



# A STRATEGIC VISION

FOR THE FUTURE OF WARREN COUNTY, VIRGINIA



November 30, 2018

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With the assistance of EPR, PC; Charlottesville, VA

**November 30, 2018**





# THE VISION

THE VISION

## Introduction

Planning helps us make decisions today with an eye towards our desired future. Warren County citizens, elected officials, business leaders, and many others came together in 2018 to craft a Strategic Vision that will help the Board of Supervisors confidently make decisions with the community's desired future in mind.

The County will use the Strategic Vision to show how it wants to thrive and grow in the future. This will provide confidence to the private and public sector about where their investments will be most productive, while also preserving our County's most valued natural and cultural resources.

The Strategic Vision will also set the direction for an update to the County's Comprehensive Plan. The Comprehensive Plan is the County's official policy guide for future development related decisions. It is long range in nature and provides a picture of how the community wishes to develop over the next 15 to 20 years.

The Board of Supervisors did not develop the Strategic Vision alone. The process section of this report describes how citizens and stakeholder involvement were instrumental in shaping the Strategic Vision.

## Vision

A primary outcome of this process is the development and affirmation of a new Vision for the future of the County. This Vision was vetted and affirmed by the participants of a Vision Retreat, which convened several community leaders on September 13, 2018 – including the Board of Supervisors and Planning Commission – to review citizen input and craft the following Vision. The new Vision for the future of Warren County is presented below:

### Our Vision

Warren County will be a thriving community that retains its safe, scenic, friendly and inviting character with leadership that puts community first and works cooperatively to:

- ⚙️ Preserve the quality of our clean water, air, natural resources and scenic landscape;
- ⚙️ Grow gradually at a rate that supports the local economy but does not place stress on County services or natural resources. This has historically meant a 2% to 3% annual growth rate.
- ⚙️ Maintain our small-town character and rural lifestyle while providing quality amenities for shopping, recreation and entertainment;
- ⚙️ Enhance opportunities for quality wage jobs that allow residents to live, work and raise families in the County;
- ⚙️ Support an excellent school environment that retains quality teachers and graduates the next generation of leaders;
- ⚙️ Provide a variety of housing choices to allow our citizens and workforce to live prosperously and age with dignity within their community;
- ⚙️ Deliver quality services such as fire, safety, and law enforcement, and provide safe and modern roads and other infrastructure within a framework of balanced taxes and sound fiscal management.
- ⚙️ Make Warren County a place of choice in Virginia, where people choose to live, prosper, raise families, grow businesses and stay a lifetime.



# STRATEGIES

STRATEGIES

## Strategies

Based on the work done by the participants in the Vision Retreat, and their responses to a follow-up survey, the tables in this section show the preferred strategies to implement the County’s Vision in the coming months and years. The strategies below were derived from a variety of sources, including existing strategies in the County’s Comprehensive Plan, input generated in the Vision Retreat, and from the County’s consulting team. They are ranked by priority according to the input given by the Retreat participants.

The strategies are organized into the 10 policy categories from the County Comprehensive Plan. While the tables list the primary strategies that were developed in this process, under each category there are also several additional strategies that emerged from the follow-up survey of Retreat participants. These are labeled, “Other Strategies to Consider.”

### Growth and Development

Strategy	Priority Level		
	High	Medium	Low
1. Maintain a 2% to 3% annual household growth rate that supports the local economy, but preserves the County’s natural resources and ensures that services keep pace with development.			
2. Direct development into places where infrastructure supports growth and away from sensitive environments.			
3. Use the County development codes to support cluster subdivisions and rural villages with a mix of uses and a walkable form.			
4. Use design guidelines to encourage new development that is compatible with the County’s historic character.			
5. Use zoning to ensure that scenic viewsheds are preserved, particularly from the Shenandoah National Park and the Shenandoah River.			
6. Encourage the development of neighborhoods that allow people to safely age in place.			

### Other Strategies to Consider

- Provide more housing in the County for people ages 55 and over.
- Provide incentives and remove hindrances to infill development.
- Emphasize manufacturing and high tech employment in land use and development policies.

## Housing

Strategy	Priority Level		
	High	Medium	Low
1. Support development of workforce housing through density bonuses.			
2. Support affordable housing by encouraging mixed-use development.			
3. Encourage the development of retirement communities.			
4. Identify suitable site locations for workforce housing.			
5. Support development of workforce housing by allowing for more by right development of a range of housing types including multi-family and townhomes in some zoning districts.			
6. Partner with local organizations to support their efforts to improve or increase housing stock.			
7. Partner with faith-based and non-profit organizations to build affordable housing.			
8. Support workforce housing by providing down payment assistance or first-time homebuyer counseling services for County employees.			

### Other Strategies to Consider

- Build affordable housing on excess land owned by the County and school system.
- Encourage alternatives to driving so that families can spend more of their income on housing.

Education

Strategy	Priority Level		
	High	Medium	Low
1. Increase teacher pay and benefits to levels needed to retain the best teachers in the Northern Shenandoah Valley and attract teachers from adjacent counties.			
2. Use a retention bonus beginning at year 4 to retain the best teachers.			
3. Defray school expansion costs through proffers.			
4. Coordinate expansion and improvement of school facilities with new private development proposals.			

Other Strategies to Consider

- Identify potential budget savings that could be used to increase teacher salaries.

## Open Space and Farmland Preservation

Strategy	Priority Level		
	High	Medium	Low
1. Restrict development of environmentally sensitive areas.			
2. Help develop and market the County's local agricultural produce to regional markets, such as the D.C. area.			
3. Preserve farmland, open space, and forests through Agricultural and Forestal zoning districts.			
4. Encourage protected farmland and open space through voluntary measures including conservation easements, scenic easements, purchase of development rights, or transfer of development rights.			
5. Preserve forests through zoning code provisions that prohibit clear cutting.			

### Other Strategies to Consider

- Encourage development of agribusiness by allowing more by right activities in agriculturally-zoned areas and eliminating outdated or overly complicated regulations.

## Infrastructure and Transportation

Strategy	Priority Level		
	High	Medium	Low
1. Direct growth to areas where infrastructure can handle it.			
2. Reduce the number of private access points along major highways and gateways to maintain highway capacity and support a walkable environment with accessible infrastructure.			
3. Manage the aesthetics of development along major highways and gateways through zoning overlays.			
4. Limit extensions of the Town’s water and sewer infrastructure to outlying areas to minimize sprawling development.			
5. Promote alternatives to driving by building walking and bicycling routes and mixed-use developments.			
6. Allow small sewage treatment facilities to promote the development of rural villages.			
7. Adopt a fix-it-first policy where maintenance of existing facilities is prioritized over expansion.			
8. Create a regional water authority.			

### Other Strategies to Consider

- Continue to fund a local match for state revenue sharing dollars to maximize transportation improvements.

## Law Enforcement, Fire and Rescue Services

Strategy	Priority Level		
	High	Medium	Low
1. Maintain the hybrid quality fire and rescue paid staff and volunteer system.			
2. Consolidate support services for law enforcement, fire, and rescue such as E-911.			
3. Evaluate the effectiveness of services before proceeding with expansion.			
4. Use proffers where permitted to fund capital improvements.			

### Other Strategies to Consider

- Identify potential cost savings by combining job responsibilities where possible, such as assigning desk sergeants to school officer duty.

## Economic Development

Strategy	Priority Level		
	High	Medium	Low
1. Recruit businesses and industries that offer a higher pay level so that more people can afford to both live and work in the County.			
2. Maintain industrial and commercial land uses to make up 30% to 35% of the tax base.			
3. Focus industrial and commercial development on Route 340/522 and at the Linden Interchange.			
4. Use incentives such as EDA grants, research, technology, or enterprise zones to attract new employers.			
5. Invest in the industrial parks to make them more impressive and attractive to businesses.			
6. Emphasize projects that improve quality of life and maximize the County's natural and built assets – such as the National Park, river, and downtown Front Royal – as a way to attract higher wage employers that value quality of life and locating where the workforce wants to live.			

### Other Strategies to Consider

- Pursue funding for an interchange on Interstate 66 to support development of Happy Creek.
- Emphasize the development of available sites for manufacturing rather than warehousing.

## Tourism

Strategy	Priority Level		
	High	Medium	Low
1. Use zoning tools to protect historic sites, viewsheds, and buffers to the Shenandoah River, Shenandoah National Park, battlefields, and the Appalachian Trail.			
2. Invest in recreational facilities that provide access to natural features, such as greenways, hiking and biking paths, and public river access.			
3. Help nurture small heritage- and nature-based businesses with the potential to grow the County’s tourism industry.			
4. Support agritourism enterprises.			
5. Collaborate with the Town to jointly develop and promote the outdoor recreation economy.			
6. Develop a wayfinding signage program to promote the community’s destinations.			

### Other Strategies to Consider

- Invest in the public golf course.
- Clean up dilapidated buildings at the gateways to Front Royal.



# THE PROCESS

THE PROCESS

## Process

The purpose of the Strategic Vision is to set the direction for an update to the County's Comprehensive Plan. The Comprehensive Plan is the County's official policy guide for future development related decisions. It is long range in nature and provides a picture of how the community wishes to develop over the next 15 to 20 years. The County will use the Strategic Vision and the Comprehensive Plan to show how it wants to thrive and grow in the future. This will provide confidence to the private and public sector about where their investments will be most productive, while also preserving the County's most valued natural and cultural resources.

### Citizen Survey

The Board of Supervisors did not develop the Strategic Vision alone. In the Summer of 2018, Warren County conducted a broad based survey to obtain citizen input on the current state of and future direction for the County. The survey provides a snapshot of community sentiment regarding various growth issues included in the survey. County staff did an extensive outreach effort to encourage citizen participation. Through press releases, social media publication and announcements at meetings, citizens were asked to fill out the survey through the website, <http://www.warrencountyfuture.com/>. Citizens without access to the internet were encouraged to call the Planning Department, and paper surveys were available by mail or could be picked up at the Government Center. The survey was completed by citizens both electronically and by a hard copy, with the majority of responses being submitted over the website. A total of 1,100 surveys were submitted.

### Board of Supervisors Visioning Retreat

The Board of Supervisors and other stakeholders representing key sectors of the County convened on September 13, 2018. The Retreat was open to the public. The purpose of the Retreat was to develop the framework of the Strategic Vision and high priority strategies for moving towards that Vision. The following people participated in the Retreat:

- Tony Carter, Chairman, Board of Supervisors
- Dan Murray, Vice-Chairman, Board of Supervisors
- Archie Fox, Board of Supervisors
- Linda Glavis, Board of Supervisors
- Tom Sayre, Board of Supervisors
- Scott Stickley, Chairman, Planning Commission
- Robert Myers, Vice-Chairman, Planning Commission
- Lorraine Smelser, Planning Commission
- Hugh Henry, Planning Commission
- Ralph Rinaldi, Planning Commission
- Cathy Bower, Chair, Warren County School Board



*Board of Supervisors Retreat on September 13, 2018*

- Arnold Williams, Warren County School Board
- Gray Blanton, Chairman, Economic Development Authority Board
- Tom Patteson, Economic Development Authority Board
- Niki Foster, Chamber Director
- Doug Stanley, County Administrator
- Jennifer McDonald, Executive Director, Economic Development Authority
- Greg Drescher, Superintendent, Warren County Public Schools
- Taryn Logan, Planning Director

The Retreat participants engaged in several activities designed to elicit values, desires for the future, priorities, and strategies that support the preferred Vision.

During an activity called “Headline from the Future,” participants imagined that it was twenty years in the future - September 13, 2038 - and the dateline is Warren County, Virginia. They each envisioned a positive story about Warren County that appears in a national publication. They then summarized this story in a headline. The purpose of this activity was to quickly ascertain the key values of participants. Among the headlines they developed are the following:

- *County Schools Rated #1 in Virginia*
- *First Drug-Free Community in Virginia*
- *Warren County has Attracted Major Employers with High Wages*
- *Warren County is a Top Tourism Destination for Northern Virginia and D.C. Residents*
- *Teacher Turnover has been Below 8% for 18 Straight Years*
- *New Bypass around Front Royal Opens*
- *Afton Inn is Completed*
- *Warren County is First in Faith-Based Training and Student Scores*
- *Satellite Amazon Campus and University Arrive in Warren County*
- *Warren County Leads State in Growth of High-Paying Jobs*
- *Warren County is Rated among the Top 5% of all Rural Communities in the United States*

Retreat participants also discussed what they valued most about Warren County and their proudest County accomplishments. The purpose of this activity was to better understand what is working well in Warren County that should be retained or built upon to achieve the Vision.

The instructions for this activity were the following: Spend a few minutes writing down your thoughts on the following two questions using post-it notes. When finished, place your post-it notes on a poster that corresponds to the question. The questions are:

- What do you value most about Warren County that shouldn’t change?
- What accomplishment that has moved the County towards the 2013 Vision statement are you most proud of?

Among the accomplishments highlighted by participants were the following:

- Upgrades to the County’s school facilities and other public infrastructure.
- New industrial development north of Town on Route 340.
- Collaboration among the Town Council, Board of Supervisors, and other community leaders demonstrated through projects like Leach Run Parkway and the joint tourism advisory board.
- Sound County management and fiscal policies.

Among the values highlighted by participants were the following:

- The rural setting.
- Investing in areas where there is already development.
- Downtown Front Royal.
- Forward-thinking leadership.
- High quality roads.
- High quality schools and teachers.
- Higher paying jobs.

The Retreat participants also voted on what they felt should be the top strategic priorities for the County in the coming years. The purpose of this activity was to make the Strategic Vision useful as a guide to future decisions by articulating priorities for the near and long term.

Participants received the following directions:

- Use the sheet provided to distribute 10 green dots to a series of 10 categories based on their relative importance for County’s attention over the next 20 years. Assign the dots as you please.
- Use the 1 blue dot to indicate which you think is most urgent – not necessarily the most important (i.e. where you would spend the next increment of time or money this year).

The results of the activity are summarized below:

Strategic Areas	Importance Votes	Urgency Votes
<b>Housing</b>	30	0
<b>Economic Development</b>	29	1
<b>Education</b>	24	5
<b>Growth and Development</b>	21	3
<b>Fire and Rescue Services</b>	20	4
<b>Infrastructure and Transportation</b>	19	4
<b>Law Enforcement</b>	9	1
<b>Open Space and Farmland Preservation</b>	8	0
<b>Tourism</b>	7	0
<b>Parks and Recreation</b>	5	0
<b>Other (Town Traffic)</b>	1	0
<b>Other (Drug Issues)</b>	0	1

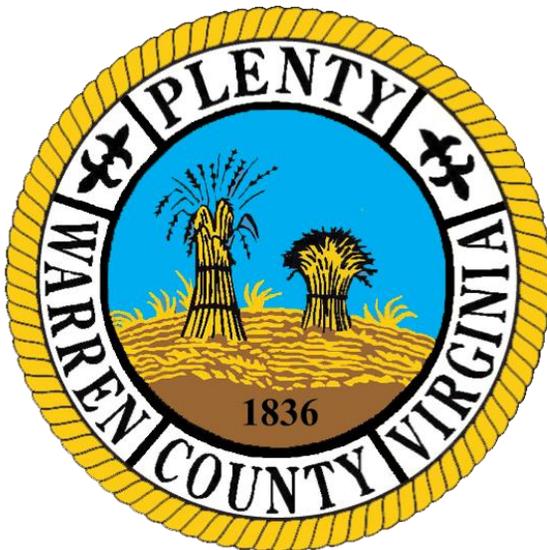
Following the Retreat, participants completed a survey to indicate what strategies they felt were most important for achieving the Vision. They also shared additional strategies to consider in the next comprehensive plan, which was the source of additional items listed under “other strategies to consider” in the strategies section of this report. The survey results are available in Appendix C.



# APPENDICES

APPENDICES

# Appendix A – Warren County Citizen Survey Summary



# Warren County Citizen Survey

## SURVEY RESULTS

WARREN COUNTY PLANNING DEPARTMENT

September 12, 2018

# Warren County Citizen Survey Summary

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## Background

In the Summer of 2018, Warren County conducted a survey to obtain citizen input for updating the County's Comprehensive Plan. The current Comprehensive Plan was completed in 2013. The purpose of the Plan is to guide future commercial, industrial and residential development, and to provide for various community services that are needed to keep pace with population growth. The survey provides a snapshot of community sentiment regarding various growth issues included in the survey.

County staff did an extensive outreach effort to encourage citizen participation in the survey. Through press releases, social media publication and announcements at meetings, citizens were asked to fill out the survey through the website, <http://www.warrencountyfuture.com/>. Citizens without access to the internet were encouraged to call the Planning Department and paper surveys were available by mail or could be picked up at the Government Center. The survey was completed by citizens both electronically and by a hard copy, with the majority of responses being submitted over the website. A total of 1,100 surveys were submitted.

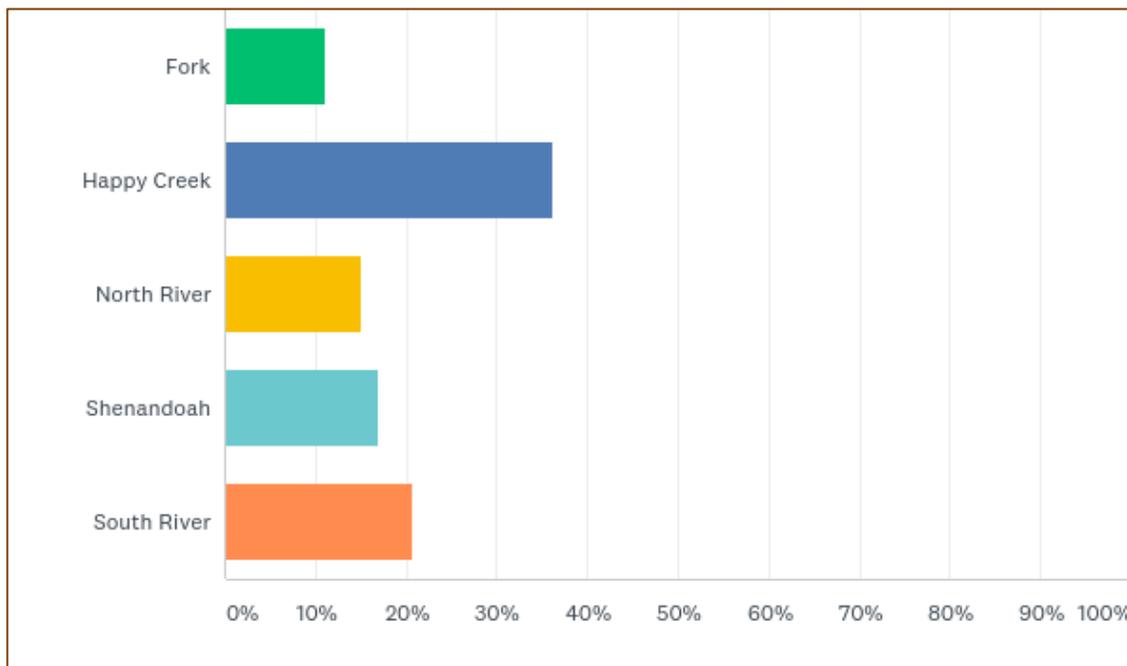
## Key Changes from the 2009 Survey Results

- Responses were up 39% from the 2009 survey.
- There were significant declines in people reporting that the rural setting, quiet and peaceful nature, and quality of life are the best things about the County. This is not strictly negative though because many other good things had slight increases.
  - Rural setting: 76% to 58%
  - Quiet & peaceful: 63% to 42%
  - Quality of life: 51% to 26%
- Most respondents continue to feel that the County is on the right track overall (80% in 2009, 82% in 2018)
- More people report wanting about the same amount of development and open space (59% in 2009, 78% in 2018). However, people still want more retail (37% in 2009, 50% in 2018)
- 85% of respondents think that keeping quality teachers is among the biggest challenges facing the school district.
- The percent of people that feel "all housing needs are being met" declined from 36% to 15%.
- People are overall satisfied with all County services. However, education and housing had the highest percent of people reporting they are not satisfied (both over 30%)
- Strong satisfaction was reported with parks and recreation, and the County's investment in tourism promotion.

- There is growing interest in prioritizing improvements to Route 55 (47% in 2009, 70% in 2018)
- The percent of people that feel the County is on the right track for growth and development is unchanged from 2009 (around 67%).

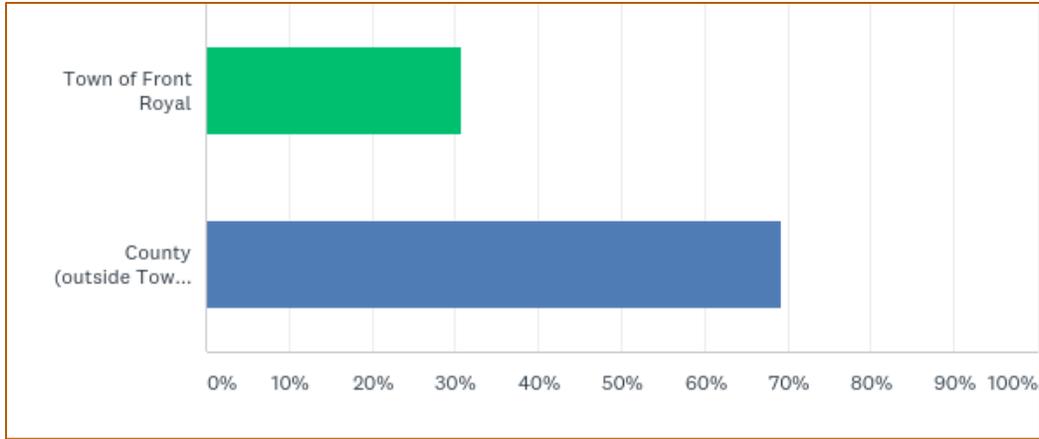
## Characteristics of the Respondents

The survey was completed by residents from all areas of the County. Of the election districts, residents from Happy Creek returned the most surveys, comprising 36% of the responses. Happy Creek residents also returned the greatest number of surveys in the 2009 survey.

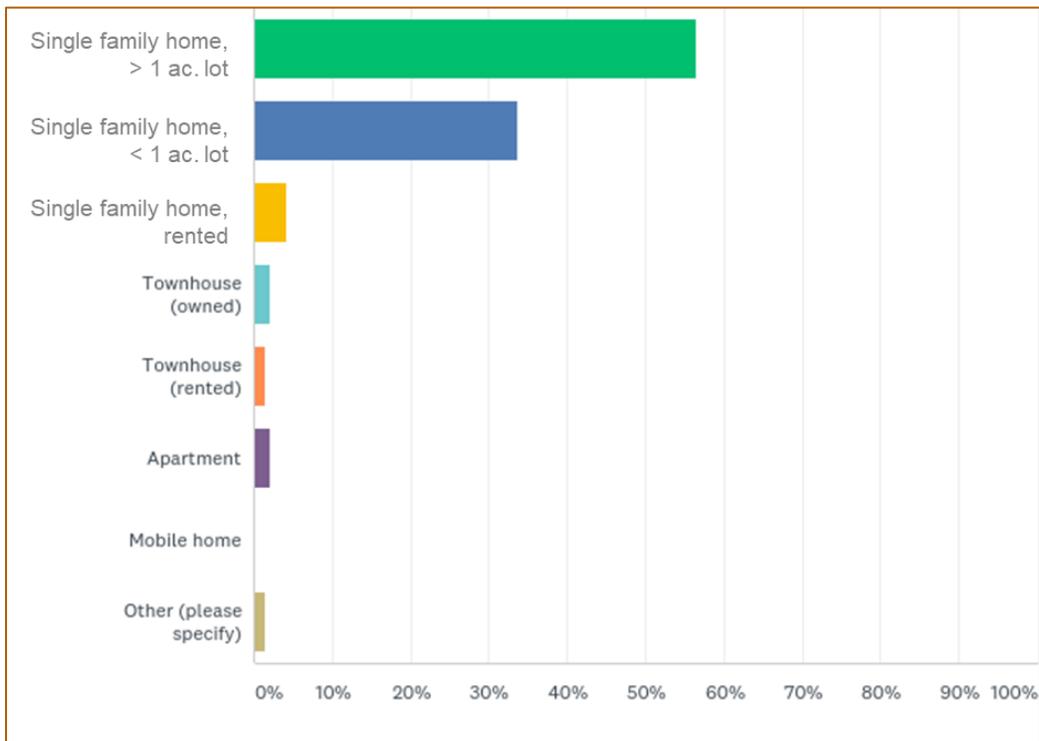


**Figure 1. Election Districts of respondents**

- Most respondents (93%) were year-round residents of the County, and 68% lived in the County outside of Town limits.
- The majority of respondents (46%) have lived in the County for more than 20 years.
- The majority of respondent households were between 25 to 44 years of age. Around half of the respondent households included children.
- The overwhelming majority of respondents live in single family dwellings.
- 94% of respondents have broadband internet access, which Comcast providing service to 61% of respondent households, and Century Link providing service to 30% of respondent households.



**Figure 2. Location of property owned by respondents**



**Figure 3. Type of residence of respondents**

## Thoughts about Warren County

In question 9, citizens were asked what they thought are the three best things about Warren County. The natural amenities, rural character, and tranquility were the most commonly chosen things, while job opportunities and the quality of education were the least chosen things.

In question 10, respondents were asked to name their favorite place in Warren County. The Shenandoah River, the Shenandoah National Park, and Skyline Drive were the most commonly mentioned places.

In question 11, respondents were asked what they thought are the three biggest challenges facing the County. The lack of job opportunities, the quality of the education system, and healthcare options were

chosen the most times. The level of concern over the lack of job opportunities has decreased from 73% to 46% since the 2009 survey, but it remains the highest concern. The concern about rapid development in 2009 has been displaced by concerns over the quality of the education system, healthcare options, and a lack of retail options/stores.

ANSWER CHOICES	RESPONSES	
Rural setting	57.71%	629
Low taxes	16.61%	181
Convenient access to work	18.07%	197
Quality schools	6.33%	69
Quiet and peaceful	42.48%	463
Housing	2.29%	25
Cost of living	21.56%	235
Recreational activities	13.94%	152
Natural amenities (river, mountains, etc)	70.73%	771
Job opportunities	1.38%	15
Quality of life	25.96%	283
Total Respondents: 1,090		

**Figure 4. Responses to the best things about Warren County**

ANSWER CHOICES	RESPONSES	
Quality of housing	18.90%	183
Lack of senior housing	13.12%	127
Lack of retail options/stores	30.89%	299
Healthcare options	32.75%	317
Quality of school facilities	15.08%	146
Limited job opportunities	47.31%	458
Lack of recreational activities	10.64%	103
Quality educational system	33.37%	323
Taxes	22.42%	217
Public transportation options	13.84%	134
Childcare options	5.99%	58
Lack of recreational facilities	17.46%	169
Total Respondents: 968		

**Figure 5. Responses to the biggest challenges facing Warren County**

Question 12 asked how the county has changed, in terms of a place to live, in the past ten years. The majority of respondents (52%) asserted that the County has changed for the better, while 29% chose

stayed the same, and 17% selected changed for the worse. This breakdown is very similar to the 2009 survey where the results were 50% for the better, 30% stayed the same, and 20% for the worse.

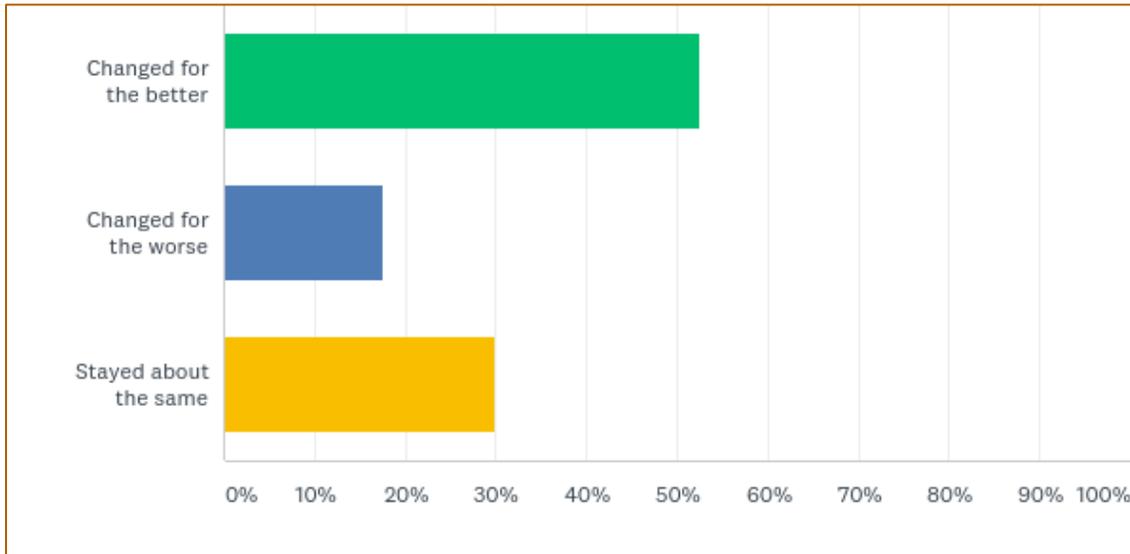


Figure 6. Responses to how the County has changed as a place to live in the past 10 years

## Land Development

In question 13, respondents were asked how they would like Warren County to look in twenty years. An overwhelming majority of respondents (77%) hoped that the County would have about the same amount of development and open space. In the 2009 survey, 59% of respondents desired mostly open land with some development, and 34% wanted a mix of open and developed land with more development than today. This suggests that a level of satisfaction regarding the balance of development and open space has been reached today.

ANSWER CHOICES	RESPONSES	
About the same about of development and open space	77.78%	784
More development and less open space	11.21%	113
Maximum development enabled by zoning and infrastructure	11.01%	111
Total Respondents: 1,008		

Figure 7. Responses to how Warren County should look in 20 years

When asked where commercial growth should occur in the next ten years, respondents most commonly (56%) suggested further roadside development along the Route 340/522 North Corridor Winchester Road. 47% of respondents named Downtown Front Royal as the area where commercial growth should occur.

When respondents were asked how they felt about retail development in the County, 49% said that residents could benefit from additional retail development, while 39% said that the amount of retail development has been about right. When asked to name what types of commercial businesses respondents would like to see, they mentioned, in descending order, restaurants, clothing stores, retail stores, Chick-fil A and grocery stores.

Question 18 asked respondents about their concerns in development. The most cited concern was traffic congestion (56%). Traffic congestion was also the biggest concern in the 2009 survey results, being selected by 61% of respondents.

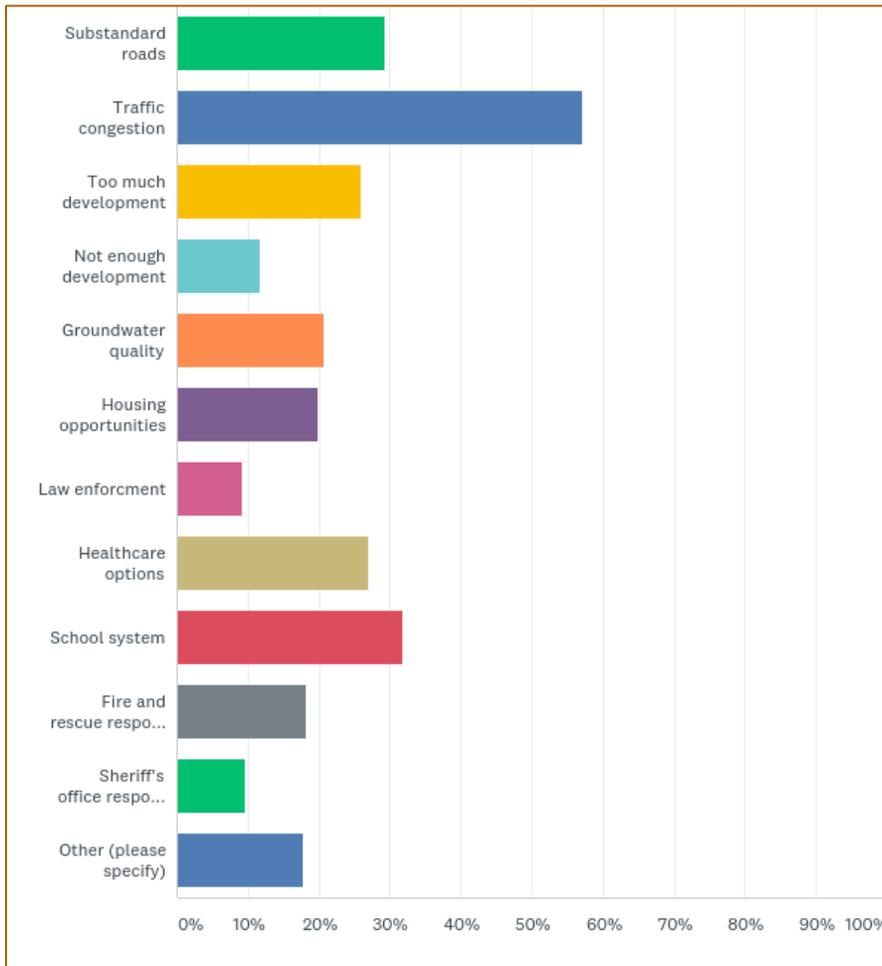


Figure 8. Concerns regarding development

Question 41 asked respondents if they believed that the County was on the right track in terms of growth and development. 67% answered yes, while 32% answered no.

In Question 26, respondents were given a list of issues and asked how important they thought each would be over the next 10 years. Among the issues that were ranked “very important” were: to maintain rural character, to control rate of development, to protect farmland/open land, to attract quality job opportunities, to improve education, fire and rescue services, and sheriff/police services. Among the issues that were ranked “important” were: to attract new shopping facilities, to develop affordable housing, to improve transportation network, public transportation, to protect historic structures, the cost of services, to develop recreational facilities, to create more recreational programs, to provide public water service and to provide public sewer service. None of the services ranked the highest in the “not important” category.

In Question 27, respondents were given a list of issues and asked how important they thought each will be over the next 10 years. All life elements were ranked “satisfied” except healthcare options, which was ranked, “not satisfied”.

## Parks and Recreation

Most respondents satisfied with the quality of the Parks and Recreation facilities. When asked to rate the quality either excellent, good, fair, poor, or not sure, the most common selection (51%) was good. Excellent and fair received 18% and 17% respectively. When asked to choose three types of recreational facilities they would like to see, respondents most commonly chose multi-use trails (49%), an indoor pool (46%), nature parks (39%).

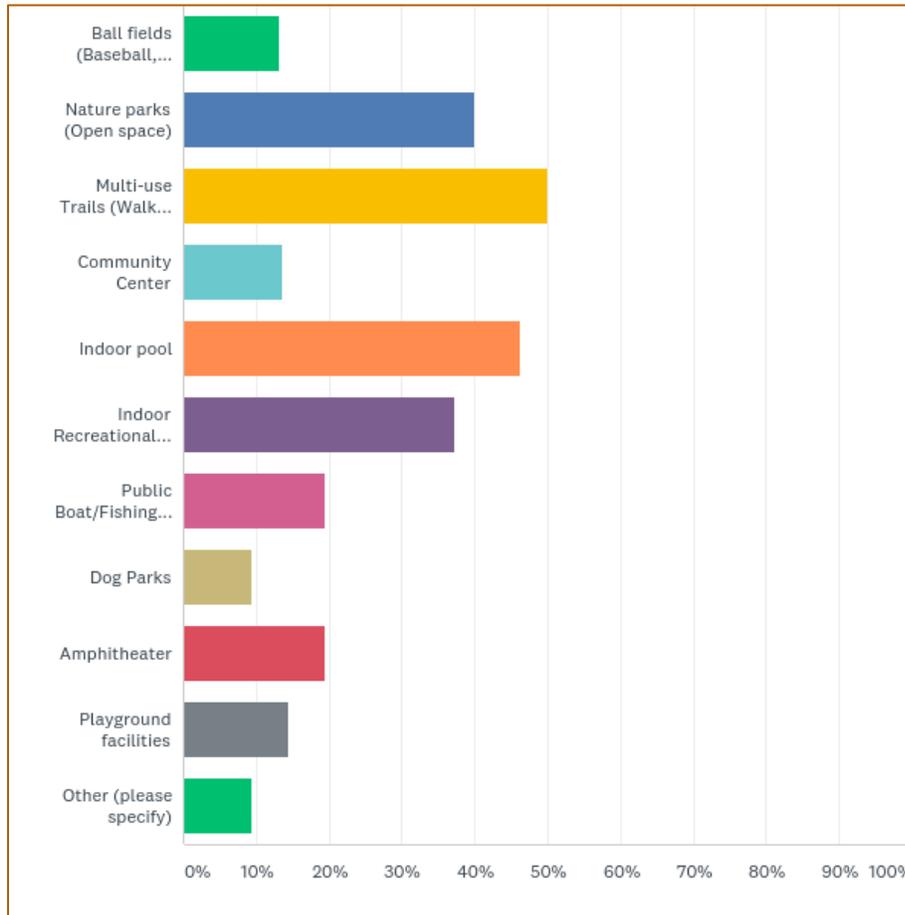


Figure 9. Responses to what types of recreational facilities you would like to see

## Housing

When asked what housing needs respondents felt were not currently being met in the County, respondents chose quality of rental units (48%) and lack of affordable family housing (43%) most often.

When asked what type of home they would like to live in, single family homes on lots of 2-5 acres was the most common choice (27%). The same category of housing was chosen in the 2009 survey, although the popularity has decreased from 47% in 2009. The preference for single family homes on lots larger than 10 acres has decreased from the 2009 survey result of 24% to 11% today. The preference for townhouses, apartments and active adult community housing have all increased by around 0.75%.

ANSWER CHOICES	RESPONSES	
Lack of active adult housing	21.12%	178
Lack of rental units	27.52%	232
Lack of affordable family housing	43.65%	368
Quality of rental units	48.52%	409
Housing location is not convenient	3.91%	33
All housing needs are being met	15.42%	130
Workforce Housing	10.32%	87
Total Respondents: 843		

**Figure 10. Responses to housing needs not being met**

ANSWER CHOICES	RESPONSES	
Single family homes on small lots with amenities within walking distance	15.90%	156
Single family homes on lots of less than 2 acres	19.67%	193
Single family homes on lots of 2-5 acres	27.12%	266
Single family homes on lots of 5-10 acres	11.82%	116
Single family homes on lots of 10 acres or more	11.93%	117
Townhouse/Duplex	1.22%	12
Apartment complex	1.53%	15
Active Adult Community (For ages 55 or older only)	6.83%	67
Other (please specify)	3.98%	39
Total Respondents: 981		

**Figure 11. Response to housing type you would like to live in**

## Historical Preservation

Question 24 asked respondents if there are any buildings or grounds of historical interest that they feel the County should preserve. The majority of respondents said yes (49%). When asked to identify specific properties for preservation, the most commonly mentioned locations were the Afton Inn and Civil War sites.

## Education

Question 19 asked respondents to rate the quality of the current Warren County public school facilities. The most common answer was good 35%.

When respondents were asked to cite the three biggest challenge they feel are facing Warren County Public Schools, the majority of respondents mentioned keeping quality teachers (84%). When asked to specify, a common concern was that relatively low pay for teachers in Warren County is incentivizing higher quality teachers to move to schools in surrounding counties.

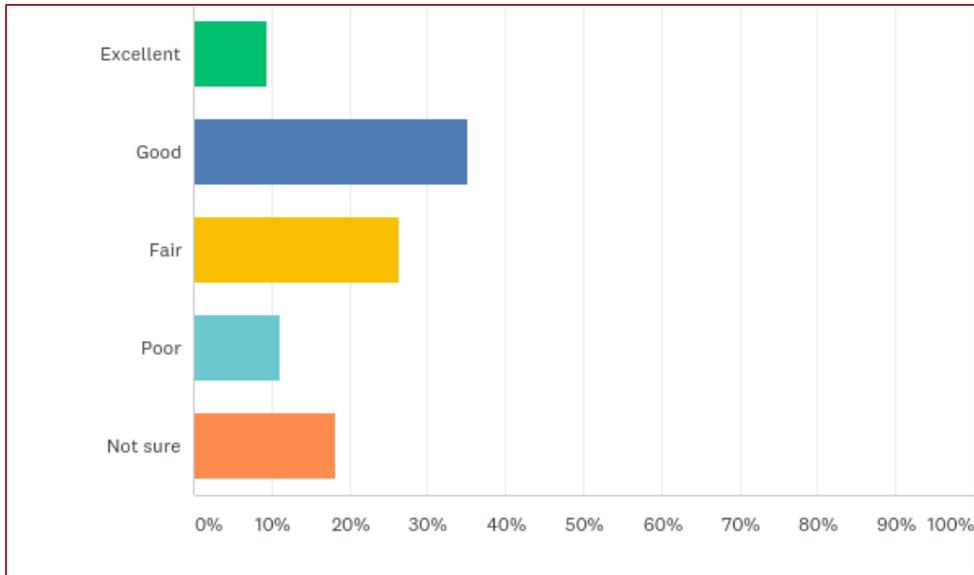


Figure 12. Responses to rating the quality of Warren County public schools

ANSWER CHOICES	RESPONSES
Quality of facilities	15.43% 144
Keeping quality teachers	84.57% 789
Lack of extracurricular activities /sports	8.79% 82
Technical Education/Tradesman classes	33.76% 315
Focus on STEAM curriculum (Science, technology, engineering, art, mathematics)	29.47% 275
Quality of student education	48.98% 457
School schedule	12.43% 116
Overcrowding	12.54% 117
Total Respondents: 933	

Figure 13. Responses to the biggest challenges facing Warren County public schools.

## Roads

Question 34 asked respondents to list any roads or intersections in the County that they thought need improvement, and why. The most commonly mentioned roads were Route 340, Route 55 East, Happy Creek Rd, High Knob Rd, and South Royal Ave. Route 55 East, High Knob Rd, and Happy Creek Rd were all listed as concerns in the 2009 survey.

Question 35 asked respondents to choose the three most important transportation needs in the county. Expanding and/or safety improvements to Route 55 East (John Marshall Highway) (70%), Safety improvements to Route 340 South near Skyline Caverns (45%), and Safety improvements to the intersection of Route 55 East (John Marshall Highway) and Route 638 (Freezeland Road) (40%) were the three topics most commonly selected.

ANSWER CHOICES	RESPONSES
Expanding and/or safety improvements to Route 55 East (John Marshall Highway)	70.71% 630
Expanding Route 340/522 North (Winchester Road) to six lanes	19.30% 172
Safety improvements to the intersection of Route 55 East (John Marshall Highway) and Route 638 (Freezeland Road)	41.19% 367
Additional commuter spaces at park-and-ride lots	22.00% 196
Safety improvements to Route 340 South near Skyline Caverns	45.90% 409
Interchange at Interstate 66 and Route 606 (Shenandoah Shores Road)	38.05% 339
Western bypass to connect 340 South (Stonewall Jackson Highway) and 55 West (Strasburg Road)	25.14% 224
Railroad Overpass on Route 658 (Rockland Road)	18.41% 164
Railroad Overpass on Route 606 (Shenandoah Shores Road)	19.30% 172
Total Respondents: 891	

Figure 14. Responses to the most important interstate and primary highway needs in the County

## Taxes

Question 36 asked respondents to rate the value of Warren County services provided, in relation to the taxes paid. The majority of respondents rated services good (42%).

Question 37 asked respondents if they felt that taxes were too high, about right, or too low with regard to the current level of County services offered. 61% of respondents judged the taxes to be about right.

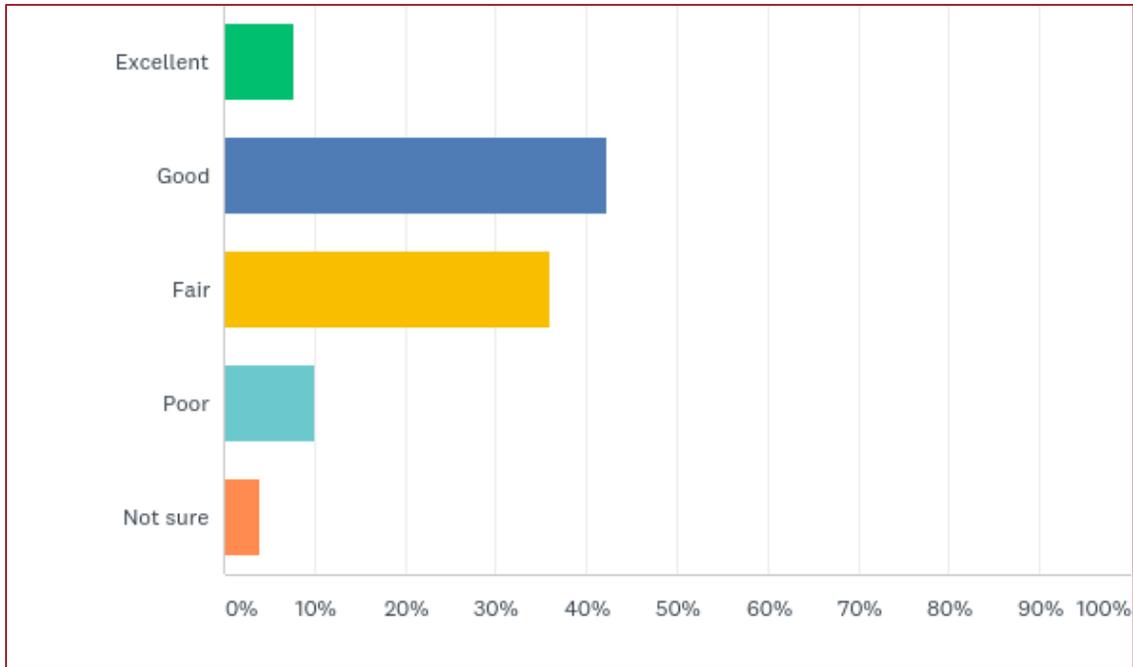


Figure 15. Responses to the value of Warren County services provided in relation to taxes paid

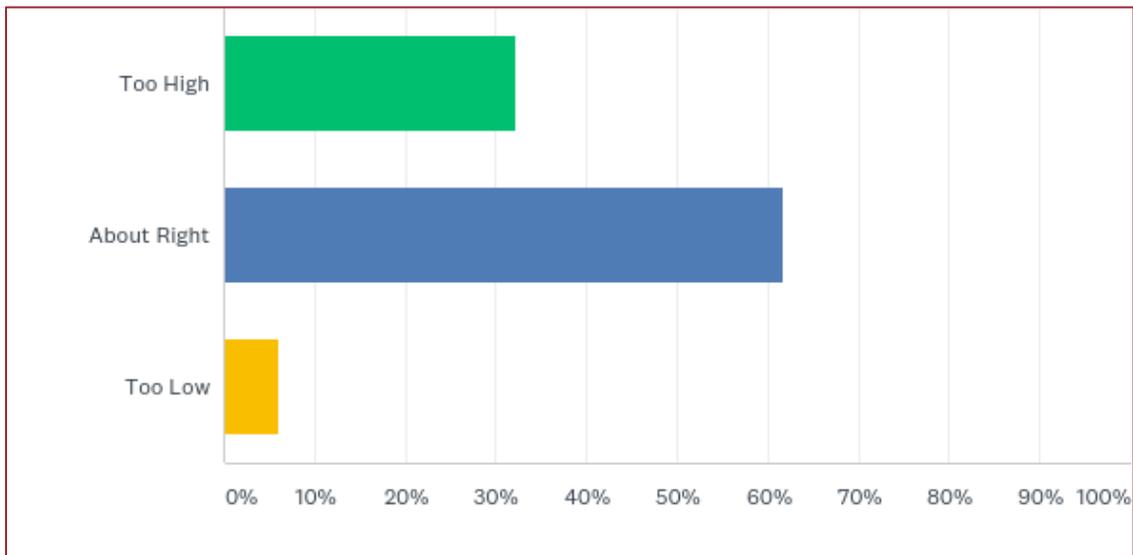


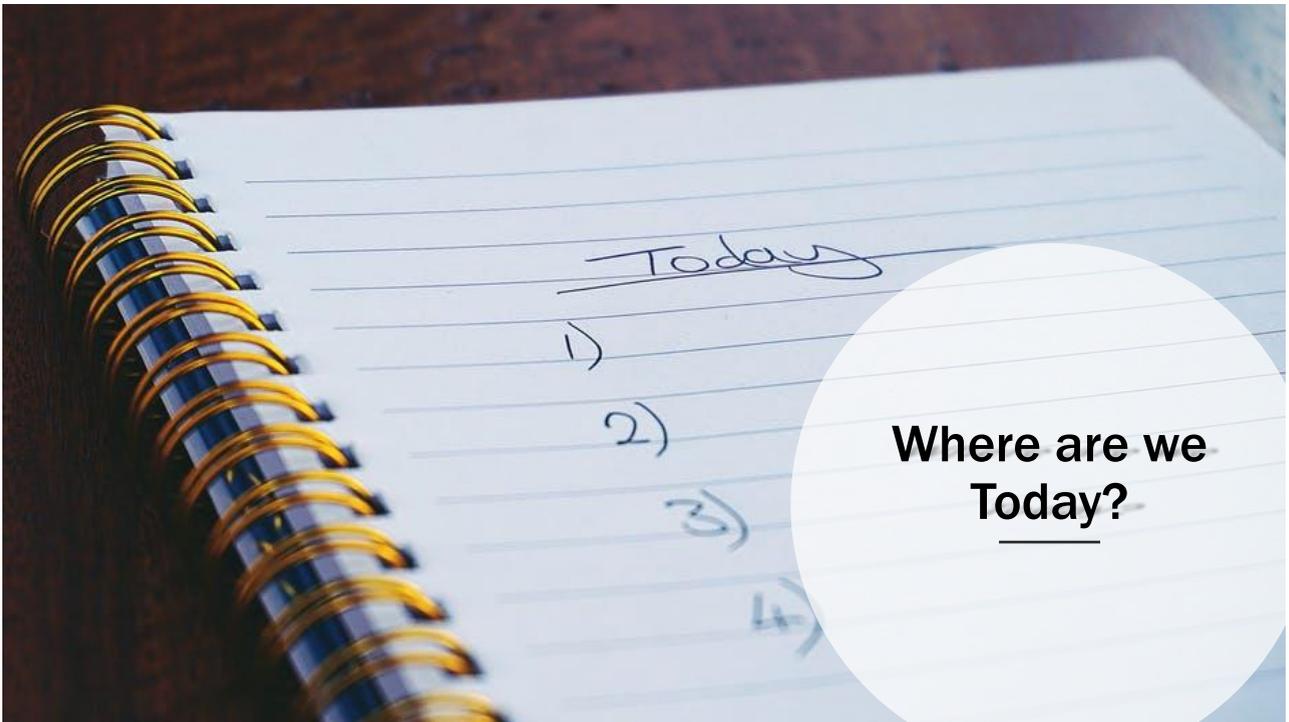
Figure 16. Response to the level of taxes paid with regard to the current level of County services provided

# Appendix B – State of the County Presentation

# Warren County Strategic Vision



Board of Supervisors Visioning Retreat, September 13, 2018



**Where are we  
Today?**

## Activity 1 – Values & Accomplishments

- Use 1 post-it note per question to share your thoughts on the following:
  1. What do you value most about Warren County that shouldn't change?
  2. What accomplishment that has moved the County towards the 2013 vision statement are you most proud of?
- Place your post-it note on the corresponding poster
- Discussion on priorities & common themes for the revised vision

## State of the County Presentation



Board of Supervisors Visioning Retreat, September 13, 2018

# What's good:

Citizens are generally pleased with the County as a place to live and with the services it provides.

Survey Says

85%

are satisfied or very satisfied with County government services

82%

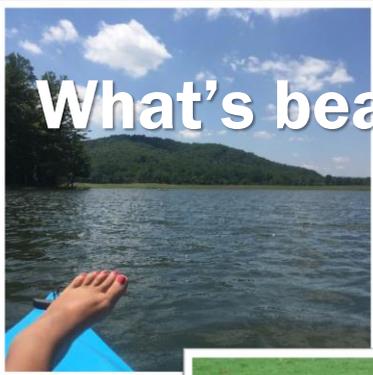
feel the County changed for the better or stayed the same as a place to live over the last decade

67%

feel the County is on the right track in terms of growth and development

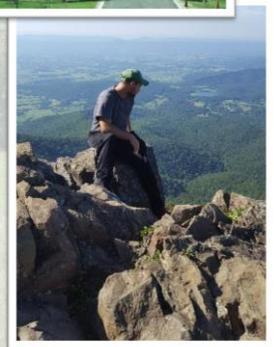
Source: 2018 Warren County Citizen Survey

# What's beautiful:



Source: 2018 Warren County Citizen Survey submitted photos

What's beautiful:

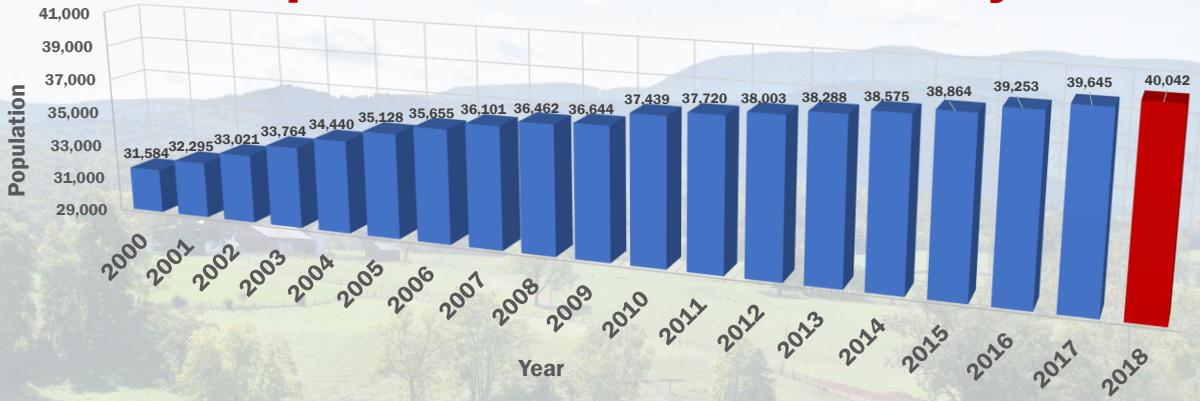


Source: 2018 Warren County Citizen Survey submitted photos



**Growth &  
Development**

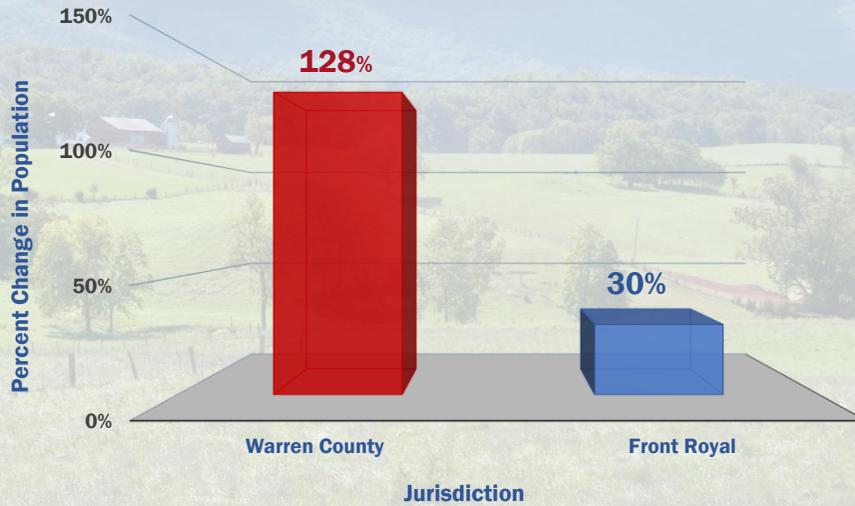
# Population of Warren County



**Average of 445 new residents per year**

Source: Weldon Cooper Institute & Warren County Staff

# Population Change 1980-2010



Source: Warren County Comprehensive Plan

## Population Growth Rate Warren County



Source: Warren County Comprehensive Plan

## Approved Housing Units



Source: Warren County Staff

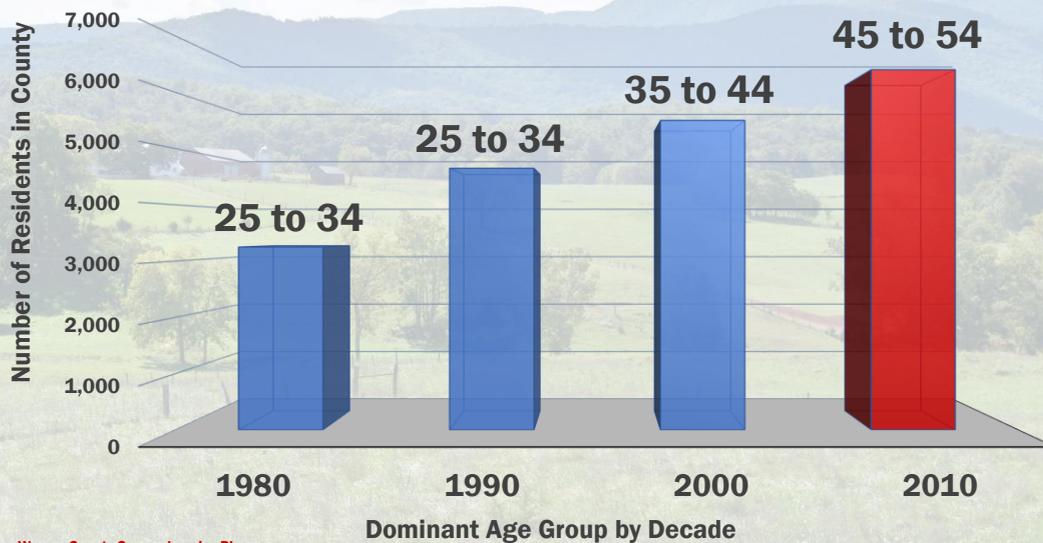
# County Population Projection



**Average of 389 new residents per year**

Source: Weldon Cooper Institute & Warren County Staff

# The Aging Population



Source: Warren County Comprehensive Plan

# Continuity & change:

Survey Says

**77%**

in 20 years would like the County to have **about the same** amount of development and open space

**Strong Support for:**

additional retail offerings, focused downtown and along Route 340, with an emphasis on **restaurants**

Traffic congestion related to growth

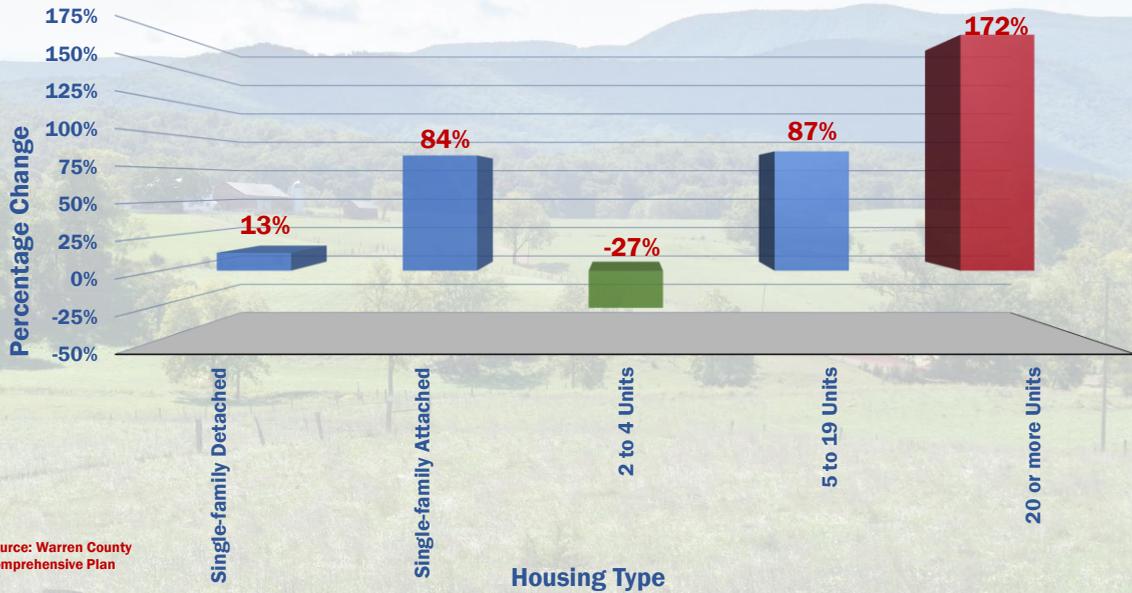
**The biggest concern**

Source: 2018 Warren County Citizen Survey

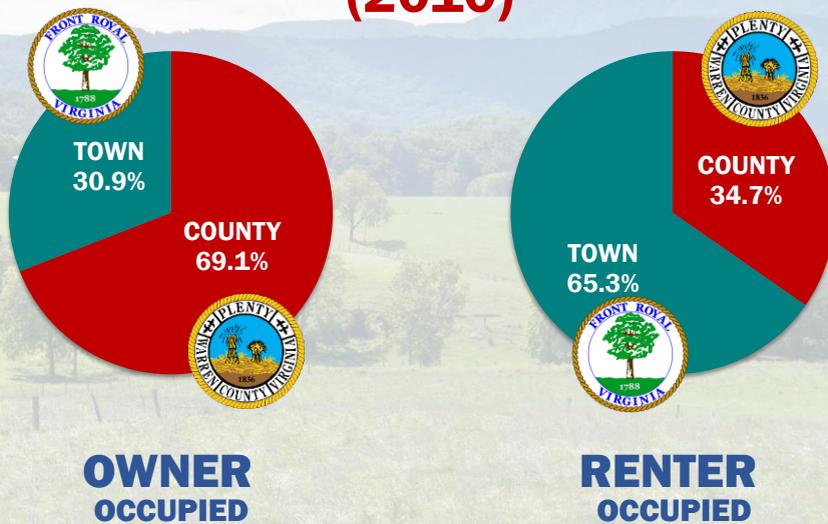


# Housing

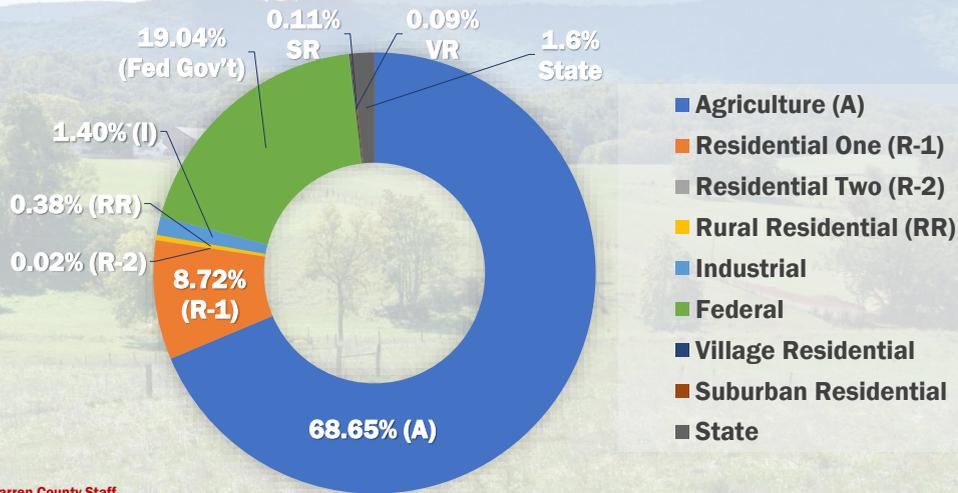
## Change in Housing Types 2000-2010 (Town + County)



## Housing Occupancy (2010)



# Warren County Zoning Designations by Percent of Land Area



Source: Warren County Staff

## Challenges

There is a shortage in workforce housing, which is leading to turnover among teachers, police, fire, and social service workers.

Survey Says

49%

feel that “quality rental units” are not available

44%

feel that “affordable family housing” needs are not being met

30% of residents are spending

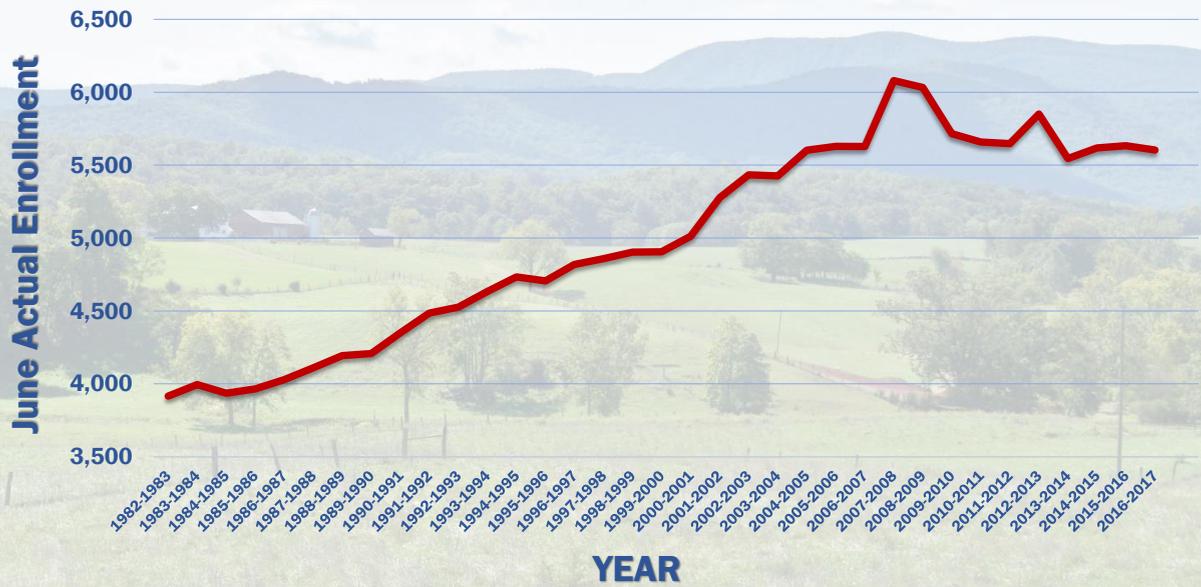
30+% of their income on housing

Source: 2018 Warren County Citizen Survey



# Education

## School Enrollment



Source: Warren County Schools

## Educational Attainment



Warren  
County

19.3%



Virginia

33.2%



USA

27.2%

Percent of population 18 & older with Bachelor's Degree or Higher

Source = Virginia Employment Commission

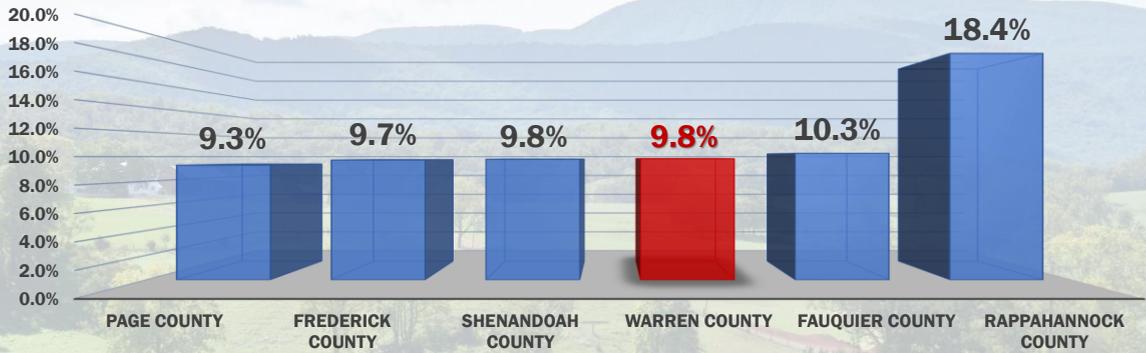
## Teacher Salaries



By County in 2015

Source = Virginia Department of Education

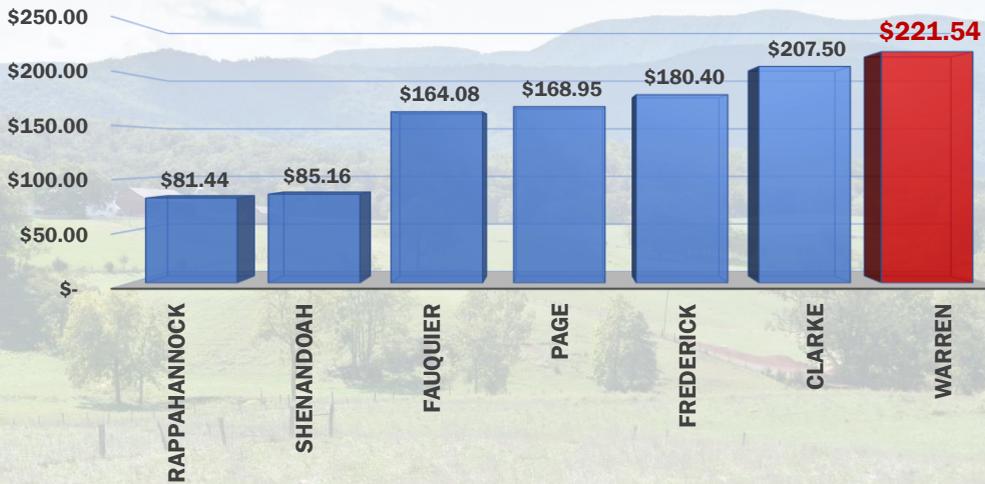
# Spending on Schools



Percent of Median Household Income spent on Schools

Source = Warren County Schools

# Spending on Schools



PER CAPITA DEBT SERVICE FOR SCHOOLS

Source = Warren County Schools

# Opportunities & Challenges

School facility quality is generally good and school reputation appears to be improving. Yet teacher turnover is a major issue, and is related to the housing supply challenges.

Survey Says

**85%**

Said that **retaining quality teachers** is among the top challenges facing the school district

**66%**

said **“improve education”** is very important over the next 10 years (highest level of any issue)

**63%** Retainment after 3 years



**27%**  
Retainment after 4 years

Source: 2018 Warren County Citizen Survey & Warren County Schools



## Parks & Recreation

# Facilities & Programs

Youth Center

Athletic Facilities

Senior Center

Golf Club

Community Center

Swimming Pool

Footgolf Course

Picnic Shelters

Youth Programs

Youth Athletics

Senior Programs

Adult Programs

Adult Athletics

Bus Trips



Walking/  
Biking Trails

50%

Indoor  
Pool

47%

Parks/  
Open Space

40%

Survey Says

Top 3 Recreational  
Facilities that people  
want to see

# Opportunities & Challenges

County's parks and recreational facilities are a strength, and have been developed largely with grants and outside funding. Yet the maintenance of these facilities and other County facilities is a strain on County staff.

Survey Says

69%

think the County's parks and recreation facilities are in good or excellent condition

23  
number  
of parks

400  
acres  
maintained

Source: 2018 Warren County Citizen Survey & Warren Parks Department



## Open Space and Farmland Preservation

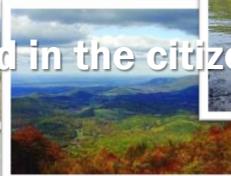
# Opportunities

The County's outdoor recreation assets are a source its quality of life and of job and economic growth.

Survey Says

**60%**

said "protect farmland/open land" is a very important issue over the next 10 years (third among issues surveyed)

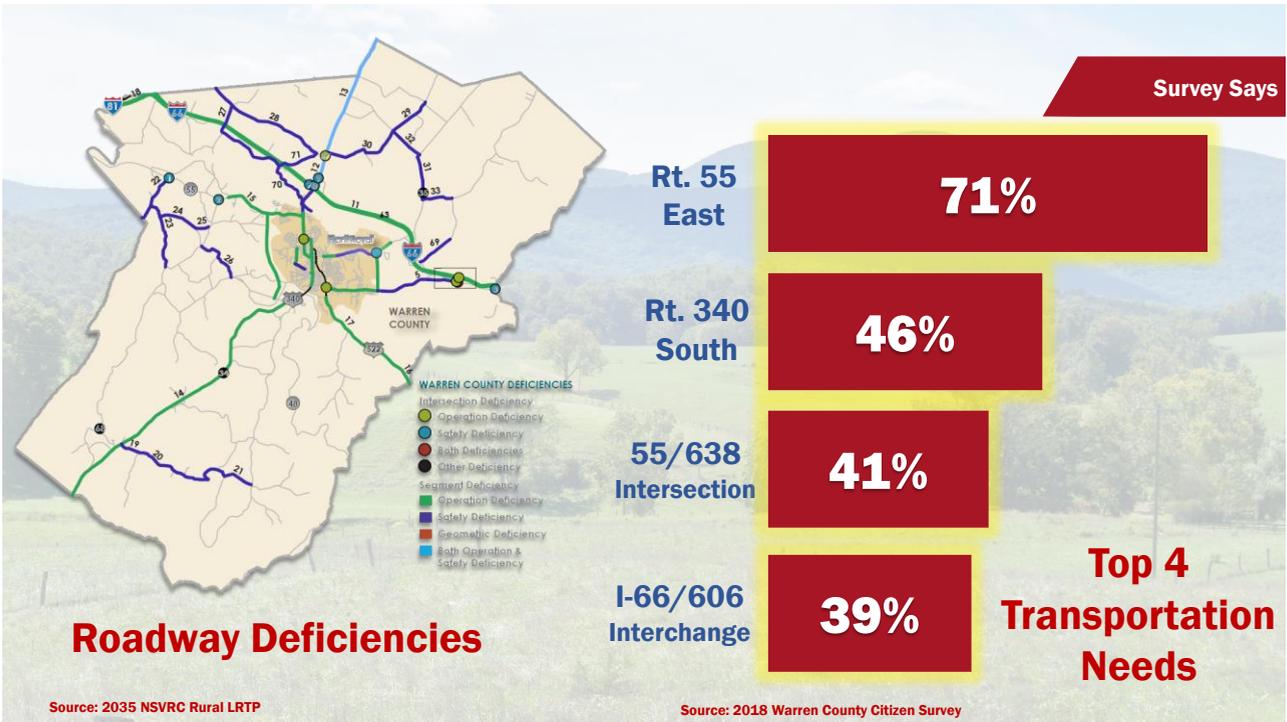


Images of favorite places shared in the citizen survey

Source: 2018 Warren County Citizen Survey



## Infrastructure and Transportation



## Opportunities & Challenges

The County's infrastructure is generally in good condition, yet some highway needs have not been met, and have not scored well in the state's evaluation criteria.

**Survey Says**

**57%**

view traffic congestion as their greatest concern regarding development

**94%**

surveyed have broadband access (up from 85% in 2009 survey)

**\$500 mil.**

in economic and industrial investment in the 522 corridor

Source: 2018 Warren County Citizen Survey & Warren County staff



# Sheriff, Fire & Rescue

## Opportunities & Challenges

The County has good coverage with professional staff, but volunteers are declining.

Survey Says

60%

said “fire and rescue services” are a very important issue over the next 10 years (second after “improve education”)



many volunteer companies have transferred stations and equipment to the County because they cannot maintain them

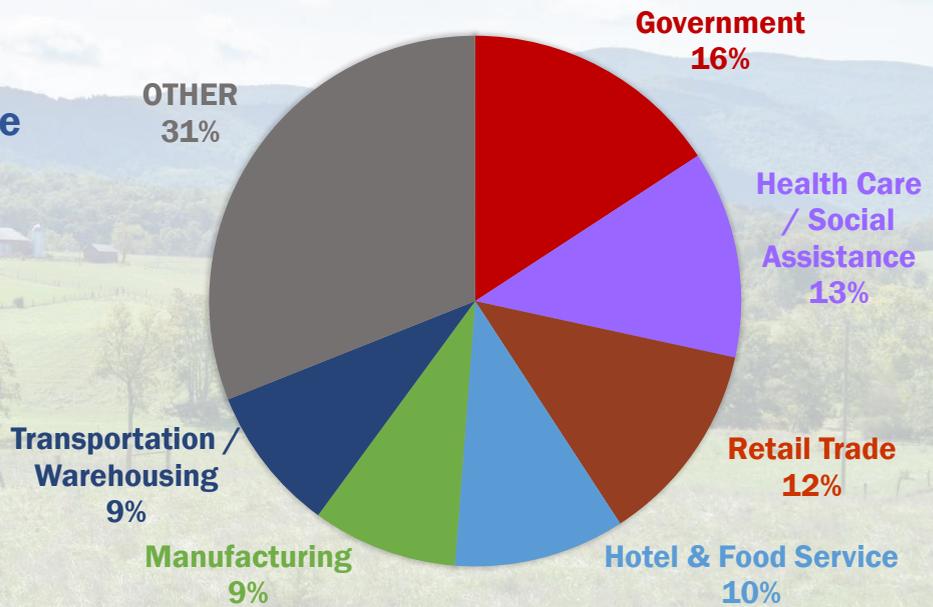
Source: 2018 Warren County Citizen Survey & Warren County staff



# Economic Development

## Top Industries in the County

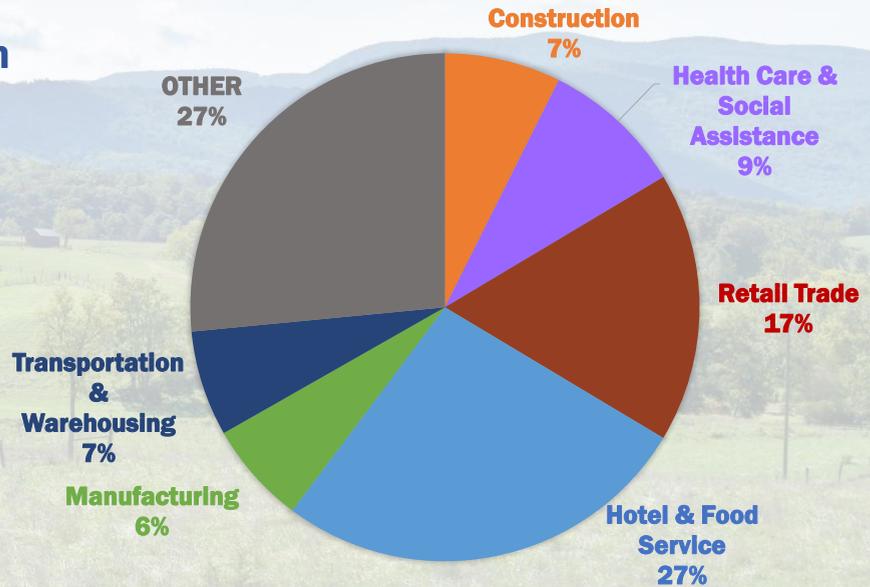
**Government & Health Care are top employers**



Source = Virginia Employment Commission

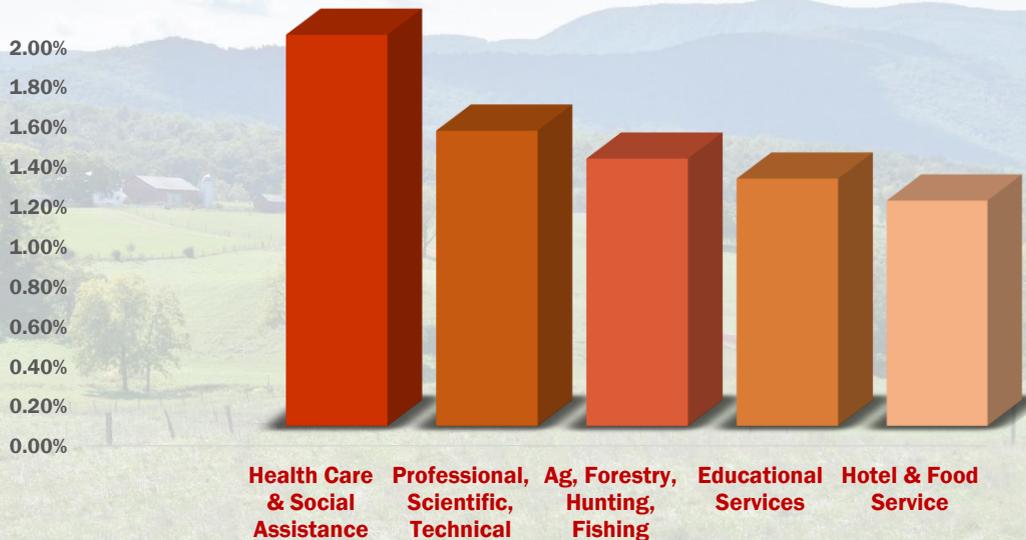
# New Hires in 2016

**BUT – new growth is in Hotel, Restaurant & Retail employment**



Source = Virginia Employment Commission – 2<sup>nd</sup> Quarter, 2016

# Employment Projections (Shenandoah Valley)



Source = Virginia Employment Commission; 2014 – 2024 for Shenandoah Valley Region

# Opportunities & Challenges

County's tax base and jobs increased significantly over the last 2 decades, but flat land is in short supply and will be a limiting factor on the future.

2,600 jobs



\$500 mil. in investment

In the 522 corridor

**But:**

Warren County

\$39,000

Virginia

\$60,000

DC Metro

\$79,000

55% of workforce Out-commutes

**Average wages are low**

Source: 2018: Labor Market Index & Warren County staff



## Tourism

# Shenandoah National Park



had **1.46**  
million  
VISITORS

# in 2017



SPENT **\$94.8** million  
IN COMMUNITIES NEAR THE  
PARK

and had a cumulative  
benefit to the local  
economy of



and SUPPORTED  
**1,204** JOBS

# \$126 MILLION



Source = National Park Service

# TOURISM in WARREN COUNTY

An area of potential growth for the County, but more **marketing** and giving passersby more reasons to visit the County and Town are important.



**In 2017:**

**1,670**  
JOBS



**\$140**  
million SPENT

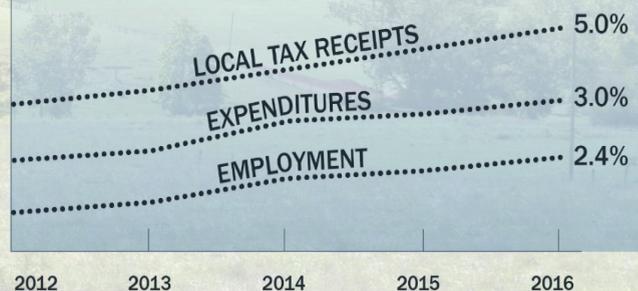


**\$6.4** million  
in STATE TAXES

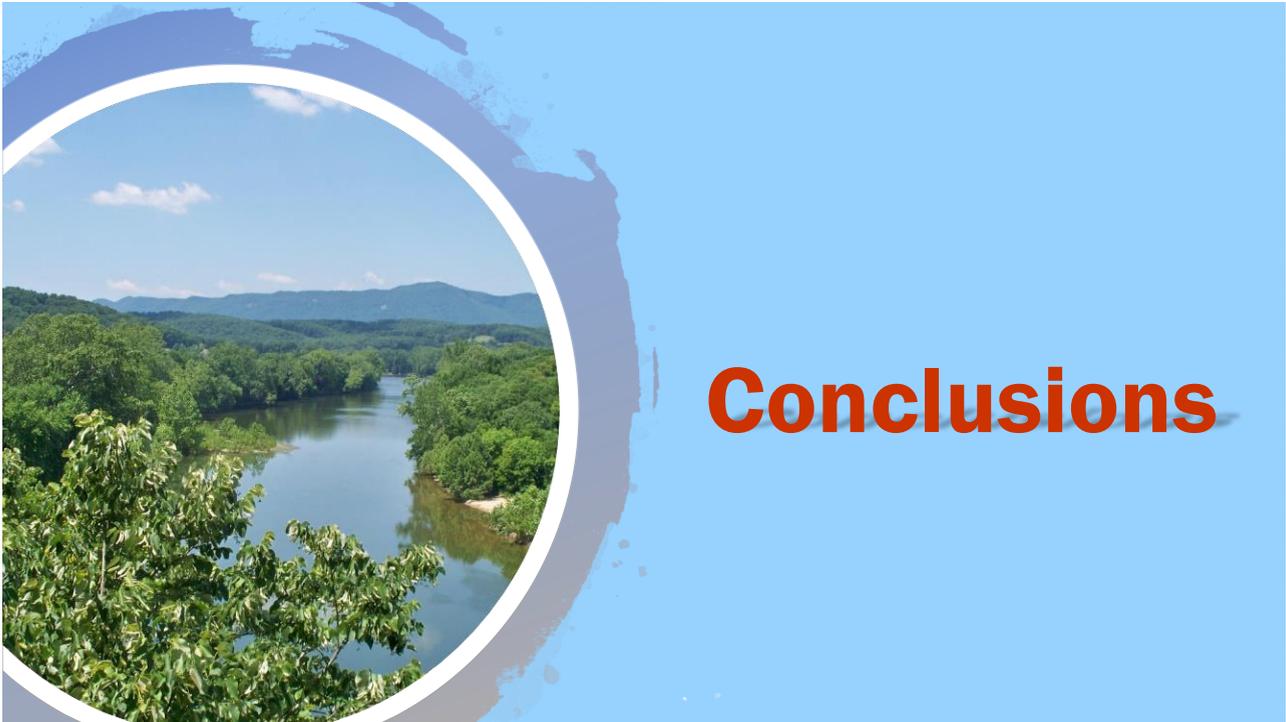


**\$2.8** million  
in LOCAL TAXES

## GROWTH IN TOURISM



Source = Virginia Tourism Corporation



# Conclusions

## Takeaway Messages

### Key Strengths:

- Well Managed
- "Wealth of Nature"
- Parks & Rec. Programs
- Tourism Growth
- 340/522 Corridor Growth
- NoVA Jobs Proximity

### Key Challenges:

- Aging Population
- Workforce Housing
- Slow Growth
- Low Wage Job Trends
- Out-commuting for Jobs
- Teacher Turnover



Where do we  
want to be  
tomorrow?

## Activity 2 – Headline from the Future

- It's September 13, 2038 and the dateline is Warren County. A positive story about Warren County appears in a national publication....
- Using an index card, write your thoughts on....
  - What publication does this story appear in?
  - Why have they decided to write a cover story about Warren County?
  - What has changed in the County to make the publication visit and write about the good things happening here?
- Reporting and discussion

## Draft Vision Themes

High quality schools that attract and retain the best teachers

More housing options that are affordable for our workforce

Higher wage local jobs so there is less out-commuting to the D.C. metro area

A thriving outdoor recreational economy that benefits the Town and County

Neighborhoods that support aging in place

A sustainable growth rate that supports the local economy but does not diminish our natural assets

## Draft Vision Themes

Others?



## Activity 3 – Setting Priorities

- Use the sheet provided to distribute **10 green dots** to a series of 10 categories based on their relative importance for participant's attention over the next 20 years. Assign the dots as you please.
- Use the **1 blue dot** to indicate which you think is most urgent – not necessarily the most important (i.e. where you would spend the next increment of time or money this year).

1. Growth and Development
2. Housing
3. Education
4. Parks and Recreation
5. Open Space and Farmland Preservation
6. Infrastructure and Transportation
7. Law Enforcement
8. Fire and Rescue Services
9. Economic Development
10. Tourism
11. Other \_\_\_\_\_
12. Other \_\_\_\_\_

# HOMEWORK ASSIGNMENT – Strategic Direction

- Within a week or so you, as the participants, will get a SURVEY.
- It will have the DRAFT VISION and a set of DRAFT STRATEGIES
- You will have one week to RESPOND TO THE SURVEY
- Please evaluate it based on:
  - **WHAT'S IMPORTANT, and WHAT'S MISSING**
- Within a couple of weeks after you complete the Survey, we will have a DRAFT STRATEGIC VISION Report.

## PREVIEW

### Growth and Development

- Maintain a growth rate that supports the local economy, but preserves the County's natural resources and ensures that services keep pace with development.
- Direct development into places where infrastructure supports growth and away from environmentally sensitive areas.
- Use the zoning ordinance to discourage strip development and support cluster subdivisions and rural villages with a mix of uses and walkable form.
- Use guidelines and zoning to ensure that new development is compatible with the historic character of Warren County and preserves viewsheds

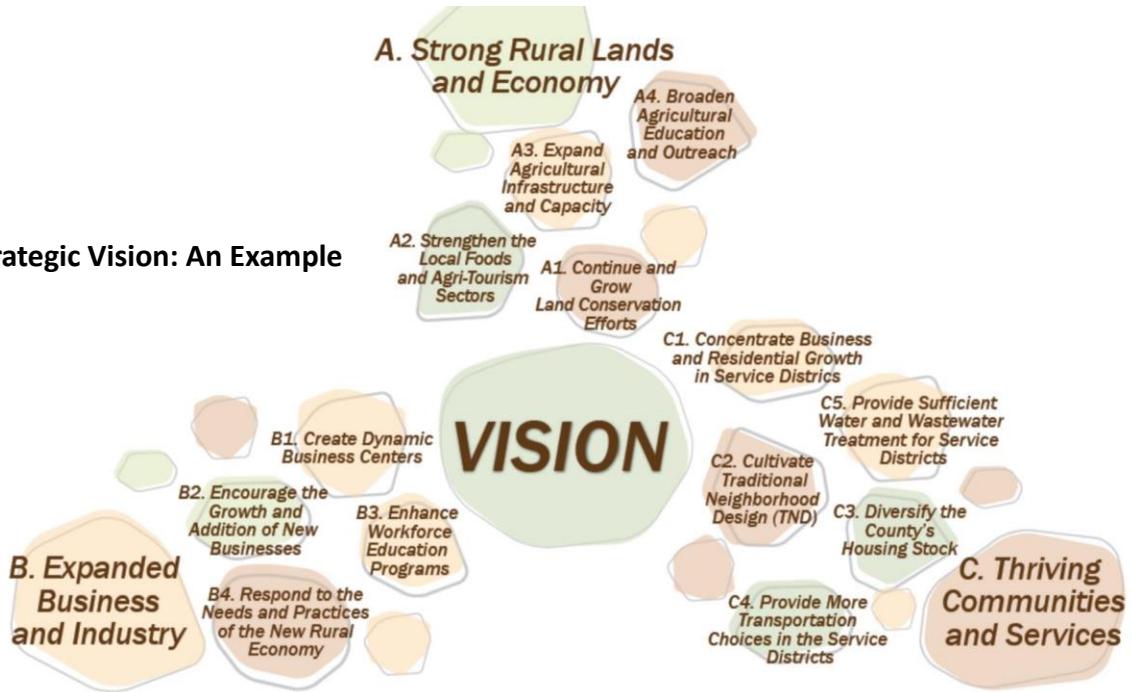
### Housing

- Use zoning to support the development of affordable housing through density bonuses, smaller lots, accessory dwelling units, manufactured/mobile homes, and mixed-use development.
- Invest in programs, such as a Housing Trust Fund, that will help improve the existing housing stock and increase the supply of affordable housing.
- Partner with local organizations to support their efforts to improve or increase housing stock.

### Education

- Coordinate expansion and improvement of school facilities with development
- Defray expansion costs through proffers.
- Invest in quality facilities and programs, and start a private endowment fund to support improvements.

**Strategic Vision: An Example**



# Appendix C – Warren County Strategic Vision Survey Results

**Q1 Is there anything critical missing or wrong in the draft vision statement? If so, please provide what should be changed.**

Answered: 14 Skipped: 3

#	RESPONSES	DATE
1	I don't think so.	10/12/2018 9:07 AM
2	No.	10/11/2018 10:16 PM
3	No	10/9/2018 5:10 PM
4	No	10/5/2018 3:09 PM
5	No	10/5/2018 2:51 PM
6	Maybe deliver "Quality services" since excellent has already been used with school environment and "provide safe and modern roads".	10/5/2018 2:29 PM
7	No	10/5/2018 2:20 PM
8	No. Looks fine.	10/4/2018 4:26 PM
9	There is very little emphasis on maintaining the rural character of the county. I almost think that should be a separate bullet..	10/4/2018 1:11 PM
10	Nothing missing	10/4/2018 7:45 AM
11	no	10/2/2018 9:31 PM
12	I'm good with it.	10/2/2018 8:18 PM
13	very good	10/2/2018 1:48 PM
14	No	10/2/2018 1:45 PM

**Q2 Recognizing that you may not agree with specific wording of the draft vision statement, is it generally acceptable as something that the County should adopt? (with any additions or changes you described above)**

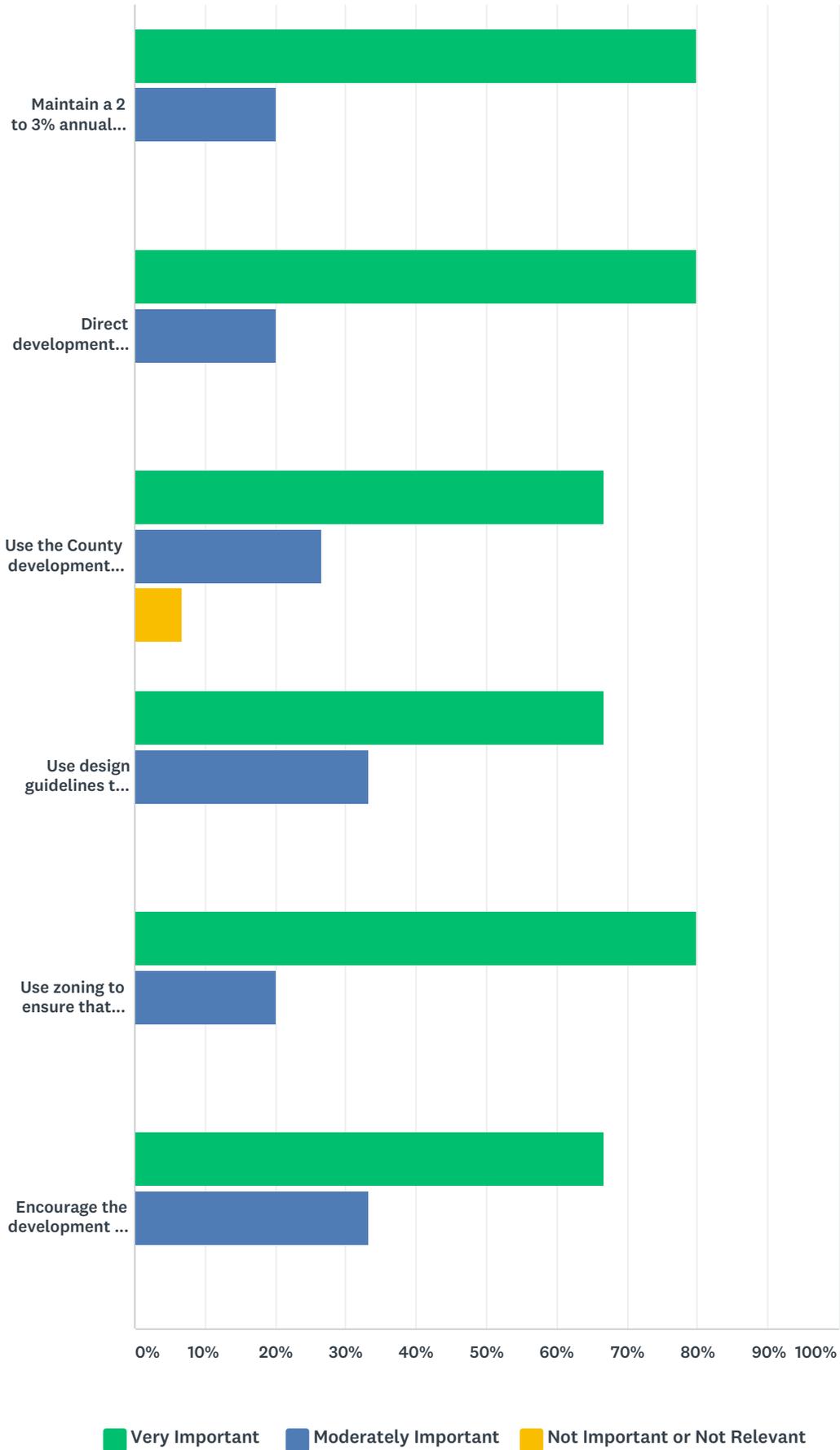
Answered: 15 Skipped: 2

#	RESPONSES	DATE
1	Yes	10/12/2018 9:07 AM
2	Yes.	10/11/2018 10:16 PM
3	Yes	10/9/2018 6:49 PM
4	Acceptable	10/9/2018 5:10 PM
5	Sure	10/5/2018 3:09 PM
6	Sure	10/5/2018 2:51 PM
7	Yes	10/5/2018 2:29 PM
8	Yes	10/5/2018 2:20 PM
9	Yes	10/4/2018 4:26 PM
10	Yes.	10/4/2018 1:11 PM
11	Yes it's acceptable.	10/4/2018 7:45 AM
12	yes	10/2/2018 9:31 PM
13	I'm good with it.	10/2/2018 8:18 PM
14	yes	10/2/2018 1:48 PM
15	Yes	10/2/2018 1:45 PM

**Q3 Growth and Development. Please rate the following strategies based on your perspective of their relative importance for achieving the emerging vision:**

Answered: 15 Skipped: 2

# Warren County Strategic Vision Survey



## Warren County Strategic Vision Survey

	VERY IMPORTANT	MODERATELY IMPORTANT	NOT IMPORTANT OR NOT RELEVANT	TOTAL
Maintain a 2 to 3% annual household growth rate that supports the local economy, but preserves the County's natural resources and ensures that services keep pace with development.	80.00% 12	20.00% 3	0.00% 0	15
Direct development into places where infrastructure supports growth and away from sensitive environments.	80.00% 12	20.00% 3	0.00% 0	15
Use the County development codes to support cluster subdivisions and rural villages with a mix of uses and a walkable form.	66.67% 10	26.67% 4	6.67% 1	15
Use design guidelines to encourage new development that is compatible with the County's historic character.	66.67% 10	33.33% 5	0.00% 0	15
Use zoning to ensure that scenic viewsheds are preserved, particularly from the Shenandoah National Park and the Shenandoah River.	80.00% 12	20.00% 3	0.00% 0	15
Encourage the development of neighborhoods that allow people to safely age in place.	66.67% 10	33.33% 5	0.00% 0	15

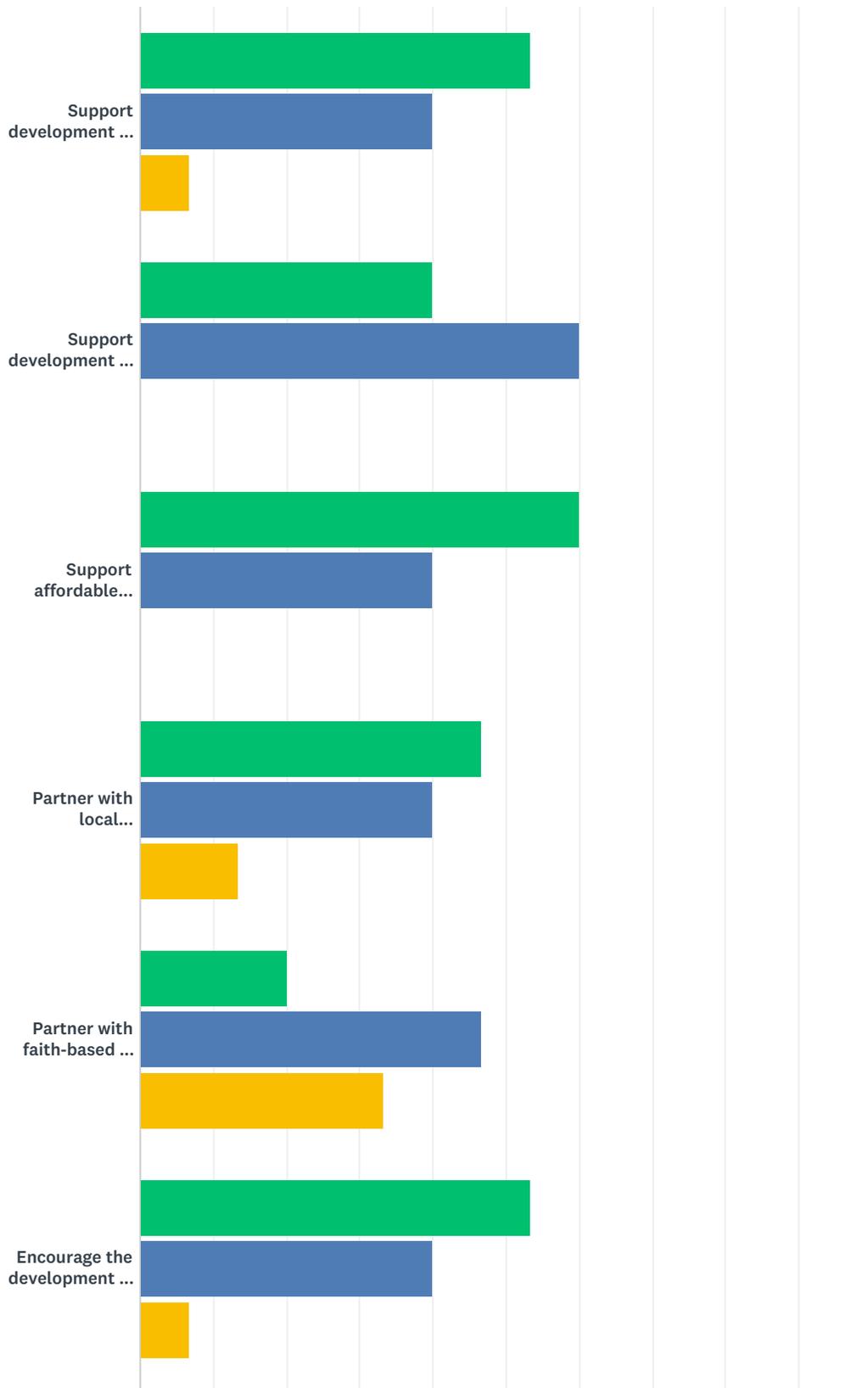
## Q4 What other growth and development strategies should the County consider?

Answered: 10 Skipped: 7

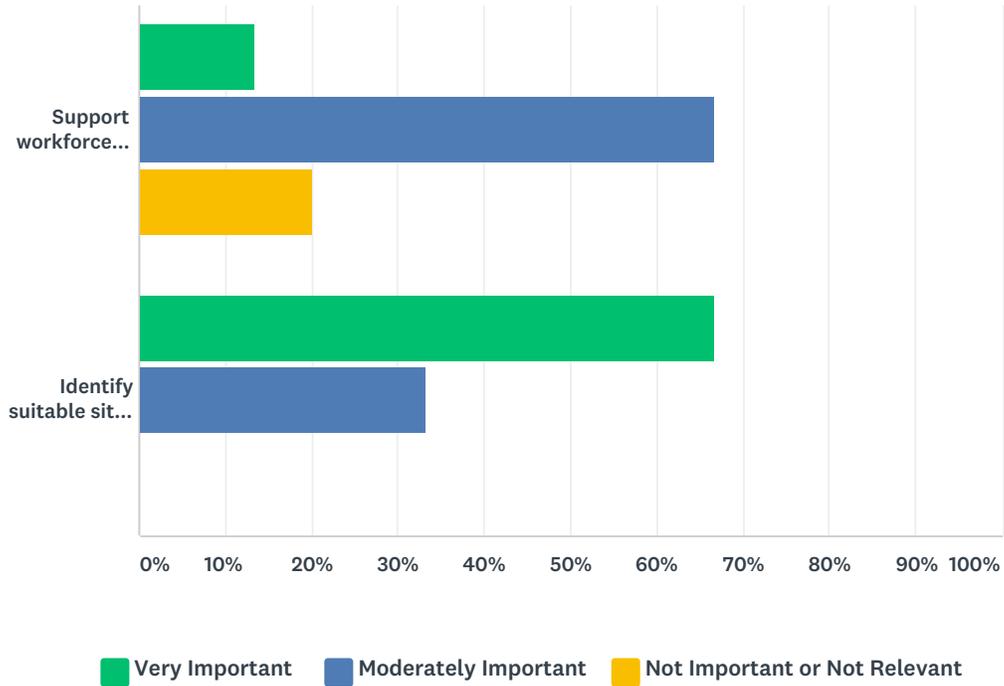
#	RESPONSES	DATE
1	Directing growth in and around the Town where services are available and infrastructure is in place.	10/12/2018 9:14 AM
2	Not be overly expensive to grow within.	10/11/2018 10:33 PM
3	Need workforce housing like apartments, townhouses, and upscale housing to attract, and keep our workforce in Warren County versus surrounding communities.	10/9/2018 5:27 PM
4	Manufacturing and high tech careers	10/9/2018 5:08 PM
5	None	10/5/2018 3:16 PM
6	None	10/5/2018 2:31 PM
7	can't think of any	10/4/2018 4:38 PM
8	I believe the Comp Plan/above items cover the strategies.	10/4/2018 8:02 AM
9	Over 55 housing neighborhood	10/2/2018 9:46 PM
10	support the EDA's attempts to get quality paying jobs so people can work at home	10/2/2018 2:01 PM

### Q5 Housing. Please rate the following strategies based on your perspective of their relative importance for achieving the emerging vision:

Answered: 15 Skipped: 2



## Warren County Strategic Vision Survey



	VERY IMPORTANT	MODERATELY IMPORTANT	NOT IMPORTANT OR NOT RELEVANT	TOTAL
Support development of workforce housing through density bonuses.	53.33% 8	40.00% 6	6.67% 1	15
Support development of workforce housing by allowing for more by right development of a range of housing types including multi-family and townhomes in some zoning districts.	40.00% 6	60.00% 9	0.00% 0	15
Support affordable housing by encouraging mixed-use development.	60.00% 9	40.00% 6	0.00% 0	15
Partner with local organizations to support their efforts to improve or increase housing stock.	46.67% 7	40.00% 6	13.33% 2	15
Partner with faith-based and non-profit organizations to build affordable housing.	20.00% 3	46.67% 7	33.33% 5	15
Encourage the development of retirement communities	53.33% 8	40.00% 6	6.67% 1	15
Support workforce housing by providing down payment assistance or first-time homebuyer counseling services for County employees.	13.33% 2	66.67% 10	20.00% 3	15
Identify suitable site locations for workforce housing.	66.67% 10	33.33% 5	0.00% 0	15

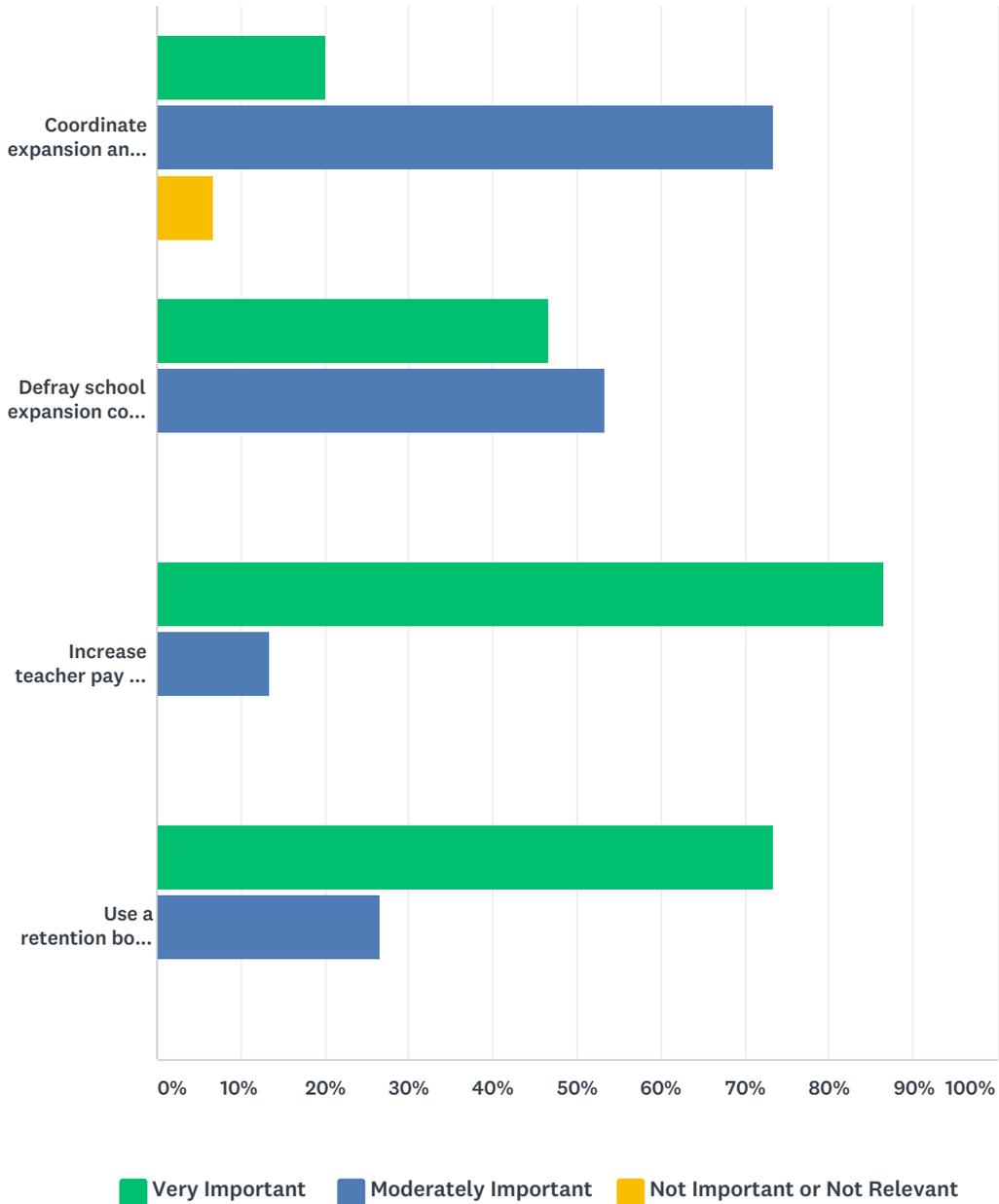
## Q6 What other housing strategies should the County consider?

Answered: 6 Skipped: 11

#	RESPONSES	DATE
1	Continue to encourage walking trails and bike lanes.	10/11/2018 10:33 PM
2	Already stated	10/9/2018 5:27 PM
3	Use excess land owned by the county and schools to build affordable housing	10/9/2018 5:08 PM
4	IDK	10/5/2018 3:16 PM
5	None	10/5/2018 2:31 PM
6	Historical	10/2/2018 9:46 PM

**Q7 Education. Please rate the following strategies based on your perspective of their relative importance for achieving the emerging vision:**

Answered: 15 Skipped: 2



	VERY IMPORTANT	MODERATELY IMPORTANT	NOT IMPORTANT OR NOT RELEVANT	TOTAL
Coordinate expansion and improvement of school facilities with new private development proposals.	20.00% 3	73.33% 11	6.67% 1	15
Defray school expansion costs through proffers.	46.67% 7	53.33% 8	0.00% 0	15

## Warren County Strategic Vision Survey

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Increase teacher pay and benefits to levels needed to retain the best teachers competing in the Northern Shenandoah Valley and attract teachers from adjacent counties.	86.67% 13	13.33% 2	0.00% 0	15
Use a retention bonus beginning at year 4 to retain the best teachers.	73.33% 11	26.67% 4	0.00% 0	15

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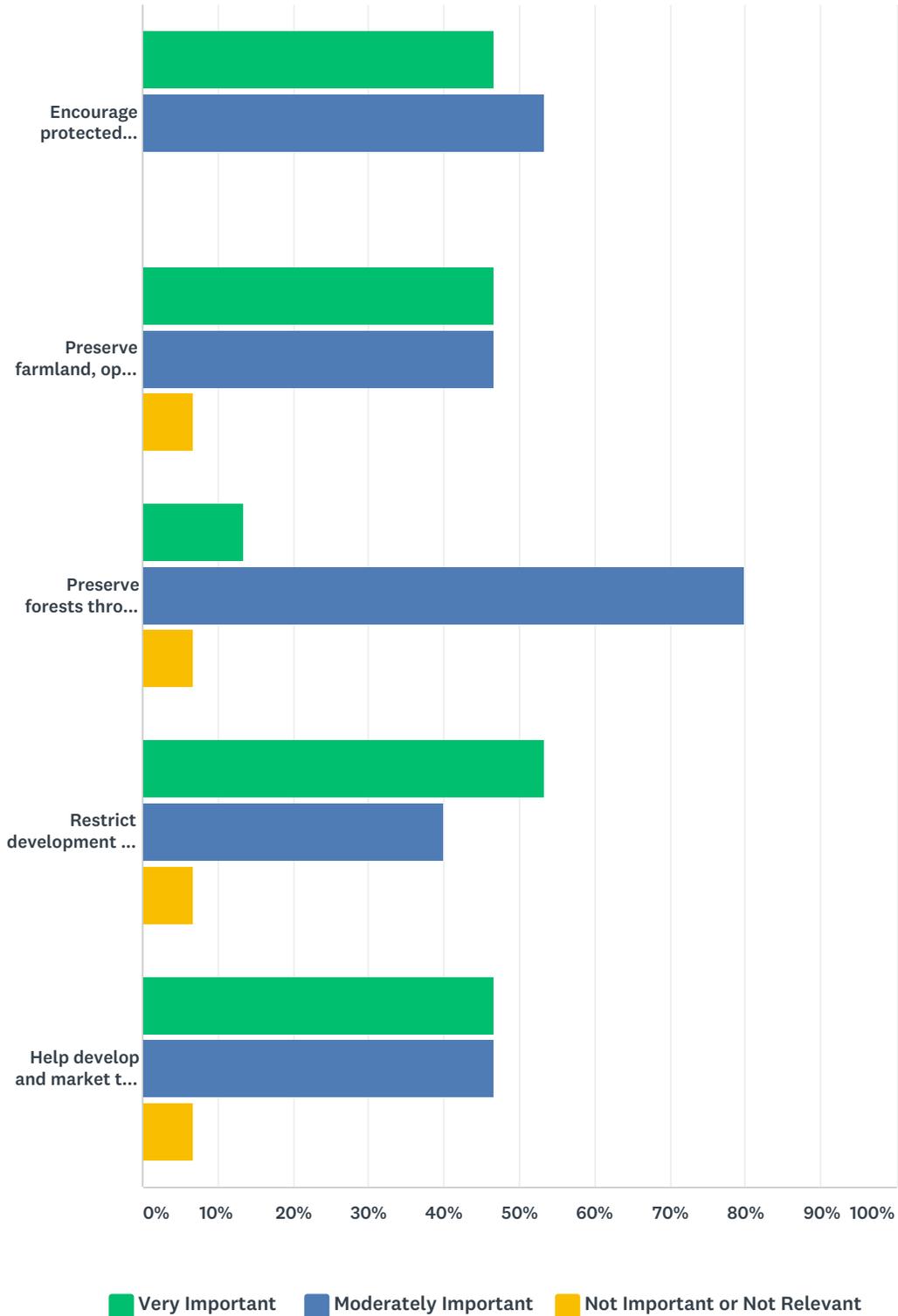
## Q8 What other education strategies should the County consider?

Answered: 6 Skipped: 11

#	RESPONSES	DATE
1	School Board needs to be consignant if teachers morale and disparity in pay scale range between attracting first year teachers & dedicated long term teachers.	10/9/2018 5:27 PM
2	Beats me.	10/5/2018 3:16 PM
3	None	10/5/2018 2:31 PM
4	Where we spend our \$ indicates our priorities. The message surrounding education is that it is a priority therefore we spend our money here.	10/3/2018 2:10 PM
5	Freeze the upper Admin raises and share with the teachers for 2 years.Great way to show the teachers that the Admin.care.	10/2/2018 9:46 PM
6	retaining good teachers most important	10/2/2018 2:01 PM

Q9 Open Space and Farmland Preservation. Please rate the following strategies based on your perspective of their relative importance for achieving the emerging vision:

Answered: 15 Skipped: 2



## Warren County Strategic Vision Survey

	VERY IMPORTANT	MODERATELY IMPORTANT	NOT IMPORTANT OR NOT RELEVANT	TOTAL
Encourage protected farmland and open space through voluntary measures including conservation easements, scenic easements, purchase of development rights, or transfer of development rights.	46.67% 7	53.33% 8	0.00% 0	15
Preserve farmland, open space, and forests through Agricultural and Forestal zoning districts.	46.67% 7	46.67% 7	6.67% 1	15
Preserve forests through zoning code provisions that prohibit clear cutting.	13.33% 2	80.00% 12	6.67% 1	15
Restrict development of environmentally sensitive areas.	53.33% 8	40.00% 6	6.67% 1	15
Help develop and market the County's local agricultural produce to regional markets, such as the DC area.	46.67% 7	46.67% 7	6.67% 1	15

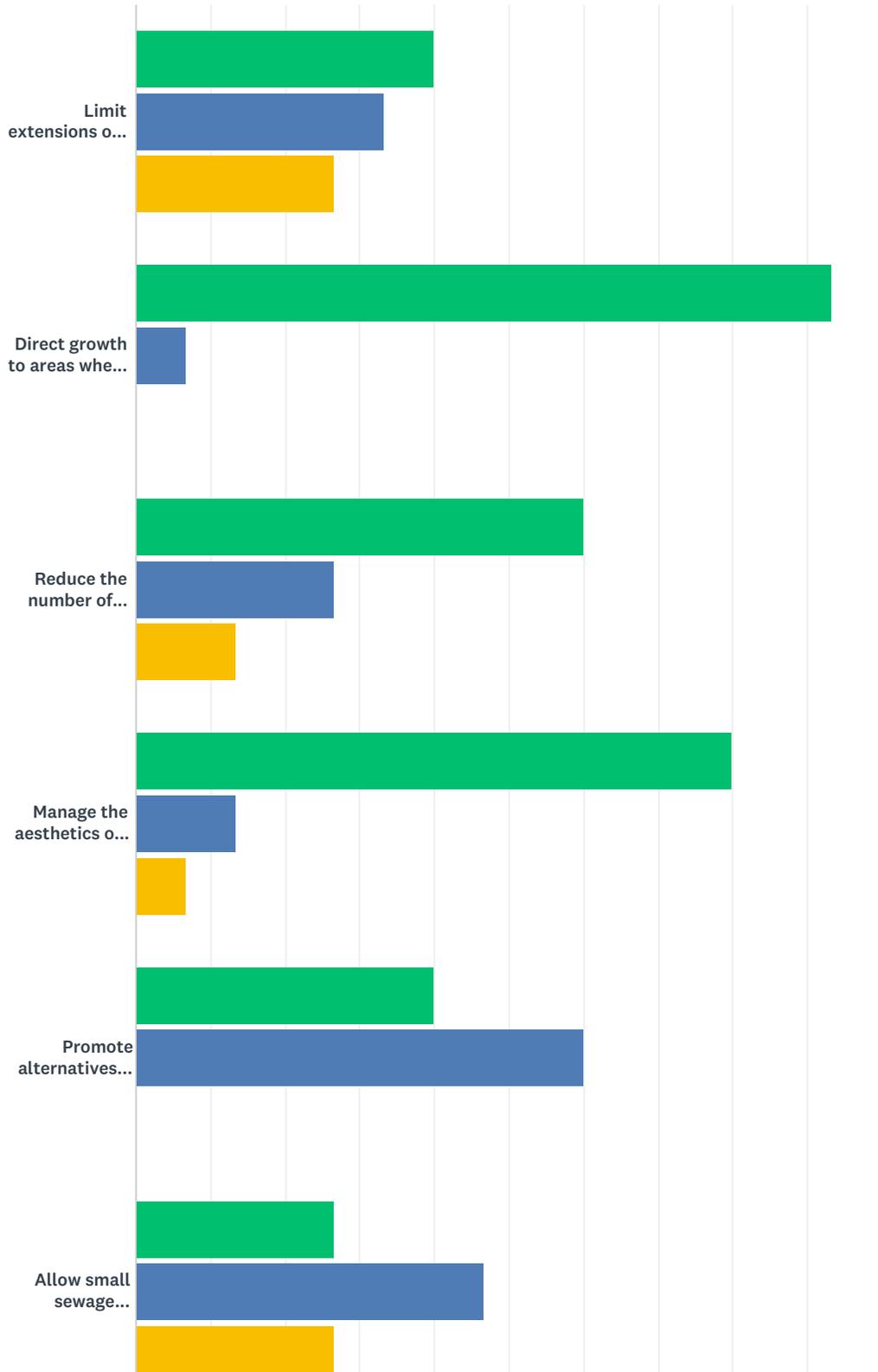
## Q10 What other open space and farmland preservation strategies should the County consider?

Answered: 5 Skipped: 12

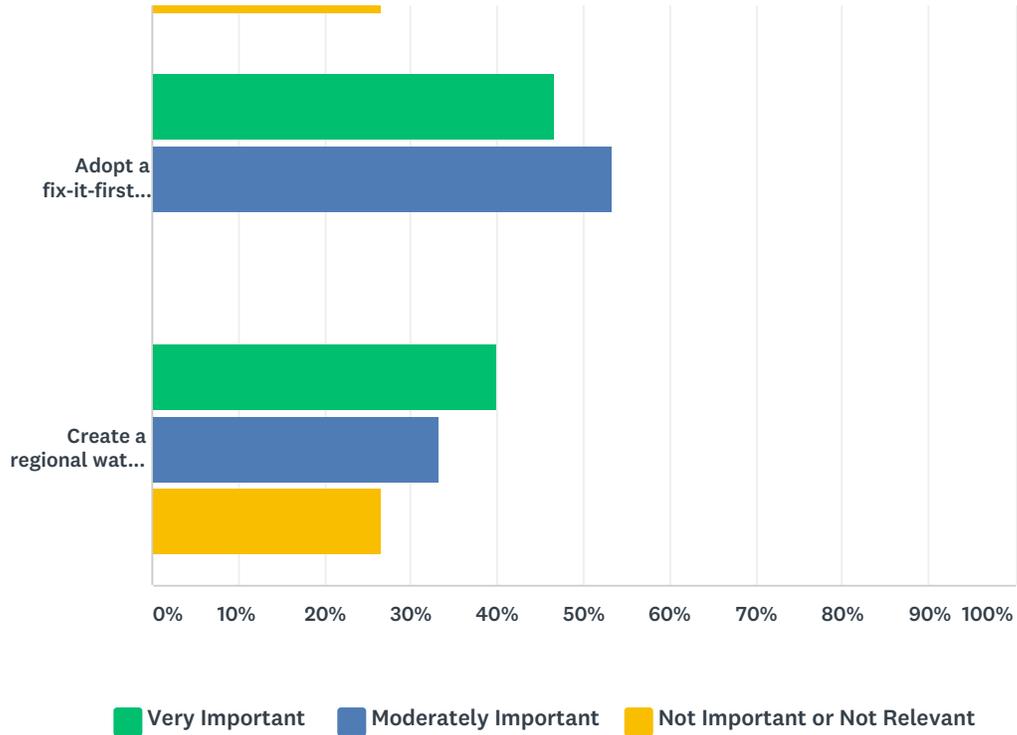
#	RESPONSES	DATE
1	None	10/9/2018 5:27 PM
2	Don't have a clue.	10/5/2018 3:16 PM
3	None	10/5/2018 2:31 PM
4	Encourage development of agribusiness by eliminating complicated restrictions and regulations and allowing more by right activities in agricultural zoned areas.	10/4/2018 1:11 PM
5	Slow down on the development of parks	10/2/2018 9:46 PM

Q11 Infrastructure and Transportation. Please rate the following strategies based on your perspective of their relative importance for achieving the emerging vision:

Answered: 15 Skipped: 2



## Warren County Strategic Vision Survey



	VERY IMPORTANT	MODERATELY IMPORTANT	NOT IMPORTANT OR NOT RELEVANT	TOTAL
Limit extensions of the Town's water and sewer infrastructure to outlying areas to minimize sprawling development.	40.00% 6	33.33% 5	26.67% 4	15
Direct growth to areas where infrastructure can handle it.	93.33% 14	6.67% 1	0.00% 0	15
Reduce the number of private access points along major highways and gateways to maintain highway capacity and support a walkable environment with accessible infrastructure.	60.00% 9	26.67% 4	13.33% 2	15
Manage the aesthetics of development along major highways and gateways through zoning overlays.	80.00% 12	13.33% 2	6.67% 1	15
Promote alternatives to driving by building walking and bicycling routes and mixed-use developments.	40.00% 6	60.00% 9	0.00% 0	15
Allow small sewage treatment facilities to promote the development of rural villages.	26.67% 4	46.67% 7	26.67% 4	15
Adopt a fix-it-first policy where maintenance of existing facilities is prioritized over expansion.	46.67% 7	53.33% 8	0.00% 0	15
Create a regional water authority.	40.00% 6	33.33% 5	26.67% 4	15

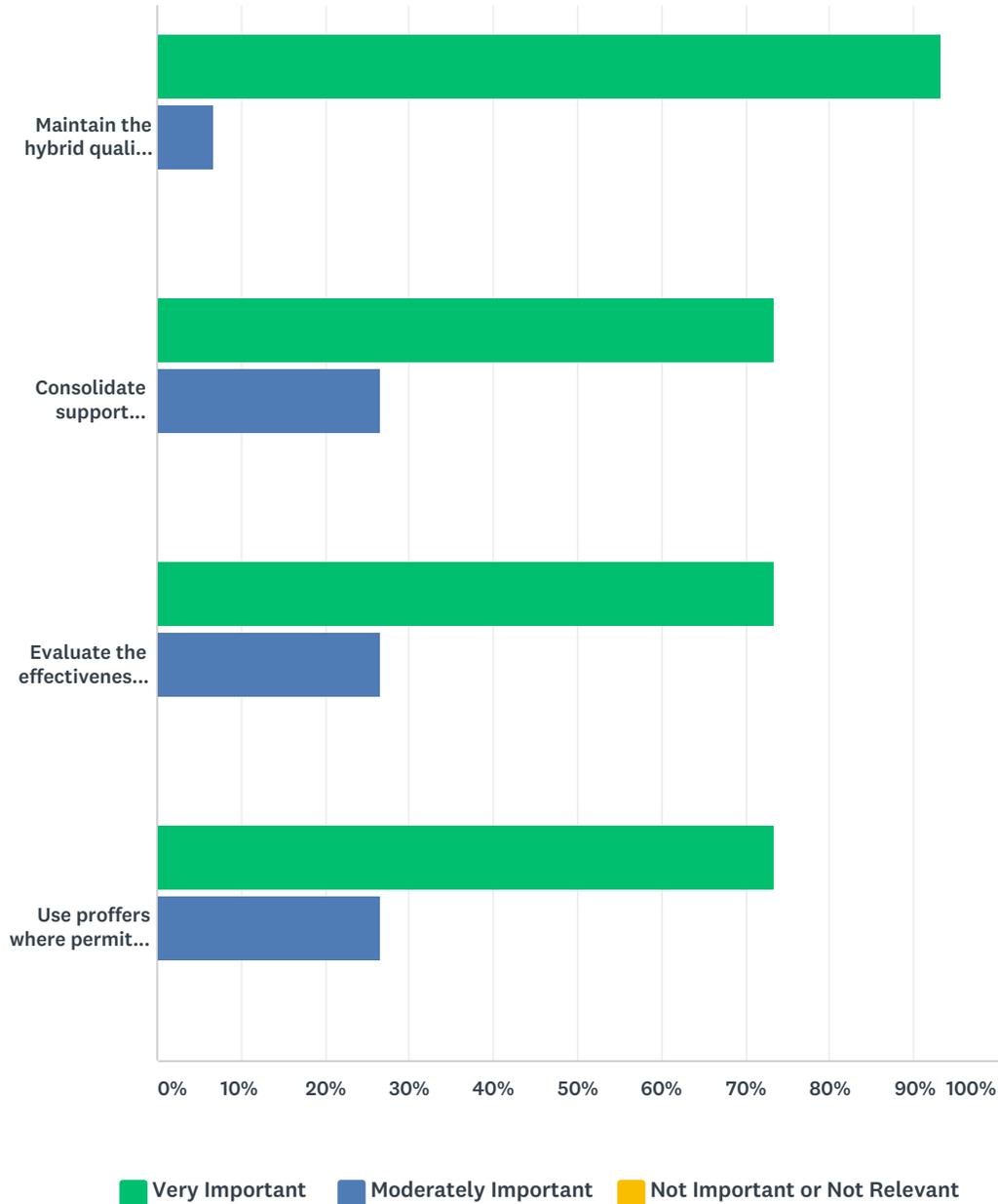
## Q12 What other infrastructure and transportation strategies should the County consider?

Answered: 4 Skipped: 13

#	RESPONSES	DATE
1	Bypass around Town of Front Royal	10/9/2018 5:27 PM
2	Continue to fund a local match for State revenue sharing dollars to maximize transportation improvements.	10/5/2018 4:48 PM
3	None	10/5/2018 2:31 PM
4	Greater support for Fire & Rescue	10/2/2018 9:46 PM

**Q13 Law Enforcement, Fire, and Rescue Services. Please rate the following strategies based on your perspective of their relative importance for achieving the emerging vision:**

Answered: 15 Skipped: 2



	VERY IMPORTANT	MODERATELY IMPORTANT	NOT IMPORTANT OR NOT RELEVANT	TOTAL
Maintain the hybrid quality fire and rescue paid staff and volunteer system.	93.33% 14	6.67% 1	0.00% 0	15
Consolidate support services for law enforcement, fire, and rescue such as E-911.	73.33% 11	26.67% 4	0.00% 0	15
Evaluate the effectiveness of services before proceeding with expansion.	73.33% 11	26.67% 4	0.00% 0	15

## Warren County Strategic Vision Survey

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Use proffers where permitted to fund capital improvements.	73.33% 11	26.67% 4	0.00% 0	15
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## Q14 What other law enforcement, fire, and rescue services strategies should the County consider?

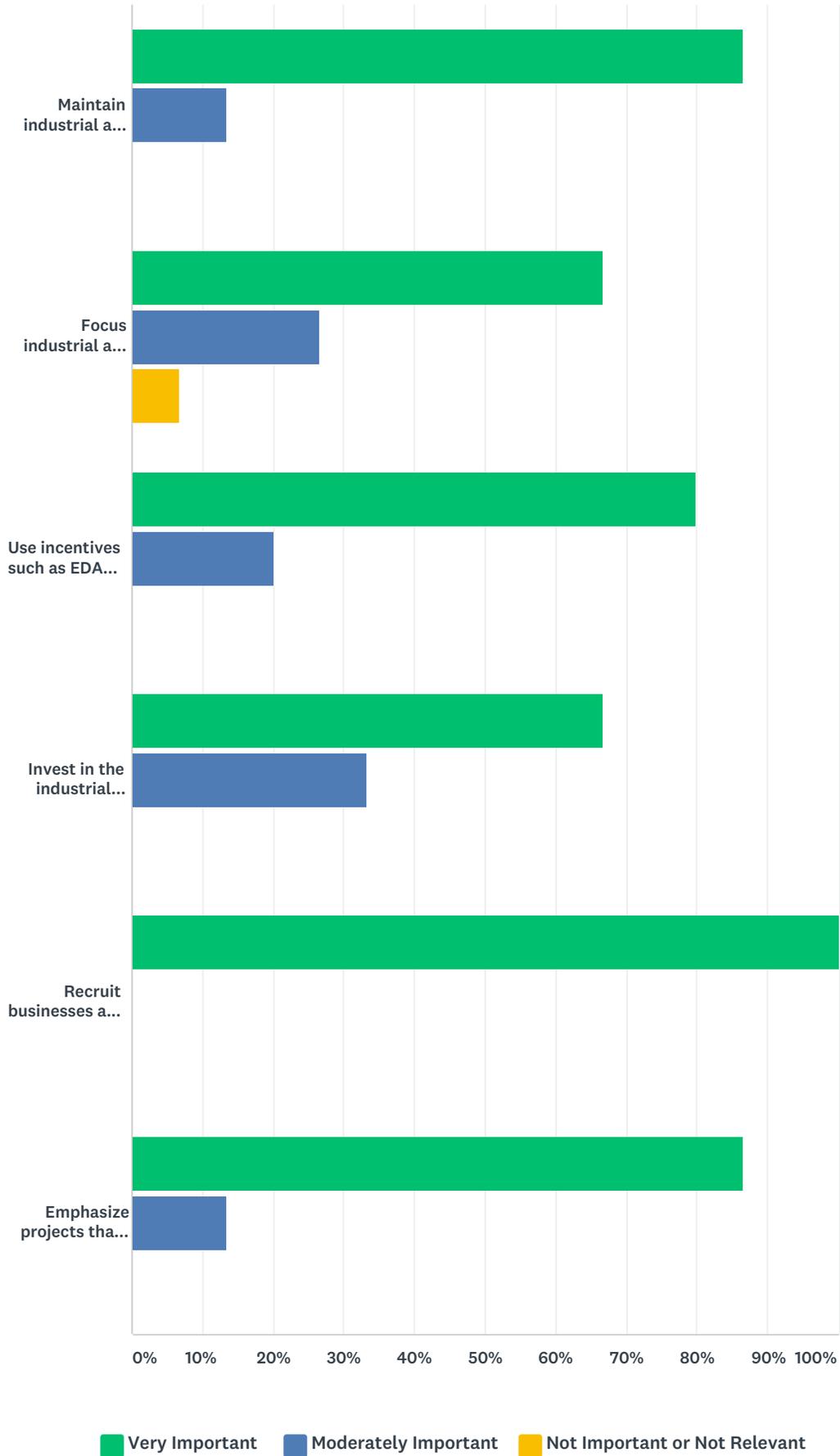
Answered: 3 Skipped: 14

#	RESPONSES	DATE
1	None	10/9/2018 5:27 PM
2	None	10/5/2018 2:31 PM
3	Look at the allocation of officers could the desk sergeants be used for school officers, They could perform their usual duties while working in the schools. Cost avoidance	10/2/2018 9:46 PM

**Q15 Economic Development. Please rate the following strategies based on your perspective of their relative importance for achieving the emerging vision:**

Answered: 15 Skipped: 2

# Warren County Strategic Vision Survey



## Warren County Strategic Vision Survey

	VERY IMPORTANT	MODERATELY IMPORTANT	NOT IMPORTANT OR NOT RELEVANT	TOTAL
Maintain industrial and commercial land uses to make up 30 to 35% of the tax base.	86.67% 13	13.33% 2	0.00% 0	15
Focus industrial and commercial development on Route 340/522 and at the Linden Interchange.	66.67% 10	26.67% 4	6.67% 1	15
Use incentives such as EDA grants, research, technology, or enterprise zones to attract new employers.	80.00% 12	20.00% 3	0.00% 0	15
Invest in the industrial parks to make them more impressive and attractive to businesses.	66.67% 10	33.33% 5	0.00% 0	15
Recruit businesses and industries that offer a higher pay level so that more people can afford to both live and work in the County.	100.00% 15	0.00% 0	0.00% 0	15
Emphasize projects that improve quality of life and maximize the County's natural and built assets – such as the National Park, river, and downtown Front Royal – as a way to attract higher wage employers that value quality of life and locating where the workforce wants to live.	86.67% 13	13.33% 2	0.00% 0	15

## Q16 What other economic development strategies should the County consider?

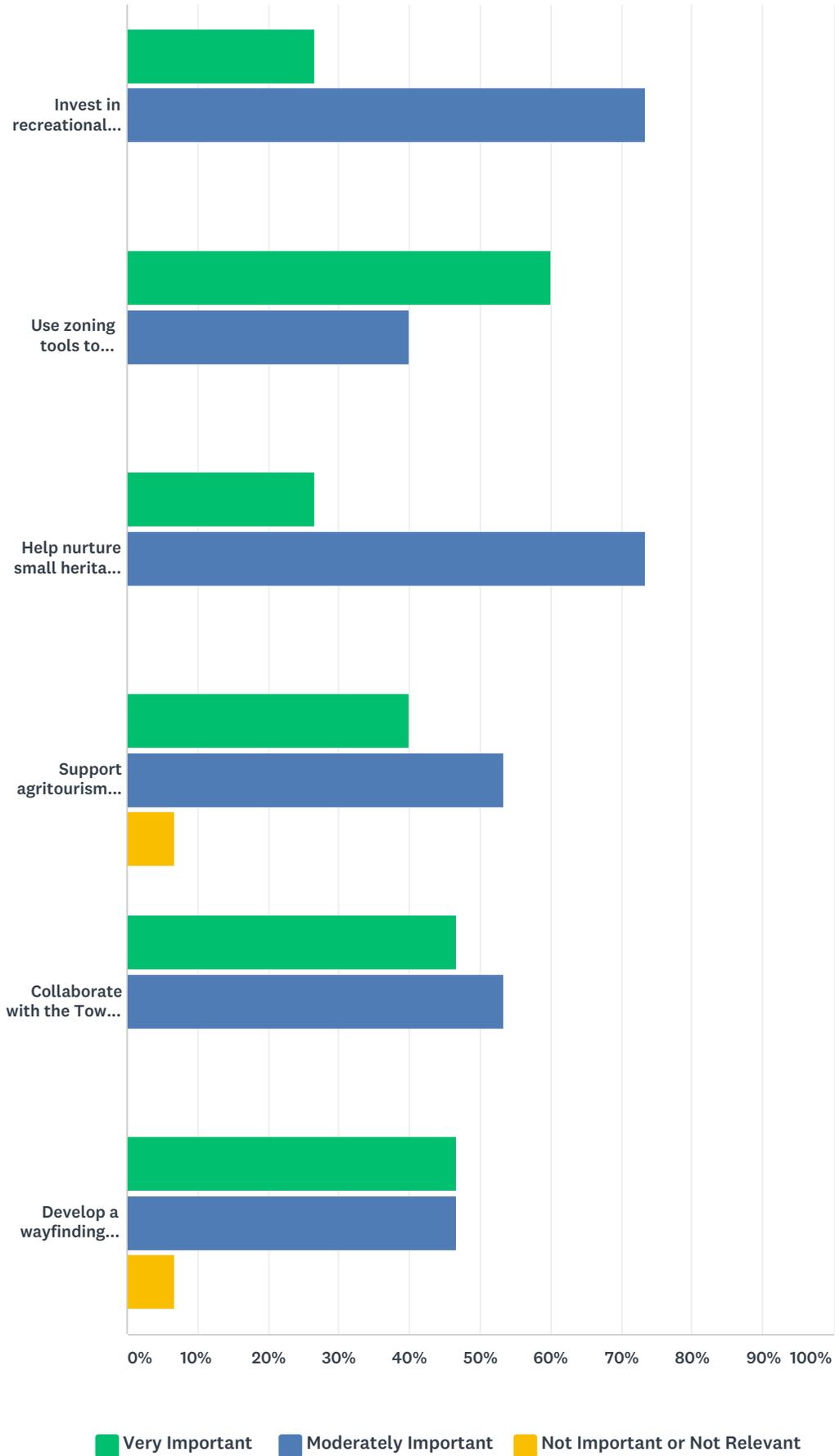
Answered: 4 Skipped: 13

#	RESPONSES	DATE
1	Need an interchange near Rt. 606	10/11/2018 10:33 PM
2	Interchange off Happy Creek needs to be developed	10/9/2018 5:27 PM
3	None	10/5/2018 2:31 PM
4	Limit warehouses more manufacturing.	10/2/2018 9:46 PM

**Q17 Tourism. Please rate the following strategies based on your perspective of their relative importance for achieving the emerging vision:**

Answered: 15 Skipped: 2

# Warren County Strategic Vision Survey



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	VERY IMPORTANT	MODERATELY IMPORTANT	NOT IMPORTANT OR NOT RELEVANT	TOTAL
Invest in recreational facilities that provide access to natural features, such as greenways, hiking and biking paths, and public river access.	26.67% 4	73.33% 11	0.00% 0	15
Use zoning tools to protect historic sites, viewsheds, buffers to the Shenandoah River, Shenandoah National Park, battlefields, and buffers to the Appalachian Trail.	60.00% 9	40.00% 6	0.00% 0	15
Help nurture small heritage- and nature-based businesses with the potential to grow the County's tourism industry.	26.67% 4	73.33% 11	0.00% 0	15
Support agritourism enterprises.	40.00% 6	53.33% 8	6.67% 1	15
Collaborate with the Town to jointly develop and promote the outdoor recreation economy.	46.67% 7	53.33% 8	0.00% 0	15
Develop a wayfinding signage program to promote the community's destinations.	46.67% 7	46.67% 7	6.67% 1	15

## Q18 What other tourism strategies should the County consider?

Answered: 4 Skipped: 13

#	RESPONSES	DATE
1	None	10/9/2018 5:27 PM
2	Save our golf course!	10/9/2018 5:08 PM
3	None	10/5/2018 2:31 PM
4	clean up the deplorable buildings at the entrance to the town.	10/2/2018 9:46 PM

# Appendix D – Photos Submitted by Citizens for Survey







