

**LOCAL ELECTED LEADERSHIP MODEL**





## DEFINING STRATEGIC DIRECTION FOR 2050: VISION BRAINSTORM

*Board Members and staff worked in small groups to identify individual views on assets and opportunities for the future of the County to assist in defining the Board's vision. Information generated in this exercise represents individual perspectives and did not require the consensus of other Members. Small groups answered the following questions:*

Thinking about Botetourt County in the most ideal state that it could be in 35 years from now, and keeping a possibility-oriented perspective . . .

1. What would we have to KEEP in order to achieve that ideal strategic state?
2. What would we have to CHANGE in order to achieve that ideal strategic state?

### Purple Group

John Williamson, Billy Martin, Kathleen Guzi, Tony Zerrilla,  
Pete Peters (recorder)

### Keep:

- Rural setting
- Low taxes
- Quality schools
- Economic growth
- Affordable housing; strong housing stock
- Focus on infill
- Strong and assertive land use policy "SEP"
- Good law enforcement/EMS
- Low crime rate
- Focus on EMS needs
- Aggressive economic development program
- Focus on advanced manufacturing
- Debt per capita ratio low
- Conservative financial approach
- Strong fund balance
- If we can afford it, keep neighborhood school system
- Traditional neighborhood (TND)
- Agricultural land
- Recreation opportunities
- Parks system
- Aggressive tourism and marketing
- Sports marketing
- Support for cultural and historic assets
- Focus on trails and greenway development
- Low unemployment
- High per capita income
- Large home lots
- Towns as viable population and commerce centers
- Size and scale of government structure and services as related to the population
- Regional cooperation and partnerships
- Use of best practices where applicable
- Approach to health and welfare systems
- Motivated and professional staff
- Transportation quality
- Mining/store operations at current locations
- Focus on growing agri-tourism and agri-business (i.e. wine/beer)
- Community sense of pride
- Quality of life
- Clean air and water
- Harmonious relationship amongst government offices and services

Change:

- Accelerate pace of economic development (industrial, commercial, agricultural, residential, small business)
- Less focus on standards of learning in educating the population
- Increase amount/level of availability of public transportation/bus service (fee based)
- Increase availability of public transportation
- Diverse housing stock
- Planning and zoning efforts to ensure business friendly climate
- Replacement of Colonial Elementary School
- Successfully adjust to declining volunteer base
- Enhance Botetourt County as a destination/tourism draw
- Improved availability of workforce development and training
- Awareness of business needs for employee training
- Enhance focus on public/private partnerships
- Enhance Exit 150 to become a showcase of County commercial and retail, including hotel and convention meeting space
- Relationship with and utilization of the National Forest
- Focus on enhanced agri-business development
- Enhanced adventure-based tourism
- Better school system than Salem
- More shell buildings and pad-ready sites
- Regional water and sewer system
- Increase adult education and lifelong learning opportunities
- Re-envision the library
- See Greenfield full
- New industrial park development
- Reasonable level of broadband County-wide; promote broadband availability
- Enhance specialty farming and cooperative farming
- Farmer's Market [permanent structure]
- Focus on an existing business development and support program
- Our reliance on real estate taxes and machinery and tools tax
- Achieve more flexibility on meals and hotels taxes
- Increased zoning of land for commercial and industrial growth
- Increased flexibility in voting (more options for where and how)
- The Dillon Rule
- Pursue alternative energy (i.e. wind/solar)
- Proactive efforts for aging population – “Age and Huddle”
- Encourage younger population
- Develop legislative agenda and participation in General Assembly activities
- Change external awareness of Botetourt County’s “cool” factor
- Improve County/town business communication

## Green Group

Mac Scothorn, Todd Dodson, Jack Leffel, Kevin Shearer, David Moorman,  
Tyler St. Clair (recorder)

Keep:

- Historical culture
  - Including the Revolutionary look and feel of Fincastle, and the “American Main Street” look and feel of Buchanan
  - Lewis and Clark Expedition started its westward trek from Fincastle, giving us a story to tell
  - Historical and genealogical information that is available in Fincastle
- Agriculture, land assets and open space, and our environmental opportunities
  - “You only have this kind of huge open space once”
  - County has a wonderful environmental situation
  - We are almost pollution free (no big industries that have polluted or become superfund sites or created brownfields)
- Small town environment where people take care of others
  - True neighborly community
  - Have never met a stranger
- Family values – “The nuclear family still leads in this County” thus leading to:
  - More high school graduates
  - More safety
  - More volunteerism (schools, churches, fire, EMS)

- Children who develop a sense of ethics and integrity
- Family activities
- More economic stability (two parent incomes)
- Not a whole lot of poverty in the County; while people may not be wealthy, we are more prosperous per capita
- Strong parks and recreation program with strong community focus
  - Each community has booster clubs to help the recreation program be stronger
  - High level of programming unique for a rural community
  - Booster clubs are “home grown;” the County has supplemented grassroots efforts without taking them over”
- High proportion of people who choose to live here, which creates ownership
  - If you were born here and stay, you choose it
  - People who come here to live select this county from many options
- Geographic and natural resources – large amount of pristine resources (comparatively)
  - Appalachian Mountains and the James River
  - People travel from Canada to see the leaves
  - Good variety with mountains and natural trails; Blue Ridge Parkway
- The diversity of living options from urban to rural is unique – this is an asset to grow
  - Can live in a rural setting with open space and natural resources (i.e. northern area)
  - Grow the “urban” possibilities of the southern end of the County
- Movement toward unity and a County wide sense of community
  - Having the southern end of the County support the renovation of James River High School and the library development really helped
  - Recognition that all parts of the County have assets and are valuable builds unity
- Good financial management
- Small government that is responsive and nimble so that change can happen fast
  - Not having a large bureaucracy to fund
  - Not being self-serving
- Our people, the nature of our land, and our culture keeps people wanting to live here
  - Residents tend to have a strong emotional connection to the County (more than they do in other places)
  - They take ownership, have pride, don’t complain a lot, and want to contribute
  - People that are used to adversarial politics and community dynamics are surprised by this ease and acceptance (even neighboring counties tend to have more conflict)
- Fire/Rescue dynamic is positive
  - Paid and volunteer staff are working together
  - Have good leadership
  - High volunteerism is important – it creates community and saves \$\$
- Volunteerism throughout County (i.e. library, Registrar’s Office, PTAs, boosters, Food Pantry, etc.)
- Low crime rate
- Level of professionalism in the Sheriff’s Office; if “high on the list” for its reputation in the Commonwealth
- County’s fiscal management; in good financial condition
- Education system has been regarded as one of the best run systems; has produced some good products
- Beginning partnerships with surrounding counties, including Roanoke County and Allegheny County (there is potential there on which to capitalize)
- Regional Commission and Regional Economic Development Partnership
- Good climate with four seasons, relatively good rainfall, no earthquakes provides tourism potential
- Abundant water (streams, etc.)
- High quality, community oriented, responsible manufacturing and businesses
  - Good investments have been made
  - Good policy decisions on the part of past Boards

Change:

- Exit 150 must become the catalyst project to push Botetourt County in the direction that we want to go; it is our front door and should serve as the entrance to what we want to see for the County
  - This is our “diamond in the rough” – “our rainbow comes down here” – “our golden pot” – our infrastructure resources are located here
  - Is the gateway to the Roanoke Valley and the Gateway to the Shenandoah Valley
  - Want retail and commercial there, but not so dense that it promotes urban sprawl or bad traffic problems

- Kick off the integration of infill for Daleville, Troutville, and Cloverdale so that they become “one big cohesive community, but each with their separate identities”
- All the areas that are in need of redevelopment would migrate and modernize; we need a modernization of our southern communities
- Revitalize the lodging opportunities
- This would “gravitate” Roanoke County into Botetourt County
- It would create potential opportunities for living to offer to youth; make it a more attractive place to come with a brewery or outdoor activities, etc.
- Have a master plan for the southern part of the County to convey this vision, to include living areas (single family, multi-family,) retail, dining, commercial, and sites for 50,000 square foot buildings to attract small businesses
- Ideally we would have one developer with a concept that turns it into a destination
- Develop zoning to aid in this
- It begins with the S-turns in Route 220 South to Route 460
- Explore how the old Groendyk building in Buchanan could be used as an economic development opportunity; find the right industry to help Buchanan flourish/revitalize
- Explore creating overlay zones around Fincastle and Buchanan
  - Protect the cultural integrity of those areas
  - Bad development doesn’t fit the evolution of Route 220; need proper controls
- Look at appropriate development of Exit 162
  - Have a study that is considering how to get water/sewer to Exit 162
  - Have motivated property owners
  - Has a viable flat area for industry/distribution center, or a business that needs interstate access
  - There is potential for rail access (2 miles from Exit 162)
  - Consider whether a destination hotel that would use the scenic potential of the area would work there (this would be less obtrusive to the landowners there)
  - Zoning changes would be needed
- Enhance efforts to work with Rockbridge Currently on integrating tourism experience; currently, we are paying lip service to integrating the Natural Bridge travel experience
- Develop positive strategy for working with Allegheny County; there could be real synergy for economic development
  - Botetourt has space in the northern end of the County that Allegheny does not have
  - Dabney S. Lancaster Community College is an asset and wants to work with us; its service area includes the northern part of county; we have land and workforce
  - Many grants are regional; we may be able to access more \$\$ if we combine our efforts with Alleghany
- Explore potential of Carillon Medical School and Virginia Tech
- What are our desired “ends” in the northern part of the County?
  - We need very limited retail that supports the needs of current residents
  - Attract jobs to support the already established businesses in Allegheny County and Covington; can we be a supplier?
  - What needs to go there in order to maintain youth population?
- As we grow and change to create prosperous or more viable communities at 1) Exit 150/Daleville/Troutville/Cloverdale/Bonsack and 2) the northern end of the County and 3) Exit 162/Buchanan and 4) Fincastle, it is important to:
  - Maintain their individual identities while maintaining the sense of County unity
  - Make sure that Parks and Recreation “keeps the County united together”
  - Make the school system part of the solution, along with fire/rescue and libraries
  - Keep people active in the community
  - From a policy perspective, make sure economic development is not tied to providing community services within these communities; ensure the Board recognizes that community services are important in all areas, not just where we have growth
- Make agriculture in the County viable; reinvent non-existent agriculture in Botetourt
  - Use efforts with agriculture to stimulate economic growth and prosperity
  - County is having a study done now with results due in June 2015
  - County Agriculture Committee will include farmers and experts that really know what they are doing and can thus steer the effort
  - Botetourt’s niche farming efforts can include finding products that don’t require a giant investment but yield a good living (i.e. high tech or hydroponic farming, etc.)
  - Have an opportunity to put the structure together, create the culture, and to acquire state funding for some of this
  - Board may need to support creative agriculture opportunities through financial, technical, or regulatory policy; this may require some zoning changes
  - May need to consider some economic development incentives for agriculture
  - Make agriculture a target industry in the economic development plan

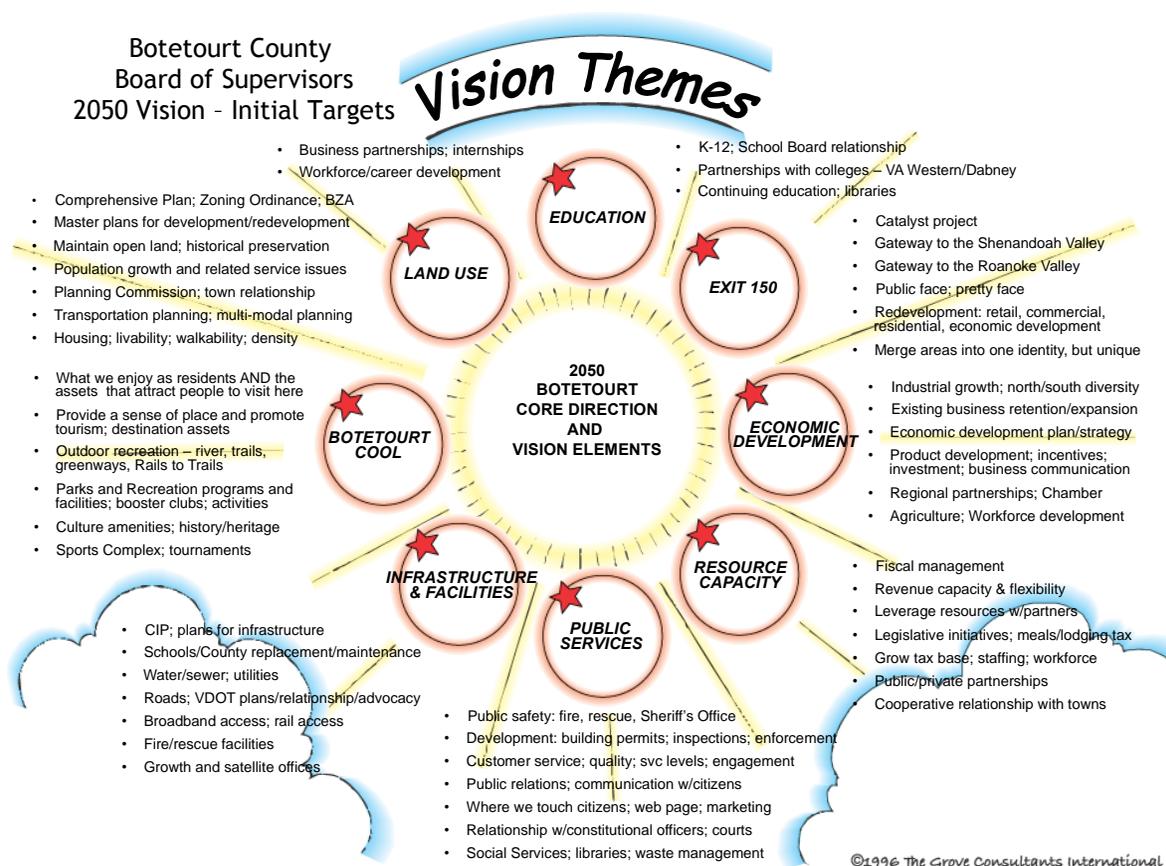
- Agriculture could be one way to keep young people in the northern end of the County; this is an area of interest for the young population
- Consider how to leverage agriculture efforts with Allegheny County
- Need an established, hard stand Farmers Market (permanent structure)
- Address transportation issues with VDOT to include: Route 220 traffic through Daleville, including the Daleville Town Center; Route 11 through Cloverdale; Fincastle bypass; Use of Buchanan Main Street as an alternate route for I-81; and Reed Mountain Road (when development picks up)
  - Maintain relationship with VDOT leadership and continue coordination efforts
  - Follow 2040 VDOT planning efforts
  - Ensure that we integrate land use and transportation planning and zoning
  - Take proactive stand on transportation as we create development master plans
  - Include long term maintenance issues
- Maintain good fire and rescue services
  - Change relationship with Roanoke County so that we have more unity in our decision making; review the partnership to see if revision is needed
  - Consider the level of fire and rescue service that will be needed in the southern part of the County as it changes; update service delivery as we develop
- Evaluate School Efficiency Study to best deliver public education
- Big strategic issue is how we are going to make up the funding that schools don't get from the state
- Need to create a better relationship and working partnership with the School Board; need a clear strategy to build trust at the board to board level
  - Need to better understand true financial needs; while we don't need to know the inter-workings of the schools, we need better feedback; have increased confidence
  - Understand and appreciate that the schools are dealing with State requirements that seem to change daily
  - School Superintendent and County Administrator need to meet regularly; increasing trust between the two administrators will be helpful to the two boards
  - In the past, we have seen that identifying and building on small successes build trust
- Increase trails opportunities (biking, walking, greenways;) complete the VA Tech study
- Improve County website
- Improve broadband access County-wide
- Have Greenfield filled in 10 years; make sure that it is positioned correctly
- By 2050, develop another small industrial park with the help of a partner; filling Greenfield is the priority, but don't lose an opportunity to develop a small industrial park if the right partner comes along
- Be more aggressive in marketing Botetourt County for economic development;
  - Become more active in direct marketing
  - Have some good people in Botetourt County to use

## **CORE VISION ELEMENTS AND STRATEGIC TARGET AREAS**

*Board Members were asked to identify elements of a core vision that might "go to the heart" of the identity that they want in 2050 for the County. These elements emerged:*

We are a complete community that . . .

- Grasps its full potential so that people want to live here to experience that potential
- Provides a sense of place that is different from other communities
- Includes commercial and retail opportunities, entertainment, and hospitality
- Controls its own destiny
- Is viable and self-sustaining - can stand alone
- Capitalizes on its strengths and fully leverages its assets
- Takes an active role in planning how it develops versus letting development happen
- Has used creative redevelopment; has matured development to take it to the next level
- Uses infill in an efficient way and reaps the rewards of the County's good foundation
- Has gotten away from a huge reliance on real estate taxes as a revenue source
- Knows regionalism is important and partners when it can achieve mutual benefits



## BOTETOURT COUNTY BOARD OF SUPERVISORS VISION

**DRAFT ONLY**

**December 6, 2014**

*The following draft vision represents the work of 3 subgroups that composed an initial version of the vision preamble (top paragraphs) and the desired future states that follow. The statement recorded below is completely unedited by the full Board and will undergo several revisions before a final vision is produced to be adopted by the Board.*

Botetourt is a dynamic and vibrant county of rich, carefully protected and preserved historical and natural resources that make it a place like no other. Northern Botetourt is characterized by innovative agricultural and recreational enterprises that have resulted in prosperous communities that retain their historical authenticity from Main Street Buchanan to Colonial Fincastle.

Southern Botetourt is full of all types of shopping, restaurants, and entertainment, easily accessed by beautiful corridors, an extensive trail system, and public transit. Attractive and connected office, commercial, and industrial development is intermixed with a broad and diverse variety of housing.

Residents and businesses are actively engaged in civic events and work energetically to make Botetourt a continually better place.

*(Transition sentence to be developed here to introduce/connect the desired future states)*

### Thriving Business Environment

Botetourt County's economic engine is a regional force. We assist our existing businesses to prosper and expand, grow a strong workforce, and be a vital component of this community. We support entrepreneurial efforts through a business climate that opens doors for new businesses to establish themselves and thrive. Using the Gateway Center as a catalyst project, Botetourt County flourishes as a unique and high-end destination with retail, commercial, and entertainment venues that serve the county and the Roanoke Valley.

*Add sentence on agriculture as an important business target/business element.*

### The Gateway Center

Exit 150 is a complete community destination that serves as the gateway to the Roanoke Valley, Shenandoah Valley, Central Virginia, and the Virginia Highlands. It serves as the regional center for premier retail, restaurant, and entertainment opportunities for both Botetourt County

residents and visitors. Gateway Center is a catalyst that continually propels the Exit 150 area into a leading travel destination for visitors to enjoy the beauty, history, culture, outdoor adventures, and retail opportunities of our county and the region.

### **Botetourt Cool**

Botetourt provides the ultimate “cool experience” for both residents and visitors. We have an engaging and exciting array of entertainment, recreational, cultural, sports, and outdoor amenities, making Botetourt County the premier livable community and providing the ultimate visitor experience. Our sports fields and recreational facilities are best in class, while our hiking, biking, equestrian, and water trails inspire the outdoor enthusiast. Our varied cultural amenities, including music, art, and culinary venues, are of exceptional quality. Our vast, pristine national forest and scenic landscape provide the ultimate opportunity for both reflection and adventure.

### **Responsible Governance**

A diverse mix of commercial and industrial facilities combined with a range of strong housing stock provides Botetourt County with a broad tax base to ensure the availability of adequate governmental services. Needed local taxes and fees are levied conservatively and distributed equitably among constituencies while ensuring fiscal sufficiency. Botetourt governs with self-reliance, while encouraging relations with regional as well as private sector partners. Local government and business leaders proactively engage state and federal agencies and elected officials to ensure that the County’s interests and priorities are known and addressed.

### **Infrastructure and Facilities**

Our modern, strategically located, and designed-to-expand public facilities and infrastructure enable us to provide quality services to our residents, businesses, and visitors. Use of the County’s comprehensive plan and capital improvements plan result in well-developed and maintained facilities that meet anticipated business and population growth. Creative use of public/private partnerships achieves our infrastructure goals, including the provision of high-speed internet service throughout the county.

### **Responsive Government**

Our governmental services provide residents and the business community with a safe, reliable, and supportive environment in which to live without undue intrusion. Our neighborhoods, rural enclaves, towns, and urban centers engage residents in open dialogue so that all voices and concerns are heard and addressed in a timely way. The quality of law enforcement and emergency services in the County is exemplary. Responsive, responsible government operations have made Botetourt the ultimate place to raise a family, retire in leisure, or start and operate a business.

### **Lifelong Learning Excellence**

Botetourt County’s education system is a vibrant and dynamic environment that leverages technology to attract the best educators and to prepare students for higher education and career/technical success after high school. The education system provides opportunities to all citizens in pursuing their lifelong learning goals.

### **Strategic Land Use**

Botetourt is an attractive and inviting community because our land use policies are thoughtful and intentional. Our inviting, attractive corridors guide visitors through beautiful Botetourt County. Planned and managed infill development in Southern Botetourt has made use of existing infrastructure to create a dynamic mix of quality regional retail, restaurants, and entertainment venues with residential in proximity. Our policies have taken advantage of opportunities at interstate interchanges, and encouraged desired growth around existing towns and small communities. We have preserved open space and avoided sprawl. We have preserved and protected our historical and cultural resources providing a legacy for future generations. Our policies have facilitated desirable, pedestrian friendly housing choices among our communities. Our three towns, each with their distinct identities and offerings, create hometown environments that draw citizens to life in Botetourt.

Botetourt has a nucleus, the Gateway Center, which is a catalyst for uniting our community and leveraging all of our strengths for the good of the entire County. The proactivity with which the County has approached planning and opportunities has resulted in the transformation of southern Botetourt so that its communities are cohesive and work together without losing their

identities. Our beautiful rural northern Botetourt provides a diverse mix of innovative agricultural enterprises serving consumers throughout the world.

All of this makes for memorable experiences for all who live and visit here.

## **BOTETOURT COUNTY BOARD OF SUPERVISORS STRATEGIC PRIORITIES**

**DRAFT ONLY**

December 6, 2014

*Board Members were asked to identify Strategic Priorities that would be most critical to achieving the Vision's Desired Future States in 3-5 years. The draft priorities include many that are clearly longer term. Staff will develop a detailed Strategic Plan to address the Priorities in early 2015. The Board will be provided with recommendations and options that will assist it in decision-making regarding priority, timetable, and resources.*

*Please note that the Strategic Priorities have been numbered consecutively for reference and do not indicate priority order.*

### **Thriving Business Environment**

1	Create and implement a new economic development plan that emphasizes a more active role in marketing the County and attracting new businesses <ul style="list-style-type: none"> <li>• Coordinate with the Roanoke Regional Partnership as appropriate, including leveraging their resources and not being limited by their activities</li> <li>• Use the results of the study completed in 2010-11 to inform the Plan</li> <li>• Review and ensure that our economic development tools are effective, including the IDA and Agriculture Extension program</li> <li>• Review/update guidelines for economic development incentives</li> </ul>
2	Design and implement a strategy to create a pro-business climate/environment to include all relevant County departments <ul style="list-style-type: none"> <li>• Ensure customer service attitude</li> <li>• Consider a review of County Codes and whether it would be helpful to acquire input from businesses on them (may involve other partners such as Chamber)</li> <li>• Examine business engagement plan</li> <li>• Revise processes as needed</li> </ul>
3	Develop a retention plan and strategy for existing business
4	Complete construction of a shell building in Greenfield and market it
5	Complete the Agriculture Study and evaluate its strategies for implementation
6	Explore opportunities to develop a business park to serve small scale industry
7	Explore the possibility of acquiring medical or pharmaceutical industries that will capitalize on the County's proximity to regional medical facilities and universities
8	Work with the Western Regional Economic Development Facilities Authority to explore a large tract business development park

### **The Gateway Center**

1	Complete the Gateway Center Market Study, evaluate its findings, and determine what actions to take
2	Review and adopt policies and strategies from the Gateway Center Market Study that are relevant to other County plans and initiatives (i.e. ED Plan, Comprehensive Plan, CIP, etc.)
3	Following the Gateway Center Market Study, form a planning coalition of affected property owners to develop and/or begin implementation of the plan
4	Develop a broad Master Plan (overlay) to develop the Cloverdale, Troutville, Daleville, Bonsack, and Blue Ridge area in relation to Exit 150 redevelopment

### Botetourt Cool

1	Adopt an integrated regional greenway plan
2	Create a bikeways plan for the County (note that the plan can include roads)
3	Develop a timeline and action plan to establish a New Castle to Eagle Rock Craig's Creek Rails to Trails project
4	Create a local national forest advisory council to influence federal forestry lands planning and projects that are consistent with the County's vision
5	Design and implement a series of individual hiking trails linking the Appalachian Trail and Blue Ridge Parkway to community centers and conveniently placed trailheads
6	Evaluate the feasibility of a visitors center/welcome center
7	Determine how to modify the logo of Botetourt County to better reflect the vision and Botetourt Cool and present recommendations to the Board, including costs
8	Evaluate and consider whether to build a large scale music and entertainment venue (also consider how this integrates with the Sports Complex, Greenway Master Plan, and Gateway Center Master Plan)
9	Evaluate the expansion of the water trail concept to Craig's Creek (i.e. itineraries and access points)

### Responsible Governance

1	<p>Develop a plan to find additional alternative revenue sources to lessen dependence on real estate taxes, to include the following possible strategies:</p> <ul style="list-style-type: none"> <li>• Obtain approval from the General Assembly to raise the cap on the County's meals and lodging tax rates</li> <li>• Develop a grant strategy in order to leverage alternative funding sources for projects across the County</li> <li>• Identify potential projects on which the County can partner with other agencies</li> </ul>
2	Develop a state and federal legislative agenda in concert with the business community
3	Conduct a long term debt carrying capacity analysis and create a related long term facilities investment plan

### Infrastructure and Facilities

1	Develop a positive strategy to partner with other localities and/or to use public/private partnerships to address infrastructure needs (i.e. broadband)
2	Complete the process of joining the Western Virginia Water Authority and bringing Carvin's Cove water to Daleville and Greenfield
3	Complete a County-wide internet access plan in conjunction with private sector communications providers
4	<p>Submit and advocate with VDOT for the following road projects to be included in the 2040 Transportation Plan: 4 lanes for Route 11 through Cloverdale, including railroad bridge; an alternate bypass for I-81 around Buchanan; the Fincastle Bypass; and Route 220 4 lane expansion from Eagle Rock to I-64</p> <p>Advocate for the expansion of I-81 capacity with VDOT and the Federal Highway Administration (FHA)</p>
5	Develop an existing facilities inventory and plan for facilities maintenance and replacement, including energy efficiency considerations

### Responsive Government

1	Redesign and re-launch the County webpage, adding more online services and information access, also considering options for: <ul style="list-style-type: none"> <li>• Taking informal polls on public opinion</li> <li>• Doing citizen/customer surveys on line</li> <li>• Working with the diversity of the County; recognizing that one size doesn't fit all</li> </ul>
2	Establish a County/Town relations committee to open up and establish a viable dialogue with the towns
3	Engage the Sheriff's Office, State Police, and Fire/EMS Department to develop a proactive long term County safety and security plan consistent with Botetourt's vision <ul style="list-style-type: none"> <li>• Ensure that these agencies are part of planning for the Board's priorities in the initial phases of each (i.e. Gateway Center, Botetourt Cool initiatives, etc.)</li> </ul>
4	Initiate a "Future of our Libraries" evaluation project (i.e. determining the desired future of libraries, modernization that may be required; consideration of potential for use as community centers; role in adult education and lifelong learning, etc.)

### Lifelong Learning Excellence

1	With the School Board, jointly evaluate the 2014 School Efficiency Study and develop strategies that identify and address future school system requirements
2	Continue regular meetings between County and School administrations to build a better working relationship so that further efficiencies can be identified across the County
3	As part of our economic development strategy, enhance and formalize County partnerships that ensure a workforce development strategy that lays the foundation for future employer needs, including leveraging our community colleges

### Strategic Land Use

1	Create and adopt a wind ordinance
2	In conjunction with Towns, create overlay districts that provide for consistent and desirable land use planning and protect resources, culture, and architectural integrity
3	Complete the 5 year update to the County's Comprehensive Plan that embraces the new vision
4	Initiate an annual review of the Zoning Ordinance <ul style="list-style-type: none"> <li>• Ensure zoning that makes favorable environments for agriculture and open space</li> </ul>

### NEXT STEPS

1. Facilitator will complete the Strategic Planning Session Report and convey it to the County Administrator.
2. County Administrator will distribute the Strategic Planning Session Report to Board members for review. Note that the Report contains unedited materials that will require further revision, notably the Board's vision, which has not been completed or edited by the full Board.
3. A Board subcommittee of Mr. Martin and Mr. Dodson, along with Mr. Moorman will meet during the week of December 7, 2014 to refine the Board's Vision statement. An initial draft vision will be provided by Mr. Moorman, who will use the Session Report to do so.

- Meet next week to finalize the draft
  - Send out to Board for review in Board packet on December 12, 2014
4. The Board will consider adoption of the Vision at the December 18, 2014 Board Meeting
  5. The Board will also be provided with some recommended options for sharing its vision with stakeholders at the December 18, 2014 meeting. The County Administrator will consider how a communications plan could be developed, to include documentation on the web, a brochure, and meetings with key stakeholder groups. (Note: If there is too little turnaround time, the Board may wish to consider this strategy in January 2015.)
  6. Implement communication on the Board's Vision and Strategic Priorities in early 2015. (Note that Board Members may be engaged in these activities.)
  7. Staff members will participate in a Strategic Planning session on January 14-15, 2015 to develop the action plans for each of the Board's Strategic Priorities.
  8. Staff will update the Board at the January 27, 2015 meeting regarding progress on the Strategic Plan and provide a timeline for completion of the final version for the Board.
  9. When the Strategic Plan is complete, consider a half-day work session for presentation and discussion of the Plan. It is likely that dialogue will be needed regarding priority, resources, and timetables.
  10. Establish a regular means of reporting to the Board on Strategic Plan progress.
  11. A consistent means of monitoring and revising the Strategic Plan should also be established. The Facilitator suggests that a Board retreat to review/revise the Strategic Plan that is consistent with the election cycle may also be helpful.
  12. Implement the Vision Communications Plan in January 2015 and keep the community informed of progress on the Strategic Plan.

Mr. Moorman then noted that it will be a challenge for the staff to hold their strategic planning sessions in January because of the FY 16 budget review meetings scheduled throughout that month but they will work toward this goal.

After discussion, Mr. Dodson stated that he would like the Board to receive a report/overview at their January meeting on the progress and timeline for the final Strategic Plan; however, "we do not want to rush this" process.

Mr. Moorman noted that many of the Board's identified priorities will "require some thought" by the staff.

It was noted that it may be an "unreal expectation" for all of this work to be completed by the staff in January/February and it could be April before this work is finalized.

After discussion, Mr. Williamson stated that he would rather this process "take four/five months and do it right."

Ms. St. Clair stated that the staff will also need to develop a communications plan to share the Board's vision with the various County committees/commissions/boards, as well as with the community. She suggested that the strategic plan be separated from the vision and requested that the staff bring a communications plan to the Board for consideration at their December meeting.

After questioning by Ms. St. Clair, the Board stated that they feel "great" about what they have done throughout this strategic planning process.

After questioning by Ms. St. Clair, each Board member commented on what they thought about the strategic planning process.

Mr. Dodson stated that the Board and staff have done a lot of work that sets the County toward the vision that they have developed.

Mr. Williamson stated that, from the beginning, he was concerned that a “rambling” vision statement would be drafted along with a list of projects that would not be completed. He noted that the vision statement is better than he thought it would be and the 40 strategic priorities developed over the past two days are probably the items that the Board should be focusing on in the next 12 years or so. Mr. Williamson stated that the Board has no idea of how much work it will take to accomplish these priorities.

Dr. Scothorn stated that it was “amazing” of what came out of these sessions. Dr. Scothorn noted that he is encouraged that this has now been handed off to the staff. He noted that this was a lot of work on the Board’s behalf. He further noted that the building process for the Board has been amazing and it was a very intense learning experience for him.

Mr. Leffel stated that these sessions far surpassed his expectations and they have been the best strategic planning sessions that he has been involved with. He noted that the Board has accomplished a lot in two days, the members worked together, and found out a lot about each other which he believes will allow the Board to be more effective and work more cohesively as a group in the future.

Mr. Martin noted that he thought that this was an excellent retreat but developing the 40 strategic priorities in today’s session was the hardest part. He noted that these sessions have been good, thought-provoking meetings and have allowed the Board an opportunity to list their priorities for the County’s future development.

Mrs. Guzi thanked the Board for their time and commitment during the visioning and strategic planning process over these past several months and noted that while there is still much work to be done, we have already achieved a great deal. She also thanked staff for their efforts in getting all of the data together for the November session as well as the senior staff who participated in this weekend’s sessions. Mrs. Guzi noted that the staff is energized and excited to work with the Board to finalize the strategic plan and to develop action plans to implement these strategic goals.

There being no further discussion, the meeting was adjourned at 6:15 P. M.