



Town of Troutville, Virginia

Strategic Plan



June, 2010

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PREFACE

ACKNOWLEDGEMENTS

This Plan reflects the work effort and contributions of many residents and businesses of the Town of Troutville, Troutville Elementary School students, as well as representatives and individuals from the greater community in Botetourt County.

The creation of this Strategic Plan would not have been possible without the expressed support from the **Botetourt County Board of Supervisors**, and **the Botetourt County Administrator** who not only participated in the process but also made it possible for **The Roanoke Valley-Alleghany Regional Commission**, under the leadership of **Executive Director Wayne Strickland**, to lend their expert support during key development stages.

Of particular note is the support of the **Town of Troutville Town Council**, the **Strategic Planning Steering Committee** members, the **Strategic Planning Key Stakeholders**, and other **Support Resources**, who freely and generously shared their time, talents and resources. (Appendix A)

The Town Council of Troutville adopted this Strategic Plan on June 16, 2010.

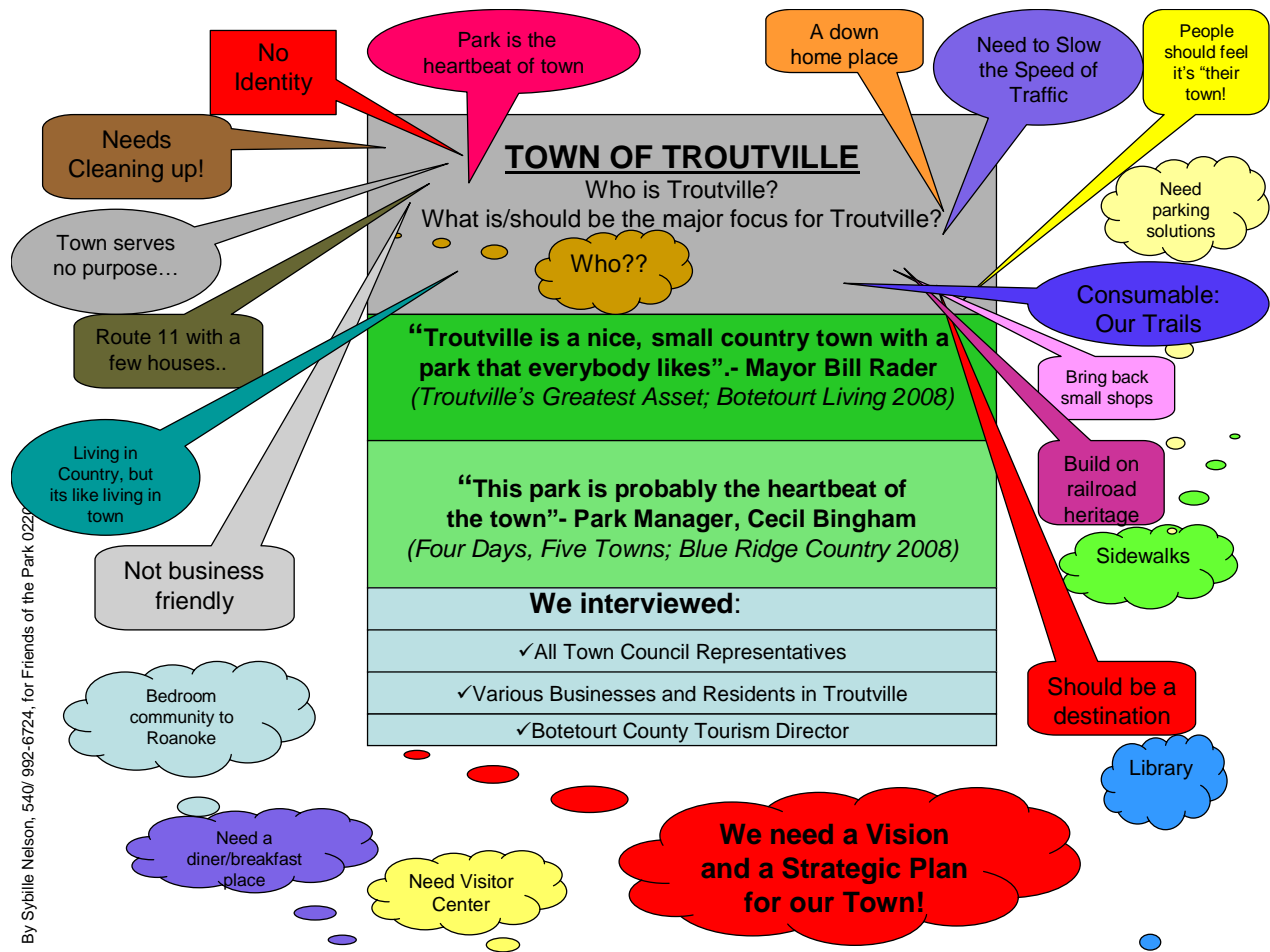
Town Council Members	Council Role
William V. Rader	Mayor
Granville Grant	Vice Mayor
C .J. Boothe	Council Representative
Doris Camper	Council Representative
Henry Cook	Council Representative
Andrew Moore	Council Representative
Helen Tippie	Council Representative

The Strategic Planning Steering Committee orchestrated the development of this plan and will continue to support the Town of Troutville with the plan's implementation.

Strategic Planning Steering Committee Members	Town Affiliation
Steve Clinton	Botetourt County Board of Supervisors, Amsterdam District
Peggy Combs	Friends of the Park
Granville Grant	Town of Troutville Vice Mayor
Len Miller	Friends of the Park
Lee Minnix	Friends of the Park
Sybille Nelson	Town of Troutville Land Owner
Helen Tippie	Town of Troutville Council Representative

BACKGROUND

The **Friends of the Park**, under the leadership of **Lee Minnix**, Town of Troutville resident, have been planning fundraising activities to support the local park since 2006. During their 2008 fundraising campaign effort it became apparent that the town lacked a logo to assist in proper marketing efforts. The Friends of the Park addressed Town Council in November, 2008 with a suggested Town Logo. As a result, Town Council requested more information. **Sybillie Nelson**, formerly of Friends of the Park, initiated the work effort to showcase the need for a Town Identity and a Strategic Plan, which she presented to Town Council on February 18, 2009:



By Sybillie Nelson, 540/ 992-6724, for Friends of the Park 0229




BACKGROUND, continued

Vision Statement :

??A Great Place To Live And Do Business, With Countless Opportunities To Connect With Nature And History

Town Logo

???...Where The Trails Meet!

Town History	Key Assets	Creating the Future
<p>1881,our area had no name. The railroad came through and a station was built. There were three houses then which were occupied by John, Jim and George Trout- so the area was called Troutville.</p> <div style="display: flex; align-items: center;"> <div style="margin-right: 10px;"> <p>The Rail Depot Until 1990</p> </div>  </div> <p>There was a stage coach route from Blue Ridge to Fincastle, that apparently closely followed what is now Mountain Pass Road. It is thought the stage coach stop was approximately where Mountain Pass meets Route 11..</p> <p>November 1909 "One of the thriving Railroad Towns which is rapidly forging to the front through the packing industry –A great fruit –growing region-Largest shipping point in the county...Troutville is the railway station for Fincastle and for a large and prosperous section of the county...has become one of the most important of the stations of the Norfolk and Western Railway." (<i>Botetourt, History and Industry</i>)</p> <p>1956 Town Of Troutville Established</p>	<p>VA Appalachian Trail</p> <p>VA 76 Bike Trans-America</p> <p>VA Birding& Wildlife Trail</p> <ul style="list-style-type: none"> ➤ Woodpecker Ridge Nature Center <p>Preservation Of The Old Rail Town Heritage</p> <ul style="list-style-type: none"> ➤ Endorsement of Virginia Rail Heritage Region Tourism Effort <div style="display: flex; align-items: center;"> <div style="margin-right: 10px;"> <p>The Flying Railroad</p>  </div> </div> <p>A Park For All People</p> <ul style="list-style-type: none"> ➤ Down Home Festival Activities (e.g. Party in the Park) ➤ A Safe, Peaceful Gathering Place ➤ Tennis, Walking, Basketball, Volleyball ➤ Great Children's Playground ➤ Concert Stage ➤ Rail Memorabilia <div style="display: flex; align-items: center;"> <div style="margin-right: 10px;">  </div> </div>	<ul style="list-style-type: none"> ✓Develop a Strategic Plan (SWOT): Define Guiding Principles, Opportunities And Prioritize ✓Partner With ATC and The Roanoke Rail Consortia ✓Hold Town Meetings To Gather Input ✓ Build On Grass Roots Effort And Shape Town's Identity By Holding Contest To Create: <ul style="list-style-type: none"> ✓ The Logo ✓ The Ultimate Visual Logo ✓Implement New Town Signage
<p>Existence To Build Community</p>	<p>Managing What we have</p>	<p>Leading To Create Opportunities</p>

By Sybille Nelson, 540-992-6724, for Friends of the Park 02/2009

Town Council agreed with the **Friends of the Park** that it was important to create a Strategic Plan for the Town and a Town Identity. As a result, representatives from the **Friends of the Park** and the two volunteers from Town Council, **Helen Tippie**, *Council Representative*, and **Granville Grant**, *Vice Mayor*, established an all volunteer Strategic Planning Committee. **Sybille Nelson** agreed to lead the committee and provide facilitation support. The committee established the Strategic Planning goals and guiding principles, solicited key stakeholders, identified resource needs, and coordinated all activities to complete the strategic plan document.

On June 23, 2009, **Sybille Nelson** addressed the Botetourt County Board of Supervisors and the County Administrator to request formal support of this effort on behalf of the Strategic Planning Steering Committee. The Board of Supervisors and the County Administrator pledged their support. They agreed to provide specific plan activity assistance through **Wayne Strickland**, *Executive Director of the Roanoke Valley-Alleghany Regional Commission*.

PREFACE

BACKGROUND, continued

The First public input session was held on October 15, 2009. **Mel Lester** of *The Business Edge* volunteered his time to lead the overall facilitation of this session. The session included an initial presentation by **Sybille Nelson** to provide context to the evening's discussions. **Paul Economy** of Roanoke facilitated business discussions. **John Rader Jr.** of Troutville facilitated quality of life discussions. **Brandy Vassar** of *The Bank of Botetourt* and **Kevin Costello**, *Tourism Director of Botetourt County* led tourism discussions. Attendees were encouraged to join each discussion segment. Focus was on ideas for future improvements attendees wanted for Troutville. Participants voted in each facilitation area on their favorite ideas. Quality of life improvements focused around parking, ability to walk throughout the town, traffic calming, and beautification. Business focus was around streetscapes, walking pathways/greenways, central parking, additional businesses such as a local diner/breakfast place and zoning enforcement to clean up the town. Tourism discussions centered on the Appalachian Trail and the potential for a Troutville Greenway loop extension to the town, a Visitor's Center/Tourism Office for Botetourt county within the town, zoning code enforcement, parking, landscaping, traffic calming and the potential purchase of the Old School House as a recreation center/library/museum. (Appendix B)



PREFACE

BACKGROUND, continued

On November 12, 2009 and November 19, 2009 **Jake Gilmer, Senior Planner of the Roanoke Valley-Alleghany Regional Commission**, facilitated two work sessions with the Strategic Planning Steering Committee and the key stakeholders to complete a SWOT analysis. (SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats of a proposed course of action.)

The SWOT process was used to more fully explore issues that were raised at the October 2009 public input session. The goal of the process was to identify Troutville's overall Strengths, Weaknesses, Opportunities, and Threats (SWOT) within three categories identified by the Steering Committee: Quality of Life, Tourism/Recreation, and Business. The SWOT process was completed in the following steps:

1. Divided audience into three groups based on interests.
2. Each group appointed a recorder to report the key results of SWOT analysis within the topic area.
3. The groups used different color sticky notes to record observations in the SWOT area.
4. They listed internal existing strengths.
5. They listed internal existing weaknesses.
6. They listed external opportunities that may exist in the future.
7. They listed external threats that may exist in the future.
8. They used sticky dots to identify top issues.

SWOT ANALYSIS



PREFACE

BACKGROUND, continued



The results of the SWOT analysis reinforced the significance of many of the issues that were voiced by citizens at the Troutville public input session. Common threads between the two forums included discussion of the Appalachian Trail (AT); the Town Park; Appalachian Trail, sidewalk, and crosswalk connections; parking and vehicle speed; code enforcement and litter; and the old school building. The SWOT process also emphasized many existing positive things about the town, such as its small town charm, the various volunteer groups, the moderate climate, and the proximity to the AT, Blue Ridge Parkway, wineries, and great restaurants. (Appendix C)

In preparation for the SWOT work session, all key stakeholders and steering committee members were invited to participate in a survey to capture data to produce a Key Asset Inventory. This survey was created and compiled by **Jake Gilmer** along with all the SWOT Analysis documentation. (Appendix D)

At the end of the second SWOT work session, **Sybille Nelson**, led a vision statement exercise to solicit 3-4 words that capture the essence of the vision for Troutville and also 3-4 words that the audience would not want to see associated with Troutville's future. During the implementation phase, top rated words will be shared with the vision statement committee to assist with the town's branding effort: (Appendix E)

What we want as part of our vision.....

Destination
Trail
Safe
Charming/Quaint
Recreation
Beautiful
Community
Welcoming
Connection
Fun
Family values

What we do not want

Poverty
Heavy Speed Traffic
Junk Cars
Trash
Rundown
Forgettable
Vacant Buildings
Box Store
Dark lighting

BACKGROUND, continued

During the month of January, 2010, **Helen Tippie** reached out to **Karen Crush, Principal of Troutville Elementary School**, in an effort to obtain feedback from the student population. As a result, all 4th and 5th grade students wrote a few sentences or a short essay about their vision for Troutville. A total of 55 students responded. Major feedback themes encompass new recreation opportunities, new public facilities, improvements to the Troutville Town Park, a variety of more affordable restaurants, and community litter control. (Appendix F) The committee will continue to include student feedback.

On February 21, 2010 the public and all key stakeholders were invited to attend the “SAVE OUR LANDS, SAVE OUR TOWNS” video presentation. The steering committee asked **Genevieve Goss**, who serves as a conservation steward on the Valley Conservation Council, to make this viewing possible in support of building the strategic plan. This video follows the quest of small town newsman Tom Hylton to discover why America’s towns have declined and what can be done to revive them. Hylton concludes by listing logical, practical ways America can rebuild its towns, preserve its countryside, and provide more secure, neighborly communities for people of all ages and incomes. Participants had an opportunity to submit their thoughts and ideas for action that might be considered in the strategic plan. Key themes included the development of a master plan to identify areas for growth, business, and green space; to create a walk-able, sustainable, traditional town; for the town to project a sense of place/community. (Appendix G)

On May 06, 2010, the public and all key stakeholders were invited to review the proposed strategic initiatives. **Genevieve Goss, Angela Boyd, Donna Hinton, Paul Economy, and Granville Grant** recorded public comments to the proposed initiatives. In addition a paper survey was provided to enable the public to document their feedback. Thirty-three people attended the meeting and feedback was very positive. Several additional suggestions and ideas were made in support of the initiatives or to expand upon the initiatives. These suggestions were incorporated into the proposed plan.

PREFACE

PURPOSE, GOALS, GUIDING PRINCIPLES

The purpose of the Strategic Planning Steering Committee is to complete a plan for the Town of Troutville which will give the town an identity while leading it into a sustaining, prosperous future. To this end, the Steering Committee formulated the following goals and guiding principles to aide in the development of the FIRST strategic plan for the town since it was chartered in 1956.

Planning Goals:

1. **Improve the Quality of Life**
2. **Promote Economic Growth**
3. **Become A Destination**
4. **Establish Town Identity/Branding**

Guiding Principles:

- **Build On The Assets We Already Have**
- **Be Inclusive**
- **Support Family Values**
- **Be Compatible With The Larger Community**
- **Be Environmentally Conscientious**
- **Retain The “Small Town” Feeling**

Current Town Boundary Issue:

This committee was not formed to pursue a boundary adjustment for the Town and from the very beginning has not considered a possible boundary adjustment. Questions of the adjustment could inevitably arise during the work of the committee; however, the committee is boundary issue neutral.

PREFACE

POTENTIAL COMMUNITY BENEFITS

The Town of Troutville could expect potential benefits that are comparable to the revitalization in the Town of Damascus, VA, "Trail Town USA", and the Town of Buchanan, VA, (Appendix H):

Community Pride and Events:

Troutville residents are especially proud of current events such as the PARTY IN THE PARK and the Farmer's Market. Future suggested events have the potential to increase pride and participation within the community.

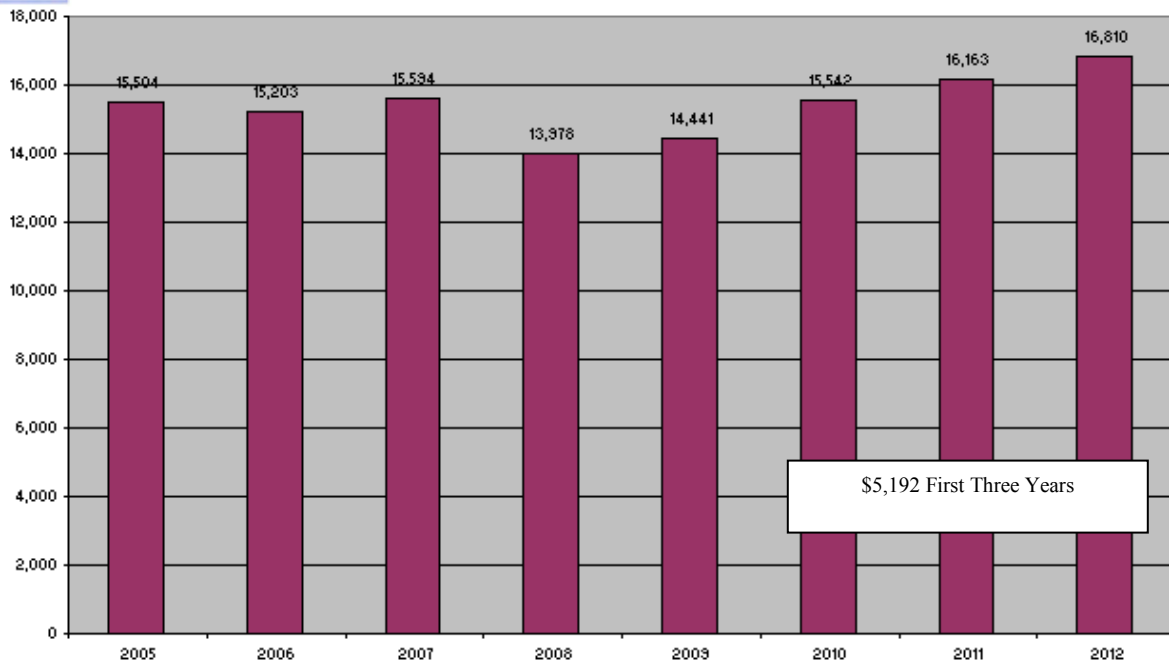
Community Recognition:

The Fincastle Herald reported the creation of the Strategic Plan for Troutville among the top 10 events in Botetourt County for 2009. The Troutville Town Park was voted BEST PARK in Botetourt County for 2009 and 2010 according to the Botetourt View publication of the Roanoke Times.

Growth in Town Revenue due to additional businesses and increased transaction volume:



BUSINESS LICENSE RECEIPTS



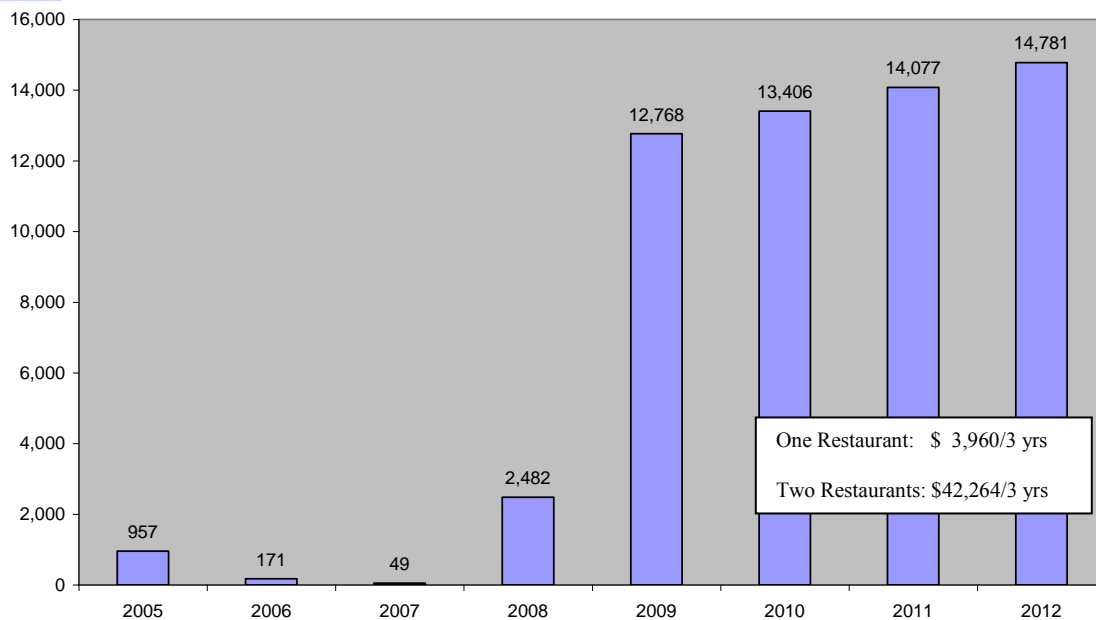
Years 2005 - 2009 are actuals. Years 2010 - 2012 are projected with a 4% increase over previous year

PREFACE

POTENTIAL COMMUNITY BENEFITS, continued



FOOD TAX RECEIPTS



Years 2005 - 2009 are actuals. Years 2010 - 2012 are projected with a 5% increase over previous year

CONCLUSIONS:

- 1. Although growth is projected from the business license receipts, the revenues are not significant.**
- 2. One new restaurant, Pomegranate, contributed largely to the increase in food tax revenues. By adding more restaurants, the town can expect to benefit greatly.**

The town needs to advocate heavily to attract additional food businesses to support its revenue needs.

STRATEGIC PLAN

SUMMARY STATEMENT

The Strategic Planning Steering Committee is pleased to present the FIRST Strategic Plan for adoption by the Town Council of the Town of Troutville on June 16, 2010. This plan reflects the work effort of many residents and businesses of the Town of Troutville, Troutville Elementary School students, as well as representatives from the greater community in Botetourt County.

The Strategic Planning Steering Committee is proposing the following strategic plan implementation support immediately following the formal adoption of the Strategic Plan from the Town Council of the Town of Troutville:

1. **Transition from “ The Strategic Planning Steering Committee”, an informal volunteer group, to “ The Partnership for Troutville” , a non-profit organization, to include :**
 - a. a “Friends of the Park” volunteer group representative as part of the board member structure.
 - b. implementation committee chairpersons as part of the board member structure.
 - c. a town council representative as part of the board member structure.

STRATEGIC PLAN

SUMMARY STATEMENT, continued

2. “The Partnership for Troutville” to support the implementation of the town’s strategic plan by:

- a. considering a request of a Resolution of Support from the Botetourt County Board of Supervisors for the strategic planning initiatives.
- b. proposing the formation of committees and their specific work requirements/organization to pursue the strategic plan initiatives.
- c. monitoring progress and providing guidance to committees.
- d. proposing funding solutions for initiatives including specific fundraising, seeking sponsorships/grants, volunteer efforts, resource assistance from Botetourt County, and suggesting town funding support options.
- e. recommending vendor solutions and supporting related public bid processes.
- f. obtaining approval from Town Council concerning:
 - i. committee formation and their specific work requirements/organization
 - ii. funding solutions.
- g. communicating progress to Town Council and the public every quarter.
- h. revisiting the plan every 5 (five) years with Town Council.

3. Town Council to support the “Partnership for Troutville” by:

- a. permitting the usage of the Town Hall facility for meetings at no charge.
- b. permitting the usage of Town Hall office equipment (copies, faxes etc) at no charge.
- c. allocating designated annual funds as appropriated by Town Council.
- d. supporting the committee’s communication on the Town’s website.

STRATEGIC PLAN

STRATEGIC INITIATIVES

THEMES*	STRATEGIES/ACTION ITEMS	TIMEFRAMES
<p>Town Vision Statement, Tagline/Brand Theme, and Logo</p>	<p>A. Engage professional marketing firm to work with key stakeholder volunteers based on the key word collection (Appendix E), consider the suggested vision statements from the public (Appendix I), and focus on outdoor recreation tourism.</p> <p>B. Update Town gateways, public facility signage, town seal, and all town communication with the new identity.</p> <p>C. Request inclusion in all pertinent marketing efforts via the Botetourt County Tourism office to link Troutville to the greater community.</p>	<p>Short: 0 - 1 Year</p> <p>Medium: 1 - 5 years</p> <p>Long Term: 5- 10 years</p> <p>Short</p> <p>Medium</p> <p>Medium</p>

STRATEGIC PLAN

STRATEGIC INITIATIVES, continued

THEMES*	STRATEGIES/ACTION ITEMS	TIMEFRAMES
<p><i>* Order listed does not refer to an implementation priority. It is anticipated that themes will be addressed simultaneously as committees are established.</i></p>		<p>Short: 0 - 1 Year</p> <p>Medium: 1 - 5 years</p> <p>Long Term: 5- 10 years</p>
<p>Traffic calming and beautification</p>	<p>A. Create a Master Plan of a traditional, walkable, livable community for Troutville that projects a sense of community and place, while identifying areas for growth, business, green spaces, retail, etc.</p> <ul style="list-style-type: none"> ▪ Design traffic calming and beautification streetscape improvements for the Route 11 Town segment. ▪ Design a GREEN park entrance and fencing, and a green buffer between Route 11 and industry/rail and the park. ▪ Advocate reducing the Route 11 corridor through the town to two lanes with two lanes for parking. Advocate reducing the speed limit to 25 mph within town limits. 	<p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Medium</p>

STRATEGIC PLAN

STRATEGIC INITIATIVES, continued

THEMES*	STRATEGIES/ACTION ITEMS	TIMEFRAMES
<p><i>* Order listed does not refer to an implementation priority. It is anticipated that themes will be addressed simultaneously as committees are established.</i></p>		<p>Short: 0 - 1 Year</p> <p>Medium: 1 - 5 years</p> <p>Long Term: 5- 10 years</p>
<p>Traffic calming and beautification, continued</p>	<p>B. Address clean up and beautification by zoning focus:</p> <ul style="list-style-type: none"> ▪ “Buffer Zone” around Troutville with Botetourt County so the county can notify the Town of Troutville of any land use changes in this zone. ▪ Botetourt County to perform a zoning compliance review for properties in the adjacent Troutville corridor, East of I81, West to the Jefferson Forest, Exit 150 to the southern gateway of the town, North of Gravel Hill Road. ▪ Town of Troutville to perform a zoning compliance review within the Town. ▪ Botetourt County and Town of Troutville to document their zoning complaint processes for the public and post them to their respective websites. <p>C. Create a litter control club with students.</p> <ul style="list-style-type: none"> ▪ Post litter signs. ▪ Promote recycling. ▪ Enable community “Clean up Days”. <p>D. Address the perceived speeding problem and the possible lack of enforcement of the current speed limit through the Route 11 town corridor.</p>	<p>Short</p> <p>Short</p> <p>Short</p> <p>Short</p> <p>Short</p> <p>Short</p>

STRATEGIC PLAN

STRATEGIC INITIATIVES, continued

THEMES*	STRATEGIES/ACTION ITEMS	TIMEFRAMES
<p><i>* Order listed does not refer to an implementation priority. It is anticipated that themes will be addressed simultaneously as committees are established.</i></p>		<p>Short: 0 - 1 Year Medium: 1 - 5 years Long Term: 5- 10 years</p>
<p>Formal partnership agreement with the Appalachian Trail – Trail Town</p>	<p>A. File an Appalachian Trail partnership application.</p> <p>B. Create a formal citizen committee “Partnership for Troutville” to drive the support for the Appalachian trail, activities to promote Troutville, and to pursue fundraising events to assist with funding the strategic planning initiatives. (Appendix J-Suggested fundraising events, Appendix K-Sponsorship volunteers)</p> <p>C. Support a trail kiosk at the town Trail stop and consider utilizing the Eagle Scouts to assist with the kiosk update as part of their projects.</p>	<p>Short</p> <p>Short</p> <p>Short</p>
<p>Outdoor recreation opportunities</p>	<p>A. Develop specific events to promote hiking, biking and the railroad heritage in collaboration with the special interest clubs/organizations. (Appendix M)</p> <p>B. Collaborate with Botetourt County to design a Troutville greenway loop trail from the Appalachian Trail gateway to the Town Park with potential scenic photographic stops along the railroad.</p> <p>C. Evaluate pathway/sidewalk opportunities to connect the south end of the town to the north of the town.</p>	<p>Short</p> <p>Medium</p> <p>Medium</p>

STRATEGIC PLAN

STRATEGIC INITIATIVES, continued

THEMES*	STRATEGIES/ACTION ITEMS	TIMEFRAMES
<p><i>* Order listed does not refer to an implementation priority. It is anticipated that themes will be addressed simultaneously as committees are established</i></p>	<p>A. Attract key businesses to support tourism focus on hiking/biking/rail, and to support a traditional self sustaining community. (Appendix L)</p> <ul style="list-style-type: none"> ▪ Encourage creation of locally owned businesses. ▪ Discourage mass discounters and chain stores. <p>B. Provide sponsorship opportunities to existing businesses.</p> <p>C. Encourage youth recreation businesses.</p> <p>D. Encourage private parking lots for public use.</p>	<p>Short: 0 - 1 Year</p> <p>Medium: 1 - 5 years</p> <p>Long Term: 5- 10 years</p> <p>Medium</p> <p>Short</p> <p>Medium</p> <p>Medium</p>

STRATEGIC PLAN

STRATEGIC INITIATIVES, continued

THEMES*	STRATEGIES/ACTION ITEMS	TIMEFRAMES
<p><i>* Order listed does not refer to an implementation priority. It is anticipated that themes will be addressed simultaneously as committees are established</i></p>		<p>Short: 0 - 1 Year</p> <p>Medium: 1 - 5 years</p> <p>Long Term: 5- 10 years</p>
<p>Public Facilities</p>	<p>A. Create a master plan to systematically identify and fix all public water pipe leaks minimizing the loss of drinking water. The town should pursue grants to upgrade the water system.</p> <p>B. Evaluate available properties to attain municipal parking for the park and town hall.</p> <p>C. Evaluate potential Town Park improvements submitted by students. (Appendix F)</p> <p>D. Advocate for a library within the town for the use of the greater community:</p> <ul style="list-style-type: none"> ▪ Potentially encompassing a reproduction of the old Troutville Rail Depot to promote rail history; add a real train caboose as part of the design. ▪ Explore the purchase of available properties within the town. 	<p>Short</p> <p>Short</p> <p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Medium</p>

STRATEGIC PLAN

STRATEGIC INITIATIVES, continued

THEMES*	STRATEGIES/ACTION ITEMS	TIMEFRAMES
<p><i>* Order listed does not refer to an implementation priority. It is anticipated that themes will be addressed simultaneously as committees are established</i></p>		<p>Short: 0 - 1 Year</p> <p>Medium: 1 - 5 years</p> <p>Long Term: 5- 10 years</p>
Public Facilities, continued	<p>E. Advocate for the placement of a Botetourt County tourism center and SW VA visitor center within the town, potentially in conjunction with a library.</p> <p>F. Complete a disaster recovery plan for the town and outline emergency shelter options.</p> <p>G. Provide communication about public services that are available to residents within the town, such as a local food bank.</p>	<p>Medium</p> <p>Medium</p> <p>Short</p>

APPENDIX

APPENDIX A

Strategic Planning Key Stakeholders:

Title	First Name	Last Name	Affiliation
	Terry L.	Austin	Botetourt County Board of Supervisors
	Laura	Belleville	Appalachian Trail Regional Director
	Danny	Billings	Troutville Zoning Admin.
	Cecil	Bingham	Troutville Park Director
	Deann	Bishop	Blue Ridge Acupuncture and Herbal Clinic
	C.J.	Boothe	Town Council Member
	Gerald A. (Jerry)	Burgess	Botetourt County Administrator
	Doris	Camper	Town Council Member
	Kerry	Camper	Troutville Planning and Zoning
	Kevin	Costello	Botetourt County Tourism Director
Mayor	Scott	Critzer	Town of Fincastle
	Peggy	Crosson	Alleghany Regional River/Rail History VA Preservation Board
	Diana	Dixon	Pomegranate Restaurant
	Genevieve	Goss	Valley Conservation Council
	John	Griffin	Landowner / Developer

APPENDIX

APPENDIX A, continued Strategic Planning Key Stakeholders:

Title	First Name	Last Name	Affiliation
	Gene	Hatcher	Troutville Planning and Zoning
	Donna	Hinton	Clerk - Town of Troutville
Pastor	Carol	Johnston	Troutville Baptist Church
	Sherry	Kinzie	Landowner
Dr.	Scott K	Miller, DDS PC	Dentist
	Andrew	Moore	Town Council Member
	Scott	Morling	LiteSteel Technologies
	Dan	Naff	Chamber of Commerce
Mayor	William	Rader	Town of Troutville
	John W.	Rader, Jr.	Facilitator / Landowner/Smith Barney
	Daina	Reynolds	Boone Lodge
	Jan	Smith	Troutville Planning and Zoning
	Ray	Sprinkle	Landowner / Developer
Sheriff	Ronnie	Sprinkle	Mitch Deskin represented the Botetourt County Sheriff's Department.
	Ed	Tam	Landowner

APPENDIX

APPENDIX A, continued **Strategic Planning Key Stakeholders:**

Title	First Name	Last Name	Affiliation
	Brandy	Vassar	Bank of Botetourt
	Charles	Vassar	Landowner
	Page	Weddle	Thriftway
	Christopher J.	Whitley	New River Electric Corporation - Botetourt County Planning Commission
	Mark	Woodie	Artist/Teacher

Key Additional Support Resources

Name	Affiliation	Resource
Angela Boyd	Roanoke Country Resident	Plan drafting committee/ Facilitation
Paul Economy	Roanoke City Resident	Facilitation
Debbie Burch	Troutville Resident	Metrics
Mel Lester	The Business Edge	Facilitation
Jake Gilmer	RVARC Regional Planner	Facilitation
Wayne Strickland	Director of RVARC	Resource Support
The Late Don Meredith	Board of Supervisors, Botetourt County	Resource Support
Billy W. Martin Sr.	Board of Supervisors, Botetourt County	Resource Support
Don A. Assaid	Board of Supervisors, Botetourt County	Resource Support

APPENDIX B

Comparison of Town Vision Input and SWOT Analysis

Business	First Vote	Second Vote
Diner/breakfast place	6	7
Small shops (Boutique)	2	
Retail shops	3	
Art studios	2	
Available real estate: School House	1	
	14	7
Streetscapes/lighting		
Walkable/greenways	1	2
Central parking	13	10
	14	12
Zoning enforcement	6	2
Town clean up: lower end	8	3
	14	5

Strengths	Points
Appalachian Trail	3
Available land	1

Weaknesses	Points
Parking	2
Lack of revenue	2

Opportunities	Points
Business supporting Trail, RR, Bike Route	5
Farmer's Market	4
Home Cooking Diner	3
I-81	1

Threats	Points
US 11 Speed Limit	7

APPENDIX

APPENDIX B, continued

Comparison of Town Vision Input and SWOT Analysis

Tourism/Recreation	First Vote	Second Vote
Parking		
Landscaping/slow traffic down-calming	10	8
Purchase the old School House for recreation center	6	8
Code enforcement(junk cars)	3	6
AP Trail extension to center of town	3	4
Visitor center for county	3	2

Strengths	Points
Proximity to the Appalachian Trail	6
Town owned park	3
Close to I-81	3
Pomegranate Restaurant	1
Wine Trail and Fincastle Winery	1
Small town charm	1
Weaknesses	Points
No town identity	4
Speeding on US 11	2
Buffer between industry, rail, & park	1
Opportunities	Points
Old School House	6
Loop Trail/Bike path from AT to the park	3
North/south connecting sidewalks	4
Hikers Hostel & Cafe (computers & internet)	2
Appalachian Trail as a "Troutville Gateway"	1
Threats	Points
Sprawl/growth from Daleville	1

APPENDIX

APPENDIX B, continued Comparison of Town Vision Input and SWOT Analysis

Quality of Life	First Vote	Second Vote
Town purchase old School House for Community center, library/youth center, tennis, gym, senior center	16	2
Maintain/upgrade existing structures institutions/landscaping (Masonic lodge, cemetery etc)	5	7
Parking/Traffic/Bike Lane/Cross Walks Infrastructure-water/sidewalks-hiking	18	12
Holiday Festivities- tree lightings, picnics	1	2

Strengths	Points
Park	4
Friends of the Park	3
Sunshine Girls	2
Highways (I-81 & US 11)	2
Apple Barn	1
Climate	1

Weaknesses	Points
Sidewalks	3
Parking	3
Lack of adventuring	1

Opportunities	Points
Appalachian Trail	4
Work with county and state	1

Threats	Points
Public transportation	2
Parking	1
Flood plain update	1

APPENDIX C

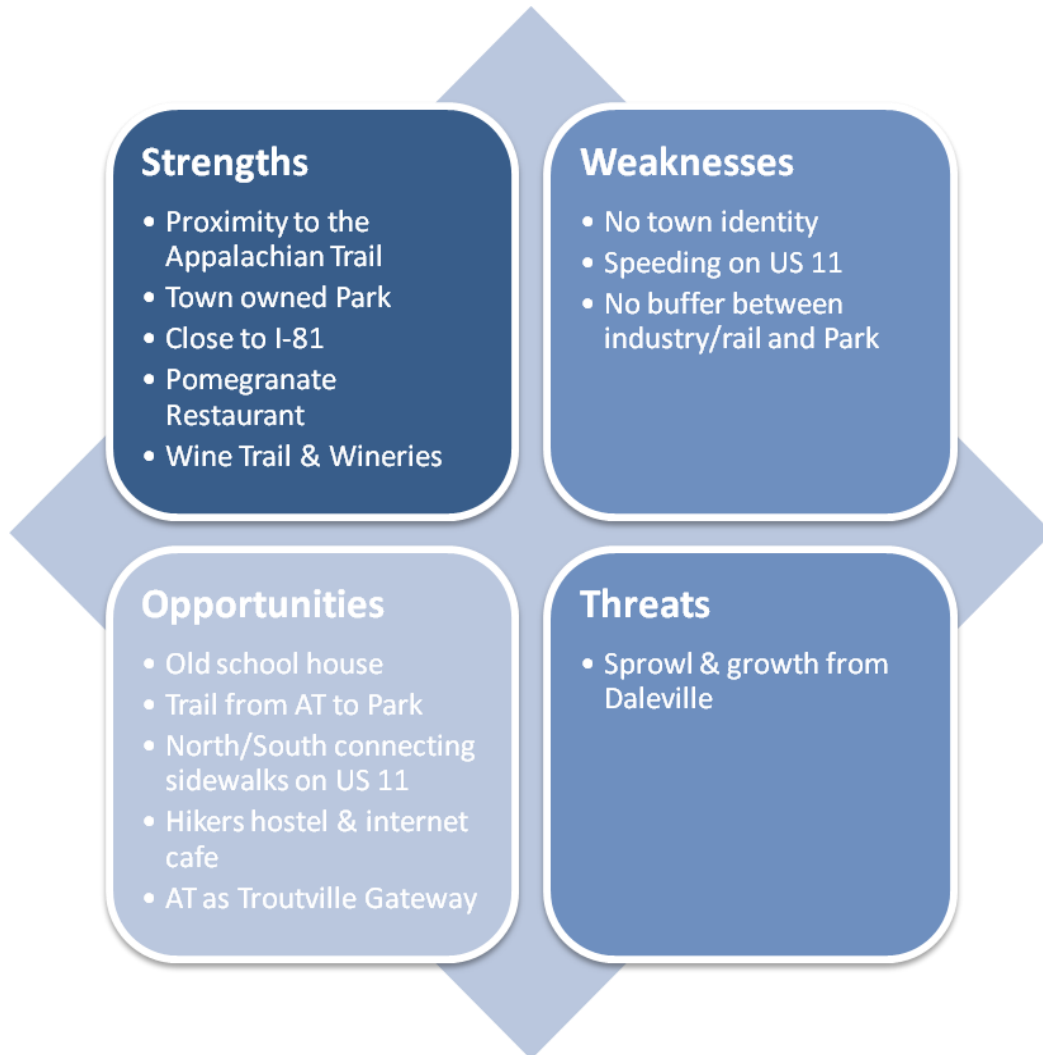
SWOT Analysis TOP Vote Getters

BUSINESS:



APPENDIX C, continued **SWOT Analysis TOP Vote Getters**

Tourism/Recreation:



APPENDIX C, continued **SWOT Analysis TOP Vote Getters**

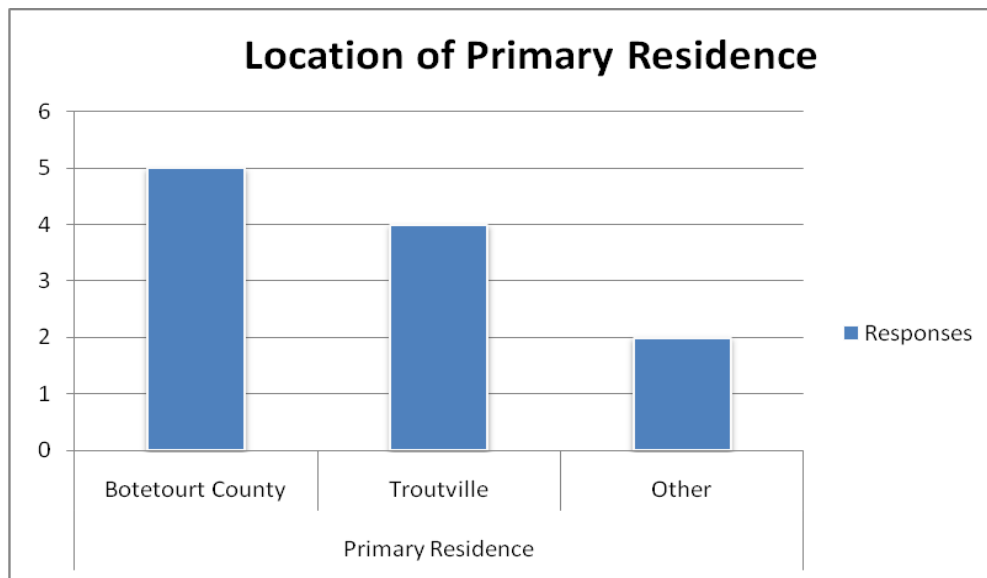
Quality of Life:



APPENDIX D

Key Asset Inventory Survey Results

I. Please indicate the location of your primary residence.



Events

I) List events that take place in or near Troutville that are assets to the community. For example, "An Evening in Buchanan." (Open-Ended Response)

- Party in the Park, Senior Luncheon/Dinner
- Heritage Days
- All events for Buchanan as people travel on Route 11 to get there from Roanoke etc; Party in the Park Troutville; Fincastle events such as the 10k run; sporting events at Greenfield;
- Troutville's Party in the Park
- Buchanan Fishing Carnival Troutville Town Park Day Fincastle 5/10K Sat Farmers Market- Ikenberry's Food Expo- Greenfield
- Events at Roanoke's Elm Park. Festivals/events in Botetourt County. Troutville party in the park
- Christmas Tour, Party in the Park
- Party in the Park and all events sponsored by Friends of the Park- Sunshine Girls
- Buchanan Fridays (drive-in car rally)- could link to Troutville

APPENDIX D, continued

Key Asset Inventory Survey Results

2) List any organizations that are sponsors or coordinators of events in Troutville or the greater community. (Open-Ended Response)

- Friends of the Park (2), Sunshine Girls
- Bank of Botetourt (3)
- Bank of Fincastle (2)
- Local Fire Depts, Kiwanis Rotary, Botetourt County Parks & Recreation, Botetourt County Tourism
- LiteSteel Technologies, Pomegranate
- Lions Club (2), Fire/Rescue Squad
- Churches
- Upper James RC&D (will offer occasionally area events in environmental education, outdoor recreation, land conservation and water resources); Roanoke Valley Bird Club; Woodpecker Ridge Nature Center

3) List improvements that could be made to events listed in Question 1 or events that you would like to have in the future. (Open-Ended Response)

- I would like to see a community Christmas Festival or 4th of July Festival.
- Since nothing immediately came to mind for questions 1 and 2, perhaps more publicity/promotion of particular events going on in the community.
- 10K run in Troutville maybe connect with AP trail; Tour de Botetourt cycle event kick off in Troutville; Special hiking/trail events with AT community; Wine festival; Come home for Christmas event and light up the whole town; Heritage apple festival; Passenger rail experience stop in connection with the Roanoke Rail Consortia effort
- I have a business that I might be willing to have sponsored something - but never really know what is happening that might lend itself - maybe we could let businesses know what ideas surface from these meetings.
- App Trail Event
- More events at Troutville Park.
- Better marketing; More vendors; different activities; different and more music; options

APPENDIX D, continued

Key Asset Inventory Survey Results

Attractions

1) List attractions that are located in or near Troutville that are assets to the community. For example, the Civil War Trail. (Open-Ended Response)

- Appalachian Trail (7) , Troutville Town Park (4), Sports Center
- National bike trail; wilderness road trail; Greenfield park;
- Woodpecker Ridge Birding Trail (3)
- Troutville Elementary School
- Fincastle Courthouse , Roanoke museums
- Buchanan (2) and Fincastle Festivals
- Blue Ridge Parkway (3)
- Highway 11- Historic Route; Site of Cloverdale Iron Furnaces, railroad; Thriftway Grocery

2) List any organizations that own or are responsible for the attractions in Troutville or the greater community. (Open-Ended Response)

- Barry Kinzie- Birding trail (2)
- The rest are government/county owned (2)

3) List improvements that could be made to attractions listed in Question 1 or attractions that you would like to have in the future. (Open-Ended Response)

- Trail extensions: Appalachian trail to the Park as number one priority; connect to green field for a loop and the birding trail and potentially the other towns in county; dedicated bike path ; add greater municipal parking adjacent to the park and spruce up the entry ways by making them green, also the chain link fence needs sprucing up and the signage;
- A walking trail along the creek bed or near the apple orchards - something perhaps close enough the Town Center or possibly linked to the Trail
- Farmers Market Additional Signage-Kiosk
- Need to link Troutville to those attractions. More events at the Troutville park. Signage on Appalachian Trail to indicate Troutville direction.
- Water fountains in Park that are working

APPENDIX D, continued

Key Asset Inventory Survey Results

Accommodations

1) List accommodations that are in or near Troutville that are assets to the community. For example, the Berkley House B&B. (Open-Ended Response)

- Red Roof Inn, Holiday Inn, Holiday Inn express are near the gateway of town
- The empty schoolhouse - something could be used or transformed into something with that building?
- Holiday Inn Express, Quality Inn, Red Roof Inn, Hotel Roanoke
- Hotels/Motels @ exit 150
- All motels and restaurants at Exit 150

2) List improvements that could be made to accommodations listed in Question 1 or additional accommodations that you would like to have in the future. (Open-Ended Response)

- We need a B&B in/close to Troutville, need a hiker hostel?
- Any way to make some kind of camping arrangements for bikers and hikers from the Trail and the bike run that goes through here?
- Hikers Hostel for Appalachian Trail hikers to stay the night.
- B&B in Troutville

APPENDIX D, continued

Key Asset Inventory Survey Results

Restaurants

- 1) List restaurants in or near Troutville that are assets to the community. (Open-Ended Response)**
 - The Pomegranate (7)
 - Restaurants near Exit 150 (2)
 - White Oak Tea Tavern
 - Bella Italia, Three Little Pigs, Lil' Cucci's, Mill Mountain Coffee

- 2) List improvements that could be made to the restaurants that you listed in Question 1, or additional restaurants that you would like to have in the future. (Open-Ended Response)**
 - Need a diner
 - Space on Pomegranate's property that could be used by another establishment - or breakfast place
 - More lunchtime soup and salad options. Lunchtime low cost dining in town.
 - Need a breakfast, lunch diner
 - Troutville needs a storefront café or two (5)

APPENDIX D, continued

Key Asset Inventory Survey Results

Shopping and Other Business Services

- 1) List shopping and other retail services that are located in or near Troutville and are assets to the community. (Open-Ended Response)**
 - Apple barn (3), Cackleberry, Past Times
 - Thriftway (2)
 - Nothing really stands out. I am interested in what comes out of Daleville Commons.
 - Southern States, antique shops
 - Grocery stores, filling stations, banks, post office

- 2) List improvements that could be made to these businesses or new shopping opportunities that you would like to have in the future. (Open-Ended Response)**
 - Need farmers market;
 - Smaller shops or boutiques, specialty stores?
 - Not sure what Troutville could support “stand alone” that isn't already nearby.
 - Retail, antique shops, outdoor store, clothing store, hardware (True Value), Ice cream shop
 - The whole area (Daleville, Troutville) could capitalize on the AT crossing/stopover. (Damascus, VA, calls itself "Trail Town, USA" and really works to create a good hiker vibe.)

APPENDIX D, continued

Key Asset Inventory Survey Results

Public Facilities

1) List public facilities that are located in or near Troutville that are assets to the community. (Open-Ended Response)

- Town Hall (2); Fire Station; Greenfield Park (2), Troutville Park (4), Appalachian Trail at gateway of town (3)
- Botetourt County Parks- Breckinridge , Buchanan, School Athletic Fields
- Lakes and streams , Blue Ridge Parkway
- Fire/rescue
- Bird trail (VA Birding and Wildlife Trail- DGIF)

2) List improvements that could be made to these public facilities or facilities that you would like to have in the future. (Open-Ended Response)

- Town Hall needs to have adjacent parking including handicapped parking. Troutville Park needs more adjacent municipal parking. Need a library, would like to see visitor center for Botetourt county in Troutville near the AT entry way, community center for seniors
- Increased parking at Troutville Town Park and expand it
- Improve communications on how to get there from here and how to get here from there.
- Library, County Tourism Office, Visitor Center of Botetourt County and SW VA

APPENDIX

APPENDIX E

Key Word Inventory for Town Vision Statement

What we want as part of our vision.....
--

Destination
 Trail
 Safe
 Charming/Quaint
 Recreation
 Beautiful
 Community
 Welcoming
 Connection
 Fun
 Family values

What we do not want

Poverty
 Heavy Speed Traffic
 Junk Cars
 Trash
 Rundown
 Forgettable
 Vacant Buildings
 Box Store
 Dark lighting

Business Breakout Group Feedback:

Part of our vision:	Not part of our vision:
Small town - 1	Lack of entertainment - 0
Inviting – 2 (#4)	Backwards instead of forward progress - 0
Modern but nostalgic - 1	Forgettable – 3 (#2)
North/south gateway to AT -1	Dirty/urban - 2
Charming/quaint – 4 (#1)	Fast – traffic – 2 (#4)
Recreation – 4 (#2)	Vacant buildings – 3 (#1)
Rural - 0	Run down buildings - 2
Fun/alive - 1	Not plain appearance - 1
Sophisticated - 1	Dark lighting – 2 (#3)
Family values – 2(#3)	
Laid back - 0	

APPENDIX

APPENDIX E, continued **Key Word Inventory for Town Vision Statement**

Tourism/Recreation Group Feedback:

Part of our vision:	Not part of our vision:
Town - 0	Industry - 2
History - 0	rundown – 4 *
Quaint - 1	Poverty – 5 *
Community – 3 *	Homely - 0
Welcoming – 3 *	Rural - 0
Connection – 3 *	Loud - 0
Slow pace - 0	Commercialized - 2
Center/gathering - 1	City - 0
Tasteful - 1	Route 11 – traffic – 5 *
Charming – 3 *	Junk yards - 1
Authentic - 0	Busy - 1
Trail – 5 *	
Festival - 0	

Quality of Life Breakout Group Feedback:

Part of our vision:	Not part of our vision:
Friendly - 2	Box store – 2 *
Quaint - 0	Not so rural - 1
Unique - 0	Junk cars – 5 *
Safe – 5 *	Absentee landlords - 1
Fun – 3 *	Homeless - 1
Inviting - 1	Heavy speed traffic – 5 *
Beautiful – 3 *	Trash – 4 *
Popular - 0	Disgruntled residents - 1
Destination – 5 *	Empty buildings - 2
Small - 0	
Welcoming – 0	
Bonding - 0	

APPENDIX

APPENDIX F Student Feedback

Public Facilities	New Recreation	General Continued	Troutville Town Park, Continued
Library (2)	Water park (9)	Less buildings, more fields	Baseball field
Museum	Skate park (3)	Add more stores	Soccer field
Parking at Firestation	A fourwheeler track (2)	More parks	Add bike trail near park/ old school
Catchy slogan for the town	Amusement park (2)	More tourism	Add big jungle gym
Clean Up!	Ice skating rink	More firemen and police officers	Bowling alley
Community clean up day (7)	Baseball field	More gas stations	Ice skating rink
Signs" DON'T LITTER- KIDS PLAY HERE" (4)	Go-kart track	Limit amount of smokers	Take out the old net
Recycle (4)	Sports complex	Coat drive at the basket ball games	Sand under the volley ball net
Create trash pick up club	Build a tire alley	Add a hunting store	New basketball court with net
Put out more trashcans	Pond with trout fish	Hospitals vs. fast food restaurants	Place to sell horses
Enforce no littering policy	Gym	More fundraisers like BIGGEST SNOWMAN	New and improved park
More trash cans and dumpster	Football field	Caution sign at railroad crossing	Candy store by the park
School Improvements	Add attractions	More small shops like book store; souvenir shop	Lights on the sides
More swings	Add a fair	Troutville Town Park	Improve the animal habitats
Crossing guard or stop light by RT 11 and Barron Drive	Movie theater near Daleville TC	New toys (4)	
Outside bathrooms	Hold a community fun day a few times a year; popular singer, people to bring recyclable products	New swing sets (4)	More events: Haunted house , booth for valentine cards to be made, mothers day spa at the town hall, father/daughter movie
Water fountain near soccer field	Activities like make your own skates, flip-flops and pick your own song	Concession stand (3)	Better water fountains and bathrooms
Solar panels on school	Dollywood with an arcade, swimming pool and water park	New swimming pool (3)	Add rock climbing wall
Skate park	Zoo	Skating rink (3)	Restaurant across from the park
Eateries	More recreation	More trees/flowers (2)	Nature park
Affordable different restaurants (11)	General	Petting zoo (2)	
Ice cream parlor (2)	Town to go green (6)	Slide that is 30 feet high (2)	
Candy store	Pave all roads (3)	Ability to ride bikes (2)	
Mini mall	Mall (3)	Ability to use scooters (2)	
Book store	Paint murals on old walls	Ability to use skateboards (2)	
Add Walmart	Build more homes	Ability to use ripstiks	

APPENDIX G

“Save Our Lands, Save Our Towns” Survey Feedback

I. Which concepts from the video would you like to see considered for the Town of Troutville?

1. Water is the most important item for a small or large town. Stopping the leaks in the water system is too important to overlook. This would be a good place to start.
2. Sustainable community includes affordable housing (2)
3. Streetscape
 - i. More trees (2)
 - ii. Repair existing sidewalks
 - iii. Need sidewalks & pathways to connect the people in town to the park & businesses (3)
 - iv. Repair falling down buildings
 - v. Put electric lines underground
 - vi. Replace VDOT signs with attractive signs, more historical markers
 - vii. Parking availability behind or beside businesses vs. parking in front
4. Adopt the “10 rules for a Quality Community” for Troutville. See the book “Save our Land, save our Towns” by Thomas Hylton, pages 76-96. This book is available at the Town Hall office.
5. Offerings you can walk to (store, café, shops, pharmacy, etc.)
6. Need lighting (3)
7. Mixed use – residential, business, recreation, places of work
8. Master plan identifying areas for growth, business, green space, retail, etc – new look at zoning map
9. Sense of community – Establish / Maintain (2)
10. Provide needs of LIFE within the town
11. Sense of place (2)
12. Create a master plan of a traditional, walk-able, quaint community for Troutville (2)
13. **Green-up** Troutville (2)
14. Parking? - Walking!!

APPENDIX G, continued

“Save Our Lands, Save Our Towns” Survey

Feedback

- 2. Which concepts from the video cause you concern? Please explain.**
 1. Asking government, i.e. tax dollars to do things – Volunteers are better!
 2. Lack of green space
 3. Urban sprawl – too much poor quality development (2)
 4. Large lot sizes (2)

APPENDIX

APPENDIX H

Best Practices Overview

Below is a "Best Practices Overview" table to illustrate results achieved by the Town of Damascus and the Town of Buchanan:

Metric	Used by:	History	Recommended Goal for Troutville
Meals and Lodging Tax	Town of Damascus/ Town of Buchanan	Actual data from 2006 to 2009 demonstrating an overall increase from 2006 to 2009 of 20.45%. There has been a reduction from 2008 to 2009.	15 % total increase in meals and lodging tax over a 3 year period.
Business License fees	Town of Damascus/ Town of Buchanan	Actual data shows a 22.45% increase from 2005 to 2009. 5.61-6.67% increase per year.	4% increase in business license fee
Real-estate and Personal Property tax rates	Town of Damascus	No rate increases (other than through the reassessment process) in property or personal taxes.	Continue the current state of no tax rate.
Dollars Invested in the community	Town of Buchanan	6.7 million invested and 40 properties renovated	No goal recommended.
Local business development versus chains/mass discounters	Town of Damascus Town of Buchanan	Town of Buchanan: Where we once had twenty two businesses, we have a net increase of 23 new businesses for a total of 45 businesses in downtown Buchanan. A recent study released by the United States Small Business Administration indicates that locally owned businesses return 60 cents of each retail dollar to the community while chains return only 20 cents of each dollar and mass discounters only 06 cents.	Maximize growth by focusing on locally owned business development.

APPENDIX H, continued

Best Practices Overview

Metric	Used by:	History	Recommended Goal for Troutville
Community pride and Events	Town of Buchanan	<p>When our investment in downtown is managed and enhanced, the community benefits from:</p> <ul style="list-style-type: none"> Growth of locally – owned business and job creation; Expanded tax base; Better environment for tourism and industrial development; Public and private reinvestment in the community; Preservation of historic properties; Increased public awareness of the Town’s history More efficient growth and alternatives to suburban sprawl; A positive image for the community 	<p>Create satisfaction surveys to measure the progress. Results of the surveys should show 8 out of 10 are satisfied.</p>

APPENDIX H, continued

Best Practices Overview

Metric	Used by:	History
Community Recognition	Town of Buchanan	Examples from the Town of Buchanan: Buchanan’s Downtown Revitalization efforts has earned the Town the distinction of winning the 2003 Virginia’s Valley Conservation Council “Best Downtown Initiative Award,” 2003 Roanoke Valley Preservation Foundation “Good Neighbor Award,” Designation in the Hunter’s Raid Civil War Trails 2004, Blue Ridge Vision Film Festival Destination 2004 & 2005, City Magazine 2004 “Best Place to See A Movie Award,” 2007 Mountain Castle Soil & Conservation District “Urban Forestry Award,” “2008 & 2009 Tree City USA” Designation and the 2008 Valley Conservation Council “Buchanan Theatre Heart of the Community Award.”

** Town of Buchanan totaled all their categories for a combined increase of revenue

APPENDIX I

SUGGESTED VISION STATEMENTS FROM THE PUBLIC

1. Town of Troutville: Where all the trails cross....
2. Town of Troutville: Your community connection to outdoor recreation!

APPENDIX J

Suggested Fundraising Events/Opportunities For Troutville

- Continue current events:
 - Party in the Park
 - Coming Home for Christmas
 - Valentine's Bake Sale,
 - Christmas Tree and Memory Ornaments
 - Single's Social
 - Veteran's Day Service
 - Senior Dinner- Memorial Day
 - Annual Yard Sale/Flea Market at the Park
- Wine and Music Festival; Look at the musicians that play at the Mill Mountain Coffee – Old time music for musicians at the Wine and Music Festival
- Trail Days
- Build the biggest snowman
- Craft festival
- Coat drive
- Green efforts
- Litter days
- Community fun days with recyclable products
- Make your own skates, flip flops, collections
- Pick your own song
- Haunted house in the park
- Father/daughter movie
- Mother's day spa at Town Hall
- Fair
- Family movie nights at the park
- Community Christmas festival and light up the whole town
- Community 4th of July festival
- 10K run in Troutville
- Create and kick off "Tour de Botetourt" cycle event; contact the coordinator of the Blue Ridge Marathon- they did a great job of advertising and that is what the Tour De Botetourt needs is better advertisement

APPENDIX J, continued

Suggested Fundraising Events/Opportunities For Troutville

- Special hiking/trail events
- Heritage apple festival
- Passenger rail experience stop in connection with the Roanoke Rail Consortia effort
- Tomato festival – focus on the canneries that used to be here. There is a man in Vinton that has old labels from the Troutville canneries (Cathy Benson said her blog could be checked)
- Special Halloween events:
 - Haunted house; Diana Dixon, said the basement of the Pomegranate could be used – space currently available
 - Theatre groups could be contacted for loan of costumes
 - Create a GHOST WALK; Children could do ghost stories (real ones) about the town – “Aggie”
 - Trick or treat in the park
- Kids allowed to camp out in the park for a fee – event around it – (conversation on this started in talking about movie night)
- Organize a hiking group
- Mini sidewalk art show
- Tennis program for beginners- Al and Anne DaCosta (Familiarization for those who never played for all ages”)

APPENDIX K

SPONSORSHIP VOLUNTEERS

1. Diana Dixon, Pomegranate Restaurant: Volunteered to sponsor ANY festival; especially wine and music festivals, Halloween haunted house event

APPENDIX L

KEY DESIRED BUSINESSES FOR TROUTVILLE

1. Farmer's Market
2. Home cooking diner
3. Overnight lodging
4. Focus on showers/laundry facilities for hikers/bikers
5. Internet café
6. Other businesses supporting Trail, Railroad, 76 Bike Route
7. Other businesses creating a self- sustainable community

APPENDIX M

Suggested Items From Special Interest Clubs/Organizations

1. Create a "Pocket Bike Track" in the Town Park