

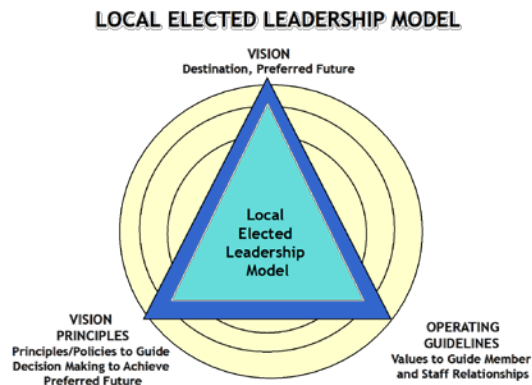
# Orange County Board of Supervisors Planning Retreat Report



March 14-15, 2014  
Orange County Airport

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Orange County Board of Supervisors  
Planning Retreat Report  
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**BOARD LEADERSHIP ACHIEVEMENTS**

What have this governance model, the vision, and operating agreements that we made in 2012 enabled us to achieve as a governing body since 2012?

The Start

2012

Today

Future

- The Board Members have come together to take all of their own ideas and to take hold of the peg and move it into one direction. This has included becoming much more civil and showing that the Board can do more as a group than members can do individually.
- A business perspective is that County government has “caught up” with the business community instead of the two bodies working against each other. In my opinion, the business community has to work in parallel with government. Each has to be supportive and to work in the same direction as the other or it is dysfunctional. People have begun to work together in the business community and to work for the County as a whole instead of working against each other. The County has also become more business friendly. Last week’s announcement is proof of that. You took a bad reputation and turned it around and have made it a good reputation.
- There are some measures that support that. The Chamber is stronger today and is coming together. In the past, the EDA would talk to businesses that were interested in finding a location or expanding and they didn’t like what they saw in Orange. There was this perception that Orange was not a good place in which to establish a business, but that perception seems to have softened. We’ve taken some baby steps in the right direction. The perception of people, including professional site searchers, is becoming more positive and more comfortable in considering the County as a business location.
- I think that what they are most impressed with is the Board of Supervisors. In the past, we had some individuals that fought very publicly and affected the impression of the

community. That overt animosity is not showing up in our meetings and people say, "They are trying to do something good for the County." We are less susceptible to those groups that push the extreme and we are perceived to be looking out for the best interests of the County.

- The Wal-Mart situation was the beginning. If we had let Wal-Mart walk away, we would have lost it. We didn't let them walk away, even when we had to move it. If that had fallen apart, it would have been a long time before other businesses would have looked at us as a business location. But we did come together and we did put it together.
- Our efforts along Route 3 are good. The work is inching along, though not as fast as I'd like it. We have taken the critical steps to get us started.
- We have come a long way in terms of making priority decisions and handling the budget; this is an enhancement to our management capability.

#### REVISITING THE VISION BRAINSTORM

*Board Members were asked to consider the following questions in order to determine current thinking about needs, issues, and desired changes that might affect the Vision:*

Thinking about Orange County in the year 2022:

- What would you like to KEEP?
- What would you like to CHANGE?

#### Purple Group

Teel Goodwin, Jim White, Jim Crozier, Tyler (recorder)

#### Keep:

- Small town feel/quaintness contributes to the fabric and character of the County
  - Individual villages/pockets have their own character and local identity
  - People have roots in their small pockets of the County
  - Makes people feel comfortable and positive
- Self-reliance; "people don't depend on the government for their care and feeding"
  - People watch out for each other and come together to work on issues
  - Don't want big government or even more government
  - "We have what we need to take care of our community" mindset
- Keep the County's visual appeal - 62% of the County is forested and the majority of people would say, "I like it that way"
- A blended community and a blended economy; keep the diversity so that we survive
  - We have forested, farming, agricultural features and we have suburbs (i.e. Lake of the Woods, Wilderness Shores, Somerset Farms)
  - We have agricultural operations and we have manufacturing/high tech services
  - Continue efforts to make sure that we get businesses that provide high-paying jobs
  - Continue efforts to keep agriculture because it keeps the County beautiful and provides stability
  - Maintain a diversified portfolio equivalent to our investment portfolio
- People feel safe; we have low crime and are not at risk for natural disasters
- Dedicated, motivated educators (many are long term)

- Keep improving our image
- Keep the synergy we have going
- High set of moral standards; “good people” - this is a cultural characteristic of County
- All schools are accredited and the standards are high; the school system has said “we are going to educate and not indoctrinate” in response to the SOLs
- Central Virginia Partnership is focusing more on us now and seeing more potential in us
  - We have more visibility and are even perceived as the “lead horse”
  - We did a vision and announced that “times have changed”
  - We have better synergy with the business community
- Keep an effective Chamber
- High graduation rate; good job at preventing dropouts and getting students through the educational program
- Not so class-driven; have a mix of the classes in most parts of County; keep it amorphous
- Local government is small and core service driven; though the population may drive government services up some, we have avoided mission creep
- When the Board is on a “blended mission” our dealings with staff are easy
  - Know what we want to accomplish
  - Staff want to do a good job for us
- A Vision of where we are headed; keep talking about it; be headed toward the future
- Keep Dogwood Village as a community facility vs. a branch of a healthcare conglomerate

Change:

- Good business and an expanding economy
  - High paying jobs; green business/eco-friendly business
- Need to get people spending their \$\$ in the County (revenue from sales tax per capita is very low compared to other counties in the area)
- Greatly expanded health care network with quality health care facilities/campuses
  - Have 1000 healthcare providers out-commuting daily
  - Reduce County expenditures for emergency transport
  - Though we are in good shape on long term healthcare and rehab, we are missing emergency care, clinical, and wellness; need a free standing emergency room
  - Consider incentives to recruit healthcare providers (i.e. certifications)
- Workforce training situation is critical; only have 1-2 minor programs
  - Access to good training is limited - Germanna is a long way and the comprehensive programs in NOVA are too far away
  - Basic life skills are needed
  - This is going to take a community effort
- Long term water needs; need a more reliable water source and greater quantity
  - Have different need areas that require different solutions
  - Has to be consistent with what you want to do with growth
- Broadband/communications
  - Our communications network has shrunk versus expanding
- Take advantage emergency communications efforts to leverage improvements
- Transportation infrastructure - need to think down the road and address
  - Need to take steps to make primary road safer (Route 20, 15, 33, 3)
  - Need a safe way to get from A to B in a car

- Add some energy and focus to all of our economic development opportunities in addition to Route 3 by replicating the Route 3 process
  - Consider how to address with a small area plan
  - Ag-tourism/Agricultural/History
  - Route 15/Industrial Park
- Gain some efficiencies in County government; challenge County Administrator/staff to find ways to do this; do some cost/benefit analysis; some ideas include:
  - How we maintain our vehicles (we have no shop now)
  - We do not have a preventative maintenance program except for Fire/Rescue
  - Space needs/utilization assessment
  - Two emergency communications centers
  - Should we consolidate some departments or functions?
  - Get into the 21<sup>st</sup> century; County government center?
  - Consider legacy services and whether to or how to deliver services in the future

#### Orange Group

Shannon Abbs, Lee Frame, Bryan David, Glenda (recorder)

#### Keep:

- Beautiful vistas
- Rural character
- Agriculture industries
- Sense of community that helps us function; all type of community groups; collaboration with government
- High performing education
- Levels of service - quantitative not qualitative
- Maintain Orange County's attractiveness to attract people
- Continue and maintain good relationships with the School Board and EDA
- Growth of service levels matches the natural level of growth
- Encourage community-based citizen-provided services; keep an arm's length away; focus on recognition and other incentives that don't impact the budget
- Access to world-class services
- Quality of life

#### Change:

- Improved business tax base
- Diversify opportunities for citizens - education, cultural, recreational
- Increased percentage of citizens that really choose Orange County
- Destination of choice for business, living and visiting (tourism)
- Economic development to be scaled by design depending on location
- Reduce polarization
- Broaden economic development approach/strategy
- Improve citizen education and delivery of message/communication/feedback (surveys)
- Better community input to County
- Broadband availability - expand through public/private partnerships
- Enhance the information flow from the Planning Commission (rationale)

## Board of Supervisors Vision Statement for 2022

Orange County is a great place to live and have a business because of our shared values, strong sense of community, and friendly interactions among residents and visitors.

Orange County is a vibrant community that provides opportunities for all of its citizens. It is a great place to start and grow a business, and therefore can provide a range of shopping, dining, and entertainment options for its residents and visitors. Our successful economy allows us to sustain the characteristics we value and enjoy.

Through effective management, Orange County government reflects citizens' priorities for a small government with limited but highly effective services and strives to keep taxes affordable for all residents.

Orange County is a community that carefully plans for and communicates its desired future in order to protect its historic and natural resources while accommodating the business activity necessary to sustain our quality of life.

The Board achieves these outcomes through success with the following purposes and principles:



### A Vibrant Economy

We envision the economy of Orange County with a mix of businesses that provide a variety of employment opportunities as well as the goods and services desired by our citizens.

We create economic development plans that ensure sufficient, properly zoned and located areas that are compatible the desired characteristics of our community.

We know the economy is bolstered by the commitment of its local, regional, state, and federal partners to provide and constantly improve the elements that are the prerequisites of successful economic development, including:

- Available sites in desirable locations that have the necessary infrastructure, quality public facilities, and adequate transportation networks
- Comprehensive regulatory framework that has a supportive permitting process
- Quality schools that prepare students for college and/or additional workforce training to create a skilled and adaptable workforce
- Fiscally sound government with competitive tax policies that is a credible partner in economic development
- Quality of place that includes cultural, recreational, and leisure opportunities
- Community support for an expanding economy



## Effective, Reflective Government

- We want a county government that is reflective of citizens' needs.
- We encourage citizen input through effective communication and active participation to aid in developing policies that move the county in a prosperous direction.
- We actively participate with other elected boards and officials to ensure that we promote our mutual interests and better governance.
- We focus on having a small and efficient government that provides core services.
- We recognize that our volunteers and civic organizations supplement county services and substantially contribute to the quality of life for Orange County citizens.
- Our Capital Improvement Plan is a critical planning document that reflects our priorities and commitment to funding.
- Our Vision encourages the Board to work toward a high level of consensus for the collective good of the citizenry.



## Sustainable Land Use

- We support land use planning that provides long-term direction, preserves our natural and historic resources, and promotes sustainable development.
- In planning for land use, we evaluate where we want to go, work from real information, consider adjacent jurisdictions, and give direction to others.
- We continuously review and improve our regulatory processes to make sure that they are consistent and easy for citizens to use.
- We carefully plan for public and private facilities and infrastructure so that they support future development.

### BOARD 2014 VISION REVIEW RESULTS

The Board of Supervisors reviewed and reaffirmed the Vision statement on March 14, 2014. The Vision has stood the test of time and withstood an election. The Board will stay the course with the Vision as it continues to provide useful guidance. The Board has developed new two-year priorities to continue progress toward the Vision.



ORANGE COUNTY BOARD OF SUPERVISORS  
TWO-YEAR PRIORITIES

**Vibrant Economic Development**

1	Complete a specific plan for broadband access throughout the County, focusing on the underserved areas
2	Form partnerships with the health care industry to provide and expand health care services/campuses
3	In addition to the economic development effort on Route 3, begin the process of replicating economic development planning for other areas of the County, which may include initiatives such as: <ul style="list-style-type: none"><li>• Inventorying assets and completing specific plans for diversifying economic development opportunities in other parts of the County</li><li>• Defining the Horse Trails Plan for the western end of the County and initiating actions to complete it</li></ul>
4	Inventory and assess water resource alternatives
5	Explore workforce development and develop a focused initiative to maximize results <ul style="list-style-type: none"><li>• The Board would acquire a body of knowledge regarding what is being done to address workforce development (education effort)</li><li>• The Board would then assess potential leadership and resources and determine what is needed to maximize results (i.e. vision, plan, collaboration, structure)</li></ul>
6	Utilize the resources of the EDA to develop marketable products for business development <ul style="list-style-type: none"><li>• Create pad-ready sites in industrial park</li><li>• Identify funding sources for infrastructure/site work</li></ul>

**Effective, Reflective Government**

7	Develop and implement a strategy to communicate and educate the community on issues of governing and to acquire feedback <ul style="list-style-type: none"><li>• Include communication of the Board's financial philosophy/principles/strategies</li><li>• Ordinances and their rationale/value</li><li>• Government roles</li></ul>
8	Identify opportunities to improve efficiencies or to leverage opportunities in how we deliver government services <ul style="list-style-type: none"><li>• Consider ways to encourage employee engagement in continuously seeking</li></ul>



	<p>efficiencies and in finding creative/new ways to do things; create a culture and mindset of innovation</p> <ul style="list-style-type: none"> <li>• Make investments that provide long term cost/benefit</li> <li>• Include considerations of realignment or the consolidation of functions</li> <li>• Consider realistic organization development strategies to enhance employee buy in and performance</li> <li>• Rethink ambulance service as it relates to taking patients to local clinics</li> </ul>
9	Continue to participate with other boards on a regular defined schedule, including the identification and formation of regional partnerships where appropriate
10	Develop financial strategies for funding government

### Sustainable Land Use

11	<p>Update and clarify the Zoning and Subdivision Ordinance to align with the Comprehensive Plan</p> <ol style="list-style-type: none"> <li>a. Complete the development of the ordinances for the two categories of agricultural land and complete rezoning of those two agricultural districts</li> <li>b. Complete definitions of the zoning categories, design standards, and small area plan for the Route 3 initiative</li> <li>c. Be sure that zoning and subdivision ordinances include and address future transportation improvements, particularly on the primary roads</li> </ol>
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## NEXT STEPS

1. Tyler sends the Session Report to the County Administrator.
2. The County Administrator will distribute the Session Report to the Board Members.
3. The County Administrator will develop and implement a communications strategy for the Vision and Priorities. Direction/considerations include:
  - Communicate that the Vision statement has been reaffirmed, but have new priorities
  - New Two Year Priorities should be posted on the Webpage
  - Consider a press release announce the Vision affirmation and development of the new Two Year Priorities and to tell people to go the webpage to view them
  - Look into whether there is an appropriate way to achieve greater interest in and knowledge of the Board's work (i.e. Facebook, Twitter, Instagram)
4. The County Administrator will work with staff to develop a Work Plan/Timeline to achieve the Board's Two Year Priorities.
5. The County Administrator will bring the Work Plan/Timeline back to the Board.
6. To bring closure to the Board's Financial Philosophy and Policies, the County Administrator will:
  - Clean them up
  - Bring them to the Board for adoption (with a review mechanism included)
  - Address in the County Manager's budget message
  - Publish the policies with the Budget for 2015-2016
  - Develop a strategy on how to apply them to the Board's decision making
  - Develop strategy for the policies that require implementation time
  - Solidify expectations
7. Continue with the Operating Guidelines established in February 2012.
8. The County Administrator will develop and implement a strategy that will assist the Board in communicating with citizens regarding the financial philosophy and policies (Note Priority #7) to assist them in understanding the County's budget and the Board's policy decisions.
9. Consider a Board retreat after the next election to review the Vision and Operating Guidelines and to establish new Priorities.