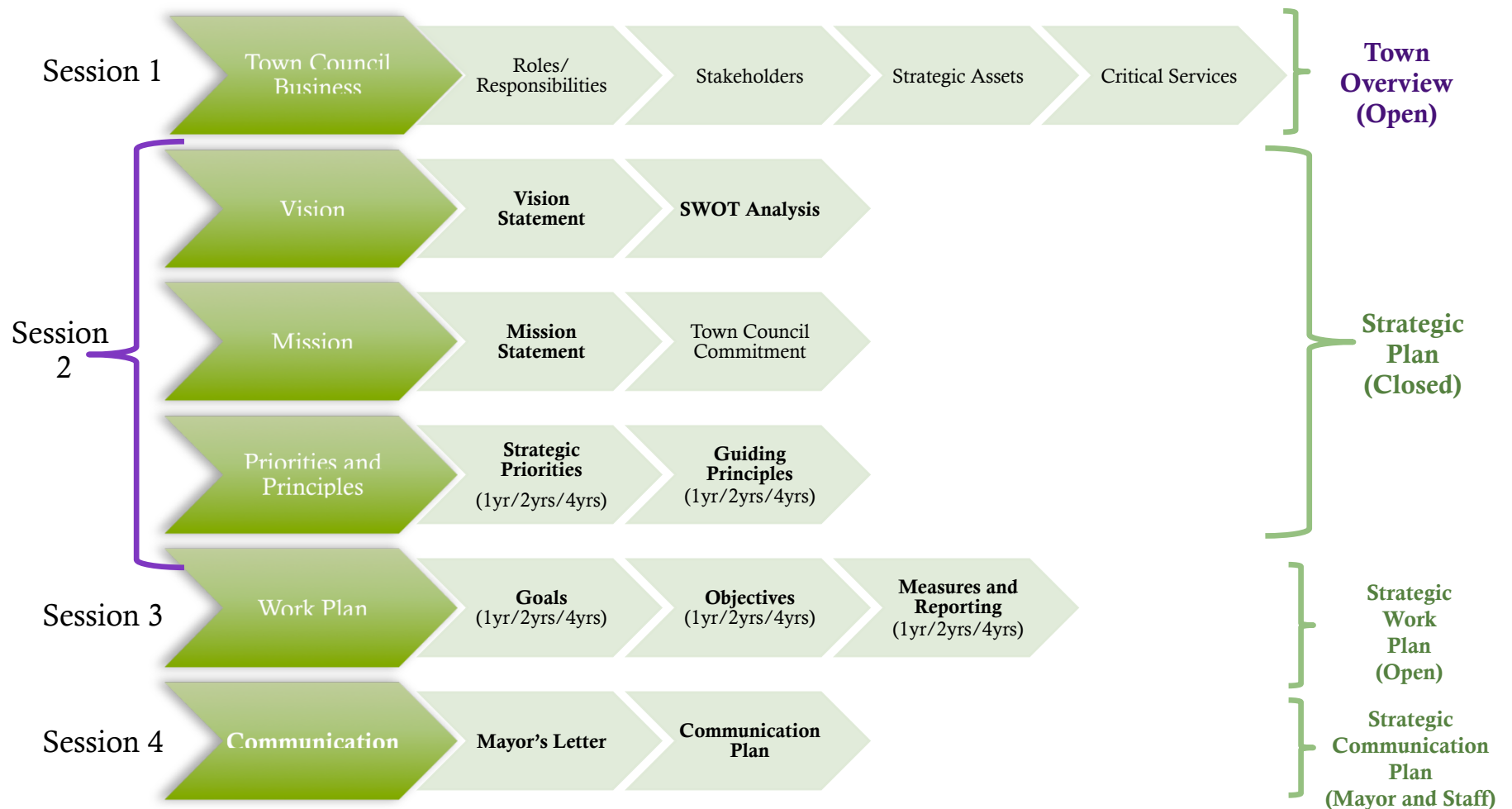


Strategic Plan

The Town of Scottsville, Virginia
2023



Strategic Planning Process



The Business of the Town Council

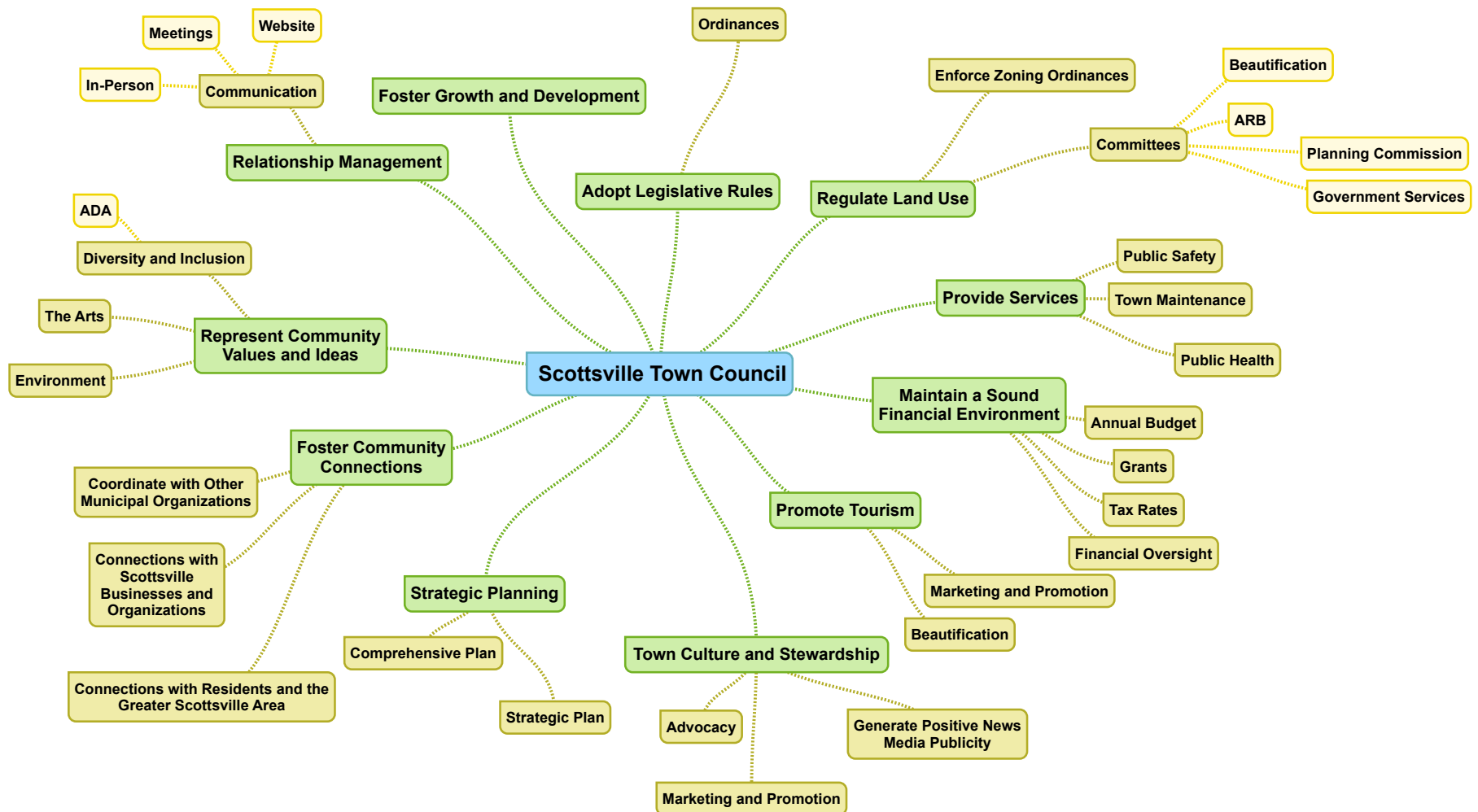
A Common View

- ◆ What We Do
- ◆ Who We Do It For
- ◆ Leveraging Strategic Assets
- ◆ Providing Critical Services

Provide Context for Decisions and Discussions

- ◆ What's in Our Purview
- ◆ Who We Are Accountable To
- ◆ What Projects Further Our Success
- ◆ What Plans Should We Make For Our Future

The Business of the Town Council



Scottsville Stakeholders



It has been asked and debated as to who the town council represents. Is it the town residents alone? Does it include residents in the tri-county area? What about business and property owners? While this topic has been brought up time and time again, the council has noted that while they are primarily responsible to the town residents, they must also seriously account to the greater Scottsville area as a whole. This includes the list of stakeholders in the diagram.

Strategic Assets

Tangible Assets

- Abandoned Canal
- Outfitters
- Forestry
- Federal Architecture
- James River
- Local Businesses
- Residents
- Venues
- Train Station
- Farmer's Market

Strategic Assets

- Van Clief
- Scottsville Cemetery
- Victory Hall
- Pine Knots
- Link to Monticello
- Flood Stories
- Museum
- Horseshoe Bend
- Walton Museum
- Scottsville Parks
- People
 - Lottie Moon
 - Margurite Barnett
 - Senator Martin

Intangible Assets

- Fishing
- Outdoor Amenities
- Small Downtown Area
- Walkable Town
- Tobacco Industry
- Age of Town
- Size of Town
- Strategic Location (Central)
- Proximity to Appomattox
- Rich History

Critical Services

- 💧 Mental Health
- 💧 Information
- 💧 Social Services
- 💧 Public Safety
- 💧 Utilities
- 💧 Town Maintenance
- 💧 Business Community
- 💧 Fiscal Soundness/Solvency
- 💧 Pump System
- 💧 Domestic Violence
- 💧 Substance Abuse
- 💧 Transportation
 - 💧 Increased Options for Regular Scheduled Transportation

Vision

While honoring our unique James River history, the Town of Scottsville seeks to:

- *foster smart¹ growth*
- *promote tourism and a thriving economy*
- *cultivate community connections*
- *protect our natural environment*

for residents, visitors, and the greater Scottsville area, in order to build a future that preserves our small town character.

¹The EPA published a “Framework for Creating a Smart Growth Economic Development Strategy: a Tool for Small Cities and Towns.” It has a list of 50 policy actions well suited to Scottsville. It opens with: “Rather than simply seeking to attract major employers to replace these lost jobs, several cities have tried a different method to anticipate and overcome some of these challenges. This emerging shift toward place-based approaches to economic development can go by various names. This document uses the term “smart growth economic development” to refer to a strategy that builds upon existing assets, takes incremental actions to strengthen communities, and builds long-term value to attract a range of investments.” – from the Scottsville small area plan

SWOT Analysis

What Can Help or Hinder Our Vision?



Opportunities

- Grants
- New Business
- Smart Development
- Events
- Multiuse Transit

Strengths



- Uniqueness
- Involved Community
- History
- Location
- Strong Culture
- Regional Proximity

VISION

Threats



- Economic Uncertainty
- Natural or Other Disasters
- Misaligned Development
- Traffic
- Divisive Forces
- Failed Businesses⁹

Weaknesses



- Budget
- Limited Expansion
- Lack of Volunteers
- Lack of Healthcare
- Lack of Jobs
- Aging Community
- Aging Infrastructure



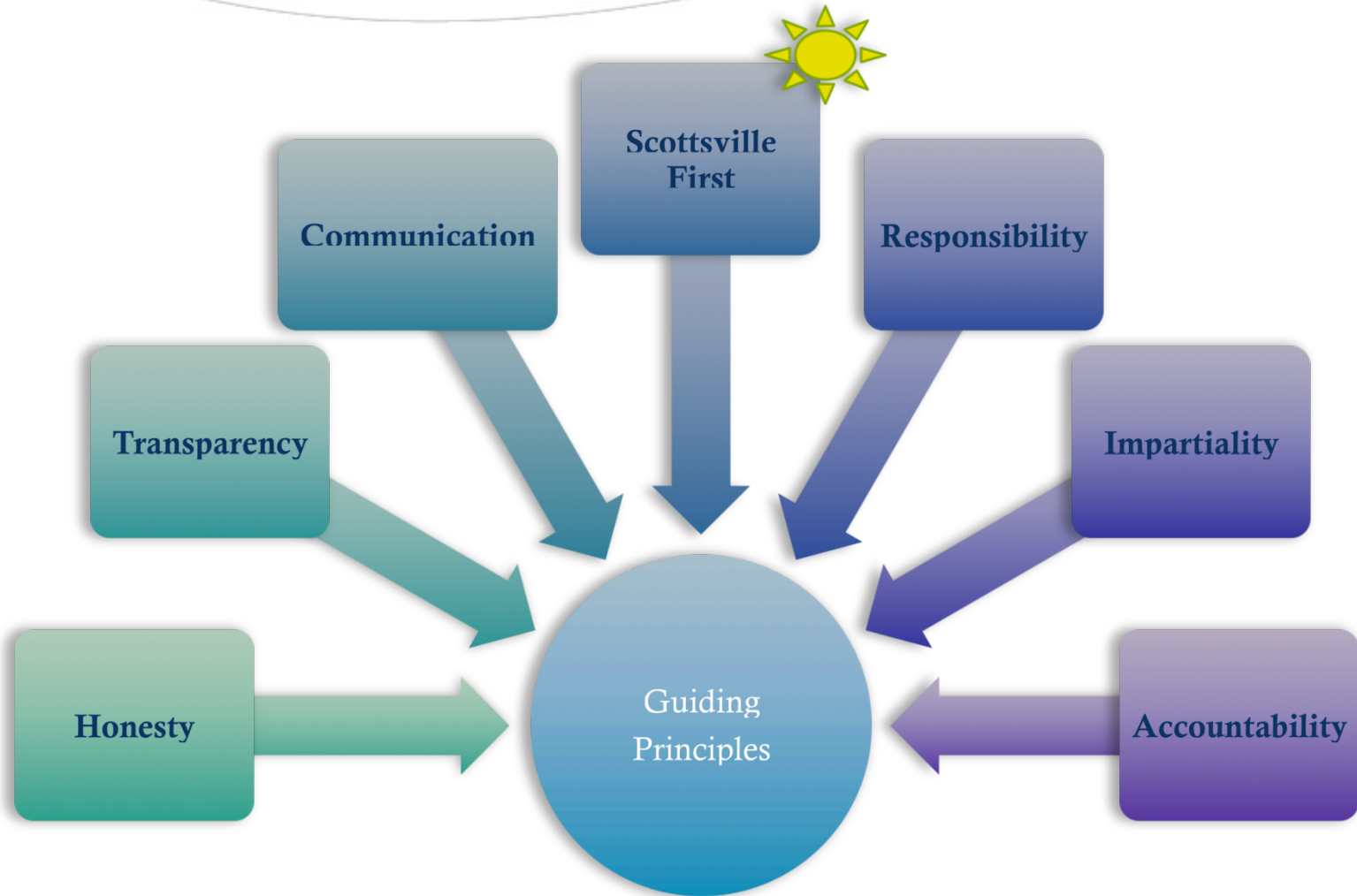
Mission

The following collectively represents the mission of the Scottsville Town Government:

- *Listen respectfully to and actively communicate with community and stakeholders*
- *Actively facilitate productive partnerships to help ensure a thriving economy and increase community connections*
- *Work collaboratively with external organizations and individuals to nurture our culture and protect our environment*
- *Assure transparency, accountability, and sound government practices*

To ensure a safe, welcoming, small town culture both now and in the future.

Guiding Principles



These principles should be at the heart of everything the town council and staff does.

Town Council Strategic Priorities



After developing the vision statement for the town, the council developed six strategic priorities that aligned with the work done:

Sound Government Practices – focuses on sound financials, good governance, transparency and accountability; all the workings of solid government operations.

Foster Smart Growth – Growth is good for Scottsville however it must align with the stated priorities. Above all, it must preserve the small town and neighborly culture that is at the heart of Scottsville.

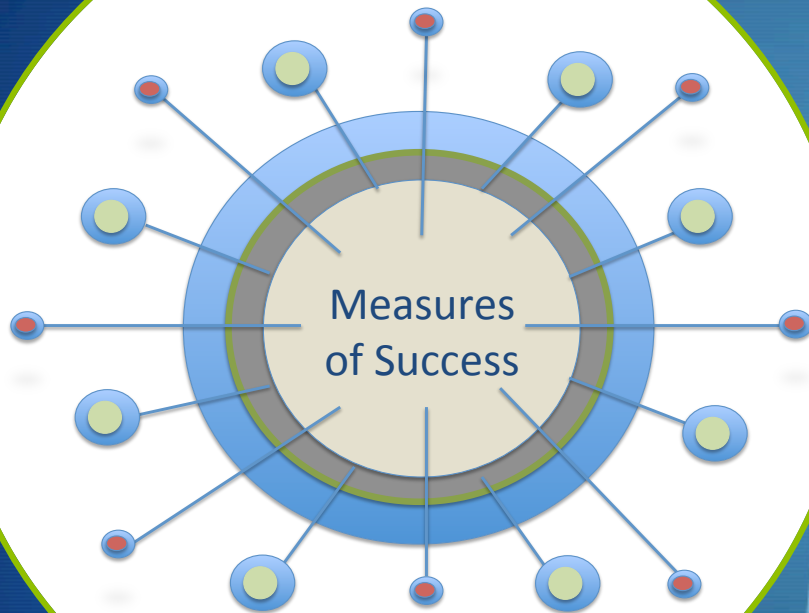
Provide Accessibility for All – puts higher emphasis on celebrating the diversity of the town and fostering a welcoming environment for all.

Protect and Promote Our Natural Environment – utilizing our natural resources to their fullest.

Cultivate Community Connections – people at the heart of Scottsville and connections between people, businesses, and external organizations is a central focus via the arts, our history, or any of the other assets we enjoy.

Promote Tourism and a Thriving Economy – maintaining the beauty of the town, the environment, and fostering a friendly business environment.

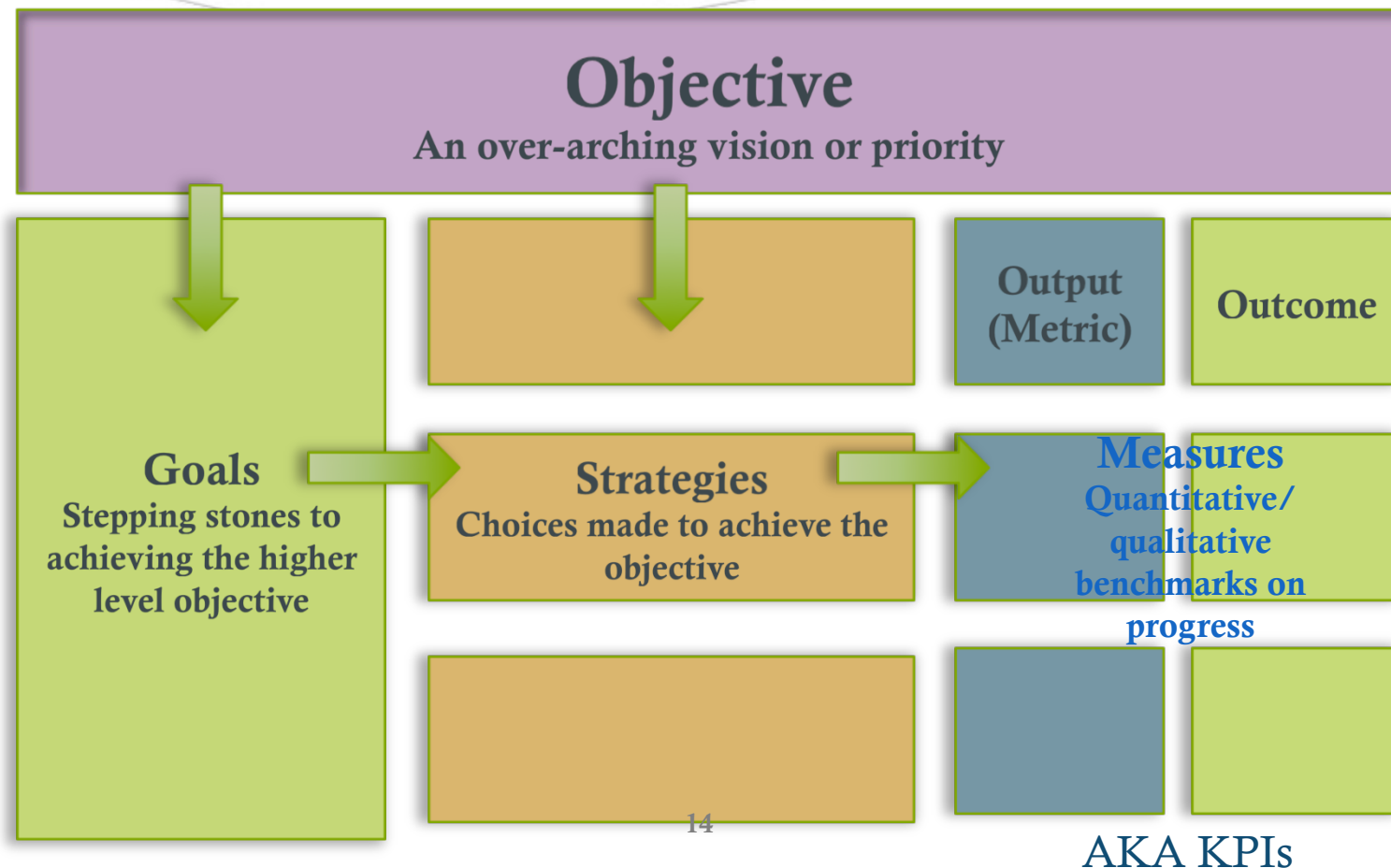
Objectives, Goals, Strategies and Measures



The OGSM Model (Objectives, Goals, Strategies, and Measures) is a commonly used and accepted framework and tool to help bring an organization's conceptual strategy to a state of actionable goals that can be realized and measured. Through this model, the strategic plan is brought to life as an actual plan and not just a concept.

OGSM Model

Objectives, Strategies, Goals, Measures



Objective 1

Promote Sound Government Practices

Objective: Promote Sound Government Practices

Goals (What)	Strategies (How)	Measures (Assess Success)	Outcome (Assess Success)
1. Improve Information Availability	<ul style="list-style-type: none"> • Create searchable website • Assign content moderators • Keep content up-to-date • Develop a nontechnical hub of information • Facilitate cross-organizational and people-to-organization connections 	<ul style="list-style-type: none"> • Website Redesign (5/1/23) • Content Migration (6/30/23) • Site Training (7/23) • Site Release (8/23) 	Greater availability of schedules, agendas, minutes, announcements, documents, research, and decisions.
2. Improve Outward Communications	<ul style="list-style-type: none"> • Develop an internal communication plan • Implement a bi-annual town update • Develop an intranet for better sharing of town/partner communications 	<ul style="list-style-type: none"> • Deliver a Plan by 11/23. • Develop and Deliver a town update in July and January • Develop an intranet strategy to accompany the website rollout 	Lessened frustration in day-to-day activities due to a lack of communication.
3. Build Financial Capacity	<ul style="list-style-type: none"> • Create a plan exploring new revenue streams <ul style="list-style-type: none"> • Town Tax • Vacancy Tax • Rental Spaces • Events • Increase grant submissions • Hire a grant writer • Explore implementing a town tax 	<ul style="list-style-type: none"> • Develop list and plan for revenue growth 9/23 • Meeting and status updates with county on funding status 9/23 • Submit at least 4 grants by 11/23 • Hold town discussions on town tax to more evenly distribute financial burden between businesses and residents by 12/23 	Additional capital to help ease existing constraints and allow for additional capital projects to be initiated.

Objective 2

Foster Smart Growth

Objective: Foster Smart Growth

Goals (What)	Strategies (How)	Measures (Assess Success)	Outcome (Assess Success)
1. Increase Affordable Residential Opportunities	<ul style="list-style-type: none"> Investigate zoning plans for higher density <ul style="list-style-type: none"> Lower Housing Costs Aging (ADUs) Tiny homes Townhomes Duplexes Homestays Rental Units Incorporate concepts into the comprehensive plan 	<ul style="list-style-type: none"> Build this into the comprehensive plan (12/23) Revised zoning laws to make affordable housing easier (Q1/23) Increase in town population. Increase in town revenue. 	<ul style="list-style-type: none"> Improved quality of life for residents. Increase in houses and rental units increases the town's population base and implies an increase in local business revenue.
2. Increase Community Services	<ul style="list-style-type: none"> Measure current county services/ performance Explore adding an additional medical service in town 	<ul style="list-style-type: none"> MAPP2Health provider ratios 	<ul style="list-style-type: none"> Improved quality of life for residents.
3. Prepare Future Growth Scenarios	<ul style="list-style-type: none"> Work with county to determine a fair distribution of resources for future growth breakpoints Conduct analysis of existing infrastructure for expansion Explore high density options Develop partnerships with developers 	<ul style="list-style-type: none"> Agreement on general growth principles as documented in the comprehensive plan. (Q1/23) 	<ul style="list-style-type: none"> Common understanding of growth patterns for the town.

Objective 3

Promote Tourism and a Thriving Economy

Objective: Promote Tourism and a Thriving Economy

Goals (What)	Strategies (How)	Measures (Assess Success)	Outcome (Assess Success)
1. Review Needs in Short-Term Lodgings Sector	<ul style="list-style-type: none"> Publish a list of local tourist lodging Add a section for tourist lodging on the new website Facilitate lodging options via zoning ordinances 	<ul style="list-style-type: none"> Increase in local lodging numbers Increase in stays at local lodgings Increase in revenue via meals tax Total revenue increase 	<ul style="list-style-type: none"> Additional visitor traffic adding to vibrancy and local business and revenue in town.
2. Promote Town Identity	<ul style="list-style-type: none"> Facilitate, partner and plan on a town revitalization/maintenance program Develop tourism brochures and maps (businesses, restaurants) Partner with Chamber of Commerce for funding ideas and a plan. Increase tourism information on the town website 	<ul style="list-style-type: none"> Increase in local lodging numbers Increase in stays at local lodgings Increase in revenue via meals tax Increase in occupancy revenue Total revenue increase 	<ul style="list-style-type: none"> An increased pride in community. Additional visitor traffic adding to vibrancy and local business and revenue in town.
3. Increase Tourism Business Base	<ul style="list-style-type: none"> Promote historic character by improving maintenance and tourism advertising Promote Outdoor Dining Partner and develop Scottsville town tours (historic, home, architecture, others) Strengthen CACVB relationship 	<ul style="list-style-type: none"> CACVB data can verify numbers Increase in occupancy numbers Total revenue increase Reduction in meals tax 	<ul style="list-style-type: none"> An increased pride in community. Additional visitor traffic adding to vibrancy and local business and revenue in town. An increased interest in residing in or around the town. A business-friendly environment

Objective 4

Cultivate Community Connections

Objective: Cultivate Community Connections

Goals (What)	Strategies (How)	Measures (Assess Success)	Outcome (Assess Success)
1. Strengthen Community Engagement	<ul style="list-style-type: none"> • Sponsor Additional Events in town • Develop additional civic activities • Hold more public engagement forums • Encourage each town council member to visit local businesses once a month 	<ul style="list-style-type: none"> • Add quarterly public engagement meetings • Add quarterly community meetings 	<ul style="list-style-type: none"> • An increased level of trust • A more vibrant and friendly environment
2. Increase Walkability	<ul style="list-style-type: none"> • Revise zoning and subdivision ordinances • Evaluate and build out enhanced crosswalks • Develop this in the Focus on walkability in the comprehensive plan • Develop and promote maps for walking town and trail 	<ul style="list-style-type: none"> • Decrease in vehicle count on Route 20 • Reduction in pedestrian incidents 	<ul style="list-style-type: none"> • Promotion of a walkable community aligns with broader health, climate, and community goals • A more vibrant and friendly environment

Objective 5

Protect and Promote Our Natural Environment

Objective: Protect and Promote Our Natural Environment

Goals (What)	Strategies (How)	Measures (Assess Success)	Outcome (Assess Success)
1. Preserve Local Environment	<ul style="list-style-type: none"> • Host annual Scottsville cleanup day • Plant trees to meet the obligations in the county Hazard Mitigation Plan • Develop a relationship with JRA field office (State of the James) • Preserve Hurt/Southern Land for Wildlife/Plant Protection/Dam. 	<ul style="list-style-type: none"> • Measure percentage of tree covers • Number of tree pits 	<ul style="list-style-type: none"> • Continued emphasis on small town values and benefits. • Community that values what our local environment has to offer.
2. Improve Park Accessibility	<ul style="list-style-type: none"> • Maintain existing town parks/spaces • Improve park signage • Improve parking at Van Clief 	<ul style="list-style-type: none"> • Improved maintenance score card numbers • Signs installed indicating location of parks • Increase in visitor numbers and website statistics 	<ul style="list-style-type: none"> • Strengthen community connections.
3. Increase Local Events	<ul style="list-style-type: none"> • Add 2 additional local events 	<ul style="list-style-type: none"> • 2 additional local events held • Increase in town revenue 	<ul style="list-style-type: none"> • Strengthen community connections.

Objective 6

Provide Accessibility for All

Objective: Provide Accessibility for All

Goals (What)	Strategies (How)	Measures (Assess Success)	Outcome (Assess Success)
1. Promote Accessibility Awareness	<ul style="list-style-type: none"> • Adopt trail construction standards (copy Albemarle?) • Insure ADA is a focus of the strategic plan and built into comprehensive plan • Indicate ADA parking and access on maps • Promote ADA awareness on website • Provide ADA access to all public park spaces 	<ul style="list-style-type: none"> • ADA indicators on existing maps • Updated website that is ADA compliant (7/23) • Identify and a plan for ADA parking at Van Clief Nature Area 	<ul style="list-style-type: none"> • Accessibility brought to the forefront of thinking when addressing concerns, building town spaces, or planning events.
2. Advocate for Animals and Wildlife	<ul style="list-style-type: none"> • Identify space for and build a dog park • More visibility and emphasis on local wildlife on website 	<ul style="list-style-type: none"> • Dog park proposal submission to Town Council (10/23) • Updated Website with outdoor information (9/23) 	<ul style="list-style-type: none"> • Increased community interaction • Better life for town pets

Working Effectively to Achieve Progress

Town Council and Planning Commission



The Business of the Planning Commission



Recommended Checkpoints

Between Town Council and Planning Commission

- Document a Process for Communication
- Align Initiatives and Ideas to Strategic Priorities
- Document Progress on Strategic Plan
- Formalize Communications
 - Templated Decisions
 - Active and Quick Turn-Around Time on Minutes
 - Formalize Role of Liaisons
 - Assign Accountability
 - Track Action Items
 - Develop an Internal Website (Intranet)
 - Full Meeting Schedule Should be Available on Website
 - Searchable Document Repository on Website
- Annual Joint Session with Town Council and Planning Commission

Working Together More Productively

- Follow up on actions
- Document Decisions
- Cross-communicate between Town Council and the Planning Commission and committees
- Clearly outline liaison responsibilities

SWOT Analysis

What Can Help or Hinder Our Joint Work?



Opportunities

- Better Engage Community Members
- Communicate the Vision through the Comprehensive Plan
- Apply for Additional Grants
- Combine Projects with County and Other Third Parties
- Work More Closely with Non-Profits

Strengths



- Combined Resources and Experience
- Utilize Historical Information
- Understand Precedent
- Creative, Intelligent Staff, Commissioners, and Councilors
- Staff Reports

VISION

Threats

- Negative Talk
- Criticisms Without Solutions
- Inadequate Communication and Coordination
- Lack of Time
- Lack of Expertise
- Personal Agendas
- Apathy
- Lack of Collaboration

Weaknesses

- Inadequate Training or Screening of Staff
- Inadequate Communication
- Personal Agendas Cloud Processes
- Poor Attendance
- Need for Accurate and Timely Information
- Inadequate Preparation by Staff
- Not Respecting Staff or Volunteers