

# **Goals, Objectives, and Strategies**

The Goals, Objectives, and Strategies set forth herein are the result of a thorough review of existing conditions and issues, and information obtained at seven magisterial district meetings about the future of Franklin County. The target date for fulfillment of the objectives and strategies identified in this section is twenty years or the year 2025. The Goals respond to the future needs of the County over an even longer time horizon.

The Goals, Objectives, and Strategies are set forth for eight functional areas: Community Facilities, Cultural Resources, Economic Development, Education, Environment, Housing, Public Utilities, and Transportation.

# Community Facilities

**Goal:** Provide facilities for community services that respond to the basic human and social needs of County residents. Such facilities should be located strategically to support and complement the County's plans for public utilities, transportation, and future commercial, industrial, and residential development.

## Public Safety

### Objectives:

- 1.0 Provide consistent county-wide emergency services response within service response standards.
- 1.1 Develop a strategy to recruit, retain, educate, and motivate quality staff and volunteers while improving utilization of human resources.

### Strategies:

- 1.1a Implement the Department of Public Safety Strategic Plan as adopted by the Board of Supervisors.
- 1.2b Implement the West Piedmont Multi-Jurisdictional Hazard Mitigation Plan as adopted by the Board of Supervisors.

## Social and Human Services

### Objective:

- 2.0 Provide centers for the delivery of mandated human and social services that are accessible and convenient to County residents.

### Strategies:

- 2.0a Locate all employees of the Social Services Department in one central facility.
- 2.0b Consider the creation of a central clearinghouse for social services providers/agencies to provide information to citizens and to refer citizens to the agency that can best meet their needs.
- 2.0c Begin a study of the creation of an interagency planning and strategy task force to coordinate the efforts of all service providers and to establish priorities among the agencies.
- 2.0d Seek federal and state grants to help offset the cost of programs.

## Law Enforcement

### Objective:

- 3.0 Develop law enforcement services and facilities to meet the needs of the citizens of the County in the year 2025.

### Strategies:

- 3.0a Ensure the ability to attract and retain high quality law enforcement personnel through the provision of competitive compensation packages and training.
- 3.0b Seek appropriate locations throughout the County to provide facilities for law enforcement personnel.
- 3.0c Continue to upgrade radio communications in the County as technological advances are made.

- 3.0d Encourage and support programs that empower local residents to control the security of their neighborhoods.

### **Park and Recreation Facilities**

#### **Objective:**

- 4.0 Develop Park and Recreation facilities to serve the needs of County residents, and to take advantage of unique County resources that can be available for the enjoyment of all citizens.

#### **Strategies:**

- 4.0a Create and implement a comprehensive park and recreation system plan.
- 4.0b Continue to develop satellite park and recreation facilities at each of the elementary school locations in the County, thereby insuring that ballfields, tot lots, and facilities for organized recreation activities are available within 15 minutes driving time to every resident in Franklin County.
- 4.0c Implement the Franklin County Trails Plan as adopted by the Board of Supervisors for greenways and trails that use river corridors, abandoned railways, and other linear routes to link selected County towns, park sites, schools, and other community facilities.
- 4.0d Encourage the adoption of the West Piedmont Regional Bicycle Plan.
- 4.0e In conjunction with AEP work to preserve capacity of current boating facilities, develop new ones and study future needs to provide access for small users as well as large groups.

### **Library Services**

#### **Objective:**

- 5.0 Upgrade library facilities and staff to provide excellent services to County residents.

#### **Strategies:**

- 5.0a Develop branch libraries in locations and facilities appropriate to the needs.
- 5.0b Upgrade bookmobile services.
- 5.0c Promote staff development.
- 5.0d Continue the development of the main library.
- 5.0e Upgrade existing library technical services.

### **Health Care Services**

#### **Objective:**

- 6.0 Provide the best healthcare available to the citizens of Franklin County.

#### **Strategies:**

- 6.0a Encourage continued cooperation with health care providers to expand the services offered to County residents.
- 6.0b Support programs that provide information about, and enable, preventative health care practices.

### **Government Services**

#### **Objective:**

- 7.0 To provide facilities that best serves the needs of County residents.

**Strategies:**

- 7.0a** Investigate the possibility of locating all County services in a central facility.
- 7.0b** Expand the availability of services to the public through electronic means.
- 7.0c** Investigate, and where feasible, implement the development of a cash proffer program to help fund needed services and facilities.
- 7.0d** Consider the development and implementation of a Capital Improvements Program for the County.

# Cultural Resources

**Goal:** Identify, protect, preserve, and promote the unique history, heritage, and diverse cultures and lifestyles of Franklin County.

**Objective:**

**8.0** Promote understanding and enjoyment of the County's rich and diverse historic and cultural heritage.

**Strategies:**

**8.0a** Use visitor centers to provide public information on history and culture and promote activities and events in the County for citizens of all ages.

**8.0b** Identify, map, and promote significant historic and cultural sites in the County that build on the foundation of Ferrum College/Blue Ridge Farm Museum, Booker T. Washington National Monument, the Rocky Mount Train Depot, and Hales Ford Academy.

**8.0c** Support the efforts and programs of local groups and organizations that promote and preserve the history of Franklin County.

**8.0d** Consider the development of a co-curricular educational program on Franklin County history and culture to be used in conjunction with the appropriate grade level for Franklin County Schools.

**Objective:**

**9.0** Identify and protect the County's historic, architectural, and cultural resources.

**Strategies:**

**9.0a** Continue to survey and inventory Franklin County's historic and cultural resources.

**9.0b** Investigate the development of a historic preservation ordinance as part of the zoning ordinance.

**9.0c** Investigate the possibility of becoming a Certified Local Government for historic preservation purposes.

**9.0d** Consider the implementation of the recommendations as found in Heritage '96: A Preservation Strategy.

# Economic Development

**Goal:** Promote a County economy that is expanding, diverse, environmentally sensitive, and that creates more and better jobs and business opportunities for local residents.

**Objective:**

**10.0** Increase the capacity of the County to attract and retain businesses and create employment opportunities.

**Strategies:**

- 10.0a** Investigate the creation of a County Department of Economic Development.
- 10.0b** Consider establishing a task force of local citizens to develop a proactive plan for economic development.
- 10.0c** Conduct a study of target industries for future marketing efforts.
- 10.0d** Identify, acquire, and develop sites for industry.
- 10.0e** Consider that the present and future job training and site/space requirements of businesses are met in the County.
- 10.0f** Support the enterprise zone in Rocky Mount.
- 10.0g** Maintain designation as a Redevelopment Area in conjunction with the U.S. Department of Commerce, Economic Development Administration.

**Objective:**

**11.0** Promote and expand the tourism industry within Franklin County.

**Strategies:**

- 11.0a** Develop and implement a tourism plan.
- 11.0b** Encourage the development of infrastructure that supports tourism, i.e. lodging, restaurants.
- 11.0c** Promote heritage tourism within Franklin County.
- 11.0d** Coordinate economic development efforts with chambers of commerce and civic organizations.
- 11.0e** Investigate the possibilities of promoting agri-tourism.
- 11.0f** Promote the availability and quality of conference facilities within Franklin County.

**Objective:**

**12.0** Foster Small Business Development within Franklin County.

**Strategies:**

- 12.0a** Coordinate with local lending institutions to provide assistance to small businesses.
- 12.0b** Use the expertise of successful County retirees to create a volunteer mentor and new business development program.
- 12.0c** As appropriate, seek state and federal grant funds to promote small businesses.

**12.0d** Partner with educational institutions and the workforce development center to provide development assistance and training for small businesses.

# Education

**Goal:** Ensure access to educational opportunities for all Franklin County citizens at all levels that support the economic growth objectives of the County and enrich the quality of life for its citizens and provide for lifelong learning.

**Objective:**

**13.0** Foster communication between the Franklin County school system and Franklin County government.

**Strategies:**

**13.0a** Coordinate planning efforts to ensure budget stability and insight into future needs.

**13.0b** Develop a long range plan between the County and the School District in regard to future education requirements, revenue projections, and expenditures.

**Objective:**

**14.0** Expand career and technical services educational opportunities.

**Strategies:**

**14.0a** Identify future needs for career and technical services education programs.

**14.0b** Identify funding sources for the expansion of career and technical services education.

**14.0c** Work in conjunction with the County's economic development personnel to determine future employment trends and provide appropriate training opportunities.

**14.0d** Develop a plan for construction of facilities as necessary and for the staffing of such facilities.

**Objective:**

**15.0** Increase the percentage of high school graduates and the percentage of those pursuing post high school training and education.

**Strategies:**

**15.0a** Provide information to students in regard to higher education opportunities.

**15.0b** Encourage expansion of mentoring programs between industry, business, local government and the school district.

**Objective:**

**16.0** Provide lifelong learning opportunities to the citizens of Franklin County.

**Strategy:**

**16.0a** Continue to foster relationships among providers of higher education.

# Environment

**Goal:** Preserve and improve the quality of the County's soil, water and air.

**Objective:**

- 17.0** To continue to implement existing regulations and ordinances and to develop new strategies as necessary so that development activity protects and preserves the natural environment.

**Strategies:**

- 17.0a** Research and create a hillside development ordinance with standards to regulate development on steep slopes.
- 17.0b** Floodplains: Prohibit new construction in flood hazard areas that will result in any increase in flood levels of the 100 year storm.
- 17.0c** Wetlands: Identify and map wetland areas and develop public policies that ensure adequate protection.
- 17.0d** Groundwater Recharge Areas: Map aquifer and groundwater recharge areas, and take appropriate steps to protect critical areas.
- 17.0e** Water Supply Watersheds: Investigate the development of shoreline conservation areas along each water supply impoundment and its tributaries. Conservation areas should remain in natural vegetation and land disturbing construction activity should be minimized.
- 17.0f** Water Quality of Lakes: Monitor new construction activity to ensure the preservation of the water quality of Smith Mountain and Philpott Lakes.
- 17.0g** Air, Soil, and Water Quality: Fully evaluate any new development proposal that intends to introduce hazardous wastes into the atmosphere, soil or water, and ensure appropriate protective measures are incorporated into the construction process.
- 17.0h** Erosion and Sediment Control: Provide adequate levels of staffing to ensure compliance with County standards for review of plans and inspection of sites.
- 17.0i** Stormwater Management: Require stormwater management plans that include low impact development techniques for all new industrial and commercial projects and all new residential projects to equate pre- and post-development runoff.
- 17.0j** Floodway Protection: Require a floodplain management study prior to any land disturbing construction activity in flood hazard areas to ensure no rise in the vertical elevation of the 100 year storm occurs as a result of development.
- 17.0k** Work with regulatory agencies in order to draft an ordinance to minimize negative impacts of new construction along stream banks and water bodies.
- 17.0l** On-site Sewage Disposal: Coordinate with VDH to ensure all new building lots dependent on water and sewage disposal systems have adequate service and service reserve areas.
- 17.0m** Encourage the adoption of VDH recommendations for the maintenance of wastewater systems throughout the County.

- 17.0n** Review and update development standards for outdoor lighting to lessen the impact of stray light on the environment, “light pollution”.
- 17.0o** Investigate the development of standards to preserve natural vegetation in residential and commercial development.
- 17.0p** Develop and implement ordinances for the use of low impact development techniques.
- 17.0q** Consider County funding for farmers to implement TMDL guidelines.

**Objective:**

- 18.0** Develop a public education program to improve and encourage conservation of the County’s air, water, and soil.

**Strategies:**

- 18.0a** Public outreach programs to include;
  - 1** Explain the basis of environmental regulations
  - 2** Educate the public on the proper use of fertilizers, insecticides, and herbicides
  - 3** Educate the construction industry in the use of best management practices
  - 4** Educate the development community in the use of low impact development strategies
  - 5** Educate the general public on the importance of proper litter control, beautification, and recycling
- 18.0b** Utilize communication technologies to inform the public about federal, state, and local programs to improve the environment;
  - 1** County webpage links to other resources
  - 2** Push technology

**Goal:** Preserve and promote forests, farmland, open space, viewsheds, wildlife corridors, greenways and rural roadscapes.

**Objective:**

- 19.0** Develop incentives, ordinances, and programs to encourage the preservation of farmland and forestland.

**Strategies:**

- 19.0a** Investigate the available options for development of an incentive program for land preservation.
- 19.0b** Study the development and possible implementation of a Purchase of Development Rights Program.
- 19.0c** Investigate the development of an ordinance to ensure compatibility between farming interest and the right of property owners to develop.
- 19.0d** Develop an agricultural development plan.
- 19.0e** Study the development and possible implementation of Transfer Development Rights.

**Objective:**

- 20.0** Develop overlay corridors to protect rural roadscapes.

**Strategies:**

- 20.0a** Identify important rural roadscapes and scenic corridors that should be protected
- 20.0b** Develop ordinances and/or incentives the protection and conservation of identified rural roadscapes and scenic corridors.

**Objective:**

- 21.0** Maximize open space in residential and commercial developments.

**Strategies:**

- 21.0a** Review and revise existing ordinances and recommend possible amendments to maximize open space in developments.
- 21.0b** Investigate options and develop new guidelines for open space requirements in zoning districts.

**Objective:**

- 22.0** Develop incentives and ordinances to establish and preserve viewsheds, wildlife corridors, greenways, and blueways.

**Strategies:**

- 22.0a** Develop and implement a strategic plan for open space preservation that identifies key wildlife/conservation sites and opportunities, identifies acquisition agencies and programs, and preserves appropriate open space areas for the benefit of future generations.
- 22.0b** Complete an inventory of wildlife corridors, viewsheds, and greenways.
- 22.0c** Investigate the possibilities of scenic waterway designations for the Pigg and Blackwater Rivers.

**Objective:**

- 23.0** Develop an effective public education program to improve and encourage conservation of the County's farm, forest, and wildlife resources.

**Strategies:**

- 23.0a** Public outreach programs to include;
  - 1** Explain the basis of environmental regulations
  - 2** Educate the public on the proper use of fertilizers, insecticides, and herbicides
  - 3** Educate the construction industry in the use of best management practices
  - 4** Educate the development community in the use of low impact development strategies
  - 5** Educate the general public on the importance of proper litter control, beautification, and recycling
  - 6** Educate the public on available options for conservation easements through land trusts and environmental advocacy organizations
- 23.0b** Utilize communication technologies to inform the public about federal, state, and local programs to improve the environment;
  - 1** County webpage links to other resources
  - 2** Push technology

# Housing

**Goal:** Provide opportunities for every resident of Franklin County, regardless of age, sex, race, religion, disability or marital status, to live in a safe, affordable dwelling unit.

**Objective:**

**24.0** Improve salvageable, substandard housing, and demolish or retire vacant, substandard dwellings and mobile homes that cannot be cost effectively repaired.

**Strategies:**

**24.0a** Identify distressed neighborhoods in the County and seek federal and state funds to improve roads, sidewalks, and public utilities.

**24.0b** Utilize existing programs that provide funding for the upgrading of substandard housing.

**24.0c** Develop further coordination and partnerships between existing agencies and non-profit organizations that provide a variety of services that address housing needs.

**Objective:**

**25.0** Provide temporary housing to meet the needs of the citizens of Franklin County.

**Strategy:**

**25.0a** Continue to support the provision of assistance in obtaining temporary shelter to displaced families and homeless individuals.

**Objective:**

**26.0** Develop public/private programs to provide housing opportunities for special populations, including elderly persons and handicapped/disabled persons.

**Strategies:**

**26.0a** Investigate the construction of a group home in the vicinity of Rocky Mount.

**26.0b** Encourage construction of continuous care facilities.

**Objective:**

**27.0** To provide affordable housing opportunities to the citizens of Franklin County.

**Strategies:**

**27.0a** Consider the development of an affordable housing plan for Franklin County to include the study of universal design.

**27.0b** Work with local lending institutions to develop a non-profit housing agency to provide incentives for home ownership and to make possible private loans to otherwise marginal applicants through counseling and risk underwriting.

**27.0c** Support Habitat for Humanity and other self–help housing programs.

# Public Utilities

**Goal:** Develop and implement a long range countywide utility infrastructure plan which assures equitable level of access for all County citizens including but not limited to water, sewer, solid waste, telecommunications, electrical power, television access, broadband access, and natural gas that supports and complements the County's long range plan for transportation, residential, commercial and industrial development; and community facilities. This plan will also be consistent with the County's plan for environmental quality.

**Objective:**

**28.0** Develop water service to key industrial, commercial, and residential sites in the County.

**Strategies:**

**28.0a** Develop a community facilities plan for public water extensions countywide, to include potential service areas and enhance provision of fire flow, detailing service areas, potential costs, timing, and funding sources.

**28.0b** Transfer new and existing privately owned water systems to public ownership where appropriate and feasible.

**28.0c** Connect existing systems to the countywide public water system source as the distribution system is extended.

**Objective:**

**29.0** Distribute the Smith Mountain Lake sources contracted through the Bedford County Public Service Authority (PSA) to designated service areas countywide; develop a county-owned Smith Mountain Lake water withdrawal and treatment plant as a complementary source; contract links with other regional sources as appropriate to extend public water countywide and to other localities.

**Strategies:**

**29.0a** Continue to strengthen the County's Public Works Department while investigating the possibility of forming a new PSA or expanding the existing Ferrum Water and Sewer Authority to provide water and sewer services.

**Objective:**

**30.0** Development and implement a Long Range Utility Plan for Sewer Service that supports the County's future land use plan.

**Strategies:**

**30.0a** Develop a community facilities plan for public sewer development that incorporates realistic development goals and objectives, timing, funding sources, and technology appropriate to the initiation of public sewer service in target areas.

**30.0b** Develop guidelines for County acceptance of new sewer systems.

- 30.0c** Consider the development of regulations for County oversight of new sewer systems meeting all state and local design, construction, expansion, and sustainability standards.
- 30.0d** Reserve Areas for On-Site Sewage Disposal: Investigate the development of regulations to require that all new building lots (including single family residential) dependent on on-lot sewage disposal have an adequate drainfield reserve area.
- 30.0e** Consider expanding the existing mandatory septic tank pumpout program to include maintenance and apply to all parcels within the County.
- 30.0f** Develop guidelines for the County's subdivision ordinance to determine when a new subdivision will be required to install sewer and water treatment systems in lieu of individual septic systems and wells.

**Objective:**

- 31.0** Ensure the long term capability of the County to dispose of solid and hazardous waste.

**Strategies:**

- 31.0a** Solid Waste Disposal: Continue to update and implement the long term management plan to ensure the effective operations of the new landfill or other disposal options.
- 31.0b** Solid Waste Collection: Review and recommend where improvements may be made to the County solid waste collection system.
- 31.0c** Recycling: Continue to update and implement a cost-effective strategy to meet all mandated requirements.
- 31.0d** Hazardous Waste: Develop a plan and implement procedures for the disposal of household hazardous waste.
- 31.0e** Litter Control and Beautification: Continue to implement a cost-effective effort to control litter at solid waste collection sites and to landscape public areas for low-cost maintenance and enhancement of the County's image as a livable community.

**Objective:**

- 32.0** Provide countywide cellular service.

**Strategies:**

- 32.0a** Conduct service area, customer base studies in conjunction with service providers to determine those areas that have inadequate service.
- 32.0b** Conduct meetings with staff, citizens, and cellular providers to develop a strategy promoting countywide service.

**Objective:**

- 33.0** Investigate establishing a natural gas distribution network in Franklin County.

**Strategies:**

- 33.0a** Cooperate with natural gas service companies in developing service proposals and routes.
- 33.0b** Work with neighboring entities to create opportunities to expand natural gas service into Franklin County.

**Objective:**

- 34.0** Provide adequate electrical power for the present and future needs of the County in a manner that is compatible with the goals of the Comprehensive Plan.

**Strategies:**

- 34.0a** Review future transmission line and substation locations well in advance of construction and ensure compatibility with community growth and visual character.
- 34.0b** Encourage the conservation of energy by promoting existing educational programs and best practices.

**Objective:**

- 35.0** To develop broadband internet opportunities for the citizens of the entire County.

**Strategies:**

- 35.0a** Identify new technology opportunities and encourage their implementation to provide the maximum coverage throughout the County.
- 35.0b** Encourage the adoption and use of new technologies as they become available.

# Transportation

**Goal:** Improve the transportation network to meet the long term needs of Franklin County businesses and residents.

**Objective:**

**36.0** Jointly plan with VDOT a high quality, efficient, safe, and effective road network that serves the needs of Franklin County residents in the year 2025.

**Strategies:**

**36.0a** Develop overlay districts and development guidelines for interstate highway interchanges.

**36.0b** When establishing future land use development patterns consider the proposed I73 corridor and planned interchanges.

**36.0c** Route 122/116/834/616/40 Corridors: Undertake corridor studies that identify and prioritize issues to ensure the long range safe traffic carrying capacity of these key roadways.

**36.0d** Support a feasibility study to construct a Route 40 bypass west of Rocky Mount, from Route 220 North over to Route 40 West at Route 40 and Route 640 intersection to enhance access to Ferrum College and western Franklin County.

**36.0e** Highway Access on Arterial and Collector Roads: Monitor site plans submitted for projects on all County arterial and collector roads to ensure coordination with long range plans under development for these corridors.

**36.0f** Monitor the need for industrial and commercial roads to foster future development.

**36.0g** Obtain Scenic Byways designation for identified important rural roadscapes and scenic corridors.

**36.0h** Undertake a study to determine levels of service for selected intersections countywide including potential high growth areas and rural villages to be used to drive future planning decisions in regard to transportation.

**Objective:**

**37.0** Improve existing services for that segment of the population with special needs.

**Strategies:**

**37.0a** Human Services Transportation: Improve the existing human services transportation system.

**37.0b** Access for the Elderly and Disabled: Encourage the location and linkage of essential services, shopping, and job opportunities, and identify and seek funding for pedestrian and vehicular projects to ensure the accessibility of these services.

**37.0c** Investigate the possibility of expanding mass transit options.

**Objective:**

- 38.0** Develop pedestrian, bicycle, and vehicular access projects that link key private and public facilities, and improve the quality of life in County communities.

**Strategies:**

- 38.0a** Implement the County's adopted Franklin County Trail System Plan 2004. (The plan was adopted by the Board of Supervisors in November 2004.)
- 38.0b** Interconnect to regional trails networks in adjacent counties.

**Objective:**

- 39.0** Support the development of appropriate air, rail, and intermodal transportation options.

**Strategies:**

- 39.0a** Support state and federal legislative initiatives to preserve existing rail services and to provide new services as appropriate.
- 39.0b** Participate in state rail planning programs.
- 39.0c** Participate in the planning and construction of a regional intermodal facility.
- 39.0d** Develop a plan for expanding air transportation service for the citizens Franklin County.

**Objective:**

- 40.0** Promote the use of alternative modes of transportation to enhance safety, conserve resources, minimize congestion, and preserve roadway capacity.

**Strategies:**

- 40.0a** Support development of passenger rail service.
- 40.0b** Develop and implement a ride sharing program to encourage carpooling.
- 40.0c** Support the expansion of bus service in the region.
- 40.0d** Develop programs in conjunction with the Franklin County School Board that mitigate the traffic congestion during school arrival and departure times.