

IMAGINE ROCKBRIDGE ACTION PLAN

Sectional Chair **Jim Tichenor**

COMMUNICATION & INFORMATION

GOAL 1: Establish a non-profit, information clearinghouse organization, run primarily by volunteers to develop and maintain an information database that is accessible by the public.

Strategy 1: Local governments appoint a 6-9-member steering committee to establish guidelines and modes of operation necessary to oversee the operation of an area information clearinghouse.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Create a steering committee to define the non-profit organization and its modes of operation.	Rockbridge Area Information Line (RAIL)	Complete	June 2001

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Steering Committee develops bylaws, personnel, and funding requirements.	RAIL	In progress	

ACTION 3	RESPONSIBLE AGENT	STATUS	DATE
Hire a part-time executive director supported by a corp of volunteers.	RAIL		

Strategy 2: Steering Committee coordinates the provision of initial requirements for startup of clearinghouse.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Steering Committee coordinates with relevant entities to locate office space, equipment, and seed money for operation of the clearinghouse.	Clearinghouse Steering Committee	In progress	

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
RAIL puts out call for volunteers and initiates actions to develop database, web site, and pamphlet; commences fundraising.	RAIL	Test website in place	

ACTION 3	RESPONSIBLE AGENT	STATUS	DATE
Local governments, businesses, civic organizations, churches, etc., begin providing requested information to clearinghouse staff for initial database and update information on a quarterly basis thereafter.	All organizations that need/should have information about organization, activities, and services in clearinghouse database	In progress	

ACTION 4	RESPONSIBLE AGENT	STATUS	DATE
Develop and distribute an area information pamphlet that includes activities, services, and points of contact to each area household.	RAIL	Will begin fundraising to defray pamphlet cost after information collection	

Strategy 3: Rockbridge County begins operation of a toll-free incoming line to service outlying areas of the county by July 31, 2000. Toll-free line is in place. Number needs to be listed in phone books across the area.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
List toll-free number in area phone books.	Board of Supervisors	Pending	

Strategy 4: Develop a village bulletin board and install in major towns and villages across the county. This bulletin board would be of a common design and would be located in a convenient place in the town or village. The design would be rain-sheltered. Notices of any sort could be posted. One panel of the board would be for permanent notices such as lists of telephone numbers to call for standard needs.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Survey the county to determine where new village bulletin boards are needed.	RAIL		

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Seek our volunteer architects and/or builders to design and estimate construction costs for a standard bulletin board.	RAIL		

ACTION 3	RESPONSIBLE AGENT	STATUS	DATE
Raise funds; construct and install boards.	RAIL		

ACTION 4	RESPONSIBLE AGENT	STATUS	DATE
Recruit local town/village individuals who will be responsible for postings to the boards.	RAIL		

GOAL 2: Increase the number of citizens voting and participating in the government process.

Strategy: Use existing organizations and media in a more aggressive manner.

ACTION	RESPONSIBLE AGENT	STATUS	DATE
Create a citizen committee to provide assistance to the political parties, local schools, and voter registrars to encourage higher rates of voting.	Ad Hoc Citizens Group	In progress	

GOAL 3: Ensure that citizens are regularly informed, on a timely basis, of issues coming before government and of actions taken on such issues.

Strategy: Ensure the availability of all agendas for Councils, Board of Supervisors, Planning Commissions, and other decision-making governmental bodies by having a section in each of the weekly newspapers dedicated to publishing the agendas for all such meetings for the week. Also, include in this section the actions taken on each issue from the preceding week (or refer to the proper news article elsewhere in the paper). Electronic media such as local radio and cable TV channels would periodically announce agendas for these bodies and results of meetings.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
The <i>News-Gazette</i> and <i>Rockbridge Weekly</i> dedicate a government section in each week paper which lists meeting agendas and actions taken at the previous week meetings. The <i>Rockbridge Advocate</i> takes similar action on a monthly basis.	The <i>News-Gazette</i> , <i>Rockbridge Weekly</i> , and the <i>Rockbridge Advocate</i>	Complete	2001

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Ensure that agendas for all such meetings are prepared in sufficient time to FAX this information to the newspapers prior to their deadlines. Also, ensure that agenda items are clearly stated so that the action item is understood.	City Managers/County Administrator/Executive Directors of Regional Agencies		

GOAL 4: Establish that the government solicits citizen input on important issues and seriously considers such input at the time that decisions are made.

Strategy: Expand opportunities for citizen input and foster the consideration of this information at meetings when important issues are discussed and actions taken.

ACTION	RESPONSIBLE AGENT	STATUS	DATE
Adopt the recommendation of the Citizens Strategic Planning Commission of January 16, 1993: that the elected representative from each district of the county hold a scheduled meeting with his constituents at least semiannually at a predesignated location with a planned agenda.	Board of Supervisors	One Board member holding semiannual meetings	2000

IMAGINE ROCKBRIDGE ACTION PLAN

Sectional Chair Katherine Smith

HEALTH, ELDER & CHILDCARE

GOAL 1: Our primary healthcare facility, Stonewall Jackson Hospital, continues its role as central planner and leader for the availability of healthcare across all age groups.

Strategy: Forge formal and informal links between public and private healthcare providers in the Rockbridge area.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Identify changing personnel needs related to primary healthcare and related areas.	Stonewall Jackson Hospital Board of Directors/Staff	In progress	

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Provide aid in relocation and settling-in for personnel.	Stonewall Jackson Hospital Board of Directors/Staff	In progress	

ACTION 3	RESPONSIBLE AGENT	STATUS	DATE
Begin working with local school boards to advocate and provide healthcare and wellness education.	Stonewall Jackson Hospital Board of Directors/Staff	In progress	

ACTION 4	RESPONSIBLE AGENT	STATUS	DATE
Provide information to Rockbridge area residents about the availability of healthcare, both physical and mental, through the newspapers, libraries, electronic media, physicians, dentists, and pharmacies. (Information will also be available through the area information system See Communication and Information section.)	Stonewall Jackson Hospital Community Healthcare Coordinator	In progress	

ACTION 5	RESPONSIBLE AGENT	STATUS	DATE
Provide formal structure for Rockbridge 2020 so that participating agencies and groups have officers and staff to support and facilitate their initiatives, assessments, and task groups. (Rockbridge 2020 is a coalition of healthcare and allied professionals in the county which is seeking to set goals to improve the general health and well-being of the citizens.)	Stonewall Jackson Hospital Board through their Community Healthcare Coordinator	In progress	

ACTION 6	RESPONSIBLE AGENT	STATUS	DATE
Set in place a mechanism for updating and expanding the Rockbridge Health Assessment.	Stonewall Jackson Hospital Community Healthcare Coordinator	In progress	

Strategy 2: Hospital services, particularly emergency and critical care, are expanded in a current, updated environment.

ACTION	RESPONSIBLE AGENT	STATUS	DATE
Build a new, state-of-the-art addition to Stonewall Jackson Hospital.	Stonewall Jackson Hospital	In progress	

GOAL 2: Rockbridge Area Free Clinic provides quality healthcare for uninsured or under-insured area residents.

Strategy 1: Relocation of the Clinic headquarters provides adequate space and parking for patient and staff needs.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Work with Stonewall Jackson Hospital and City of Lexington to locate site and plan purchase.	Clinic Board and Director	Complete	December 2001

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Begin fundraising to support Clinic building and equipment needs.	Clinic Board	In progress	

Strategy 2: Service to communities (villages) with the greatest need are provided on a weekly basis at announced times and at identified locations.

ACTION	RESPONSIBLE AGENT	STATUS	DATE
Identify villages with the greatest need.	Rockbridge 2020 (Community Health Assessment)		

GOAL 3: Create a network of childcare facilities.

Strategy: Change the climate in our communities to ensure necessary support of families where either both, or the only, parent is employed.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Publicize programs to area employers who are supportive and in need of childcare.	Success By 6 Policy Council	Complete	1999
ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Provide regular, ongoing training for childcare providers, including all levels of facilities (in-home, licensed, and unlicensed).	Success By 6 Policy Council and staff	In progress	
ACTION 3	RESPONSIBLE AGENT	STATUS	DATE
Set up et started fund for new providers or updating existing services.	Success by 6 Policy Council	Complete	1999

GOAL 4: Affordable day care and elder care centers for the elderly are available.

Strategy: Ensure and expand the provision of comprehensive adult day care until it meets the needs of the entire community.

ACTION	RESPONSIBLE AGENT	STATUS	DATE
Collaboration among localities and agencies identifies present/future adult day care needs and possible locations.	Rockbridge 2020		

GOAL 5: Adequate, affordable housing is available in both public and private sector areas for live-in elder care, assisted-living care, and nursing homes to meet needs of this expanding population.

Strategy: Ensure provision of all levels of housing for varying incomes within our senior citizen population.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Conduct a housing needs assessment.	Rockbridge 2020		

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Work with public and private sector housing providers to address the assessed needs.	Rockbridge 2020		

IMAGINE ROCKBRIDGE ACTION PLAN

Sectional Chairs Naomi Smith/Bob Shafer

LAND USE

GOAL 1: Create an environment in which elected officials are willing to make the hard choices necessary to preserve the county rural character.

Strategy 1: Educate the public about the real costs of rural sprawl.

ACTION	RESPONSIBLE AGENT	STATUS	DATE
Begin broadcasting the findings from numerous studies that residential development increases citizens taxes. Paths to disseminate this information include public forums and local media.	Rockbridge Area Conservation Council (RACC) and Valley Conservation Council (VCC)	Complete	2001

Strategy 2: Inform elected and appointed officials of the results of the efforts of Imagine Rockbridge.

ACTION	RESPONSIBLE AGENT	STATUS	DATE
Provide elected and appointed officials with copies of this report as well as copies of the results obtained in citizen Brainstorming Sessions, Vision Fair, and Household Surveys.	Imagine Rockbridge	Complete	May 2000

GOAL 2: Make protecting rural character attractive enough to prevent encroachment by other land use activities.

Strategy 1: Identify prime agricultural and grazing land. (See Goal 3, Strategy 1 on following pages. This will be accomplished during that part of the Action Plan.)

ACTION	RESPONSIBLE AGENT	STATUS	DATE
Identify prime agricultural and grazing land.	County Director of Planning	In progress	

Strategy 2: Promote conservation easements.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Begin broadcasting information through public forums, printed materials on the RACC website about how conservation easements work, emphasizing that in Virginia conservation easements are a time-proven, successful approach to preserving rural land.	RACC and VCC	Complete	2001

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Begin inviting interested landowners to neighborhood meetings to discuss the way in which conservation easements work.	RACC and VCC	Complete	2001

Strategy 3: Plan an Acquisition of Conservation Easement (ACE) program, particularly for areas where easements are not voluntarily granted. (Prime areas of purchases should be recommended by consultant in Goal 1.)

ACTION	RESPONSIBLE AGENT	STATUS	DATE
Develop and adopt an ACE program including local funding and state sources.	Board of Supervisors	In progress	

GOAL 3: Provide the government of Rockbridge County and its citizens with a policy guide and plan for managing and directing growth and development and for assuring that such growth and development follows a theme of preserving the rural character of our farms, open spaces, wilderness areas, and viewsheds.

Strategy 1: Hire a consulting firm in according with the Request for Proposal, dated March 1999, to work with the Planning Commission to develop a land use element for inclusion in, and which supports the goals of, the 1996 Rockbridge County Comprehensive Plan. Such work should include the development of a new planning map with new and revised zoning categories overlaid on appropriate land use areas of the county.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Review submissions of submitting contractors and select winning submission.	County Director of Planning	Completed	August 1999

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Execute contract and develop land use element, zoning categories, land use map, and development alternatives.	Selected contractor and County Director of Planning	In progress	

Strategy 2: As part of the contract of Strategy 1, develop alternatives for development of land which will give both developers and local government flexibility in zoning and subdivision actions. Such alternatives as directing growth into near-town and near-village areas, sliding-scale development for agricultural land, conservation subdivisions, cluster development, controlled lot sizes, use of zero lot lines, pipestem lots, planned unit development, density bonuses for open-space and viewshed preservation, etc., should be considered.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Review submissions of submitting contractors and select winning submissions.	County Director of Planning	Completed	August 1999

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Execute contract and develop land use element, zoning categories, land use map, and development alternatives.	Selected contractor and County Director of Planning	In progress	

Strategy 3: Adopt changes in the land use section of the comprehensive plan and zoning ordinance changes that are necessary to implement new zoning categories and development alternatives.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Hold Planning Commission and Board of Supervisors public hearings. (Public involvement will also be significant during the development of the land use element, new zoning categories, and development categories.)	County Planning Commission and Board of Supervisors	In progress	

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Board of Supervisors adopts the land use element and ordinance changes after making adjustments required by the hearing process, if any.	Board of Supervisors	In progress	

Strategy 4: Adopt planning and zoning strategies that consider aced Places in the planning and decision-making process. (See Appendix 6 for a discussion and listing of aced Places.

ACTION	RESPONSIBLE AGENT	STATUS	DATE
Adopt planning and zoning strategies that consider Sacred Places in the planning and decision-making process.	Lexington and Buena Vista City Councils, Board of Supervisors, and Planning Commission	In progress	

GOAL 4: Direct growth to designated areas.

Strategy 1: Adopt incentives for developers to develop near existing residential centers by way of provision of utilities, increased densities, etc. (See Goal 3, Strategy 2.)

ACTION	RESPONSIBLE AGENT	STATUS	DATE
Adopt incentives for developers to develop near existing residential centers by way of provision of utilities, increased densities, etc.	County Director of Planning	In progress	

Strategy 2: Restrict permitted entrances from highways on corridors to encourage off-corridor development with feeder roads. (See Goal 3, Strategy 2.)

ACTION	RESPONSIBLE AGENT	STATUS	DATE
Restrict permitted entrances from highways on corridors to encourage off-corridor development with feeder roads.	County Director of Planning	Complete	July 2001

Strategy 3: Encourage historic preservation with the goal of recycling buildings rather than simply constructing more of them.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Produce a brochure explaining the requirements and benefits of historic property rehabilitation tax credits for distribution to building and zoning officials, realtors, and lawyers who handle real estate closings.	Local historical organizations		

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Publicize the benefits of historic property rehabilitation tax credits to prospective purchasers of historic property and encouraging the designation of eligible properties as historic in real estate advertisements.	Local realtors, building inspectors, and attorneys		

Strategy 4: Utilize historic district regulations to encourage growth in Buena Vista and, to the extent needed, in Lexington.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
By means of the city ordinance, create either a residential or a commercial historic district in Buena Vista to bolster property values and establish a review board to administer it.	Buena Vista City Council	In progress	

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Support Buena Vista application for Main Street status by helping to fund a full-time downtown director position.	Buena Vista City Council and Chamber of Commerce jointly	Complete	2001

Strategy 5: Examine the short- and long-term improvements that the Virginia Department of Transportation (VDOT) has planned for county roads to identify their effect upon significant rural roads. These significant roads might then be designated as protected historical, cultural, or viewshed corridors.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Perform review of VDOT plans for road improvements and categorize as to their effect on road corridors.	County Board, Planning Commission, RACC	In progress	

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Revise the county historic district ordinance to conform to and accommodate historic corridor districts and broader heritage area designation.	County Planning Commission and Board of Supervisors	In progress	

ACTION 3	RESPONSIBLE AGENT	STATUS	DATE
Designate selected viewsheds as rural historic districts (the enabling legislation is in place).	Directors of Planning of Rockbridge and Buena Vista		

Strategy 6: Promote voluntary action to protect ridges and hilltops from development.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Research and write informative book and how to locate and prepare a site and how to design and build a structure so it blends in with the topography and vegetation. The book will specify materials such as earthtone paints and non-reflective siding and roofing. Distribute to Building Inspector Office, real estate offices, and Visitor Centers. (A book entitled <i>Homeowners Conservation Guide</i> is currently being prepared by RACC.)	RACC	Completed	December 2000

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Promote community-wide pride in Rockbridge scenic resources by encouraging property owners and developers to utilize good development practices through praise and recognition by means of a community-wide annual award competition.	RACC and/or local planners		

ACTION 3	RESPONSIBLE AGENT	STATUS	DATE
Inform builders that storm water drainage and erosion and sediment control must meet the minimum standards of the <i>Virginia Erosion and Sediment Control Regulations</i> , including the construction of streets and driveways.	Government building inspectors	Complete	January 2001

IMAGINE ROCKBRIDGE ACTION PLAN

Sectional Chair Fred Klages

BUSINESS, ECONOMY & EDUCATION

GOAL 1: Acknowledge the value of existing businesses and industries and create an environment conducive to their thriving and expanding in the Rockbridge area.

Strategy 1: Communicate with local industry to assure that we understand their needs for skilled/educated employees and tailor educational programs to meet those needs.

ACTION	RESPONSIBLE AGENT	STATUS	DATE
Survey employers on a regular basis to assess workforce quality and skill needs and initiate an assessment of results.	The Rockbridge Partnership (TRP)	Complete	1999

Strategy 2: Provide information to the media on an ongoing basis regarding the impact of local businesses on tax base, payrolls, number of jobs, etc.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Compile and distribute a report on miscellaneous business/financial data to the media relative to business contributions to local governments.	TRP	In progress	

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Produce a regular column, press release, or insert for local media highlighting local business activity and profiles.	Chambers of Commerce, local businesses, TRP	In progress	

GOAL 2: Facilitate opportunities for the creation of higher paying jobs with career potential.

Strategy 1: Create/maintain an active and effective program to assist existing employers to remain profitable new-employment creators.

ACTION	RESPONSIBLE AGENT	STATUS	DATE
Implement a comprehensive business and industry program.	TRP	Complete	1999

Strategy 2: Identify and target businesses which have long term job potential and which will diversify the employment base.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Participate in the marketing efforts of the Shenandoah Valley Partnership targeting new businesses in agribusiness, plastics, HVACR, electronics, microelectronics, automotive, telecommunications, and biomedical technologies.	TRP	Complete	1999

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Provide incentives to prospective businesses that pay better than average wages or that create salaried employment and can result in a value payback within a three-year period.	TRP and local governments	Complete	1999

Strategy 3: Implement additional regional employment-creating and revenue-producing partnerships.

ACTION	RESPONSIBLE AGENT	STATUS	DATE
Identify and develop an appropriate site for a technology park.	TRP	In progress	

Strategy 4: Partner with Dabney S. Lancaster Community College (DSLCC), Virginia Military Institute (VMI), Washington & Lee University (W&L), and other appropriate institutions to create a technology/research-based environment to complement businesses.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Implement the recommendations of the Rockbridge Area Technology-Based Economic Development Plan.	TRP	In progress	

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Support the initiatives of the Rockbridge Area Technology-Based Economic Development Plan Steering Committee.	TRP, local governments	In progress	

GOAL 3: Create a retail environment that encourages diversity and balance in locally-owned stores and retail chain stores.

Strategy: Support the initiatives of local Chambers of Commerce and the Lexington Downtown Development Association (LDDA) to assess needs and desires of the community and to recruit new retail businesses to the area that complement the existing shopping experience.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Seek enterprise zone status for Buena Vista to improve, restore, and revitalize its downtown.	Buena Vista Council and Buena Vista Chamber of Commerce		

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Utilize LDDA market survey data to create an action plan for Lexington to improve the retail mix, economic vitality, and sustainability of downtown.	LDDA	In progress	

ACTION 3	RESPONSIBLE AGENT	STATUS	DATE
Promote the area as a destination shopping area by strengthening and broadening the retail base to satisfy community and tourist shopping needs.	LDDA, Lexington/ Rockbridge Chamber of Commerce	In progress	

GOAL 4: All Rockbridge area schools consistently meet or exceed the Virginia Standards of Learning (SOLs).

Strategy 1: Good teachers and support personnel are retained.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Develop an equitable salary structure for education-related jobs in the Rockbridge area that is competitive with surrounding school systems.	Area school boards working together	In progress	

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Raise salaries if recommendations from Action 1 above so indicate.	Local governments	In progress	

Strategy 2: Public schools in the Rockbridge area have the resources they need to enable them to consistently meet or exceed the Virginia SOLs.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Identify any unmet funding requirements to meet the Virginia SOLs.	Area school boards	Complete	July 2001

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Satisfy funding requirements.	Buena Vista and Lexington City Councils, Board of Supervisors	Complete	July 2001

GOAL 5: Ongoing educational opportunities are available for the local workforce to ensure they have the skills required to keep and to draw good paying jobs to the Rockbridge area.

Strategy: The Rockbridge Partnership continually identifies unmet training needs for the area.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Develop and adopt a technology development strategy for the area.	TRP	Complete	February 2000

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Coordinate efforts of various educational institutions to meet any identified, but currently unmet, training needs.	TRP	In progress	

GOAL 6: Local communities are provided with facilities that support both the learning and the recreational requirements for their communities.

Strategy: Local governing bodies and school boards adopt an overriding philosophy of maintaining community-based schools for the purposes of encouraging the viability of small communities, reduce busing of children, and provide centers for community activities and recreation.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Place emphasis on maintaining smaller community/neighborhood schools and avoiding additional consolidations.	Area school boards		

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Include the provision of community meeting rooms and recreational facilities for use by the small communities of the area in long-range plans.	Area school boards	In progress	

ACTION 3	RESPONSIBLE AGENT	STATUS	DATE
Provide community facilities within smaller area schools.	Area school boards	In progress	

ACTION 4	RESPONSIBLE AGENT	STATUS	DATE
Sponsor recreation studies with the mission of inventorying community facilities that can be used for recreation and other community activities and developing a plan to provide for community activities in a decentralized, but coordinated way.	Local governments, Rockbridge Area Recreation Association (RARO)	In progress	

ACTION 5	RESPONSIBLE AGENT	STATUS	DATE
Support community activity study results and school board plans by funding a planned, multi-year program for the enhancement of community life and local-based schools.	Local governments		

IMAGINE ROCKBRIDGE ACTION PLAN

Sectional Chair Fred Klages

TEEN STUDIES

GOAL: Provide information to teen and their parents about things to do in the area and assist in the establishment of additional possibilities.

Strategy 1: Teens should consult the various organizations such as area visitor centers (and the Rockbridge Area Information Line when it becomes operational) that can provide them with lists of things to do. (See Appendix 5 for such a listing.)

ACTION	RESPONSIBLE AGENT	STATUS	DATE
Advertise teen volunteering opportunities in the following areas: hospital, nursing homes, childcare centers, RARO (coaches and umpires), food pantries, church activities, stream monitoring, Special Olympics, hospice, adult literacy program.	RAIL		

Strategy 2: Provide a listing to investors and entrepreneurs looking for new business opportunities of things that teens have indicated that they would like to have in the area to enhance their after-school enjoyment. Different indoor and outdoor activities and entertainment ideas that could prove to be lucrative for entrepreneurial enterprises and have been mentioned by teens include: sports center, water-related activities like water parks, horseback riding and instruction, ice skating rink, roller skating rink, and dance hall.

ACTION	RESPONSIBLE AGENT	STATUS	DATE
Develop a listing of the desires of the teen population for more free-time activities and provide this listing to the community for action.	RARO		

IMAGINE ROCKBRIDGE ACTION PLAN

Sectional Chair Alice Williams

HISTORY

GOAL 1: Establish a coalition of historical organizations that work in unison protecting and preserving key historic structures, sites, and other resources.

Strategy: Guide, assist, and coordinate the activities and initiatives of the area various preservation groups through periodic meetings of representatives of these organizations.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Organize an initial meeting of preservation organizations.	The Rockbridge Historical Society	Complete	May 2001

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Facilitate future meetings and activities.	The Rockbridge Historical Society	In progress	

GOAL 2: Preserve and maintain the Rockbridge area historic resources through: (1) increased public awareness of their value; (2) acquisition and maintenance of specific, key resources; and (3) encouragement of individual actions to preserve and protect private properties and artifacts.

Strategy 1: Establish an organization that serves as the main acquirer/financier of the most endangered historic properties in the county area.

ACTION	RESPONSIBLE AGENT	STATUS	DATE
Develop target action groups for historic preservation to include the whole of Rockbridge County. (As an alternative, establish a new Historic Rockbridge Foundation (HRF) that encompasses other county entities and functions like, but separate from, the Historic Lexington Foundation.)	No responsible agent identified		

Strategy 2: Identify key properties for preservation (such as Paxton House, Buena Vista Courthouse, Gibbs House) and seek funds for their acquisition and maintenance.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Identify key properties for preservation and establish a most endangered list and prioritize within.	Association for the Preservation of Virginia Antiquities (APVA)	In progress	

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Seek funds from inside and outside the community for priority projects.	All historic organizations	In progress	

Strategy 3: Encourage local governments to expand or adopt historic district or historic overlay district ordinances.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Expand Lexington downtown historic district to include the historic residential areas.	Lexington Planning Commission and City Council	In progress	

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Establish an historic district and architectural review board in Buena Vista.	Buena Vista Planning Commission and City Council	In progress	

ACTION 3	RESPONSIBLE AGENT	STATUS	DATE
Establish an historic overlay district in Rockbridge County.	County Planning Commission (propose) and Board of Supervisors (adopt)		

ACTION 4	RESPONSIBLE AGENT	STATUS	DATE
Provide for a civil penalty for the demolition, razing, or moving of a building or landmark that has been designated by the governing body as an historic structure or landmark or that is located in an historic district without prior approval from that body.	Local governments	Complete	2000

Strategy 4: Undertake dramatic public education and promotion programs to increase awareness, interest, appreciation, passion, and concern for historic preservation.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Develop and implement an aggressive public awareness program that results in widespread community concern for, and participation in, historic preservation.	Rockbridge Historical Society	In progress	

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Build awareness of the APVA program to assist owners of historic property to apply for Virginia Landmarks Register and National Register for Historic Places accreditation that provides the protection through historic easements and generates tax advantages for the owner. Dispel the myths about restrictions, sell the advantages of preservation and easements, and promote the tax benefits.	APVA	Pamphlet development in progress	

ACTION 3	RESPONSIBLE AGENT	STATUS	DATE
Encourage private/corporate investment in homes/farms and sites of architectural and/or historic significance.	Historic organizations	In progress	

IMAGINE ROCKBRIDGE ACTION PLAN

Sectional Chair Pat Tichenor

ENVIRONMENT & QUALITY OF LIFE

GOAL 1: Provide an attractive visual environment in and around all commercial and industrial developments in the Rockbridge area by adopting architectural and landscaping standards and implementing ordinances to be used by developers in business districts, along entrance corridors and on scenic byways in Buena Vista, Lexington, and Rockbridge County. (This project is seen as a joint, cost-shared project, with jurisdictions developing the same (preferably) or slightly different standards but using the same baseline.)

Strategy 1: Planning commissions and governing bodies develop architectural and landscaping standards handbook(s).

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Develop budget lines for the year 2001 in the amount of approximately \$28,000.	Planning Directors	Complete	2001

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Develop a Request for Proposal and advertise this request in the <i>Richmond Times-Dispatch</i> and other papers as appropriate.	Planning Directors	Complete	2001

ACTION 3	RESPONSIBLE AGENT	STATUS	DATE
Develop architectural and landscaping standards handbook(s).	Planning Commissions	<i>Architectural</i> Rockbridge County in progress; Buena Vista in progress; Lexington complete	2001
		<i>Landscaping</i> Rockbridge County complete; Buena Vista complete; Lexington complete	2001

Strategy 2: Adopt architectural and landscaping standards and implement ordinances changes.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Hold Planning Commissions, City Councils, and Board of Supervisors public hearings by September, 2002.	Planning Commissions, City Councils, and Board of Supervisors	<i>Architectural</i> Rockbridge County in progress; Buena Vista in progress; Lexington complete <i>Landscaping</i> Rockbridge County complete; Buena Vista complete; Lexington complete	2001 2001

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Approve architectural standards after making changes, if any, required by the hearing process.	City Councils and Board of Supervisors	Rockbridge County in progress; Buena Vista in progress; Lexington complete	1999

Strategy 3: Encourage the landscaping of existing commercial properties and developments.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Review the requirements for landscaping of new projects when new owners are seeking a building permit for alterations or improvements to their commercial property and urge them to voluntarily introduce landscaping.	Planning and zoning staffs	Rockbridge County in progress; Buena Vista in progress; Lexington complete	1999

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Obtain grants to provide incentive aid for landscaping existing commercial properties.	Local governments	In progress	

Strategy 4: Require review of all commercial and industrial site plans by the county or city planning commissions.

ACTION	RESPONSIBLE AGENT	STATUS	DATE
Amend local zoning ordinances to provide for site plan review by the commissions.	Planning commissions and governing bodies	Complete	2001

GOAL 4: Preserve the scenic quality of Rockbridge County.

Strategy 1: Prevent or discourage the Virginia Department of Transportation (VDOT) and local governments from using stone riprap or concrete to stabilize roadside banks.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Create a committee or interested citizens and government officials to initiate and direct this effort.	RACC	In progress	

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Conduct a public campaign of persuasion, including letters to legislators and VDOT and newspaper editorials.	RACC	In progress	

Strategy 2: Encourage VDOT and public utility companies to use certified tree specialists for tree pruning activities along area roads and supervise the use of prison labor performing this task.

ACTION	RESPONSIBLE AGENT	STATUS	DATE
Set up meeting of the Lexington Tree Committee and local arborists and landscape architects and garden club representatives with VDOT officials responsible for tree work along the roads.	Lexington Tree Committee	In progress	

GOAL 3: Protect the natural quality of the views in the Rockbridge area.

Strategy 1: Enforce existing erosion and sedimentation laws and close loopholes in such laws.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Develop design requirements for residential driveways to reduce erosion.	Planning commissions and governing bodies	Complete	2001

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Support the hiring of a county zoning administrator to provide added manpower for planning and enforcement. The county is at present operating with a one-person staff in the planning and zoning administrator office.	Board of Supervisors	Complete	2001

Strategy 2: Develop educational brochures (i.e., homeowner guides) on the value of our views and what steps might be taken to protect them.

ACTION	RESPONSIBLE AGENT	STATUS	DATE
Produce educational brochures to be made available by officials issuing building permits.	RACC	Complete	December 2000

Strategy 3: Assure that publicly-held lands that have been kept in their natural state for many years continue in that state and remain available for public use.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Work to have the City of Lexington retain in their entirety the tracts it owns on Brushy Hill and at Moore Creek (Adcock Knob) or transfer these tracts to agencies or foundations that will maintain them in their natural state and keep them available for public use.	RACC	In progress; 38 acres sold and put into an agricultural and forested district	

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Amend local ordinances to require that a public hearing be held before disposal of public lands larger than five acres.	Local governing bodies	Complete	2001

GOAL 4: Preserve and protect environmental, cultural, and scenic resources as new development occurs so that our community natural and cultural heritage continues to define and shape our future.

Strategy: Implement a comprehensive program in which new development and redevelopment is facilitated so that it respects and responds positively to the existence of character-defining community features.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Develop a resource inventory identifying significant and sensitive natural, scenic, environmental, archaeological, architectural, historic, and culturally significant character-defining community features.	Area planning commissions	Rockbridge County in progress; Buena Vista in progress; Lexington complete	2001

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Create a Regional Issues Commission (RARIC) and establish regionally-supported and adopted strategies designed to protect inventoried character-defining community features.	Buena Vista City Council, Lexington City Council, Board of Supervisors, Regional Issues Commission	No action yet; initiated by Imagine Rockbridge	

ACTION 3	RESPONSIBLE AGENT	STATUS	DATE
Develop and adopt ordinances and resolutions ensuring the implementation of administrative programs facilitating voluntary and regulatory compliance.	Buena Vista City Council, Lexington City Council, Board of Supervisors, Regional Issues Commission	No action yet; initiated by Imagine Rockbridge	

ACTION 4	RESPONSIBLE AGENT	STATUS	DATE
Ongoing program oversight and maintenance, and outreach and education services.	Regional Issues Commission	No action yet; initiated by Imagine Rockbridge	

GOAL 5: Keep the citizens of the Rockbridge area informed about trends in environmental quality.

Strategy 1: Develop, adopt, or modify indices that provide meaningful and easily understood measures of the state of the environment in the Rockbridge area. Use of environmental indices beyond those traditionally employed (i.e., air and water quality) would result in a more comprehensive assessment of the state of the Rockbridge area environment.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Contact local, state, and national environmental organizations to inquire about the successful development of such measurements of environmental quality. Particular attention should be paid to the level of effort deemed necessary for the implementation of successful programs.	RACC	In progress	
ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Create an environmental corecard for the Rockbridge area, building upon previous efforts that have proven successful.	RACC	In progress	
ACTION 3	RESPONSIBLE AGENT	STATUS	DATE
Publish results annually in Rockbridge area newspapers, using <i>USA Today</i> -type graphics to assist area citizens in understanding where things are getting better and where they are getting worse.	RACC	In progress	

GOAL 6: Protect springs, streams, rivers, and groundwater in the Rockbridge area from pollution and contamination.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Establish a water quality advisory board for the Rockbridge area.	County and city governments and the Natural Bridge Soil and Water Conversation District along with volunteers		

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Monitor streams, rivers, groundwater, and springs around the Rockbridge area; establish current baseline of water quality; establish ongoing regular water quality monitoring program.	Maury River Alliance Save our Streams	Complete	2001

ACTION 3	RESPONSIBLE AGENT	STATUS	DATE
Review existing state and local government laws and statutes that pertain to water quality. Make sure existing measures are implemented, create new plans and revisions as needed to ensure highest water quality within the Rockbridge area.	Water quality board and local governing bodies		

ACTION 4	RESPONSIBLE AGENT	STATUS	DATE
Adopt a inkhole Ordinance for areas of karst topography to protect groundwater quality in areas where the majority of Rockbridge area citizens obtain their water from this source.	Local governing bodies	In progress	

ACTION 5	RESPONSIBLE AGENT	STATUS	DATE
Adopt a term Water Management Ordinance to reduce flooding and improve water quality in the Rockbridge area. In order to minimize the deterioration of water and waterways, development will maintain, as nearly as practicable, the same rate of runoff as existed pre-development. (For more information, See Title 10.1, Chapter 6, Article 1.1 of the Code of Virginia.)	Local governing bodies	Buena Vista complete; Lexington under discussion	

ACTION 6	RESPONSIBLE AGENT	STATUS	DATE
Perform monitoring and topography evaluation in regard to water quality impact before issuing development permits, during development construction, and post-development to ensure no quality breakdown. (Have regulations in place that require developer compliance with prevention and maintenance of water quality.)	Water quality board		

ACTION 7	RESPONSIBLE AGENT	STATUS	DATE
Monitor and watchdog the use of harmful substances in livestock/agricultural practices that can run off into, or be absorbed by, water resources (i.e., hog effluent problem causing pfiesteria contamination runoff, pesticides, herbicide contamination).	Water quality board and appropriate government agencies		

ACTION 8	RESPONSIBLE AGENT	STATUS	DATE
Restore and preserve the natural beauty of Goshen Pass by ensuring that it is not polluted by silt or sediment caused by the lowering and raising of upstream dams.	Water quality board		

GOAL 7: Reduce the quantity of household solid waste deposited to landfills at a rate of least 2% per annum between the years of 2000 and 2020.

Strategy 1: Encourage conservation of materials and use of renewable resources for the production and packaging of consumer goods.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Form an advisory group to work with the existing waste management district personnel to monitor recycling progress, develop and distribute educational materials, and implement conservation program.	Dr. Marilyn Maisano, Environmental Leadership Program, VMI		

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Promote environmentally-friendly businesses in the Rockbridge area.	Advisory group		

Strategy 2: Implement tax incentives to encourage separation and delivery of clean recyclable materials to recycle centers.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Identify the best tax incentives for community taxpayers.	Advisory group		

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Implement the tax incentive program.	Contingent upon outcome of Action 1 above		

Strategy 3: Construct properly designed (i.e., manned, secure, with adequate space and fully equipped) combined trash deposit and recycle centers at strategic locations.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Prepare a preliminary design with site locations and rough estimate of construction and operating costs for trash and recycle centers suitable for Rockbridge County.	Senior design project for VMI civil and environmental engineering cadets	Complete	May 2000

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Refine design and prepare contract documents for construction of the first trash/recycling center.	Advisory group and Tom Higgins		

ACTION 3	RESPONSIBLE AGENT	STATUS	DATE
Construct the first of about six combined trash/recycling centers.	Contingent upon outcome of previous action		

ACTION 4	RESPONSIBLE AGENT	STATUS	DATE
Construct remaining centers throughout the county.	Contingent upon outcome of previous action		

Strategy 4: Expand the opportunities to recycle used clothing, furniture, automobiles, and appliances as well as batteries, paints, and other household hazardous wastes.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Assist the Recycling Coordinator with finding viable markets for recyclable materials.	Advisory group		

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Promote use of chipped tires (in lieu of gravel) in leachate fields and as backfill material.	Advisory group, Recycling Coordinator, and County Engineer		

ACTION 3	RESPONSIBLE AGENT	STATUS	DATE
Work with student organizations at W&L and Southern Virginia University to collect used clothing and furniture at least once a year; encourage the use of the Thrift, Habitat, and Goodwill stores by Rockbridge area residents.	Dr. Marilyn Maisano, Environmental Leadership Program, VMI		

ACTION 4	RESPONSIBLE AGENT	STATUS	DATE
Provide chipper-mulcher service to encourage recycling of tree and shrub waste.	Advisory group		

ACTION 5	RESPONSIBLE AGENT	STATUS	DATE
Investigate cooperative arrangements with local businesses to encourage recycling of hazardous materials such as batteries, paints, and used motor oil.	Advisory group		

ACTION 6	RESPONSIBLE AGENT	STATUS	DATE
Provide take-it-or-leave-it-centers at landfill and trash/recycle centers.	Advisory group		

GOAL 8: Restore and preserve Rockbridge County scenic beauty by eliminating illegal dumps and reducing accumulations of roadside litter and property trash.

Strategy 1: Ensure that existing laws against littering and illegal dumping are adequate to ensure public health and safety and are enforced.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Study existing statutes and suggest needed revisions.	Advisory group		

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Work with the Board of Supervisors and judicial system to get laws passed and enforced.	Advisory group		

Strategy 2: Publish the names of violators convicted of either littering or illegal dumping and sentence them to community service to clean up litter and dump sites.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Investigate the current policy regarding conviction notices for littering and illegal dumping.	Advisory group		

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Persuade local papers to publish names of those convicted.	Advisory group		

ACTION 3	RESPONSIBLE AGENT	STATUS	DATE
Persuade judges to sentence those convicted of littering or illegal dumping to serve time cleaning up litter or dump sites.	Advisory group		

Strategy 3: Educate citizens about the benefits of a clean, uncluttered environment.

ACTION 1	RESPONSIBLE AGENT	STATUS	DATE
Prepare an interesting educational program on recycling and lifestyle choices.	Advisory group		

ACTION 2	RESPONSIBLE AGENT	STATUS	DATE
Hold an annual environmental fair and recycling festival as a means of continuing education.	Advisory group		

ACTION 3	RESPONSIBLE AGENT	STATUS	DATE
Increase the highway segments covered by the dopt-A-Highway program.	Advisory group		