

A strategic planning work session of the Botetourt County Board of Supervisors was held beginning at 10:00 AM on Friday, March 8, 2019, and beginning at 8:30 A. M. on Saturday, March 9, 2019, in Washington Hall at Natural Bridge Hotel, in Natural Bridge, Virginia.

PRESENT: Members: Mr. Billy W. Martin, Sr., Chairman
Dr. Donald M. Scothorn, Vice-Chairman
Mr. Ray Sloan
Mr. Steve Clinton
Dr. Richard Bailey

ABSENT: Members: None

Others present at the meeting:

Ms. Tyler St. Clair, facilitator
Mr. Gary Larrowe, County Administrator
Mr. David Moorman, Deputy County Administrator
Mr. Cody Sexton, Assistant to the County Administrator

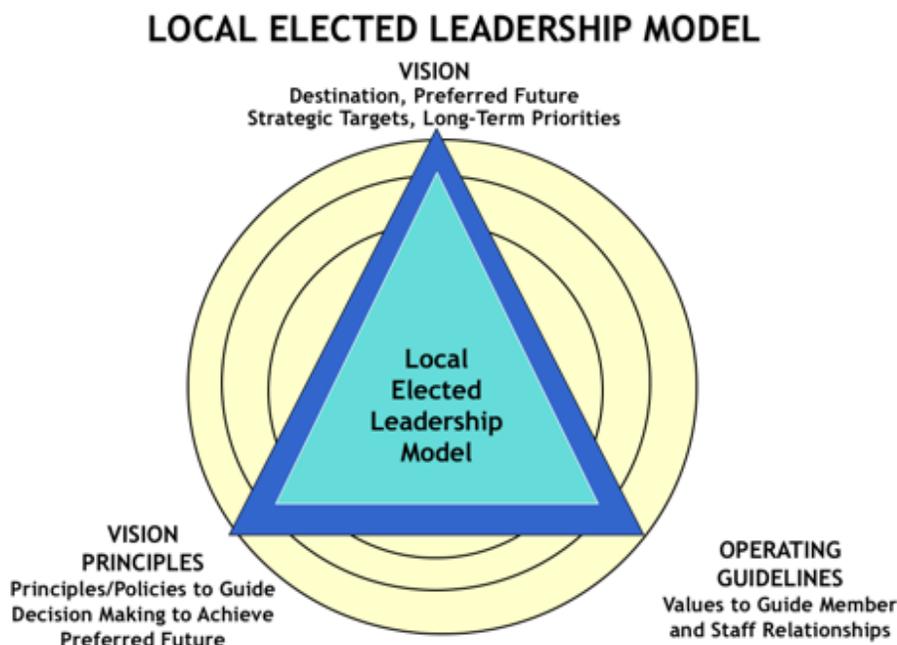
Mr. Martin called the meeting to order at 10:05 A. M. and turned the session over to Ms. Tyler St. Clair.

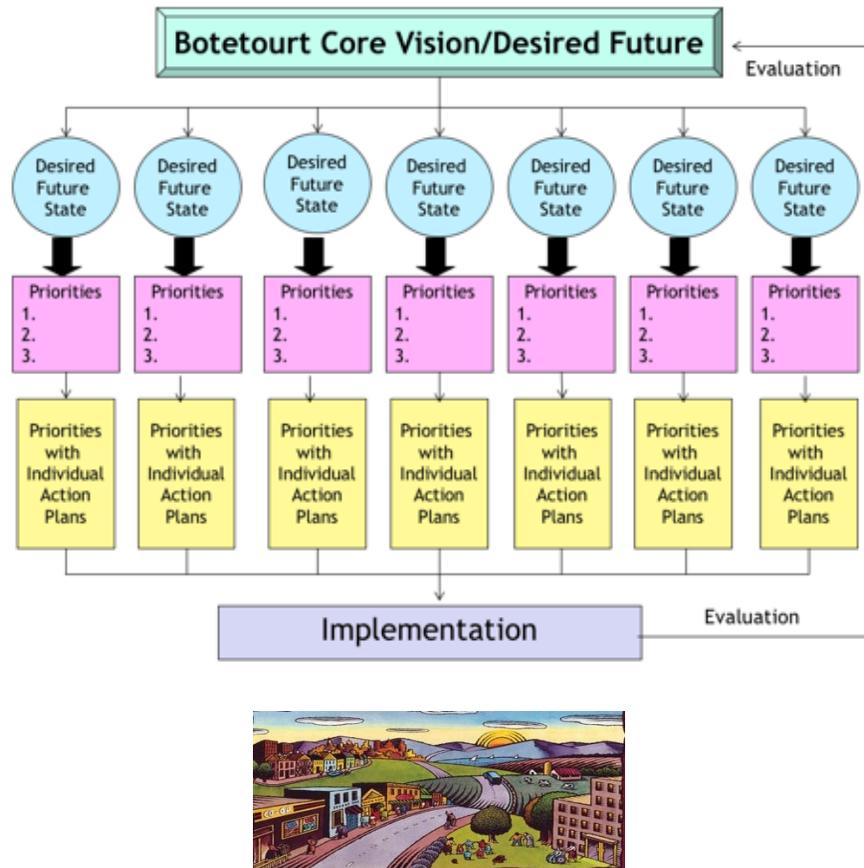
Ms. St. Clair welcomed the Board and County staff who were present at this meeting. Ms. St. Clair stated that she previously worked 17 years for the State of Virginia where she learned performance-based training which concentrated on setting goals and objectives. She stated that the Board previously conducted strategic planning sessions in December 2014 and it is time to review the Board's long-term strategic direction as there are several new Board members and a new County Administrator in office.

Ms. St. Clair then reviewed the meeting's agenda. She noted that team-building activities will be conducted this morning to learn about each other and "get comfortable" as a Board; this afternoon will include an environmental assessment and a vision brainstorming session to obtain the Board's input on what they are interested in and find out how they feel about the County. Ms. St. Clair stated that this input will then be reviewed by the group to see "where we are and where we are going."

STRATEGIC PLANNING FRAMEWORK

The Board began its retreat with an overview of a governance model, along with the framework being used for strategic planning as depicted in the slides below:





ENVIRONMENTAL/VISION BRAINSTORM

The Board conducted an environmental assessment/vision brainstorm by working in two small groups with the following questions:

Thinking about Botetourt County in the most ideal state that it could be in 25 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?

Each group additionally had a conversation regarding the development of Exit 150.

Purple Group

Mac Scothorn, Dick Bailey, Ray Sloan, David Moorman (recorder)

Keep:

- Quality of life
 - Cost of living (taxes, housing, utilities, land)
 - Recreation (Greenway, river access, other outdoor resources)
 - Public safety
 - Education
 - Restaurants
- Better sharing of information/transparency
- Broadband development (affordable)
- Agriculture/ ag-business
- Traffic management on Route 220
- Economic growth – balance with quality of life
- Technical education
- Strong fund balance
- Regional cooperation/relationships
- Maintaining cooperation with historical partners
- Attractive development/standards
 - Setbacks
 - Landscaping
 - Planned and coordinated
- Distinctiveness and vitality of towns
- Growth focus on in-fill and in/around towns and communities; Exit 162
- Traffic safety program
- Regular communication with towns

Change:

- Permanent/year-round Farmers Market
- Multi-purpose event space
 - Ag small business spaces (lease)
 - Meeting spaces – large and small
 - Community center (civic center)
 - Conference space
- Zoning regulations to encourage small business development
- Strengthen relationship and collaboration with the schools
 - Open data sharing (more joint)
 - Work teams (more joint)
 - Explore more joint projects and ventures
- Develop working relationships with neighbor localities (I-81, etc.)
- Solution for I-81 (truck management, parking)
- Highway solutions (Rt. 220)
- Attractiveness/design standards for Exit 150 area
- School consolidation
- More community volunteer clubs and activities (booster clubs, etc.)
- Small industrial locations
- Public transit
- Pharma-medical economic development, including trauma center
- Retain and encourage young people, including jobs, housing, career technical education, amenities, broadband, etc.)
 - Educate and counsel about local opportunities (elementary through secondary)
 - Enhance industries to school opportunities
 - Enhance students to industries opportunities, including more transparency between the schools and County regarding these efforts
- Extend utilities at Exit 162
- Expand East Park
- Greater support to local tourism venues
 - Marketing
 - User friendly business
- Relocate Lord Botetourt High School and redevelop site
- New County website

Additional conversation on Exit 150:

- Vacant businesses are eye sores
- More modern
- Serve travelers and residents
- Incorporate greenways, walkways
- Destination restaurants
- Access Fralin/Talbot properties
- Regulatory, financing, PPEA incentives
- Residential/small commerce on north side of I-81
- Travel services, larger commercial on south side of I-81

Green Group

Billy Martin, Steve Clinton, Gary Larowe, Cody Sexton, Tyler St. Clair (recorder)

Keep:

- Heritage – historic, antebellum history of Botetourt County
- Preserve historical sites – archeological areas, Colonial Elementary School, Preston site at Greenfield, McDonald House near cement plant, furnaces (i.e. Eagle Rock, Stone Coal)
- Good relationships with towns
- What makes each town special or unique (i.e. pedestrian suspension bridge, James River/Kanawha canal locks)
- Taxes low, including enhancing development to lower taxes further
- Our focus on economic development – business attraction, retention, and expansion
- Don't slack up – continue to go after business prospects Support of businesses and industry
 - Include a step back to look at what brings businesses here (i.e. our quality of life)
 - What can we do to make this a premium area for locating here?
 - Ensure that the community supports our businesses
- Focus on housing
 - Housing Summit participants have been asked to support the County more in its housing efforts; wanted to get 500 units but may get 750 to 900 units instead
 - Other communities are replicating our Housing Summit (i.e. Roanoke, Franklin, and Alleghany counties)
- May have “over-cooked” on housing – need to evaluate
 - Too many, too quick?
 - Look at single family housing versus apartments ratio; need more single family homes that are affordable
 - Should there be a sunset on rezoning?
- Botetourt Technical Education Center

- Library system that is working well (new resources, gathering place)
- Broadband expansion – efforts to progress; other communities are replicating these
- Process regarding the landfill (PPEA/unsolicited proposal to close the landfill and to give us desirable future rates)
- Values of honesty, integrity, and pride
- Strong regional public image – We participate; we have a good administrator/staff; and we show up (“The world belongs to those who show up.”)
- Botetourt is being used as an example in many places (“shining star”)
 - Growth/new businesses coming in that are publicly seeking us
 - Beauty
 - Being present – more people see us; participating in regional groups
- YMCA and the opportunities that it has brought in – it represents a desirable intersection of government, business, and citizen efforts
 - More places for schools to hold swim meets
 - Every fourth grader learns to swim
 - Adds to community amenities and “community cloth”, which attracts economic development
- Botetourt Sports Complex attracts many participants (20,000 per year) and serves as a support system for economic development, which bringing in revenue (hotels, dining)
- Willingness of staff to be business-friendly (i.e. Pratt)
 - Growing flexibility of local government
 - Get it done today
 - Provide information to enable action
 - Responsiveness; out of the box thinking to get opportunities
 - (Rigid organizations don’t get opportunities)
- Great staff – willing to take on challenges; nice; cooperative; help Board Members

Change:

- Develop Exit 150 – Hotel/conference center, variety of restaurants, and residential
- Look at the vacant structures in Botetourt County and renovate
- Continue support for downtown development in 3 towns
 - Continue town meetings to leverage funding and programs (DHCD)
 - Encourage towns to pursue small business development grants (i.e. façades)
 - Have all 3 towns at the meetings to avoid perceived favoritism
- Attract mental health services to the County; note that broadband initiative may enable Carillion to do tele-medicine to close some of these gaps)
- Need more day care facilities – growth in population, especially families living in apartments, is creating this need
- Broadband expansion deployment to serve the unserved and underserved areas of the County; this may enable education, tele-medicine, remote work, and business creation
- Re-examine CTE programs to include coding, big data, Amazon services, etc.
- Look at education as K-14 – Grade 12 + 2 years of community college
- Establish an “Innovation Quarter” – identify an area and focus on a specific type of development or incubation of a specific type of business
- Look at developing other areas besides Daleville – is there another place?
 - Blue Ridge? Jack Smith Park?
 - Murray Farm on Rt. 220 - connect to EastPark?
 - Interchange areas with potential for development – 162, 150, 168, and 156
- Prepare a document that explains proffers, showing the different zoning districts and providing simple explanations
- More Ag development and opportunities (i.e. Farmers Market; 4-H and Ag-education)

Additional conversation on Exit 150:

How could we conceive of Exit 150 in the future?

- As a center hub for transportation (220/11/460/81)
- Interchange business – hotels, restaurants (fast in, fast out), commercial businesses
- As a gateway with restaurants and hotels, including a conference center
- As a redeveloped property with a nice appearance

What’s been done so far?

- Road change, including re-routing of exists, and roundabout; eliminated bottlenecks

Did it achieve its desired result?

- Handles more traffic, more safely; we have “access management”
- Preserved traffic flow on Rt. 220 and Rt. 11
- There are also some fast food restaurant façade improvements

What are the challenges to be addressed?

- Ownership/control of the property – i.e. VDOT open space
- Update businesses to higher/better use with better appearance – Shoney’s, Country Cooking, Motel 6 and 84 Lumber
- UDA standards may be too high

BOTETOVRT 2045 VISION

Honoring Our History, Enjoying the Present and Shaping the Future

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 result 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. The Exit 150 area, in particular, offers dining, lodging, and entertainment for the traveling public and our residents and is the portal to all things Botetourt.

Botetourt is the preferred place to live, work, play, and learn for residents throughout the region. We are perceived as “awesome” by old and young alike. Visitors from around the world are drawn to our mountains, waterways, scenic highways, historic and cultural attractions, and our best-in-class sports competition and entertainment venues. Residents and visitors enjoy the ultimate opportunity for both adventure and reflection.

The way we do business has built and strengthened public trust and confidence. Our vision, thorough planning, and diligent, accountable management results in high levels of citizen satisfaction with their government and community. Residents and businesses actively engage in civic activities and continually and enthusiastically work together to make Botetourt a better place.

In 2045, we are our own entity and we like what we are: energetic, enabling, engaged but not engulfed, exciting and excited. Botetourt is an easy place in which to live, raise a family, run a business, and achieve individual and collective potential. In a word, Botetourt is, simply, awesome.

We are what we are because of a focus on the following:

Thriving Business Environment

Botetourt’s economy is a regional force. Through a business-friendly and supporting climate, the county assists our existing businesses to continually reinvest and expand here. Through active and targeted marketing, we attract community-minded, value-added business and industry from around the globe. A reliable partner and creative resource, we maximize conditions for new businesses to establish themselves and thrive.

Agricultural Innovation

Historically an agricultural community, that heritage has evolved into high-tech traditional farming and innovative and sustainable uses of our natural resources. We showcase a cluster of successful niche and traditional agri-businesses that serve markets near and far. Botetourt County is a leader in finding new and successful ways to produce highly desired farm-to-table products. Agri-tourism enables us to share novel practices with others. Creative strategies to advance the knowledge of agriculture practices and opportunities support farming as an important part of our economy and heritage and strengthen our youths’ connection to the land.

The Gateway Center

The Exit 150 area is a gateway not only to Botetourt County, but to the entire Roanoke Valley, the Shenandoah Valley, Central Virginia, and the Virginia Highlands. It is the starting point for visitors in search of scenic beauty, history, culture, and outdoor adventures. A nucleus of restaurants, lodging, entertainment, trails, and residential options, the Gateway Center lures travelers off the highway, hosts visitors, and provides convenient housing in the midst of varied amenities. Through design and dedicated effort, it serves as the major connection that economically and physically unites all areas of our county.

Botetourt Awesome

Botetourt provides awesome experiences for both residents and visitors. Through cooperative public-private and regional partnerships, we present an engaging and exciting array of entertainment, recreational, cultural, sports, and outdoor amenities. Consistent investments provide us with sports fields and recreational facilities that are best in class and hiking, biking, equestrian, and water trails that inspire outdoor enthusiasts. Varied cultural amenities, including music, art, and culinary venues, are of exceptional quality. Our vast, pristine national forest, Blue Ridge Parkway, and scenic landscape provide the ultimate opportunity for both reflection and adventure.

Public Service Leadership and Engagement

Botetourt County is a leader in creative community solutions that are replicated in other localities and regions. We govern with self-reliance, while exploring and participating in regional as well as private sector partnerships of mutual advantage. County government and business leaders cooperatively and proactively engage state and federal agencies and elected officials to ensure that the County's interests and priorities are known and addressed. In addition to expanding and diversifying our tax base, finances are managed conservatively, minimizing the burden on taxpayers while ensuring fiscal stability. Multiple and varied opportunities for public input and feedback and reliable management systems ensure that all voices and concerns are heard and addressed in a timely way.

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. Partnerships with County schools, higher education institutions, workforce development organizations and businesses create coordinated programs that align the County's well-prepared labor force with existing and emerging labor needs.

Worldwide Connectivity

High-speed, high-capacity internet connectivity facilitates and supports County business, educational, and cultural relationships around the globe. This access embeds in our County increased opportunity to supply goods and services to anyone anywhere and creates new entrepreneurs, partners, and investors. Residents enjoy more diverse employment opportunities by working for themselves or remotely for companies located anywhere in the world. Tele-health expands resident access to healthcare near and far. Enhanced connectivity provides citizens with new opportunities for entertainment and cultural experiences, bringing the world into the homes of Botetourt.

Celebrating Our Unique History and Heritage

We proudly celebrate and promote Botetourt's unique and influential role in the creation of the American Republic and in the diversity of cultures that ensured the success of the American story. Through research, sensitive planning, and historic restoration and preservation, we have created venues for visitors from around the world to study, interpret, and appreciate our place in history – a history that spans the centuries, from early settlements to the coming of the railroad. We enjoy international renown for our role in the westward migration and for our authentic displays of the communities of the Appalachian frontier. By preserving and promoting our unique historical assets, we instill community pride while boosting economic development.

Smart Growth and Conservation

Thoughtful planning and policy making have enabled Botetourt County to achieve a desired balance of development and conservation throughout the County. Impact-sensitive awareness and innovation allow diverse agriculture, natural and resource-related enterprises to thrive in northern Botetourt while maintaining the rolling farmlands, wooded mountains, and scenic creeks and rivers that define its beauty. Collaborative visioning and policy making have spurred a social and economic renaissance for our towns and small communities, along with the protection of their distinct architectural, historical, and cultural characteristics. The creative redevelopment of the Exit 150 area has promoted and smoothed the way for attractive and highly livable development throughout southern Botetourt. From Daleville to Bonsack and Troutville to Cloverdale, roadways, trails and transit provide easy travel by vehicle, foot or pedal. Development policies and standards result in a diverse mix of quality regional retail, restaurants, enter-

tainment, and varied housing options supported by a strong and diverse base of modern offices and industries.

ALL OF THIS - A Thriving Business Environment, Agricultural Innovation, the Gateway Center, Botetourt Awesome, Public Service Leadership and Engagement, Lifelong Learning Excellence, Worldwide Connectivity, Celebrating Our Unique History and Heritage, and Smart Growth and Conservation - make Botetourt County one of America's most desirable places.

**BOTETOURT COUNTY BOARD OF SUPERVISORS
DRAFT 3-YEAR STRATEGIC PRIORITIES
Identified at Board Strategic Planning Retreat on March 9, 2019**

Thriving Business Environment

1	Continue economic development efforts and relationships and transparency in reporting regularly to the Board, including efforts to: <ul style="list-style-type: none"> • Expand and support existing small businesses • Ensure that we have policies that promote business growth (i.e. signage, zoning) • Review and enhance our economic development tools and cultivate relationships (i.e. bringing corporate family members together; seeking supply chain companies)
2	Develop business parks for smaller industries
3	Seek commercial development to include hotels, restaurants, and retail and place in the most appropriate place to stimulate desired growth <ul style="list-style-type: none"> • Take a look at boundary lines to examine the potential for hotel development • Inventory available properties • Seek input from the development community
4	Expand EastPark Commerce Center

Agricultural Innovation

1	Assist local farmers in finding successful products and strategies that will move us successfully into the future <ul style="list-style-type: none"> • Work with Cooperative Extension Service to facilitate a study of farm profit and markets to provide options/opportunities for local producers • Consider how to stimulate more farm to table interest, including culture and consumers • Consider whether an advisory group would be helpful • Consider fact-finding/research trips to seek best practices • Revisit the Agriculture Study to find useful strategies • Consider how to resource this effort
2	Explore the feasibility of establishing and funding an Ag Center that will serve multiple purposes
3	Enhance ag education and the integration of resources to promote successful agriculture in the County <ul style="list-style-type: none"> • Seek buy in from partners to have an integrated ag educational strategy • Identify/develop an inventory of agriculture/farming opportunities • Support current agriculture activities • Consider County engagement in a Farmers Market • Coordinate the forces of the FFA and 4H for ag development within the County • Enhance the working relationship between the schools and extension office • Encourage the school system to incorporate 4-H into the classroom (i.e. STEM Ag class)

The Gateway Center

1	Find or create an anchor tenant for our gateway development with a current developer or other developers
2	Continue redevelopment efforts at Exit 150, including finding solutions for the vacant buildings

3	Continue to pursue traffic and access management improvements with VDOT to open property for development and to improve capacity and safety for an enlarged gateway
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Botetourt Awesome

1	Implement the Greenway Plan
2	Review, update, and re-activate the Parks and Recreation Plan <ul style="list-style-type: none"> • Inventory the amenities that we have in Botetourt County and identify gaps • Bring recommendations for additional development of facilities and services • Continue development of ball fields at Greenfield • Consider public private partnerships that enable expansion of opportunities • Consider potential for an RV park (i.e. Camp Bethel) • Consider regional partners • Bring back booster clubs to facilitate more citizen ownership with government guidance
3	Continue our support and relationships with current vendors in promoting vineyards and brewing to market our amenities and venues (achieve more visibility)

Public Service Leadership and Engagement

1	Continue to work with VDOT, the Regional Commission and the Roanoke Valley Partnership and localities to address important issues (Note: Staff to identify specific opportunities with separate action plans)
2	Continue our traffic safety program with the Sheriff's Office
3	Institute a committee and strategy on the Greenfield Center takeover and implement planning of County office space
4	Plan and implement the Circuit Courthouse renovations

Lifelong Learning Excellence

1	Continue meetings with the School Board to enhance our communication and collaboration
2	With partners, expand workforce development opportunities and career technical education
3	With the School System, develop a long term facilities plan for Lord Botetourt High School <ul style="list-style-type: none"> • Consider a joint work team • Look at relevant studies • Consider ways that we can enhance cost effectiveness

Worldwide Connectivity

1	Continue the progress and development of the PPEA and RFP to deploy fiber to the premises in unserved and underserved areas of the County
2	Continue programs on our interactive mapping and educating our citizens on how phases of the project are working and progress made
3	Enhance communication with the railroad system to resolve connectivity and seek appropriate solutions
4	Seek partnerships and grants that maximize the use of the fiber network to expand economic development, healthcare options, education, and entertainment opportunities

Celebrating Our Unique History and Heritage

1	Move forward with the stabilization and security of historic structures in Greenfield using the funding mechanism already established (Note: EDA must be involved in this)
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2	<p>Pursue an agreement with partners for the long term funding of the Greenfield Preservation Area</p> <ul style="list-style-type: none"> • Background: Committee appointed; used Hills Studio to conduct study; Committee accepted recommendations and presented them to Board; new Council appointed • Historic Advisory Council is reviewing work: will make its own recommendations to the Board • Board will carefully consider the initiatives/requests of Historic Advisory Council • Board will determine what the commitment will be
3	<p>Enhance local education on Botetourt local history, including its historic sites</p> <ul style="list-style-type: none"> • Consider a history trail of historic sites within Botetourt County

Smart Growth and Conservation

1	Revise the Comprehensive Plan and align with the Board's vision
2	Understand utility needs to support the Board's Vision and coordinate with the Western Virginia Water Authority in order to have what we need to support development
3	Revise the site plan requirements to make a difference between urban and rural businesses

NEXT STEPS

1. Facilitator will send a Retreat Report to County Administrator
2. County Administrator will distribute the Retreat Report to the Board
3. County Administrator's Office will review the Draft Board Vision to make any subtle "tweaks" that are needed. If you have suggestions, please give input to David Moorman
4. Bring Board Vision back to the Board on March 26, 2019 for adoption
5. Develop and implement a strategy to communicate the Board Vision, to include a press release and posting on the County web site
 - Consider how to give additional life to the vision and bring options to the Board
 - Board will determine its approval/participation in additional strategies
6. Staff members will use the Board Priorities to create a Strategic Work Plan
 - Staff members will create an action plan for each priority
 - Staff may recommend additions to include other strategic projects that contribute to Vision attainment
 - Staff will also develop a means of inculcating strategic priorities into County work programs
7. Staff will bring back a Strategic Work Plan for Board endorsement
8. Staff will develop a means of reporting to the Board regarding progress on priorities
9. Consider a 5-Year Strategic Plan Update session for the Board

After questioning on the Board's thoughts about the vision statement, Mr. Martin stated that he thinks the proposed version looks good.

After discussion, Ms. St. Clair stated that once the Board has an opportunity to review the vision statement and priorities she would request that they provide Mr. Moorman with their input. She noted that the intention is to have this document brought before the Board for approval at their March regular meeting.

Mr. Sexton noted that he would deliver the final vision statement to the public through a press release, the County website, and forwarded to County offices and staff.

Ms. St. Clair then questioned how the County plans “to give life” to this document and suggested that the Board/staff give additional thought on how to communicate this vision to the public.

After discussion by Dr. Scothorn, Mr. Moorman noted that once the vision is approved, staff will develop a program for implementing these priorities into the County’s annual work plan.

Mr. Sexton noted that, after the 2014 strategic planning session, staff provided an update on the priorities’ progress to the Board in 2016.

Mr. Martin thanked Ms. St. Clair and Mr. Moorman for their work last night in revising the Vision Statement based on the Board’s comments/suggestions from yesterday’s session.

Dr. Bailey noted that many important topics were discussed over the past 2 days and he thinks that this is a good step in the right direction.

Mr. Martin stated that this was well worth the time.

There being no further discussion, on motion by Mr. Martin, seconded by Mr. Sloan, and carried by the following recorded vote, the meeting was adjourned at 4:50 P. M. (Resolution Number 19-03-01)

AYES: Mr. Clinton, Mr. Sloan, Mr. Martin, Dr. Bailey, Dr. Scothorn

NAYS: None

ABSENT: None

ABSTAINING: None